Continuous Improvement at the Cleveland Clinic: Managing our Ascent to the Summit and Beyond

Tim Pettry
Senior Specialist – Business Management Practices
Cleveland Clinic
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Mid-Atlantic Lean Conference
November 14, 2012
Tim Pettry, MBA, LBC
Senior Specialist - Business Management Practices
Cleveland Clinic

Manager, National Office
Client Services Department
1985 - 1990

Lead Examiner, Board of Examiners
1996 - Present

Lead Assessor
2009 - Present

Lean Instructor and Advisor
2005 - Present

• Project Manager, PMO
• Continuous Improvement Embed
Neurological Institute
• Senior Specialist - BMP
2008 - Present

Manager, Training & Organizational Development,
Cleveland Mfg. Site
1990 - 2008

Healthcare Value
Leaders Network
Assessment Team Member
Lead Assessor
2009 - Present

Oversight and
Appeals Committee
Member, Former Chairman
2006 – Present

Ford Production System
Coach - Powertrain Division.
Manager, Training & Organizational Development,
Cleveland Mfg. Site
1990 - 2008

AME / ASQ / Shingo Prize / SME
Lean Certification

Cleveland Clinic

Ernst & Young
Quality In Everything We Do
Manager, National Office
Client Services Department
1985 - 1990
Main Campus:
- 27 Institutes
- 180 acres, 50 buildings
- Hospital, Outpatient Clinic, Children’s Hospital
- Cancer, Eye, Heart, Urologic Care buildings
- Research Institute with supporting labs and facilities
- Education Institute
Cleveland Clinic Health System, Northeast, Ohio
Market - 2.8 Million
9 Community Hospitals
14 Family Health Centers
Cleveland Clinic – Beyond NE, Ohio

- Lou Ruvo Center, Las Vegas, NV
- Cleveland Clinic Florida, Weston, FL
- Cleveland Clinic Canada, Toronto
- Cleveland Clinic Abu Dhabi, UAE
Cleveland Clinic - Integration

Critical Care Transport Team
Cleveland Clinic (CC)

• **Our Mission:** To provide better care of the sick, investigation into their problems, and further education of those who serve.

• **Our Vision:** Striving to become the world leader in
  - Patient experience
  - Clinical outcomes
  - Research
  - Education
Cleveland Clinic – Patient Care

- #4 Hospital in US (USN&WR)
- Heart & Vascular Institute - #1 in Cardiac Care – 18 consecutive years.
- Urology and Nephrology - #1 in 2012
- >1,300 beds
- Total Clinical Visits: 4.6 million
- Admissions: 160,405
- Surgical Cases: 187,905
- Emergency Visits: 463,426
Healthcare Industry
• Reduced Reimbursement
• Bundled Payments
• Value vs Volume
• Consumerism / Competition
• Access

Health Insurance Exchanges:
To make health insurance more accessible, more affordable and easier to purchase for small businesses and individuals.

"Pay Doctors for Value, Not Volume," Urges National Health Care Quality Coalition
A new report from the Network for Regional Healthcare Improvement (NRHI) recommends major reforms in the way primary care physicians are paid.

Making Reimbursement Work In a Post-Healthcare Reform World | OneMedPlace
Written by vanderson on Jun 24, 2010

Health Insurance Exchanges: To make health insurance more accessible, more affordable and easier to purchase for small businesses and individuals.
Focus on Health Care not Sick Care

- Re-organized into 27 Institutes (value streams) in 2007.
- Smoking cessation program
- Eliminated high-fructose corn syrup
- Weight watchers and Curves
- Shape-up and go wellness programs
- Reduced healthcare premiums if enrolled in wellness programs for high risk diagnosis
CI Methodology

Set Goals → Review Performance → Improve → Reward / Recognize

Culture to Sustain

• Scorecards/Dashboards
• Business Plans
• Productivity Stds

• Business Reviews
• Productivity Reports

• Project Mgt
• Problem Solving
• Productivity Mgt
• Solutions
• IDEAS

• Recognition
• Solutions

Repeatable Cycle to Manage Performance to Goals
We Believed

CI / Project Mgt
*Impacting*
RESULTS

Culture to Sustain???

Adapted from The Shingo Prize For Operational Excellence
## Historical CI Financial Benefit

### Multiple (Benefit/Cost)

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>*2008</th>
<th>2009</th>
<th>2010</th>
<th>2011 Est.</th>
<th>Total</th>
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<tbody>
<tr>
<td>Multiple (Benefit/Cost)</td>
<td>3.07</td>
<td>2.61</td>
<td>3.47</td>
<td>1.81</td>
<td>1.88</td>
<td>2.55</td>
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</table>

*Note: 2008 CI authorized to add 9 unbudgeted FTE. Result is impact less than 3X.*
Pilot – Embed & CI Journey
Turning Point – Lessons Learned

- Sponsors and advocacy
- Time
- Acceptance
- Other Systems
Lessons Learned

Sponsors and Advocacy

- CEO Necessary / Not Sufficient
- WIIFM
  - Patient
  - Time
  - Meet personal needs first
  - Prove it!
- Coach relentlessly (relationships)
- Cell by cell
Lessons Learned

1. Reserve Time
   - Plan 30 Days Out

2. Create Time
   - Eliminate NVA Activity

3. Sponsors

Model Area Support Staff Time Study  Hrs/month

<table>
<thead>
<tr>
<th>Value Added Level (Low, Med, High)</th>
<th>Task</th>
<th>Manager</th>
<th>Coordinator</th>
<th>Front Line Technologist</th>
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<tbody>
<tr>
<td>Low</td>
<td>Tech responsibilities</td>
<td>24</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>Troubleshooting</td>
<td>24</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>Meetings</td>
<td>39</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>Meetings</td>
<td>39</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>CI</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>CI</td>
<td>0</td>
<td>0</td>
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</tbody>
</table>

Totals

<table>
<thead>
<tr>
<th>Clinical</th>
<th>Admin</th>
<th>Test Devel</th>
<th>CI</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Med</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>High</td>
<td>Medium</td>
<td>Med</td>
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<tr>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Med</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Med</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL REQUIRED 176 175 176
TOTAL AVAILABLE 173 173 173
TOTAL REMAINING -3 -1 -3

* All values are time in hours per month
Lessons Learned
Acceptance – Align to Business Needs

Tools Lead
- Lean
- FasTrac
- Project Mgt
- Business Review

Business Impact Lead
- Increase Patient Access
- Create Value
  - Cost ↓
  - Quality ↑
- Save Space
Lessons Learned

Performance Systems
- Measures / Processes
- Standards / Problem solving
- Technology

Management Systems
- Organization Structure
- Accountability
- Performance and Talent Mgt

People Systems
- Skill sets and behaviors
- Leadership
- Training

Other Systems

IMPACT
Next Steps
towards reaching the Summit
Focusing on the Future
Executing to Meet our Goals

- Better
- Lower Cost
- Growth
- Faster
The Future is Now!

Generation 1

Milestone

Generation 2

Milestone

Generation 3

Pilots

Pilots
Future focus

Gen 2
- Embeds
- Service Line Performance Management
- Competency development
  - Local skills
  - Every body, every day!

Pilots
- Value Streams
- Growth – Provider Network
  - The Provider Network’s goal will be to create an integrated system of care through a virtual network linked by the highest possible quality standards.

Assessments
- Shingo-based assessment process
CI Dept – Organization Structure

Lisa Yerian, MD

Darryl Greene

CI Capability
Embed Team

Program
Management
Office

Productivity
Management

Business
Management
Practices

Depth (Embed)

Breadth (Central)
Pilot CI to Support Care Paths

Grow Local CI Skills

- Home
- Fitness Center
- Pharmacy
- Physician Clinics
- Diagnostic / Imaging Center
- Urgent Care
- Family Health Center
- Skilled Nursing Facility
- Outpatient Rehab
- Inpatient Rehab
- Hospital
- Home Care
Pilot CI to Support Bundled Payments

- Pre-Admit
  - Lab
  - Radiology
  - Vis, PCP
  - Vis, Ortho
  - Pre-Admit

- IP Stay
  - Lab
  - PT
  - Radiology
  - Vis, Ortho
  - Rx
  - Other
  - IP Stay

- IP Recovery
  - Lab
  - PT
  - Vis, Ortho
  - Rx
  - Other
  - IP Recovery

- Recovery
  - PT
  - Rx
  - Vis, PCP
  - Recovery

Total Paid Costs (000)

Days

Pre-Window

Post-Window
Competency Development

• Past focus
  - Hiring CI Skills
  - Teaching Project Management Skills
  - Implementation of tools

• Future focus
  - Developing CI skills within CI
  - Developing CI mindset within everyone else
  - Overview training to teach the CI Process
  - Principles, Systems, Tools assessment process
  - Specific tools training when pulled
Assessing our Progress

- Developing our Assessment process → 2012
  - Principles, systems, tools
  - Behavior-based + Results

- Enlisting “Sherpas” to help guide our way
  - Healthcare Value Network Assessment team -- 2009
  - Joined Healthcare Value Network – 2011
  - Shingo 101 training, Akron Children’s Hospital – 2012
  - Cleveland Clinic Experience
  - Looking to pilot the Model in key areas
Every organization also deserves world class care.

1. Identify Guiding Principles
2. Check Vital Signs
3. Conduct a “History and Physical”
4. Diagnosis
5. Plan of Care
6. Follow-up appointments
The Organization as “Patient”

1. Set goals

Principles

Mission
- To provide better care of the sick, investigation into their problems, and further education of those who serve.

Vision
- Striving to be the world’s leader in patient experience, clinical outcomes, research and education

Values
- Quality, Innovation, Teamwork, Service, Integrity, Compassion

Expected Service Behaviors

- Introduce self and role
- Acknowledge the other person
  Use 10/4 Rule: At 10 feet away – make eye contact and smile. At 4 feet away – maintain eye contact and greet warmly.
- Use person’s preferred name and greet warmly
- Clearly communicate expectations
  For example, “I am here to...”
- Offer to resolve concerns or forward to appropriate person
- Use active listening
  Pay full attention to the person speaking; reword the message to ensure understanding.
- Show empathy
  Put yourself in the other’s place.
- Use common courtesy
  Saying please and thank you, opening doors for others as needed.
- Offer to help
  Anticipate needs and offer assistance without being asked.
The Organization as “Patient”

2. Measure Vital Signs
   - Quality
   - Patient and Employee Safety
   - Patient Experience
   - Access
   - Financials
   - Employee Engagement
The Organization as “Patient”

3. Conduct a “History and Physical” (Organizational Assessment)
   - What have you done and how is it working?
   - Do you have a strategic planning process in place and is it working?
   - Do your operational processes run smoothly?
   - Are they aligned with your goals?
   - Are Caregivers roles and responsibilities clearly identified and defined?
   - Are expected behaviors understood and followed?
4. Diagnosis

- Do you have a method for identifying the symptoms of problems (pain/illness) within your organization?
- Do you have a process for diagnosing the cause of the problem?
- Are your systems aligned to support your Guiding Principles and drive the appropriate behaviors?
The Organization as “Patient”

5. Plan of Care (CI Plan)
- Do you have a process for creating plans to address the cause of a problem once it is correctly diagnosed? (A plan of care – MWI’s, Projects)
- How do you know that the changes you make are having the desired impact on your metrics?
6. Follow-up appointments
   • Monthly Business reviews
   • Weekly staff meetings
   • Daily management system – Huddle Boards
   • Annual update of CI plans as part of strategic planning and operational implementation.
The Organization as “Patient”

7. Celebrate Success

[Image of an appreciation award]
Learn More

Continuous Improvement in Healthcare:
A Roadmap for Transformation

November 12 – 13, 2012
InterContinental Hotel and
Bank of America Conference Center
Cleveland, Ohio

Featured Speakers
- Cleveland Clinic (10)
- Shingo Bronze Medal Recipient – Denver Health
- Malcolm Baldrige Award Recipient – Henry Ford Health System
- Healthcare Value Network Members
  - Christie Clinic
  - Parkview Health
  - Akron Children’s Hospital

Optional 2nd Day Gemba visits
- Choose 3 of 6 locations
  - Heart and Vascular Institute
  - Distribution Center
  - Emergency Department
  - New Lab Building
  - In-patient nursing floors – Patient Responsiveness
  - Cleveland Clinic Experience

Learn More
www.ccfcme.org/1CISummit12

Registration Now Open
Cleveland Clinic

Every life deserves world class care.
Question & Answer

Please fill out your session feedback and leave it at the back of the room!

This Session Is: 01-02-04 Pettry

Are you a future presenter?

Contact Jeff Fuchs, jfuchs@choosemaryland.org

About presenting at next year’s Mid-Atlantic Lean Conference.