

Mission~Focused Culture in Rural Health Care Delivery:
A Case for Quality Improvement

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Kearny County Hospital– Lakin, Kansas

Objectives

1. Through a series true stories, discuss lessons learned in rural/ healthcare delivery as they relate to the four principles of biomedical ethics, making a case for performance improvement:
 - Respect for Autonomy
 - Beneficence
 - Non maleficence
 - Justice
2. Discuss lessons learned and principles to developing a mission~ focused culture of performance improvement in a rural healthcare delivery system – connecting domestic and international service.
3. Discuss barriers to maintaining a culture of performance improvement in a rural healthcare delivery system.

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Lesson 1

“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

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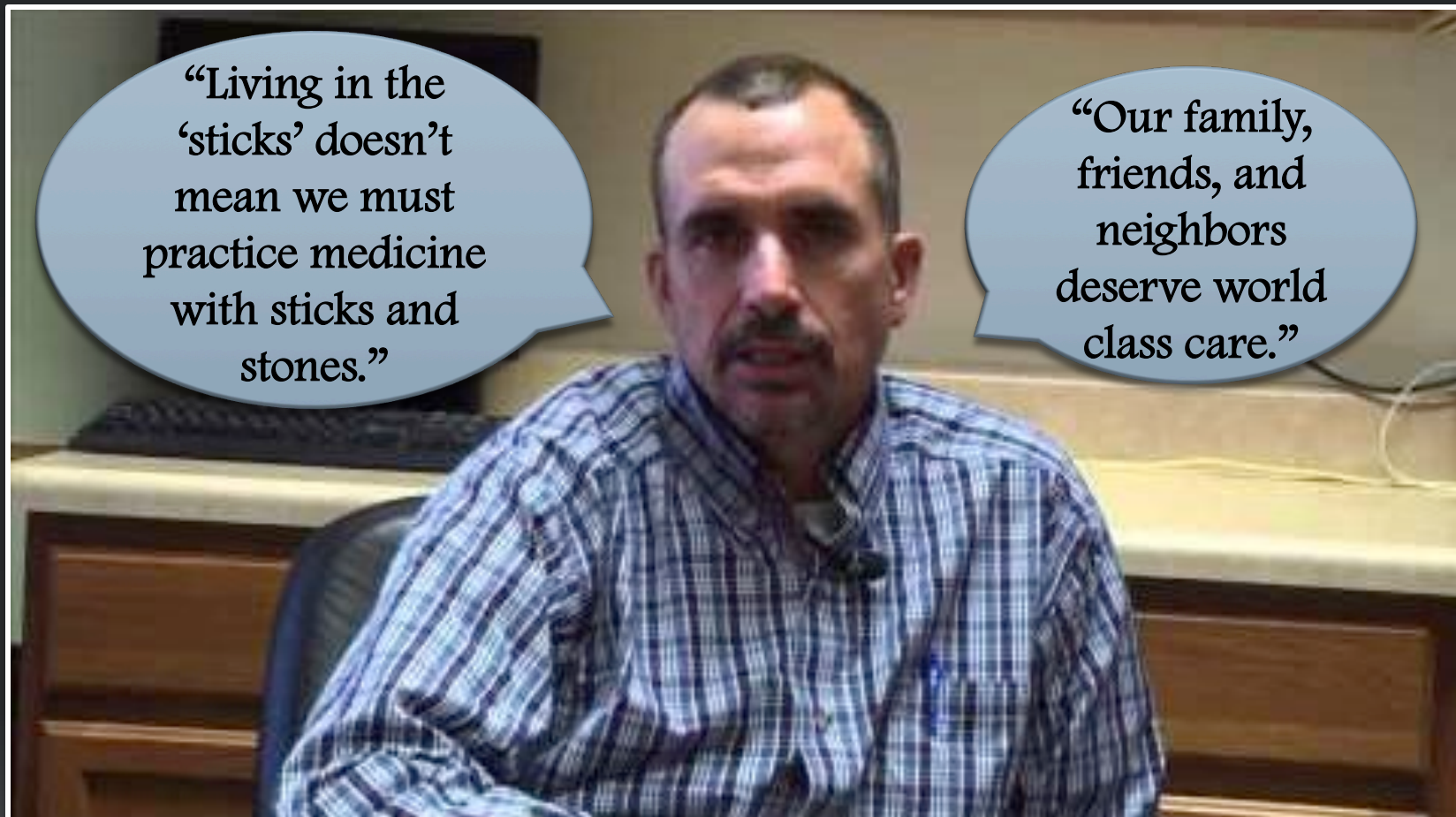
Non Maleficence

Avoiding the causation of harm; the healthcare professional should not harm the patient. All treatment involves some harm, even if minimal, but the harm should not be disproportionate to the benefits of treatment.

Beauchamp and Childress; Principles Biomedical Ethics, OUP, 5th edition 2001

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Lesson 2

We have a moral responsibility to provide the best possible health care services we can sustain to every human being, regardless their geographic location or socioeconomic class.

We can “do better” with our current financial investment (18% of the United States’ GDP).

Rural healthcare delivery systems are not excused from objective quality improvement.

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Justice

Distributing benefits, risks and costs fairly; the notion that patients in similar positions should be treated in a similar manner.

...regardless their geographic location or socioeconomic class.

Beauchamp and Childress; Principles Biomedical Ethics, OUP, 5th edition 2001

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Lesson 3

Some of the best ideas come from people who are not in elected or appointed leadership positions.

We must listen to the people who work closest with patients. They often serve as our social consciences. They have some of the most innovative ideas for performance improvement and are often overlooked.

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Our Mission

“Kearny County Hospital is committed to providing quality, compassionate healthcare services for our community, to enrich the lives of our family, friends and neighbors.”

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Our Vision

“Through quality, value and collaboration, we will be an exemplary leader in compassionate healthcare and community wellness.”

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Our Core Values

Service with Compassion

Teamwork

Respect

Integrity

Value

Excellence

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Our Goals

1. Foster a culture of leadership and excellence.
2. Lead through collaboration.
3. Lead through process improvement.
4. Improve financial sustainability.

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2014~2015 KCH Medical Staff



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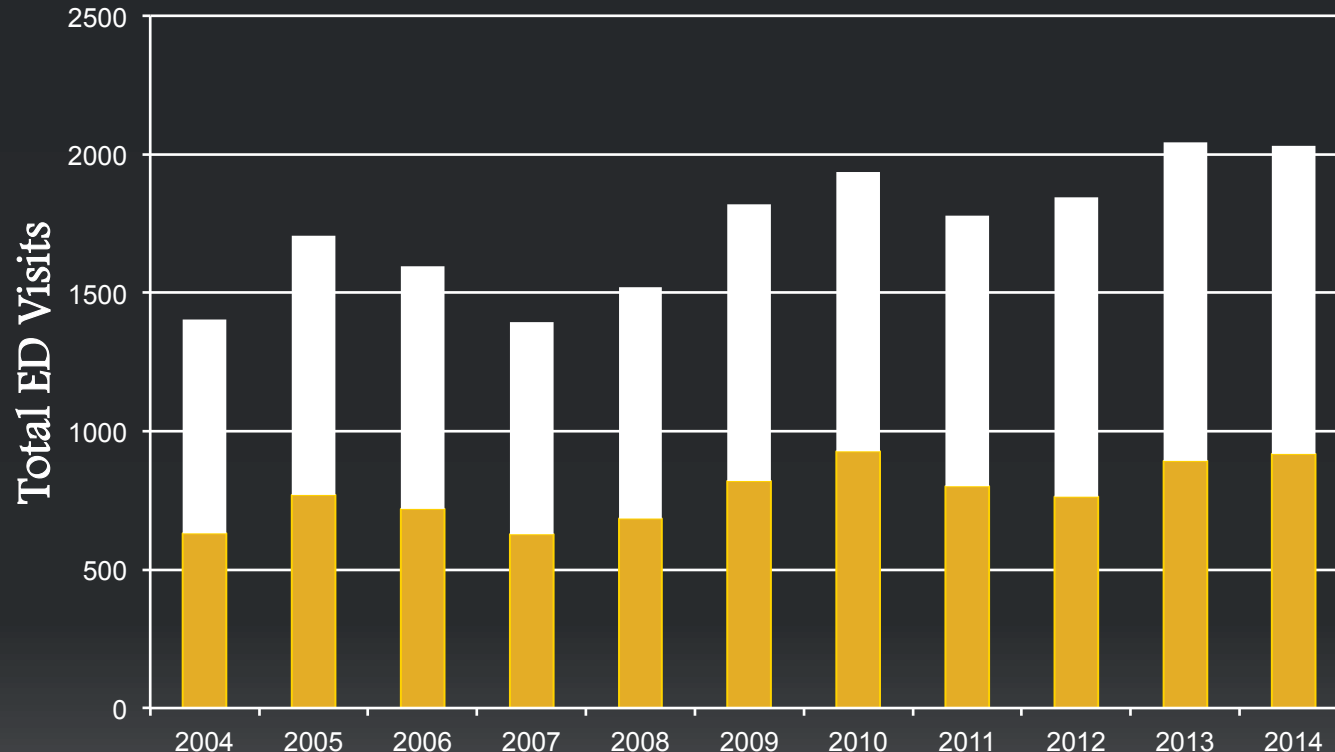
Audra Olson, PA-C

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Local Emergency Department Growth

45% Increase



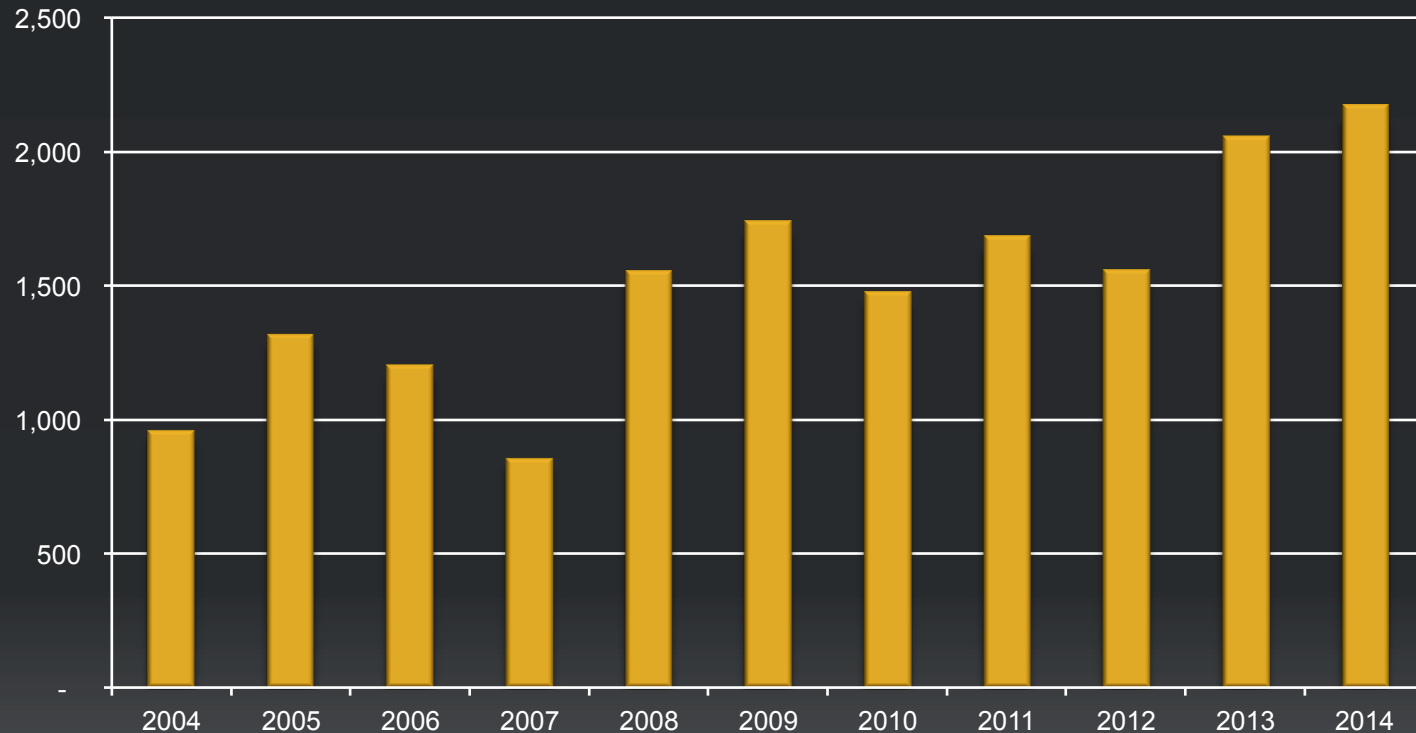
Beauchamp and Childress; Principles Biomedical Ethics, OUP, 5th edition 2001

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Growth in Hospital Patient Days

126% Increase



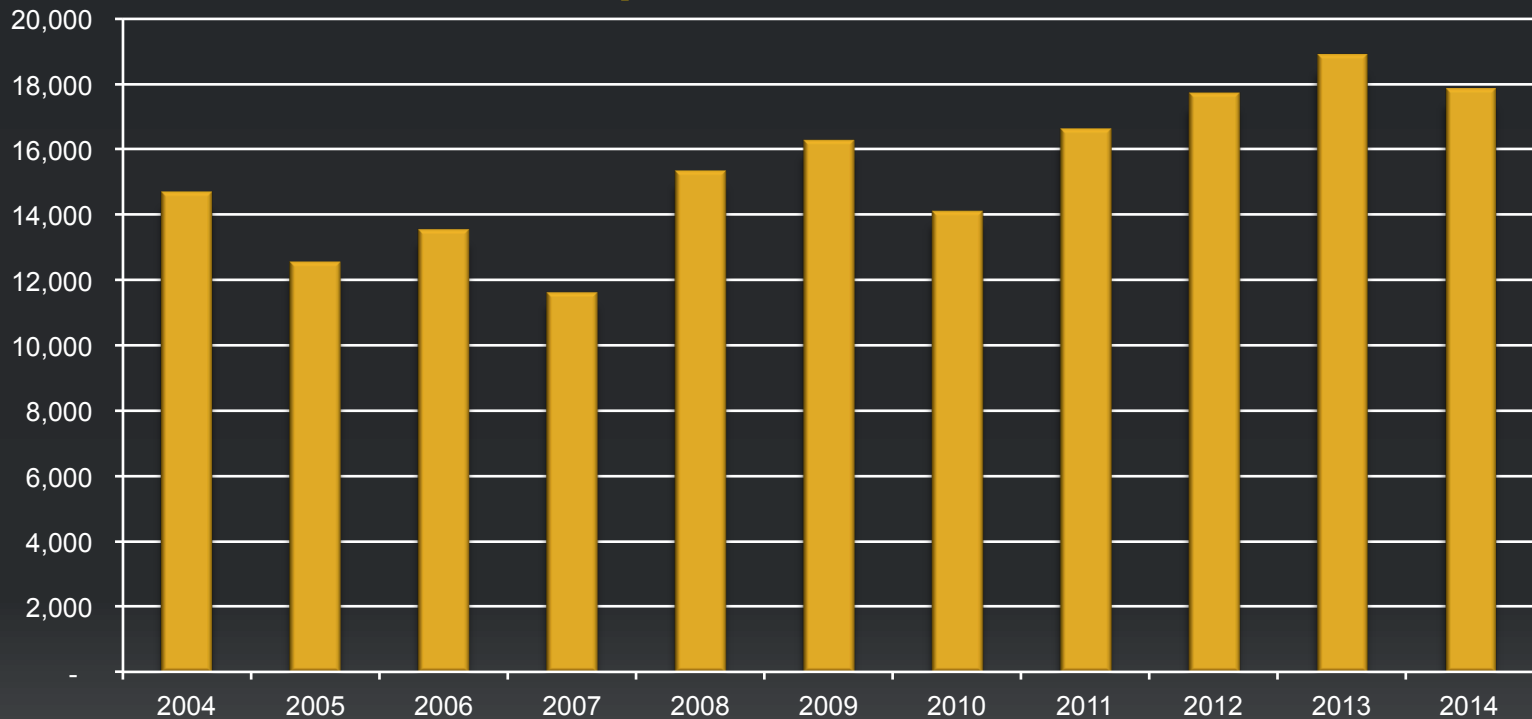
Beauchamp and Childress; Principles Biomedical Ethics, OUP, 5th edition 2001

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Growth in Annual Clinic Visits

21% Increase



Beauchamp and Childress; Principles Biomedical Ethics, OUP, 5th edition 2001

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Beneficence

The balancing of benefits of treatment against the risks and costs; the healthcare provider should act in a way that benefits the patient.

Beauchamp and Childress; Principles Biomedical Ethics, OUP, 5th edition 2001

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Are we a **beneficent** organization?

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Lesson 4

Every patient (or designated family member) deserves to participate in a collaborative process that allows patients and their providers to make health care decisions together, taking into account the best scientific evidence available, as well as the patient's values and preferences.

(Shared Decision Making)

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Respect for Autonomy

Respect for decision-making capacities of autonomous persons; enabling individuals to make reasoned informed choices.

Beauchamp and Childress; Principles Biomedical Ethics, OUP, 5th edition 2001

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Principles

1. Know the mission, vision and core values of your organization.

The Mission Statement had better include something about service to people.

If you don't know why you're there, you will, at best, fulfill the mission **by accident**.

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Principles

2. Get moving in the same direction.

A mission~focused, high performing organization has engaged its employees in naming, developing and implementing its organizational culture, tying together organizational values.

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Principles

3. “Don’t just curse at the darkness. Light a candle.”
~ Scott Wallace

A mission~focused, high~performing organization is full of problem solvers, not complainers (from top to bottom).

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Principles

4. Standardize your processes.

Standardization improves quality, safety and efficiency, and also reduces waste, saving time, financial resources, and most importantly, peoples' lives!

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Principles

5. Be transparent. Share information freely, whenever possible (and legal).

A mission~focused, high~performing organization has universal and organization~wide communication tools, ensuring that information is shared freely throughout the organization.

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Principles

6. Align incentives to support ethical behavior and maximize quality.

A mission~focused, high~performing organization knows that to change human behavior, it must make the “right thing easy” and the “wrong thing difficult”.

Code Brown Story

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Principles

7. Consider the well-being of the patient. Always.

We must be financially sustainable, while remembering that margin is simply a means by which we live out our mission.

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What are the barriers to creating/working in a mission~focused, high~performing organization?

Absence of competent, mission~focused leadership

Poorly defined or undefined organizational mission, vision, core values and goals.

Organizational/Cultural Fatalism

Mission Dissonance

Broken processes – lack of integrated delivery system

Other ideas?

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Why It's Worth It



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Why It's Worth It



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Questions?
Comments?

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