

Performance Improvement

HealthLinx[®]



*It's a
Journey,
not a
Destination*



WEBINAR LOGISTICS

1. Webinar recording (1 day)
2. Streaming audio (PC/phone)
3. Muted; Ask Questions (Q&A panel)
4. Polls
5. Resources provided post-webinar



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TODAY'S SPEAKERS



TODAY'S OBJECTIVES

- Why continuous Performance Improvement is important
- Performance Improvement Culture
- Methods and tools for Performance Improvement
- How the methods and tools can be applied
- Strategies to engage employees in Performance Improvement
- From the Board to the bedside
- How to stay on the Performance Improvement journey

What Is It and Why Should I Care?



What Is It and Why Should I Care?

1991

Joint Commission went on record specifying as part of the Quality Assurance (QA) standards, that quality of care is to be monitored and evaluated

1991

The Institute for Healthcare Improvement, or IHI, was officially founded

1999

The To Err is Human report caused a tsunami of discussion and an inward turn to patient quality and safety

Performance Improvement Culture

Creating a culture of continuous improvement unifies an organization

Three conditions must exist to cultivate a culture of continuous improvement

- Understanding
- Passion
- Confidence

What continuous performance is not.....

- Latest fad
- Program of the month
- Passing whim

Most people spend more time and energy going around problems than trying to solve them. ~Henry Ford

Tools & Methods

PI Tools
Application

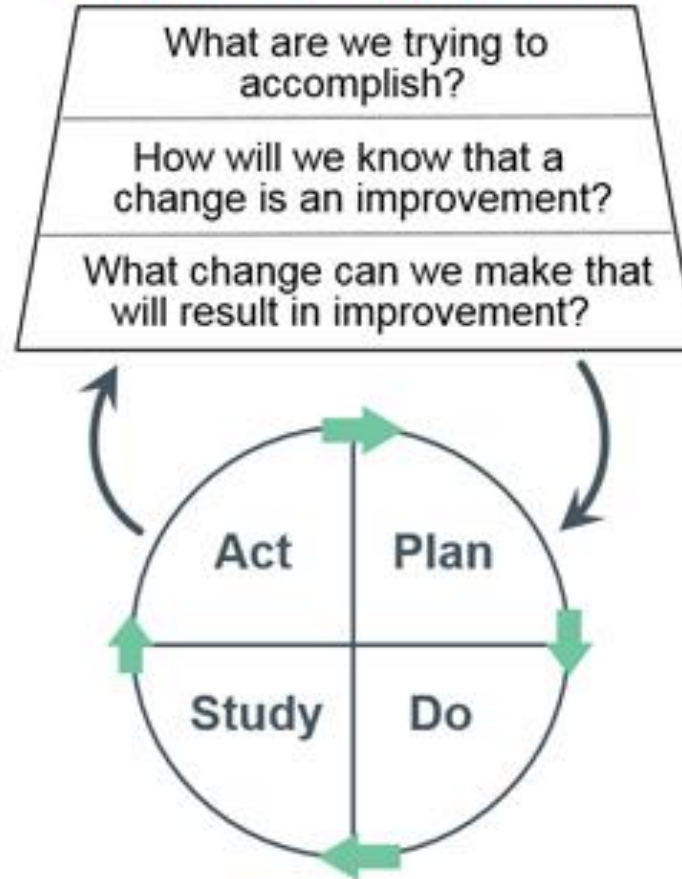
Tools



- ✓ RCA – Root Cause Analysis
- ✓ Performance Dashboards

PDSA

Model for Improvement



Utilizing PDSA Model to Implement Purposeful Rounding



- ✓ **Plan:** Determining an approach to improve communication and responsiveness
- ✓ **Do:** Making rounds with patients more purposeful
- ✓ **Study:** Tracking improvement in survey results
- ✓ **Act:** Build on success or if not showing improvement go back to the beginning of the cycle and reassess implementation

Six Sigma



- ✓ DMAIC – Define, Measure, Analyze, Improve, and Control
- ✓ Data Analysis – stats and information
- ✓ Process Mapping
- ✓ Team members must represent the work; cannot be all managers
- ✓ FMEA – Failure Modes and Effects Analysis

Lean

- ✓ Stabilize; Standardize; Simplify
- ✓ Just in Time (JIT) training
- ✓ Kanban
- ✓ Value Stream Mapping
- ✓ Muda (8 categories of waste)
- ✓ 5 S – Sort, Set, Shine, Standards, Sustain
- ✓ Kaizen
- ✓ Gemba

Lean Six Sigma



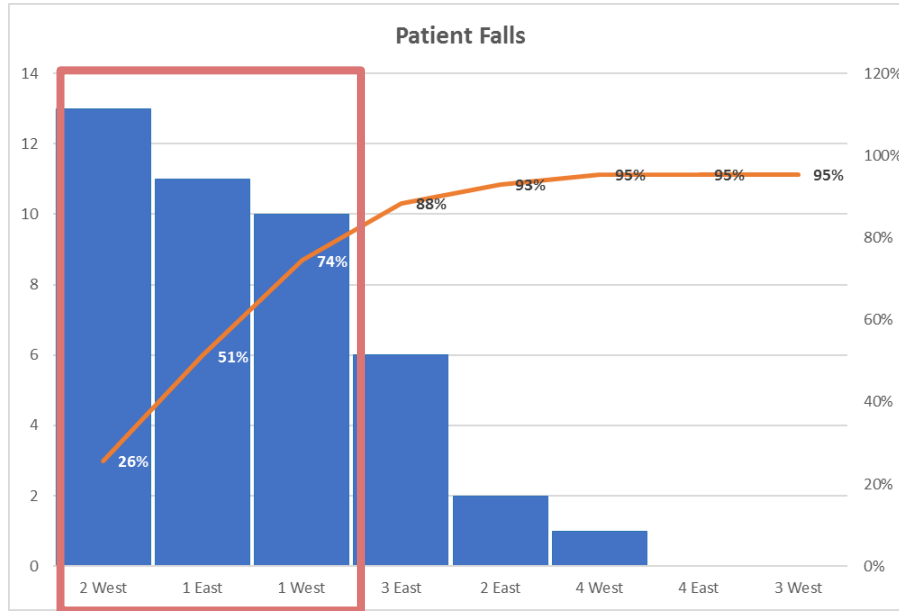
- ✓ Fact-based, data-driven philosophy of improvement
- ✓ Values defect prevention over defect detection
- ✓ Reduces variation, waste, and cycle time

Performance Improvement Analysis

Pareto Chart
Fishbone Diagram

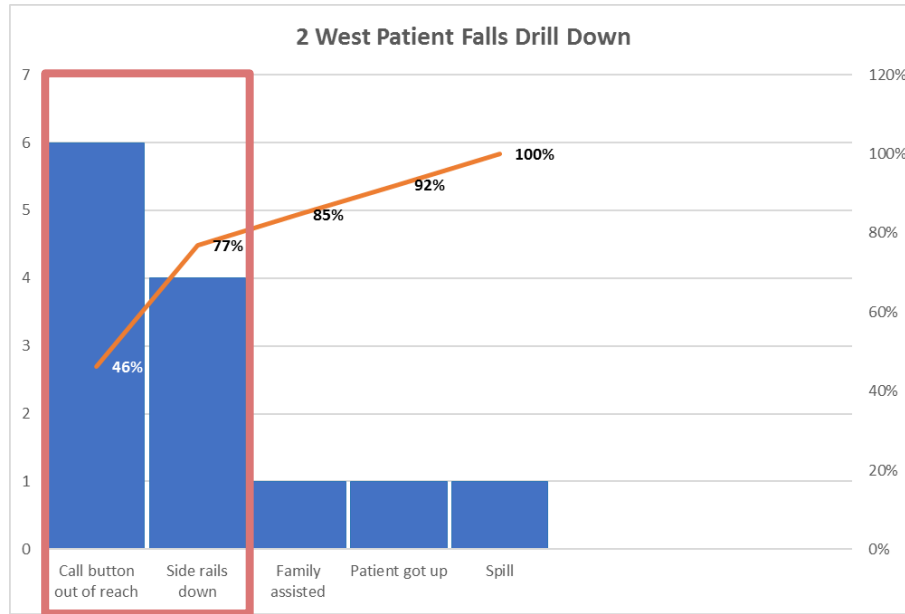
Pareto Chart

Patient Falls



Pareto Chart

2 West Patient Falls



Why is the call button out of reach?

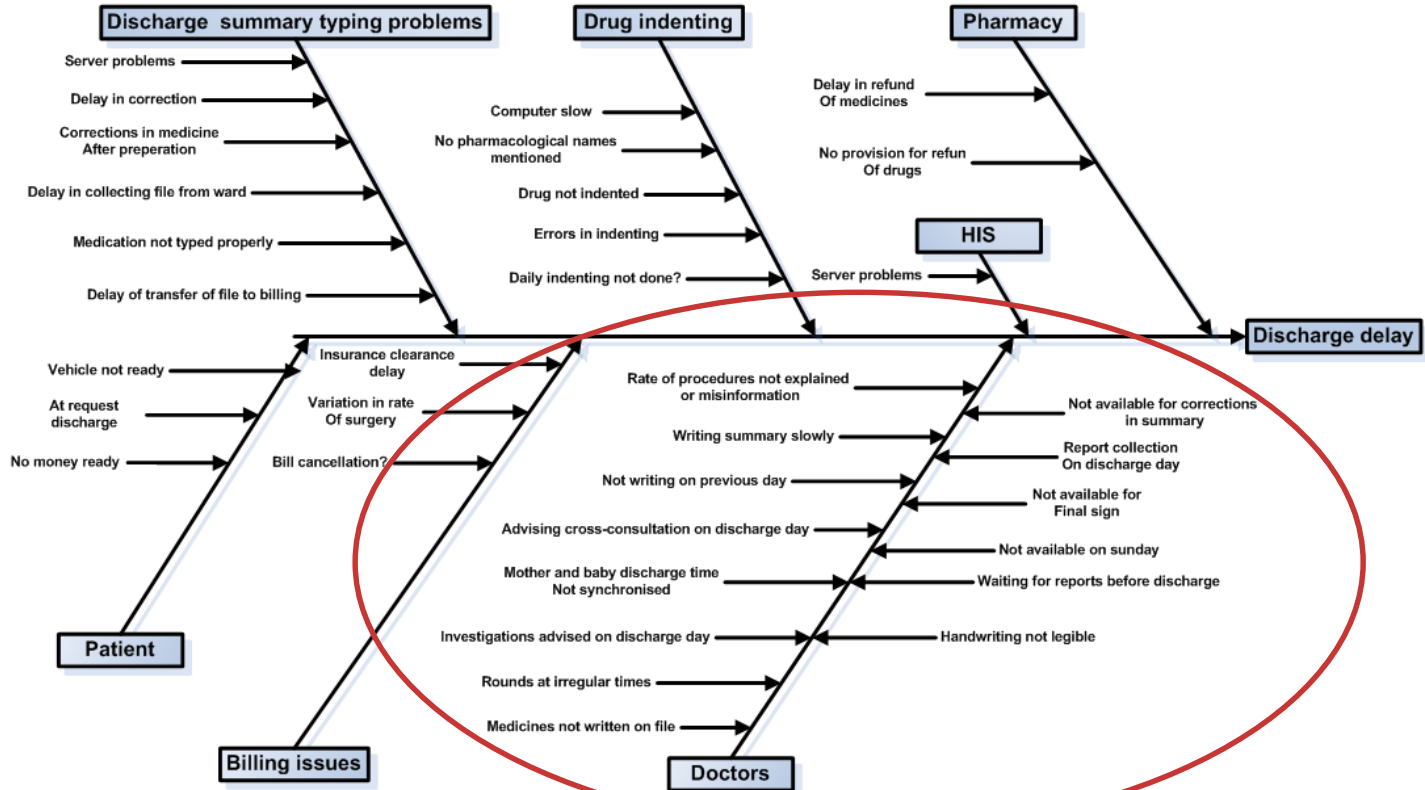
Why didn't the staff person place the button in the bed?

Why didn't they know it was an expectation?

Why wasn't it covered in new associate onboarding?

Why isn't it on the list?

Fishbone Diagram/Cause & Effect

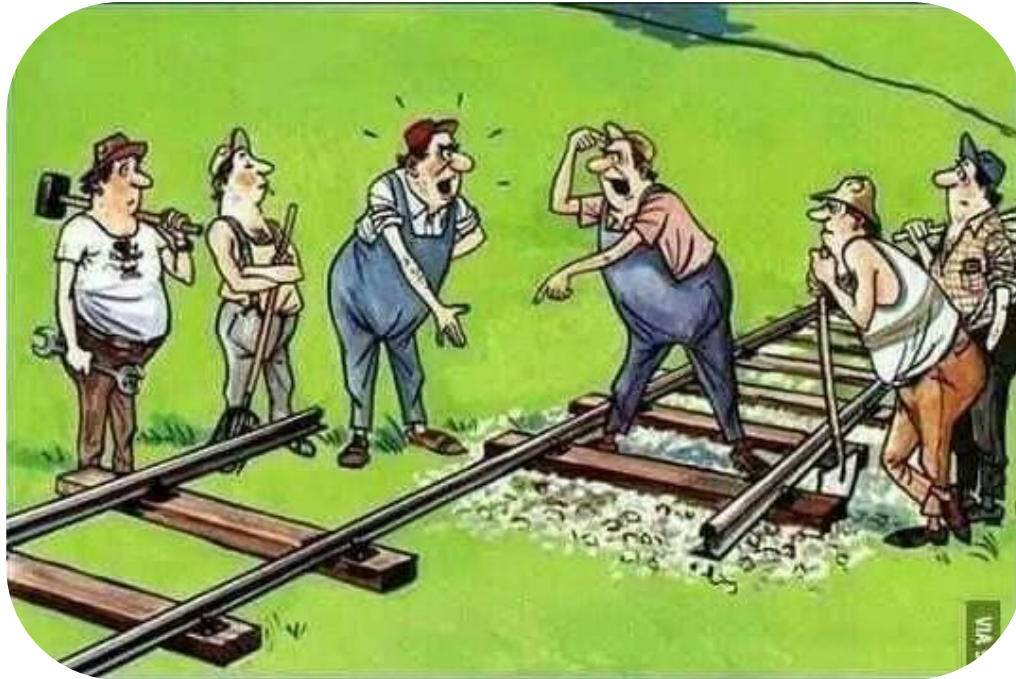


Importance of Data to Drive Improvement

An organization accumulating data and using an analytic solution to track improvement effort doesn't make an organization data-driven. The organization must turn the data into action to improve outcomes, and it must also possess the organizational skills necessary to empower clinicians to drive change.

- ✓ Improvement efforts
- ✓ Performance Initiatives

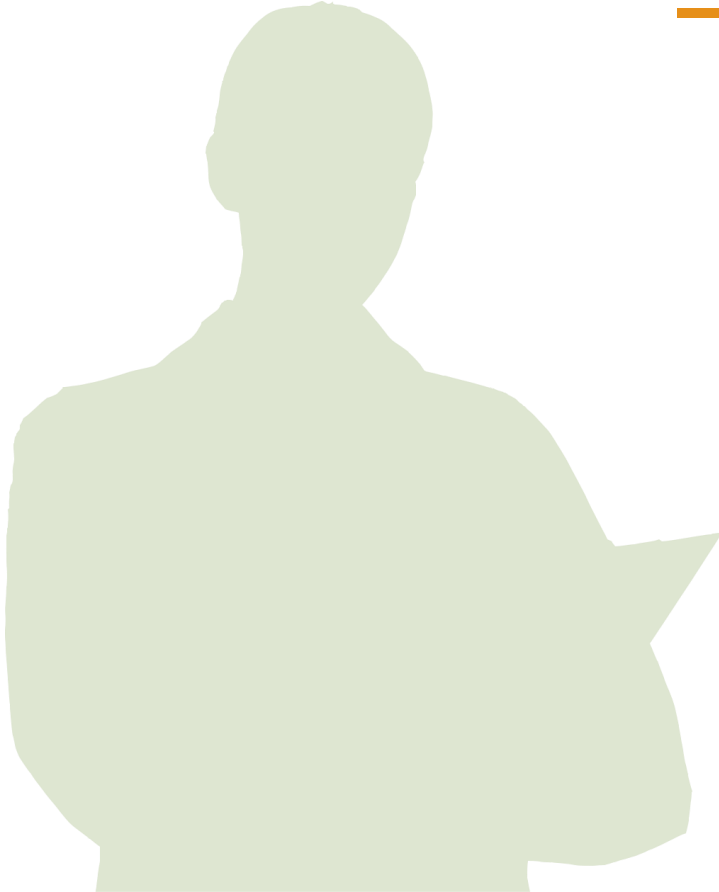
Misalignment



Strategies to Drive Engagement

Senior Leaders
Front-Line Managers & Staff

Strategies to Engage Employees in Performance Improvement



Senior Leadership Engagement

Senior leadership must be actively involved in the performance improvement journey

Senior leadership must have a visible presence

Senior leadership must support both the organizations vision and the employees leading the performance improvement journey

Strategies to Engage Employees in Performance Improvement

Frontline Managers Engagement

Managers must understand performance improvement priorities

Managers must involve the employees who are performing the value-added work at the front line in the continuous improvement process

Managers must create a positive work environment

Improvement usually means doing something that we have never done before.

~Shigeo Shingo

Strategies to Engage Employees in Performance Improvement

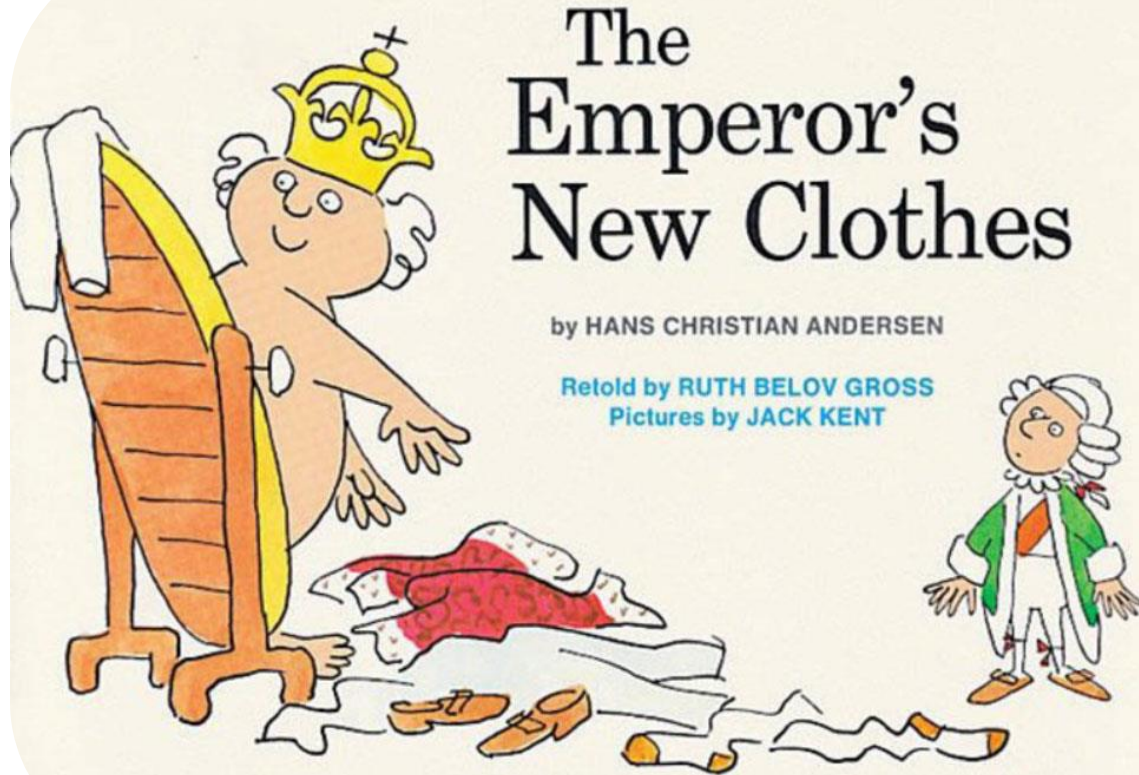
Frontline Employee Engagement

Employees must speak up if they see a way to do something better and feel safe doing so

Employees must feel that they are part of the solution

Employees must be passionate about providing excellent patient centered care





From the Boardroom to the Bedside

The board, board chair, and CEO, together, must ensure that their vision, strategy, and goals are strong and aligned. An organizational assessment to identify barriers is essential to help drive understanding, learning, and continuous improvement.

A great tool is the *AHA Governance Quality Engagement Diagnostic self-assessment*

How to Stay on the Performance Improvement Journey

Organizations that excel at continuous improvement incorporate it into their values and reflect it in their hiring and training. They also incorporate it into their employee's evaluation and compensation system. The organization invests in long-term by focusing on meaningful measures of continuous improvement.

Continuous performance improvement is a way of life, not a passing fad or short-term fix. It is a journey; not a destination.

Questions?

"Excellence is not a skill.
It is an attitude."

-Ralph Marston



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