



Introducing the Quintus Aim in Healthcare: Empowering Employees for Improved Outcomes with an Employee Stock Ownership Plan (ESOP)

By Robert S. Slattery



In recent years, the healthcare industry has embraced the concepts of the triple and quadruple Aim, focusing on improving patient outcomes, enhancing patient experience, reducing costs, and promoting physician satisfaction. However, a vital component has been missing — the quintessential element that embodies the spirit of collaboration, empowerment, and inclusivity: the workforce. In this white paper, we introduce the Quintus Aim, a paradigm shift to a 5-part model that places employees at the forefront of healthcare transformation. Moreover, we propose the integration of an Employee Stock Ownership Plan (ESOP) to enhance employee engagement via equity ownership. By involving employees as active participants in the pursuit of better outcomes and offering them a stake in the organization, the Quintus Aim with an ESOP aspires to revolutionize healthcare delivery, fostering a culture of engagement, innovation, and excellence.

Introduction

Healthcare is a dynamic ecosystem where the interaction between patients, providers, and payers shapes the quality and efficiency of care delivery. Over the years, various models have been proposed to address the challenges inherent in this complex system. The Triple Aim, introduced by the Institute for Healthcare Improvement (IHI), focused on enhancing patient experience, improving population health, and reducing costs. Building upon this foundation, the Quadruple Aim added a crucial dimension by emphasizing the importance

of physician satisfaction in achieving sustainable healthcare improvements.

However, amidst these frameworks, one key stakeholder has often been overlooked — the employees who form the backbone of healthcare organizations. Nurses, technicians, administrative staff, and other frontline workers play a pivotal role in delivering care and shaping patient experiences. Recognizing this, we propose the Quintus Aim, which extends the traditional aims of healthcare to include the workforce as an essential component of the equation. Furthermore, the introduction of an Employee Stock Ownership Plan (ESOP) serves to deepen employee engagement and empowerment, amplifying their role in organizational success.

The Quintus Aim Framework

The Quintus Aim expands upon the principles of the Triple and Quadruple Aim by introducing a fifth dimension - Employee Engagement and Empowerment. This framework recognizes that engaged and empowered employees are not just contributors but catalysts for achieving the overarching goals of healthcare transformation. The Quintus Aim framework comprises the following elements:

- 1. Patient-Centered Care:** Aligning with the core principle of the Triple Aim, the Quintus Aim places the patient at the center of healthcare delivery. It recognizes that engaged and motivated employees increase patient satisfaction and outcomes, resulting in higher patient retention and improved share performance.

2. **Population Health Management:** Improving population health requires a concerted effort from all stakeholders, including employees. The Quintus Aim advocates for initiatives that promote employee well-being and resilience, recognizing that a healthy workforce is better equipped to address the needs of diverse patient populations.
3. **Cost Containment:** Employees that benefit from ownership are mindful of reducing waste, driving lower patient cost of care and improved share performance. By fostering a culture of continuous learning, recognition, and growth opportunities, organizations can optimize resource utilization and improve overall efficiency.
4. **Physician Satisfaction:** Physician satisfaction remains a crucial aspect of healthcare quality and sustainability. However, the Quintus Aim extends this concept to all employees, acknowledging their role in shaping organizational culture and effectiveness. By addressing factors such as workload, work-life balance, and professional fulfillment, organizations can enhance employee satisfaction and retention.
5. **Employee Engagement and Empowerment:** At the heart of the Quintus Aim lies the empowerment of employees to drive meaningful change. This involves creating a supportive work environment where employees are encouraged to voice their ideas, collaborate across disciplines, and take ownership of measurable improvement initiatives. By harnessing the collective wisdom and expertise of the workforce, organizations can innovate and adapt to evolving healthcare needs. Introducing an ESOP amplifies this empowerment by providing employees with a tangible stake in the organization's success, aligning their interests with organizational goals.

Implementation Strategies

Implementing the Quintus Aim with an ESOP requires a multifaceted approach that involves

physician and administrative leadership commitment, cultural transformation, and targeted interventions. Key strategies for integrating the Quintus Aim into organizational practices with an ESOP include:

- **Leadership Support:** Senior leaders must champion the Quintus Aim and ESOP integration, demonstrating a commitment to employee engagement, empowerment, and equity ownership. This involves setting clear expectations, allocating resources, and fostering a culture of trust, transparency, and shared ownership.
- **Employee Feedback Mechanisms:** Establishing channels for soliciting and acting upon employee feedback is essential for fostering a culture of continuous improvement and ownership. Organizations can use surveys, focus groups, and town hall meetings to gather insights and address issues proactively, ensuring that employee voices are heard and valued.
- **Professional Development Programs:** Investing in employee training and development enhances competence, confidence, and job satisfaction. Organizations can offer skill-building workshops, mentorship programs, online learning, and career advancement opportunities to support employee competency, growth, and long-term engagement.
- **Recognition and Rewards:** Recognizing and rewarding employee contributions reinforces a culture of appreciation, motivation, and ownership. This can take the form of performance-based incentives, peer recognition programs, and public acknowledgments of exemplary behavior, alongside the tangible reward of equity ownership through the ESOP.
- **Cross-Functional Collaboration:** Encouraging collaboration across different departments and disciplines promotes innovation, creativity, and ownership. Organizations can facilitate interdisciplinary teams and project-based initiatives to tackle complex challenges, drive

organizational change, and create stakeholder value add (SVA), fueled by the collective ownership mindset fostered by the ESOP.

Conclusion

The Quintus Aim represents a paradigm shift in healthcare delivery, recognizing the critical role of employees in achieving sustainable improvements in patient outcomes, population health, and cost containment. By empowering employees and fostering a culture of engagement, innovation, and excellence, organizations can unlock the full potential of their workforce and drive meaningful change.

Additionally, the integration of an Employee Stock Ownership Plan (ESOP) amplifies this empowerment, providing employees with a tangible stake in organizational success and aligning their interests with those of patients, providers, and payers. Embracing the Quintus Aim with an ESOP is not just a strategic imperative but a moral imperative—an acknowledgment of the intrinsic value and dignity of every individual within the system of care.

As State of Franklin Healthcare Associates (SOFHA) embarks on this journey towards a more inclusive and equitable system of healthcare, let us remember that our greatest asset lies not in technology or infrastructure but in the hearts and minds of the people who dedicate their lives to healing others. Together, we can redefine the future of healthcare and create a world where every voice matters, and every individual thrives.

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Robert S. Slattery is Chief Executive Officer of State of Franklin Healthcare Associates (SOFHA), a leading healthcare provider dedicated to delivering exceptional medical services and fostering community health. With over two decades of experience in the healthcare industry, Rob has established himself as a visionary leader, adept at

steering organizations towards excellence in patient care and operational efficiency.

Prior to joining State of Franklin Healthcare Associates, Rob held several senior leadership roles where he was instrumental in implementing innovative healthcare solutions, enhancing patient satisfaction, and driving organizational growth. His expertise spans across strategic planning, team development, and the integration of technology in healthcare practices.

Rob holds a master's degree from Pepperdine University in Malibu, California and has been recognized for his contributions to the healthcare sector through numerous innovations, awards and accolades. As an advocate for accessible and quality healthcare, he is committed to leveraging his knowledge and leadership to improve health outcomes and patient experiences.

In his role as CEO, Rob Slattery is focused on advancing State of Franklin Healthcare Associates' mission to provide compassionate, comprehensive healthcare services, while also embracing the challenges and opportunities of the evolving healthcare landscape.

References

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