



**Impacting
Cost+Quality**

An IHI
Leadership
Initiative

Begins Fall 2011

Informational Call – Session 2

May 26, 2011 12:00- 1:00 ET

Onboarding Begins July 2011

If you're joining with a team, please type the **organization** you represent & the **number of people** joining from your organization.

Example: Midwest Health Alliance – 5

Please type your **name** and the **organization** you represent in the chat box!

Example: Doug Jones, Midwest Health Alliance



A time for creating new possibilities

HOME / NEWS / NATION

Obama unveils new health care guidelines

No extra costs for preventive services

By Ricardo Alonso-Zaldivar

Associated Press / July 15, 2010

Emergency Department Wait Times Continue to Rise

Robert Lowes

THE NEW LANDSCAPE; Preparing More Care Of Elderly

Each health-care associated infection costs \$18,000

EDITORIAL

Reform Moves Ahead

2010

LETTER

End-of-Life Decisions

Published: May 17, 2010

Ark. surgeon general says state needs more doctors

By ANDREW DeMILLO

The Associated Press

Wednesday, July 21, 2010; 5:21 PM



We believe everyone has the ability to make patient care more effective, safe, and timely while decreasing costs. You will meet leaders who have done just that, and have the opportunity to work alongside these organizations.

Impacting Cost + Quality Faculty



Pete Knox
Executive Vice President
Bellin Health
Green Bay, Wisconsin
Senior Fellow, IHI



Helen Zak, MS
President and COO
Healthcare Value Leaders Network



Eric Dickson, MD, MHCM, FACEP
Senior Associate Dean and
President
University of Massachusetts
Memorial Medical Group



Lucy A. Savitz, PhD, MBA,
Director of Research and Education
Intermountain Health Care
Institute for Healthcare Delivery
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IHI Team



Kathy Luther, RN, MPM
Executive Director, IHI



Jill Duncan, RN, MS, MPH
Director, IHI



Kevin Little, PhD
Improvement Advisor, IHI
Principal,
Informing Ecological Design



Julia Rowe Taylor
Relationship / Project Manager, IHI



Dave Williams, PhD
Improvement Advisor, IHI
positive eye consulting, inc



Lauren Musick
Project Coordinator, IHI

Aim 1: Impacting Cost + Quality

- You will have a working knowledge of the skills and tools to improve quality while removing 1% of operating expenses in your target system in 12 months of project work.

Help organizations build a portfolio of projects that will help them achieve Aim 1

Dark Green Dollars
Reducing Operating Budget by 1% a year

Primary Drivers

Secondary Drivers

Projects

Clinical Quality Problems

Staffing

Flow

Supply Chain

Mismatched Services

Malpractice claims

Coordination of Care

Adverse Events and Complications

Turnover/Recruitment

Premium Pay

Work Days Lost Due to Injury/Illness

Match Capacity :Demand

Hospital Throughput

Ancillary Throughput

Mass Purchasing

Pharmaceuticals

Wasted Materials

Waste in Admin Services

End-of-Life Care

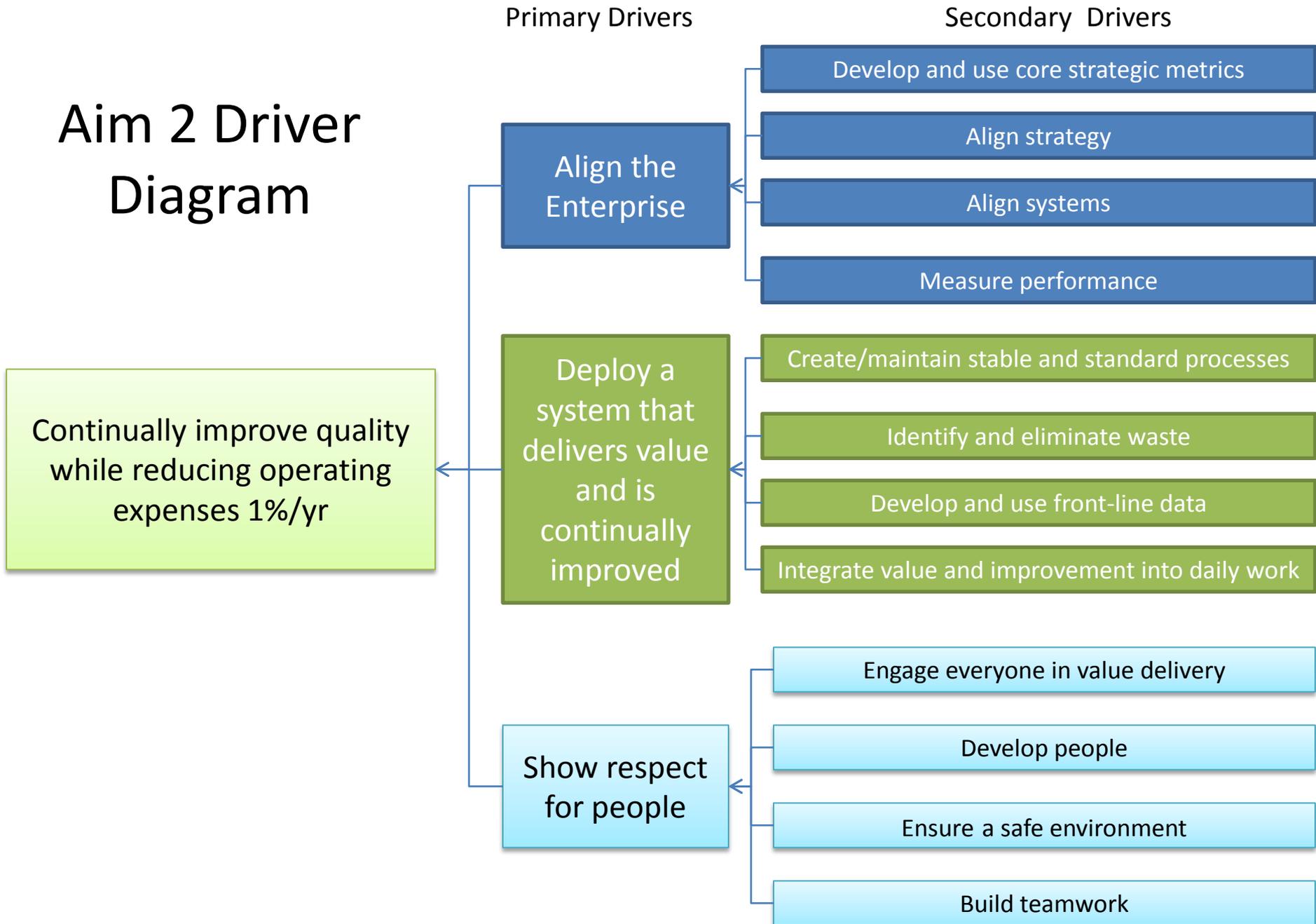
Unnecessary Procedures/
Hospitalizations

- Reduce settlements by changing process when sentinel event occurs
- Prevent infections (SSI, CLI, VAP)
- Prevent Decubitus Ulcers
- Prevent readmissions
- Achieve optimum performance levels
- Use a flexible staffing model
- Reduce agency usage
- Implement an acuity identification system
- Use appropriate patient lifting techniques
- Redesign care management
- Redesign ER processes
- Redesign OR processes
- Standardize purchasing
- Base utilization on best practices
- Purchase wholesale instead of retail
- Switch from brand-name to generic
- Prescribe based on industry norm
- Stop denial rework
- Stop services not adding value (ex. unnecessary landscaping)
- Improve chronic disease management
- Stop performing outpatient services as inpatient services

Aim 2: Impacting Cost + Quality

- In the context of your strategic plan and building on your existing capabilities, you will develop a framework for achieving strategic objectives in year 2 and beyond that can be applied to improve quality while reducing expenses.

Aim 2 Driver Diagram



Why should my organization join Impacting Cost + Quality?

- Solve your most pressing challenge: Improve the quality of care for patients and families across your organization while at the same time reducing expenses at least 1% per year
- Create dramatic improvements in productivity that result in better experience for clinicians as well as savings for your organization
- Develop a plan to sustain the gains while positioning your organization to be a respected, exceptional leader for *tomorrow's* health care community

Learning from a current participant

Donna Saxton, MHA, MPH, FACHE

VP, Quality and Safety at Ochsner Health System



Brief History of Ochsner

- Large academic, tertiary medical center ~ 70 medical specialties
- Eight hospital locations, 1500+ licensed beds
- Over \$1 billion in annual revenue
- 700+ employed MDs,
- Approximately 16,000 employees
- Largest multi-specialty group practice in Gulf South
 - 50 + neighborhood clinic sites

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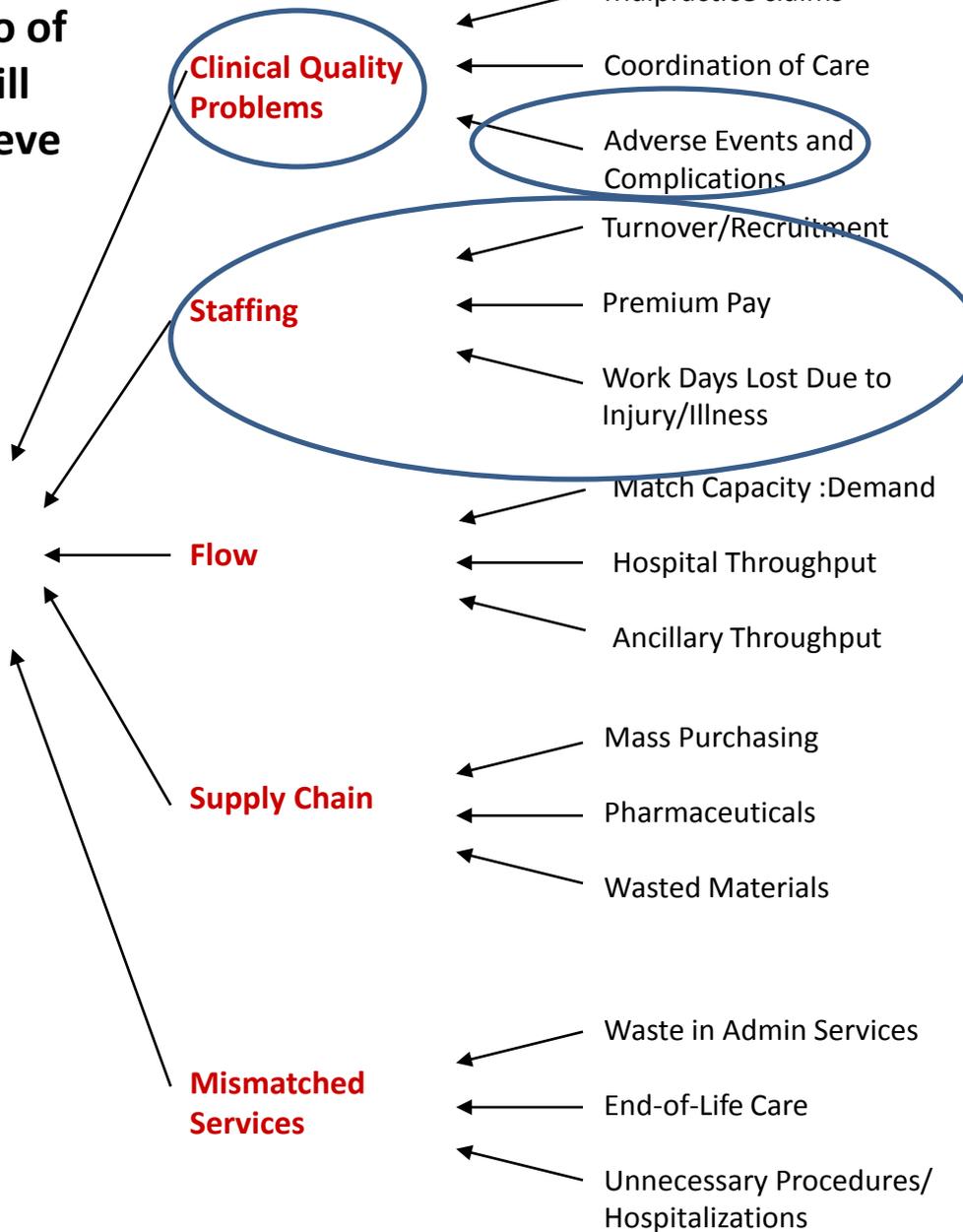
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Improve chronic disease management

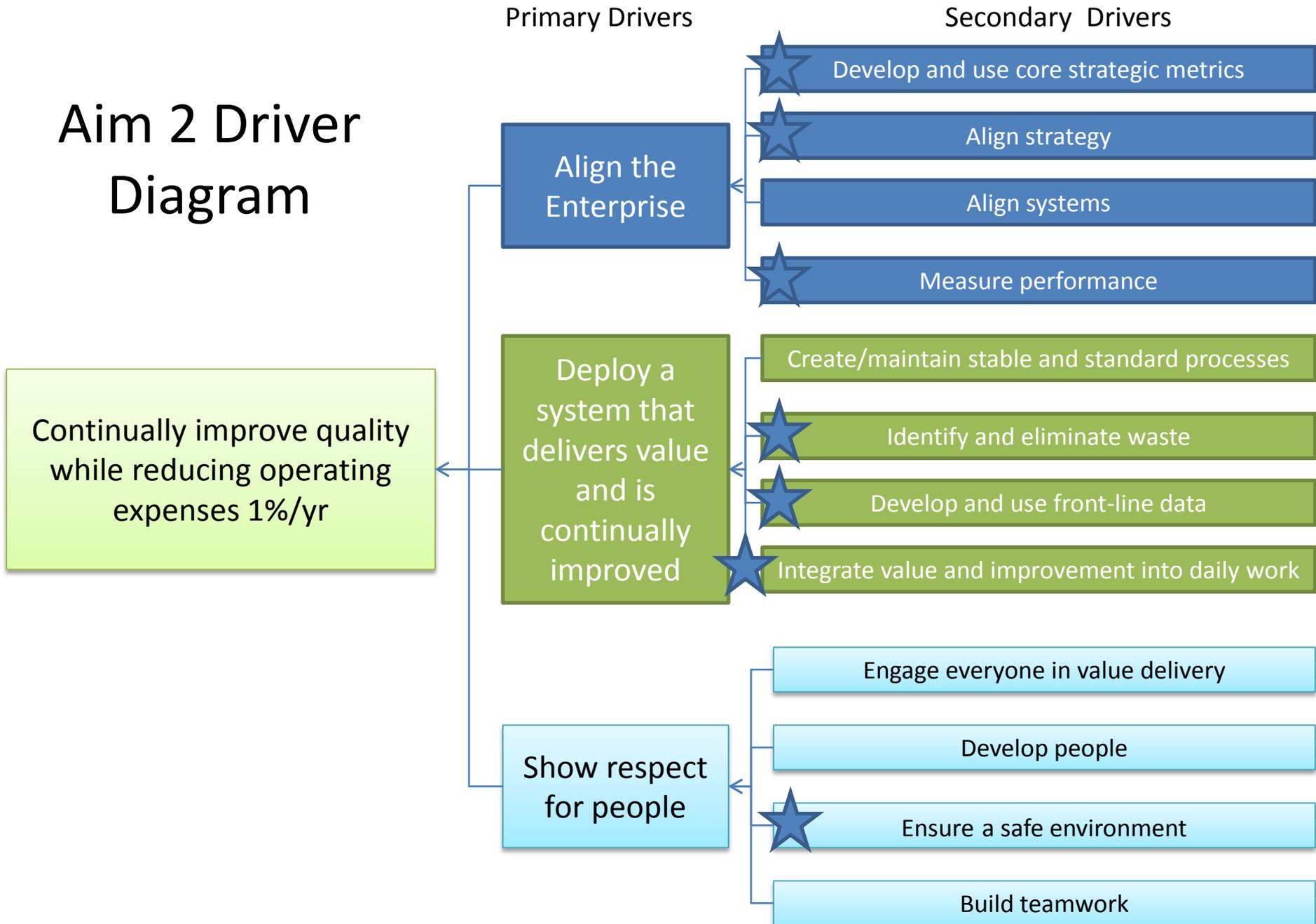
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Dark Green Dollars

Reducing Operating Budget by 1% a year



Aim 2 Driver Diagram



Portfolio Management

- Aim of Portfolio: \$5.8M, 1% of System Operating Expense
- Current Projects:
 - CLABSI Reduction
 - Staffing Improvements
- Upcoming Projects
 - CLABSI LOS Opportunity
 - MDR LOS Opportunity
 - MDR Readmission Opportunity
- Benefits to Ochsner; Lessons Learned

Impacting Cost + Quality

Benefits to your organization

- A Way Forward:
 - The skills and tools to remove at least 1% of operating expenses while improving clinical performance
- Confidence:
 - A sound strategy for making needed improvements in cost and quality that take into account the payment environment for a one-year, two-year, and five-year time horizon
- Capability for the Future:
 - Tools for developing financial viability, even at Medicare prices

Additional benefits

- Use of IHI's Waste Identification Tool
- Guidance on selecting your portfolio of work
- Access to financial models to measure progress over time
- Coaching to ensure “dark green” dollars fall to the bottom line
- Opportunity to adapt lessons learned from other participants
- “Stuck coaching” from IHI's expert faculty
- Help in identifying partners and potential savings beyond your walls

With new possibilities for uncovering waste...

- Get out of the cycle of across-the-board cuts
- Empower clinicians and colleagues in finance work together to address waste
- Engage front line staff, clinicians and physicians to become the problem-solvers to reduce costs
- Track improvements all the way to the bottom line in ways that make sense to clinicians and to finance

“If you do not have a systematic way to find, remove and track waste in your organization, I guarantee that you are missing the best and biggest opportunities.”

Roger Resar, MD, Senior IHI Fellow

Building a Comprehensive Portfolio

- **Some of the opportunities that will be explored over the next year include:**
 - Palliative care, end of life
 - Perinatal care – early inductions-NICU admits
 - Elder care
 - “Healthy Hospital” initiatives
 - High risk populations – homeless, frail elderly
 - 50% flow improvement
 - Models for financial analysis
 - Multiple co-morbidities
 - Behavioral health, substance abuse
 - Inappropriate admissions
 - All re-admissions
 - Population based management

Program overview:

What can I expect

Pre-work	Face-to-face meetings	Webinars	Personalized coaching
<p>Pre-work may vary by team, but will include:</p> <ul style="list-style-type: none"> Organize a local multidisciplinary team Identify specific measurable goals that are linked to your organizational strategy Draft team Charter Develop organizational agreement on financial measures and desired outcomes “Cleaning the plate” alignment 	<p>Multiple face-to-face meetings over the next year</p> <p>1st meeting: Sept 15-16, 2011 in Boston, MA</p> <ul style="list-style-type: none"> Introduce IHI’s Waste Tool Complete an organizational energy grid Experience hands-on opportunities with new tools and methodologies related to waste reduction and quality improvement Establish concrete change ideas and actionable take-aways Experience designated team discussion and work opportunities Develop a portfolio and a plan to sustain the work over one, two and even five-years 	<p>Two-Three monthly webinars (2-3/mo)</p> <p>Work with world-class faculty in areas that include:</p> <ul style="list-style-type: none"> •Leadership •Clinical improvement •Finance •“Less of” and <i>lean</i> methodologies <p>Add new tools and resources to team portfolio</p> <p>Experience small group coaching from faculty experts</p>	<p>Faculty will provide coaching related to:</p> <ul style="list-style-type: none"> Portfolio development Strategic alignment Clinical improvement processes Waste reduction strategies Productivity measurement and implications to clinical and financial outcomes Developing and sustaining financial measurement systems Implementation of a variety of additional tools and methodologies related to waste reduction & quality improvement

Program overview:

What do we ask in return?

- Participation from each site in face-to-face meetings
- Attendance and participation in interactive webinars between meetings
- Active sharing of experience and insights with others in the program
- Regular reporting on results of improvement efforts to others in the program

Program overview:

Who should join

- Organizations with a strong track record of improvement and demonstrated quality outcomes
- **Teams with representation from three different dimensions: organizational leadership, technical or improvement expertise, and day-to-day leadership**
- At least one or more individuals on the team that represent each dimension. One individual may fulfill more than one role, but all three components should be represented in order to drive change in your organization.

Impacting Cost + Quality 2010-2011 Participating Teams

- Hackensack University Medical Center
- University of Pittsburgh Medical Center
- Markham Stouffville Hospital
- Presbyterian Hospital
- Baptist Memorial Health Care Corporation
- Novant Health
- Bert Fish Medical Center
- Kaiser Permanente - West Los Angeles Medical Center
- Alliance Community Hospital
- Florida Hospital Waterman
- Highline Medical Center
- The County Council of Jönköping
- Georgetown Memorial Hospital
- NCH Healthcare System
- Kingsbrook Jewish Medical Center
- Baptist Memorial Health Care Corporation - Memphis
- Florida Hospital Deland
- MemorialCare Health System
- Florida Hospital Zephyrhills
- Interim Healthcare of Greenville, Inc.
- Blessing Hospital
- Appalachian Regional Healthcare
- University of Rochester Medical Center
- Baptist Memorial Hospital
- Veteran's Association
- University of Kansas Hospital
- Ochsner Health Systems
- Hotel Dieu Hospital
- Florida Hospital Flagler
- Florida Hospital Fish Memorial (FHFM)
- Memorial Hospital of Sweetwater County
- Florida Hospital Heartland Division
- Hawaii Pacific Health
- King's Daughters Medical Center
- Waverly Health Center
- Northeast Health
- Meriter Health Services
- Alexian Brothers Health System
- South County Hospital
- Claxton-Hepburn Medical Center

Program overview:

The cost to join Impacting Cost + Quality

- \$16,500 per team
- Includes access to all program events and materials; does not include travel expenses
- IHI is pleased to offer a 50% discount to hospitals with fewer than 50 beds and members of National Association of Public Hospitals
- Scholarships are available in the case of financial need

Please join us



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More info available here:

www.IHI.org/ImpactingCostandQuality

We would be happy to speak directly with teams that have additional questions or would like further information about this exciting initiative.

Please contact us at lmusick@ihi.org