Aiming For Impact Using a Systems Framework

Network TA Webinar

Greg Paris, MHA
Today’s Objectives

Describe a systems approach and benefit of using a systems framework

Learn about Studer framework
About Studer Group

- Performance improvement company focused on achieving and sustaining exceptional clinical, service & operational outcomes

- >100 Coaches and Speakers working with over 900 healthcare organizations, including over 300 Small, Rural & CAHs

- Many of the healthcare recipients of the Malcolm Baldrige National Quality Award have been Studer Group partners

2010 Recipient of Malcolm Baldrige National Quality Award
Results Triangle
Challenges in Execution = Flavor of Month

1. Leaders / Others underperforming and still receiving a good evaluation

2. Change not connected to why

3. Lack of necessary urgency

4. Leaders do not have the skills to assure a solid implementation.

5. Too many changes -- too soon

6. Push Back by leaders, staff and physicians

7. Not familiar with what “right” looks like

8. Lack of frequency
Evidence-Based Leadership℠ Framework

Foundation

Objective Evaluation System
Leader Development
Must Haves®
Performance Gap
Standardization
Accelerators

Aligned Goals
Aligned Behavior
Aligned Process

▼ Implement objective accountability system
▼ Better align training to outcomes
▼ Sequence tools and techniques
▼ Retain High Performers, Coach Mid Performers, Deal with low performers
▼ Hardwire consistency and technology
## Goals in year prior to Studer Group Coaching Engagement

<table>
<thead>
<tr>
<th>Issue</th>
<th>Reduce Costs / Improve Financial Performance</th>
<th>Provider of Choice (patient satisfaction)</th>
<th>Employer of Choice (employee satisfaction)</th>
<th>Improve Care (Quality, Safety, Effectiveness)</th>
<th>Information Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals</td>
<td>Achieve financial margins of:</td>
<td>Achieve organization-wide average patient satisfaction scores of:</td>
<td>Reduce overall turnover of:</td>
<td>Achieve 90% compliance with CMS measures:</td>
<td>- Implement Employee Satisfaction Assessment process during 2005</td>
</tr>
<tr>
<td></td>
<td>- 4.0% in FY ’06</td>
<td>- 93.7 for “Overall quality of care/services”</td>
<td>- “permanent” positions to 11%</td>
<td>Community Acquired Pneumonia</td>
<td>- Create projected timeline for the implementation of the Advanced Point of Care (APOC) clinical system</td>
</tr>
<tr>
<td></td>
<td>- YTD 4.6% more detail&gt;</td>
<td>- YTD 93.5</td>
<td>- YTD 14% more detail&gt;</td>
<td>3&gt;90% - 5&lt;90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 5.0% in FY ’07</td>
<td>- 76.1 for “Would you recommend”</td>
<td>- “permanent” core RN positions to 13%</td>
<td>Surgical Infection Prevention</td>
<td>&gt;90% - 2&lt;90%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- YTD 73.5</td>
<td>- YTD 16%</td>
<td>Heart Failure</td>
<td>2&gt;90% - 2&lt;90%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Acute Myocardial Infarction</td>
<td>5&gt;90% - 2&lt;90%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Achieve 90% compliance with evidence-based practice for prophylaxis of the following:</td>
<td>DVT/PE, Post-op UTI, Post-op Pneumonia, Post-op AMI, Pressure Sores, Post-op Sepsis</td>
</tr>
</tbody>
</table>
Leader Evaluation Results
(Disconnect – 90% of leader evaluations, yet organizational results were poor)
Year 1 of Studer Group Partnership – Goals

**Excellence**

**Service**
- Increase Patient Satisfaction (Inpatient)
  - Goal = 62nd
  - Current = 51st
- Increase Patient Satisfaction (Ambulatory)
  - Goal = 62nd
  - Current = 65th

**People**
- Reduce Annualized Turnover
  - Goal = 14.5%
  - Current = 16.7%
- Increase Employee Satisfaction

**Quality**
- Decrease Mortality Index
  - Goal = .77
  - Current = .77

**Finance**
- Operating Margin
  - Goal = 5%
  - Current = 5.6%
- Reduce FTE per Adjusted Discharge
  - Goal = 1.15
  - Current = 1.15

**Growth**
- Increase Inpatient Admissions
  - Goal = 2.7%
  - Current = 7.6%
- Increase Outpatient Visits
  - Goal = 5%
  - Current = 8.0%

---

Copyright © 2015 Studer Group. Please do not quote or disseminate without Studer Group authorization.
Leader Evaluation Results – Year 1 (3 is hitting goal)

Note: Percentages noted account for 93% of the leaders who have entered data as of 6.7.07.
“The #1 key to our success in being awarded the 2010 Malcolm Baldrige National Quality Award was having an objective, metric-driven weighted evaluation tool in place for our leaders.”

David Fox, President and CEO
Advocate Good Samaritan Hospital
Downers Grove, IL
Framework Provides Focus

Inpatient Monthly Percentile Score
*Year 1 – Year 5*

- **Goal = 90%**

Leader Evaluation Tool Implemented

*Copyright © 2015 Studer Group. Please do not quote or disseminate without Studer Group authorization*
Benefits of Framework

- Leaders more focused on fewer goals
- Transparent report card drives change in behavior
- 90 Day Plans play offense
- Can then individualize education and tools to areas of need
- Objective approach separates high performance from low
**Modern Healthcare’s Best Places to Work**
**Studer Group**
**Small and Rural Hospital Partner Network**

<table>
<thead>
<tr>
<th>Company</th>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allegan General Hospital</td>
<td>Allegan</td>
<td>Michigan</td>
</tr>
<tr>
<td>Black River Memorial Hospital</td>
<td>Black River Falls</td>
<td>Wisconsin</td>
</tr>
<tr>
<td>Henry County Hospital</td>
<td>Napoleon</td>
<td>Ohio</td>
</tr>
<tr>
<td>Hills &amp; Dales General</td>
<td>Cass City</td>
<td>Michigan</td>
</tr>
<tr>
<td>Kings Daughters Medical</td>
<td>Brookhaven</td>
<td>Massachusetts</td>
</tr>
<tr>
<td>Neosho Memorial Regional Medical Center</td>
<td>Chanute</td>
<td>Kansas</td>
</tr>
<tr>
<td>Stillwater Medical</td>
<td>Stillwater</td>
<td>Oklahoma</td>
</tr>
<tr>
<td>Wamego City Hospital (#1 in 2012)</td>
<td>Wamego</td>
<td>Kansas</td>
</tr>
</tbody>
</table>
Organizations Coached by Studer Group Consistently Outperform

Performance Across HCAHPS Composites National Percentile Ranking

Organizations coached by Studer Group

National Average

Average of 24 points better performance

Source: The graph above shows a comparison of the average percentile rank for Studer Group partner organizations that have received at least one year of EBL coaching and the national average for each composite; updated 1_15 using 1Q13-4Q13 CMS data.
Patient Care Drives Procedural Outcomes

As Patients’ Perception of Care Increases, Rates of Poor Glycemic Control Decrease
Financial and Operational Improvement

2013 Rural Partner Average Return on Investment

- Avg. Value of Contract
- Avg. Reported Financial Impact

Average ROI 6.5 to 1

Turnover 31%

Rural Partner Averages Areas of Reported Financial Impact

- Overtime Cost 5%
- LWBS 3%
- No Shows 6%
- Falls 9%
- Contract Agency Costs 1%
- Increase Up Front Collections 22%
- Readmission 23%
Greg Paris, MHA
Rural Service Line Leader
E: Greg.Paris@StuderGroup.com
P: 641-680-8696