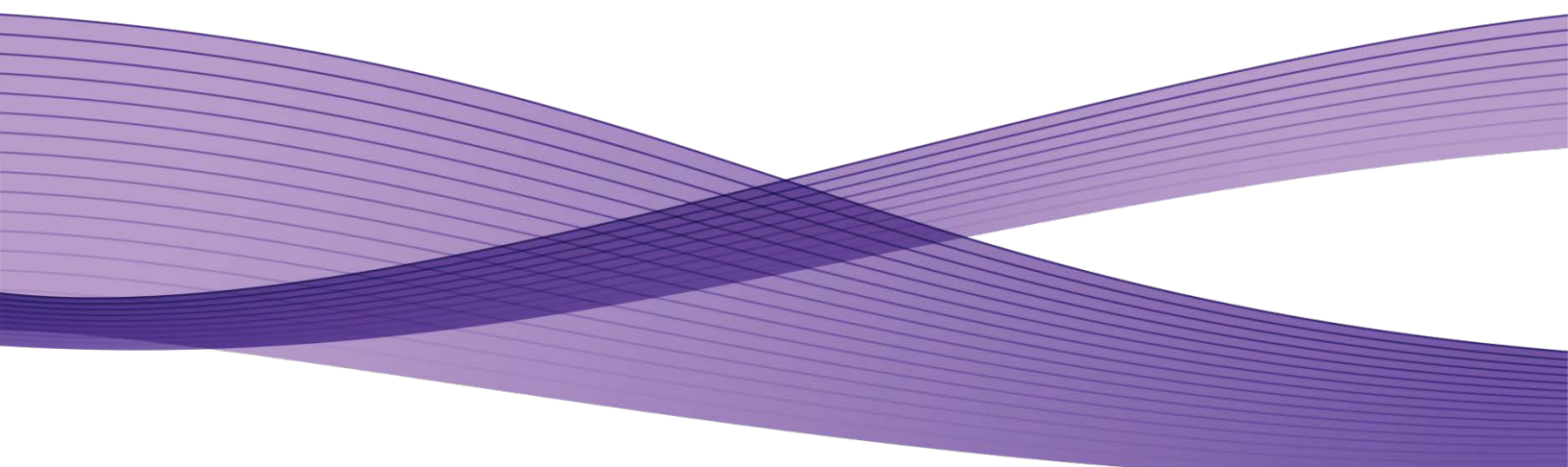# Accelerating Performance Improvement through Front Line Leadership Engagement

A Return on Investment Story at Scripps Health Using Midas+™ National Comparative Analytics and Statistical Enterprise Scorecard

ACKNOWLEGEMENTS

"A special thanks to the Scripps Health team who work tirelessly every day to make healthcare a safer and better place for us all. You remind us that our purpose at Midas+ Xerox is not to get up every day to make software; but instead it is to help our colleagues on the front line make a difference in the lives they touch."

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VP Research & Market Insights, Midas+ Xerox

EXECUTIVE SUMMARY

Over the past decade, the numbers of quality metrics that hospitals in the United States collect, report, and improve upon have increased substantially in volume and complexity. Scripps Health, a healthcare organization that consists of five acute care hospital campuses and dozens of ambulatory care clinics in the San Diego area, has experienced single-digit (%), incremental year over year improvement in key quality performance indicators, despite a growing amount of dedicated quality resources including analysts, clinical quality coordinators, project managers, and quality leaders being added to each of their traditional quality departments to support improvement efforts. In order to increase improvement and expand capacity for data collection, reporting, and multi-disciplinary improvement efforts without additional labor expenses, the need for a new quality improvement process was evident.

Following the implementation of a new horizontal management structure, the five Scripps hospitals integrated their core hospital functions into system-wide services, including nursing, pharmacy, imaging, laboratory, food and nutrition, emergency services, GI Laboratory services, Invasive Cardiology Services, Surgery, Supply, Hospitalists, and Intensivists. Prior to the restructuring, quality was monitored and managed by each of the individual hospitals. Immediately following the redesign of the new cross-campus services, the Quality Department began to baseline their performance for "rate of improvement" and "process owner engagement".

Rate of improvement was measured by an evidenced-based process of care bundle (included eight "core measures" collected in the Midas+ National Comparative Analytics Solution) and a patient safety bundle (including eight patient safety measures, also collected in Midas+). **The Midas+ Statistical Enterprise Scorecard, which automatically integrates with the Midas+ National Comparative Analytics and Care Performance Management solutions, was selected as the core data distribution technology to support their integrated model**.

After the first year of implementation, overall improvement in the process of care bundle increased by 35% compared to previous single digit improvement rates. The patient safety bundle demonstrated similar improvement. Additionally, other process measures improved 25-60% from baseline.

The stakeholder engagement metric was monitored via a count of the times front line leaders accessed Midas+ to either view their data, or to develop analyses or action plans. The number of views increased from approximately 6,000 to over 30,000 across all hospital campuses. Not only did performance improve, but the ability for process owners to embed action plans directly into their data display created an unprecedented state of continual readiness for unannounced accreditation surveys by CMS and The Joint Commission.

In addition to dramatic improvements in clinical performance and stakeholder engagement, the Quality Department's overall efficiency in data management activities improved. According to Sandhu, Scripps Health is "now managing our performance improvement dashboard across all five hospital campuses with 1.5 FTEs (which includes Corporate Senior Quality Assurance Director oversight) instead of 9 FTEs as we did in the past." When asked what improvement gains have brought the greatest value to the organization as a result of using Midas+, Sandhu replied, "My biggest joy is seeing our very talented quality professionals relieved of task-oriented work so that they can spend their time really making a difference in care delivery processes. We're not only working leaner," says Sandhu, "we're working smarter".

This model received the 2015 Innovation of the Year Award by ACHE (American College of Healthcare Executives) and is a model of best practices for quality improvement and leadership engagement!

Decentralization of Performance Results: "Midas+ takes the quality department out of the middle. Once the measures and the corresponding business rules and alerts are set up in Midas+ by the Quality Department, the process is really 'owned' by the 'expert process owner.' In the past, reports had to be created and distributed to each stakeholder."

Finding the Things That Matter: "We have made it easy for business and clinical stakeholders to find the things that need their attention. Midas+ allows us to automatically send a daily email to our process owners so that they can quickly scan the measures they are accountable for. A quick review of the thumbnail SPC charts displays any special cause signals or changes in performance, so that the process owner can 'drill down' to patient detail right there without having to log into different applications, enter in report filters, review each report, and then export report details to Excel or an email to share information with other team members."

Rapid Dissemination of Performance Results: "The entire organization can complete their observational data collection on a given day, e.g. Ventilator Associated Pneumonia prevention practices or pressure ulcer prevalence screening (by putting the data into a focus study in Midas) and, 20 minutes later, everyone in the organization from the Board Room to the bedside has the results in Midas+ and no one had to 'run' a single report. In the near future, we will be making bedside observation and data collection activities even more efficient through the deployment of Remote Data Entry Focus studies onto iPads and mobile devices throughout the organization."

One Source of Truth: "We now have one source of truth for our measures. Definitions of each measure reported in Midas+ can be accessed with a single click to either Midas+ defined measure definition documents or custom defined indicators. In this way, we can be assured that we are all using the same measures the same way."

A Disciplined Approach: "The integration of our quality assurance and performance improvement processes required a very disciplined approach by our business leaders, clinical process owners, and quality team. Midas+ created a framework for us to be successful with our strategy."