Performance Improvement

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
TODAY’S SPEAKERS

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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

- What are we trying to accomplish?
- How will we know that a change is an improvement?
- What change can we make that will result in improvement?

Act  
Plan

Study  
Do
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

Call. Don’t Fall.
2 West Patient Falls

Pareto Chart

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 organization's vision and the employees leading the performance improvement journey.
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.
The Emperor’s New Clothes

by HANS CHRISTIAN ANDERSEN

Retold by RUTH BELOV GROSS
Pictures by JACK KENT
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 invest 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.
"Excellence is not a skill. It is an attitude."

-Ralph Marston
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References

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