



# **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



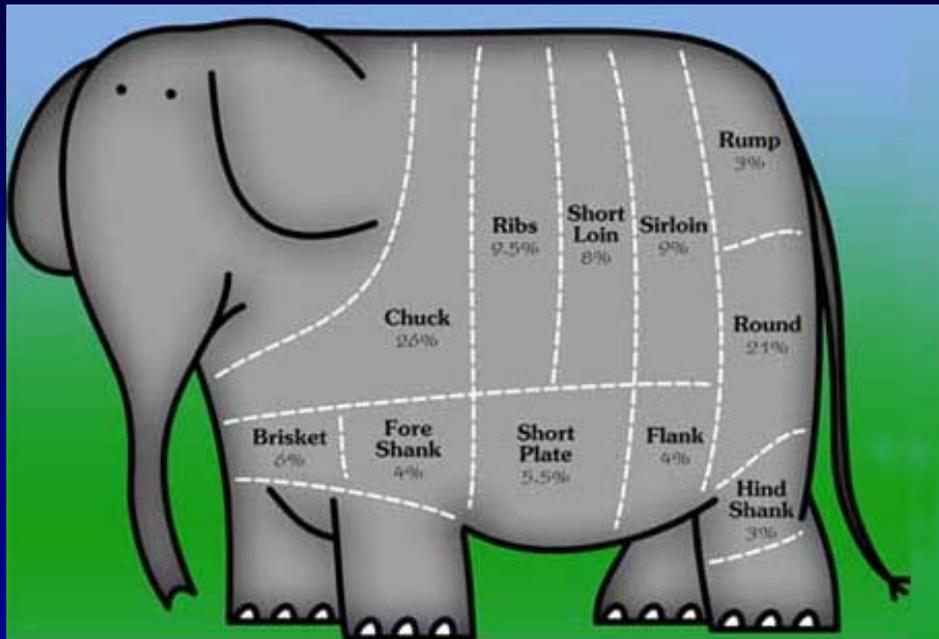
# Why is this different than what we have done before?

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



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## 5. Countermeasure(s)

*What countermeasures most likely to impact the root cause, move us closer to our goal?*

*Which will we try first? (No time to do it all at once)*

*- Be scientific – test 1 hypothesis, learn, improve*

## 6. Planning and Implementation

*What activities will be required to test a countermeasure, and who will be responsible for what and when?*

*Indicators of performance and progress.*

*- How will we know if the actions have the impact needed?*

*- What are the critical few, visual, most relevant measures?*

## 7. Follow-up (Measure and Evaluate Effectiveness; Standardize, Share and Recognize )

*How we will know if the actions have the impact needed? What remaining issues can be anticipated?*

*What did we learn? What should we do next?*

*Ensure ongoing P-D-C-A.*

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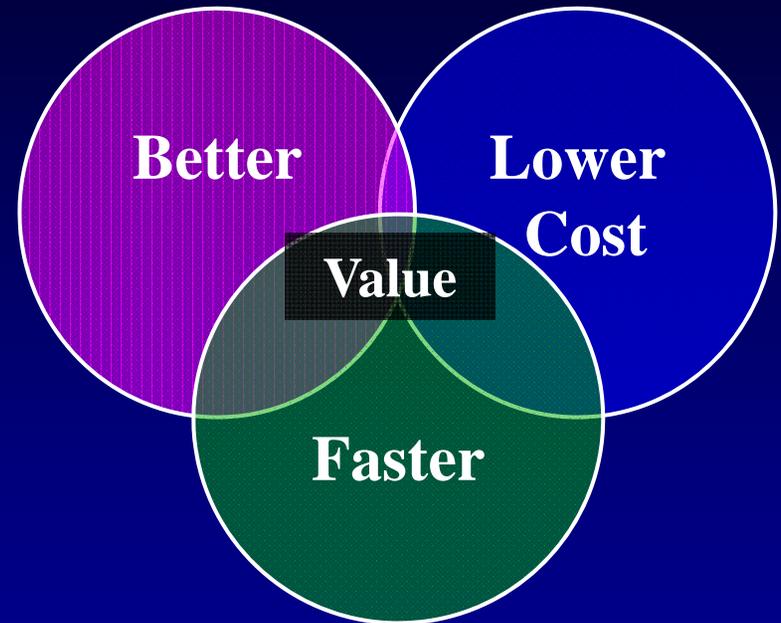
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# Why are we even talking about this?

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



*Supports improvements in cost, quality, safety, patient experience, engagement*

# Healthcare Reform

Topics: Regulatory & Risk Management

## 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



(Photo: Brennan Linsley, AP)

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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."

BCBST 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.



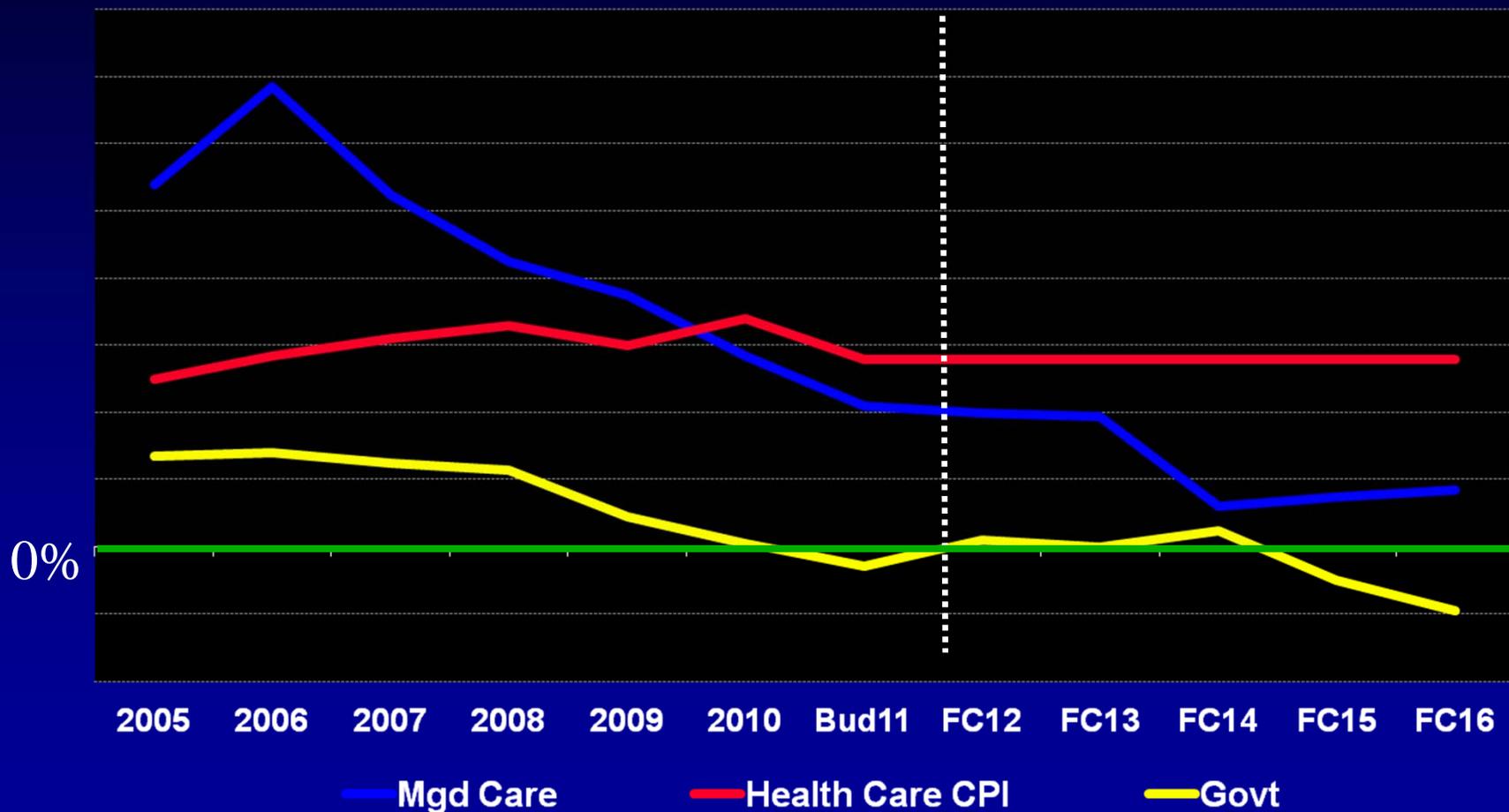
## Ayult numbers

Make an Impact  
exchange stude  Email  Print

Learn More health insurance  
created by the health

ga.

# Revenue Rate Trends



Note: Rates in 2014 - 2016 include modeled impact of healthcare reform.

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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...

Cleveland Clinic **EBI PORTAL** [Login As] | Welcome: Phillips

Home | Dashboards | Web Applications | ERL | Datamarts | Help

Set my default

QPSI - Executive | Hand Hygiene | Detail Reports | Blood Performance | Blood Order Detail

Short Cycle | **Quality**

Cleveland Clinic Quality

## CLABSI

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
2010	Infection Count	16	8	12	14	13	10	9	11	6	9	13	14	135
	CVC Days	4,504	3,888	4,447	4,107	4,309	4,112	4,487	4,057	3,935	4,274	4,173	3,946	50,239
	Rate	3.55	2.06	2.70	3.41	3.02	2.43	2.01	2.71	1.52	2.11	3.12	3.55	2.69
2011	Infection Count	9	6	7	5	5	11	6	4	6	6	7	4	76
	CVC Days	3,985	3,845	4,274	3,996	3,962	3,907	4,029	4,252	4,145	3,977	4,386	4,385	49,143
	Rate	2.26	1.56	1.64	1.25	1.26	2.82	1.49	0.94	1.45	1.51	1.60	0.91	1.55
2012	Infection Count	2	7	5	9	8	9	13	6	1	11	7	8	86
	CVC Days	4,372	3,978	4,375	4,412	4,776	4,243	4,724	4,403	4,519	4,720	4,392	4,559	53,473
	Rate	0.46	1.76	1.14	2.04	1.68	2.12	2.75	1.36	0.22	2.33	1.59	1.75	1.61
2013	Infection Count	5												5
	CVC Days	475												475
	Rate	10.53												10.53



..but not consistently linked to improvement

# 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?

## Transitioning Roles

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

	Do	Improve	Coach
Frontline Caregiver			
Leader			

*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

# 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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# Propose & Select Countermeasures

## Address root cause



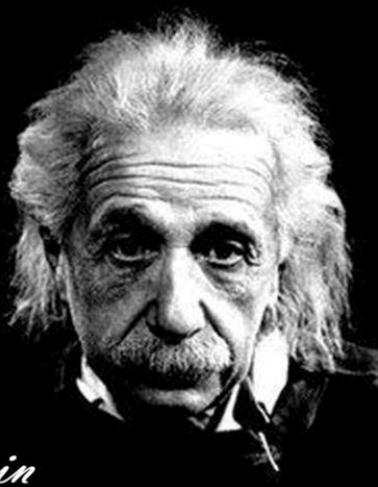
- Work Harder
- Serving Leader
- Six Sigma
- Lean culture

*Our Goal is Culture Change*

# 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

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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?



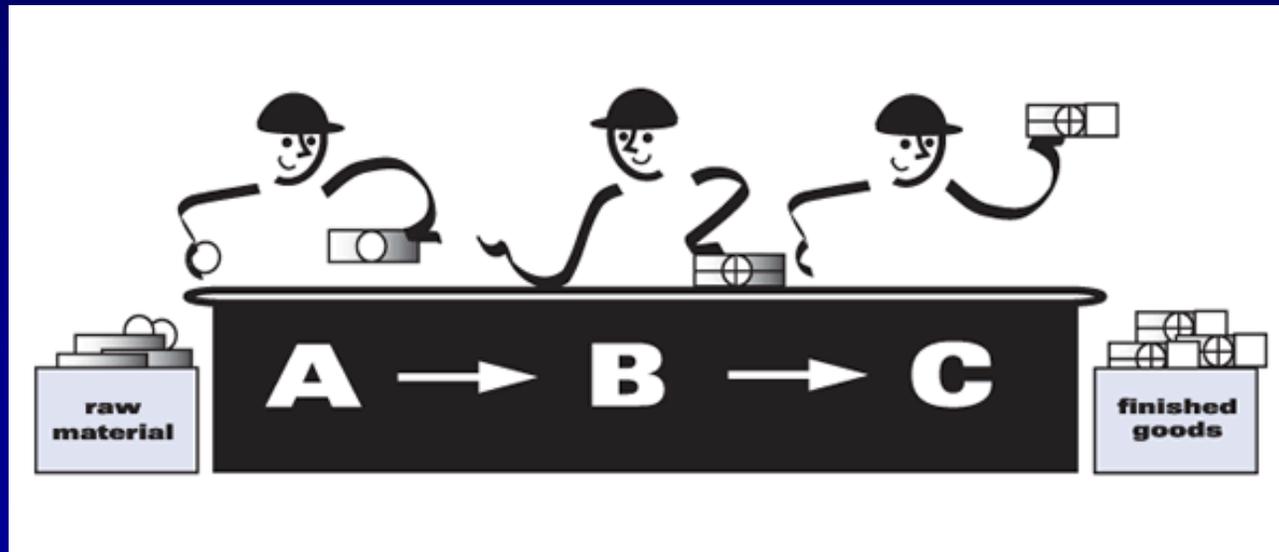
Defined from the  
**customer's**  
perspective

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*

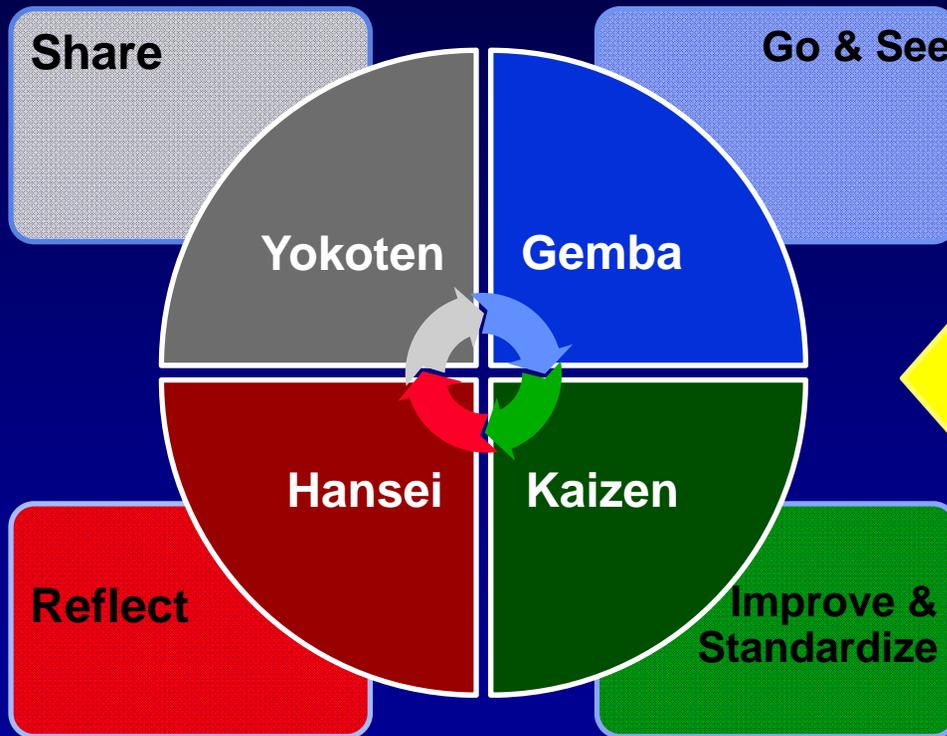


Source: LEI website



# Teach Everyone To Apply

## *Principles*



## *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

