Gaining Successful Organizational Leadership Support and Buy-In Within a Portfolio Sponsor Organization

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Key Factors Leading to Senior Executive Engagement

- Organizational readiness
- Senior leadership engagement in key aspects
- Affordable MOC infrastructure
- National leadership opportunity
Organizational Readiness

• Focus on quality & safety was established in the NCH culture
  ▪ Many QI projects related to our institutional goal to eliminate preventable patient harm
    o Zero Hero Began in Fall of 2008
    o CLABSI, VAP, CAUTI, Falls, ADE, SSI, SSE, etc.
    o Patient safety is an institutional value to which senior leadership is committed
    o Patient/Family Centered Quality Strategic Plan
  ▪ Some projects focus on cost reductions, throughput, readmissions, patient satisfaction, etc
    o NCH is an Medicaid managed care organization with ~ 350,000 covered lives
    o Capitated and fully at-risk (i.e. improved outcomes led to better bottom line)
    o Zero Harm Initiative has avoided
  ▪ QI infrastructure
    o Quality improvement experts imbedded in many service lines
    o Robust electronic record and enterprise data warehouse
    o Common QI language of IHI Model for Improvement
Senior leader engagement in key aspects

• Quality Improvement & Safety Education
  ▪ Quality Improvement Essential Course with CEO kickoff
  ▪ QI methodology overview required of all residents & fellows
  ▪ Mandatory Zero Hero (high reliability) training for all staff

• Quality & Safety Committees
  ▪ Monthly Quality Committee
    o Led by Chief Nursing Officer and Medical Director for Quality Improvement Services
    o Attended by > 70 hospital leaders including CMO, CNO, and COO
  ▪ Monthly Safety Committee
    o Let by Co-Medical Directors for Patient Safety (RN and MD)
    o Attended by > 90 hospital leaders including CMO, CNO, and COO

• Board Quality Committee
Affordable MOC infrastructure

• MOC Education Coordinator FTE (0.5)
• Easy application process for physicians
• Link to QIE project
• Considerable "bang for buck" - so many different MOC requirements
• Reasonable ABMS fee
• Opportunity cost of not being a Portfolio Sponsor
National Leadership Opportunity

• Leadership opportunity to participate in, and contribute to, national dialogue on quality in a different and important way.
  ▪ Data Transparency
  ▪ Solutions for Patient Safety National Collaborative
  ▪ Children’s Hospital Association Collaboratives
  ▪ Ohio Perinatal Quality Collaboratives
  ▪ Clinical Learning Environment Review (ACGME)
So...Where are your opportunities?

- Look for the waste in your operations
  - 2011 IHI White Paper on “Hospital Inpatient Waste Identification tool”
  - CMS Never events
  - Readmissions
  - Inpatient and outpatient throughput