

Care Model Redesign: Navigating Digital Transformation

Where Are You On the Risk-Taking Continuum?

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Starting and Maintaining Organizational Transformation

Monday, April 25, 2022

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Conflict of Interest Disclosures

James Werth, Jr., PhD, ABPP

I have NO real or apparent financial relationships that may create a conflict of interest to disclose.

Christian Milaster, MS

I have NO real or apparent financial relationships that may create a conflict of interest to disclose.

Tri-Area Community

Health's Organizational Transformation



OVERVIEW



TIMELINE



VISION

Vision



Tri-Area Community Health

Tri-Area will become the
Model Health Center of the Future

A Transformation Journey

MODEL HEALTH CENTER OF THE FUTURE

Process to Obtain Staff Buy- In

- Key Event: All-Staff “Gathering” in Early August
- Key Data: Staff responses to SWOT analysis
 - Threats
 - Big chains offering telehealth and/or urgent care
 - Insurance companies / decrease in reimbursement / 340B changes
 - Hospitals and their outpatient practices
 - Bigger clinics in the area
 - Technology concerns
 - Not changing

The Problems Tri-Area is Facing

- Population decline
- Generational views on health care
- Telehealth
- Emerging competitors
- Insurance company decisions
- Urgent care
- Threats to 340B Program

Tri-Area's Opportunity

- Health care delivery is being reinvented in terms of what is possible and expected
- “No money, no mission”
- Therefore, we must change or risk going out of business
- Vision: Tri-Area will become the *Model Health Center of the Future*

Model Health Center of the Future

The time to do this is NOW

Although change can be hard and scary
staying the same is not an option!

If we want to continue to
provide good pay and benefits
and employ sufficient staff...

...we need to **EVOLVE**

If we want to
enhance and increase our services

...we need to **INNOVATE**

If we want to
continue to exist

...we need to **TRANSFORM**

If we want to take advantage of
consulting opportunities

...we need to **ACT NOW**

The Transformation Process

- Maintain Board Support
 - Regular Progress Updates
 - Deliverables
- Maintain Leadership Team and Staff Motivation
 - Participation
 - Communication
 - Demonstration of listening
 - Updated Mission / Vision / Values and Strategic Plan

Strong Support

How excited are you about contributing to TACH becoming the Model Health Center of the Future?



How excited are you about contributing to TACH becoming the Model Health Center of the Future?

Not Interested

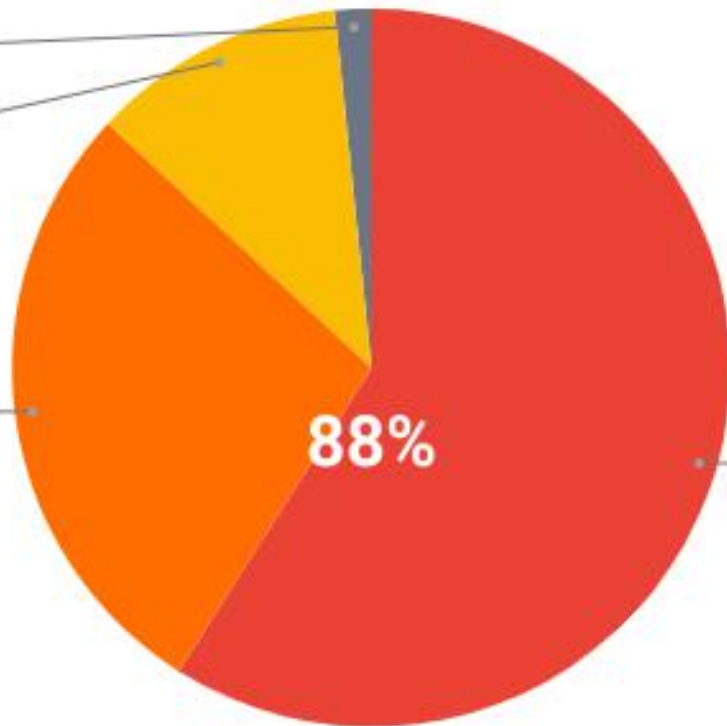
1.6%

Neutral

11.5%

Excited

27.9%



Very Excited

59.0%

Contributing to Tri-Area Community Health becoming the Model...

What do you see as the THREE biggest results of Tri-Area becoming the Model Health Center of the Future?



Attracting and keeping well-qualified staff and clinicians

Make sure we have the financial means stay in business

Effectively addressing all factors that impact health and well being

Offering new medical and clinical services

Consistently achieve excellent health outcomes for our patients

MODEL HEALTH CENTER OF THE FUTURE

An Exemplary, Sustainable Team
Lastingly Transforming Community Health



High Performance Organization

Set and Execute on Plans ⇒ Deliver Continuously Improving Results

| | | | |
|---------------------------|-----------------------------|----------------------------------|-----------------------------------|
| Transformative Leadership | Data-Driven Decision Making | Workflow Design and Optimization | Innovation Adoption |
| Effective Management | Improvement Capability | Project Management | Staff Effectiveness & Empowerment |

High-Performing Teams

MODEL HEALTH CENTER OF THE FUTURE INITIATIVES



"EXCITING"

Plenty of Ideas

Strengths
Weaknesses
Opportunities
Threats

idea

idea

idea

idea

idea

idea

idea

idea

idea

idea

idea

concept

concept

concept

concept

concept

concept

concept

**Conscious,
Objective-Driven
Prioritization
Deliberate Release**

initiative

initiative

initiative

Culture

Trust & Respect

Autonomy

Qualified
People

...

Change Mgmt.

Communication

Training

Continuous
Improvement

...

Clinical

Clinical
Management
Team

Patient Care
Team Approach

Treatment
Team

...

PRIORITIZATION FUNNEL

New

Urgent Care

Integrated BH

Imaging Svcs.

MAT

...

Innovative Technologies

Telehealth

Pharmacy App

Internet Access

...

Living

Social Media

Community

Partnerships

7-day

...

~70

61

~12+

26

People Interviewed

Survey Responses

Documents Reviewed

Workshop Participants

Revenue
Generation

Ideas

9 Prioritization Criteria

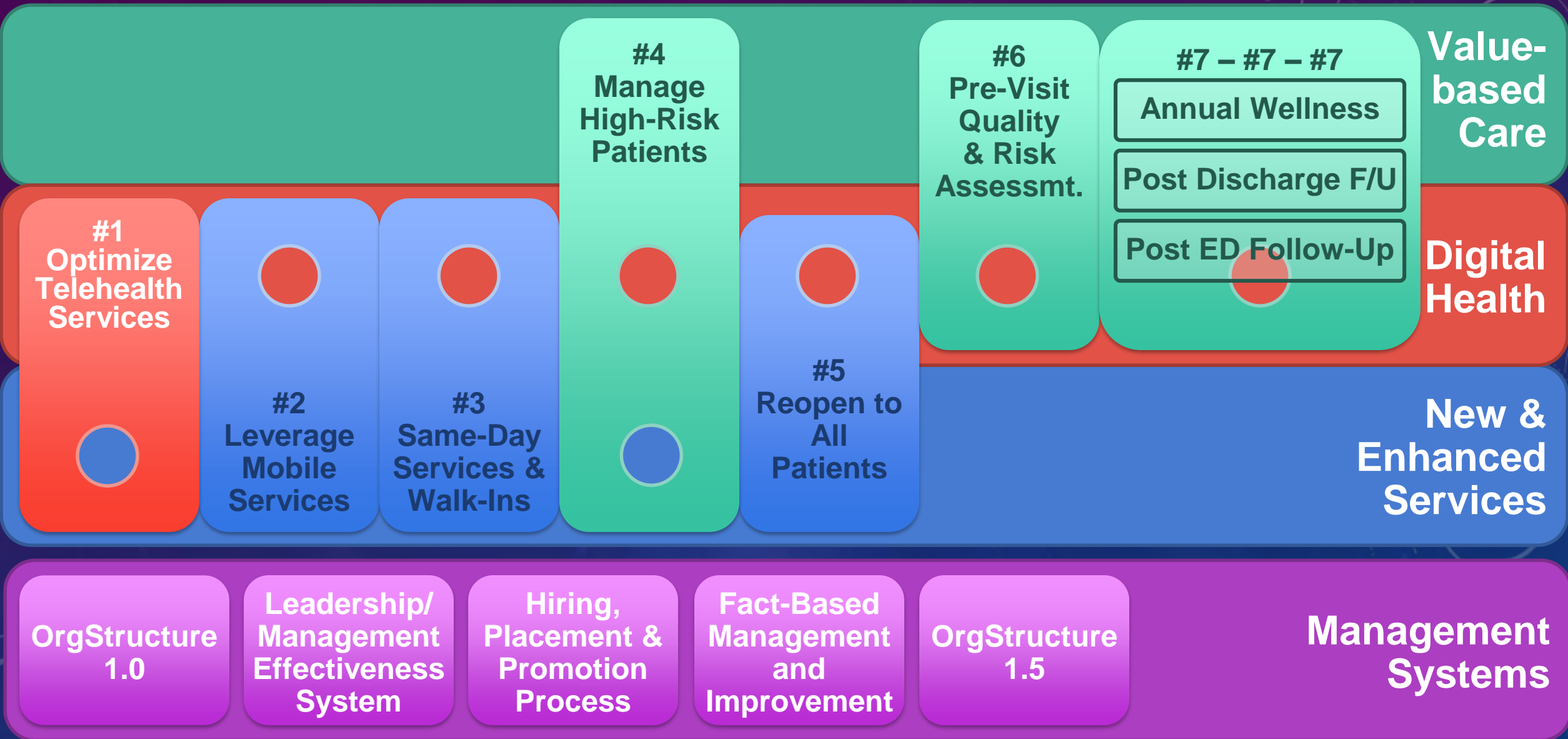


1. Community
2. Access
3. Quality
4. Service Experience
5. People
6. Financial Sustainability
7. Building Foundational Capabilities
8. High Value/ROI
9. Ease of Implementation



| | | | | | | | | |
|-----------|--------|---------|--------------------|--------|--------------------------|------------------------------------|----------------|------------------------|
| Community | Access | Quality | Service Experience | People | Financial Sustainability | Building Foundational Capabilities | High Value/ROI | Ease of Implementation |
|-----------|--------|---------|--------------------|--------|--------------------------|------------------------------------|----------------|------------------------|

Roadmap by Priority



Roadmap by Priority

Value-based Care

Digital Health

New & Enhanced Services

Management Systems

#10
New
Baywood
Site

#10
Services
to
Employers

#12
Increase
Pharmacy
Capture

#12
Services
to
Schools

#14
Offer
Dental
Services

Roadmap

Based on Timing

Dec '21



ADVISORY & CONSULTATIVE SUPPORT

**EXTERNAL
SUPPORT**

LEADERSHIP & TEAM COACHING

SUBJECT MATTER EXPERTISE (e.g., Telehealth, Project Management, etc.)

A vibrant rainbow arches across a blue sky with scattered white clouds. Below the rainbow is a lush green field, likely a cornfield, with some taller grasses in the foreground. The scene is bright and hopeful, symbolizing transformation and success.

**The Value of
Organizational Transformation
into a High Performing
Organization**



Community Care Network

Rutland Mental Health Services | Rutland Community Programs

RESULT: From being closely scrutinized by regulator to a high-performing organization.

TRAITS:

- Sets ambitious goals & strategies to advance; achieves them *each and every year*.
- Highly effective in their use of data to manage & improve. Investing in the next generation set of tools and staff.
- Systematically optimized telehealth across all service lines, now expanding into leveraging “digital (mental) health”



Rutland Regional Medical Center

RESULT: From being average by any measure now consistently recognized nationally for patient safety, clinical quality, patient experience, workplace culture, and nursing excellence.

APPROACH:

- Set an ambitious vision of being “the best community health system in New England” using a multi-year transformation.
- Leveraged two complementary frameworks to guide transformation: Baldrige Framework for Organizational Excellence and Magnet designation for Nursing Excellence.

Wise Health System

RESULTS:

- Consistent national and state recognition.

APPROACH:

- Systematized their Strategic Planning Process by creating a designated “Executive Director of Strategy and Excellence”
- Successfully created a Value-based Culture (Be W.I.S.E.)
- Manages and communicates through visible performance dashboards.
- Invested in making telehealth an integral part of their care delivery approach.

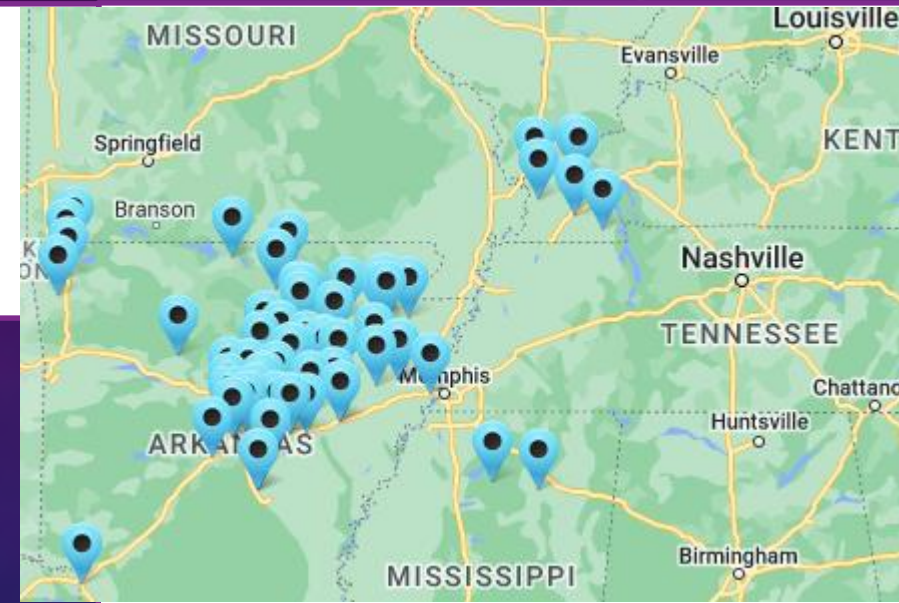




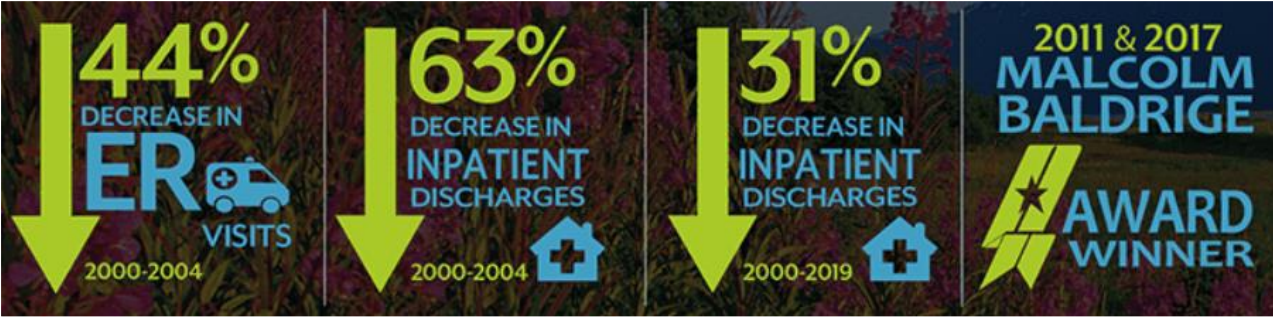
RESULTS: FQHC that went from 5 locations to 70+ locations in 3 states.

APPROACH:

- Focus on established frameworks such as Baldrige, Joint Commission Accreditation, HIMSS Stage 7, etc.
- Created a culture of collaborative communication with willingness to admit mistakes.
- Leveraging dashboards to give staff access to key metrics, such as patient satisfaction.



Southcentral
Foundation



"I THINK IT'S THE LEADING EXAMPLE OF HEALTH CARE REDESIGN IN THE NATION, MAYBE THE WORLD."

Don Berwick, Former Administrator for Centers for Medicare and Medicaid Services



Renew IMPROVE
Modernize
ADAPT Update
New SKILLS
ADV Ref
Overhaul
RETOOL
Change Innovate
REFRESH
Revise
PREPARE

NURTURING FOUNDATIONAL OPERATIONAL

*Effective
Communication*

*Conscious Change
Management*

*Pervasive Quality
Management*

*Improvement Mindset
& Skillset*

Transformative
Leadership

Data-Driven
Decision Making

Workflow Design
and Optimization

Innovation
Adoption

Effective
Management

Improvement
Capability

Project
Management

Staff Effectiveness
& Empowerment

High-Performing Teams

Transformation Roles & Responsibilities

Transformative **LEADERSHIP**

Transformative
Leadership

Communicating
VISION
Setting & Achieving
PRIORITIES
Setting
EXPECTATIONS
Creating
INSPIRATION

Effective **MANAGEMENT**

Effective
Management

MANAGING
the business
IMPROVING
the business
EVOLVING
the business
Allocating
RESOURCES

Enabling **BOARD**

**GOVERNANCE
& OVERSIGHT**
Ensuring
ACCOUNTABILITY
for results
Providing
**SUPPORT &
RESOURCES**



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After the Q&A

**Starting and
Maintaining
Transformation**

**in *your*
Organization**

How Can Your Organization Continue Preparing for the Future?

Share your Ideas.

Summary

Getting organizational buy-in:

- Create a Compelling Vision (“BHAG”)
- Identify Threats and Share with Staff
- Engage Leadership Team in the Process

Maintaining momentum during the change process:

- Continuous Communication:
Share Progress, Show Impact
- Empowered Initiative Sponsors & Initiative Leads

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