

Presents

*Achieving Quadruple Aim: Rethinking Our Organizational Operating Systems
to Become More People-Positive and Complexity-Conscious*

Speaker:

Orion Falvey, Executive Director and Co-Founder, Orchid Health

Our top partners



WIPFLI





Want to achieve the Quadruple Aim? It's time to rethink our organizational operating systems to become more *people-positive* and *complexity-conscious*.

Orion Falvey, Co-founder and Executive Director, Orchid Health

Today I Feel.....



Check-in

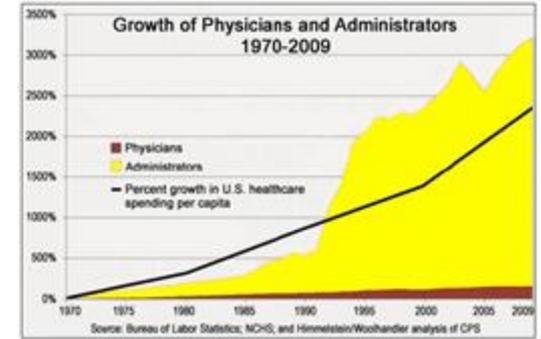
Learning Objectives

1. Understand what a more people-positive and complexity-conscious healthcare operating system looks like and why it is key to achieving success across the Quadruple Aim.
2. Understand several key levers that have the ability to affect systems change and spur a true culture shift across your organization.
3. Understand immediate steps any leader or change-agent can take to systematically improve organizational resilience and create a better work environment rather than just layering programs on top of our current broken system.

Unless We Future-Proof Healthcare, Study Shows That By 2025, 75% Of Healthcare Workers Will Leave The Profession

Jack Kelly Senior Contributor ©
I write actionable interview, career and salary advice.

Mar 15, 2022, 09:35am EDT



The current healthcare system continues to result in significant burnout, administrative burden, a lack of trust, being reactive and rushed, and focusing on risks vs. strengths.

It's time for a change, and that change needs to be structural vs. layered on top.

A photograph of three people sitting at a table covered with a white banner. On the left, a young girl with brown hair and a pink shirt is smiling. In the middle, a young girl with dark hair is blowing a bubble with gum. On the right, a woman with blonde hair in a dark blue top is smiling. The banner has the Orchid Health logo and text. The background shows the interior of a vehicle or a small room with windows and equipment.

Orchid's Evolutionary Purpose

To advance a new model for community health to thrive - based on well-being, strengths, relationships, equity, and localization!

The logo consists of a stylized heart shape formed by two overlapping, curved lines, one light blue and one grey.

orchid health



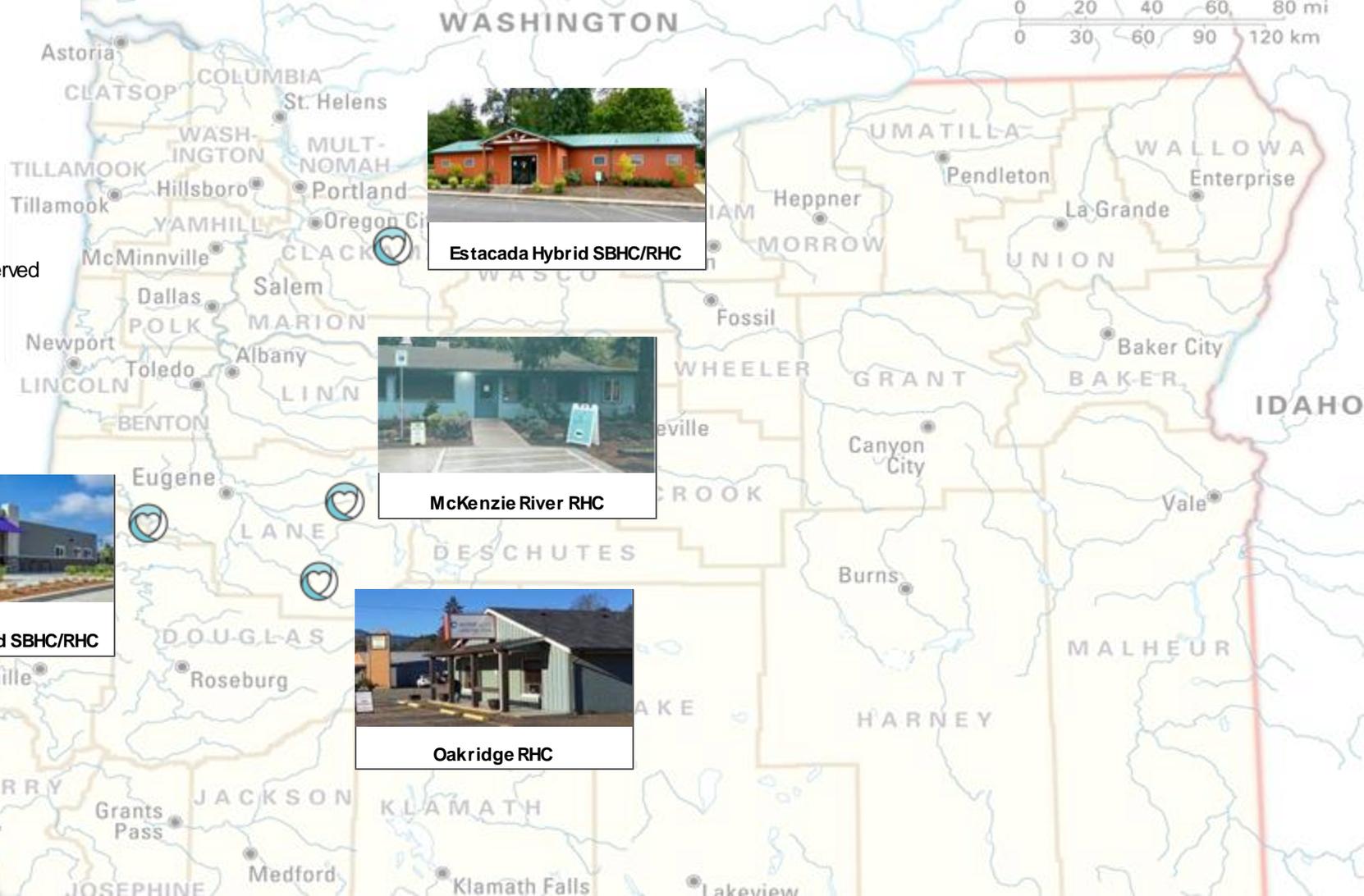
Orchid Health

Founded in 2014

60 employees

4 clinic locations

5,500+ patients served



Estacada Hybrid SBHC/RHC



McKenzie River RHC



Fern Ridge Hybrid SBHC/RHC



Oakridge RHC

Four Pillars for Organizational Health

Pillar 1: Employee Happiness and Fulfillment

- Philosophy: A healthy organization starts with clinicians and caregivers that are cared for and have the autonomy to do what they feel is best for their patients and community.
- Aim: Building the primary care workplace of the future.

Pillar 2: Trusting Relationships

- Philosophy: Everyone has gifts, everyone has something to contribute, everyone cares about something and that passion serves as their motivation to act and to improve health.
- Aim: Feel listened to, respected, and unrushed when coming in for a visit at your local Orchid Health clinic.

Pillar 3: Community Health

- Philosophy: We believe that community health is achieved when attention is paid to what people can do for themselves and others.
- Aim: A flourishing local ecosystem of informal and formal health creation taking place resulting in sustained community health.

Pillar 4: Financial Sustainability

- Philosophy: Financial sustainability and growth are best achieved by aligning system forces/incentives and by creating a being people-positive and complexity conscious operating system where people feel energized to work.
- Aim: To make a distinctive, lasting positive impact in our communities while advancing a new model for community health to thrive across the country. Achieve a 10-15% operating margin at each established clinic.

KPI	2021 Average	2022 Target
Pillar 1: Employee Happiness and Fulfillment		
Staff Survey - Do you feel Orchid is a positive place to work?	4.3	4.25
Staff Survey - Do you feel valued as an Employee at Orchid?	4.1	4.25
Staff Survey - Are you currently experiencing a great deal of stress because of your job?	n/a	3
Staff Survey - Do you feel your clinic/team is fully staffed?	n/a	4
Employee Turnover Rate		< 4% per qtr
Pillar 2: Trusting Patient Relationships		
Patient Survey - Provider Communication Index	94%	95%
Patient Survey - Practice Operations Index	92%	94%
Patient Survey - Customer Service Index	94%	92%
Access to Care - Third next available PCP appointment	n/a	< 5 days
Pillar 3: Community Health		
# of population health measures above benchmark	6	8
Integrated behavioral health care - population reach	15%	15%
Integrated oral health care - population reach	8%	15%
Integrated social health care - % of patients w/ a positive SDOH need who received support from a CHW	n/a	60%
Pillar 4: Financial Sustainability and Growth		
Hit monthly cash revenue targets - shows total over/under actual vs. projected	\$ (36,993)	Varies
Hit monthly budgeted expense projections - shows total over/under actual vs. projected	\$ (84,325)	Varies
Days cash on hand to cover operating expenses		> 45 days

“A healthy healthcare organization starts with clinicians and care team members that are cared for, trusted, and have more autonomy to do what they feel is best for their patients and community.”

Orchid *Wellbeing-First Primary Care* Model vs. Status Quo Primary Care Model



- People-positive ethos
 - Pull vs push, empowered local teams that are trusted to make their own decisions, a small # of metrics (starting with how people are doing) used to measure success and guide decision making.
- Localized when possible to build relationship.
- 60 min new patient visits to get to know you and 30 min routine follow-up visits.
- Strengths-based, where *“what matters to you”* and *“what is something that you’re proud of or that brings you joy”*, are a key part of the way your care is provided.
- Integrated with the community - “formal and informal health creators working hand in hand”.

vs

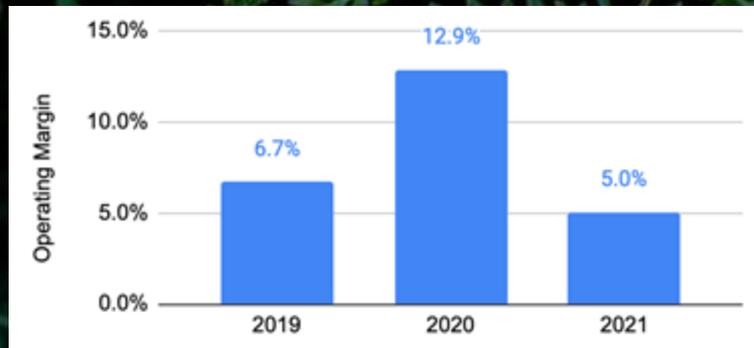
Status Quo

- Control-focused ethos
 - Push vs pull, very bureaucratic, lack of trust and autonomy, tons of quantitative metrics that are often inaccurate and primarily \$\$ focused.
- Centralized when possible to increase efficiencies.
- 30 or 40 min new patient visits and then very rushed 15 or 20 min routine follow-up visits.
- Risk-based, where *“what’s the matter with you”* what are your health risks” are the primary determinants for how treatment is delivered.
- Focused solely on traditional healthcare scope of work - “formal health creation”.



40% reduction in ED visits

Avg. 9.5 out of 10 when asking patients “would you recommend to family and friends”



12 Places to Intervene in a System

12. Constants, parameters, and numbers 9.4

11. The sizes of buffers and other stabilizing stocks, 

10. The structure of material stocks and flows 

9. The lengths of delays 

8. The strength of negative feedback loops 

7. The gain around positive feedback loops. 

6. The structure of information flows 

5. The rules of the system 

4. The power to add, change, evolve, or self-organize system structure. 

3. The goals of the system. 

2. The mindset or paradigm out of which the system arises. 

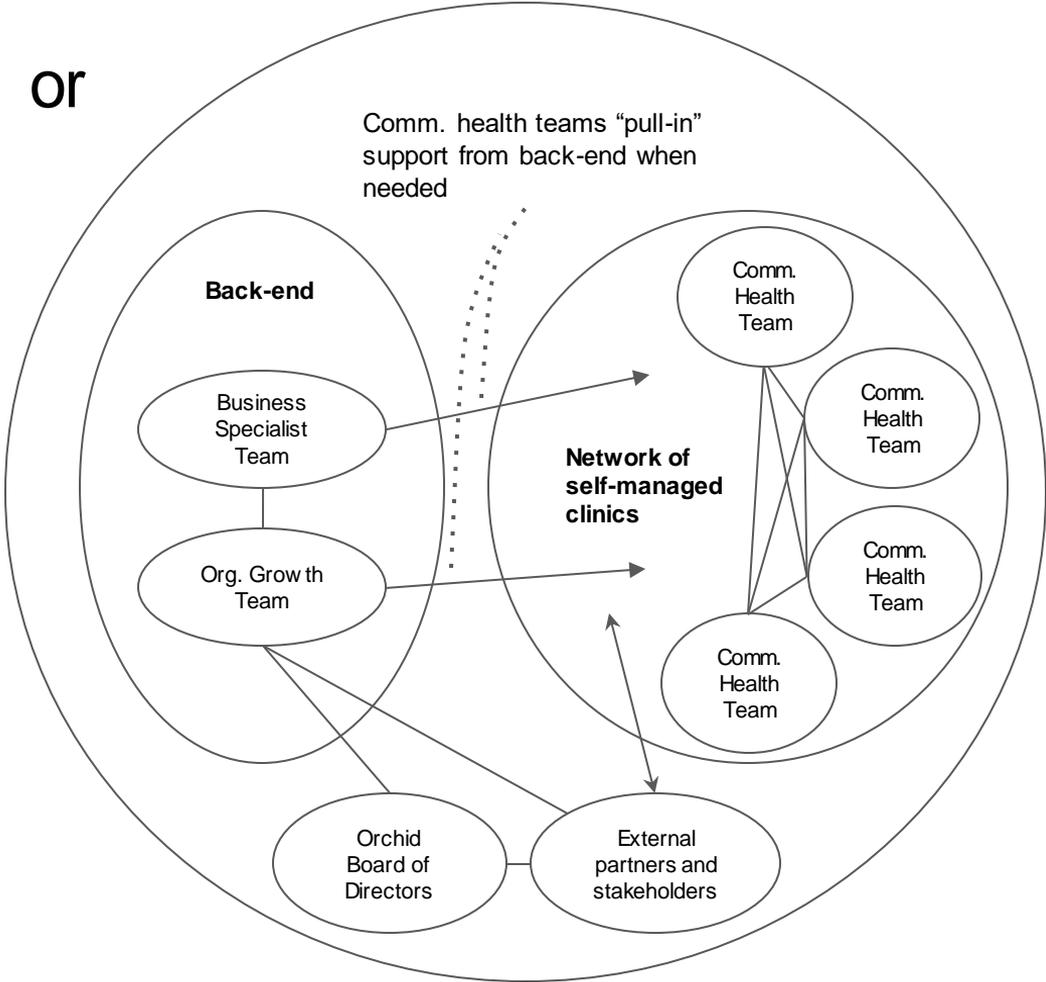
1. The power to transcend paradigms. 

Content Credit: Donella Meadows Institute/Academy for Systems Change

4. The power to add, change, evolve, or self-organize system structure. 

3. The goals of the system. 

The power to add, change, or evolve system structure



From Command and Control to Emergent and Self-managed.

Excerpt from *Brave New Work*:

“The mainstream view is that performance is the result of compliance. If we can just get everyone to do exactly as we say, we will achieve our goals. This translates into a culture buried in governing constraints— rules, policies, or processes for every imaginable scenario that dictate exactly what should be done.

But Complexity Conscious leaders view performance as the result of collective intelligence, emergence, and self- regulation. If we can just create the right conditions, everyone will continually find ways to achieve our goals. This translates into a culture that is made coherent and free by enabling constraints— agreements that create freedom to use judgment and interaction in the vast majority of situations.”

The goals of the system

What we measure matters!

Orchid Company-Wide KPI Dashboard "company health measures"

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Six Sources of Burnout

Source	Description
Workload	Extent to which demands are manageable or overwhelming.
Control	Amount of control people feel in their jobs.
Reward	The effectiveness of rewards and recognition systems.
Community	The organization's responsiveness to staff and community.
Fairness	Respect and fairness among people in the organization.
Values	Personal and organizational values about work.

Note: Source, Maslach and Leiter (1997).

What about healthcare admin?

- Shift from fixer/holding things together → create a clear measurement for organizational health → make yourself available to be pulled in when asked → focus on building trust as your #1 priority.
- Important roles:
 - offering a vision,
 - holding space for new organizational practices,
 - role-modeling,
 - making invitations,
 - creating contexts (helping people think through their own decisions),
 - offering advice/support when pulled in.

“He who does not trust enough, will not be trusted.”
- Lao Tzu

Immediate steps to take

What is holding you back from doing the best work of your life?

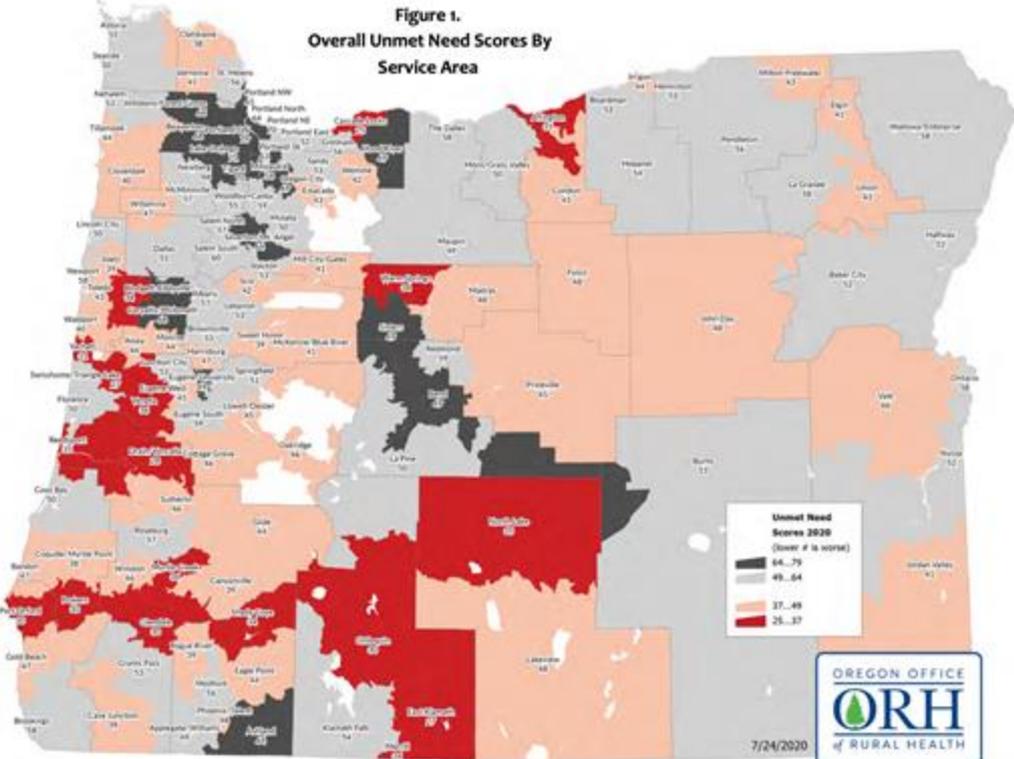
Ideas:

- Clarify the metrics that matter and use them to steer.
- Create a mistake board and have leadership express vulnerability by owning their mistakes.
- Clarify the decision rights held by teams and roles.
- Before hiring your next administrative role, ask whether or not this function could be given to your teams for greater context and speed - and add capacity there.
- Try giving your frontline teams more authority on items that won't "sink the ship".
- Identify an administrative function where you can remove "power over" authority.
- Commit to gaining consent from those that will be impacted before making key decisions.

Learning Objectives - revisited

1. Understand what a more people-positive and complexity-conscious healthcare operating system looks like and why it is key to achieving success across the Quadruple Aim.
 - More decision making autonomy to those on the front lines. Clear priorities as an organization. Focus on trust. Default to transparency. Create more space for peer-to-peer learning.
2. Understand several key levers that have immense ability to affect systems change and spur a true culture shift across your organization.
 - Focus on power dynamics/authority, goals/incentives, and information flows.
3. Understand immediate steps any leader or change-agent can take to systematically improve organizational resilience and create a better work environment rather than just layering programs on top of our current, broken system.
 - Start your learning journey → form a book club reading “Brave New Work” with people who are interested in rethinking how we work to become more people-positive and complexity-conscious.
 - Clarify the metrics that matter, including team well-being, and use them to steer.

Figure 1.
Overall Unmet Need Scores By
Service Area



7/24/2020

Figure 2. Ranked Service Area Scores (Highest Unmet Need to Lowest)

The worst score in each column is darkest red and the best score is darkest green with graduated shading for the numbers in between the best and worst.

Service Area	Designation	Total Score	Travel Time to Nearest PCPCH	Primary Care Capacity Ratio	Dentists per 1,000	Mental Health Providers per 1,000	138-200% of Federal Poverty Level	Inadequate Prenatal Care Rate	Preventable Hospitalizations per 1,000	Emergency Dept Dental Visits per 1,000	Emergency Dept Mental Visits per 1,000
Cascade Locks	Rural	25	23	0.00	0.00	0.00	19%	87.0	10.7	9.4	16.1
East Klamath	Rural	27	35	0.00	0.00	0.00	13%	80.5	11.5	7.6	16.6
Swishome/Triangle Lake	Rural	27	28	0.00	0.00	0.09	19%	96.2	8.8	4.9	14.8
Drain/Yoncalla	Rural	28	22	0.15	0.00	0.00	19%	79.6	10.9	6.9	13.4
Chiloquin	Rural	30	32	0.58	0.13	0.01	24%	119.5	9.8	4.7	15.4
Glendale	Rural	30	23	0.00	0.00	0.00	16%	107.5	8.7	4.7	13.8
Port Orford	Rural	30	32	0.63	0.00	0.00	11%	136.4	13.0	7.4	13.7
Powers	Rural	30	31	0.00	0.00	0.00	13%	21.3	24.8	3.7	17.4
Yachats	Rural	31	12	0.00	0.06	0.07	7%	185.2	12.2	6.1	15.7
Blodgett-Eddyville	Rural	34	13	0.00	0.00	0.49	26%	42.9	5.7	4.6	16.6
Shady Cove	Rural	34	10	0.23	0.17	0.00	15%	122.6	14.4	6.0	18.5
Warm Springs	Rural	34	10	1.39	0.49	0.34	14%	196.5	16.1	14.9	53.4
Arlington	Frontier	35	26	0.73	0.00	0.00	11%	113.6	9.5	5.3	11.4
North Lake	Frontier	35	10	0.06	0.00	0.36	26%	97.1	12.2	2.5	13.3
Reedsport	Rural	35	10	1.07	0.17	0.11	16%	121.2	21.3	7.3	25.7
Merrill	Rural	36	27	0.00	0.00	0.00	16%	66.0	8.0	2.5	5.5
Myrtle Creek	Rural	36	10	0.29	0.00	0.13	15%	70.0	9.1	7.9	16.0
Veneta	Rural	36	27	0.40	0.13	0.05	17%	65.3	9.5	2.9	11.8
Clatskanie	Rural	38	10	0.08	0.37	0.07	15%	95.5	15.6	5.0	14.1
Coquille/Myrtle Point	Rural	38	10	0.64	0.20	0.12	18%	80.2	17.6	6.8	19.1
Canyonville	Rural	39	10	0.80	0.00	0.29	19%	85.3	11.0	6.4	18.5
Cave Junction	Rural	39	10	0.58	0.05	0.13	13%	106.2	13.2	5.0	19.4
Rogue River	Rural	39	10	0.33	0.17	0.09	13%	72.8	12.0	4.9	17.8
Siletz	Rural	39	13	0.77	0.73	0.29	19%	70.9	12.1	9.6	19.9
Sweet Home	Rural	39	10	0.32	0.10	0.14	16%	63.2	10.6	6.5	15.2
Cloverdale	Rural	40	16	0.55	0.12	0.05	14%	41.9	8.3	3.4	15.1
Waldport	Rural	40	10	0.58	0.11	0.41	15%	116.9	12.3	7.0	17.9
Elgin	Rural	41	10	0.48	0.08	0.00	15%	63.5	10.7	6.8	7.6
Jordan Valley	Frontier	41	77	0.00	0.00	0.00	17%	31.3	0.0	0.0	2.1
McKenzie/Blue River	Rural	41	10	0.35	0.00	0.21	7%	125.0	14.2	5.5	13.7
Mill City/Gates	Rural	41	10	0.61	0.14	0.16	15%	76.1	13.2	6.0	16.1
Vernonia	Rural	41	36	0.33	0.22	0.00	8%	61.5	8.6	4.2	14.9

“Everyone has gifts, everyone has something to contribute, everyone cares about something, and that passion serves as their motivation to act.”

curr dprtmnt	What is something that makes you happy or that you're proud of?	Employment Status	Which of the following best describes your current living situation?	Do you have someone you connect with easily if you need help, or just need to talk?	During the past 4 weeks how would you rate your health in general?
ESTACADA CLINIC	my children	retired	Other	Y	Fair
ESTACADA CLINIC	new baby	working	Live alone in my own home	Y	Fair
ESTACADA CLINIC	I can still provide for my family, even though I am having a hard time and struggling	working	Live alone in my own home	Y	Poor
ESTACADA CLINIC	my bestfriend and boyfriend	unemployed	Live in a household with spouse/others	Y	Fair
ESTACADA CLINIC	My kids and my hobby farm make me very happy and proud.	unemployed	Live in a household with spouse/others	Y	Fair
ESTACADA CLINIC	Camping with my husband makes me happy, I'm proud of my children	retired	Live in a household with spouse/others	Y	Fair
ESTACADA CLINIC	my kids	working	Live in a household with spouse/others	Y	Fair
ESTACADA CLINIC	My family	working	Live in a household with spouse/others	Y	Fair
ESTACADA CLINIC	My family and my art	working	Live in a household with spouse/others	Y	Good
ESTACADA CLINIC	Overcoming Drug Addiction	working	Live in a household with spouse/others	Y	Excellent
ESTACADA CLINIC	My grandchildren, singing, gardening, my hubby and my dog	retired	Live in a household with spouse/others	Y	Excellent
ESTACADA CLINIC	my kids	working	Live in a household with spouse/others	Y	Fair
ESTACADA CLINIC	Running/Working on Intelligence analysis	working	Live in a household with spouse/others	Y	Good
ESTACADA CLINIC	Hardworker, past career (paralegal)	unemployed	Temporarily staying with a relative or friend	Y	Fair
ESTACADA CLINIC	My kiddos and pets	working	Live in a household with spouse/others	Y	Good
ESTACADA CLINIC	Raising my kids. Moving to Oregon	working	Live in a household with spouse/others	Y	Good
ESTACADA CLINIC	Reading ability		Other	Y	Excellent
ESTACADA CLINIC	watching movies	working	Live in a household with spouse/others	Y	Fair
ESTACADA CLINIC	My work and friendships	unemployed	Live in a household with spouse/others	Y	Good
ESTACADA CLINIC	My job	working	Live in a household with spouse/others	Y	Good
ESTACADA CLINIC	My family	working	Live in a household with spouse/others	Y	Good
ESTACADA CLINIC	being married to my wife	retired	Live in a household with spouse/others	Y	Fair



Thank you and please reach out if you are interested in having a follow-up conversation: orion@orchidhealth.org

Thank You to All of our Partners!



Building healthier communities together



Workability One

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