



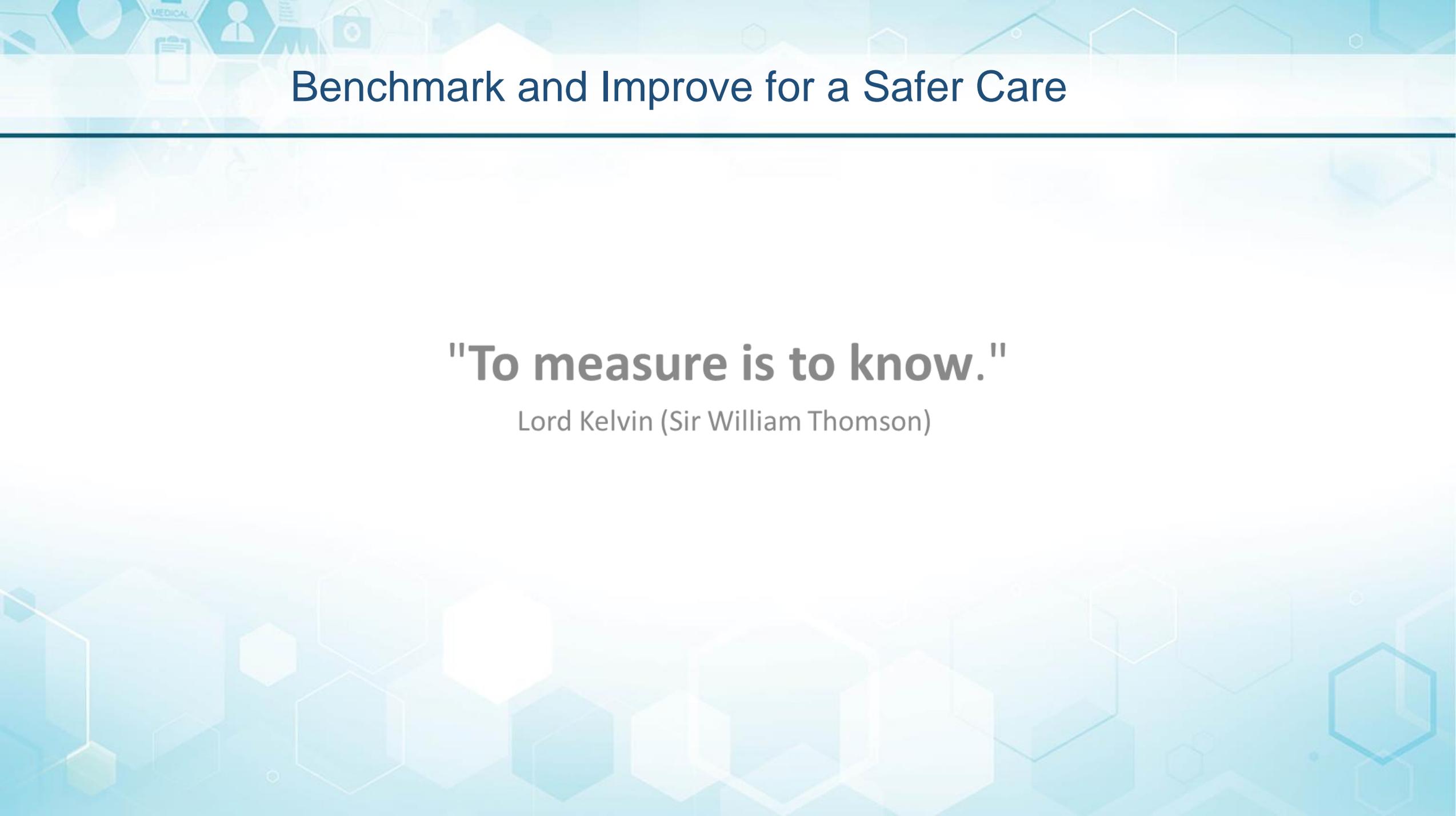
Benchmark and Improve for a Safer Care

6th Annual Congress on Healthcare Quality & Safety **Teaming Up for Safer Care**

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Presenter

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The background features a light blue gradient with various medical icons (stethoscope, person, bag, clipboard, wheelchair) and a pattern of hexagons and lines. A dark blue horizontal line is positioned below the title.

Benchmark and Improve for a Safer Care

"To measure is to know."

Lord Kelvin (Sir William Thomson)

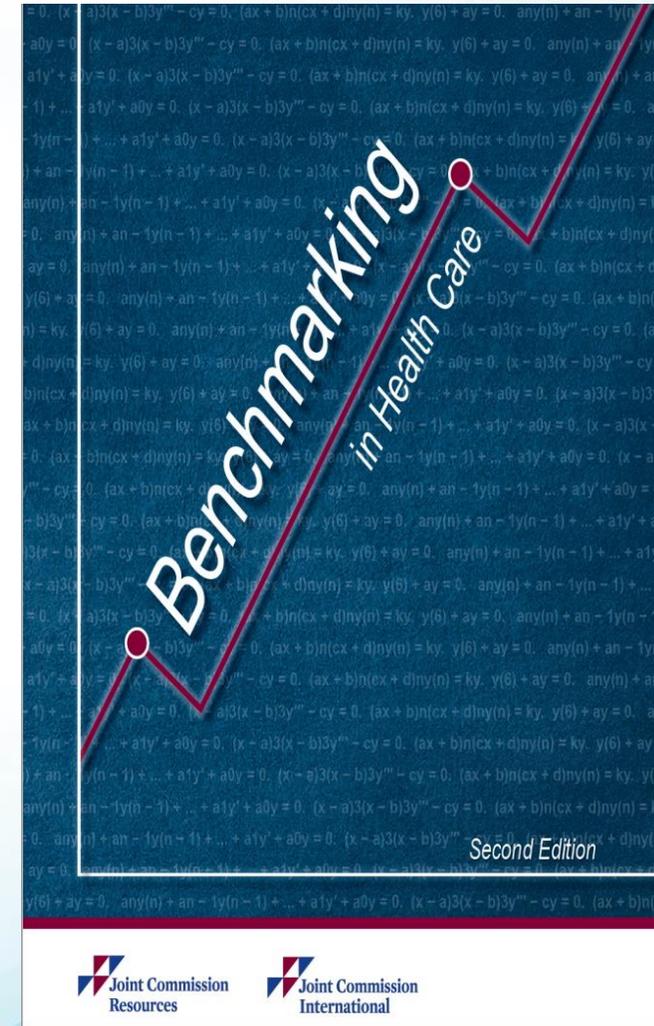
Benchmark and Improve for a Safer Care

"To measure is to know."

Lord Kelvin (Sir William Thomson)

JCI Expanded on this Idea to say **"To know is to Improve"**

Benchmarking in healthcare 2nd addition



Benchmarking is all of this & more:

- A methodical study
- A discovery process
- An improvement method
- A learning opportunity
- A management commitment
- A tool used to identify, establish, and achieve standards of excellence
- A continuous process



Benchmarking Context:

- Focuses on best practices
- Strives for continuous improvement
- Partnering to share information



Benchmarking at its BEST

- Benchmarking **technique** based on **voluntary** and **active collaboration** among providers creates:
 - Spirit of competition to apply best practices.
 - Promises significant rewards for cooperating member hospitals.
- Nonetheless,
- like Total Quality itself, it must be understood in its proper context, and implemented single mindedly to be effective.

Benchmarking Methods

Four Methods of benchmarking are employed:

- Internal
- External
- Functional (Roadmap)
- Generic (Roadmap)



Limitation of internal benchmarking:

- Tends to be **operational** rather than strategic
- Bound by the **organizational** Cultural Norms
- Internal **bias**
- Not much of stretch
- May not find **best** practices



Advantage of External Benchmarking:

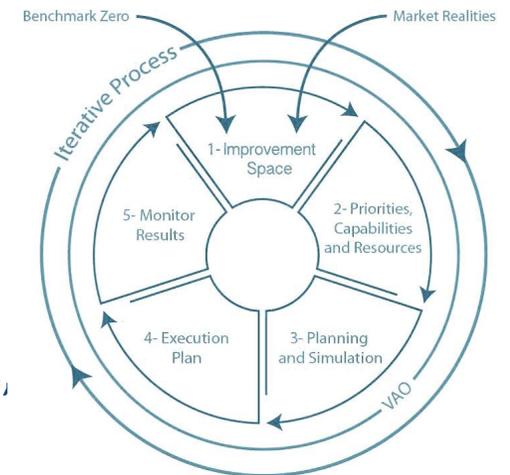
- Provides a **strategic insight** into market place competitiveness
- Can provide a **wakeup** call to action
- Prioritizes areas of improvement according to **Market Realities**
- Enhances **Learning**, Cooperation and possible partnership
- Provides the highest potential for discovery & Greatest opportunity for process breakthroughs; (especially when benchmarked against other industries)



Multidimensional approach to benchmarking

One that combines the quantitative, the qualitative, and the market context;
Healthcare providers can:

- Generate greater insights from their benchmarking efforts.
- Accurately assess their own performance relative to that of their competitors,
- Start to understand the underlying reasons for performance gaps
- Move beyond target setting to design change initiatives that close those gaps and improve their competitive positioning



Benefits of Benchmarking (1/2)

The following list highlights some of the potential benefits of benchmarking for providers:

- Improving the **quality** of patient care
- Yielding greater **efficiency**
- Encouraging **accountability** among providers
- Helping obtain a clearer understanding of **competitors**
- Serving as a source of new **Ideas**
- Enhancing **marketing** opportunities
- Improving **productivity**

Benefits of Benchmarking (2/2)

The following list highlights some of the potential benefits of benchmarking for providers:

- Understanding what levels of **performance** are possible and how much improvement can be achieved
- Meeting **Accreditation** Standards
- Highlighting the **strength** of a department or unit to leadership
- Helping to make the **business case** for more resources
- Justifying the **continuation** of a service
- Identifying opportunities for **Improvement**
- **Verifying** that improvement initiatives are working or, conversely, need to be modified or abandoned

Source: JCI Benchmarking in Healthcare 2nd Edition, Shepherd N., et al.: An evaluation of benchmarking initiative in extended treatment mental health services. Aust. Health Rev 34:328-333, Aug. 2010; Brown D.S., et al.: nursing sensitive benchmarks for hospitals to gauge high-reliability performance. J Healthc Qual 32:9-17, Nov.- Dec. 2010; Hermann R. C. Chan., Provost S.E.: Statistical benchmarks for process measures of quality of care for mental and substance use disorders. Psychiatr Serv 57:1461-1467, Oct. 2006

Steps to Benchmark

- Benchmarking Process can deceptively seem simple (identifies a problem, collect data, compare data, and respond to findings.)
- The intricacies involved in each of these steps present challenges:

The Juran 7 Steps Benchmarking Process

Step 1: Preparation and Planning

Step 2: Data Collection

Step 3: Data Analysis

Step 4: Reporting

*Phase 1:
Positioning
Analysis*

Step 5: Establish LEARNING from Best Practices

Step 6: Improvement Actions
Planning + implementation

Step 7: Institutionalise Learning

*Phase 2:
Learning
from best
practices*

Benchmarking Inherent Challenges & Complexities

➤ Preparation & Planning

- Relevance
- Occurrence
- Severity/ impact

➤ Data issues

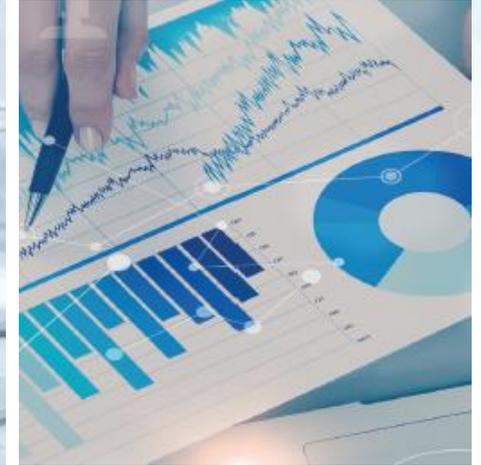
- Availability
- Accuracy
- Validity
- Reliability/ Consistency
- Timeliness
- Completeness
- Volume

➤ Case Definition

- Coding
- Order (if procedure)

➤ Indicator's Attributes, Level, Type

- Nominator/ Denominator
- Primary / Secondary
- Age/ age group
- Include/ Exclude (All, Any, Or)
- Volume/ Ratio



Addressing Challenges & Complexities Associated with Benchmarking & Improvement;
Moving Forward

Technology, Data Science, Business insight
Are
Turning Data into Decisions

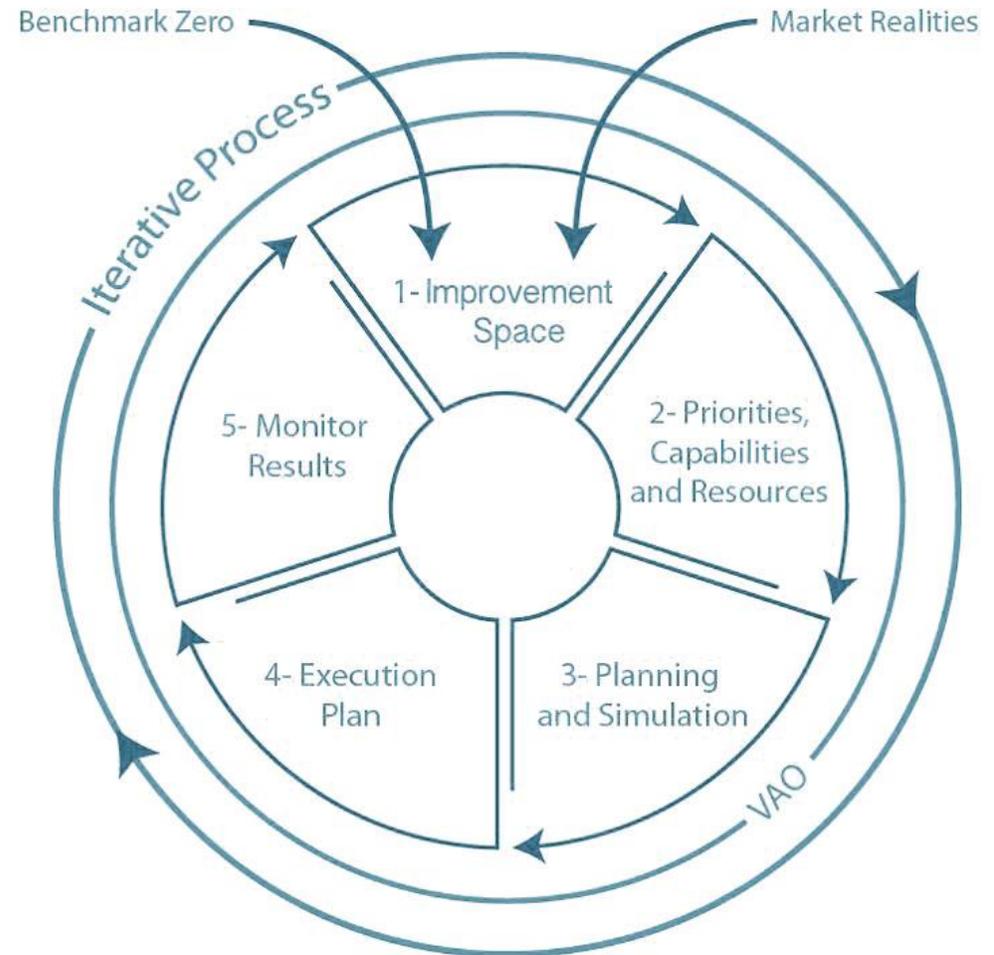


VAO (Visualization, Awareness, Optimization) is B&I's innovative platform



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VAO (Visualization, Awareness, Optimization) is a **platform** that is designed to take the Healthcare Leaders and Policy Makers through a process that starts with discovery then situational awareness leading to iterations of enhancements.





- **Benchmarking** is the practice of being humble enough to admit that someone else is better at something, and being wise enough to learn how to match and even surpass them at it.

(American Productivity and Quality Center)

Thank You