Using Portfolios and Execution to Drive Improvement

Frank Federico, RPh
Institute for Healthcare Improvement

Bruce Spurlock, MD
Cynosure Health

Objectives

- Organize improvement efforts that drive aims.
- Appraise your organization regarding the use of system level measures of safety.
- Create a portfolio of work that drives to an outcome of interest.

DASHBOARDS ARE A TOOL FOR IMPROVING QUALITY NOT MEASUREMENT!

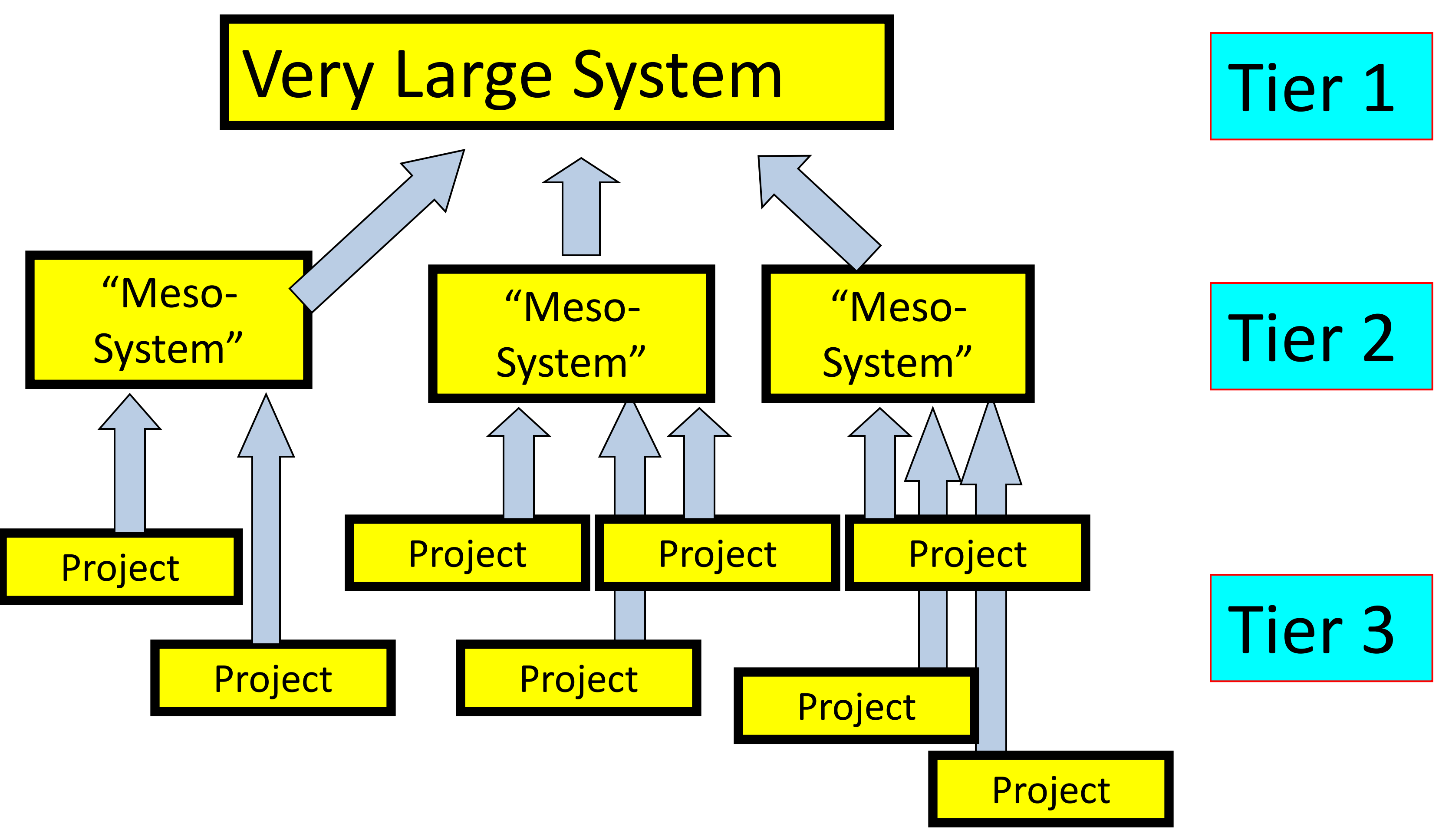
Focus on the Vital Few!

There are many things in life that are *interesting* to know.

It important to work on those things that are *essential* to quality.

The challenge, therefore, is to be disciplined enough to focus on the essential, vital few.

The Intuitive Structure



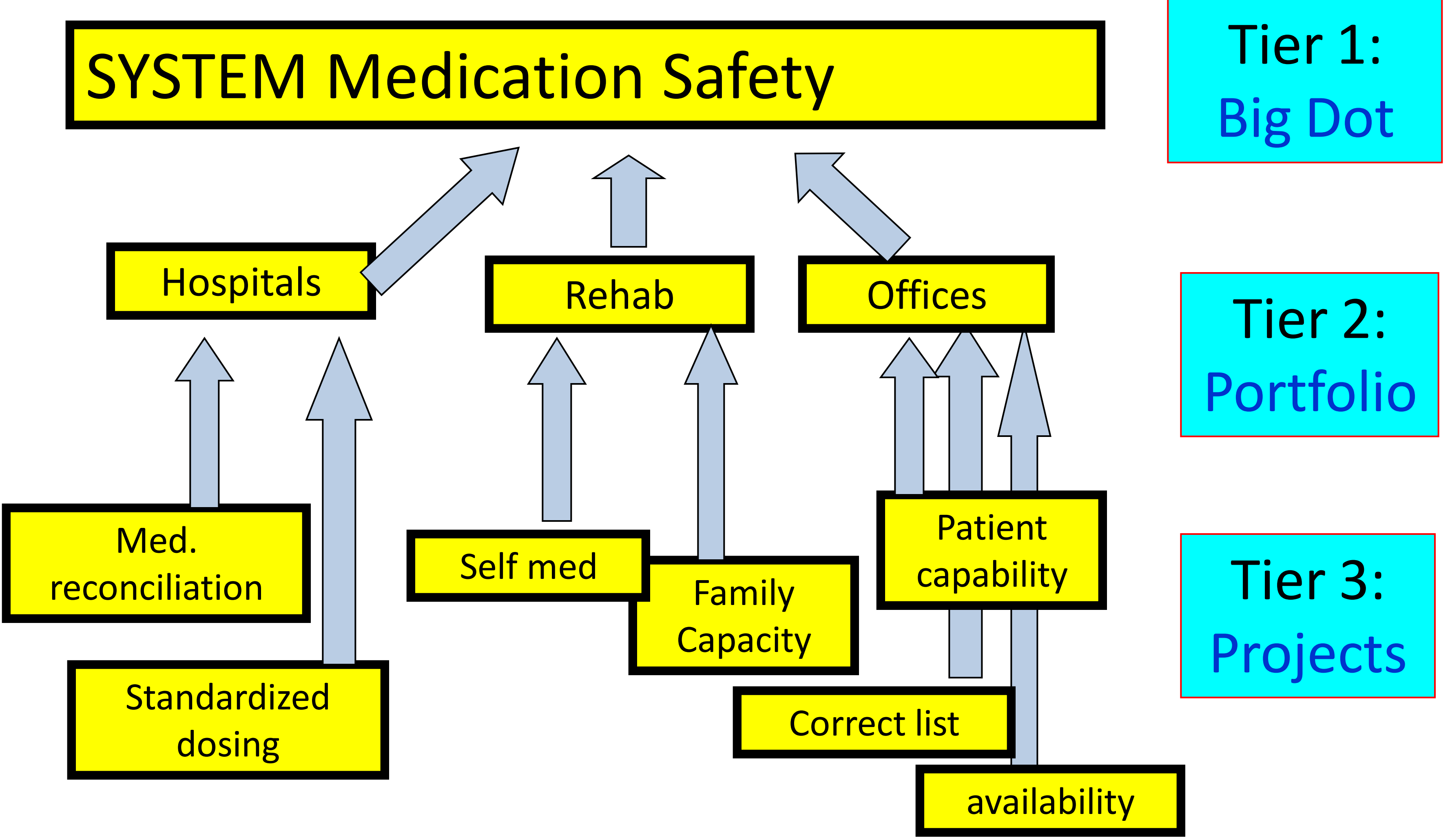
A Very Large System Problem

Medication Safety

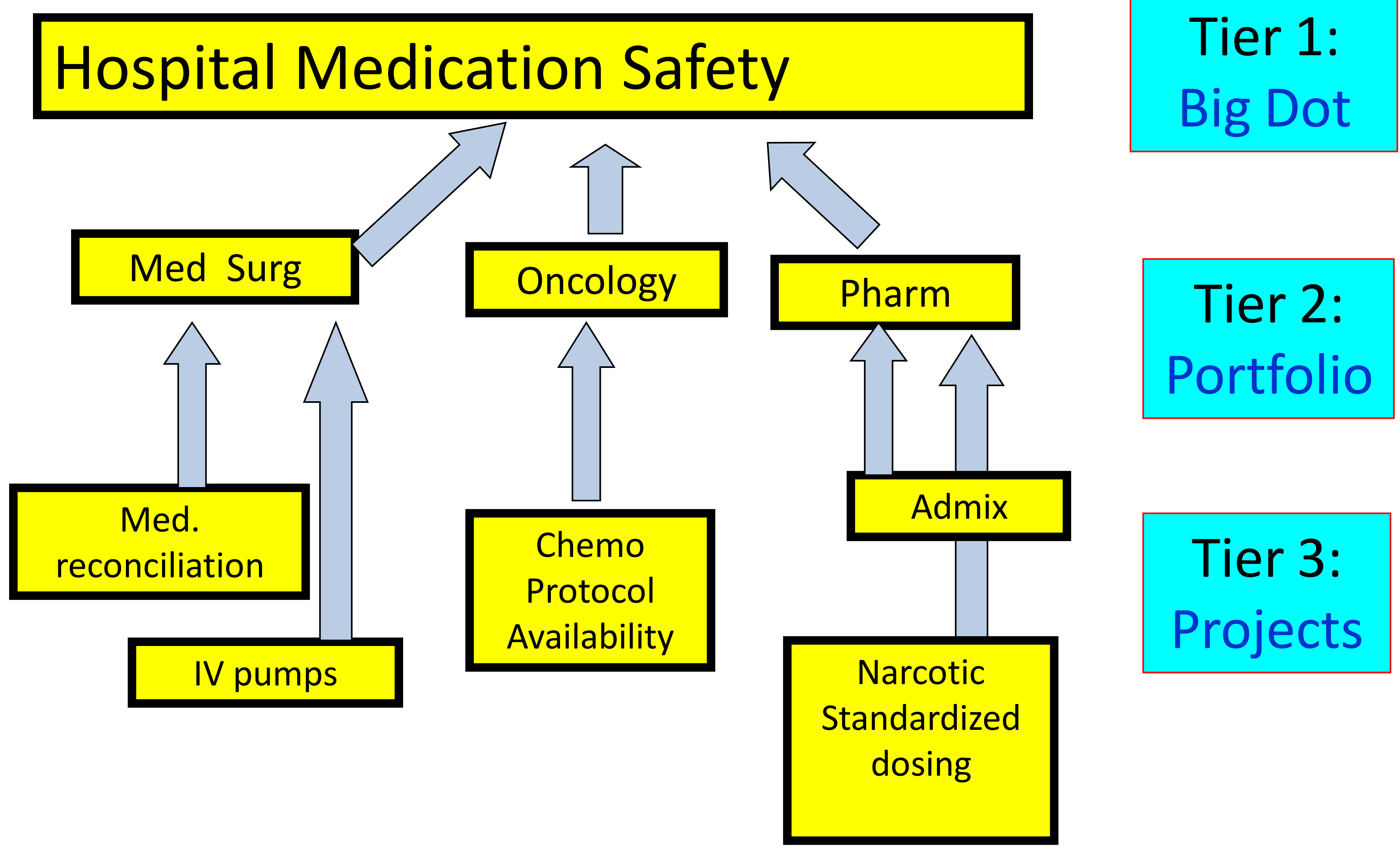
PROBLEM

Harm from medications alone occurs in over 25% of all hospitalized patients. Harm to outpatients appears to be much higher.

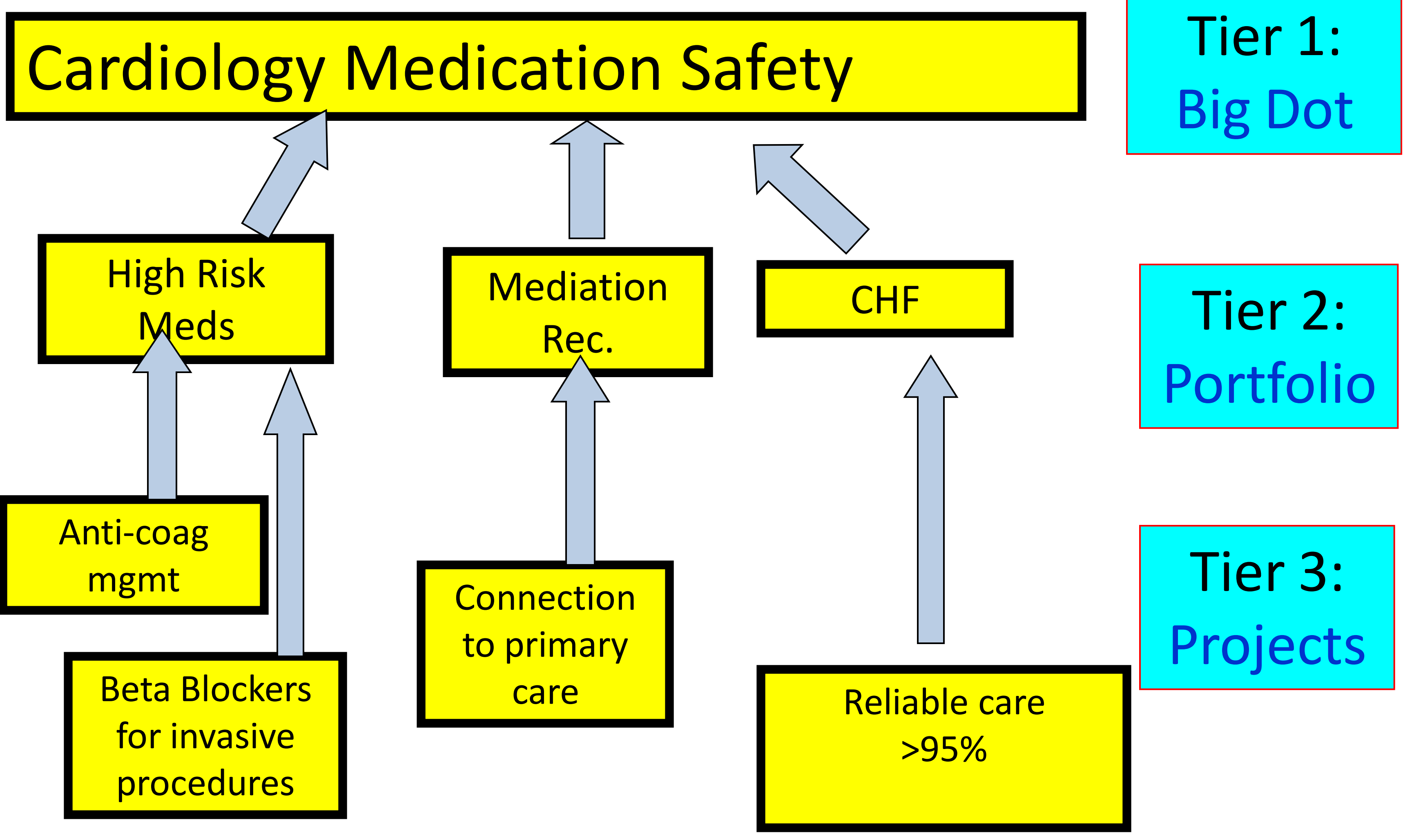
Example: System Medication Safety



Example: Hospital Medication Safety



Example: Department Medication Safety



The Sequence

System-level Aim	System-level measures: are you moving toward your aim?	Ideas about what it would take to move the system level measure
"No needless deaths"	Keep a Run Chart of your monthly mortality percentage Track your HSMR over time	Infection reduction Multi-disciplinary rds. Rescuing failing pts. ADE reduction Community hospice service handovers

The Differences Are…

- Level of ambition
- Commitment: hearts pounding
- Core strategy: staying alive
- Clear measure of daily success: territory
- Clear overarching goal: Berlin

Leading the Whole System to Provide Highly Efficient and Effective Results

The Ground Level View (Staff)

The Big Picture View (Management)

How Will You Know if …
You are Winning or Losing the War or the Battle?

How Will You Know if …

All of Your Efforts to Improve Quality and Value are Working?

What Are We Measuring?

IOM Dimension	Whole System Measures
Safe	• Adverse events • Work days lost
Effective	• Hospital standardized mortality ratio • Unadjusted (raw) mortality • Functional outcomes • Readmission percentage
Patient-Centered	• Patient satisfaction
Timely	• 3rd next appointment available
Efficient	• Patient days during the last 6 months of life • Costs per capita
Equitable	

Start to Think About Moving Beyond Process Measures

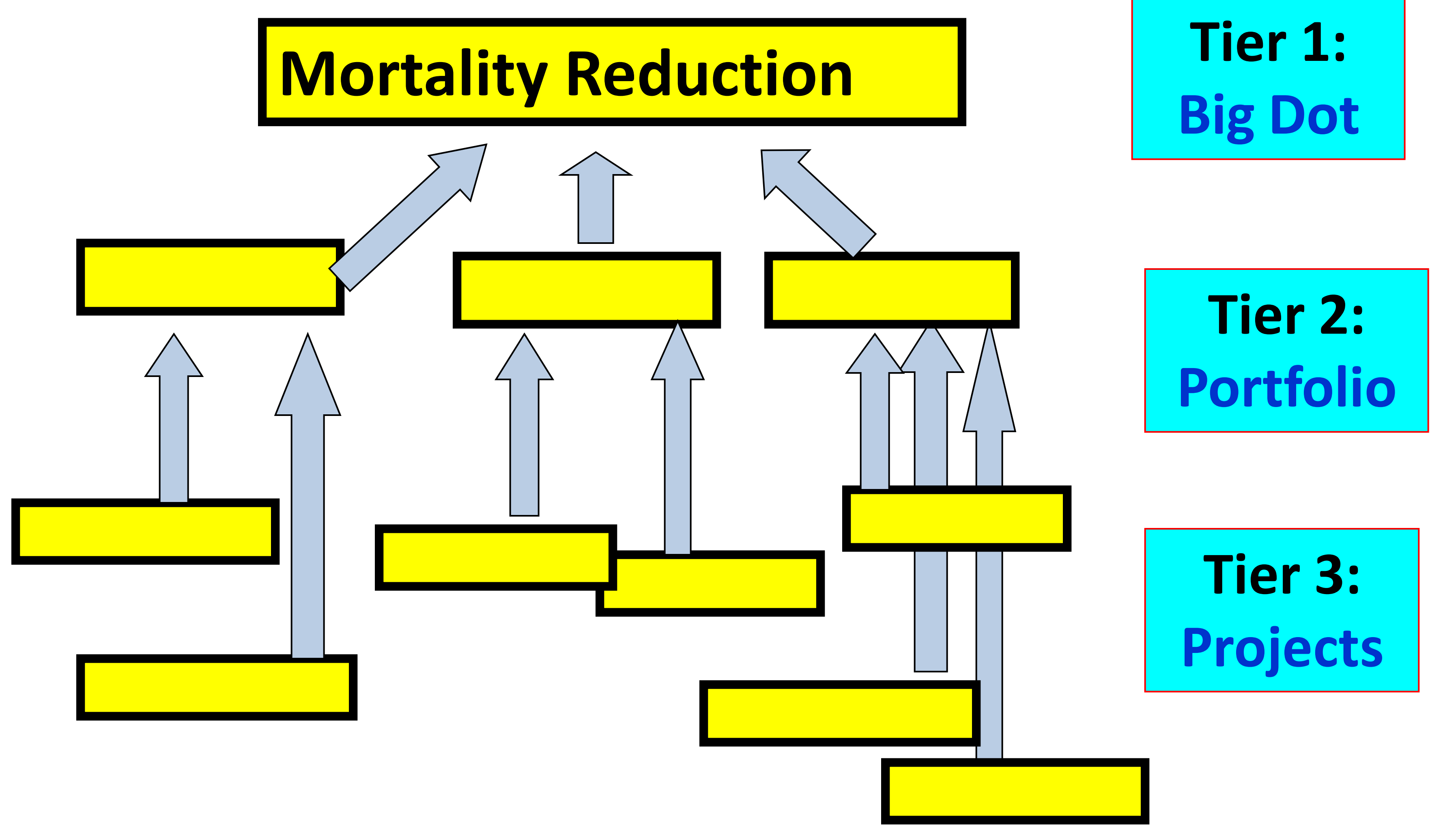
Process Measures

- AMI Care
  - Time to stint
  - Beta Blockers on arrival
- Pneumonia Care
  - Antibiotic timing
- Immunization Rates
  - Influenza vaccination
- Medication reconciliation

Whole System Outcome Measures

- Hospital mortality rate
- Adverse event rate
- Days lost to work

An Example: Reduce Mortality



Resources & References

1. Kaplan, Norton. "The balanced scorecard: translating strategy into action." Harvard Business School Press, 1996.
2. Lloyd, *Quality Health Care: A Guide to Developing and Using Indicators*. Jones and Bartlett Publishers, 2004.
3. Lloyd, Martin, Nelson. *IHI Whole System Measures Toolkit*, Version 2.0, IHI Boston, 2006.
4. Nelson, Batalden, Ryer. *The clinical improvement action guide*. JCAHO Press, 1998.
5. Nelson, Mohr, Batalden, Plume: "Improving Health Care, Part 1: The Clinical Value Compass." *The Joint Commission Journal on Quality Improvement*, 22(4):243-258, April 1996.
6. Few, Stephen: Information Dashboard Design, the Effective Visual Communication of Data. O'Reilly Media Inc. Publishers, 2006.

TAKE A MOMENT TO REFLECT ON YOUR OWN WORK. WHAT WILL YOU INCORPORATE FROM THIS SESSION INTO YOUR PLANS?