

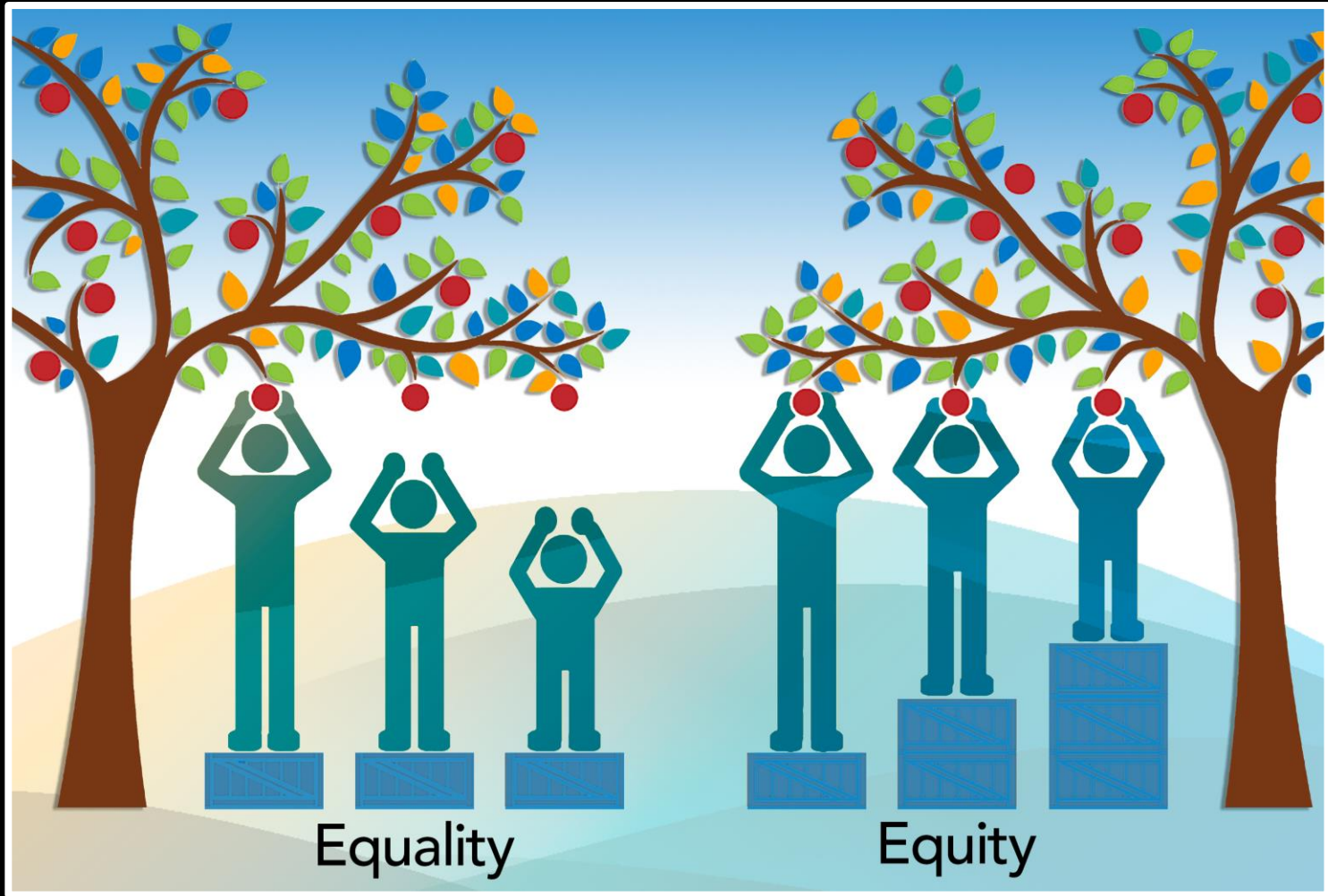
Tools for Implementing Value-Based Care Initiatives  
in Rural/Frontier Healthcare Delivery Systems  
Are We Asking the Right Questions?

Benjamin Anderson, MBA, MHCDS  
Jordan Millhollin

“Enriching the lives of our Families, Friends, and Neighbors”

**Kearny County Hospital**

Lakin, Kansas



“Enriching the lives of our Families, Friends, and Neighbors”

# Kearny County Hospital

# A Tangible Language for Love

## One of My Heroes

“In any instance where a person is avoidably harmed due to broken processes, or even good processes that could be better, we commit a moral failure.”

“People’s lives are your your hands and you must act now.”



Sr. Mary Jean Ryan, FSM  
Board Chair, SSM Health System  
1<sup>st</sup> National Malcom Baldrige Award Healthcare Recipient

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# Kearny County Hospital

Lakin, Kansas

Systems heal people.

Systems harm or kill people.

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**Kearny County Hospital**

Lakin, Kansas

Broken Systems in health care delivery  
are often fueled by perverse incentives.

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**Kearny County Hospital**

Lakin, Kansas

# What is KCH? An Original “Medical Home”

## Kearny County Hospital



- Physical Therapy
- X-Ray
- Emergency Room
- Cardiac Rehabilitation
- Respiratory Rehabilitation
- Laboratory
- Surgery
- Obstetrics
- Business Office
- Swing Bed
- Specialty Outreach Services

## Clinic Centers



### Family Practice Clinics

7 Physicians

2 Physician Assistants

2 Nurse Practitioner

### Otolaryngology, Audiology, and Allergy Clinic

Lakin, Johnson, and Scott City, KS

1 Physician

1 Physician Assistant

1 Nurse Practitioner

1 Audiologist

## Adult Care Services



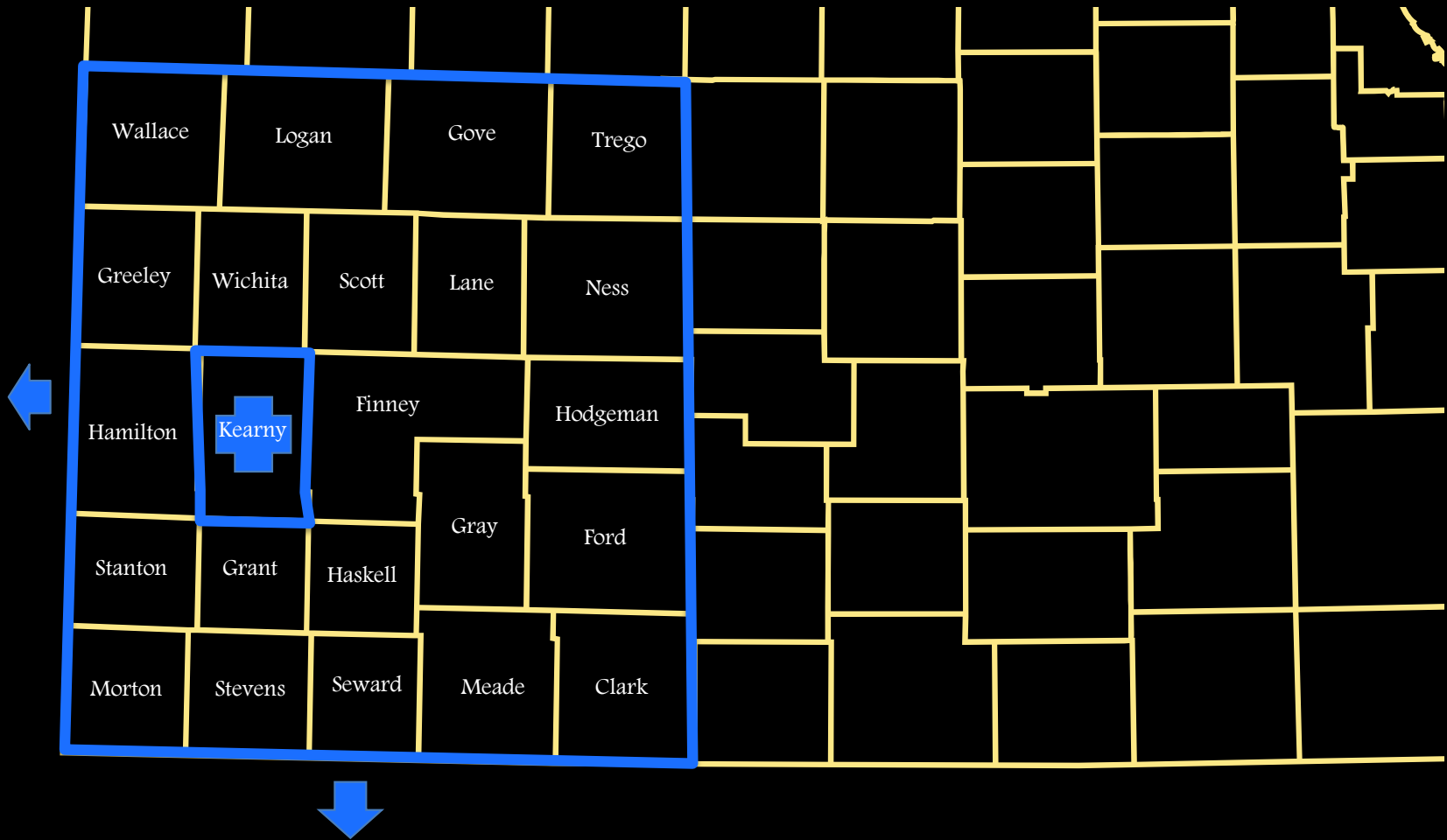
- Broad Continuum of Care
- Home Health
- Assisted Living Center
- Nursing Home
- Special Care Center for Residents with Memory Loss
- Respite Care Services
- Adult Day Care Services
- Respite Services
- Spiritual Care
- Community Garden

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Lakin, Kansas

KCH Serves 20,000 Patients from 20+ Counties in KS, CO and OK



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Lakin, Kansas



## The most remote towns in the country

Towns that are farthest from any metro with more than 75,000 people, ranked by travel time in hours

RANK	POPULATION 1,000 TO 4,999	TRAVEL TIME	5,000 TO 24,999	TRAVEL TIME	25,000 OR MORE	TRAVEL TIME
1	Glasgow, MT	4.5 h	Colby, KS	3.4	Garden City, KS	3.4
2	Scobey, MT	3.8	Glendive, MT	3.2	Aberdeen, SD	2.8
3	Wolf Point, MT	3.8	Ulysses, KS	3.2	Roswell, NM	2.8
4	Oakley, KS	3.7	Houghton, MI	2.9	Dodge City, KS	2.5
5	Battle Mt., NV	3.7	Rock Springs, WY	2.9	Carlsbad, NM	2.3
6	Presidio, TX	3.6	Sidney, MT	2.9	Gillette, WY	2.2
7	Scott City, KS	3.5	Pierre, SD	2.9	Del Rio, TX	1.9
8	Holcomb, KS	3.5	Spring Creek, NV	2.8	Clovis, NM	1.7
9	Tonopah, NV	3.4	Marquette, MI	2.8	Lewiston, ID	1.5
10	Lakin, KS	3.4	Ishpeming, MI	2.8	Butte, MT	1.4

Note: Populations are as of 2012-16. Town sizes are based on populated places; travel is measured from their centerpoint. With the exception of Canadian border cities, city sizes are based on metro and micropolitan areas; travel is measured based on distance from any spot in their territory with a density of above 1,500 per square kilometer.

Sources: Malaria Atlas Project (travel); Census Bureau (cities); NASA (density, Canada, Mexico)  
THE WASHINGTON POST

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Lakin, Kansas



# Montana



“Enriching the lives of our Families, Friends, and Neighbors”

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Lakin, Kansas

# Western Kansas

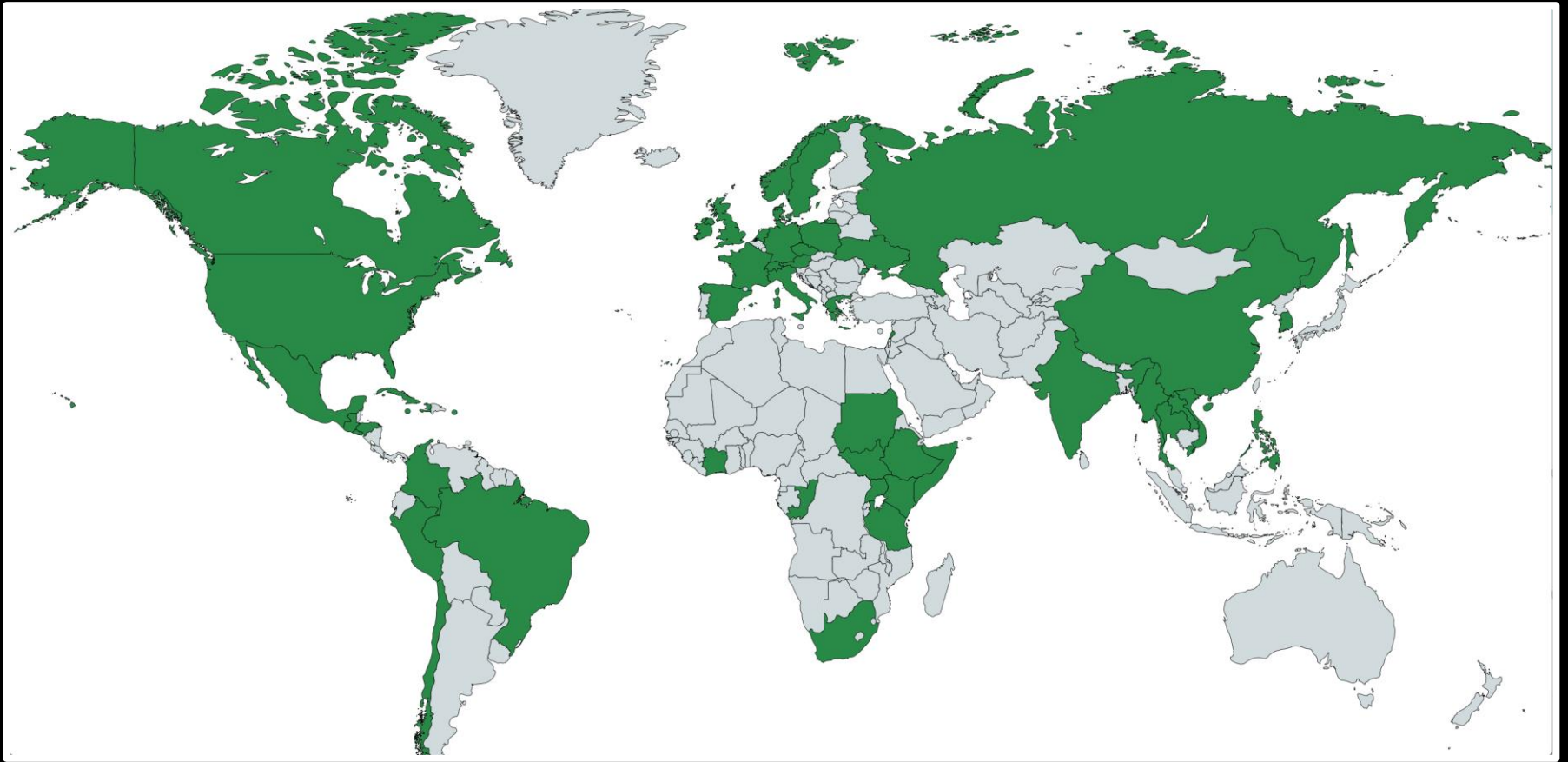


“Enriching the lives of our Families, Friends, and Neighbors”

## Kearny County Hospital

Lakin, Kansas

We serve a very diverse population.  
(originating from all over the world)

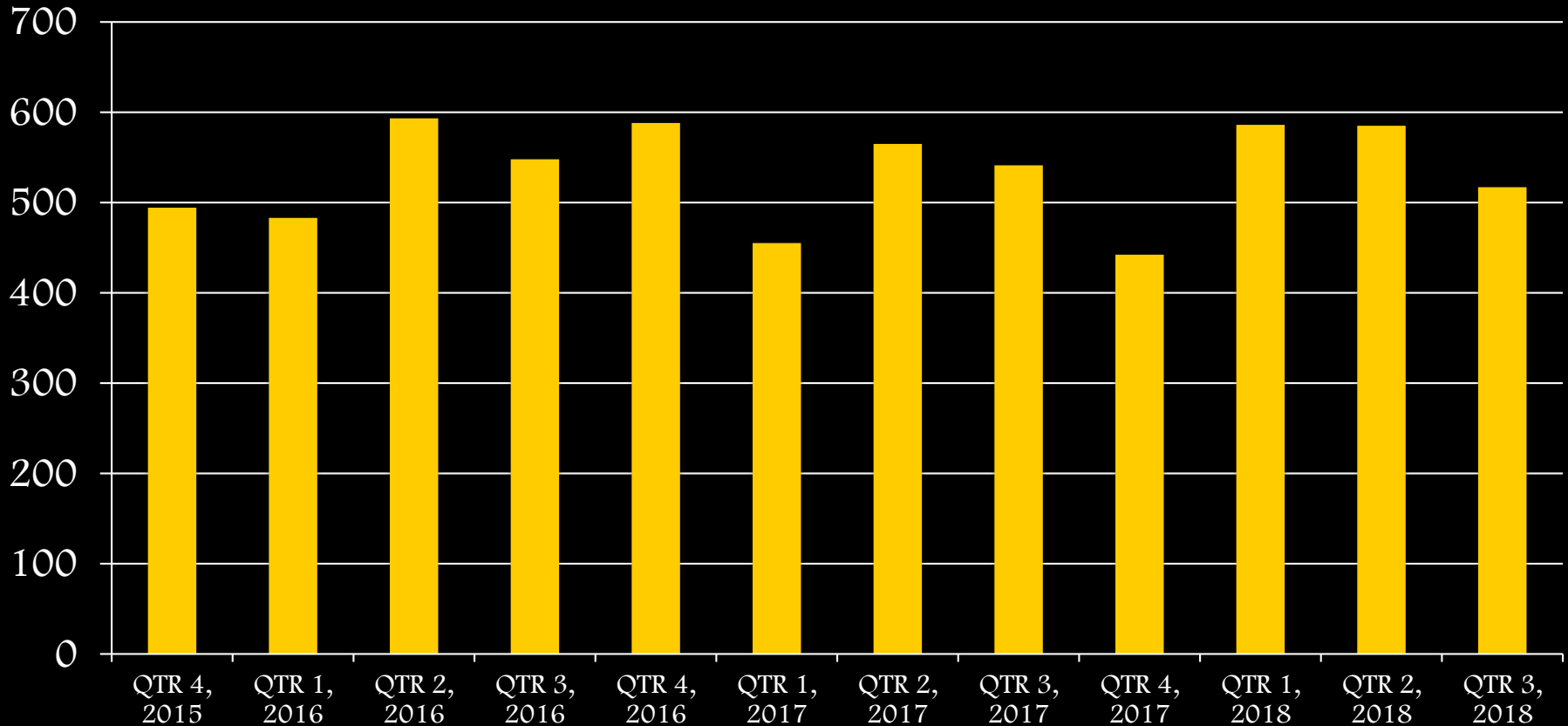


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Lakin, Kansas

# 6,397 New Patient Visits in Past 36 months

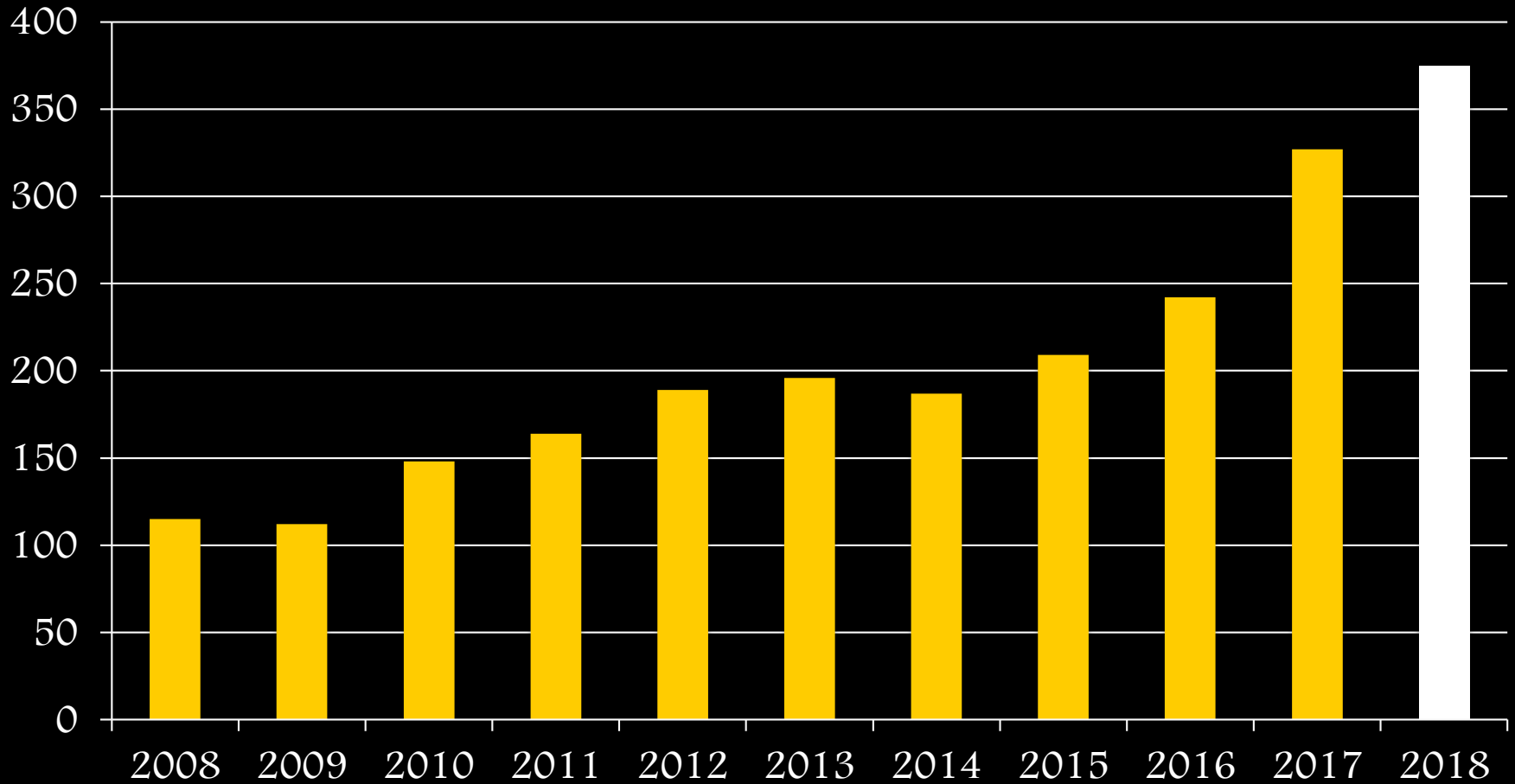


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# Kearny County Hospital

Lakin, Kansas

# A Baby Boom!

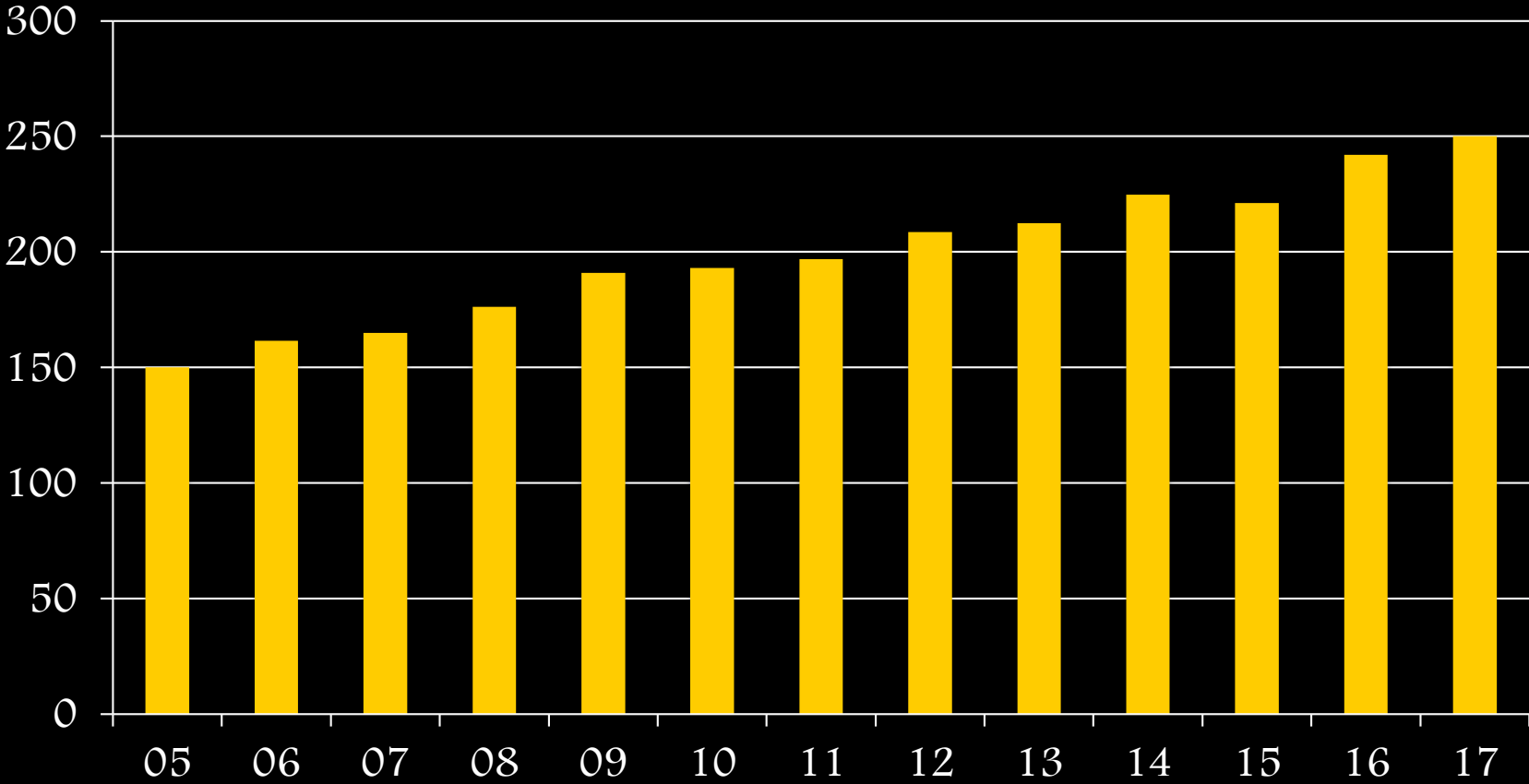


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## Kearny County Hospital

Kearny County Hospital– Lakin, Kansas

# Job Growth (in FTEs)

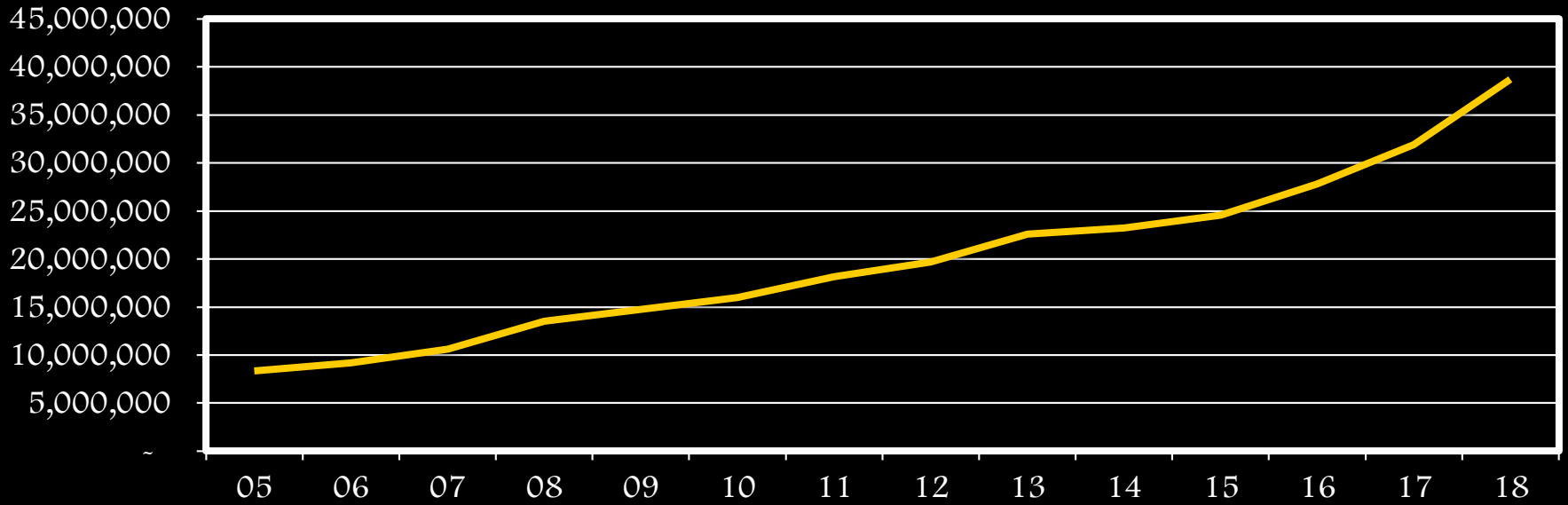


“Enriching the lives of our Families, Friends, and Neighbors”

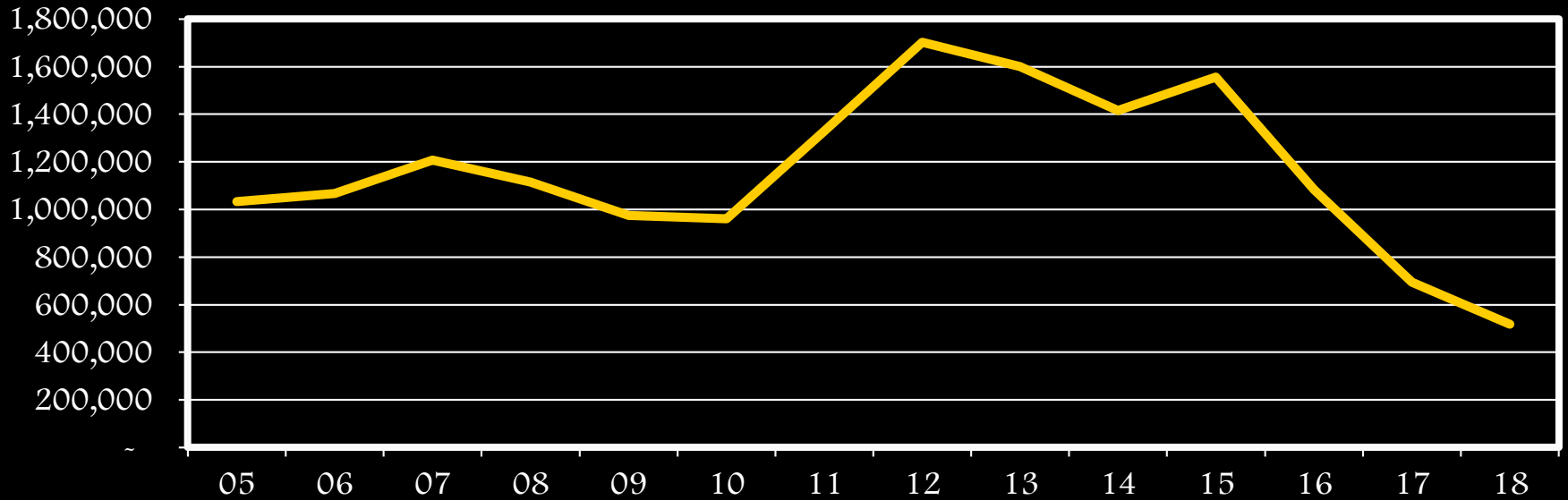
# Kearny County Hospital

Lakin, Kansas

# Gross Revenue

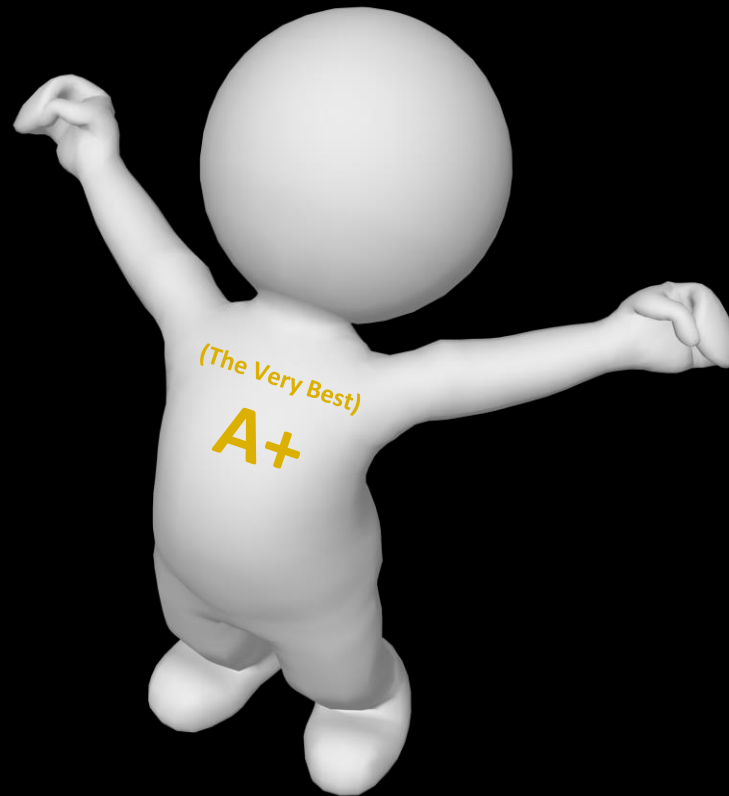


# County Appropriations Revenue





Just When We Thought We Were Really Cool...

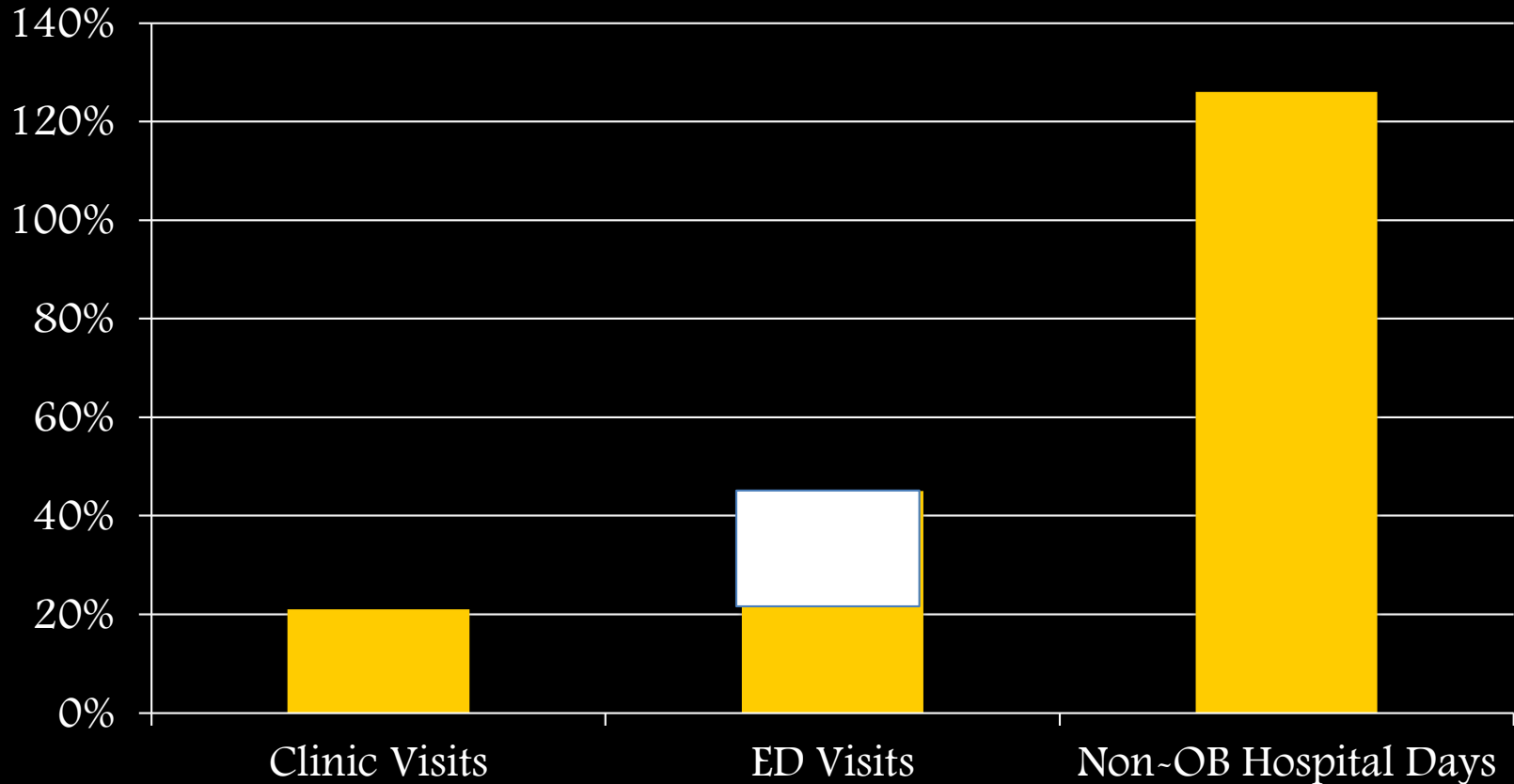


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**Kearny County Hospital**

Lakin, Kansas

...We Realized Our Impact During the Last Decade.  
(2005 – 2015)



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Lakin, Kansas



The University of Texas at Austin  
Dell Medical School



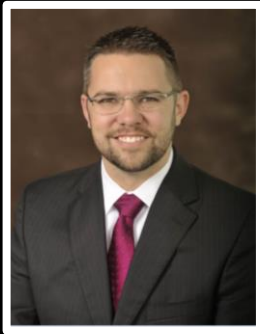
Elizabeth Teisberg, Dell Medical School Faculty Member

“Enriching the lives of our Families, Friends, and Neighbors”

**Kearny County Hospital**

Lakin, Kansas

Well...



“We know our patients by name!”



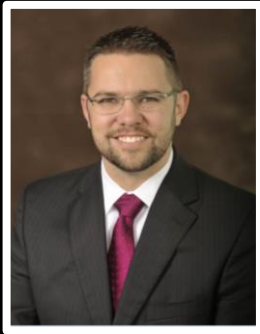
“Knowing your patients’ names doesn’t equal great outcomes. It means you know your patients’ names.”

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**Kearny County Hospital**

Lakin, Kansas

Well...



“People drive up to 120 miles to deliver a baby in our hospital!”



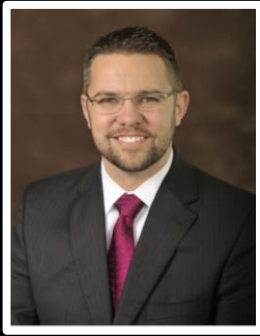
“What are their alternatives?”

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Lakin, Kansas

Well...



“We’re a key access point!”



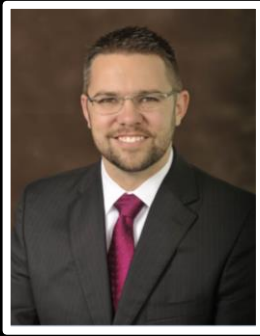
“Access to what?”

“Enriching the lives of our Families, Friends, and Neighbors”

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Lakin, Kansas

Well...



“Access to great care!”



“Can you prove it?”

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Dell Medical School



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Dell Medical School



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Dell Medical School



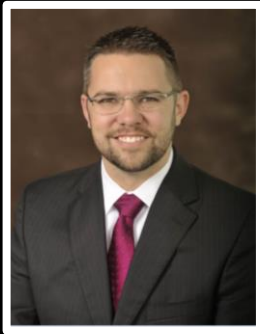
Elizabeth Teisberg, Dell Medical School Faculty Member

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Lakin, Kansas

Well...



“But Elizabeth, we’re pretty good for a small town.”



“What are you saying about small towns?”

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Lakin, Kansas



My Perception of our Care  
Coordination and Overall Outcomes



Reality



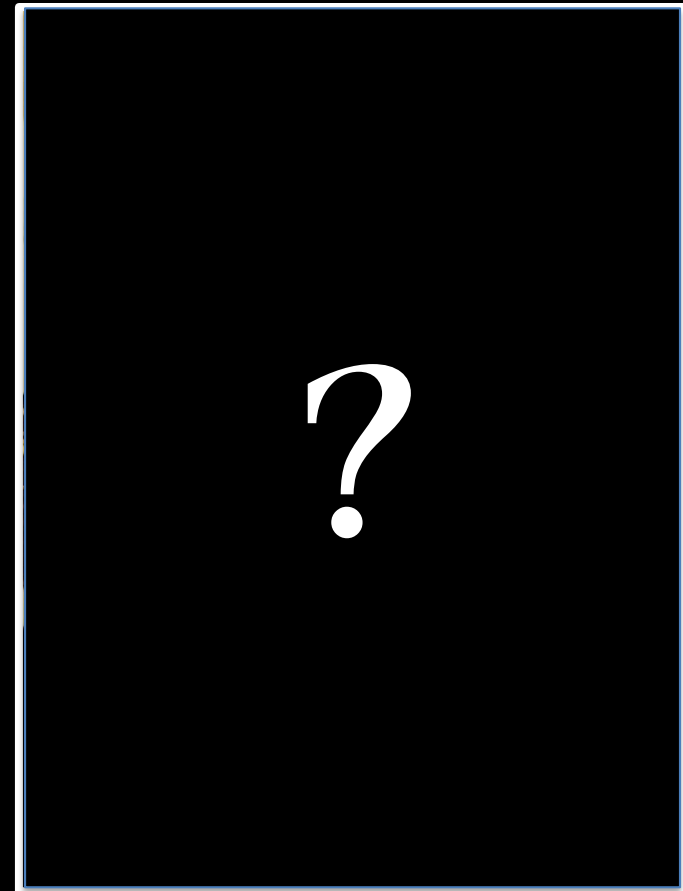
“Enriching the lives of our Families, Friends, and Neighbors”

**Kearny County Hospital**

Kearny County Hospital– Lakin, Kansas

My Perception of our Care  
Coordination and Overall Outcomes

Reality



“Enriching the lives of our Families, Friends, and Neighbors”

**Kearny County Hospital**

Kearny County Hospital– Lakin, Kansas



Judy Johnston M.S., R.D./L.D.  
Research Instructor,  
Preventative Medicine/Public Health  
KU School of Medicine Wichita



## Door to Door County-wide Survey (Community-based participatory research)

What is wellness to you?

What are the barriers to wellness?

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Lakin, Kansas





**K-STATE**  
Research and Extension



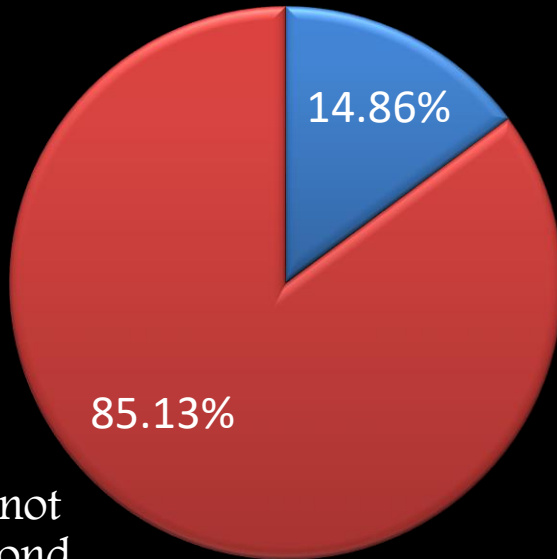
“Enriching the lives of our Families, Friends, and Neighbors”

**Kearny County Hospital**

Lakin, Kansas

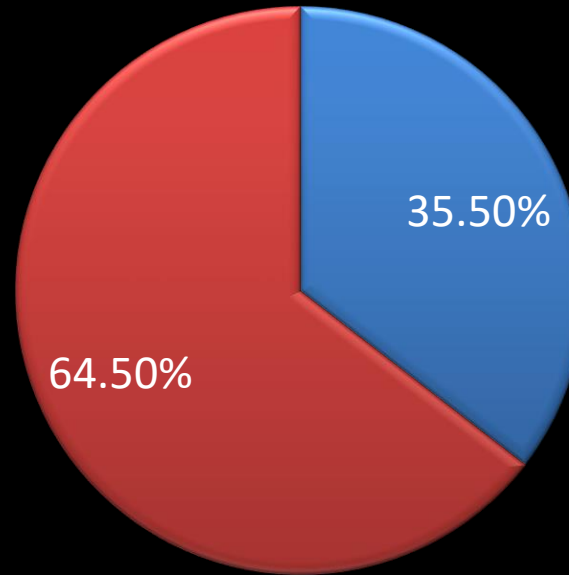
# Completion Rate

If all responses were from  
Lakin and Deerfield



- Did not respond
- Responded

Overall County  
Response Rate



- Did not respond
- Responded

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Lakin, Kansas

We leveraged relationships.

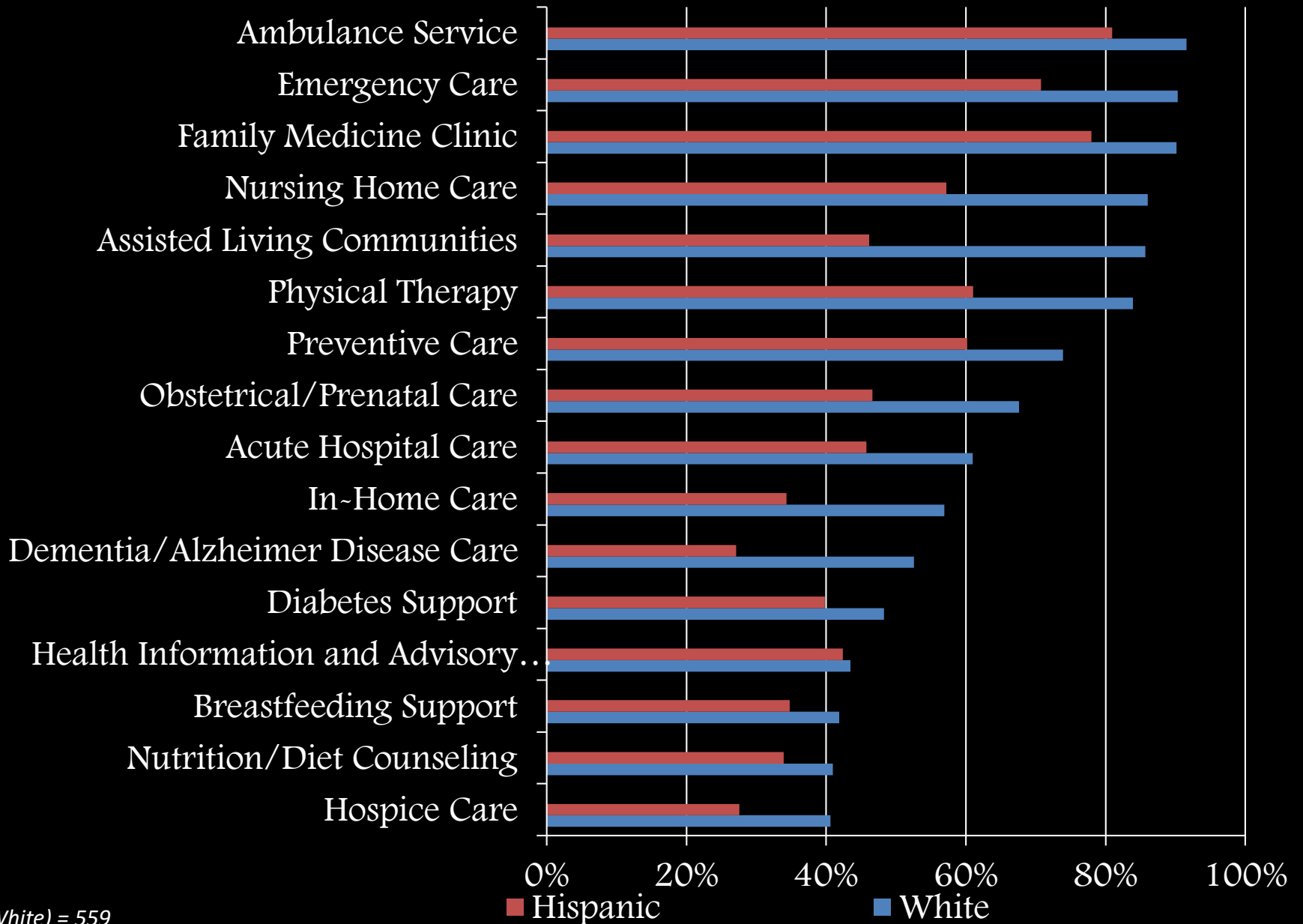


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**Kearny County Hospital**

Lakin, Kansas

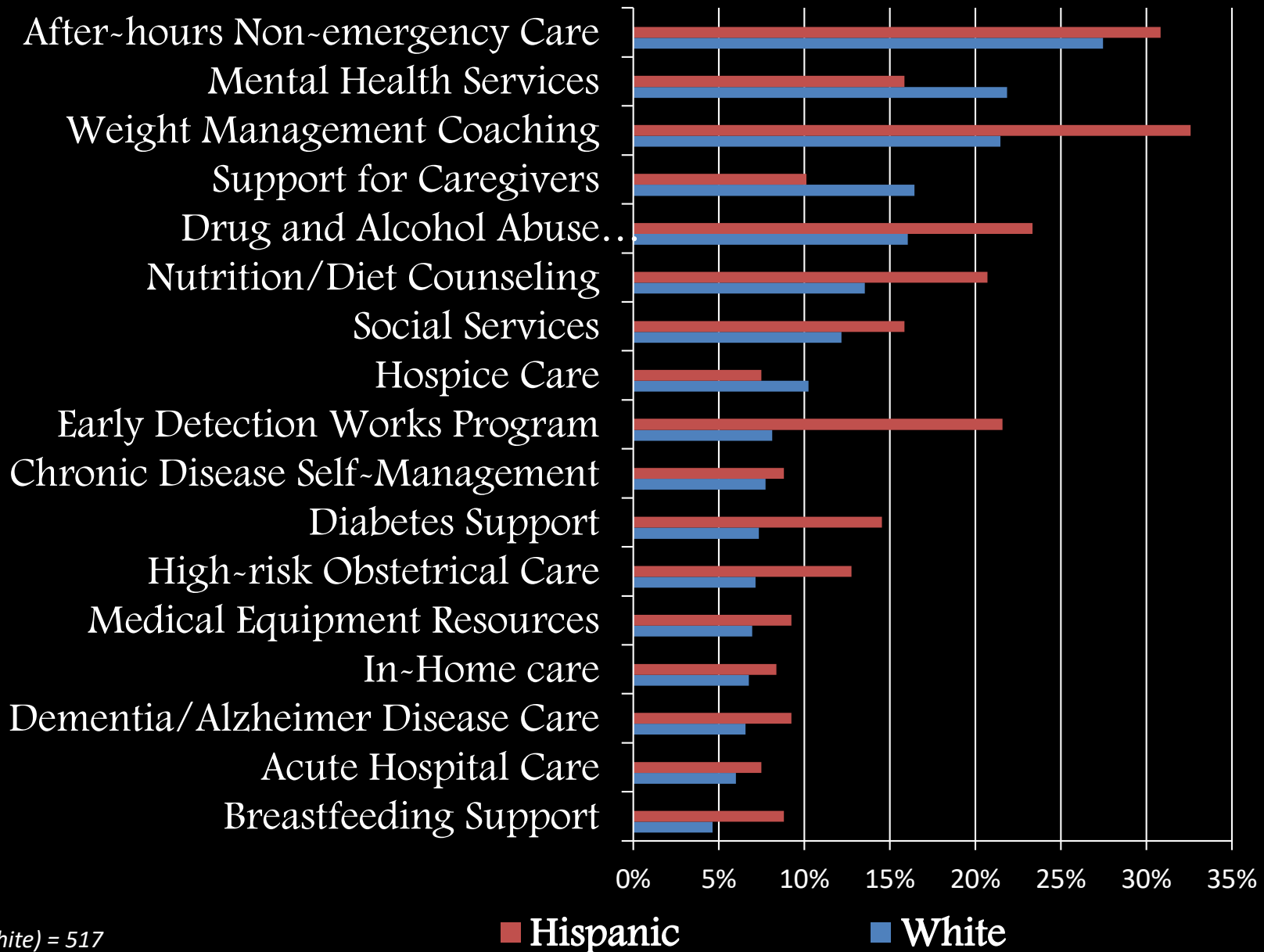
# Which healthcare services do you think/know are available?



N (White) = 559

N (Hispanic) = 236

# Which additional healthcare services would you like to see offered?

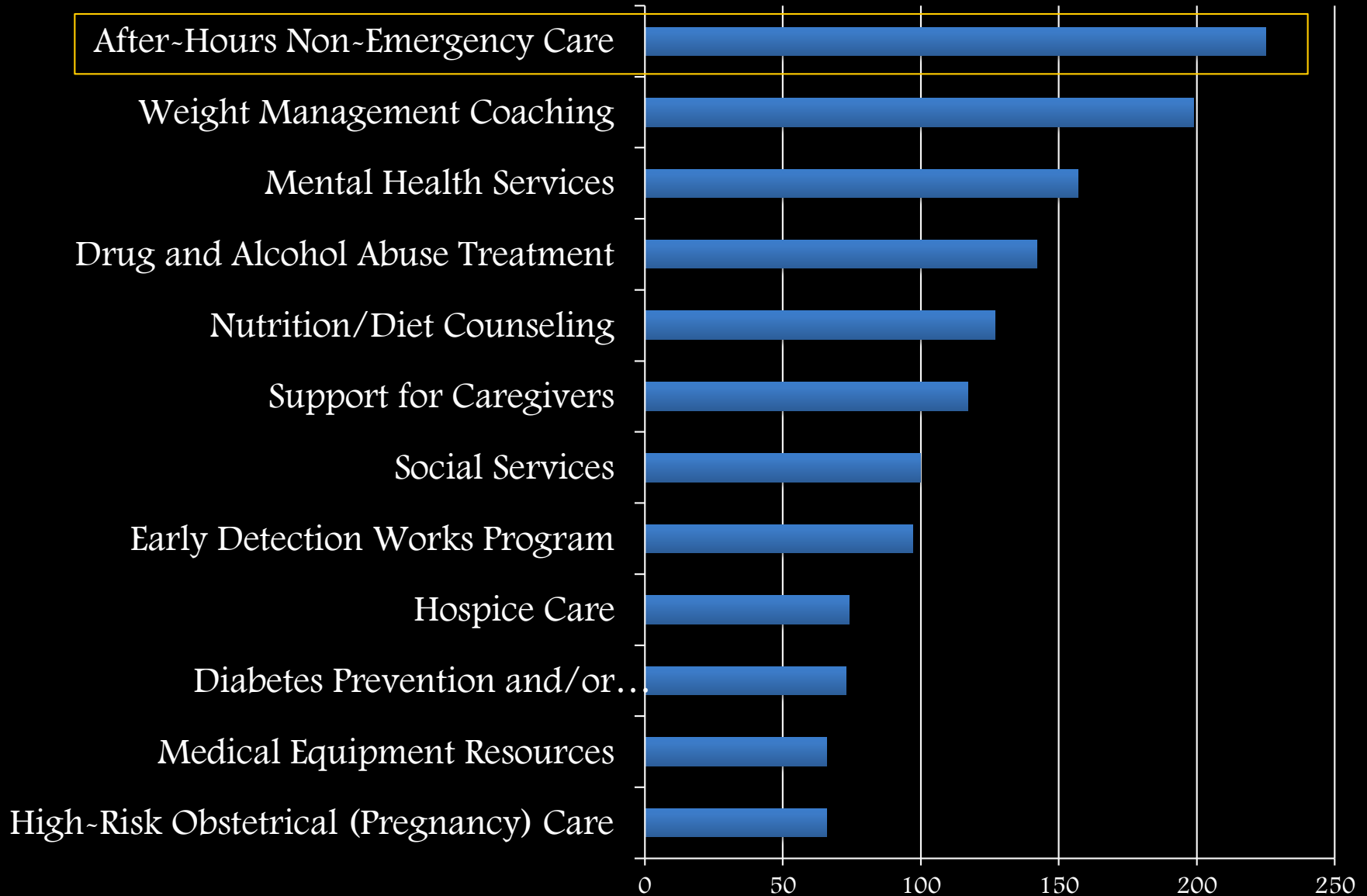


N (White) = 517

N (Hispanic) = 227

# Our Most Important Health Care Priorities

(according to to our community members)





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Lakin, Kansas



# Wisdom from a Rural Entrepreneur and Visionary



“Changing human behavior requires a two-part strategy: making the right thing easier, and the wrong thing more difficult.” ~ Galen Ackerman

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Lakin, Kansas

Start small.

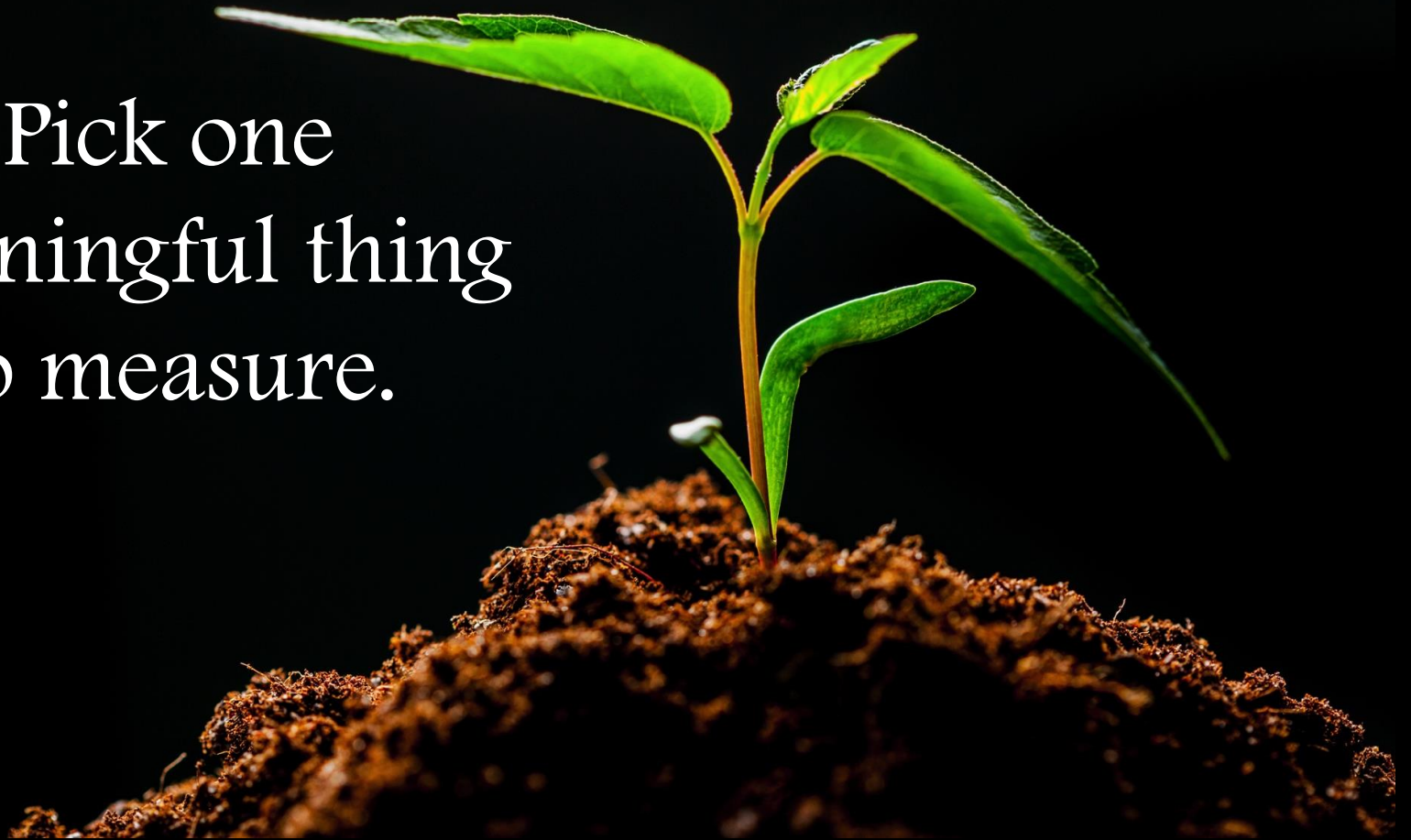


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Lakin, Kansas

Pick one  
meaningful thing  
to measure.



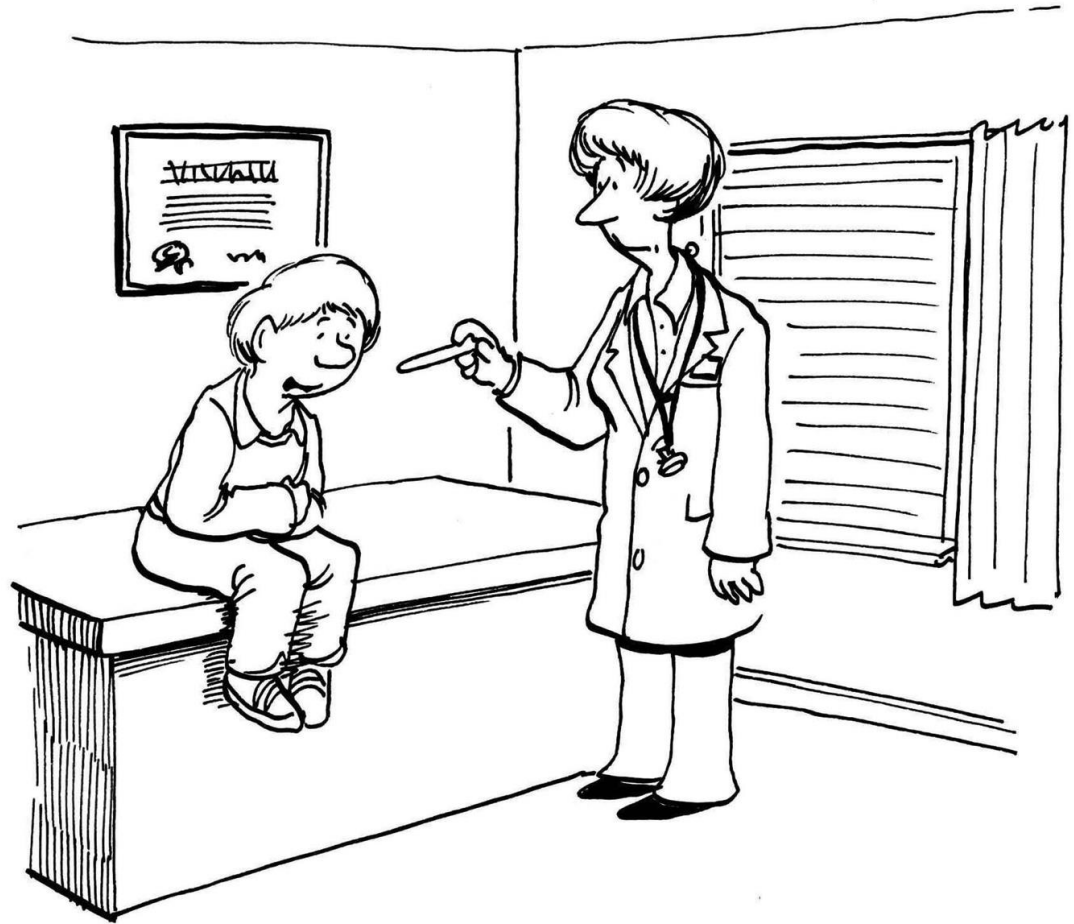
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Lakin, Kansas

What brings you into the Emergency Department tonight?

“All I had was cereal, toast...and about 16 green apples.”



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Determine how to  
measure it.



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# Our Measuring Tool

1	RESUSCITATION
2	EMERGENT
3	URGENT
4	LESS URGENT
5	NON-EMERGENT

**NON-EMERGENT**

Kearny County Hospital

Lakin, Kansas



Set a goal.

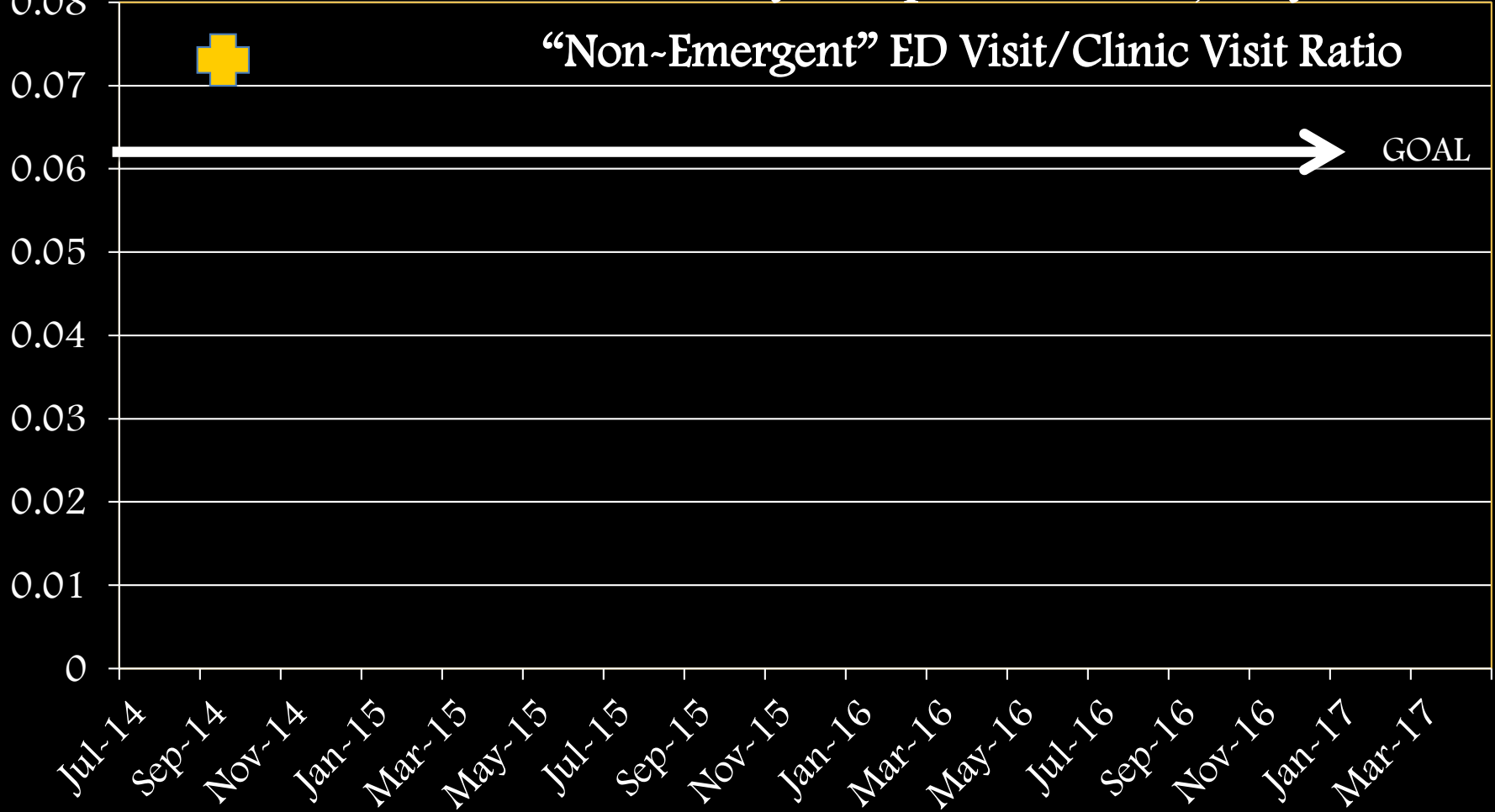


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# Our Goal (works for any hospital/clinic, any size)



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Answer this question...

“We’re not meeting this goal because  
\_\_\_\_\_.”

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We couldn't achieve our measurable goal,  
or even expand clinic hours  
until we found more doctors.

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# Mission-Focused Approach to Physician Recruitment



## Typical Rural Physician Profiles

1. The Local Kid
2. The Foreigner
3. The Troublemaker
4. The Money Doctor
5. The Missionary

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Lakin, Kansas

# Mission-Focused Approach to Physician Recruitment



## Typical Rural Physician Profiles

1. The Local Kid
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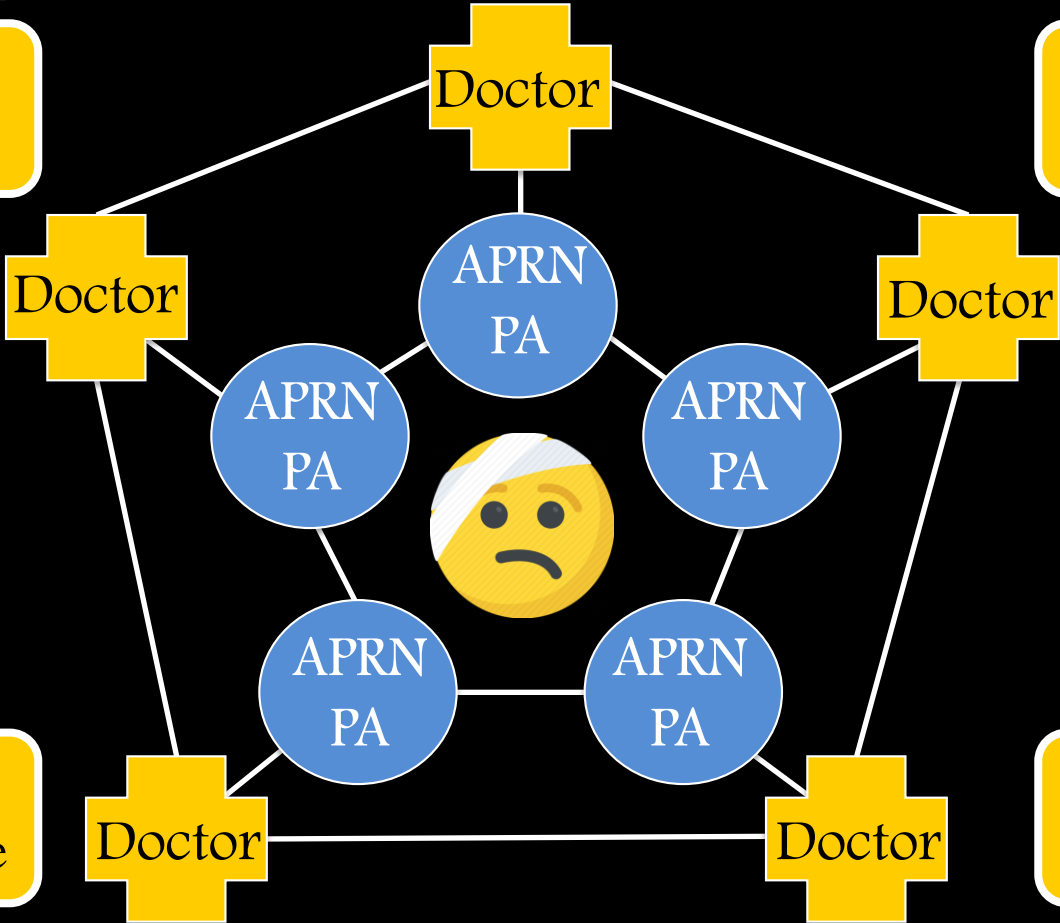
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# WHAT

## A Sustainable Primary Care Model

Standardized Roles

Equitable Call Structure



Mission-Driven Culture

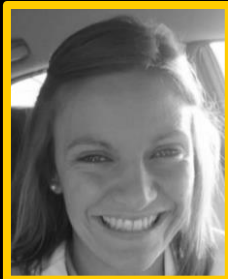
Fair Compensation

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Lakin, Kansas

# Our 2018 Medical Provider Team



Erin Keeley, PA-C



Drew Miller, MD



Arlo Reimer, MD



Julie Munson, DO



Kurt Davis, MD



Tiana Stebens, PA-C



T. Meisel, ARNP



Sedera Sholtz, PA-C



Daniel Linville,  
MD



D. Shearmire, PA-C



Emily Hatcher, ARNP



Ellen Abell, MD



Lane Olson, MD



Jill Linville, MD

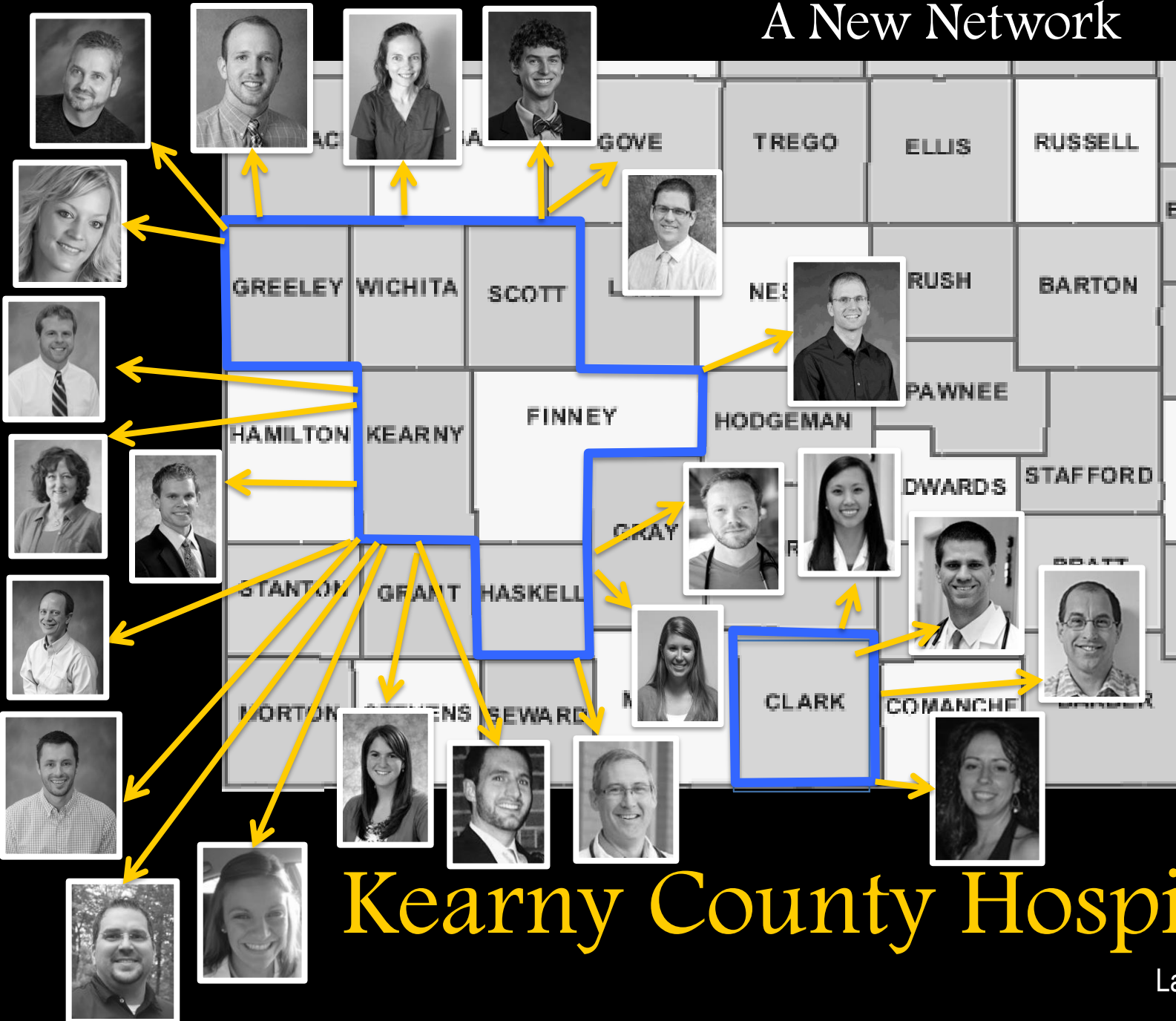
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# A New Network



# Kearny County Hospital

Lakin, Kansas



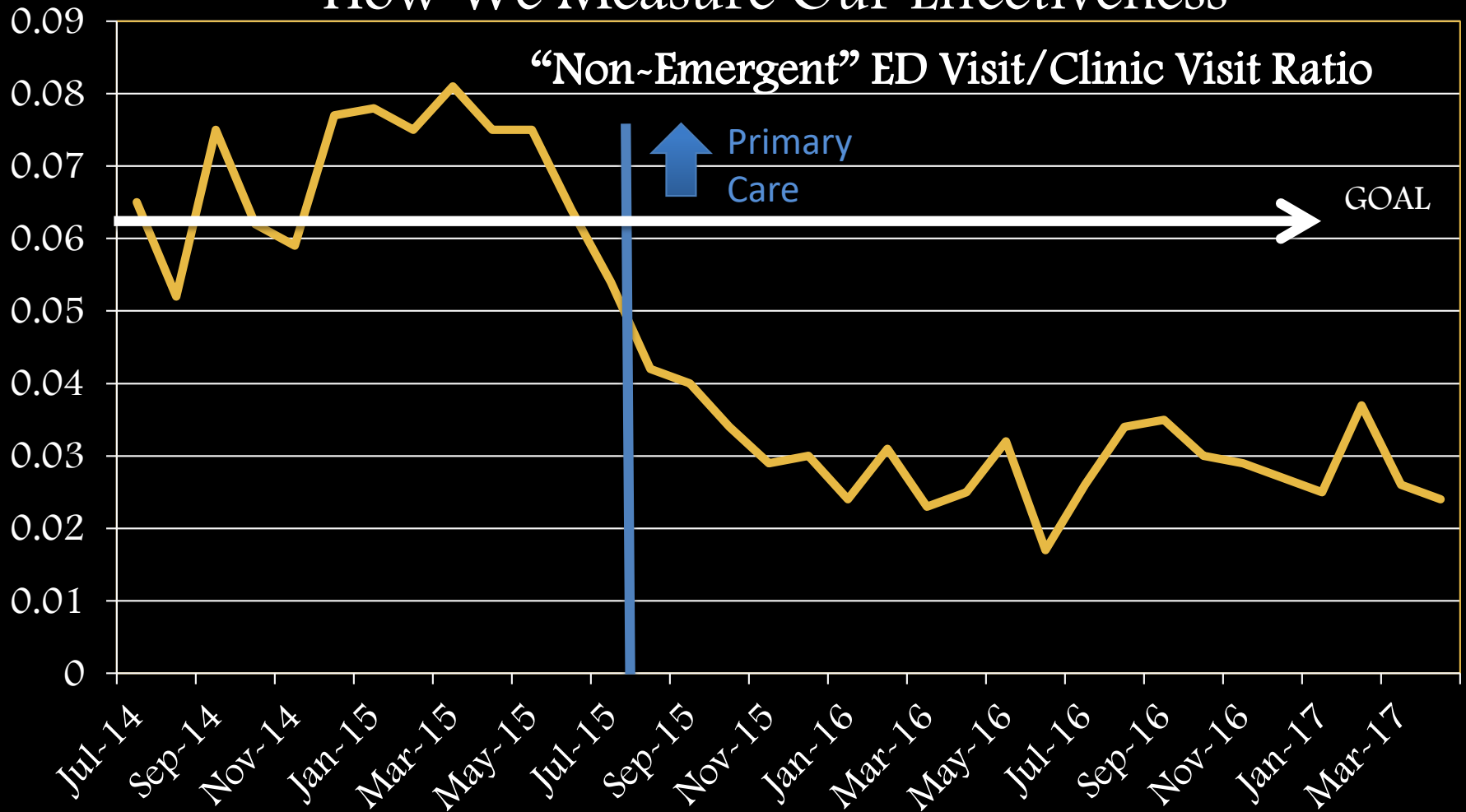
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# How We Measure Our Effectiveness

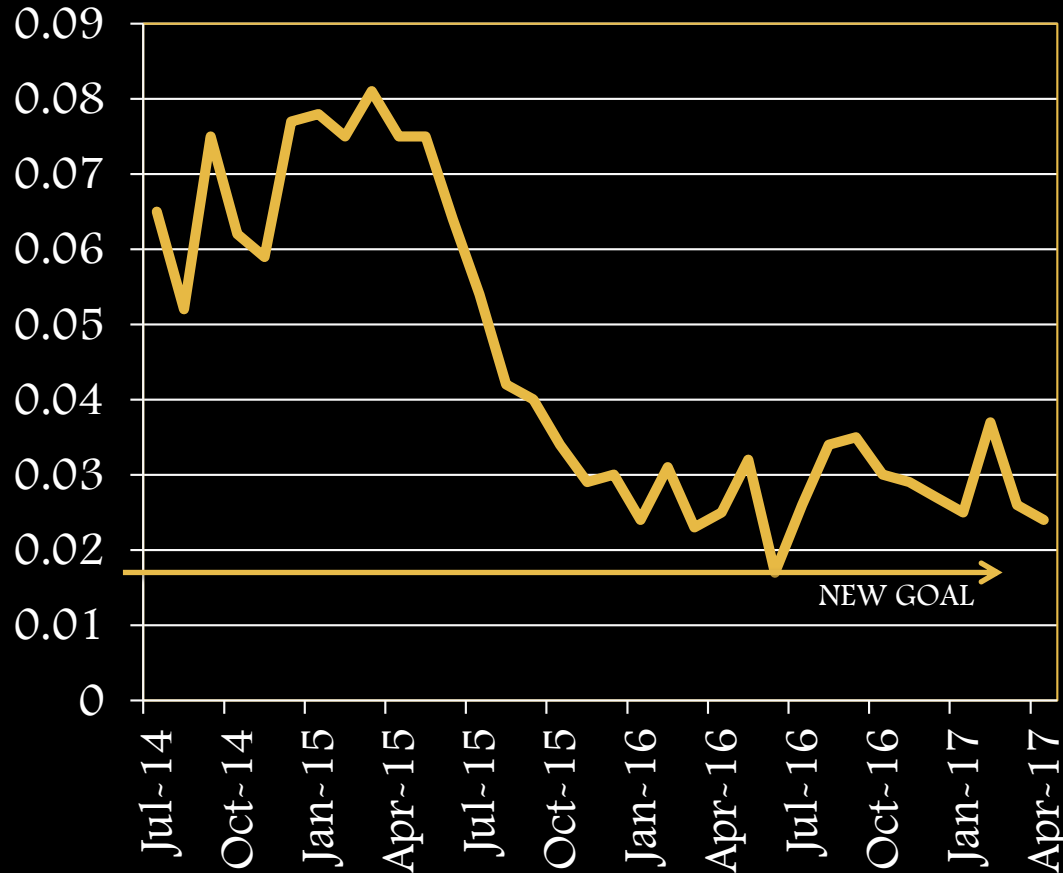


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# New, Last Month...A New Goal and Extended Clinic Hours



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Consider outcomes are you already  
measuring in your practices or systems.

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Now divide that data by race.

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Then, ask “Am I okay with these  
disparities?”

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# Improving Health Equity: Some Practical Steps Within the Health System

Check the facts about the adequacy of primary health care capacity in service areas.

Critique proposed models of healthcare delivery in disadvantaged communities by asking whether we would settle for them if they were options being planned for us or our families.

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## Kearny County Hospital

Lakin, Kansas

# Improving Health Equity: Some Practical Steps Within the Health System

Examine the membership and embedded power relationships of every committee we are asked to join. If it is about migrant health, is it chaired by a migrant person? If it about rural health, what are the zip codes of everyone around the table?

Ask if another epidemiological project or descriptive report is really necessary. Do we already know enough? Can we already track improvements were they to occur?

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Lakin, Kansas



# Improving Health Equity: Some Practical Steps Within the Health System

Interrogate the role of applied research: should we ever randomize the disadvantaged to interventions already accessible to the affluent?

Insist on a timeline for a change in health outcomes at a population level for a community we care about. Specify the target difference, propose a timeline, be willing to be held to account, and set an example by working diligently to target in daily practice.

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# Improving Health Equity: Some Practical Steps Beyond the Health System

Learn something specific about socioeconomic conditions:

Indigenous history of the neighborhood

Number of babies born into poverty

Presence of affordable/livable housing

Availability of sidewalks, parks, and walking paths

Rules for unemployment and disability payment schemes

Socioeconomic indexes by zip code

Develop a personal position on a minimum wage policy

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# Improving Health Equity: Some Practical Steps Beyond the Health System

Examine the presence of government, faith community efforts, and other social services in areas with high unemployment

Trace the money flow in every allocation of public resources. How are the marginalized affected?

Challenge every social idea. Is this the best we can do?

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Elizabeth Teisberg, Dell Medical School Faculty Member

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But...but...but...we're still fighting perverse incentives.



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Lakin, Kansas



# Addressing macro problems begins with micro solutions.

Find a temporary way to fund the right thing (grants, philanthropy, etc.)

Measure outcomes and costs (overall cost per patient) related to that intervention.

If successful, share the stories and data with the people who hold the purse strings.

Repeat.

“Enriching the lives of our Families, Friends, and Neighbors”

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Lakin, Kansas



WHAT

OUTCOME NEEDS IMPROVEMENT?

WHO

ARE THE STAKEHOLDERS?

WHERE

ARE OPPORTUNITIES TO SHARE?

WHY

ISN'T IT ALREADY HAPPENING?

HOW

DO WE MEASURE ITS SUCCESS?

WHEN

DO WE EXPECT TO SEE PROGRESS?

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Lakin, Kansas

# A Story of a Father.



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## Kearny County Hospital

Lakin, Kansas

# Closing Thoughts

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CEO, Kearny County Hospital  
[banderson@kearnycountyhospital.com](mailto:banderson@kearnycountyhospital.com)

Jordan Millhollin  
Student, Baylor University  
[Jordan\\_millhollin@baylor.edu](mailto:Jordan_millhollin@baylor.edu)

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