Alegent Health: Accelerating Innovation for Quality and Efficiency Gains

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SVP and Chief Medical Officer
Who Are We?
Where Do We Stand?
What Have We Done Differently?
  - Environment
  - Process
  - Diffusion of Change
  - Engagement
What’s Next?
- Ten Hospitals
- 100 points of service
- 1300 physicians (15% employed)
- 8600 employees
- Over 300,000 pts/year
- Over 40% of the Omaha market

- Market Leader
  - Primary care
  - Orthopedics
  - Cardiovascular services
  - Women’s and Children’s Services
  - Oncology
  - Physical rehabilitation
  - Behavioral services
  - Senior health
Alegent Health Composite Score Alegent 20
JANUARY 2003 – MARCH 2008

Quarterly Success Rate

Rate

Quarter
Alegent Health Core Measures Cost Per Case Average Trend
In June, Alegent Health ranked number one in the nation in a quality care and patient satisfaction study.
“Decision Accelerator” - model for rapid decision making

Tested, used by leading innovation companies

Involved representative group of stakeholders

Facilitated dialogue with "right people at right time in right place to make right decisions"

Will develop recommendations for clinical service areas
IMPLEMENTATION PROCESS

Initiation
- Determination of EBC Initiatives
- Development of Quality Plan
- Board of Directors
- Quality Plan Approved

Design
- Design Team
- Context Experts
- IT Support
- Service Lines

Approval
- EBC Initiative Design(s) Revisited
- Communication/Progress Reports to Campus
- Design Team Composition

Implementation
- EBC Initiative Design Approved
- Campus Quality Councils
- Campus MECs

Utilization, Monitoring, and Maintenance
- CQO

Evidence Based Care
Physician Order Sets are driven and approved by medical staff

Board approved Quality Plan drives the Evidence Based Care Physician Order Set agenda

All interested parties are invited and encouraged to participate

* The Allegheny Board of Directors has delegated its responsibility for the oversight of quality of care to the medical staff. While a highly inclusive and collaborative process will be used to develop protocols that have widespread support, Medical Executive Committees do have the authority to redirect care protocols back to the design team to address concerns.

ABBREVIATIONS:
- CQO - Chief Quality Officer
- EBC - Evidence-Based Care
- MEC - Medical Executive Committees
- PLC - Physician Leadership Council
- PSQC - Patient Safety and Quality Council
- QMS - Quality Management Services
Evidence Based Physician Program
October 2006 – June 2009

- 30 Design Periods
- 58 physicians order sets
- 29 ED order sets and 20 ED Nursing guidelines
- 309 order sets retired
- 200+ physician participants
- 10 Annual Review Sessions
- System Clinical Programs
  - Nursing Care Planning
  - Policies/ Procedures
  - Technology Assessment
“Diffusion of Innovations”

*Everett Rodgers*

The innovation needs to be **better and simpler** than the status quo.

The innovation must be **proven**

A **communication channel** must exist to transmit the innovation to other adopters.

**Time** is required for spread.

The **social structure** can facilitate or impede the diffusion of the innovation.
Quality Accelerator

- **Point of Care**
  - Decrease the complexity of care delivery at the bedside

- **Surgical Services**
  - Create an efficient model of surgical care delivery competitive with other options in the community

- **Access Services**
  - Create state of the art access to our facilities and services
An Engaged Employee is the Ambassador of a Successful Organization
“We have the lowest infection & med error rate again this quarter?”

“Let’s just get this treatment done so we can go to lunch early”

“This would be a great place to work if it wasn’t for the patients”

ENGAGED 47%

NOT-ENGAGED 43%

ACTIVELY DISENGAGED 10%
Q12 Engagement Items:

Q12. Opportunities to learn and grow
Q11. Progress in last six months

Q10. I have a best friend at work
Q9. Coworkers committed to quality
Q8. Mission/Purpose of company
Q7. At work, my opinions seem to count

Q6. Someone encourages my development
Q5. Supervisor/Someone at work cares
Q4. Recognition last seven days
Q3. Do what I do best every day

Q2. I have materials and equipment
Q1. I know what is expected of me at work
L3™

Physician Engagement:
CE11

Loyalty & Emotional Attachment

How satisfied are you with Alegent Health overall?
How likely are you to continue to choose Alegent Health when you next choose a hospital at which to admit?
How likely are you to recommend Alegent Health to a colleague?

A8™

- Alegent Health is a name I can always trust
- Alegent Health always delivers on what they promise
- Alegent Health always treats me fairly
- If a problem arises, I can always count on Alegent Health to reach a fair and satisfactory resolution
- I feel proud to be a Alegent Health physician
- Alegent Health always treats me with respect
- Alegent Health is the perfect hospital for physicians like me
- I can't imagine a world without Alegent Health
**Passion** is found when a brand is perfectly suited for the customer. Passion is about being irreplaceable.

**Pride** results when a brand is a public expression of who you are or who you wish to be.

**Integrity** is about doing the right thing. Mistakes happen in all companies, but the best companies turn them into opportunities.

**Confidence** is typically the first step in the development of Emotional Attachment.

**Rational Loyalty** is the foundation of Customer Engagement.

“**I wouldn’t consider working anywhere else**”

“This is the hospital my practice is at”

“Administration treats me fairly when things go wrong”

“I always admit here”
1. Administrative Relationships
   Mission/Values central focus of hospital
   Communication of medical staff/administration
   Administration manages effectively
   Opportunity for involvement/discussion
   Executive administration

2. Nursing Relationships
   Quality care all shifts/departments
   Overall quality of nursing care
   Nurses’ judgment when to call doctor
   Competency of staff nurses
   Teamwork between doctors and nurses

3. Peer Relationships
   Focus on a safe environment for patients.
   I feel confident that my medical staff leaders represent my interests where appropriate

4. Satisfaction
   Overall cleanliness of hospital
   Efficiency of admission process
   Surgical scheduling
   Turnover time between surgical cases
   Necessary equipment/supplies available-OR
   Ability to manage emergencies
   Efficiency of patient flow-ER
   Discharge procedures
   Adequacy of space available now
   Adequacy of technology available now
   Quality/Timeliness of radiology
   Quality/Timeliness of laboratory
   Effective pain management
   Clinical information systems/records
Physician Engagement at Alegent Health

Alegent Health Practitioners

- **Fully Engaged**: Strongly attached and loyal. These are your most valuable customers.
- **Engaged**: Emotionally attached, but not attitudinally loyal.
- **Disengaged**: Emotionally and attitudinally neutral; no positive association.
- **Actively Disengaged**: Active emotional detachment and antagonism.

Healthcare Practitioner Engagement

- **Fully Engaged**: 13%
- **Engaged**: 24%
- **Disengaged**: 30%
- **Actively Disengaged**: 27%

Note: Percentages will be more that 100% when added together, Engaged = (Fully Engaged + Engaged) and Disengaged Engaged = (Not Engaged + Actively Disengaged)

Source: Gallup’s 2007 CE11 Database B2B and 2009 CE11 database healthcare practitioner Segments at the 50th percentile

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Physician Engagement by Generation at Alegent Health

<table>
<thead>
<tr>
<th>Generation</th>
<th>CE Mean</th>
<th>Participants</th>
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<tbody>
<tr>
<td>Generation X</td>
<td>3.82</td>
<td>76 hospital practitioners and 54 clinic practitioners*</td>
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<tr>
<td>(1961-1982)</td>
<td></td>
<td>(n=103)</td>
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<tr>
<td>Baby Boomers</td>
<td>3.63</td>
<td>154 hospital practitioners and 96 clinic practitioners*</td>
</tr>
<tr>
<td>(1946-1960)</td>
<td></td>
<td>(n=210)</td>
</tr>
<tr>
<td>Silent Generation</td>
<td>3.58</td>
<td>22 hospital practitioners and 16 clinic practitioners*</td>
</tr>
<tr>
<td>(1925-1945)</td>
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<td>(n=34)</td>
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* Survey methodology allowed a practitioner to indicate if he/she practiced at both a hospital and clinic, therefore he/she is included in both N sizes.

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<th>39th</th>
<th>75th</th>
<th>8th</th>
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<tbody>
<tr>
<td>Healthcare Practitioners</td>
<td>3.68</td>
<td>3.96</td>
<td>3.31</td>
</tr>
<tr>
<td>Employed (n=193)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not Employed (n=151)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engagement Score</td>
<td>3.68</td>
<td>3.96</td>
<td>3.31</td>
</tr>
<tr>
<td>L³ Loyalty Score (%)</td>
<td>18%</td>
<td>23%</td>
<td>13%</td>
</tr>
<tr>
<td>A⁸ Attachment Score</td>
<td>3.36</td>
<td>3.69</td>
<td>2.94</td>
</tr>
<tr>
<td>Levels of Emotional</td>
<td>9%</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>Attachment (%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passion</td>
<td>25%</td>
<td>30%</td>
<td>18%</td>
</tr>
<tr>
<td>Pride</td>
<td>14%</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>Integrity</td>
<td>12%</td>
<td>15%</td>
<td>9%</td>
</tr>
<tr>
<td>Confidence</td>
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Note: Percentiles based on Gallup’s 2007 CE¹¹ healthcare practitioners database

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Human Sigma Performance Bands

Optimized Quadrant = (cube)

240% performance boost

In hospital settings (Inpatient, Outpatient, and Emergency) performance bands are actually 3 dimensional shells.
Human Sigma at Alegent – Inpatient FY08 & EE 2008

N=27 teams
Note: Line is regression line for CE\textsuperscript{11} and Q\textsuperscript{12}.

FY2008 (Jul-07 Jun 08) CE\textsuperscript{11} and 2008 Q\textsuperscript{12}; 2007 Overall dB (CE); 2008 Overall dB (Q12).
What’s Next?

- Manage Human Sigma
  - Emotional bonds define relationships and decision making.
  - Every time Alegent Health interacts with patient or physician, they become a more, or a less, engaged – but they never stay the same.
  - Satisfaction is not enough.
  - Strong customer and employee engagement must be managed holistically and locally.
  - The “Actively Disengaged” may not be tolerant of change.
  - The successful “Diffusion of Change” is dependent on
    - Maintaining relationships with the “Actively Engaged”
    - Strengthening relationships with the “Engaged” and “Disengaged” workforce