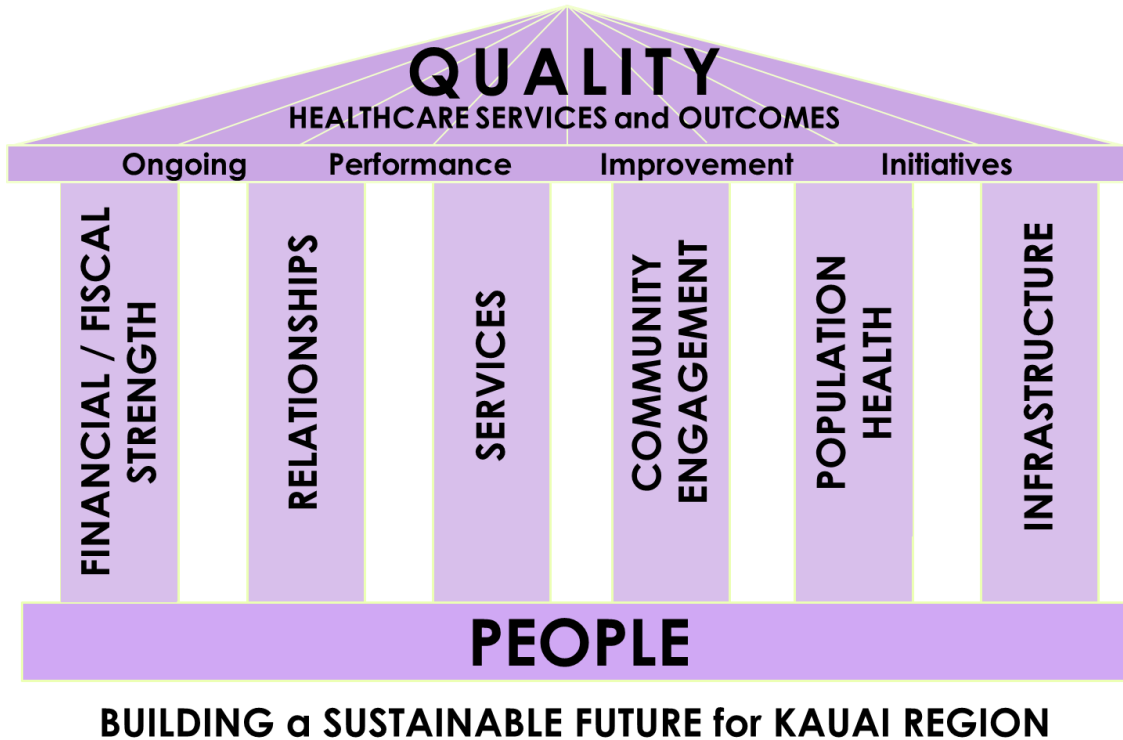




West Kauai Medical Center • Mahelona Medical Center • West Kauai Clinics

HHSC Kauai Region • Living Strategic Plan



VISION: *Creating Extraordinary Healthcare Experiences*

MISSION: *Caring For Our Community Through Excellence in Healthcare*

VALUES: **S**ervice **T**eamwork **A**ttitude **R**espect **S**tewardship

CEO Message on Healthcare for Kauai

"We must meet the current challenges to healthcare delivery on Kauai and work to transform it into a modern, efficient and economically sustainable system for the 21st century to fulfill our fundamental commitment to provide quality, accessible healthcare for all."

Scott E. McFarland, Interim Kauai Region CEO

PEOPLE

Develop a Stable and Satisfied Workforce to Serve Our Community

Strategies	Action Update
P1: Rewards and Recognition Program. <ul style="list-style-type: none"> ✓ Grateful Patient Program (<i>New</i>) ✓ Savings & Revenue Program (<i>New</i>) 	<ul style="list-style-type: none"> • HR cannot lead the Grateful Patient program establishment. S. McMaster gathering information. On in-house volunteer team members recruitment.
P2: Invest in our people by providing training and career growth opportunities.	<ul style="list-style-type: none"> • Lead and team on in-house volunteer team members recruitment.
P3: Organizational Review.	<ul style="list-style-type: none"> • Continue position review/redesign to streamline for efficiency, effectiveness, and cost reductions. <ul style="list-style-type: none"> ○ Prioritize and assign areas to be addressed pending new CEO direction ○ Integrating consultant report
P4: Address Physician Supply / Call Coverage shortages with other Kauai based providers.	<ul style="list-style-type: none"> • Moved/Combined with FINANCIAL strategy Cost Containment – Call Coverage into new FINANCIAL strategy ongoing initiative F5 Physician Supply / Call Coverage.
P5: Staff Retention	Project 3: Culture of values, accountability, and trust. <ul style="list-style-type: none"> • Work with orientation committee to enhance introduction of new employees to fit our culture. • In-house volunteer LSP team members recruitment. • Staff & Clinician Satisfaction Survey – develop to replace one previously provided through a consulting organization.
P6: Worksite/Employee Wellness Programs <ul style="list-style-type: none"> ✓ Add Clinic member to regional team ✓ Wellness Plan/Policy Development ✓ Employee Survey July 2015 ✓ Employee Education using on-line education tools, email, posters, community presentations ✓ 2nd bike rack at KVMH ✓ Walking Path maps approved/distributed by 7/2015 ✓ Group Exercise Programs at PT facilities and promote community activities ✓ Nutrition policy/plan and education programs ✓ Tobacco Control - Gather info from other regions and assess for Kauai ✓ Stress management – group EAP, presentations, education materials shared 	<ul style="list-style-type: none"> • Decision: Both facilities will participate in 2015. Committee membership in flux. • Decision to use EMMI ‘patient’ education programs in employee wellness education following success of Flu Vaccine education for employees Fall 2014. • Committee organization and 2015 goals review in progress for region and facilities.

FINANCIAL/FISCAL STRENGTH

Develop Reliable Financial Sustainability and Security

Strategies	Action Update
<p>F1: Establish sustainable model of fiscal measures and solutions.</p>	<ul style="list-style-type: none"> • Management fiscal monitoring and response systems continue to work smoothly. • February 2015 <ul style="list-style-type: none"> ○ Cash collections: \$3.922M (target \$4M) ○ Profee charges \$750,853 (Note: Target will be adjusted after ED profees from 2014 completed and 2015 ED profees part of HEPA contract.) ○ SMMH LTC utilization 55 (target 55+) ○ ED – KVMH 544 (target 521) ○ ED – SMMH 566 (target 502) ○ Clinic visits - 2410 (target 3,162)
<p>F2: Analyze payer contracts identifying needed improvements and identify new payers to diversify payer mix.</p>	<p>Project 1: Payer Contract Improvements</p> <ul style="list-style-type: none"> • Team formed and review process begun. • Reviewing Self Pay and Charity Care for opportunities to increase revenue. • MedQuest project re: payment timeliness and accuracy. • Weekly discussion with UHC. • Request to Corp team for more regional involvement in payor contract negotiations. <p>Project 2: Provider network alignment:</p> <ul style="list-style-type: none"> • Have begun looking at population health payment models and discussions at CFO meeting.
<p>F3: Optimize staffing and scheduling.</p>	<ul style="list-style-type: none"> • Staffing costs match needs. Reduced overtime, agency, and other costs through proactive measures.
<p>F4: Alignment with other Kauai based providers and/or services.</p>	<p>Increased referral base and improved coordination of patient care.</p>
<p>F5: Appropriate physician coverages.</p>	<ul style="list-style-type: none"> • Emergency Physicians contract started 1/1/15. • Hospitalist RFP under development.

RELATIONSHIPS

Develop Strong Relationships with Stakeholders

Strategies	Action Update
R1: Alignment and Collaboration with our Stakeholders.	<ul style="list-style-type: none"> • Draft ready - LSP team member recruitment for selecting LSP team members and project leaders. • Updating and fine-tuning the Living Strategic Plan and associated projects incorporating consulting reports and in-house feedback.. • Analysis and identification of stakeholders and communication pathways ongoing.
R2: Develop communication pathways.	<ul style="list-style-type: none"> • Working to define appropriate additional communications – website articles and email newsletter list planned. • CEO Talk Story sessions continued in Jan 2015. Continuation to be assessed by CEO.
R3: Improve Kauai Reg'n's public hospital and clinic system working with legislature and HHSC.	<ul style="list-style-type: none"> • Participation in 2015 legislative activity continues.
R4: Develop mutually-beneficial partnerships with Hawaii-based healthcare providers and/or services.	<ul style="list-style-type: none"> • Communications continue - KMA, Kaiser, and KMC. • Meet Monthly - Hawaii Physician Recruiters Group.

SERVICES

Implement New and Expanded Services to Meet Community Needs

Strategies	Action Update
S1: Establish evaluation program for new/expanded services assessing priority, feasibility, and requirements.	<ul style="list-style-type: none"> • Kalaheo clinic considerations: <ul style="list-style-type: none"> ○ Will stay open and continue assessment through opening of Koloa/Poipu clinic. • Orthopedics & Sports Medicine – Looking into optimum way to provide services. • Nutrition Counseling services – credentialing in progress.
S2: Establish specialist hubs in underserved areas.	<ul style="list-style-type: none"> • Meeting with gastroenterology specialist.
S3: Evaluate/ invest as appropriate in healthcare facilities and services for Kauai community.	
S4: Fully develop strategy for telemedicine by 2020.	<ul style="list-style-type: none"> • Watching trends in TeleMental Health including licensing, payment, and other considerations. • Assess for Nutritional Counseling services in 2015
S5: Implement 340B pharmacies-calendar year 2014.	<ul style="list-style-type: none"> • Application submitted. Expect response in April. COO training in March.
S6: Open Poipu Clinic	<ul style="list-style-type: none"> • Construction in progress. Est. opens Fall 2015.
S7: OB/GYN & Women's Health	<ul style="list-style-type: none"> • Women's Health program enhancement in progress. • Meetings with OB Group, Midwives • New OB to provide services at SMMH and KVMH.

COMMUNITY / ENGAGEMENT

Engage our Stakeholders to See the New HHSC Kauai Region

Strategies	Action Update
CE1: Define our HHSC Kauai Region brand.	<ul style="list-style-type: none"> Regional Mission, vision, and core values established Dec 2014 (see cover of this report).
CE2: Educate our stakeholders regarding our services and value to our Kauai community and state.	<ul style="list-style-type: none"> Will be working with State Office of Rural Health (SORH) on the updated assessments of KVMH and SMMH in May/June 2014. <ul style="list-style-type: none"> Assessment process- SORH to re-schedule. Drafting 'community benefit' report from older materials.
CE3: Develop and implement a marketing and community engagement program.	<ul style="list-style-type: none"> New HHSC Kauai Region website <ul style="list-style-type: none"> First vendor QA process just completed. Results to be assessed/responded to in April. Patient/Community engagement tools <ul style="list-style-type: none"> SMMH ER Discharge follow-up education 'live'. Evaluation of EMMI tools to reduce staff hours and improve documents relating to Cozeva requirements continuing. EMMI for Waimea clinic surgery patients 'live' prep to expand beyond colonoscopy patients. Workflow analysis and training completed for Pediatrics-Waimea. Additional 'Education Ordering pads' provided to clinics. Use of tools for Worksite/Employee wellness education deployed through June 2015. Added access to public on website for all disease, condition education.
CE4: Establish model of 'care coordination' with other Kauai based providers.	
CE5: Evaluate community healthcare needs of East/North shores.	<ul style="list-style-type: none"> Removed from Community Engagement. Is covered under services.
CE6: Alignment with Foundation and Auxiliaries.	<ul style="list-style-type: none"> Target: Begin January 2015 to re-establish a SMMH foundation.

POPULATION HEALTH

Build a Healthy Kauai Community

Strategies	Action Update
<p>PH1: Establish patient centered medical home model island wide based on preventive & primary care medicine, using healthcare providers including physician extenders & complementary disciplines.</p>	<ul style="list-style-type: none"> • Port Allen Internal Medicine practice is PCMH. • Kalaheo Pediatric Practice established as PCMH. • Potential to use training for all staff ‘What is Medical Home?’ to build understanding.
<p>PH2: Evaluate integration with ACO.</p>	<ul style="list-style-type: none"> • Evaluation and looking at potential ways to integrate has begun. • Potential to use ‘What is an ACO?’ training for all staff to build understanding.
<p>PH3: Develop community health promotion and preventive medicine programs.</p>	<ul style="list-style-type: none"> • Added access for community on website for all disease, condition education. Simple, easy to use with ability to self register. • Worksite Wellness Challenge: Planning initiatives for 2015 <ul style="list-style-type: none"> ○ Nutrition & Wellness presentation(s) ○ Fall Prevention outreach • Patient outreach reminder/education tools (Emmi Solutions) has ability to do outreach by phone and email on population health initiatives such as people needing health screenings, an annual visit, or other target conditions in the community. Dr. Dupree assessing overall and service offered to all our physicians. No takers yet. • Patient engagement/outreach for ED patients following visit scheduled automatically (‘live’). • Relay for Life participation planning in progress. • Waimea Town Celebration participation. 2/20-21

INFRASTRUCTURE

Ensure Facilities, Utilities, and Support Services to Deliver Quality Care.

Strategies	Action Update
<p>I1: Campus master plans for each hospital including clinics. Annual facility review and assessment.</p>	<p>Family Friendly:</p> <ul style="list-style-type: none"> • SMMH projects for FY15 identified and completed. • KVMH – no report • Clinics – no report <p>Healing Environment:</p> <ul style="list-style-type: none"> • SMMH projects for FY15 identified & initiated. <ul style="list-style-type: none"> ○ Planning artwork provided internally ○ Applying for artwork from Hawaii Culture & Arts Foundation, funded by 1% through CIP program. ○ Working with Auxiliary on recycling • KVMH – no report • Clinics – no report
<p>I2: Create and maintain technology infrastructure to support EMR and clinical integration initiatives.</p>	<ul style="list-style-type: none"> • ICD-10 on schedule for Nov 2015. Meetings, training, and preparation continue • EMERGE ‘go live’ scheduled 7/1/2015. <ul style="list-style-type: none"> ○ Kauai staff supporting Kula and Lanai ‘go live’ late Feb 2015-March 2015. ○ Kauai equipment refresh/prep underway.
<p>I3: Review and update existing energy audit to identify renewable energies and potential cost reductions.</p>	<ul style="list-style-type: none"> • Chiller initiative: <ul style="list-style-type: none"> ○ Contract completed. Scheduling in progress.
<p>I4: Update/maintain Emergency Management Plan and Procedures.</p>	<ul style="list-style-type: none"> • Toby Claremont (HAH) scheduled June 12, 2014 training/guidance on Emergency Management Plan. To be rescheduled by HAH.

QUALITY

Enhance our Environment of Patient Safety and Quality Care.

Strategies	Action Update
<p>Q1: Maintain and build on our quality and patient safety programs addressing:</p> <ul style="list-style-type: none"> • Robust process improvement • Specific process and outcome measures. • Internal and external measures. • Care coordination across settings. • Defined population. 	<p>Performance Improvement: LTC Advance Excellence Collaborative</p> <ul style="list-style-type: none"> • Kauai region will be working with Mountain Pacific as part of new Nursing Home Quality Care Collaborative, integrating with Advancing Excellence Campaign to begin April 2015 • Multidisciplinary PDCA project with Premier on reducing readmissions began Feb 2015. To run through July 2015. <p>OPIC (Outpatient performance improvement Committee)</p> <ul style="list-style-type: none"> • Seeking method to reduce staff resource required to manually process Cozeva screening requirements using Emmi automated programming.
<p>Q2: Maintain patient/resident and community confidence by achieving accreditation from the Joint Commission, meeting benchmarks for quality of care as defined by CMS, HMSA, and Premier.</p> <p>Continue with Premier advisor to evaluate progress toward goals of:</p> <ul style="list-style-type: none"> • Reducing harm related events; • Improve Mortality rates • Reducing preventable readmissions; • Expanding advanced care planning and POLST; • Maintain excellent Evidence-Based Care scores; • Expand program to include new CMS measures in 2015. 	<p>KVMH 4th quarter HCAHPS Scores <i>Top Box</i></p> <ul style="list-style-type: none"> • Nurse Communication • Cleanliness • Overall Rating <p>Needing Improvement</p> <ul style="list-style-type: none"> • Medication Communication • Quiet • Discharge Instructions <p>HMSA Pay For Performance Scorecard 2015</p> <ul style="list-style-type: none"> • Evidence-based care: 6.36 out of 6.36 • Patient Experience: 10 out of 10 • Perinatal Measures: 5 out of 5 • Harm avoidance: 15.75 out of 16 • Hospital Complications: 15 out of 15 • Preventable Readmissions: 0 out of 20 (yikes) • Advanced Care Planning: 15 out of 15 <p>Area needing improvement: Readmissions</p> <p>New CMS Measures include outpatient colonoscopy results correction.</p>
<p>Q3: Implement updated Physician Quality Score Cards.</p>	<p>Delayed to 2015 (target date being reviewed).</p>