Iron County Medical Center

PILOT KNOB, MO
Hospital/Clinic Sharing: Key Recommendations and Current Action Steps

- Consolidation of PB-RHC w/ Specialty Clinic
  - Full Mechanical, Electrical and Plumbing plans being finalized and shared with the State for approval.
  - Added additional hours to our RHC in effort to increase access.

- EMR
  - Move to Athena now complete. Continue to work through a variety of optimizations post implementation.

- Evaluating Specialty Clinic Contribution Margins
  - Moving forward with program modifications to maximize cost/benefit to Community and Hospital.
Inpatient Services Growth

- Working with our new ER Providers on admission criteria guidelines and admission rates
  - ED is using KPI’s including HCAHPS scores to drive performance and patient satisfaction
- Established direct contracting with ER providers for substantial savings to ICMC
- Case Manager has established relationships and continues outreach with area hospitals to ensure we receive swing bed patients when available.
  - Aiming for ADC of 4.0 SB by year end.
Quality Improvement
- Focus on Organization Wide Culture of Quality and Safety
  - ICMC received two HIIN Quality Convening Awards in May 2018:
    - Most Zero Harm Measures Award
    - Top 10 Greatest Percentage of Improvement Award

Cost Report
- Established new procedures for bad debts and changing vendors for bad debt collections and early out.
- Correcting S-10 Worksheet and RHC Provider FTE
Revenue Cycle

- Completed Contract Negotiation with Commercial Payers resulting in substantial increase in payments.
- Focusing on Patient Registration training and education with best practices.

Management Accounting

- Engaged assistance of CLA Accountants to develop initial full department-level budget that ties to our GL accounts.

Marketing

- Continue to increase Marketing of Services through local paper, radio, billboards, signage, etc. to drive community awareness.
Hospital/Clinic Sharing: Next Steps to Support Full Implementation

- Overall continue to work through the recommendations one at a time to ensure ICMC moves to best practices and takes full advantage of the FOA.

- Next priorities
  - Work with Managers to establish ownership of department level budgets
  - Continue to work on increasing appropriate admissions & SB’s to increase to an ADC at end of FY19 of 6.0
  - Reach out and establish care protocols with service area providers
  - Complete the RHC move inhouse to combine with Specialty Clinic
  - Continue to pursue ACO model opportunities
Next priorities (cont):

- Increased focus on developing the culture of Quality
  - Implementation of Studor principles and other best practices
  - Increasing ability for accurate measurement and reporting of KPIs throughout organization
Target Population: Smokers ages 40-69 who currently use tobacco daily and who have had at least one visit at an ICMC facility in the last 12 months (keep in mind: less than age 40, pregnant women and those with substance abuse)

Project Goal: Reduce current everyday use in the target population by at least 2% within 12 months.

Implementation Strategies

- Free Smoking Cessation Classes at ICMC
  - Distributed posters and visited with CJPs
  - Emailed all CJPs with updates and asking for input & suggestions
- Better Breathers Club at ICMC—coming soon!
- Resource Directory
  - CC and CJPs working together to create a comprehensive resource directory