Benchmark and Improve for a Safer Care

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Presenter

Abdulrahim Hannawi
"To measure is to know."

Lord Kelvin (Sir William Thomson)
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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.
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.
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**
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

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:

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**The Juran 7 Steps Benchmarking Process**

**Step 1:** Preparation and Planning

**Step 2:** Data Collection

**Step 3:** Data Analysis

**Step 4:** Reporting

**Step 5:** Establish LEARNING from Best Practices

**Step 6:** Improvement Actions Planning + implementation

**Step 7:** Institutionalise Learning

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Phase 1: Positioning Analysis

Phase 2: Learning from best practices
 Benchmarking Inherent Challenges & Complexities

- **Preparation & Planning**
  - Relevance
  - Occurrence
  - Severity/ impact

- **Case Definition**
  - Coding
  - Order (if procedure)

- **Data issues**
  - Availability
  - Accuracy
  - Validity
  - Reliability/ Consistency
  - Timeliness
  - Completeness
  - Volume

- **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
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