## Critical Access Hospital Leadership Development in the Nebraska Flex Program

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# Programs provided by the Flex Grant and impacts to a Critical Access Hospital (CAH)

- CAH Executive Fellowship Project
- Lean Six Sigma
- Financial and Operational Assessment
- Leadership Development Conferences
- Network Task Force Meetings
- Governance Institute
- Balanced Scorecards

## **CAH Executive Fellowship Program**

- The purpose of the program is to provide the leadership competencies and tools that are necessary to build a culture of change and transform the hospital into a high performance organization.
- Utilize consultant to provide 9 month program
- Examples of Projects, new employee evaluation process, reduction in readmissions, evaluate patient billing cycle

## Lean Six Sigma

- In 2011, began contracting with the Midwest Health Consultants (MWHC) to work with 10 CAHs to implement Lean health care methods that were aimed at improving the quality, safety, and efficiency of patient care.
- With guidance from MWHC, each hospital formed an internal, multidisciplinary team to learn and apply the concepts, principles, and methodologies of Lean to a selected performance improvement issue.
- Following the implementation of Lean methodologies, each hospital implemented at least one Lean project.

## LRHC Lean Six Sigma

- 14 participants earned their "Greenbelt"
- 13 projects accepted
  - Supply management
  - Reduction in accounts receivable (AR) days
  - Financial Analysis –staffing in real time
  - Analysis and improvement of current processes in various departments

## Financial and Operational Consultant

- Bill Luke, consultant, former Nebraska hospital administrator
- Low performing, low margin hospitals

## Organization Operational Assessment

- On-site assessment
  - Met with leadership team
  - Examined Strategic Plan
  - Reviewed financial reports
  - Examined market data
- Create report
- Community meeting to share report findings
- Regular meetings with all participants across the state
- Progress reports as required

## Leadership Development Conferences

- Annual Conference attended by CEOs and Board Members
- Numerous Leadership Conferences for all levels of CAH staff and Board of Trustees
- Healthcare education experts to present tools and skills for hospital leadership development
- "Emerging Leaders" Program

## **Network Task Force Meetings**

- Networking and Programs
- CEOs
- Nursing and Quality Directors
- Emergency Departments
- Pharmacy
- Human Resources

#### Governance Institute

- Annual Governance Institute Presentation open to CEOs and Board Members
- Members have access to all online tools and resources with the Governance Institute

#### LRHC Involvement in Governance Institute

- Board education based on regional survey findings
- Opportunities for networking among board members
- Affordable and relevant

#### **Balanced Scorecards**

- Provide support for hospitals that are interested in developing a Balanced Scorecard.
- FLEX funds have been used to support the development of Balanced Scorecards (BSCs) in 35 CAHs since 2003.
- Limited technical assistance to hospitals that are already using a BSC.

#### **LRHC Balanced Scorecard**

- Education and assistance in creation of scorecard
- Snapshot of performance associated with strategic pillars
  - Finance
  - People
  - Quality
  - Service
  - Growth
- Used in discussions with board, leaders and staff
  - Thresholds/goals identified
  - Stoplight view of scorecard
  - Goals and progress towards goals visible and clearly identified

#### LRHC BALANCED SCORECARD, FY16CY15

/: R = not meeting target (Red); G = meeting target (green)

/: R = not meeting target (Red); G = meeting target	T (green)		т т				F		F					r			1
SERVICE	Baseline (Yr, Dec 30, 2014	Threshold	Target	Stretch	Jan. 2015	Febr. 2015	Mar. 2015	Apr. 2015	May. 2015	Jun. 2015	July. 2015	Aug. 2015	Sept. 2015	Oct. 2015	Nov. 2015	Dec. 2015	Aver OR - YTD 2015
Pt Satisfaction, "Overall Rating", Hstm Percentile Rank	79		90			1	Ĭ		2			Ĭ.	1	(		r e	
Pt Satisfaction, Doctor Commun, Hstm Percentile Rank	62		75													0	
Pt Satisfaction, Nurse Commun, Hstm Percentile Rank	63		90						9							5	
Pt Satis, Responsiveness of Staff, Hstm Percentil Rank	67		90						,								
Pt Satis, Discharge Information, Hstm Percentile Rank	69		75														
Pt Satisfaction, ED, Hstm Percentile Rank	90		85														
Pt Satis, FMS Provider Overall, Hstm Percentile Rank	N/A		85						,								
Pt Satisfaction, UCC, Hstm Percentile Rank	80		90						Y S							Y S	
QUALITY	Baseline (Yr Dec 30, 2014)	Threshold	Target	Stretch	Jan. 2015	Feb. 2015	Mar. 2015	Apr. 2015	May. 2015	Jun. 2015	July. 2015	Aug. 2015	Sept. 2015	Oct. 2015	Nov. 2015	Dec. 2015	Aver OR - YTD 2015
Falls per 1000 Patient Days (Fall Rate)	3.40		5.0														
Falls with Mod or Severe Injury (%)	9.10		0.0								T T						
Medication Error Rate per Month (%)	0.05		<1%					-	Ÿ	-						Ş	
Medical Errors per patient visit ***					t -		-	<b>-</b>	-				<b>-</b>				
U Charles de la companya del companya del companya de la companya	0.05		<0.1						,								
30-Day Re-admission rate	4.30		7.8														
Healthcare-Assoc Infection Rate CORE Measures - Pneumonia	1.90 93.00		< 5 95.0					-									
CORE Measures - OP Acute Myocardial Infarct	100.00		95.0		1				-							5	
CORE Measures - Congestive Heart Failure	100.00		95.0		t												
CORE Measures - Surgical Care Improvement	100.00		95.0						t)								
QM Indicators (separate dashboard)	Ĭ(		Į į						ý d		Ĭ.	Į.				ig G	V S
							-							,			
FINANCE	Baseline (Yr, June 30, 2015)	Threshold	Target	Stretch	Jul. 2015	Aug. 2015	Sept. 2015	Oct. 2015	Nov. 2015	Dec. 2015	Jan. 2016	Febr. 2016	Mar. 2016	Apr. 2016	May. 2016	June. 2016	Aver - OR - YTD 2016
Operating Margin	-3.0		3.4														
Days in A/R			60														
Charitable donations received (\$)	562378		46864														
Charity Care provided (\$)	179597		14966						ų.							G.	
			<u> </u>		-				8							0	
			<del>† 1</del>		t										1		
GROWTH	Baseline (Yr, June 30, 2015)	Budgeted (Mon)	Target (Monthly)	Stretch	July. 2015	Aug. 2015	Sept. 2015	Oct. 2015	Nov. 2015	Dec. 2015	Jan. 2016	Febr. 2016	Mar. 2016	Apr. 2016	May. 2016	June. 2016	YTD 2016
Adult and Pediatric Patient Days per month	1,298	183	108														
Swingbed Patient Days per month	1,004	152	83														
Outpt Observation visits per month	1,794		149														
Ancillary Visits per month	25,021		2085														
ED Visits per month	2,815		>200														i i
Urgent Care visits per month	12,108		1009														
OR Patients per month	818		68						4	y.						7	
Births per month	143	25	11										2				
PEOPLE	Baseline	Threshold	Target	Stretch	Jan. 2015	Feb. 2015	Mar. 2015	Apr. 2015	May. 2015	Jun. 2015	July. 2015	Aug. 2015	Sept. 2015	Oct. 2015	Nov. 2015	Dec. 2015	YTD 2015
Employee Turnover Rate (%)	15		15								Ï						
Employee Satisfaction (annual survey)																	
MATTER DE LA CONTRACTOR											-						8
Hrs of community service per month	4					_							1	l .	é		
	1		119 (1)						1								2/23/16

#### LRHC BALANCED SCORECARD, FY16CY16

r: R = not meeting target (Red); G = meeting target (green)

SERVICE	Baseline (Yr, Dec 30, 2015	Threshold	Target	Stretch	Jan. 2016	Febr. 2016	Mar. 2016	Apr. 2016	May. 2016	Jun. 2016	July. 2016	Aug. 2016	Sept. 2016	Oct. 2016	Nov. 2016	Dec. 2016	Aver - OR - YTD 2016
Pt Satisfaction, "Overall Rating", Hstm Percentile Rank			90														
Pt Satisfaction, Doctor Commun, Hstm Percentile Rank			75														-
Pt Satisfaction, Nurse Commun, Hstm Percentile Rank			90						· ·								
Pt Satis, Responsiveness of Staff, Hstm Percentil Rank			90														
Pt Satis, Discharge Information, Hstm Percentile Rank			75														
Pt Satisfaction, ED, Hstm Percentile Rank			85														
Pt Satis, FMS Provider Overall, Hstm Percentile Rank		Va.	85														
Pt Satisfaction, UCC, Hstm Percentile Rank			<u>90</u>														
QUALITY	Baseline (Yr Dec 30, 2015)	Threshold	Target	Stretch	Jan. 2016	Feb. 2016	Mar. 2016	Apr. 2016	May. 2016	Jun. 2016	July. 2016	Aug. 2016	Sept. 2016	Oct. 2016	Nov. 2016	Dec. 2016	Aver - OR - YTD 2016
Falls per 1000 Patient Days (Fall Rate)	4.90		5.0	4	0.0	0.0	0.0	6.0	0.0								
Falls with Mod or Severe Injury (%)			0.0	A:	N/A	N/A	N/A	0.0	N/A		1					i	
	<b>.</b>				IVA	IVA	IVA	0.0	INA		1						
Medication Error Rate per Month (%)			<1%								ļ.						
Medical Errors per patient visit ***			<0.1		77. 44.74												
30-Day Re-admission rate			7.8		1.50	0.00	2.00	0.00	3.40								
Healthcare-Assoc Infection Rate			< 5 95.0		0.0	2.6	0.0										į
CORE Measures - IP Acute Myocardial Infarct CORE Measures - OP Acute Myocardial Infarct	-		95.0			2											A.
CORE Measures - OP Chest Pain			95.0														74
CORE Measures or Other Measures ???																	
QM Indicators (separate dashboard)																	
	1				_			180								1	
FINANCE	Saseline Yr, June 80, 2015)	rhreshold	arget	Stretch	Jul. 2015	Aug. 2015	Sept. 2015	O ct. 2015	Nov. 2015	Dec. 2015	Jan. 2016	Febr. 2016	Mar. 2016	Apr. 2016	May. 2016	June. 2016	Aver - OR - YTD 2016
in dental activities we	Baseline (Yr, June 30, 2015)	Threshold		Stretch	Jul. 2015	2015	2015	2015	2015	2015	Jan. 2016	Febr. 2016	2016	2016	2016	June. 2016	OR - YTD 2016
Operating Margin	, Baseline ; (Υr, June Ο 30, 2015)	Threshold	3.4	Stretch	3.66	2015 4.46	2015 -2.83	2015 3.64	2015 3.95	2015 7.30	1.62	2016 2.63	2016 3.97	2016 4.23	2016 5.21		OR-YTD
Operating Margin Days in A/R	-3.0	Threshold	3.4 60	Stretch		2015	2015 -2.83 76.2	2015	2015	2015	Jan. 2016 1,62 59,80		2016	2016	2016		OR - YTD 2016 3.15 57.23
Operating Margin		Threshold	3.4	Stretch	3.66	2015 4.46 59.60	2015 -2.83	2015 3.64 66.3	2015 3.95	2015 7.30	1.62	2016 2.63	2016 3.97	2016 4.23	2016 5.21		OR - YTD 2016
Operating Margin Days in A/R Charitable donations received (\$)	-3.0 562378	Threshold	3.4 60 46864	Stretch	3.66 58.90 122	2015 4.46 59.60 0	2015 -2.83 76.2 52103	2015 3.64 66.3 1048	2015 3.95 71.1 262	7.30 60.7 121	1.62 59.80 0	2016 2.63 56.50 116	2016 3.97 60.00 75	2016 4.23 59.20 235	5.21 58.40		0R - YTD 2016 3,15 57.23 54082
Operating Margin Days in A/R Charitable donations received (\$)	-3.0 562378	Budgefed Threshold (Mon)	3.4 60 46864	Stretch	3.66 58.90 122	2015 4.46 59.60 0	2015 -2.83 76.2 52103	2015 3.64 66.3 1048	2015 3.95 71.1 262	7.30 60.7 121	1.62 59.80 0	2016 2.63 56.50 116	2016 3.97 60.00 75	2016 4.23 59.20 235	5.21 58.40		0R - YTD 2016 3,15 57.23 54082
Operating Margin Days in A/R Charitable donations received (\$) Charity Care provided (\$)	-3.0 562378 179597		3.4 60 46864 14966		3.66 58.90 122 1968 July.	2015 4.46 59.60 0 7186	2015 -2.83 76.2 52103 25094 Sept. 2015	2015 3.64 66.3 1048 6139	2015 3.95 71.1 262 6715 Nov.	2015 7.30 60.7 121 1498	1.62 59.80 0 5929 Jan. 2016	2016 2.63 56.50 116 6515	2016 3.97 60.00 75 4782	2016 4.23 59.20 235 6833 Apr.	2016 5.21 58.40 2041 May.	2016 June.	OR - YTD 2016 3.15 57.23 54082 74700
Operating Margin Days in A/R Charitable donations received (\$) Charity Care provided (\$)  GROWTH  Adult and Pediatric Patient Days per month Swingbed Patient Days per month	-3.0 562378 179597 1,200 8,1,200 1,296 996		3.4 60 46864 14966 (Muthub) 108		3.66 58.90 122 1968 July. 2015	2015 4.46 59.60 0 7186 Aug. 2015 112 52	2015 -2.83 76.2 52103 25094  Sept. 2015 80 80	2015 3.64 66.3 1048 6139 Oct. 2015	2015 3.95 71.1 262 6715 Nov. 2015	2015 7.30 60.7 121 1498 Dec. 2015	1.62 59.80 0 5929 Jan. 2016 63 52	2016 2.63 56.50 116 6515 Febr. 2016	2016 3.97 60.00 75 4782 Mar. 2016	2016 4.23 59.20 235 6833 Apr. 2016	2016 5.21 58.40 2041 May. 2016 140 76	2016 June.	OR - YTD 2016 3.15 57.23 54082 74700  YTD 2016 1078 928
Operating Margin Days in A/R Charitable donations received (\$) Charity Care provided (\$)  GROWTH  Adult and Pediatric Patient Days per month Swingbed Patient Days per month Outpt Observation visits per month	-3.0 562378 179597 unaseliue 1,200 1,296 996 1,788		3.4 60 46864 14966 108 108 83 149		3.66 58.90 122 1968 July. 2015 109 76 147	2015 4.46 59.60 0 7186 Aug. 2015 112 52 168	2015 -2.83 76.2 52103 25094  Sept. 2015 80 80 154	2015 3.64 66.3 1048 61.39 Oct. 2015 100 86	2015 3.95 71.1 262 6715 Nov. 2015 118 168	2015 7.30 60.7 121 1498 Dec. 2015 118 60 137	1.62 59.80 0 5929 Jan. 2016 63 52 144	2016 2.63 56.50 116 6515 Febr. 2016 58 84	2016 3.97 60.00 75 4782 Mar. 2016 96 92 149	2016 4.23 59.20 235 6833 Apr. 2016 84 102	2016 5.21 58.40 2041 May. 2016 140 7.6 169	2016 June.	OR - YTD 2016 3.15 57.23 54082 74700  YTD 2016 1078 928 1647
Operating Margin Days in A/R Charitable donations received (\$) Charity Care provided (\$)  GROWTH  Adult and Pediatric Patient Days per month Swingbed Patient Days per month Outpt Observation visits per month Ancillary Visits per month	-3.0 562378 179597 179597 1,296 1,296 996 1,788 18,600		3.4 60 46864 14966 (Althurow) 108 83 149 1550		3.66 58.90 122 1968 July. 2015 109 76 147 1741	2015 4.46 59.60 0 7186 Aug. 2015 11.2 52 168 1763	2015 -2.83 76.2 52103 25094  Sept. 2015 80 80 154 1556	2015 3.64 66.3 1048 6139 Oct. 2015 100 86 144	2015 3.95 71.1 262 6715 Nov. 2015 118 168 120 1853	2015 7.30 60.7 121 1498 Dec. 2015 118 60 137	1.62 59.80 0 5929 Jan. 2016 63 52 144 1641	2016 2.63 56.50 116 6515  Febr. 2016 58 84 149 1970	2016 3.97 60.00 75 4782 Mar. 2016 96 92 149 1937	2016 4.23 59.20 235 6833 Apr. 2016 84 102 166 1924	2016 5.21 58.40 2041 May. 2016 140 76 169 1879	2016 June.	OR - YTD 2016 3.15 57:23 54082 74700  YTD 2016 1078 928 1647 19748
Operating Margin Days in A/R Charitable donations received (\$) Charity Care provided (\$)  GROWTH  Adult and Pediatric Patient Days per month Swingbed Patient Days per month Outpt Observation visits per month Ancillary Visits per month ED Visits per month	-3.0 562378 179597 179597 euijeseg eunr'1) 1,296 996 1,788 18,600 >2400		3.4 60 46864 14966 108 83 149 1550 >200		3.66 58.90 122 1968 July. 2015 109 76 147 1741 262	2015 4.46 59.60 0 7186 Aug. 2015 112 52 168 1763 294	2016 -2.83 76.2 52103 25094  Sept. 2016 80 80 154 1556 267	2016 3.64 66.3 1048 6139 0 ct. 2015 100 86 144 1762 216	2016 3.95 71.1 262 6715  Nov. 2015 118 168 120 1853 241	2016 7.30 60.7 121 1498  Dec. 2015 118 60 137 1722 213	1.62 59.80 0 5929 Jan. 2016 63 52 144 1641 227	2016 2.63 56.50 116 6515 Febr. 2016 58 84 149 1970 204	2016 3.97 60.00 75 4782  Mar. 2016 96 92 149 1937 224	2016 4.23 59.20 235 6833 Apr. 2016 84 102 166 1924 236	2016 5.21 58.40 2041 May. 2016 140 76 169 1879 247	2016 June.	OR - YTD 2016  3:15 57:23 54082 74700  YTD 2016  1078 928 1647 19748 2631
Operating Margin Days in A/R Charitable donations received (\$) Charity Care provided (\$)  GROWTH  Adult and Pediatric Patient Days per month Swingbed Patient Days per month Outpt Observation visits per month Ancillary Visits per month ED Visits per month Urgent Care visits per month	-3.0 562378 179597 179597 		3.4 60 46864 14966 (Augustus) 108 83 149 1550 >200 800		3.66 58.90 122 1968 July. 2015 109 76 147 1741 262 884	2015 4.46 59.60 0 7186 Aug. 2015 112 52 168 1763 294 905	2015 -2.83 76.2 52103 25094  Sept. 2015 80 80 154 1556 267 929	2015 3.64 66.3 1048 6139 0 ct. 2015 100 86 144 1762 216 955	2015 3.95 71.1 262 6715 Nov. 2015 118 168 120 1853 241 811	2015 7.30 60.7 121 1498 Dec. 2015 118 60 137 1722 213 819	1.62 59.80 0 5929 Jan. 2016 63 52 144 1641 227 804	2016 2.63 56.50 1.16 6515 Febr. 2016 58 84 149 1970 204 806	2016 3.97 60.00 75 4782 Mar. 2016 96 92 149 1937 224	2016 4.23 59.20 235 6833 Apr. 2016 84 102 166 1924 236 815	2016 5.21 58.40 2041 May. 2016 140 76 169 1879 247 751	2016 June.	OR-YTD 2016 3.15 57.23 54082 74700  YTD 2016 1078 928 1647 19748 2631 9432
Operating Margin Days in A/R Charitable donations received (\$) Charity Care provided (\$)  GROWTH  Adult and Pediatric Patient Days per month Swingbed Patient Days per month Outpt Observation visits per month Ancillary Visits per month ED Visits per month Urgent Care visits per month OR Patients per month	-3.0 562378 179597 179597 		3.4 60 46864 14966 14966 14968 149 1550 >200 68		3.66 58.90 122 1968 July. 2016 109 76 147 1741 262 884 61	2015 4.46 59.60 0 7186 Aug. 2015 112 52 168 1763 294 905 61	2015 -2.83 76.2 52103 25094  Sept. 2015 80 80 154 1556 267 929 71	2015 3.64 66.3 1048 6139 0 ct. 2015 100 86 144 1762 216 955 72	2015 3.95 71.1 262 6715 Nov. 2015 118 168 120 1853 241 63	2016 7.30 60.7 121 1498  Dec. 2016 118 60 137 1722 213 819 70	1.62 59.80 0 5929 Jan. 2016 63 52 144 1641 227 804 64	2016 2.63 56.50 116 6515 Febr. 2016 58 84 149 1970 204 806 77	2016 3.97 60.00 76 4782 Mar. 2016 96 92 149 1937 224 953 68	2016 4.23 59.20 235 6833 Apr. 2016 84 102 166 1924 236 815 75	2016 5.21 58.40 2041 May. 2016 140 76 169 1879 247 751 81	2016 June.	OR-YTD 2016 3.15 57.23 54082 74700  YTD 2016 1078 928 1647 19748 2631 9432 763
Operating Margin Days in A/R Charitable donations received (\$) Charity Care provided (\$)  GROWTH  Adult and Pediatric Patient Days per month Swingbed Patient Days per month Outpt Observation visits per month Ancillary Visits per month ED Visits per month Urgent Care visits per month	-3.0 562378 179597 179597 		3.4 60 46864 14966 (Augustus) 108 83 149 1550 >200 800		3.66 58.90 122 1968 July. 2015 109 76 147 1741 262 884	2015 4.46 59.60 0 7186 Aug. 2015 112 52 168 1763 294 905	2015 -2.83 76.2 52103 25094  Sept. 2015 80 80 154 1556 267 929	2015 3.64 66.3 1048 6139 0 ct. 2015 100 86 144 1762 216 955	2015 3.95 71.1 262 6715 Nov. 2015 118 168 120 1853 241 811	2015 7.30 60.7 121 1498 Dec. 2015 118 60 137 1722 213 819	1.62 59.80 0 5929 Jan. 2016 63 52 144 1641 227 804	2016 2.63 56.50 1.16 6515 Febr. 2016 58 84 149 1970 204 806	2016 3.97 60.00 75 4782 Mar. 2016 96 92 149 1937 224	2016 4.23 59.20 235 6833 Apr. 2016 84 102 166 1924 236 815	2016 5.21 58.40 2041 May. 2016 140 76 169 1879 247 751	2016 June.	OR - YTD 2016 3:15 57:23 54082 74700  YTD 2016 1078 928 1647 19748 2631 9432
Operating Margin Days in A/R Charitable donations received (\$) Charity Care provided (\$)  GROWTH  Adult and Pediatric Patient Days per month Swingbed Patient Days per month Outpt Observation visits per month Ancillary Visits per month ED Visits per month Urgent Care visits per month OR Patients per month	-3.0 562378 179597 179597 		3.4 60 46864 14966 14966 14968 149 1550 >200 68		3.66 58.90 122 1968 July. 2016 109 76 147 1741 262 884 61	2015 4.46 59.60 0 7186 Aug. 2015 112 52 168 1763 294 905 61	2015 -2.83 76.2 52103 25094  Sept. 2015 80 80 154 1556 267 929 71	2015 3.64 66.3 1048 6139 0 ct. 2015 100 86 144 1762 216 955 72	2015 3.95 71.1 262 6715 Nov. 2015 118 168 120 1853 241 63	2016 7.30 60.7 121 1498  Dec. 2016 118 60 137 1722 213 819 70	1.62 59.80 0 5929 Jan. 2016 63 52 144 1641 227 804 64	2016 2.63 56.50 116 6515 Febr. 2016 58 84 149 1970 204 806 77 12	2016 3.97 60.00 76 4782 Mar. 2016 96 92 149 1937 224 953 68	2016 4.23 59.20 235 6833 Apr. 2016 84 102 166 1924 236 815 75	2016 5.21 58.40 2041 May. 2016 140 76 169 1879 247 751 81	2016 June.	OR-YTD 2016 3.15 57.23 54082 74700  YTD 2016 1078 928 1647 19748 2631 9432 763

## Questions?

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