
QUALITY AS A CEO LEADERSHIP STRATEGY

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TODAY'S AGENDA

- CEOs: Opportunities & Decisions
- Medical Staff & Quality
- The Board & Quality
- Plus...A Few Ideas from your Peers

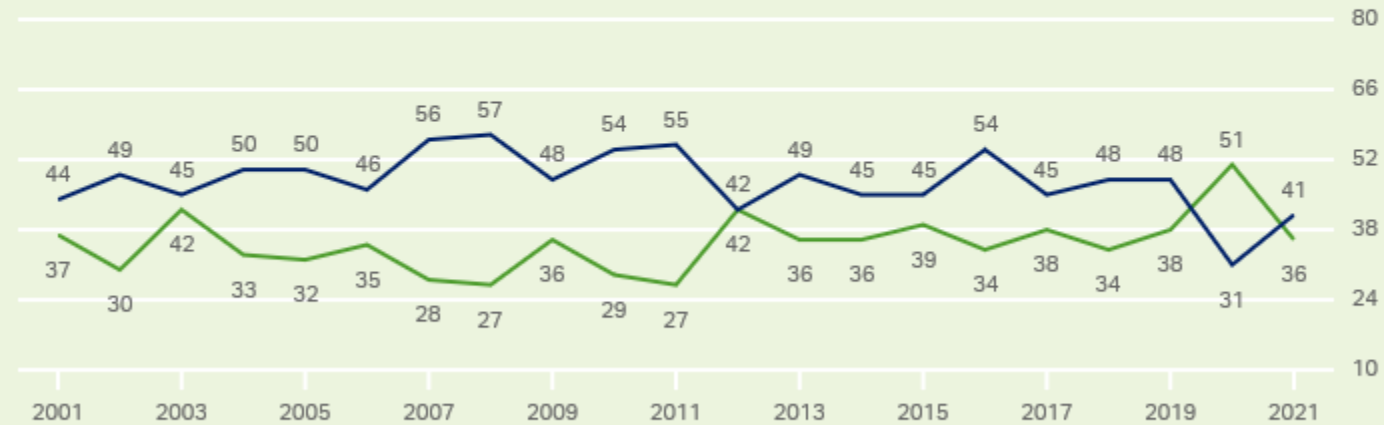




Views of Healthcare Industry

On another subject, for each of the following business sectors in the United States, please say whether your overall view of it is very positive, somewhat positive, neutral, somewhat negative or very negative. How about the healthcare industry?

— % Very/Somewhat positive — % Very/Somewhat negative



GALLUP

AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES 2021 SURVEY

“Personnel shortages of all types are the top CEO concern.”



KIM'S PERSPECTIVE

- Medicine is forever fascinating
- Actual patient cases are super cool!
- Always learning from clinicians
- My greatest motivation





NHA SURVEY (2021)

- “Do you feel you have a strong quality program within your hospital?”

CEOs: Yes – 73.33%

Quality Leaders: Yes – 72.5%



NHA SURVEY (2021)

- “What barriers are you facing on building your quality program or supporting your quality team?”

CEOs: Time constraints – 36.67%

Quality Leaders: Time constraints – 69.23%

QUALITY AS A LEADERSHIP STRATEGY

- How can quality become a competitive advantage for your hospital?
- How can quality become a central point of your internal culture?
- How can quality foster connections with staff, physicians and APPs?



BROAD & INCLUSIVE DEFINITION OF QUALITY

- Clinical Quality (Inpatient, Outpatient/Clinic, Emergency Department)
- Patient Experience
- Patient Safety
- Medical Staff Credentialing
- Health Equity
- Employee Safety
- Value



QUESTION

- What is a quality-related achievement at your organization that makes you proud?”

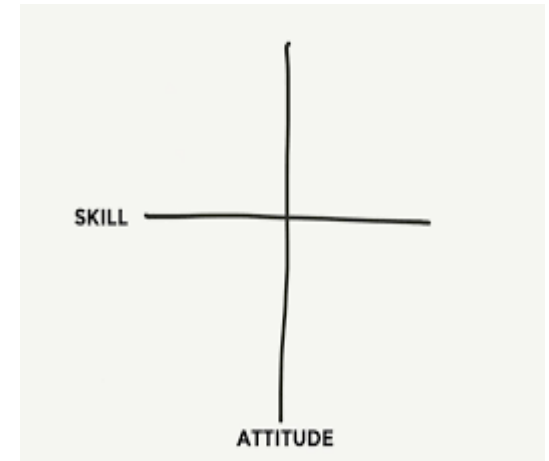


QUALITY AS A LEADERSHIP STRATEGY: HOW?

- Don't announce it
- Internal leadership/accountability structure
- Incorporate into your standard meetings/communications
- Regulatory requirements vs. what really matters to clinicians

YOUR QUALITY DREAM TEAM

- Clinical Leader
- Physician Leader
- You!



QUESTION

- In your experience, what is the ideal background for your (nonphysician) quality leader?
- What is the ideal reporting relationship/structure?
- What professional development methods and resources have worked/not worked for this leadership role?



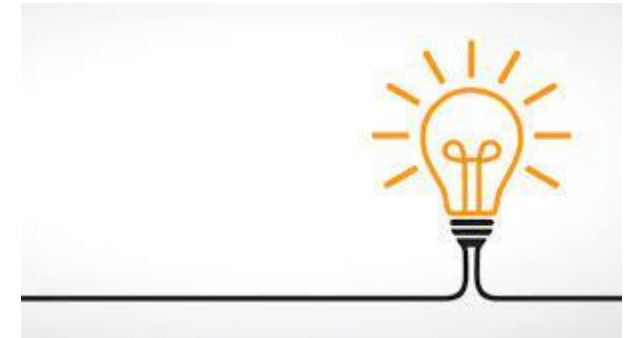
QUESTION

- What is your best advice to quality leaders about balancing their time?



SUGGESTIONS FOR YOUR QUALITY LEADER

- Your personal direction & encouragement
- Carve out dedicated time
- Feedback
- Continuing education support



PHYSICIAN LEADERSHIP & ENGAGEMENT

- Often the toughest element to achieve
- Lots of barriers
- Biggest impact accelerator
- External resources



QUESTION

- How do you identify and select/persuade a physician leader for medical quality?
- What professional development methods and resources have worked/not worked for this role?



QUESTION

- What works/doesn't work to engage the medical staff in quality initiatives?
- Do you believe linking quality results to physician compensation improves patient care?

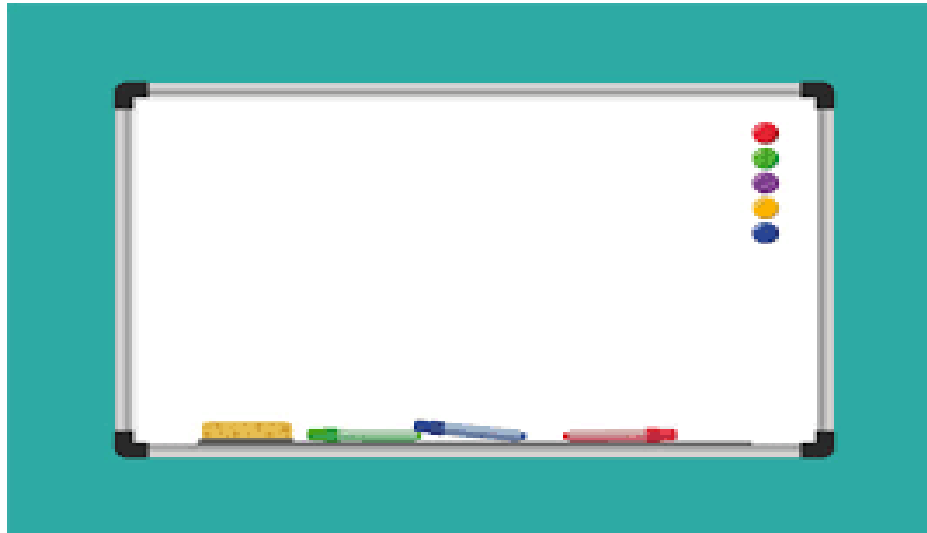


SUGGESTIONS FOR PHYSICIAN ENGAGEMENT

- Urge a non-regulatory (“clinically interesting”) focus
- “What would make a difference to your patients?”
- Budget for external resources delivered/taught by other physicians
- The clinical case conference



KEEP IT SIMPLE



THE BOARD'S ROLE IN QUALITY

- A fiduciary responsibility
- Final approval of the strategic goals for quality improvement
- Provide oversight by monitoring performance
- Credentialing of medical staff



PRELIMINARY BOARD WORK

- Trustee recruitment
- Understanding of confidentiality requirements
- “Quality 101” education
- Approve the organization’s definition of quality
- Set the annual quality agenda



BOARD STRUCTURE FOR QUALITY OVERSIGHT

- Quality Committee (optional)
- Quarterly Review of Data
- Ongoing Education



PLEASE AVOID

- Data overload
- Defensiveness about results
- Management report recycling



QUESTION

- What actions can/should the board take to have the greatest impact on quality?





Keep it simple

QUESTION

- Does this approach take more/less/the same amount of CEO time?



THINK ABOUT...

- This point in (your) history
- What really matters
- What attracts people to work in healthcare
- Your local distinction
- The pride factor





JUST
Go
FOR IT.

Getty Stock

QUESTIONS & DISCUSSION

*Thank
you*

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RESOURCES

- “Elements of Governance – The Board’s Role in Quality,” Second Edition, The Governance Institute, 2017.
 - “A Core Set of Rural-Relevant Measures and Measuring and Improving Access to Care: 2018 Recommendations from the MAP Rural Health Workgroup,” National Quality Forum, August 31, 2018.
 - “Framework for Effective Board Governance of Health System Quality,” Institute for Healthcare Improvement, 2018. (Note from Kim: This publication is relevant to all hospital boards – not just health systems.)
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RESOURCES (CONTINUED)

- American Academy of Family Physicians – www.aafp.org
 - American Association for Physician Leadership – www.physicianleaders.org
 - Institute for Healthcare Improvement – www.ihp.org
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