



It's Time to Lose the Waste.

It is the most significant health care leadership challenge of our time: how to reduce expenses while improving quality. At first, the tradeoff seems unavoidable. As expenses decrease, so too must quality, right? Not necessarily. Pioneering organizations that have worked with IHI over the past few years to identify and drive out waste in their systems are doing so in ways that improve the quality of care delivered to patients.

We invite your organization to be part of this exciting and promising work through an IHI leadership initiative we're calling "**Impacting Cost + Quality**." Because only by working on BOTH cost AND quality at the same time can we achieve a patient-positive relationship between the two.

THE PARTICIPANTS

This program is geared toward hospitals with a strong track record of improvement and demonstrated quality outcomes – and their leaders who are responsible for improving the bottom line and improving quality in departments, divisions, or the hospital as a whole. With specific programming tailored to CEOs, CFOs, COOs, and clinical leaders, participants will identify opportunities to drive out waste, prioritize what changes are best suited for their organization, and successfully lead front-line improvement efforts that improve the organization's financial standing.

THE AIMS

The focus of this program will be on finding the waste and removing it – diagnosis and execution. Participation will help your hospital leadership teams achieve measurable results within the year by arming you with:

- The skills and tools to improve quality while removing 1% of operating expenses in 12 months of project work
- A framework for year two and beyond that continually improves quality while reducing operating expenses by 1% per year, a framework that is responsive to changes in your environment

THE CURRICULUM

The focus of this program will be on finding waste and removing it. It will address your questions:

- Where is the real waste in this organization?
- What projects are most important to improve cost and quality here?
- How do we make changes that reach our targets?
- How do we track the quality and financial impacts?
- How do we assure that gains this year will continue and be added to year after year?

Participants will be able to select meeting and webinar work streams that are most relevant to their individual and organizations priorities. Teams will also be asked to share their own expertise with others throughout the initiative, ultimately contributing growing expertise to the entire improvement community.

Faculty will work with teams using a variety of engaging activities throughout the year, including three face-to-face meetings, more than 20 interactive webinars, and ongoing support from expert faculty on key topics. In this intensive year-long program, you can take full advantage of the following support:

- Use of IHI's Waste Identification Tool
- Guidance on selecting your portfolio of work
- Practical lessons learned from other participants
- "Stuck coaching" from IHI's expert faculty
- Help identifying partners and potential savings beyond your walls

THE COST

The cost of this year-long program is \$16,500 per hospital team. This fee includes access to all program events and materials. It does not include the cost of travel to program meetings. IHI is pleased to offer a 50% discount to hospitals with fewer than 50 beds and members of the National Association of Public Hospitals.

THE RETURN ON INVESTMENT

By participating in the Impacting Cost + Quality initiative, your organization will learn to eliminate many types of waste, each with potential savings embedded in the improvements. These include:

Waste Reduction	Savings Based on Estimates from the Literature
Reduce ventilator-associated pneumonia (VAP) in the ICU	\$35,000-\$40,000 per case
Reduce pressure ulcers	\$43,000 per grade III or IV ulcer avoided
Reduce waste of blood products	\$500,000-\$600,000 per year
Reduce length of stay and readmissions for CHF patients	\$2,200 to \$4,200 per patient for inpatient costs
Reduce unwarranted repeat inpatient labs and X-rays	\$132,151 per year

IHI calculates that your organization's investment in Impacting Cost + Quality (assumes enrollment fee plus approximately \$24,000 in travel expense for a total of \$40,500) will be covered if you avert just two cases of VAP or two pressure ulcers. Participants who do the work in this initiative will not only achieve these types of improvements and cost savings, but will also build a portfolio of changes to reduce cost by \$500 per admission, with the ability to remove 1% of operating expenses year-on-year while improving the quality of care. For a typical 300-bed hospital, this is about \$4,000,000 per year – nearly 100 times the investment in this program.

THE FACULTY

- **Pete Knox**, Executive Vice President, Bellin Health, Green Bay, Wisconsin
- **John Toussaint, MD**, Founder and President, ThedaCare Center for Healthcare Value, and former President and CEO of ThedaCare, Inc., Appleton, Wisconsin
- **Eric Dickson, MD, MCHM, FACEP**, Senior Associate Dean and President, UMass Memorial Medical Group, Worcester, Massachusetts
- **Lucy Savitz, PhD, MBA**, Director of Research and Education, Intermountain Health Care, Institute for Healthcare Delivery Research, Salt Lake City, Utah
- **Helen Zak, MS**, President and COO, Healthcare Value Leaders Network

LEARN MORE

Please go to: www.IHI.org/IHI/Programs/IMPACTLeadership or contact IHI at 617-301-4800 or via email at info@IHI.org.

We look forward to working with you!