



Current State of Health Care & Building a High Reliability Organization

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Kansas Respiratory Care Society State Meeting

April 11, 2013

Introduction

Objectives

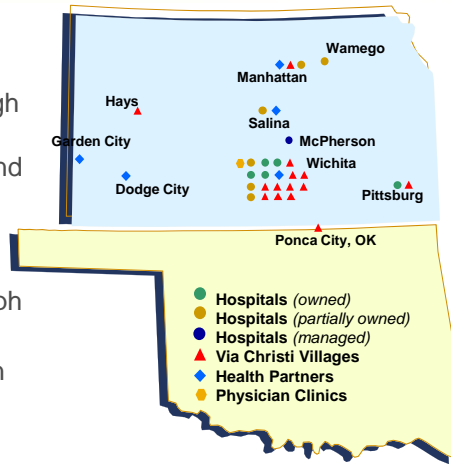
- Explain the concept of the “Triple Aim” initiative
- Provide examples of how Via Christi is implementing initiatives to achieve the “Triple Aim”
- Discuss how interdisciplinary leadership is necessary to achieve the “Triple Aim”
- Outline Via Christi’s journey to become a high-reliability organization



Introduction

About Via Christi

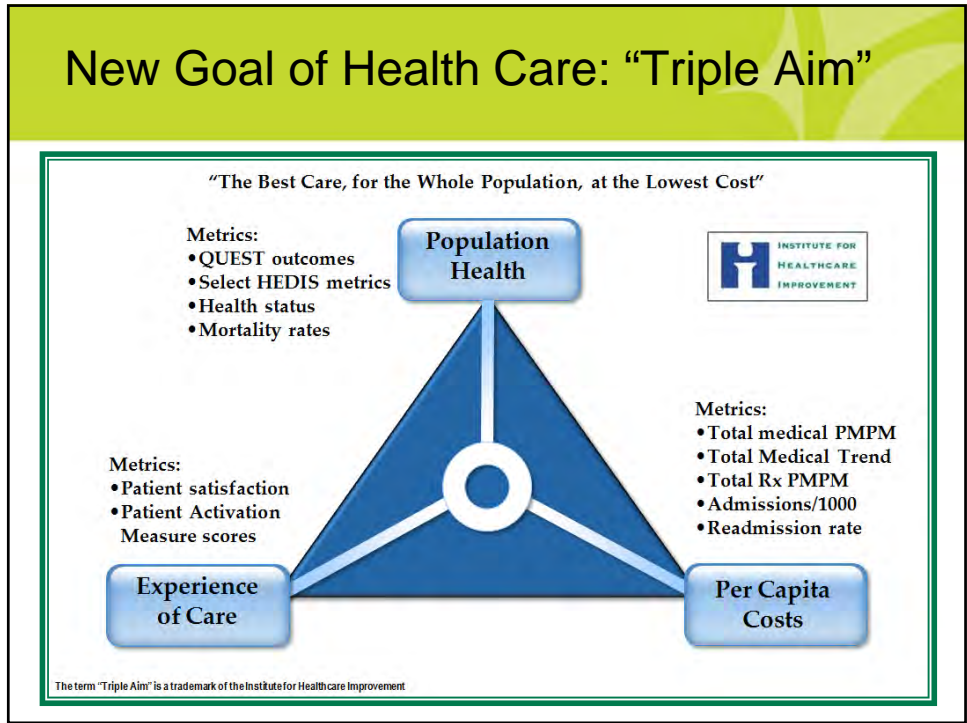
- Serves Kansas and northeast Oklahoma through a system of physicians, hospitals, senior villages and other health services
- Co-founded by the Sisters of the Sorrowful Mother and the Sisters of St. Joseph of Wichita in 1995
- Contributed \$90.5 million in community benefit in 2012



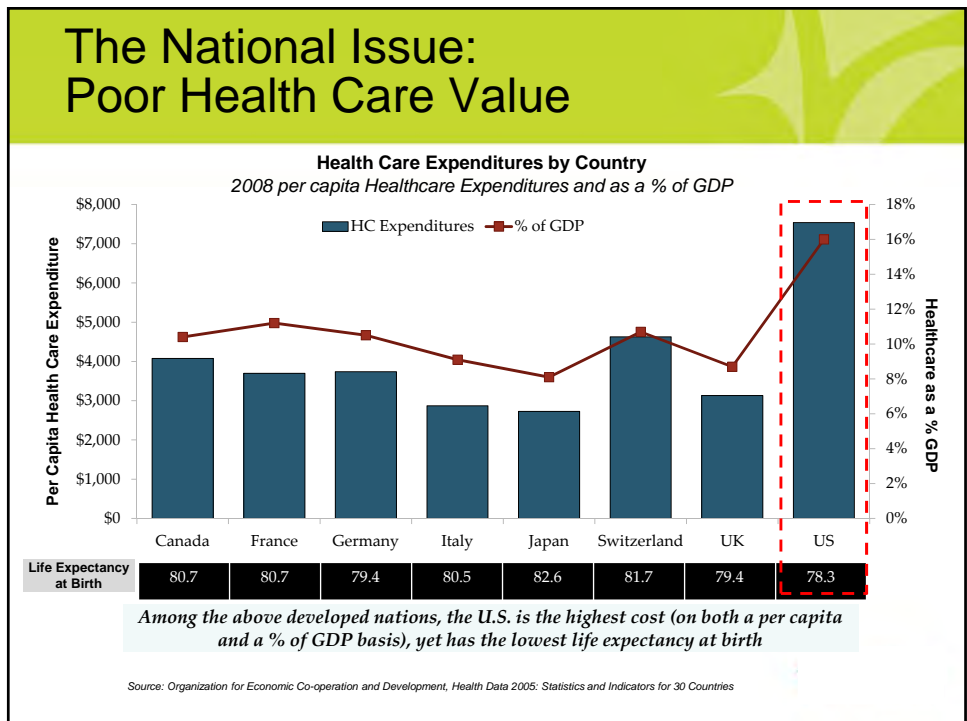
Why “Triple Aim”?



New Goal of Health Care: "Triple Aim"

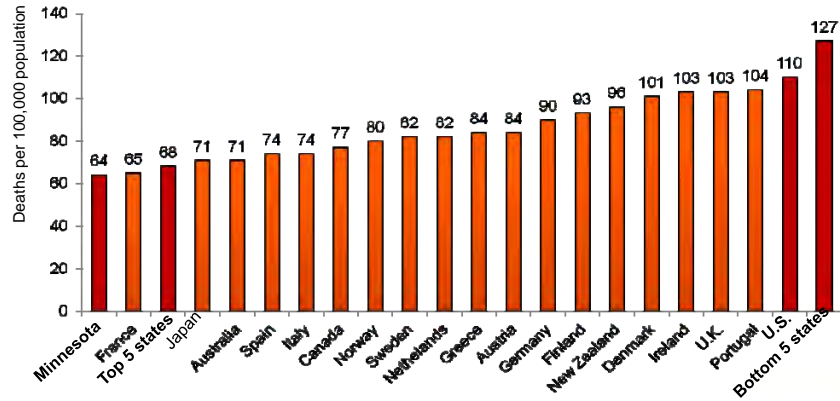


The National Issue: Poor Health Care Value



The National Issue: Poor Outcome Consistency

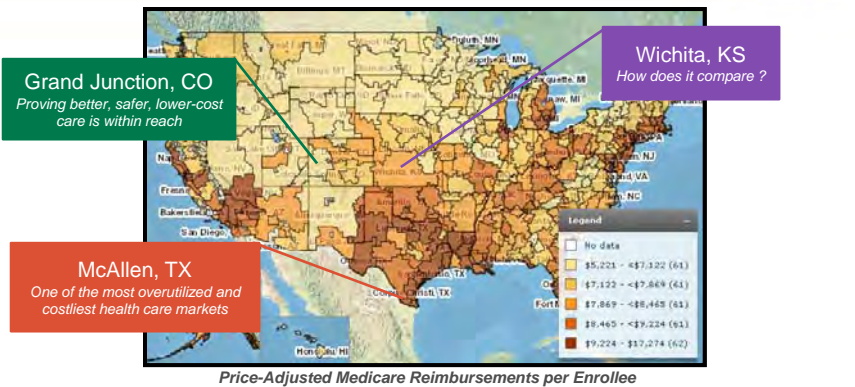
Deaths before age 75 that are potentially preventable with timely and appropriate medical care (International data 2002-2003, State data 2004-2005)



*Top 5 states: MN, UT, VT, CO, NE; Bottom 5 states: LA, MS, AR, TN, AL, excludes District of Columbia data
Sources: Commonwealth Fund National Scorecard on U.S. Health System Performance, 2009; Nolte and McKee, "Measuring The Health of Nations: Updating An Earlier Analysis", *Health Affairs*, Jan-Feb 2008



How does Wichita compare?



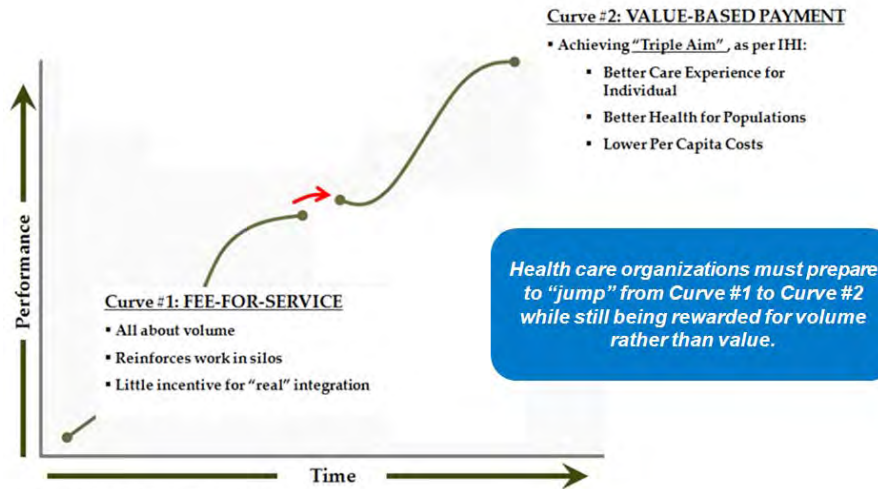
Source: http://www.newyorker.com/reporting/2009/06/01/090601fa_fact_gawande?printable=true and Dartmouth Atlas of Health Care

Environmental Drivers

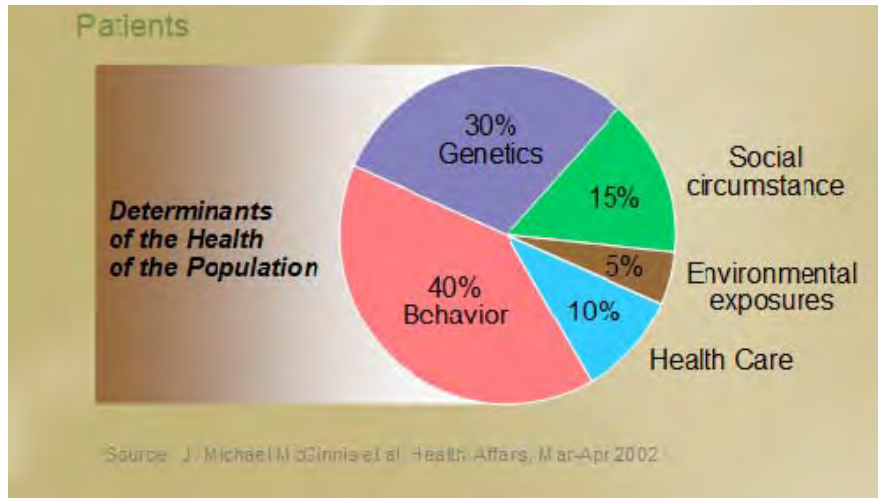
- **Aging population** More than 10,000 baby boomers become Medicare-eligible every day
- **Evolving relationships between hospitals and physician practices**
- **Health care work force**
- **Healthier communities**



Achieving “Triple Aim:” Moving from Volume to Value



Achieving “Triple Aim:” Moving to Population Health



Implementing “Triple Aim”



Creating a “new Via Christi”

- Vision 2020
 - ◆ Planning process, begun in January, to develop a shared vision and strategic plan for the future of Via Christi
- Transparent, Collaborative Process, Involving:
 - ◆ Via Christi Leaders (Planning Task Force/Retreats)
 - ◆ Employees (over 500 message board postings)
 - ◆ Patients, Community and Business Leaders




Vision 2020 Vision Elements

- **Person-centered** – We place the needs of those we serve at the heart of all we do.
- **Clinician-led** – We are led by clinicians who are willing, prepared and engaged in partnering with all colleagues in achieving patient-centered, team-based care.
- **Clinical integration** – We coordinate, integrate and innovate care delivery to create a seamless experience.
- **Best quality/best value** – We achieve improved quality, care experience, population health and cost outcomes by providing the right care at the right time in the right setting.
- **Best place to practice and to work** – We respect and trust one another, share a passion and commitment for doing meaningful work, and demonstrate a genuine interest in each person’s well-being.
- **Healthier communities** – We are a model and catalyst for building healthier communities.



Hospital Safety Issues: Examples

- Hospital-acquired infections, e.g., C. difficile
- Ventilator-associated pneumonia
- Surgical site infections
- Patient falls



15

Setting a Big Aim

Quality & Safety

Safety Score	Hospital
C	Via Christi Hospitals – Wichita
C	Via Christi Hospital – Pittsburg
A	Mercy Regional Health Center
C, D	Other Wichita hospitals








Setting a Big Aim

Quality & Safety



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Achieving High Reliability

Achieving High Reliability
the right care, for every person, every time



Achieving High Reliability

“Culture eats strategy”

- Key Performance Indicators
 - ◆ Example
 - Decrease patient falls to below state and national rates from 3.5 to 2.8 per 1,000 patient days
- Near miss, good catch - a *just culture* which values a safe environment
- Difference Makers



Leadership



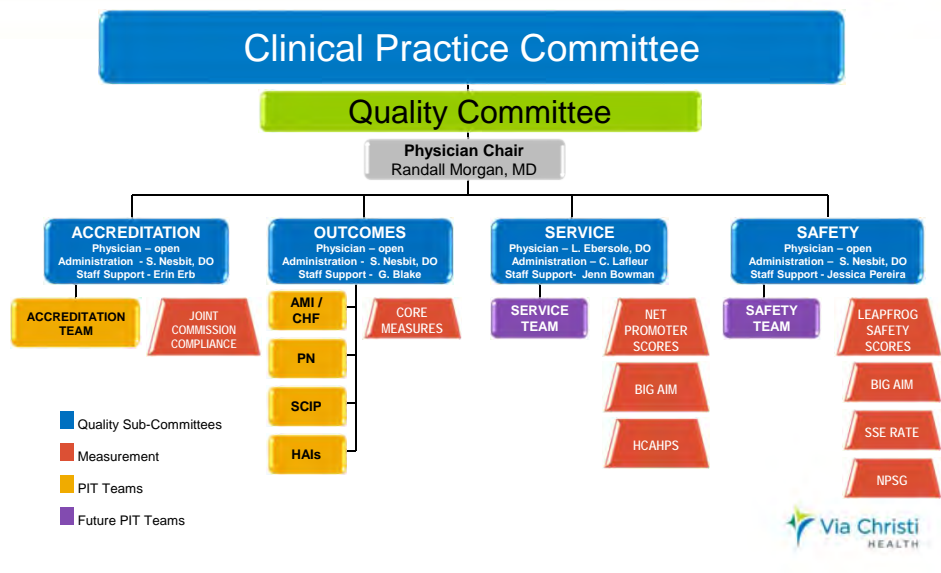
Leadership

Interdisciplinary Leadership

- Dyad & Triad Leadership
- Clinical Practice Committee
- Center for Clinical Excellence



Leadership Structure Clinical Practice Committee

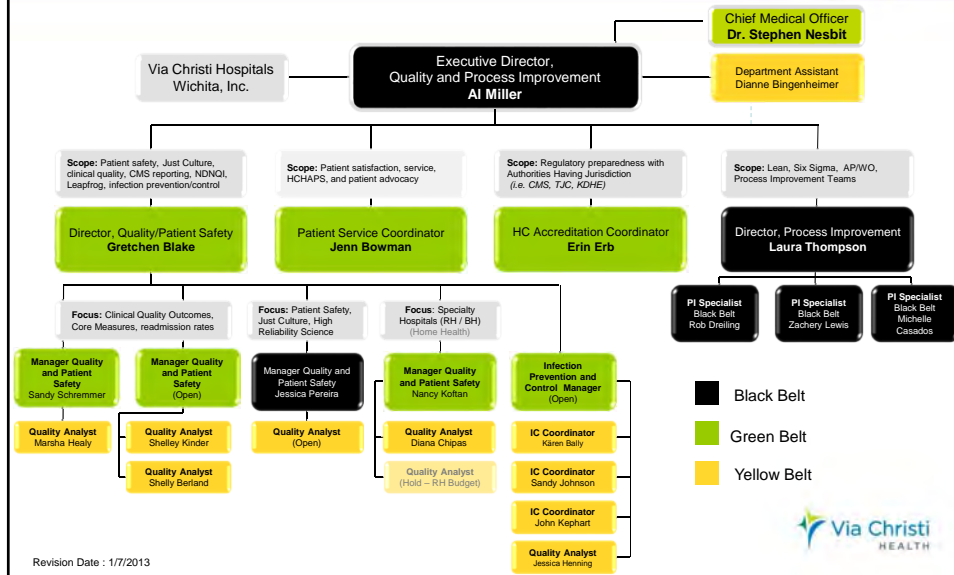


Resources to Support

- Leverage aviation industry experts
 - ◆ Lean, Six Sigma black belts
 - ◆ High-reliability organization
 - ◆ Rapid-Cycle Improvement
- Create Performance Improvement teams
- Leapfrog
- Ascension Health



Center for Clinical Excellence Organizational Chart



Community Transparency



- Community Forum, Feb. 5
- Well attended – 94 community leaders, board members, physician and administrative colleagues, news media
- Nearly 200 watched live-stream video
- Commitment to improve and be accountable

25



Where To Find More Information



Visit www.viachristi.org/quality to find links to:

- The full 60-minute Community Forum as it was broadcast via "livestream" on our website
- Interview with KWCH Kloseup News Show (5 minutes)
- Stories about the forum and Via Christi's quality improvement efforts in The Wichita Eagle and the Wichita Business Journal
- A story and video by our Communications staff about our quality black belts and performance improvement teams



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27



Questions?

