

HQIC Community of Practice Call

Rural Governance: Activating Your Hospital Board as Partners in Improving Outcomes

October 12, 2023

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Introduction



Welcome!

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Agenda

- Introduction
- Today's topic: **Rural Governance: Activating Your Hospital Board as Partners in Improving Outcomes**
- Presenters:
 - **Cynosure Health**
 - Kim Werkmeister, Senior Vice President
 - **Coryell Health**
 - Lauren Shelton, Chief Quality Officer
- Open discussion
- Closing remarks

As You Listen, Ponder...

- What impactful actions can you take as a result of the information shared today?
- How are you able to increase engagement within your facilities to ensure a true change in patient safety?
- Based on what you heard today, what activities do you currently have underway that can leverage immediate action over the next 30, 60 or 90 days?

Meet Your Speakers



**Kim Werkmeister, MS, RN,
CPHQ, CPPS**
Senior Vice President
Cynosure Health



Lauren Shelton, MSN, RN
Chief Quality Officer
Coryell Health

Convergence HQIC

Activating Rural Hospital Boards in Quality and Patient Safety



Together we can go
further, faster.



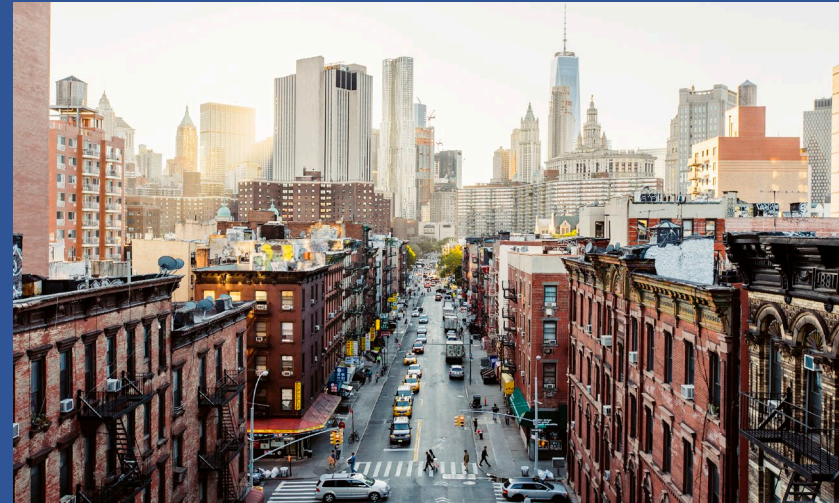
The Role of the Governing Board in All Hospitals



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Differences Between Governing Boards in Rural vs Urban Settings



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Differences Between Governing Boards in Rural vs Urban Settings

Who Serves on the Board?

Rural

Local business owners
Local residents
More likely than not to have a finance background or focus*
Likely to have personal connections to the patient population served by the hospital

Urban

Relatively “local” business owners
May not be a local resident
More likely than not to have a finance background or focus*
Not likely to have as many personal connections to the patient population served by the hospital

* [About 1 in 7 hospital board members works in healthcare \(chiefhealthcareexecutive.com\)](http://chiefhealthcareexecutive.com)
[Healthcare News of Note: Most board members of the nation's top hospitals work in finance or business | HFMA](#)



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Differences Between Governing Boards in Rural vs Urban Settings

Goals for the Board?	
Rural	Urban
Ensuring the hospital is well-run and provides the best care possible	Ensuring the hospital is well-run and provides the best care possible

Board Responsibilities

1. Selecting, working with, and evaluating the CEO
2. Mission, Vision, and Values Champions
3. Approving strategies and annual budget necessary for the organization to implement the mission
4. Ensure Quality and Safety of Care
5. Monitoring results for compliance to goals, laws, and regulations

Board Responsibilities

1. Adequately monitor the delivery of care and services so activities that could create risk or harm are easily identifiable
2. Easily identify opportunities to drive improvement into existing systems and activities
3. Assure effective linkages between different activities in an organization are designed to protect patients from harm and assure compliance with current standards of care
4. Assure that changes for improvement remain in place over time

Vision of Effective Board Governance of Health System Quality



I understand the domains of and key concepts underlying quality care.

I understand the process to assess, prioritize, and improve care.

Our board culture demonstrates a commitment to delivering quality for all patients.

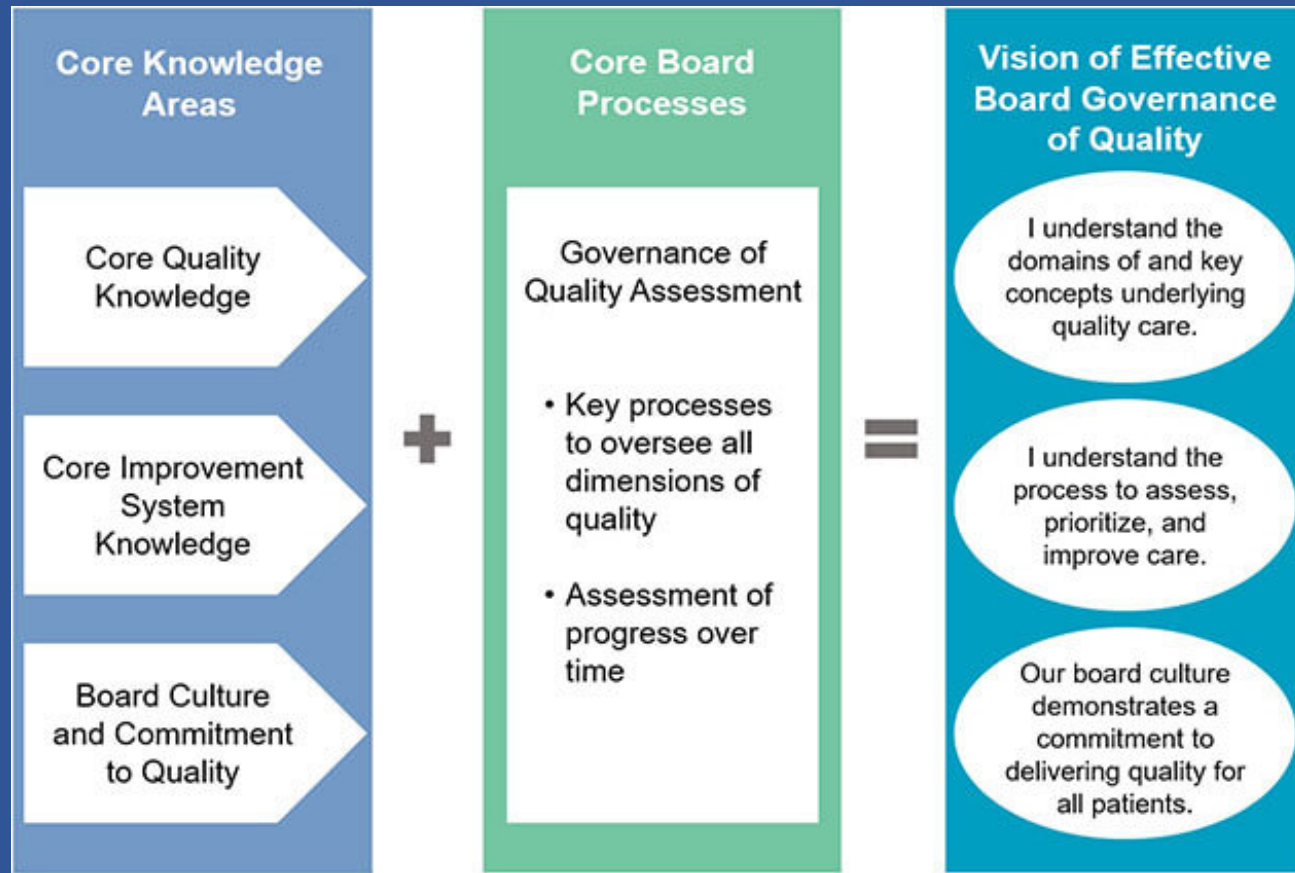
Daley Ullem E, Gandhi TK, Mate K, Whittington J, Renton M, Huebner J. Framework for Effective Board Governance of Health System Quality. IHI White Paper. Boston, Massachusetts: Institute for Healthcare Improvement; 2018. (Available on ihi.org)



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Framework for Governance of Health System Quality

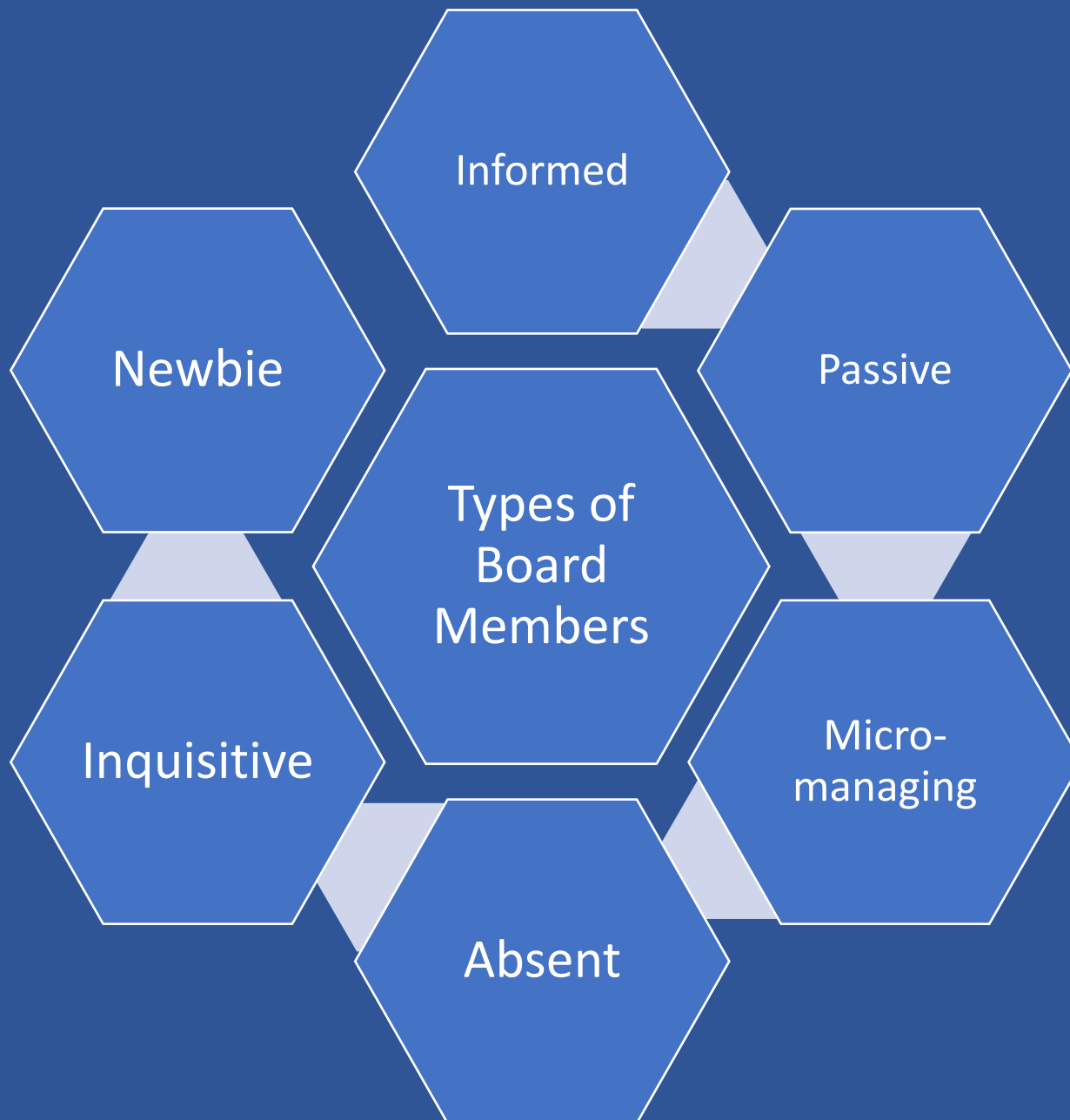


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What Can You Do To Help Your Board Effectively Govern?

- Provide education
- Provide actionable information
- Provide an opportunity for constructive self reflection



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What Education Is Needed To Help Your Board Effectively Govern?

- Responsibility for Governance
- Quality and Patient Safety Principles
- Operational, Accreditation, Licensing Requirements
- Healthcare Finance Principles



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How Can Information Be Shared To Help Your Board Effectively Govern?

- Benchmark information
- Relate it to other organizations
- Keep information short and smart
- Leverage technology



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How Can We Provide An Opportunity for Constructive Self-Reflection?



Daley Ullem E, Gandhi TK, Mate K, Whittington J, Renton M, Huebner J.
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Six
Domains

Prioritize Quality:
Board Quality
Culture and
Commitment

Keep Me Safe:
Safe Care

Provide Me with
the Right Care:
Effective Care

Treat Me with
Respect:
Equitable and
Patient-Centered
Care

Help Me Stay
Well: Community
and Population
Health and
Wellness

Help Me
Navigate My
Care: Timely and
Efficient Care

Thank You!

Kim Werkmeister

Convergence HQIC

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Rural Governance at Coryell Health

Lauren Shelton MSN, RN

Chief Quality Officer-Coryell Health

Coryell Health

Coryell Health is a critical access hospital in Gatesville, Texas that has 25 licensed beds. It is a community-owned healthcare organization that was established in 1942 and has continued to grow. Coryell Health is committed to patient-focused care with the latest medical technology, while providing a place of healing and comfort for our patients, their families and the communities we serve.



Coryell Health Services



Services include our Level IV Trauma Center emergency room with primary and specialty care providers, an advanced wound care center, a state-of-the-art outpatient rehabilitation center, a skilled nursing facility with long-term care and inpatient rehabilitation, and assisted living and independent living apartments. Coryell Dialysis is also conveniently located on our Coryell Health campus.

Board of Directors

- Our Governing Board is composed of members that hold various offices and conduct a variety of business in our local community. They include attorneys, bankers, farmers, business owners and physicians.



- Each of our board members is an active community participant that has vested interest in ensuring that we are providing quality care.
- Our Governing Board meets monthly with designated administrative staff and external guests.

Board of Directors

- Our Board of Directors remains active in all aspects of our daily operations. Our administrative staff provide progress updates, request review of programs, and initiate collaboration and oversight regarding proposed, new and ongoing projects.
- Operations
 - Finance
 - Staffing
 - Recruiting
- Community Initiatives
 - Internal Initiatives
 - Patient Experience
 - Employee Experience
 - Accreditation

Board of Directors

Reports are provided by the following committees:

- Medical Staff Executive Committee
- Surgical Committee
- Special Care Committee
- Quality Improvement Committee
- Infection Prevention Committee
- Safety Committee (Employee Health)
- EMS Committee
- Home Health Committee
- ACO Steering Committee

Board of Directors

- Each administrator provides updates for their department that may include the following components:
 - Current quality metrics as compared to industry standards
 - Initiatives being implemented to maintain quality
 - Internal and external challenges
 - Proposed changes
 - Staffing
 - Community initiatives
 - Equipment needs/Financial requests



Board of Directors

Unique Attributes:

- Our Board of Directors are unique in that they all receive services from Coryell Health.
- Their family members age through our comprehensive system.
- Former board members have aged through our system themselves.
- They are aware of service gaps that are opportunities for growth.
- They have community ties and can help initiate external collaboration to improve services and resources.

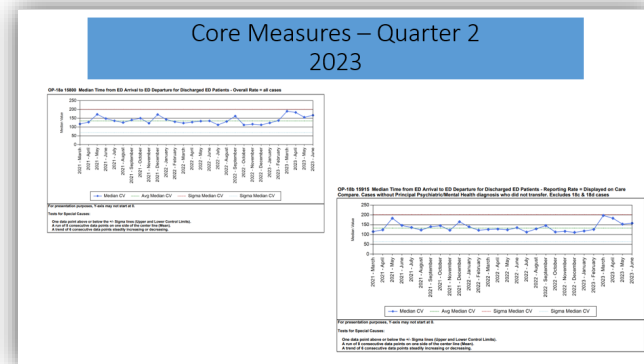


Board of Directors

Quality Improvement Collaboration

- Our Board of Directors review and collaborate on a variety of quality initiatives.
 - › Patient Care Quality
 - Reversal Agent Use
 - Surgical infection
 - CAUTI/CLABSI
 - Health Equity
 - › Environment of Care
 - Work-place injury
 - Work-place violence
 - Staff Competence
 - › Health Quality Measures
 - › Patient Experience (HCAHPS)
 - › Non-Core / Core Measures

SAFETY			MRSA			PRESSURE ULCERS					
Pt Days	falls with injury (minor +)		Pt Days	# MRSA HAI cases		# DC'd ≥ 18 yrs	Stage 3+ ulcer s Hosp acq	# admi 18 or older	Stage 2+ ulcer hosp acq		
290	0	0.00%	290	0	0.00%	77	0	0.00%	75	0	0.00%
221	1	0.45%	221	0	0.00%	59	0	0.00%	61	1	1.64%
200	0	0.00%	200	0	0.00%	66	0	0.00%	64	0	0.00%
218	0	0.00%	218	0	0.00%	62	0	0.00%	71	1	1.41%
141	0	0.00%	141	0	0.00%	60	0	0.00%	51	0	0.00%
215	1	0.47%	215	0	0.00%	72	0	0.00%	67	0	0.00%



Successes

COVID-19 Pandemic

- Coryell Health recognized that a vaccination hub was needed in our rural community and surrounding communities.
- We conducted multiple vaccine clinics throughout the community and in surrounding rural communities.
- A drive-thru vaccine clinic was established on-site and was available during business hours and during set weekends and evenings.
- Over 50,000 vaccines have been administered to our rural communities.

COVID-19
VACCINATION



Successes

COVID-19 Pandemic

- Our Board of Directors were actively involved in the development of this community initiative through:
 - Community resources
 - Approval of urgent staffing needs
 - Financial support for equipment needs
 - Collaboration with local businesses and schools
 - Staff support

COUNTY WIDE VACCINE EFFORTS CONTINUE



In a unified effort, Coryell Health, Copperas Cove ISD, and the City of Copperas Cove hosted a Drive-Thru Vaccine Clinic, Administering 600 Vaccines



WHERE YOU ALWAYS FEEL AT HOME

(254) 865-2166 | CoryellHealth.org

Coryell Health Administrators +1,000 Vaccines in 3 Days- More to Come

CORYELL HEALTH - 765 VACCINES ADMINISTERED SATURDAY
1,000 COVID VACCINES LAST WEEK

#TEAMCORYELLHEALTH #TAKEYOURSOT AT COVID-19 #MORETOCOME

COVID-19 Update

Successes

Facility Growth / Service-Line Growth

- Our Board of Directors is proactive in the growth of our facility through improved service-lines, state of the art facilities, and evidence-based medicine.



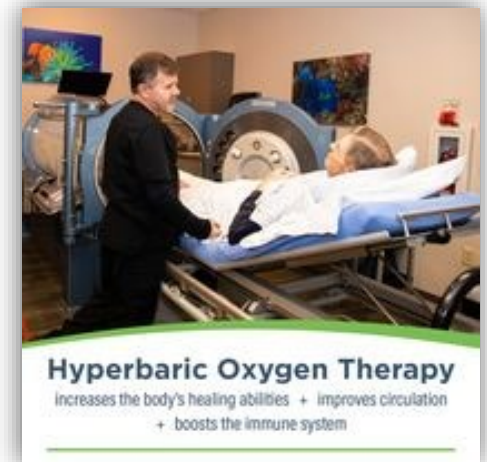
- Advanced Wound Center
- Allergy and Asthma
- Cardiac Rehab
- Ear, Nose & Throat
- Cardiopulmonary
- Diagnostic Imaging
- Hepatology
- General Surgery



Successes

Facility Growth / Service-Line Growth

- Bariatrics
- Home Health
- Emergency Medical Services
- Hospital
- Infusion Center
- Laboratory
- Nephrology
- Gynecology
- Orthopedics
- Pain Management
- Physical Therapy
- Podiatry
- Primary Care
- Pulmonary Rehab
- Sleep Lab
- Telehealth
- Quick-Care
- Vein and Vascular
- Cardiology



Successes

CEO Leadership



The Texas Organization of Rural & Community Hospitals (TORCH) honors David Byrom with the 2023 Gordon Russell Merit Award Winner.

This award recognizes outstanding achievement by rural and community hospital administrators.

Challenges Identified

- Rural Resources
- Evolving Payment Models
- Recruiting Difficulties
- Technological Advancements
- Maintaining Culture
- Specialty Care Needs



Moving Forward

- Focusing on the Future:
 - Specialty Service Line Growth
 - Build Provider Team
 - Develop Collaborative Relationships
 - Community Service
 - Maintaining Culture
 - Improve Quality / Patient Experience



Moving Forward

- Focusing on the Future:
 - Improve Quality / Patient Experience
 - Health Equity
 - Infection Prevention
 - Education/Training
 - Patient Initiatives
 - Patient Engagement
 - Chronic Management
 - Health Navigators
 - Environment of Care
 - Work-place Violence
 - Patient Communication
 - Patient Safety



NO ONE LIKES TESTS

But some tests shouldn't be avoided.



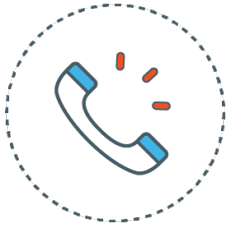
Discussion

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- How are you able to increase engagement within your facilities to ensure a true change in patient safety?
- Based on what you heard today, what activities do you currently have underway that can leverage immediate action over the next 30, 60 or 90 days?



Final Thoughts

Join Us for the Next Community of Practice Call!



Join us for the next
Community of Practice Call on November 9, 2023
from 1:00 – 2:00 p.m. ET

We invite you to register at the following link:

https://zoom.us/webinar/register/WN_ASI_I3p_TEyX_VY_YYFFeA

You will receive a confirmation email with login details.

Thank You!



Your opinion is valuable to us. Please take 4 minutes to complete the [post assessment](#).

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