

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

Katie Coleman, MSPH

MacColl Institute for Healthcare Innovation at Group Health Cooperative

Session 2B

March 7, 3:45PM-5:00PM



MacColl Institute at
Group Health Cooperative

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?

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

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

PDSAs



Examining Data

Proactively
engaging patients

Team meetings

Create space &
time for new way
of working

Way to improve
work life

Operational Efficiency

Enhance financial
position of
practice

Improve patient
experience

Examining all of the work

billing



patient flow



information



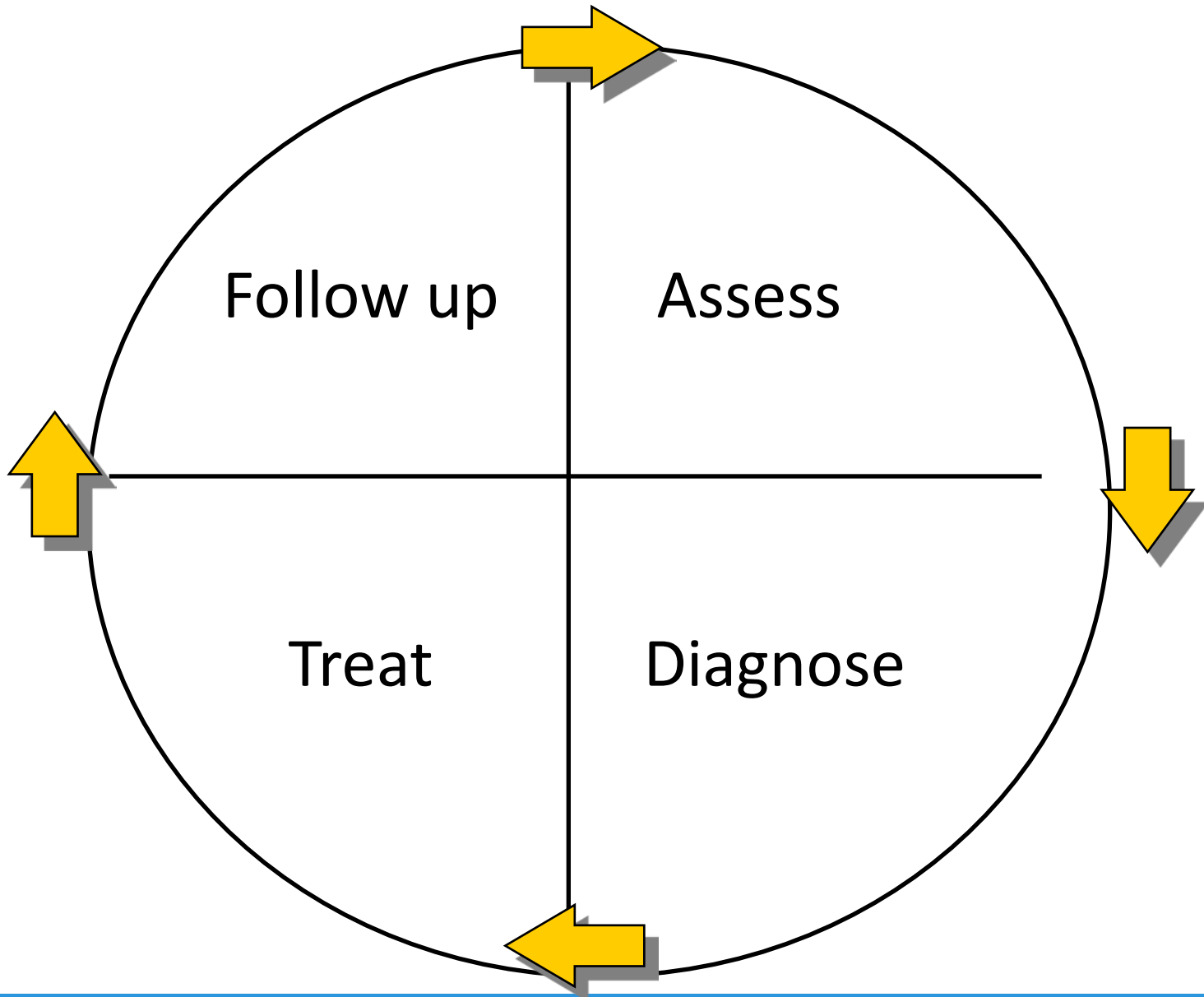
clin·i·cal·mi·cro·sys·tem

- (klínnik'ł mikrō sístəm) *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

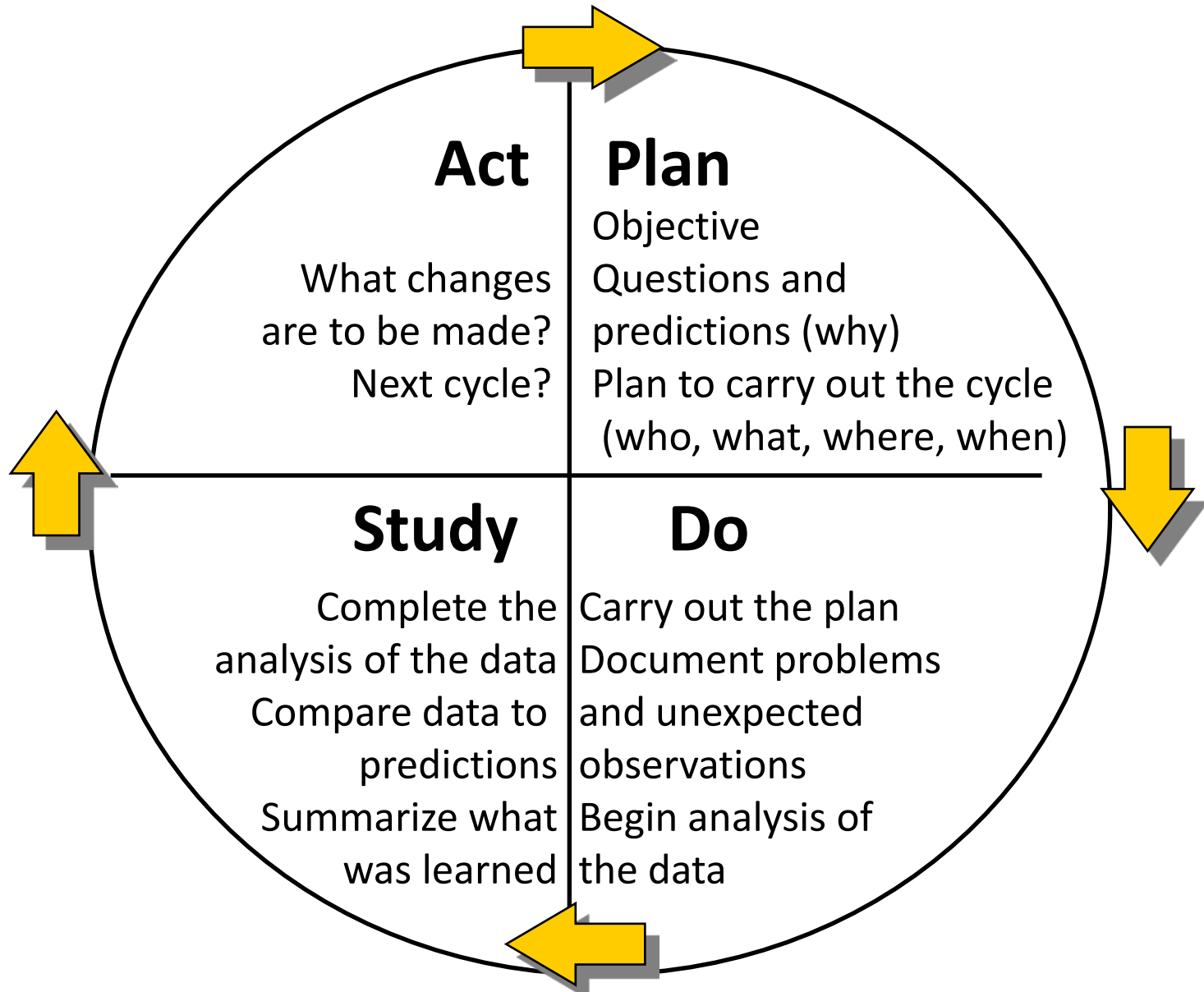
“Every system is perfectly designed to achieve the results it gets.”

- Deming & restated by many others

Form a team and meet regularly to ...



The PDSA Cycle for Learning and Improvement



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.ihl.org



Improving Chronic Illness Care

www.improvingchroniccare.org

