

St. Bernards *Evolve*

General Information/FAQs

Q. What is St. Bernards *Evolve*?

A. St. Bernards *Evolve* (St. B *Evolve*) is a proactive, system-wide initiative designed to strengthen the organization's financial foundations, increase the effectiveness of existing operations, and improve the work environments of providers and staff so that they can continue to excel at what they do. It is comprised of 5 Programs areas and a dozen or so Projects. The work will be led by St. Bernard's providers and administrative leaders, whose purpose is to identify and implement operational improvements across both the hospital and clinics. Each Project team includes a mix of administrators, providers (doctors, APRNs, PAs), nurses, and staff.

Q. Why are we undergoing this work?

A. We have long been the premier healthcare provider in the region, the healthcare landscape is becoming increasingly complex. In addition, our own organization has undergone significant change, including the recent opening of our new surgical tower and launch of SBMACO, our Accountable Care Organization. To enable us to continue to provide high-quality care and be the community's provider of choice, we need to constantly strive for efficiency.

Q. Why does a non-profit like St. Bernards need to improve financial performance?

A. Although we are a non-profit, our finances must be sustainable in order for our providers and staff to continue providing high-quality patient care, and to continue investing in our clinical and educational programs.

Q. How long is St. B *Evolve* expected to last?

A. St. B *Evolve* is formally launching in February 2020 and will extend into 2023. The timing and duration will vary to some degree for each Project as each Project Team goes through design, testing, and implementation of their improvements. For example, Projects related to the Surgery and Periop departments will start to redesign some processes immediately, and may begin to pilot them by March 2020, while other Projects are not expected to begin design work until April 2020 and may start implementation in 2021.

Q. Who will be impacted by St. B *Evolve*?

A. Everyone at St. Bernards can expect to be impacted by St. B *Evolve* in some way, shape, or form, including providers, staff, and leadership. For instance, some Projects will open up access for patients to primary care and specialty clinics, while other Projects will impact how supplies are purchased. We will do our best to ensure patients are minimally impacted during implementation of the Projects.

Q. How does this affect me?

A. In the immediate future, *St. B Evolve* will first directly impact our inpatient units, surgical and procedural departments, ancillary departments, materials management, and St. Bernard's-employed clinics. However, the comprehensive nature of *St. B Evolve* means that all departments and individuals can expect to be impacted in the long-term. Even if you are not directly involved in one of the Projects, we hope you will contribute to *St. B Evolve's* goal of positioning St. Bernard's for future success. We welcome your ideas on how current processes in your area may be improved.

As the Projects are launched and Project Teams begin to identify potential improvements, your department/clinic leadership, along with *St. B Evolve* leadership, will inform you of any expected changes. There will also be opportunities for you to provide feedback, e.g., Staff Townhall, Department Meetings and speaking directly with your department/clinic leader.

Q. Will this increase my workload?

A. The Programs and Projects strive to improve operational efficiency – enabling our people to excel at their jobs while minimizing unnecessary work. Thus, this initiative should not increase your workload in the long-term. However, during the piloting and implementation of Projects, you may be asked to try a new workflow or attend a focus group, which may be more of a time commitment than normal. You will be notified in advance of this work so you can prepare accordingly. These activities are important to ensure the improvements being made take into account everyone's needs and points of view. If at any point you feel that this work is getting in the way of your ability to complete your job responsibilities, please do not hesitate to raise the issue with your department/clinic leadership and/or *St. B Evolve* leadership.

Q. How will decisions be made?

A. Improvements will be proposed by multi-disciplinary Project Teams and will be reviewed by both clinical and administrative leadership before they are approved. The improvements will also be carefully piloted, and provider and staff feedback will be solicited based on the pilot, so that adjustments can be made before an improvement is fully implemented across the organization.

Q. How will I be informed of progress?

A. Organization-wide updates will be provided through a combination of regular newsletters, e.g., *Plugged In* or *Medical Staff Newsletter*, and presentations at Townhalls or other existing forums. You may also expect targeted *St. B Evolve* updates at department/clinic-based meetings.

Q. How is *St. B Evolve* different from other improvement efforts?

A. We have launched performance improvement efforts in the past – whether they were led by our own staff or in conjunction with consultants.

St. B Evolve is different in several ways:

1. We have involved clinicians and administrative staff at all levels of design, pilot, and implementation work so that all viewpoints can be accounted for.
2. Each Project is spending time upfront to interview and observe front-line staff and conduct data analysis to truly understand the problem, as well as to develop a detailed plan to carry the Project through until it is fully implemented.
3. We have worked with key individuals in IT, Finance, Marketing, and HR to ensure resources can be provided to Projects.
4. St. Bernard's' own Performance Improvement Work Group (individuals with training and experience in performance improvement) will lend their knowledge to help ensure sustainability of the improvements made.
5. Senior leadership have committed to the goals of St. B *Evolve* and are willing to dedicate resources to prioritize the Programs/Projects.

Q. Who is The Chartis Group?

A. The Chartis Group will be our consulting partner through this journey. Chartis is a national healthcare consulting firm that has worked with hundreds of hospitals and health care systems across the U.S. They will bring industry-leading expertise in data analytics, care redesign, and change management to help St. B *Evolve* succeed. The Chartis team includes experienced clinicians, former hospital administrators and seasoned consultants.

Q. Who can I speak to if I have more questions or feedback?

A. Questions can be directed to the leadership of St. B *Evolve* at sbevolve@sbrmc.org.