

Sentara Healthcare

Journey to Top System Performance

Howard P. Kern, FACHE

President & CEO

Sentara Healthcare

Overview

- I. Organizational Overview
- II. Guiding Principles
- III. 5 Keys to Success
- IV. Performance Improvement



Sentara Healthcare

130 Year Not-for-Profit Mission

3 States Served

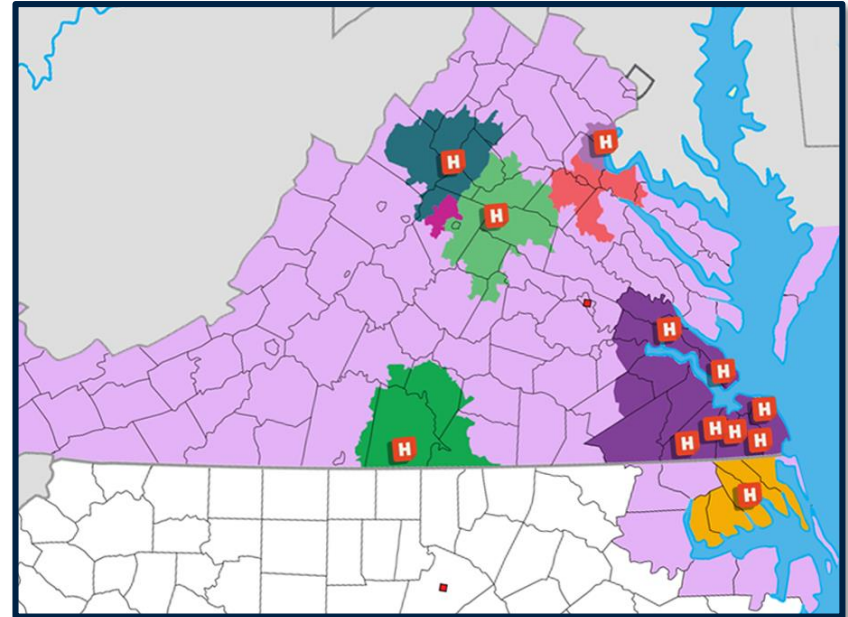
4 Medical Groups

1,000+ Affiliated Physicians

12 Hospitals

500,000 Member Health Plan

500+ Sites of Care



In 2013...

We were falling behind



If we are not improving at a rate equal to or better than our peers, we are getting worse.

Our patients deserved more.

..due to:



Fragmented Implementation

..due to:



Siloed Organization Structure

..due to:



Focusing on Too Many Things

Guiding Principles

Est. 2013

We will **reduce variation** in our clinical and operational processes by consistently implementing best practices

Sentara's **patient experience** is fundamental

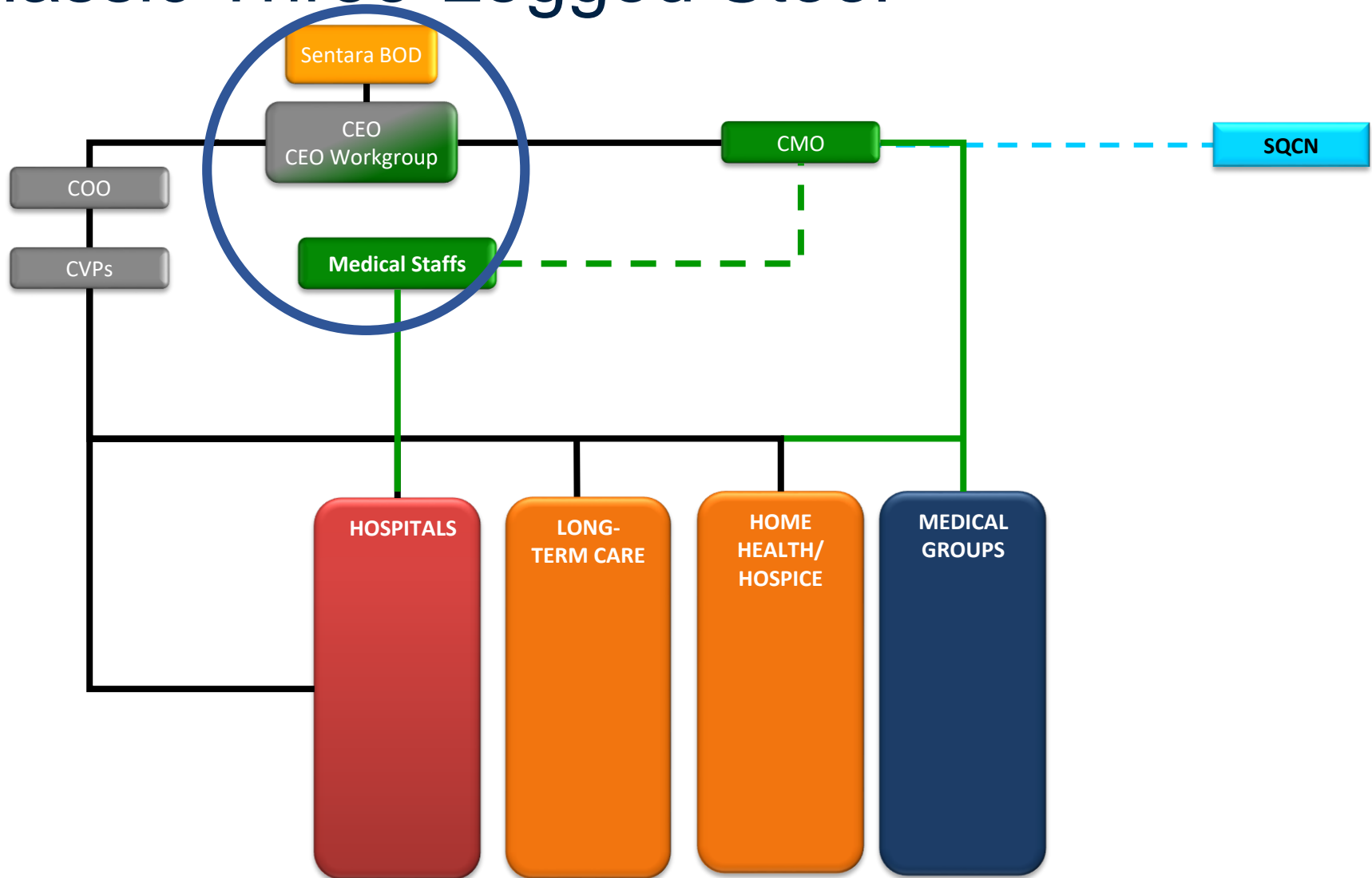
We will embed changes across the **entire continuum of care in all regions**

Enhancing **Sentara culture** and **decision-making** tools will be key

High Performance Design Structure

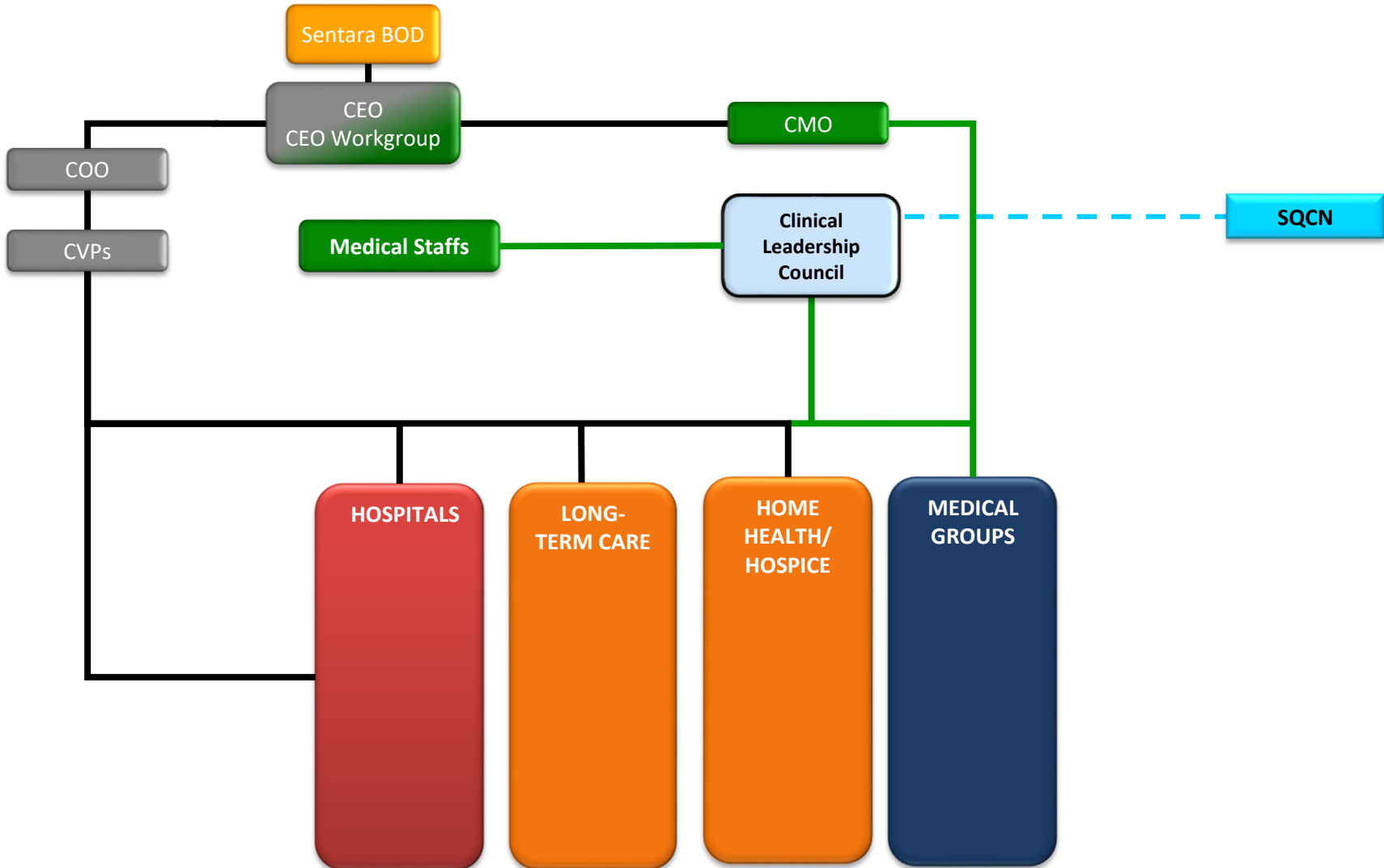
High Performance Design Structure

Classic Three-Legged Stool



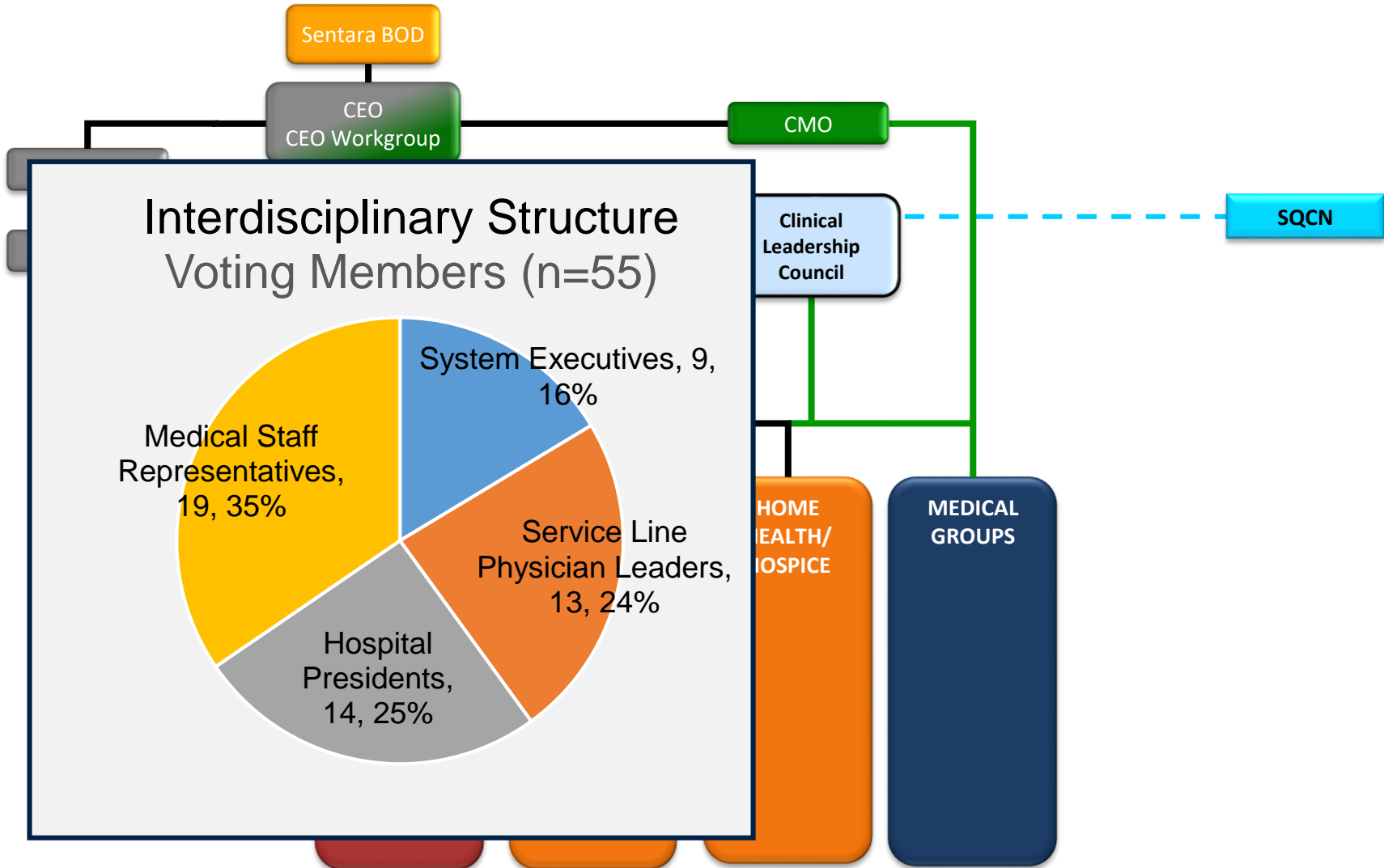
High Performance Design Structure

Clinical Leadership Council



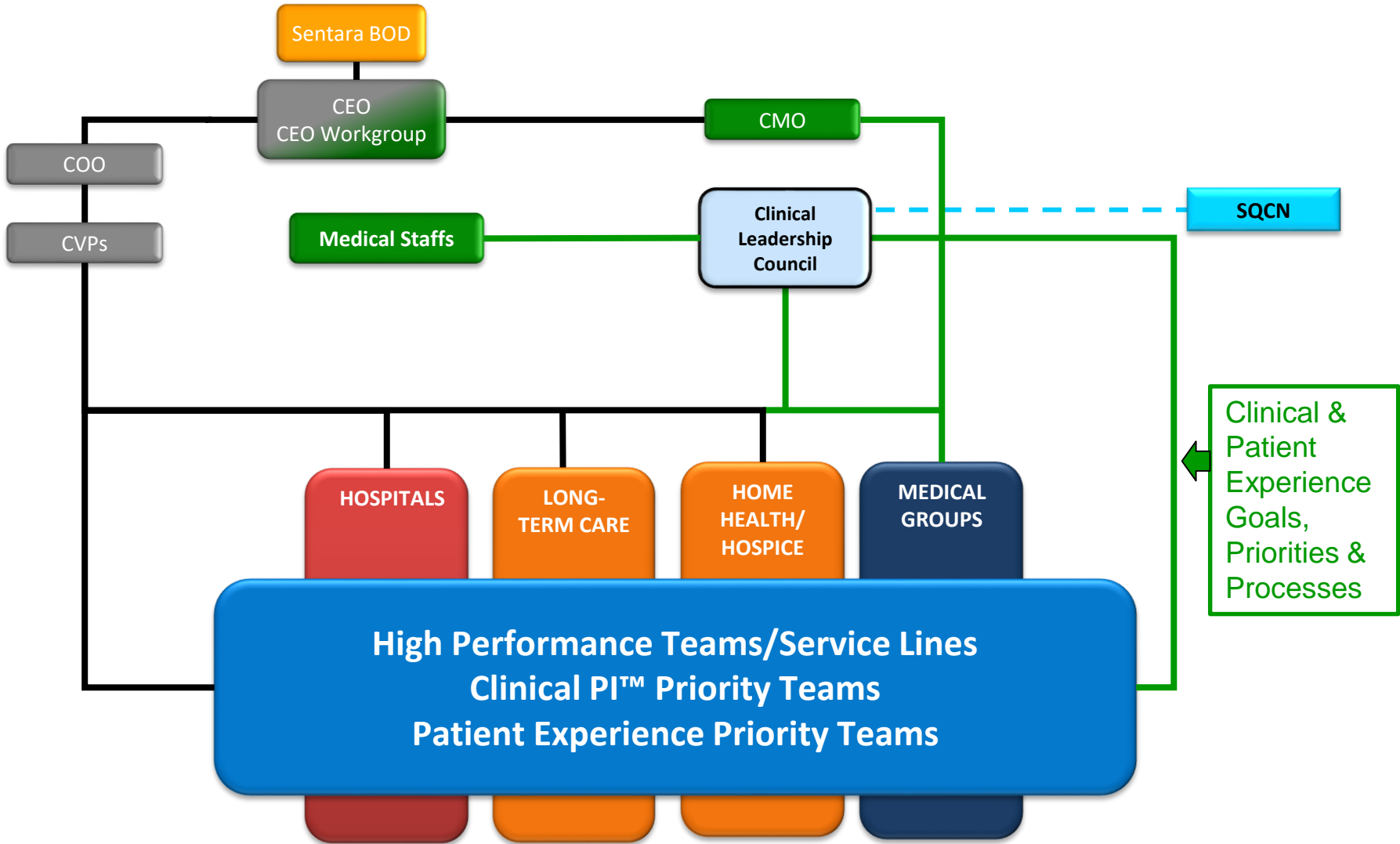
High Performance Design Structure

Clinical Leadership Council



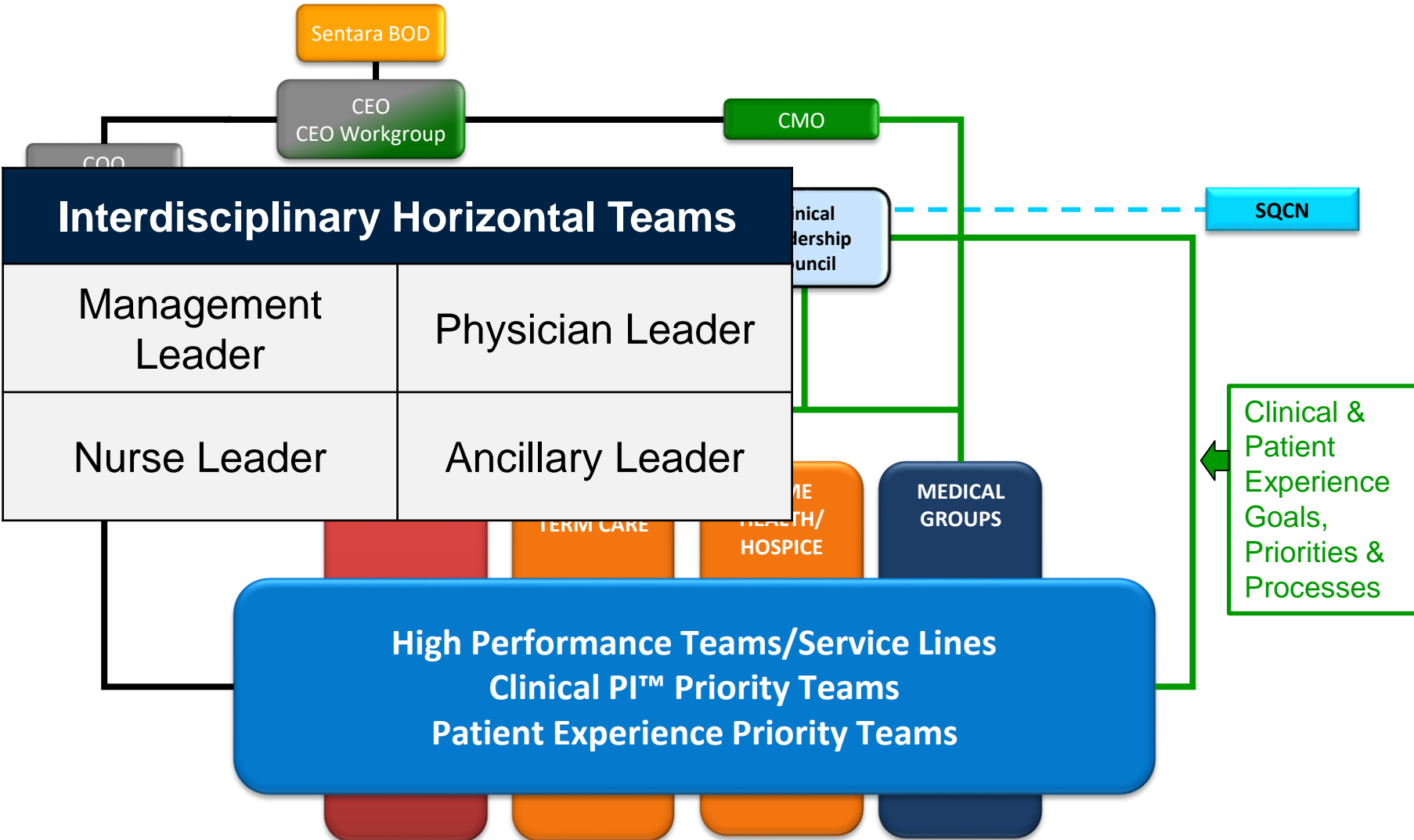
High Performance Design Structure

Interdisciplinary Horizontal Teams



High Performance Design Structure

Interdisciplinary Horizontal Teams

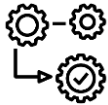


Keys to Success

5 Keys to Success



1. Performance excellence



2. Accountability for results



3. Leadership execution & alignment



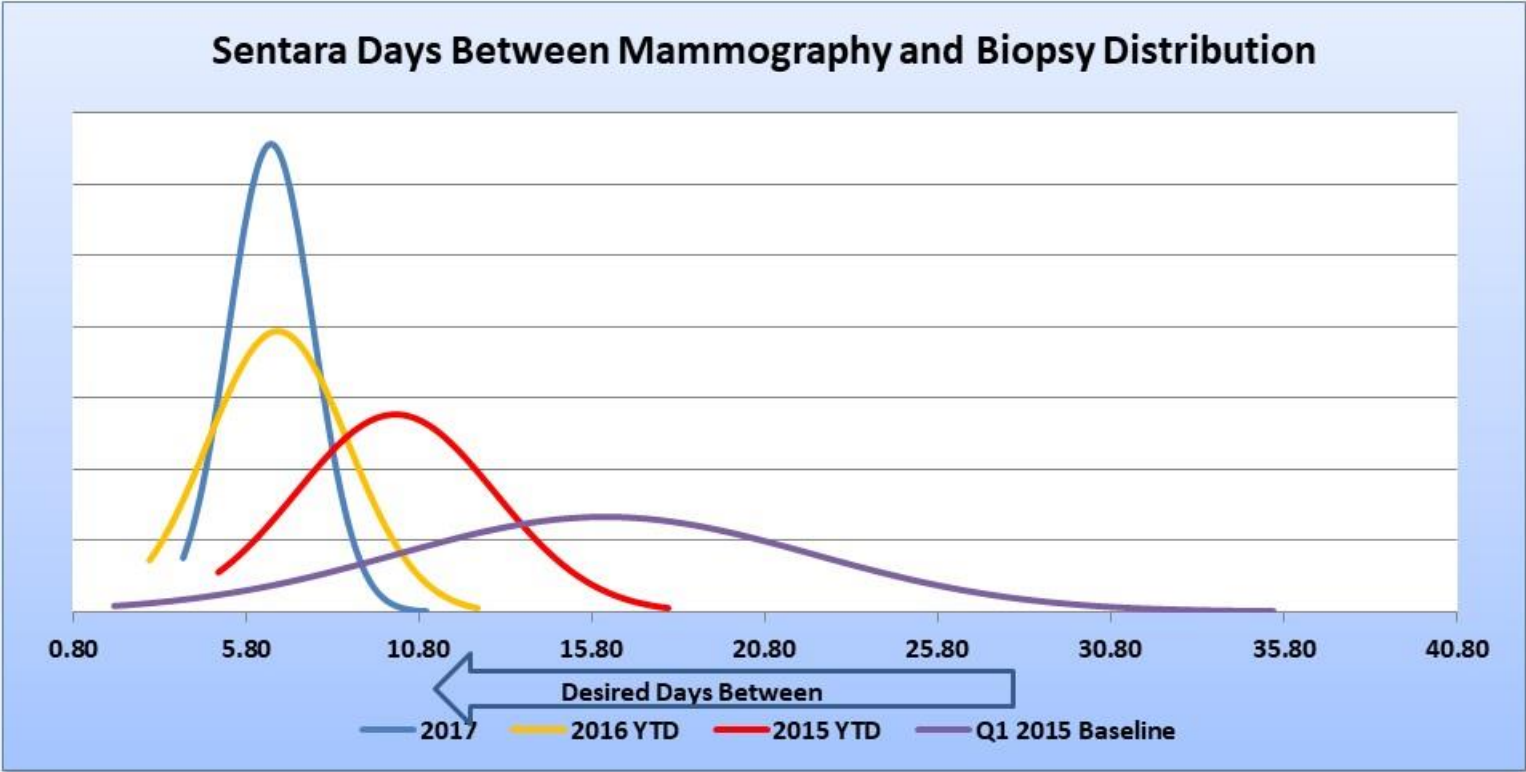
4. Learning enabled across the organization



5. Values-driven affiliations

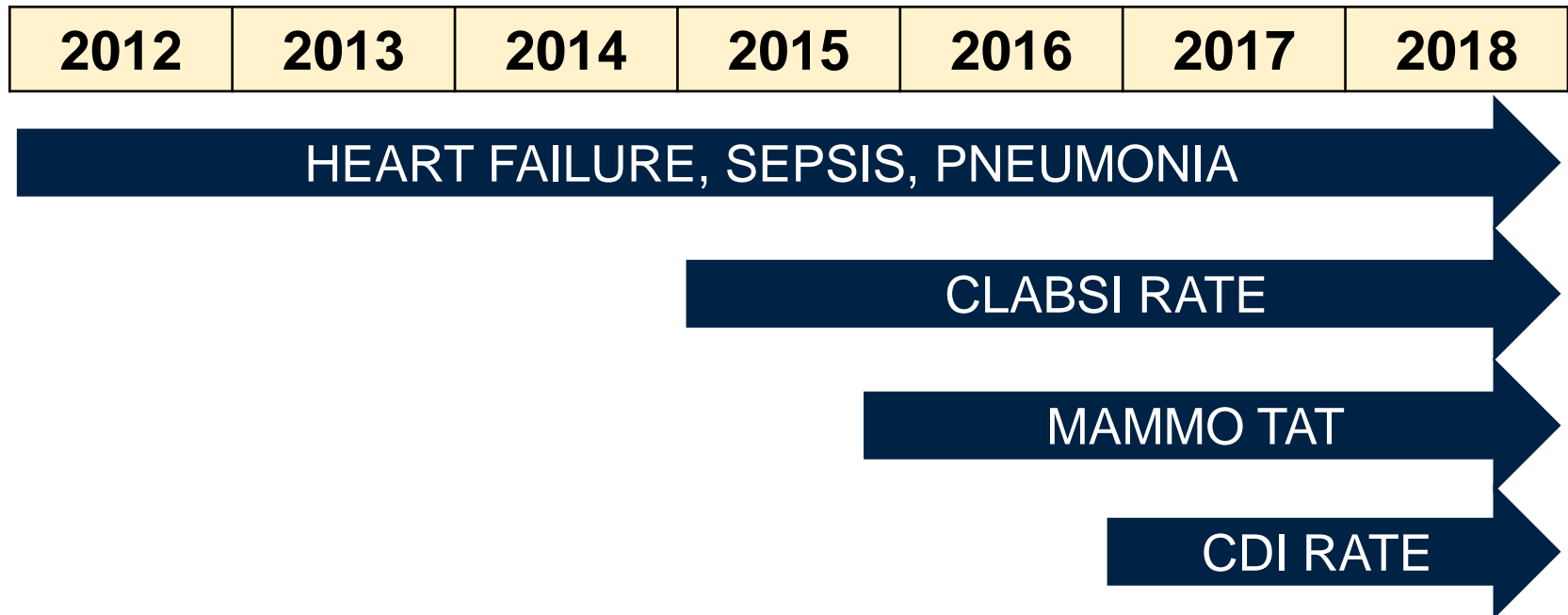
1. Performance Excellence | Reducing Variation

Focus on reducing unnecessary variation



2. Accountability for Results | Sustaining Improvement

Monitoring for **sustained improvement.**



3. Leadership Execution | Horizontal Leadership

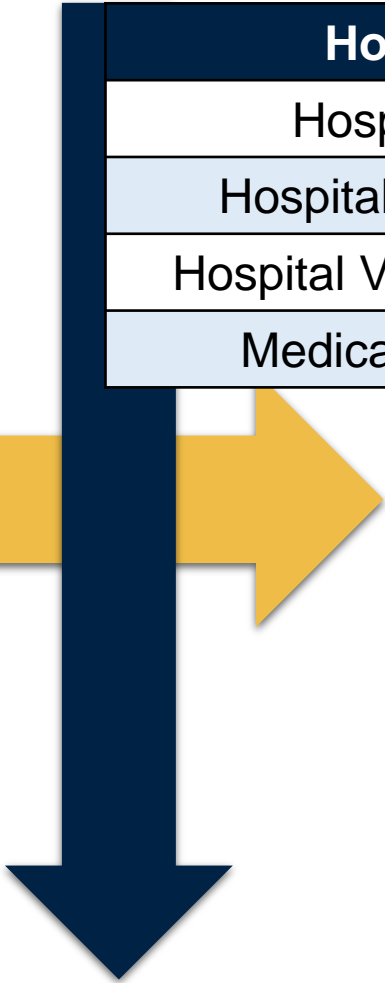
Effective execution of best practices by interdisciplinary teams

Vertical Leadership

Hospital Team
Hospital President
Hospital Nurse Executive
Hospital VP of Medical Affairs
Medical Staff President

Horizontal Leadership

High Performance Team
Management Leader (Hospital President)
Nurse Leader (VP of Nursing)
Physician Leader
Ancillary Leader



3. Leadership Execution | System Prioritization

Identified Opportunities

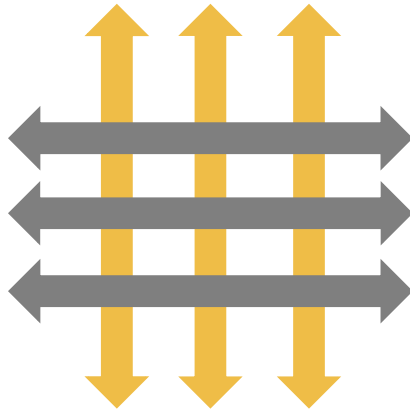


2018 Clinical Performance Priorities

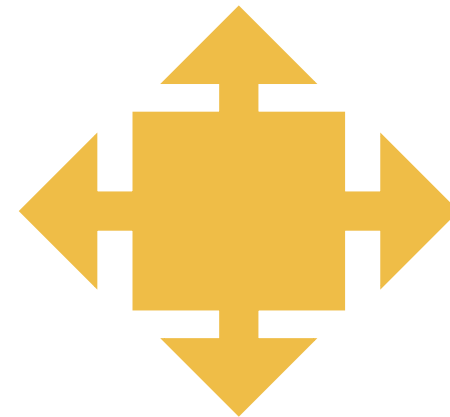
Readmissions	30-Day Inpatient Mortality
Appointment Availability	ED Flow: Treat and Release
Hospital Flow: Treat and Admit	Order Cycle Time

4. Learning Enabled Across the Organization

Reinforcement of a culture that supports performance excellence and learning.

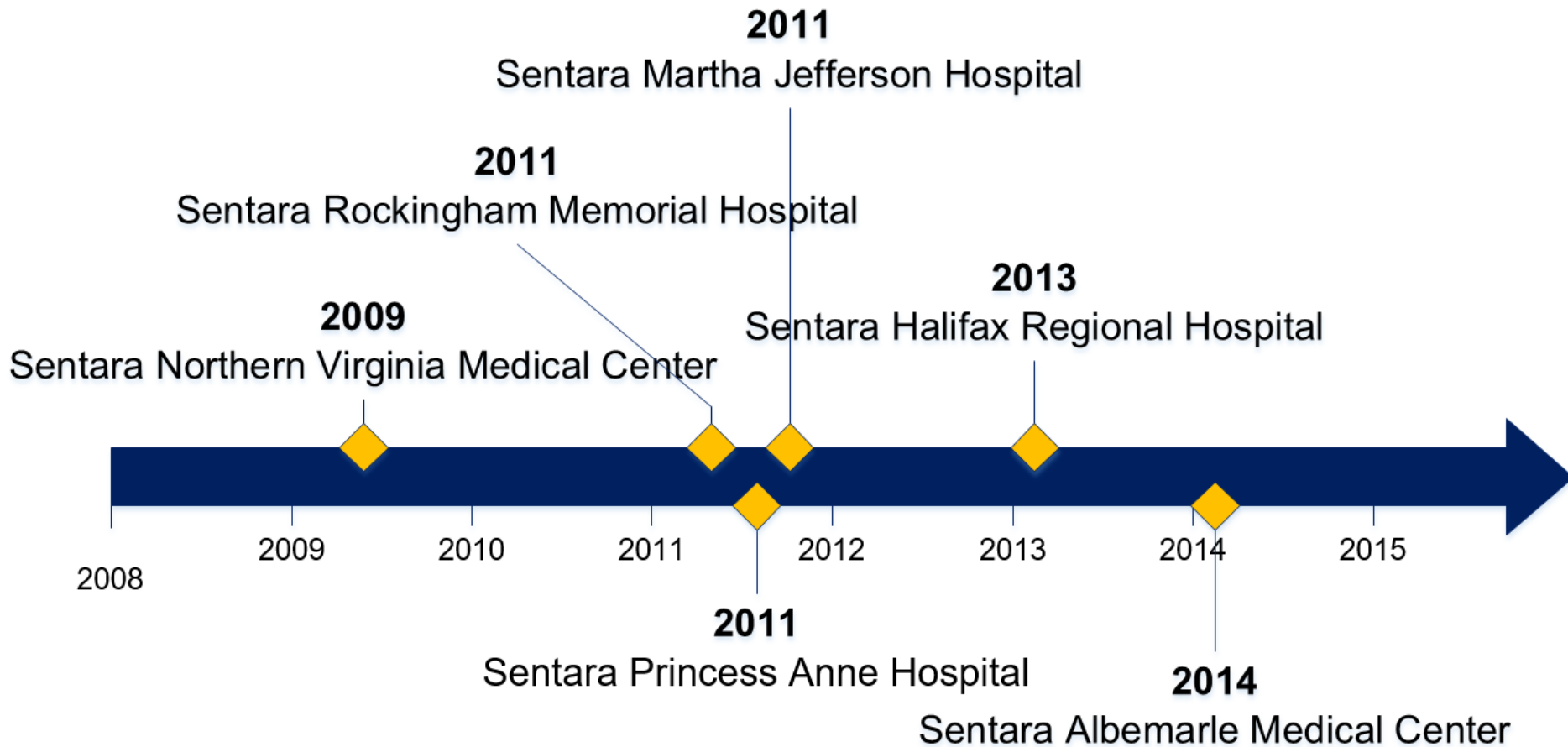


Aligned and working
toward the same results



Commitment to both
learning and sharing
best practices

5. Values-driven Affiliations



Performance Improvement

Performance Improvement

2011

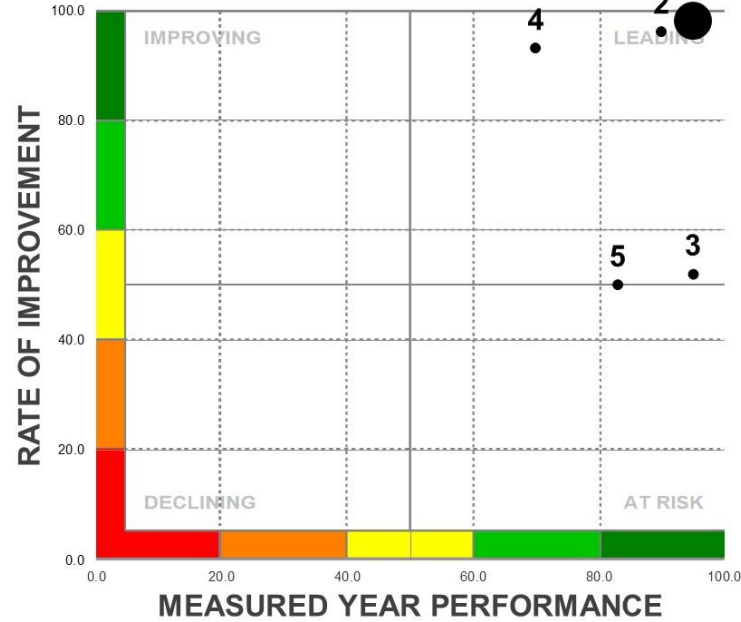


2016

Performance and Improvement Matrix
Sentara 2011

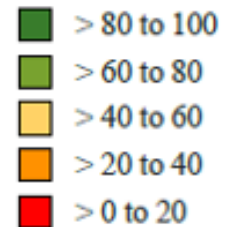


Performance and Improvement Matrix
Sentara 2016



Data Points

- 1 Overall
- 2 Inpatient Mortality
- 3 Complications
- 4 ALOS
- 5 HCAHPS



Profiled Health System

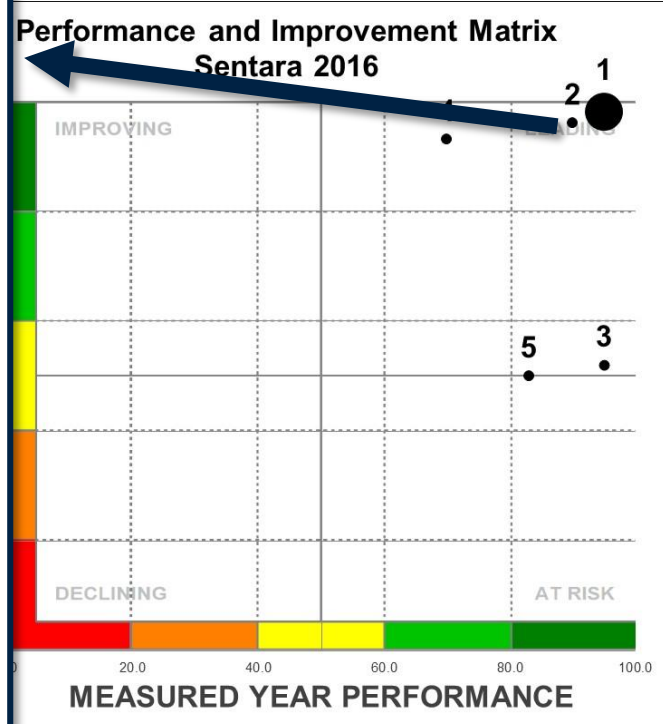
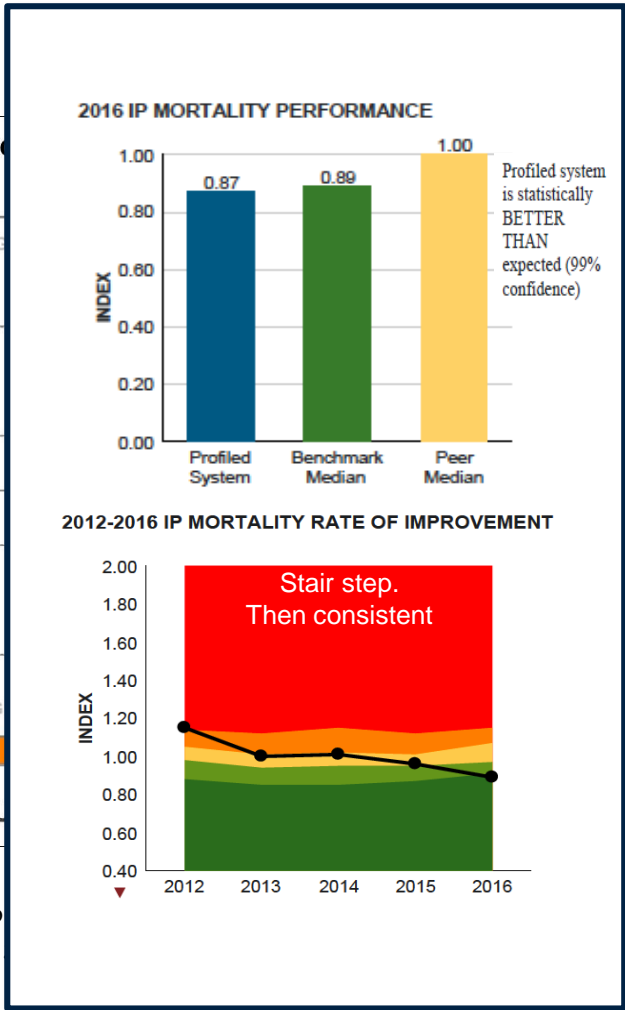
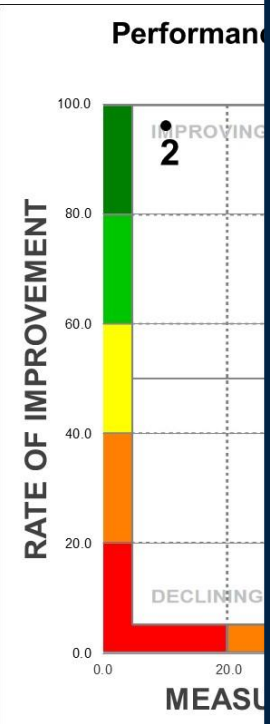
2011 Comparison group n=100
2007-2011 Comparison group: n=100

Profiled Health System

2016 Comparison group n=113
2012-2016 Comparison group: n=112

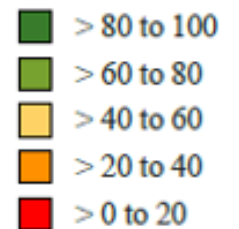
Performance Improvement

2016



Data Points

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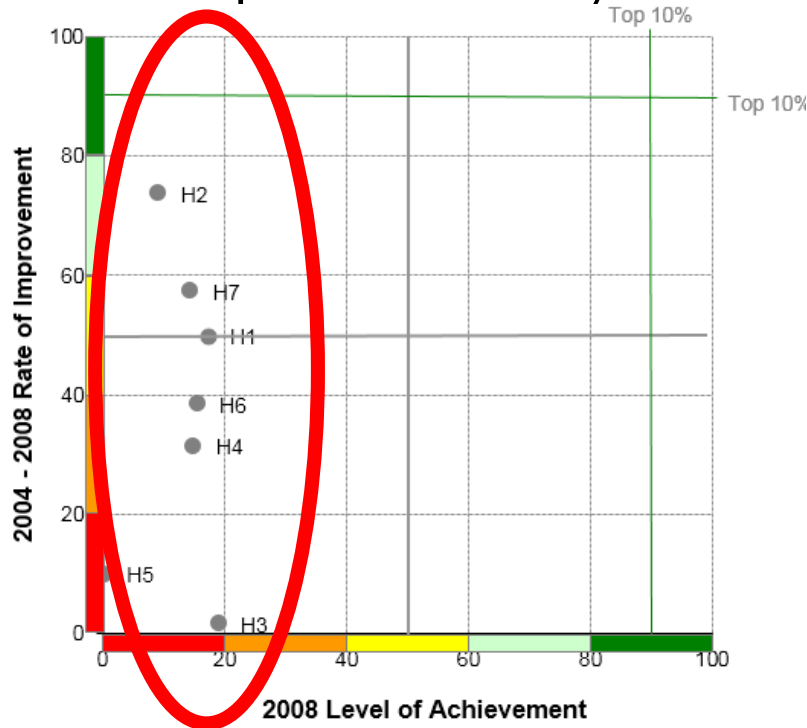
Profiled Health System
 2011 Comparison group
 2007-2011 Comparison

Health System
 Comparison group n=113
 16 Comparison group: n=112

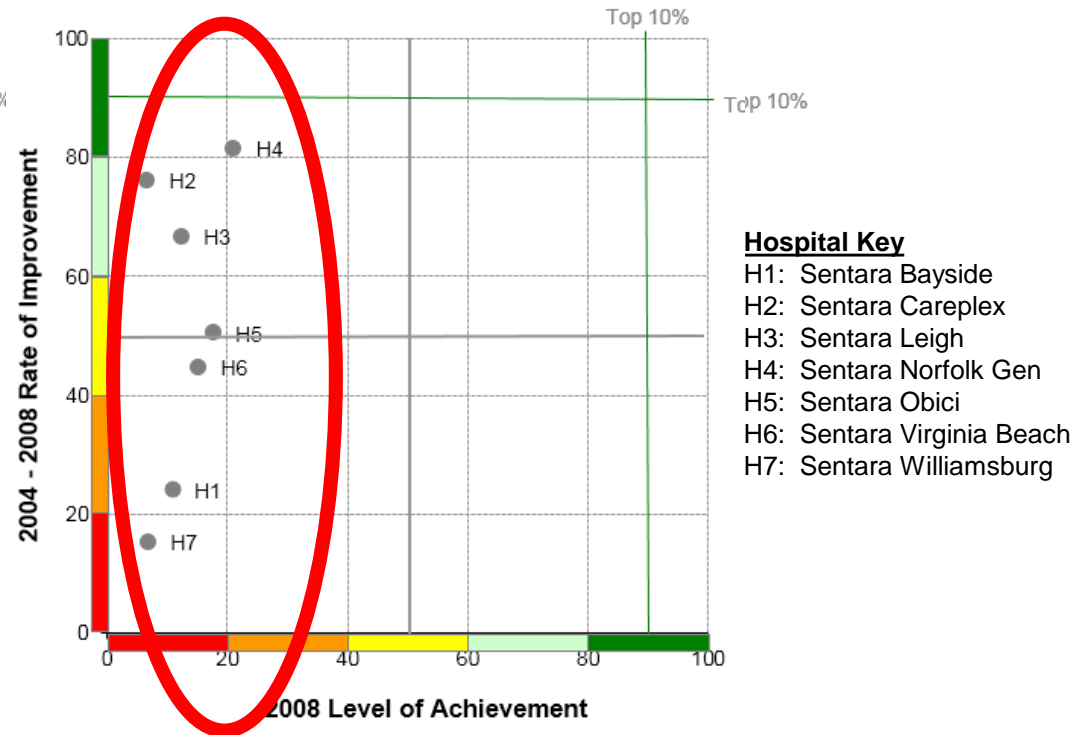
Performance Improvement | System-wide Alignment

2008 Inpatient Mortality & Complications

Inpatient Mortality



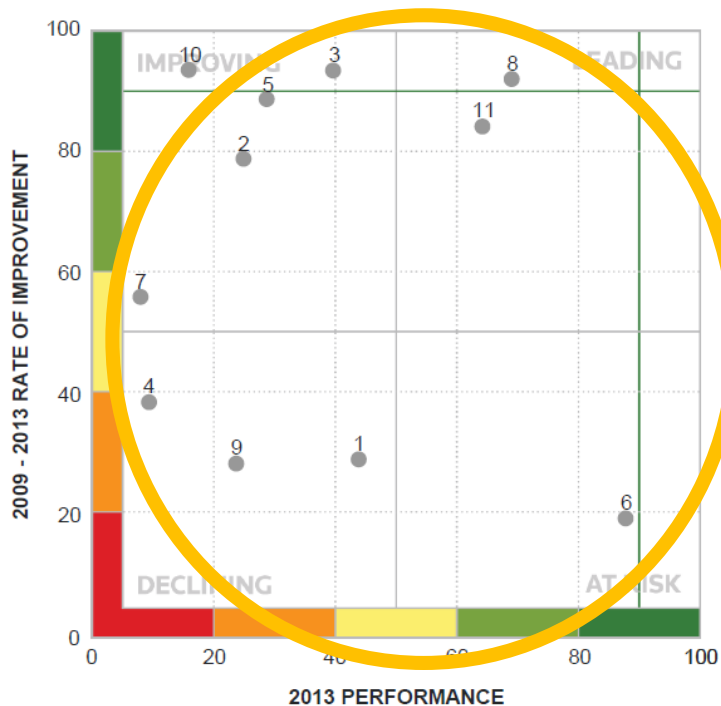
Complications



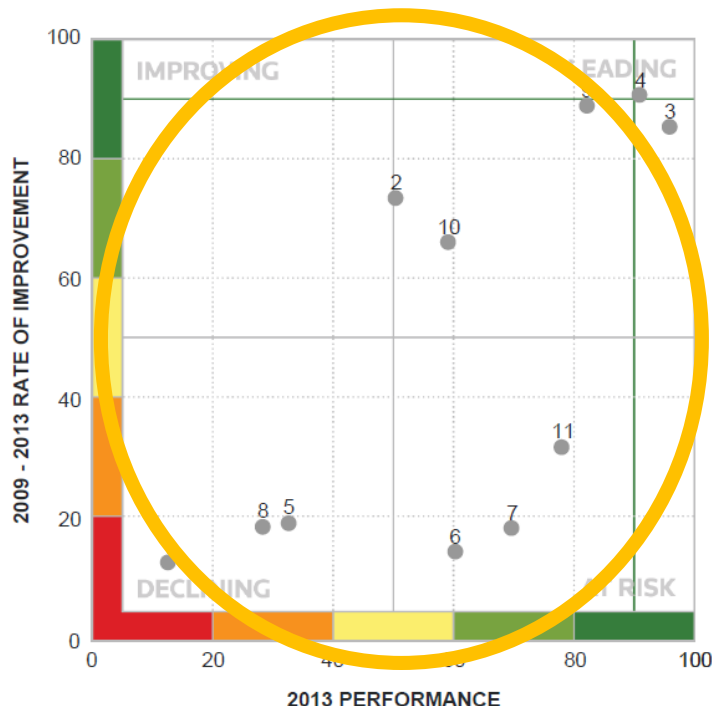
Performance Improvement | System-wide Alignment

2013 Inpatient Mortality & Complications

Inpatient Mortality



Complications



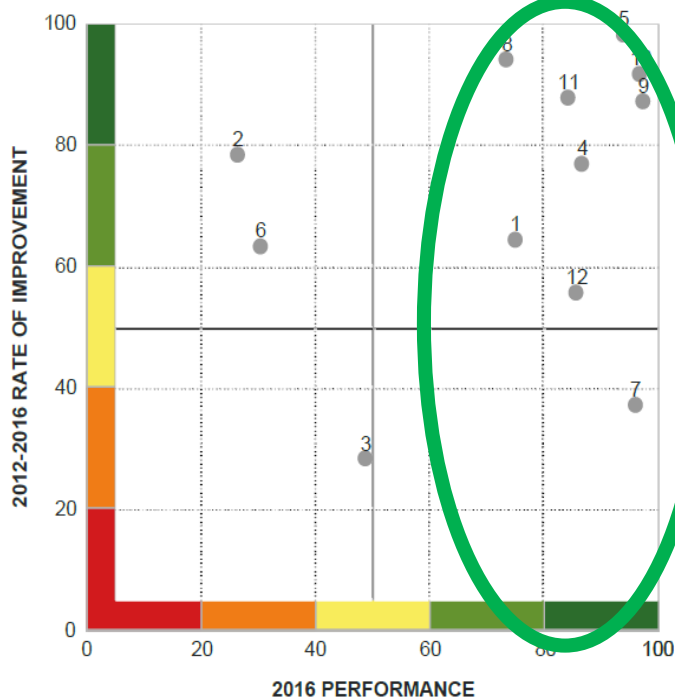
Hospital Key

- 1: Sentara Halifax Regional
- 2: Sentara Martha Jefferson
- 3: Sentara CarePlex
- 4: Sentara Leigh
- 5: Sentara Norfolk Gen
- 6: Sentara Northern VA
- 7: Sentara Obici
- 8: Sentara Princess Anne
- 9: Sentara RMH
- 10: Sentara Virginia Beach
- 11: Sentara Williamsburg

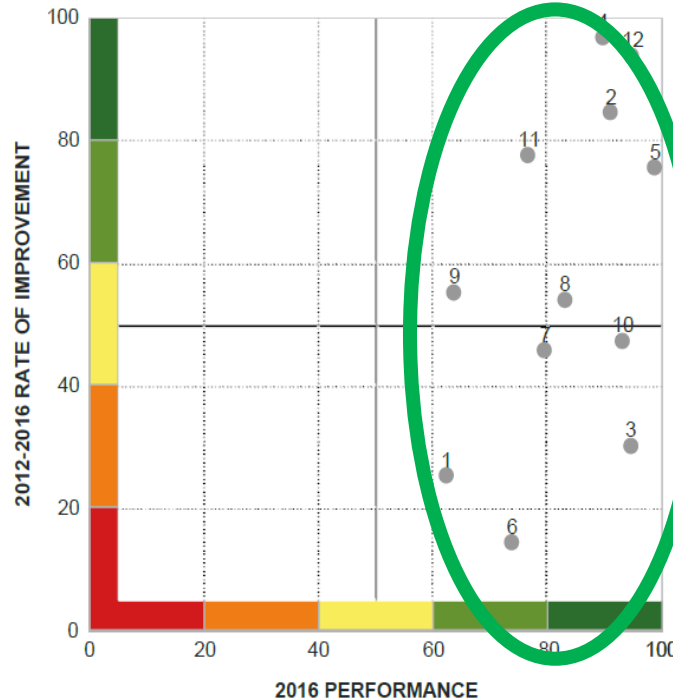
Performance Improvement | System-wide Alignment

2016 Inpatient Mortality & Complications

Inpatient Mortality



Complications

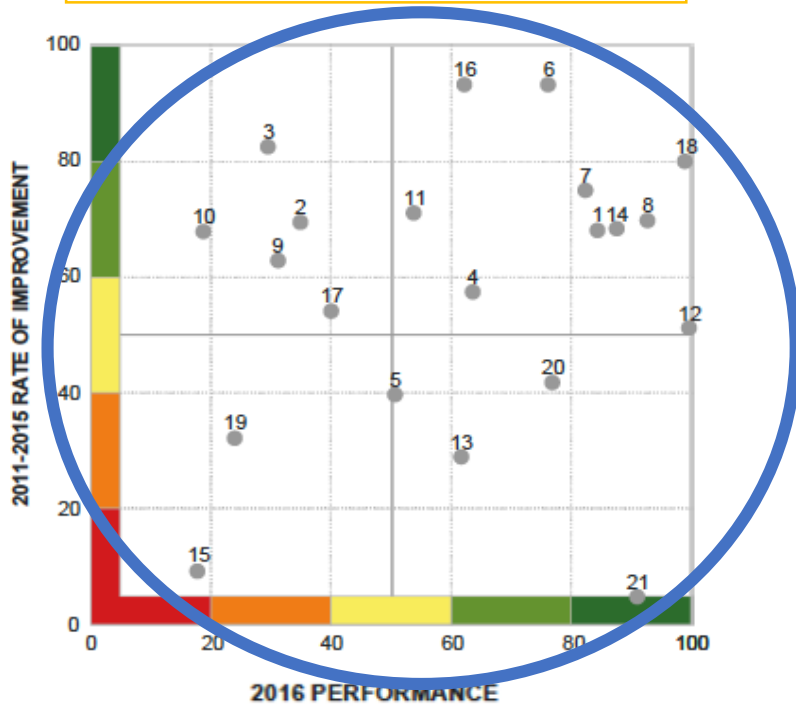


Hospital Key

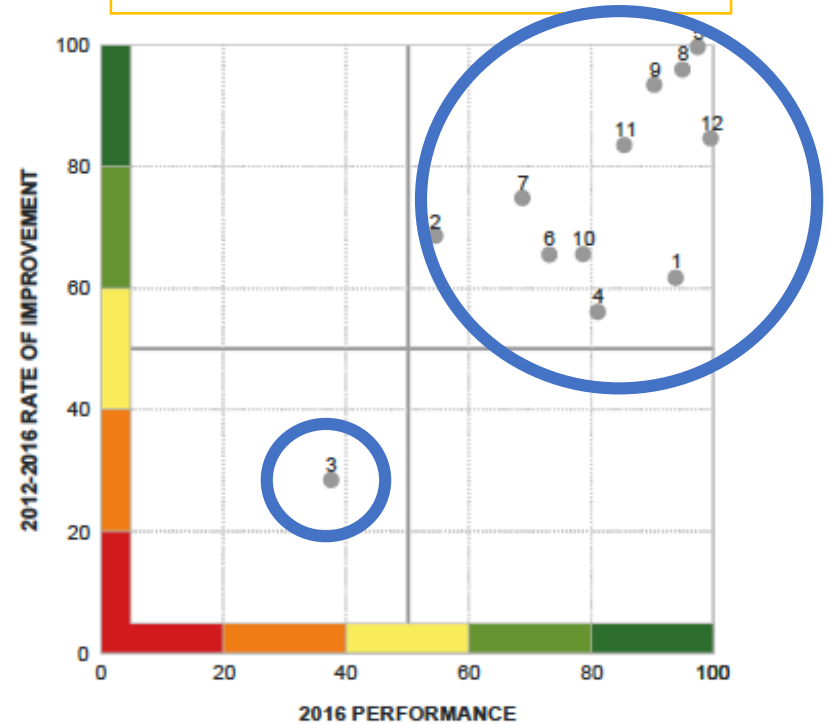
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Performance Improvement | System-wide Alignment

System A



Sentara



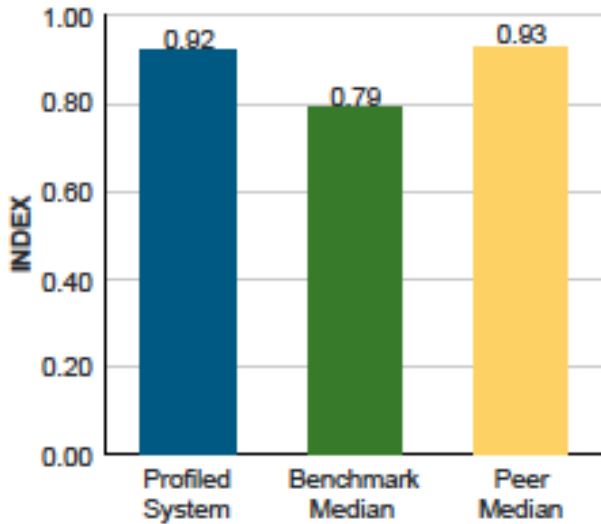
Highly reliable
goal-setting

Horizontal
leadership

Accountability across
all levels of leadership

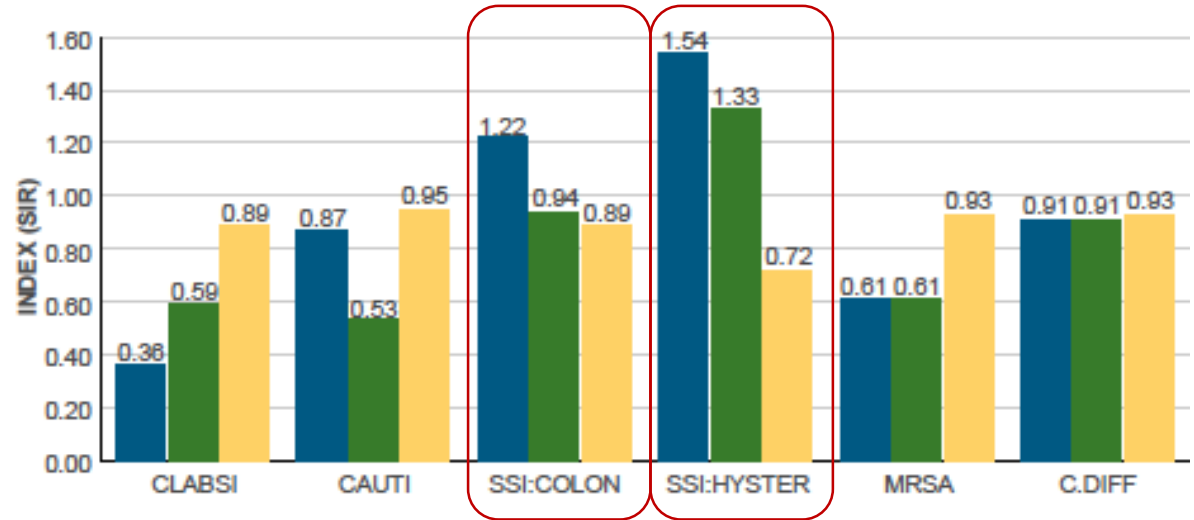
Performance Improvement | Constant Opportunity

2016 Mean HAI SIR



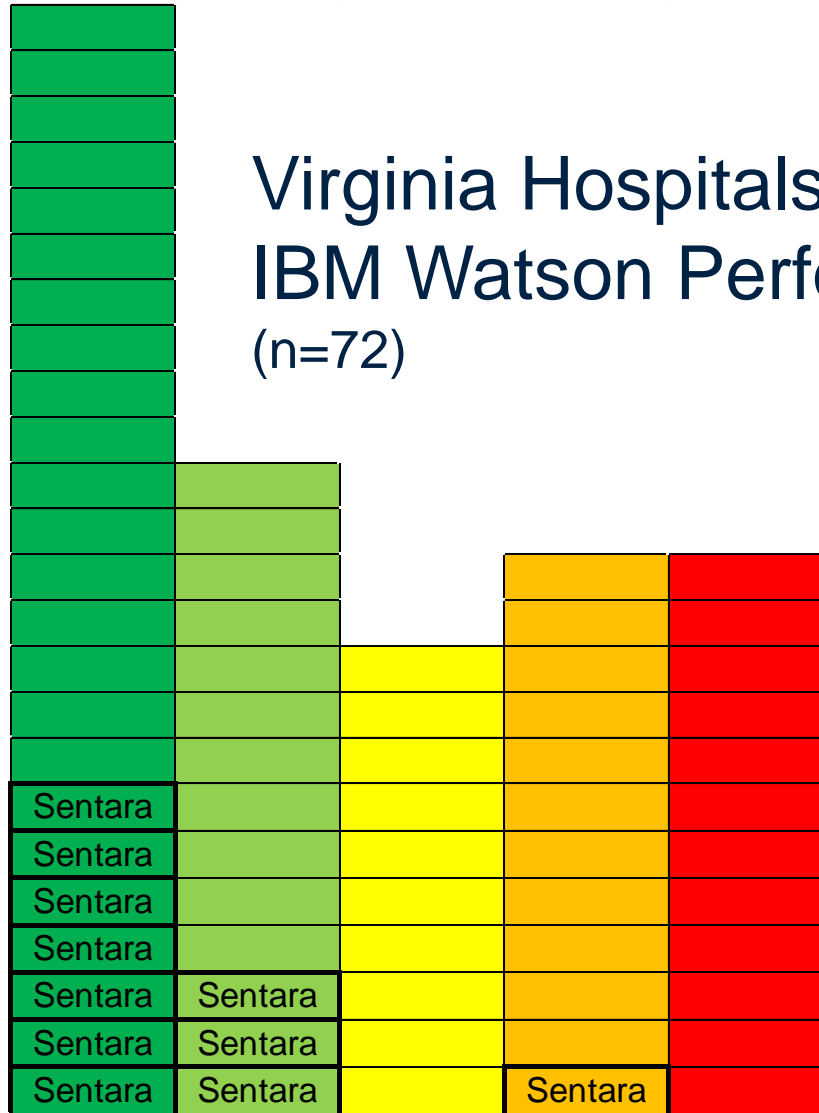
SIR = Standardized Infection Ratio

2016 Healthcare-Associated Infections: Standardized Infection Rate Detail



Performance Improvement | Statewide Impact

Virginia Hospitals IBM Watson Performance (n=72)

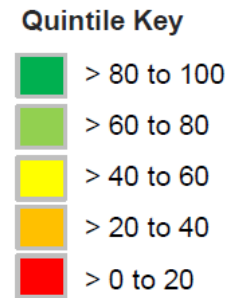
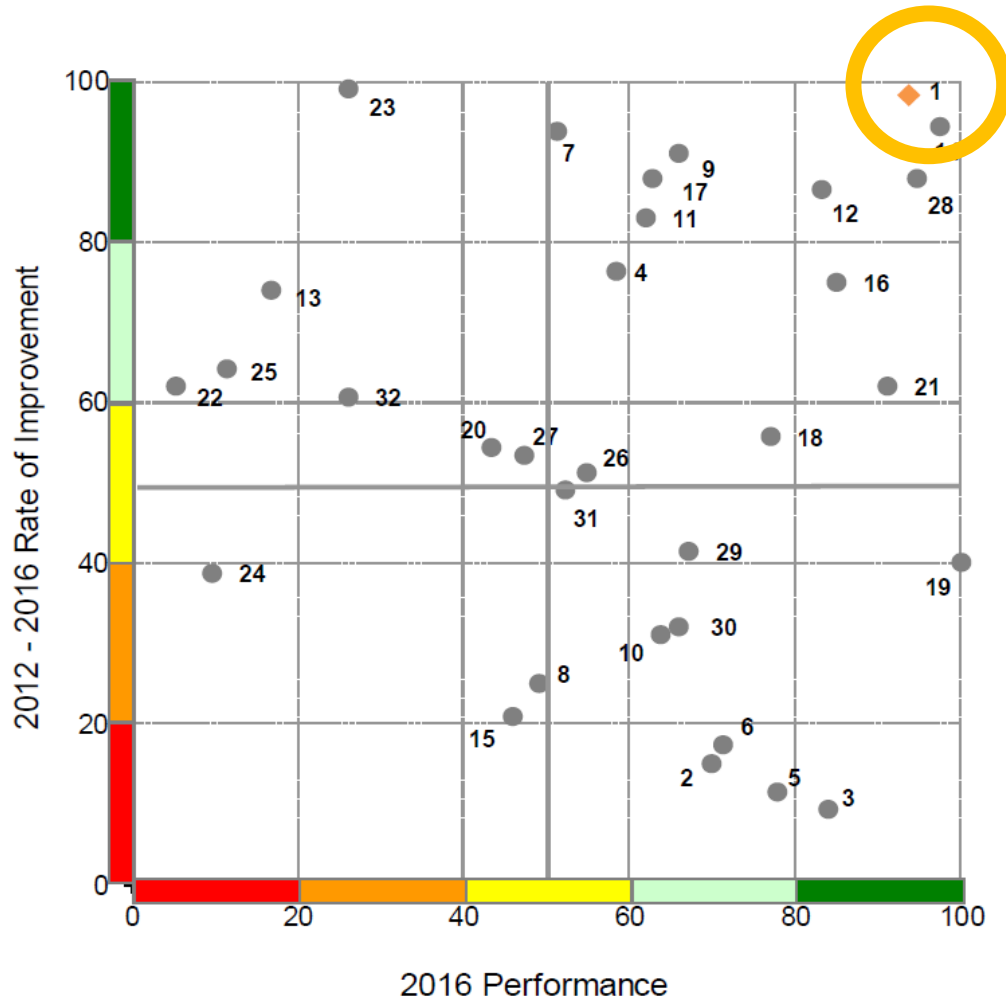


National Quintile Key



VA Hospitals	33% (24)	19% (14)	14% (10)	17% (12)	17% (12)
VA Hospitals (W/o Sentara)	28% (17)	18% (11)	16% (10)	18% (11)	20% (12)
Sentara VA Hospitals	64% (7)	27% (3)	0% (0)	9% (1)	0% (0)

Performance Improvement | National Recognition



What's next for Sentara?

1. Journey to becoming a highly predictable organization.
2. Pursuit of higher quality and lower total cost of care across the continuum.
3. Continue to scale High Performance as the organization continues to grow and evolve.

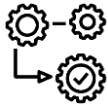


“The true finish line is always the one yet to come.” - Sergio Marchionne

5 Keys to Success



1. Performance excellence



2. Accountability for results



3. Leadership execution & alignment



4. Learning enabled across the organization



5. Values-driven affiliations