Health Forum of West Michigan
The Evolution of Healthcare

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Trinity Health

Our diversified network extends across the full continuum of care

- **86** Hospitals in 21 states
- **128** Long-term care, assisted, independent living and affordable housing communities
  - 44 Home Care Agencies
  - 14 PACE Centers
  - 70 Other Continuing Care Facilities
- **Nearly 2.8 million** home health/ hospice visits
- **$13.6 billion** in revenue
- Almost $900 million in community benefit ministry
- **89,000** full-time employees
- **3,300** employed physicians
- **22,890** affiliated physicians
Mercy Health Saint Mary’s

An integrated health care system in west Michigan:

- 2nd largest integrated health care system in Kent county with $450M annual net revenue
- Achieved Magnet® designation on May 15, 2013
- Top Hospitals for Leapfrog 2013
- Teaching hospital - 371 beds with ~3,000 associates - including 116 psychiatric, and 15 neonatal ICU beds
- 20 operating rooms between main campus and ASC with 2 da Vinci surgical systems
- Progressive leader in cancer care, neurosciences, orthopedics, kidney transplant, diabetes and endocrine care, and behavioral health
- Comprehensive clinical integration model aligning more than 500 employed and independent providers into Clinically Integrated System with at risk contracts
  - Mercy Health Physician Partners – employed group of 200+ primary and specialty care physicians and APPs
  - Affinia Health – a membership organization unifying employed and independent physicians in the west MI communities
% Growth of Elderly Population

Percent Growth in Elderly Population (US)

Source: Census Bureau Population Projections
U.S. Health Care Job Openings Trends
Current Context

• A chaotic environment with “complexity compression”
• Reduced LOS, increased documentation, new and ever-changing procedures, turnovers in leadership
• 40%+ of staff RN day is not available for patient care
• Condensed timeframe for required responsibilities as well as assuming unplanned responsibilities - will the urgent need or the important fundamentals lose out when time priorities conflict?
• Increase in violence from patients and families
• Many compounded changes are happening concurrently or in rapid succession
• Nurses vary in not only formal education, knowledge level, and experience, but also in their level of expertise. Experts recognize data and cues that beginners cannot be expected to know
• New equipment, new procedures, changing EMR
Joint Commission – 2015 Sentinel Events

- 9,581 incidents reviewed from 2004 through the end of 2015
- 9,884 patients impacted by these events
- 5,540 (56.1 percent) resulting in the patient's death
- 863 (8.7 percent) resulting in permanent loss of function
- 2,909 (29.5 percent) resulting in unexpected additional care and/or psychological impact

http://www.jointcommission.org/issues/article.aspx?Article=1AF4aJclzvBc%2bAMu%2fi5RwBBiJDoM0RWvmjtiLqwp6HM%3d&j=2829096&e=murphyea@mercyhealth.com&l=94_HTML&u=73636271&mid=1064717&jb=13
The Numbers Today Are Daunting….

- 200-400,000 deaths caused each year to patients in American Hospitals¹
  - 3rd leading cause of death in the US

- 670,000 injuries every year to healthcare workers²
  - Healthcare leads all industries in workers injuries
  - Up to 20 times higher than such industries as high rise construction and aluminum plants
  - BLS average RIR for American Hospitals = 6.4, Alcoa Aluminum in 2014 = .98!

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Our challenge

• The Triple Aim – a framework for optimizing our country’s health system performance
  • Improve the experience of care (including quality and satisfaction)
  • Improve the health of patient populations
  • Reduce cost of healthcare

Should the Triple Aim become the Quadruple Aim?

Improving the work life of healthcare providers

(Source: originally from Institute for Healthcare Improvement, adopted by Centers for Medicare & Medicaid)
Top 9 Challenges Facing Nursing

1. Staffing
2. Inter-professional relationships
3. Patient Satisfaction
4. On the job hazards and job safety
5. Mandatory overtime
6. “Ask the Nurse”
7. Patient relationships
8. Advances in technology
9. Certifications and specialization

Source: NurseTogether.com – staff RN perspective
NEWS

Hospital To Nurses: Your Injuries Are Not Our Problem

Daniel Zwerdling, NPR, 2/19/15

Tony Cawthorn was a nurse at Mission Hospital for more than 20 years. But after a series of back injuries, mainly from lifting patients, she was fired. Cawthorn took legal action against the hospital and still faces daily struggles as a result of her injury. – Susannah Kay for NPR
Current Issues Facing Nursing

- Health care reform
- Changing financial environment
- Increasing acuity and aging in hospitals
- Increased need for RNs in ambulatory, home based and team based care
- Increasing complexity & intensity of work
- Workplace and workforce issues
- Quality and safety
- Increased education and critical thinking skills
Current Issues Facing Nursing

• Workforce Management
  - Availability
  - Engagement
  - Work Life Balance

• Patient Safety

• Colleague Safety

• Scope of Practice

• Inter-disciplinary teamwork

• Workplace violence – horizontal and vertical; internal and external
Current Issues Facing Nursing

• Increasing ethical dilemmas – end of life, advanced technology, social determinants
• Shortages in resources often end up impacting the bedside - Exacerbated with each budget reduction that lacks process redesign
Culture is the shadow of the leader...
Shadow of the Leader!

- We MUST model the behaviors
- Display authentic Leadership
- We MUST Create the Culture of Safety
- We MUST be a High Reliability Organization
- We MUST take care our ourselves
Nurses: Potential to Effect Wide-Reaching Changes!

Largest component of health care workforce
Spend most time with patients
Understand care process across continuum of care
Evidence links them to high-quality patient care
Nurses: Potential to Effect Wide-Reaching Changes!

- Most trusted profession by public >15 years
- Strong patient advocates
- Strong patient educators and engagement experts
- Navigators of care
Advice for Next Generation

• Education
  – System and process thinking
  – Metrics and outcomes
  – Process improvement
  – Business and financial impact

• Seek opportunities to work and understand the cross-continuum

• Support, coach and mentor

• Be aware of the shadow of the leader (every RN is a leader)
What do nursing leaders wish for?
God Looked Down upon Earth and Said . . .

The answer . . .

I do not need someone:
I need an interprofessional health care team.”
That is us.
“We are the ones we have been waiting for.”

• Bonnie Wesorick - 2013
Thoughts or Questions…
One isn't necessarily born with courage, but one is born with potential. Without courage, we cannot practice any other virtue with consistency. We can't be kind, true, merciful, generous, or honest.

Maya Angelou