HQIC Community of Practice Call

Disruption as an Opportunity to Improve Care

September 23, 2021
Introduction

Welcome!

Who’s in the Room?

Shelly Coyle
Nurse Consultant - Division of Quality Improvement
Innovation Models Testing
iQuality Improvement and Innovations Group
Center for Clinical Standards and Quality
CMS
Overview

• Thomas Evans, MD
  President and CEO of Iowa Healthcare Collaborative

• Karen Keil Rosser, MS, BS, CSSGB
  Vice President and Quality Improvement Officer, Mary Greeley Medical Center

• Cindy Peeler, MS, BS, RN
  Chief Clinical Officer and Nurse Executive, Dallas County Hospital

• Discussion/Q&A

Consider:

How can you leverage the dynamic environment to foster success?
As You Listen....

• Where can you begin with your facility to continue to ensure safety, great care and a patient-centered approach while valuing your staff?

• What actions can you take in the next 30 days? 90 days?

• How can you improve utilization of resources to foster a significant impact?
Meet Your Speaker

Tom Evans, MD
President and CEO
Iowa Healthcare Collaborative (IHC)
Objectives

• Consider the state of healthcare reform efforts
• Describe the importance of stakeholders
• Explore the impact of the Covid pandemic on Healthcare Reform
Delivery System Reform

Pay Providers

Deliver Care

Distribute Information
Delivery System Reform

Pay Providers

Deliver Care

Distribute Information
Delivery System Reform

Pay Providers

Deliver Care

Distribute Information

COVID Pandemic
The *purpose of strategy* is to sustain competitive advantage through continuous value creation for customers and/or other stakeholders.
Stakeholders are individuals, groups or organizations affected by, or attempt to affect, the decisions and actions of an organization.

(Blair)
Stakeholder

Healthcare Stakeholders

- Patients/clients/referral sources
- Clinical/provider staff
- Payers
- Legislators, regulators, accreditors
- Community
- Collaborators
Stakeholders Matter

Stakeholders have control over resources we need:

• Physical resources and/or workforce
• Financial
• Information

The potential actions of stakeholders introduce uncertainty and risk when attempting to create and implement a successful strategy.
Stakeholders
The *purpose of strategy* is to sustain competitive advantage through continuous value creation for customers and/or other stakeholders.
Exhibit 1–5: Analyzing and Understanding the Situation

Building Strategy

Stakeholder Analysis

What was asked?

Organizational Description (M,V,V,G)
  • What you aspire to do, and able to do

Collaborative Intent
  • Commitment and resources brought to joint effort

Challenges to the Vision
  • Barriers to achieving your vision

Impact of the Pandemic
  • Innovations through Disruption
Stakeholder Analysis

Who was asked?

Patients

Providers

• Hospitals, Physicians, Ancillary Providers
• Health Systems

Payers

Government

Other

• QIOs, QI Consultants, Associations
The Impact of the Covid Pandemic

The Big Rocks- Lessons Learned

- Telehealth and new models of delivery
- Advanced Analytics/Data interoperability
- Workforce /managing “presence”
- Behavioral Health
- Reimbursement
Innovation Out of Disruption

Moving Forward...

• Spirit of willingness to work together
• Mastery of new skills (PI, PS, IT)
• Public Health Integration
• Commitment to include the patient
Summary

• Disruption caused by the pandemic is catalyzing healthcare innovation
• New strategies focus on creation of value for customers and stakeholders
• Stakeholders will impact healthcare success
Meet Your Speaker

Karen Kiel Rosser, MS, BS, CSSGB
Vice President & Quality Improvement Officer, Mary Greeley Medical Center
OUR MISSION  To advance health through specialized care and personal touch.

OUR VISION  To be the best.

OUR VALUES  People-Oriented
             Respectful
             Innovative
             Dedicated
             Effective
Mary Greeley Medical Center
Located in Ames, Iowa

220-Bed Acute Care Hospital

1,400 Employees
200 Physicians
400 Volunteers
9,000 Admissions per Year

28,000 Emergency Room Visits per Year

Municipal Hospital, Governed by 5-Member Board of Trustees
It doesn’t make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do.

– Steve Jobs
At Mary Greeley, we have two roles

1. Do Our Work
2. Improve Our Work

[Logos and badges: Magnet Recognized, Mary Greeley Medical Center, Malcolm Baldrige National Quality Award]
Kim Copeland, RN
Emergency Department
51% of staff have used the system

3.2 average improvements per employee

Daily improvements:

- Improved clinical outcomes
- Increased efficiency
- Provides for greater employee involvement and retention

2,964 submissions

2,810 completions

66% result in a change

Mary Greeley Medical Center

Malcolm Baldrige National Quality Award 2019 Award Recipient
Employee Focus Groups

- Employee Focus Groups
- Open to ALL employees
- Led by senior leaders
- Series of 5 open ended-questions
- Results create action plans

This year EVERYONE is invited to attend an upcoming focus group!

The feedback of last year’s groups led to several initiatives. Below are just a few of the highlights:

- Developed a reconnect to PRIDE and distributed new badge pulls
- Produced department spotlight videos
- Designed Leader 360 feedback surveys
- Launched the Mary Greeley Workplace social media site

20 sessions have been scheduled between April 24 and May 23 with various start times to accommodate schedules starting as early as 7am and as late as 6pm. Sessions can accommodate up to 20 people.

We want to hear from you! To attend a session, log in to NetLearning and click ‘Learning Opportunities’ at the top of the page. This will bring up a list of all available sessions and you can simply enroll in the one that works best for your schedule.

We look forward to hearing from you!
Employee Engagement Results

Action Taken from Previous Year's Survey

- Implemented CEO Focus Groups in 2017

<table>
<thead>
<tr>
<th>Year</th>
<th>% Agree/Strongly Agree</th>
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<tbody>
<tr>
<td>FY2015</td>
<td>40%</td>
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<tr>
<td>FY2016</td>
<td>40%</td>
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<td>30%</td>
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<td>40%</td>
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<tr>
<td>FY2019</td>
<td>40%</td>
</tr>
<tr>
<td>FY2020</td>
<td>40%</td>
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</tbody>
</table>
The purpose of the Mary Greeley Medical Business Review is to help answer three questions:

*Is your department doing as well as it could? How do you know? What and how should your department improve or change?*

### Leadership & Workforce
- T

### Customers
- O

### Measurement/Analysis/Knowledge Management
- W

### Operations
- S

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**Management Performance**

<table>
<thead>
<tr>
<th>Category</th>
<th>Weight</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>Eliminate Serious Safety Events</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Improve Overall Patient Engagement</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Improve Workforce Engagement</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Meet or Exceed Operating Margin</td>
<td>25%</td>
<td></td>
</tr>
</tbody>
</table>

**Overall Management Performance Score:**
Employee Big Dot Goals

**OUR MISSION**
To advance health through specialized care and personal touch.

**OUR VISION**
To be the best.

**OUR VALUES**
People-Oriented
Respectful
Innovative
Dedicated
Effective

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**Big Dot GOALS – 2022**

- **Eliminate Preventable Harm**
- **Improve Patient Engagement**
- **Improve Workforce Engagement**
- **Meet or Exceed Operating Margin**

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**commitment to:**

(Your Name)

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Eliminate Preventable Harm

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Improve Patient Engagement

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Improve Workforce Engagement

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Meet or Exceed Operating Margin

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Strategic Path Flyer

Strategic OBJECTIVES | 2019 – 2022

OUR MISSION | To advance health through specialized care and personal touch.
OUR VISION | To be the best.
OUR VALUES | People-Oriented • Respectful • Innovative • Dedicated • Effective

Quality & Safety
- Eliminate harm.
- Improve performance in key Core Measures.

Community Health
- Collaborative innovations in care coordination and community health.

Operational Performance
- Best place to receive care, learn and practice.
- Sustain financial stewardship.

Partner Relationships
- Strengthen partnerships to support evidence development.

Big Dot GOALS
2022 FISCAL YEAR PRIORITIES

- Eliminate preventable harm
- Improve patient engagement
- Improve employee engagement
- Meet or exceed operating margin

Mary Greeley Medical Center
Doing what's right.

Malcolm Baldrige National Quality Award
2019 Award Recipient

MAGNET Recognized
American Nurses Credentialing Center
2019 Award Recipient
Patient Family Advisory Council
Meet Your Speaker

Cindy Peeler, MS, BS, RN
Chief Clinical Officer and Nurse Executive
Dallas County Hospital

[Image of Cindy Peeler]
INNOVATION DURING THE PANDEMIC
• Our Journey……
  • Meetings with Internal Stakeholders
  • Meeting with Community Partners
  • First positive COVID-19 case March 14, 2020
  • Incident Command activated
    • Consultation
    • Exposure Analysis
    • Staffing Adjustments
    • Inventory Assessment
• Regulations......
  • State
  • Federal
  • CDC
• Shutdowns
• COVID-19 Screening
• Visitor Restrictions
• Town Halls
• Huddles
• Taking Care of Our Community.....
Concerns from Community & Staff

• Job/Department Uncertainty
• Community Member Isolation
• Lack of Socialization
• Lack of Mobility
• Education Department Brainstorming
  • Possible Local Option Identified
McCreary Recreation Center

- Partnership.....
- Well & Wise Program
  - Health-Focused Newsletters
  - Open walking
  - Senior Classes
- Lunch and Learns
- Community Classes
- Employee Discount
Lessons Learned

• Listen to Staff & Community
• Support One Another
• Encourage Self Care
• Recognize & Appreciate
• Communicate…Communicate…Communicate
Open Discussion

• Where can you begin with your facility to continue to ensure safety, great care and a patient-centered approach while valuing your staff?
• What actions can you take in the next 30 days? 90 days?
• How can you improve utilization of resources to foster a significant impact?
Final Thoughts
Join Us for the next Community of Practice Call!

Join us for the next Community of Practice Call on October 14, 2021 from 1:00 – 2:00 PM ET

We invite you to register at the following link:

https://zoom.us/webinar/register/WN_ASl_l3p_TEyx_VY_YYFFeA

You will receive a confirmation email with login details.
Thank You!

Your opinion is valuable to us. Please take a moment to complete the post event assessment here:

https://www.surveymonkey.com/r/092321

We will use the information you provide to improve future events.