

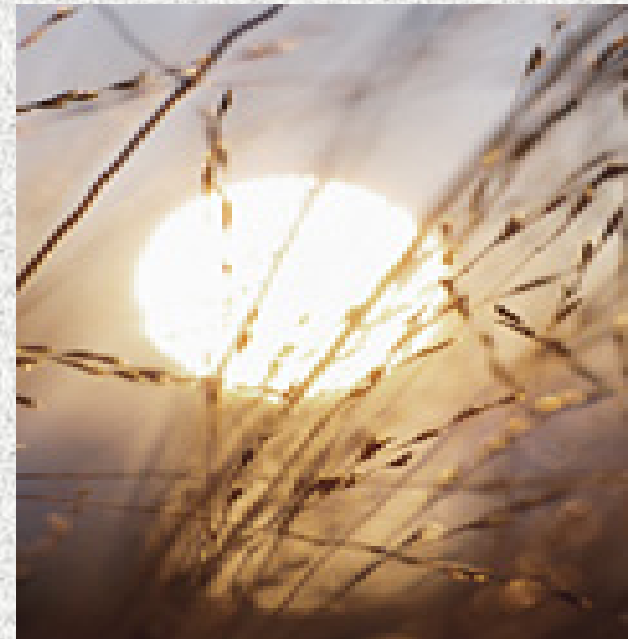


Harvesting Quality in Rural America

A Multi-State Initiative for Rural Healthcare Quality and Success

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Kansas Dept of Health and Environment

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Partners

- **75 Critical Access Hospitals in Kansas**
- ***Kansas Rural Health Options Project (KDHE, KHA, KBEMS, KMS) and Kansas Foundation for Medical Care***
- **Rural Networks (Northwest Rural Health Alliance, Northeast Rural Health Network, and others)**

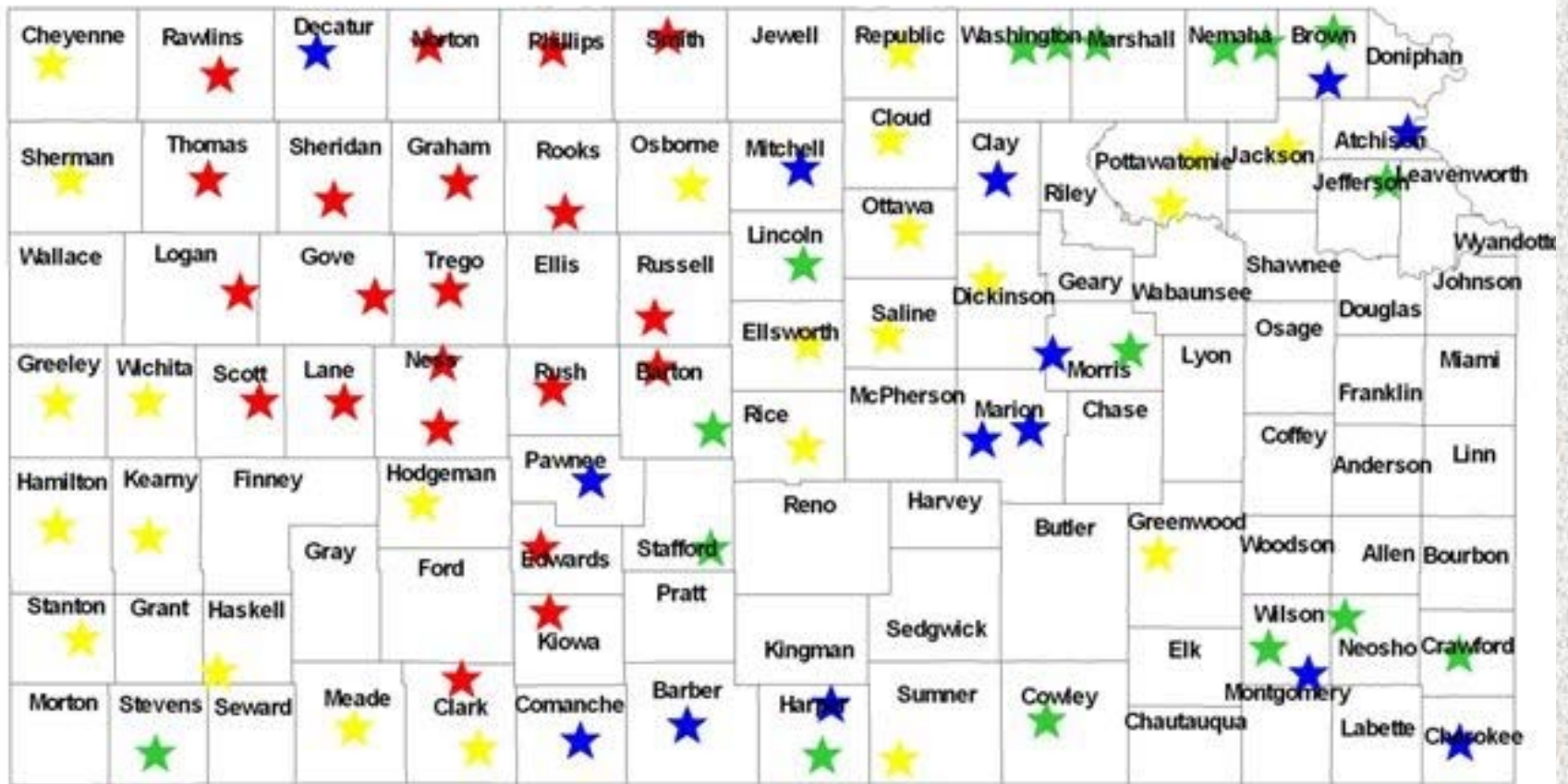


Partners

- **State Partners: Multi-State Benchmarking Project
(NE, SD, WY, AK, AZ, OK)**
- **Project Consultant:
Darlene Bainbridge**



Quality & Performance Improvement Project Kansas CAH Participants





Project Purpose

To assist the Critical Access Hospitals to build stronger and healthier performance improvement systems that will help them to:

- 1. Build (or rebuild) reputations in and relationships with their communities**
- 2. Build healthier systems for managing change**
- 3. Be more strategically responsive to the changing healthcare environment**
- 4. Be strategically positioned to compete in tomorrow's health care marketplace**



Getting Started

- **Built on Northwest Kansas Health Alliance Quality Project (network of 14 CAHs)**
- **The goal was to develop a strong rural “model” for performance improvement**
- **In year five (5) of the project**



Primary Areas of Focus

- **Education**
- **Consultation**
- **Creating support for self-sufficiency**
- **Sharing of “best practices”**
- **Development of partnerships**



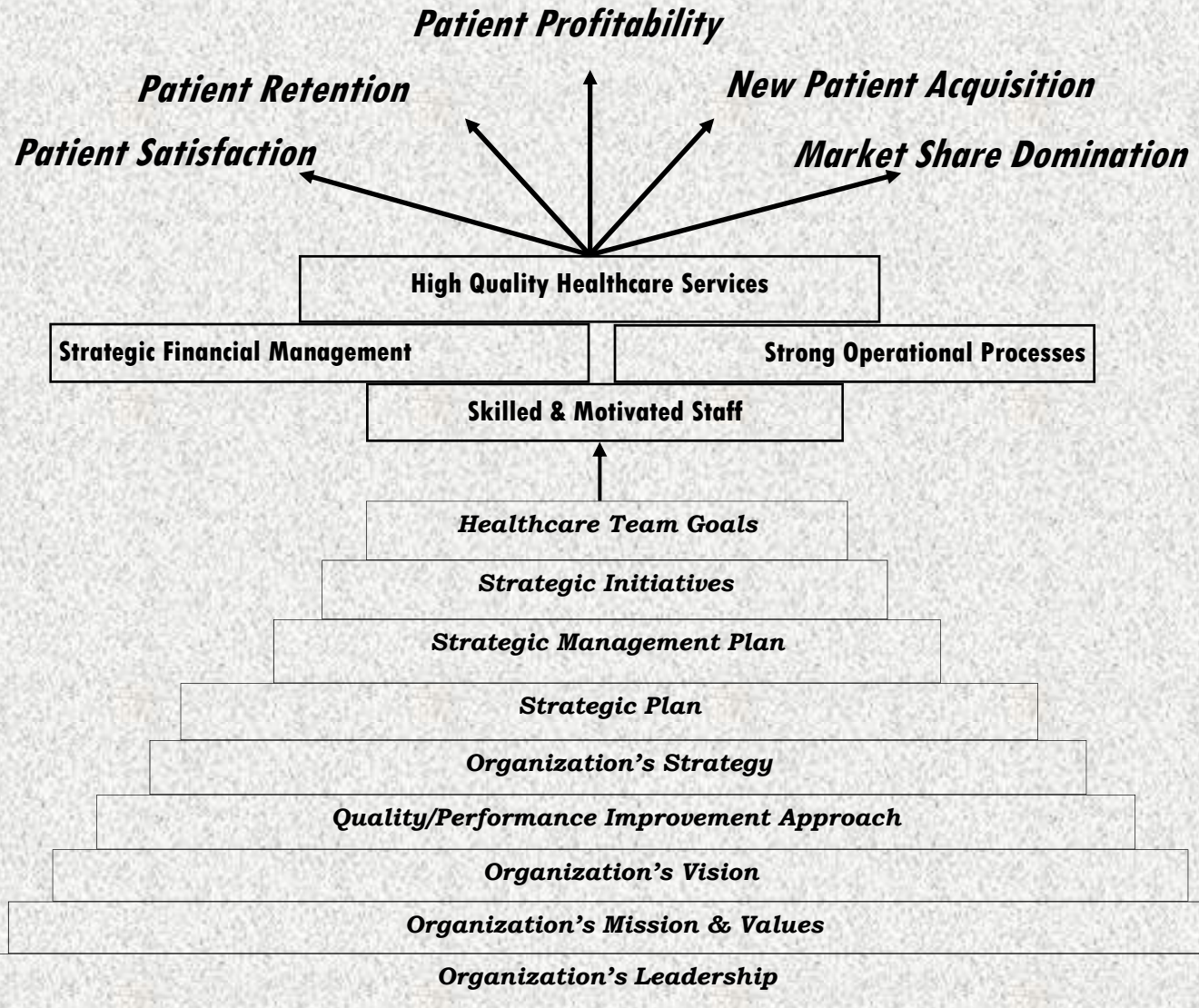
Why?

- **Activities have historically been focused on survival, not building strong futures**
- **QI/PI tools built for larger organizations**
- **QI/PI operates in a functional silo; not integral to operations**



Five Critical Outcomes

- **Patient satisfaction that drives patient loyalty**
- **New patient acquisition**
- **Patient profitability**
- **Patient retention**
- **Market share domination**





Where Many CAHs Were...

- **Decreased motivation to act**
- **Culture of status quo – okay just to exist**
- **Employees not empowered to create change**
- **Reactive instead of proactive**
- **Finger pointing**
- **Poor departmental cooperation or collaboration**



Where We Are...

- **Employees empowered**
- **Improved processes**
- **Play to win, not just to survive**
- **Collaboratively work to improve**
- **Quality is day-to-day life**
- **Progressive & proactive instead of reactive**

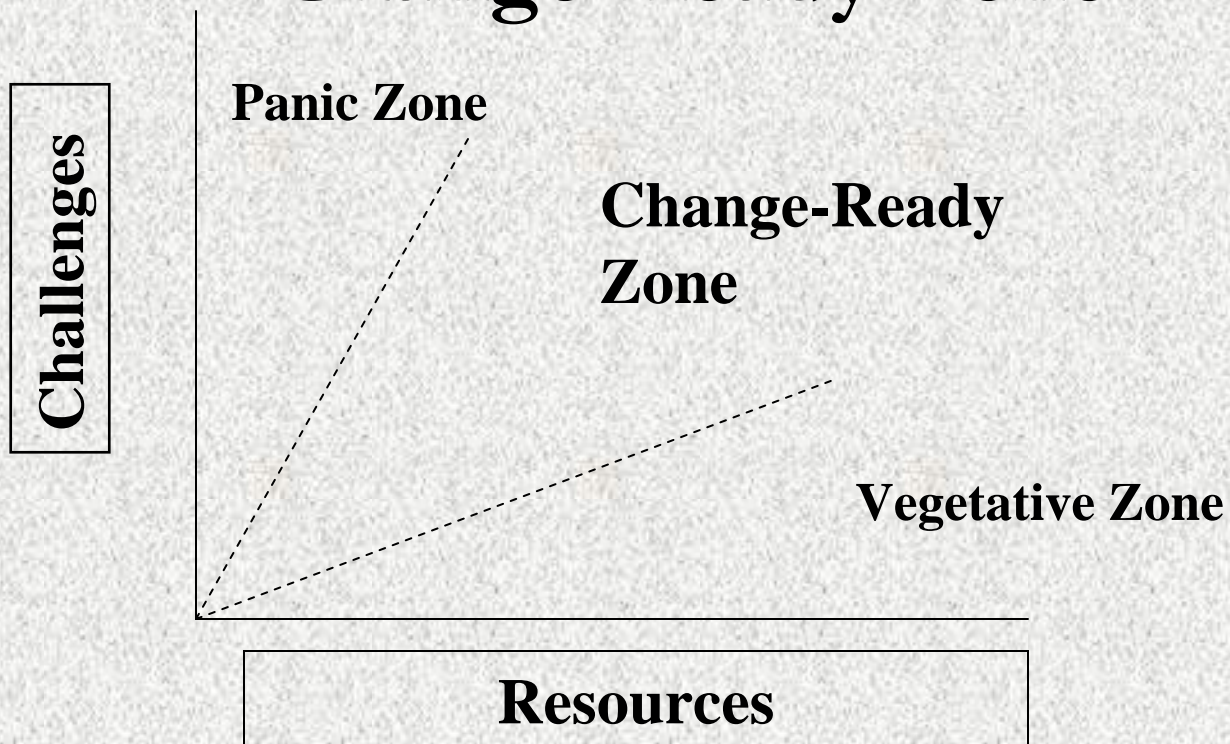


Accomplishments...

- **Culture changed – increased employee, patient and community satisfaction**
- **“Right people on the bus”**
- **Recruitment easier**
- **Financial improvement – increased patient volumes**
- **Live in the “change-ready zone”**



Is Our Organization Living in the Change-Ready Zone



Kregel & Brandt



“We still have some departments that are slower than others to embrace the process. Education is key. We hope to continue to utilize the services of Darlene Bainbridge in this effort. The other issue is our Board. Moving from an operational board to a strategic board is a huge undertaking and it won’t happen overnight. Again, the resources provided by Darlene have been a major catalyst in the process.”



Where We Were...

- **Struggling to get some people to take quality activities seriously**
- **Limited knowledge base**
- **Limited tools and resources**
- **Primarily nursing management responsibility instead of organization-wide partnership**



Where We Are...

- **Building a quality improvement culture across the organization**
- **Building an organization-wide attitude toward quality**
- **Focusing on customer service and patient safety that ensures patient loyalty**



Quality Assurance Calendar Maintenance														
QA Topic	Monitoring Requirement	Responsible Party	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Generator Fire-up	Every Friday 6:00 a.m.	Mark	MN OK	MN OK	MN OK	MN OK	MN OK	MN OK	CS OK	MN OK	MN OK	MN OK	MN OK	MN OK
Generator Load Test	Every Friday 6-10 a.m.	Mark	MN OK	MN OK	MN OK	MN OK	MN OK	MN OK	CS OK	MN OK	MN OK	MN OK	MN OK	MN OK
Fire Extinguisher Monthly	Fourth Week of Every Month	Charlie	CS OK	CS OK	CS OK	CS OK	MN OK	CS OK	CS OK	CS QI	CS OK	CS OK	CS OK	CS OK
Fire Extinguisher Annual	First Week of September	Charlie/Johnson Fire Controls	X	X	X	X	X	X	X	X	CS OK	X	X	X
Water Temperature Weekly	Thursday Morning	Mark	MN OK	MN OK	MN OK	MN OK	MN OK	MN OK	MN OK	MN OK	MN QI	MN OK	MN OK	MN OK
OR Humidity	Thursday Morning	Charlie	CS OK	CS OK	CS OK	CS OK	CS OK	CS OK	CS QI	CS QI	CS OK	CS OK	CS OK	CS OK
Annual Boiler Test	First Week of December	Mark/ Wilson Water Controls	X	X	X	X	X	X	X	X	X	X	X	MN OK
OR Filter Changes	Fourth Saturday of Every Month	Charlie	CS OK	CS OK	CS OK	CS OK	CS OK	CS OK	CS OK	CS OK	CS OK	CS OK	CS OK	CS OK
General Filters	First Week of Every Quarter January, April, July, October	Charlie	CS OK	X	X	CS OK	X	X	MN OK	X	X	CS	X	X
Pest Control in Kitchen	First Week of Every Other Month	Charlie/ Pest Free Pest Control	CS OK	X	CS OK	X	CS OK	X	CS OK					
Pest Control in Hospital General	Second Week of Every Quarter	Charlie/ Pest Free Pest Control	CS OK	X	CS OK	X	CS OK	X	CS OK					
Parking Lot Lighting	6:00 a.m. every Friday	Charlie			CS OK	CS OK	CS OK	CS OK	CS OK					

Quality Improvement Calendar Maintenance														
QI Topic	Responsible Party	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	
New Handrails on North Hallway for Rehab Patients	Mark			P	A	C,E	C	C	C	C				
Form Dispensers for Hand Cleaning	Mark			P	A-Pilot	C,E	A	C	C,E	C	C			
Fire Extinguisher Monthly	Charlie								P,A	C	C	C	C	
Water Temperature Weekly	Mark									P,A,C	QA			
OR Humidity	Charlie								P,A	C,E	C			
Handicap Ramp at North Entrance	Mark								P	A	C,E	C	C	
Energy Efficient Lighting	Mark								P	P	P	A	C	



Challenges...

- **On-Board Leadership**
- **Education**
- **Developing Tools**
- **Overcoming Attitudes**
- **Communications**



Accomplishments...

- **Buy-in from areas we have struggled for active participation**
- **Focus on future success not compliance**
- **Leadership TEAMWORK**
- **All staff aware and participating**



Where We Were...

- **Often QI directors responsible for QI, RM, IC, IT, etc. (no time for QI)**
- **Mad search for education and training opportunities**
- **Needing to work smarter not harder**



Leadership Barriers

- **Loss of healthy leadership structures**
- **History focuses the board on operational leadership rather than strategic leadership**
- **Structure and operations draws the CEO and senior leaders away from strategic and operational leadership**
- **Lack of leadership and management skills sets glass ceilings for managers**



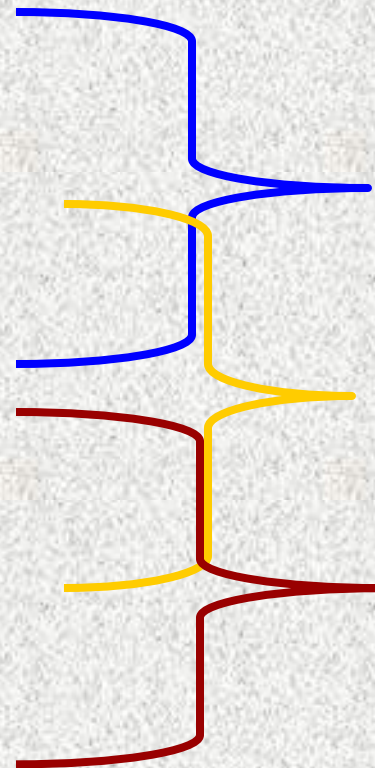
Leadership in Today's Organization

Governing Body

Senior Leadership

Middle Management

Supervisors



Strategic

Operational

Tactical



Where We Are...

- **Broad-spread hiring of Quality Directors (often direct report to CEO)**
- **Establishing organizational vision for quality**
- **Quality is becoming part of day-to-day fabric**
- **Strategic plans linked to the quality program – change engine**
- **Removing functional silos – quality and strategic planning can't be stand alone**



Accomplishments...

- **Establishing a vision for quality**
- **Greater understand of leadership's role in quality**
- **Greater appreciation across the organization for the role of quality in creating a successful future**
- **More "future-talk"**
- **Readiness for the "Balanced Scorecard"**



“The CQI process utilizes people at the grass-roots level. That is how you get things solved...to involve people that are at the first line level. And you know, our people have responded positively to it.”



Why It Works

- **It is about the smaller hospitals**
- **It is about the future**
- **The hospitals drive the goals**
- **It is an integrated approach**
- **It draws on existing resources rather than investing in new ones**



“I'm enthused about it because...it is a program that is designed for rural hospitals. So often you find programs out there that are for system hospitals or larger hospitals, and I'm intrigued by something that is really designed for the smaller, rural critical access hospital.”



Keys to Success

- **Synergy through partnerships**
- **Open sharing**
- **Promotion of self-sufficiency**
- **Building a stronger foundation**
- **Creation of systems for sustainability**



Long range planning does not deal with future decisions, but with the future of present decisions.

Peter F. Drucker



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