Innovative Approaches to Healthcare Delivery Counting things that really count

Nancy Howell Agee President and CEO, Carilion Clinic Chair, American Hospital Association National Quality Forum March 12, 2018





Alex M. Azar II Secretary, U.S. Department of Health and Human Services

"There is no turning back to an unsustainable system that pays for procedures rather than value. The only option is to charge forward... unafraid of disrupting existing arrangements...."



About Carilion Clinic

- · Nationally ranked integrated healthcare delivery system
- 501c 3 not-for-profit
- \$1.7 billion in annual revenue
- · Headquartered in Roanoke
- 13,000 employees
- 1,000 employed providers
- 7 hospitals
- Urgent care facilities, home health agencies, retail pharmacies, wellness center, patient transportation
- Children's Hospital
- Jefferson College of Health Sciences
- VTC SOM & RI
- · Service area of 1 million people





Quality is No. 1





Leadership

Providing systemwide oversight for quality

Clinical Advancement and Patient Safety



Jonathan L. Gleason, M.D. Vice President



Kathleen A. Baudreau Vice President



Culture of Caring

Purpose-driven, data informed







"We celebrate our culture of caring here – we care for one another, love and support each other, and allow that to sustain us in all of those sacred moments when we care for patients in their time of need."

A "Just Culture"

Quality is part of everyone's job – so is speaking up



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A Human "Business"

Patients are people, too



Mission Driven



Curiosity

Underlying value that supports innovation and inquiry





High-Reliability Organizations

Borrowing from other high-risk fields





Our Human Factors Team



Sarah Henrickson Parker, Ph.D. Director of Human Factors Research

Expertise in:

LeadershipTeam performance

- Performance under stress
- Performance under stres

- Identifies improvements or changes to work processes to help solve problems of:
 - Quality
 - Safety
 - Performance



Usability Testing

Using performance data to make better purchase decisions





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Redesigning protocols to reduce cost, improve quality







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Tracking the Data



15 FTEs needed for external reporting

⋟\$1.5 million+ salary cost

Outcome Measures

Fewer, more "actionable" measures are needed

















Top 1 percent of hospitals nationwide

Carilion Roanoke Memorial Hospital Carilion Clinic - Roanoke, Virginia

