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Iowa Healthcare
Collaborative (IHC)

Annual Report

A Message from Our President

The challenge of the COVID-19 pandemic is reshaping the healthcare world. In response, the industry found new clinical paradigms and creative applications of technology to meet the challenge. However, these innovations amplified the challenges of workforce and access to care in our highly rural state of Iowa and across the nation.

We are entering a time of great innovation where consumer expectations will reframe the way healthcare is both envisioned and delivered. Noted healthcare policy analyst and industry expert, Paul Keckley recently stated, “I believe the future of the United States system is not a repeat of it’s past and that changes in the next five years will be more significant than those in the prior twenty.”

The purpose of the IHC is sustainable healthcare transformation. Since 2005, IHC has successfully worked with healthcare providers and communities to improve quality, safety and value. We feature evidence-based data-driven healthcare strategies demonstrated to raise standards of care and efficiency. IHC is an impartial resource driving statewide healthcare performance improvement. We are dedicated to value and promote innovation across the healthcare continuum using national best practice as a resource.

This report describes our philosophy, strategy and progress on that journey this year. The work of IHC has impacted all 99 counties in Iowa. As Iowa's leader in healthcare transformation, we work to position patients, providers, payers and community leaders to advance the health of our communities.



Tom Evans, MD, FAAFP

The Board of Directors

IHC convenes stakeholder groups from across Iowa and throughout the greater Midwest to inform, promote and enhance the work of the organization. Representatives include hospitals, physicians, nurses, pharmacy, long-term care, small business and performance improvement professionals. The collective expertise from this group and the board gives IHC a unique advantage to best serve the healthcare community.

Michael Romano, MD

CHAIR
Chief Medical Officer
Nebraska Health Network

Dave Williams, MD

VICE CHAIR
President/CEO
UnityPoint Clinic and UnityPoint at Home

Brian Dieter, FACHE

SECRETARY/TREASURER
President/CEO
Mary Greeley Medical Center

Julie White

2020 Executive Committee Appointee
President/Founder
Tapestry Solutions

Aaron Wiese

Vice Chairman; President Hy-Vee
Subsidiaries and Supply Chain
Hy-Vee, Inc.

Laura Jackson

EVP of Health Equity, Access and Improvement
Wellmark

Pat Merryweather-Arges

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Project Patient Care (PPC)

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Executive VP and CEO
Iowa Medical Society

Chris Mitchell

President/CEO
Iowa Hospital Association

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MercyOne Newton Medical Center

W. John Yost, MD

Chief Academic Officer
UnityPoint Health - Des Moines

Kay Takes

President
MercyOne Eastern Iowa

Shannon Strickler

President and CEO
LeadingAge Iowa

Marygrace Elson, MD

President
UIHC- OB/GYN

About IHC

IHC is a provider-led, patient focused, nonprofit organization dedicated to sustainable healthcare transformation. Nationally recognized for achieving demonstrable and sustainable improvements across healthcare settings and disciplines. IHC supports those that deliver care to drive improvements and accelerate change throughout their communities. This is possible because of IHC's unified approach to healthcare delivery and strong vision for change.

IHC strategies and solutions connect clinical care to community services - producing better care, enhancing patient experiences and improving quality of life. IHC brings together and engages providers, hospitals, payers, businesses, communities and government. By encouraging communication, collaboration and transparency IHC and stakeholders can rapidly deploy best practices, use data to affect change, enable cross-sector collaboration, and ultimately raise the quality, safety and value of healthcare to build an integrated and sustainable future.

IHC is a trusted advisor, honest broker and sense maker whose work is anchored in our mission, vision and cornerstones with the overarching goals of better care and better outcomes.

Mission

To facilitate exceptional healthcare quality, safety and value in Iowa and the nation.

Vision

A healthcare culture of continuous improvement in quality, safety and value that provides the most effective and efficient care.

Cornerstones

- + Raise the standard of care
- + Align and equip providers for continuous improvement
- + Engage the community for sustainable healthcare transformation
- + Responsible public reporting

Values

- + **Respect** - Committed to grace, empathy and civility
- + **Integrity** - Highest ethical standards of responsibility
- + **Service** - Our value is driven by our customer's success
- + **Excellence** - Relentless pursuit of 100%

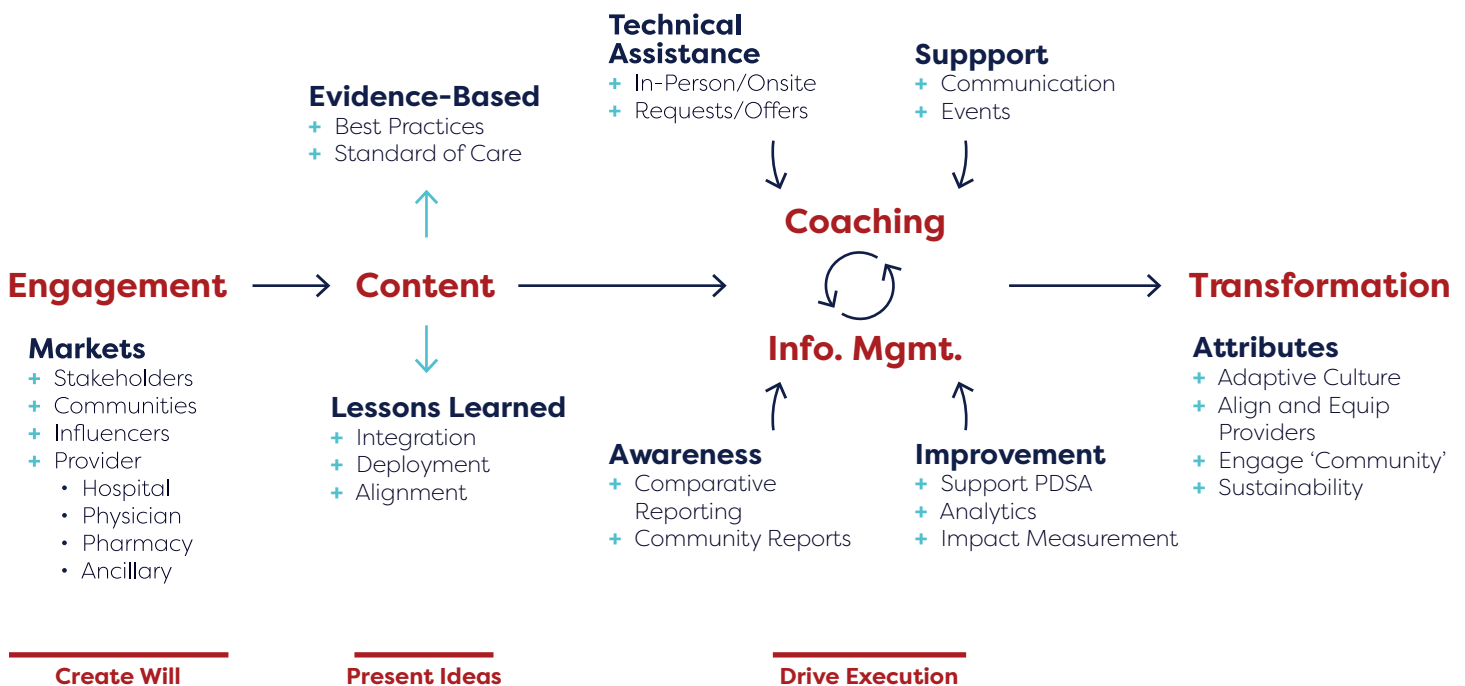


Strategic Improvement

Using the IHC Strategic Improvement Model as a foundation for driving transformation, performance improvement is recognized as the integral core while using a collaborative approach to rapidly engage and equip clinicians to respond to quality improvement opportunities using small tests of change. Widespread alignment, execution and tracking of improvement efforts enhances the capture and spread of transformative results.

IHC seeks breakthrough progress. Philosophically IHC operates on the principle that “Aims create systems. Systems create results.” In an industry that often works with current systems to set achievable aims, IHC begins with bold aims to create new systems.

Strategic Improvement Model



Stakeholder Engagement

To build a culture of improvement, stakeholder involvement is imperative. Sustainable health improvement requires broad collaboration of stakeholders working together and taking ownership. In the increasingly dynamic healthcare environment, diverse and complex pressures continue to challenge today's healthcare teams.

IHC has proven successful in leveraging our diverse network to engage and convene stakeholders with the will to be bold and successfully execute strategies carrying enough impact to generate sustainable transformation.

IHC collaborative networks:

- + Share and leverage collective strengths
- + Align and concentrate resources
- + Learn and equip for change
- + Create will and engage stakeholders to positively transform the state of healthcare in Iowa and beyond

IHC stakeholders are focused on supporting the communities and patients they serve. The past year brought many opportunities to provide a variety of services to propel local healthcare transformation that raised the standard of care and improved the health of local communities.



Hospital Quality Improvement Contractor (HQIC)

Overview

The Compass Hospital Quality Improvement Contractor (HQIC) Network supports acute care hospitals with a focus on serving rural and underserved populations. IHC as a Network of Quality Improvement and Innovation Contractor (NQIIC) was eligible to bid on this opportunity and was one of nine awardees.

IHC is working with four state partners to support 283 hospitals throughout the Midwest. The Iowa Hospital Association (IHA), South Dakota Association of Healthcare Organizations (SDAHO), Kansas Healthcare Collaborative (KHC) and the Mississippi Hospital Association (MHA) along with systems that cross into Minnesota and Alabama are fully participating in this project. IHC in collaboration with the previously mentioned partners collectively make up the Compass HQIC Network.

Guiding Principals

- + Patient Centered**
The Compass HQIC Network conducts activities in a manner that is respectful of, and responsive to, patient preferences, needs and values.
- + High Reliability and Culture of Safety**
The Compass HQIC Network provides practical and effective tools to promote high reliability practices that produce consistent excellence in quality and safety across the healthcare continuum.
- + Strategic Partnerships and Collaboration**
The Compass HQIC Network has partnerships that draw on various strengths to enable aligned and efficient synergies that maximize the value to hospitals.
- + Partnering Beyond the Quality Team**
The Compass HQIC Network actively engages hospital leadership, physicians, patients, families and multidisciplinary team members to maximize benefit to both the hospital and the patients they serve.



Program Goals

1. Improving behavioral health outcomes, including a focus on decreased opioid misuse.
2. Increasing patient safety, reducing all-cause harm.
3. Increasing the quality-of-care transitions, with a focus on high utilizers in effort to improve overall utilization and reduce readmission.

Compass Collaborators

Although not all hospitals are eligible to participate in the the Compass HQIC Network due to the Centers for Medicare and Medicaid Services (CMS) parameters, IHC is deeply committed to ensuring all hospitals, regardless of eligibility, have access to resources they need to support their continued quality and safety efforts. That is why IHC launched the Compass Hospital Collaborator program specifically for hospitals who are not eligible for The Compass HQIC Network. These hospitals have access to all the services offered to Compass HQIC Network hospitals.

Opioid Prescriber Safety + Support

Overview

Clinicians across the nation continue to face one of the most devastating public health crises in decades: the overuse and abuse of prescription and illicit opioids. Opioid-related adverse drug events (ADE), physical dependence, development of opioid use disorder (OUD) and opioid overdose have become an increasingly common part of medical practice.

Fortunately, clinicians and healthcare systems also have the power to reverse the opioid crisis by transforming their practices. In response to the CMS Opioid Prescriber Safety and Support (OPSS) Task Order (TO), the IHC as the single awardee for this TO, has developed the national Compass Opioid Stewardship Program (OSP). This program supports providers through education and outreach to improve prescribing practices and increase the use of non-opioid pain management therapies. The program focuses on reducing the impact of the opioid epidemic by building relationships with those on the frontline of care and teaming with stakeholders to maintain an agile and responsive healthcare system.

Program Goals

- + Educate and provide outreach to outlier prescribers of opioids about best practices for prescribing opioids.
- + Educate and provide outreach to outlier prescribers of opioids about non-opioid pain management therapies.
- + Reduce the amount of opioid prescriptions prescribed by eligible prescribers of opioids.

2022 Innovation in Action

The OPSS Compass OSP helps clinicians develop a comprehensive understanding of opioid stewardship and implementation of best practices. The program focuses on the Eight Pillars of Opioid Stewardship:



Multimodal
Analgesia for
Pain Control



Opioid Risks
+
Side Effects



Risk Management
for Chronic Opioid
Therapy Patients



Documentation
+
Charting Best
Practices



Opioid
+
Benzodiazepine
Tapering



Naloxone
+
Overdose
Prevention



Patient
Communication
Skills



Opioid Use
Disorder
+
Buprenorphine

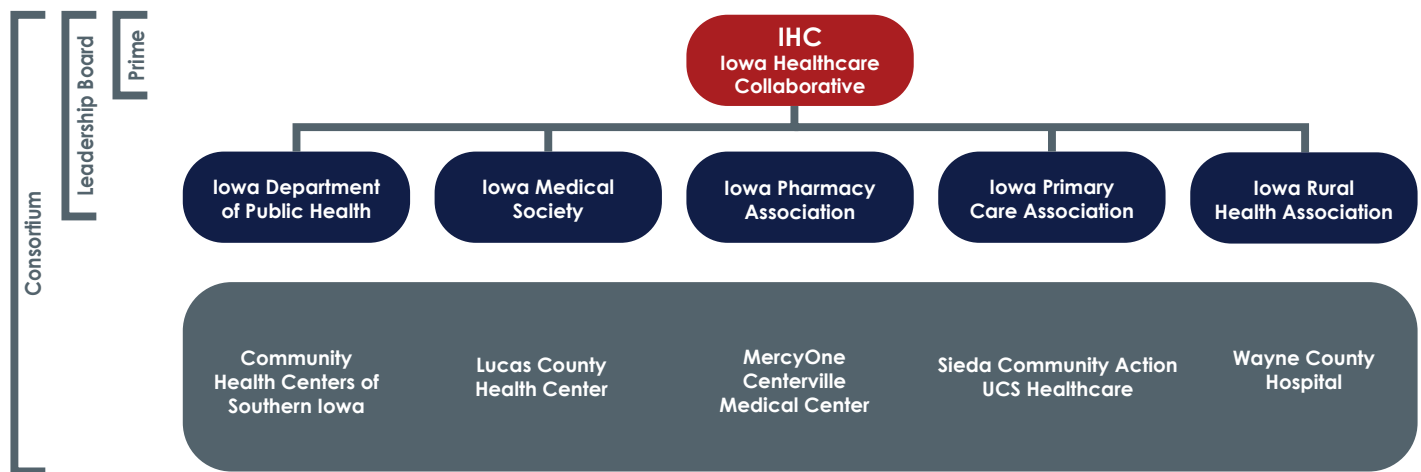
Rural Communities Opioid Response Program

Program Overview + Overarching Goal

The Rural Communities Opioid Response Program (RCORP) is a Health Resources and Services Administration (HRSA) initiative aimed at reducing the morbidity and mortality of substance use disorders (SUD) and OUD in high-risk rural communities. The IHC leads two RCORP projects in the state of Iowa. Each project is driven by local and state leaders committed to working together as a consortium to support the unique needs of high-risk rural communities.

Each consortium is focused on strengthening and expanding local SUD/OUD prevention, treatment and recovery services, increasing rural residents' access to treatment with sustainable opportunities for long-term recovery.

Iowa OUD Consortium



Target Service Region

Appanoose, Lucas and Wayne County

2022 Innovation in Action

- + Expand screening and access to Medication Assisted Treatment (MAT)
- + Launch a mobile treatment unit
- + Develop educational SUD/OUD curriculum for medical students/residents
- + Launch a medical provider podcast
- + Improve referral workflows to support socio-economic and SUD/OUD treatment needs
- + Expand community education, engagement and support
- + Support local high schools with mental health first aid training for students and staff

Rural Communities Opioid Response Program (Continued)

Marion County GOAL Consortium Guiding Opioid Awareness Locally



Target Service Region Marion County

2022 Innovation in Action

- + Identify local needs, engage key stakeholders and develop a project marketing plan
- + Expand awareness of innovative programs that enable long-term recovery
- + Engage large employers and identify aligned priorities
- + Explore expansion of telehealth in rural clinics expanding access to care
- + Support county-wide high-school prevention education
- + Develop educational content for healthcare professionals
- + Increase community awareness of proper medication disposal

Data Driven Execution

Today, data is one of the most important assets of any organization. IHC is committed to developing and managing information through insightful and innovative approaches.

IHC captures multi-source, multi-payer data to illuminate future trends, consumer choice and nation-wide performance. This enables IHC to pro-actively apply interventions and respond promptly and appropriately to local needs. By hosting interactive data portals for clinical and community markets IHC can review trends, clinical processes and outcome data to provide decision support to stakeholders. Responsible reporting is vital for raising the standard of care. IHC promotes responsible reporting by helping healthcare providers collect, interpret, share data and use the data to make evidence-based decisions.

At the core of IHC operations is the facilitation of continuous improvement. Advanced analytics identify areas for improvement that, in turn, directly impact the quality and value of service delivery. The IHC Research and Analytics Center offers a variety of research and analytics services, using evidence-based findings to inform providers, healthcare collaborative partners and the public. By promoting responsible public reporting, IHC assists providers in raising the standard of care.

Services include:

- + Clinical outcome monitoring
- + Predictive analytics
- + Data visualization
- + Intelligence and reporting
- + Insights and analysis
- + Performance improvement analytics and Plan-Do-Study-Act support
- + Cost and value analysis
- + Population health analytics
- + Application development and testing
- + Case studies, white papers, manuscripts and other research support



Healthcare Transformation

2021 Accomplishments

In 2021, IHC led Initiatives resulted in an estimated:



\$36,156,094
Million
in Cost Savings



249 Lives
Saved



19,109
Fewer Opioid
Claims



18%
Reduction in
Opioid Prescribing



Opioids – High
Dose Prescribing
8.5%
Improvement



Readmissions
9.7%
Improvement



Clostridioides
difficile Rate
31.3%
Improvement



Catheter-Associated Urinary
Tract Infections Rate
13.7%
Improvement



Adverse Drug
Events
37.2%
Improvement

- + Doubled the number of **individuals screened (1,360)** for SUD/ODU by two RCORP consortium member organizations with follow up care coordination support provided improving access to care.
- + Doubled the number of MAT waived providers in RCORP target counties from four to eight increasing the availability of local evidence-based treatment options and expanded peer recovery workforce.
- + Expanded mobile crisis stabilization services and doubled utilization across the RCORP service region reducing emergency department visits.
- + Expanded access to naloxone in the emergency department with over **529 naloxone kits shared** with Iowa hospitals. Local RCORP target county pharmacies distributed over **83 free naloxone kits** to community members.

Media Highlights



1,783

Newsletter
Subscribers



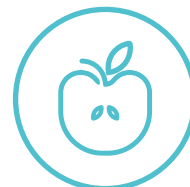
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New Podcast
Episodes and
2,367
Downloads



2,037

iCompass
Platform
Subscribers



72

IHC Learning
Events



The Compass
HQIC
Network
developed
and offered
**50 education
and training
opportunities**
using a mixed
modality of
live and
on-demand
reaching
almost **3,000
individuals**
throughout
the network.



9,048

Facebook
Impressions



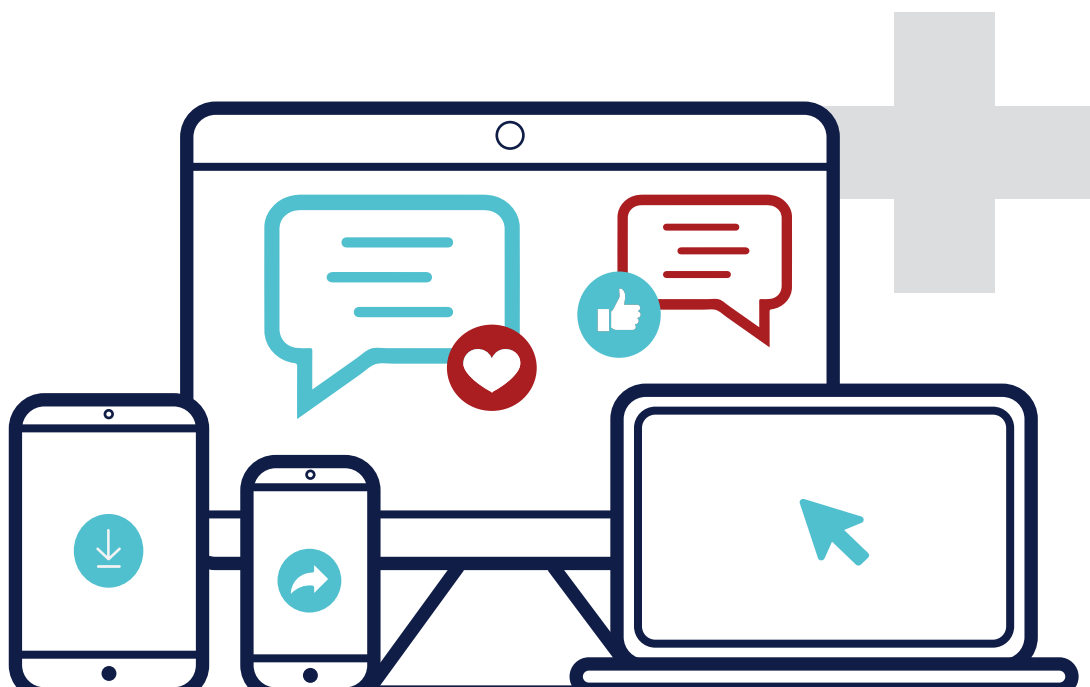
27,281

Twitter
Impressions



20,821

LinkedIn
Impressions



Celebrating Healthcare Heros



Responding to the COVID-19 pandemic continued to consume healthcare resources in 2021. IHC is incredibly grateful for each and every healthcare professional going above and beyond to serve the needs of their community. We celebrate and recognize all healthcare heroes.

Innovations from the Field

One of the many strengths of the IHC led Compass HQIC Network has been the ability to share and spread successes, best practices and innovations across the network and the country. With the Innovations from the Field project, which was launched in early 2021, the Compass HQIC Network identified success stories, examples, methods, products and ideas that are forward-thinking, transformative and fuel the innovative spirit of the network. The first iteration of Innovations from the Field involved stories of how the COVID-19 pandemic challenges resulted in innovative ways for hospitals to be successful in their response. The Innovations from the Field series that highlights nine rural hospitals, can be found on the IHC website with the following link: <https://www.ihconline.org/initiatives/hospital/innovations> (Link)

Community Health Transformation

In 2021, IHC RCORP consortium partner, Infinity Health (formally Community Health Centers of Southern Iowa) quickly adapted to not only ensure continued access to care but also developed and launched innovative solutions to further expand access to care for services in high demand. This effort included expansion of telehealth services to include psychiatry, therapy, SUD treatment and medical services. In collaboration with community partners, drive thru COVID-19 testing and vaccination clinics were created along with free mental health and wellness coaching. A new rural behavioral health clinic was opened, and crisis stabilization community based services were launched to enhance existing services.

In addition:

- + Utilization of the mobile crisis service increased by 300% with the mobile crisis team responding to 319 mental health crisis calls.
- + The mobile crisis team diverted 7 individuals from jail or arrest, 89% from an emergency department admission and 80% from an inpatient psychiatric admission.
- + All four psychiatric providers at Infinity Health are now also providing MAT for OUD in rural communities to expand access to care reducing existing transportation challenges.

Infinity Health partners with IHC as part of RCORP in Appanoose, Lucas and Wayne County.

Celebrating Healthcare Heros (Continued)

Quality and Performance Improvement

Cass Health, a high performing Compass HQIC Network hospital located in Atlantic, Iowa, engages community partners in their efforts to reduce hospital readmissions. Cass Health has established a Community Care Transition Team within the organization whose primary focus is working collaboratively to reduce readmissions and improve transitions of care. This team meets quarterly to discuss current trends and the availability of new programs within the community. During their 2021 fall meeting, the Community Care Transition Team reviewed their local community health needs assessment. This review led to a discussion on identified priority needs within their community and recognition of ways in which the membership could work collaboratively to use the information captured from the community health needs assessment to positively impact local patients and partners.

As a result, during the height of the COVID-19 pandemic, a focused subgroup, the COVID-19 Community Team, was established to engage local long-term care (LTC) facilities to identify potential opportunities for improvement and communicate significant issues and/or needs. The COVID-19 Community Team developed interventions to support improved care coordination and communication between the hospital and LTC. As an example, an e-mail distribution list was created to help streamline communications and connect local healthcare organizations. The COVID-19 LTC e-mail distribution list remains in effect to support continued communication amongst members.

Recent data from Cass Health hospital readmissions illustrates that even with a national pandemic, their consistent attention and focus on improving care and reducing readmissions supported a sustained hospital readmissions rate of between 3.3%-5.3% (2020 and 2021), which is well below the Compass HQIC Network average of 6.32% and national average of 14.0%.



Innovation in 2022

One of the most powerful strengths of IHC is our ability to bring stakeholders together to identify, collaborate and disseminate leading healthcare best practices. IHC is continuously scanning the horizon and working tirelessly to lead healthcare transformative efforts. Our team truly appreciates the engagement, execution and support received from partners at the national, regional and local levels.

2022 Priorities

Transforming healthcare is an ongoing journey of continuous improvement. IHC remains focused on generating forward momentum in sustainable healthcare transformation – lasting change that consistently delivers exceptional healthcare quality, safety and value.

To continue forward movement, IHC 2022 priority areas include:

- + Behavioral health
- + Community health
- + Data - Leveraging new and existing data sources to identify key insights and trends to drive action and impact.
- + Improving the quality-of-care transitions
- + Increasing patient safety
- + Integrated care delivery
- + Health equity and inclusion
- + Person and family engagement
- + Population health
- + Rural health
- + SUD/opioid misuse

Get Involved

To learn more about IHC and how you can become involved, please [contact us](#) (Link).

- + Connect with IHC on Facebook, Twitter and LinkedIn
- + View our upcoming events at <https://www.ihtonline.org/events> (Link)
- + Join iCompass at <https://www.ihtonline.org/icompass> (Link)
- + Contribute today at <https://www.ihtonline.org/why-ihc/giving> (Link)

