

Presented by:

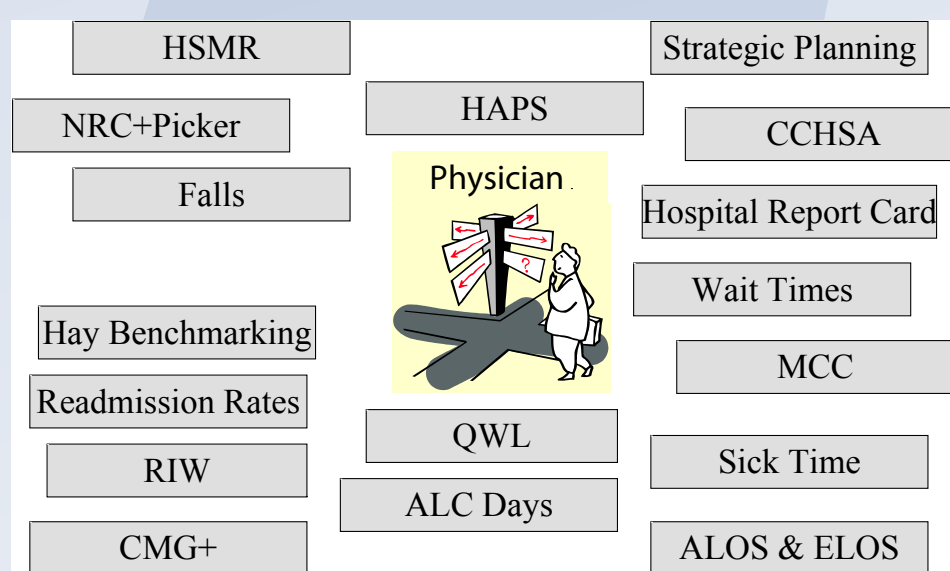
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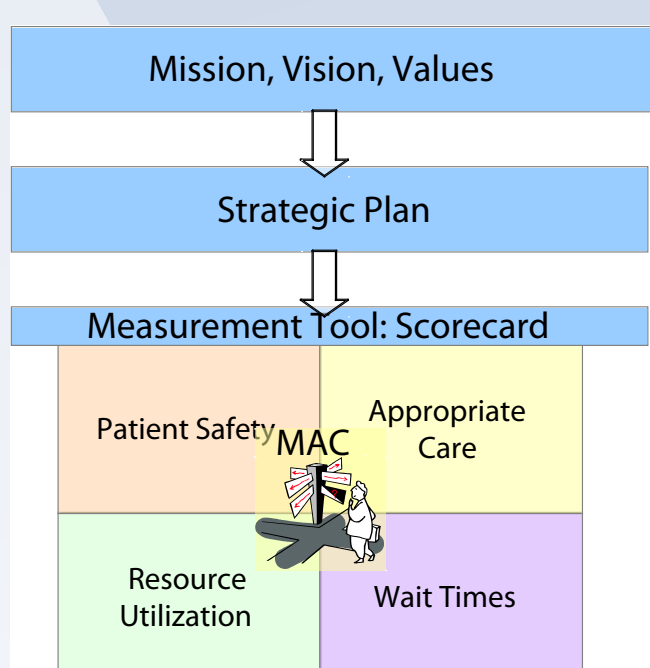
■ Background

- Previous MAC performance reporting was not strategic.
- Numbers after numbers after numbers.
- Compass 2012: Strategic Plan.
- How do we engage MAC in quality to advance strategic plan?

■ Reality: What's all this Gobbledygook?



■ Desired State: We're all on the same team



■ Aim

- Engage Chiefs to work collectively towards Strategic Plan and improve corporate quality issues.
- Frame the work of the MAC as the work of the hospital.
- Select 2-3 projects where results could drive further discussion.

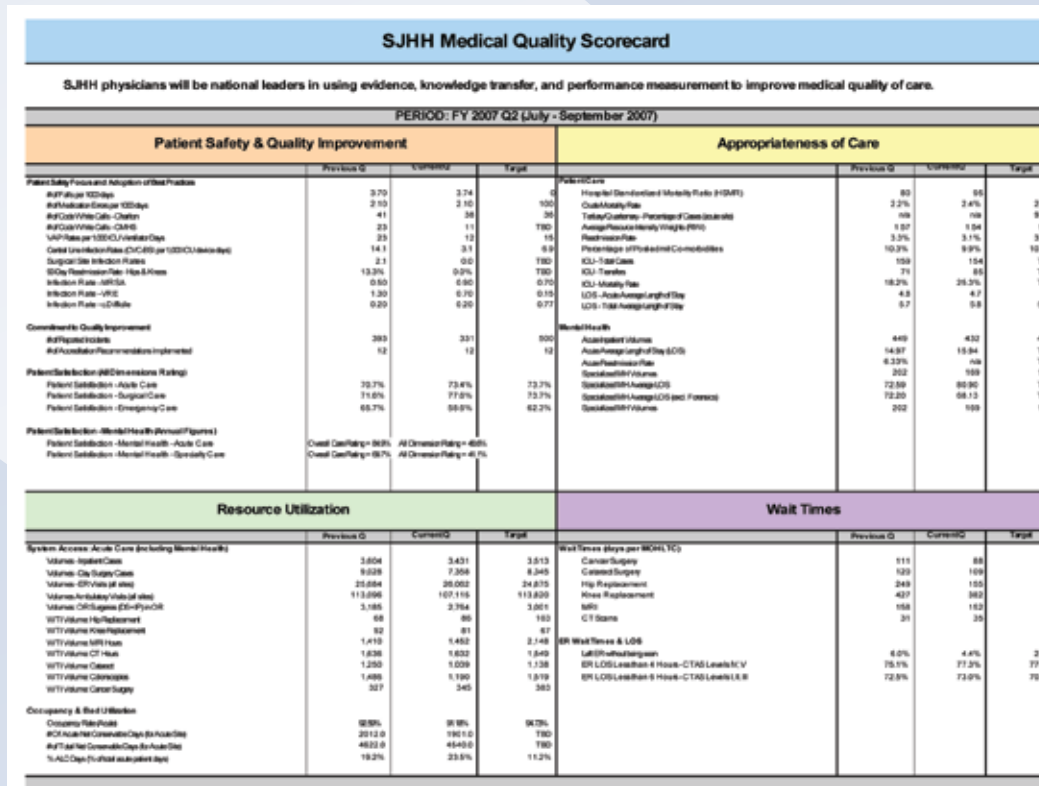
■ Barriers to Improvement

- Physician Skepticism.
- Operational Bandwidth.
- Engagement once an issue was identified.

■ 5 Steps to Success

- Step 1: MAC vision statement
- Step 2: Scorecard has 4 quadrants but framed in MD language
- Step 3: Indicator & target development "Throw it on & see what sticks"
- Step 4: Consulted every Chief on targets through use of target document
- Step 5: Action QI projects on "Hot" issues (HSMR & RIW)

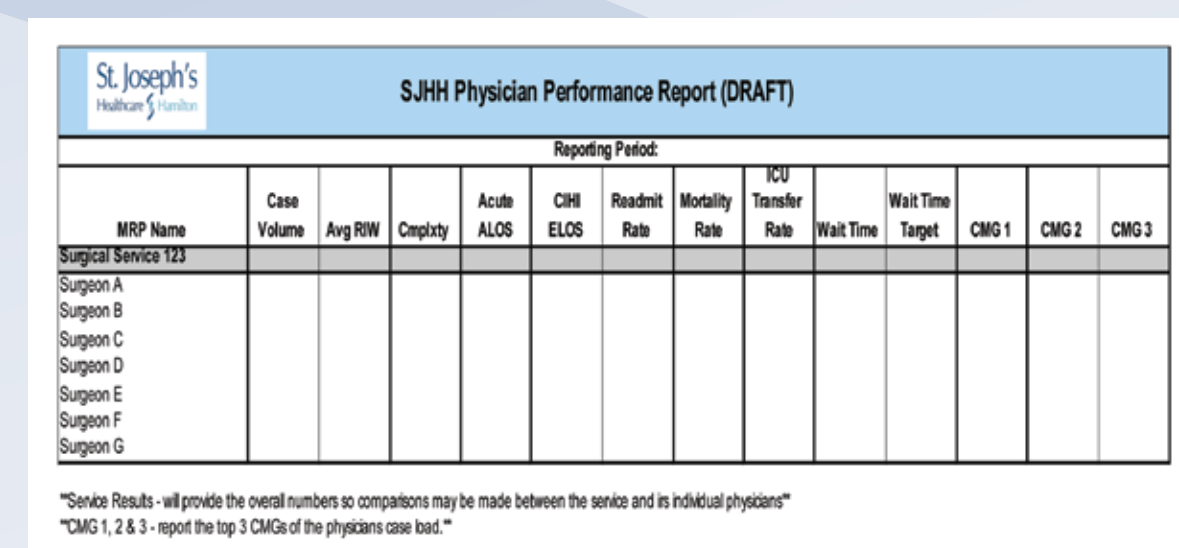
■ SJHH Medical Quality Scorecard



■ Gaining Momentum

- Process Results**
 - Medical Quality Scorecard presented 4 times.
 - Standing agenda item quarterly Staff recognition.
- Outcome Results**
 - HSMR Project on Septicemia.
 - Project Complexity — Physician Documentation Project.
- Cascade Results**
 - Physician Performance Reports.
 - 25 Clinical Program Scorecards.

■ Physician Performance: How do we lead and improve as a team?



■ 5 Key Success Factors

- Supportive Chief of Staff.
- Performance Improvement Consultant for MAC.
- "Paper" Scorecard Report sent to all physicians created awareness and branding.
- Chiefs have performance/quality results tied into contracts.
- Competition.

■ Lessons Learned

- Medical Quality Scorecard**
 - Involve support system from beginning – medical quality started with inpatient and outpatient data but also requires DI, Lab and Pharmacy.
 - Resource the process.
- Physician Performance Reports**
 - Early adopters raised credibility.
 - Its about trend, HR planning and team work.

■ Next Steps

- Medical Quality Scorecard**
 - DI, Lab, Pharmacy data.
 - Annual target setting.
- Physician Performance Reports**
 - Alignment with credentialing.
- It's about Quality**
 - Fulfill HSMR and Project Complexity mandates.