



QTF Examiner Template for Independent Analysis (IA), Initial OP for Training Purposes

INSTRUCTIONS: The first step in the IA examination is the selection of the Key Factors. The Key Factors are taken from the Eligibility Form, the Organizational Profile, and may be found in the narrative of the application. The Examiner should select around 18-20 Key Factors. **REMEMBER – Select only the most important statements about the applicant as Key Factors.**

For IA, each Examiner will prepare this document for the applicant.

INSTRUCTIONS: The Organizational Key Factors are key statements of information found in the Certificate of Eligibility and the Organizational Profile (first five pages of the application). Record only the most important information. **REMEMBER – The IA initial KFs are completed by the individual Examiner initially, then the TL will consolidate, and send the KFs back to the team to be used in completing the IA.**

Organizational Key Factors (KFs) (Table will expand with typing)

KFs #	OP Reference	Organizational Key Factors
1	Eligibility Forms Info	Organization is a health care provider with 4 sites, 660 employees and provide hospital, acute care, multi-specialty, rural health and primary care services.
2	P.1 History	In 1956, the people of the community created a Hospital Service District (HSD); built the hospital to address unmet healthcare needs. Founding remains the basis of our core purpose: <i>Care for our Community</i> . Committed to providing, improving and expanding services to meet the needs of our community by leveraging our core competencies of Agility in Meeting Community Needs and Financial Management. Organization is a 96-bed sole community hospital.
3	P.1a(1)	An integrated healthcare system that provides a continuum of care that includes outpatient, emergency, and inpatient services through collaborative partnerships with our providers and community.
4	P.1a(2)	Mission, Vision, Values and Culture- Core purpose is <i>Care for our Community</i> , Mission is <i>Inspiring Excellence Everyday</i> Vision is <i>First Choice for Care!</i> Values are <i>Integrity, Empathy and Caring, Excellence, Communication, Etiquette, and Loyalty (iEXCEL)</i> Core Competencies are <i>Agility to Meet Community Needs and Financial Management</i>
5	P.1a(3)	Workforce Profile (% of WF)-Non-union and Includes Associates (68%), Providers(25%), Volunteers(3%) and Students(4%) Key engagement requirements include: Associates-Recognition, communication, worthwhile work

		<p>Providers-Quality of care, feedback on care improvement</p> <p>Volunteers-purposeful work</p> <p>Students-work experiences/instruction</p>
6	P.1a(4)	<p>Invested \$52M in facilities, improvements, technologies and equipment over the last 8 years, and in response to the pandemic, to better serve our community. Multiple facilities including a hospital, 2 rural health clinics, an OB/GYN clinic, outpatient behavior health unit and Multispecialty Clinic.</p> <p>Equipment includes Intuitive da Vinci Robotic Surgical System, Hologic 3D Mammography, MAKO orthopedic robot.</p> <p>Technology purchased include EHR system, MEDITECH and CareTracker.</p>
7	P.1a(5)	<p>Organization operates in a highly regulated industry, governed by numerous federal, state, and local agencies.</p>
8	P.1b(1)	<p>At the heart of LS are patients and families.</p> <p>Surrounding our heart are key stakeholders (community, associates, providers, and partners) who are guided by iEXCEL core values (SOB) that encircle them.</p> <p>SL guide a continuous ADLI process by collaboratively setting a data-informed direction; communicating direction and aligning resources; executing action plans (AP); measuring performance; and mobilizing improvements through analysis and learning.</p> <p>Organizational Structure- Community President appoints a 7-member Board of Directors to provide organization management through CEO function. The CEO leads Senior Leaders who lead directors and managers who lead departments.</p>
9	P.1b(2)	<p>PSA and SSA define the key market segments (AOS). Key customers are patients which are segmented by OP, ED and IP.</p> <p>Key stakeholders include our community.</p> <p>Other customers include payors.</p> <p><i>Figure P.1-5</i> details the patient, stakeholder, and other customer key requirements, expectations and measurements.</p> <p>The racial demographics reflect nearly 50 / 50 split in white versus non-white residents.</p>

10	P.1b(3)	<p>Suppliers and Partners.</p> <p>Collaborators – Local City</p> <p>Partners- Physicians, Healogics, Foundation</p> <p>Suppliers-Meditech, CareTracker, NES, Cardinal, CURA</p>
11	P.2a(1)	<p>Competitive Environment- the sole health care provider within a 35-mile radius.</p> <p>Leads the Combined Service Area (CSA) market share with 22.6% (47% PSA and 12% SSA).</p> <p>The chief competitors are WK Hospital (70 miles north), OCH Health in (75 miles north), and Rapid River Regional Medical Center (55 miles south) which are all located outside of the service areas.</p> <p>These competitors offer additional healthcare services we currently do not provide. We provide significantly more services than the other hospitals within the service area.</p> <p>34% of cases in the CSA are lost to Out-Migration from the service area to chief competitors.</p>
12	P.2a(2)	<p>Competitive Changes - Service area demographics have remained stagnant for nearly 100 years.</p> <p>Market share for patients seeking services outside of the service area represents a growth opportunity. ...entrance of OCH Health in the Shreveport market in October 2018 with an aggressive growth plan for the state of LA.</p> <p>To increase market share, Organization SPP includes specialty practice physician recruitment, and primary care service support. This has resulted in new breast health center, expanded orthopedic services, nephrology services and wound care facility.</p>
13	P.2a(3)	<p>Comparative Data-Sources include CMS Data, Watson 100 Top Hospitals, PG Associate and Provider Survey, PG Patient Experience Survey, Stratasan, Optum Insight/HFMA, LHA/CHRISTUS, Baldrige winners, OSHA.</p>
14	P.2b	<p>SA: Financial Position and Community Alliances</p> <p>SC: Outmigration, WF Talent Pool, Access to Care</p>
15	P.2c	<p>Performance Improvement (PI) is an integral component of Culture of Safety (COS) and <i>Inspiring Excellence Everyday</i>.</p>

		<p>Utilize Plan-Do-Study-Act (PDSA) as the standard approach for process design, evaluation, and improvement.</p> <p>Organization uses Failure Modes and Effects Analysis (FMEA) to proactively identify and prioritize risks.</p>
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