

**GOOD SAMARITAN HEALTH SYSTEMS
CRITICAL ACCESS HOSPITAL NETWORK
Work Plan 2005**

MISSION STATEMENT:

The Critical Access Hospital Network will work together to develop systems to enhance the excellent health care currently being provided to the communities being served.

VISION STATEMENT:

The Critical Access Hospital Network will utilize a collaborative approach to improving processes for communication, quality assurance, peer review and credentialing so that care is optimized within each hospital in the network as well as when patients are transferred from Critical Access Hospitals to the tertiary care hospital. As a network, we will look for ways to support the network while strengthening its individual members and the communities that they serve.

NETWORK GOALS AND WORK PLAN FOR 2005:

GOAL ONE: Education

Good Samaritan Hospital will continue to provide educational opportunities for medical staff, nursing staff and patients in the CAH facilities. Education will be provided based upon educational needs assessments and in support of quality assurance and improvement goals as set by the Network Quality Team.

Work Plan:

- 1.) **Goal:** Karen Crocker, Director of Education Services at Good Samaritan Hospital, will work with members of the CAH Network to develop a comprehensive educational plan. This plan will include all general education offered by GSH over the Mid Nebraska Telemedicine Network and will also include, but may not be limited to, the following areas of special interest :
 - a. Medical Practitioner/Staff Education
 1. Healthstream Annual Education
 2. Obstetrical Care
 3. Critical Care
 4. Trauma Services
 5. Mandatory Education required for Compliance, HIPAA & licensure
 6. Leadership Development
 7. Heartcode ACLS/BLS

- 8. Ancillary Services Peer Support and Education
- 9. EMS (educational needs will be addressed first and utilized as a first step in providing other support to developing stronger EMS systems and improving the transfer and referral processes.)
- b. Patient Education
 - 1. Micromedix
 - 2. Regional Health Issues, such as handwashing
- c. Both Patient and Medical Education
 - 1. Bioterrorism
 - 2. Disaster Preparedness

2. Related Grant Guideline Strategies

- a. Developing strategies to reduce outmigration of primary and acute care services.
- b. Developing strategies for recruitment and retention of health professionals.
- c. Improving the transfer and referral process and better defining the role of the local EMS operation in this process.
- d. Improving the performance management by providing training and education to improve the competencies of hospital and medical staff

3. Responsible Parties: Karen Crocker, Director of Education Services at Good Samaritan Hospital and CAH Representative yet to be determined.

GOAL TWO: Quality Assurance and Improvement

Linda Royle, Interim Director of Clinical Quality at Good Samaritan Hospital, and the CAH Quality Team will continue to focus on the collection of information on network and national quality measures and collectively work on performance improvement initiatives based on the data.

Work Plan:

- 1. **Goal:** The Quality Team will create goals that support state and national objectives in the area of quality assurance and improvement. These will include, but will not be limited to:
 - a. Peer Review
 - b. Utilization Review
 - c. Patient Safety
 - 1. Patient Identification
 - 2. Patient Satisfaction
 - 3. Pharmacy & Medication Dispensing
 - d. Benchmarking/Best Practices
 - e. Support for preparation and implementation of the Balanced Scorecard

2. **Related to Grant Guideline Strategies:**
 - a. Improving performance management by enhancing quality improvement, patient safety and credentialing processes.
 - b. Improving performance management by providing training and education to improve the competencies of hospital and medical staff.
 - c. Improving performance management by (assisting in the development of) a balanced scorecard to stimulate organizational change and track the performance of the CAH.

3. **Responsible Parties:** Linda Royle, Interim Director of Clinical Quality at Good Samaritan Hospital and the CAH Network Quality Team.

GOAL THREE: Credentialing

Good Samaritan Hospital will provide educational assistance to CAH Network facilities, as requested, to assist in the credentialing and privileging process.

Work Plan:

1. **Goal:** Good Samaritan Hospital will provide education to Critical Access Hospitals to assist in assuring quality in their credentialing process. This will include:
 - a. Providing updates to CAH facilities regarding regulations that may impact the credentialing process.
 - b. Providing education regarding tools for credentialing.
 - c. Providing oversight of the facilities' credentialing process, if requested, and making recommendations for changes, as needed.

2. **Related to Grant Guideline Strategy:** Improving performance management by enhancing quality improvement, patient safety and credentialing processes.

3. **Responsible Parties:** Gaylene Gehrt, Credentialing Coordinator at Good Samaritan Hospital and CAH representative, yet to be determined.

GOAL FOUR: Policies & Procedures and Bylaws

The CAH Network will create a library of documents that individual members can utilize, as needed, when creating or updating their own policies and bylaws.

Work Plan:

1. **Goal:** To update the online resource to include policies & procedures, bylaws and other documents that are of use to member facilities when developing or improving processes. These may include:
 - a. Medical Staff Bylaws
 - b. Board of Director Bylaws
 - c. Common policy/procedures

- d. Business office practices
 - e. Billing and collection practices
 - f. Charity care guidelines
 - g. Other documents as requested and deemed appropriate by the CAH Network members
2. **Related to Grant Guideline Strategy:**
 - a. Improving performance management by enhancing quality improvement.
 - b. Improving performance management by providing training and education to improve the competencies of hospital and medical staff.
 3. **Responsible Parties:** Laura Meyers, CAH Coordinator and Marvin Neth, Hospital Administrator, Callaway District Hospital.

GOAL FIVE: Technology

Begin to assess the current technology resources available and the future technology needs of the CAH Network in support of patient care and quality assurance.

Work Plan:

1. **Goal:** Review current technology resources of the twelve facilities and explore opportunities to enhance and improve these resources to better meet patient needs, assist in patient safety, quality assurance and quality improvement. If opportunities are indeed found, CAH funding may be utilized to prepare facilities for implementation of these technologies. These may include:
 - a. Electronic Medical Record/Nursing notes
 - b. Electronic Order Entry
 - c. Communication Systems
2. **Related to Grant Guideline Strategy:**
 - a. Developing more advanced communication systems, including telehealth.
 - b. Improving performance management by enhancing quality improvement, patient safety and credentialing processes.
3. **Responsible Parties:** Laura Meyers, CAH Coordinator, Dana Welsh, Outreach Clinical Nurse Coordinator, CAH representative yet to be determined and other technology personnel dependent upon assessments.

GOAL SIX: CAH Finance

The CAH Network will support the Balanced Scorecard process initiated by the state, explore process improvement impact on financial performance and utilize CMS representatives to educate network members to identify and follow the priorities as put forth by CMS.

Work Plan:

1. **Goal:** To collaborate with the state and CMS representatives to support initiatives and ensure that priorities set are in line with the goals of those institutions. This will include, but will not be limited to:
 - a. Inviting CMS representative to speak about quality initiatives, expectations and reimbursement.
 - b. Working closely with John Roberts and Dave Glover to identify areas where groundwork can be done to ready our facilities to implement the balanced scorecard process.

2. **Related Grant Guideline Strategy:**
Improving performance management by developing a balanced scorecard to stimulate organizational change and track the performance of the CAH.

3. **Responsible Parties:** Good Samaritan Hospital members will initiate this process and ask interested CAH members to serve as a committee in guiding this initiative.

GOAL SEVEN: Grant Opportunities

The network will participate in grant opportunities that will support the identified initiatives where at all possible.

Work Plan:

1. **Goal:** Good Samaritan Hospital Foundation will identify grant opportunities that are in line with current work plan goals or that will offer hospitals an opportunity to work together to initiate additional joint projects that benefit all. Good Samaritan will also encourage the development of grant writing skills in individual institutions for projects they may wish to pursue independently of the network. Projects include but are not limited to:
 - a. The network has applied for a nursing grant to begin the “Mid-Nebraska Nurse Retention Collaborative”, focusing on retention of nursing professionals. Projects include: increasing nurse competency of evidence based practice, enhancing the professional environment by supporting shared decision

making, to support ongoing competency assessments and to initiate a mobile skills lab.

- b. The network will join UNMC in applying for the AHRQ grant to develop a toolbox for process analysis, improvement and assessment for reducing medication errors.
- c. The network will host an education session for facilities wishing to develop skills to apply for individual facility grants.
- d. Continue to pursue grants to support efforts currently underway.

2. Related Grant Guideline Strategy

- a. Developing strategies for the recruitment and retention of health professionals.
- b. Improving performance management by enhancing quality improvement, patient safety and credentialing processes.
- c. Improving the performance management by providing training and education to improve the competencies of hospital and medical staff.

3. Responsible Parties: Lesley Bollwitt, Director of Grants and Special Projects; Good Samaritan Hospital and CAH Network representatives.