ISO 9001:2015
CoxHealth Implementation
Leadership Development Institute
December 15, 2016
Arlo Stallion
Objectives

• Create better understanding of what ISO 9001 is and is not
• Brief overview of ISO 9001 & accreditation relationship
• Launch the CoxHealth ISO 9001 model
• Define leadership expectations
• Overview of CoxHealth ISO 9001 requirements in breakout sessions
ISO 9001 Transformation

• Don’t be intimidated with the unknown
• Learn everything you can
• Participate
• Embrace the challenge
• Leaders and the organization will both reap the rewards
“The secret of change is to focus all of your energy, not on fighting the old, but on building the new”

Socrates
Common ISO 9001 Misconceptions

ISO 9001 is:

• A journey – not a destination
• A business management system – not a quality initiative, pillar, or a compliance model
• About continual improvement – not perfection
• Separate from accreditation – but required
• Applicable to all settings – not just hospital

A framework that provides leadership with the structure and tools to focus on what is important.
Accreditation & ISO 9001 Connection

- NIAHO Hospital Accreditation requires ISO 9001 conformance by the 4th year.
- ISO 9001 conformance is a condition of accreditation.
- DNV-GL is our accrediting body and our ISO 9001 Registrar – two separate roles.
- Accreditation requirements are built into the key processes.
- Enables concurrent assessment of accreditation & ISO 9001 conformance.
- Accreditation assesses base requirements/industry standards.
- ISO 9001 assesses business practice performance to meet customer requirements.

Highest level of assessment
"It's a simple model... but it works for me..."
ISO 9001 Business Management System

- Customer Requirements
- Resources & Facilities
- Delivery of Patient Care
- Measure & Improvement
- Management Responsibility

Input → Customer Satisfaction (Value)
The ISO 9001 Mantra

A • Continual Improvement

B • Measurement
   • Analyze results
   • Records & Audit

C • Planning
   • Policies
   • Procedures

D • Deliver care & services

Improve it

Say what you do

Prove it

Do what you say

Say what you do

Prove it

Do what you say

Improve it
Ever Feel Like This?
ISO 9001 Creates Alignment
Standardization & Enables Integration

- Working Smarter
- Studer
- Performance Management Baldrige/Magnet
- Population Health
- Integration/Growth

ISO 9001 Business Management System

MVV Objectives
ISO 9001 Implementation Team

• Frank Romero, MD - VPMA
• Arlo Stallion, System Director Regulatory Affairs
• Vicki Good, System Director Quality & Patient Safety
• Tracy Mitchell, System Director Population Health
• Scott Rogers, System Director Performance Integration & Innovation
• Jim Brown, System Director Health Care Analytics
• Gina Ellerbee, System Director Clinical Education
• Shawn Snider, System Director Radiology
• Shelly Hillhouse, PI Manager
• Ad Hoc Leaders
ISO 9001 Gap Analysis

Painful essential first step

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<tr>
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<tbody>
<tr>
<td>4: Quality Management System</td>
<td>Top</td>
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<tr>
<td>5: Management Responsibility</td>
<td>Priorities</td>
<td>54.2%</td>
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<td>6: Resource Management</td>
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<td>7: Product Realization (Healthcare delivery)</td>
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<td>8: Measurement, Analysis, Improvement</td>
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<td><strong>Total Conformance</strong></td>
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National Networking

ISO 9001 Certified

• Sentara Healthcare - Virginia
• Advocate Health Care - Chicago
• Lee Memorial Health System - Florida
• Florida Hospital
• Houston Methodist
Quality Policy – Mission/Vision/Values

- Quality is the ability to deliver, through a consistent and efficient system, healthcare that meets or exceeds the customer’s *rational value expectations*.

Commitment Statement

- CoxHealth aims to enhance customer value through the effective application of the Business Management System, including processes for continual improvement and the assurance of conformity to customer, statutory, & regulatory requirements.
Strategic Direction

Our Patient

CoxHealth Key Strategies

- Create one Patient Experience
- Coordinating Care & Reducing per Capita Cost
- Attract, Grow, & Retain Talent
- Blanket our Region with appropriate services in the right places

CoxHealth Operational Objectives and Goals

- Top Decile in Patient Experience
- Top Decile in Employee Satisfaction
- Top Decile in Quality & Safety Outcomes
- Top Decile in Financial Metrics
- Top Decile in Employee Giving

Mission, Vision, Values
Customer Requirements = Inputs

Output = Customer Value

- Safe
- Timely
- Effective
- Efficient
- Equitable
- Patient Centered

Quality
Service
Cost
Key Management Processes

Management Review
Top Management System level & Entity Level

Planning
Strategic, Financial, & Business Planning

Revenue Cycle
Registration, billing, collections, accounting, billing & audit

Measurement Analysis Improvement
HCA, Quality, CQI, audits, Regulatory, Patient Safety, Innovation, PI
Core Operational Processes

- Patient Centered
- Designed for all healthcare delivery systems
  - Emergency
  - Inpatient
  - Outpatient
  - Post acute care
  - Ambulatory

Cycle of care is continuous
Key Support Processes

- Develop & Manage Care Force
  - Employees, Volunteers, Students, Contracted, Medical Staff, Training and Development
  - EMR, Information Technology, HIPAA, Communication, Customer Service, Health Information Management
  - Materials Management, Blood Products, Medications, Food Services, Sterilization, Linen
  - Engineering, Utilities, Construction, Maintenance, Environmental Services
  - Medical Equipment, Imaging Equipment, Laboratory

- Manage Information

- Manage Supplies, materials, & products

- Environmental Health & Safety

- Manage Facilities

- Manage Equipment
Mission
Improve the health of the communities we serve through quality health care, education, & research

Vision: To be the best for those who need us
Values: safety, compassion, respect, integrity

Customer Requirements
Safe, Timely, Effective, Equitable, Patient Centered

Customer Value
Quality, Service, Cost

Core Operational Processes
- Access
- Diagnose
- Treatment
- Transition

Key Management Processes
- Management Review
- Planning
- Revenue Cycle
- Measurement Analysis & Improvement

Key Support Processes
- Develop/Mgt Careforce
- Manage Information
- Manage Supplies, Materials, Product
- Environmental Health & Safety
- Manage Facilities
- Manage Equipment

Key Process Interaction
Business Management System
- Customer Requirements
- Customer Value
- Core Operational Processes
- Key Management Processes
- Key Support Processes
- Mission
- Vision
- Values

Improved Healthcare Delivery
Improved Patient Outcomes
Improved Community Health
Process Approach – Matrix Management

Key Processes

- Process Leader
- Process Leader
- Process Leader
Plan & Manage Process Change

• Change is carried out in a planned manner
• Consider purpose and potential consequences
• Impacts to the business management system
• Availability of resources
• Allocation and reallocation of responsibilities
• Changing knowledge needs
• Control both planned and unintended change
Planning & Controlling Change

Significance of planning & control

- Long Range – objectives
- Medium – determine resources
- Short Range – interventions to control deviations from the plan to still meet requirements

Examples: Triage system, scheduling
ISO 9001 Expected Results

• Customer focus enables meeting customer needs
• Create consistency and greater efficiencies
• Process standardization and integration
• Leader and employee engagement
• Sustainability in an uncertain environment
• Continual improvement to be the best for those who need us
ISO 9000: Leadership Statement

• “Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the organization’s objectives”.

• “Creation of unity of purpose and the direction and engagement of people enable an organization to align its strategies, policies, processes, and resources to achieve its objectives”.

Leadership Expectations

• You are the key ingredient to success
• Active participation
• Develop an understanding of the need to move from a department or entity mindset to a system
• Embrace the process approach to management and continual improvement
• Communicate, communicate, communicate…
Leadership Commitment

- Excellence does not happen by accident
- It requires a well thought-out, well communicated plan that is embraced by everyone.
- Join us on this journey to excellence