Optimizing Care -- Inspiring Leadership to Improve Quality and Efficiency while Controlling Costs

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Optimizing Care - Inspiring Leadership to Improve Quality and Efficiency While Controlling Costs

Interprofessional Senior Executive Team
Lehigh Valley Health Network, Allentown, PA

Poster Overview
An organization-wide effort sponsored by the Network’s senior executive team which used lean management principles to identify waste, add value and achieve cost benefits.

Optimizing Care Service Line Project

Goal
• Implement processes to study, analyze and map variation in care processes

Objectives
• Utilize a standard approach to accomplish the goal across the network
• Involve multi-disciplinary teams led by clinical departments and service line staff
• Identify, study and improve processes in a manner sufficient to generate cost reduction
• Share learnings broadly across network entities

Evidence
• Lean management principles can be successfully applied to the delivery of health care.
• Lean thinking begins with driving out waste so that all work adds value.
• Identifying value-added and non-value-added steps in every process is the beginning of the journey toward lean operations.

Project Structure

• Senior Executive Oversight Team
  – Chief nursing officer (CNO) & nurse administrator
  – Service line non-nurse administrators
  – Service line physician chairs
  – Physician executive for quality
  – Finance staff member
  – Internal lean coach
• 9 service lines & 4 ancillary departments
• 11 teams → 40 projects
• Projected financial impact: $3,184,500

Implications

• Alignment with the AONE key priorities - illustrates innovation and, through value-added work, supports provision of safe quality care in healthful practice environments.
• With CNO driving the initiative as a senior executive and nurses serving as leaders on all teams, project communicates value of nursing in healthcare to all stakeholders.

Outcomes

Full project roll-out → $6,216,300
Examples:
• ↓ LOS through ‘super’ cohorting and collaborative rounds
• ↓ and standardized OR room supplies
• Standardized order sets focused on decreased utilization of unnecessary diagnostic studies
• ↓ medication costs through
  – Diligent contract negotiations
  – Streamlined formulary
  – Evidence-based protocols

Length of Stay (LOS)

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References:

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LVHM: Lehigh Valley Health Network; LVH: Lehigh Hospital; FY: Fiscal Year