Value Creation

Stephen Swensen, MD MMM
Director for Quality
Mayo Clinic
Single High Value Practice

Value

Engineering
Single High Value Practice

Value

Infrastructure

Culture

Engineering

Execution
an estimated thirty to forty cents of every dollar spent on health care, or more than a half-
trillion dollars per year, is spent on costs associated with “overuse, underuse, misuse, duplication, system failures, unnecessary repetition, poor communication, and inefficiency.”


Bloodstream Infections

2008

2009

2010

Mayo Clinic
Business case
Meissner Patent foramen ovale: innocent or guilty?
Diffusion Checklist

*Best practice operationalized in workflows, knowledge management systems and monitoring.*

**Sponsoring Body**
*Insures defined requirements, readiness, and enterprise acceptance prior to launching diffusion efforts. Prioritizes, commissions, staffs, resources and provides oversight to diffusion projects.*

**Diffusion Readiness**
- Verify best practice successful in at least one Mayo Clinic site
- Project vetted in the appropriate sites that will implement the change
- Define preliminary project charter with goal and key metrics
- Insure a sustainable measurement plan exists for ongoing performance of the best practice by the operational units and best practice owner
- Develop the key principles for the project – what aspects of the project need to stay in place and where can variation be allowed
- Physician FTE allocation / budget PAU identified
- Champion, Administrative Lead, Best Practice and Operational Owners assigned
- Prioritization (approval, readiness, prioritized deployment queue)
- Initial communication made to organization

**Diffusion Oversight**
- Perform reviews
- Approve local adaptations / customization
- Remove barriers

**Enterprise Diffusion Manager**
*Oversees the roll-out, coordinates resources and tracks status. Local diffusion resources are considered part of the diffusion team.*

- Best Practice in standard format
- Diffusion Project Charter completed – authorized to begin the project
  - Scope of the project defined – which work units and systems will be affected by this diffusion project
- Project diffusion budget established, approved and resourced with people and supplies including measurement coordinator, as needed
- Stakeholder analysis
- Manage Project Plan
  - Change Management Plan developed and implemented
  - Communication plan developed and implemented: communicate early and often
  - Diffusion project timeline established and tracked
- Status updates completed
## Enterprise Patient Safety Alerts: Action Mandatory

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Autonomy
Mindfulness
Expectations

Transparency
Engagement

• Improvement competency
Value Creation

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