



## 999 ACTION PLAN

### OUR HEALTH SYSTEM

#### Follow-Up and Follow-Through Initiatives for Enhanced Quality and Safety

Participants in recent Governance Institute board and leadership retreats offered several ideas to help ensure that their hospital or health system's interest in and accomplishment of good work for enhanced clinical quality outcomes are more likely to be achieved.

Actions for the next 9 days, next 9 weeks and next 9 months are summarized below. These lists are ambitious, and therefore, should be discussed, refined, and prioritized by the leadership of each local hospital's board, physicians, and managers with in the next week. The board can send a clear message that quality and safety matters in your hospital/health system now more than ever before. These ideas are in random order.

#### ACTIONS FOR THE NEXT 9 DAYS

1. Publish summary of this retreat to all our stakeholders next week that says quality is job one for us, and invite their further ideas and input.
2. Senior managers should convene a brainstorming meeting next week to prioritize and recommend a short list of actions we all should work together to accomplish next year for enhanced quality and safety.
3. Re-examine our quality improvement department to be sure it is focused on real progress and not just punishing bad actors. We need blame free culture, yet one that stills helps people and teams take accountability for their actions and errors.
4. Continue talking about our retreat conclusions so we can keep the momentum moving forward.
5. Get our CEO to set up a small fund for fast bonuses (e.g. about \$500) for staff that demonstrate tangible progress to great quality.
6. Publish a summary of our reaffirmed commitment to quality to all our internal and external stakeholders next week, including our recognition that it is essential to our survival and growth, not just a moral and legal obligation.
7. Send whatever we have now on individual physician "quality performance dashboards" (no names mentioned except for their own) for key indicators to all our physicians, then improve the reports for the future.

WHAT ARE 999 ACTION PLANS?

THEY ARE ACTIONS FOR THE NEXT:

9 days  
9 weeks  
9 months

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# 999 days 99 weeks 9 months

8. Approve affiliation with national leading clinical centers for PR and real insights into clinical best practices.
9. Develop detailed data profile on each of our physicians about their activity with us, and develop custom plan of what it will take to enhance their relationship with us.
10. Our board quality committee needs to update its detailed “plan of action” for the coming year, with clear strategies and roles to be played by board members, physician leaders and management.
11. Finalize plan to acquire “Solucient” database for comparative studies of our performance by service line.
12. Make commitment for board agendas to have more prominent attention to quality along side our financial reviews and dashboards.
13. Get team of 5 physicians to define practical ways for our quality and safety target measures and related data acquisition to be as accurate and timely as possible.
14. Set up schedule of board leader walking tours of our care sites for the next 6 months.
15. Set up peer review task force of doctors and nurses to refine our action plan for the coming year for better quality outcomes and processes.
16. Develop and publish to all our internal and external stakeholders a clear definition of what we mean by quality and safety results, and what we are doing to walk-the-talk..
17. Schedule follow-up meeting with our physician leaders to invite their specific actions for quality next year. Be ready to compensate them for their time and talent.
18. Form task force of about 7 managers and physicians to bring in a specific set of incentives (awards and cash) to encourage physicians and staff to be more actively engaged in our pursuit of enhanced quality and safety.
19. Communicate, communicate, and communicate about what we are doing and why, and how we are committed to do it all better.
20. Pay attention to our visitors’ impressions and recommendations about clinical and customer service quality dimensions and develop action plan to improve their satisfaction with us throughout next year.
21. Commit to do a program of spot check reviews of our quality performance by service, department, and physician.
22. Present data profiles for department of medicine next month.
23. Commit to provide better information on quality plans and progress to the System and/or sister boards.
24. Plan report to the community on our role in great quality, make is a distinguishing part of our external image.
25. Ask our “Head of Internal Quality” to publish to our board and MEC a collection of the 5 best articles on hospital quality initiatives across the U.S.



## ACTIONS FOR THE NEXT 9 WEEKS

1. Schedule follow-up meeting at next board meeting with physician leaders invited about our updated plans for enhanced quality and safety.
2. Review and refine with each department team our definitions of quality and how they recommend we refine the measures and processes to get the work down ASAP.
3. Publish list of past errors and incidents by shift, by day of week to monitor and fix problem patterns.
4. Celebrate, celebrate, and celebrate winners and collective progress.
5. Identify best practice doctors and employees for this year and feature them in our internal and external advertising and PR efforts.
6. Make sure our budget and strategic plan give prominent role to quality.
7. Publish an updated “action plan for quality” for next year”
8. Develop awards for fastest reported quality gaps, lapses and errors as part of celebrating a blame free culture.
9. Give our top 50 physician admitters a report on where they stand compared to their peers, and give \$250 award of appreciation to the top 2 in each specialty. That should create a buzz that this is real, and we can play a key role in getting it rolling, and continuously improving.
10. Publish new incentive program for quality for all our staff and physicians for next year. Could include such diverse items as free lunches, coffee breaks, education trips, better parking, pictures in hallway celebrating them, letters to their families celebrating their great work, etc.
11. Establish nurses and physicians award for great quality innovations, and have the recognition given by board members at special dinner for quality. Have our foundation help pay for this event.
12. Target ER and surgery areas for improvements in coming 6 months.
13. Establish network of community leaders who we will educate and engage in our quality initiatives for the coming year. Commit to meet with them 3 times in the coming year.
14. Set up 2–3 paid meetings with physicians to define our process and protocols for selected specialties and procedures.
15. Establish calendar of meetings to report quality progress to physicians.
16. Update our systems and staff to report and reward core data values accurately, and ask physicians to review and demand good data reports.
17. Publish our quality goals and progress on our internet for our employees and the public and competitors to see and follow.
18. Use email and web site more to expand our communications of plans and progress for quality and safety.
19. Convene expanded group of nurses and doctors to brainstorm specific actions we can take to improve quality in such key areas as: ER, OB, Surgery and nursing home.
20. Others?



## ACTIONS FOR THE NEXT 9 MONTHS

1. Conduct survey among employees for fresh ideas on how best to improve quality of care and service in top services of ER, OB, orthopedics, and neurosurgery.
2. Publish report to the public on our world class targets and results for quality and safety.
3. Invest in more IT for medical records and CPOE for data accuracy of our key measures and dashboarding. Get benchmarking for national targets.
4. Launch new incentive compensation programs for staff and rewards for doctors that are legal and effective for change.
5. Get moving on our efforts to avoid unnecessary variations, use hospitalists more as means to achieve enhanced quality.
6. Define bold strategies for improved pharmaceutical plans and formulary for quality, and for reduced medication errors.
7. Invite in peer review experts to “Spring Summit on Quality” and conduct joint conference with board, physician and community leaders with outside experts and our own doctors and nurses as faculty.
8. Invest in another staff specialist on quality and safety.
9. Assess cost savings from better quality and publish a short statement on “The Business Case for Quality.”
10. Report to all 1500 employees about our plans and progress and new incentives.
11. Define opportunities for paid medical staff leaders in key areas and tasks.
12. Continue discussions about pros and cons of “closed medical staffs in selected areas of our hospital.
13. Build an expanded quality initiative for the nursing home.
14. Review, refine, and reward!
15. Others?

This is important to our future business success. We should refine this over the next few weeks and then assess progress frequently. There is an urgency for progress that we must capitalize on ASAP.

Jim Rice is Vice Chairman of The Governance Institute. The Governance Institute collaborates with several national groups to champion enhanced trustee leadership for hospital quality.



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