Improving Value and Efficiency in Hospitals and Medical Offices: A Resource List for Users of the AHRQ Value and Efficiency Supplemental Item Sets

I. Purpose

This document provides a list of references to websites and other publicly available resources that hospitals and medical offices can use to implement changes to improve the culture of value and efficiency in their organizations. While this resource list is not exhaustive, it is designed to give initial guidance to hospitals and medical offices seeking information about initiatives related to value and efficiency.

II. How To Use This Resource List

Resources are listed in alphabetical order, organized by the Surveys on Patient Safety Culture™ (SOPS®) composite measures assessed in the Agency for Healthcare Research and Quality (AHRQ) Hospital and Medical Office Value and Efficiency Supplemental Item Sets for the SOPS Hospital and Medical Office Surveys, followed by general resources.

For easy access to the resources, keep the file open rather than printing it in hard copy because many of the website URLs are hyperlinked.

Feedback. Suggestions for resources you would like added to the list, questions about the survey, or requests for assistance can be addressed to: SafetyCultureSurveys@westat.com.

NOTE: The resources included in this document do not constitute an endorsement by the U.S. Department of Health and Human Services (HHS), the Agency for Healthcare Research and Quality (AHRQ), or any of their employees. HHS does not attest to the accuracy of information provided by linked sites.

Prepared by:

Westat under contract number GS-00F-009DA/75Q80123F80005 for the Agency for Healthcare Research and Quality

Updated May 2023

III. Contents

IV. Resources by Composite Measure

The following resources are organized according to the relevant AHRQ SOPS Value and Efficiency Supplemental Item Set composite measures they are designed to improve.

Composite Measure 1. Empowerment To Improve Efficiency

1. **Four Ways Healthcare HR Can Inspire Teamwork**
https://www.precheck.com/blog/4-ways-healthcare-hr-can-inspire-teamwork

As the healthcare industry continues to advance and grow to meet new demands, here are four ways healthcare HR can inspire a culture that values teamwork in their strategy toward organizational success.

Composite Measure 2. Efficiency and Waste Reduction

1. **Achieving Efficiency: Lessons From Four Top-Performing Hospitals**
https://www.commonwealthfund.org/publications/case-study/2011/jul/achieving-efficiency-lessons-four-top-performing-hospitals

This report from the Commonwealth Fund presents case studies of 4 of the 13 Leapfrog Group-designated "Highest Value Hospitals" that offer strategies that may help hospital and health system leaders achieve greater efficiency. During site visits conducted in 2010, hospital leaders and staff were asked about the activities they credit with having contributed to high quality and low resource use. Managing staffing and adjusting roles to reduce or improve handoffs and promote teamwork to meet patient needs were cited as ways to increase efficiency.

2. **Achieving Hospital-wide Patient Flow: The Right Care, in the Right Place, at the Right Time**
http://www.ihi.org/resources/Pages/IHIWhitePapers/Achieving-Hospital-wide-Patient-Flow.aspx (requires free account setup and login)

This white paper is the culmination of approximately two decades of the Institute for Healthcare Improvement's (IHI) research, innovation, and learning about hospital-wide patient flow. The paper guides leaders and quality improvement teams through an in-depth examination of a systems view of patient flow, theories for improvement, and high-leverage strategies and interventions to achieve hospital-wide patient flow.

3. **Choosing Wisely**
https://www.choosingwisely.org/getting-started/resource-library/

Choosing Wisely is an initiative of the American Board of Internal Medicine Foundation in partnership with Consumer Reports that seeks to advance a national dialogue on avoiding wasteful or unnecessary medical tests, treatments, and procedures.

4. Going Lean in Healthcare

https://www.ihi.org/resources/Pages/IHIWhitePapers/GoingLeaninHealthCare.aspx (requires free account setup and login)

Examples in this IHI paper of Lean thinking in healthcare show that, when applied rigorously and throughout an entire organization, Lean principles can have a positive impact on productivity, cost, quality, and timely delivery of services.

5. Hospital Inpatient Waste Identification Tool

http://www.ihi.org/resources/Pages/IHIWhitePapers/HospitalInpatientWasteIDToolWhitePaper.aspx (requires free account setup and login)

The Hospital Inpatient Waste Identification Tool provides a systematic method for hospital frontline clinical staff, members of the financial team, and leaders to identify clinical and operational waste and subsequently prioritize and implement waste reduction initiatives that will result in cost savings for the organization.

The tool consists of five modules—Ward Module, Patient Care Module, Diagnosis Module, Treatment Module, and Patient Module—that qualitatively identify opportunities for waste reduction. Each module includes clearly articulated waste types, worksheets, and instructions.

6. Improving Patient Flow and Reducing Emergency Department Crowding: A Guide for Hospitals

https://www.ahrq.gov/sites/default/files/publications/files/ptflowguide.pdf

This guide presents step-by-step instructions that hospitals can use in planning and implementing patient flow improvement strategies to ease emergency department crowding.

7. Lean Healthcare: 6 Methodologies for Improvement from Dr. Brent James

https://www.healthcatalyst.com/insights/lean-healthcare-methodologies-improvement

This article outlines methodologies for healthcare improvement, covering:

- How lean healthcare principles can help improve quality of care.
- Steps needed to create shared baseline protocols using embedded data systems to establish a continuous-learning loop.
- The financial leverage a lean approach offers by eliminating waste and improving net operating margins and return on investment.

8. Quality Improvement Savings Tracker Worksheet

http://www.ihi.org/resources/Pages/Tools/QISavingsTrackerWorksheet.aspx (requires free account setup and login)

The Quality Improvement Savings Tracker Worksheet may be used throughout the organization to track cost savings associated with waste reduction efforts and to adjust for annual changes. The tool enables the organization to compare expenses in the area of interest with expenses incurred the prior year and adjust for wage increases and productivity/volume changes. The organization can then use the worksheet to track any investments made with the savings accrued.

9. Strategies for Better Patient Flow and Cycle Time

https://www.aafp.org/fpm/2002/0600/p45.html

This article provides tried-and-true techniques designed to improve patient flow and cycle time.

10. Using Change Concepts for Improvement

http://www.ihi.org/resources/Pages/Changes/UsingChangeConceptsforImprovement.aspx (requires free account setup and login)

A change concept is a general notion or approach to change that has been found to be useful in developing specific ideas for changes that lead to improvement. This IHI web page outlines change concepts such as error proofing, optimizing inventory, and improving workflow.

Composite Measure 3. Patient Centeredness and Efficiency

1. Communication and Optimal Resolution (CANDOR)

https://www.ahrq.gov/professionals/quality-patient-safety/patient-safety-resources/resources/candor/index.html

CANDOR is a process that healthcare institutions and practitioners can use to respond in a timely, thorough, and just way when unexpected events cause patient harm. This AHRQ toolkit, based on the CANDOR process, is intended to assist hospitals in implementing communication and optimal resolution programs.

2. Consumer Assessment of Healthcare Providers and Systems (CAHPS®) Surveys

https://www.ahrq.gov/cahps/about-cahps/index.html

These surveys ask patients to report on and evaluate their experiences with healthcare. These surveys cover topics that are important to consumers and focus on aspects of quality that consumers are best qualified to assess, such as the communication skills of providers and ease of access to healthcare services.

3. **Door-to-Doc (D2D) Patient Safety Toolkit**

https://www.bannerhealth.com/about/innovation/door-to-doc-toolkit

Door-to-Doc is a patient flow redesign process that improves the safety of care for patients in the emergency department by reducing the time patients wait to be seen and by expediting admission to the most appropriate hospital unit.

4. **Guide to Patient and Family Engagement in Hospital Quality and Safety**

https://www.ahrq.gov/professionals/systems/hospital/engagingfamilies/index.html

Research shows that when patients are engaged in their healthcare, it can lead to measurable improvements in safety and quality. To promote stronger engagement, AHRQ developed a guide to help patients, families, and health professionals work together as partners to promote improvements in care.

5. **Patient- and Family-Centered Care Organizational Self-Assessment Tool**

http://www.ihi.org/resources/Pages/Tools/PatientFamilyCenteredCareOrganizationalSelfAssessmentTool.aspx (requires free account setup and login)

This self-assessment tool allows organizations to understand the range and breadth of elements of patient- and family-centered care and to assess where they are against the leading edge of practice. Use this self-assessment tool to assess how your organization is performing in relation to specific components of patient- and family-centered care; or as a basis for conversations about patient-centeredness in the organization.

6. **Patient and Family Partnership Councils and Beyond: Solutions for Making Good on the Promise of Partnering With Patients**

https://resources.planetree.org/wp-content/uploads/2017/04/17.-Patient-and-Family-Partnership-Councils-and-Beyond-Primer.pdf

This workbook is designed to spark dialogue and generate next steps for partnering with patients and families. It includes a self-assessment tool for gauging the current state of partnership efforts, a guided pathway of next steps to advance these efforts, and concrete examples of partnership in action. It also includes common pitfalls with tactical strategies for avoiding or overcoming them. The workbook also shares implementation resources.

Composite Measure 4. Management Support for Improving Efficiency and Reducing Waste

No resources identified at this time.

V. Resources by Additional Measures

Experience With Activities To Improve Efficiency

1. **Patient Care Experience Observation Exercise**
    http://www.ihi.org/resources/Pages/Tools/PatientCareExperienceObservationExercise.aspx
    (requires free account setup and login)

    The purpose of this exercise is to learn about and understand the experience of care in your organization from the patient and family perspective, and not from assumptions that may be made by those providing care. Care team members select a patient care process to observe and then document their observations about the care experience from the patient and family perspective in a nonjudgmental way, using the observations to inform improvements to the care experience. This exercise may be used in any care setting.

VI. General Resources

1. **A Framework for Safe, Reliable, and Effective Care**
    http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Safe-Reliable-Effective-Care.aspx (requires free account setup and login)

    The Framework for Safe, Reliable, and Effective Care describes the key strategic, clinical, and operational components involved in achieving safe and reliable operational excellence—a "system of safety," not just a collection of standalone safety improvement projects.

2. **Increasing Efficiency and Enhancing Value in Health Care: Ways To Achieve Savings in Operating Costs per Year**
    http://www.ihi.org/resources/Pages/IHIWhitePapers/IncreasingEfficiencyEnhancingValueinHealthCareWhitePaper.aspx (requires free account setup and login)

    This paper proposes a set of steps healthcare organizations can undertake to systematically identify and eliminate inefficiencies to create a portfolio of work leading to a 1 percent to 3 percent savings in operating costs per year. The paper also describes methods for developing a balanced portfolio of projects and for calculating and tracking cost savings.

3. Leading a Culture of Safety: A Blueprint for Success

https://www.ihi.org/resources/Pages/Publications/Leading-a-Culture-of-Safety-A-Blueprint-for-Success.aspx (requires free account setup and login)

Leading a Culture of Safety: A Blueprint for Success was developed to provide chief executive officers and other leaders with a useful tool to assess and advance their organization's culture of safety. This guide can be used to help determine the current state of an organization's journey, inform dialogue with the board and leadership team, and help leaders set priorities.

The high-level strategies and practical tactics in the guide are divided into two levels:

- The foundational level provides basic tactics and strategies essential for the implementation of each domain.
- The sustaining level provides strategies for spreading and embedding a culture of safety throughout the organization.

4. National Action Plan To Advance Patient Safety

https://www.ihi.org/Engage/Initiatives/National-Steering-Committee-Patient-Safety/Pages/National-Action-Plan-to-Advance-Patient-Safety.aspx (requires free account setup and login)

The Institute for Healthcare Improvement's National Action Plan provides actionable and effective recommendations to advance patient safety by harnessing knowledge and insights from the National Steering Committee for Patient Safety (NSC). The site also includes a supplemental Self-Assessment Tool and Implementation Resource Guide and a Declaration to Advance Patient Safety issued by the NSC.

5. TeamSTEPPS®

https://www.ahrq.gov/teamstepps/index.html

TeamSTEPPS is an evidence-based set of teamwork tools, aimed at optimizing patient outcomes by improving communication and teamwork skills among healthcare professionals.

VII. Alphabetical Index of Resources

Achieving Efficiency: Lessons From Four Top-Performing Hospitals

Achieving Hospital-wide Patient Flow: The Right Care, in the Right Place, at the Right Time

Choosing Wisely

Communication and Optimal Resolution (CANDOR)

Consumer Assessment of Healthcare Providers and Systems (CAHPS®) Surveys

Door-to-Doc (D2D) Patient Safety Toolkit

Four Ways Healthcare HR Can Inspire Teamwork

A Framework for Safe, Reliable, and Effective Care

Going Lean in Healthcare

Guide to Patient and Family Engagement in Hospital Quality and Safety

Hospital Inpatient Waste Identification Tool

Improving Patient Flow and Reducing Emergency Department Crowding: A Guide for Hospitals

Increasing Efficiency and Enhancing Value in Health Care: Ways To Achieve Savings in Operating Costs per Year

Leading a Culture of Safety: A Blueprint for Success

Lean Healthcare: 6 Methodologies for Improvement from Dr. Brent James

National Action Plan To Advance Patient Safety

Patient- and Family-Centered Care Organizational Self-Assessment Tool

Patient and Family Partnership Councils and Beyond: Solutions for Making Good on the Promise of Partnering with Patients

Patient Care Experience Observation Exercise

Quality Improvement Savings Tracker Worksheet

Strategies for Better Patient Flow and Cycle Time

TeamSTEPPS®

Using Change Concepts for Improvement