

Better Meetings, Better Results

Effective Oversight in Less Meeting Time

February 16, 2023



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CHARTIS | CLINICAL QUALITY SOLUTIONS
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MONTHLY CLINICAL QUALITY INSIGHTS


Webinar Schedule & Topics

THE 3RD THURSDAY OF EVERY MONTH:
10AM Pacific, 1PM Eastern

<p>JANUARY Doing More with Less: Streamlined Policies and Documentation</p>	<p>FEBRUARY Effective Oversight Getting Twice as Much Done in Half the Meeting Time</p>	<p>MARCH Meeting Challenges in the Physical Environment: Addressing Common LS and EC Vulnerabilities</p>
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Past Webinars Available for Streaming



AVAILABLE FOR STREAMING

- Practical Approaches to Ace Regulatory and Accreditation Surveys
- EMTALA Made Simple
- Protecting Suicidal Patients
- Responding Effectively to CMS, State, and Accreditation Findings
- Avoiding Infection Prevention Survey Catastrophes
- Survey Smarts: Looking Forward to 2023
- Increasing Nurse Efficiency: Documentation Simplification

TODAY: Better Meetings, Better Results

FUTURE

- Overcoming Persistent Challenges in the Physical Environment
- Effective Process Change at the Point of Care (Care Facilitation)
- TIC's Model for New Standards: Health Equity, Maternal Safety, etc.

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TODAY'S Discussion

Achieving effective oversight in a fraction of the meeting time.

Get things done quickly and efficiently



Lisa Eddy, MSN, MHA, RN, CPHQ
 Vice President
 Clinical Compliance and High Reliability



Bud Pate
 Vice President, Content & Learning,
 Clinical Compliance and High Reliability

“

Action Oriented Presentations


Effective Accountability Management

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What sort of organization do you represent?

- A Hospital or Critical Access Hospital**
- B Psychiatric Hospital or Unit**
- C Health System**
- D Other Provider of Healthcare Services**
- E Consulting Group**
- F Other**



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We are a partner to healthcare organizations nationwide, helping to advance patient safety and clinical quality for the past 30+ years. We help healthcare providers achieve top-tier clinical performance through our four lines of business:

- High Reliability Care Solutions
- Medical Staff Services Optimization
- Education Solutions
- Chartis Workforce Solutions

Chartis Clinical Quality Solutions
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Readiness, Response, Reliability

- Rapid Response to Regulatory Emergencies
- Resolving CMS and TIC Adverse Actions
- CMS and Accreditation Survey Readiness
- Environment of Care, Life Safety and Emergency Preparedness
- Hospital-CMS Systems Improvement Agreements
- Emergency Department/ EMTALA
- Behavioral Health
- Infection Prevention
- Patient Safety
- Process/Policy Simplification
- Streamlined Health Records
- Process Implementation
- Quality Monitoring and Improvement

...the National Leader in integration with other best-in-class consulting services offered by Chartis

SIMPLIFY & COMPLY

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What is your role?

- (A) Committee Chair _____
- (B) Quality / Safety _____
- (C) Regulatory Compliance _____
- (D) Medical Staff Professional _____
- (E) Executive Leader _____
- (F) Other _____



Effective OVERSIGHT Meetings

Medical Staff, QAPI & Hospital Committees and Groups

“Please help me improve the quality of the MEC minutes.
— Question from CEO of a hospital in serious trouble many years ago.”

The issue was not the minutes ... it was the MEC meetings.

BENEFITS of BETTER MEETINGS

- Shorter, More Productive
- Traction: Get Things Done
- Minimize Sidetracks
- Nimble Response to Threats
- Accurate/Pain Free Minutes
- Reduced Turn-Around Time for Necessary Approvals

TACTICS

- Credible Meeting Cycle
- Action-Oriented Presentations
- Materials Available Onsite / Offsite
- Accountability Tracking
- Agenda and Materials = Minutes

Become a Hero to Hospital and Medical Staff Leaders

How We Got Here

A Few Examples



Academic Medical Center

- They called us because nothing was getting done: threats from the State and the Feds to be resolved
- Large inefficient meetings... now apparent oversight
- Changes
 - Small committees of decision makers
 - Gather frequently for *brief* meetings
 - Quick and accurate decisions
 - Accountability

Large "Safety Net" Hospital About To Lose Funding

- Tracking 100 pages of problems
- Multiple layers
- Frequent Meetings
- Focus and perform

Merging Three Hospitals Into One

- From 15,000 policies to 200
- Traction at every meeting
- Clarity
- Buy-in
- Change management at the point of care and service

WARNING:

We cannot possibly cover all aspects of effective meetings in the time allotted. Use the post-webinar survey or the "contact us" button on our website to ask specific questions or seek deeper consultation

Four Types of Meeting

Information sharing

- Town hall
- Education
- Morbidity and Mortality
- Grand Rounds

Collaboration and Communication

- Department Meetings
- Safety Huddles

Problem solving

- Policy creation
- Performance improvement teams
- Root cause analysis

Today's Focus

Oversight

- Policies approved
- Performance is monitored
- Examples
 - A Team Meetings
 - Board
 - MEC
 - Infection Prevention
 - QAPI

The Meeting Cycle

Tactics!



The Meeting Cycle

Presentations



ASC HOSPITAL AND MEDICAL CENTER

Physicians Acknowledge Recommendations

Conclusion and Recommendations

In addition to the aforementioned process, the FNS Manager will also begin auditing 50 patient charts per month for the next three months (or until there is evidence of sustained compliance).

Committee Actions

Date: April 1, 2022

Committee Name: Quality and Safety Oversight Committee

Agenda Item: #9 Physicians Acknowledging RD Recommendations

Committee Actions:

- Recommendation(s) adopted without modifications
- Recommendation(s) adopted with modifications (Specify)
- Returned to presenter for additional analysis and re-presentation at a subsequent meeting
- Other action (Specify)

Additional / alternate actions taken:

Reduce sample size for monthly monitoring to 20 charts until sustained compliance (undefined) is evident.

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ASC HOSPITAL AND MEDICAL CENTER

Quality Emergency Department

Committee Actions

Date: April 1, 2022

Committee Name: Quality and Safety Oversight Committee

Agenda Item: #4 Quality Indicators for the Emergency Department

Committee Actions:

- Recommendation(s) adopted without modifications
- Recommendation(s) adopted with modifications (Specify)
- Returned to presenter for additional analysis and re-presentation at a subsequent meeting
- Other action (Specify)

Additional / alternate actions taken:

- Dr. Grace Slick, the Chief of the Hospitalist Service, was asked to incorporate TAT from admission order to ED departure as a metric in the patient flow initiative and report on progress at the September meeting.
- William Tell, RN, the ED Manager, was asked to continue the collection and reporting of these data as specified in the hospital's QAPI plan.

our target of _____

median is 3.5 staffing levels each our target.

When

7/22/16

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The Meeting Cycle

Accountability Management

1 SBAR Actions Recommended!

2 Who, What, When

3 Accountabilities Assigned, Accepted and Captured

4 IOUs & Routine Reporting Calendar

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Accountability Management

WHO WHAT WHEN

- Assigned
- Communicated
- Accepted

TRACKED ON SEPARATE
Tracking Tool

UPDATE AT AGENDA PLANNING MEETING (Meeting - 10 Days)

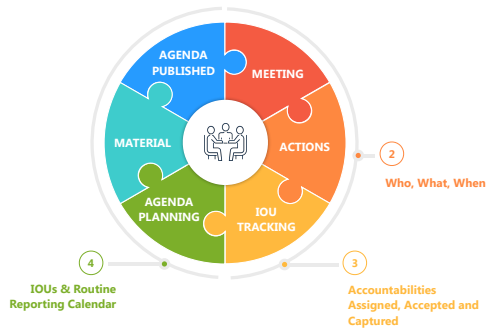
ACCOUNTABILITIES NOT REALIZED

- Right Person?
- Clear Direction?
- More Time Needed?
- When to Escalate (an art, not a science)

Action Item Name	Action Item Description	Accountable	Date Assigned	Date Due	Status
Revisions to Titration Policy	The policy will be amended to accommodate block charting	BP Bud Pate	03/01/22	04/01/22	In Progress
Education of Staff	Staff will be educated about who to do block charting using the EHR.	LE Lisa Eddy	03/01/22	05/01/22	Pending
Care Facilitation	Care facilitation will be deployed to ensure a change in practice	PB Phillip Boaz	03/01/22	02/06/22	Pending

The Meeting Cycle

Agenda Planning



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Agenda Planning Meeting

ABOUT 10 DAYS BEFORE MEETING

CHAIR

(+ whoever will substitute for the Chair if applicable)

SUPPORT

Medical Staff Professional, Quality/Safety, Administrative

FOCUS

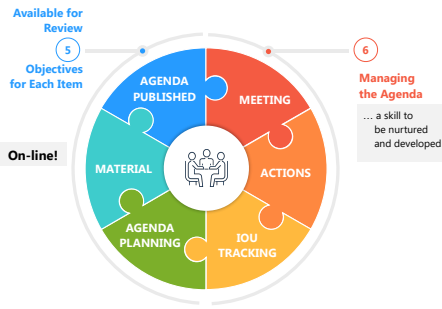
- IOU tracking
- Calendar of Routine Report
- SBARs
 - Succinct?
 - Recommendation?
 - Accountabilities?
 - Kick Back When Indicated
- Follow-up for Delinquent Accountabilities
- Order of Presentations
- Education/Information Only Presentations
 - Eliminate or Minimize Information Only...
Email? Separate Meeting?

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The Meeting Cycle

Agenda/Meeting Management



STANDARD AGENDA Opening Phase

SBARs ATTACHED

Robert's Rules Rephrased

Title of Presentation	Presenter	Duration	Situation and Objectives	Discussion (Background & Analysis)	Recommendation
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CALL TO ORDER

Without objection "approved"

CONSENT AGENDA

REVIEW AGENDA

Move items up, down, defer

APPROVAL OF MINUTES FROM LAST MEETING

- Offline Review Prior to Meeting
- Approved Subject to Clarification

REVIEW OF IOUs **NOT** FULFILLED

- IOU tracking tool attached
- Brief mention of IOUs deferred/unfulfilled and actions taken as a result

- Only items that DO NOT NEED DISCUSSION
- If a discussion is requested, Item is removed from the Consent Agenda and placed in the appropriate place on the agenda
- Takes practice and discipline

TOTAL TIME: 10 MIN

STANDARD AGENDA Action Phases

FOLLOW-UP REPORTS

- "Old Business"
- Based on IOUs
- Each Presentation Timed
- Focus on Recommendation
 - SBARs attached and published prior to the meeting
 - Fill in the blanks for the analysis as needed
 - NO LONG SLIDE SHOWS
 - Only information related to the recommended action

NEW BUSINESS

- Emerging Issues
- Scheduled Routine Reports

CLOSING

- Review all IOUs
 - Communicated?
 - Accepted?
- Meeting Evaluation ("What can we do better next time?")

Items Added to IOU Tracking after EACH agenda item.

Demonstration

SBARs and Exhibits Attached
Available 3 days prior to the meeting

Date Present...	Presented By	Title	Purpose & Status	Summary	Recommendations
04/01/22		☐ Routine Meeting ☐ Quality and Safety Oversight Committee: Routine Meeting ☐ Opening	Agenda	Guests: Sue Pate, Lisa Eddy Members Present: John Doe, Jane Smith, Chris Johnson. Members Absent: May West Guests: Sue Pate, Lisa Eddy	
	Dr. Chair	Call to Order	Meeting Management		
	Dr. Chair	Review of Agenda	Meeting Management	Committee to review the agenda to determine if any of the following are needed: 1) a change in order, 2) a change in allotted times, 3) additional agenda items, or 4) an agenda item be deferred.	
	Dr. Chair	Review of Draft Minutes	Meeting Management	Committee members to review & approve and/or recommend revisions to the minutes from the last committee meeting.	
	Dr. Chair	Review of IOUs	Meeting Management	The attached IOUs and due dates have been reviewed. All accountabilities are on track except the following: Due to a change in the Risk Manager, the status report for the patient safety committees has been deferred until the next meeting.	
	Dr. Chair	☐ Consent Agenda			

Questions/ Discussion



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