

# HQIC Community of Practice Call

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Disruption as an Opportunity to Improve Care

September 23, 2021

This material was prepared by The Bizzell Group (Bizzell), the Data Validation and Administrative (DVA) contractor, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services (HHS). Views expressed in this material do not necessarily reflect the official views or policy of CMS or HHS, and any reference to a specific product or entity herein does not constitute endorsement of that product or entity by CMS or HHS. 12SOW/Bizzell/DVA-0601-09/21/21



**HQIC**  
Hospital Quality Improvement Contractors  
CENTERS FOR MEDICARE & MEDICAID SERVICES  
IQUALITY IMPROVEMENT & INNOVATION GROUP

# Introduction

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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

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- 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....

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- 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

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**Tom Evans, MD**

President and CEO

Iowa Healthcare Collaborative (IHC)



*Iowa Healthcare  
Collaborative*

# ***Innovation Out of Disruption***

***HQIC Community of Practice***

***Tom Evans, MD***

# **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***



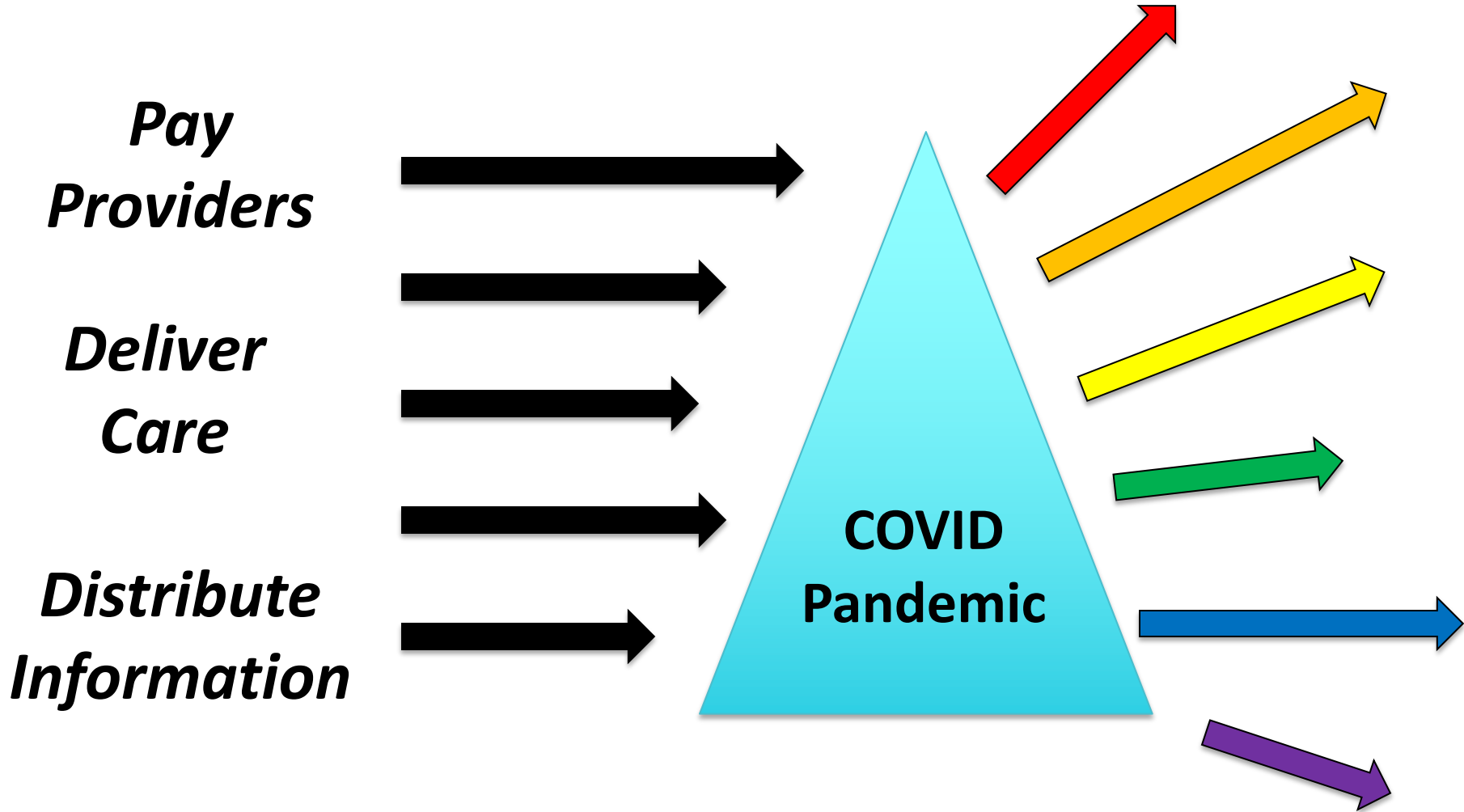
***Deliver  
Care***



***Distribute  
Information***

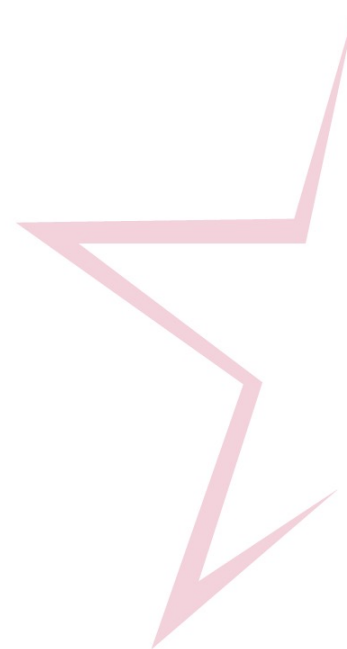


# ***Delivery System Reform***



# Strategy

The *purpose of **strategy*** is to sustain competitive advantage through continuous value creation for customers and/or other stakeholders.



# Stakeholders

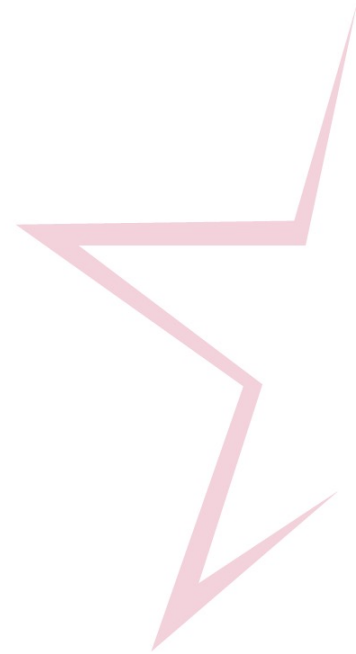
**Stakeholders** are individuals, groups or organizations affected by, or attempt to affect, the decisions and actions of an organization.

(Blair)



## ***Healthcare Stakeholders***

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

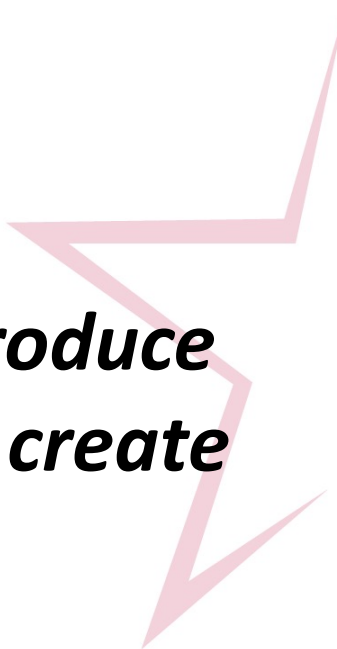


# ***Stakeholders Matter***

***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***



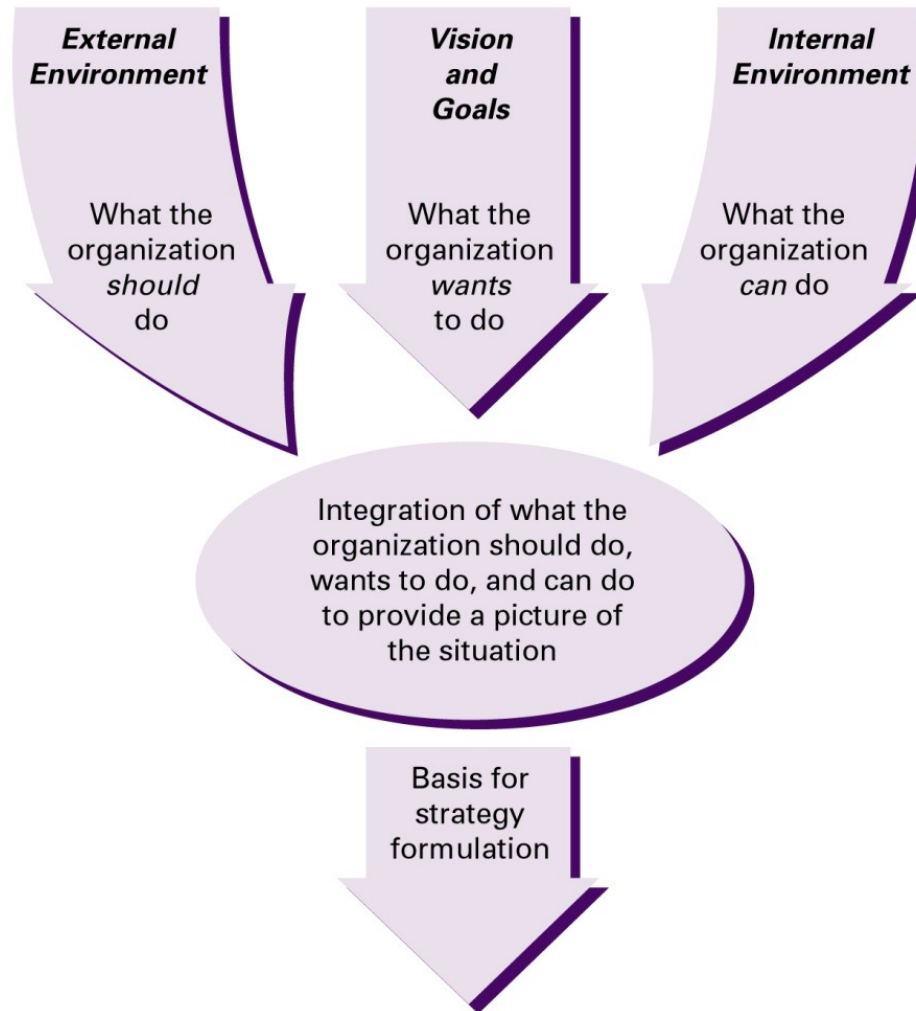
# Strategy

The *purpose of **strategy*** is to sustain competitive advantage through continuous value creation for customers and/or other stakeholders.





# Building Strategy



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**Source:** Adapted from Fred Luthans, Richard M. Hodgetts, and Kenneth R. Thompson, *Social Issues in Business: Strategic and Public Policy Perspectives*, 6th edn. © 1990, p. 13. Adapted by permission of Prentice-Hall, Inc., Upper Saddle River, NJ.

# 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

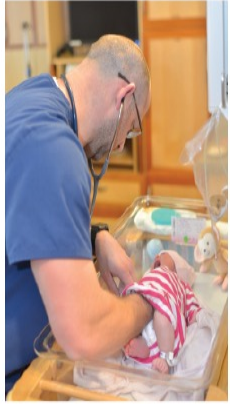


# Meet Your Speaker

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**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  
Doing what's right.



LOCATED IN AMES, IOWA



220-BED  
ACUTE CARE  
HOSPITAL

**1,400**

EMPLOYEES

**200**

PHYSICIANS

**400**

VOLUNTEERS

**9,000**

ADMISSIONS PER YEAR

**28,000**

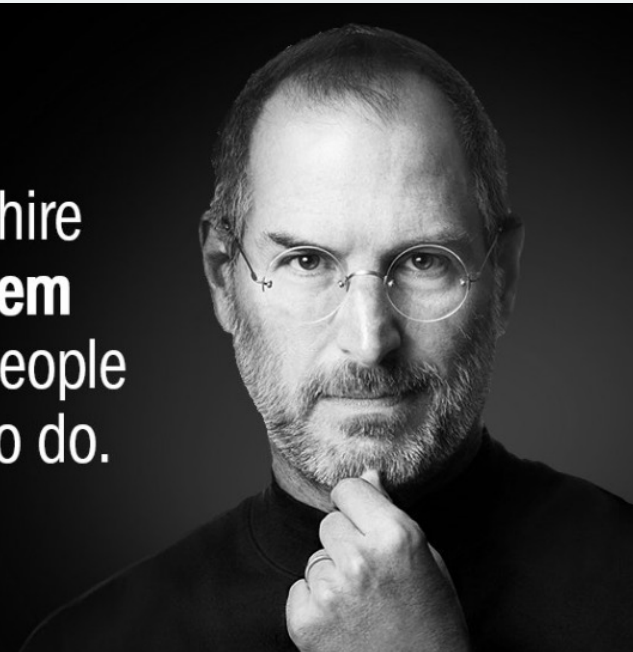
EMERGENCY ROOM VISITS PER YEAR

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





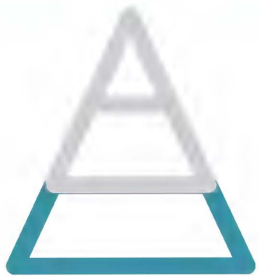
Kim Copeland, RN  
Emergency Department



**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



# COMMUNICATION



# Employee Focus Groups

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



The graphic features a green and blue color scheme. At the top left is the Mary Greeley Medical Center logo with the tagline "Doing what's right." To the right, a blue banner contains the text "Attend an Employee Focus Group!" in white cursive. Below this, the main text reads "This year EVERYONE is invited to attend an upcoming focus group!" in a mix of blue and black fonts. A list of highlights follows, including PRIDE badge pulls, department spotlight videos, 360 feedback surveys, and a new social media site. It also mentions 20 sessions from April 24 to May 23 and provides instructions on how to enroll via NetLearning.

**Mary Greeley**  
MEDICAL CENTER  
Doing what's right.

*Attend an Employee Focus Group!*

*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 at 6pm. Sessions can accommodate up to 20 people.

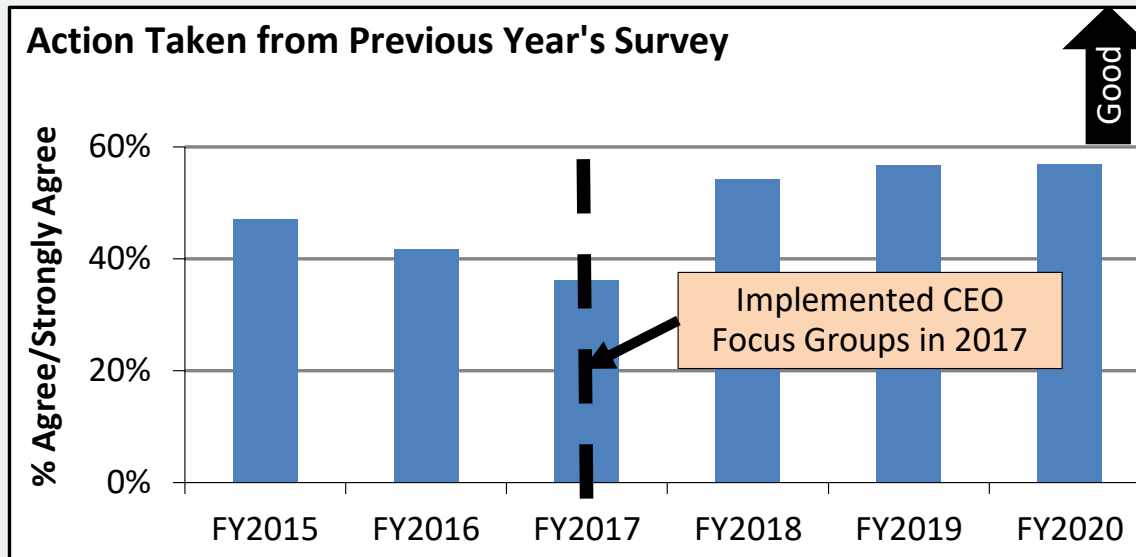
**We want to hear from you! To attend a session, log in to NetLearning and click 'Learning Opportunities' at the top of the page. This will bring up a list of all available sessions and you can simply enroll in the one that works best for your schedule.**

We look forward to hearing from you!





# Employee Engagement Results



# Leader Business Review

Front



Director Name: \_\_\_\_\_  
 Department: \_\_\_\_\_  
 Review Date: \_\_\_\_\_

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	1 2 3 4	T	1 2 3 4
Customers	1 2 3 4	O	1 2 3 4
Measurement/ Analysis/ Knowledge Management	1 2 3 4	W	1 2 3 4
Operations	1 2 3 4	S	1 2 3 4

Management Performance			
ELIMINATE SERIOUS SAFETY EVENTS	IMPROVE OVERALL PATIENT ENGAGEMENT	IMPROVE WORKFORCE ENGAGEMENT	MEET OR EXCEED OPERATING MARGIN
Weight <span style="background-color: #90d090; padding: 2px;">25%</span>	Weight <span style="background-color: #90d090; padding: 2px;">25%</span>	Weight <span style="background-color: #90d090; padding: 2px;">25%</span>	Weight <span style="background-color: #90d090; padding: 2px;">25%</span>
Overall Management Performance Score:			



# Leader Business Review

Back

Review Date: \_\_\_\_\_

Director Name: 0 \_\_\_\_\_

Department: 0 \_\_\_\_\_



FY21 Goal: 10 (or Less)

MGMC Prev. Serious Safety Events	0
Hand Hygiene	95%
Falls	0
HAPI	0
CLASBI	0

Eliminate Serious Safety Events

Director Notes:



FY21 Goal: 82nd %tile

MGMC Improve Overall Pat. Engagement	59%
Dept. Overall	

Improve Overall Patient Engagement

Director Notes:



FY21 Goal: 2 of 3 Advanced

MGMC Overall EE Result	85%
Dept. Net Promoter Result	
# of Thank you Notes	
% of EE Rounding	

Improve Workforce Engagement

Director Notes:



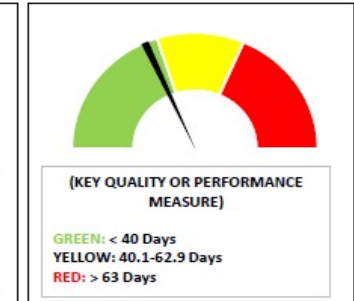
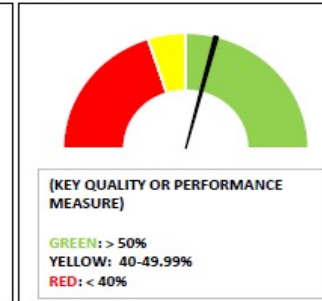
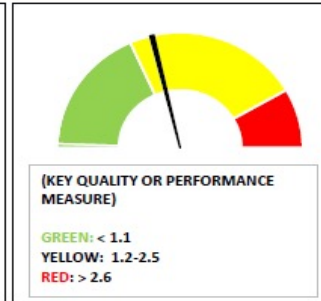
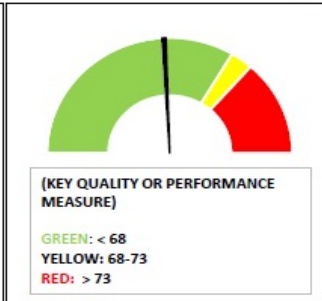
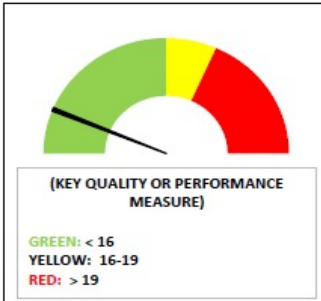
FY21 Goal: 0%

	Actual	Prior	Budget
MGMC Sustain Operating Margin	YTD 6.0%		
	July		
Op. Expense	YTD		
	July		
Earned Expense	YTD		
	July		
FTE	YTD		
	Q1		
OA			

Meet or Exceed Operating

Director Notes:

## Key Quality and Performance Measures:



90 Day Action Plan:



# 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

## Big Dot **GOALS** – 2022

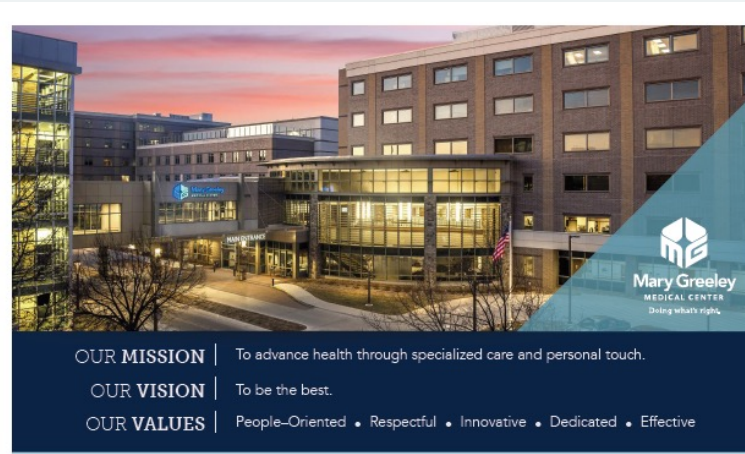
-  ELIMINATE PREVENTABLE HARM
-  IMPROVE PATIENT ENGAGEMENT
-  IMPROVE WORKFORCE ENGAGEMENT
-  MEET OR EXCEED OPERATING MARGIN

\_\_\_\_\_ **commitment to:**  
(Your Name)

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



# Strategic Path Flyer



## Strategic OBJECTIVES | 2019 – 2022

<p><b>Quality &amp; Safety</b></p> <ul style="list-style-type: none"> <li>Eliminate harm.</li> <li>Improve performance in key Core Measures.</li> </ul>	<p><b>Community Health</b></p> <ul style="list-style-type: none"> <li>Collaborative innovations in care coordination and community health.</li> </ul>	<p><b>Operational Performance</b></p> <ul style="list-style-type: none"> <li>Best place to receive care, work and practice.</li> <li>Sustain financial stewardship.</li> </ul>	<p><b>Partner Relationships</b></p> <ul style="list-style-type: none"> <li>Strengthen partnerships to support market development.</li> </ul>
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## Big Dot GOALS 2022 FISCAL YEAR PRIORITIES

<p><b>ELIMINATE PREVENTABLE HARM</b></p>	<p><b>IMPROVE PATIENT ENGAGEMENT</b></p>	<p><b>IMPROVE EMPLOYEE ENGAGEMENT</b></p>	<p><b>MEET OR EXCEED OPERATING MARGIN</b></p>
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**Mary Greeley**  
MEDICAL CENTER  
Doing what's right.





# Patient Family Advisory Council



# Karen Kiel Rosser


Vice President & Quality Improvement Officer  
Mary Greeley Medical Center

[kielrosser@mgmc.com](mailto:kielrosser@mgmc.com)

Twitter: @kielrosser

CONNECT WITH US!

 /marygreeleymedicalcenter

 @marygreeley

 @marygreeley100



# Meet Your Speaker

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





# INNOVATION DURING THE PANDEMIC

**D**ALLAS COUNTY HOSPITAL  
FAMILY MEDICINE CLINICS

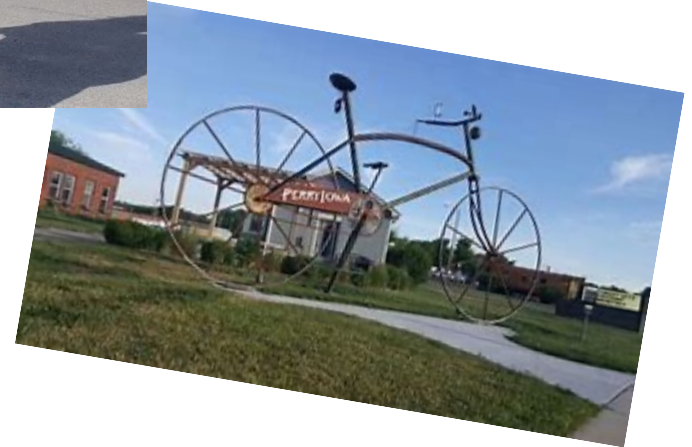
An Affiliate of

**MERCYONE**<sup>SM</sup>



# PERRY. IA

CULTURE & COMMUNITY THRIVE HERE.

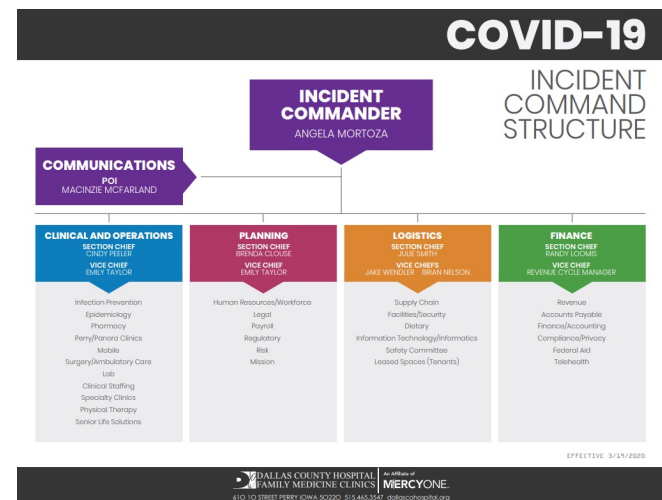


# COVID-19

## CORONAVIRUS

### • Our Journey.....

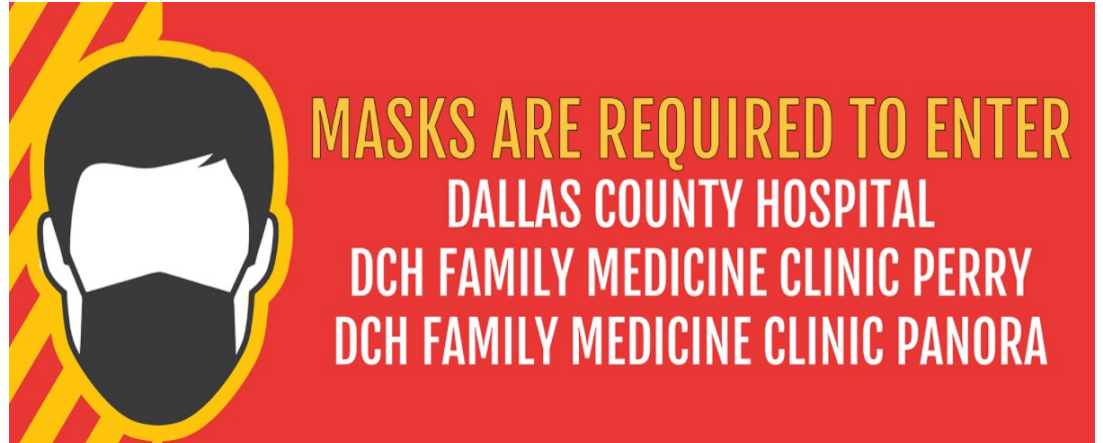
- Meetings with Internal Stakeholders
- Meeting with Community Partners
- First positive COVID-19 case March 14, 2020
- Incident Command activated
  - Consultation
  - Exposure Analysis
  - Staffing Adjustments
  - Inventory Assessment



# COVID-19

CORONAVIRUS

- Regulations.....
  - State
  - Federal
  - CDC
- Shutdowns
- COVID-19 Screening
- Visitor Restrictions
- Town Halls
- Huddles



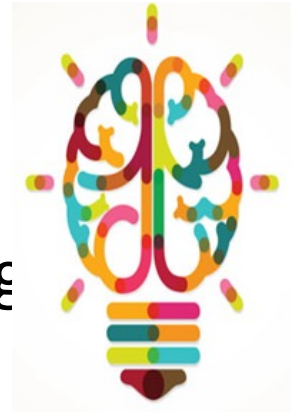
- Taking Care of Our Community.....



## Concerns from Community & Staff

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- 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

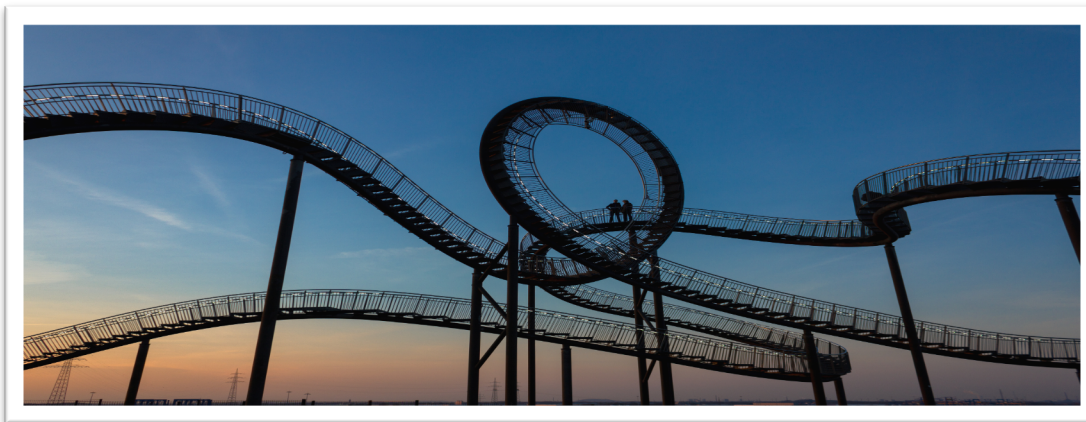




# Lessons Learned

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- Listen to Staff & Community
- Support One Another
- Encourage Self Care
- Recognize & Appreciate
- Communicate....Communicate....Communicate



## Open Discussion

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- 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

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# Join Us for the next Community of Practice Call!

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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\\_ASI\\_I3p\\_TEx\\_VY\\_YYFFeA](https://zoom.us/webinar/register/WN_ASI_I3p_TEx_VY_YYFFeA)

*You will receive a confirmation email with login details.*

# Thank You!

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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.