

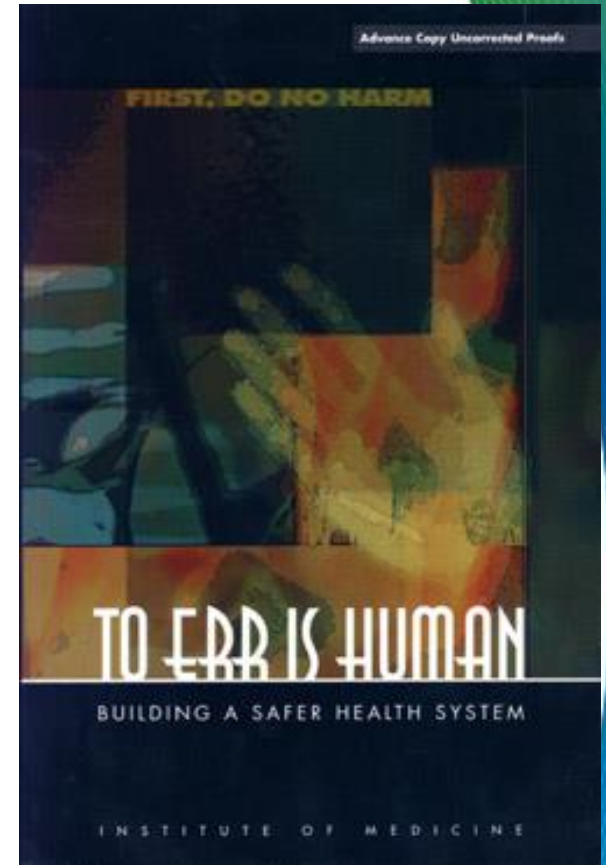
Making Sense of the Challenge

First Middle East Forum on Quality and Safety

Kedar S. Mate, MD

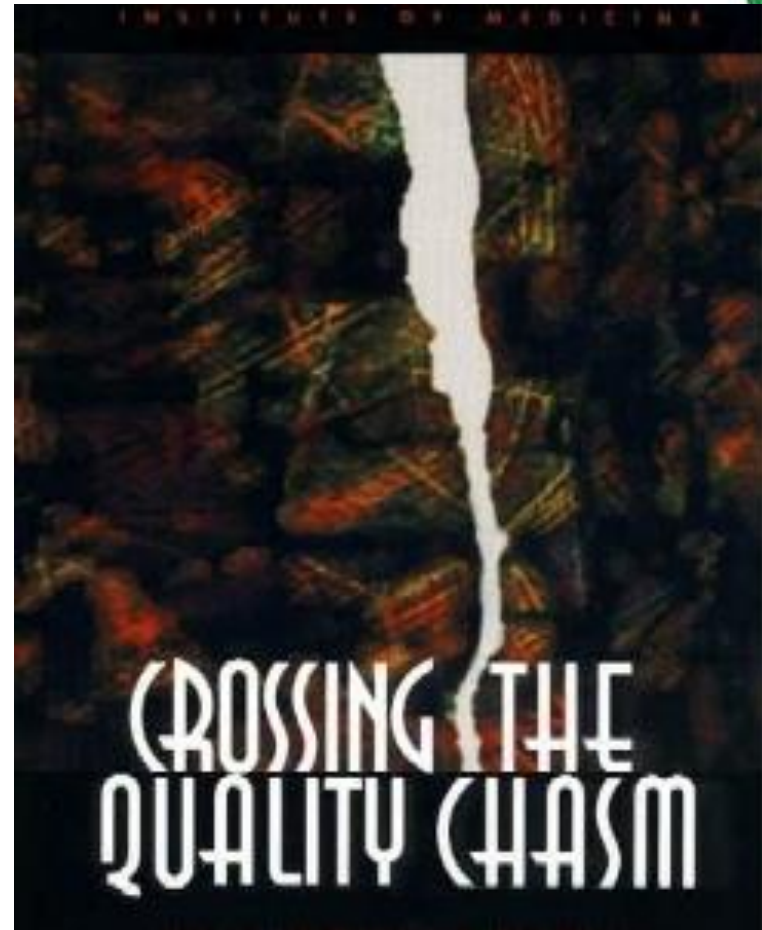
The Case for Continuous Improvement

- 44-98,000 avoidable deaths in US hospitals
- 20% of Medicare patients are readmitted for hospital care within 30 days
- 49M uninsured Americans that will be added with budgetary constraints
- \$2000 healthcare sticker premium on a new US-made car
- 44% of Americans are satisfied with overall healthcare quality of US system

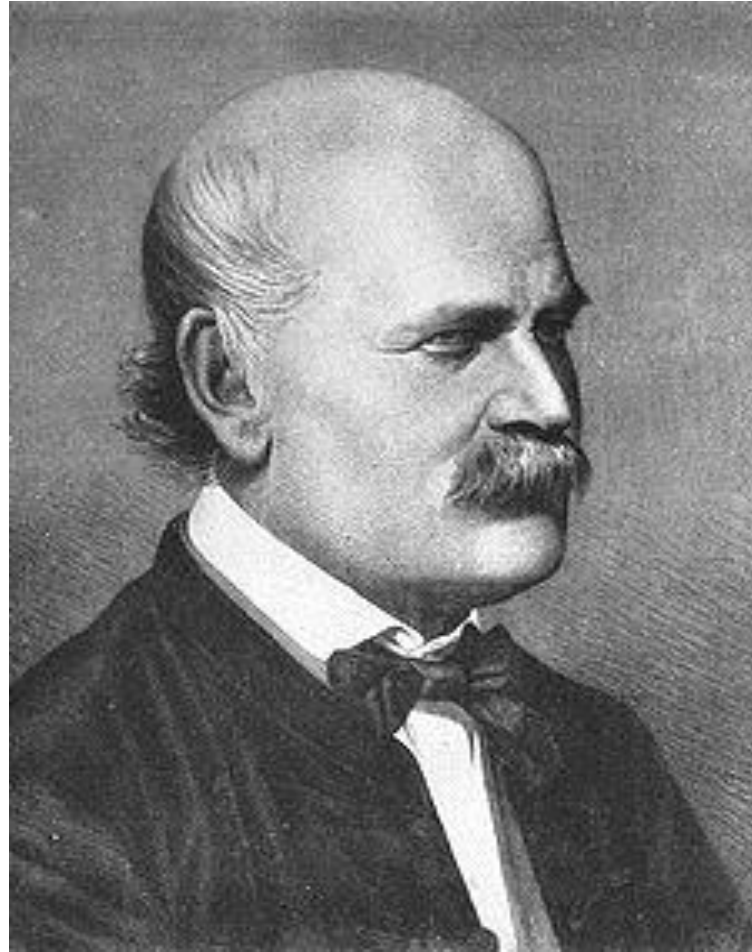


Crossing the Quality Chasm

- Safe
- Effective
- Patient-Centered
- Timely
- Efficient
- Equitable



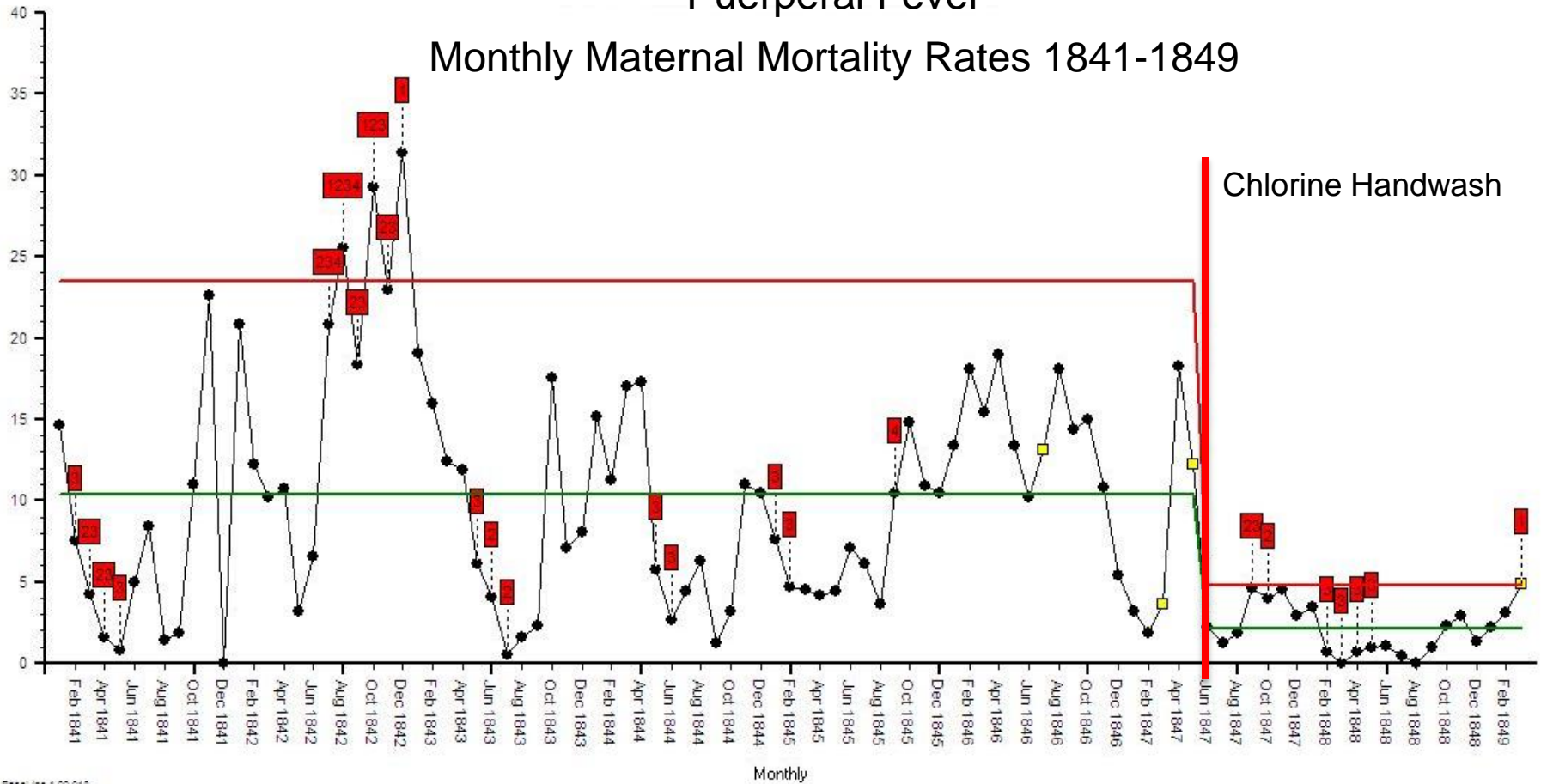
Ignaz Semmelweis



Vienna General Hospital's First Obstetrical Clinic

Puerperal Fever

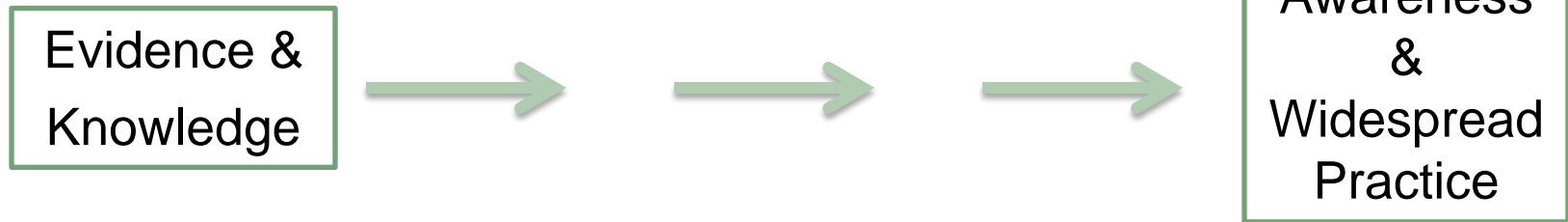
Monthly Maternal Mortality Rates 1841-1849



World Health Organization, May 5th, 2013



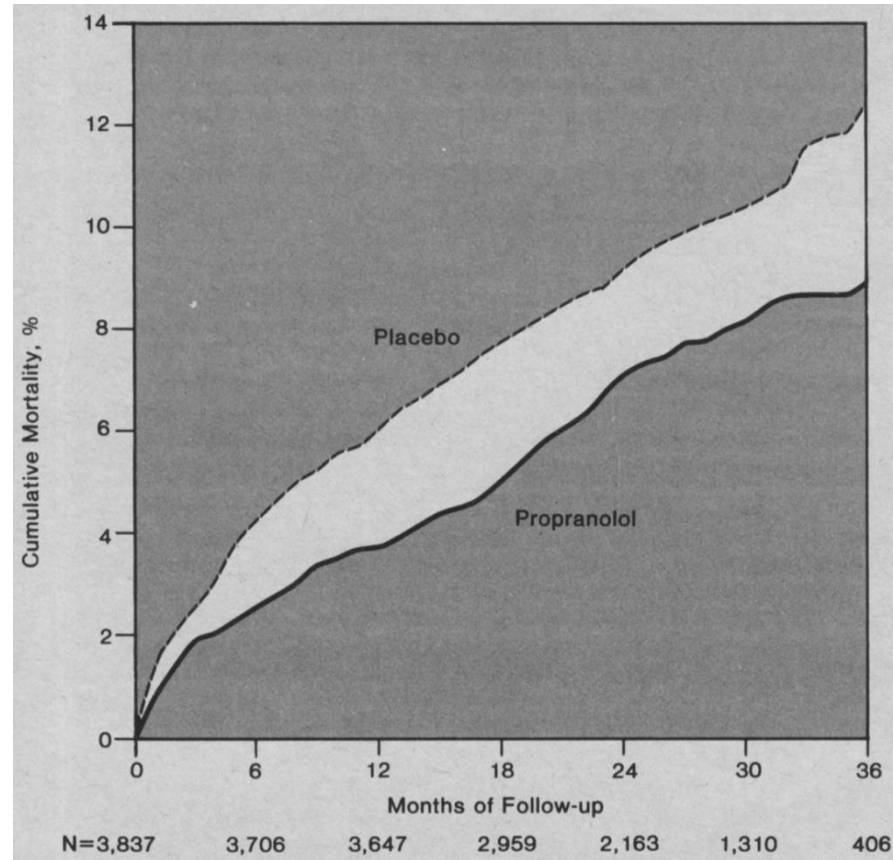
What goes in the middle?



A Randomized Trial of Propranolol in Patients With Acute Myocardial Infarction

I. Mortality Results

β -Blocker Heart Attack Trial Research Group



At a national level



100k *lives* Campaign

SOME IS NOT A NUMBER. SOON IS NOT A TIME.

H INSTITUTE FOR
HEALTHCARE
IMPROVEMENT WWW.IHI.ORG

The banner features a red top half and a black bottom half. The text '100k lives Campaign' is centered, with '100k' in white, 'lives' in white italics, and 'Campaign' in yellow. Below this, the slogan 'SOME IS NOT A NUMBER. SOON IS NOT A TIME.' is written in white. At the bottom, the IHI logo (a white 'H' on a black background) is followed by the text 'INSTITUTE FOR HEALTHCARE IMPROVEMENT' and the website 'WWW.IHI.ORG'.

Institute of Medicine

Learning healthcare systems, “generate and apply the best evidence for the collaborative health care choices of each patient and provider...knowledge flows seamlessly between and among patients, providers, diagnostic facilities and related community services. The best knowledge about treatments, diagnostics, and care delivery is naturally embedded in the delivery process, and new knowledge is captured as an integral by product of the delivery experience.”

Roundtable on Value & Science-Driven Health Care,
2012

Intermountain Healthcare



Intermountain
Healthcare



Brent James – Intermountain Healthcare

- Select clinical processes that matter most
- Build evidence-based practice protocols & blend them with clinical workflow (no reliance on human memory, make it the default choice, ultimate invisibility)
- Demand that clinicians vary from protocol based on patient need* (mass customization)
- Embed data systems to track protocol variation & outcomes/results
- Feed the data back to multi-disciplinary improvement teams

Scotland



Improve Hospital Care in Scotland

Scottish Patient Safety Program Primary Drivers

- All Institutions accept Safety as a Strategic Priority
- Chief Executive sets Safety as Strategic Priority
- Robust, evidence-based, proven clinical changes
- Expert improvement knowledge and skills as well as sound program management
- Alignment with national strategies, programs and measures

Specific Outcomes

Intensive Care

- Central line infection: 92% reduction
- VAP: 62% reduction
- C-diff: 90% reduction
- SAB rate: 79% reduction
- Critical care mortality: 24% improvement

General Ward

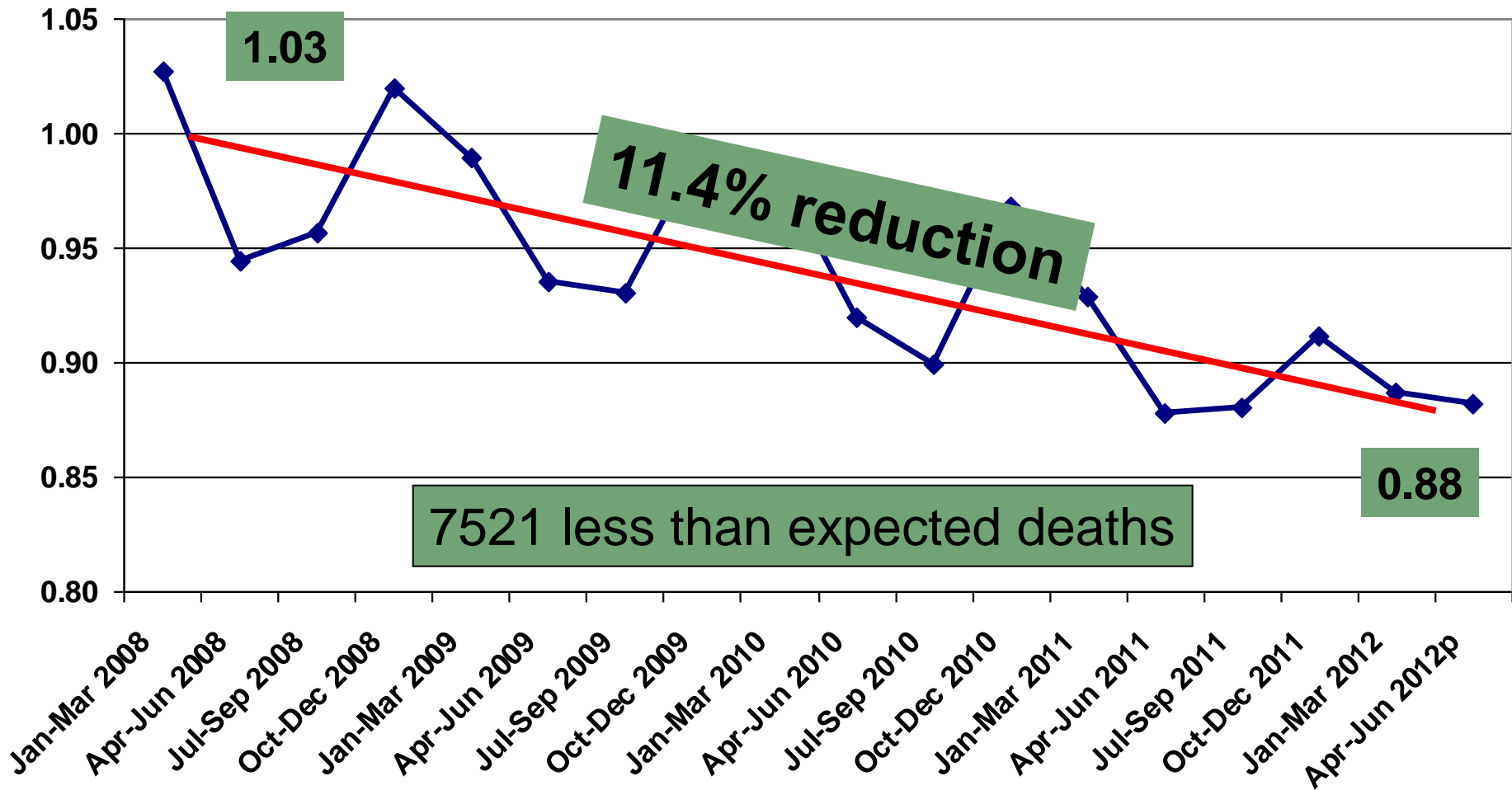
- SAB reduction: 31%

- C-diff reduction: 88%
- Medication Red: 25% improvement
- Crash call: highly variable, no systemic improvement

Surgery

- DVT prophylaxis: 72% improvement
- On-time antibiotic: 98%
- Briefing: 96% of surgeries

NHSScotland HSMR; Jan 2008 – June 2012

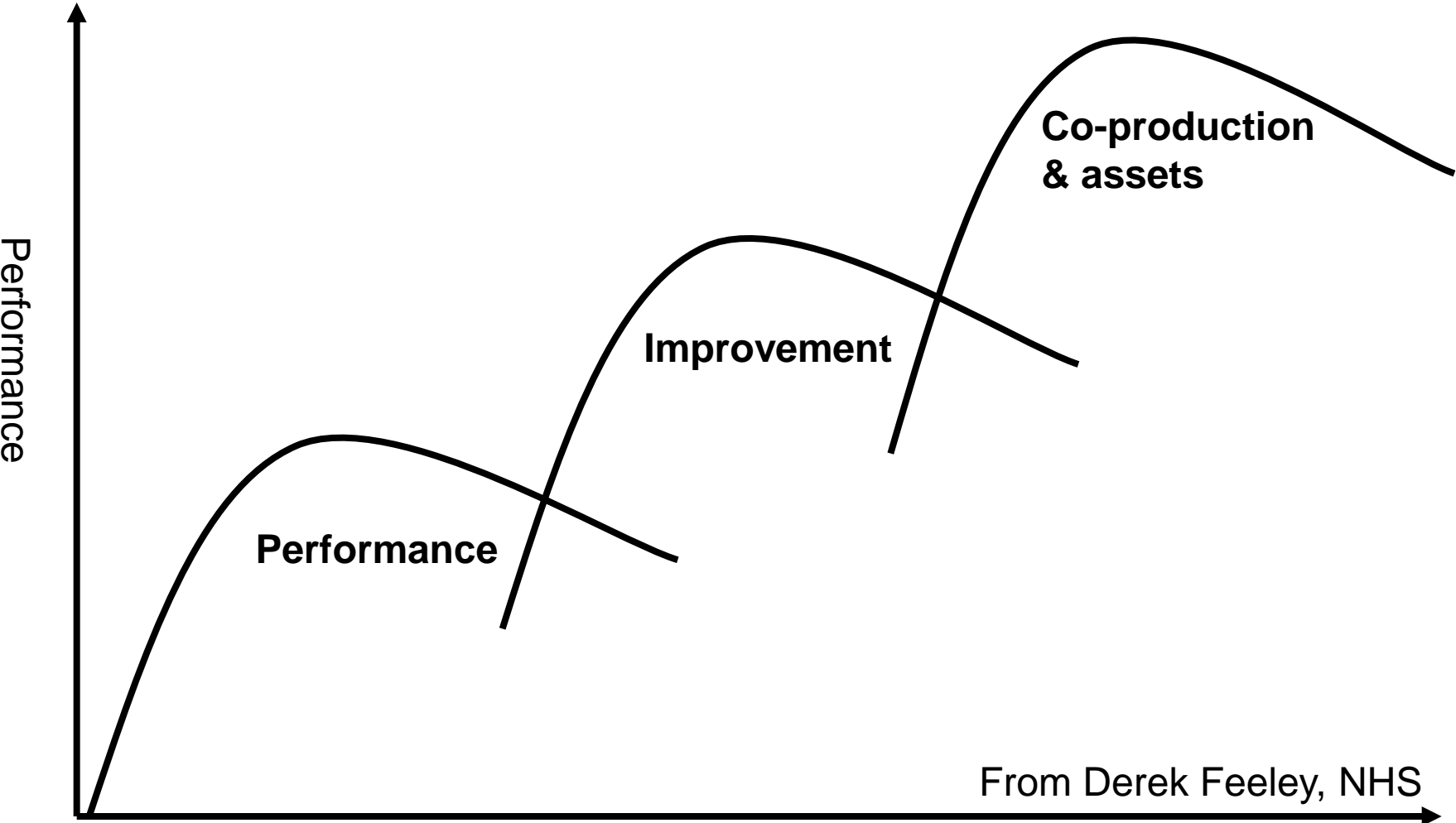




The Healthcare Quality Strategy for NHSScotland

The Scottish Government, May 2010

The future – Gathering all 3 curves



“The 3rd Curve”

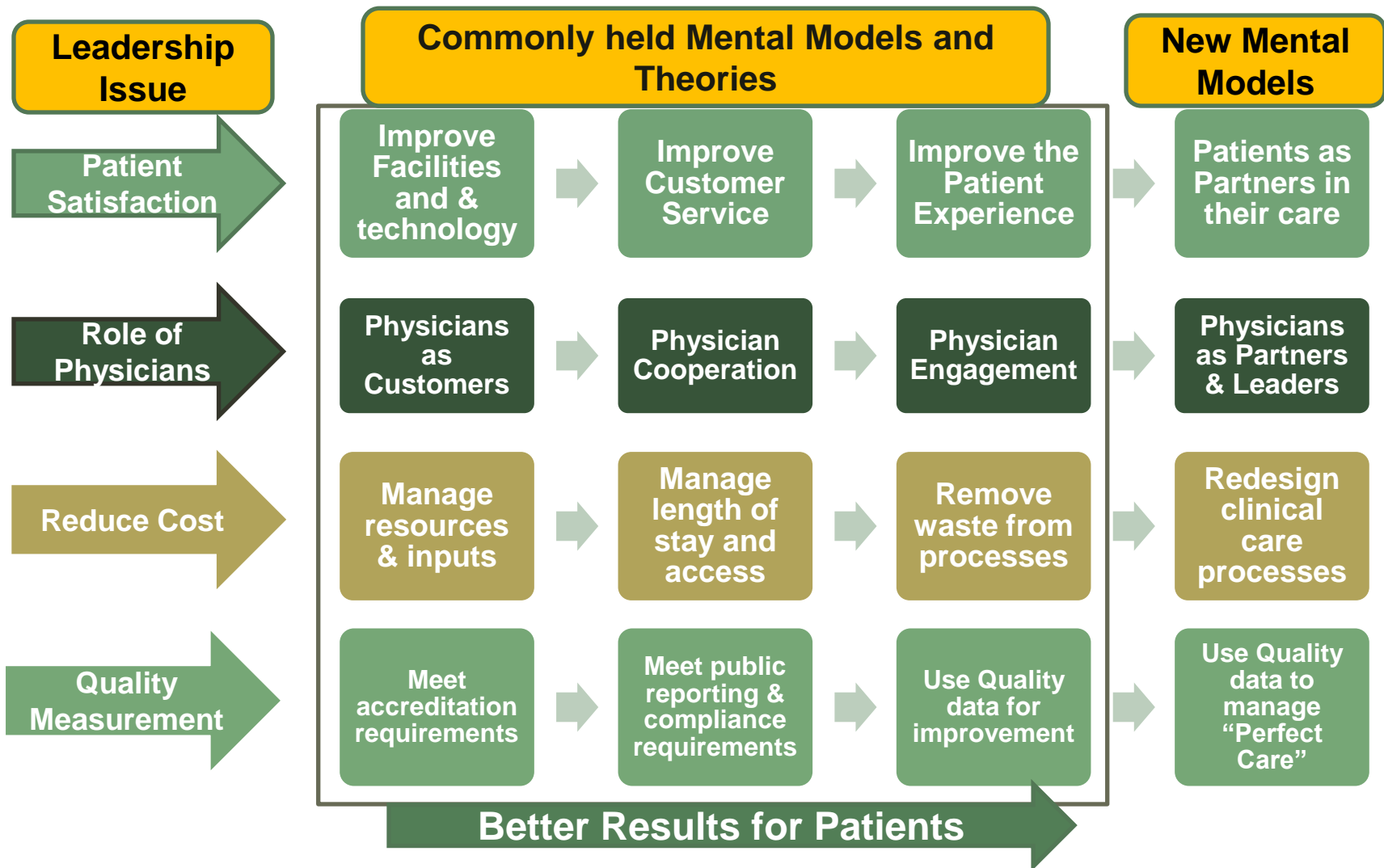
- Given the challenges – hard to see sustainable route without this – can’t treat our way through this.
- Untapped potential of public activation
- Patients and families tell us that healthy living is a key outcome for them
- Shifting the balance of care and shifting the balance of power

Empathy

A Learning Healthcare System

- Respect the insights of the front-lines of care
- Build on the evidence-base and add to it
- Learn from patients & communities (co-production)
- Learn from peers & colleagues
- Build data systems that enable continuous learning
- Design an approach to act on that learning (a method for improvement)
- Align financial incentives to support continuous learning
- Seek partnership with others who are avid learners

Mental Models & Theories Drive Leadership Actions and Behaviors



Barack Obama

“Change will not come if we wait for some other person or some other time.

We are the ones we’ve been waiting for.

We are the change that we seek.”