

THE **FOURTH** ANNUAL HARRIS HEALTH SYSTEM INNOVATION SUMMIT

BRIDGE — TO — 2020

IT STARTS WITH **YOU**

March 20, 2018 | 8:30-11:30 a.m.
Bayou City Event Center



HARRISHEALTH SYSTEM



A Message from the President



George V. Masi

President and CEO

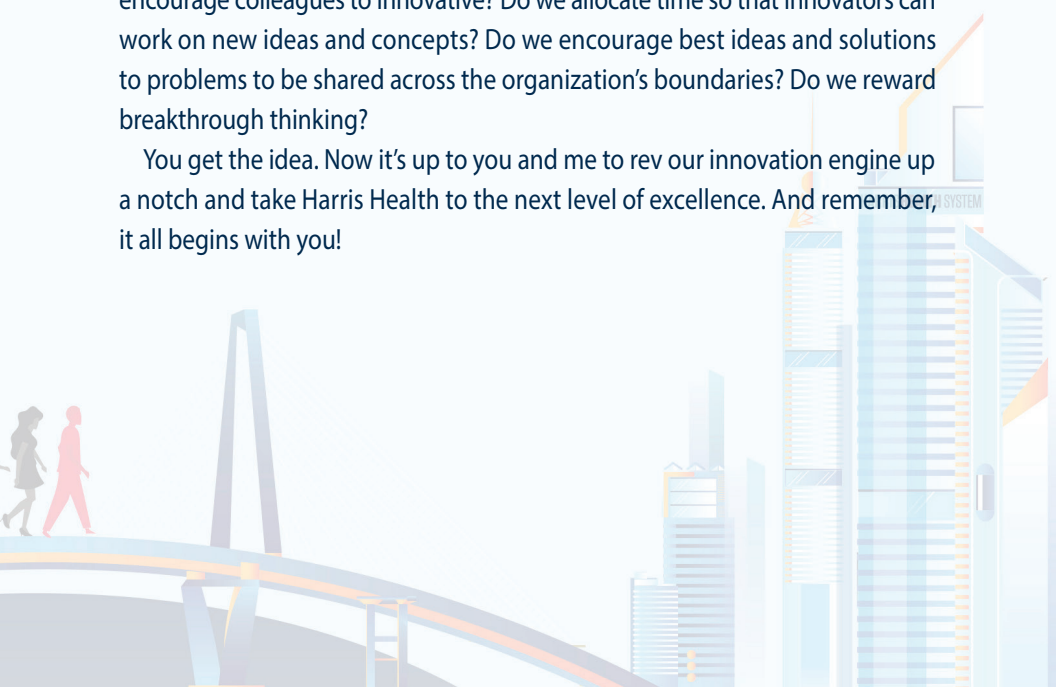
Harris Health System

The culture of innovation starts with you! Leaders are always in search of that special something that will separate their organization from the rest. The answer begins with building and sustaining a culture of innovation.

So if the culture of innovation starts with you, how do you get it going? Here's how. You set the tone. Begin by asking yourself these questions. "Am I walking the talk of innovation? Do I encourage out of the comfort zone thinking and behaving? Do I reward those who are willing to take risks – even if they fail? Do I demonstrate my commitment to innovation by my words and deeds?"

We all need to understand that innovation just doesn't happen. We have to take steps to nurture and support this new way of thinking and acting. Do we encourage colleagues to innovate? Do we allocate time so that innovators can work on new ideas and concepts? Do we encourage best ideas and solutions to problems to be shared across the organization's boundaries? Do we reward breakthrough thinking?

You get the idea. Now it's up to you and me to rev our innovation engine up a notch and take Harris Health to the next level of excellence. And remember, it all begins with you!

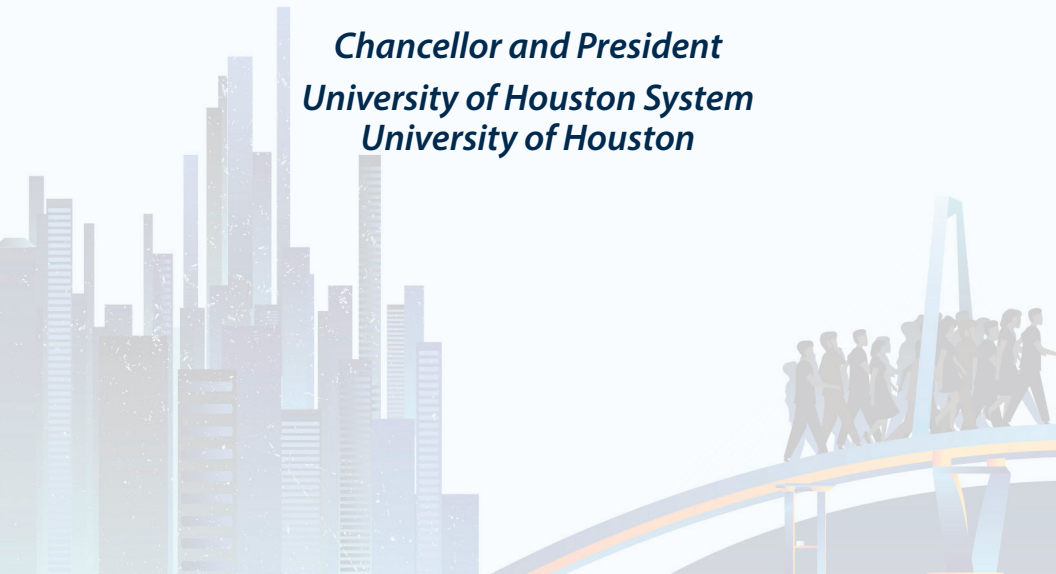


Guest Speaker



Renu Khator

*Chancellor and President
University of Houston System
University of Houston*



Nationally known as an education thought leader and higher education policy expert, Dr. Renu Khator is currently serving as Chancellor and President of the University of Houston System/University of Houston where she oversees a four-university system that serves nearly 71,000 students, has an annual budget that exceeds \$1.7 billion and has a \$6 billion-plus impact on the Greater Houston area's economy each year.

Throughout her nearly 35-year career, Dr. Khator has directed the transformation of complex global organizations responsible for fulfilling critical and challenging missions worldwide in the health, technology, and energy industry.

Before joining the University of Houston System in early 2008, Dr. Khator held a variety of increasingly responsible executive positions within higher education, including Provost and Senior Vice President of Academic Affairs at University of South Florida and Dean, College of Arts and Sciences at University of South Florida.

A champion of public universities, Dr. Khator has served on several leading national associations and advisory boards, including serving as the former Chair of the American Council on Education, the National Collegiate Athletic Association and the Association of Public and Land-grant Universities.

A native of India, Dr. Khator earned her Bachelor degree from Kanpur University and her Master of Arts and Doctor of Philosophy from Purdue University.



Agenda

Welcome	Shanna Doucet Andrea Kelley
Innovatively Healthy: It Starts With You	Crystal Wall
Introduction of Guest Speaker.....	George Masi
Guest Speaker Address.....	Dr. Renu Khator
“One for All”	Dr. Ericka Brown



Presentation of Awards

Think Innovation Transformation
Pavilion Innovations of the Year
System Innovation of the Year
The Heroes of Innovation
Presidential Award

Center for InnovationShanna Doucet
Andrea Kelley



Think Innovation Transformation Award

The Think Innovation Transformation Award is awarded to physicians who embody the culture of innovation and work collaboratively to achieve best in class outcomes. They apply innovation to their everyday practice, resulting in improved quality outcomes, a positive financial impact, a better patient experience and they are instrumental in leading innovation within Harris Health System towards a brighter more sustainable future.

2018 Award Recipients

Dr. Edward L. Poythress, Associate Dean of Student Affairs, Associate Professor of Medicine Baylor College of Medicine, Medical Director, Wound Care Clinic at Ben Taub Hospital

Dr. Poythress completed his residency at Ben Taub Hospital, his commitment to patient care, quality and safety was instrumental in developing a robust trans-disciplinary wound care collaborative. His approach to mediating the gaps in research has transformed comprehensive wound management and limb salvage. Under his guidance key stakeholders such as internal medicine, surgeons, infectious disease and physical therapy are working together creating synergy. Since implementation of the transdisciplinary wound management program in early January 2017, Ben Taub Hospital has experienced a 60 percent reduction in limb amputation. Dr. Poythress's leadership has led to the development of an innovative approach to limb salvage and chronic wound care management resulting in best in class performance transforming the landscape of research.

Dr. Tien Ko, Associate Dean for Harris Health Programs at McGovern Medical School, Chief of Staff of Lyndon B. Johnson Hospital, Jack H. Mayfield, M.D. Distinguished Professor in Surgery, Vice-Chairman for Harris Health System Department of Surgery, McGovern Medical School Chief of Surgery at Lyndon B. Johnson Hospital

Dr. Ko's approach to transformational leadership is evident in his vision and ability to position the surgery department at Lyndon B. Johnson Hospital as a leader in surgical care. His passion and tenacity led to the implementation of the Da Vinci Surgical System, the first robotic surgical system used in Harris Health. The Da Vinci system is designed to facilitate complex surgeries using precision and improved dexterity to extend the surgeons capacity. This transformational approach to using technology to enhance healthcare is innovative and transformative. Through his leadership and vision, Dr. Ko has positioned Harris Health to perform as a high reliability organization by cultivating resilience and patient safety in surgical care.

Dr. Susanna C. Spence, Associate Professor, Assistant Chief of Radiology, Lyndon B. Johnson Hospital, Clinical Director of Quality, Safety & Patient Experience, Department of Diagnostic and Interventional Imaging McGovern Medical School at UTHealth

Dr. Spence's contribution to the Interventional Radiology department at Lyndon B. Johnson Hospital has improved patient safety and quality of care outcomes. Her journey began as a resident with UTHealth where she identified opportunities to improve practice. As the Assistant Chief of Radiology, she has developed an integrative approach to transformation. Her role has been integral in the application of process improvement and workflow redesign. Her collaborative nature and interdisciplinary methods has resulted in significant cost savings and cohesiveness amongst her team and peers. Dr. Spence's commitment is evident, the most rewarding aspect of her work with Harris Health is the positive impact she has on improving the patient's experience.

Dr. Malvika Juneja, Assistant Professor, Baylor College of Medicine, Family Medicine Physician at Vallbona Health Center.

Dr. Juneja has been instrumental in leading the Diabetes Multi-Disciplinary Patient-Centered Program within ambulatory care. She identified that many of her patients' Hemaglobin A1c level was concerning. They were chronically faced with socioeconomic challenges, resistance to lifestyle changes, and lack of information. Dr. Juneja developed a multidisciplinary approach centered upon meeting the needs of the Harris Health patients by implementing a robust best practice approach. Her efforts have contributed to reducing primary care physicians visits as well as reducing visits to the emergency center and hospital readmission. Dr. Juneja is setting the standard for best practices across the system through patient advocacy and comprehensive multidisciplinary care coordination.

Innovations of the Year

Kirby/Holly Hall Administration Innovation Nominee 2018

Automated Normal PAP Smear Results Notification

In the past, patients with normal PAP smear results were mailed a letter. By automating the process and sending electronic notifications of patient results via MyHealth and Televox, we have reduced man-hours, mailing costs and unnecessary calls to the Patient Appointment Center.

Good Catch Program

The Good Catch Program provides positive reinforcement and encourages staff to report patient safety events, and near misses. Since its inception, the program has prevented more than 30 separate incidents of a potential for harm from reaching our patients. Good Catch reporting, has resulted in process improvements that not only saves money, but will ultimately save lives.

Multiple Medical Home Appointment Access

This innovation involved a change to EPIC which enabled schedulers to search for up to three medical home visit types simultaneously. Prior to the implementation of this process, schedulers would search for each medical home visit type separately based on the reason for the call. This one-stop-shop allows schedulers to see all available medical home appointments at a glance.

MyHealth Patient Enrollment Initiative

This innovation was designed as a proactive outreach program to enroll patients while in the clinics to the MyHealth portal. Having access to the MyHealth portal enhances the patient's ability to manage their care needs such as, requesting appointments online at any time as opposed to calling into the Patient Appointment Center and experiencing long hold times. This initiative resulted in a 200 percent increase of enrolled patients.

Proactive Emergency Management Communication System

Harris Health now has an automated uniform communication process for notifying patients of inclement weather and facility closures through the use of the Televox messaging system. In the past this was a manual process requiring several man hours to notify patients of inclement weather and facility closures. The system now has the capability of notifying 10,000 patients within one minute. This system was a key communication tool during Hurricane Harvey.

Ambulatory Care Services Innovation Nominee 2018

Community Health Worker (CHW) Home Visit Program

The CHW's program bridges clinical practice and our community by performing home visits to assess a patient's barriers to care. This approach results in improved quality of care and patient outcomes. This innovation brought "caring" to the patient.

EPIC Pediatric Redesign

The EPIC Pediatric Redesign was a multidisciplinary collaborative to increase documentation efficiency and improve the documentation process. This innovation significantly decreased documentation time from 26.5 minutes to just 9.92 minutes; and an annual savings of \$1.5M. As with many innovations, this change was another step toward our goal of high quality patient care.

Medical Home Expansion Initiative

An Initiative to implement panel assigned patient criteria and provide a methodology for timely access to primary and specialty care services. Differentiated medical home patients by providing designated appointments for continuity of care to their PCP or care team, added an appointment type to schedule ill patients who needed immediate care, standardized provider panel size and assignment criteria. As a result, Patient satisfaction rating increased by 13 percentage points, an 18% improvement.

Medication Home Delivery (Mail Order)

Long gone are the days where patients have to drive to the pharmacy to refill their prescription. Through MyHealth, they are able to have their medications mailed right to their doorstep. Prescriptions are filled through a central fill pharmacy using robotics and mailed out daily for delivery within 24-72 hours. This is much faster and more efficient! Patients who received medication in the mail reported an 87 percent satisfaction rate.

Ben Taub/Quentin Mease Innovation Nominee 2018

Energy Smart

The facility management team succeeded in receiving the prestigious Energy Star label from the United States Environmental Protection Agency (EPA), the only environmental program in the United States that certifies energy efficiency. Ben Taub is the first public hospital in Texas to get the prestigious accolade. The team at Ben Taub has set the standard and created a movement towards “Going Green” by improving the carbon footprint within Harris Health.

H.U.S.H - Help Us Support Healing

Evidence shows the noise of providing care causes sleep deprivation, increases stress levels and decreases the patients’ overall perception of their hospital stay. These may have a negative impact on patient satisfaction and healing. Armed with this valuable information, the team went into action to address the identified issues and as a result the patient satisfaction score has significantly increased!

M.E.D.I.C - Medication Education is Caring

The pharmacy team noticed the HCAHPS medication education score was at 65.2 percent and below the third quarter 2016 goal. To improve medication compliance a taskforce was created and a three phase plan was developed to improve the HCAHPS scores. As a result of this improvement initiative the HCAHPS scores increase to 73.8 percent.

MDI Nebulizer Conversion

The cost of inhalers is very expensive, especially for Ipratropium Bromide (Atrovent), which cost \$359 each. They are single patient use, and discarded when the patient is discharged. By converting Atrovent inhalers to liquid nebulized medication, we were able to reduce the amount of waste and save approximately \$200,000 annually amongst Ben Taub, LBJ and QM hospitals.

PM&R Coordination of Care

The PM&R patient satisfaction work group, representing nursing, therapy, and case management identified an opportunity to improve the QM overall hospital score by creating common phrase of excellence that standardizes communication and obtains patient feedback prior to discharge. As a result, in six months customer satisfaction scores increased from 81.8 percent to 100 percent.

Lyndon B Johnson Innovation Nominee 2018

Infusion Center Wait Time Redesign

The infusion center chemotherapy administration orders were on paper. The process was long and tedious making the wait time for chemotherapy infusion was up to six hours. With the new redesign of the infusion center process, the patient wait time is a maximum of 30 minutes, improving the patient experience!

LBJ Dream Farm

A garden is an innovative way to educate staff, patients and the community in how to grow and harvest crops as a form of physical activity. In addition, it is way to maintaining a healthy and nutritious diet. The initiation will also provide information on how to prepare and cook fresh foods. The ultimate goal is to duplicate these wellness gardens across the System and successfully plant and cultivate a variety of commonly found fruits and vegetables to the benefit of our patients, community, and staff.

Peripheral IV Practice Phantom

An artificial practice arm (phantom) was created using a homemade gelatin as an innovative approach to train nurses and improve their peripheral IV start skills. Every nurse that has used this model has displayed an increase in confidence and skills, they were able to see where they had challenges with insertion technique and how to effectively correct them. This innovation improves moral and confidence.

Preceptor Badges

This innovation identifies mentors within the emergency center and is an easy identifier for new employees seeking help or resources. Nurses are proud to wear the preceptor badges. This has contributed to a positive employee satisfaction survey, and there has been a noticeable increase in the number of staff attending the CLIC preceptor courses.

T.E.A.M Certification - Techniques for Effectiveness Aggression Management

An initiative to replace the Satori Alternatives for Managing Aggression (SAMA) certification process with Techniques for Effective Aggression Management (TEAM). This takes the time for training from 16 hours to 4 hours, saving the organization an annual average of \$210,000.

System of the Year Finalists

Infusion Center Wait Time Redesign

Lyndon B. Johnson Community Garden

Peripheral IV Practice Phantom



The Heroes of Innovation

Hurricane Harvey was a disastrous storm to the city of Houston. The city had to be stronger than ever to weather the storm and recover from its aftermath. These are the heroic stories from Harris Health System that show the strength of individuals during despairing times.

Dr. Erik Askenasy

Innovation was the definition of the actions Dr. Erik Askenasy had to take to save the life of a man who arrived at LBJ suffering from a subdural hematoma. With the streets flooded around LBJ Hospital, Dr. Askenasy, a general surgeon from UTHealth had to improvise a craniotomy with the resources available at LBJ's Level III trauma center; which is not equipped for neurosurgical care. He and the OR team devised a plan to make the impossible, possible. They were able to successfully remove the clot that was compressing the patient's brain. Dr. Askenasy and the OR team's innovative thinking saved the patient from severe brain damage.

Engineering Team at Ben Taub

While flooding began at Ben Taub Hospital, Benny Stansbury, Director, Facility Management and Engineering, and his 16-member hurricane rideout team performed like "superheroes" on two occasions. First, when a pipe in the basement suffered a 30-foot gash, and floodwater began rushing into the facility, they took decisive action to mediate the damage. When a second pipe burst, water came dangerously close to the electrical panels. Their quick thinking and heroic efforts prevented systems from shutting down and the need to evacuate the hospital.

Human Resources and Development Collaborative

All members of the Harris Health System family were impacted by Hurricane Harvey. Some lost their means of transportation while others lost their homes entirely. The Human Resources and Development departments recognized the employees are the heart of the system. They decided to take action by setting up the Disaster Relief Assistance program. Collaboratively, they were able to reach out to different foundations around the country, as well as online donations, and raised more than \$600,000 to aid employees with financial assistance.

Presidential Award

Psychiatry and Behavioral Science

Harris Health System Psychiatry Department has evolved over the past five years with the leadership of Dr. Asim Shah and Dr. Jair Soares. They have been instrumental in the groundbreaking projects that are shaping psychiatry and behavioral science in Houston and Harris County. Their combined efforts are decreasing stigma, breaking down barriers, increasing access and integrating mental health care through innovative programs and unprecedented community collaborations. They are true partners who embody the Harris Health vision and spirit on our journey across the Bridge to 2020.

Dr. Asim Shah MD, PhD

Executive Vice Chair, Menninger Department of Psychiatry,
Chief of Psychiatry, Ben Taub Hospital

Dr. Jair Soares, MD, PhD

Pat R. Rutherford, Jr., Chair in Psychiatry and Executive Director, UTHHealth HCPC
Chief of Psychiatric Services, LBJ Hospital and Memorial Hermann Hospital



Innovation Champions

Aaron Castro	Loreal Williams
Angela Ramos	Margaret Turpin
Barbara Busby	Maureen Padillia ^{EX}
Bernice Tsang	Michael Segal
Bunmi Ogunleye	Michelle Huffman
Christy Chukwu	Michelle Wallace ^{PM}
Curtis Marie Bass	Ninive Gonzalez
David Villela	Olevia Brown
Diane Respert	Shaneka Pipkins
Dr. Alan Vierling ^{EX}	Shawn DeCosta
Dr. Jennifer Small ^{EX}	Shealynn Foley
Dr. Nathan Deal ^{EX}	Shelia Viser
Dr. Samuel Willis ^{PC}	Sherry Jackson
Guillermo De Leon	Shirley Israel ^{PM}
Jacob Titus	Sonia Kurian
Judy Martinez	Stephanie Ramirez
Kim Martinez ^{PM}	Swiyyah Azeez
Kimberly M. Brown ^{PM}	Tracy Huerta
LaToya Howell ^{PM}	Vanessa Malpica
Lisa Iglehart	Yolanda Henderson
Lisa Jones	Zacarias Ramon

EX - Executive Sponsor PM - Program Manager PC - Physician Champion

Acknowledgements

Event Venue

Bayou City Event Center

Guest Speaker

Crystal Wall

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Imagineering Films

Decorations

Harris Health

Perrie Wilson, Kim Martinez, James Conklin Jr.

DLG Ice Factory

Transportation

Harris Health

Logistics & EMS

Food and Beverage

Harris Health

Food & Nutrition Services

AV Sound System

Stage Directions, Inc.

Printing

Image Set

Thank You

As we embark upon the future and our culture embraces the spirit of innovation let us take a stance to be visionaries for Harris Health by embracing the changes that will position us to thrive in the future. Let our inspirations be the guide and our actions lead the way. It is often said that great people stand out from others by their visions. How will you choose to stand out?

In the words of Kara Claypool, *"Visionaries look into the future and see things not through the lens of current reality but through the lens of future possibilities."*

As we continue on our journey to 2020, we challenge **YOU** to rise up...rise up as leader, rise up a visionary, rise up by making a difference and having a meaningful impact in everything you do. Remember...the Bridge to 2020 starts with **YOU!**

Harris Health System
Think Innovation Program Members



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