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Home of Strategic Quality Support System

# “Quality in Healthcare’s Survival”




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- 1. Current numbers suggest that the hospital industry alone is accumulating at least \$1 trillion dollars a year in wasteful costs and unnecessary losses.**
- 2. Thirty cents of every shrinking dollar earned gets spent on these kind of costs and losses.**
- 3. Public loyalty that hovered around 85% in the mid-1960s is now at 30%.**
- 4. RN turnover rate is 16.4 to 27.1%.**
- 5. Physician turnover rate is 7%-10% : ED, family practice, pediatrics and OB/GYN.**



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**We need to retool our quality and risk management programs to save us from these numbers!**



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**Quality in the business world is fundamental to long-term success, while in healthcare it has become fundamental to our demise!**



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**In the business world, quality is about protecting:**

- 1. Customer loyalty**
- 2. New customer acquisition**
- 3. Customer retention**
- 4. Market domination**
- 5. Long-term profitability**

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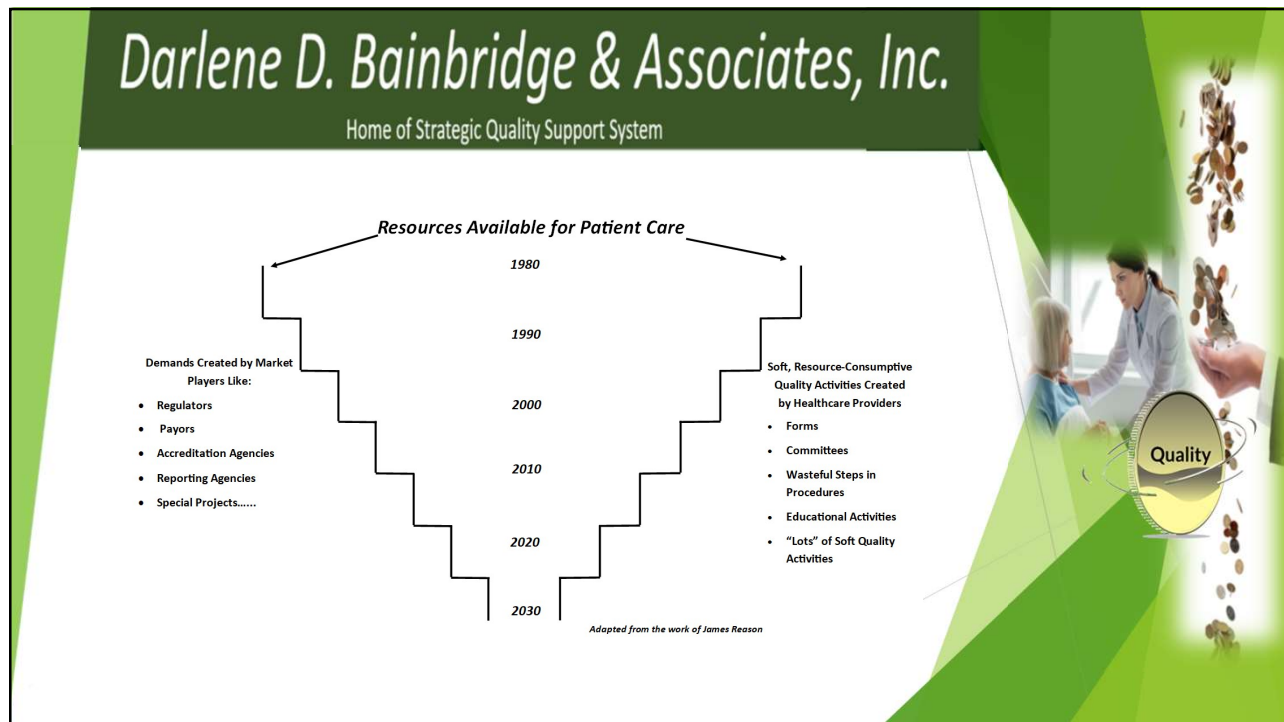
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**But for healthcare, it became an ugly game of “Tit-for-Tat”**

- Rules
- Regulations
- Reporting Requirements
- Accreditation Standards
- Billing & Payment Prerequisites
- .....to create the perception of helping

- Forms
- Committees
- Wasteful steps in procedures
- Educational activities
- More than a dozen other forms of soft quality activities
- ..... to create the perception of action

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**First Steps To Saving Healthcare:**

- 1. Finish our journey to a generative quality culture**
  - "what and why" not "who "
  - "control" not "compliance"
  - efficiency, effectiveness, and resilience
- 2. Use systematization to get business-wise**
- 3. Clean all the waste & busywork out of our buildings**
- 4. Run to embrace a "Just Culture"**
- 5. Start managing money and quality like they are two sides of the same coin**

**Quality**

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**1. Finish our journey to a generative quality culture....**

- “what and why” not “who
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Healthcare's Stall				
Resistant	Reactive	Bureaucratic	Proactive	Generative
<i>Compliance Cultures</i>			<i>Best Practice Cultures</i>	
			<i>“Control”</i>	
<b>Cultural Evolution of a Business Healthy Safety Culture</b> 				

*Robert Westrum & Philip Hudson*

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Bureaucratic Quality Model	Generative Quality Model
<ul style="list-style-type: none"> <li>• Passing surveys</li> <li>• Minimally satisfying regulations</li> <li>• Participation in little quality projects</li> <li>• Practicing a very costly type of passive/aggressive quality</li> <li>• Demonstrating compliance with process measures</li> <li>• Practicing "little" quality</li> </ul>	<ul style="list-style-type: none"> <li>• Being in control of today while always focused on tomorrow</li> <li>• Getting it right the first time</li> <li>• Doing everything in the most resource-wise ways possible</li> <li>• Protecting the patient/provider relationship</li> <li>• Demonstrating net gain outcomes</li> <li>• Practicing "big" quality</li> </ul>




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## Antibiotic Stewardship

### MRSA


- **\$1,700 to \$74,000 (\$29,000)**
- **7-13 days in longer stays**
- **84.4% increased risk of mortality**
- **50% increase in odds of readmission**
- **Exponential growth in costs to as much as \$300 billion or greater by 2050**



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**2. Use systematization to get business-wise....**




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**EHRs**

- **5.38% decline in operating margins**
  - Operational costs of \$1,500 a month per professional user
  - Downtime costs of \$25,000 per minute
  - Maintenance costs, upgrading infrastructure capacity, revenue cycle interruptions, legal and regulatory risks, hardware costs, cloud costs, niche software costs
  - Nursing and physician burnout – 1/3 of nurses and 74% of physicians



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**3. Clean all the waste & busywork out of our buildings....**



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- **Redundant documentation - nurses spend 35% of their time on documentation**
- **Redundant forms**
- **Aerial bombing of the workforce**
- **Wasteful steps in procedures**
- **Committees**
- **All the costs associated with, what in the business world, are referred to as the “costs of poor quality”**



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**The Cost of Poor Quality**

*Regulatory Issues*

*Managing to the "100"*

*Redundancy*

*Medical Errors*

*Inefficiency*

*Delayed Implementations*

*Decreased Productivity*

*Workforce Turnover*

*Cyclic Noncompliance*

*Net Loss Outcomes*

*Billing Losses*

*Redundant Adverse Events*

*Complaint Handling*

*Excessive Administrative Overhead*

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**What about activities like "defenses-in-depth"**

Frontline staff validate right patient and surgical site during pre-op prep

The surgical site to be operated on is marked

The surgical site is validated with patient five time before pre-op medications

Opposing non-operative site is marked with "Not Here"

Correct surgical site is verified during site preparation

"Time out" is taken once the team is ready to start

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## 4. Run to embrace a “Just Culture”

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### Cultural Continuum

<b>Hostile</b> Blocks activities of change at all costs	<b>Resistant</b> Openly verbalizes and acts in opposition	<b>Uncooperative</b> Needs constant encouragement and explanation to get cooperation; requires constant supervision; shortcuts become an accepted practice to survive	<b>Indifferent</b> Won't help, won't hurt, will follow the crowd	<b>Hesitant</b> Holds reservations, won't volunteer; can be encouraged; won't reach beyond status quo; avoids activities that are required but perceived to have no value or create busywork	<b>Compliant</b> Does the minimum required and subversively erodes standards by constantly testing the boundaries of activities that are added to the work environment	<b>Contributory</b> Provides appropriate support but won't lead or act independently; does what one is told	<b>Enthusiastic</b> Works hard to make it happen right the first time; will lead and act independently
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*Adapted from the work of Edgar Shein*

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**“Just Culture”**


- **“System” versus “Performance”**
- **Human Error vs At-Risk Behavior vs Reckless Behavior**



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**5. Start managing money and quality like they are two sides of the same coin....**



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Money  
Quality

Quality

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~~1:10:100~~ Rule  
\$1,000  
\$10,000  
\$100,000  
\$1,000,000 ...


Quality

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**In the middle of difficulty lies opportunity!**

Albert Einstein



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