



# **SSM Health Care - St. Louis: Journey to MQA in 2010**

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**4/14/2011**



# Presentation Objectives

- Provide a basic understanding of Baldrige and MQA criteria as a business model in achieving exceptional health care
- Provide overview of SSM St. Louis MQA journey
- Provide overview of SSM St. Louis organizational structure and key processes
- Review lessons learned from the MQA process

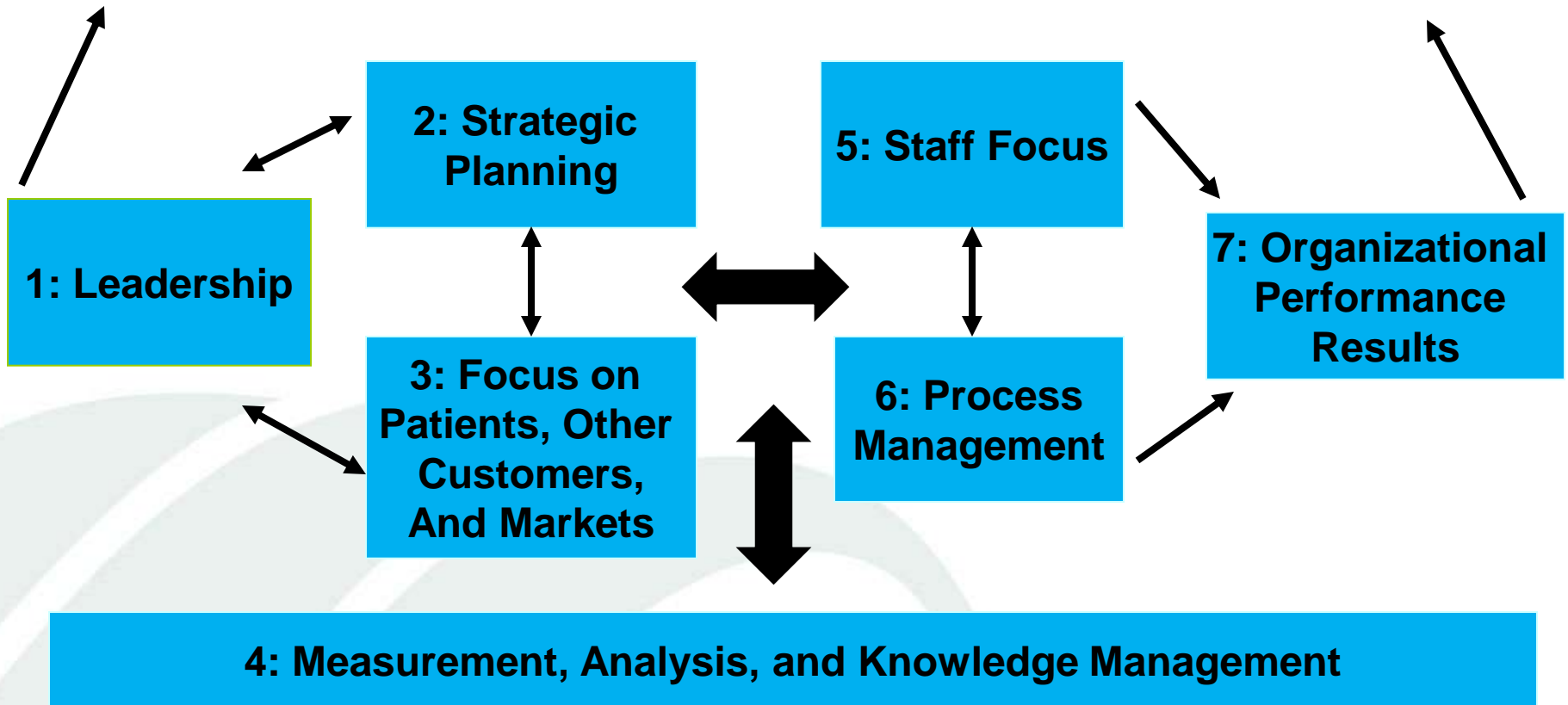


# MBNQA/MQA Criteria For Performance Excellence

1. Leadership
2. Strategic Planning
3. Focus on Key Customer (Patients)
4. Measurement, Analysis and Knowledge Management
5. Workforce Focus
6. Process Management
7. Results



## Organizational Profile: Environment, Relationships, and Challenges





# Why the MQA Journey?

- MBNQA/MQA Criteria offer a formal successful business model
- Identify opportunities to improve
- Improve faster
- External expert feedback
- Identify key organizational gaps



# SSMSL MQA Journey

- 2002 SSMHC System MBNQA
- 2004 Cardinal Glennon MQA Award
- 2005 St. Joseph's St. Charles and St. Joseph's Hospital West MQA Award
- 2006 DePaul Health Center MQA Award
- 2008 SSMSL re-organization with new business model
- 2009 SSMSL began MQA preparation process
- 2010 SSMSL won MQA!



# SSM Health Care - St. Louis

- Mission driven
- Over 11,000 employees & volunteers
- 2,500 physicians
- Physicians Organization with over 180 employed physicians in three medical groups
- 1,910 licensed beds
- Over \$1 billion net revenue

## SSM around St. Louis, MO



- 7 hospital locations across the metro area:

- 5 general acute
- 1 mental health
- 1 specialty peds

- 180+ employed MDs

- 24 locations

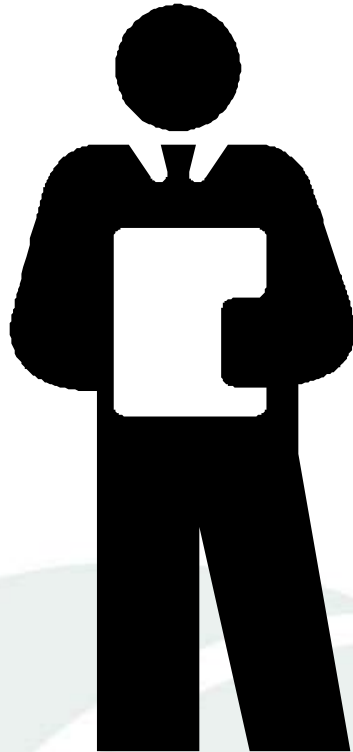
- 4 Imaging Centers

- 2 Ambulatory Surgery Centers

- 1 Endoscopy Center



# SSM St. Louis MQA Video



# ***Leadership***



## Our Mission

“Through our exceptional healthcare services, we reveal the healing presence of God.”



# Leadership Key Themes

- Leadership vision of new business model 2008
- Culture of safety
- Communication
- Systems perspective
- Partnership with physicians
- Public responsibility
- **Core competencies**: network coordination; commitment of key stakeholders; systematic design, management and process improvement



# SSM Health Care St. Louis

## 2007 Assessment

- **Facing formidable challenges:**
  - Competitive market, strong managed care players, unfavorable market price
  - Overall economy adversely affecting payor mix
- **Historical structure as a collection of independent entities no longer deemed sustainable:**
  - Hospitals lacked scale to support expensive and emerging technology, subspecialty depth
  - Unnecessary duplication of resources and unjustified variation in operating systems and practices
- **Significant market opportunities:**
  - Competitive clinical outcomes, low cost provider, distributed network
  - New hospital in emerging market
  - Opportunity to leverage collective strength in program development and cost reduction
  - Largest aligned primary care base
  - Opportunity to improve partnership with rural market



## 2008 Fundamental Change in the Business Model

Implemented an innovative structure built as one organization - multiple locations:

- Aligned with a common vision and strategic plan
- Agile organization that can quickly make decisions
- Network-wide service lines
- Integrated operating groups
- Centralized support functions
- Standardization of best practices
- Improved efficiency and effectiveness



# SSMSL Model



## Network:

- Strategic Planning
- Growth and Development
- Finance
- Human Resources
- Physician Alignment
- Service Lines (6)

**North Operating Group**

**SSMHC-STL**

**South Operating Group**

## Operating Groups:

- Administrative Council (2)
- Operations
- Nursing
- Quality/Patient Safety
- Risk/Regulatory
- Diagnostics
- Facilities and Support Services
- Information Management



# Summary of SSM Health Care - St. Louis Strategic Plan

## Mission

*Through our exceptional health care services, we reveal the healing presence of God.*

## Values

*Compassion   Respect   Excellence   Stewardship   Community*

## Strategic Vision

*SSMHC-St. Louis will be the preferred health care system in St. Louis and surrounding region for safety, top national patient outcomes, satisfaction, value and accessibility through its coordinated network of facilities throughout the market*

### Exceptional Employee Commitment

- Employees are valued & involved in achieving their department results & service standards

### Exceptional Patient Care

#### Integrated & Aligned Services Defined by:

#### Safety

- Commitment to patient safety & clinical accountability

#### Clinical Outcomes

- Transparency of quality results on website
- Top of class core measure performance

#### Satisfaction

- Top of class patient satisfaction

### Exceptional Physician Commitment

- Aligned partnerships
- Shared expectations of quality outcomes, cost efficient services and high patient satisfaction

### Exceptional Financial Performance/Market Share Growth

- Integrating service line development network wide
- Accessible through geographically dispersed hospital and physician services
- Committed to improved value of care
- Increased capital for reinvestment

Leads to

**“Best Care. Best Results.”**



# SSM Health Care – St. Louis

“Best Care. Best Results.”

One organization --- multiple locations



# ***Strategic Planning***



# Strategic Planning Key Themes

- Major organizational cycle of improvement 2008 with new business model
- Systematic monitoring of goals, results and action plans
- Capitol allocation process
- Financial planning
- St. Clare Health Center design and build
- Partnerships with physicians



# Deploying the Plan



## Strategies to Achieve Strategic Goals From the Strategic Plan

**To the Operational Plan**

**To the Department Plan**

**To the Department Poster**

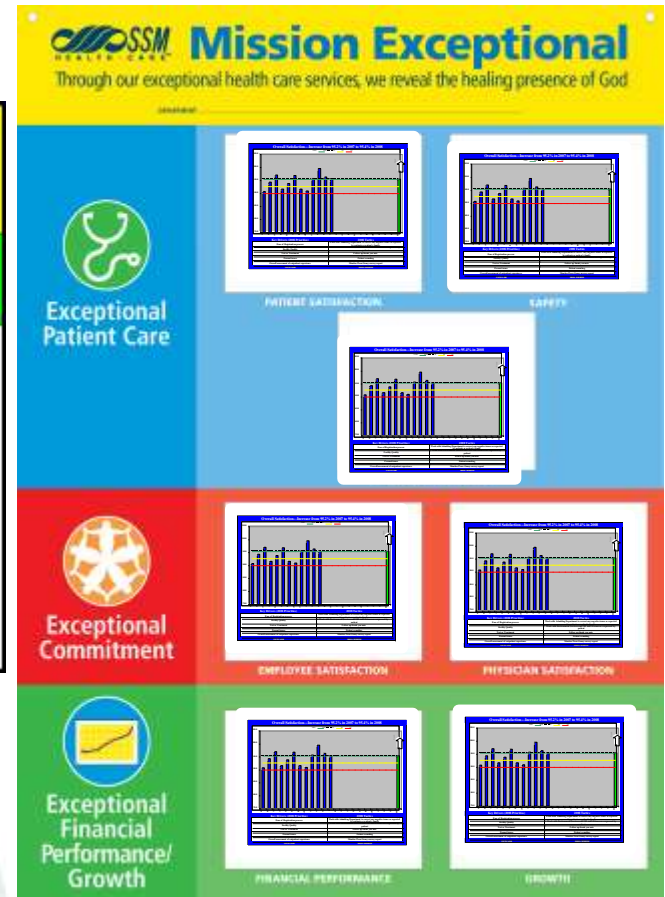
**To Passports**



# Goals are Linked and Deployed

..the Department Poster

- Meetings
  - Manager Meetings
  - Employee Town Hall Sessions
- E-mails
- Newsletter Articles
- Staff Rounding
- Orientation

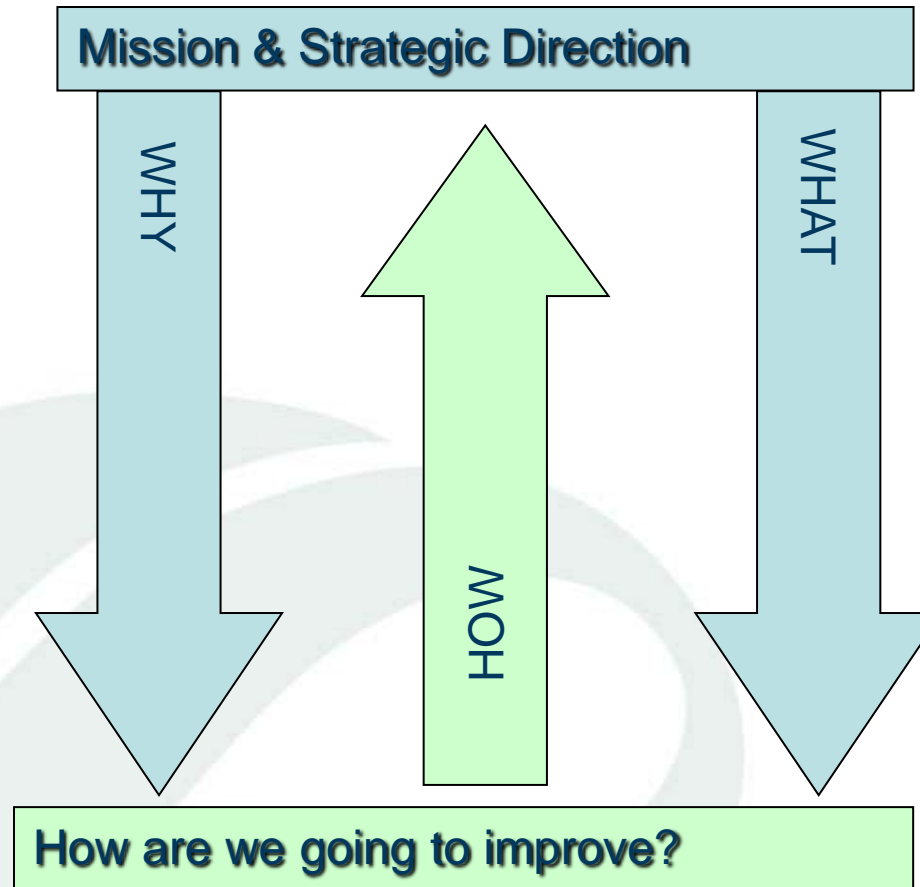




# Department Leaders....

.....Align the department's work with the Mission

More simply...Department Leaders "Connect the Dots"





## 2009: Laying the Foundation

- Deployed the revised structure and rebuilt the culture
- Dramatic improvement in productivity and reduction in cost
- Overhaul of the Revenue Cycle
- Strengthened the nursing model to drive dramatic improvement in the patient experience: Relationship Based Care
- Invested in critical infrastructure: Electronic Health Record deployment across the adult hospitals and physician practices
- Formation and initial development of service lines and launch of physician alignment strategy
- Opened St. Clare Health Center to develop a new market
- Select / Rehab JV relationship accomplished
- Launched “Everything is Possible” branding campaign for the network to raise awareness, define position, and develop renewed pride inside the organization



## ***Focus on Patients, Other Customers, Markets***



# Patient Focus Key Themes

- Implemented Relationship Based Nursing Care model in 2009
- Voice of the customer information: multiple listening and learning mechanisms
- Patient focused complaint management and response system
- Patient focused care components in department plans/posters and Passports, employee expectations, evaluation tools



# Providing Exceptional Patient Care ...



- ✓ Safety
- ✓ Clinical Outcomes
- ✓ Patient Experience
- ✓ Program/Market Development



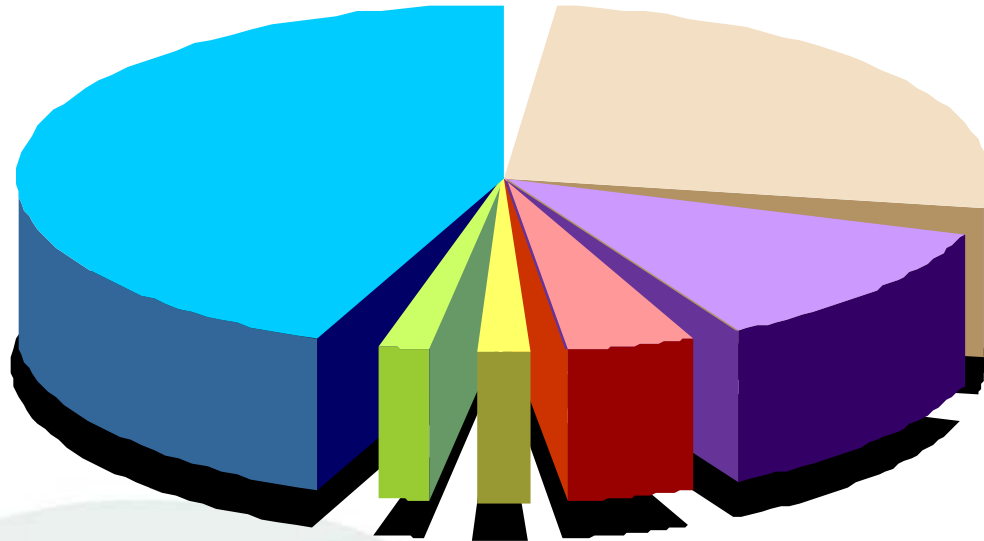
# Relationship Based Care Model

- Emphasis on employee relationship with patient including communication and patient involvement in decision making
- Includes: bedside report, patient rounding, patient daily goals
- Also emphasizes relationships with each other
- Implemented 2009 across all nursing units in all SSMSL hospitals
- 2011 begin implementation to other departments



# Key Patient Requirements

Segment	Key Requirements
Inpatient	Timeliness of access Exceptional care delivered with compassion and respect Information and involved in decision making Safe and secure environment
Outpatient	Timeliness of access Exceptional care delivered with compassion and respect Safe and secure environment
Ambulatory Surgery	Timeliness of access Exceptional care delivered with compassion and respect Safe and secure environment
ED	Timeliness of access Exceptional care delivered with compassion and respect Information and involved in decision making Safe and secure environment



# *Measurement, Analysis, and Knowledge Management*



# Information Management Key Themes

- Network wide complete electronic health record
- “My Chart” link to patients
- Systematic scorecards aligned throughout all levels of organization
- Utilization of comparative data and benchmarks
- Sophisticated information technology and decision support systems



# Data and Information Availability

- Computer network connected to SSMHC and SSMSL WAN
- Clinical IS System
- Physician Portal
- PACS 2007
- Complete Integrated EHR 2009
- Supplier Connectivity
- Multiple Patient and Customer Access Mechanisms



# Planning Minimum Data Set

## Internal Data:

- Satisfaction Survey (Patients, Staff and Physicians)
- Product Line Market Share/Profitability Analysis
- Facility Assessment
- Technology and Plant Replacement Needs
- Clinical Quality Results and Trends
- Human Resources Analysis

## External Data:

- Consumer Perception Surveys and Focus Groups
- Demographic/Socioeconomic Analysis
- Competitor Analysis
- Emerging Technologies
- Payor Analysis
- Public Policy/Legislation/Accreditation Analysis



## ***Staff Focus***



## Staff Focus Key Themes

- High performance work systems
- High level of employee engagement
- Linkage by Passports of individual goals to department and organizational goals
- Nursing staffing processes
- Leadership development process
- Teams focus
- “Best Places to Work” (STL Business Journal) in 2010!



# Employee Performance Management System

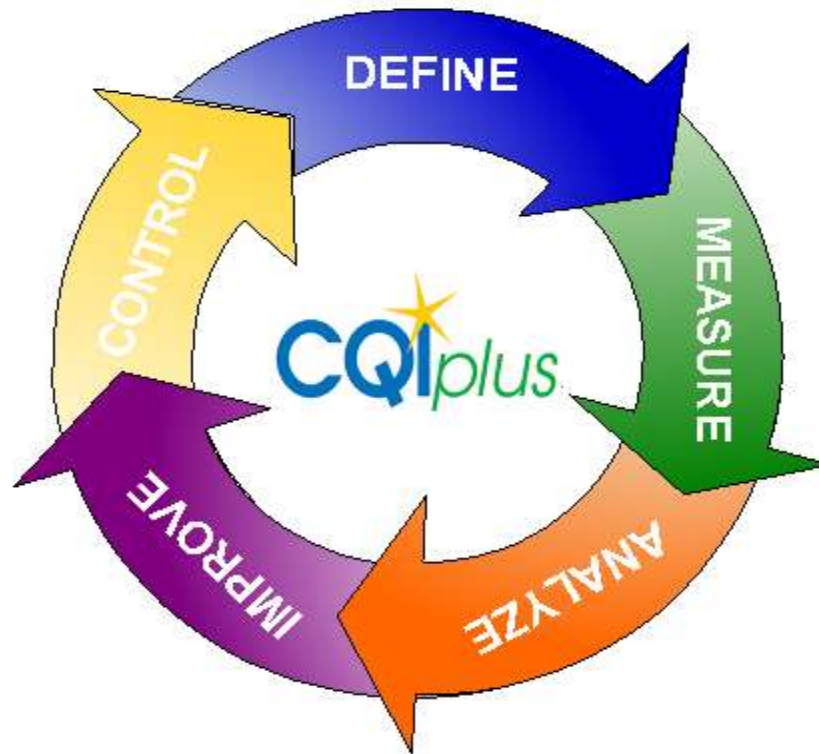
- Annual evaluation process
- 360-degree tool
- Exceptional service standards
- High-medium-low process
- “Just Culture”
- Motivation through coaching and recognition
- Performance improvement process
- Passport process



# Employee Focus

<b>Group</b>	<b>Key Satisfaction Factors</b>
Systems and Leadership	Communication Compensation Recognition Influence decisions
Direct Mgmt.	Trust Communication Coaching Recognition
Resources	Equipment Work environment Staffing
Teamwork	Respect Coordination

<b>Category</b>	<b>Key Engagement Factors</b>
Job	Fulfillment with work Feeling of accomplishment
Work	Group shares same goals Connection Minimize distractions
Organizational	Recommend to others Retention Aligned values Pride



# ***Process Management***

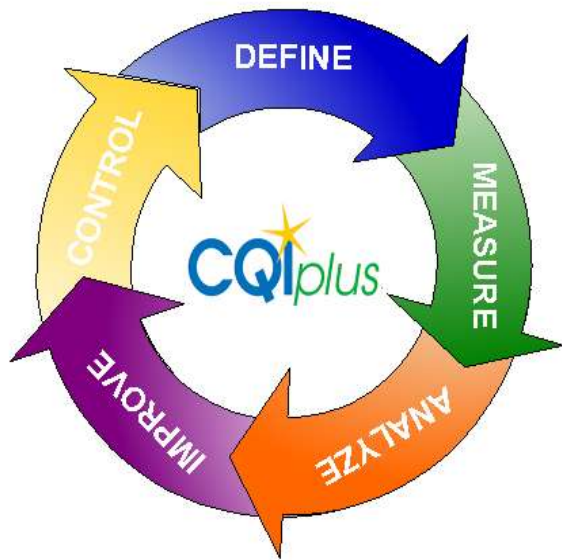


# Process Improvement Key Themes

- Premier Quest Top Performers 2010 for all 5 adult hospitals
- Standardization and sharing of best practices across organization
- Results focus
- Organizational learning
- CQI+ performance improvement “tool box”



# CQI+ and DMAIC



<b>Complexity</b>	<b>Strategy</b>
Simple	Forward focused problem solving
Intermediate	DMAIC
Complex	Full CQI+ tools and team with facilitation

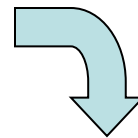


# Key Work Systems

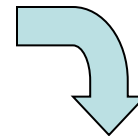
## Key Patient Segments:

- Inpatient
- Outpatient
- ED

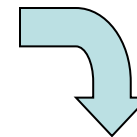
**Patient Access**



**Assess and Diagnose**



**Care Delivery**



**Care Transition**

## Key Requirements:

- Patient Centered
- Safe/high quality
- Timely
- Effective/efficient
- Just/fair



# Examples of Current Process Improvement Projects

- Team STEPPS (*Strategies and Teams to Enhance Performance and Patient Safety*)
- ED throughput
- Timely discharge
- Medication reconciliation
- OR throughput
- Medication error reduction



## Category 7: Results

- All 5 adult hospitals 2010 Premier Quest Top Performers (quality, cost, safety, mortality)
- All hospitals in top 1/3 nationally for Core Measures (heart failure, heart attack, pneumonia and surgical care)
- Best Places to Work : 2010 St. Louis Business Journal and Modern Healthcare Magazine
- Employee satisfaction for 2010= 86th percentile
- Inpatient patient satisfaction: Top 1/3 nationally
- Growth in admissions, surgeries, outpatient visits, operating margin with cost reductions



## Conclusion

- SSM Health Care St. Louis is an organization that implemented a major change based on a significant cycle of improvement focused on the strategic advantages and strategic challenges to move the organization to achieve planned goals through Network integration and efficiency.
- Commitment to – “Best Care. Best Results.” One organization – multiple locations.



# Lessons Learned from MQA

- Benefits of MQA/MBNQA Criteria
- Benefit of application process
- Benefits of MQA Feedback Process
- Benefits of Best Practices
- Critical importance of Senior Leaders, Managers, Staff and Physicians Engagement
- Continuous journey of improvement
- Criteria need to be embedded into “daily work”



# **SSM Health Care St. Louis: Our Journey Continues**



***“Best Care. Best Results.”***



***“Every day, we have an opportunity to make a difference in people’s lives. We must care for people in a way that touches their souls, so that everyone--including ourselves--is in some way healed. What we do is more than a career. It is a sacred trust.”***

**Sr. Mary Jean Ryan (CEO, SSMHC)**



# Questions

