



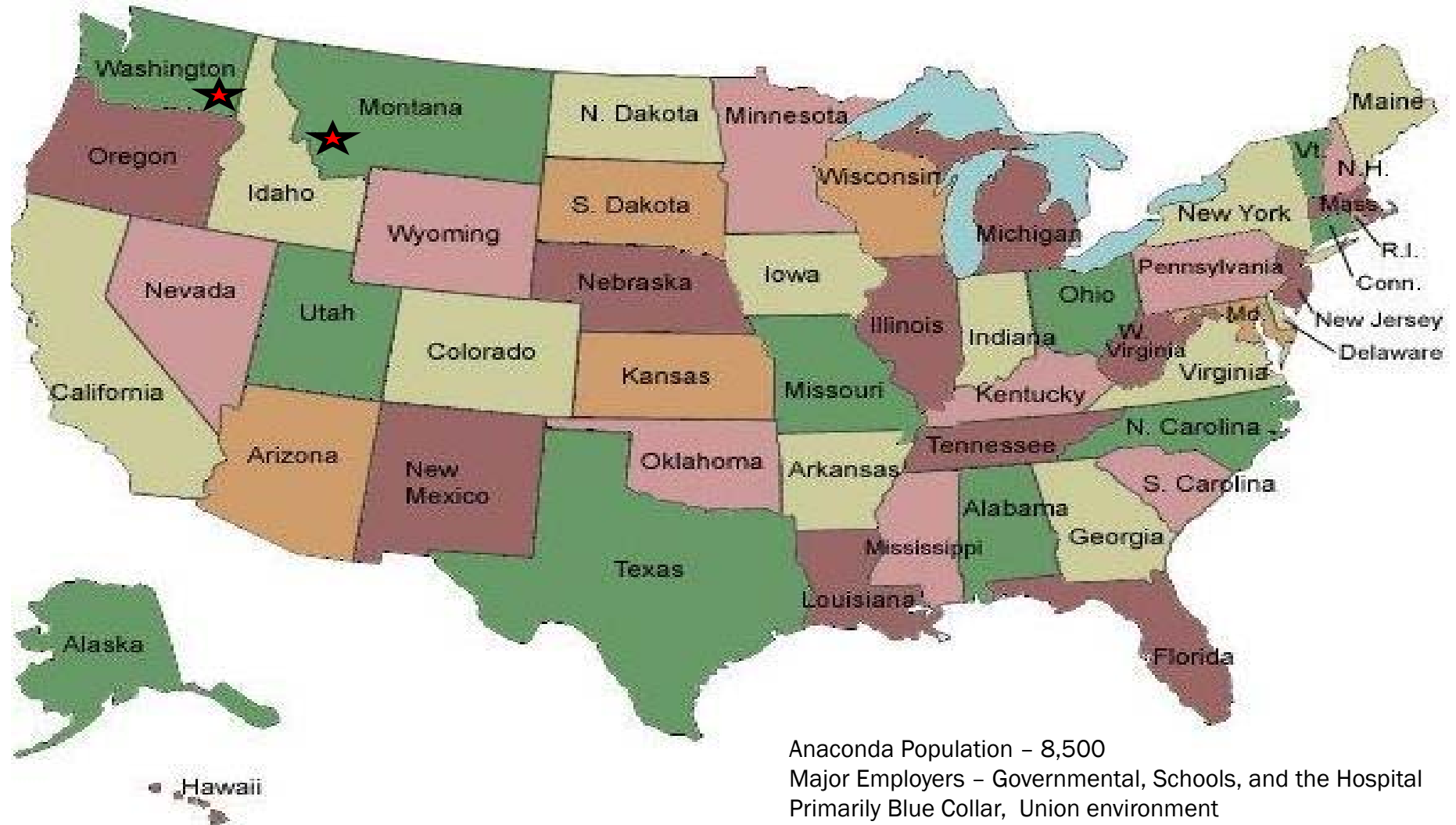
CAH Solutions Group

Lead from the Heart: A Success Story

Community Hospital of Anaconda



Anaconda, Montana



CHA cares for patients in South West Montana



2001 Landscape



- Traditional Service Lines
 - 25 Bed CAH
 - 62 Bed Nursing Home
 - Hospice
 - Home Health
 - Emergency Room
 - Midlevels; Family Practice
 - Family Practice
 - Also covered hospital
 - Family Practice with OB
 - Net Revenues \$5 M

- Results = The end is near...
 - DCOH = .3
 - Margin = - 5.79%

2001 – What Now???

Installation of Hope

- Culture
- Team Building
- Medical Staff
- Quality
- Service Lines

Imagination is more important than knowledge. Knowledge is limited. Imagination encircles the world. *Albert Einstein*



Culture

Leadership perspective

- Culture
 - Evaluate where we are & where are we going
- Messages to our team
 - Win/defeatist attitude
- Focus on team, patients and quality



Team Building

- Internal Marketing
 - Ambassadors to the community
 - Rally the troops
 - Believe in your team
 - Admin rounding, learn their names + family, assemblies,
 - All shifts, providers, and employees
 - 1 to 1 encouragement
 - Conviction of beliefs
- Team building
 - Team friendly environment
 - Leaders- Development, Group & Individual
 - Assemblies, BBQ, employee events
 - Pride, logo wear
 - No casual Friday
 - On the bus or off



Medical Staff

- Development
 - What's needed, what's not-
 - Value of excellence
 - No step down from PPS
 - Long term view – ie. ED + Hospitalists, GI
- Selection of new MS members
 - Keep who you have
 - Interview & Evaluation Process
 - The bell shaped curve
 - Values of Medical Staff members
 - Interview for kindness, team work, compassion
 - Be ahead of the game
- Provider friendly environment
- What about non-fit members?



We focused on quality

- * Top 100 Critical Access Hospital from iVantage Health Strong- 2011, 2012, 2013, 2014, 2015*
**One of only 16 hospitals in the nation to received this designation for five consecutive years.*
- * Top 20 Critical Access Hospital for Quality-National Rural Health Association - 2012,2015
- * 100 Great Community Hospitals - Becker's Review 2013, 2015
- * Quality Achievement Award from the Mountain Pacific Quality Health Foundation - 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017
- * Innovation in Healthcare Award from the Montana Hospital Association - 2006, 2007, 2008



* Stroke Recognition Award from the Montana Cardiovascular Health Program - 2011-2017

* Cardiac Recognition Award - Mt Cardiovascular Health Program 2012-2017

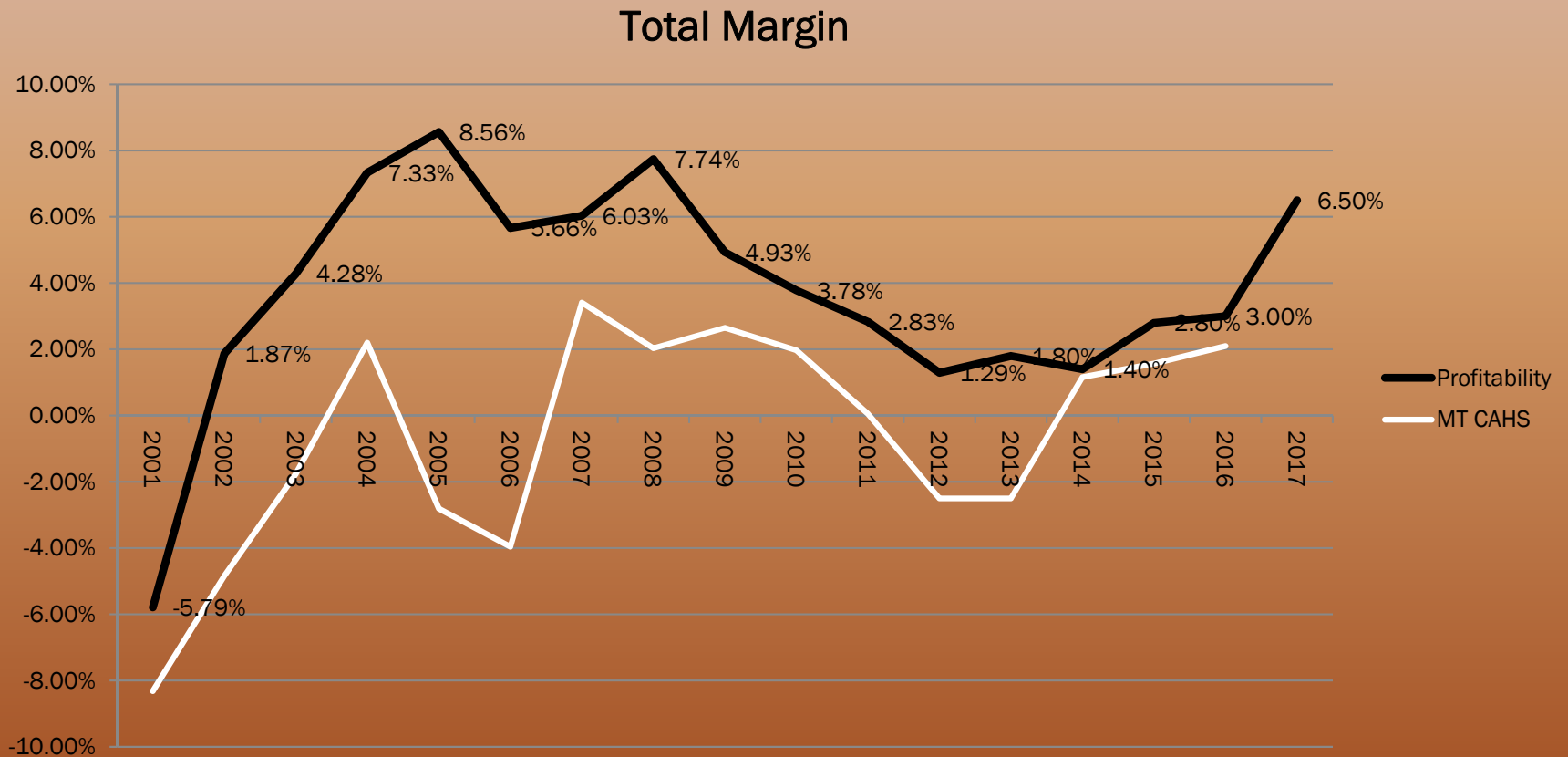


... and we built new service lines

- Primary Care
- Convenient Care
- General Surgery
- Neurosurgery
- Orthopedics
- Neurology
- Hospitalist Program
- BS ER Providers 24/7 x 2
- Pediatrics
- Cardiology
- Medical Oncology
- Urology
- Child Psychiatry



A New Day... DCOH 110, Margin 6.5%



Current Strategies

- Quality and Cost; Quality and Cost; Quality and Cost
 - Team Building
 - Culture of Success
 - Expand footprint
 - ACO
 - PCMH
 - Insurers & employers
 - Humility ; learn from others, trust our team
-
- Innovation
 - The Rural Advantage



Innovation

- Build the team to win, no excuses, patients first, team first, innovation
- Require innovative project every year
 - Department Excellence Plans and Budget
 - Beyond the headlights
 - Mental Health Academy
 - Suicide Prevention



Our Rural Advantage

- We are the perfect size
- Believe in team
- No step down, increase quality from neighbors – regardless of CAH or PPS
- We strive for A+
- Fast, maneuverable, take advantage of slowness of others
- Our competition is ourselves
- We don't focus on what our neighbors are doing
- Care as a strategy

Dream It, Plan it, Do it!

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