

Case Study

Accelerating Performance Improvement through Front Line Leadership Engagement

A Return-on-Investment Story at Scripps Health Using Midas Health Analytics Solutions National Comparative Analytics and Statistical Enterprise Scorecard



Over the past decade, the number of quality metrics that hospitals in the United States collect, report, and improve upon has increased substantially in volume and complexity.

Scripps Health, a healthcare organization that consists of five acute care hospital campuses and dozens of ambulatory care clinics in the San Diego area, has experienced single-digit (%), incremental, year-over-year improvement in key quality performance indicators, despite a growing number of dedicated quality resources including analysts, clinical quality coordinators, project managers, and quality leaders being added to each of their traditional quality departments to support improvement efforts.

In order to increase improvement and expand capacity for data collection, reporting, and multi-disciplinary improvement efforts without additional labor expenses, a new quality improvement process was needed. Prior to implementing the new process, quality was monitored and managed by each of the individual hospitals. Immediately following the implementation of the new cross-campus services, the Quality Department began to baseline their performance for “rate of improvement” and “process owner engagement.” Scripps selected the Midas Statistical Enterprise Scorecard, which automatically integrates with the Midas National Comparative Analytics and Care Performance Management solutions, as the core data distribution technology to support their integrated model.

Working Leaner. Working Smarter.

The stakeholder engagement metric was monitored via a count of the times front line leaders accessed the Midas Statistical Enterprise Scorecard to either view their data or to develop analyses or action plans. The number of views increased from approximately 6,000 to over 30,000 across all hospital campuses.

In addition to dramatic improvements in clinical performance and stakeholder engagement, the Quality Department's overall efficiency in data management activities improved. According to Gayle Sandhu, MS, FACHE, Senior Corporate Director of Quality Assurance at Scripps Health in San Diego, Scripps Health is "now managing our performance improvement dashboard across all five hospital campuses with 1.5 FTEs (which includes Corporate Senior Quality Assurance Director oversight) instead of 9 FTEs as we did in the past." When asked what improvement gains have brought the greatest value to the organization as a result of using the Midas Statistical Enterprise Scorecard Sandhu replied, "My biggest joy is seeing our very talented quality professionals relieved of task-oriented work so that they can spend their time really making a difference in care delivery processes. We're not only working leaner," says Sandhu, "we're working smarter."

The Scripps model received the 2015 Innovation of the Year Award from ACHME (American College of Healthcare Executives) and is a model of best practices for quality improvement and leadership engagement.

35% ↑ in care delivery

83% ↑ in leadership engagement

80% ↑ in talent resource

60% ↓ in patient safety events

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