

# Brief Contents

<i>Acknowledgments</i>		xiii
<i>Introduction</i>		xv
<b>Part I Performance Acceleration in Healthcare Organizations</b>		
Chapter 1	The Emerging Healthcare Business Model	3
Chapter 2	Assessing the Starting Point	19
Chapter 3	A New Framework for Healthcare Performance Improvement	39
<b>Part II Healthcare Performance Improvement Levers</b>		
Chapter 4	Improving Processes and Facilities	59
Chapter 5	Aligning Resources with Demand	107
Chapter 6	Leveraging the System	157
Chapter 7	Optimizing Nonlabor Expenses	183
Chapter 8	Improving Quality and Clinical Utilization	197
Chapter 9	Building Revenues	223
Chapter 10	Optimizing the Service Portfolio	255
<b>Part III Design, Implementation, and Performance Monitoring</b>		
Chapter 11	Structure and Process for Performance Improvement	281
Chapter 12	Leading Implementation	305

Chapter 13	Three Disciplines for Holding the Gains	327
<i>Appendix A:</i>	<i>Organizational Assessment Template for Performance Improvement Competencies</i>	359
<i>Appendix B:</i>	<i>The 18 Performance Improvement Levers for Healthcare Systems</i>	367
<i>Appendix C:</i>	<i>Application of Improvement Levers by Functional Area</i>	393
	<i>References</i>	397
	<i>About the Author</i>	401

# Detailed Contents

*Acknowledgments* xiii

*Introduction* xv

## **Part I Performance Acceleration in Healthcare Organizations**

Chapter 1	The Emerging Healthcare Business Model	3
	How Healthcare's Business Model Is Evolving	4
	Operational Challenges in the New Healthcare Environment	7
	Implications for Performance Improvement	16
Chapter 2	Assessing the Starting Point	19
	Performance Improvement Leadership	19
	Workforce Engagement	22
	Consumer Engagement	25
	Physician Engagement	26
	Data-Driven Management	30
	Prelaunch Organizational Assessment	31
	Identification of Improvement Opportunities and Goal Setting	33
Chapter 3	A New Framework for Healthcare Performance Improvement	39
	Issues in Health System Performance Improvement	43

vii

	A New Performance Improvement Framework	44
	Change Levers	48
	Performance Levers and Health System Functions	49
	System-Level Gap Closure Plan	50
	Seven Performance Improvement Categories	55
<b>Part II Healthcare Performance Improvement Levers</b>		
Chapter 4	Improving Processes and Facilities	59
	Lever 1: Process Improvement	60
	Case Example: Process Improvement— Surgical Room Turnover	67
	Lever 2: Structural Process Improvement	83
	Case Example: Cross-Functional Process Improvement	89
	Lever 3: Facility Optimization	95
Chapter 5	Aligning Resources with Demand	107
	Labor Productivity Management	108
	Demand Matching	110
	Case Example: Predictive Modeling for Acute Care Nursing	113
	Work Measurement and Activity Analysis	116
	Lever 4: Demand Smoothing	118
	Case Example: Surgical Block Scheduling	122
	Lever 5: Demand Regrouping	125
	Lever 6: Role and Team Redesign	130
	Case Example: Role Design in an Emergency Department	136
	Lever 7: Dynamic Staffing	146
	Case Example: Seasonal Staffing Plan	154

Chapter 6	Leveraging the System	157
	Lever 8: Management Restructuring	159
	Lever 9: System Rationalization	165
	Lever 10: Service Redeployment	173
	Case Example: Redeploying Support Services	178
Chapter 7	Optimizing Nonlabor Expenses	183
	Supply Strategies	184
	Strategies Related to Medical Devices	186
	Tactics for Managing Pharmaceutical Expenses	187
	Lever 11: Nonlabor Optimization	189
	Supply Chain Improvement	189
Chapter 8	Improving Quality and Clinical Utilization	197
	Lever 12: Off-Quality Improvement	201
	Lever 13: Clinical Utilization Improvement	206
	Case Example: Clinical Utilization Improvement Team	217
Chapter 9	Building Revenues	223
	High-Growth Health Systems	225
	Lever 14: Demand Growth	228
	Case Example: Growing Home Health Services	233
	Growth as a Productivity Lever	237
	Lever 15: Revenue Optimization	237
Chapter 10	Optimizing the Service Portfolio	255
	Portfolio Review	257
	Portfolio Collaborative Teams	264
	Nonclinical Portfolio Review	265

	Lever 16: Service Outsourcing	270
	Lever 17: Service Divestment	273
	Lever 18: Continuum Realignment	274
<b>Part III Design, Implementation, and Performance Monitoring</b>		
Chapter 11	Structure and Process for Performance Improvement	281
	Performance Improvement Collaborative Teams	282
	The Redesign Phase	284
	The Collaborative Team Process	288
	Case Example: Performance Improvement Plan for Pharmacy Services	298
Chapter 12	Leading Implementation	305
	Steering Committee Presentation and Review	307
	Implementation Teams	314
	Case Example: Organizing for Implementation	319
	Addressing Implementation Issues	320
Chapter 13	Three Disciplines for Holding the Gains	327
	Labor Performance Management System	327
	Supply Chain Value Analysis	347
	Case Example: Implementing a Value Analysis Team Structure and Process	351
	Growth and Strategy	355
	Key Takeaways for High-Impact Performance Improvement	357

*Appendix A: Organizational Assessment Template  
for Performance Improvement Competencies* 359

*Appendix B: The 18 Performance Improvement Levers  
for Healthcare Systems* 367

*Appendix C: Application of Improvement Levers  
by Functional Area* 393

*References* 397

*About the Author* 401