Fiscal Services & Decision Support Services

Our journey to a culture of continuous improvement
Cleveland Clinic

- Non-profit academic medical center
- $6.5 billion net patient revenue
- 3.6 million patient visits
- 160,000 admissions
- 42,000 FTEs
- 3,000+ physicians and scientists
- ~$248 million grant & research activity
Our Challenge

Move beyond incremental, project based improvement efforts to create a *culture* that expects daily improvement from every Caregiver
Why is this different than what we have done before?

1. Did not focus on *culture* change
2. Built centralized capability
3. Did not apply disciplined approach
How do we move forward?

One Bite at A Time!!

Is this a problem?

- Gap between actual (current) and desired condition
- Higher standard now required

Act like this is a process improvement problem!
Apply a standard problem-solving methodology
Why a standard problem-solving methodology?

1. Creates a common understanding of a problem
2. Removes time lost in debate and discussion – focuses time & energy
3. Ensures problems don’t recur
A3 Title: *What are you talking about?*

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Why are we even talking about this?

• Facing unprecedented challenges
• Success will require aligning and engaging all caregivers in improvement

Supports improvements in cost, quality, safety, patient experience, engagement
Healthcare Reform

Exchange enrollment exceeds expectations in 22 states

Health exchange enrollment reaches 7.5 million

Kelly Kennedy, USA TODAY  11:42 a.m. EDT April 10, 2014

WASHINGTON — At least 7.5 million people have signed up for health insurance through the state and federal exchanges, Health and Human Services Secretary Kathleen Sebelius told a Senate panel Thursday.

"Last week, we announced that 7.1 million Americans have signed up for private insurance through the Marketplace," she said during a Senate Finance Committee hearing. "As of this week, 400,000 additional Americans have signed up – and we expect that number to continue to grow."

BCBS sold 88 percent of the marketplace plans issued in Tennessee and was the only company to make policies available to consumers in all 95 Tennessee counties, officials said.
Revenue Rate Trends

Note: Rates in 2014 - 2016 include modeled impact of healthcare reform.
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- What are the critical few, visual, most relevant measures? |

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Current State of Improvement
Work

- Primarily reactive
- Centralized knowledge, skills and ownership
- Project-based

Does not yield learning or accelerated improvement
What is the current state? What goes on today?

Problem solving historically been leader dependent

Problems are presented to leaders
Solutions are given to the front line
Measurement is ubiquitous...

..but not consistently linked to improvement

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<th>Feb</th>
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<th>Apr</th>
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<tr>
<td>Infection Count</td>
<td>16</td>
<td>8</td>
<td>12</td>
<td>14</td>
<td>13</td>
<td>10</td>
<td>0</td>
<td>11</td>
<td>6</td>
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<td>13</td>
<td>14</td>
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<tr>
<td>Rate</td>
<td>3.55</td>
<td>2.06</td>
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<td>3.41</td>
<td>3.02</td>
<td>2.43</td>
<td>2.01</td>
<td>2.71</td>
<td>1.52</td>
<td>2.11</td>
<td>3.12</td>
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<td>2.69</td>
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<td>Infection Count</td>
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<td>Rate</td>
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<td>2.82</td>
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<td>7</td>
<td>8</td>
<td>85</td>
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<tr>
<td>CVC Days</td>
<td>4,372</td>
<td>3,978</td>
<td>4,375</td>
<td>4,412</td>
<td>4,776</td>
<td>4,243</td>
<td>4,724</td>
<td>4,403</td>
<td>4,519</td>
<td>4,720</td>
<td>4,392</td>
<td>4,559</td>
<td>53,473</td>
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<td>Rate</td>
<td>0.46</td>
<td>1.74</td>
<td>1.14</td>
<td>2.04</td>
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<td>2.12</td>
<td>2.75</td>
<td>1.36</td>
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<td>2.33</td>
<td>1.59</td>
<td>1.75</td>
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The CLABSI data shows a decrease in infection count, CVC days, and rate over the years. However, the improvement is not consistent, as seen in the chart below.
Unintended Consequences

- Working towards the measure – not the goal
- Failure to address root causes
- Implement workarounds
- “Solve” problems multiple times
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Goal: What does success look like?

Create a culture where every caregiver is empowered and expected to make improvements every day.
Goal: What does success look like?

Transitional Roles

- Identifying & Sharing Problems
- Daily Improvement
- Seeking Problems
- Coaching

The roles of our frontline caregivers and our leaders must evolve to support continuous improvement.
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Analysis
Getting to root cause

• $y = f(x)$

• Culture is a function of...
  • Desire ✓
  • Capacity ✓
  • Capability

• Desire
  • Capacity
Current Capability

Current 3 Step Improvement Process

- Call a manager
- Call the C.I. team
- Call a meeting
Hypothesis:
Culture = f(capability)

1. A culture of improvement can be achieved through building caregiver capability

2. Capable caregivers can help other areas build capability, creating a “multiplier effect”
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<td>Indicators of performance and progress.</td>
</tr>
<tr>
<td>What is the actual symptom that we are feeling that requires action?</td>
<td>- How will we know if the actions have the impact needed?</td>
</tr>
<tr>
<td></td>
<td>- What are the critical few, visual, most relevant measures?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Goal Statement</th>
<th>7. Follow-up (Measure and Evaluate Effectiveness; Standardize, Share and Recognize)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where do we need to be?</td>
<td>How we will know if the actions have the impact needed?</td>
</tr>
<tr>
<td>What is the specific change we want to accomplish?</td>
<td>What remaining issues can be anticipated?</td>
</tr>
<tr>
<td>How will we “check” to see if we are closer to goal?</td>
<td>What did we learn? What should we do next?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the root cause(s)? What drives the problem?</td>
</tr>
<tr>
<td>- Why are we experiencing the symptom?</td>
</tr>
<tr>
<td>What constraints or barriers prevent us from the goal?</td>
</tr>
</tbody>
</table>

Owner:
Propose & Select Countermeasures

Address root cause

Our Goal is Culture Change

- Work Harder
- Serving Leader
- Six Sigma
- Lean culture
Countermeasure – Lean Culture

Why Lean?

- Everyone can do it
- Aligns to our culture
- Simple
- Established
- Address root cause
- Data-driven, rigorous, scientific (PDCA)
- Promotes innovation through standardization and improvement

"We cannot solve our problems with the same thinking we used when we created them"
~ Albert Einstein
What is Lean?

Not a short term tactic or cost reduction program

A way of thinking and acting for the entire organization

Lean principles reduce waste, improve flow and increase focus on the customer.
What is Value?

Defined from the customer’s perspective

What does the customer truly need?
What would they be willing to pay for?

Customers are both internal & external
What is Waste?

Anything that impedes flow or does not add value to the finished product

Source: LEI website
Forms of Waste

- Travel
- Inventory
- Motion
- Waiting
- Overprocessing
- Overproduction
- Defects
- Underutilization

Anything that impedes flow or does not add value
Teach Everyone To Apply

**Principles**
- Share
- Go & See
- Yokoten
- Gemba
- Hansei
- Kaizen

**Practices**
- Problem Solving
- Visual Management
- Standardization
- 5S
- Value Stream Thinking

*Key principles are supported by core practices*
Countermeasure – Lean Culture

How?

- Expand CI Core Team
- External training & certification
- Large group forums
- Learn through application

Our Goal is Culture Change
Why a Model Area?

- Controlled experiment
- Continuous learning
  - Cycles of plan, do, check, act
- Visible model – *this is what it looks like*
- Make Lean principles and practices tangible
- Demonstrate benefits