

Spartanburg Health

SingHealth Presentation

August 2014

**Journey to
Excellence**





Spartanburg Regional Healthcare System **STRATEGIC PLAN**

MISSION

Provide excellence in health

VISION

Become a national leader in
healthcare quality

KEY STRATEGIC STATEMENT

We are committed to clinical excellence,
customer and service excellence, and
corporate effectiveness.

VALUES

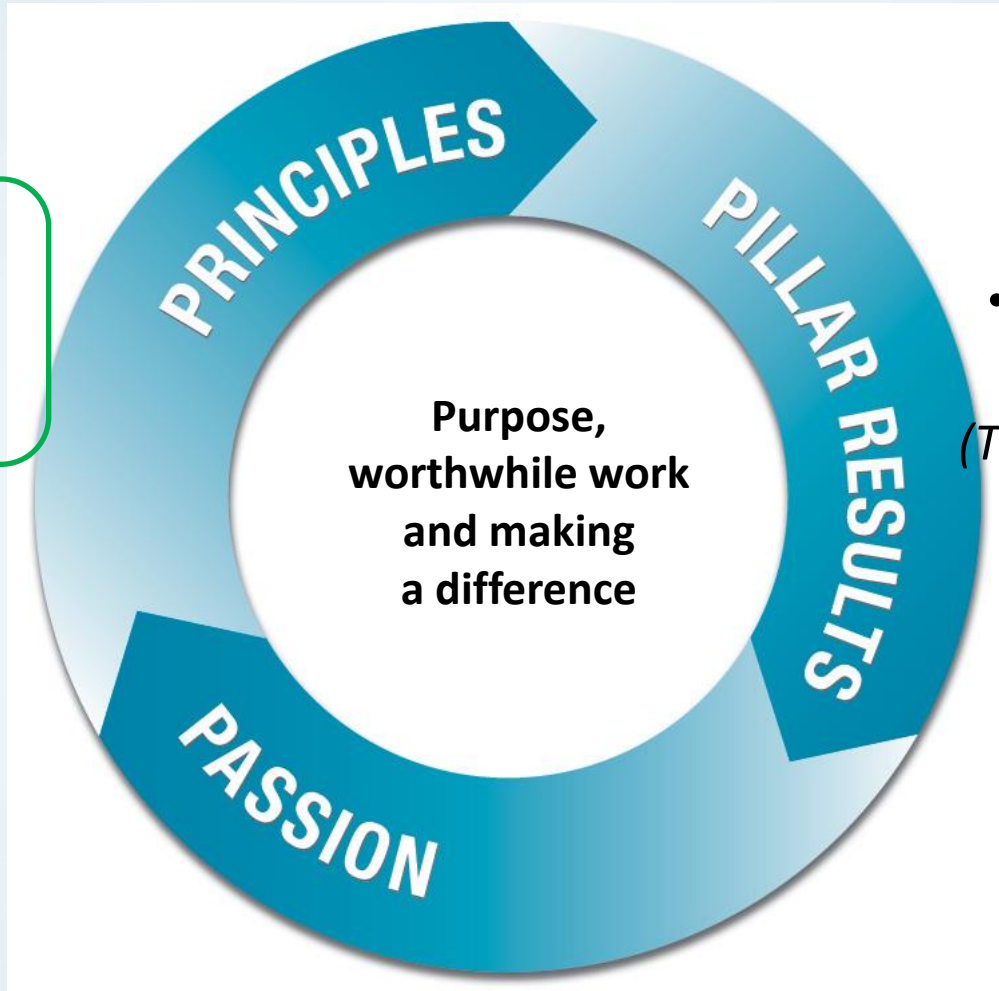
EXCELLENCE • INTEGRITY • ACCOUNTABILITY
STEWARDSHIP • TEAMWORK • RESPECT

STRATEGIC IMPERATIVES

Deliver Excellent Quality
Improve Patient Satisfaction
Build a Winning Team
Aggressive Financial Management
Increase Business Growth
Improve Community Health

Healthcare Flywheel[®]

▼ Prescriptive To Do's



- Bottom Line Results
(Transparency and Accountability)

▼ Self-Motivation

Plan for Excellence, FY 2013-2015

Mission: Provide excellence in health

Vision: Become a national leader in healthcare quality

Values: Excellence, Integrity, Accountability, Stewardship, Teamwork, Respect

Key Strategic Statement: We are committed to clinical excellence, customer and service excellence, and corporate effectiveness.



Spartanburg Regional

Strategic Imperatives	Objectives	Strategies	
1. Deliver Excellent Quality	Achieve top performer status on national clinical quality measures	1.1	Exceed CMS Hospital Compare Benchmarks for specified mortality rates
		1.2	Exceed CMS Hospital Compare Benchmarks for specified readmission rates
		1.3	Achieve 100% compliance for CMS Quality/ Core Measure Bundles by 2015
		1.4	Preventable Hospital Acquired Condition rate will outperform CMS Benchmark
		1.5	Exceed national benchmarks for specified Physician Ambulatory Services quality indicators
		1.6	Exceed national benchmarks for specified Post Acute Care quality indicators
		1.7	Establish clinical transformation path
2. Improve Patient Satisfaction	Deliver an optimal experience to every patient every time	2.1	Achieve a top box score for the HCAHPS National Patient Satisfaction Indicators for inpatient services
		2.2	Achieve best practice patient satisfaction indicators for outpatient services
		2.3	Achieve best practice patient satisfaction indicators for physician practices
3. Build a Winning Team	Achieve a culture of engaged and accountable associates and physicians	3.1	Develop a high performing workforce
		3.2	Achieve a top box score for associate and physician engagement
		3.3	Exceed national benchmarks for associate retention
		3.4	Promote health and wellness
4. Aggressive Financial Management	Achieve financial performance of an Aa3 rated health system	4.1	Complete a revenue cycle process improvement plan to improve and accelerate cash collections
		4.2	Plan appropriate funding of capital assets to maximize cash and debt structure
		4.3	Achieve expense reduction through implementation of the Process Improvement Plan (PIP)
		4.4	Implement a plan to grow the Foundation Endowment to support system initiatives
5. Increase Business Growth	Achieve targeted revenue growth of 25%	5.1	Become a leader in strategic clinical integration irrespective of geography
		5.2	Expand physician group and outpatient market presence and grow market share in key inpatient services
		5.3	Implement initiatives to diversify and grow overall system revenue
		5.4	Develop image by promoting areas of expertise and points of difference to enhance competitive value
		5.5	Right size infrastructure and technology for growth
6. Improve Community Health	Anticipate and respond to community health needs by partnering to improve health	6.1	Explore and implement delivery system changes that improve outcomes and reduce costs
		6.2	Collaborate with public health partners to develop a community health plan for Spartanburg County addressing our most significant health issues

SMART Goals are

- ▶ **S**pecific
- ▶ **M**easurable
- ▶ **A**ttainable
- ▶ **R**ealistic
- ▶ **T**ime-bound



Improve Patient Satisfaction

OBJECTIVE - Develop an optimal experience for every patient every time!



Did you know?

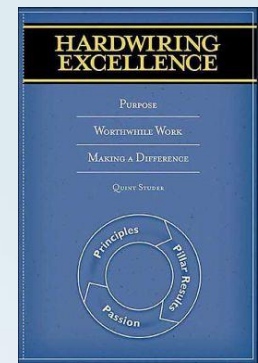


**Journey to
Excellence** 

Quit?



About Studer Group



- ▶ Works with over 800 healthcare organizations, teaching them how to achieve, sustain, and accelerate exceptional clinical, operational, and financial outcomes.
- ▶ Successful organizations create focus and instill a sense of urgency by building and weighting goals into leader evaluations.
- ▶ Studer Group coaches hospitals and healthcare systems providing a detailed framework and practical how-to's that create change.



Studer Group Partners Outperform the Nation across HCAHPS Composites

Studer Group Difference over Non-Partners in National Percentile Ranking



Source: The graph above shows a comparison of the average percentile rank for Studer Group Partners that have received EBL coaching since Oct 2008 and non-partners for each composite; updated 8.10.11 using 4Q09-3Q10 CMS data.

Taking You and Your Organization to the Next Level
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Journey to
Excellence

Fundamental Knowledge

- Information
- Tools we use

Patients Perception of Quality

- Personalized Care
- Prompt Attention
- Professionalism
- Communication
- Respect
- Privacy

5 Most Important Service Quality Characteristics

- Responsiveness
- Assurance
- Empathy
- Tangible
- Reliability

Disney



- **S**ense peoples needs prior (initiative)
- **H**elp each other out (teamwork)
- **A**cknowledge peoples feelings (empathy)
- **R**espect dignity and privacy (courtesy)
- **E**xplain what's happening (communication)

Fundamental Tools

- AIDET
- Narration
- Hourly Rounding
- Bedside Shift Reporting
- Nurse Leader Rounding



AIDET

- **A**cknowledge
- **I**ntroduce
- **D**uration
- **E**xplanation
- **T**hank you



Narration



- The simple, yet not so simple, practice of speaking outward what you are doing or what you know

Hourly Rounding

- Reduces call lights by 38%
- Decreases falls by 50%
- Decreases hospital decubiti by 14%
- Improves patient perception by 12%

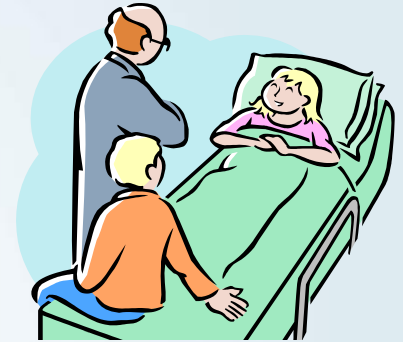
Hourly Rounding



Hourly Rounding Behavior	Expected Results
Use opening and key words	Contributes to efficiency
Accomplish scheduled tasks	Contributes to efficiency
Address Three Ps (pain, potty, position)	Quality Indicators – falls, decubitus and pain management
Address additional comfort needs	Improved patient satisfaction on pain, concern and caring
Conduct environmental assessment	Contributes to efficiency, teamwork
Ask, “Is there anything else I can do for you before I go? I have time.”	Contributes to efficiency; Improves patient satisfaction on teamwork and communication
Tell each patient when you will be back	Contributes to efficiency
Document the round	Quality and accountability

Bedside Shift Reports

- Conducted in patients presence
- Decreases misses & mistakes
- Increases patient involvement
- Increase patient trust
- Decreases patient anxiety at shift change
- Increases accountability – builds culture
- Increases new RN skill level
- Increases teamwork between shifts



EFFECTIVE HANDOFFS

- We provide effective handoffs by taking time to give appropriate information and ensuring understanding and ownership

Tool: The 5 P's

- Patient – What is to be handed off
- Plan – What happens next
- Purpose – The desired end state
- Problem – What is known to be different, unusual or complicating about this patient
- Precaution – what could be expected to be different, unusual or complicating about this patient



“First, Do No Harm”

Patient *Safety*
Starts WITH ME

Nurse Leader Rounding



- What have I learned about the care of the patients in my unit?
- What must I do with this information?

Post-Visit Phone Calls



- Confirm compliance & understanding with DC instructions
- Demonstrate empathy
- Afford opportunity for service recovery

- Reduces anxiety, increases compliance, improves clinical outcomes, reduces readmissions, decreases complaints, increases employee satisfaction, increases patient satisfaction

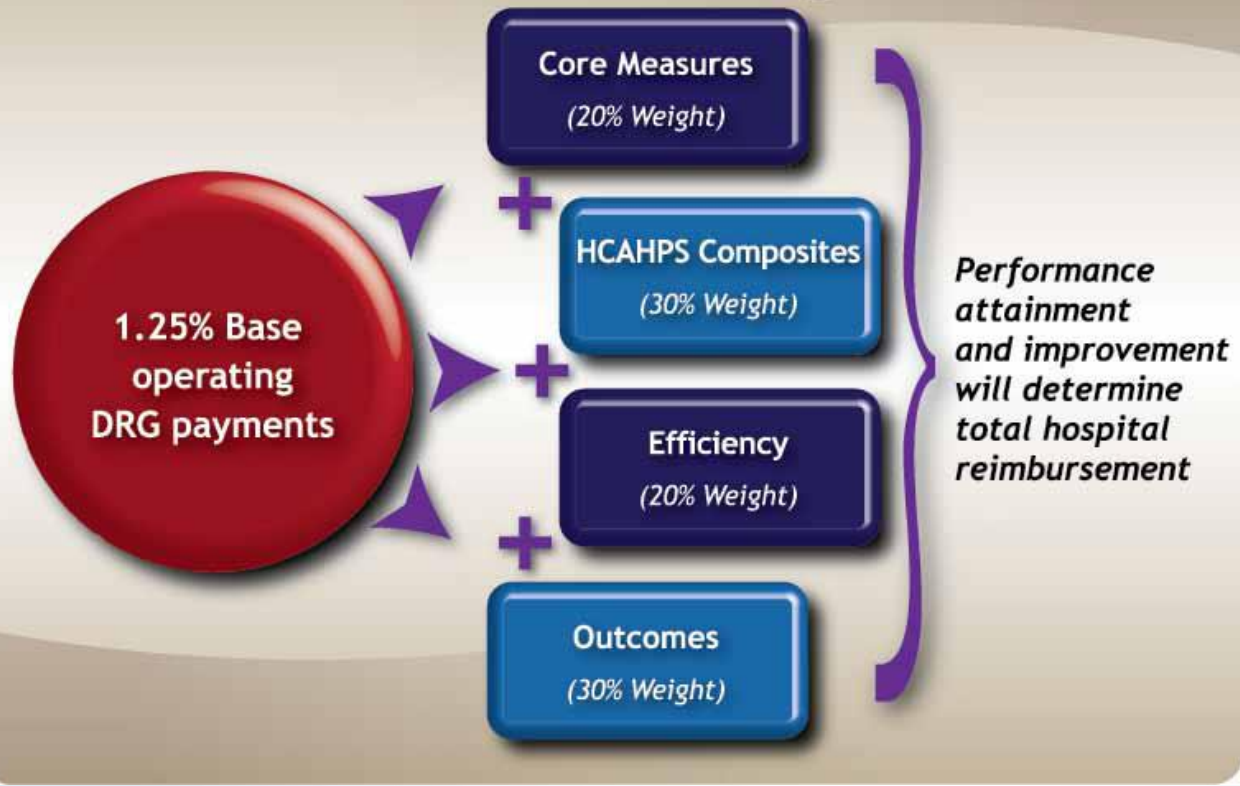
Post DC Call Sample

Empathy and Concern	“Mrs. Williams? Hello. This is <name>. You were discharged from my unit yesterday. I just wanted to call and see how you’re doing today”.
Clinical Outcomes	<ul style="list-style-type: none"> • “Do you have any questions regarding your medications or any possible side effects?” • “Is your pain well controlled?” • “We want to make sure we do excellent clinical follow-up to ensure your best possible recovery. Do you know what symptoms or health problems to look out for?” • Do you have your follow-up appointment?”
Reward and Recognition	<ul style="list-style-type: none"> • “Mrs. Williams, we like to recognize our employees. Who did an excellent job for you while you were in the hospital?” • “Can you tell me why Susan was so excellent?”
Service	“We want to make sure you were very satisfied with your care. How were we Mrs. Williams?”
Process Improvement	“We’re always looking to get better. Do you have any suggestions what we could do to be even better?”
Appreciation	“We appreciate your taking the time this afternoon to speak with us about your follow-up care. Is there anything I can do for you?”

Why Organizations Do Not Achieve Desired Results?

1. Dots are not connected consistently to purpose, worthwhile work and making a difference
2. Do not achieve critical mass - Lack of balanced approach
3. Absence of an objective accountability system
4. Leaders do not have the training to be successful
5. Too many new behaviors introduced at once – need of sequenced approach
6. No process in place to re-recruit the high and middle performers and address low performers (*highmiddlelow*[®])
7. Inability to take best practices and standardize across organization
8. Failure to have leaders “always” do desired behaviors (*lack of verification systems*)

Value-Based Purchasing FY 2014



Hospital Acquired Conditions could cost:

2013 - \$2,100,000

2014 - \$3,400,000

(CMS) has identified 11 types of medical errors that:

- Are preventable
- Are high cost or high volume (or both)

Hospitals will not receive additional payment when these conditions were not present on admission



Focus On The Nine Principles[®]



Commit to excellence



Measure the important things



Build a culture around service



Create and develop great leaders



Focus on employee satisfaction



Build individual accountability



Align behaviors with goals and values

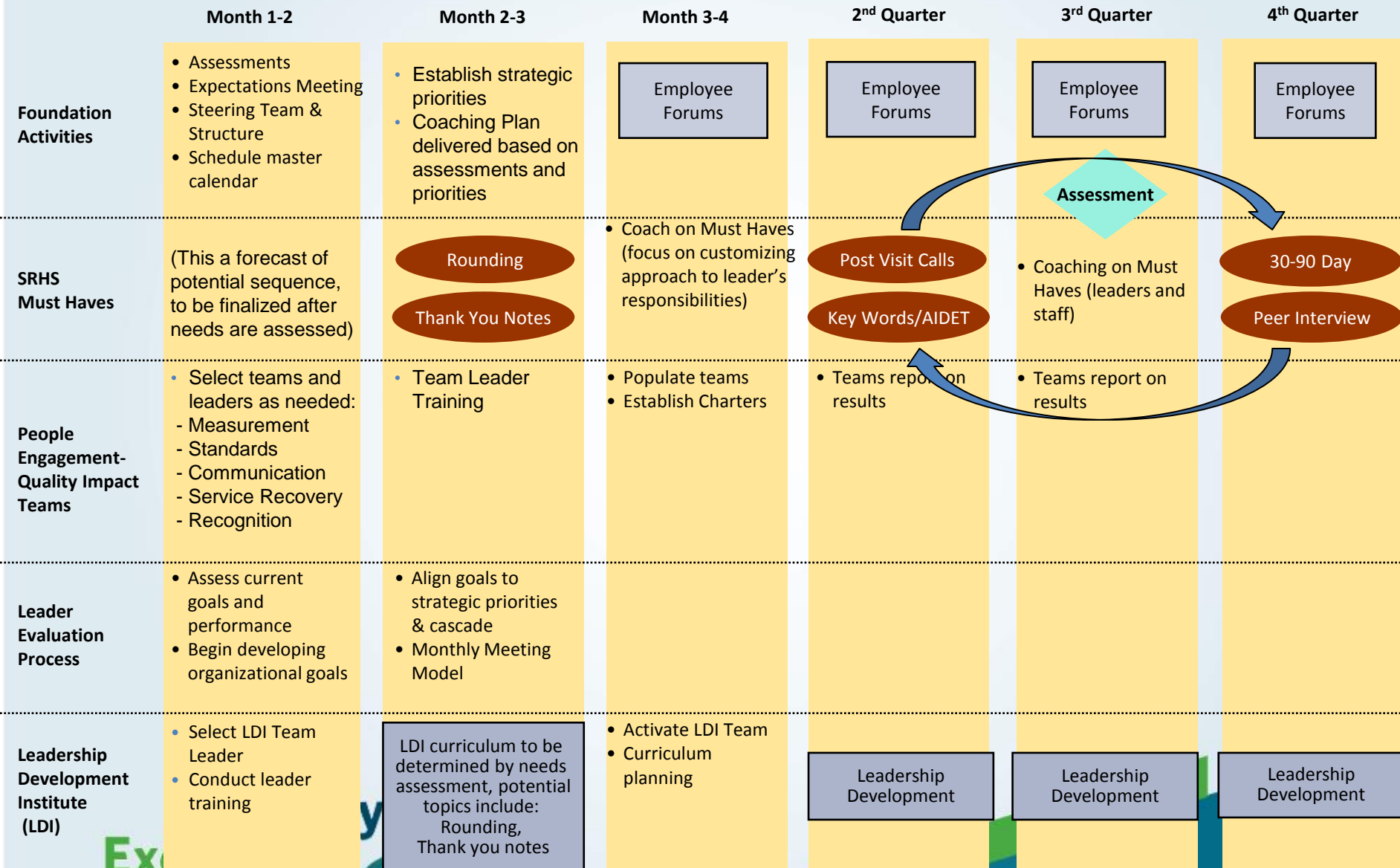


Communicate at all levels



Recognize and reward success

Draft Implementation Planning



Execution Framework

Evidence-Based LeadershipSM

Foundation

Breakthrough

STUDER GROUP[®]:



Aligned Goals

Aligned Behavior

Aligned Process

- ▼ Implement an organization-wide leadership evaluation system to hardwire objective accountability
- ▼ *Principle 1, 2, & 7*

- ▼ Create process to assist leaders in developing skills competencies
- ▼ *Principle 4 & 8*

- ▼ Agreed upon tactics and behaviors to achieve goals
- ▼ *Principle 3, 5, 6, & 9*

- ▼ Re-recruit high and middle/solid performers
- ▼ Move low performers up or out
- ▼ *Principle 4*

- ▼ Processes that are consistent and standardized
- ▼ Process Improvement
 - ▼ *PDCA*
 - ▼ *Lean*
 - ▼ *Six Sigma*
 - ▼ *Baldrige Framework*
 - ▼ *Principle 1 & 2*

- ▼ Software



Phases of Organizational Change

PHASE 1: The Honeymoon

- Sense of excitement
- Right “to do” list
- Things will get better (hope)
- Quick fixes are implemented
- Team in place
- Some skeptics
- Overall lots of enthusiasm

PHASE 2: Reality Sets In

- We/they
- Inconsistency apparent
- Bigger challenge and more work than thought
- This will impact me—change for all
- Some are getting it and getting it faster
- Some are not and may not

PHASE 3: The Uncomfortable Gap

- Performance gap is evident
- Tougher decisions must be made
- Process improvement increases due to accountability and skill level
- Inconsistencies obvious that if not fixed, progress will halt and organization will go backwards

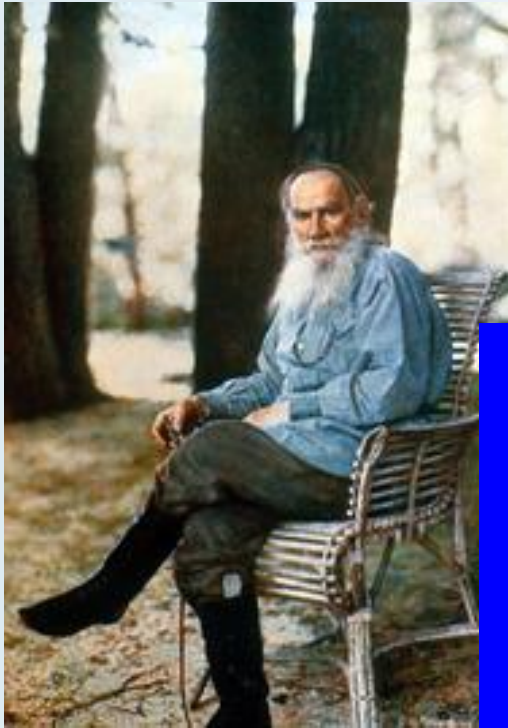
PHASE 4: Consistency

- High performing results
- Everyone understands the keys to success
- Disciplined people and disciplined processes displayed in organization
- Proactive leadership

Resources/Acknowledgement

- If Disney Ran your Hospital; Lee
- Achieving Service Excellence; Tottle, Ford, Heaton
- HCAHPS Handbook; Studer, Robinson, Cook





*Everyone thinks of
changing the world, but
no one thinks of changing
himself.*

Leo Tolstoy