



# **THIBODAUX REGIONAL HEALTH SYSTEM**

***Journey to Excellence under Visionary Leadership***

**Presented by: Greg Stock, CEO**

Louisiana HFMA Summer Institute 2024

*Nationally-Recognized Hospital.*

**Patient-Centered Excellence.**

# Learning Objectives

- Understand how visionary leadership can lead to growth, including recruitment of physicians and expansion of services.
- Gain insights into the planning and execution of new buildings and facilities and their role in supporting expanded healthcare services.
- Discuss the purpose of transforming care and reducing waste to create a premium value enterprise.
- Explain the impact visionary leadership can have on achieving the Triple Aim and the overall success of an organization.
- Understand why an innovative mindset supports growth and viability in a competitive environment

# About Thibodaux Regional

## **Mission**

To provide the highest quality, most cost effective health care services possible to the people of Thibodaux and surrounding areas.

## **Vision**

To be the regional medical center of choice for health care services in southeast Louisiana by recognizing the value of our physicians and employees, committing to quality improvement, partnering with other health care providers, and remaining financially viable in a competitive environment.

## **Culture**

Thibodaux Regional's culture is one where a spirit of teamwork and heartfelt conviction in what we do, and how well we do it matters not only to our patients but to fellow team members as well.

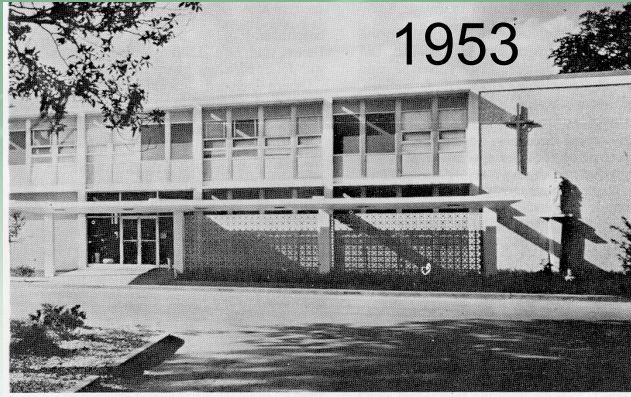


# History of Thibodaux Regional

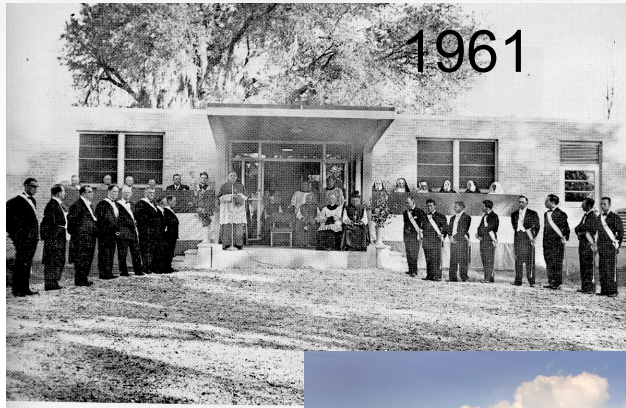
1930



1953



1961



1975



2010

- 1930 – Dream of a hospital became a reality and St. Joseph Hospital opened in old rectory
- 1975 – Thibodaux General Hospital (101 beds), opened in hospital's current location due to growing needs of the community
- 2005 – Thibodaux Regional launched multi-year \$100M expansion/renovation project that doubled the size of the facility
- 2018 – Thibodaux Regional filed for 501(c) 3 status
- 2019 – Thibodaux Regional Medical Center became Thibodaux Regional Health System



# Thibodaux Regional Health System

- 501(c)3
- 210-bed hospital
- 17 clinics and 3 urgent care centers
- \$300M in net revenue
- Fiscally Responsible
  - Receive No Tax Dollars
  - No Debt
- Top performer in Patient Experience
- Clinical Excellence in Quality
- Leader in Healthcare Innovation
- Cardiovascular program
- Inpatient and ambulatory surgery
- Inpatient and outpatient rehab center
- State-of-the-art wellness center and outdoor sports complex
- State-of-the-art Cancer Institute



A lighthouse on a grassy hill at sunset, with beams of light shining across the sky.

From Vision to Reality

Patient Centered Excellence



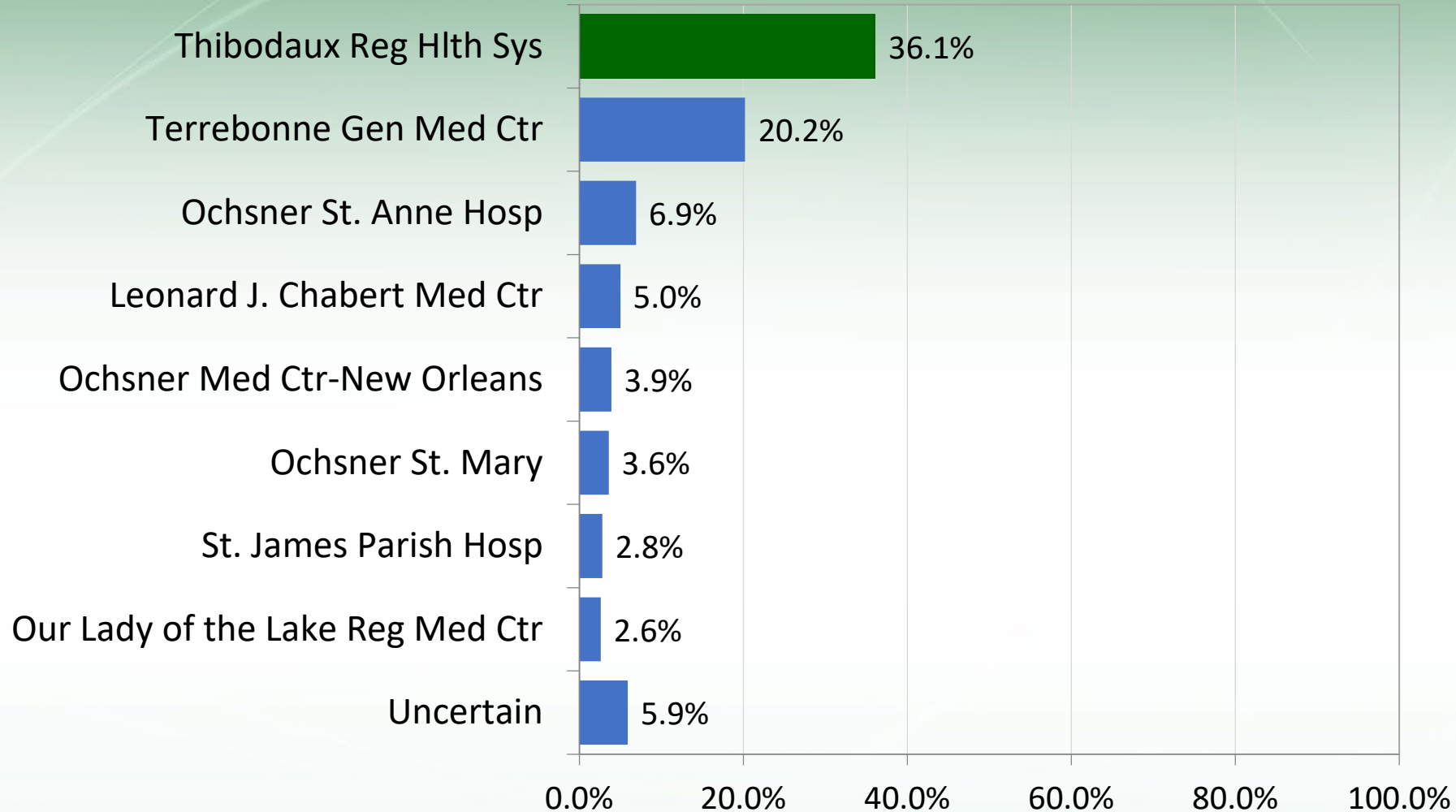
# Culture of Patient Centered Excellence

- Performance from the Heart
- Passion as a Value
- Continuous Process Improvement





# Thibodaux Regional Most Preferred Hospital in Five Parish Area

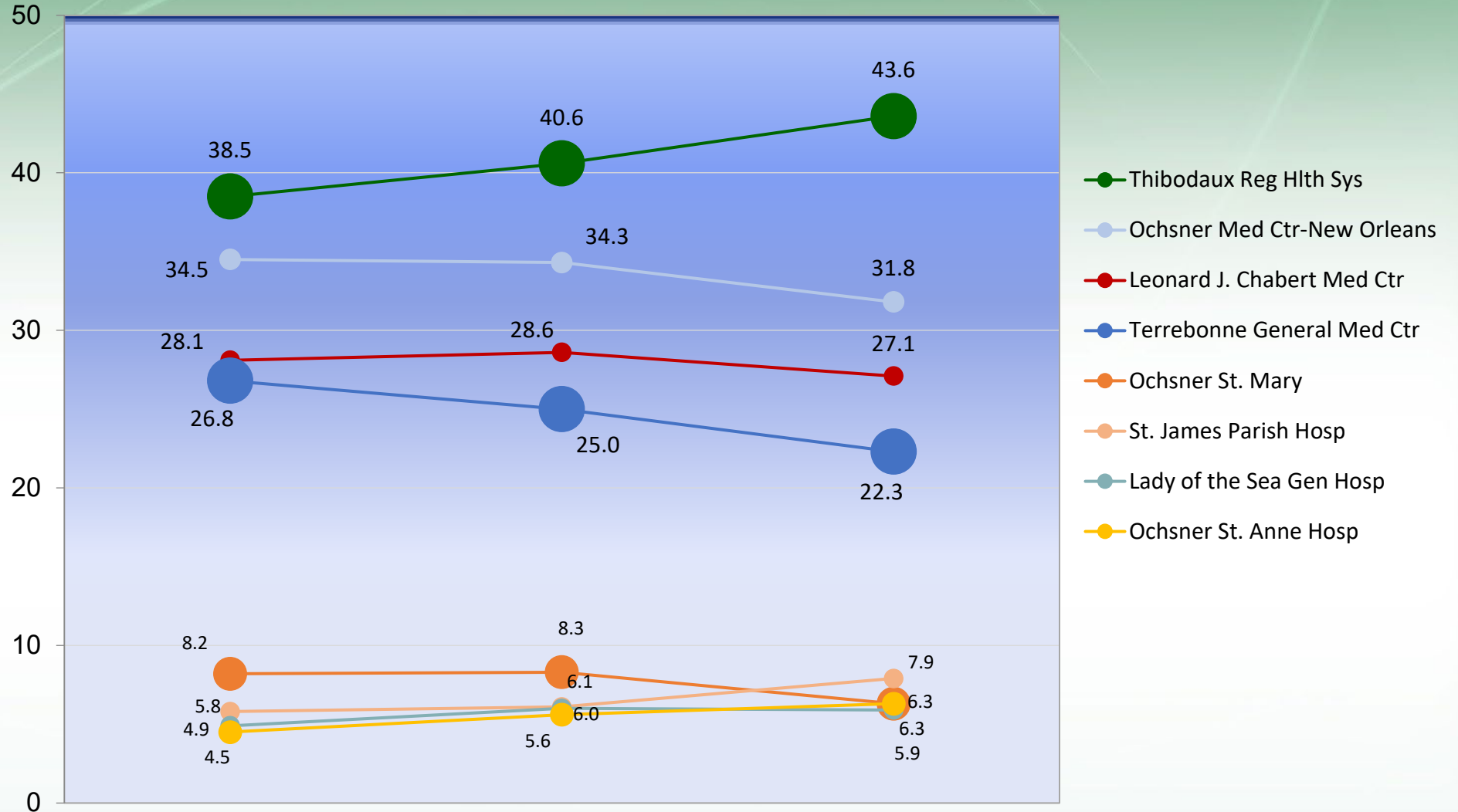


2023 Survey

# Thibodaux Regional Consumer Perception Survey - Brand Power Index Trend

## Brand Power Index:

- Market Share/Utilization
- Preference
- Who is Best?
- Top-of-Mind Awareness



2023 Survey

# Leader in Quality & Process Improvement

## Superior Clinical Outcomes

- Committed to Six Sigma in 2000
- Adopted LEAN in 2002
- Achieved great improvements in hospital operations
  - Lower cost per discharge; better clinical quality; and sustained top performance in patient experience (Triple Aim)





# Leader in Quality & Process Improvement Care Transformation

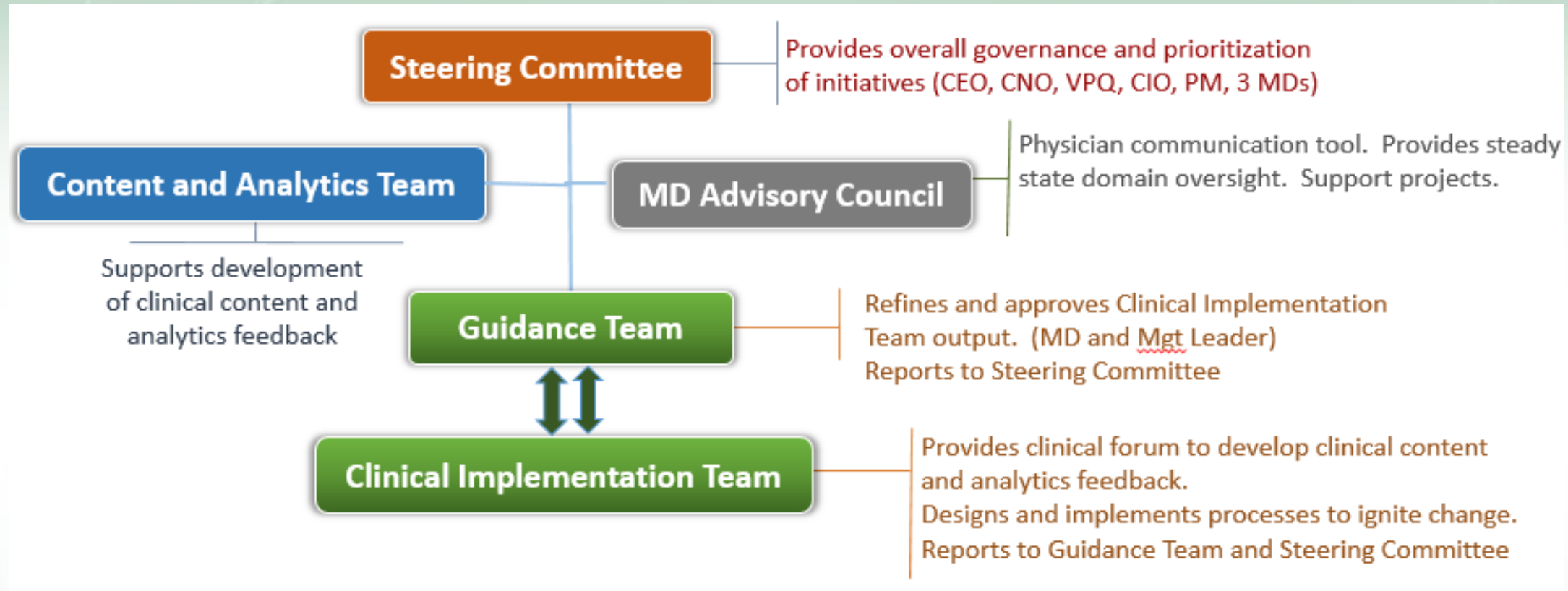
- We will succeed by...
  - Focusing on the Triple Aim
    - Improving the quality of care
    - Reducing the cost of providing care
    - Creating a great patient experience
  - Using data-driven approaches
  - Providing physicians with the necessary tools to lead change
  - Earning appropriate reimbursement for high-value healthcare



# Leader in Quality & Process Improvement

## Care Transformation

### Organizational Structure

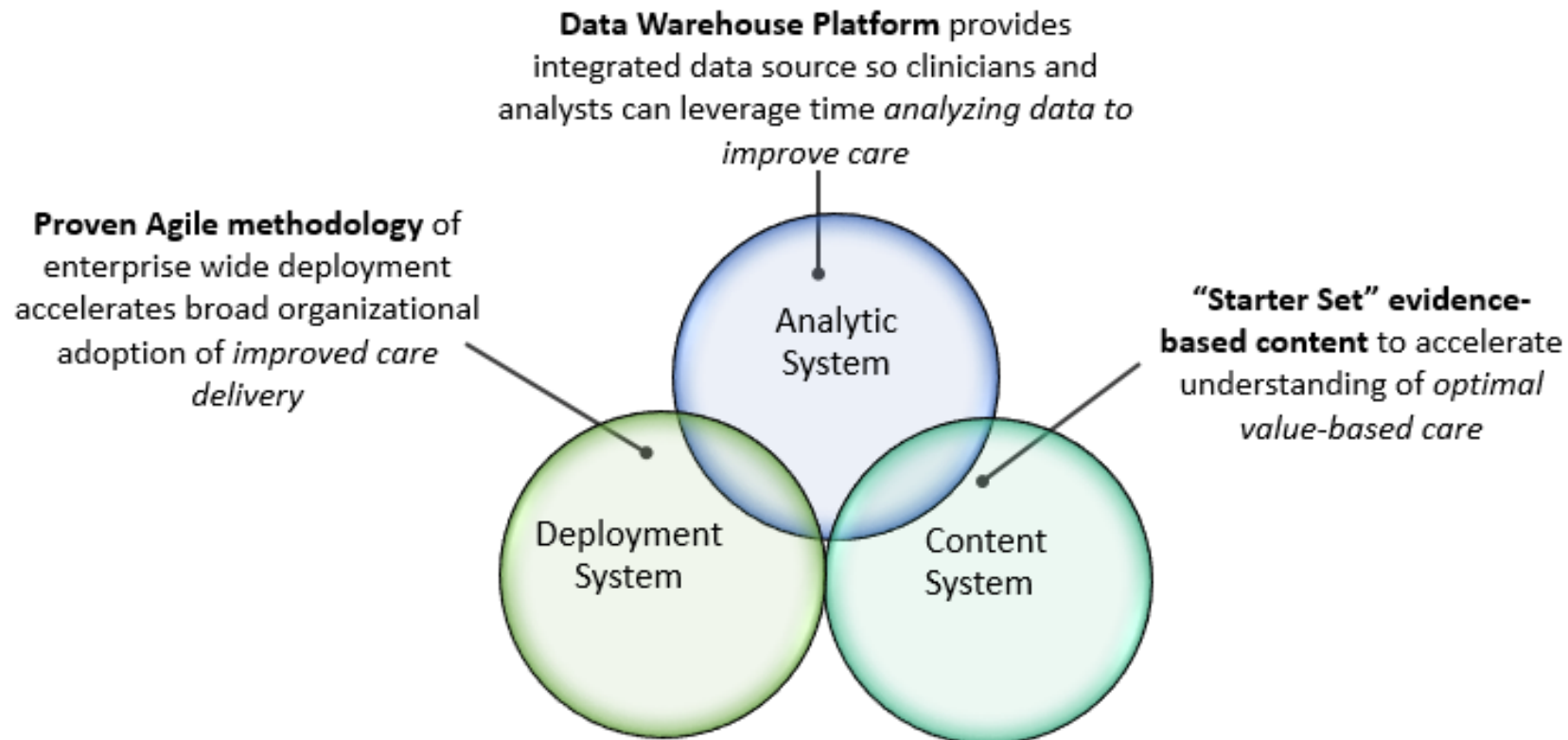


# Leader in Quality & Process Improvement

## Care Transformation

### 3 Systems Approach

Optimized delivery requires excellence in all three





# Leader in Quality & Process Improvement

## Care Transformation

### Keys to Success

- Governance structure with executive and physician leadership for accountability and physician engagement
- Choosing projects wisely
- Well-rounded teams properly educated
- Placing physician communication, education, and engagement at the forefront
- Data Warehousing is foundational but also necessary are accountability for improvement; physician/executive engagement; and a process improvement culture



# Leader in Quality & Process Improvement

## Care Transformation - Colon Surgery

CEO Leadership

- Focus on the Triple Aim
- 4 new OR Rooms

Physician Champion  
Clinical Leader

- Establish efficiencies in Robotic Surgery procedures
- Follow most recent best practices related to drug utilization
- Eliminate waste in OR supply utilization
- Compliance with Enhanced Recovery After Surgery (ERAS) guidelines

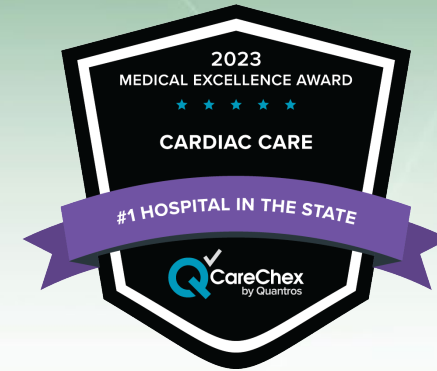
Cost Savings

- \$75,000 overall cost savings (23% ↓)
  - \$30,000 OR cost savings (25% ↓)
  - \$20,000 drug cost savings (48% ↓)
  - \$31,000 supply cost savings (11% ↓)

Quality


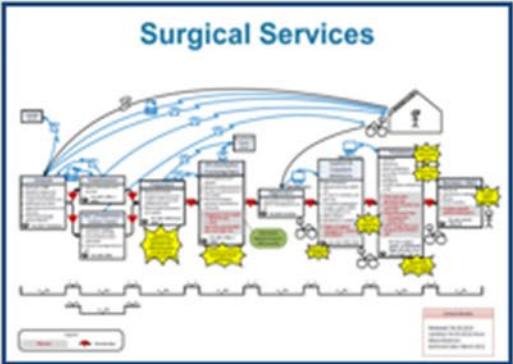

- 0% Mortality for planned surgeries
- ↓ Complication rate
- ↓ Length of stay

# Thibodaux Regional National Recognition. Award Winning Care.

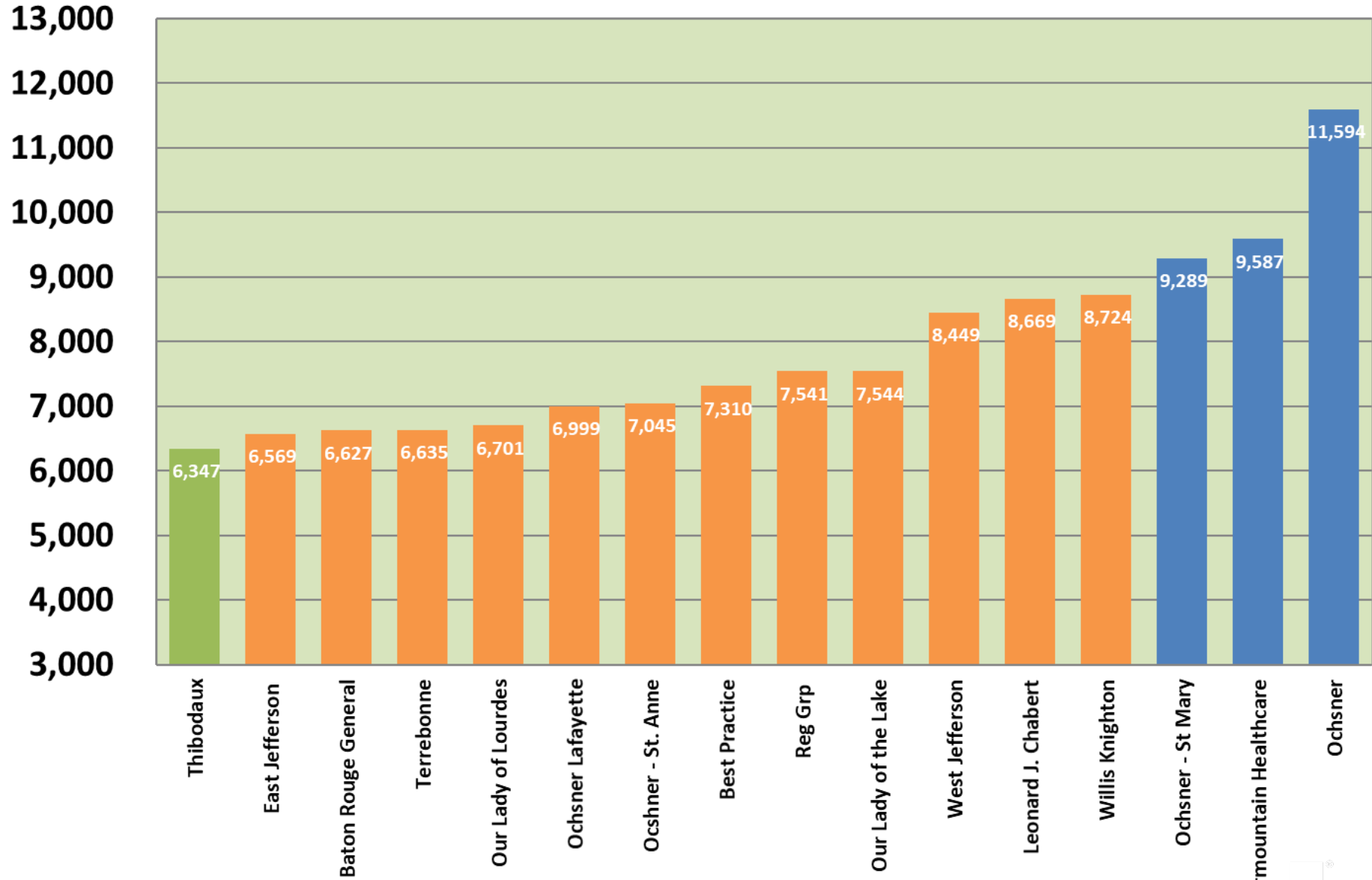




# Reducing Clinical Waste

Ordering Waste	Workflow Waste	Defect Waste
<p data-bbox="366 486 927 696"><b>Ordering tests, care, substances and supplies that do not add value</b></p> 	<p data-bbox="963 486 1523 644"><b>Variation in efficiency of delivering tests, care and procedures ordered</b></p> 	<p data-bbox="1564 486 2125 644"><b>Patient injuries incurred in delivering tests, care and procedures ordered</b></p> 

# Medicare Cost per Discharge (CMI ADJ) - 2023

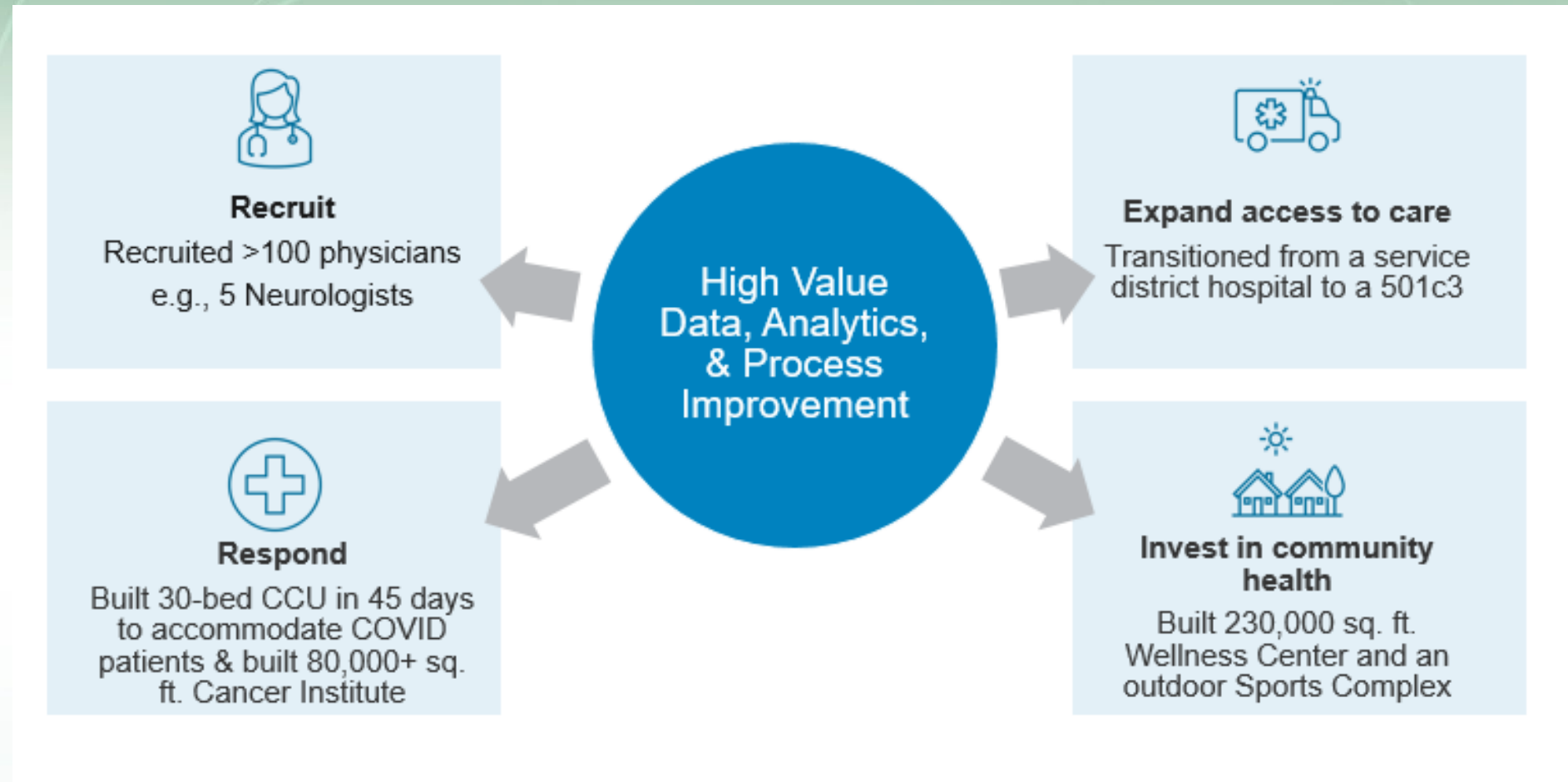


# Financial Strength and Integrity

## Cash is King

- No Debt
- Days of Cash on hand 220
- Net Days A/R <35
- Medicare IP margin 9%
- Salaries and benefits % net revenue 49.5% (S&P A Rated 55.4%)
- Overtime 2.88%

# Strategies for Continuing to Grow and Improve Access to Care





# Thibodaux Regional Meeting Growing Healthcare Needs



Increased Square Footage from 234,000 in 1990 to 952,000 in 2021



# Thibodaux Regional Meeting Growing Healthcare Needs

- Greatly expanded physician services
  - Specialists
  - Multi-Specialty Clinics
  - Cardiology Clinics
- Urgent Care Clinics
  - Thibodaux, Houma, Gray
- Premier Cancer Institute
- Growth in Surgical Services
  - Operating Room Expansion
- Continued expansion of Health & Wellness facilities/services
  - Sports Teams
  - Sports Complex



# Thibodaux Regional Growth

Grown tremendously over the past 34 years to meet the healthcare needs of the region

- **Admissions:** 2,500 to 9,000
- **Outpatient Visits:** 15,000 to 170,000
- **Emergency Room Visits:** 12,000 to 40,000
- **Physician Clinic Visits:** 300,000
- **Fitness Center Visits:** 450,000

# Major Economic Impact to Region 1990-2024

- **Grew Hospital Payroll:** From \$8M to \$150M
  - Economic Impact (5-7 times multiplier): \$450M - \$980M
- **Recruited 100+ Physicians:** \$55M
  - Economic Impact (5-7 times multiplier): \$275M - \$385M
- **Constructed/Renovated State-of-the-Art Facilities:** \$497M
  - Economic Impact (5-7 times multiplier): \$2.5 billion - \$3.48 billion
- **Paid Taxes:** \$5+M
  - \$2+M to City
  - \$1.5+M to Parish
  - \$825,000 to State



**“Thibodaux Regional is an economic powerhouse, providing jobs and immense tax benefits to local governments.”**

*– Dr. Loren Scott, highly-regarded Louisiana Economist*



# Leader in Cancer Care

## State-of-the-Art Cancer Institute

- Multi-disciplinary Treatment
- Most Advanced Technology Available
- Can treat 95% of cancers
- Accredited with Commendation by the Commission on Cancer
- Outstanding Achievement Award by the American College of Surgeons Commission on Cancer
  - Four Consecutive 3-Year Periods
- Most Preferred Facility for Cancer Care
  - National Third Party Study



# Leader in Cancer Care

## Improved Patient Flow at the Cancer Institute

- Created guidelines and implemented process to balance the appointment schedule for medical oncology and infusion patients
- Removed waste from pharmacy and lab workflows
- Assigned accountability for referral management process
- Redesigned and standardized EMR time stamp entry to track patients' movements through the new Cancer Institute





# Leading Edge Technology

## Safer, Faster, Better

- MRI with Caring Suite (3)
- MRI Freestanding (1)
- PET/CT (2)
- 64 Slice CT Scanner (2)
- PACs digital imaging archive system
- Advanced Digital Mobile C-Arms
- Digital Mammography 3D with AI
- Digital x-ray equipment
- Advanced Ultrasound Imaging
- State-of-the-Art Cardiac Cath Labs(2)
- TrueBeam Linear Accelerator w/ BrainLab ExacTrac
- Nuclear Medicine
- Interventional Radiology Suite

# Thibodaux Regional Wellness Vision





# Innovation

## Wellness Center & Services

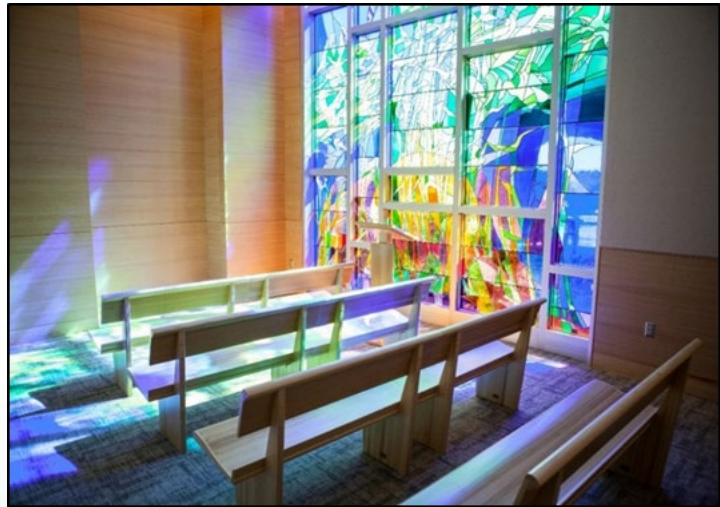
- State-of-the-Art 242,000 square foot facility
- Over **1.5M visits** since opening
- WellFit: Clinical Integration
- Sports Complex





# Innovation

## Making the Vision a Reality





# Continued Expansion – Health & Wellness Sports Complex

- State-of-the-Art Facilities
  - Multipurpose Field with 8 Lane Track
  - 12 Sand Volleyball Courts
  - 12 Tennis Courts with Viewing Stand
  - Outdoor Basketball Court





# Health & Wellness of our Youth

## Ongoing Initiatives

- Playground Equipment Sponsorships

- Eleven Schools (Elementary & Head Start)
- Domestic Violence Shelter

- Children's Museum

- Interactive Indoor Display
- Outdoor Challenge Course

- Education and Fitness

- 6th grade program





# Community Outreach and Involvement

## Actively Involved in the Communities We Serve

- Participate in hundreds of community and health events
  - Relay for Life; Beast Feast; Business and Industry; Manning Passing Academy
  - Partner with numerous schools and organizations
  - Nicholls Athletics Sports Medicine
  - Lafourche Parish Obesity Program
  - Rotary Nutrition Project
  - Health Events for Business and Industry
  - The Haven





# Caring for the Community during Extreme Circumstances

## Hurricane Ida





# Community Meal Distributions & Clean-up

