Leadership Essentials Institute

Transforming Care Delivery for the 21st Century

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Objectives

• Examine the ways that a culture of innovation is nurtured to transform care
• Discuss three major clinical transformative initiatives and their impact today
• Identify the ways to develop an innovative culture for the 21st century
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Are you compelled to donate?

The toll of malnutrition
Global deaths of children under 5 by cause 2008, % of total

- Diarrhoea 15
- Prematurity 12
- Malaria 9
- Birth asphyxia
- HIV/AIDS/Other 34
- Pneumonia 18
- Total deaths: 8.8m (35% of which are associated with malnutrition)

AT LEAST 3.5 MILLION CHILDREN YOUNGER THAN 5 DIE FROM MALNUTRITION EVERY YEAR.

#StealTheseStats

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Introducing the Rider and the Elephant
Putting it all together...

direct the rider

motivate the elephant

shape the path

...and do it across the organization.
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  – Texas Health NeXt
  – RTLS
  – Reliable Care Blueprinting

• Identify the ways to develop an innovative culture for the 21st century.
Starting from scratch...

- This facility cannot be “business as usual”
  - Project provides opportunity to rethink how we deliver healthcare
  - How would we design healthcare if we could start over?

- “Start-up” company mentality
  - Incubator for innovative concepts
  - Lots of input from the beginning
    - Patients & families, caregivers, community

- Evidence-based design
  - Best-practice research

Patient and provider-centered care not hospital-centered care
The Texas Health NeXt Approach

• Utilize the wealth of experience, energy and varied perspectives within our existing employee base

• Compile best practice research

• Identify evidence-based proven business processes that will add value

• Integrate strategies to existing THR framework and strategy development
Workbooks guide the way…

2. Use the space below to make note of trends and findings. Use the following table to help you document the different feedback/research obtained from the voice of the customer.

<table>
<thead>
<tr>
<th>Patient Transaction survey trends</th>
<th>Patient Interview trends</th>
<th>Other feedback (via social media, demographic trends, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessing a Network of Care</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Getting In.</td>
<td></td>
<td></td>
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<tr>
<td>Finding the Way</td>
<td></td>
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<td>Getting Treatment</td>
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<td>Going Out</td>
<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Ten weeks later...

• Creation of optimal patient and family experiences by customer segment

• General business workflows documented with each initiative linked to one or more transformational themes

• Best practices and potential vendor partners identified
The Texas Health Alliance Creed

Create a culture of collaboration and excellence
We will do this through:
• Engaging the whole care team (physicians & hospital team members) through the Accountable Clinical Management (ACM) structure
• Hiring people who are passionate, driven and focused on achieving top decile performance because they live the Promise
• Setting clear expectations of performance and our approach to operations in service excellence, clinical care and optimized operations

Use technology to enhance the human experience
We will do this through:
• Leveraging RTLS to connect caregivers to equipment, patients and each other
• Engaging our technology partners to fully integrate systems and develop new tools that escalate human capacity
• Utilizing newfound data trends to make better decisions
• Allowing transparent and whole person care to patients and families through MyCare, SONIFI and other applications

Being a true healthcare partner in the community
We will do this through:
• Execution of the ACM structure
• Robust business health services for employers that improve health status and/or reduce overall benefit cost
• Keeping pulse with our community partners through community involvement
• School programs that result in improved health status, workforce engagement and increased loyalty
Utilizing Technology to Improve the Human Experience

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RTLS – Using technology to enhance our culture

- Care Team badge
- Patient badge
- Equipment badge
- Temperature badge
Leveraging RTLS
Real-time utilization reporting

Frequency of Wheelchair Use

Maximum Utilization By Hour Apr 5

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Equipment Utilization Monitoring

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The Impact of RTLS on Outcomes

• Patient and staff safety
  – Hospital impact area: Infection Control
  – Example: Fort Worth Measles Outbreak

  ★ Outcome: Accurate identification of staff exposure

• Resource Management
  – Hospital Impact area: Operating expense and equipment management
  – Example: Mission Control
    • Designing hospital operations to leverage technology

  ★ Outcomes:
    • Coordinated logistics management
    • Best in class transport/job rate
Using RTLS to improve patient flow

• Patient Flow and Capacity Management
  – Hospital impact area: Patient discharge, OR/OB workflows
  – Example: Automated, rules-based process

Patients issued locator tag upon Admission

Alerts fired to appropriate staff based upon rules built inside of the application

Automated discharge integrates two systems and reduces non-value added steps

Outcome: Improved staff efficiency and room turnaround time
Using Technology to Improve Patient Safety & Satisfaction
Using Technology to Improve Patient Safety & Satisfaction
What is Reliable Care Blueprinting?

Reliable Care Blueprinting is Texas Health’s approach to care design to ensure patients have a reliably exceptional experience at every Texas Health location, every time.

The journey towards high reliability requires two elements:

- **Culture of safety & reliability**
- **Processes to reliably deliver outcomes-driven care**

**High Reliability Organization**

**Reliable Care Blueprinting**

Reliable Care Blueprinting reduces variation and hardwires processes to drive successful clinical outcomes.
THR is taking a holistic, “outcomes by design” approach

- Solves for patient custom care plans, which are highly reliable, efficient, and will heal our patients
- Incorporates THR Board directive regarding quality and our covenant with patients and involves the entire organization
- Employs Reliable Care Blueprinting to define categories of work and the process for care model design
- Engages, refines enterprise-wide Clinical Governance
- Incorporates ITS/CBI to provide real time bedside & management information
- Applies deliberate, proven engineering design & deployment approach
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  - We must be pragmatic pioneers
Introducing the Edsel
Home Improvement. Epic fail.
How to capture the voice of your customer?

Who are your customers/stakeholders?

• Can you define the different customers/stakeholders?
• What is their point of view?
• What are the critical things they care about?
• How big is this group of people?

How do you listen to them?

• Must use various listening posts
  – Proactive vs. reactive
  – Passive vs. active
• Be clear about what you want to know
• What does success look like for them?
Being a *pragmatic pioneer*

- What is the business question that this innovation answers?
- What stakeholder groups (aka voice of the customer) needs does this innovation satisfy?
- Does this innovation drive enough value? How do you know?

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\text{VALUE} = \frac{\text{Quality}}{\text{Cost}} \quad \text{(Outcomes, Safety, Service)}
\]
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