


**HENRY FORD HEALTH SYSTEM**

**Category 4**  
**Measurement, Analysis, and**  
**Knowledge Management**

**April 16, 2012**

**Julia Swanson**  
**Director, HFHS Analytics**



**Panelists**

Jim Connelly	EVP, Chief Financial Officer <a href="mailto:jconnel1@hfhs.org">jconnel1@hfhs.org</a>
Susan Hawkins	SVP, Performance Excellence <a href="mailto:shawkin1@hfhs.org">shawkin1@hfhs.org</a>
Carole Pritchard	Director, Program and Contract Mgmt, Information Technology <a href="mailto:cpritch1@hfhs.org">cpritch1@hfhs.org</a>
Julia Swanson	Director, HFHS Analytics <a href="mailto:jswanso1@hfhs.org">jswanso1@hfhs.org</a>



## Integration Across 9 Business Units

- 4 acute care hospitals
  - Henry Ford Hospital staffed by Henry Ford Medical Group
  - 3 Community hospitals supported by both employed and private practitioners
- Henry Ford Medical Group
- Henry Ford Physician Network
- Community Care Services
- Behavioral Health Services
- Health Alliance Plan



## “The Henry Ford Experience”: 7 Pillars of Performance

**Mission** To improve people's lives through excellence in the science and art of health care and healing.

**Vision** Transforming lives and communities through health and wellness – one person at a time.



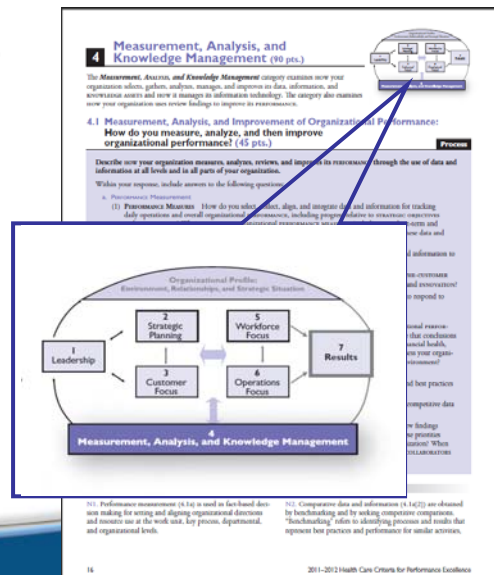
**System Values** Respect for people    High Performance    Learning & Continuous Improvement    Social Conscience    Each Patient First

**Core Competencies** Innovation    Care Coordination    Collaboration

**Organizational Framework** Leadership    Strategic Planning    Patient/ Customer Focus    Performance & Knowledge Management    Staff Focus    Safe & Reliable Process Focus    Accountability for Results

## Measurement, Analysis, and Knowledge Management

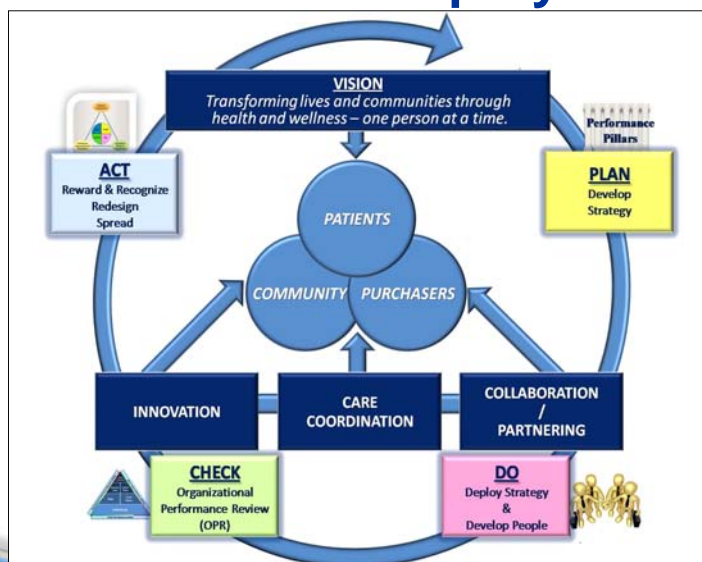
- How do you measure, analyze, and improve organizational performance?
- How do you manage your information, organizational knowledge, and information technology?



**“Information is important. But it’s how we use it that defines us”**

Recent Google Ad

## HFHS Leadership System

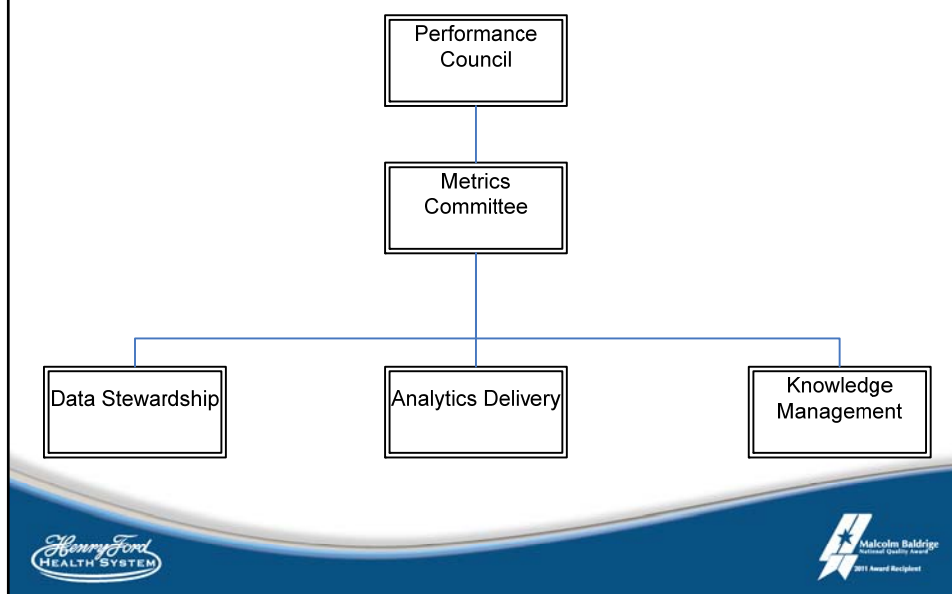


## Measure, Analyze and Improve

- Metrics Committee provides operational, financial, and pillar leaders who provide oversight and expertise to pillar teams and the Performance Council on the best way to define, display (dashboards), compare, and analyze organizational performance.
- HFHS Analytics department
  - Measurement and Comparator Selection
  - Business Intelligence Oversight
  - Dashboards/Organizational Performance Review
  - Knowledge Management

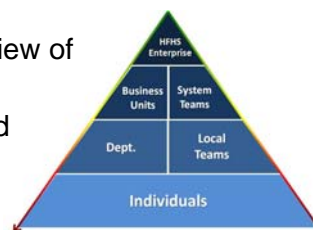
Pillar	Performance Indicator	Freq.	2010 Actual	2011 Target	2011 Current	Current Status
People	Customer Satisfaction	Monthly	82.5%	85.0%	84.5%	At or Above Target
	Employee Engagement	Annual	85.0%	85.0%	85.0%	At or Above Target
	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
Service	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
Quality & Safety	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
Growth	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
Finance	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target
	Customer Engagement	Monthly	85.0%	85.0%	85.0%	At or Above Target

## Metrics Committee Structure



## Organizational Performance Review

- System-level dashboard and monthly review of measures at Performance Council (PC)
- Continuous search for best measures and comparators / databases
- Semi-annual review of all pillars and business units at PC



# System Dashboard

Pillar	Performance Indicator	Freq.	2010 Actual	2011 Target	2011 Current	Current Status
People	Turnover Total	Monthly				●
	Employee Engagement	Annual				●
	Gallup Q12 and Pulse Surveys	Semi-Annual				●
Service	Customer Engagement Top Box "Likelihood to Recommend"	Monthly				●
	HCAHPS Hospital Consumers Assessment of Healthcare Providers and Systems	Quarterly				●
Quality & Safety	Harm - Overall Rate Per 1000 patient days	Monthly				●
	Readmissions to the Hospital All patients	Monthly				●
Growth	Tri-County Inpatient Market Share Med/Surg only	Quarterly				●
	Admission Volumes Not including BHS	Monthly				●
	Total HAP Membership	Monthly				●
Finance	Profitability Net Operating Income	Monthly				●
	Cost Per Unit Cost per case mix adjusted admission	Monthly				●



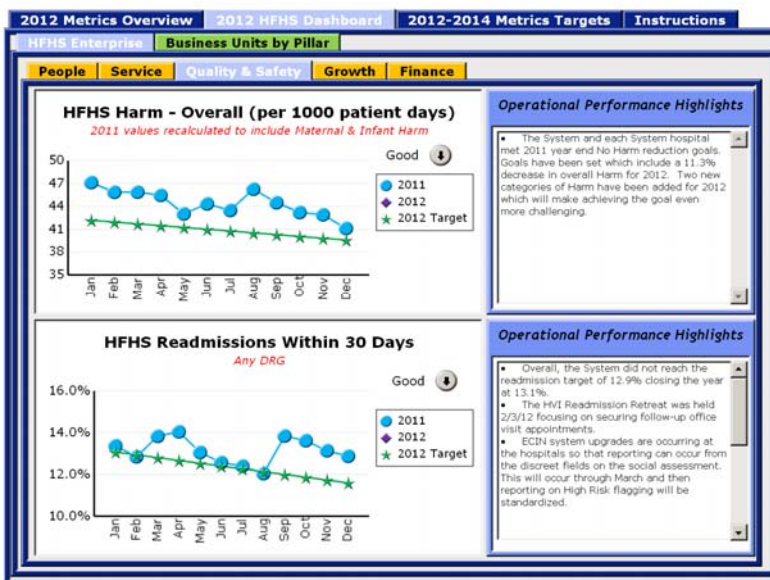
● > 5% Variance to Target

● ≤ 5% Variance to Target

● At or Above Target



2011 Award Recipient



2011 Award Recipient



## Sample Business Unit: YTD Performance on Key Metrics

Pillar	Performance Indicator	Freq.	2010 Actual	2011 Target	2011 Current	Current Status
People	Turnover Total	Monthly	15.62% 2010 Year End	9.5% (year end) 7.12% (YTD)	11.1% YTD Sept 2011	●
	Employee Engagement Gallup Q12 and Pulse Surveys	Annual	3.99 April – Gallup	N/A	N/A	●
		Semi-Annual	3.69 Dec – Pulse	4.17 – Pulse	3.98 Oct – Pulse	●
Service	Customer Engagement Top Box "Likelihood to Recommend"	Monthly	81.6% 2010 Year End	82.5%	81.1% YTD Sept 2011	●
	HCAHPS Hospital Consumers Assessment of Healthcare Providers and Systems	Quarterly	90% Aug '09 – Sep '10 # domains with results >= nat'l avg	70% of questions >= 50th tile of nat'l avg	90% Aug '09 – Sep '10	●
Quality & Safety	Harm – Overall Rate Per 1000 patient days	Monthly	47.59 2010 Year End	41.8	44.22 YTD August 2011	●
	Readmissions to the Hospital All patients	Monthly	9.22% 2010 Year End	8.85% Q4 (0.5% pt ↓)	9.45% YTD August 2011	●
Growth	Tri-County Inpatient Market Share Med/Surg only	Quarterly	3.4% Q4 2010	TBD	3.5% Q1 2011	●
	Admission Volumes Not including BHS	Monthly	11,238 2010 Year End	13,124 (year end) 9,820 (YTD)	9,331 YTD Sept 2011	●
Finance	Profitability Net Operating Income	Monthly	\$(16.2M) 2010 Year End	\$(12.4M) (year end) \$(9.49M) (YTD)	\$(4.97M) YTD Sept 2011	●
	Cost Per Unit Cost per case mix adjusted admission	Monthly	\$8,747 2010 Year End	\$8,707 Year end 2011	\$8,309 YTD Sept 2011	●

● &gt; 5% Variance to Target

● ≤ 5% Variance to Target

● At or Above Target


 Baldrige  
Award

2011 Award Recipient

## Available to all Employees

Welcome to HENRY - The Henry Ford Health System Intranet - Windows Internet Explorer, provided by Henry Ford Health System

http://henry.fhhs.org/

File Edit View Favorites Tools Help

Google

Welcome to HENRY - The Henry Ford Health System

**HENRY** Our Vision: Transforming lives and communities through health and wellness - one person at a time.

QUICK ANSWERS/FAQ

**Information**  
 Baldrige Journey  
 Departments  
 Henry Ford Experience  
 Job Connect  
 Policy Guides & Manuals  
 System Directory  
 Supply Chain Management

**Business Units**  
 HF Medical Group  
 HF Hospital and Health  
 HF West Bloomfield Hospital  
 HF Wyandotte Hospital

**Extras**  
 Cafeteria Menus  
 Classified Ads  
 Henry's List  
 Inside Connections  
 News to Empower  
 Jobs & Services

**Special Announcements**  
 Radiologic Tip Sheets  
 Resident/Fellow Career  
 Free Handprowe Forum  
 Community Competency

**It's Quality Expo Week (Nov. 9 - 11) at Henry Ford!**  
 Henry Ford has more than 80 System teams displaying their healthcare quality improvement projects this week at the System's 20th Annual Quality Exposition. The Expo takes place at Henry Ford Hospital in the EMU and East Clinic lobbies, and the cubeana, on Wednesday, Nov. 9 to Friday, Nov. 11. This year's Henry Ford Quality Expo features the theme "Reflecting 20 Years of the Quality Expo," and Frank and Barbara Dorn lecture/guest speaker **Maureen Bisognano**, president and chief executive officer, Institute for Healthcare Improvement (IHI). Bisognano will speak from 10:30 - 11:30 a.m. on Wednesday, Nov. 9, in Duane Auditorium at Henry Ford Hospital.

**Clinical Resources**  
 2011-12 Flu Information  
 Caninebus Next Gen  
 Clinical Decision Guides/Pathways  
 Clinical Systems Research & Integration (CSRI)  
 ESD  
 MSD-Environmental Safety  
 Medical Education  
 Melancon SCU, Excel Care, OTB  
 On Call Schedules  
 Online Platform: Risk/Feedback  
 Patient Satisfaction  
 Pathology-Laboratory User's Guide  
 Radiology Important Documents  
 Request a Consult  
 SSP Consult Form  
 Station Library

**Financial Resources**  
 Canadian Patient Resources  
 Customer Service Request Form (Northfield)  
 eHR Contract Summary List  
 Preauthoring MRI, CT and Nuclear Tests  
 Registration Manual  
 Travel and Expense  
 Visa Reports

**Admin and Support**  
 Henry Ford Hospital Nursing  
 eHR applications  
 HRSA  
 How to report a safety/quality of care concern  
 Information Security  
 IT Resources

**Customer Engagement**  
 Henry Ford is committed to providing the highest quality of service to every patient. Learn more about your role in our Service Culture transformation... Help us reach that goal by providing feedback on your experience.  
[Share Your Experience](#)

**Employee Engagement**  
 Engaged employees are the foundation of how we fulfill our mission. Learn more about how we're improving engagement...

**Clinical Quality & Safety**  
 More information on the quality and safety of the care we provide.  
[Read more...](#)

**Employee Communications**  
 View the most recent issues of the System and local hospital communications below:  
 Connections (Henry Ford Macomb Hospitals)  
 Inside Lines (Henry Ford Wyandotte Hospital)  
 Monitor (System News)  
 News & Views (Henry Ford Hospital and Health Network)  
 News in Bloom (Henry Ford West Bloomfield Hospital)  
 Nancy Schlichting's Vodcast (System News)

**e-News Headlines**  
 UH nurses OK 3-year pact  
 Safety Risks Tied to Electronic Health Records Need Scrutiny  
 Not by quality metrics alone  
 Statewide patient safety metrics avoid 10 deaths  
[Read more...](#)

**Dashboards**  
 See how your work is impacting our Business Unit and System-wide goals.  
[Read more...](#)

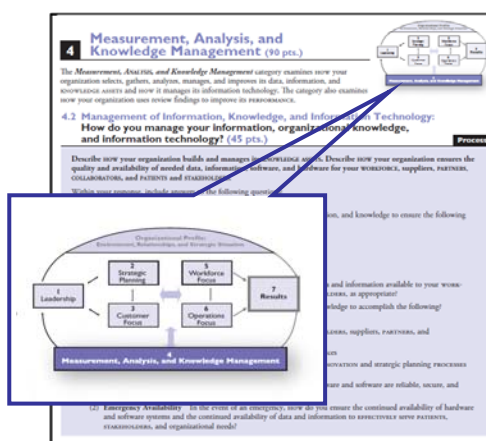
**IT Announcements**  
 Henry Ford Health System's Information Technology Department is pleased to announce the following:

## HFWBH OPR: Quality and Safety

				YTD Performance	
				No Harm	41.4 Nov 11
				Readmissions	9.58% Nov 11
INITIATIVES	ACTION(S)	Overall (R,Y,G)	LOOKING FORWARD: 2012	PERFORMANCE COUNCIL SUPPORT NEEDED?	
Communication Improvement Project	<ul style="list-style-type: none"> <li>• Launched significant improvement project around care team communication to the patient</li> <li>• Developed Blended Communication Press Ganey score as part of strategic goals.</li> </ul>	YELLOW	<ul style="list-style-type: none"> <li>• Focused teams tackling root causes and "baby A3s" including multi-disciplinary rounds, creation of a unified care plan, identification of care team members and consult process improvement</li> <li>• Implement proposal for Clinical System Improvement Team with dedicated time to advance this effort and develop the front-line expertise to problem solve</li> <li>• 2012 HFWBH Quality Expo (3/29/12) will feature presenters from HFWBH sharing communication improvement progress to date</li> </ul>	<ul style="list-style-type: none"> <li>• Support and possible participation from key medical group physicians</li> </ul>	
No Harm Campaign	<ul style="list-style-type: none"> <li>• Achieved overall targeted reduction in 2011.</li> <li>• Achieved a 20% reduction in employee harm between 2010 and 2011 largely due active Safety Champions .</li> </ul>	GREEN	<ul style="list-style-type: none"> <li>• Continued focus on Med. Harm, Procedural Harm, Employee Harm, Communication Failures, Specimen Labeling and CAUTI.</li> <li>• Host HFWBH Quality Expo featuring improvement efforts from all departments</li> </ul>		

## Measurement, Analysis, and Knowledge Management

- How do you measure, analyze, and improve organizational performance?
- **How do you manage your information, organizational knowledge, and information technology?**





## Measurement, Analysis, and Knowledge Management

- How do you manage your information, organizational knowledge, and information technology?

### 4 Measurement, Analysis, and Knowledge Management (30 pts.)

The Measurement, Analysis, and Knowledge Management category examines how your organization collects, gathers, analyzes, manages, and improves its data, information, and knowledge assets and how it manages its information technology. The category also examines how your organization uses review findings to improve its performance.

#### 4.2 Management of Information, Knowledge, and Information Technology: How do you manage your information, organizational knowledge, and information technology? (45 pts.)

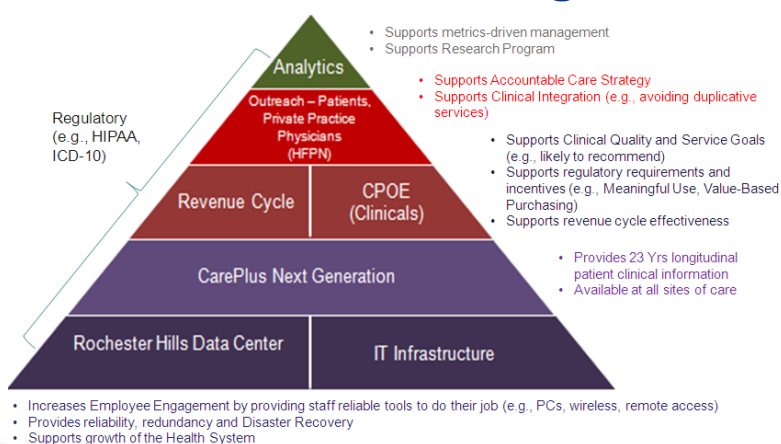
Describe how your organization builds and manages its knowledge assets. Describe how your organization ensures the quality and availability of needed data, information, hardware, and software for your workforce, suppliers, partners, collaborators, and patients and residents.

**Information Technology Mission**  
Information Technology captures, processes and secures the data with the mission of providing the **right data** to the **right individual** at the **right time**, to the **right location** in the **right medium**.

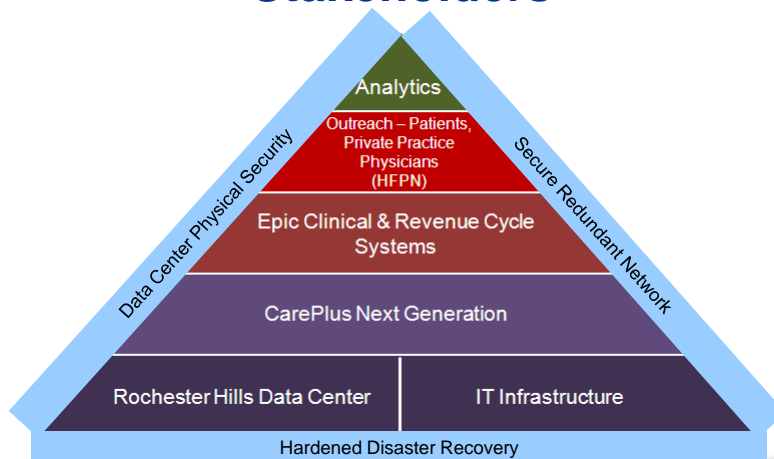
(1) Emergency Availability – In the event of an emergency, how do you ensure the continued availability of hardware and software systems and the continued availability of data and information to effectively serve patients, stakeholders, and organizational needs?



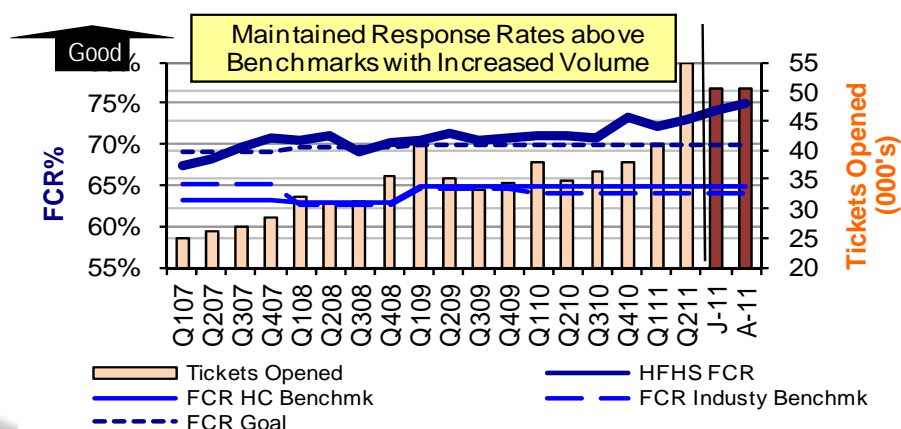
## Transforming Care Through Information Integration



## Many Modes of Access for All Stakeholders

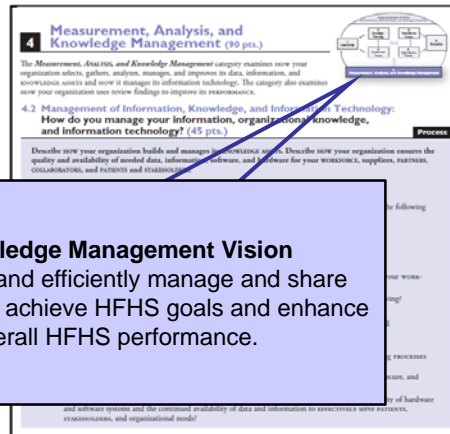


## Information Technology First Call Resolution



## Measurement, Analysis, and Knowledge Management

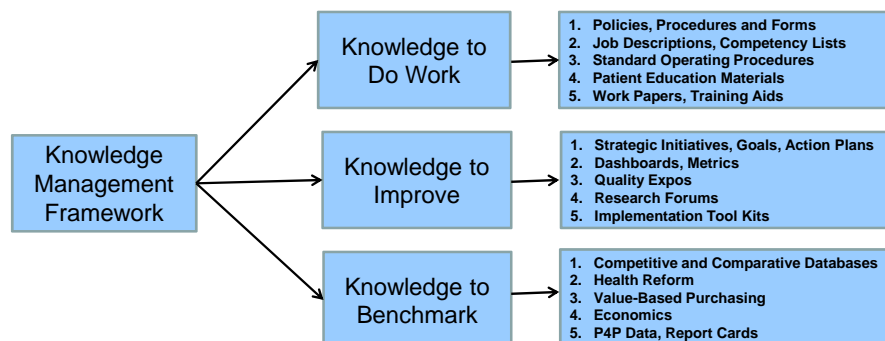
- How do you manage your information, organizational knowledge, and information technology?



**Knowledge Management Vision**  
Effectively and efficiently manage and share knowledge to achieve HFHS goals and enhance overall HFHS performance.



## Knowledge Management Strategy



# Knowledge Wall Home Screen

HFHS Knowledge Management Portal

Welcome to the HFHS Knowledge Management Portal!

To access the site you are interested in, click on the top or left navigation

The Henry Ford Experience

Strategic Vision: To improve patient care through excellence in the science and art of health care and healing.

Mission: To provide each patient the quality of care and comfort we wish for our families and ourselves.

Core Values: PEOPLE, SERVICE, QUALITY & SAFETY, GROWTH, RESEARCH, EDUCATION, COMMUNITY, FINANCE.

Strategic Pillars: Respect for people, High performance, Learning & Continuous Improvement, Social Consciousness.

Strategic Pillars: Innovation, Teamwork, Customer Satisfaction, Diversity, Knowledge Management, Health Care, Effective Communication, Leadership, Strategic Planning, Customer Focus, Research & Education, Quality Improvement, Performance Management.

Henry Ford Health System

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# Knowledge Wall Improvement Log

Knowledge Wall Completed Projects

HFHS Knowledge Wall

Knowledge Wall Completed Projects

Item Title	Filter	Project Owner(s)	Date submitted
IMPLEMENTATION OF LEAN PROCESS FOR REHABILITATIVE AQUATIC PROGRAM	People: Service: Quality & Safety: Finance	Chan, Derek Kar Chon	12/1/2011
Henry Ford Medical Group Print Desk Redesign	People: Service: Quality & Safety: Growth: Research & Education: Community: Finance	Lyons, Janet	10/17/2011
American Hospital Association Recognizes HFHS as a National Wellness Leader for Research-Proven Group Programs that Relieve Pain, Stress, and Stress-related Conditions	People: Service: Quality & Safety: Growth: Research & Education: Community: Finance	Levine, Robert A.	10/10/2011
Adolescent Immunization Initiative 2010	People: Service: Quality & Safety: Growth: Research & Education: Community: Finance	Underwood, Jacqueline	9/12/2011
Premier Personnel Program (PP): Continued Success	People: Service: Quality & Safety	Zaidan, Jami	9/12/2011
Let's Talk OAD Chronic Kidney Disease	People: Service: Quality & Safety: Growth: Research & Education: Community: Finance	Cole, Jill	9/12/2011
West Pavilion Home Dialysis Peritonitis Clinical Care Initiative	Service: Quality & Safety	Keller, Joann	9/12/2011
Sustained Improvement in URR Rates Supports Quality of Life for Dialysis Patients	People: Service: Quality & Safety	McGowan, Brenda	9/12/2011
VALUE OF ADDING AMBULATORY CLINICAL PHARMACIST TO PRIMARY CARE TEAM	Service: Quality & Safety	Abdelmou, Angeline	9/12/2011
Improving Compliance with Follow-up Care for Children Prescribed ADHD Medication	Quality & Safety	Pindola, Vanita	9/12/2011
Fighting the Flu: Improving Employee Vaccination with Innovation and Collaboration	People: Quality & Safety	Underwood, Jacqueline	9/9/2011
The Handling of Glucometer Critical Values in Five Henry Ford Health System Emergency Departments	Quality & Safety	Kamrinski, Karen	9/9/2011
Reduction of QHS specimens submitted for quantitative HIV analysis	Quality & Safety	Margie, Susan	9/9/2011
Implementing an RN Driven Mobility Protocol on a Medical GPU	People: Service: Quality & Safety	Heier, Frederick	9/9/2011
HFHS Patient Satisfaction Survey	Quality & Safety	Tibbatts, Robert	9/9/2011
HFHS Patient Satisfaction Survey	Quality & Safety	White, Rebecca	9/9/2011

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## No Harm SharePoint Site

**No Harm Campaign**

Collaboratives | Projects | Business Units | Safety Champions | Risk | Sentinel\_Event | Employee Injury | Measurement | Infection Control | System Nurse Practice

View All Site Content

**Lists**

- No Harm Campaign Calendar

**Collaboratives**

- Readmission
- NSQIP
- OB

**Projects**

- OR/Surgical Services
- Airway Management
- ICU
- Medications

**Business Units**

- Macomb
- Wyandotte
- CCS
- Cottage
- Medical Group
- HRH
- Warren
- West Bloomfield
- Behavioral

**Safety Champions**

**Risk**

**Sentinel\_Event**

- Document Workspace
- Workplace

**Employee Injury**


**Measurement**

**Infection Control**

**System Nurse Practice Council**

**Recycle Bin**

HFHS Knowledge Well > No Harm Campaign



**No Harm Campaign: Reduce Harm by 50% in 3 Years**

- Enhance our Culture of Safety
- Improve the Quality & Clarity of Clinical Communications
- Identify Top Causes of Harm
- Redesign Care to Eliminate Harm

3rd 5 million Lives Campaign  
Managing a Hospital Blog Link  
Blog by Paul Levy President and CEO of Beth Israel Deaconess Medical Center in Boston  
National Patient Safety Foundation  
Agency for Healthcare Quality and Research

**Documents**

Type	Name	Modified By
Folder	2012 Meeting Summaries	Young, Lucy
Folder	2011 Meeting Summaries	Anctil, Beth
Folder	2011 Action Plans	Jordan, Jack
Folder	Operational Definitions	Jordan, Jack
Document	System Culture of Safety Action Plan 2012	Voult-Goss, Mary
Document	Accountability Table1	Anctil, Beth
Document	2011 System No Harm Action Plan 9-11	Anctil, Beth

## Lessons Learned

- Ensuring linkage across SPP, PC, Action Plans, and Pillar Teams has fostered new levels of communication, collaboration, internal exchange of best practices and accountability
- Having the right information available in a timely manner is key to performance analysis, process design, standardization, consistency, and continuity of care across the organization
- Using technology to share documents and results on selected initiatives (No Harm Campaign, improvement collaboratives, etc.)
- Moving toward a consistent clinical and revenue information and an updated Enterprise Data Warehouse to combine information and analyses in one easy-to-access location



## Panel Discussion

Jim Connelly	EVP, Chief Financial Officer <a href="mailto:jconnel1@hfhs.org">jconnel1@hfhs.org</a>
Susan Hawkins	SVP, Performance Excellence <a href="mailto:shawkin1@hfhs.org">shawkin1@hfhs.org</a>
Carole Pritchard	Director, Program and Contract Mgmt, Information Technology <a href="mailto:cpritch1@hfhs.org">cpritch1@hfhs.org</a>
Julia Swanson	Director, HFHS Analytics <a href="mailto:jswanso1@hfhs.org">jswanso1@hfhs.org</a>

