

Innovative Approaches to Healthcare Delivery

Counting things that really count

Nancy Howell Agee
President and CEO, Carilion Clinic
Chair, American Hospital Association
National Quality Forum
March 12, 2018



Alex M. Azar II
Secretary, U.S. Department of
Health and Human Services

*“There is no turning back
to an unsustainable
system that pays for
procedures rather than
value. The only option is
to charge forward...
unafraid of disrupting
existing arrangements....”*





About Carilion Clinic

- Nationally ranked integrated healthcare delivery system
- 501c 3 not-for-profit
- \$1.7 billion in annual revenue
- Headquartered in Roanoke
- 13,000 employees
- 1,000 employed providers
- 7 hospitals
- Urgent care facilities, home health agencies, retail pharmacies, wellness center, patient transportation
- Children's Hospital
- Jefferson College of Health Sciences
- VTC SOM & RI
- Service area of 1 million people



VTC Virginia Tech Carilion
School of Medicine and Research Institute





Quality is No. 1



Leadership

Providing systemwide oversight for quality

Clinical Advancement and Patient Safety



Jonathan L. Gleason, M.D.
Vice President

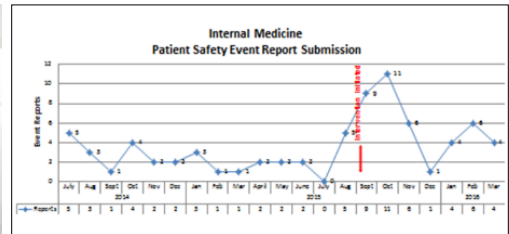



Kathleen A. Baudreau
Vice President



Culture of Caring

Purpose-driven, data informed



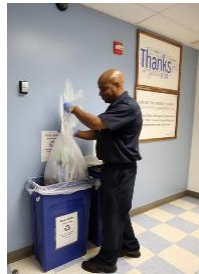


“We celebrate our culture of caring here – we care for one another, love and support each other, and allow that to sustain us in all of those sacred moments when we care for patients in their time of need.”



A “Just Culture”

Quality is part of everyone’s job – so is speaking up



A Human “Business”

Patients are people, too



Mission Driven



Curiosity

Underlying value that supports innovation and inquiry



High-Reliability Organizations

Borrowing from other high-risk fields



Sim Lab



*Carilion Clinic Center for Simulation,
Research and Patient Safety*



Our Human Factors Team



Sarah Henrickson Parker, Ph.D.
Director of Human Factors Research

Expertise in:

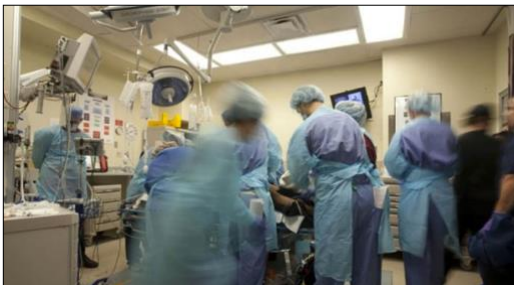
- Leadership
- Team performance
- Performance under stress

- Identifies improvements or changes to work processes to help solve problems of:
 - Quality
 - Safety
 - Performance



Usability Testing

Using performance data to make better purchase decisions



Less is More

Redesigning protocols to reduce cost, improve quality

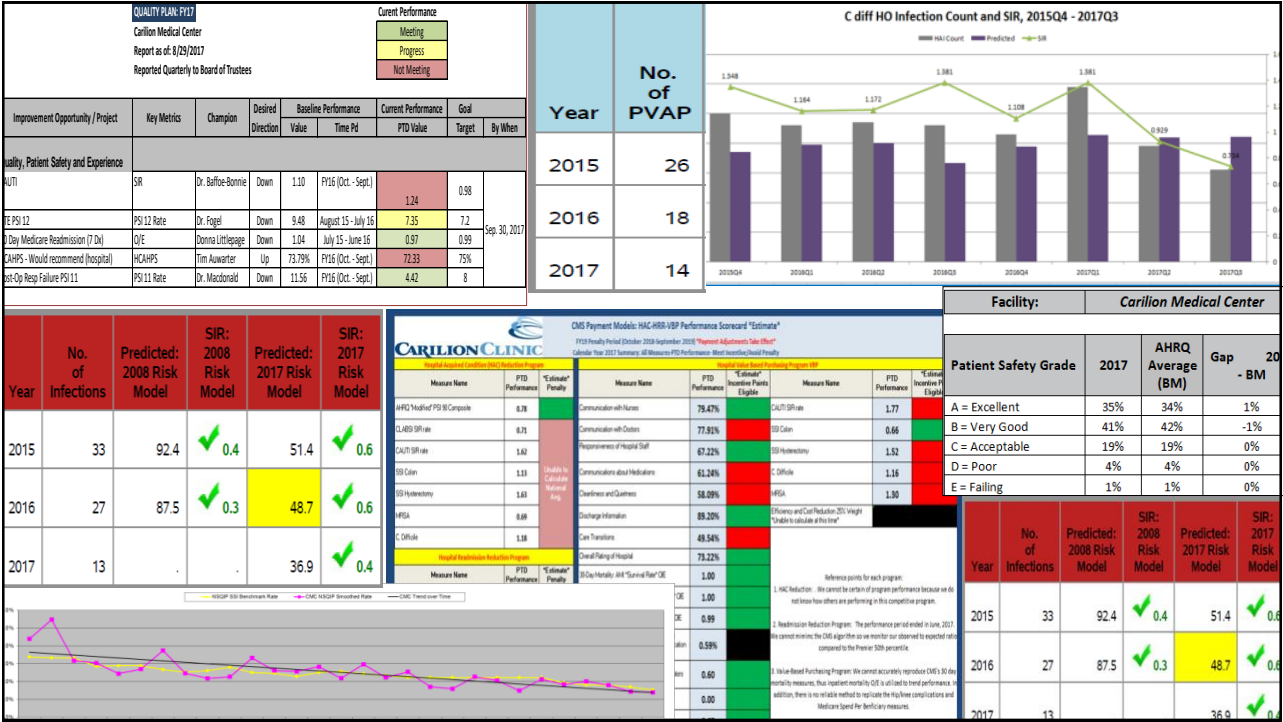
Choosing Wisely

An initiative of the ABIM Foundation

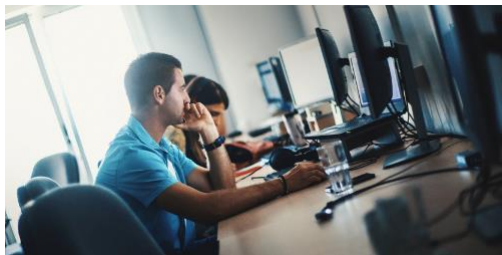


Quality Conundrum





Tracking the Data



- 15 FTEs needed for external reporting
- \$1.5 million+ salary cost



Outcome Measures

Fewer, more “actionable” measures are needed



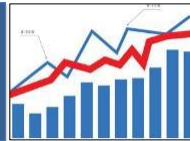
Caring Culture



Curiosity



Conundrum





Fighting Infection...



...and Winning!



2016 Carilion Clinic Quality Awards

Zero CAUTIs for 36 consecutive months



Quality and Safety Leader



Top 1 percent of hospitals nationwide

Carilion Roanoke Memorial Hospital
Carilion Clinic - Roanoke, Virginia





Thank You!