Healthcare Sustainability
The Implications for Vulnerable Healthcare Systems and Community Hospitals

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Inevitable Factoids

• Aging population $\rightarrow$ more chronic disease $\rightarrow$ more services
• No one is going to pay us more for what we currently do for our patients
• We must...
  – Reengineer our current model of care
  – Eliminate waste in our system
  – Become more consumer centric as an industry
  – Decrease cost of care
  – Recruit, Retain, and Engage our talent
The Aging of Our Population

- We are living longer and consuming more resources
- Embracing technology as one mechanism for decreasing the cost of care (telemedicine, wearables)
- Using a multidisciplinary team for managing the elderly (MD, navigator, nurse extender, nurse, pharmacist, other allied health professionals and other roles to be developed)
- Morally and ethically, dealing with the end of life care
Financial Sustainability

• Keeping people out of the most expensive areas of healthcare (ED’s, inpatient units, ICU’s)
• Clinical care redesign; redesigning the model
• Professionals practicing not only at the top of their licensure → redefining the licensure
• Movement to ambulatory
• At home monitoring for chronic disease patients
• Telemedicine for rural and remote hospitals
• Partnerships, joint ventures, affiliations, OWAS
Changing the Care Model

• Moving from Volume → Value
  
  \[
  \text{Value} = \frac{\text{Quality} \& \text{Service}}{\text{Costs}} \times \text{Appropriateness}
  \]

• Individuals taking more personal accountability for their own health status → a generational journey

• Getting rid of waste

• Developing a new model to ethically and morally deal with end of life care
How do we address these opportunities and drive our future state?

Framework or Operating Model

*The way we work to enable success now and in the future*
Baldrige Framework: A Model for Organizational High Reliability

- Why Baldrige?
  - A proven and effective model for operating an organization
  - The leading edge of validated leadership and management practice
  - Comprehensive approach to driving toward total organizational “High Reliability” in everything – consistency is key
  - Obligates you to drive toward transformation and innovation
  - Teaches you to “fish”
A disciplined *(NOT PRESCRIPTIVE)* approach to addressing key patient/customer, stakeholder, and operational requirements, integrating cycles of refinement and innovation

A set of questions all leaders and all organizations should know the answers to; set against filters that drive high performance thinking and results
7 Categories of Excellence

The Baldrige Platform for Business Excellence – A Responsible Way to Organize Your Business

- Leadership (120 points)
- Strategy (85 points)
- Customers (85 points)
- Measurement, Analysis and Knowledge Management (90 points)
- Workforce (85 points)
- Operations (85 points)
- Results (450 points)
Viewing Performance: Factors of Excellence and High Reliability

ADLI

• **Systematic Approaches**
  – Repeatable processes that are correctly ordered and effective

• **Fully Deployed**
  – The repeatable process (approach) happens everywhere in the organization and addresses every stakeholder, as appropriate

• **Learning and Improvement**
  – The approach is measured for effectiveness and continuously improved and/or innovated

• **Integrated**
  – The approach is aligned with the key factors of importance to the organization
  – The approach is effectively woven/connected to other systems and processes within the organization
What is the obligation of leadership?
Exploring the Framework: Leadership (sample)

• How do senior leaders...
  – Create an environment for success now and in the future?
  – Ensure a culture that fosters customer and workforce engagement?
  – Drive organizational agility and accountability?
  – Drive learning, innovation and intelligent risk-taking?
  – Actively develop future leaders?

• How does the organization:
  – Evaluate the performance of its senior leaders and governance board?
  – Improve its leadership system and board effectiveness?
  – Consider societal well-being and benefit as part of strategy and daily operations?
Becoming More Consumer Facing and Creating a Better Experience for the Patient/Consumer

• Understanding what your community needs
  – Community needs assessment (food, housing insecurity, access to primary care)
  • Community gap analysis on specialties and services needed
• Meeting the consumer where they are ...
• Prioritizing community needs based on gap analysis
  – Develop or buy the needed services
  • Do you make / partner or JV the services (e.g. Ambulatory surgery center)
Exploring the Framework: Strategy (sample)

- How do you develop strategy to win?
- How does your organization...:
  - Address the need for transformational change?
  - Stimulate and incorporate innovation, strategic opportunities, and intelligent risk?
  - Evaluate your team’s ability to execute the strategic plan?
  - Nurture, reinforce existing organizational core competencies?
  - Effectively develop and deploy balanced initiatives, action plans, and key performance indicators?
Becoming More Consumer Centric and Creating a Better Experience for the Patient/Consumer

- Investment in telemedicine/telehealth specialty services/hospitalist/intensivist

- Identifying and providing niche services: neurology, pediatrics, primary care, geriatric, surgical subspecialty services
Exploring the Framework: Customers (sample)

- How do you listen to your patients & customers to determine services to meet their needs?

- How do you identify and adapt service offerings to:
  - Meet/exceed expectations?
  - Enter new markets, attract new customers, and create opportunities to expand relationships?

- How do you build relationships with patients & customers?
  - How do you retain customers and meet/exceed their expectations during each stage of their relationship with you?
High Performing Teams
Engaging Our Workforce; Recruitment and Retention

• Developing the culture of respect for the organization

• Embracing inclusion and diversity

• Treating everyone with dignity and respect – zero tolerance for aberrant behavior

• Workforce succession planning at all levels

• Plan to address physician and staff burnout
Exploring the Framework: Workforce (sample)

- How do you engage your workforce for retention and high performance?

- How do you foster a culture that is characterized by high performance, patient safety, and service excellence?

- How do you hire and manage your workforce?

- How do you develop your workforce, manage career progression, and succession planning?
Closing Thoughts and Questions