

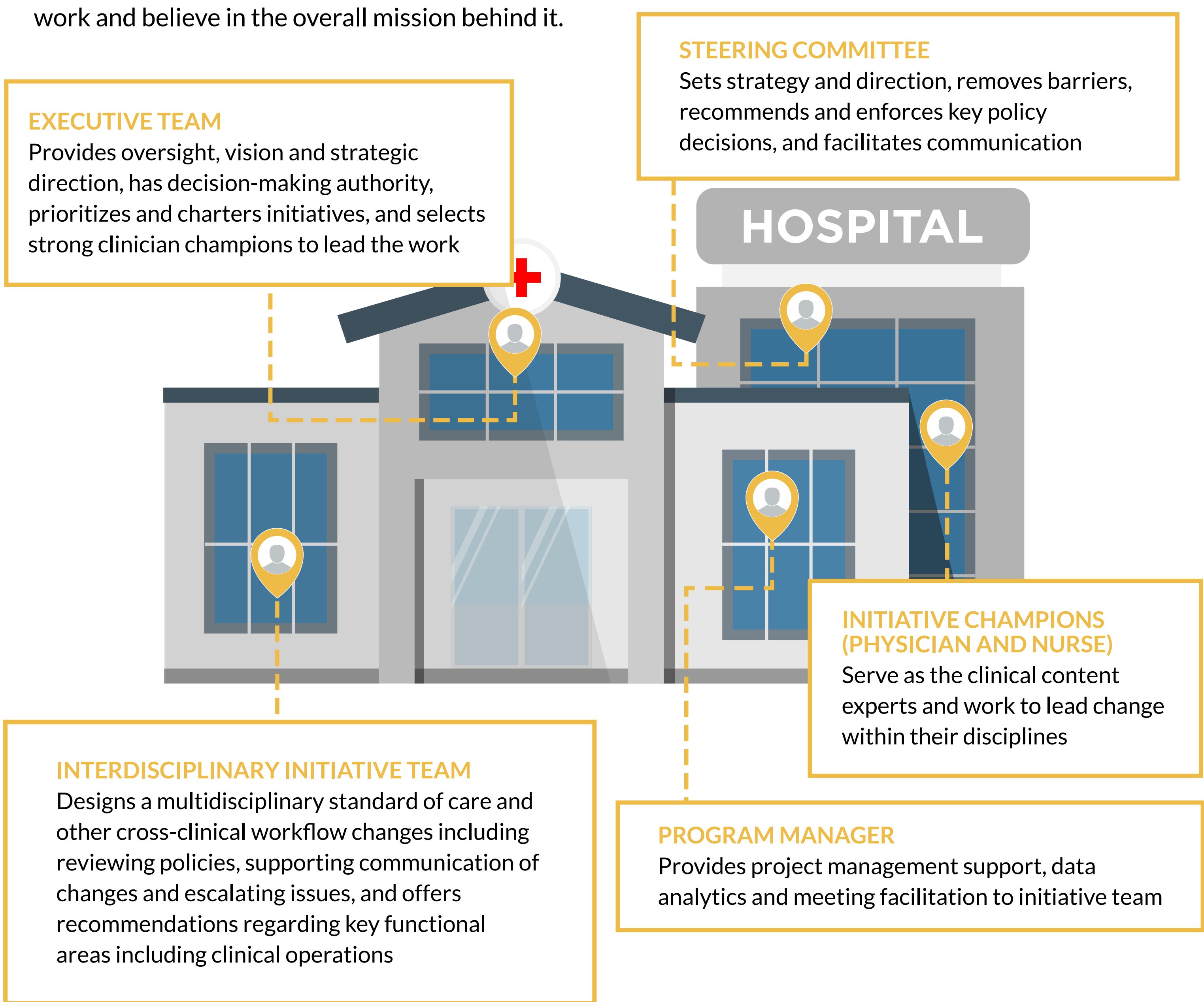
# MAKING IT SUSTAINABLE: CLINICAL VARIATION MANAGEMENT

Fueling Growth With a Governance Structure That Drives Sustainable Clinical Performance Improvement

While care variation reduction projects offer numerous benefits — including reducing length of stay, improving quality of care and the patient experience, and reducing the cost of care — they can be difficult to sustain. To maximize these benefits and deliver sustainable, long-term results, a governance structure that provides relevant and timely data to the appropriate individuals is key.

## Involve the Right People

Individuals involved with the project must have clearly defined responsibilities for managing the implementation and sustaining improvements. These individuals must be passionate champions of the work and believe in the overall mission behind it.



## Analyze the Right Data



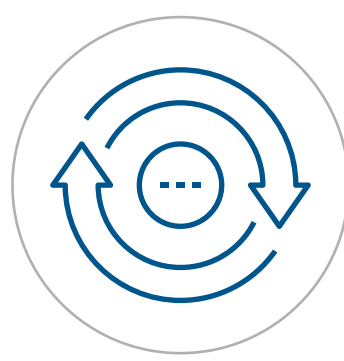
Initiatives should be designed around outcome and process metrics.

- **Outcome metrics** should be reported monthly to the Steering Committee to drive accountability for the initiative teams. Examples of outcome metrics include:
  - Length of stay
  - Cost per case
  - Mortality rate
  - Readmission rate
- **Process Metrics** are predictive of lagging outcome metrics and measure the change in specific processes. They are unique to an initiative and are best reviewed both retrospectively and as close to real time as possible.

This includes:

- Clear approval and accountability processes to be approved by the Medical Executive Committee.
- Regular review of outcome metrics at executive and steering level meetings which incorporate unit, service line and physician level drill downs.
- A real-time review of process metrics, with an associated escalation process for all disciplines, that aims to impact patients while they are still in house.
- Regular review of outcome metrics at executive leadership and steering meetings. Metrics review should incorporate unit, service line and physician level detail.

## Develop the Right Processes



Clear processes that provide the right data to the right people — those who are in roles to make change — are critical in sustaining care variation improvement and identifying needed changes.

## Benefits of Sustainable Clinical Performance Improvement



- Improves quality
- Reduces length of stay
- Lowers readmission rate
- Increases patient satisfaction
- Cuts costs today to fund projects that support the business of tomorrow
- Reduces patient length of stay, thus increasing capacity or reducing labor costs
- Improves resource management for tests, treatments, blood products, drugs and supplies

By establishing a governance structure before beginning their journey to minimize care variation, organizations will create new delivery models that are not only innovative, but sustainable.