


**HENRY FORD HEALTH SYSTEM**

## Category 6 Operations Focus


April 16, 2012

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**Sr. Vice-President & Chief Quality Officer, HFHS**  
**& CMO, Henry Ford Hospital**



## Panelists

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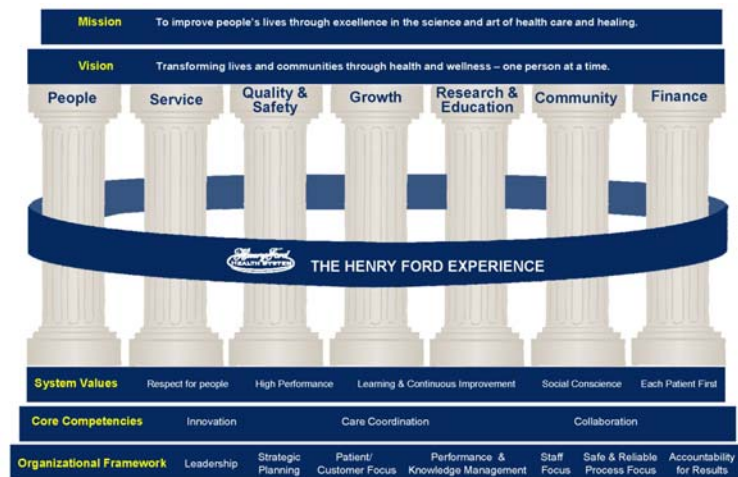


## Integration Across 9 Business Units

- 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

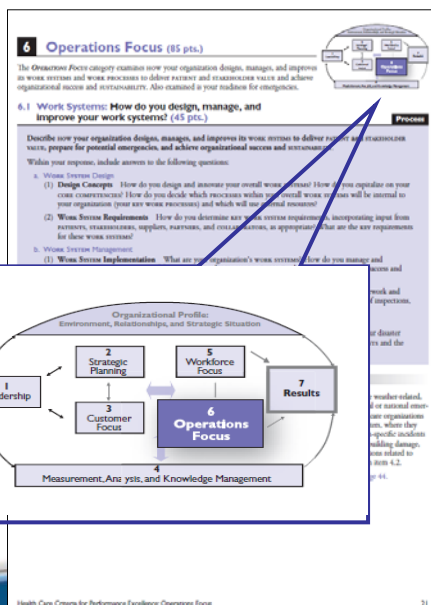


## “The Henry Ford Experience” 7 Pillars of Performance



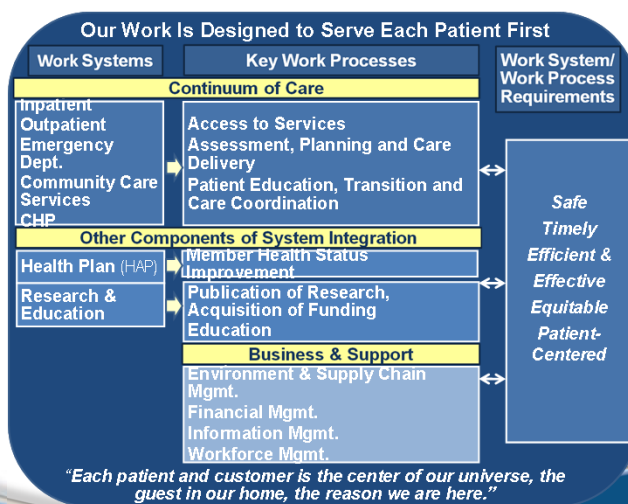
## Operations Focus

- How do you design your work systems?
- How do you design, manage, and improve your key organizational work processes?
- What are your health care and process effectiveness results?



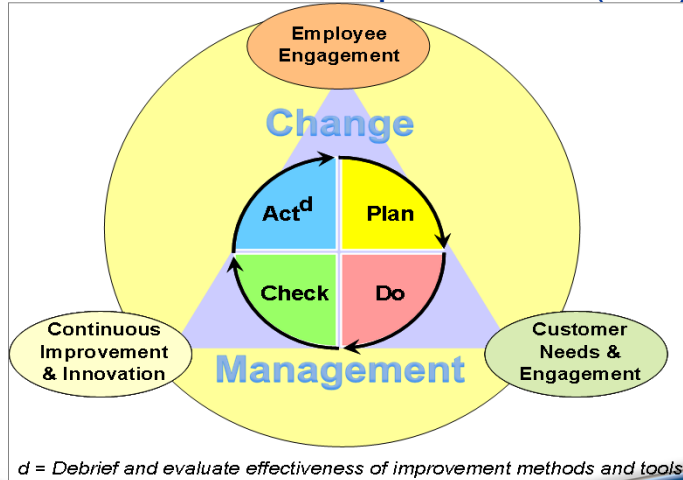
## Work Systems & Key Processes

Work System & Key Process – Focus on “Each Patient First”

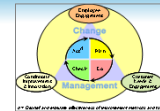


# How do we design & Improve?

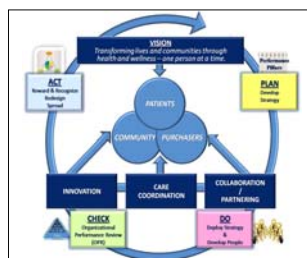
## HFHS Model for Improvement (MFI)



## Model for Improvement



Used broadly in our leadership system . . .



From designing new worksystems

- HF West Bloomfield Hospital
- Patient-Centered Medical Home



To kaizen events . . .



To front-line daily improvement



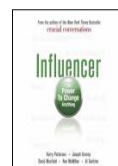


## Model For Improvement Training

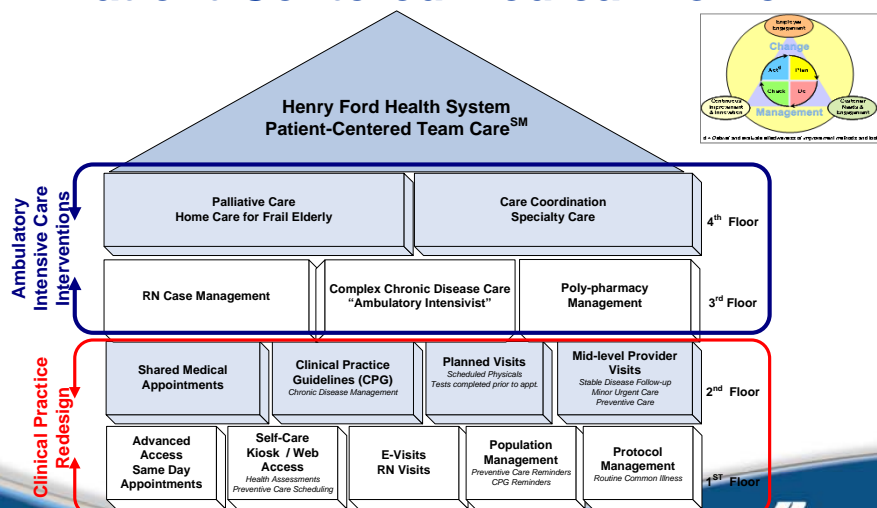
- MFI (PDCA & Change Management)
  - New Leader Academy
  - Leader Academy
  - Advanced Leader Academy
  - Physician Leader Academy
- Lean Training
  - Henry Ford Production System (2-day class)
  - Lean Boot Camp (1-day class)
- Change Management
  - Influencer Model

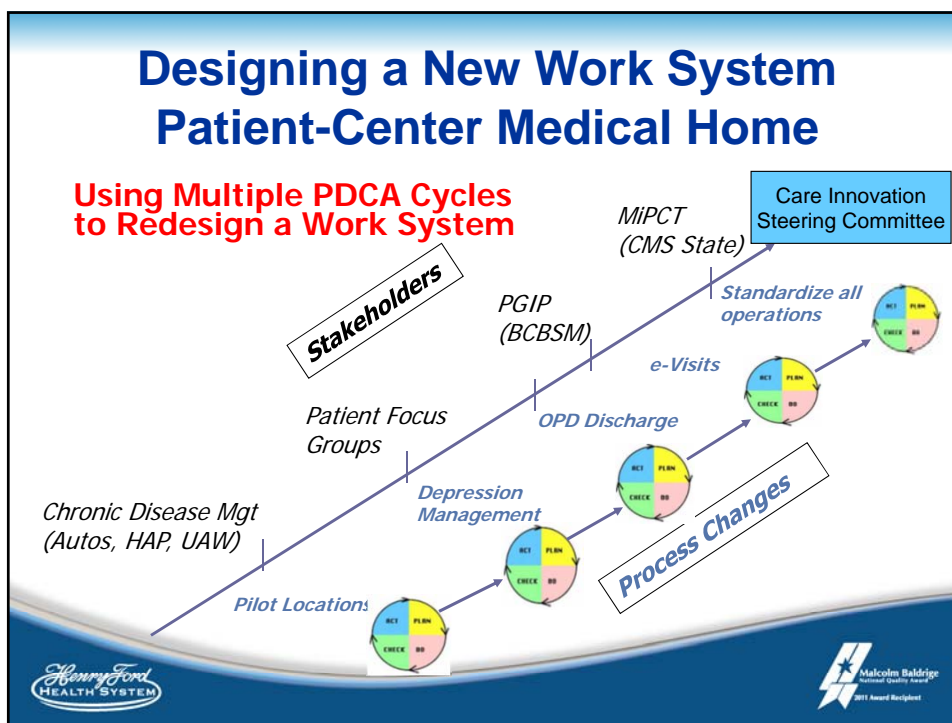


***“Just-in-time” Training for Teams***



## Designing a New Work System Patient-Centered Medical Home





## Patient-Centered Medical Home Process Change Workplan

Inventing - R&D	Piloting	Spreading	Fully Deployed
Depression – Impact Model in PCTC	PCTC RN Care Management	Gestational Diabetes	Diabetes Self Management Educ.
Childhood Obesity	PCTC Tel-Assurance	Pediatric MH Special Needs Patients	Smoking Intervention Program
Back Pain for BCBSM	Diabetes Support Group Facilitation	Depression In Primary Care	Anti-coagulation clinics
Panel Managers	Health Engagement Visits	E-Visits	Weight Management
OPD Discharge Process	DocSite to OptimEyes	E-Messaging	Wound Care
DocSite Performance Reports	HAP/HEDIS P4P bonus for staff	DocSite use during visit	Cardiac Rehab
Quality Bonus	Lipid Clinic		E-Prescribing

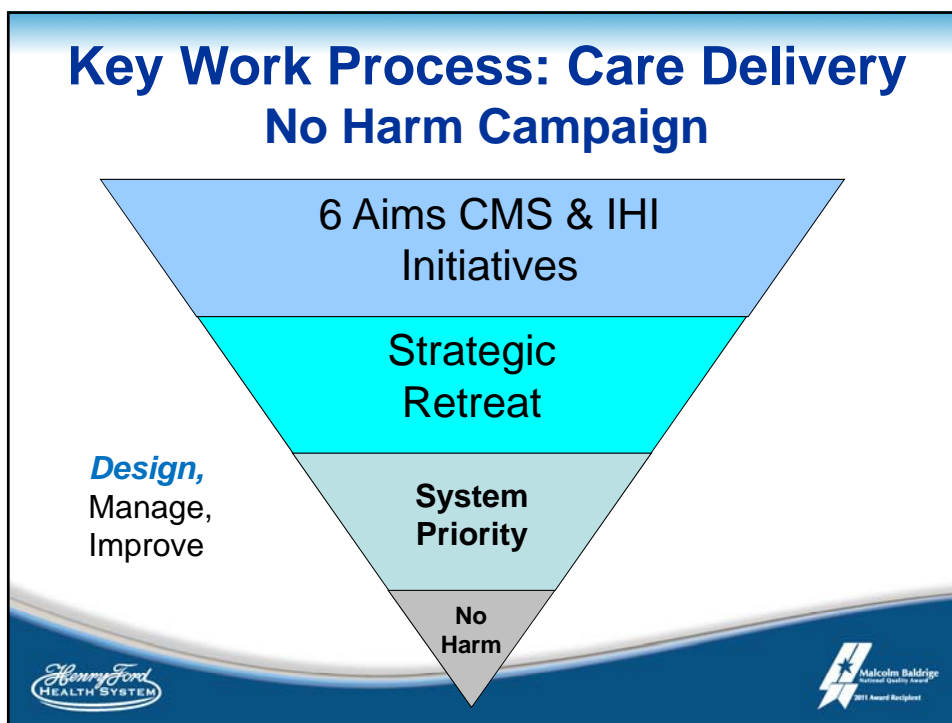
Clinical Program

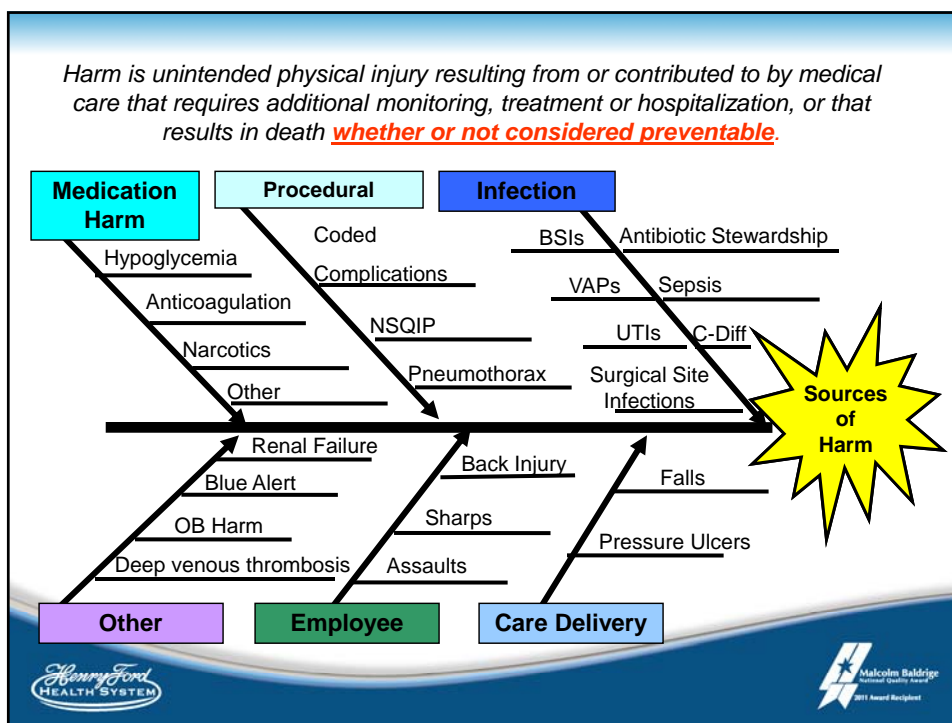
Culture Change

Process Redesign

Henry Ford HEALTH SYSTEM

Malcolm Baldrige National Quality Award® 2011 Award Recipient





## Leveraging our Core Competencies “Put Everyone to Work” *Efficient Use of Resources*

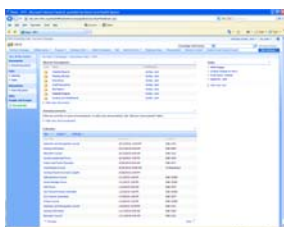
- Public Relations, Human Resources, Quality and Safety, Performance Improvement partnership
- Safety Champion network
- Delegate accountability and build on existing operational systems

**Collaboration!**

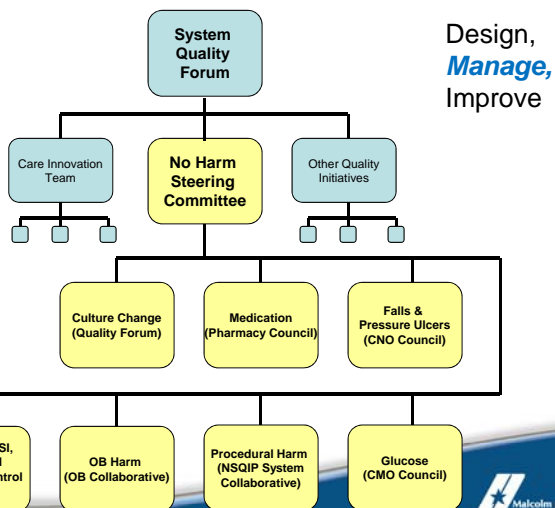


# Infrastructure to Share Learnings & Deploy Improvement

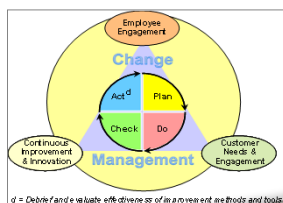
## SharePoint Site



Sharing metrics;  
Building accountability



## It's About Process AND Culture Change (Change Management)



## Change Management: Creating a Culture of Safety

- **Leadership**
  - Safety rounds
- **Training & Awareness**
  - Human Factors
  - Conflict Management
- **Simulations**
- **Communications**
  - Departmental Safety Champions (450+)
  - Weekly Safety Huddles
  - Daily event debriefs
- **Collaboratives**
  - ICU, ER, OR, OB



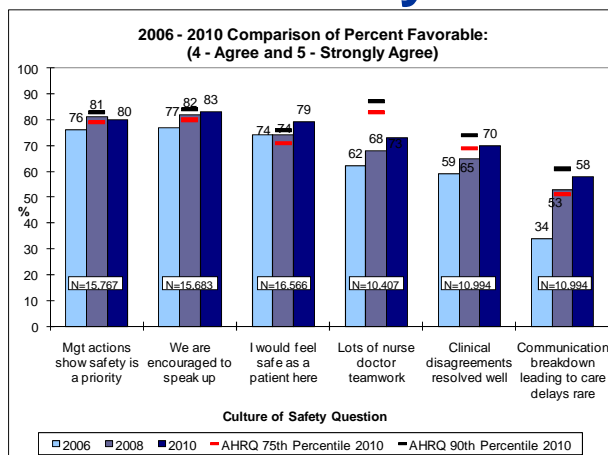
Engage . . . Innovate . . . Reduce Harm



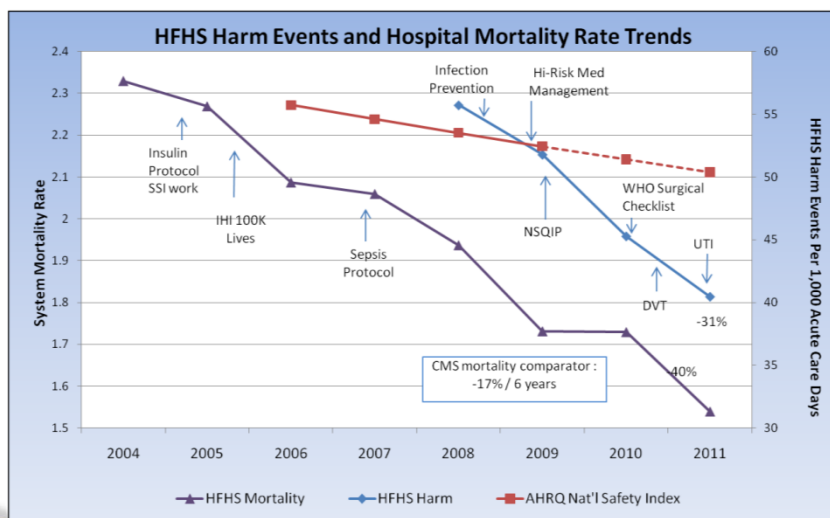
## Engage . . . Innovate . . . Reduce Harm



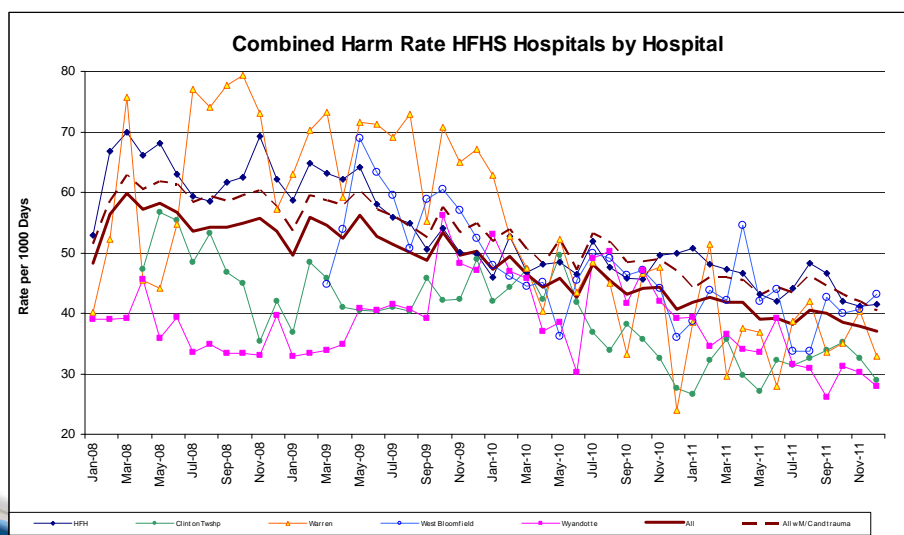
## Culture of Safety Results



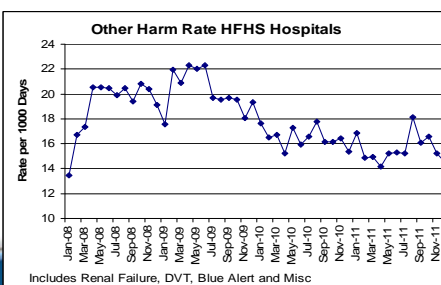
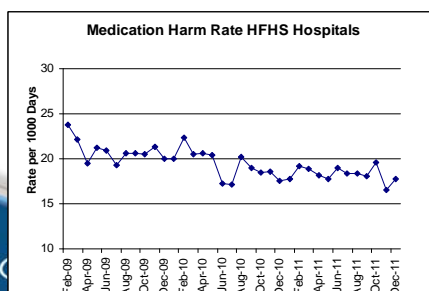
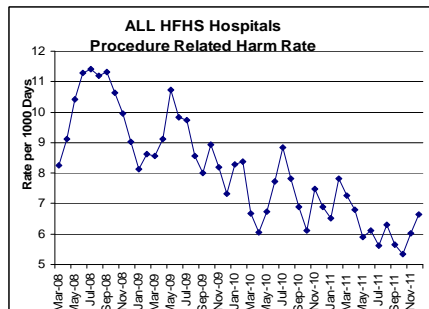
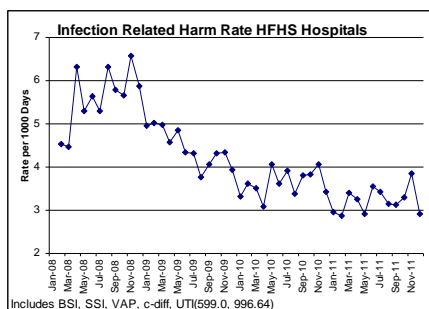
## HFHS Overall No Harm Results



## HFHS Combined Harm Rate

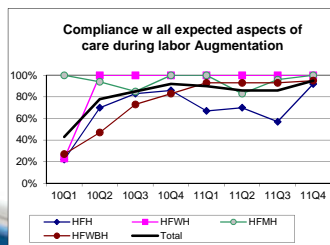
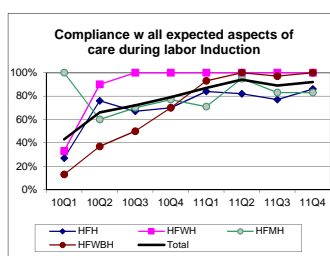


## Harm Reduction Segmented by Type

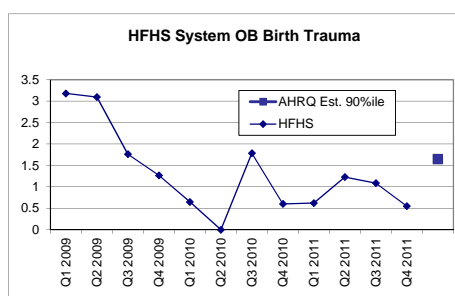


## Obstetrical Harm

### OB Bundle (In process)

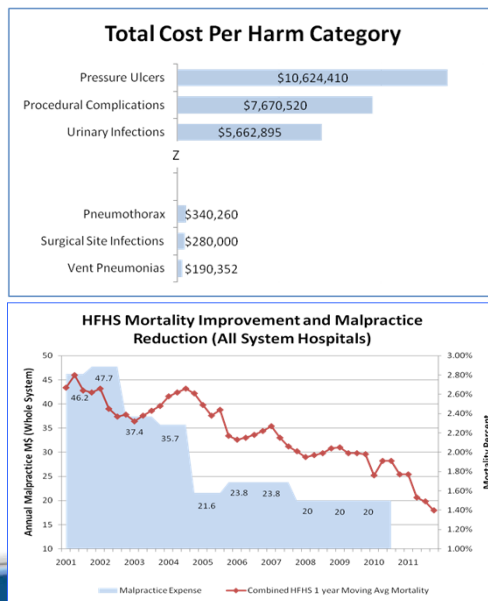


### OB Result (outcome)



## Quality Pays

- Harm reduction produced a \$10 million variable cost reduction over 4 years
- Over 10 years, malpractice expense was cut by 60%, saving more than \$26 million per year



## Looking Forward

- Continue to identify key processes, owners and related performance measures at all Business Units and in all work systems
- Develop additional everyday in-process measures and drive accountability at every level
- Continue to drive standard work – in clinical, administrative, and management processes
  - Better deploy identified best practices across all Business Units and Work Systems
  - Leverage our new EMR (EPIC) to drive standard practice
- Leverage our annual Quality Expo to identify and spread best practices
  - Update and share our annual No Harm Report

<http://www.henryford.com/noharm>



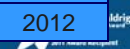
## Panel Discussion

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## A History of Quality Improvement

▪ Q101 (first use of industrial improvement tools)	1989
▪ Pursuing Perfection (IHI/RWJ) - Eliminating Suicide Project	2002
▪ CMS demonstration on surgical site infections; tight Glucose Control Project	2003
▪ MHA Keystone ICU Projects	2004
▪ Chronic Care Initiative with HAP and Autos	2004
▪ 100K Lives Campaign – Mentor Hospital	2005
▪ E-Prescribe	2006
▪ Sepsis Management	2006
▪ Care Redesign Centers (B6, F4, Medical Home)	2007
▪ 5M Lives Campaign – Mentor	2007
▪ No Harm Campaign	2008+
▪ Lean Lab Process Management	2009
▪ Depression Management in Chronic Disease	2010
▪ Patient Guided Care Redesign	2011
▪ Care Coordination (leveraging Readmissions work)	2012



## National Best Practice Safety Innovations

HFHS Process	HFHS Outcome	Validation
Perfect Depression Care Model	Up to 180 lives saved from 2002 to 2011	Codman Award (TJC) 2006 Nat'l Suicide Action Alliance (HHS) 2011
Sepsis Bundle and Deployment	In the last 12 months 211 deaths prevented	New England Journal of Med., Kaiser, HCA, others
No Harm Campaign	16,360 fewer harm events over the past three years	AHA Quest for Quality Award 2010 VHA Patient Safety Leadership Award 2009 John M. Eisenberg Patient Safety and Quality Award 2011 (NQF and TJC)
Dialysis Catheter Antibiotic Lock	Prevent 80 catheter infections annually	Nat'l Kidney Foundation of MI Innovations Award 2011
NSQIP Execution and Deployment	1,000 fewer procedural harm events annually	American College of Surgeons National Initiative Consultants 2009-2011
Pharmacist Directed Anticoagulation Service	Out of Range Test Results Decreased by 80%	CMS Partnership for Patients Best Practice 2009 ASHP Safety Award

