Optimizing a Business Case for Safe Health Care:
An Integrated Approach to Finance and Safety

Additional Resources and Literature

**Building a Financial Case for Clinical Improvement**

*As part of the Veterans Health Administration (VHA) Research Series, this monograph illustrates the clinical and economic value for clinical improvement by providing core concepts, examples, and tools.*

**Designing the New Health Care System: The Need for CMO and CFO Collaboration**

*This joint report from the American Association for Physician Leadership and Healthcare Financial Management Association makes the case for collaboration between clinical and financial leaders of health care in order to ensure increased value in health care.*

**From Board to Bedside: How the Application of Financial Structures to Safety and Quality Can Drive Accountability in a Large Health Care System**

*This paper outlines four components of a financial reporting structure implemented at John’s Hopkins Medicine as part of a performance management system to support accountability for improvement and safety.*

**Free from Harm: Accelerating Patient Safety Improvement Fifteen Years after To Err Is Human**

*This report presents the assessment of a panel of experts, led by Drs. Donald Berwick and Kaveh Shojania, on the state of patient safety 15 years after the Institute of Medicine’s To Err is Human. The report offers eight recommendations for achieving total system safety and calls for action by government, regulators, health professionals, and others to place higher priority on patient safety science and implementation.*

The authors discuss how the principles and practices that guide such decisions in other industries might be applied to the development of such a framework in health care, drawing on data from interviews conducted with representatives of five high-risk industries in the UK. The article concludes with recommendations derived from a consensus process involving health care stakeholders.

Improved Patient Safety with Value-based Payment Models

For health systems in the process of transitioning to value-based payment programs, improving patient safety can be key to financial survival.

Increasing Efficiency and Enhancing Value in Health Care: Ways to Achieve Savings in Operating Costs per Year

This paper identifies steps organizations can take to integrate waste reduction that may result in savings and positive patient outcomes. Methods described offer an alternative to calculating actual and theoretical savings for making the business case for quality improvement.

Return on Information: A Standard Model for Assessing Institutional Return on Electronic Health Records

This discussion paper provides a model for organizations to determine the return on investment of electronic health records. Through a collaboration between the Institute of Medicine’s Digital Learning Collaborative and members of the Healthcare Financial Management Association, the authors developed a standardized tool to help organizations determine what projects will have the greatest impact.

The Essential Role of Leadership in Developing a Safety Culture

This article outlines what healthy leadership in an organization with a strong safety culture should look like and recommends 11 actions to establish and continuously improve a safety culture.

The Healthcare Value Sourcebook

Healthcare Financial Management Association’s Value Project was developed to guide organizations through the shift from a volume-based payment system to that of a value-based system. This document contains all of the reports generated from this project.
The Quality Playbook: A Step-by-Step Guide for Healthcare Leaders

This book offers recommendations, including tools and templates, for creating successful quality and safety programs.

To Err Is Human: Building a Safer Health System

This seminal report on the quality of health care in the United States is one of the first publications to bring the public’s attention to medical errors and adverse events.

Value-based Payment Readiness: HFMA Research Highlight

This research highlight from Healthcare Financial Management Association (HFMA) presents findings from their research efforts designed to determine hospital and health system value-based payment readiness. The authors also highlight the capabilities needed to manage the transition from the fee-for-service payment model to a value-based model.

Value in Health Care: Current State and Future Directions

Healthcare Financial Management Association redefines the meaning of value in health care in this report that outlines the value in the health care industry. Through interviews with health care organizations across the country, HFMA highlight four capabilities they have identified to foster a value-based health care system. The report, a slide deck of survey findings, and report graphics are available at www.hfma.org.