

2024 ORH Hospital Quality Workshop

June 26-27, 2024

St. Charles Medical Center | Bend, OR

Southern Coos Hospital & Health Center Journey to Enhance Patient Experience through Improved Staff Engagement & Culture

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Presenters

- Raymond T. Hino, MPA, FACHE - CEO Southern Coos Hospital & Health Center
- Carmen Rodriguez, MD – Interim Director of Quality, Risk & Compliance
- Amanda Bemetz, RN, MSN, CPHQ - Director Quality, Risk & Compliance



Agenda

- Introduction and Background of Southern Coos Hospital
- Strategic Planning and Implementation
- Achieving DNV Accreditation
- SMART Goals, Bedside Rounding & Just Culture
- Transformational Changes and Results
- Presenting Metrics and Data
 - Key Performance Indicators (KPIs) before & after implementing initiatives
 - Trends in Employee Engagement & Patient Satisfaction scores
 - Specific Improvements in Quality Outcomes
- Future Directions and Lessons Learned

History of Bandon, Oregon



LORD BENNETT, THE SELF-STYLED "FOUNDER OF BANDON"
BROUGHT GORSE TO THE AREA.



- Before 1850, the Coquille Indians Lived in the area
- Bandon was founded by Irish Immigrant, George Bennett in 1873
- Bennett was born in Bandon, Ireland
- The City was Incorporated in 1891
- On Sept 26, 1936 a fire burned the entire Bandon Commercial District
- The town's abundant gorse became engulfed in flames



BANDON BEACH, ORE.



BUSINESS DISTRICT AND DOCKS AFTER THE GREAT FIRE, BANDON, OREGON.

CELEBRATING
25
YEARS



**SOUTHERN COOS
HOSPITAL
& HEALTH CENTER**

*A Silver Anniversary
of Quality Healthcare*



Bandon Dunes Golf Resort

- Opened May 19, 1999
- 5 Golf Courses – All rated in Top 100 Courses Nationally



History of Southern Coos Health District & Southern Coos Hospital & Health Center



Southern Coos Hospital & Health Center By the Numbers

- Licensed Beds – 21
- Employees – 200
- Medical Doctors - 51
- Operations Budget - \$37,080,000
- Property Taxes/ Year - \$1,134,000
- Community Benefit - \$4,004,000



Dr. Roland V. Leep, M.D. (1887-1929)

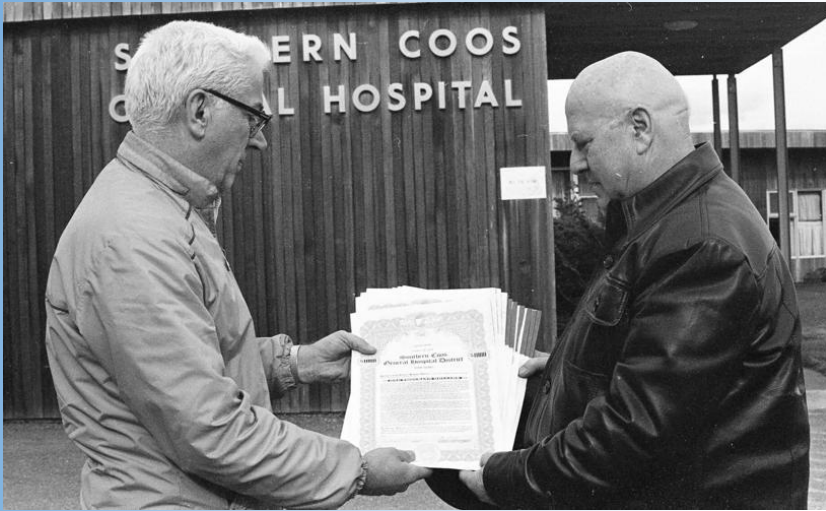
- Born in Myrtle Point, OR
- Attended Agricultural College at Corvallis
- Attended Medical School in Portland
- Moved to Bandon to begin medical practice on January 11, 1912
- Opened first Emergency Hospital (Alabama St across from Masonic Temple)
- Died tragically in June 1929 from gunshot wound while hunting sea lions at Cape Blanco Reef

R.L. Leep Memorial Hospital (1937-1955)



- Originally built as Red Cross Headquarters to aid Bandon Fire survivors in 1937
- Located on First Street in Old Town Bandon between current Wheelhouse Restaurant and current Las Fiesta Mexican Restaurant
- The hospital consisted of 30' X 30' main section, 16' X 16' Lean To, which included two 3-bed wards and an operating room
- Closed on September 1, 1955
- For the next 5 years there was no hospital in Bandon

Southern Coos General Hospital (1960 – 1999)



- Southern Coos Health District organized July 27, 1955 by approval of voters in District boundaries
- Bond Issue passed in February 1956 for \$203,000
- Sale of bonds delayed until 1958
- The cost of building and equipping General Hospital was \$383,447
- Southern Coos General Hospital opened in 1960
- Located on the hill off Ocean Drive overlooking the Coquille River and Coquille Lighthouse
- General Hospital closed in 1999 when the new Southern Coos Hospital on 11th St opened

Southern Coos Hospital & Health Center (1999 – present)



- Located at 900 11th Street, SE in Bandon, OR
- Construction from 1998 to 1999
- Dedicated on September 9, 1999
- Opened in December 1999 as a 21-bed hospital
- Granted Critical Access Hospital designation in November 2000
- Continues tax support and legal status as a Health District under Oregon Statutes
- Added a Multi-Specialty Clinic on March 2, 2015
- Serves a population of 10,000 residents in Southern Coos County & North Curry County

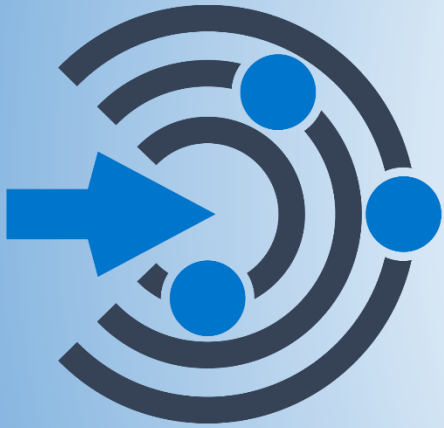
Southern Coos Hospital & Health Center Accreditation Journey (2022 – 2024)

- In the 25-Year History of SCHHC, the facility has maintained licensure and CMS Conditions of Participation through the State Survey Process, only.
- We chose DNV as our Accreditation Partner – particularly because of their emphasis on quality, as the only accreditation program to integrate the ISO 9001 Quality Management System. It is the most widely accepted quality management system in use around the world and provides a strong foundation for hospital quality, patient safety and high reliability programs.
- The result has been facility wide dedication towards achieving this goal and demonstrating our commitment to quality in our facility.



Southern Coos Hospital & Health Center Strategic Plan

Adopted by Board of Directors on May 26, 2022



- Focused on People, Services, Quality, Growth, Financial Success
 - Transparency
 - Collaboration
 - Accountability
 - Completion Dates for Deliverables
- 24 Active projects with accountabilities, deadlines and regular reporting back to the Board of Directors

Southern Coos Hospital & Health Center Strategic Plan

1.0 People

- Update employee compensation matrix and philosophy
- Develop Employee Recognition & Engagement Plan
- Leadership Academy for Managers
- New Employee Evaluation Process

(100% Complete – 05-21-2024)



Southern Coos Hospital & Health Center Strategic Plan

2.0 Services

- Create Concierge Patient Engagement Model
- Electronic Medical Record System replacement
- Updated Community Health Needs Assessment Plan
- Create Medical Staff Development Plan

(82% Complete – 05-21-2024)



Southern Coos Hospital & Health Center Strategic Plan

3.0 Quality



- Achieve DNV Accreditation
- Establish Quality Benchmarking System
- Internal Communications System
- Implement Incident Response Plan
- Update Cybersecurity Program

(90% Complete – 05-21-2024)



Southern Coos Hospital & Health Center Strategic Plan

4.0 Growth



- Identify New Service Lines
 - Surgery Service
 - Patient Center Medical Homes
- Marketing
- “Hospital of Choice”
- Master Facility Plan

(80% Complete – 05-21-2024)



Toast of the South Coast 2023



Southern Coos Hospital & Health Center

☎ 5413472426 🌐 Visit Website

📍 900 11th St SE, Bandon, OR

2023 Categories Won

- Gold: Community Partner, Place to Work, Hospital, Medical Facility
- Silver: Behavioral/Mental Health, Emergency Care

Description

Southern Coos Hospital & Health Center in Bandon, Oregon is here for you! With a dedicated team of highly skilled healthcare professionals and a commitment to patient-centered care, Southern Coos Hospital offers a 24/7 Emergency Department, Primary Care Clinic, Surgical Procedures, Diagnostic Imaging, Clinical Laboratory, Respiratory Services, a Swing Bed Program, Employment Opportunities in many fields, and numerous community outreach programs.

2023 Total Wins

4 2



Southern Coos Hospital & Health Center Strategic Plan

5.0 Financial



- Develop Financial Sustainability Plan
 - Hospital and Clinic
- Recruit New Physicians
- Renegotiate Contracts

(95% Complete 05-21-2024)

Improving the Patient Experience in a Critical Access Hospital by Improving Staff Engagement and Culture

- Application for the Oregon Rural Quality Excellence Award 2023
- By Oregon Office of Rural Health:
 1. One rural hospital
 2. One rural health clinic
 3. One community-based organization
- Success in patient safety or improving the quality of care or health
- Nominations throughout the year.
- Due annually Aug 31
- Awardees will be recognized at the annual Oregon Rural Health Conference.

And the hospital award goes to:
Southern Coos Hospital and Health Center



Quality Improvement Project

Improving the patient experience by Improving Staff Engagement and Culture

- Project Team:
 - Executive suite: CEO, CFO, CNO, CIO
 - HR director
 - Clinic Manager
 - Quality/Risk/ Compliance Director
 - Quality Nurse Coordinator
- Resources:
 - Action Strategy
 - DNV accreditation
 - NRC Health Patient Experiences Surveys
 - SMART Goals/Milestones

Action Strategy

- Strategic Planning Consultant: Facilitator
- Action Strategy Tracking Tool
 - Documentation on each strategic goal
 - Team and team leader for each goal
 - Deadlines Dates
 - Deliverable milestone dates
 - Project team updates tracker and reports to Board of Directors monthly

NRC Health Patient Experience Surveys

- Comprehensive data collection and reporting system
 - Detailed monthly reports
 - Service alert reports
 - Trigger phone call from manager

Smart Goals/Milestones

S	M	A	R	T
Specific	Measurable	Achievable	Relevant	Time-bound
Be specific about what you want to achieve	Make sure that you can measure your success	Ensure your goal is realistic and achievable - don't set yourself a goal that's too easy or too difficult to complete	Set yourself a goal that's relevant to you	Assign a start and end date to your goal to encourage yourself to reach it with a deadline
Ask yourself questions about your goals following the five W's - Who, What, When, Where, and Why	You'll be able to track your progress by answering questions like how will you know when your goal is complete?	Look at your current situation and make sure you have what you need to achieve	Is your goal worthwhile to you? Are you the right person to achieve it? Is your goal applicable to your current situation, or is it unrealistic?	Think about what you can do today, tomorrow, months from now to achieve your goal
				

Smart Goals/Milestones



- They can help your team stay focused, motivated, efficient, provide clarity and aligned with the overall mission of the organization.

In order to support _____ we want to
relevant strategy goal

_____ of/by/for/with _____ by
change verb thing to change who

_____ by _____, as measured by _____. To do this,
how much date metric

we need _____
resources needed for achievability

Smart Goals/Milestones

1. Leadership Rounding- September 2022
2. Achieve DNV accreditation- October 2022
3. Switch External Patient engagement survey vendor (HCAHPS)- October 2022
4. Quality Benchmarks for each clinical departments and reported to the Board of directors monthly- November 2022
5. New process to review incidents- March 2023

Bedside (Leadership) Rounding

- Who? Executive Leadership Team
- What? Rounding on acute patients
- When? Once per week
- How? Asking 4 standardized questions
 1. What is the most important topic we should consider when providing your care?
 2. How have you and your family members been included in making decisions about your care?
 3. What is the next step in your plan of care?
 4. If you were the CEO of this hospital, what would be one thing you would like to improve?

Employee/Patient Engagement Tools

- Employee

- Clarity system
- CEO weekly updates (video)
- Monthly All Staff Meeting (teams)
- Tier II meeting
- Various Committees and Subcommittees
- Employee activities committee

- Patient

- NRC (HCAHPS survey)
- Dialog Health
- Community outreach events
- School nurse program
- Flu and Covid vaccine clinics
- Free mammogram clinic
- Job Fairs

Adopting Just Culture

From Punitive approach to "Just Culture": accountability and a learning environment while maintaining a focus on safety and quality.

Key Principles of Just Culture

- Balancing Accountability and Learning
- Distinguishing Types of Behaviors
 - Human Error
 - At-Risk Behavior
 - Reckless Behavior
- Creating a Learning Culture
- System Design and Improvements
- Fair Treatment

Benefits of Just Culture

- Improved Safety
- Enhanced Trust
- Higher Morale and Engagement
- Better Compliance

Adopting Just Culture

Implementation Strategies

- **Leadership Commitment**
- **Education and Training**
- **Policy Development**
- **Communication**
- **Continuous Improvement**

Challenges

- **Cultural Change**
- **Consistency**
- **Balancing Accountability**

Improved Employee Engagement

- Metrics and indicators exhibiting enhanced employee engagement
 - Just Culture approach and huddles
 - Leadership rounding
 - Transparency
 - Enhanced communication
 - Event Reporting System- Clarity
 - Patient Events and Reporting

Direct Patient Care Staff Statement

“I was hoping to share the (clarity), that’s how change happens. Writing the clarity was an opportunity to apply the knowledge I gained from a higher education obtaining my BSN. I am proud to share (my knowledge). Other nurses and I discussed this issue seriously and are hoping for change. Let me know if I can be of further help.... I don’t write very many...It was a big deal to me. Highlight changes in staff morale, retention rates, and overall job satisfaction.”

Enhanced Patient Satisfaction

Data on patient satisfaction scores before and after the improvement initiatives—the what

- HCAHP scores
- Just Culture
- Best practices

Patient stories and feedback that illustrate the positive changes- the how

- Daisy Award
- Post ED encounter/ visit call
- Disseminate



Challenges and Lessons Learned

- Obstacles encountered during the journey
 - Project initiative fatigue
- Key lessons learned
 - Prioritize project initiatives
 - Balance and stability



Relatable?



Future Plans

- Next steps for Southern Coos Hospital and Health Center in continuing to improve patient and staff experiences
- Ongoing/ upcoming initiatives to sustain the improvements made



Metrics and Data

- Key Performance Indicators (KPIs) before and after implementing initiatives
 - Employee engagement
 - Employee satisfaction scores
 - Employee turnover rate
 - Absenteeism rates
 - Productivity metrics
 - Employee Net Promoter Score (eNPS)
 - Patient satisfaction
 - Patient Satisfaction Surveys
 - Wait times
 - Patient Complaints and Grievances
 - Patient loyalty and retention



Trends

Employee Engagement

- Focus on Well-being
- Remote/ Hybrid Work Impact
- Continuous Feedback
- Purpose-driven Work
- Technology Integration

Patient Satisfaction Scores

- Personalized Care
- Telehealth Expansion
- Quality of Care
- Transparency and Communication
- Emphasis on Patient-Centered Care
- Both employee engagement and patient satisfaction

Improvements in Quality Outcomes- Success Story

- Antimicrobial Stewardship Program (ASP)
- Medical/ Provider champion
- Engagement



Takeaways



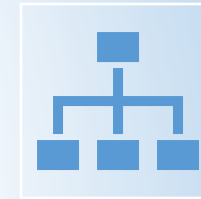
Safety is the foundation



Understand healthcare associated harm



Patient Events and Reporting



The Quality 'Department'

Summary, Final Thoughts & Questions



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Thank you!

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