BURNING PLATFORM

1) Increased Cost & Financial Pressures

2) Increased Demand / Fewer Providers / Affordable Care Act

3) Shifting to Chronic Care Management (Prevention & Management vs. Treatment)

4) Financial Reimbursements / Increased Patient Outcomes

5) Patient Satisfaction / Patient Choice

6) Competition: Walmart, Target, CVS etc.

7) Job Satisfaction / WIFM / Working at top of license
The Journey Begins…..

In August of 2012 our providers were asked to read *On the Mend* in preparation for a break out session at our practice retreat.

The book tells a story of a lean transformation at ThedaCare, a mid sized, not for profit hospital in Wisconsin.

At this point we didn’t know much about Lean or Managing for Daily Improvement.

What we did know is that we had many daily frustrations that we either found workarounds for or simply accepted.

What happened next was this…..
WHAT IS MANAGING DAILY IMPROVEMENT?

MDI is a Practice / Department Mini-Lean Process

It allows staff to:
• Identify small barriers and challenges
• Evaluate the obstacle(s)
• Correct the problem quickly (i.e. within 24 hours)
• Standardize the Process
• Measure the results in real time

Results:
• Staff / Teams challenging the status quo
• Staff becoming owners of the process
• Increase in process efficiency
• Increase in quality
• Increase in Patient Satisfaction
• Increase in Employee Satisfaction
HOW DOES MDI WORK?
Managing for Daily Improvement (MDI)

CHS STANDARD HUDDLE BOARD

1. Daily Reflection  
   INSPIRATION / THOUGHT

2. Safety: Patient / Employee

3. Equipment Issues  
   ADD TO IDEAS IN MOTION

4. General Announcements  
   CHANGE ALERTS OR DEPT ANNOUNCEMENTS

5. Review Metric #1  
   CURRENT PERFORMANCE / TREND / BEST PRACTICE

6. Review Metric #2  
   CURRENT PERFORMANCE / TRENDS / BEST PRACTICE

7. Review Metric #3  
   CURRENT PERFORMANCE / TRENDS / BEST PRACTICE

8. Review Ideas in Motion  
   OBSTACLES ENCOUNTERED & ACTION TO TAKE

9. Close with Wins and Celebrations  
   POSITIVE NOTE

Rock Hill Pediatrics  
8:20-8:35AM Daily
## Metrics

<table>
<thead>
<tr>
<th>Current and Retired</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lab Diagnosis Codes</td>
<td>• HPV Immunization Rates</td>
</tr>
<tr>
<td>• Weight Assessment and Counseling for Nutrition</td>
<td>• Referrals to Family Connection</td>
</tr>
<tr>
<td>• Dental Varnish</td>
<td>• Immunization Status</td>
</tr>
<tr>
<td>• Edinburgh Screening</td>
<td>• Consistent Use of Timers and Rounding</td>
</tr>
<tr>
<td>• Project Breathe Easy</td>
<td></td>
</tr>
<tr>
<td>• Asthma Appropriate Care</td>
<td></td>
</tr>
<tr>
<td>• Communication of Wait Times</td>
<td></td>
</tr>
<tr>
<td>• Chlamydia Screening</td>
<td></td>
</tr>
<tr>
<td>• Ongoing Communication</td>
<td></td>
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</tbody>
</table>
MDI at a Glance
Rock Hill Pediatrics
MDI Start Date: 3/1/2013

Ideas in Motion

127+ Ideas in Motion
Completed Since MDI Start

Process Changes

18+ Process Changes
Implemented Since MDI Start

Top 3 Most Impactful Changes

1. Improved Overall Asthma Appropriate Care
2. Improved Patient Satisfaction
3. Increased Employee Engagement Survey Results

Metrics

<table>
<thead>
<tr>
<th></th>
<th>Maternal Depression Screening</th>
<th>Project Breathe Easy</th>
<th>Ongoing Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline:</td>
<td>0%</td>
<td>0%</td>
<td>54.5%</td>
</tr>
<tr>
<td>5 Weeks After MDI</td>
<td>90%</td>
<td>90%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Significant Improvement in Daily MDI Metrics Score
Accomplishments To-Date

• Improvement of Appropriate Asthma Care from 31% to 79.5%

• Metrics Retire as Result of Proven Sustainment w/ Replaced New Ones

• All Metrics Showed improvements > 50% of Baseline

• Over 127+ Ideas in Motion Closed
• Makes problems visual & explicit (if a problem is not seen, it can’t be solved)
• Engages entire front line team around solving problems
• Rapid problem resolution instead of problem escalation
• Allows for Rapid and Frequent course corrections
• Allows for easier adoption & sustainment of best practices
• Creates the ability to develop standard processes
• Creates a ‘daily habit’ of performance management
• Team building activity/Coaching & professional development activity

“MDI enables us to attain our common goals of serving patient’s and improving the office work environment. In the process it respects and solicits opinions from all of the office staff. Teamwork is distilled into a pride of accomplishment.” Robert Goodbar, MD

“The only thing I’ve seen decline since implementation of MDI is daily frustration in the office.” Martha Edwards, MD

“Standardized Process + Accountability = Success.” Michelle Goodman, Medical records

“We have been able to voice our concerns and have our voices heard as we work together to overcome obstacles.” Jennifer Tollison, Registrar