

The Foundation for the Malcolm Baldrige National Quality Award



“The award that bears his name reflects the virtues that he brought to public service and how he lived in his private life, a commitment to excellence, shrewd judgment and sound judgment, principled leadership, integrity, and a sense of responsibility.”

George W. Bush
President of the United States
March 7, 2002



Opening Remarks/Agenda

Introduction

Al Faber, President & CEO, Baldrige Foundation

Guest Presenters

Chuck Stokes, Founding Partner at Relia Healthcare Advisors

Rulon Stacy, Director, Graduate Programs in Healthcare, University of Colorado

Benjamin Anderson, VP, Rural Health and Hospitals, Colorado Hospital Association

Jayne Pope, CEO, Hill Country Memorial – MBNQA Recipient

Questions

Moderator

**Baldrige Performance Excellence
Program Update**

Bob Fangmeyer, Director, Baldrige Program, NIST

**Alliance for Performance
Excellence Update**

Brian Lassiter, Chair, Alliance for Performance Excellence Board of Directors

Closing Remarks

Al Faber

Understanding and Prioritizing the Community's Healthcare Needs Post COVID 19

- Community Needs Assessment
- Identify the deficits
- How can technology help
- Reprioritizing capital needs

Rethinking Partnerships

- Do we need a partner?
- What type of partnership do we need?
(JV, Joint Operating Agreement, Merger, OWA (other weird arrangement)
- How does the new partnership help you better serve the community?
- How do you find the right partner?

Reimagining your workforce

- Recruitment/Retention
- Cross Training
- Job sharing between hospitals or public health service resources within the community
- What are the new roles that may be envisioned post COVID 19?



Chuck Stokes, Former President and CEO of Memorial Hermann Health System (2016 MBNQA Recipient), President of North Mississippi Medical Center (2006 MBNQA Recipient), & Chairman of the ACHE Board of Governors.

Post COVID Planning¹

Maximize Revenue

- Disaster Funding through FEMA, you may be too late²
- Explore alternative revenue through digital health
 - Telemedicine visits
 - Digital front door strategies
 - Reduction of operating costs
- Delivery process will never be the same. How are you using NPs & PAs?

Assume NO investment Revenue. Non-operating income cushion is gone

Size Does Not Matter, Discipline Matters

- Is now the time for M&A? Perhaps. But only if increased discipline
- Provider productivity under more scrutiny than ever
- Use this time to evaluate rationalization of care

Process Thinking – Performance Excellence

- Criteria of the Malcolm Baldrige National Quality Award

¹ From “Even deep in Covid-19 crisis, start planning now for what follows”, Modern Healthcare OPED, April 4, 2020 by Rulon F. Stacey, Ph.D., FACHE & Jiban Khuntia, Ph.D.

² See tips on reopening from CMS at <https://www.cms.gov/files/document/covid-flexibility-reopen-essential-non-covid-services.pdf>



Director of Graduate Programs in Health Administration, University of Colorado, Partner, Guidehouse Consulting, Former ACHE Chairman, 2009 MBNQA Recipient.

Leadership Lessons from COVID-19



Benjamin Anderson, MBA, MHCDS
Vice President, Rural Health and Hospitals
Colorado Hospital Association

Rural Strategic Plan Summary

2020-2022



Leverage Data to Inform System Development and Interventions

- Develop outmigration and financial dashboards for rural hospitals
- Analyze and report on care migration and community health needs
- Develop baseline capacity dataset for rural organizations and communities
- Partner with academic institutions to conduct community health engagement surveys in four rural Colorado communities



Increase Leadership and Workforce Capacity

Governance Capacity

- Access to case-based learning
- Trustee Recognition and Accountability Program

Administrative Leadership Capacity

- Academic partnerships
- Two-year Rural leadership fellowship
- Certification-based training
- Access to case-based learning

Clinical/Technical Workforce Capacity

- Access to rural Baldrige framework



Improve Access to Excellent and Holistic Care

- Introduce annual education program that prepares rural organizations and communities to recruit and retain high-quality primary care providers
- Initiate annual “fly-in” recruitment weekends to recruit clusters of primary care providers
- Develop statewide “air transportation highway” to increase access to specialty care for rural Coloradans



Strengthen Partnerships and Collaborations

- Design private insurance framework to encourage value-based insurance design
- Collaborate with stakeholders to decrease redundancy and improve value
- Lead annual innovation trips to encourage collaboration and strategic alliances and foster innovation in healthcare delivery transformation

CHA Mission

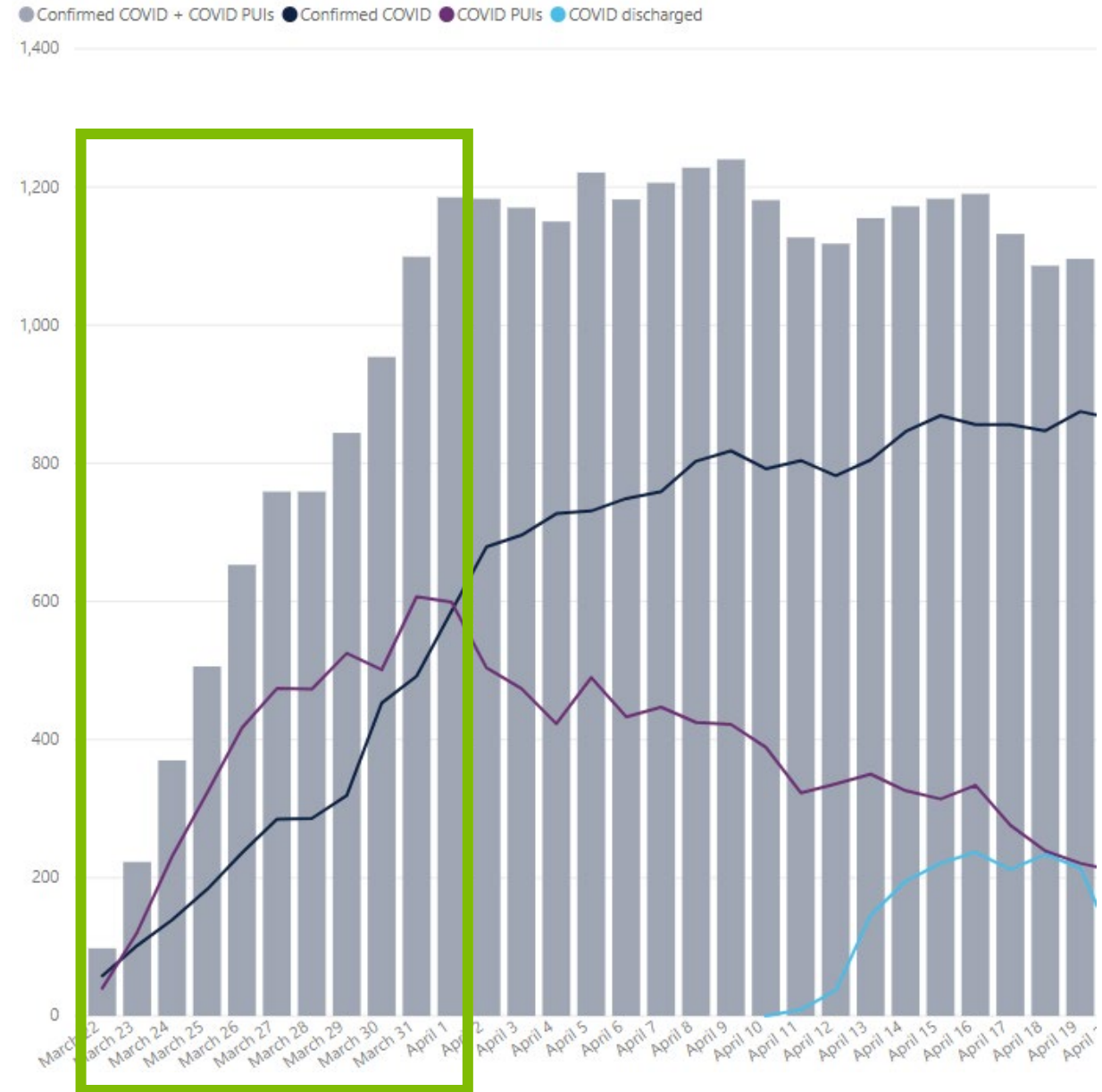
Support members through collaborative commitment to advance the health of their communities through affordable, accessible, high-quality health care

Rural Health Vision

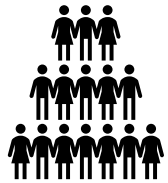
Value-driven systems, increased capacity, and innovative payment structures that optimize health and strengthen rural communities

COVID-19 in Colorado

What could have been



STAFF



- Existing staff: 96,000
- Extenders/new staff
- Retired/volunteers
- Keeping workforce well
 - Childcare
 - Mental health

Staffing plans in development

SUPPLIES



- PPE = People
- Ventilators: 1,600
- Medications
- General Supplies

Gov Request 4/2:

- 10,000 vents and meds
- 4.5m surgical masks
- 4.3m pairs of gloves
- 2m N95 masks
- 880k face shields
- 720k gowns

SPACE

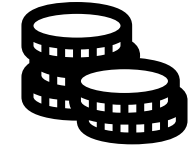


- Licensed beds: 12,500
- ICU Beds: 1800+
- Other health facilities
- Converted hotels, etc

State EOC Goals:

- Improve hospital throughput
- 5,000 ICU beds
- 2,000 sub-acute beds
- 10,000 non-acute beds

SPENDING



- Decreased revenue (elective procedures): \$1.4 billion loss (\$250 million rural loss)
- Increased expenses
- Market, economic, political uncertainty

Federal Supports:

- \$100b provider funds
- 6.2% FMAP increase

#HEART4HEROES



Leadership Lessons from COVID-19

How do we align priorities?

As leaders, we must each serve as a steady, guiding north star.

Why did it take a crisis to get there?

COVID-19 highlighted and exploited the hairline fractures in our system.

Where are the solutions?

As leaders, we must listen to the people most affected.

Is collaboration required or simply a best-practice?

People die if we don't work together.

HCM's Journey to Excellence: Putting it into Practice



Jayne Pope, RN, MBA, FACHE
CEO, Hill Country Memorial



HCM Core Competencies

Excellence
Driven

Organizational
Racetrack

Technological
Infrastructure

Visionary

Reprioritized
Strategic
Initiatives

Commitment
to Innovative
Solutions

Relationship
Driven Culture

Community
Support

Resilient
Workplaces

2020 Organizational Rhythm

Monthly Continuous Improvement
 WTR, MMM, Rounding, Alignment & Communication Boards, Stoplight Reports, LEM, Quality Reporting, BOT Meetings, QRSC, Studer, TJC Readiness



MAR

APR

MAY

JUN

JUL

AUG

JAN

FEB

DEC

NOV

OCT

Q1

Q2

Q1

Q4

Q4

Q3

Strategic Priorities
 Ambulatory Strategy – A/P
 Supplemental Payment Models – A/P
 Billing – I
 Price Comparability – P
 Culture of Excellence – P
 Partnerships with Local Schools – P
 HRO – A
 Non-Stemi Interventional Cardiology – A
 Community Wellness – P
 Behavioral Health – P

Legend
 A = Assess
 P = Plan
 I = Implement
 E = Evaluate
 * = One-time event

ASC Partner Meeting
 LDI
 QBR
 Audit/Finance Committee
 Medicare Advantage Strategy*
 Competitor Analysis
 Volunteer Survey
 New Statement Vendor*
 ACO Board

LEM 90 Day Plans EC
 Coffee Talk
 ACO Board
 Nurses Week
 Hospital Week
 Physician Survey
 Engagement Survey
 Business Recalibration/ Staffing

LEM 90 Day Plans Leaders
 QCP
 Quarterly Champions
 HCMMG Board Meeting
 Marketshare Review
 MD Partnership Meeting
 Forums
 ACO Board
 Market Research
 Annual Competency Evaluation
 Sound Physicians Transition*
 Physician Social?
 Cybersecurity program assessment*
 EVS outsource assessment*

ASC Partner Meeting
 LDI
 QBR
 Audit/Finance Committee
 External TOWS
 Compensation Survey
 IT Security Assessment
 Cybersecurity program development*

LEM 90 Day Plans EC
 Coffee Talk
 Physician Social?
 ACO Board
 HSL
 Succession Planning
 Internal TOWS
 Strategy Review/
 Development
 Meditech enhance kickoff*

SBIs
 P: Pricing Comparability
 I: Cross-training
 P: Management of Chronic Disease
 Monitor
 P: Palliative Care

SBIs
 I: Pricing Comparability
 I: Palliative Care
 I: Management of Chronic Disease
 A: Community Insurance Education
 Monitor
 E: Cross-training

SBIs
 A: Pricing Comparability
 A: Palliative Care
 P: Cross-training
 A: Management of Chronic Disease

SBIs
 P: Community Insurance Education
 A: Provider Consumerism Education
 Monitor
 E: Palliative Care
 E: Cross-training
 E: Pricing Comparability
 E: Management of Chronic Disease

LEM 90 Day Plans Leaders
 QCP
 Quarterly Champions
 HCMMG Board Meeting
 Marketshare Review
 MD Partnership Meeting
 Forums
 Audits (HCM, Medical Group, Foundation)
 Annual Education
 Doctor's Day
 CBO Vendor*

LEM 90 Day Plans EC
 Coffee Talk
 ACO Board

ASC Partner Meeting
 LDI
 QBR
 Audit/Finance Committee
 APR/HSL

LEM 90 Day Plans Leaders
 QCP
 Quarterly Champions
 HCMMG Board Meeting
 Marketshare Review
 MD Partnership Meeting
 Forums

LEM 90 Day Plans EC
 Coffee Talk
 Budget Draft Complete
 Final Strategy to BOT
 Engagement Survey
 CHNA Update
 Holiday Party
 Director Goal Development
 Culture of Safety Survey
 Meditech enhance go-live*

ASC Partner Meeting
 LDI
 QBR
 Audit/Finance Committee
 Operational budget work
 Capital budget development
 Finalize strategy
 Develop EC goals
 ACO Board

LEM 90 Day Plans Leaders
 QCP
 Quarterly Champions
 HCMMG Board Meeting
 Marketshare Review
 MD Partnership Meeting
 Forums
 Budget/Stats/FTE
 BOT Strategy Retreat

Technological Infrastructure

Televisits

Care.ai

Digital
Educational
Offerings

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Relationship Driven Culture

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Workplaces



HCM 2020-2022 STRATEGY MAP

VISION: Empower others. Create healthy.

MISSION: Remarkable always.

FOCUS	ALWAYS GOAL	OBJECTIVES	BALANCED SCORECARD			
			MEASURE OF SUCCESS	2020 BALANCED SCORECARD TARGET	2022 BALANCED SCORECARD TARGET	LEAD
FINANCE + GROWTH	Drive remarkable value and financial strength	F1 Strengthen Financial Independence	EBIDA %	Achieve 10% EBIDA	Achieve 12% EBIDA	NEVES
		F2 Extend service across the Health Continuum	Managed Lives Through Value-Based Payment Programs	Achieve 13,500 lives covered through Value-Based Payment Programs	Achieve 20,000 lives covered through Value-Based Payment Programs	NEVES KOTAL
			Become Eligible for MSSP Dollars	Achieve threshold savings rate from MSSP and meet 90% of eligible distributable dollars	Achieve threshold savings rate from MSSP and meet 90% of eligible distributable dollars	NEVES KOTAL
		% of Eligible MSSP Dollars Earned				
HEALTH	Deliver high quality health outcomes	H1 Partner to Improve Community Health	Community Health - Chronic Conditions and Behavioral Health	Reduce total number of patients seen in the Emergency Department for management of chronic conditions by 7% year over year. Reduce average length of stay to 4 hours or less for 90% of patients seen in the Emergency Department with behavioral health or addiction primary diagnosis code.	Reduce total number of patients seen in the Emergency Department for management of chronic conditions by 7% year over year. Reduce total number of patients seen in the Emergency Department with behavioral health or addiction primary diagnosis code by 10% year over year.	PARTIN POLIVKA
			Interoperability	Achieve interoperability (clinical data exchange) with 100% of primary care providers in the HC Health ACO.	Achieve interoperability (clinical data exchange) with 100% of primary care providers in the HC Health ACO and 75% in the region	RENO
		H2 Eliminate Preventable Harm	Harm Index	Improve Harm Index baseline by 10% of baseline	Improve Harm Index baseline by 10% of baseline	PARTIN POLIVKA METZGER
SERVICE	Deliver a remarkable experience	S1 Achieve Engagement Through Relationships	Patient Experience - Engagement	Achieve the 98%ile for Patient Engagement on inpatient units Achieve Top 10%ile for 60% of non-inpatient units	Achieve the 98%ile for Patient Engagement on inpatient units Achieve Top 10%ile for 100% of non-inpatient units	POLIVKA
			Patient Experience - Satisfaction	Achieve the 98%ile for Patient Satisfaction on inpatient units Achieve Top 10%ile for 60% of non-inpatient units	Achieve the 98%ile for Patient Satisfaction on inpatient units Achieve Top 10%ile for 100% of non-inpatient units	POLIVKA
			Patient Activation	Achieve patient activation through digital access with 30% of HCM patients.	Achieve patient activation digital access with 50% of HCM patients.	RENO
PEOPLE	Embrace a Culture of Excellence	P1 Be the best place to serve	Retention of High Performers	Retain 90% of high performers	Retain 95% of high performers	METZGER
			Engagement	Achieve 65% of work units at Top 10%ile for workforce engagement Achieve 80% favorable on workforce feeling their ideas and feedback are solicited and responded to.	Achieve 85% of work units at Top 10%ile for workforce engagement Achieve 90% favorable on workforce feeling their ideas and feedback are solicited and responded to.	POPE

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Driven Culture

Community
Support

Resilient
Workplaces

Relationship Driven Culture

Community Support

- Community Support Hotline
- Drive-through Testing
- Virtual Stakeholder Town Halls
- Philanthropic support

Resilient Workplaces

- Mental Health Support
- No furlough policy
- Flexible work arrangements
- Daily communication with team

FINANCE & GROWTH

Strengthen financial independence

Extend service across the health continuum

Empower others
Create Healthy

HEALTH

Partner to create healthy communities
Prevent harm

SERVICE



Achieve Engagement through Relationship

PEOPLE

Be the Best Place to Serve

Compassion

Ownership

Remarkable Always.

Innovation

Excellence

3. Identified Themes
- Financial Independence
 - Community Partnerships
 - Advocacy
 - Patient Resilient Workplaces

2. Defined our Environmental Context

OUR PLANNING PROCESS

1. Gathered diverse stakeholder input

OUR PURPOSE
Serve & Partner with others to create healthy communities for generations to come.



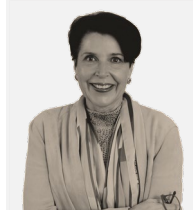
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Panelist Questions



Jayne Pope, RN, MBA, FACHE
Chief Executive Officer
Hill Country Memorial



Chuck Stokes
Founding Partner
Relia Healthcare Advisors



Al Faber
CEO, Baldrige Foundation
(Moderator)



Benjamin Anderson, MBA, MHCDS
Vice President, Rural Health and Hospitals
Colorado Hospital Association



Dr. Rulon Stacey
Director, Graduate Programs in Healthcare,
University of Colorado & Partner, Guidehouse

Baldrige Program Update

NIST

BALDRIGE PERFORMANCE EXCELLENCE PROGRAM

The Baldrige Program oversees the nation's only Presidential award for performance excellence while offering a wide array of award-winning products and services, including the world-renowned Baldrige Excellence Framework. We invite you to learn about the Baldrige community dedicated to helping organizations improve.

BALDRIGE
Performance Excellence Program

- How Baldrige Works +
- Self-Assessing +
- Products & Services +
- Publications +
- Conferences +
- Award Recipients +
- Baldrige Award +

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Learn About Self-Assessing Your Organization Today!

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CYBER
Baldrige Cybersecurity Initiative

BALDRIGE
Leadership Development
Become a Baldrige Fellow

BALDRIGE
BECOME A BALDRIGE EXAMINER
Become a Baldrige Examiner



Bob Fangmeyer
Director

Baldrige Performance Excellence Program

Baldrige Performance Excellence Program

2020 YTD

- Quest for Excellence and Award Ceremony
- Examiner training
- Award Process
- Fellows Program
- Framework revision inputs
- Workforce Development Award (PAWPA)

Now through 2021

- Decisions about site visits, Judges and Overseers meetings, Quest, Ceremony, Examiner training
- First PAWPA awards
- Release of revised Framework
- Award Process Redesign implementation

Alliance for Performance Excellence Update

THE ALLIANCE FOR PERFORMANCE EXCELLENCE
Learn. Share. Connect.

The Journey to Performance Excellence Start Here

Home About Us What We Do Members Alliance Programs Library Contact Us

Find Performance IMPROVEMENT HELP NEAR YOU




Brian Lassiter
Chair
Alliance for Performance Excellence



Alliance Update:

- Baldrige Fall Conference October 21-22 in Milwaukee (& online) – baldrigeconference.org
- Adapting to current circumstances: increasing number of online events, virtual site visits
- Find a program near you: <http://baldrigealliance.org/programs>



BALDRIGE FOUNDATION
INSTITUTE FOR PERFORMANCE EXCELLENCE

COME AND GET YOUR LEAN TRAINING AND CERTIFICATION WITH US! 100% ONLINE

Affordable, Practical, Self-Paced

GROUP PURCHASES

Empower Your Team with Lean Six Sigma
Are you looking to enroll your team/group into one of our programs? If so, contact us to pay for all accounts at once. We will then provide you with an activation link that your team can follow to begin the program.

GLOBALY RECOGNIZED CERTIFICATION

Invest in Education for Your Team.
Earn a globally recognized certification that you can add to your resume and attach to your LinkedIn profile.

PRICING

Lean Six Sigma Standard
White Belt - \$50
Yellow Belt - \$99
Green Belt - \$157
Black Belt - \$299

Lean Six Sigma Healthcare
White Belt - \$50
Yellow Belt - \$99
Green Belt - \$157

Additional Programs
Scrum Master - \$299
Diversity & Inclusion Yellow Belt - \$99
Project Management - \$157
Data Analytics - \$199

What People are Saying...



"I appreciated the opportunity to take the Yellow Belt Course online and at a pace that was appropriate for me given my full-time work and family."

Melanie Powell
Director of Business Development and Marketing for Memorial Hospital and Health Care Center



"The case studies with actual healthcare examples helped me relate the content to real world scenarios that healthcare professionals face on a daily basis. The tools were organized in a way that helped me understand and build on my knowledge. I enjoyed the content and believe the course will make me more effective ..."

Todd Jordan PA-C, MBA
Director, Vascular Center of Excellence CAMC Health Systems, Inc



The Baldridge Yellow Belt class is thought provoking, educational, relevant to the healthcare setting and a true investment in the future of healthcare."

Roxanne M. Williams, MSN, RN, CHC, CPHQ
Director of Corporate Quality, Associate & Patient Safety at Blanchard Valley Health System



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