



15th - 17th August
Suntec Event & Convention Centre



- Featuring:
- Singapore Healthcare Management Congress 2017
 - Singapore Healthcare Supply Chain Management Congress 2017
 - Singapore Healthcare Enterprise Risk Management Congress 2017

Join us at the premier congress for healthcare management

The Patient Quality, Safety and Experience Imperative

Laura S. Kaiser, FACHE
President and Chief Executive Officer



Sarah



- Team rounds
- Patient drives goal - setting
- No “visitors” – all are welcome
- Daily planning with Jess, her family and team
- Discharge planning and support

Source: Institute for Healthcare Improvement, 2013

Sarah



Source: Institute for Healthcare Improvement, 2013

Frank



- 4-hour journey in surgery with “wait two hours”
- Family - “Who let them in?”
- Patient confusion - No whiteboard; no daily plans; no team communication
- Sudden discharge with no coordination; several readmissions

Source: Institute for Healthcare Improvement, 2013

Mature Integrated Health System

Hospitals (42 years)



- 22 hospitals
- 2,670 licensed beds
- 180 primary/specialty clinics

SelectHealth Plans (30+ years)



- 860,000+ members in Utah and Idaho

Medical Group (20+ years)




- 1,330 employed physicians
- 600 advanced practice clinicians
- 30 InstaCare clinics

Clinical Programs (20 years)



- 10 key service lines





Helping people live the healthiest lives possible.

SAFETY

STEWARDSHIP

QUALITY

**EXTRAORDINARY
CARE**

ACCESS

**PATIENT
EXPERIENCE**

Nationally Recognized for Quality and Operations

#1

In health plan member satisfaction

J.D. Power and Associates

BEST

Regional and Children's hospitals

U.S. News & World Report

Healthcare's **MOST WIRED** *Hospitals & Health Networks*

Top Performer
On key quality measures

The Joint Commission

Healthcare supply chain

Top 25

Gartner

Consumer's Choice
Award

National Research Corporation

Award for **Excellence in Analytics**

International Institute of Analytics

Great Workplace
Award

Gallup and Forbes Magazine

Top Hospital

Ranking for 12 facilities

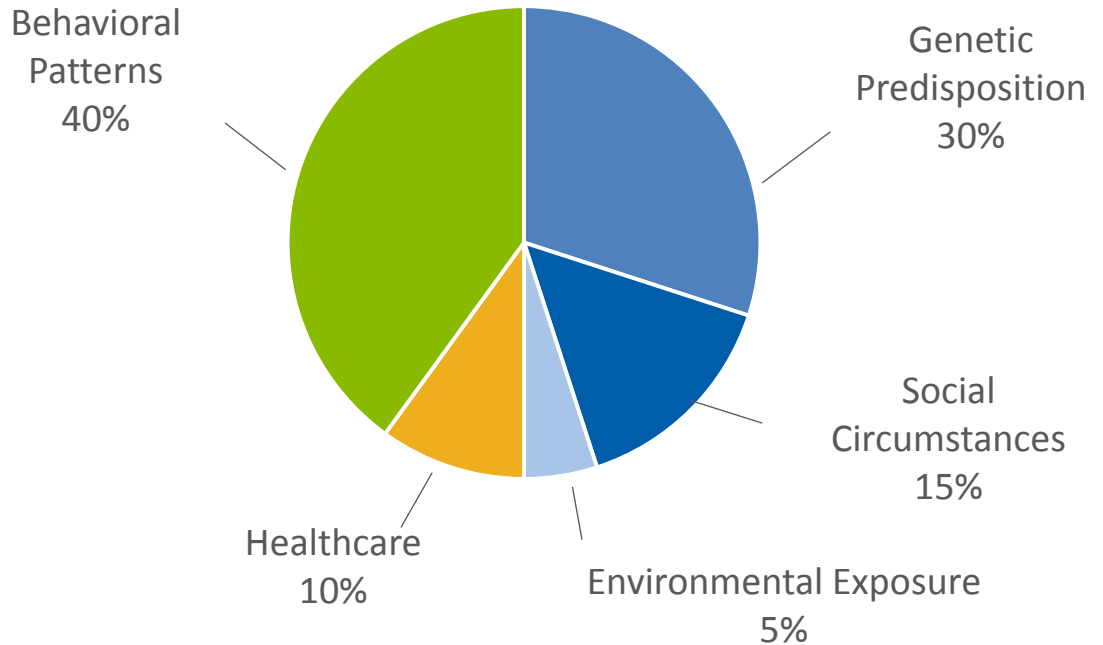


Safety • Quality • Patient Experience • Access • Stewardship



Social Determinants of Health

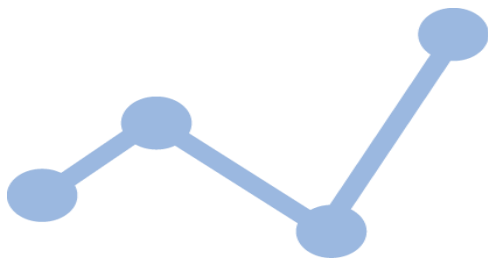
Contributors to Premature Death



Adapted from McGinnis et al.

Safety • Quality • Patient Experience

Key Performance Indicators

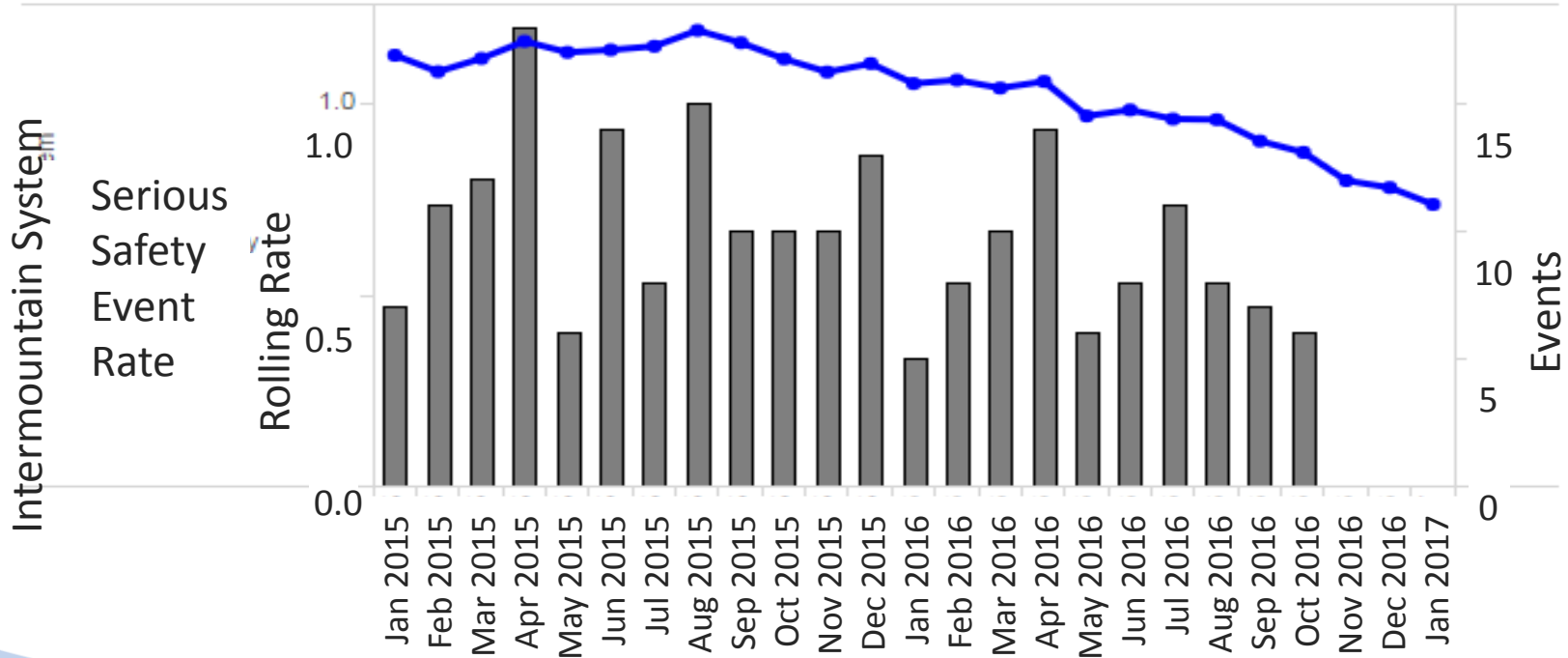


The Salt Lake Tribune

December 22, 2016

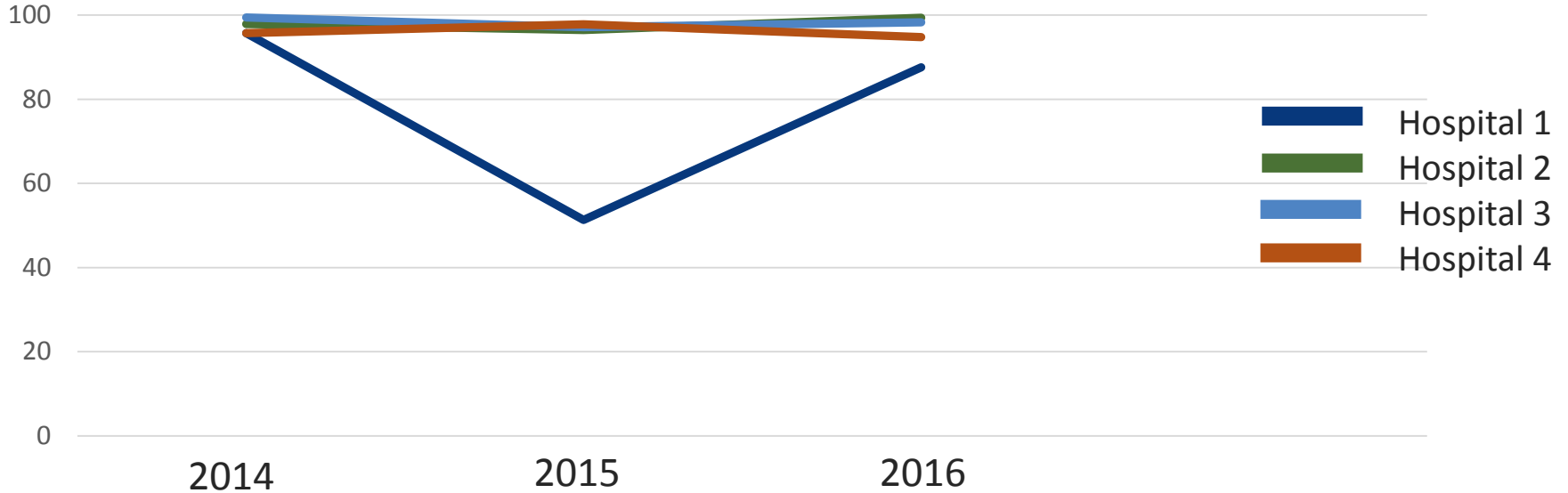
**8 Utah
hospitals
penalized
for lack
of patient
safety**

(Favorable Direction: Down)



2014-2016 All Cause Hospital-Wide Readmissions

Hospital-Wide Readmission Percentile Rankings (Higher Is Better)



Health Plan

2017 Medicare Advantage Star Rating	
Organization	Overall Rating
Aetna	★★★★★
Altius	★★★★☆
Humana	★★★★☆
Molina	★★★★☆
Regence	★★★★★
SelectHealth	★★★★☆
United Healthcare	★★★★★

Star Ratings



Excellent



Above Average



Average



Below Average

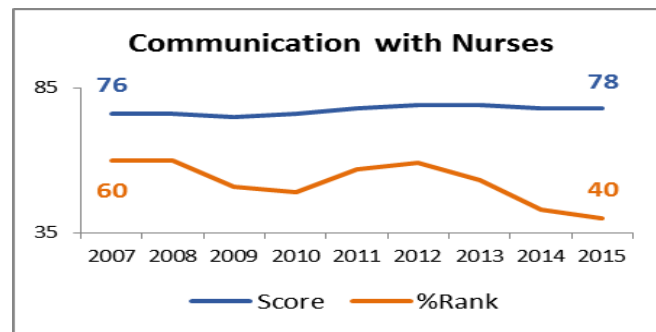
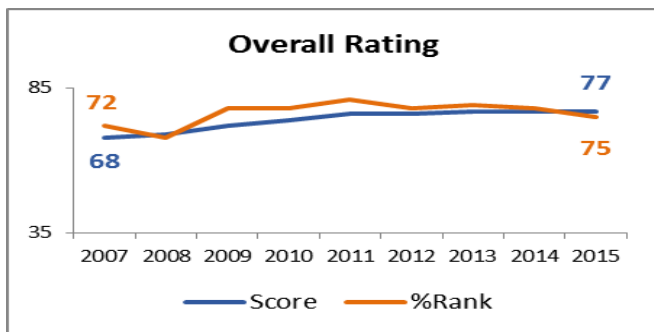


Poor

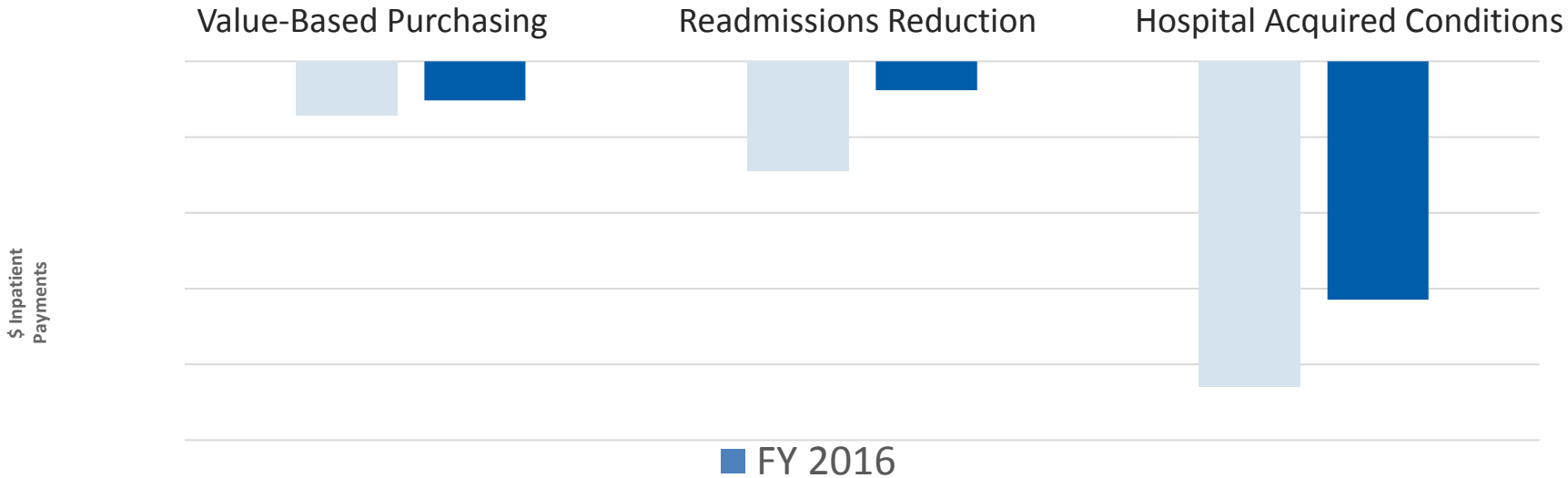
Source: <https://www.medicare.gov/find-a-plan/results/planresults/plan-list.aspx>

HCAHPS Trends

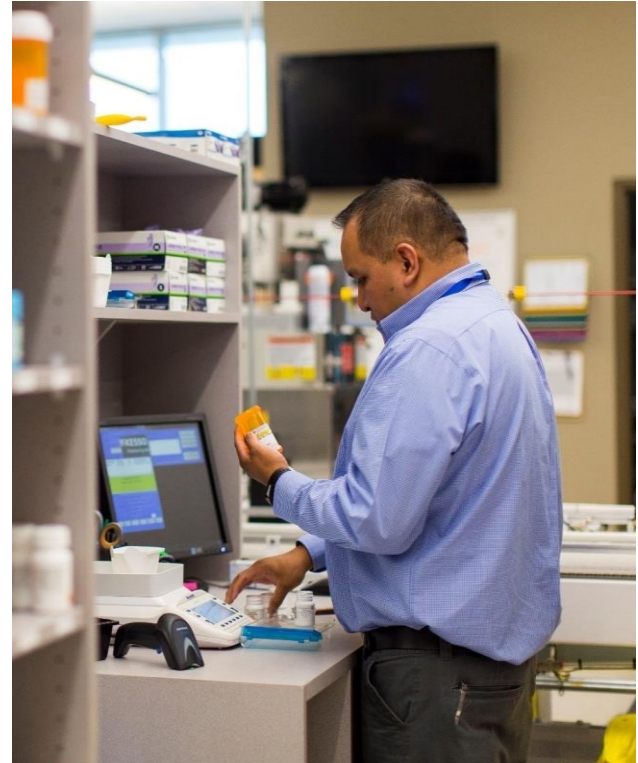
CMS Hospital Compare



Medicare Quality Bonus/Penalty



Stewardship





**Intermountain
Healthcare**

Healing for life®

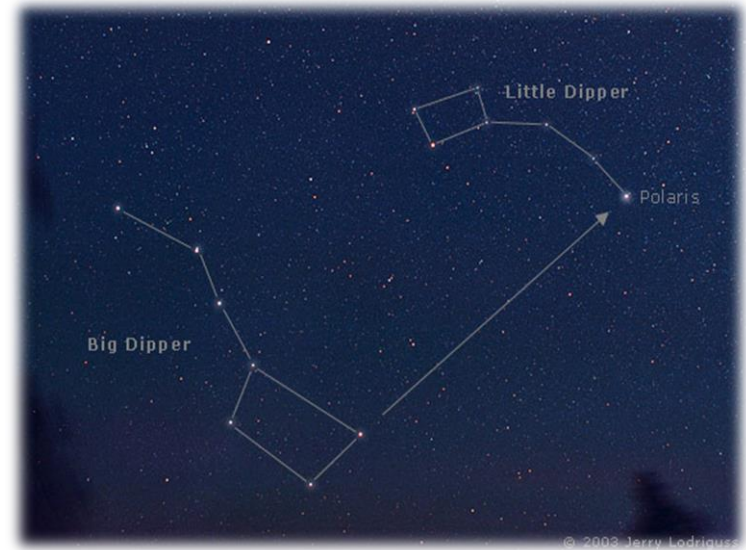
Continuous

*Improvement is a
method for engaging all
staff, leaders and
physicians throughout
the organization in
systematically
increasing the value
provided to patients
and members.*



True North Statements

- Unchanging, Constant
- Provides direction
- *Should do vs. can do*
- Ideal conditions



Strategy Wall



Scorecards

	Measure	YTD Aug 16	Target
CLINICAL EXCELLENCE	Reduction of Adverse Drug Events with Injury	0.20	0.24
	Reduction of Hospital Acquired Infections	0.21	0.27
	Reduction of Hospital Acquired Pressure Ulcers	0.33	0.35
	Zero Harm Training	75.00	80
PATIENT ENGAGEMENT	HCAHPS	2 of 4 at or above Target	
	Patient Experience	86 of 85 (40%) dips at or above 100%	
EMPLOYEE ENGAGEMENT	Wellness		
	Extraordinary Employee Experience		
	Gallup		
	Ideas	YTD Ideas: 5,894 Annual goal: 4,418 YTD Goal: 4,418 YTD % Safety: 42.5% Target: 25% Stretch: 50%	
OPERATIONAL EFFECTIVENESS	Sub-Total Expense	YTD Actual: \$441,112,925 YTD Budget: \$446,958,965 Variance: \$5,846,040	
	Continuous Improvement	YTD Validated Savings: \$1,750,000 Valued: 2,025,000 Outstanding: 2,300,000 Extraordinary: 2,300,000	

Strategy Connection Tool

	Clinical Excellence	Patient Engagement	Operational Effectiveness	Physician Engagement	Community Stewardship	Employee Engagement
True North Statements						
Your Boss's Goals ↑						
Your Goals →						
Your Strategies ↓						

Leader Standard Work

Huddle Boards



Step-Back Reviews



Return to Green Plans

Return to Green Action Plan					
Who	What	Why	When	Status	How
Goal: Facility HCAHP Target: 3 of 4 Current: 2 of 4 Department: Cassia and MKD					
#	Owner	Action Steps	Reason	Status	Approach
1	MKD	Conduct Focused assessments and create strategies for WBC	To develop specific tactics for the unit and staff	Focus on bedside shift report for CNA	Validation and observation of bedside shift report
2	MKD	Conduct Focused assessments and create strategies for JSC	To develop specific tactics for the unit and staff	Focus on Charge Nurse Standard work	Validation on using Standard Work
3	Cassia	Leadership Rounding	To develop specific tactics for the unit and staff	Focus on validation of Managers on how to round	Weekly rounding logs submitted to Nurse Admin
4					






**Intermountain
Healthcare**
Healing for life®



Great things
come from
great people.

First Health Care Winner
Malcolm Baldrige National Quality Award



www.ssmhc.com

2002: SSM Health
became the first
health care recipient

Our Heritage

Founded in 1872 when five German sisters – now known as the Franciscan Sisters of Mary – arrived in St. Louis. **They started with \$5.** Led by Mother Odilia Berger, they arrived in the midst of a smallpox epidemic and immediately began raising funds to care for the sick.





SSM Health

- 6th largest* Catholic health care system in the U.S.
- Not-for-profit
- Headquarters - St. Louis, Missouri
- Illinois, Missouri, Oklahoma & Wisconsin locations
- > 35,000 employees
- >1,600 employed physicians; over 9,500 medical staff
- Health Plan with > 425,000 members

* Based on 2016 Net Revenue

More than 1,600 Employed Physicians and over 9,500 Medical Staff[†]

204 Physician Clinic Locations[†]

63 Outpatient Building Locations[†]

5.3 Million Navitus Covered Lives[†]

423,265 Dean Health Plan Covered Lives[†]

72 counties served by Home Care*

58 counties served by Hospice*

■ 20 SSM Health Hospitals (19 adult & 1 pediatric)

● 39 Affiliate Hospitals

● 2 Long-term Care Centers

◆ 1 Managed Hospital

☀ 36 Pediatric Affiliates, Telehealth & Clinic sites

▲ 17 Urgent Care Centers

● 2 Convenient Care Locations

E 1 Freestanding Emergency Department

■ 4 Healthplexes w/Freestanding ED's

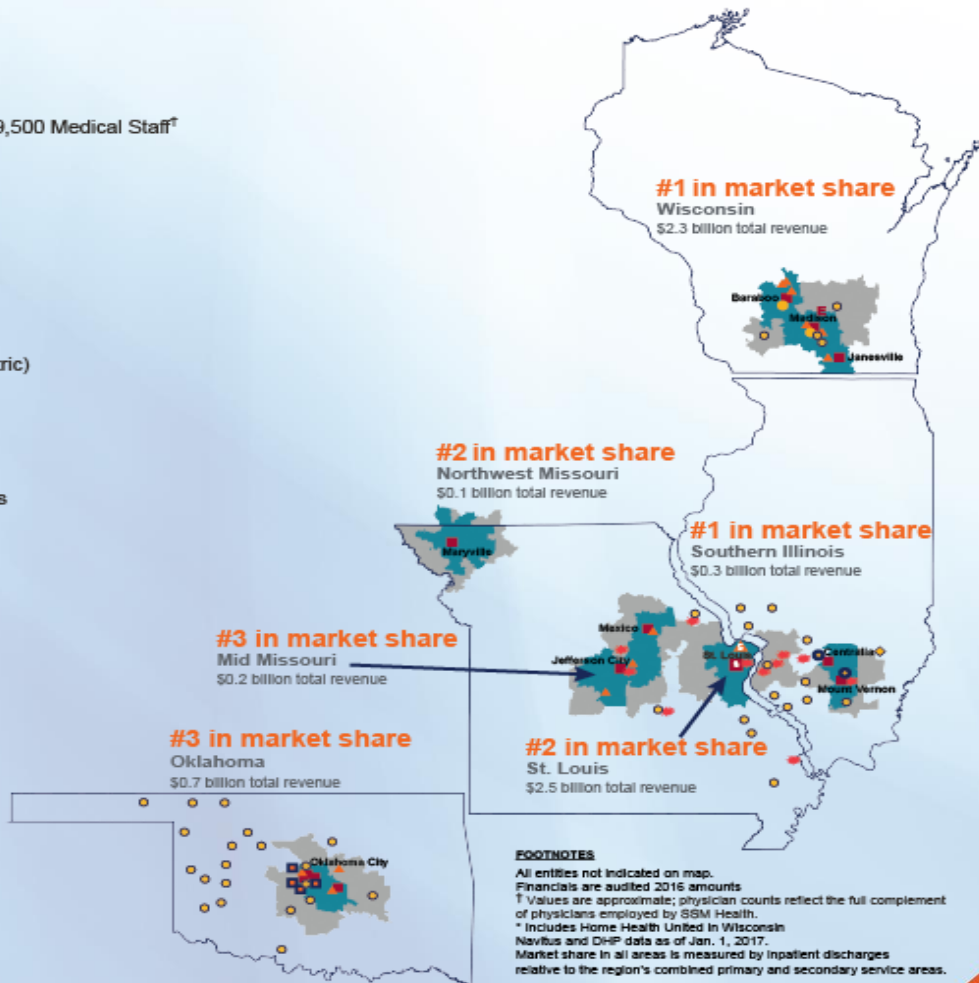
■ 74 Outpatient Rehab Centers

▲ 7 Concentra Locations

● 26 SSM Health Express Clinics at Walgreens

■ SSM Health Primary Service Area

■ SSM Health Secondary Service Area



6/22/2017

Mission

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

Values

Compassion

We reveal the healing presence of God through compassionate care focused on the fullness of the person.

Respect

We respect life at all stages and promote the dignity and well-being of every person.

Excellence

We provide exceptional care and service through employees and physicians dedicated to our Mission.

Stewardship

We use financial, human and natural resources responsibly and care for the environment.

Community

We cultivate relationships that inspire service and promote justice in our organization and throughout our communities, with special concern for the poor and marginalized.

Why We Do What We Do



*“Every day, we have an opportunity to **make a difference in people’s lives**. We must care for people in a way that touches their souls, so that everyone — including ourselves — is in some way healed. What we do is more than a job, more than a career. **It is a sacred trust.**”*

— Sister Mary Jean Ryan, FSM

SSM *Exceptional*

Exceptional Experience: Our consumers see us as partners in health, delivering consistently exceptional service while guiding the way through their health experience.

Exceptional Value: Outcomes + Cost = Value. By pairing high-quality clinical outcomes and patient safety with efficient business practices, we provide value to our communities, which is affordable and sustainable.

Exceptional People: We foster a culture of operational excellence, engagement and collaboration. Driven by our Mission, our physicians and employees partner with others to find better ways to health.



Baldrige Program Overview

- Began in 1987
- US National Institute of Standards & Technology program
- General, adaptable criteria focused on results
- Non-prescriptive (not how)
- 7 critical aspects of managing & performing
- Incorporated into > 100 business excellence programs globally



Baldrige – Integrated approach to Performance Management

- Assess improvement work, diagnose overall performance management system, identify strengths & opportunities for improvement
- Delivery of ever-improving value to customers & stakeholders, contributing to organizational sustainability
- Improve organizational effectiveness & capabilities
- Improve organizational & individual learning



What does it take to achieve the highest level of performance?

Talent?

Strategy?

Deployment?

Tools?

Persistence?



...Maybe, but is there more to it?

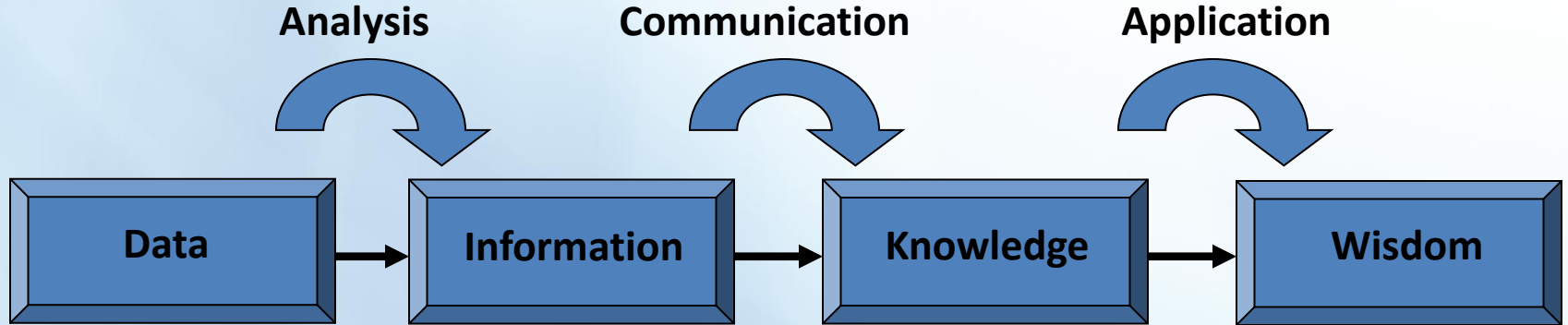
High Performing Organization Characteristics

- Mission and Values driven
- Visionary leadership
- Systems perspective
- Patient/customer focused excellence
- Organizational and individual learning
- Engagement of staff and partners
- Transparency
- Agility
- Future focused
- Managing for innovation
- Management by fact
- Social responsibility
- Focus on results and creating value

Cascading Priorities Throughout the Organization



Aligning Strategy with Data...



Why do we collect the information we do?

What do we do with it?

How do we use it to set goals?

How do we share it?

How do we ensure that it is accurate/timely?

Electronic Health Record (EHR) Integration

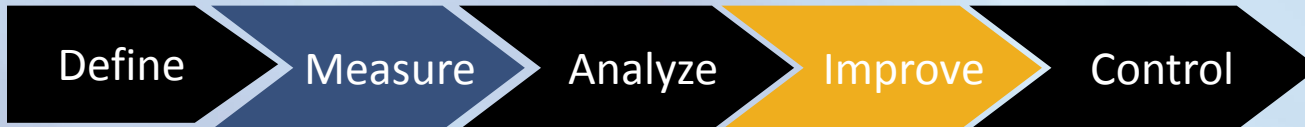
- Epic is our platform (inpatient, outpatient, ED)
- Care standardization with clinical pathway development and standardized order sets
- System level teams of clinicians engaged in design and implementation of care standardization
- Safety alert systems and reminders
- EHR information management technology including device integration, data integrity, security and privacy

CQI+ Toolbox



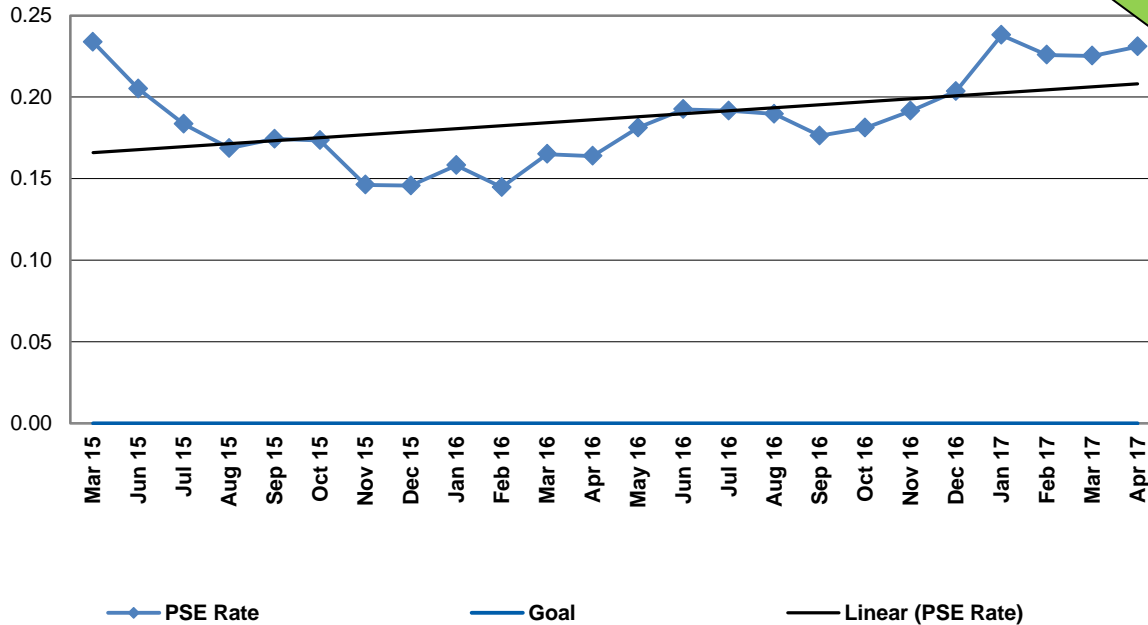
- ← Team Facilitation Tools
- ← Lean Tools
- ← Six Sigma Tools
- ← Change Management Tools
- ← Innovation Tools

CQI+ Performance Improvement Methodology



Patient Safety

Preventable Sentinel Event Rate by Rolling 12-Months



Nationally Recognized for Quality and Operations

#1

In health plan member satisfaction

J.D. Power and Associates

BEST

Children's hospital

U.S. News & World Report

First health care organization to win the
Malcolm Baldrige National Quality Award

U.S. Department of Commerce

Top Performer

On key quality measures

The Joint Commission

HIMSS Stage 7 Certification

For EHR integration

2 facilities named
Top 100 Hospitals

Truven Health Analytics

Level-3 Recognition in

Patient-Centered Care

National Committee for Quality Assurance

North American Candidate Experience Award

Talent Board

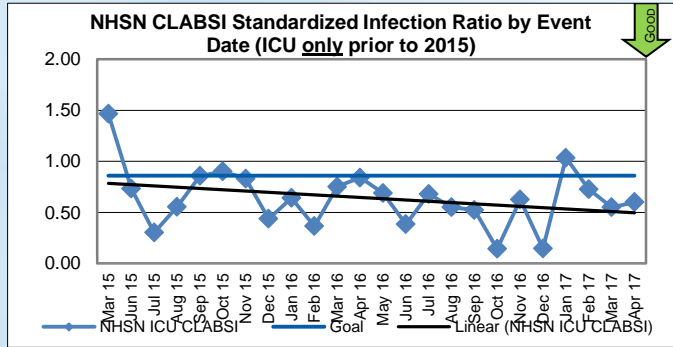
Healthcare's **Most Wired**

American Hospital Association

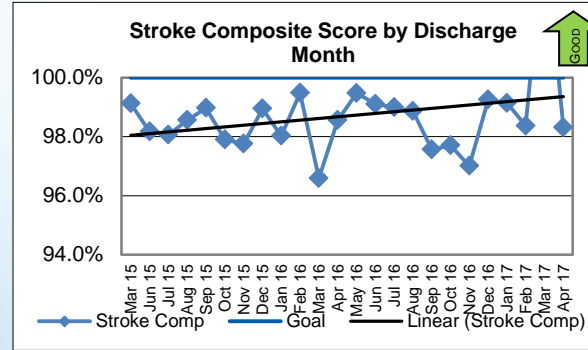


SSMHealth.

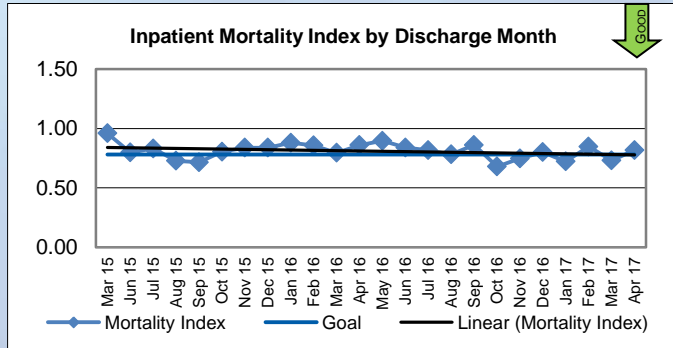
Clinical Results



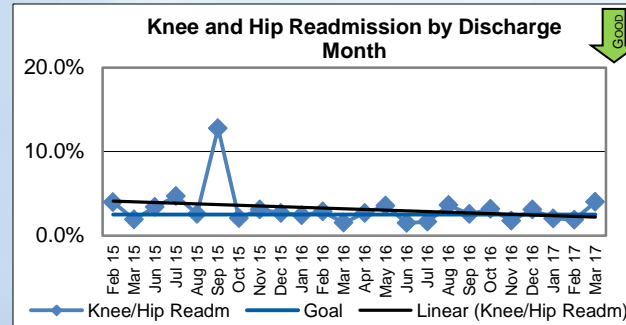
Core Measures



Infection Control



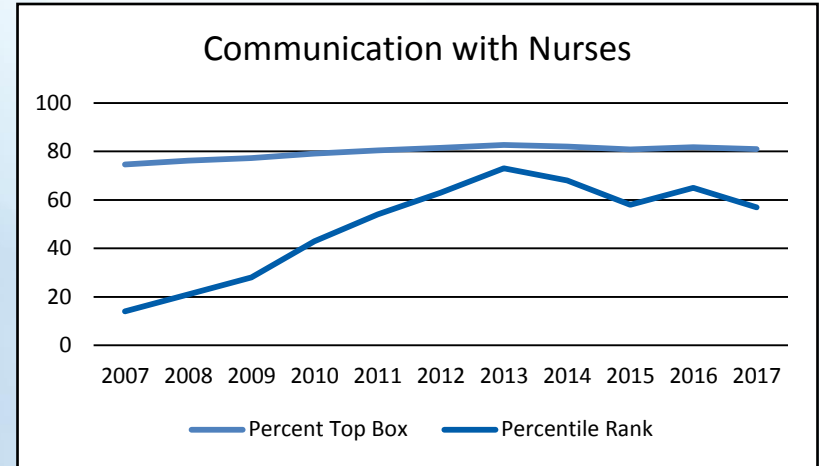
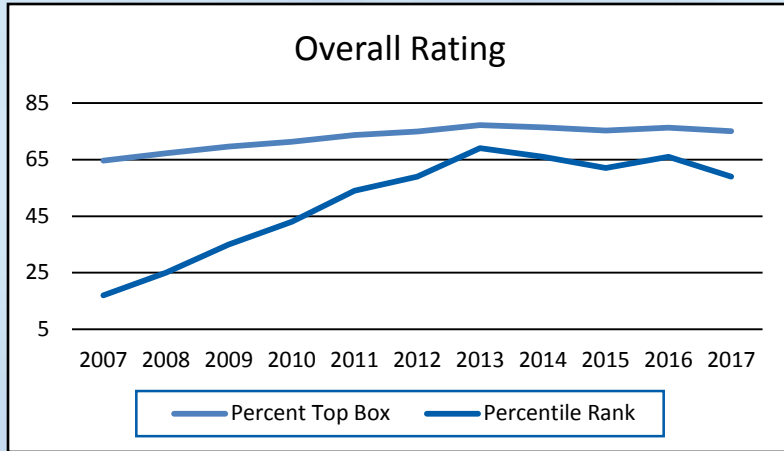
Inpatient Mortality



30 Day Readmissions

HCAHPS Trends

CMS Hospital Compare



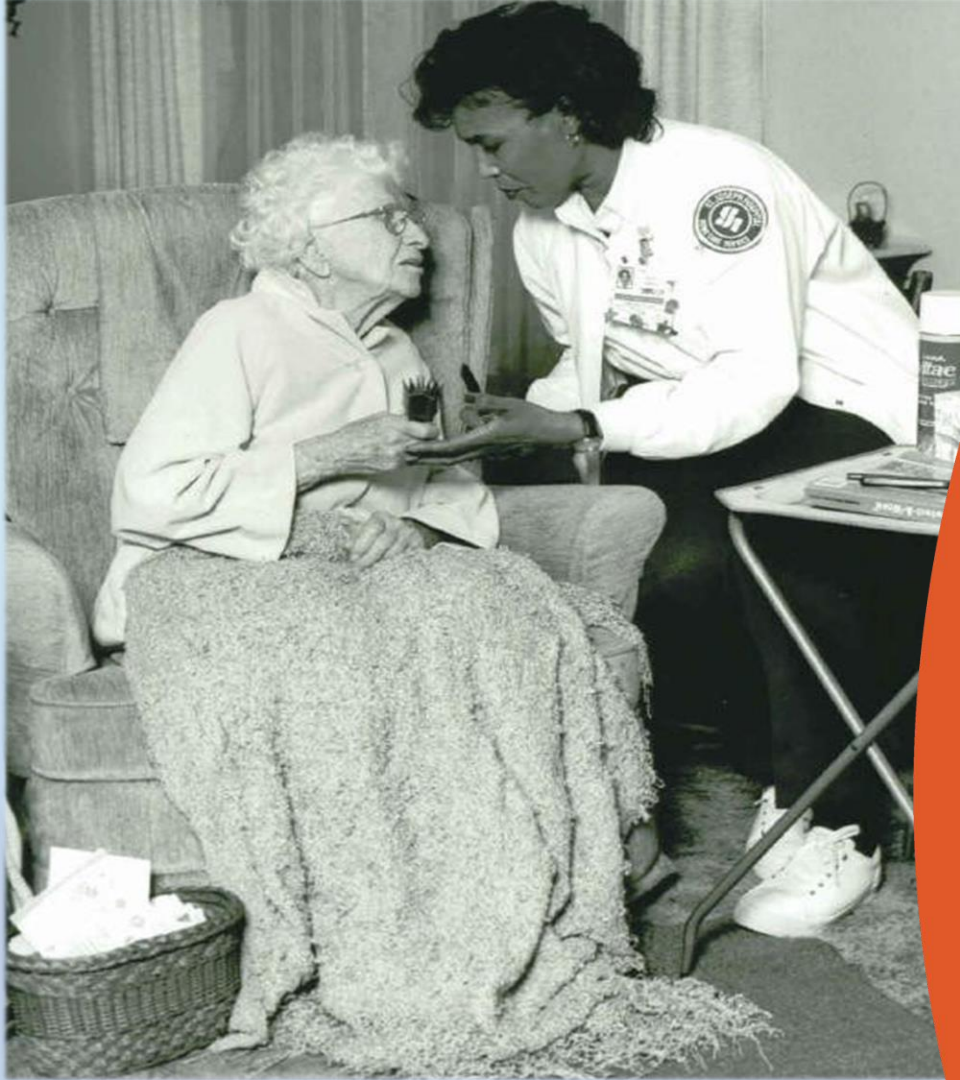
Dean Health Plan's DeanCare Gold (Cost) product earned Medicare's **5 star rating** for 2017

- Medicare's highest rating
- Overall score covers 53 service areas, from detecting & preventing illness to member complaints & appeals



It takes a highly engaged workforce to deliver exceptional patient care

- Proven connection
- Foster open and collaborative environments where **employees and physicians are actively engaged in decision-making, feel empowered to share ideas & speak up** if they have a concern
- Conduct **annual employee and physician surveys** to assess & identify opportunities



The SSM Health Difference...

It's not just about caring for patients... it's caring about patients – being fully present, listening and understanding their individual needs.

Sarah



Source: Institute for Healthcare Improvement, 2013

*“Through our exceptional health care services,
we reveal the healing presence of God.”*



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