



Iowa's Leader in

HEALTHCARE TRANSFORMATION

Iowa Healthcare Collaborative

2019 Annual Report

A Message From Our President

The healthcare industry today is undergoing dramatic transformation. Because costs have skyrocketed and accessibility is decreasing in many places, many feel the nation's healthcare system is in crisis. Rural healthcare is particularly challenged. Providers struggle to adapt to a new system of increasing service costs and administrative changes. Hospitals and healthcare providers industry-wide are struggling to transition from traditional volume-based service models (focusing on patient numbers) to value-based systems (providing more efficient and effective care). Though this transformation is reducing cost and improving care, the sustainability of new models has yet to be proven. With a rural state like ours, the state economy will be significantly impacted by ability of healthcare to adapt to this new world.

The Iowa Healthcare Collaborative exists as Iowa's only impartial resource for driving statewide healthcare process improvement. 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. We provide resources such as information, education and technology that can be hard for providers to obtain and integrate into their practices. Our product is transformation. 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. I want to thank all of our partners who support our goal of healthier people, healthier families and healthier communities.



**Your steadfast commitment is leading
to a healthier Iowa.**

A handwritten signature in black ink that reads "Tom Evans, MD". The signature is fluid and cursive, written in a professional style.

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About IHC

The Iowa Healthcare Collaborative (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 placed those that deliver care in a leadership position to drive improvements and accelerate change. This mission is possible because of IHC's unified approach to healthcare delivery and strong vision for change.

As a leader in sustainable healthcare transformation, IHC has built a reputation as a trusted advisor, honest broker and sense maker. IHC understands that to build a culture of improvement, stakeholder involvement is imperative. IHC uses a multi-stakeholder approach to bring together and engage providers, hospitals, payers, businesses, communities and government. By encouraging communication, collaboration and transparency, these partnerships enable us to rapidly deploy best practices, use data to effect change, enable cross-sector collaboration and ultimately raise the quality, safety and value of healthcare in Iowa and across the nation.

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
- + Promote Responsible Reporting of Healthcare Information

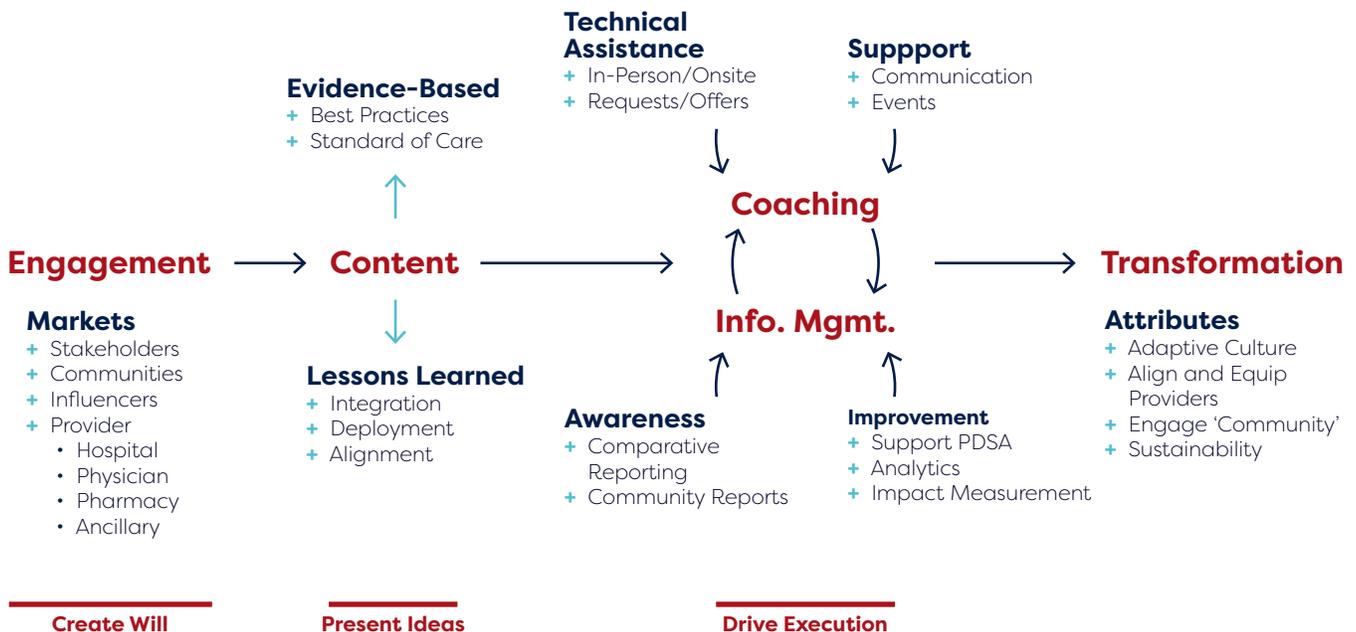
IHC Strategic Improvement Model

IHC's newly developed Strategic Improvement Model demonstrates our commitment to three key drivers of successful and sustainable healthcare transformation:

- Create Will**
- Present Ideas**
- Drive Execution**

Sustainable healthcare transformation requires more than providing value-added products and services – it requires strategic execution. IHC strategies and solutions connect clinical care to community services – producing better care, enhanced patient experiences and improved quality of life.

The IHC Strategic Improvement Model was designed using performance improvement (PI) as the integral core and uses a collaborative approach to rapidly engage and equip clinicians to respond to quality improvement opportunities using small tests of change. Application of the IHC Strategic Improvement Model supports widespread alignment, execution and tracking of improvement efforts to enhance the capture and spread of transformative results.



Create Will: A Network Engaged

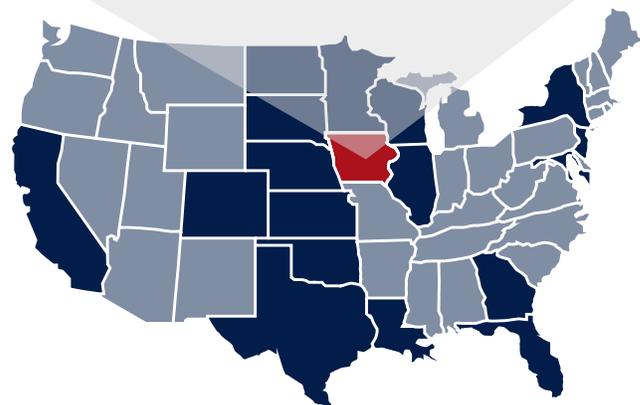
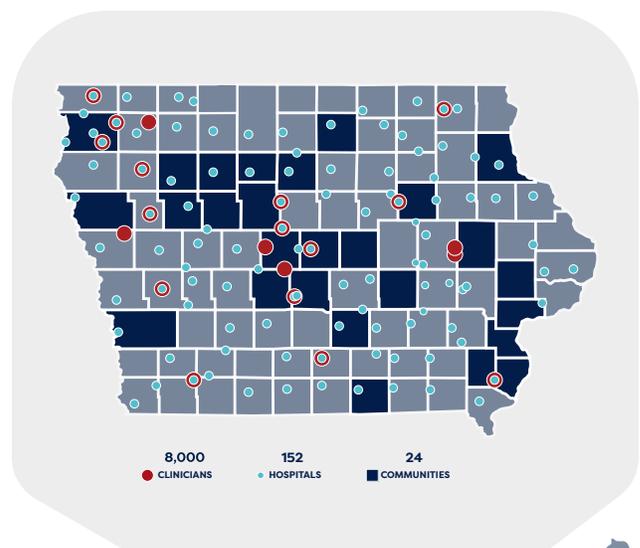
Sustainable health improvement requires broad collaboration of stakeholders working together and taking ownership. In the increasingly dynamic healthcare environment, diverse and complex pressures continue to challenge today's healthcare teams. To improve quality, safety, value and in some cases, ensure viability, providers have been driven to evaluate innovative models of care, explore alternate payment structures and develop unique local and/or national collaborations.

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

In 2019, IHC operated in 18 states, working with 147 hospitals, 24 community coalitions and more than 8,000 clinicians to improve quality, patient safety and value. IHC does this work through the Hospital Improvement Innovation Network (HIIN) and Transforming Clinical Practice Initiative (TCPI), as well as other local and national initiatives.





Present Ideas

Utilizing Evidence-Based Best Practices to Raise the Standard of Care

The IHC Strategic Improvement Model serves stakeholders through content generation and dissemination of knowledge to deliver key and timely evidence-based content to hospitals, providers and communities. Using this content, IHC assists with integration, deployment and local alignment. 2019 brought many opportunities to provide a variety of services to support constituents via various routes to propel local healthcare transformation that raised the standard of care and improved the health of communities.

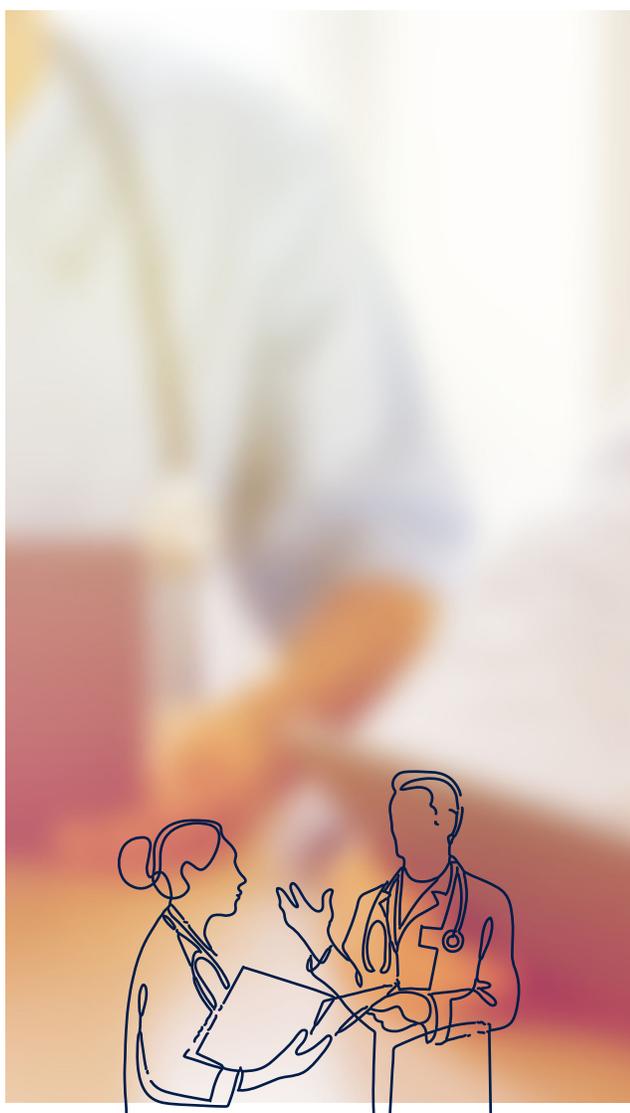
Content

Lessons Learned

- + Integration + Alignment
 - Local Clinical-Community Stakeholder Integration
 - Statewide Leadership Engagement
 - National Partnerships
- + Deployment – IHC provides disease/focus area specific education and resources with guided implementation and support
 - Rural Health
 - Community Health Transformation
 - Social Determinants of Health
 - Accountable Communities of Health
 - Person-Centered Care
 - Medication Safety and Effectiveness
 - Substance Use Disorder/Opioid Misuse
 - Patient Safety
 - Quality and Performance Improvement
 - Quality Payment Program and Risk Management
 - Care Coordination and Care Transitions
 - Data and Analytics
 - Financial Sustainability

Drive Execution

Using the IHC Strategic Improvement Model, significant effort is committed to driving execution among healthcare stakeholders utilizing coaching and information management to drive improvement efforts and execution. The model uses the combination of iterative cycles of coaching informed by information management to drive improvement efforts and execution. Communication venues provide common context and direction, while IHC led technical assistance provides individualized coaching on local improvement and engagement efforts.



Coaching

Technical Assistance

- + Onsite Coaching
 - Onsite Consultation for Implementation Action Planning
 - Population-Based Community-Applied Intervention Initiative Guidance
 - Gap Analysis Incorporating Practice Assessment Tools
 - Data/Measurement Strategy Development for Local Initiatives
- + Virtual Coaching
 - Optimizing Data Collection and Reporting Strategies with Integrated Workflows
 - Intervention Tracking with Individualized Performance Adaptations
 - Quality Data Review to Identify and Prioritize Opportunities for Improvement

Support

- + Communication
 - iCompass – Online Forum Integrating Efforts Across Hospitals, Clinics and Communities
 - Social Media – Facebook, Twitter, LinkedIn
 - Align Collaborative Peer Opportunities
 - Help Desk
- + In-Person Education, Online Education + Coaching Events
 - IHC Annual Forum
 - Learning and Action Networks
 - Workshops
 - Learning Communities
 - Communities of Practice/Affinity Groups
 - Webinars
 - Podcasts

Information Management

Today, data is one of the most important assets to any organization. IHC is committed to developing and managing information through insightful and innovative approaches. As illustrated in the IHC Strategic Improvement Model, information management drives execution through **awareness** and **improvement**.

Awareness

IHC captures multi-source, multi-payer data to illuminate future trends, consumer choice and nation-wide performance. This enables IHC to proactively apply interventions and respond promptly and appropriately to local needs. By hosting interactive data portals for clinical and community markets IHC is able to review trends, clinical processes and outcome data to provide decision support to stakeholders.

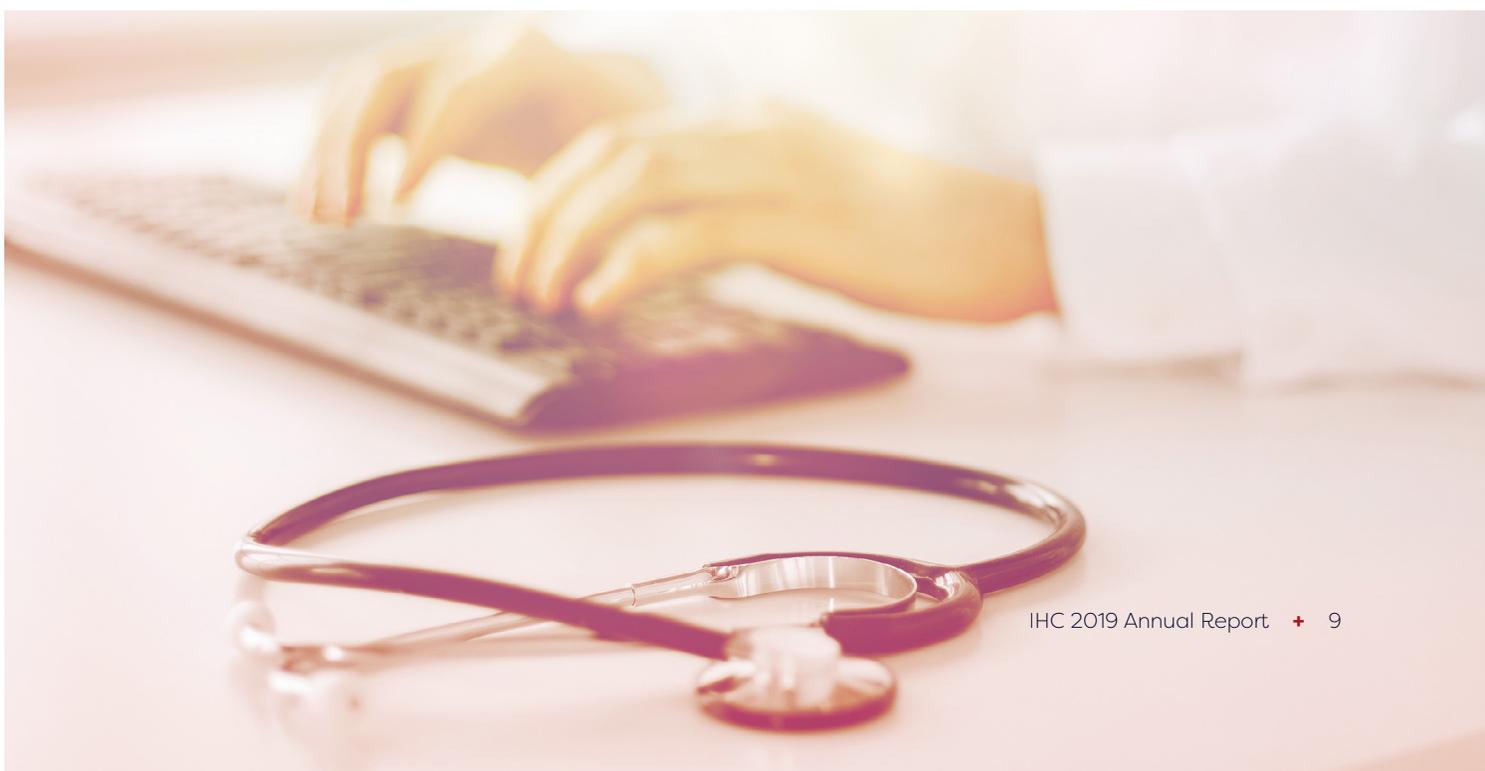
As a sense maker, IHC collects and analyzes data to provide support to providers, allowing them to use their data effectively and make informed decisions.

Improvement

At the core of IHC operations is the facilitation of continuous improvement. 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 + Reporting
- + Insights + Analysis
- + Performance Improvement Analytics and PDSA Support
- + Cost and Value Analysis
- + Population Health Analytics
- + Application Development and Testing
- + Case Studies, White Papers, Manuscripts and Research Support



Healthcare Transformation

IHC-led Initiatives have resulted in an estimated:



\$835 million
in cost savings



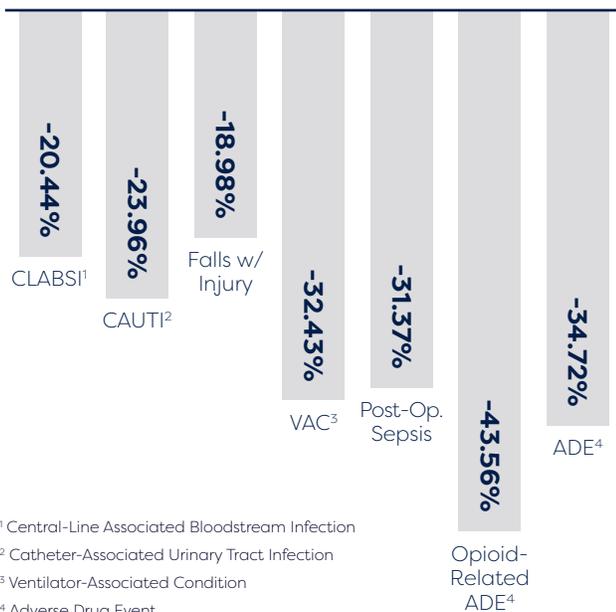
19,561
avoided adverse health events



336
lives saved

- + Improved health outcomes for **101,188** patients
- + Reduced **4,266** unnecessary tests and procedures
- + Supported **5,126** clinicians in the transition to Alternative Payment Models
- + Improved diabetes hemoglobin A1c control in **2,450** patients
- + Reduced inappropriate prescribing of asthma medications in **10,184** patients
- + Prevented **61,455** unnecessary ED visits
- + Documented appropriate prescribing for **2,506** children diagnosed with URI
- + Reduced **3,325** unnecessary imaging studies in patients with a diagnosis of low back pain

Focus-Area Improvements



¹ Central-Line Associated Bloodstream Infection

² Catheter-Associated Urinary Tract Infection

³ Ventilator-Associated Condition

⁴ Adverse Drug Event



Community Health Transformation

Local Community Engagement

IHC coaches 24 Iowa communities to align collaborative clinical and community stakeholders. Over 750 diverse stakeholders across the state are working together to improve systems of care, access to care and the health of their community all while reducing healthcare spending. The net savings from the 24 local community health transformation efforts is estimated at \$20 million.

Social Determinants of Health

In 2019, IHC provided education and support, equipping health systems and communities to expand social determinants of health screening to better understand individual and community needs and improve collaboration. As a result, more than 50,000 individuals across 24 communities have gained access to much needed services and communities are coming together to expand access to resources such as food, housing, transportation and behavioral healthcare services.

Quality and Performance Improvement

IHC has developed a sophisticated monitoring model to identify hospitals who may be struggling in key clinical performance areas. In 2019, IHC convened workgroups with hospitals in Iowa who were identified as having the most opportunity for improvement and recruiting them into a rapid cycle performance initiative. Hospitals were offered coaching, gap analysis, support, root cause analysis consultation and a full day team-based workshop to develop strategies that could be implemented locally with continued IHC support.

Financial Sustainability

To identify gaps in care and opportunities for improvement within practices, quality improvement advisors coached local clinics in the evaluation of internal capacities, current processes and infrastructure. IHC advisors assisted practices benchmark their progress as they continued to develop processes and implement interventions to become organizations that provide high quality, low cost care. IHC assisted providers in demonstrating significant improvements in clinical outcomes as well as cost savings produced by local improvement efforts.

Innovation in 2020

As a collaborative, IHC brings stakeholders together to advance sustainable healthcare transformation. IHC truly appreciates the engagement, execution and support received from partners at national, regional and local levels.

2020 Priorities

Transforming healthcare is an ongoing journey of continuous improvement. IHC remains focused on the future and leading sustainable healthcare transformation – lasting change that consistently delivers exceptional healthcare quality, safety and value. To do this, IHC 2020 priority areas include:

- + Increasing Patient Safety
- + Integrated Care Delivery
- + Person and Family Engagement
- + Rural Health
- + Substance Use Disorder/Opioid Misuse
- + Behavioral Health
- + Improving the Quality of Care Transitions
- + Community Health
- + Population Health

Get Involved

To learn more about IHC and how you can get involved, please contact us.

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

