

1115 Healthcare Transformation Waiver Statewide Learning Collaborative Summit

The 4 “P”s of Improvement

September 10th, 2014

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SVP Chief Clinical Officer

Healthcare Performance Partners

**Healthcare
Performance Partners** 
A MedAssets Company

Develop “True North” and align the organization to that pursuit

*Strategy development and deployment
Develop systems and structures*

Purpose

Problem Solving

The 4 P’s of Continuous Improvement

Process

People

Engage staff in surfacing and solving problems

*A3 Problem Solving
Safety Culture*

Eliminate waste and make the right work easier to do

*Leadership Standard Work
Visual Management
Rapid Improvement
5S*

Develop and support all staff in continuous improvement

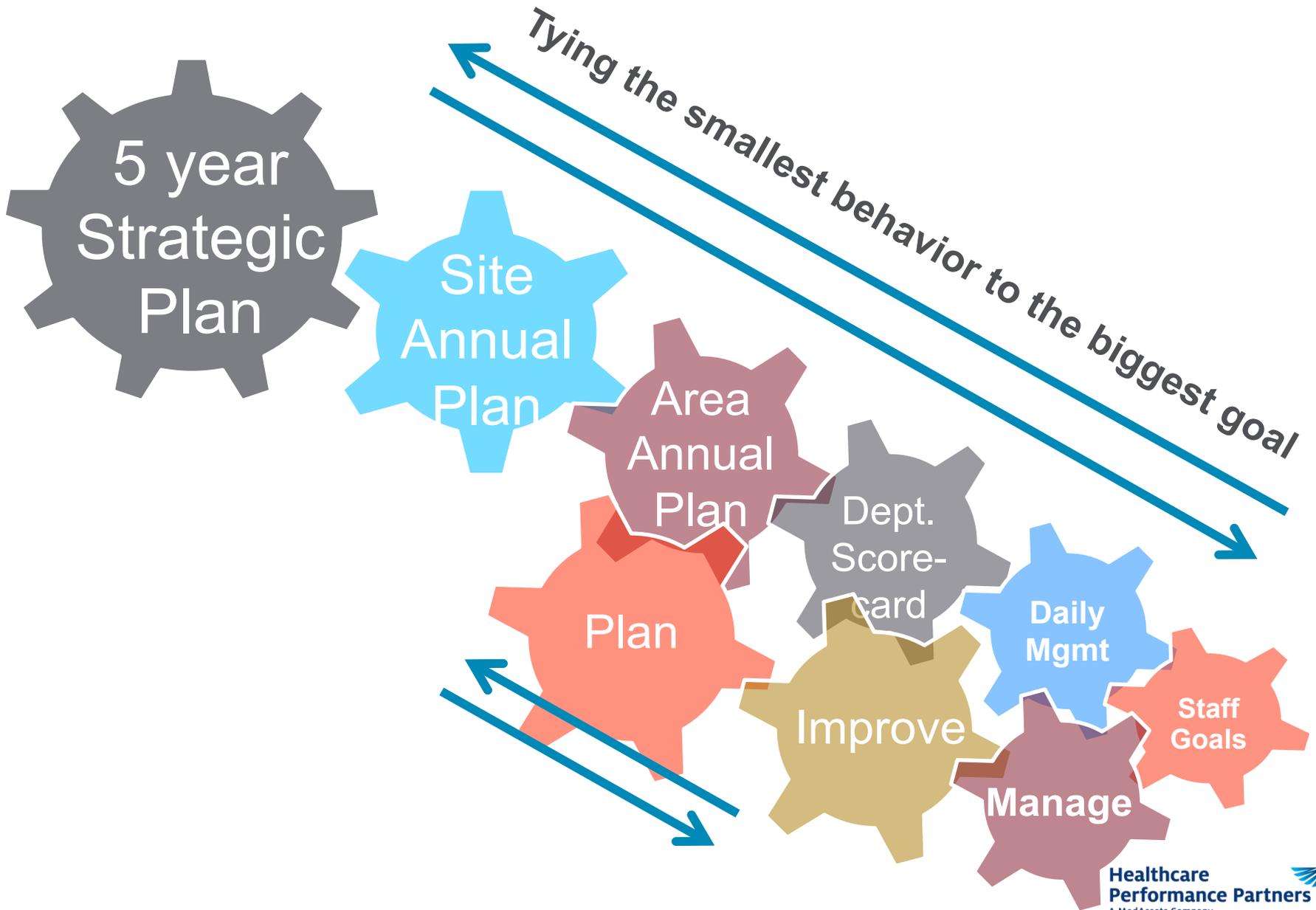
*Grow your capacity for improvement through Coaching
Create the Environment for Continuous Improvement
This is Leadership’s most important job*



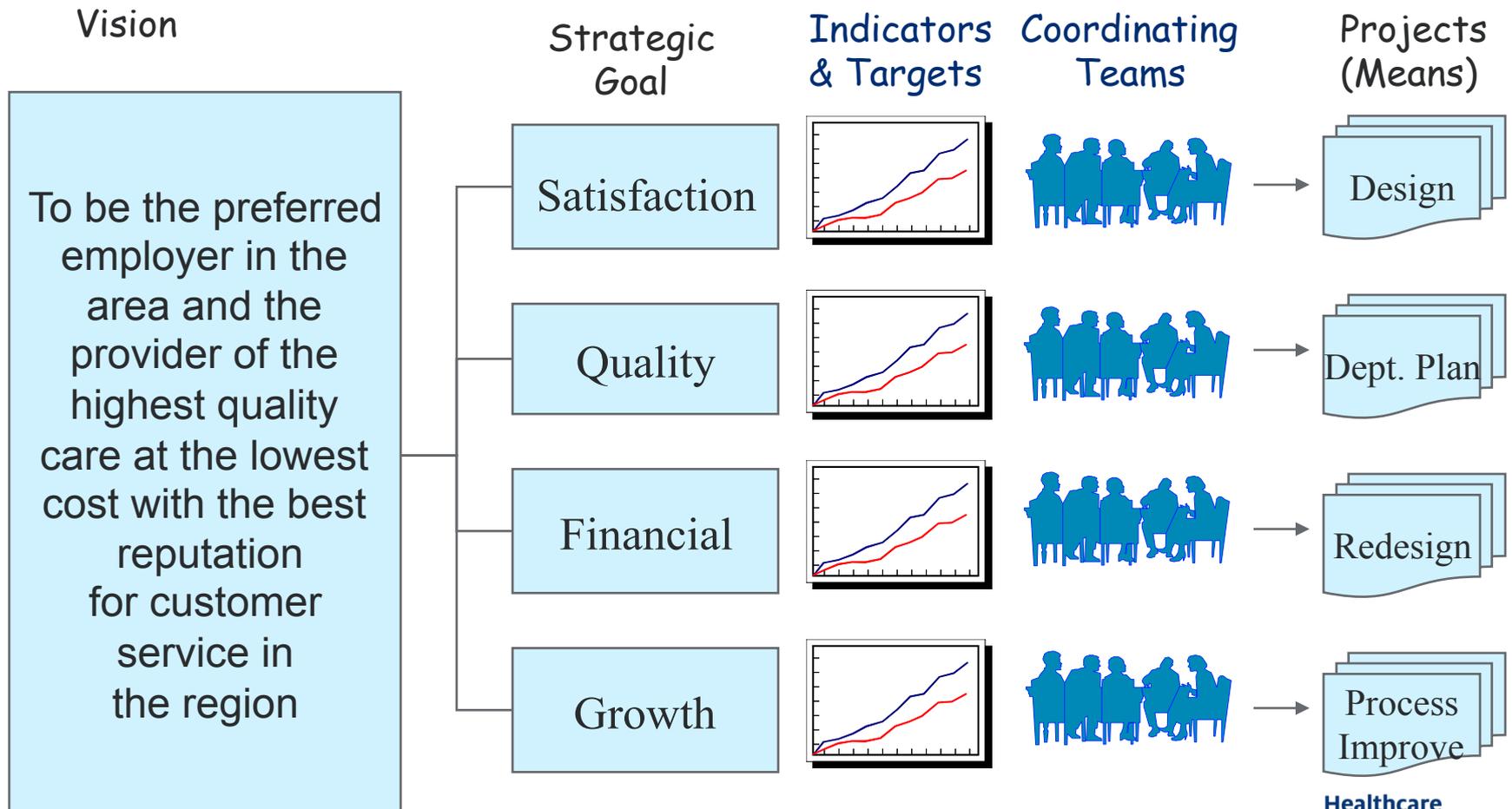
Purpose

- `Would you tell me, please, which way I ought to go from here?' Alice said.
- `That depends a good deal on where you want to get to,' said the Cat.
- `I don't much care where--' said Alice.
- `Then it doesn't matter which way you go,' said the Cat.

Line-of-Sight



Strategy Planning, Deployment and review



Inp- Med 5 Balanced Scorecard

Focus Areas	Area Outcome Indicator	Process Indicator	Staff Indicator	Oct	Nov	Dec	Q4 Target
Patient Experience and Customer Service	HCAPS (% of scores 9-10)			58.8%	33.0%		64.5%
	Likelihood to Recomend			86.3	79.8		87.9
		Response to concerns and complaints		81	81		81.8
		Staff addressed emotional needs		79.3	80.3		82
		Staff included pt in decision		80.4	75		82.7
			Completeness of Careboards	96%	92%		90%
		% of patients discharged by 2pm					39%
Quality	Falls/1000 patient days			2.3	4.1		4.1
		Fall Intervention	% of High Fall Risk pateints with	N/A	83%		90%
	Hospital Aquired pressure ulcers (% of hospital acquired)			0%	0%		2%
		Skin prevention Interventions	% of patients at risk with prevention strategies in	52.0%	N/A		85%
	Hospital Aquired Infections/1000 patient			0%	0%		0.28
			% of staff performing hand hygiene	96%	98%		99%
			MDRO Education	55%	59%/74%		90%
			# of Catheter related infections	0%	0%		0%
	Readmission Rate		% of Readmissions within 30days	18.26%	N/A		15%
Employee Engagement	Morehead Survey			awaiting results	Tier II		Tier II
Financial Vitality	Productivity Target	Hours Per Patient Unit (HPPU) % to budget		96%	94%		100% orange = 85-95%

Establishing Line of Sight – Examples

Level	Focus Area - Quality and Safety	Focus Area – Financial Vitality
5 Year Plan	Safest place to get care	Improve Core Systems and Processes (Operational Efficiency)
Organization Wide Annual Plan	Reduce hospital acquired infections	Optimize Revenue Cycle Opportunities
Department Electronic Scorecard	Time between hospital acquired infections	“Lag Days” Target (<4)
Department Annual Plan	Improve hand washing and clean equipment compliance	Reduce Ambulance Billing Lag Days
Lean Daily Management System	Visual board with charts on HW and CE compliance, Pareto, A3 problem solving, standard work, auditing standard work, coaching	Visual Board with Process Indicator. Daily Charts on average number of claims/day and average time to process a claim, staffing flex plan if they are overloaded or short work.
Staff Standard Work	Participate in A3 problem solving and writing standard work. Comply with standard work regarding HW and CE compliance	Standard Work Map (standardize to approx. 8 minutes per claim/bill), Standard Work that utilizes best practice (i.e. eliminated “over searching” for insurance/registration)

Vision of Planning and Review Structure at Denver Health

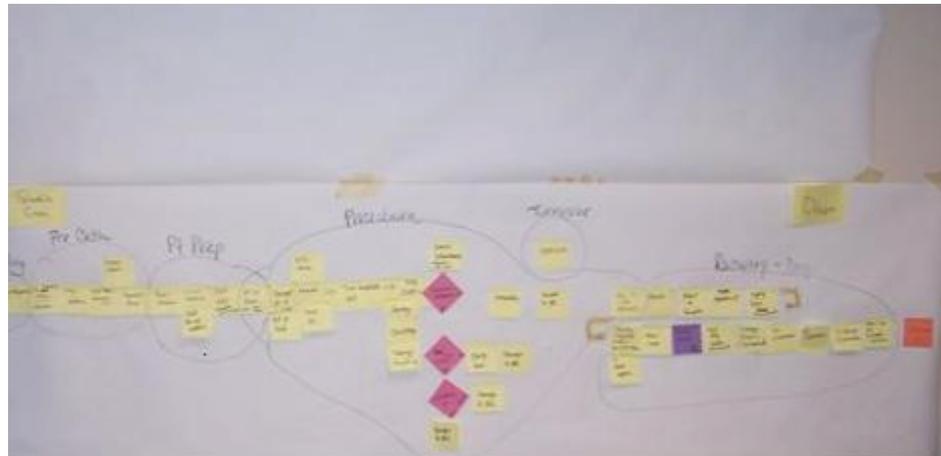
<p align="center">Three to Five Year Strategic Plan</p>	
<p align="center">Organization Wide Annual Improvement Plan</p>	<p align="center">Reviewed Quarterly By Executive Team</p>
<p align="center">Area Annual Improvement Plans Service Lines, Departments, Clinics, etc.</p>	<p align="center">Reviewed Quarterly By VP</p>
<p align="center">Electronic Scorecards Board, Board Committees, All Plans, All Areas</p>	<p align="center">Accessible to All Appropriate Leaders</p>
<p align="center">Lean Visual Management Boards All Areas</p>	<p align="center">Reviewed Monthly By VP Reviewed Weekly By Director</p>
<p align="center">High Impact Area Visual Management Boards</p>	<p align="center">Reviewed Monthly By CEO</p>
<p align="center">Single Point Accountability Daily Huddles</p>	<p align="center">Conducted Daily By Mangers</p>
<p align="center">Support Card (Selected Support Areas within the Organization)</p>	<p align="center">Administered Quarterly Reviewed By CEO and VPs</p>

Process

- Make the Right Work Easier to Do
 - Take Waste out of your Processes
- Improve Flow
- Standardize
- Create Situational Awareness
 - Measurement
 - Observation
- Respond to problems



Current and Future State Process Map



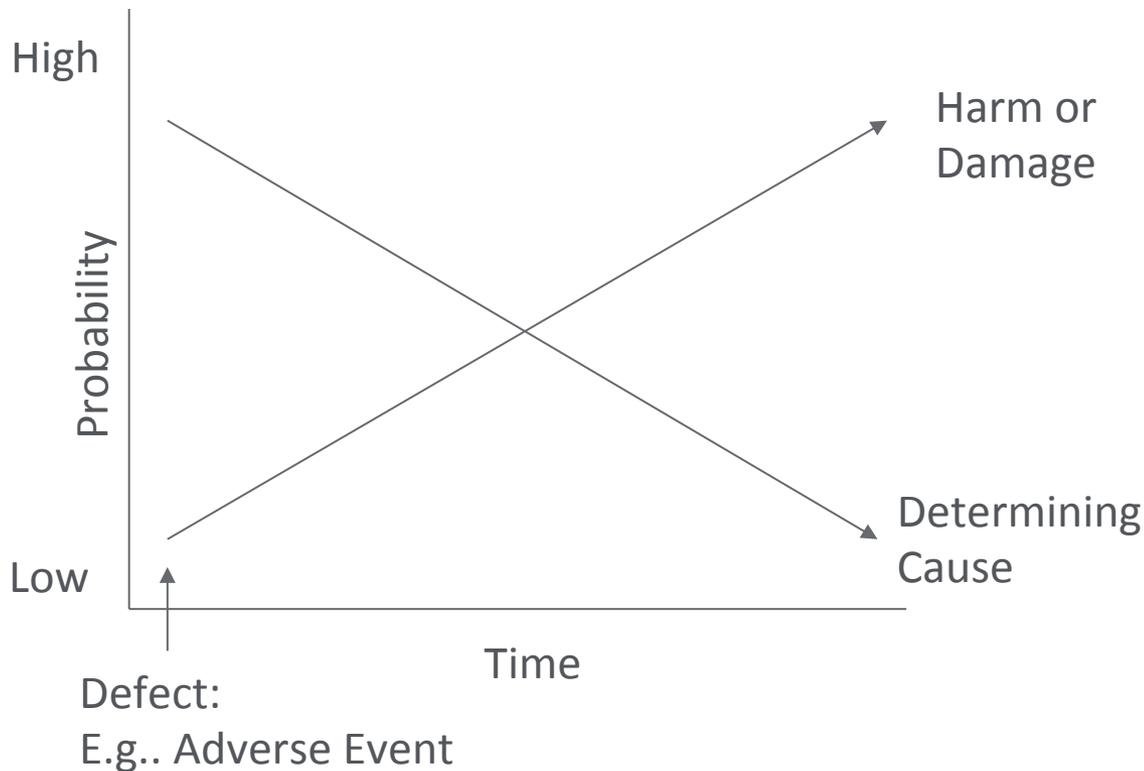
Improvement Starts with Situational Awareness

- Problem: *“We Need More Computers”*
- **Let’s go See**
- 4 WOW’s don’t work
- 3 Wall Mount Computers very difficult to use
- What was the real problem?



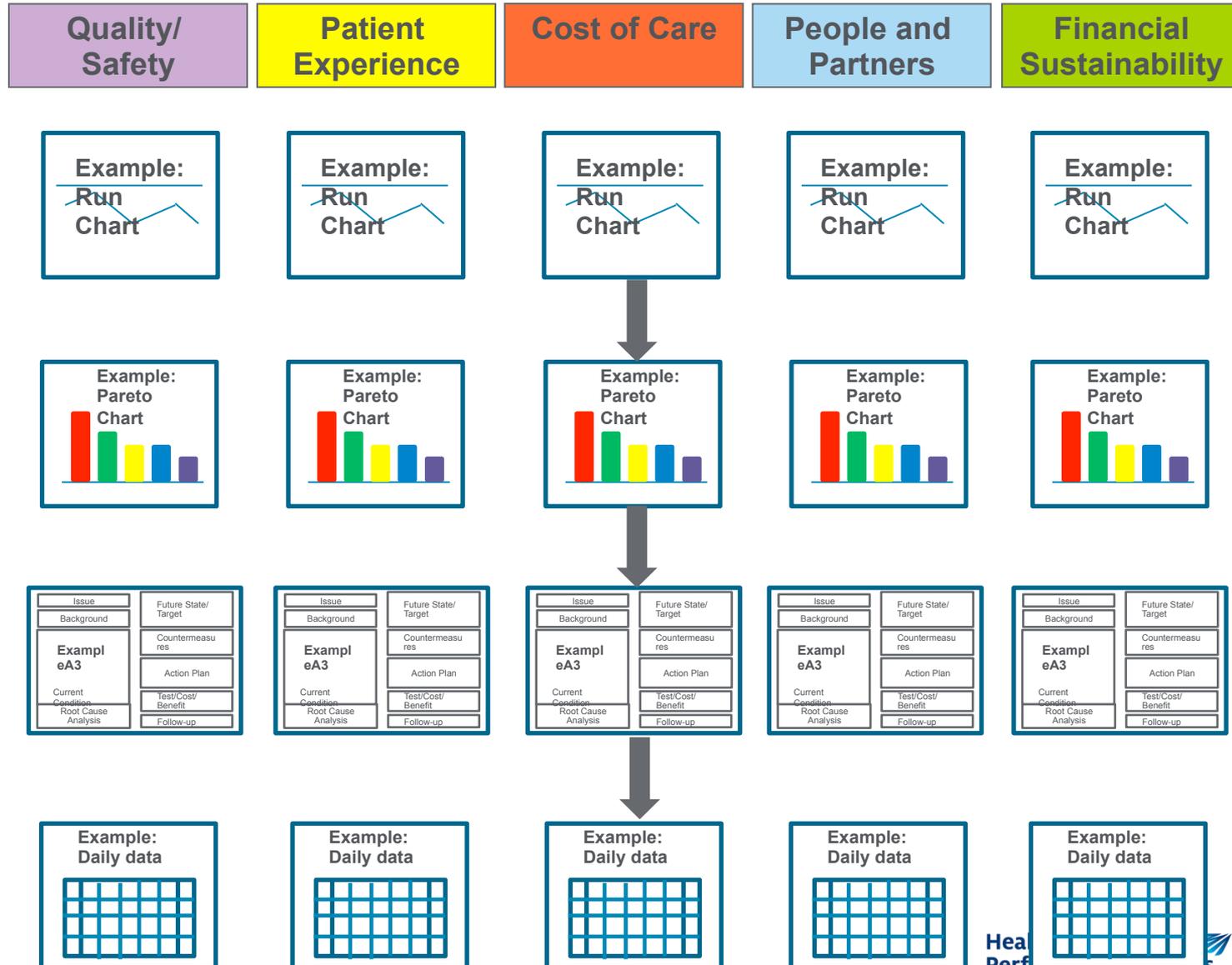
Sensitivity to Operations

- You cannot see the abnormal until you have established the normal.



Adapted from slide by John Shook: U. Michigan

Performance Board



History Performance Over Time

Example:
Run Chart

Pareto Key Drivers of Performance

Example:
Pareto Chart

Problem Solving

Issue	Future State/Target
Background	Countermeasures
Example eA3	Action Plan
Current Condition	Test/Cost/Benefit
Root Cause Analysis	Follow-up

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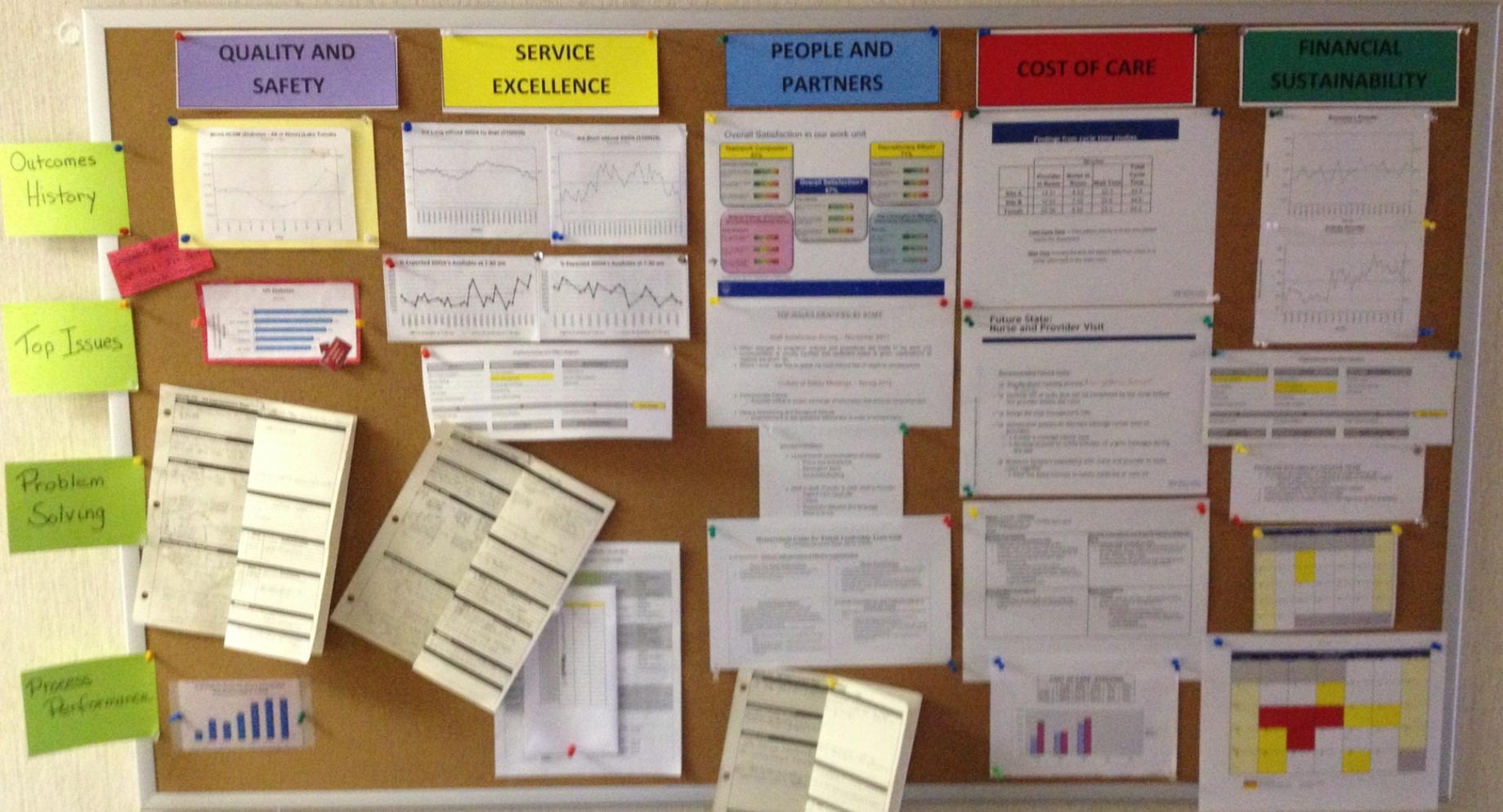
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Daily Management Process Metric

Example:
Daily data

Sample Performance Board - Clinic



What is your Target Condition?
What is your Current Condition?
What is working well?

What are your gaps?
What is your next step?
What do you need from me?

Our love affair with “Best” Practice

- Copying others does not make an organization adaptive and continuously improving
- The solutions others developed is not nearly as important as how they developed them.
- Context + Mechanism = Outcome

Pawson and Tilley; Realistic Design

*“Benchmarking will be the
downfall of western
civilization”*

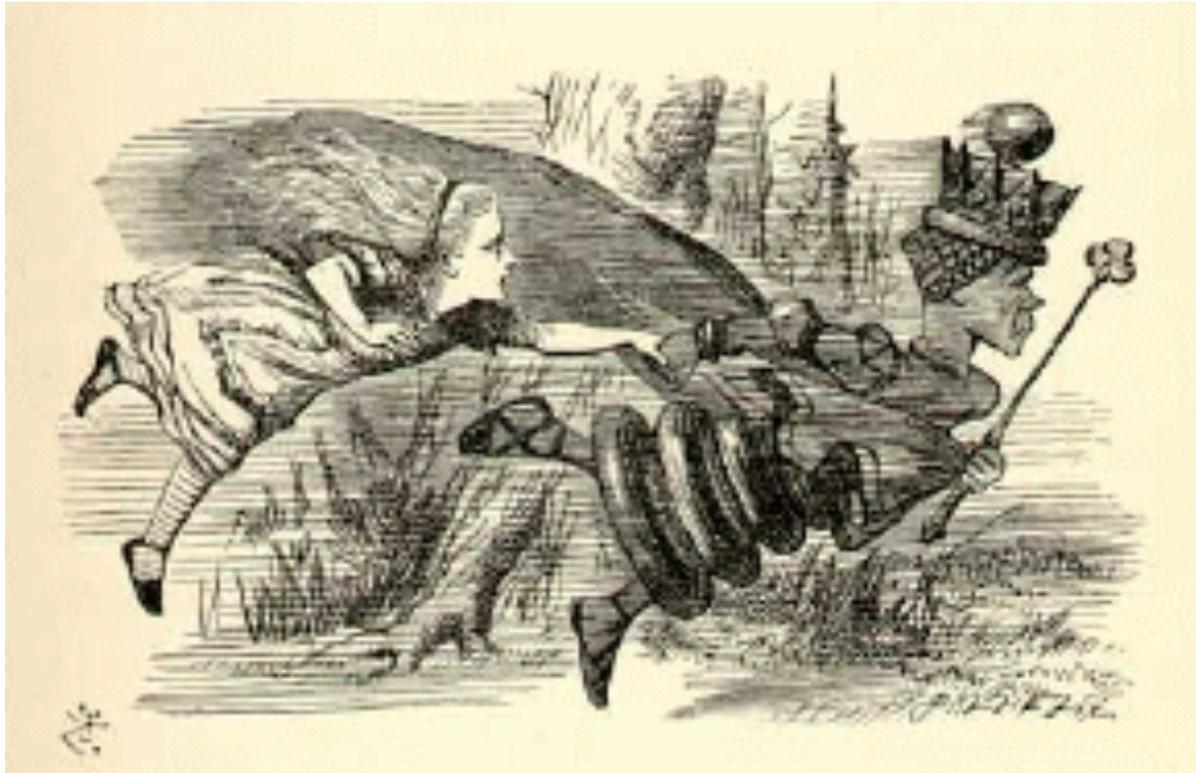
W. Edwards Deming



People



Stop Wasting Your Most Important Asset



- Alice through the Looking Glass: The Garden of Live Flowers,...
said the Red Queen,
- *“Now, here, you see, it takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!”*

“We are Leaders in an industry that we are not sure we understand”

- *Healthcare has become so complex that “command and control” no longer works.*
- *We have the most educated staff of all industry yet we do not take advantage of their wisdom.*
 - Timothy Porter-O’ Grady
- Leaders must develop those for whom they are responsible so that the organizational capacity to be self-correcting, self-improving, and self-innovating is distributed and practiced widely and consistently
 - Steven Spear

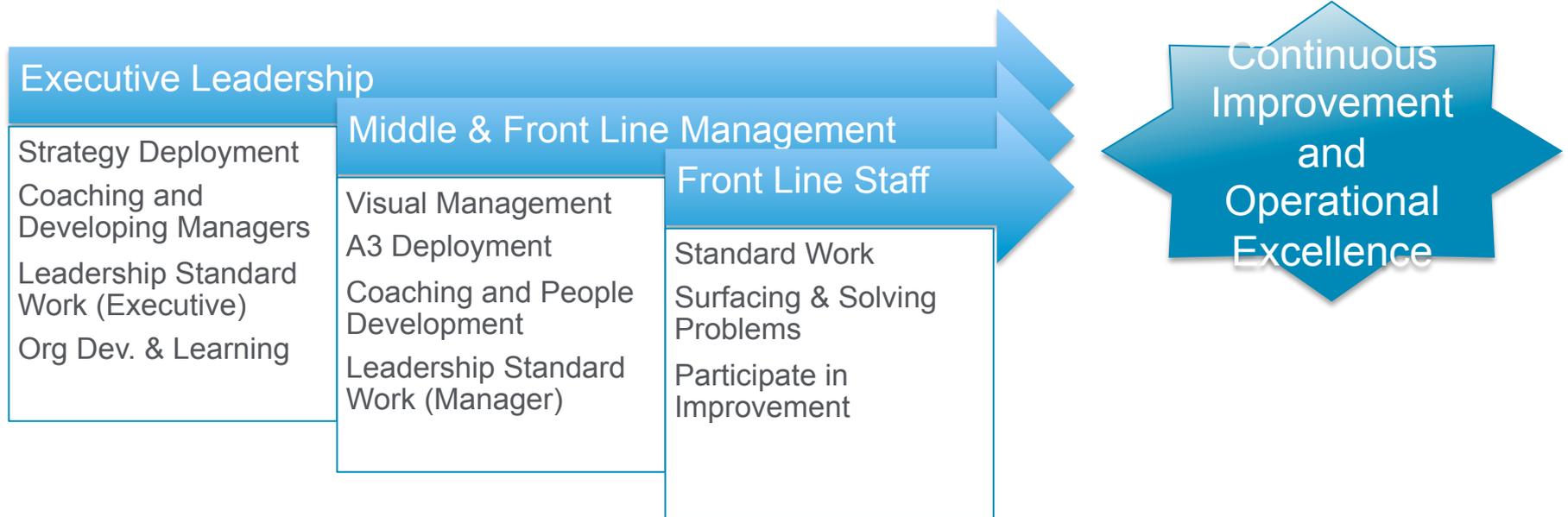
An Elegant Model of Leadership



Fujio Cho: Chairman Toyota Motor Company

- **Go see:** Visit the point where value is actually being created; verify the situation
- **Ask why:** What is the problem? What are possible solutions?
- **Show respect:** Assign clear responsibility for every process and problem; ask questions about people's work.

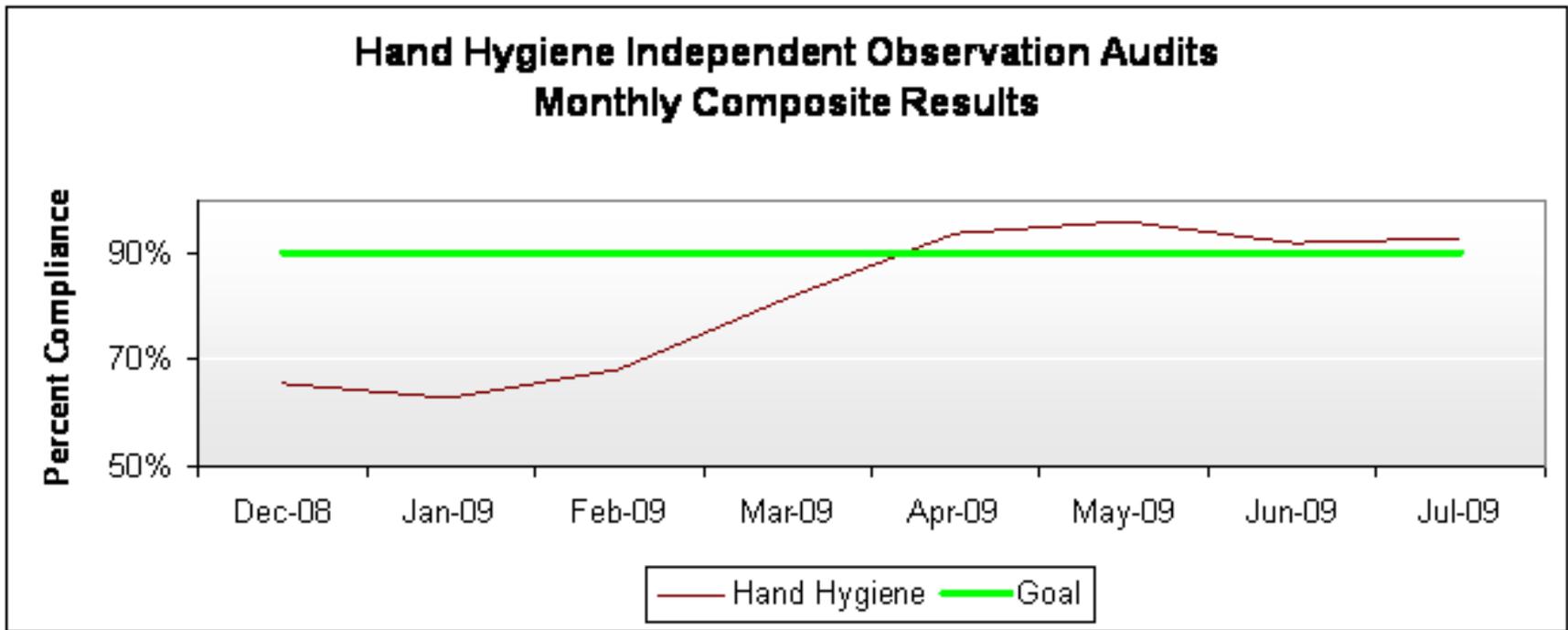
The System of Continuous Improvement:



Improve Process & Performance while Developing People: “Learn by Doing”

The Power of Coaching

JCAHO Transforming Care



Understanding
The Problem

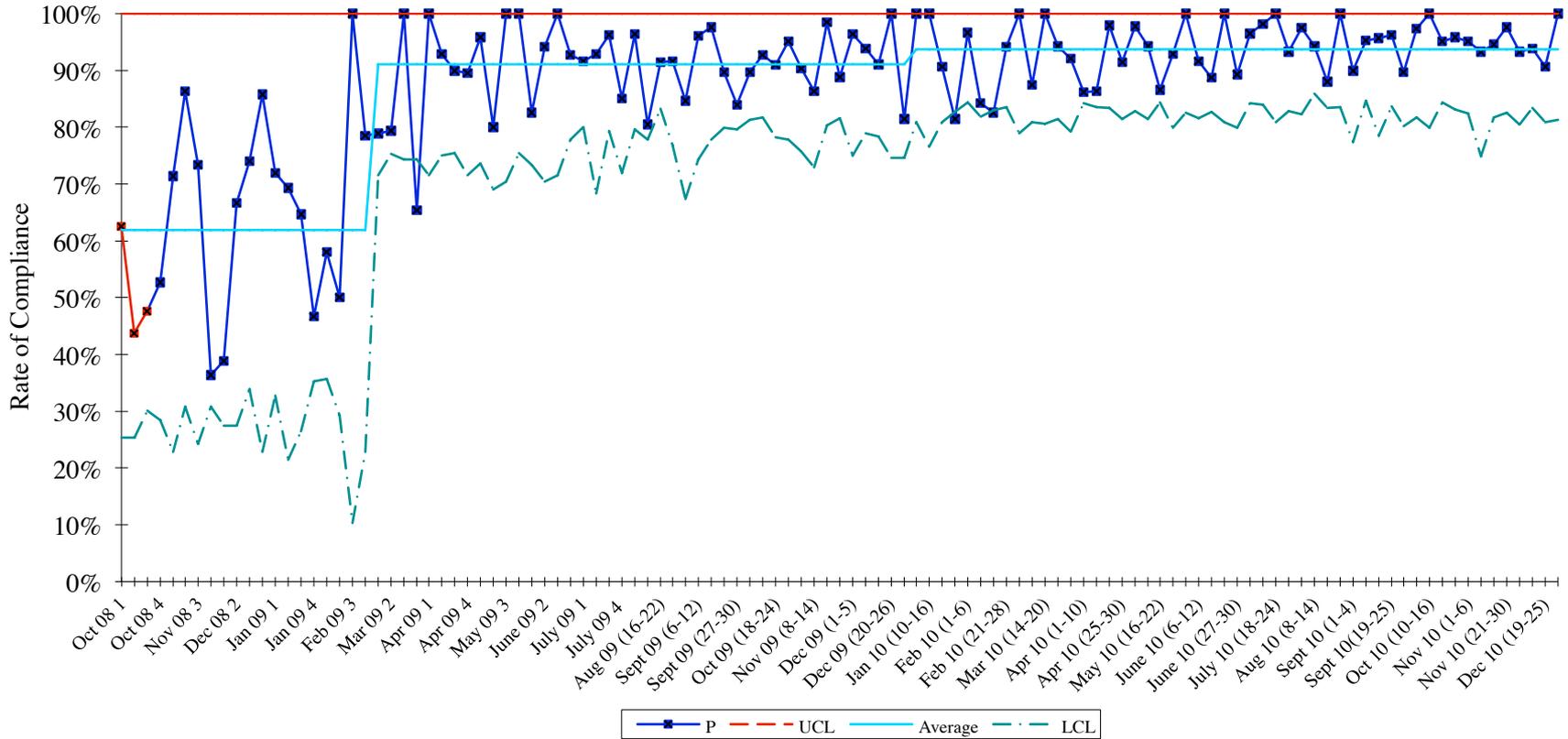


Manager
Coach
Training



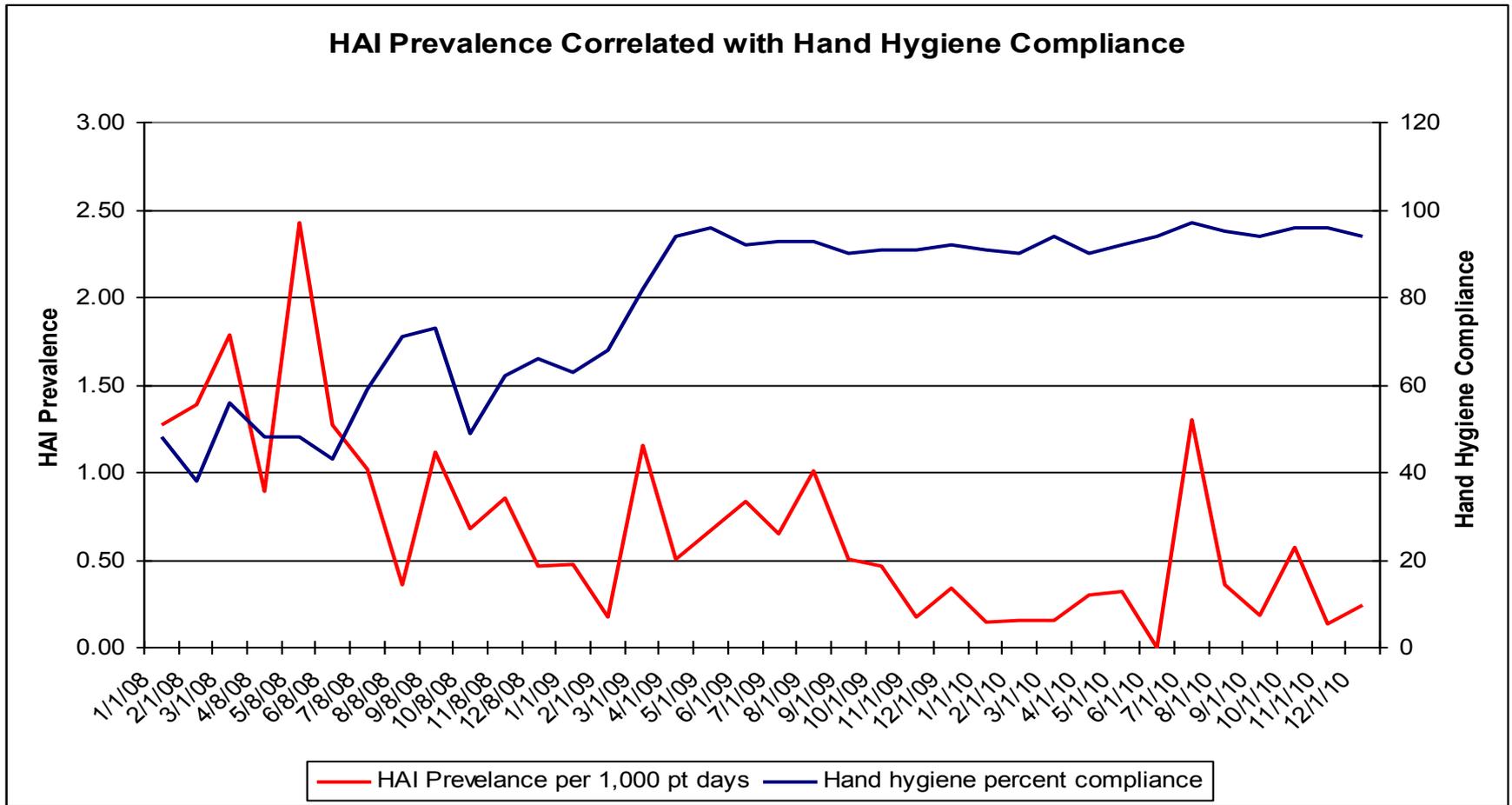
Manager
Coaching

Weekly Hand Hygiene Rates October 2008-December 2010



Outcome Measures

Does all this washing make a difference?



Physician Engagement Framework

Finding Common
Ground
Shared Purpose

Mutual Exchange of
Value

A Partnership

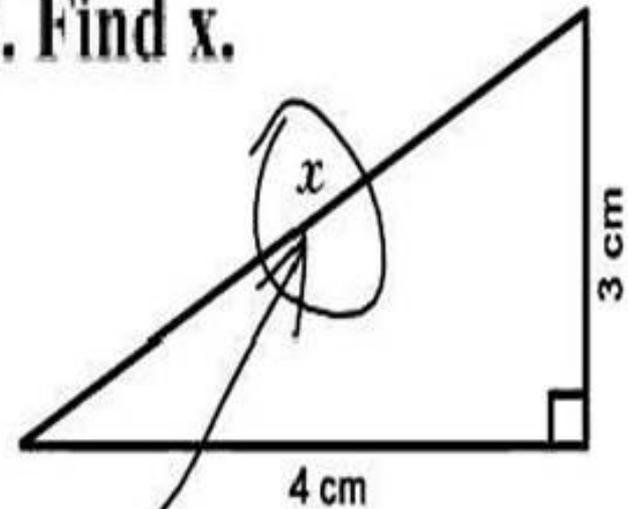
Respect Their Time
Physician Sponsor
Model

Provide Good Data &
Respectful Feedback

Problem Solving

Every Problem has
a Simple Solution
that is Wrong

3. Find x .



Here it is

Middle Manager in Crises



A3 Thinking/ A3 Problem Solving

Business Case <u>P</u> roblem	Future State <u>S</u> olution
Current State <u>C</u> ause	<u>A</u> ction <u>M</u> easure

a.k.a. The Scientific Method

Thank you