

EMC 445 EMC Systems Management

Quality Improvement

for Emergency Medical Services Systems

Presented by...
Todd Hatley



Instructor: Todd Hatley



National Highway Traffic
Safety Administration
U.S. Dept. of Transportation



Maternal & Child Health Bureau
Health Resources and Services
Administration
Department of Health and Human
Services
U.S. Public Health Service



Class Objectives

- Introduction to Baldrige
- Leadership tools to improve service
- Operationalizing tools for EMS
- Understand Variation
- Steal good ideas
- Have fun

Is 99% Good Enough?

- 2,000,000 documents will be lost by the IRS this year
- 22,000 checks will be deducted from the wrong account in the next 60 minutes.
- 18,322 pieces of mail will be mishandled in the next hour.

Is 99% accuracy good enough for EMS activities?

$$\text{Value} = \frac{\text{Quality}}{\text{Cost}}$$

EMS & The Pursuit of

WOW!



Malcolm Baldrige Award

Purpose

- Improve quality & productivity
- Promote pride
- Maintain competitive edge
- Recognize achievements
- Provide examples to others
- Establish guidelines (*criteria*) for use by other organizations



Malcolm Baldrige Award Program Overview

- Becoming a standard in business
- Competitive advantage
- > 40 states now have Baldrige-style quality programs



Malcolm Baldrige Award Program Overview (*continued*)

- Composed of 7 broad categories
- Critical items for high performance
- Criteria not prescriptive
- Experts improve criteria annually



NHTSA Project Goals

- ➔ Respond to requests for QI information
- ➔ Provide assistance to leaders of EMS organizations
- ➔ Develop a model program & guidelines



Malcolm Baldrige Award Application

- ➔ JCAHO
- ➔ CAAS
- ➔ National Association of EMS Quality Professionals



1
LEADERSHIP

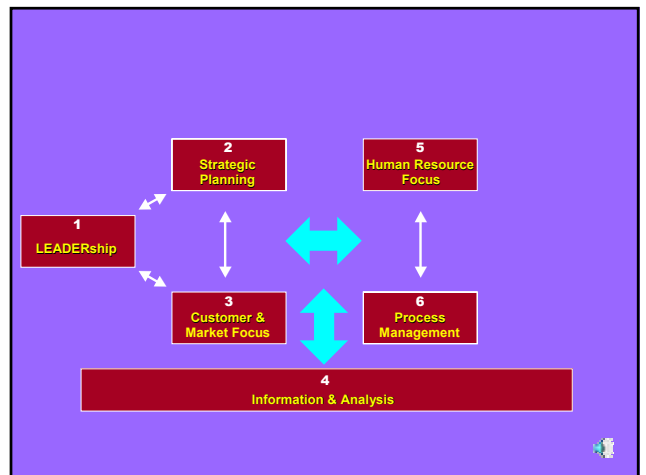
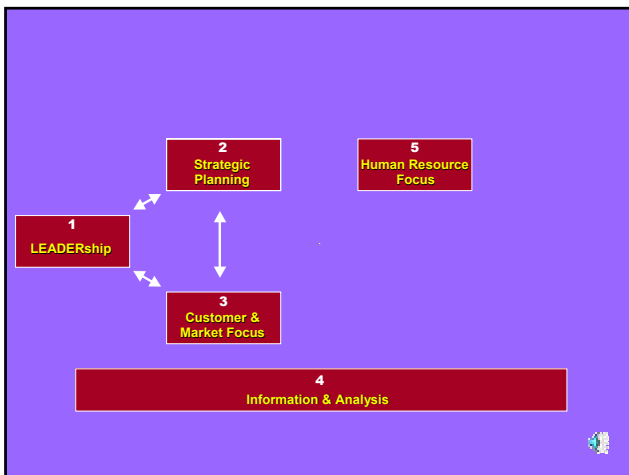
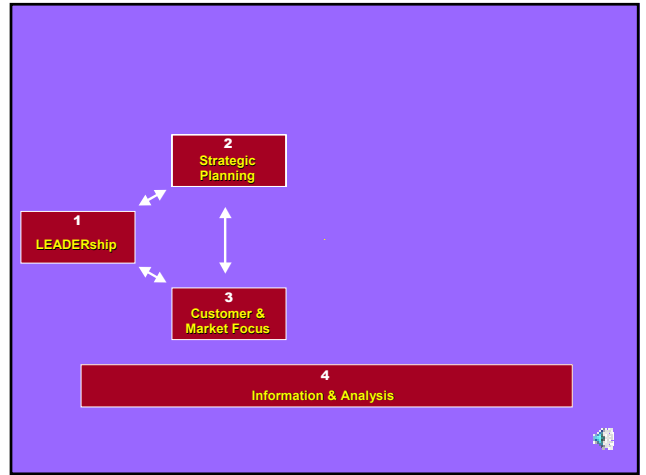
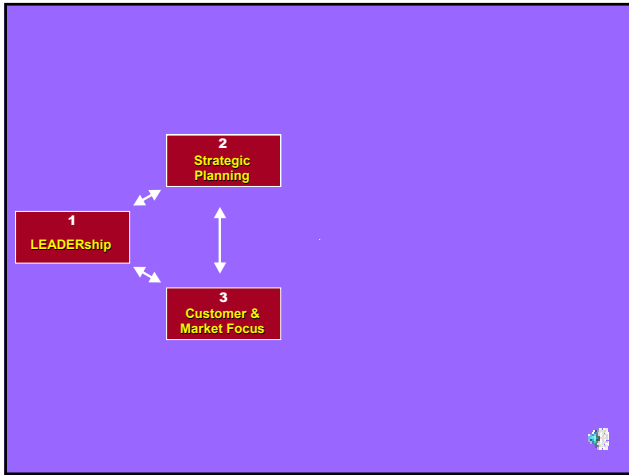


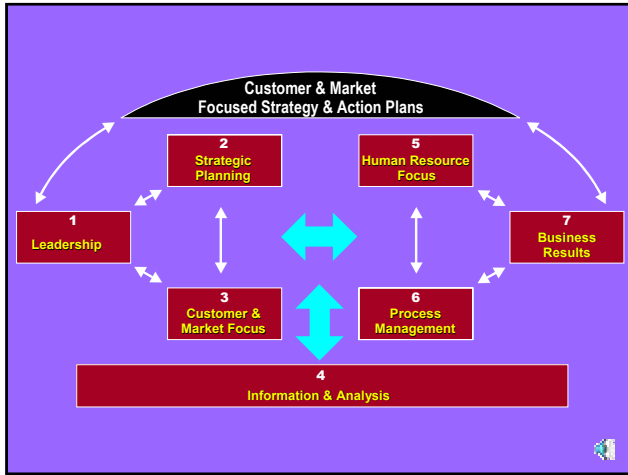
1
LEADERSHIP



2
Strategic
Planning







**“The Ritz Carlton
Experience enlivens the
senses, instills well being
and fulfills even the
unexpressed wishes and
needs of the guest.”**

from the Ritz Carlton Credo



STAR CARE - BayStar Medical

- | | |
|------------------------------------|--------------------------------|
| • S afe | • C ustomer-accountable |
| • T eam-Based | • A ppropriate |
| • A ttentive to Human Needs | • R easonable |
| • R espectful | • E thical |

Developed by Tom Hillson and Mike Taigman



Vision

- “Built to Last” by Collins & Porras
 - Core ideology = core values and purpose
 - Johnson and Johnson’s “To alleviate pain and disease”
 - Tylenol scare



**Who’s
Responsible?**



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Leadership



Characteristics of Admired Leaders

- Honest
- Forward-looking
- Inspiring
- Competent

Leadership System *(continued)*

GOAL is to communicate:

- Vision & mission
- Organizational direction
- Performance expectations
- Evaluate & improve leadership system

Inspiring High-Performance Leadership

- Personally involved in performance review
- Involved in visible activities
- Communicate values
- Involved in teams

Inspiring High-Performance Leadership

- Personally involved in performance review
- Involved in visible activities
- Communicate values
- Involved in teams
- Decisions based on data
- Meet to review organization's performance
- Routinely check effectiveness of leadership

Can you MEASURE



Leadership?

FedEx

The World On Time®

- Canada
- Asia
- Europe
- Africa
- Middle East/India
- Latin America

Services Online
Free Software
Info Central
What's New
Help/Search



Express Menu

Tracking Delivery Options Shipping Dropoff Locator

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Customer Focus



EMS Customers (All the Same?)



Key Clinical Customer Groups

- Sort 911 calls by chief complaint.
- Determine largest customer groups.
- Contact past patients.

*(What was most important to you
when YOU called 911?)*



How do you know
what *customers*
want?



Ask them!



Customer Feedback



Looking Outside of EMS... Learn from OTHERS!



THE RITZ- CARLTON

- Three Steps of Service
 - A warm & sincere greeting. Use the guest name, if and when possible.
 - Anticipate and compliance with guest needs.
 - Fond farewell. Give them a warm good-bye and use their names, if and when possible.

The Ritz-Carlton Credo



THE RITZ- CARLTON

- Allows cleaning staff to spend up to \$2000 to correct a customer complaint.



Baldrige Category: CUSTOMER FOCUS

Examines how organization determines expectations & requirements of key customers

- Who are your key customers?
- How do you identify their needs?
- What methods do you use to determine their satisfaction?



Vision
+
Desire to Meet
Customer Needs...

What do you NEED?



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Strategic Planning



Strategic Planning

Vehicle by which an organization writes action steps required to fulfill its vision statement



Purpose of Strategic Plan

- Describes vision & mission
- Written plan detailing how you intend to fulfill your vision/mission
- Identifies action steps needed to achieve your vision
- Includes measures to monitor your progress



Baldrige Category: Strategic Planning Process

- Internal
 - Strengths & Weaknesses
- External
 - Opportunities & Threats
- Creation of Strategy / Intuition
- Social Responsibility & Managerial Values
- Choose Strategy
- Implement

From Mintzberg, H. (1994). *The Rise and Fall of Strategic Planning*



Is it important to
measure
An EMS system's
performance?



3 Reasons to MEASURE

- # 1. To provide focus, direction, and a common understanding
- # 2. To ensure better decisions
- # 3. To provide feedback on organizational improvement efforts



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Information & Analysis



Business Performance Drivers & Key Performance Indicators

Balanced Scorecard Kaplan



WELCOME TO AT&T

- Financial Viability
- Customer Satisfaction
- Employee Satisfaction
- Operational Efficiency



- Customer Service
- Operational Excellence
- Financial Responsibility & Accountability
- Proficient and Motivated Workforce

Features of an Excellent Measurement System

- Provides information-rich data which is “actionable”
- Contains information on efficiency & effectiveness
- Includes measures that focus on accomplishment (reward-oriented)
- Doesn’t measure A & hope for B



Features of an Excellent Measurement System *(continued)*

- Measures are easy to understand
- Measures are cost-effective to collect
- Focuses on *system improvement* rather than *individual compliance*
- NHTSA uniform prehospital data set



How might you determine
your key products &
services?

Which is more important:
Frequency
or
severity?



Key Business Driver (KRA)

- Must achieve
- Make or break
- Patient lives / dies
- In business / out of business



*Good KBD / KRAs should
answer the question:*

Which critical performance
outcomes MUST you
achieve?



Key Result Areas

Leadership

Human Resources

Financial

Clinical



Clinical Key Result Areas

Cardiovascular

Respiratory

Trauma



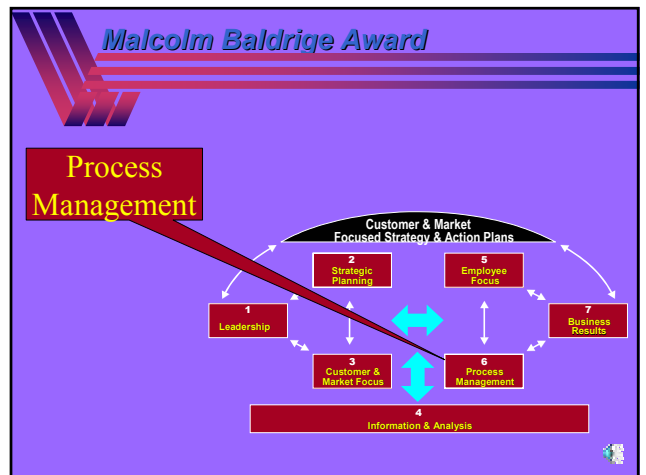
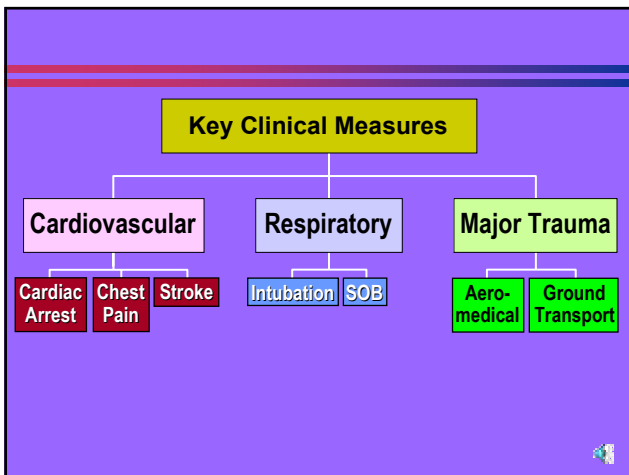
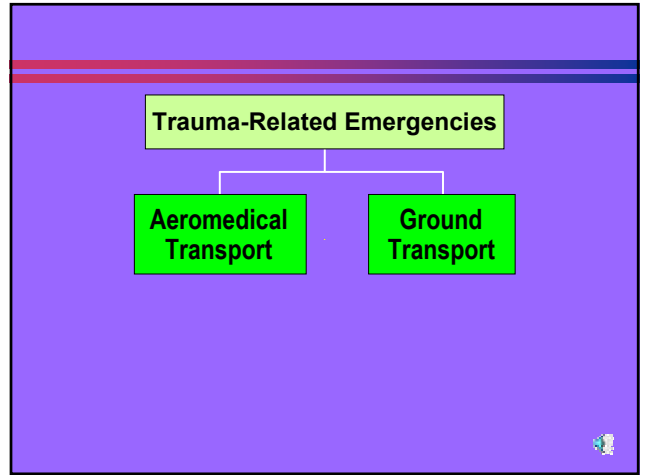
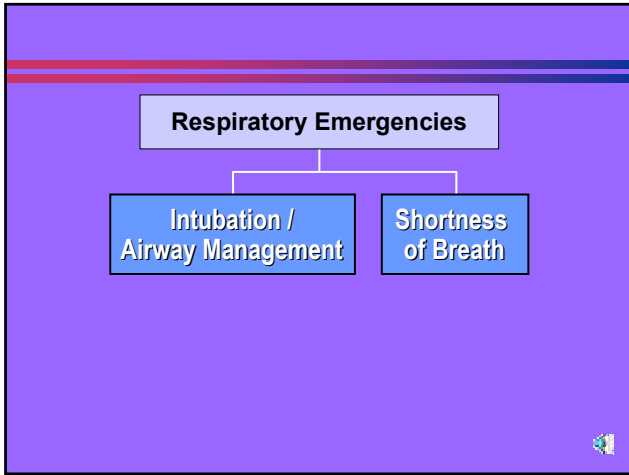
Cardiovascular Emergencies

Cardiac Arrest

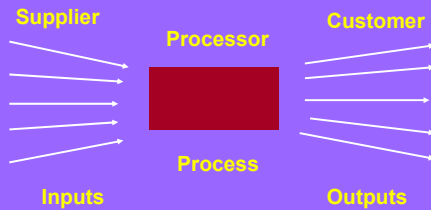
Chest Pain

Stroke





What is a process?



Macro EMS Processes

- Unit Hour Production
- Recruitment & Pre-Service Orientation
- Personnel Scheduling and Labor Relations
- Clinical CQI and Training
- Fleet Operations
- Materials Management and Make-Ready
- Field Operations
- UHP Management and Supervision

Developed by Jack Stout

Macro EMS Process

- Unit Hour Distribution
- Patient Accounts Management
- 1st Responder Support Services
- Subscription Membership Program
- Strategic Investments
- Operating Unit Management and Admin.
- Management Development
- Core Business Pricing

Developed by Jack Stout

Micro EMS Processes

- Starting an IV
- Intubating patients
- Documentation
- Cardiac resuscitation (all clinical and non-clinical protocols)
- Time to defibrillation

The PDSA Cycle



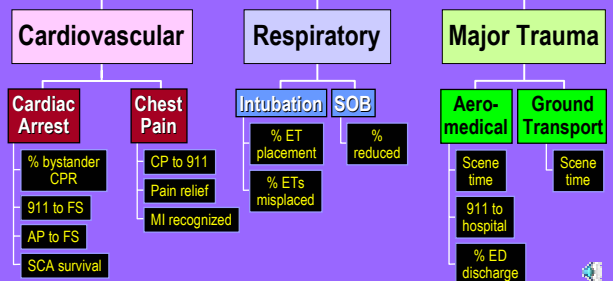
Data should be analyzed in a way that is useful for making improvements and that is statistically sound.

Todd Hatley

Process Management Sample Best Practices

- ➔ Identify key products & services
- ➔ Identify customer requirements & expectations
- ➔ Track performance using data

Key Clinical Measures



What's the
Most valued resource
in any EMS system?

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**Staff
Focus**



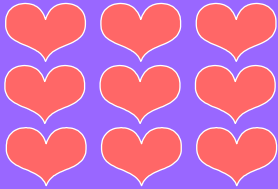
Key Result Areas

Leadership Human Resources Financial Clinical

Human Resource Management

Employee Recognition Training / Education Safety / Wellness

STROKES VS. POKES



What kinds of things should you recognize?

Baldrige Category: Human Resource Management

- Workforce is developed & utilized to its full potential
- Training is linked to organizational KRAs
- Recognition is linked to organizational KRAs
- Safe & healthy work environment

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Performance Results



Baldrige Category: PERFORMANCE RESULTS

- Displays organization's performance results (graphically)
 - customer satisfaction
 - human resources
 - process management
 - financial performance
- Data should include comparison to competitors

Benchmarking...

If you don't look outside your organization... how do you know you're not just the



Cream of the CRAP?

Key to successful benchmarking

- Identifying the process(es) you most want to improve, *then...*
- Find others who are the best at those processes.



Presentation of Results

- Data available for at least 3 years
- All indicators show improvement
- Data reflects key business drivers
- Competitive data includes:
 - Industry best
 - Best competitor
 - Industry average
 - Benchmarks



Where to Begin: Conducting a Quality Self-Assessment



Quality Assessment Road Map

- Assemble team
- Select facilitator
- Conduct first self-assessment
- Identify “strengths”,
“opportunities for improvement”
- Create improvement teams
- Conduct second self-assessment
- Repeat process

Good Luck on Your Journey



RESOURCES Available to You

- **NHTSA**
– www.nhtsa.dot.gov/people/injury/ems
- **National Assoc. EMS Quality Professionals**
– www.naemsqp.org
- **Todd Hatley Consulting**
– <http://home.att.net/tdhatley/todddhatleyconsulting>
- **Mobile Healthcare Forum**
– www.mhf.net/emscompass/quality