

Quality Management and Performance Improvement:

IT as the Thread to Organizational Success

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Agenda

- Introduction and Overview
- Quality Management and its evolution from control to assurance to management
- Performance Improvement and its development from TQM to re-engineering to satisfaction efforts to service excellence
- Interactive session, with Q&A throughout
- Wrap-up and final observations



Introduction and Overview



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An Industry and Performance Excellence Perspective: Thesis

- Quality in healthcare has not been uniformly defined
- Quality currently exists in 3 main perspectives across the industry: (1) structure; (2) process; and (3) outcomes
- Quality's current scorecard exists nationally with Hospital Compare data at CMS which is driven off of financial claims data



Quality Management Evolution



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Quality Management

- Quality Control
- Quality Assurance
- Total Quality Management
- Continuous Quality Improvement
- Quality Management

Quality Control

- Measure performance to identify variation
- Focus on test or procedure baseline
- Captured on clip boards near “machines”
- Production line mentality of the 1970’s

Quality Assurance

- PRO's required by state agencies
- Internal quality committees focused on counting and trending for tracking purposes
- Perfunctory reporting to executive and medical leadership as well as governing body



Total Quality Management

- The Philosopher: Deming
- The Teacher: Juran
- The Manager: Crosby

Continuous Quality Improvement

- Plan Do Check Act
- Plan Do Study Act
- Institute for Healthcare Quality Improvement
- The Studer Group
- Others in the field



Performance Improvement



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Performance Improvement

- Total Quality Management
- System re-engineering
- Satisfaction efforts
- Service excellence
- Performance improvement



Total Quality Management

- Hospital adopted Japanese management tools in 1980's
- Demonstration projects on lab turnaround, OR start-times, ED through-put

System Re-engineering

- “The mean streets” of the 1990’s
- Slash and burn
- Hitting the number’s
- Git’r’dun

Satisfaction Efforts

- Press, Ganey, Gallop, etc.
- Patient satisfaction
- Physician satisfaction
- Employee satisfaction

Service Excellence

- New model to management in 2000's
- Integration efforts to become the:
 - best possible place to work
 - best place to provide care to patients and their families
 - best possible place to practice medicine
- Collaborative or shared governance models



Performance Improvement

- Measure to establish a baseline
- Measure to improve
- BHAG
- Cultural change to learning organization – focused on improvement, not retribution
- Journey to Baldrige and similar awards



CMS Core Measures

- Hospital Compare website
- Worse than, at, or better than national average
- Describes benchmarks for federal quality around pneumonia readmissions, smoking cessation, etc.
- Driven by DRG coding and financial claims data



Balanced Scorecards

- Internal or external views
- Transparency
- Governing body requirements
- IT as the link to:
 - improving clinical outcomes internally
 - providing comparative data externally
- Claims data no longer the proxy for quality

ARRA impact on quality efforts

- 2011 -- gather data
- 2013 -- utilize for clinical decision making
- 2015 – improve clinical outcomes



Challenges for providers

- Meaningful use definitions
- Physician/hospital alignment
- Warehouse issue for data
- Community role in HIE's
- Necessary step in becoming an accountable healthcare organization

Business and legal issues to consider

- IT Governance – right mix of MD and hospital leadership
- Combine hospital support, MD investment, and ARRA funds within Stark Compliance
- Privacy and information security
- Roles and responsibilities
- Allocation of business and legal risks – assume, insure, contract away



Interactive Session



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Wrap-Up



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Thank you!

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