2012

PROGRESS REPORT ON INNOVATION

COLUMBUS REGIONAL HEALTH
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Innovation is much more than a place at Columbus Regional Health...It is emb...
INTENTIONAL INNOVATION® AT COLUMBUS REGIONAL HEALTH

2011 was a banner year for innovation at Columbus Regional Health with much of the focus on opening our state-of-the-art Innovation Center and Simulation Lab in August.

But innovation is much more than a place at Columbus Regional Health. Innovation is one of our eight Core Values. It is embedded in our Vision. It is part of our daily work processes. We believe that in order to be the best in the country at everything we do, everyone at Columbus Regional Health needs to understand how to intentionally innovate. This how will be what differentiate us from other healthcare providers in our region and in the country. Our systematic approach to innovation to achieve strategic goals is what our innovation journey has been and continues to be about. It is not innovation for the sake only of the new. It is innovation to achieve best in the country results and the best healthcare system a community could hope to have. This is what we call Intentional Innovation®.

We’re not there yet, but we’re heading in the right direction. This report will highlight our journey with innovation and our major accomplishments to date.
Our innovation journey really began in earnest with a focus on excellence. As we introduced and embraced our vision of “being the best in the country at everything we do,” we developed an approach based on seeking out other hospitals in the country that were doing things better than we were and achieving stronger results. We studied them, learned from them and adapted their approaches for our system. This led to much stronger results and achievements, such as the American Hospital Association’s national quality award, Thomson Reuters Top 100 Hospitals, first Magnet Hospital in the state of Indiana and Best Places to Work awards. These results were driven by a culture of employee empowerment and ownership.

But what happens when “best in class” isn’t good enough? What happens when you want to move to “next in class”? Our employees and physicians began to find new solutions, new ways to adapt technology and new ways to deliver care that produced even better results. Our involvement with the Institute for Healthcare Improvement and the Baldrige National Quality program exposed us to the idea of innovation as much more than a single “wow” idea. Innovation needed to be embedded in our culture. It needed to be teachable to all employees. It needed to be systematic and driven by strategy. It needed to be intentional.
We studied, visited and engaged with other organizations known for quality and innovation: Mayo Clinic, Kaiser Permanente, Sg2 and IDEO to name a few. We adapted what we learned and added our own insights to develop a strategic approach to innovation at Columbus Regional Health. It is a community healthcare system approach rooted in improving and redesigning core healthcare processes, rather than inventing new drugs and technologies. Yes, community healthcare systems can be innovators!

Information Technology Innovator Award for early warning PDA system

Historic flood closes the hospital for 5 months which accelerates the design and building of an Innovation Center

2nd Berman Fund project: Innovative Model of Nursing Care, implemented upon CRH reopening

Site visits to Mayo Clinic, Kaiser Permanente, Banner Health, UPMC, Vanderbilt and other innovation centers and simulation labs

Eco15 Regional Healthcare Collaborative focus on Simulation Learning

3rd Berman Fund project: Innovation Center Benchmarking

2008

CRH Innovation Center and Simulation Lab opens
First project with IDEO, a global innovation firm
4th Berman Fund project: Getting to All Single Bed Rooms

2009

Major federal grant application submitted on clinical integration of diabetes care
5th Berman Fund project: Improving Care in the Emergency Department

2010

Major projects underway including redesigning primary care delivery in partnership with local employers

2011

2012
We believe that for innovation to be how we perform our daily work and truly intentional, we need to grow our innovation expertise in five fundamental areas or success factors. We call it our Five Ps Framework: People, Places, Projects, Processes and Partners.

On the following pages, we are proud to highlight Columbus Regional Health’s progress in establishing innovation as an intentional process and firm foundation for the future of healthcare in our region.
PEOPLE

*People* means empowering our workforce to share innovative ideas and knowing how to innovate to accomplish key goals and objectives. It also means having core staff dedicated to facilitating innovation. *People* is about providing our advanced practice clinicians, clinical quality professionals, clinical educators and Lean Sigma innovation facilitators with the skills and resources to collaborate across departmental lines to find and implement intentional innovations.

PROGRESS

- We broadened the role of our Lean Six Sigma black belt team. Team members became more skilled in project management and facilitation, especially through a series of more than 40 workshop events held around process standardization in the hospital.
- We introduced a specially-selected team to Design Thinking to build a new set of innovation competencies.
- Our health educators became skilled in the use of simulation mannequins and the new Simulation Lab as a powerful education and innovation tool. They worked regionally with hospitals and schools in the Ec015 collaborative to share learning and leverage these new resources.
- Innovation Ovation awards were presented for our best employee ideas.
Caroline Sims learned about caring for patients at a very early age. Her dad died from cancer when she was only 15. From those early experiences, Caroline’s passion for caring for others began to take shape.

Today, Caroline is a 24-year veteran of the hospital and was named the 2010–2011 Douglas J. Leonard Innovation Fellow. She was selected for her leadership in the development of the Simulation Lab, which has become a key education and innovation tool at Columbus Regional Health.

The Leonard Fellowship was established in honor of former CEO Doug Leonard to encourage and recognize accomplishments in innovation in the care of patients.

“Our new Simulation Lab will also serve as an innovation center. This allows us to test and refine innovations before we roll them out to our patients,” says Caroline.
PLACES

Places is about creating the right kind of spaces and providing the right technology that allow teams to do their best work. Innovative places should inspire people and encourage them to be creative and think outside their daily box. Places is also about creating on-line or virtual innovation resources so that an individual’s location is not a constraint to innovation.

PROGRESS

• We designed, built and moved into our 18,000 square foot Innovation Center which includes a state-of-the-art Simulation Lab for education and innovation prototyping. The new Center houses key teams involved in driving education, improvement and innovation work. The Innovation Center is a visible symbol of our commitment to innovation at Columbus Regional Health. It is a resource for our system-wide workforce, not just for the teams that are housed there.
• We hosted multiple regional and state health groups as well as community groups in our new center.
• We hosted teleconferences in our Think Tanks and at our Collaboration Stations.
In 2007, Heritage Fund, the community foundation of Bartholomew County, received a $38.5 million grant from Lilly Endowment, Inc. to fund an innovative workforce development plan in a nine-county region in Southeastern Indiana in the top three local industry sectors: advanced manufacturing, healthcare and hospitality.

A regional collaborative called Ec015 was responsible for designing and implementing this grant. In healthcare, investments were made throughout the region to integrate simulation as a key learning and education tool to enhance healthcare education and workforce development. Columbus Regional Health received a significant grant from this collaborative and built an 8,000 square foot advanced practice simulation lab.

In addition to providing CRH with a state-of-the-art learning center that ensures our local and regional workforce have the latest clinical skills, the Simulation Lab is used as a critical tool in innovation. The Simulation Lab facilities provide a “freedom to fail zone” where new ideas are rapidly tested and adapted to create smarter healthcare. At CRH, we are thinking beyond traditional uses for simulation facilities and using them as key tools in Intentional Innovation.

> The Innovation Center is the place where we create, adapt, and test ideas to deliver smarter healthcare.

> Simulation Lab
PROJECTS

Projects is about focusing resources on the highest priority, most strategic work and actively managing that work in an efficient, systematic manner.

PROGRESS

• We conducted 44 process standardization workshop events contributing $2.8 million in annual savings.
• We led our first Design Thinking project, facilitated by IDEO, focused on improving the transition of chronically ill patients from the hospital to their homes.
• We conducted 70 different simulations in our Simulation Lab and exposed 700 people to this new learning method.
• We conducted a regional simulation workshop through EcO15 and also participated in a simulation showcase in Ripley County.
• We established our “pipeline” of innovation projects as those projects prioritized by our Strategy Council.
• We established the Lean Six Sigma black belt teams as “innovation consultants” who work as project facilitators for key strategic projects.
Innovation at Columbus Regional Health focuses on the way healthcare is delivered. How do we make healthcare less costly, simpler, and more coordinated while providing the highest quality and safest care? Single bed rooms are safer and create a better experience for patients. However, building a new patient room tower at CRH would have required more than $100 million dollars. The challenge: How could CRH redesign patient care within its current facility to provide single bed rooms for its inpatients?

Underwritten by $50,000 funding by CRH Foundation’s L. Paul Berman Fund for Clinical Excellence, an interdisciplinary team used an intensely focused Think Tank Event to redesign inpatient care at CRH. As a result, patients now enjoy a private room over 85% of the time.

This is true innovation in healthcare delivery: better care and better health outcomes at a much lower cost.
**PROCESSES**

*Processes* is our toolkit category. We use a range of teachable, understandable innovation processes and tools for a systematic approach to innovation. We measure short and long-term results of our innovation processes with meaningful metrics.

**PROGRESS**

- We developed a standard workshop format leveraging Lean Six Sigma to standardize and lock down key processes for optimal performance.
- We developed standards and processes for developing, running and documenting simulation events.
- We introduced the tools and processes of Design Thinking.
- We used our Simulation Lab for prototyping and experimentation, in addition to an education process.
In the fall of 2011, with funding from a major gift from Dick and Ruth Johnson, Columbus Regional Health hosted an innovative workshop in the just-opened Innovation Center. Internationally-renowned design firm IDEO of Palo Alto, CA led the workshop to test how Design Thinking could be applied to healthcare innovation. Our unique focus was integrating Design Thinking with Lean Sigma tools.

The IDEO project team worked to improve the discharge process for congestive heart failure patients. This integrated approach holds promise to harness the power of Design Thinking’s observation, ideation, rapid prototyping and iteration to develop innovations and then use Lean Sigma tools to standardize, replicate and hardwire innovations so they become routine practice.

This unique focus on processes will accelerate and transform innovation at CRH, moving from accidental and episodic to Intentional Innovation®.
Partners is our secret sauce factor. Our partners include catalysts like Ec015 and Centers for Medicare and Medicaid Services who help drive our innovation project priorities, pace-setters like IDEO, Sg2 and IUCAD who inspire and teach us how to innovate effectively and funders like Columbus Regional Hospital Foundation who help us bridge the financial gap that innovation straddles.

Progress

- Columbus Regional Hospital Foundation has raised over $2.7 million for Innovation Center technology and projects and developed ongoing revenue streams to fund innovation projects
- L. Paul Berman Fund for Clinical Excellence
- Douglas J. Leonard Innovation Fellowship
- Lynne Maguire Innovation Legacy Fund
- Richard Johnson Innovation Center Fund
- Innovation Center Technology Fund
- Innovation Center Project Fund

- Four major gifts in the six months since its opening, from Ray and Mary Boll, Robert and Mary Orben, Dick and Ruth Johnson and Art and Bobbi Kroot have been permanently recognized in the Innovation Center.
- The Columbus Regional Health Innovation Center became a member of WiGiT, a National Science Foundation-funded technology collaborative to explore the application of a new communication technology in the healthcare environment.
- Columbus Regional Health formed new partnerships with IDEO and IUCAD to explore design thinking and its application to healthcare.

We can't do this work alone.
A major leadership gift from Fred and Karen Reams, matched by over $500,000 in additional gifts from the community, established CRH’s first funding stream for innovation, the L. Paul Berman Fund for Clinical Excellence.

*Pictured at left:* Karen Berman and former CRH Trustee, the late Paul Berman, and Karen and Fred Reams
INNOVATION INDEX

Intentional Innovation© creates measurable results. We measure our performance annually with an Innovation Scorecard. Measures include both annual short term project measures as well as long-term health system performance measures on cost, quality, satisfaction and market differentiation which we will track over time. Our Innovation Index includes some fun facts about our new state-of-the-art Innovation Center.

- 700 exposures to simulation learning
- 7 innovation consultants
- 150 gallons of turquoise paint used in the center
- 3 collaboration stations
- $2.8 million annual savings from innovation projects
- 0 staff added to create or staff innovation center
- 13 million gallons of floodwater pumped out of the basement to make room for the innovation center in 2008
- 44 million raised for innovation since 2005
- 18,000 square feet
- 7 simulation mannequins
- 31 new innovation books stocked in the resource center
- 5 think tanks

Since 2005, $2.7 million raised for innovation.
### Health System Innovation Outcome Measures

- **CMS inpatient quality metrics percentile**: 70<sup>TH</sup>
- **Readmission rate performance for CMI, AMI, PNE**: All top quartile
- **Percentile ranking on cost/adjusted discharge for similar size hospitals**: 50<sup>TH</sup>
- **Year end 2011 percentile for inpatient satisfaction**: 31<sup>ST</sup>
- **Mentions/articles in national media (for innovation, simulation lab or innovation center projects)**: 4
- **Ranking in our market area for most preferred hospital**: 1
- **Ranking in our market area for most innovative hospital**: 1
- **Visitors to Innovation Center web section**: 3,534
- **Presentations to national or regional conferences on Innovation or Innovation Center projects**: 5
INNOVATION CENTER DONOR LIST

Following is a list of donors who have made designated gifts to Innovation Funds or the Innovation Center at Columbus Regional Health since 2005.

Challenge Founders ($400,000+)
Fred and Karen Reams

Visionaries ($100,000+)
Bob and Elizabeth Cridler Dick and Ruth Johnson

Benefactors ($40,000+)
Ray and Mary Boll
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