

HPOE *Live!* Webinar Series 2013

**The presentation
will begin shortly.**



American Hospital Association – McKesson
Quest for Quality Prize®



Franklin Woods Community Hospital
Quest for Quality Webinar
October 2013

Speaker

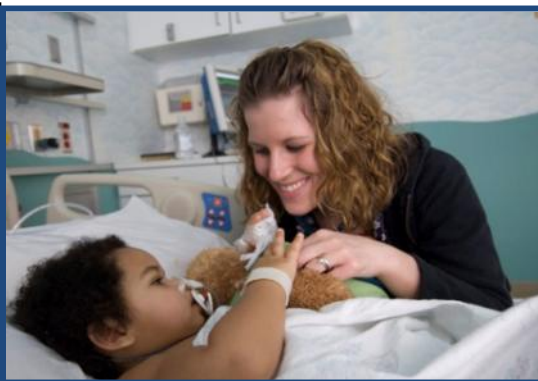


Tony Benton is a Vice President at Mountain States Health Alliance, a 1,623 bed, 13 hospital integrated healthcare delivery system located in Northeast Tennessee and Southwest Virginia where he serves as CEO of Franklin Woods Community Hospital in Johnson City, TN. Mr. Benton has served the alliance since July, 2002. Tony previously served as the Alliance's VP of Strategic Planning for a number of years and was involved in MSHA's ACO development and had responsibility for the system's Construction and Facilities Management and Grants and Awards teams. Prior to joining the alliance, he was employed by Central Baptist Hospital in Lexington, Kentucky in planning and finance. Mr. Benton's educational background includes a bachelor's degree in biology from the University of Kentucky and a master's degree in business administration also from the University of Kentucky. Tony also serves as an Affiliate Faculty member at East Tennessee State University where he teaches Health Care Strategic Planning. Mr. Benton is a Fellow of the Advisory Board and a member of the American College of Healthcare Executives. He also serves on the board and key committees of various state and local organizations and has served multiple years as a member of the Board of Examiners for the Malcolm Baldrige Award Program.

Mountain States Health Alliance



- Created September 1, 1998 with Johnson City Medical Center, Inc. acquiring six Columbia/HCA hospitals
 - Roots date back to Memorial Hospital in 1911
- Largest Regional Integrated Health Care Delivery System (29 County, Four State Region)
- 13 Hospitals with 1,623 Licensed Beds



Mountain States Health Alliance



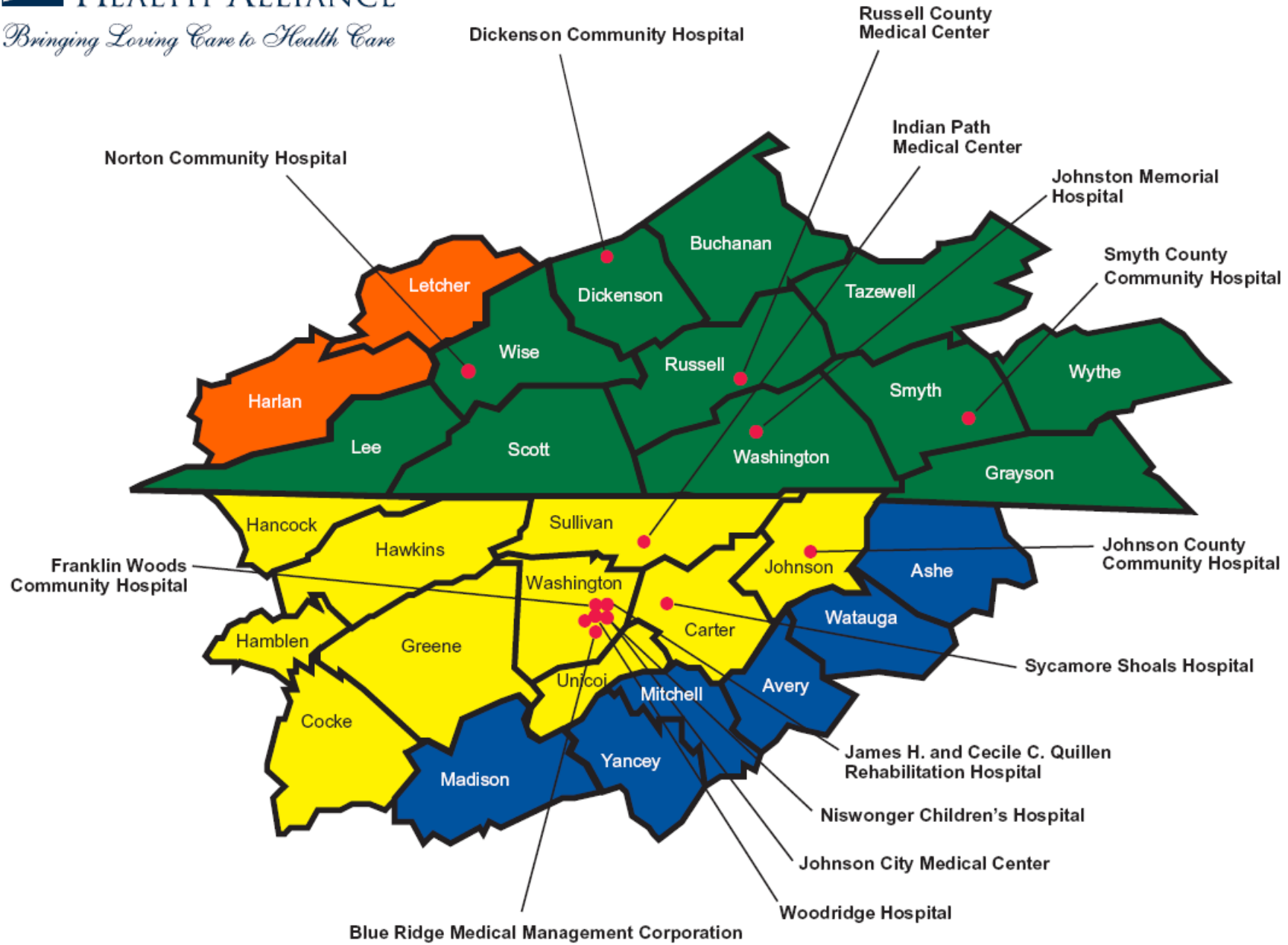
Tennessee Hospitals

- Johnson City Medical Center - Johnson City, TN
- Niswonger Children's Hospital - Johnson City, TN
- Indian Path Medical Center - Kingsport, TN
- James H. & Cecile C. Quillen Rehabilitation Hospital - Johnson City, TN
- Franklin Woods Community Hospital- Johnson City, TN
- Johnson County Community Hospital - Mountain City, TN
- Sycamore Shoals Hospital - Elizabethton, TN
- Woodridge Hospital - Johnson City, TN



Virginia Hospitals

- Dickenson Community Hospital - Clintwood, VA
- Norton Community Hospital - Norton, VA
- Russell County Medical Center - Lebanon, VA
- Smyth County Community Hospital - Marion, VA
- Johnston Memorial Hospital – Abingdon, VA



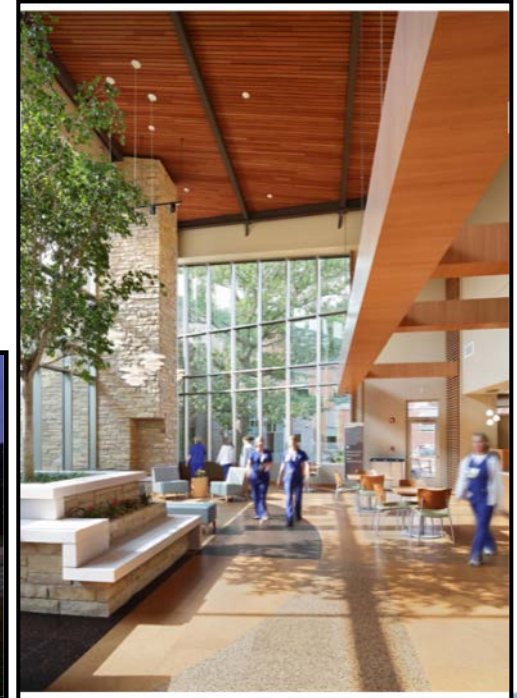


FRANKLIN WOODS



FWCH Overview

- Opened new facility in July, 2010
- 80 Bed Hospital
- Populations served: Inpatient and outpatient services
- Services Offered: Inpatient medical/surgical care and intensive care unit; Emergency Department; Advanced Diagnostic Imaging; Family Birth Unit; Surgical services with focus on minimally invasive and robotics surgery (general; gyn; urology; ophthalmology; ENT; plastics)



Franklin Woods Community Hospital



- FY13 Statistics

- Annual Discharges: 4,198 (2,823 obs)
- Case Mix Index: 1.11
- Annual Emergency Dept. Visits: 24,447
- Annual Deliveries: 1,101
- Annual Outpatient Visits: 41,076



- Recognitions

- LEED Silver Certification
- Premier QUEST® Award for High-value Healthcare – Finalist for 2011 and 2012
- American Hospital Association Quest for Quality Award - Finalist
- Becker's Hospital Review: 22nd Highest Hospital in the Country for Patient Satisfaction and Top 100 Community Hospitals
- Healthgrades: Excellence Award for Patient Experience and Excellence Award for Patient Safety
- America's 100 Best Hospitals



The Magic of Franklin Woods...CULTURE



- Patient Centered Care Guiding Principles
- Hiring and Screening Processes
- Patient Centered Care Behavioral Standards (annual evaluation)
- I am the MSHA Difference
- Team Member Advisory Group
- Patient Advisory Council
- Pet Therapy Program
- VIP (Very Important Partner)
- My Story / My Baby Story
- Music Therapy

Patient Centered Care Philosophy



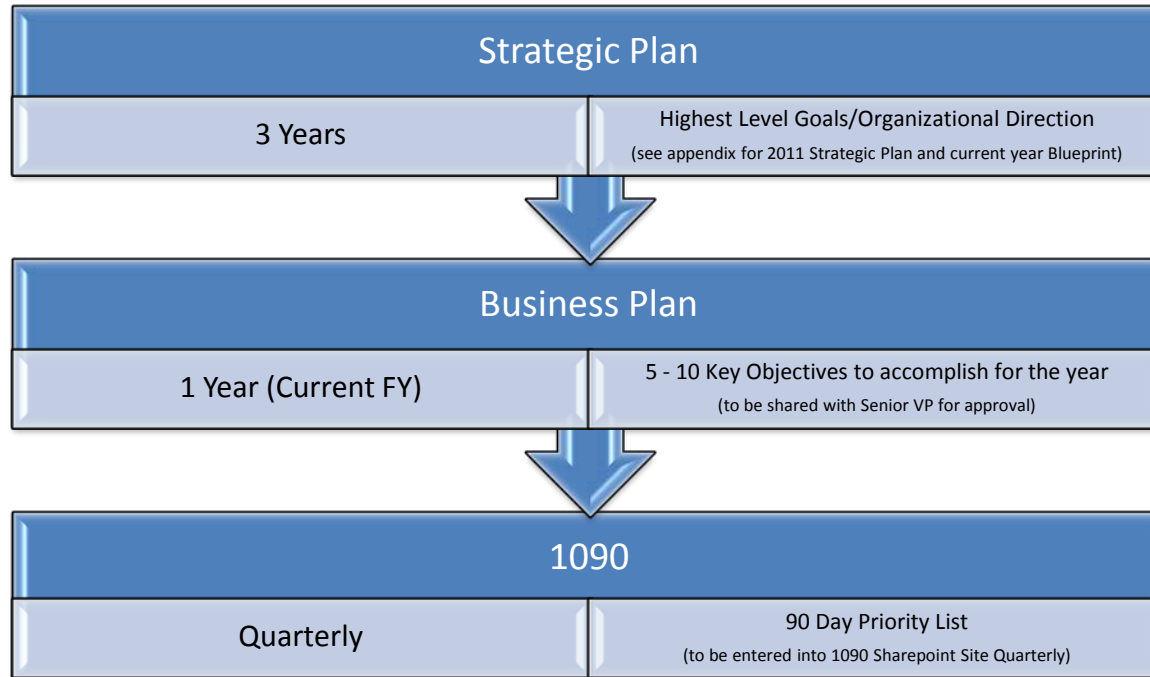
Mountain States Health Alliance team members as caregivers create relationships, environments, and service delivery centered on the patient through a holistic approach to healing that ministers to the mind, body and spirit. MSHA caregivers believe that healing can exist without curing, but healing cannot exist without caring.

The Magic of Franklin Woods...

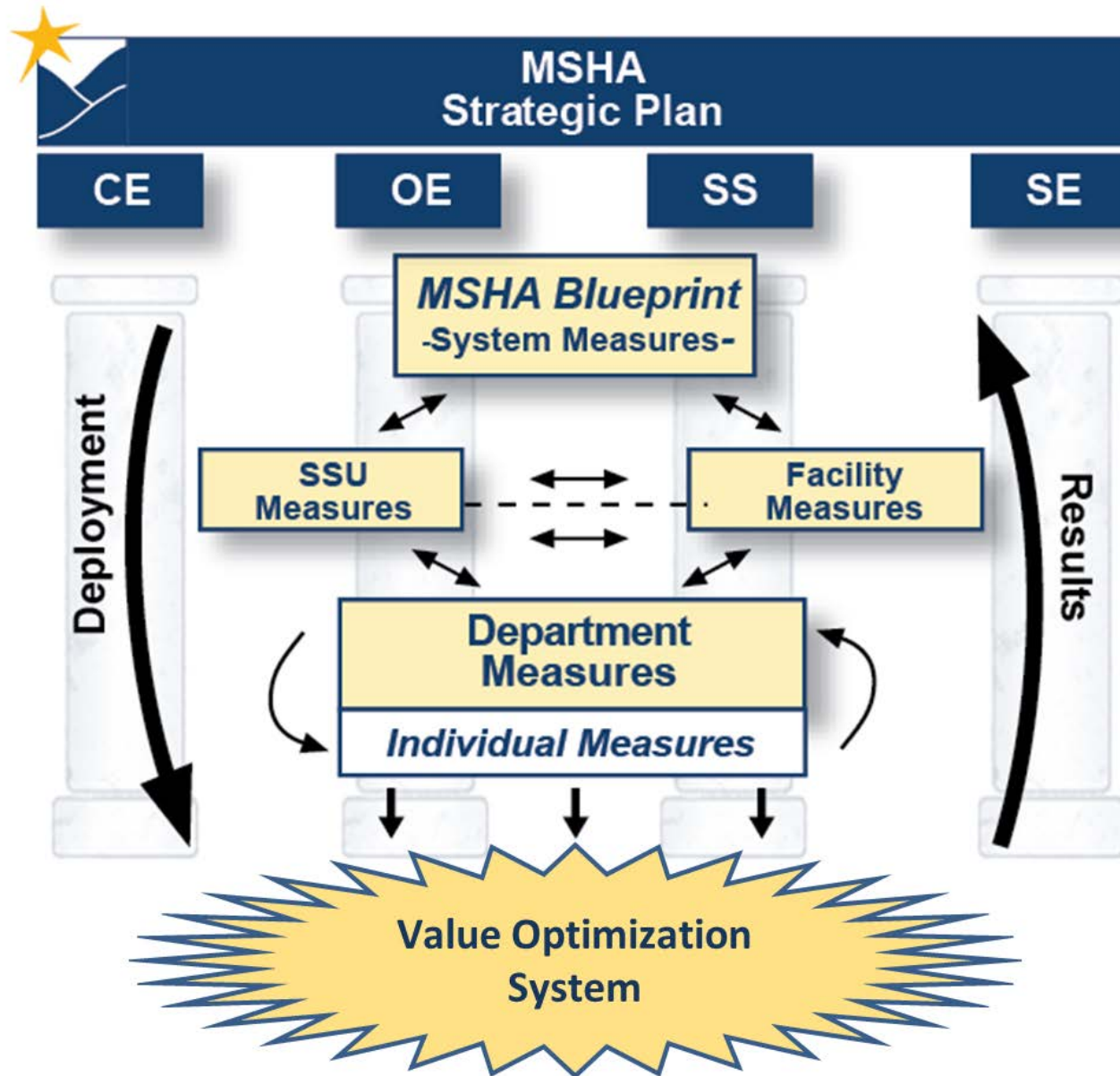
Performance Management

- Strategic Planning Process
 - Strategic Plan
 - Business Plan
 - 1090 Action Plans
- Blueprint Performance Management Process
- Baldrige Framework
- Daily Improvement Boards
- Governance
- Benchmarking
- S.W.A.T. (Safety Watch Advisory Team)
- A.C.T. (Appropriate Care Team)
- Medical Staff Quality Review

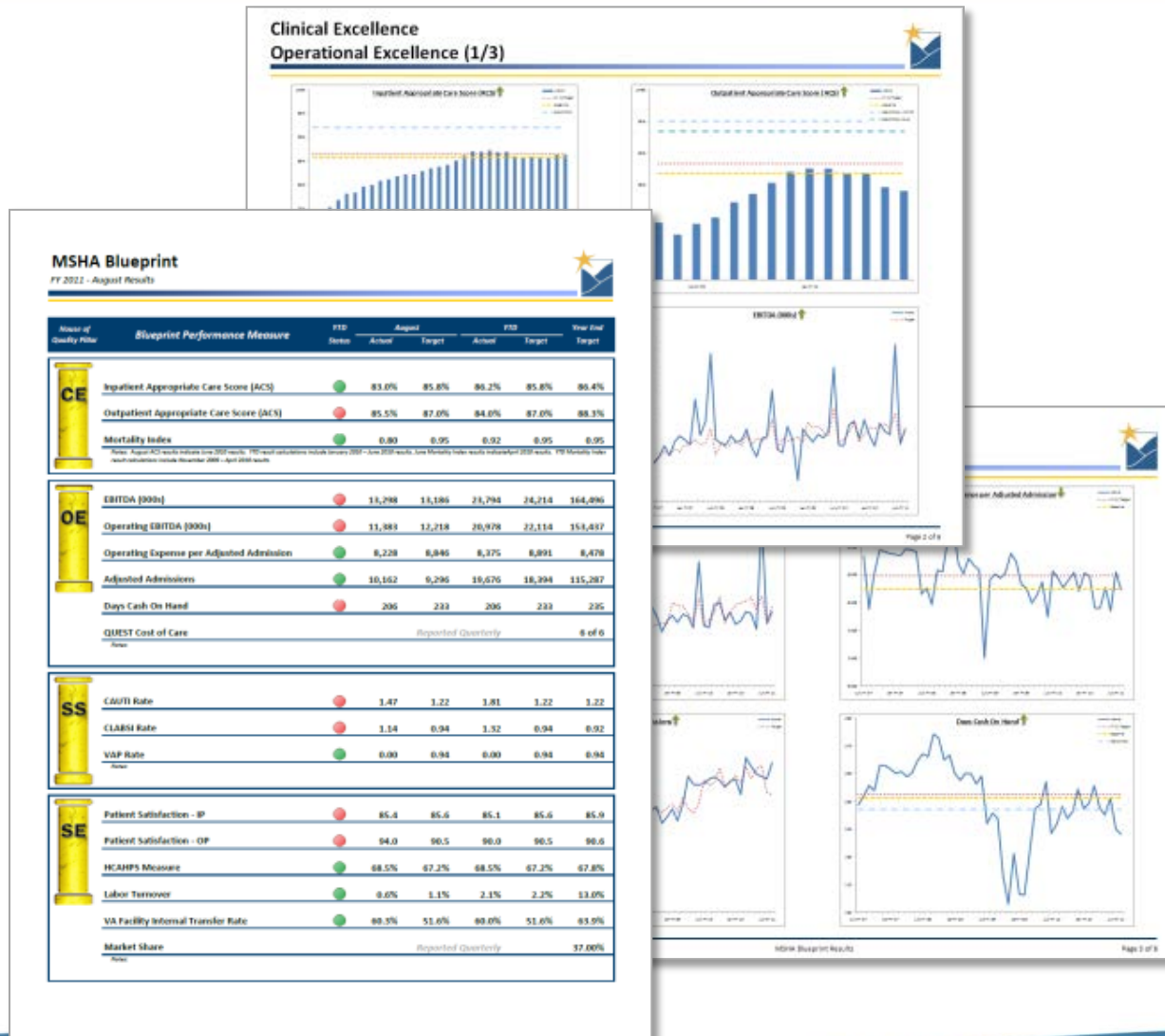
Strategic Plan Implementation



Blueprint Performance Tracking System



Blueprint Performance Management Process



MOUNTAIN STATES HEALTH ALLIANCE

SYSTEM BLUEPRINT

DEPARTMENT MEASURE #1



DEPARTMENT MEASURE #2



DEPARTMENT MEASURE #3



DEPARTMENT MEASURE #4



DEPARTMENT MEASURE #5



BLUEPRINT "linking measures to mission"



The MSHA Difference

Bringing Loving Care to Health Care

Top Center Box



Blueprint FY13
Indicators for your
facility with your
department specific
goals listed


Measure Boxes

For each of the 5
Blueprint
Measures for your
department please
include the latest
graph and the
action items being
used to improve
those measures. If
Press Ganey is not
a department goal,
use the Press
Ganey section to
post information
for department
measure #5.

FWCH Team Member Blueprint Cards

- Tri-Fold Card completed by all team members with help from their immediate supervisor.
- The team member Blueprint is kept in a plastic sleeve attached to their name badge

MISSION	VISION	VALUES	EMERGENCY CODES		The MSHA Difference <i>Bringing Loving Care to Health Care</i>  BLUEPRINT FY12
Mountain States Health Alliance is committed to <i>"Bringing Loving Care to Health Care."</i> We exist to identify and respond to the healthcare needs of individuals and communities in our region and to assist them in attaining their highest possible level of health.	We passionately pursue healing of the mind, body and spirit as we create a world-class healthcare system.	Integrity... <i>Honesty in Everything We Do</i> Service... <i>With Caring and Compassion</i> Leadership... <i>With Creativity and Innovation</i> Excellence... <i>Always Pursuing a Higher Standard</i>	Code Red.....Fire Code Blue.....Cardiac/Respiratory Code Delta.....Internal/External Disaster Code Alpha.....Chemical/Radiation Code Pink.....Infant & Child Kidnapping Code Echo.....Evacuation Code Black.....Bomb Threat Code 6.....Immediate Security Response Code Toro.....Tornado/Severe Weather	Code Lema.....Facility Lockdown Code Green.....Missing Patient Code Assist.....Dept. Needs Help Code Blue Pediatric.....Infant and/or Child (ages 1-8) Resuscitation Condition H – Clinical HELP Line ...4357  MOUNTAIN STATES HEALTH ALLIANCE <i>Bringing Loving Care to Health Care</i>	

PHILOSOPHY	MY TEAM/DEPARTMENT GOALS (please check the appropriate pillar associated with each goal)	MY PERSONAL GOALS (please check the appropriate pillar associated with each goal)
Mountain States Health Alliance Team Members as caregivers create relationships, environments and service delivery centered on the patient through a holistic approach to healing that ministers to the mind, body and spirit. Mountain States caregivers believe that healing can exist without curing, but healing cannot exist without caring.	1. _____ <input type="checkbox"/> CE <input type="checkbox"/> OE <input type="checkbox"/> SS <input type="checkbox"/> SE 2. _____ <input type="checkbox"/> CE <input type="checkbox"/> OE <input type="checkbox"/> SS <input type="checkbox"/> SE 3. _____ <input type="checkbox"/> CE <input type="checkbox"/> OE <input type="checkbox"/> SS <input type="checkbox"/> SE 4. _____ <input type="checkbox"/> CE <input type="checkbox"/> OE <input type="checkbox"/> SS <input type="checkbox"/> SE 5. _____ <input type="checkbox"/> CE <input type="checkbox"/> OE <input type="checkbox"/> SS <input type="checkbox"/> SE	1. _____ <input type="checkbox"/> CE <input type="checkbox"/> OE <input type="checkbox"/> SS <input type="checkbox"/> SE 2. _____ <input type="checkbox"/> CE <input type="checkbox"/> OE <input type="checkbox"/> SS <input type="checkbox"/> SE 3. _____ <input type="checkbox"/> CE <input type="checkbox"/> OE <input type="checkbox"/> SS <input type="checkbox"/> SE 4. _____ <input type="checkbox"/> CE <input type="checkbox"/> OE <input type="checkbox"/> SS <input type="checkbox"/> SE
Team Member Name _____ Team Member Number _____	WE WASH BECAUSE WE CARE 	

The Magic of Franklin Woods...

Facility Design Alignment

- LEED (Leadership in Energy & Environmental Design) Silver
- Healing Environment
 - Nature Elements Throughout Facility
 - Room Layout and Square Footage
 - Window Size
 - Pause / Reflect / Heal
 - Use of Natural Light
 - Healing Gardens
 - Touch Down Stations
 - Accessibility
 - Local Influence in Design Features
- Vocera Hands Free Technology
- Get Well Network

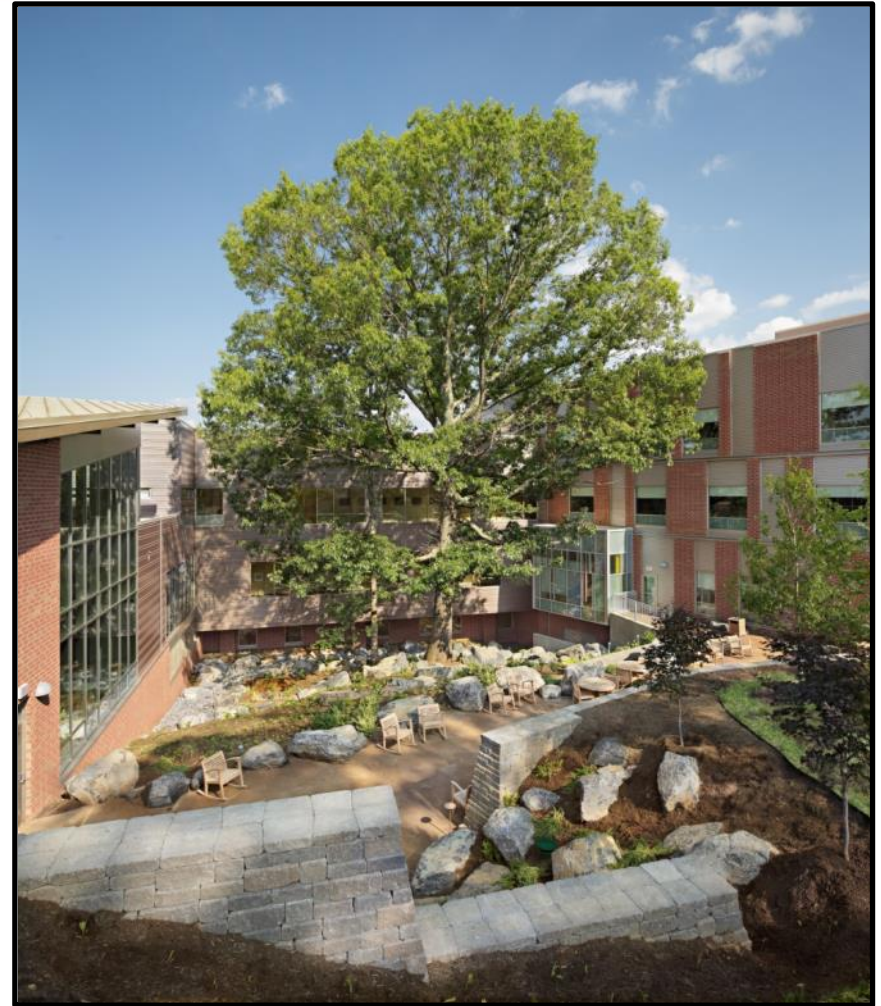
Facility Design



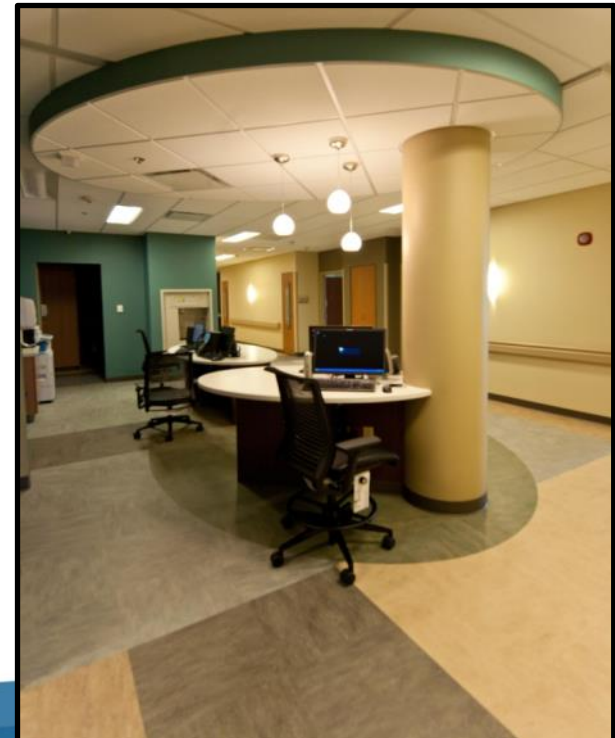
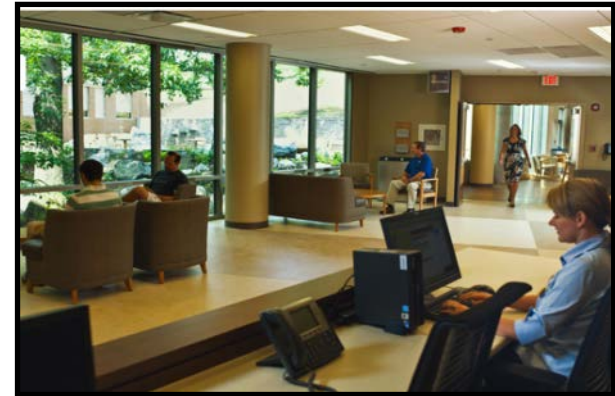
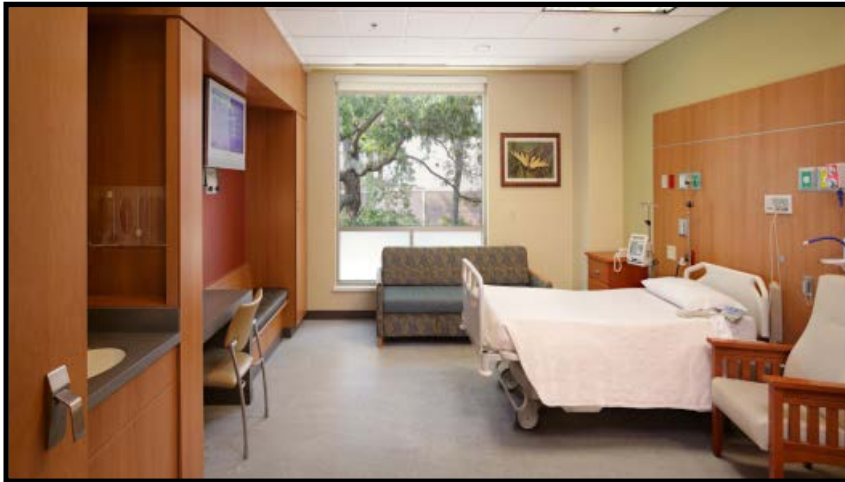
Facility Design



Facility Design



Facility Design

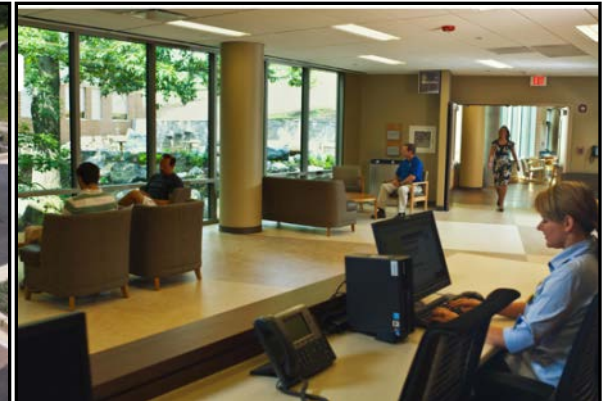


Facility Design



Patient Centered Care Technology

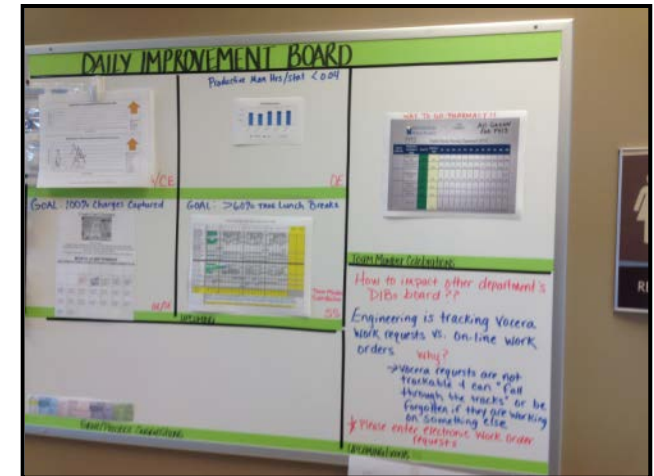
- Vocera Hands Free Communication Device
- West-Com Nurse Call and Tracking System
- Advanced Imaging Capabilities
- Get Well Network Patient Life System
- Siemens Soarian Electronic Medical Record System



The Magic of Franklin Woods...

Lean Implementation and Rounding Processes

- VOS (Value Optimization System)
 - Transformation Plan of Care
 - Value Stream Analysis
 - Rapid Improvement Events
 - Daily Improvement Boards
- Daily Bed Huddle
- Physician Rounding
- PDCA (Plan Do Check Act)



The Future

- Get to ACCEPTANCE
- Outcomes, satisfaction, and efficiency
- System focus in population health management
 - Provider sponsored plan development
 - Accountable care organization, MSSP participation
 - Care model development and coordination of care
 - Increased focus for us on transitional care and keeping patients well following discharge from the hospital and Home Health services



Franklin Woods Community Hospital



St. Mary's Hospital Centralia

co-sponsored by Police Services & JSM Health Care



LOCATED IN RURAL SOUTH CENTRAL ILLINOIS
LICENSED FOR 115 BED
INCLUDING INPATIENT BEHAVIORAL MEDICINE
MEDICARE DEPENDENT HOSPITAL

OUR MISSION... TO CONTINUE THE HEALING MINISTRY OF JESUS CHRIST BY PROVIDING REGIONAL, COST-EFFECTIVE, QUALITY HEALTH CARE SERVICES FOR EVERYONE, WITH A SPECIAL CONCERN FOR THE POOR AND VULNERABLE.

SERVICES AVAILABLE INCLUDE THE HEART CENTER – CARDIAC CATH LAB, CANCER CARE, ORTHOPEDIC MEDICINE, SURGERY, OBSTETRICS/BIRTHING SUITES, SLEEP AND NEUROLOGY CENTER, EMERGENCY CARE, HOME HEALTH, HOSPICE, WOMEN'S CENTER, BEHAVIORAL HEALTH/PSYCHIATRY, OUTPATIENT SOCIAL SERVICES, DIABETES SELF-MANAGEMENT EDUCATION, WOUND HEALING CENTER & HYPERBARIC MEDICINE AND ADDITIONAL MONITORING OF ICU PATIENTS THROUGH TELEMEDICINE



AMERICAN ACADEMY OF SLEEP MEDICINE
Setting Standards & Promoting Excellence in Sleep Medicine



ECHOCARDIOGRAPHY I. ICAEL



Illinois Performance Excellence

St. Mary's Hospital Recognitions

Year	From	Recognition	Prior Years
2013	AHA-McKesson Quest for Quality	Certificate of Merit	
2013	JD Power	Distinguished Hospital Inpatient Service Excellence	2010, 2011, 2012
2013	HealthGrades	Outstanding Patient Experience Award-Top 5%	2010, 2011, 2012
2013	Press Ganey	Summit Award for Inpatient Satisfaction-Top 5% for 3 year period	2012, 2011
2013	Premier Quest	Top Performing Hospital Award	2010, 2011, 2012
2013	HealthGrades	Critical Care Excellence Award Top 100 Hospitals	
2013	HealthGrades	HealthGrades Stoke Care Excellence Award	2012
2013	HealthGrades	HealthGrades Five-Star Recipient for Treatment of Sepsis	
2013	HealthGrades	HealthGrades Five-Star Recipient for Treatment of Respiratory Failure	2008, 2009, 2010, 2011, 2012
2013	HealthGrades	HealthGrades Five-Star Recipient for Treatment of Stroke-Top 5%	
2013	HealthGrades	HealthGrades Pulmonary Care Excellence Award	2012
2013	HealthGrades	HealthGrades Five-Star Recipient for Overall Pulmonary Services	2012
2013	HealthGrades	HealthGrades Five-Star Recipient for Treatment of COPD	2012
2013	HealthGrades	HealthGrades Five-Star Recipient for Treatment of Pneumonia	2010, 2011, 2012
2013	HealthGrades	HealthGrades Five-Star Recipient for Treatment of Heart Attack	2012
2013	HealthGrades	HealthGrades Five-Star Recipient for Treatment of Heart Failure	2012
2013	HealthGrades	HealthGrades Five-Star Recipient for Cholecystectomy	2012
2012	HealthGrades	HealthGrades Five-Star Recipient for Treatment of GI Bleed	2008, 2009, 2010, 2011
2012	Press Ganey	Press Ganey Summit Award for Clinical Performance over a 3 year period	2011
2012	Press Ganey	Press Ganey Distinctive Workplace Award	
2012	Joint Commission	Joint Commission Top Performer of Key Quality Measures	
2012	Illinois Hospital Association	Finalist in IHA Quality Excellence Achievement Award	
2011	ILPEX	Illinois Performance Excellence Gold Award (state equivalent of MBNQA)	2003
2011	Women's Certified	Women's Certified Excellence in Customer Experience	

St. Mary's Strengths

- culture of safety
- strong leadership
- significant patient and family engagement in the care process
- shared governance approach for all departments
- active engagement of staff in quality and process improvement efforts
- strong alignment goals from the organizational to the individual level

Characteristics of Exceptional Health Care



Effective Planning Aligns Goals, Measures of Success and Actions

Mission & Vision

SFHRP 2012-2016 Outlines Strategies to Achieve Strategic Goals (5 Years)

2013 Org Operational Plan: (1 Year)

Department Plan: (1 Year)

Department Poster

Indiv Passport

2009 - 2013 SFHRP Plan for: (insert Entity name)

Strategic Goal: **Exceptional Patient Care**
 Champion: **Exceptional Patient Care: Clinical Outcomes**

Expected Outcomes: **Indicator Measure of Success**

Expected Outcomes	Indicator Measure of Success
Excellent Satisfaction	
Excellent Loyalty	
Excellent Surgery	
Emergency	
Department Loyalty	
Other Loyalty measure	
# of surgical visits	
Patient Satisfaction	
Ratio	
AM	
Pharmacy	
SCIP	
Others	

Strategies to Achieve:

Strategies to Achieve	Accountable Department(s)	Champion	Due Date	Status
A.				
B.				
C.				

Department Poster

Exceptional Patient Care

Exceptional Commitment

Exceptional Financial Performance/Growth

SSM Mission Accomplished

Check out our progress and goals we've met!

Department: _____

Exceptional Patient Care

Exceptional Commitment

Exceptional Financial Performance/Growth



KEYS TO OUR SUCCESS!

**Departmental Goal
Poster**

**Departmental Goals
Achieved Poster**

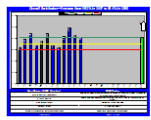
**Employee Individual
Passports**

SSM Mission Exceptional

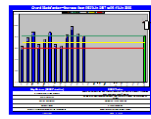
Through our exceptional health care services, we reveal the healing presence of God



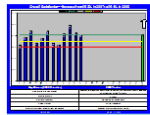
**Exceptional
Patient Care**



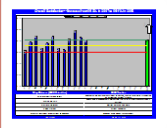
PATIENT SATISFACTION



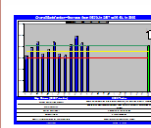
SAFETY



**Exceptional
Commitment**



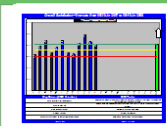
EMPLOYEE SATISFACTION



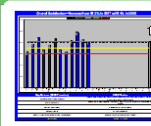
PHYSICIAN SATISFACTION



**Exceptional
Financial
Performance/
Growth**



FINANCIAL PERFORMANCE



GROWTH

SSM Mission Accomplished

Check out our progress and goals we've met!

Department: _____



Exceptional Patient Care



Exceptional Commitment



Exceptional Financial Performance/Growth

<p>Our Mission Through our exceptional health care services, we reveal the healing presence of God</p>		
<p>Our Values Compassion Respect Excellence Stewardship Community</p>		<p>SSM Health Care Passport</p>
<p>Characteristics of Exceptional Health Care Exceptional Patient Care Exceptional Commitment Exceptional Financial Performance/Growth</p>		<p>© 2008 SSM Health Care All Rights Reserved</p>
<p>Entity Goals</p>	<p>Department Goals</p> <p>What we're doing to make our service exceptional:</p> <p>Exceptional Patient Care</p> <p>Exceptional Commitment</p> <p>Exceptional Financial Performance/Growth</p>	<p>Individual Goals</p> <p>What I'm doing every day to make our department exceptional:</p> <p>DATE: _____ EMPLOYEE SIGNATURE: _____</p> <p>DATE: _____ SUPERVISOR SIGNATURE: _____</p>

Planning Process

- The Organizational five year strategic plan updated every three years
- Annual Operational Plan
- Departments receive a book full of information that they may need to establish goals, etc.
- Each Department Director, plus their Departmental Shared Governance Chair work together with their VP and the respective Hospital VPs to set Departmental Goals that are SMART.
- The VPs of Finance, Human Resources, Quality, etc. spend the necessary time with respective Departmental Shared Governance Chairs, Directors, and their VPs to finalize goals that are specific, measureable, attainable, realistic, and timely.
- Each individual receives a Passport that includes the Mission, Characteristics of Exceptional Healthcare, Vision & Values, What is expected in our culture of Shared Governance, What is expected to deliver Exceptional Healthcare, plus the organizational goals, the departmental goals, and the individual and department director agree upon handwritten individual goals. Both Director and individual sign the passport. The individual goals match the goals in the evaluation.

SMGSI uses a modified Shared Governance approach

- Based upon Tim Porter-O'Grady model for nursing and expanded to every department across the two related hospitals in our region.
- Every single department has employees who volunteer each year to participate on the departmental shared governance team.
- Those team members meet monthly with the Department Director to work on Departmental Goals.
- A representative from each clinical shared governance department serves on councils.
- The nursing councils work the same as in the Porter-O'Grady model.
- There is a group of representatives from ancillary services that works together to resolve issues related to coordination of ancillary services.

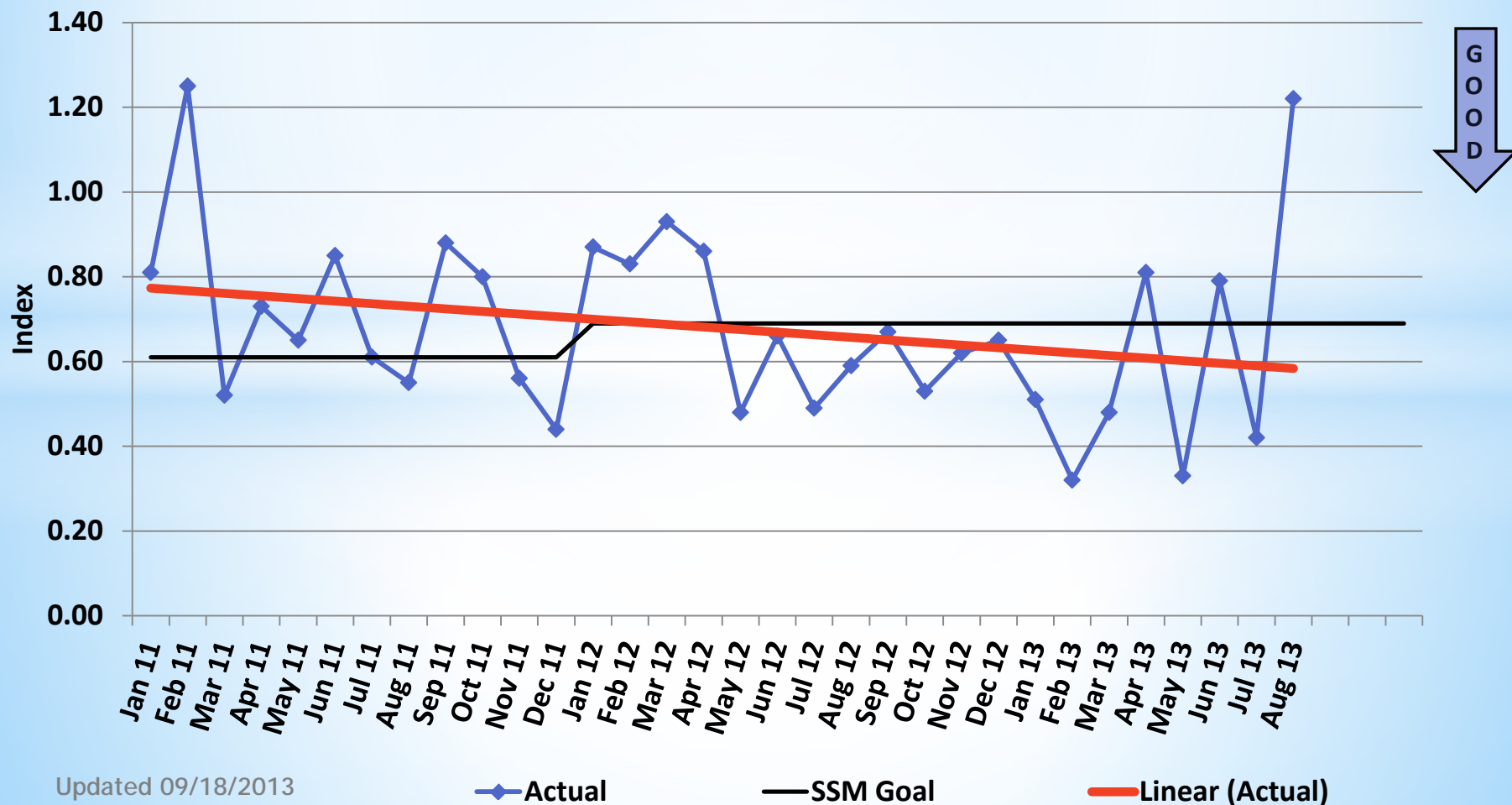
Safety

Leadership promotes a culture of patient safety through regular monitoring and reinforcement of systematic safety practices, such as:

- “Always Safe. Every Day. Every Way” program with the ultimate goal of doing “Zero Harm.”
- Includes Achieving Exceptional Patient Safety Team, Employee Safety, Patient Safety Ambassador Program, Sentinel Event Core Committee, and guidelines for disclosing unanticipated adverse outcomes to patients and families.
- One example is our recent implementation of tele-ICU technology to reduce mortality and co-morbidities through more enhanced condition monitoring of patients.

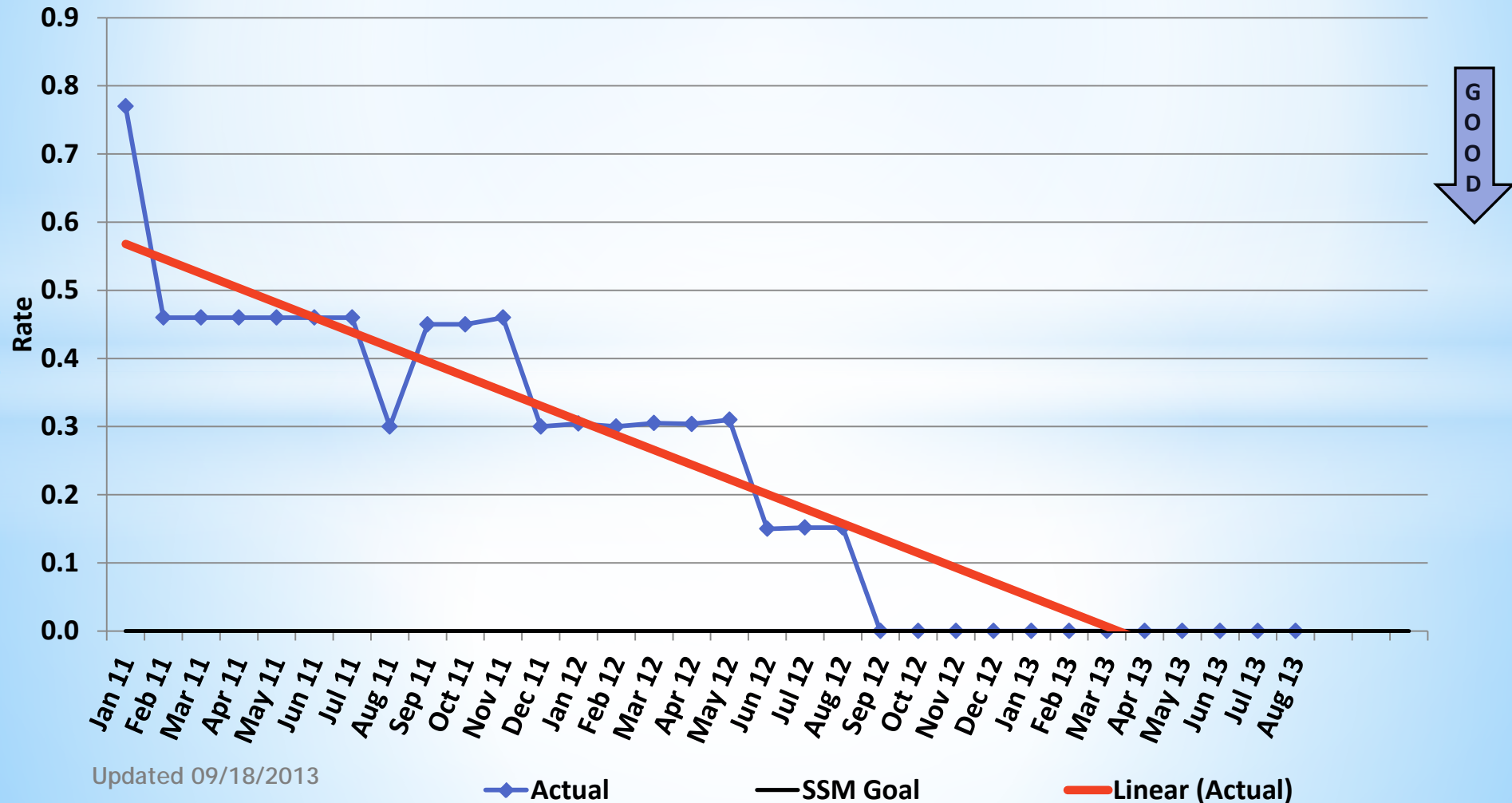
St. Mary's Hospital

Mortality Index (4 month lag)



St. Mary's Hospital

Serious Safety Event Rate (2 month lag for rolling 12 months)



Patient and Family Engagement

- Hourly nursing rounding - POINTS (Pain, Output, Input, Noise, Turn, Safety)
- Daily nursing manager rounding
- Bedside shift report
- Update Patient and Family after Physician rounds with update of plan for the day
- Review plan with patient and family as part of discharge planning.
- Micromedex used in medication education
- TIGR used in disease education
- Teach Back method
- Call Back after discharge

Physician and Employee Commitment

Physicians:

95th Percentile Satisfaction.

92nd Percentile Engagement

94th Percentile Partnership

Employees:

90th Percentile Satisfaction

87th Percentile Engagement

90th Percentile Partnership

QUESTIONS?

