Improving Value and Efficiency in Hospitals and Medical Offices: A Resource List for Users of the AHRQ SOPS™ Value and Efficiency Supplemental Items

I.   Purpose

This document contains references to websites that provide practical resources hospitals and medical offices can use to implement changes to improve the culture of value and efficiency in their organizations. While this resource list is not exhaustive, it is designed to give initial guidance to hospitals and medical offices seeking information about initiatives related to value and efficiency.

II.   How To Use This Resource List

Resources are listed in alphabetical order, organized by the Surveys on Patient Safety Culture™ (SOPS™) composite measures assessed in the Agency for Healthcare Research and Quality (AHRQ) Value and Efficiency Supplemental Item Sets for the SOPS Hospital and Medical Office Surveys, followed by general resources.

For easy access to the resources, keep the file open rather than printing it in hard copy because many of the website URLs are hyperlinked.

Feedback. Suggestions for resources you would like added to the list, questions about the survey, or requests for assistance can be addressed to: SafetyCultureSurveys@westat.com.

NOTE: The resources included in this document do not constitute an endorsement by the U.S. Department of Health and Human Services (HHS), the Agency for Healthcare Research and Quality (AHRQ), or any of their employees. HHS does not attest to the accuracy of information provided by linked sites.

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III. Contents

IV. Resources by Composite

The following resources are organized according to the relevant AHRQ Value and Efficiency Supplemental Item Set composite measures they are designed to improve.

Composite 1. Empowerment To Improve Efficiency

1. **Four Ways Healthcare HR Can Inspire Teamwork**

    http://education.healthcaresource.com/4-ways-healthcare-hr-can-inspire-teamwork/

    As the healthcare industry continues to advance and grow to meet new demands, here are four ways healthcare HR can inspire a culture that values teamwork in their strategy toward organizational success.

Composite 2. Efficiency and Waste Reduction

1. **Achieving Efficiency: Lessons From Four Top-Performing Hospitals**
    https://www.commonwealthfund.org/publications/case-study/2011/jul/achieving-efficiency-lessons-four-top-performing-hospitals

    This report from the Commonwealth Fund presents case studies of 4 of the 13 Leapfrog Group-designated "Highest Value Hospitals" that offer strategies that may help hospital and health system leaders achieve greater efficiency. During site visits conducted in 2010, hospital leaders and staff were asked about the activities they credit with having contributed to high quality and low resource use. Managing staffing and adjusting roles to reduce or improve handoffs and promote teamwork to meet patient needs were cited as ways to increase efficiency.

2. **Achieving Hospital-wide Patient Flow: The Right Care, in the Right Place, at the Right Time**
    http://www.ihi.org/resources/Pages/IHIWhitePapers/Achieving-Hospital-wide-Patient-Flow.aspx (requires free account setup and login)

    This white paper is the culmination of approximately two decades of the Institute for Healthcare Improvement's (IHI) research, innovation, and learning about hospitalwide patient flow. The paper guides leaders and quality improvement teams through an indepth examination of a systems view of patient flow, theories for improvement, and high-leverage strategies and interventions to achieve hospitalwide patient flow.

3. **Choosing Wisely**
    http://www.choosingwisely.org/resources/

    Choosing Wisely is an initiative of the American Board of Internal Medicine Foundation in partnership with Consumer Reports that seeks to advance a national dialogue on avoiding wasteful or unnecessary medical tests, treatments, and procedures.

4. **Going Lean in Healthcare**
    https://www.entnet.org/sites/default/files/GoingLeaninHealthCareWhitePaper-3.pdf

    Examples in this IHI paper of Lean thinking in healthcare show that, when applied rigorously and throughout an entire organization, Lean principles can have a positive impact on productivity, cost, quality, and timely delivery of services.

5. **Hospital Inpatient Waste Identification Tool**
    http://www.ihi.org/resources/Pages/IHIWhitePapers/HospitalInpatientWasteIDToolWhitePaper.aspx (requires free account setup and login)

    The Hospital Inpatient Waste Identification Tool provides a systematic method for hospital frontline clinical staff, members of the financial team, and leaders to identify clinical and operational waste and subsequently prioritize and implement waste reduction initiatives that will result in cost savings for the organization.

    The tool consists of five modules—Ward Module, Patient Care Module, Diagnosis Module, Treatment Module, and Patient Module—that qualitatively identify opportunities for waste reduction. Each module includes clearly articulated waste types, worksheets, and instructions.

6. **Improving Patient Flow and Reducing Emergency Department Crowding: A Guide for Hospitals**
    https://www.ahrq.gov/sites/default/files/publications/files/ptflowguide.pdf

    This guide presents step-by-step instructions that hospitals can use in planning and implementing patient flow improvement strategies to ease emergency department crowding.

7. **Lean Principles in Healthcare: 2 Important Tools Organizations Must Have**
    https://www.healthcatalyst.com/lean-principles-in-healthcare-2-key-tools

    This document outlines ways to improve processes and eliminate waste and shares the most successful applications of Lean tools and principles.

8. **Quality Improvement Savings Tracker Worksheet**
    http://www.ihi.org/resources/Pages/Tools/QISavingsTrackerWorksheet.aspx (requires free account setup and login)

    The Quality Improvement Savings Tracker Worksheet may be used throughout the organization to track cost savings associated with waste reduction efforts and to adjust for annual changes. The tool enables the organization to compare expenses in the area of interest with expenses incurred the prior year and adjust for wage increases and productivity/volume changes. The organization can then use the worksheet to track any investments made with the savings accrued.

9. **Strategies for Better Patient Flow and Cycle Time**

   https://www.aafp.org/fpm/2002/0600/p45.html

   This article provides tried-and-true techniques designed to improve patient flow and cycle time.

10. **Using Change Concepts for Improvement**

    http://www.ihi.org/resources/Pages/Changes/UsingChangeConceptsforImprovement.aspx
    (requires free account setup and login)

    A change concept is a general notion or approach to change that has been found to be useful in developing specific ideas for changes that lead to improvement. This IHI web page outlines change concepts such as error proofing, optimizing inventory, and improving workflow.

Composite 3. Patient Centeredness and Efficiency

1. **Communication and Optimal Resolution (CANDOR)**

   https://www.ahrq.gov/professionals/quality-patient-safety/patient-safety-resources/resources/candor/index.html

   CANDOR is a process that healthcare institutions and practitioners can use to respond in a timely, thorough, and just way when unexpected events cause patient harm. This AHRQ toolkit, based on the CANDOR process, is intended to assist hospitals in implementing communication and optimal resolution programs.

2. **Consumer Assessment of Healthcare Providers and Systems (CAHPS®) Surveys**

   https://www.ahrq.gov/cahps/about-cahps/index.html

   These surveys ask patients to report on and evaluate their experiences with healthcare. These surveys cover topics that are important to consumers and focus on aspects of quality that consumers are best qualified to assess, such as the communication skills of providers and ease of access to healthcare services.

3. **Door-to-Doc (D2D) Patient Safety Toolkit**

   https://www.bannerhealth.com/about/innovation/door-to-doc-toolkit

   Door-to-Doc is a patient flow redesign process that improves the safety of care for patients in the emergency department by reducing the time patients wait to be seen and by expediting admission to the most appropriate hospital unit.

4. **Guide to Patient and Family Engagement in Hospital Quality and Safety**

   https://www.ahrq.gov/professionals/systems/hospital/engagingfamilies/index.html

   Research shows that when patients are engaged in their healthcare, it can lead to measurable improvements in safety and quality. To promote stronger engagement, AHRQ developed a guide to help patients, families, and health professionals work together as partners to promote improvements in care.

5. **Patient- and Family-Centered Care Organizational Self-Assessment Tool**

   http://www.ihi.org/resources/Pages/Tools/PatientFamilyCenteredCareOrganizationalSelfAssessmentTool.aspx (requires free account setup and login)

   This self-assessment tool allows organizations to understand the range and breadth of elements of patient- and family-centered care and to assess where they are against the leading edge of practice. Use this self-assessment tool to assess how your organization is performing in relation to specific components of patient- and family-centered care; or as a basis for conversations about patient-centeredness in the organization.

6. **Patient-Family Advisory Councils**

   http://planetree.org/wp-content/uploads/2017/09/Patient-Engagement-in-Research-A-Toolkit-for-PFACs.pdf

   Organized around the conceptual model of patient engagement in research, this toolkit provides practical guidance for meaningfully involving patients and families through the research life cycle – from deciding what topic areas should be prioritized to receive research funding, to developing a research question, designing a study, conducting research, disseminating and implementing results, and finally, evaluation.

Composite 4. Management Support for Improving Efficiency and Reducing Waste

No resources identified at this time.

V. Resources by Additional Measures

Experience With Activities To Improve Efficiency

1. **Patient Care Experience Observation Exercise**

   http://www.ihi.org/resources/Pages/Tools/PatientCareExperienceObservationExercise.aspx (requires free account setup and login)

   The purpose of this exercise is to learn about and understand the experience of care in your organization from the patient and family perspective, and not from assumptions that may be made by those providing care. Care team members select a patient care process to observe and then document their observations about the care experience from the patient and family perspective in a nonjudgmental way, using the observations to inform improvements to the care experience. This exercise may be used in any care setting.

VI. General Resources

1. **Building Employee Engagement**
   http://www.healthcaresource.com/img/documents/hcs303-employee-engagement-how-to-guide.pdf

   Engaged employees are more committed to, and enthusiastic about working at, an organization. Strengthening engagement levels leads to happier employees who are satisfied with their jobs and stay longer, which leads to better patient care and satisfaction. That is why it is important to hire great talent and create ongoing engagement. This guide shows organizations how to strengthen their engagement levels throughout their relationship with each employee.

2. **A Framework for Safe, Reliable, and Effective Care**
   http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Safe-Reliable-Effective-Care.aspx (requires free account setup and login)

   The Framework for Safe, Reliable, and Effective Care describes the key strategic, clinical, and operational components involved in achieving safe and reliable operational excellence—a "system of safety," not just a collection of standalone safety improvement projects.

3. **Increasing Efficiency and Enhancing Value in Health Care: Ways To Achieve Savings in Operating Costs per Year**
   http://www.ihi.org/resources/Pages/IHIWhitePapers/IncreasingEfficiencyEnhancingValueinHealthCareWhitePaper.aspx (requires free account setup and login)

   This paper proposes a set of steps healthcare organizations can undertake to systematically identify and eliminate inefficiencies to create a portfolio of work leading to a 1 percent to 3 percent savings in operating costs per year. The paper also describes methods for developing a balanced portfolio of projects and for calculating and tracking cost savings.

4. **Leading a Culture of Safety: A Blueprint for Success**
   http://www.npsf.org/page/cultureofsafety

   Leading a Culture of Safety: A Blueprint for Success was developed to provide chief executive officers and other leaders with a useful tool to assess and advance their organization's culture of safety. This guide can be used to help determine the current state of an organization's journey, inform dialogue with the board and leadership team, and help leaders set priorities.

   The high-level strategies and practical tactics in the guide are divided into two levels:

   - The foundational level provides basic tactics and strategies essential for the implementation of each domain.
   - The sustaining level provides strategies for spreading and embedding a culture of safety throughout the organization.

5. **TeamSTEPPS®**
   https://www.ahrq.gov/teamstepps/index.html

   TeamSTEPPS is an evidence-based set of teamwork tools, aimed at optimizing patient outcomes by improving communication and teamwork skills among healthcare professionals.

VII. Alphabetical Index of Resources