Welcome to the Community Health Improvement Plan Summit
Improving Community Health

Lillian Rivera RN, MSN, PhD
Administrator & Public Health Officer
Florida Department of Health in Miami-Dade County
Miami-Dade County Community Health Improvement Plan (CHIP)

CHIP promotes collaboration, coordination and efficiency among the public health system
Our Collaborative Plan

Partners Help Identify

- High Impact Strategic Issues
- Desired Health
- Public Health System Outcomes
CHIP Strategic Priorities

5 Health Priority Areas

- Access to Care
- Chronic Disease Prevention
- Community Redevelopment
- Health Finance & Infrastructure
- Health Protection
Wide Variety of Stakeholders
Factors that impact our health

- Social Environment
- Economic Environment
- Physical Environment
- Health Services
- Health Behaviors
- Biological Influences

Health Status & Wellbeing
Role of the Florida Department of Health in Miami-Dade County

• DOH-Miami-Dade is responsible for protecting the public’s health
• Population health is our priority
• Strengthen policies, systems, and environments
• DOH-Miami-Dade monitors the CHIP
• Partners play a key role
• Integrated and comprehensive approach to health
Miami-Dade County: RWJF Culture of Health Prize recipient

Miami-Dade County, Florida
2016 RWJF Culture of Health Prize Winner
Drivers of Culture of Health framework are our partners
Measuring Impact

Impact we are making in the community is measured through the use of local goals called indicators.

- Indicators tell us how we will know we are making a difference.
To be a major catalyst for healthy living in Miami-Dade through the support and strengthening of sustainable policies, systems and environments.
7 Consortium Committees

- Children Issues/Oral Health
- Health Promotion and Disease Prevention
- Elders Issues
- Marketing and Membership
- Health and the Built Environment
- Worksite Wellness
- Tobacco-Free Work Group
CHIP Annual Report

• Summarizes the current status, progress, and accomplishments of the Miami-Dade County CHIP
• More than 130 indicators to measure true impact of our efforts to address the 5 health priority areas
Purpose of Today’s Meeting

• In-depth look at CHIP indicators
• Discuss issues impacting health & wellness in Miami-Dade County
• Evaluate strategies and actions impacting public health issues
• Develop an action plan
Action Plan Developed to Lower Infant Mortality Rate in Miami-Dade County
Miami-Dade County Health System Approach

Interactive
Vibrant
Collaborative
Coordinated
Linkage

• Moving diverse groups toward common health agenda
• Collaboration of stakeholders and partners
• Results in efficient, targeted and integrated health improvement efforts
• CHIP as a living document VS an end point
Moving Forward

- Collective effort
- Collaboration is key
- Addressing complex health concerns together
Help create a healthy Miami-Dade County
Community Health Improvement Plan Summit
Community Health Improvement Plan (CHIP) Highlights

Karen Weller, RN, BSN, MBA-HSM
Assistant Community Health Nursing Director
Florida Department of Health in Miami-Dade County
Key Facts

• Implementation of the 2013-2018 Community Health Improvement Plan (CHIP)

• Address today’s public health concerns by connecting organizations, programs and resources

• Our 2013-2018 CHIP contains:
  • 5 strategic priorities
  • 19 community goals
  • 132 health indicators
Key Facts

Status of Health Indicators
(as of June 2016)

- 69.7%: Health Indicators improved since 2013
- 17.4%: Health Indicators in need of improvement
- 12.9%: Health Indicators saw no significant difference in improvement
Collaboration, coordination and efficiency in order to:

- Increase access to resources to promote healthy behaviors
- Reduce tobacco use
- Prevent and control infectious diseases
- Improve access to primary care services
- Eliminate health disparities
- Promote an efficient and effective public health system that maximizes partnerships and uses information technology to improve health care outcomes.
Miami-Dade County has seen:

- A decreasing rate of infectious diseases
  - The AIDS rate per 100,000 population has decreased from 25.5 (2013) to 17.8 (2015)
  - The tuberculosis incidence rate per 100,000 population has decreased from 5.3 (2013) to 4.7 (2015)
Miami-Dade County has seen:

- Increased prevention and treatment for infectious diseases
  - 93% of infectious Syphilis cases are treated within 14 days of specimen collection date
  - Immunization levels in two year-old children by DOH-Miami Dade clinics have been above 90% since 2013
Miami-Dade County has seen:

• Narrowing racial disparity gaps in pregnancy outcomes
  – The black infant mortality rate per 1,000 live births has decreased from 10.1 (2012) to 8.8 (2015)
  – Miami-Dade County’s infant mortality rate per 1,000 live births (4.8, 2015) is below Florida’s (6.1, 2015) and national (6.2, 2015) infant mortality rates
Miami-Dade County has seen:

- Increased access to oral health and care
  - 1,432 dental services were provided by DOH-Miami-Dade at the Peñalver, Jefferson Reeves, Seals on Wheels Clinics in June 2016
Miami-Dade County has seen:

• County tobacco use is lower than the state's use
  – 14% smoking rate among Miami-Dade adults compared to 17% smoking rate in the state of Florida
Miami-Dade County has seen:

• Incidence and prevalence of unhealthy weight continues to rise
  – 25.9% middle school students (2015) and 16% high school students (2015) are overweight
The CHIP in Action
CHIP Annual Report

- Reflects and highlights the activities, accomplishments, and collaborative efforts of the DOH-Miami-Dade and community partners

- Serves as an overall progress review of the strategic health indicators that were identified and the activities that have been implemented

- CHIP monitoring and evaluation
Overarching Meeting Goal

• Evaluate the effectiveness of Community Health Improvement Plan (CHIP) strategies and create an action plan to address indicators that are below target to ultimately improve community health and quality of life in Miami-Dade County.
Questions
Community Health Improvement Plan Summit
Culture of Excellence - Baldrige Journey

Javier Hernandez Lichtl
Chief Executive Officer, West Kendall Baptist Hospital
Chief Academic Officer, Baptist Health South Florida
Culture of Excellence

Aims:
- Define Culture of Excellence (CoE)
- Present WKBH CoE Framework
- Describe:
  - Drivers
  - Systems
  - Results
- Steps to implement CoE
- Sustaining culture
West Kendall Baptist Hospital
Why West Kendall?

Over 7,000 patients receive inpatient care at Baptist Health facilities

Over 1,800 babies are born at other Baptist Health facilities

Over 21,000 visits are made to Baptist Health emergency departments

Over 16,500 are treated at Baptist Urgent Care Centers
West Kendall Baptist Hospital

Project Goals:
– Designed & Built GREEN
– Built to withstand Category 5 hurricane (180 mph)
– Emergency Preparedness
  • Redundancy
  • Fuel Storage
– Academic Medical Center
– Culture of Excellence
  • Leadership passion
  • Engaged workforce
  • Triple Aim
  • Social Responsibility
Definition #1: An organization-wide way of thinking and working that leads to a sense of “aliveness” in everyone in the organization. A conspiracy to excel a commitment to be excellent. “Excellence” is a way of being and thinking rather than a destination (Deal & Kennedy, 1999).
Culture of Excellence

Definition #2: Excellence is a level of performance which is attained by maximizing the full talents and resources of the organization; and, that level of performance is validated by an external process using generally accepted objective criteria (Tom Hinton, 2006).
Culture of Excellence

Definition #3:

A high degree of trust, which makes people commit more to their jobs. In the top 10 Great Place to Work Companies, more than 90 percent of employees said they trusted their companies (Amy Lyman, 2010).
Culture of Excellence

WKBH Definition:

The highest level of quality, service and safety driven by vision, planning and exceptional people; sustained through benchmarking, innovation, flexibility and the celebration of extraordinary results (WKBH SEG, 2011).
Culture of Excellence

Culture:

- Patient- and Family-Centered Care (PFCC)
  - Open Visitation
  - Dignity & Respect
  - Information Sharing
  - Participation
  - Collaboration
  - Stories
  - Patient/Family Advisors
Culture of Excellence

Culture:

– Learning

  • Academic Center
    – Medical Students
    – GME
    – Research
    – Observership
Culture of Excellence

Culture:
– Innovation
  • Room Service
  • Computer in patient room
  • E-ICU
  • Rounding
  • Leadership Model
  • Staff Model
    – Bringing out the best in people
  • Exceptional Patient Experience
Culture of Excellence

Culture:
– Socialization

• War Room
• Wild Wednesdays
• Freaky Fridays
• President Medical Staff Orientation
• Medical Staff Orientations & Socials
• Drilling
• Employee Picnic
Culture of Excellence

Drivers:

– Leadership
– Vision/Mission/Values
– Guiding Principles
– Strategic Plan
– Pillars of Excellence
Culture of Excellence

Drivers:

- Leadership
- Vision/Mission/Values
- Guiding Principles
- Pillars of Excellence
- Strategic Plan

WKBH Core – VP, AVP, Director

- Composure
- Conflict Management
- Sizing Up People
- Political Savvy
- Dealing with Ambiguity
- Action Oriented
- Problem Solving
- Innovation Management
- Managerial Courage
Culture of Excellence

Drivers:

- Leadership
- Vision/Mission/Values
- Guiding Principles
- Pillars of Excellence
- Strategic Plan

WKBH Core – Manager & Supervisor

- Composure
- Managerial Courage
- Conflict Management
- Learning on the Fly
- Total Work Systems
- Innovation Management
- Organizing
Culture of Excellence

Drivers:

– Leadership
– Vision/Mission/Values
– Guiding Principles
– Pillars of Excellence
– Strategic Plan
Culture of Excellence

Drivers:

- Leadership
- Vision/Mission/Values
- Guiding Principles
- Pillars of Excellence
- Strategic Plan

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### West Kendall Baptist Hospital

**BAPTIST HEALTH SOUTH FLORIDA**

An academic affiliate of the FIU | Herbert Wertheim College of Medicine

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<th>Strategy</th>
<th>Goals</th>
<th>Measures</th>
<th>Targets</th>
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<tr>
<td><strong>People</strong></td>
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<tr>
<td>Employee Engagement</td>
<td>Gallup Healthcare</td>
<td>≥ 50% Percentile</td>
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<td>Physician Engagement</td>
<td>Healthwize</td>
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<td>Physician Engagement</td>
<td>Staff Engagement</td>
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<td><strong>Service</strong></td>
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<tr>
<td>Patient/Family Experience</td>
<td>Press Ganey</td>
<td>≥ 4.0 Percentile</td>
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<tr>
<td>On-Site Service</td>
<td>NCQA Patient Experience</td>
<td>≥ 700 Mean Score ≥ 95th Percentile</td>
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<tr>
<td>OR Start Time</td>
<td>Monthly Reports</td>
<td>≥ 95% of OR Cases Start on Time</td>
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<td>Surgery – Pre-Op</td>
<td>Monthly Reports</td>
<td>≥ 90% of All Surgery Gown Turnaround Time ≤ 20 minutes</td>
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<td>MD Staffing</td>
<td>Monthly Reports</td>
<td>≥ 90% of All MD Gown Turnaround Time ≤ 15 minutes</td>
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<td>ED</td>
<td>Monthly Reports</td>
<td>≤ 150 minutes (Door to Doctor)</td>
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<tr>
<td>OB</td>
<td>Monthly Reports</td>
<td>≤ 95% Percentile</td>
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<td><strong>Financial</strong></td>
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<td>Improve Budget Forecast</td>
<td>Monthly Reports</td>
<td>Favorable Cost Per Adjusted Admission – Case Mix Adjusted</td>
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<td><strong>Quality</strong></td>
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<td>National Quality Measures</td>
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<td>National Patient Safety Goals</td>
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<td>Safe Environment</td>
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<td>Patient Experience</td>
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<td><strong>Strategy</strong></td>
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<td>Develop KOs &amp; Centers of Excellence</td>
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<td>- Family Medicine Clinic</td>
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<td>- Obstetrics &amp; Gynecology</td>
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<td>- Orthopedics, Sports Medicine</td>
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<td>- Critical Care (Women’s Services)</td>
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<td>- Outpatient Surgical</td>
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<td>- Critical Care</td>
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<td>- Inpatient Surgical</td>
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<td>- Inpatient Medical/Surgical</td>
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<td>- Sleep Medicine</td>
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<tr>
<td>- OB/GYN</td>
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<td>- Robotics</td>
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<tr>
<td>- Minimally Invasive Micro-Vapor Surgery</td>
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**West Kendall Baptist Hospital**

BAPTIST HEALTH SOUTH FLORIDA

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Culture of Excellence

Systems:

– Benchmarking
– Systematic Process
– Measurement/Analysis
– Communication Plan
– Flexibility/Ambiguity
Culture of Excellence

Systems:

– Benchmarking
  • Employee Engagement
  • Physician Engagement
  • Volunteer Engagement
  • Patient Perception of Care
  • National Quality Measures
  • Patient- and Family- Centered Care experience
Culture of Excellence

Systems:
– Systematic Process
  • Hiring

Applicants
Internal & External

Recruiter Interviews

Hiring Manager Interviews

Number of Hires

WKBH Summary from 6/1/10 to 4/19/11

27,891
14.1%

3,944
44.8%

1,768
45.4%

803
Culture of Excellence

Systems:

– Systematic Process
  • On boarding
    – Vision, Mission and Values

OUR MISSION
The mission of Baptist Health is to improve the health and well-being of individuals and to promote the sanctity and preservation of life in the communities we serve. Baptist Health is a faith-based organization guided by the spirit of Jesus Christ and the Judeo-Christian ethic. We are committed to maintaining the highest standards of clinical and service excellence, rooted in the utmost integrity and moral practice.

Consistent with its spiritual foundation, Baptist Health is dedicated to providing high-quality, cost-effective, compassionate healthcare services to all, regardless of religion, creed, race or national origin, including, as permitted by its resources, charity care to those in need.

OUR GUIDING PRINCIPLE
Through our compassionate healthcare services, we seek to reveal the healing presence of God.

OUR VISION
Baptist Health will be the preeminent healthcare provider in the communities we serve, the organization that people instinctively turn to for their healthcare needs. Baptist Health will offer a broad range of clinical services that are evidence-based and compassionately provided to ensure patient safety, superior clinical outcomes and the highest levels of satisfaction with a patient- and family-centered focus. Baptist Health will be a national and international leader in healthcare innovation.

Baptist Health South Florida
Culture of Excellence

Systems:
– Systematic Process
  • On boarding
    – Safety Champions
Culture of Excellence

Systems:

– Systematic Process
  • On boarding
    – Patient’s Perception of Care
Culture of Excellence

Systems:
- Systematic Process
  - On boarding
  - Employee pledge

Commitment to Creating Ideal Healthcare Experiences

The goal of West Kendall Baptist Health is to create a culture that is focused on delivering patient- and family-centered care based on leading principles of evidence-based practices.

Be Available: Help those who need care or assistance whenever the opportunity exists.

Be Caring: Treat all people with respect, compassion, and dignity.

Be Considerate: Anticipate patients' choices, needs, and expectations, then respond appropriately.

Be Innovative: Work in interdisciplinary teams to prioritize learning and the improvement of patient care.

Be a Partner: Empower, involve, inform, and educate patients and families.

Be Safe: Protect patients from possible harm by following established safety standards.

West Kendall Baptist Hospital
BAPTIST HEALTH SOUTH FLORIDA
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Culture of Excellence

Systems:
– Systematic Process
  • WINK
    – What I Need To Know
Culture of Excellence

Systems:
- Measurement/Analysis
  - Scorecard
Culture of Excellence

Systems:

– Measurement/Analysis
  • P.I. Board
Culture of Excellence

Systems:
  – Communication Plan
    • Deployment

WKBH Annual Retreats Cycle

1. Board & MEC (Annually – Aug/Sept)
2. SEG (September & March)
3. LG (October & April)
4. Employees (January & June)
Culture of Excellence

Systems:

– Communication Plan
  • FYI
  • E-News
  • System wide Nursing report
  • CNO rounds briefing
  • Resource
Results

– People

• 99th percentile Employee Engagement
• Top Decile in Patient Satisfaction & Physician Satisfaction
• Magnet designation
Results

– Service

• Studer Excellence in Patient Care Award (2014, 2012)
• Studer Firestarter Award (2012)
• Studer Achievement in Value Based Purchasing Award (2013)
Results

– Quality

• TJC Top Performer
• Leapfrog Safety Score “A”
• VHA HEN Top Performer
• CMS 4 Star rating
• US News & World Report #6
Results

– Finance
  • 260 ED patients/day
  • Broke even year 2
  • Exceeded budget year 3-5
Results

– Growth

• First global installation of GE Revolution CT
• Surgical Services expansion
• New parking garage
Results

– Community

• Soliant Top 10 Most Beautiful Hospitals (2012, 2013)
• Healthy West Kendall
  – Launched Healthy Hub
  – Recognized by Advisory Board Company
  – Healthy Hub among finalists for GE HealthyCities challenge
  – Healthy Hub recognized under Miami Dade County Culture of Health Prize by Robert Wood Johnson Foundation
  – Healthy West Kendall helped launch Partnership to Fight Chronic Disease

• Family Medicine Residency receives 10 year ACGME accreditation
Culture of Excellence

Sustaining Culture:

– Retreats
– Leaders
– Employees
– EAC/EAG
– Celebrations
– Annual Themes
2011: Opening our Doors
2012: Year of the People
2013: Lead from the Heart
2014: Patient Experience

BELIEVE IN HEALTHCARE THAT CARES

BELIEVE IN HEALTHCARE THAT CARES

BELIEVE IN MAKING MOTHERHOOD A JOY
2015: Innovation
2017: The Second Curve

REDEFINE
Innovate · Transform · Excel

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WE BELIEVE IN HEALTHCARE THAT CARES

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