

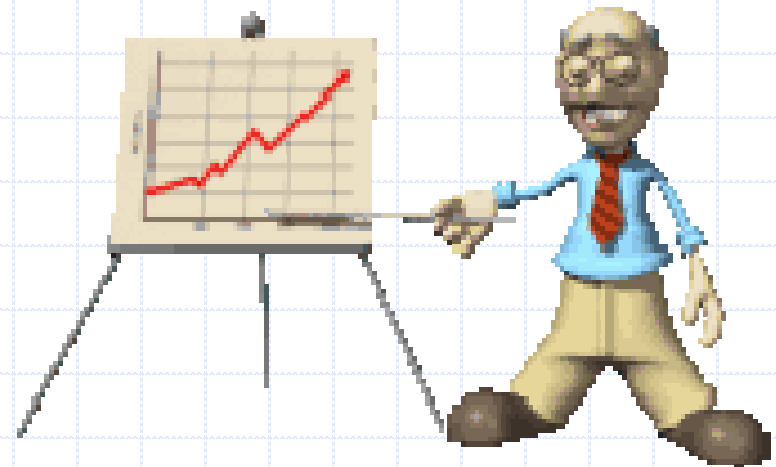


*Pursuing Excellence by
Improving Care and Safety*

Briefing April 7, 2006

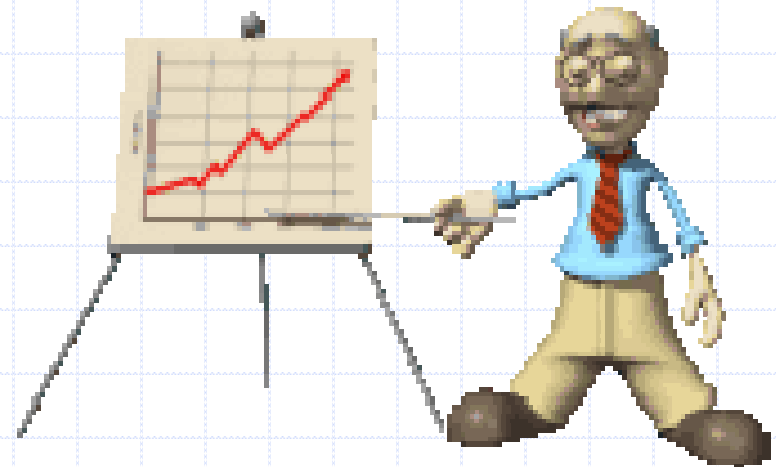
The Quality Center will help hospitals:

- ◆ Improve throughput and reduce LOS.
- ◆ Reduce readmissions.
- ◆ Improve patient identification and matching.
- ◆ Reduce Healthcare associated infections (HAI).



The Quality Center will help hospitals:

- ◆ Improve medication safety.
- ◆ Reduce incidence of falls.
- ◆ Improve top clinical processes.
- ◆ Reduce mortality.
- ◆ Reduce C/Adj/DC.

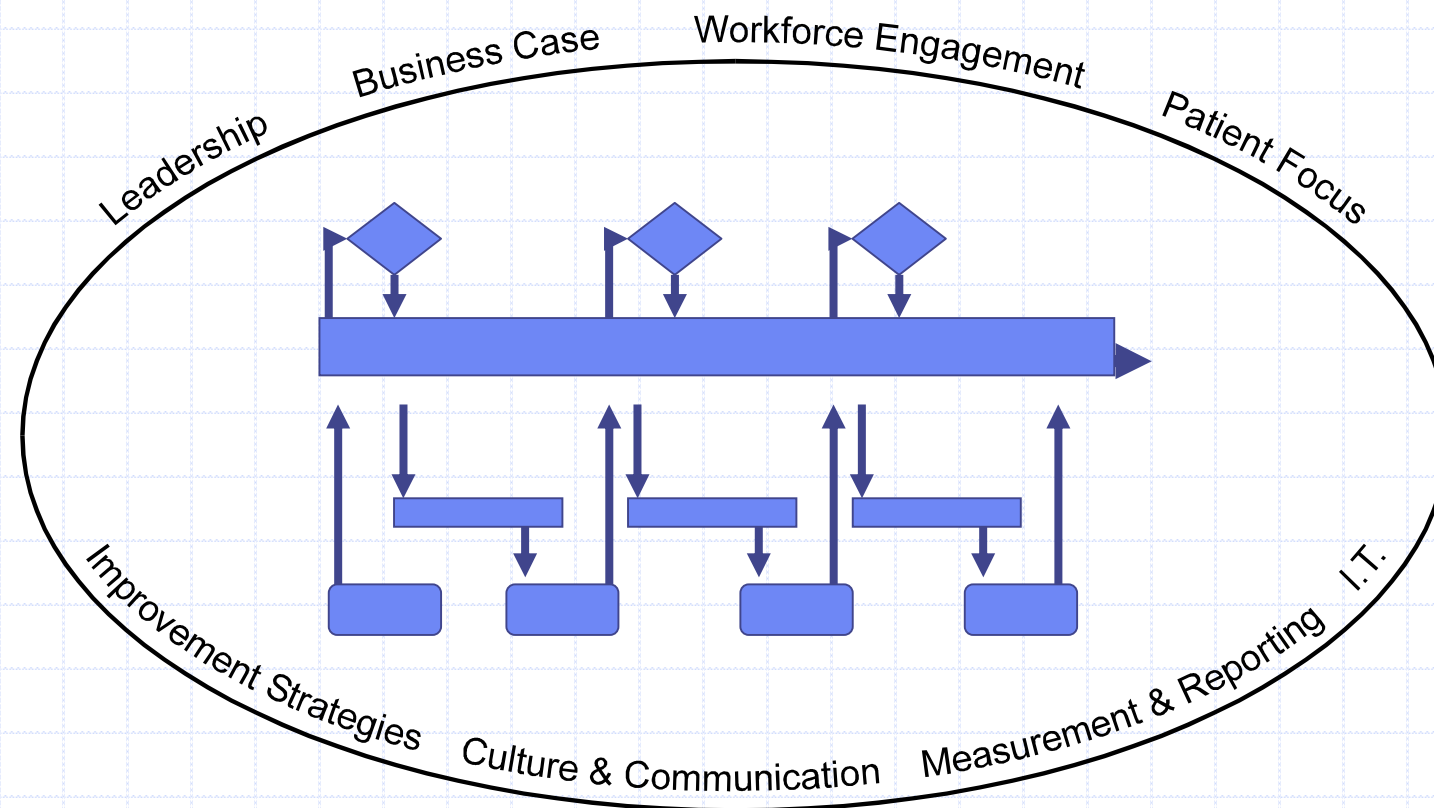


The Quality Center will help hospitals:

- ◆ Remove Waste
- ◆ Eliminate Defects
- ◆ Reduce Variability

“All work is a system, every system has processes and every process has waste and variability.”

The Quality Center's Eight Dimensions of Quality:



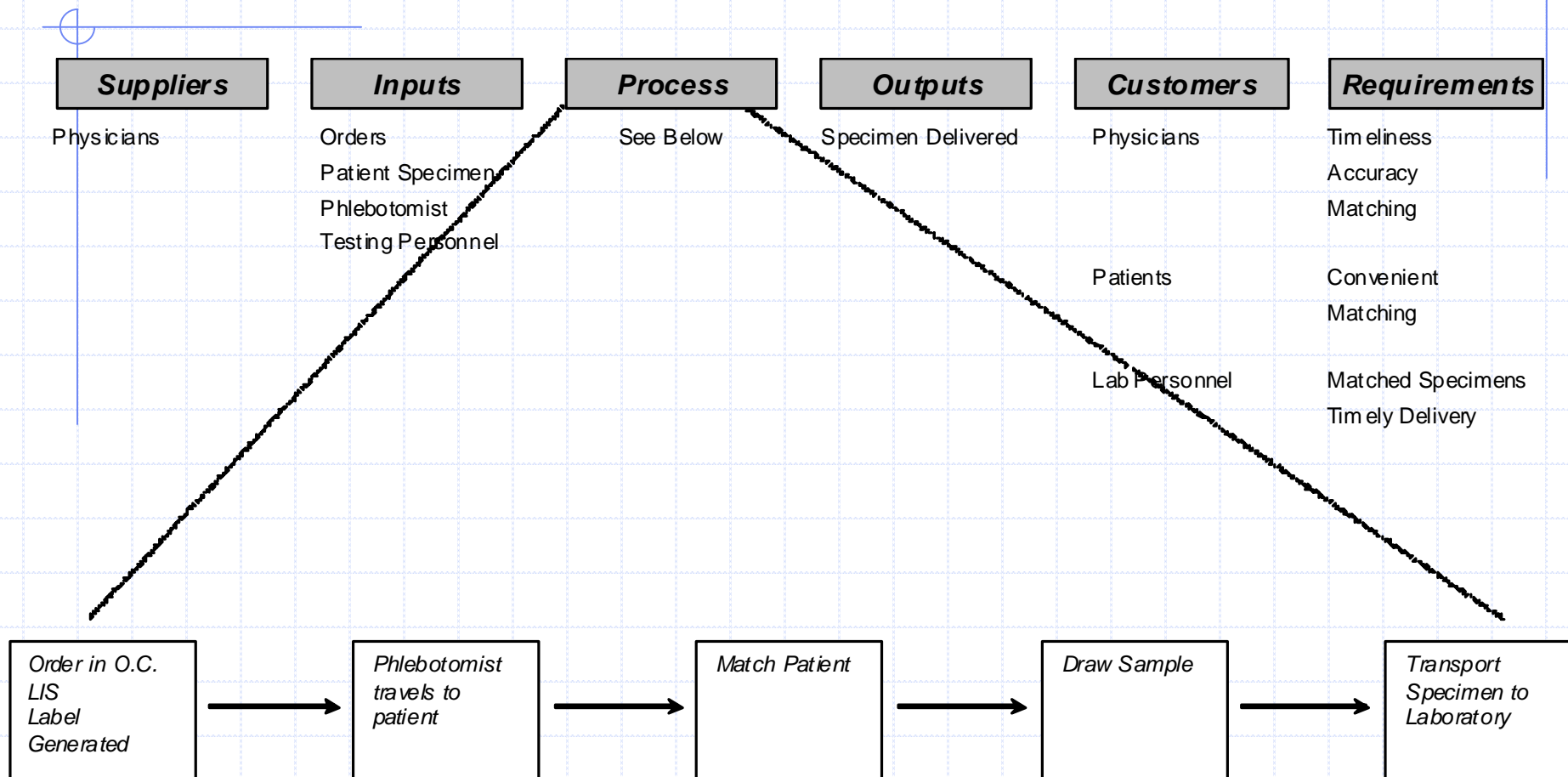
Innovative and Reliable Care Delivery Systems:

- ◆ Remove Waste
- ◆ Eliminate Defects
- ◆ Reduce Variability

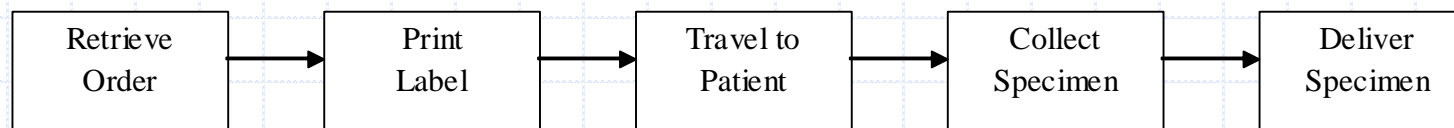
The 8 Significant Wastes

- ◆ Overproduction
- ◆ Waits/Delays
- ◆ Transport
- ◆ Process
- ◆ Movement
- ◆ Inventory
- ◆ Defects
- ◆ Underutilization

Laboratory: One of the First Steps for Decisions



High Level Phlebotomy Flow



MQC

Detail of Flow: 147 Steps



Home Page

hospitalconnect.com



A leadership resource for advancing quality and patient safety

[advanced search](#)

HOME MY PAGE DIMENSIONS OPPORTUNITY ASSESSMENT QUALITY LEADERSHIP CONNECTION CONTACT US ABOUT US LOGOFF

QUALITY TOOLS



OPPORTUNITY ASSESSMENT

An online assessment to identify Quality Center resources of greatest relevance to your organization



QUALITY LEADERSHIP CONNECTION

A service to connect hospital leaders for peer advising on quality and patient safety challenges.



IOM SIX AIMS

The IOM proposed six "aims for improvement" - dimensions in which the current health

The AHA Quality Center™ is a resource of the American Hospital Association designed to help hospitals accelerate their quality improvement processes to achieve better outcomes and improve organizational performance. In collaboration with leading quality improvement stakeholders, it brings together knowledge, expertise and demonstrated methods from across the hospital field. These resources are accessible through the AHA Quality Center™ Web site as well as the AHA Quality Call Center at 877-243-0027.

DIMENSIONS OF QUALITY

➤ [Leadership](#)

What is the role of the CEO in quality and patient safety improvement? • How can we make quality and patient safety meaningful to your governing board? • How can incentives be constructed to increase senior leadership's attention to the areas of quality and patient safety?

➤ [Improvement Strategies and Methodologies](#)

What are the major initiatives and methodologies for quality and patient safety? • How do we determine what will work in our hospital? • How do we establish strategies and priorities in quality and patient safety?

➤ [Business Case for Quality](#)

➤ [Patient Focus](#)

What are the elements of patient-centered care? • How can board members be engaged to advance patient-centered care in our organization? • How do we overcome staff resistance to partnering with patients and families in care planning and delivery?

➤ [Physician and Workforce Engagement](#)

How can we effectively recruit physicians to become advocates for quality and patient safety? • How do we create and maintain a culture that is focused on quality and patient safety?

➤ [Culture and Communication](#)

WHAT'S NEW



[Creating a Culture of Safety Requires Commitment and Action](#)

[In a culture of safety, people..... Read More](#)

Highlights

- [Leveraging System-Wide Change: A Roadmap for Health Care Leaders](#)
- [Simplifying Processes through Information Technology Helps Keep Patients Safe](#)
- [Leadership WalkRounds Can Raise Awareness of Patient Safety](#)

Eight Dimensions of Quality

DIMENSIONS OF QUALITY

➤ Leadership

What is the role of the CEO in quality and patient safety improvement? • How can we make quality and patient safety meaningful to your governing board? • How can incentives be constructed to increase senior leadership's attention to the areas of quality and patient safety?

➤ Improvement Strategies and Methodologies

What are the major initiatives and methodologies for quality and patient safety? • How do we determine what will work in our hospital? • How do we establish strategies and priorities in quality and patient safety?

➤ Business Case for Quality

What is the "business case for quality" in my organization? • How can our CFO be a "quality champion"? • How can we make quality and patient safety business imperatives in my organization?

➤ Information Technology

What role does information technology play in hospital quality? • How do we evaluate IT purchases for their contribution to advancing quality and patient safety?

➤ Patient Focus

What are the elements of patient-centered care? • How can board members be engaged to advance patient-centered care in our organization? • How do we overcome staff resistance to partnering with patients and families in care planning and delivery?

➤ Physician and Workforce Engagement

How can we effectively recruit physicians to become advocates for quality and patient safety? • How do we create and maintain a culture that is focused on quality and patient safety?

➤ Culture and Communication

What are the key elements of a "culture of safety"? • How do we create and sustain a "culture of safety"? • What are the key communication strategies for advancing quality and patient safety?

➤ Performance Measurement and Reporting

How can we effectively measure quality and patient safety improvement? • How can we overcome barriers to performance measurement?

Leadership Dimension

Leadership

Framework

Effective leadership is essential if hospitals are to make the system-level changes that will dramatically improve quality of care and patient safety. Hospital leadership must be skilled at articulating a vision for quality improvement; cultivating change leaders within their organizations; aligning incentives across administrative, medical and clinical staffs; and managing all aspects of change. Development of these leadership skills is crucial if hospitals are to "raise the bar" of hospital performance.

Major Initiatives

Current initiatives in healthcare leadership include:

- **Leadership Leverage Points.** The Institute for Healthcare Improvement (IHI) has defined seven leadership leverage points for improvement of healthcare at the organization level. These seven points were developed from observations made as part of their work supporting leaders in innovative healthcare organizations. The leverage points represent the areas in which IHI believes that hospital leadership must focus their attention if they are to bring about system-level performance improvement.
- **Health Leadership Competency Model.** The National Center for Healthcare Leadership's Health Leadership Competency Model was developed with the goal of improving the country's health status by increasing the effectiveness of our healthcare leaders. The model establishes core competencies for healthcare leaders (administrative, medical, and clinical) at all stages of the career cycle. These competencies are the technical and behavioral characteristics that successful healthcare leaders possess. The model can be used to focus training and development initiatives for healthcare leaders.
- **Physician Engagement.** There is a growing recognition of the importance of cultivating physician engagement in all aspects of hospital governance if hospitals are to make significant improvements in quality of care and patient safety. Hospital executives must overcome barriers to physician participation such as time constraints, lack of relevance to the physician's practice, and lack of compensation, while actively managing the risks associated with physician involvement in the work of hospital boards. Adopting

Leadership Questions and Documents

Key Questions

Key questions that hospital leaders should be discussing within their organizations include the following:

- What is the role of the CEO in quality and patient safety improvement?
- How can we make quality and patient safety meaningful to our governing board?
- How can incentives be constructed to increase senior leadership's attention to the areas of quality and patient safety?
- How can we incorporate our organization's priorities and goals in quality and patient safety into leadership development programs and opportunities?

Key Documents

Obtain further information using the following links found in the AHA Quality Center Knowledge Repository.

- ✦ **Leveraging System-Wide Change: A Roadmap for Health Care Leaders**
[This white paper presents some important leverage points for...Read More](#)
- ✦ **Courage, Commitment and Clarity are Essential for Successful Change**
[Despite the best intentions and efforts, most patient safety...Read More](#)
- ✦ **Physician Engagement in Hospital Governance Improves Performance**
[There is risk associated with active physician involvement i...Read More](#)
- ✦ **Health Leadership Competency Model, Version 2.0**
[Summary version of NCHL's Competency model summarizing the b...Read More](#)
- ✦ **Organized Decision-Making Guides Ethical Choices**
[To provide better community service, MMC developed three out...Read More](#)

STEPHEN R. MAYHELD 2000

Linking to a Key Document and Other Search

Leveraging System-Wide Change: A Roadmap for Health Care Leaders

This white paper presents some important leverage points for leaders who want to achieve dramatic, system-level performance improvement.

Despite increased efforts by health care CEOs and other health care leaders to dramatically improve significant quality measurements such as mortality rates, there are few examples of dramatic success in quality improvement across entire organizations or systems of care.

An IHI white paper, *Seven Leadership Leverage Points for Organization Level Improvements in Health Care*, offers a theory for how hospital CEOs can use "leverage points" to achieve significant improvement, in a short period of time, in the biggest of all system-level measures: mortality rate.

Seven Leadership Leverage Points for System Level Performance

- 1. Establish and Oversee System-Level Aims for Improvement in the Highest Board and Leadership Level** – Executives must establish solid measures of performance, aim for improvement of those measures, provide oversight at the highest level of leadership, commit personally to the goals and communicate them to all stakeholders.
- 2. Align System Measures, Strategy, and Projects in a Leadership Learning System** – Create explicit linkages between performance measures, strategies, improvement work, and daily work and continuously monitor progress and revise strategies if necessary.
- 3. Channel Leadership Attention to System-Level Improvement**—Connect personal calendars, meeting agendas, project team reviews, executive performance feedback, compensation systems, and hiring and promotional practices to improvement objectives.
- 4. Get the Right Team on the Bus** – Gather ideas from patients and their family members in addition to perspectives from appropriate internal staff.

DOCUMENT INFORMATION

Author

Reinertsen JL, Pugh MD,
Bisognano M

Date**Topic**

Leadership

[View](#)

[E-mail to Colleague](#)

AHA QUALITY CALL CENTER
AT 877-243-0027

DIMENSIONS OF QUALITY

Browse by topic

- [Leadership](#)
- [Patient Focus](#)
- [Performance Measurement and Reporting](#)
- [Business Case for Quality](#)
- [Information Technology](#)
- [Physician and Workforce Engagement](#)
- [Culture and Communication](#)
- [Improvement Strategies and Methodologies](#)

Search

[advanced search](#)

CASE STUDIES

Learn about how other

Home Page – Other Resources and Support

hospitalconnect.com

Search this site

[advanced search](#)



A leadership resource for advancing quality and patient safety

[HOME](#) [MY PAGE](#) [DIMENSIONS](#) [OPPORTUNITY ASSESSMENT](#) [QUALITY LEADERSHIP CONNECTION](#) [CONTACT US](#) [ABOUT US](#) [LOGOFF](#)

QUALITY TOOLS



OPPORTUNITY ASSESSMENT

An online assessment to identify Quality Center resources of greatest relevance to your organization



QUALITY LEADERSHIP CONNECTION

A service to connect hospital leaders for peer advising on quality and patient safety challenges.



IOM SIX AIMS

The IOM proposed six "aims for improvement" - dimensions in which the current health

The AHA Quality Center™ is a resource of the American Hospital Association designed to help hospitals accelerate their quality improvement processes to achieve better outcomes and improve organizational performance. In collaboration with leading quality improvement stakeholders, it brings together knowledge, expertise and demonstrated methods from across the hospital field. These resources are accessible through the AHA Quality Center™ Web site as well as the AHA Quality Call Center at 877-243-0027.

DIMENSIONS OF QUALITY

➤ [Leadership](#)

What is the role of the CEO in quality and patient safety improvement? • How can we make quality and patient safety meaningful to your governing board? • How can incentives be constructed to increase senior leadership's attention to the areas of quality and patient safety?

➤ [Improvement Strategies and Methodologies](#)

What are the major initiatives and methodologies for quality and patient safety? • How do we determine what will work in our hospital? • How do we establish strategies and priorities in quality and patient safety?

➤ [Business Case for Quality](#)

➤ [Patient Focus](#)

What are the elements of patient-centered care? • How can board members be engaged to advance patient-centered care in our organization? • How do we overcome staff resistance to partnering with patients and families in care planning and delivery?

➤ [Physician and Workforce Engagement](#)

How can we effectively recruit physicians to become advocates for quality and patient safety? • How do we create and maintain a culture that is focused on quality and patient safety?

➤ [Culture and Communication](#)

WHAT'S NEW



[Creating a Culture of Safety Requires Commitment and Action](#)

[In a culture of safety, people..... Read More](#)

Highlights

- [Leveraging System-Wide Change: A Roadmap for Health Care Leaders](#)
- [Simplifying Processes through Information Technology Helps Keep Patients Safe](#)
- [Leadership WalkRounds Can Raise Awareness of Patient Safety](#)

Information is the Beginning – Hospitals may call the Center

- ◆ Consolidating
- ◆ Connecting
- ◆ Convening
- ◆ Catalyzing





*Pursuing Excellence by
Improving Care and Safety*

