

Quality and Value in Health Care

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President Emeritus and Senior Fellow
Institute for Healthcare Improvement*



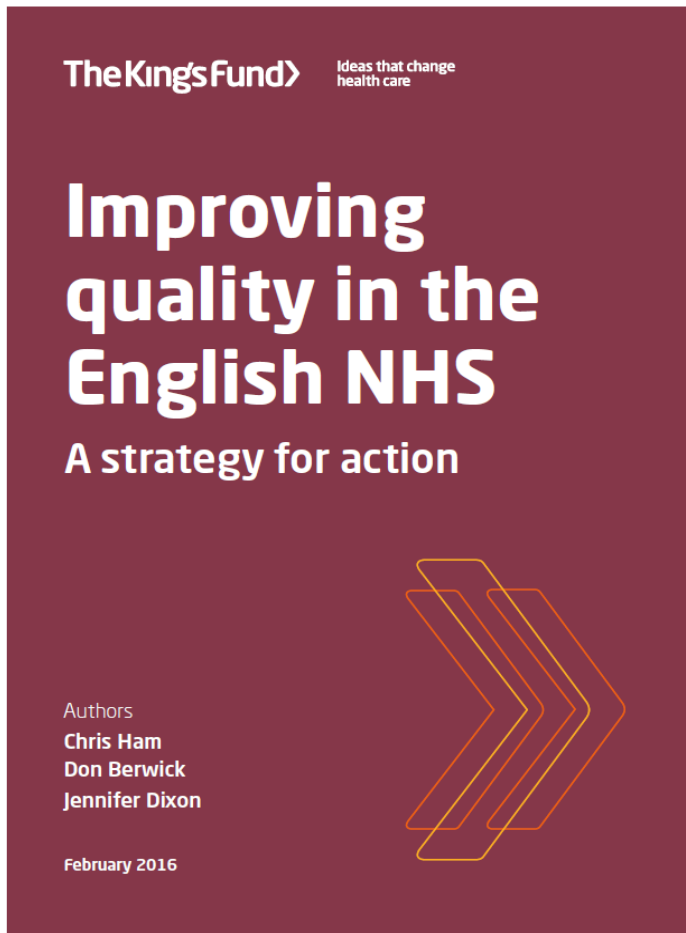
11 February 2016

Three Question

- What is happening?
- Why?
- What can we do about it?



Forthcoming from The King's Fund and The Health Foundation



AND

The Health Foundation is working with Professor Sheila Leatherman to recommend how the different parts of the NHS should work together to support and accelerate improvements in quality of care.

The report will be published in late spring or early summer.



What Is Happening?

- Conflict among stakeholders.
- Workforce demoralisation.
- Pressure on production.
- Performance in jeopardy.
- Negative public discourse.



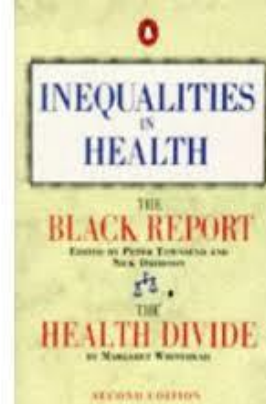
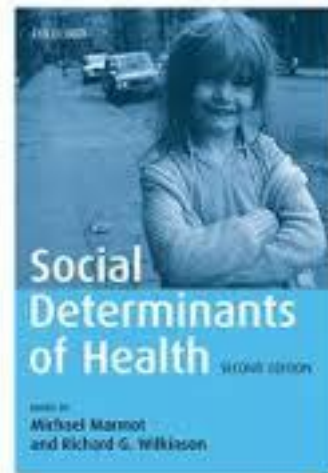
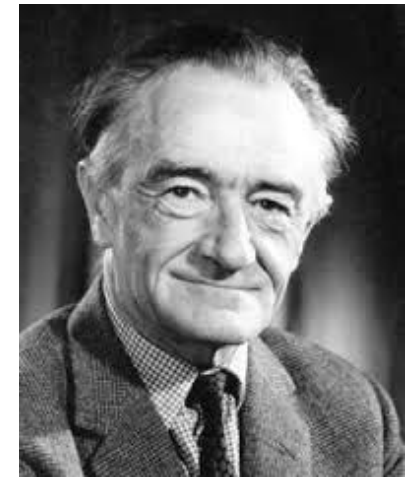
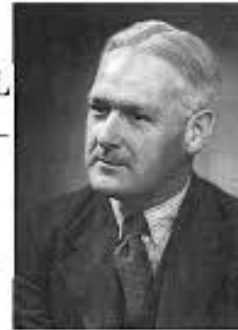
A Legacy of Giants



A Bradford-Hill and Causality. I
BRITISH MEDICAL JOURNAL
 LONDON SATURDAY SEPTEMBER 30 1960

SMOKING AND CARCINOMA OF THE LUNG
 PRELIMINARY REPORT
 BY
RICHARD DOLL, M.D., M.R.C.P.
Member of the National Research Council of the Medical Research Council
 AND
A. BRADFORD HILL, PH.D., D.Sc.
Professor of Medical Statistics, London School of Hygiene and Tropical Medicine; Statistician Director of the Statistical Research Unit of the Medical Research Council

... I have no wish, nor the skill to embark upon a philosophical discussion of the meaning of 'causation'



Pledges for a New Era

1. Reaffirm the founding charter.



Aneurin Bevan: July 5, 1948

Principles of the National Health Service:

- that it meet the needs of everyone
- that it be free at the point of delivery
- that it be based on clinical need, not ability to pay



NHS Constitution: March, 2011

1. The NHS provides a comprehensive service available to all.
2. Access to NHS services is based on clinical need, not an individual's ability to pay.
3. The NHS aspires to the highest standards of excellence and professionalism.
4. The NHS aspires to put patients at the heart of everything it does.
5. The NHS works across organisational boundaries and in partnership with other organisations in the interest of patients, local communities, and the wider population.
6. The NHS is committed to providing best value for taxpayers' money and the most effective, fair, and sustainable use of finite resources.
7. The NHS is accountable to the public, communities, and patients that it serves.

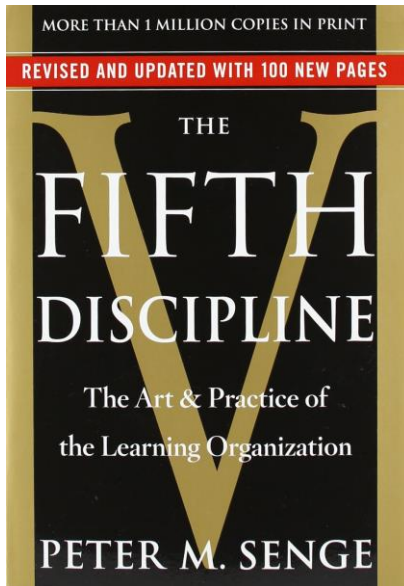


Pledges for a New Era

1. Reaffirm the founding charter.
2. Make quality the strategy.

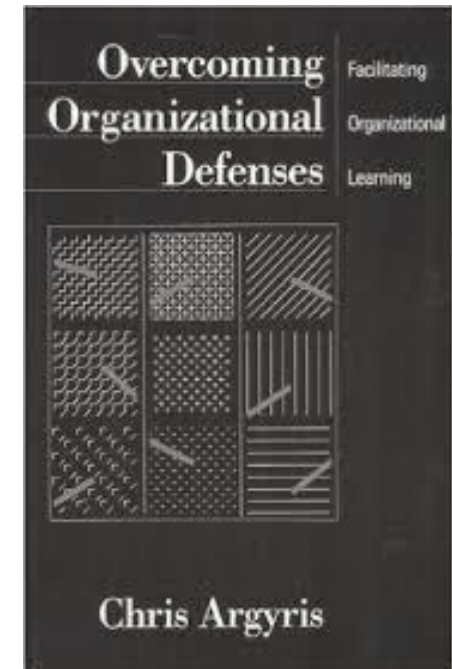
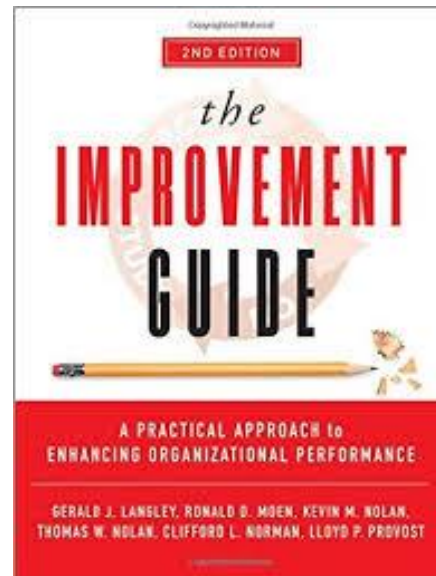


A Reading List for Leaders



Peter Senge:
The Fifth Discipline

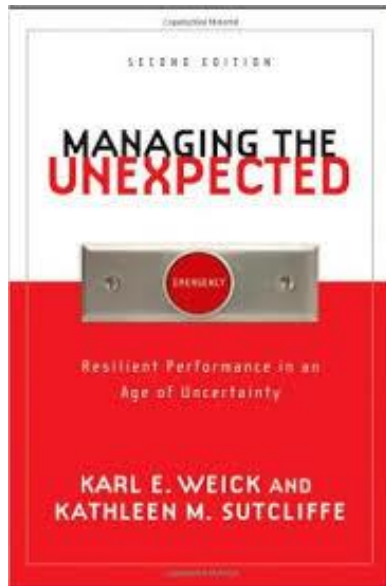
**Jerry Langley,
Tom Nolan, &
Kevin Nolan:**
The Improvement Guide



Chris Argyris:
Overcoming Organizational Defenses

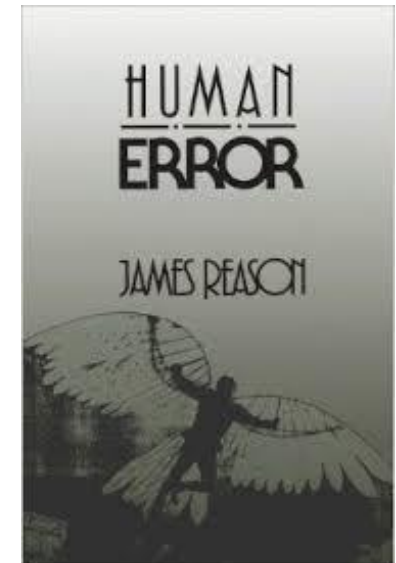
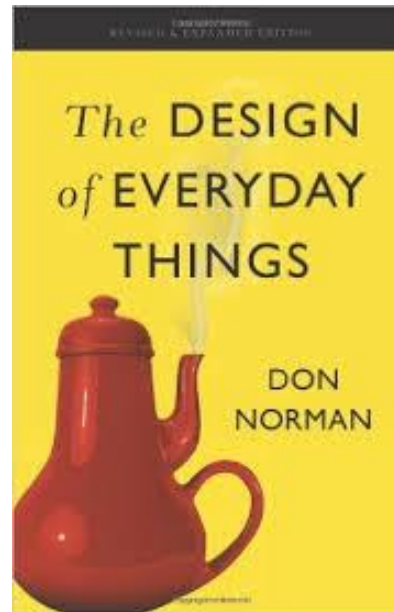


A Reading List for Leaders



**Karl Weick and
Kathleen Sutcliffe:**
*Managing the
Unexpected*

Don Norman:
*The Design of
Everyday Things*



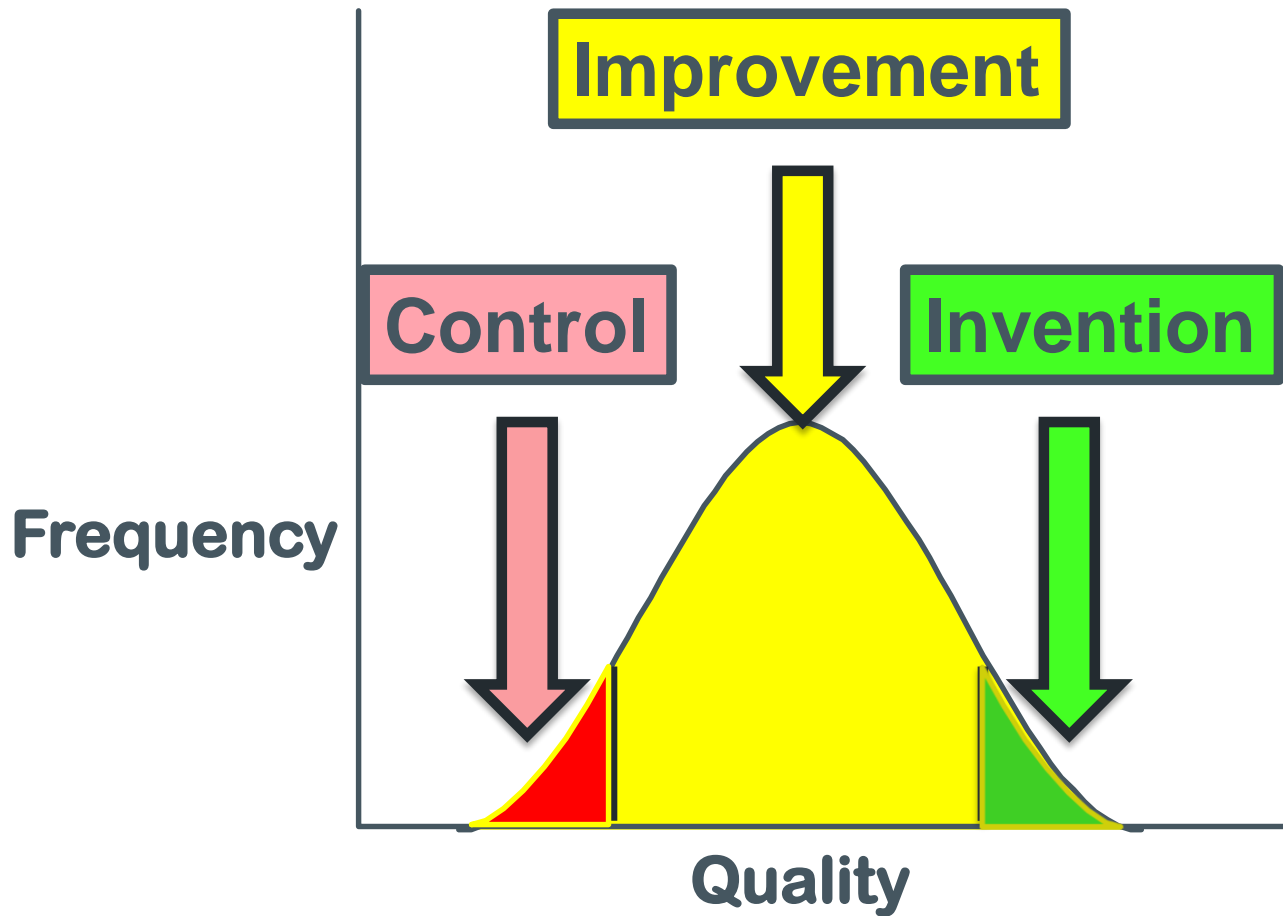
James Reason:
Human Error

Pledges for a New Era

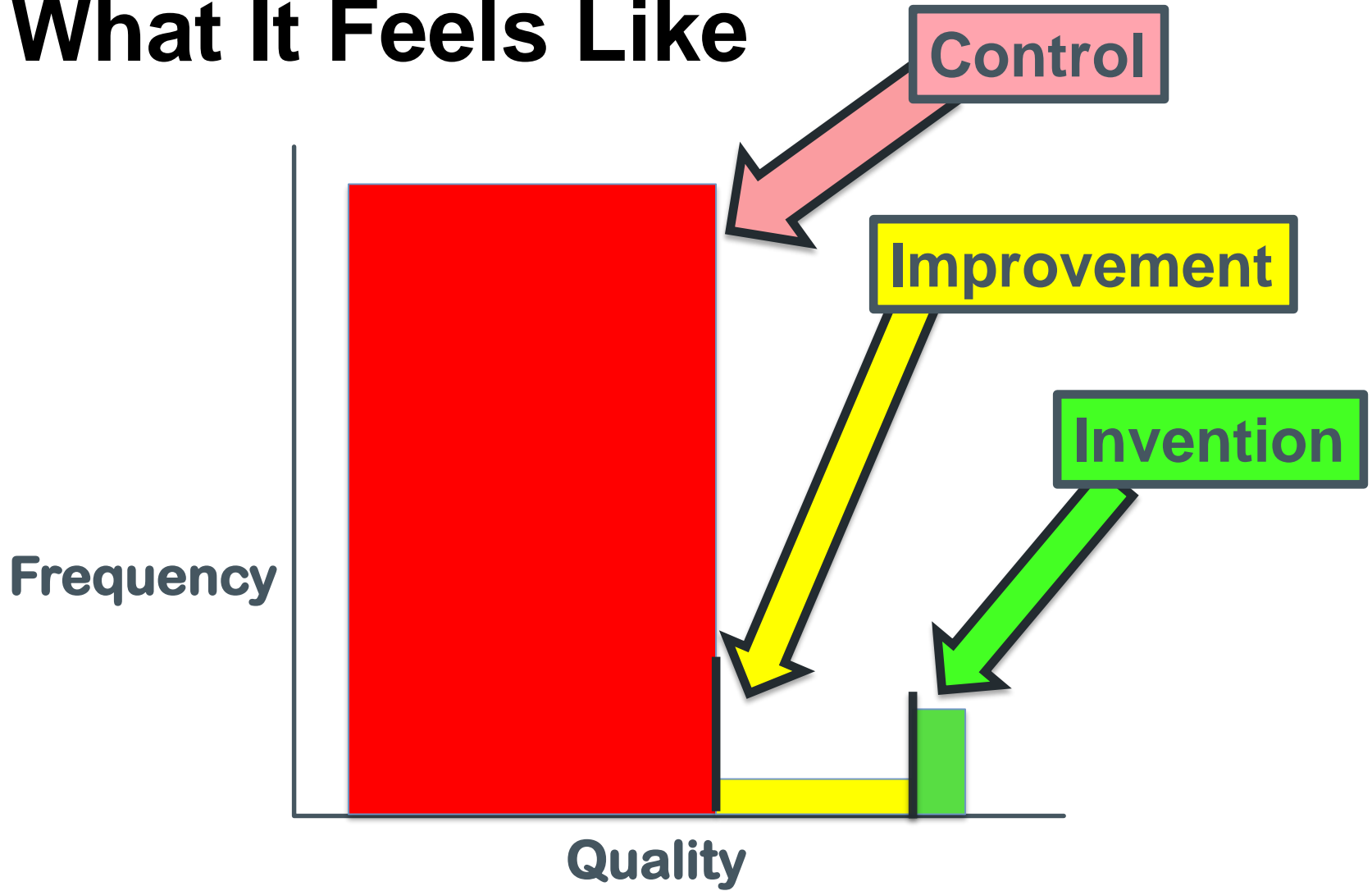
1. Reaffirm the founding charter.
2. Make quality the strategy.
3. Rebalance inspection and improvement.



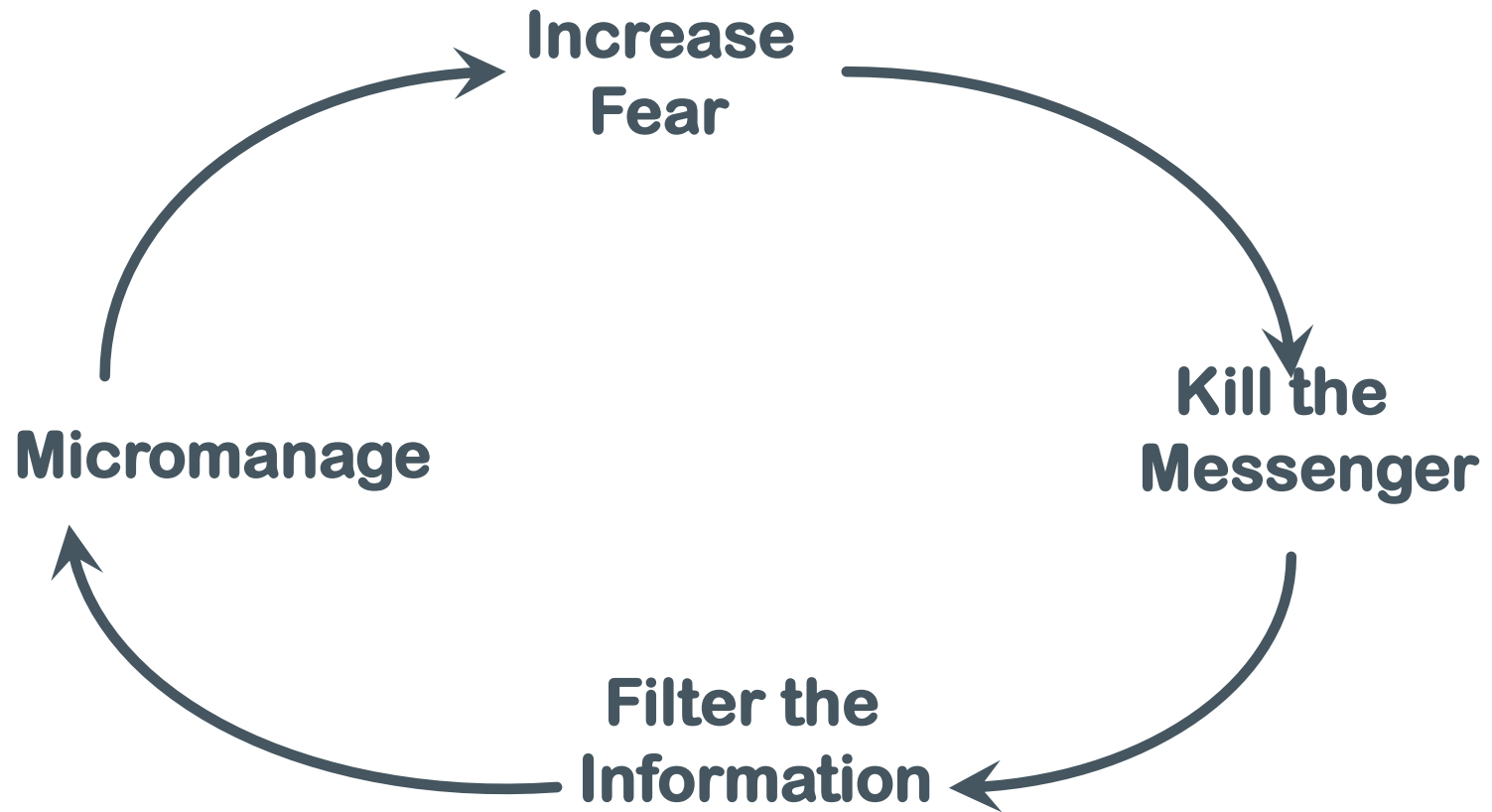
Three Populations: “The Trilogy”



What It Feels Like



The Cycle of Fear



Pledges for a New Era

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3. Rebalance inspection and improvement.
4. Place confidence in redesign.



Where We Are Headed....

From	To
Fragmented Payment	Unified Budgets
Hospital as the Center	Home as the Hub
Excellent Soloists	High Performing Teams
Moving People	Moving Knowledge
“What Is the Matter with You?”	“What Matters to You?”
A Sense of Scarcity	A Sense of Abundance

New Rules for Radical Redesign

- Change the Balance of Power
- Standardize What Makes Sense
- Customize to the Individual
- Promote Wellbeing
- Create Joy in Work
- Make It Easy
- Move Knowledge, Not People
- Collaborate/Cooperate
- Assume Abundance
- Return the Money



IHI Leadership Alliance



“PROJECT ECHO”



Design: Move Knowledge, Not People



IAP CLINIC PARTICIPATION SITES

“PROJECT ECHO”



**“PROJECT
ECHO”**

ECHO Treatment Outcomes: Equal to University Medical Center

Hepatitis C Outcome	ECHO	UNMH	P-value
	N=261	N=146	
Minority	68%	49%	P<0.01
SVR (Cure) Genotype 1	50%	46%	NS
SVR (Cure) Genotype 2/3	70%	71%	NS

SVR=sustained viral response

Arora S, Thornton K, Murata G. *New Eng J Med* 2011; 364:23

PEEK: Telemedicine at Scale



Design: Move Knowledge, Not People

peek
portable eye examination kit



A man in a white striped shirt is holding a smartphone displaying a logo. He is standing in a classroom with children. The background shows a window and other people.

Design: Assume Abundance









**PEEK: 10,000
Children Screened
per Week by
Teachers in Kenya**



Lemonaidhealth.com

HEALTHCARE. REFRESHINGLY SIMPLE.

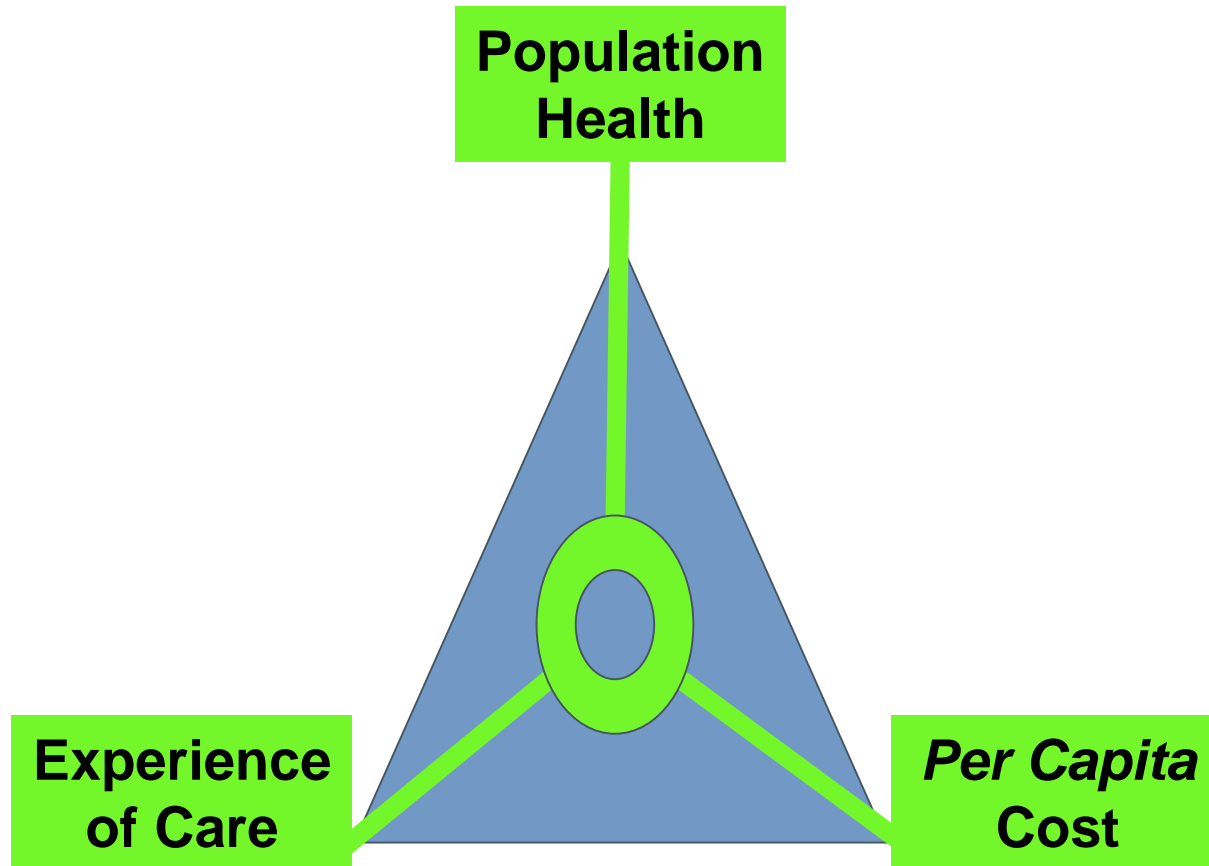
Get a doctor's prescription for \$15.

 <p>Acid Reflux</p> <p>start visit →</p>	 <p>Acne</p> <p>start visit →</p>	 <p>Birth Control Pills</p> <p>start visit →</p>	 <p>Erectile Dysfunction</p> <p>start visit →</p>
 <p>Flu</p> <p>start visit →</p>	 <p>Hair Loss</p> <p>start visit →</p>	 <p>Sinus Infection</p> <p>start visit →</p>	 <p>Urinary Tract Infection (UTI)</p> <p>start visit →</p>

Available in California, Michigan, New York, and Pennsylvania. Other states and services coming soon.



The Triple Aim



“The Daily Mile”



“Fit to play, fit to learn”



St Ninians Primary
School
Stirling
Scotland

Design: Focus on Well-Being

Ms Elaine Wyllie

wylliee48s@stirling.gov.uk



Pledges for a New Era

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4. Place confidence in redesign.
5. Do it together.



Dr. John Oldham



National Primary Care Development Team (PCDT)

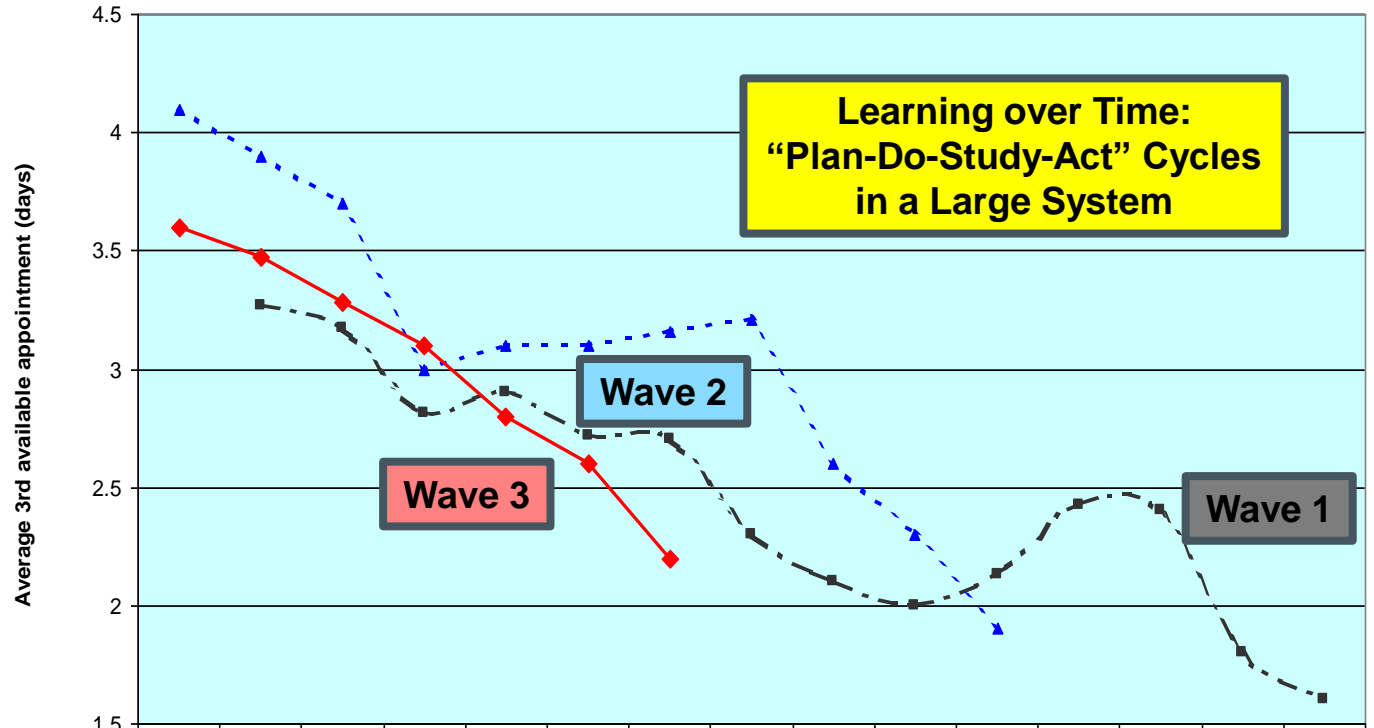
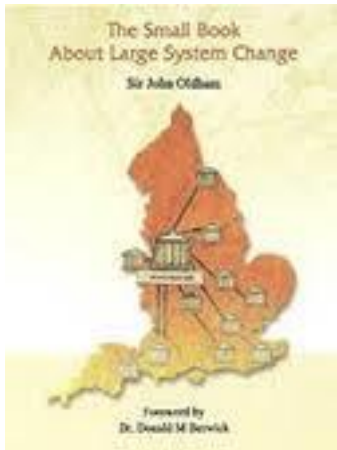
Development Team (NPDT) focus:

- Access to primary care
 - Care for patients with proven coronary heart disease
 - Access to routine secondary care services.
- 11 regional PCDT organizations
 - 1000 practices in the UK covered 7 million patients
 - Reduced waiting times for >32 million patients
 - The largest improvement program in the world, 2002





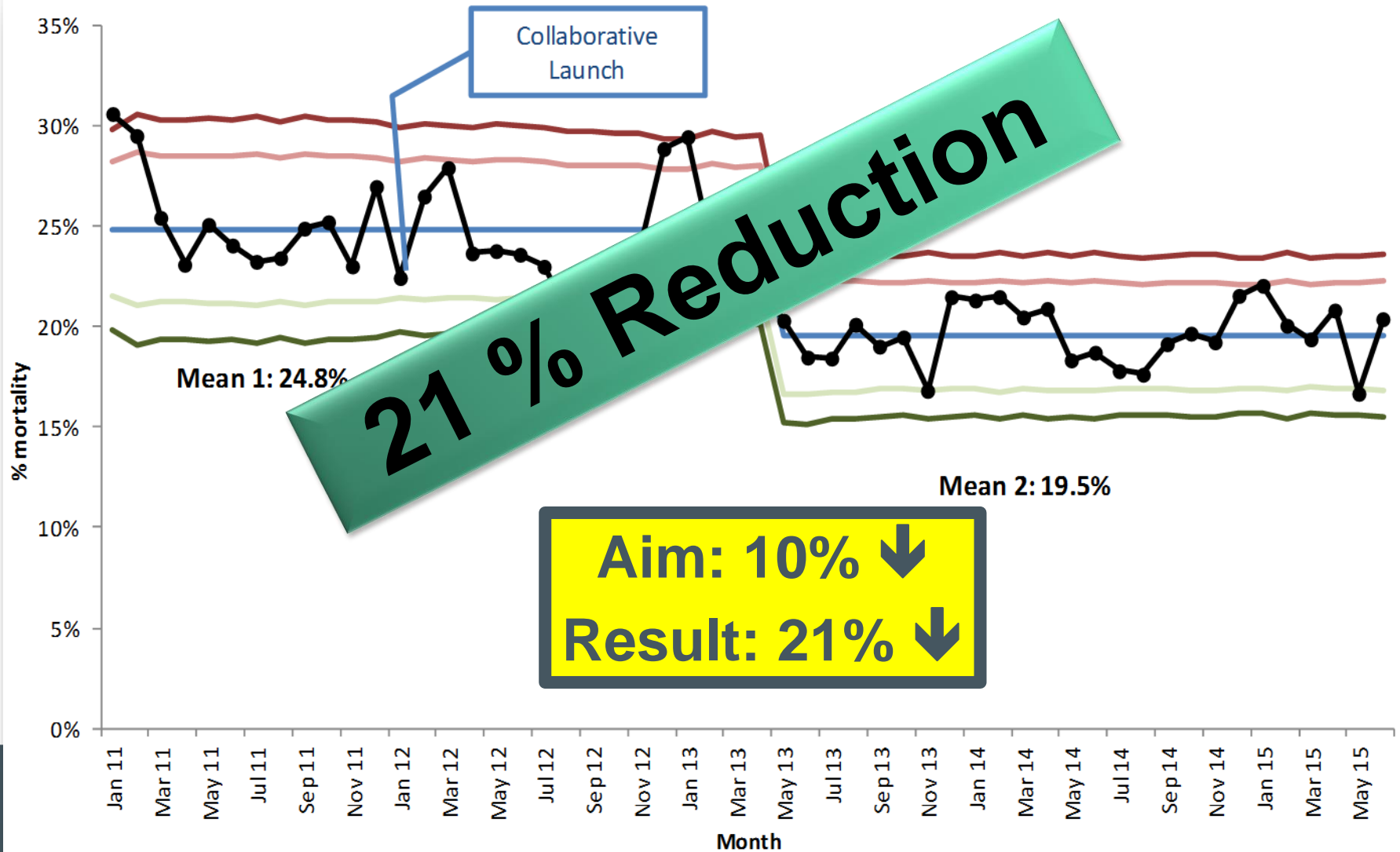
The National Primary Care Collaborative GP 3rd Available Appointment Trends First, Second and Third Wave practices



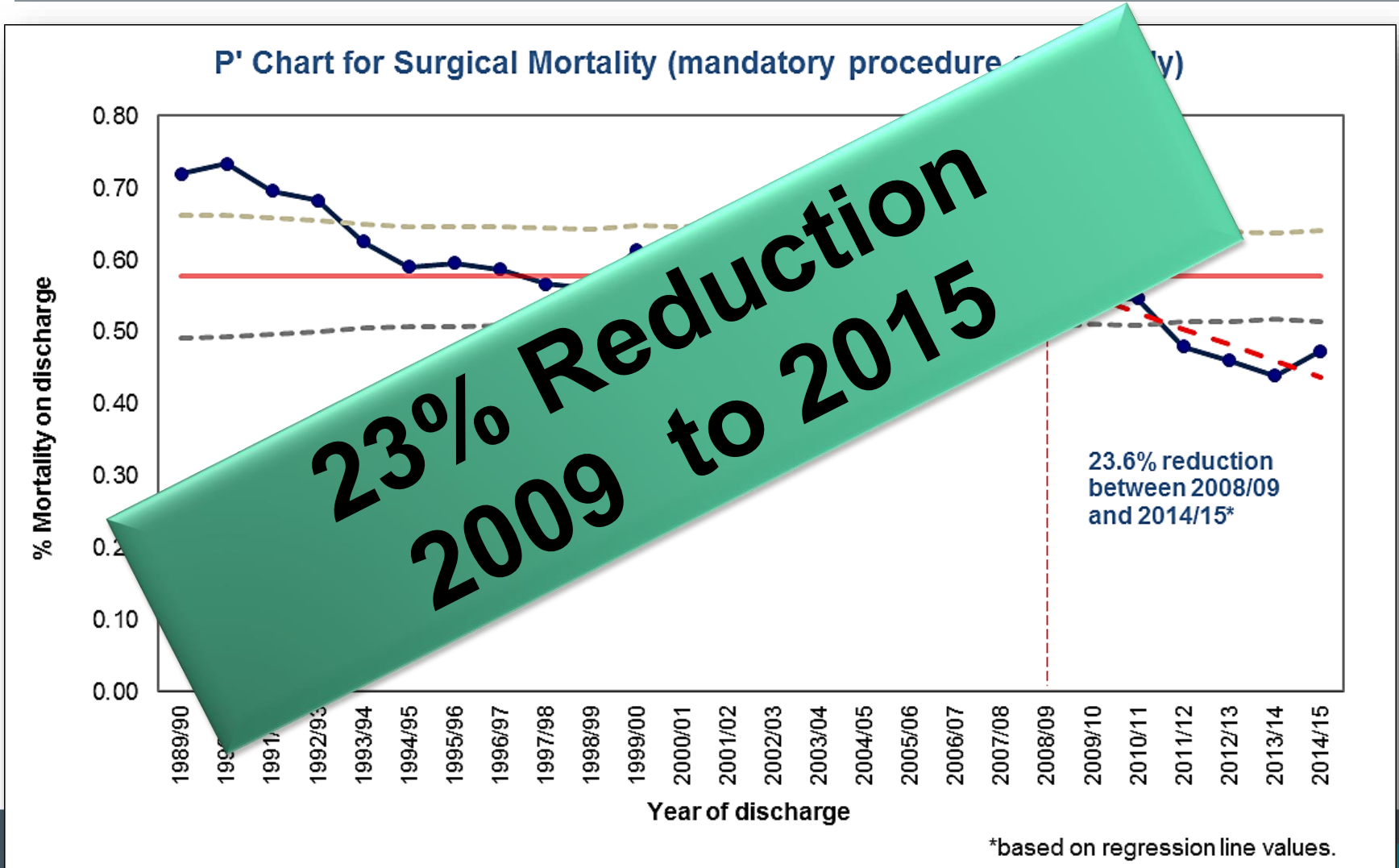
	Baseline	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14
—■— First wave practices		3.3	3.2	2.8	2.9	2.7	2.7	2.3	2.1	2.0	2.1	2.4	2.4	1.8	1.6
-▲- Second wave practices	4.1	3.9	3.7	3.0	3.1	3.1	3.2	3.2	2.6	2.3	1.9				
—◆— Third wave practices	3.6	3.5	3.3	3.1	2.8	2.6	2.2								

GP Access % Improvement
 Wave 1 - 50.38% over 14 months of reporting
 Wave 2 - 52.23% over 10 months of reporting
 Wave 3 - 35.85% over 6 months of reporting

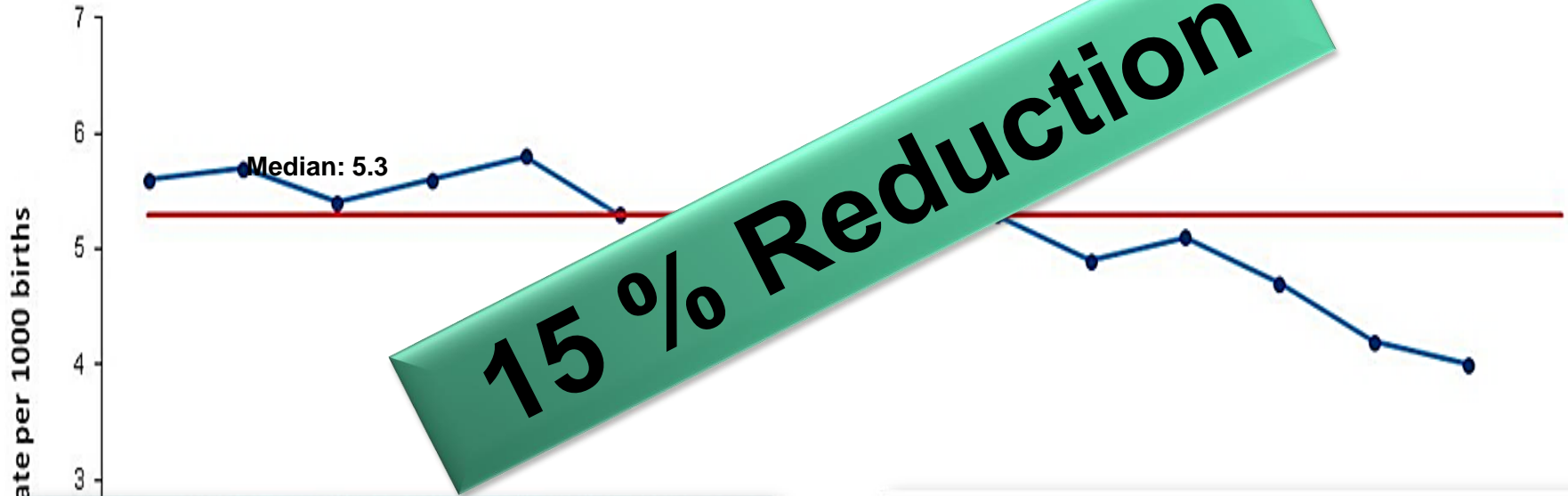
% 30 day Sepsis Mortality



NHS Scotland Surgical Mortality



Scottish Stillbirth Rate (per 1000 births) 2000 - 2014



2007



Pledges for a New Era

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4. Place confidence in redesign.
5. Do it together.
6. Honor the workforce.



W. Edwards Deming

“Management’s overall aim should be to create a system in which everybody may take joy in his work.”

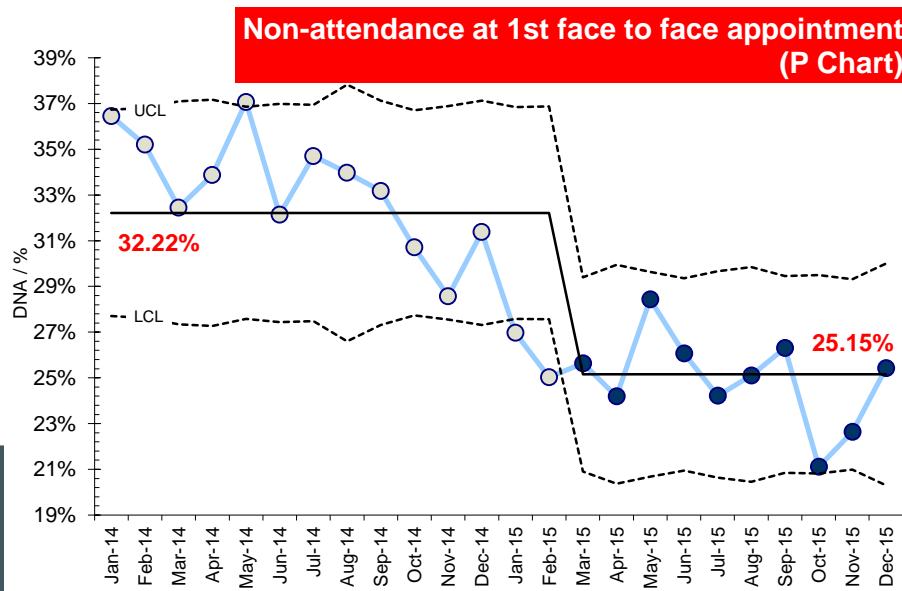
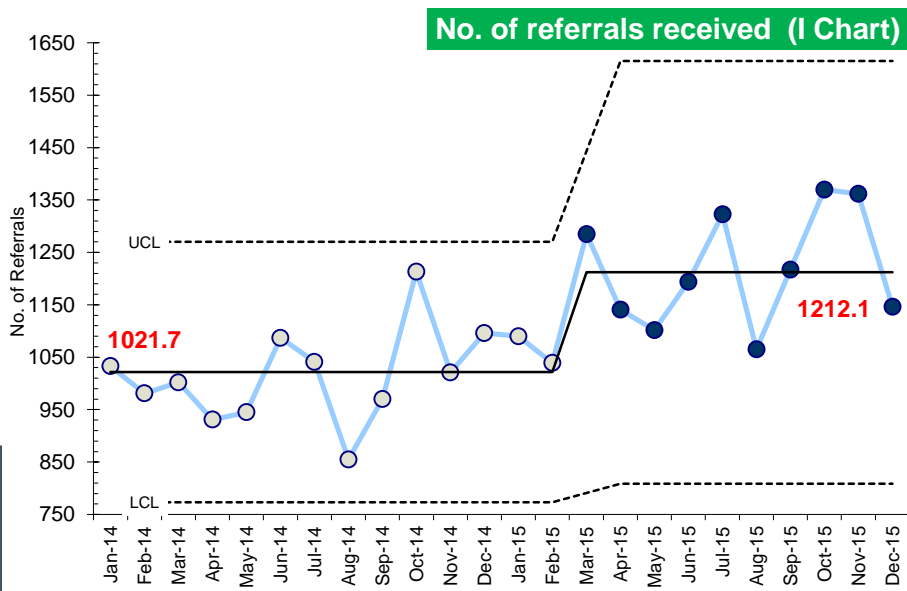
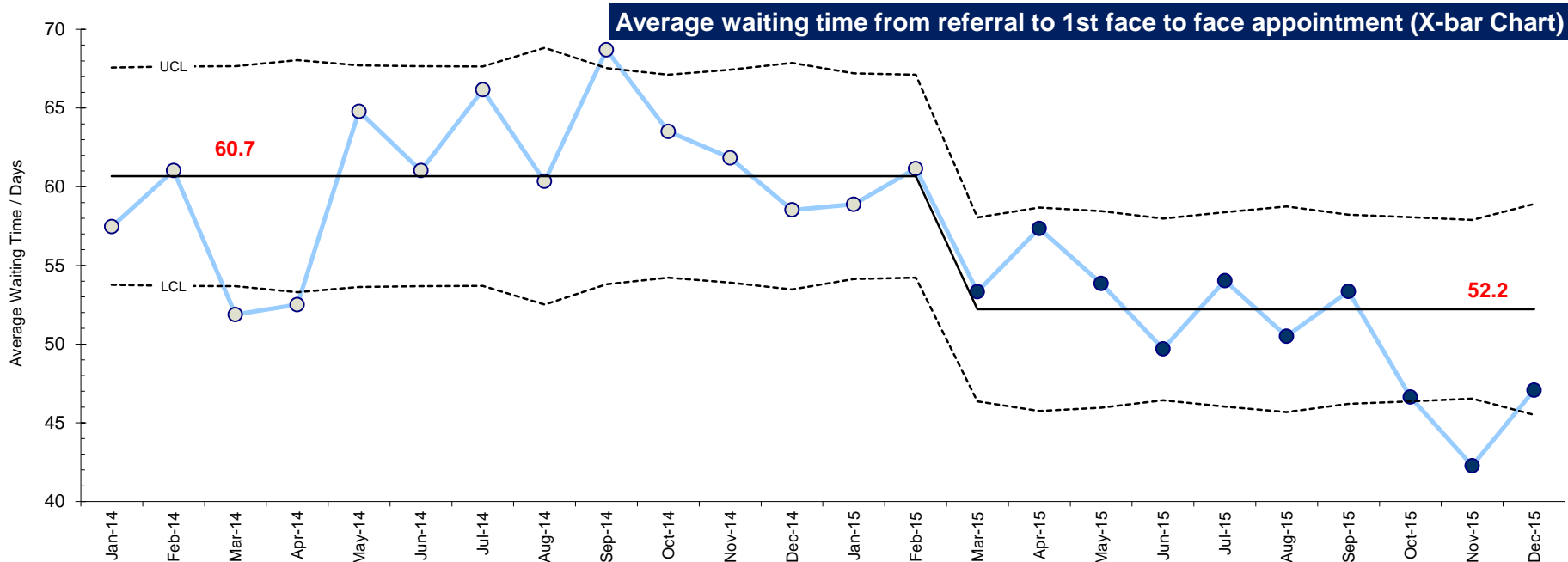


Maureen Bisognano

“You can’t give what you don’t have.”

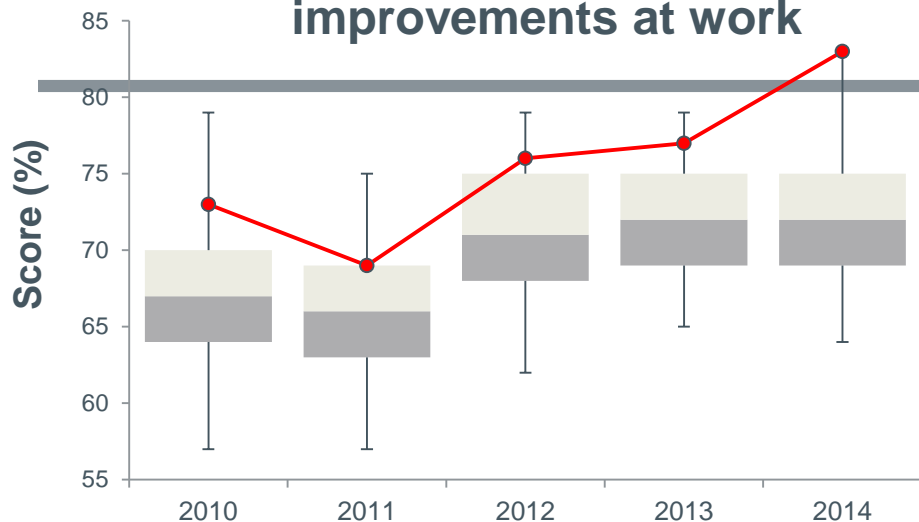


Improving Access to Community Mental Health, Psychology, and Community Health Services: East London Foundation Trust

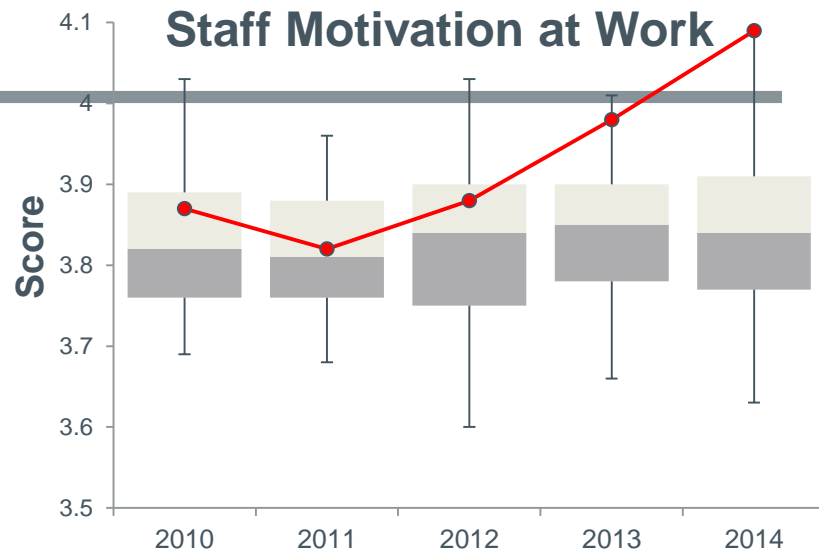


Staff Experience and Engagement: East London Foundation Trust

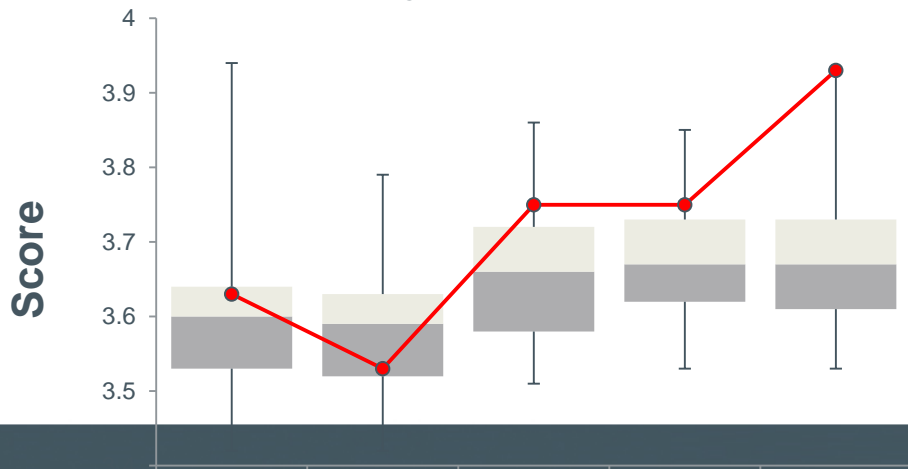
Staff able to contribute towards improvements at work



Staff Motivation at Work



Staff job satisfaction



Staff Survey - Overall Engagement Score



Scoring of Management

Their Immediate Physician Supervisor

To what extent do you agree or disagree with each of the following statements about (name of immediate supervisor)?

Holds career development conversations with me^a

Inspires me to do my best^a

Empowers me to do my job^a

Is interested in my opinion^a

Encourages employees to suggest ideas for improvement^a

Treats me with respect and dignity^a

Provides helpful feedback and coaching on my performance^a

Recognizes me for a job well done^a

Keeps me informed about changes taking place at Mayo Clinic^a

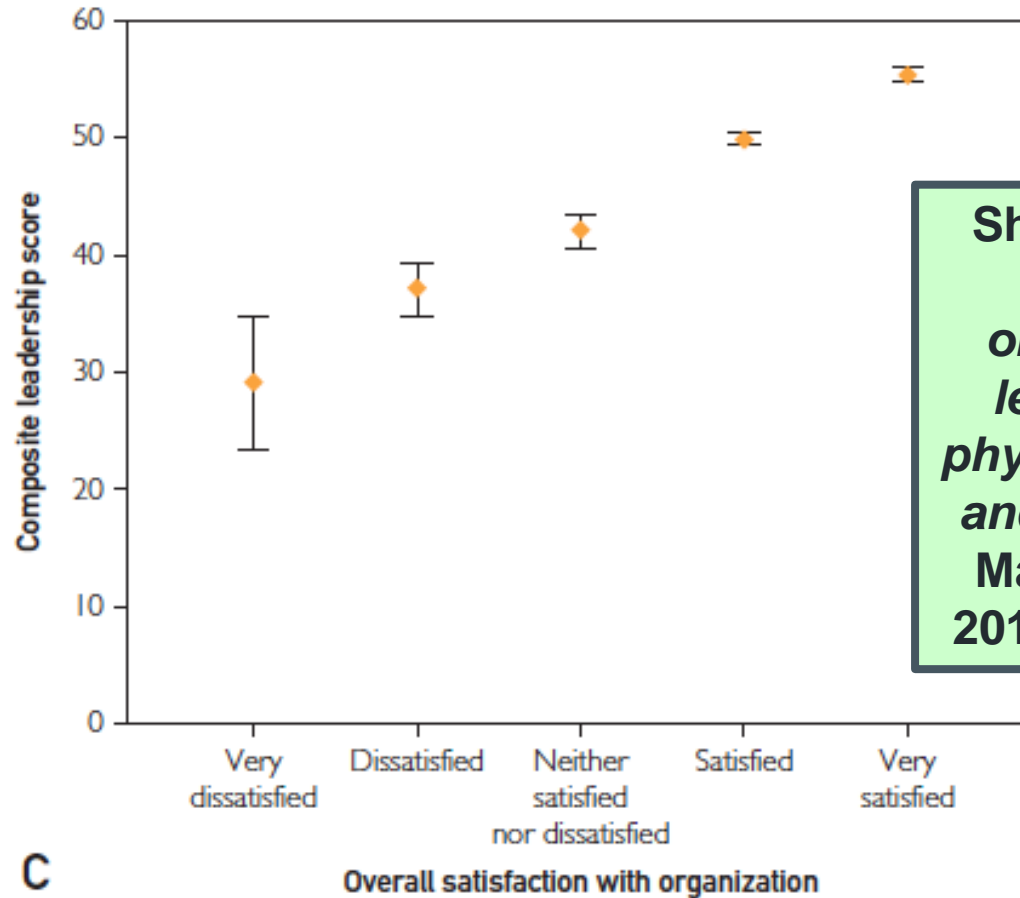
Encourages me to develop my talents and skills^a

I would recommend working for (name of immediate supervisor)^a

Shanafelt, et al.
***Impact of
organizational
leadership on
physician burnout
and satisfaction.***
Mayo Clin Proc
2015. 90:432-440.



Leadership Score vs. Satisfaction



Shanafelt, et al.
*Impact of
organizational
leadership on
physician burnout
and satisfaction.*
Mayo Clin Proc
2015. 90:432-440.

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Pledges for a New Era

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2. Make quality the strategy.
3. Rebalance inspection and improvement.
4. Place confidence in redesign.
5. Do it together.
6. Honor the workforce.
7. Embrace voice and power for patients, carers, and communities.



Co-Design and Co-Production

Batalden M, Batalden P, Margolis P, Seid M, Armstrong G, Opiari-Arrigan L, Hartung H. Coproduction of health care service. *BMJ Qual Saf* 2015; 0:1-9.

Healthcare is not a product manufactured by the healthcare system, but rather a service, which is cocreated by healthcare professionals in relationship with one another and with people seeking help to restore or maintain health for themselves and their families.



Design: Change the Balance of Power

Introducing Christian

- Ryhov Hospital, Jönköping, Sweden had traditional hemodialysis and peritoneal dialysis center.
- In 2005, a patient, Christian, asked about doing it himself
- Today, 75% of Ryhov dialysis patients use self-dialysis..



Self-Dialysis Results

- Costs reduced 50%
- Complications dramatically reduced
- Measuring success by “number of patients working”



Some Requests... Please...

- **Government:** Honestly monitor the effects of austerity. Rebalance: Far less reliance on “inspection.” Far more investment in “improvement”.
- **Executives & Managers:** Master improvement as a strategy for the Triple Aim. Focus on pride and joy in the workforce.
- **Clinicians and Royal Colleges:** Reduce claims of prerogative. Embrace the Triple Aim, and master improvement as the strategy for pursuing it.
- **Junior Clinicians:** You are our best hope. Keep the faith. Become the leaders you can be in redesign.
- **Public:** Resist the negativity. Be bold about what you want. Help to achieve it.
- **Media:** Accept responsibility for helping optimism thrive.



Thanks... And I Wish You Well!

**"It will last as long as
there are folk left
with the faith
to fight for it"**

**Aneurin Bevan MP
on the NHS**

