Getting off the Hamster Wheel: operational efficiency as a means to improving patient care

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Session 2B
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A Great Practice

“They give me exactly what I want (and need) exactly when I want (and need it)…

…while maintaining and improving a joyful work environment and a financially viable organization.”

Don Berwick, MD
President & CEO IHI
Why Are We Here?

✓ To learn about our practice & others
✓ To improve our practice
✓ To improve our work life
✓ Other reasons?
### How does care under the PCMH look different from what we do today?

<table>
<thead>
<tr>
<th>Today’s Care</th>
<th>PCMH Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>My patients are those who make appointments to see me.</td>
<td>Our patients are those who are registered in our medical home.</td>
</tr>
<tr>
<td>Care is determined by today’s problem and time available today.</td>
<td>Care is determined by a proactive plan to meet health needs, with or without visits.</td>
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<tr>
<td>Care varies by scheduled time and memory or skill of the provider.</td>
<td>Care is standardized according to evidence-based guidelines.</td>
</tr>
<tr>
<td>I know I deliver high quality care because I’m well trained.</td>
<td>We measure our quality and make rapid changes to improve it.</td>
</tr>
<tr>
<td>Patients are responsible for coordinating their own care.</td>
<td>A prepared team of professionals coordinates all patients’ care.</td>
</tr>
<tr>
<td>It’s up to the patient to tell us what happened to them.</td>
<td>We track tests and consultations, and follow up after ED and hospital visits.</td>
</tr>
<tr>
<td>Clinic operations center on meeting the doctor’s needs.</td>
<td>An interdisciplinary team works at the top of our licenses to serve patients.</td>
</tr>
</tbody>
</table>
Q: What do you think about the PCMH vision of care?

Q: Have you been working on these things? For how long?
New Actions in Practice

Population Management

Examining Data

Proactively engaging patients

Team meetings

PDSAs
Operational Efficiency

- Create space & time for new way of working
- Way to improve work life
- Enhance financial position of practice
- Improve patient experience
Examining all of the work

billing  patient flow  information
clinical microsystem

(klínnik’l mikrō sistēm) *n.*, **1.** a small, interdependent group of people who work together regularly to provide care *and* the individuals who receive that care;

**2.** doctors, nurses, administration, information systems, & patients who depend on one another for a common aim
“Every system is perfectly designed to achieve the results it gets.”

- Deming & restated by many others
Form a team and meet regularly to …

Follow up

Assess

Treat

Diagnose
The PDSA Cycle for Learning and Improvement

**Act**
What changes are to be made?
Next cycle?

**Plan**
Objective
Questions and predictions (why)
Plan to carry out the cycle (who, what, where, when)

**Study**
Complete the analysis of the data
Compare data to predictions
Summarize what was learned

**Do**
Carry out the plan
Document problems and unexpected observations
Begin analysis of the data
Thinking about improving operations...

• How do these things relate to the clinical changes you want to make?
• How can they be optimized to ensure you’re getting ‘credit’ for all your work?
• How can they improve patient experience?
• How can they improve your work life?
Resources

Safety Net Medical Home Initiative
www.safetynetmedicalhome.org/

Clinical Microsystems
www.clinicalmicrosystem.org

Institute for Healthcare Improvement
www.ihi.org

Improving Chronic Illness Care
www.improvingchroniccare.org