

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



BELIEVE

INNOVATE

GROW

April 4, 2019 | 8:30-11:30 a.m.
Bayou City Event Center



CENTER FOR INNOVATION
HARRIS HEALTH SYSTEM



A Message from the President



George V. Masi

President and CEO

Harris Health System

This is our year to Think BIG! – Believe, Innovate and Grow! It is my pleasure to host Harris Health’s Fifth Annual Innovation Summit.

Think BIG! Believe that your idea will create value. Believe that if the idea is cultivated, it will grow. The growth process starts from within and ultimately benefits the entire organization.

Innovative ideas always start with insight. Insight comes from harnessing our intuition and taking the time to comprehend, observe and understand our challenges. Our insights will lead us to new ideas that can solve problems and create new opportunities.

What have you become aware of or noticed? What intrigues you or gets you excited about what you see? What has come to your attention that is different, unique or interesting? What creative idea do you have to improve patient care, processes or the workplace environment?

We welcome and embrace your suggestions and encourage you to think innovatively, think creatively and Think BIG!



Guest Speaker



Adam Holton

*Chief Human Resources Officer
Numotion*

Adam is an inspirational speaker, author and expert in leading change. He is currently serving as the Chief Human Resources Officer at Numotion where he supports the mission of improving the lives of people with disabilities. He graduated from the United States Naval Academy. From there, he served in the United States Marine Corps as an Infantry Officer. He spent three years at Camp Pendleton, California, in the First Light Armored Reconnaissance Battalion, and then three more years at Quantico, Virginia as a leadership and tactics instructor.

After leaving the Marine Corps, Adam became a high school basketball coach and teacher in Charlottesville, Virginia. Following that, he transitioned into corporate life, joining GE Medical Systems as a Six Sigma Black Belt, followed by a role on the Customer Education team at the Jack Welch Leadership Development Center in Crotonville, New York. He later joined Bank One/JP Morgan Chase as the Manager of Executive Education.



In 2004, Adam joined the reserves and deployed with a Marine Corps Infantry Battalion as a Company Commander to Lutafiyah, Iraq (about 20 miles south of Baghdad) as a part of Operation Iraqi Freedom. He is currently writing a book that features the individuals with whom he served.



After returning from deployment, Adam rejoined GE Healthcare and over the next several years, took on progressively larger HR leadership roles. As well, he served as a co-leader for the 10,000-member GE Veterans Network, and as the leader of the HR Leadership Program for GE Healthcare. Adam left GE to become the Chief Human Resources Officer (CHRO) at CHS, a Fortune 100, farmer-owned cooperative working to help America's farmers be more successful.



Following this, he had the opportunity to serve Veterans by joining the HR team at USAA, an association with a singular mission & purpose – to facilitate the financial security of its members, associates and their families. Adam's leadership experience both on and off the combat field has equipped him with the skills needed to Think BIG!





Agenda

Welcome	Shanna Doucet Andrea Kelley
Think BIG! "Ice Breaker"	Rolando De La Garza <i>"DLG Ice Factory"</i>
Introduction of Guest Speaker	George V. Masi
Guest Speaker Address	Adam Holton
"One for All"	Dr. Ericka Brown

Presentation of Awards

Think Innovation Transformation
Pavilion Innovations of the Year
System Innovation of the Year
Special Recognition
Presidential Award

Innovation Strategic ChallengeShanna Doucet
Samir Chiali

Center for Innovation ClosingInnovation Leaders



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, and a better patient experience. They are instrumental in leading innovation within Harris Health System toward a brighter, more sustainable future.

2019 Award Recipients

Jose M. Marchena DMD, MD, FACS, Associate Professor, University of Texas Health Science Center, Chief of Oral and Maxillofacial Surgery at Ben Taub Hospital

Dr. Marchena obtained his dental degree magna cum laude from Harvard School of Dental Medicine and his medical degree from Harvard Medical School. He completed internships in oral and maxillofacial surgery and general surgery at Massachusetts General Hospital and his residency training at Louisiana State University Medical Center-Charity Hospital in New Orleans.

After a decade in private practice, his commitment to service led him to UTHealth as an associate professor and to serve as the Chief of Oral and Maxillofacial Surgery at Ben Taub Hospital. In this role, Dr. Marchena has transformed Ben Taub Hospital's Oral and Maxillofacial Surgery program by improving efficiency, patient safety and cost containment. His servant leadership, collaborative spirit, strong work ethic and dedication to ensuring a quality experience for patients, residents, faculty and staff are inspirational. Under Dr. Marchena's guidance, the Oral and Maxillofacial Surgery program continues to Think BIG.

Dr. Anita Major, Assistant Professor, Baylor College of Medicine, Department of Internal Medicine Section of Geriatrics, Medical Director House Call Program, Ben Taub Hospital

Dr. Jessica Lee, Assistant Professor, University of Texas Health Science, Division of Geriatric and Palliative Medicine, Medical Director House Call Program, Lyndon B. Johnson Hospital

Dr. Major and Dr. Lee's passionate care and unwavering dedication has enabled them to work collaboratively with the House Call program's physicians, nurse practitioners, registered nurses and social workers to transform the manner in which quality health care is delivered to the homes of elderly Houstonians from all walks of life. Under their collaborative leadership and interprofessional approach to care management, the Ben Taub - Baylor College of Medicine House Call program and the Lyndon B. Johnson - UTHealth Palliative and Internal Medicine House Call program have grown and serve as catalysts for change by providing best-in-class care to patients. The program reduces health care expenditures in the most frail of patients during the last years of their lives by reducing emergency department utilization and hospital readmission rates, providing palliative care and promoting in-home primary care services.

Dr. Major and Dr. Lee were instrumental in achieving NCQA Patient-Centered Medical Home recognition. The program now stands as a shining star amongst house call programs as the only house call program in Texas that holds this prestigious recognition—positioning Harris Health to provide exemplary, compassionate home-based care to vulnerable elderly patients for many years to come.

Dr. Kunal Sharma, Assistant Professor of Emergency Medicine, University of Texas Health Science, McGovern Medical School, Chief of Emergency Services, Lyndon B. Hospital

Dr. Sharma's passion for quality led him to UTHealth as Assistant Professor of Emergency Medicine with a focus in quality assurance, improving patient-centered outcomes and transforming hospital operations. In his continued pursuit for excellence in quality and patient safety, he completed UTHealth's Clinical Safety and Effectiveness Course and obtained the American Board of Medical Quality's Certificate in Medical Quality. His service to the community is evident in his role as the Chief of Emergency Services at Lyndon B. Johnson Hospital.

Dr. Sharma's commitment to performance excellence is demonstrated in his leadership and management of the daily operations of the LBJ Emergency Center, one of the city's busiest emergency centers. He has been essential in rethinking the entire emergency center process by effortlessly dissolving boundaries and promoting transparency to identify opportunities and optimization. Dr. Sharma is described by executive leaders as a valued member who challenges the status-quo.

Innovations of the Year

Administration Innovation Nominees 2019

Automating Access to EPSi (Healthcare Financial Decision Support)

The IT team at Kirby was challenged to complete the impossible. They worked collaboratively to develop custom codes that identified 40-plus updates required in the EPSi software and aligned them to attributes in our HR system and General Ledger department data. When data is updated in HR or the General Ledger, it automatically updates our EPSi system. The automated process eliminated hundreds of employee hours and the potential for human error. This custom solution, built from scratch internally, not only automated something deemed impossible by the software company's CEO, but was also completed in less than six months.

Opioid Management Taskforce

Opioid misuse has become an epidemic in the United States. The CDC reports that 40 Americans die every day from an opioid overdose due to prescription opioids. To be proactive, the system pharmacy department developed a Problem Detection multidisciplinary task force comprised of physicians, nurses and pharmacists to reduce the risk of opioid abuse within Harris Health. They identified areas for improvement in opioid prescribing practices to bring awareness to our health system. The task force has implemented a structure to support pain management services and created tools in EPIC that empower clinician decision making.

Patient Medication Assistance Program

Historically, the Patient Medication Assistance Program (PMAP) focused recovery efforts on medications related to the outpatient setting only. No process existed to identify and capture inpatient medication replacement opportunities for our indigent patients. With the continuous rise of pharmaceutical expenditures, the PMAP team recognized there was an opportunity to save money and improve service to our patients. The team explored other avenues of obtaining replacement medications in the inpatient setting to offset pharmaceutical costs and allow the organization to contain its costs associated with high dollar drugs. They aligned with programs that allow our organization to get free medications for our indigent patients. The outcome of the PMAP team's efforts was exceptional. In comparison to the previous year's recovery of \$44 million, the PMAP team is projected to recover an additional \$4.8 million worth of free medications for patients in the inpatient and outpatient settings.

QR Codes (IT Education)

When travelling to China and Korea, Raul noticed that QR codes were being used for everything—from advertisements to restaurant menus and paying for services. When he returned, he realized an opportunity to enhance communication. Traditionally, IT Education manuals provided contact information for the Help Desk and IT education, and email was used to distribute course scheduling and location information. Raul's innovative idea combined all this information into a QR code. Now employees can simply scan the QR codes at orientation for instant access to the information. The primary benefits of the QR codes are ease of use—anyone with a smartphone can scan them; they are versatile and can encode almost all types of data.

Ambulatory Care Services Innovation Nominees 2019

Gaps In Care

Generally, payors identify gaps in care for our mutual patients and notify us of same. However, we did not have any dedicated staff to help address these gaps. We determined there was an opportunity to optimize patient care and improve payor communication. A resource was added to ensure that patients were receiving necessary care and the payors' records were up to date. This streamlined communication with payors, improved documentation and simultaneously generated revenue. Since implementation of this initiative over 2,000 payor requests have generated more than \$104,000 in revenue.

Band Together to Stop Errors

After five consecutive months with zero medication administration errors, the team at Casa de Amigos Health Center experienced two medication errors. After completing an analysis, the team identified opportunities related to multitasking, not adhering to the Eight Medication Rights of Administration and interruptions in the environment. The team sought to find a cost-effective solution that would allow licensed staff to administer medications without delays or interruptions. After brainstorming ideas, they created a dual-colored wristband for licensed staff to wear at all times. Throughout the day, when not administering medications, they wear the wristband with the white side facing out. Prior to administering medications, they display the red side with the phrases "Administering Medications" and "8 Rights" printed in white letters. The red side serves to remind the staff member to stop and focus on the task of administering the medications and following the Eight Medication Rights of Administration. This innovative idea helped heighten medication administration awareness. Since implementation, there have been zero medication administration errors, and the band has been implemented in other clinics as a patient safety tool.



Ambulatory Care Services Innovation Nominees 2019 *(continued)*

Medication Synchronization

Medication Synchronization has always been a valuable pharmacy service. Before Medication Synchronization, patients would visit the pharmacy several times a month to pick up refills. When Epic offered Medication Synchronization in the 2017 upgrade, it was a chance to expand these services. Our pharmacists coordinate the patients' prescription refills so that they can make a single trip to the pharmacy each month. This initiative saves the patients time, reduces transportation burdens, and most importantly, increases medication adherence.

Pediatric Telepsychiatry

Previously, pediatric patients seeking mental health services required face-to-face encounters with a psychiatrist available at one of only four locations. In addition, patients would have to return to the clinic based on severity and follow-up needs. Through telepsychiatry, we're able to use this innovative method to offer a vital service to our patients, broaden our reach and compete with organizations that offer the same service. As of February, we've provided expanded access to 71 new patients and 42 return patients at three of our school based clinics.

Pre-Operative Phone Screening

In addition to the normal time necessary for surgery and recovery, the Pre-Operative Screening Clinic required patients to take time out of their schedule/life to be screened prior to surgery. They realized an opportunity to redesign their workflow and improve patient satisfaction. A new screening process was developed for clinically appropriate patients to be "seen" via a telephonic pre-operative screening process rather than in person. This makes the pre-operative process more efficient for those patients and allows clinic staff to spend their time more effectively. The patients, staff and surgeons really appreciate this enhanced process.

Ben Taub/Quentin Mease Innovation Nominee 2019

E.A.T (Eating Assistance Team)

Malnutrition affects as many as 60 percent of hospitalized adult patients. Moreover, 20 percent of hospitalized patients age 65 and older have an average intake of less than 50 percent of their calculated maintenance calorie requirements. The E.A.T. Program was developed through a partnership between the Nutrition Department, Volunteer Services, and Nursing Leadership to increase oral intake and improve provision of optimal nutrients to patients, decrease effects of malnutrition, utilize volunteers to emphasize the importance of adequate nutrition in the healing process, and reduce food waste. This innovative approach recruited volunteers to assist patients with feeding. Since the implementation of this robust program and structure, 61 percent of patients consumed more than 75 percent of meals. In addition, the presence of the volunteers has successfully improved oral intake as well as the patients' quality of life.

Emergency Center (EC) Response to CPR

In the past when a patient was in need of CPR in the emergency center, the EC social workers and chaplains were not notified. This created a missed opportunity for service to patients who have experienced a traumatic event. With this new initiative, if a patient presents with "CPR in progress," the EC social workers and chaplains are paged which enables them to identify next of kin/family, make contact, and assist family upon arrival. It also improves response time in gathering information from first responders.

Inter-Professional Education

The Baylor College of Medicine/Harris Health Labor and Delivery Inter-Professional Educational Program combines the experience of the medical students with experienced labor and delivery nurse preceptors in order to increase communication, teamwork and knowledge of other healthcare providers. The ultimate goal is to teach collaborative medicine and to improve patient safety. The program has been successful in creating an interprofessional educational experience between the medical students and nurses.

Lyndon B Johnson Innovation Nominees 2019

EASE (Electronic Access to Surgical Events) Application

EASE is designed to improve communication and decrease anxiety for loved ones waiting during a patient's surgery/procedure. This app uses current technology (a smartphone) and allows clinical staff to keep family updated in real time. By using this app, loved ones are not confined to a hospital waiting room in order to speak with the physician after the procedure. The patient is allowed to designate certain people to receive updates during all parts of the process. With EASE, loved ones can have peace of mind without physically being at the hospital. The app improves the surgical experience for patients and families by enhancing communication.

LBJ Falls Prevention Admission Video

The observation unit creatively found a method to raise awareness, enhance the patient experience and prevent falls. The team produced a five-minute video in both English and Spanish, highlighting the all interventions that keep patients from falling. The video was produced internally featuring the observation unit staff and can be viewed by any patient upon admission. Since the video was piloted, there have been zero cases of patients falling. The video now serves as the system's best practice to prevent falls and promote patient safety.

Let's Keep Our Restrooms Clean

The Keep LBJ Beautiful campaign continues with a new initiative that empowers patients and visitors to keep the restrooms clean. The Environmental Service (EVS) team had an idea to create new signs that would provide a visual for patients to contact them with a location code that identified the restroom in need of cleaning. The signs appeared in all restrooms that were not attached to patient rooms. In less than four months of implementation, 130 texts were sent to the EVS pager, empowering the patients and visitors to help keep LBJ clean. The project has been very successful in creating a comfortable and clean environment as well as a better patient and visitor experience.

System Award Nominees

Virtual Patient Observation Unit

LBJ Falls Prevention Admission Video

**Automating Access to EPSi
(Healthcare Financial Decision Support)**

Presidential Award

**Marketplace Insurance Coverage
at Harris Health**





Special Recognition

University of Houston

The University of Houston partnered with the Harris Health Center for Innovation to create an environment of synergy by cultivating collaboration to re-engineer healthcare and provide solutions that will transform the patient care delivery model. The transformational leadership of Dr. Spann and Dr. Khator introduced industrial engineering and simulation science to Harris Health System. With their guidance, the graduate and undergraduate students at the University of Houston have an opportunity to practice in a real-world setting in concert with clinicians, nurses, and executive leaders. The team works together to creatively design or redesign systems and processes to achieve a positive impact that is both sustainable and scalable. This innovative approach to collaboration transforms decision making and creates a path for continued success.

Stephen J. Spann, M.D., M.B.A., Founding Dean, College of Medicine, Vice-President for Medical Affairs, University of Houston

Suresh K. Khator, Ph.D., P.E., Associate Dean, College of Engineering, Professor of Industrial Engineering, University of Houston

Innovation Champions

Alicia Goldberg	Manikandan Padmanabhan
Angela Ramos ^{PM}	Margaret Turpin
Asim Khan	Dr. Mark Funk ^{PC}
Bianca De Leon ^{PM}	Matthew Cohen
Bunmi Ogunleye	Maureen Padillia ^{EX}
Carla Miller	Michelle Edmonds
Charletha Joseph	Michelle Wallace ^{PM}
Christy Chukwu	Dr. Nathan Deal ^{EX}
Curtis Marie Bass	Neni Green
David Villela	Niny Philip
Diane Respert	Omar Reid ^{EX}
Dr. George Shelton ^{PC}	Prakash Shah
Dr. Glorimar Medina ^{EX}	Princess Sonkarlay
Eunice Ambriz	Priscilla Lara
Gabriel Iverson	Rhekia Caviel
Giovanni Rueda-Anguiano	Robbie Bookman
Goldina Erowele	Robin Lockett
Hermana Delgado	Dr. Samuel Willis ^{PC}
Jacob Titus	Shawn DeCosta
Judy Martinez	Sheltrice Walton-Johnson
Jordan Davis	Shirley Israel ^{PM}
Kathy Reece	Sonia Kurian
Katie Kerbow	Stephanie Ramirez
Kenya Convey	Stephanie Sheppard
Kim Martinez ^{PM}	Steve Brown
Kimberly M. Brown	Tia Jackson
Kimberly Gray-Carter	Tonisha Bassej
LaToya Howell	Vanessa Malpica
Lisa Iglehart	
Lisa Jones	

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



Acknowledgements

Event Venue

Bayou City Event Center

Guest Speaker

Adam Holton

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Harris Health

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Decorations

Harris Health

Perrie Wilson

DLG Ice Factory

Food and Beverage

Harris Health

Arthur Ramirez

Food & Nutrition Services

AV Sound System

Stage Directions, Inc.

Printing

Image Set

*Special thanks to Rolando De La Garza
of DLG Ice Factory for showing us how
to Think BIG!*

Thank You

Today, we are celebrating the Fifth Annual Innovation Summit. On this momentous occasion we would like to take the opportunity to reflect and appreciate the memories, laughter and the innovation champions who effortlessly volunteer their time, ideas, and talents on this journey. Thank you for supporting the Think Innovation program and empowering our staff and medical partners to lead in the path of transformation.

The achievements of an organization are the results of the combined efforts of every individual. We recognize the success of creativity and the innovations that support our Patients, our Family and our Home.

As we push forward, we will continue to motivate our innovators to dream and believe in the possibilities that will improve the healthcare environment. We challenge you to embrace innovation today and support an idea, commit to the change that will impact the future.... and always Think BIG!

Remember – It's not just about ideas...it's about making ideas happen!

Believe in yourself, be **I**nnovative, and **G**row!!!!

Harris Health System
Think Innovation Program Members





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