Selling Your Company’s “Quality Factor”

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Speaker Disclosures

• Consultant status
  – Tom Cesar is principal owner of Tom Cesar, Management Solutions, LLC. The conflict of interest was resolved by peer review of slide content.
  – Anna Nowobilski-Vasilios is Principal at Anovation, Inc., a healthcare consulting firm supporting the home infusion, specialty pharmacy, and ambulatory care industries. Conflict of interest was resolved by peer review of slide content.

• Financial Relationships
  – Tom Cesar and his spouse do not have financial relationships with products or services presented within this educational presentation.
  – Anna Nowobilski-Vasilios is a contracted surveyor for the Accreditation Commission for Health Care (ACHC). She and her spouse do not have other financial relationships with the products or services presented within this educational presentation.

• Off-label/investigational drug or product usage
  – Clinical trials and off-label/investigational uses will not be discussed during this presentation.
Objectives

• Explain the concept of continuous quality improvement as it applies to an alternate site infusion business
• Describe the role of a sales professional in a quality improvement program.
• List the considerations when reporting quality program results outside of the organization.

The Quality Factor

• The future of a health care provider’s success with the government, private payers and patients will depend upon delivering quality patient-centered care in a cost-effective way!
• It will be necessary for your alternate site infusion business to prove you meet these expectations

The Quality Factor

• Can your company produce data demonstrating that you are improving quality of patient care in a more cost effective way
Challenges

- Defining metrics that accurately represent the care delivered
- Fear of results
- Lack of resources
- Reluctance of sharing data with customers

Benefits

- Improved business performance and clinical outcomes for patients.
- Data-driven reports
- Enhanced value-based relationships with customers=customer satisfaction
- Differentiation with competitors

External Customers

- Patients
- Physicians
  - Infectious Disease
  - Gastroenterology
  - Neurology
  - Oncology
  - ED MDs
- Payors, Home Health Agencies, Discharge Planners
Internal Customers

- Management
- Receptionist
- Intake Staff
- Reimbursement Staff
- Sales Staff
- Nurses
- Pharmacists
- Technicians
- Dietitians
- Delivery Staff

Quality - It's important to them

Quality - It's Important to them
"Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of alternatives."

William A. Foster

The Quality Factor

- Quality is - Essential to success
- Quality is - Total commitment
- Quality is - Hard work
- Quality is - My responsibility
- Quality is - Hard work
### Quality Improvement
- Federal/State Licensure
- Accreditation
- ISO 9000
- Toyota Lean System
- Six Sigma Project Management
- Malcolm Baldrige
- The Balanced Scorecard

### Licensure & Accreditation
- **Business Practices**
  - Organization & Operations
  - Human Resource Management
  - Fiscal Management
  - Performance Improvement
- **Care Practices**
  - Patient Record Management
  - Program Services: Pharmacy, Nursing
  - Risk Management: Infection & Safety Control

### Quality Management System
- A set of coordinated activities designed to direct and control an organization to continually improve the effectiveness and efficiency of its performance.
Quality Management Principals

- Customer Focus
- Leadership
- Involvement of People
- Process Approach
- Systems Approach to Management
- Continual Improvement
- Factual Approach to Decision Making

Malcolm Baldrige Framework
Leadership

- How do leaders create a culture for customer focus, learning and innovation?
- How do leaders focus on action to achieve objectives, improve performance and attain your vision?
- How do leaders communicate and engage the entire workforce?

Strategic Planning

- How does your company conduct strategic planning? What are the process steps? How do you determine core competencies?
- How do you determine strategic challenge and advantages?
- How do you collect and analyze relevant data planning?

Customer Focus

- How do you determine your customers’ key support requirements?
- How do you build and manage relationships with customers?
- How do you listen to customers?
- How do you determine customer satisfaction and engagement?
Measurement Analysis

- How does your company measure, analyze and improve its performance through the use of data at all levels?
- How do you select, collect, align and integrate data and information for tracking daily operations and progress with strategic objectives?

Measurement Analysis

- How do you ensure the following properties of your organizational data information and knowledge
  - Accuracy
  - Integrity and Reliability
  - Timeliness

Workforce Focus

- How do you determine the key factors that affect workforce satisfaction?
- Describe how members of your workforce, including leaders, are developed to achieve high performance.
- How do you evaluate the effectiveness and efficiency of your learning and development systems?
### Process Management

- Describe how your organization designs its work systems and determines its key processes to deliver customer value, prepare for emergencies and achieve success and sustainability?
- How do your systems and processes capitalize on your core competencies?

### Process Management

- How do you incorporate cycle time, productivity, cost control and other efficiency and effectiveness factors into the design of these processes?
- What are your key performance indicators and in-process measures used for the control and improvement of your work processes?

### Results

- This category examines your organization’s performance and improvement in all of the above key areas.
- What are the actual outcomes of each category.
- Performance levels are examined relative to competitors in each market segment.
The Balanced Scorecard

Customer Focus

- The Value Proposition
  - Customer Intimacy
  - Products and Services
  - Operational Excellence

Customer Focus

- The Value Proposition
  - Benefits to Targeted Customers
  - Differentiation in the Eyes of your Customer
  - Resonating Focus
Customer Focus

• Engagement
  – How does your company listen to the Voice of the Customer? (VOC)
  – How do you use information to identify opportunities for innovation?
  – How do you build a customer-focused culture?

Customer Focus

• VOC Practices
  – Focus groups of key customers
  – Training of employees in customer listening to collect concerns
  – Close monitoring of factors of meeting customer requirements.
  – Methods to listen and learn are evaluated and improved over cycles.

Customer Focus

• VOC Practices
  – Use of critical incidents in support performance or quality to understand key problems from the view of the customer.
  – Interviewing lost customers to determine why they left.
Sales Professional Role

- Quality Improvement:
  - Sales professionals are typically closest to the referral sources and should know the VOC and their requirements.
  - The information you gain is vital to the organization for identifying specific needs of customers.
  - What you bring to your company can be a catalyst for continuous improvement and inspiration for having a culture of quality.

Dash Boarding

- Identify quality measures important to external customers
- Communicate VOC to internal team
- Integrate within your existing PI process
- Drive internal quality with benchmarking and visuals
- Communicate quality to external customers

Dash Boarding

- Hospital Measures of Concern
  - CMS any cause 30-day readmission rates
    - Current: HF, AMI, Pneumonia
  - CMS healthcare-associated infections
    - Current: CVC Infections (+NPSG)
  - CMS patient satisfaction (HCAHPS)
    - Responsiveness
    - Medication education (+NPSG)
    - Discharge information (+NPSG)
    - Willingness to recommend
- Linking quality to payment
- Outsourcing Pharmacy Compounding

Internal PI Program Measures
- Readmission Rates
- Catheter Event Rates
- Infection Rates
- Patient Satisfaction
- CSP Quality Measures

Sources:
1. CMS Measures of Readmissions, Complications, and Death, medicare.gov
2. TJC 2013 Home Care National Patient Safety Goals.
Case Study – ABC HomeCare

• You’re a sales rep for an IL HIT provider
• Accredited for RX, RN, HME services
• Your top hospital referral source concerns are:
  – 30-day re-hospitalization rates
  – Catheter Infections
  – Patient satisfaction
  – Adherence to USP <797>
  – Delivery timeframes
• You bring these findings to your PI Committee

Select Hospital Measures

<table>
<thead>
<tr>
<th>Select Hospital Measure</th>
<th>ILLINOIS Hospital Average</th>
<th>NATIONAL Hospital Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of 30-day readmission for Heart Failure Patients</td>
<td>N/A</td>
<td>24.7%</td>
</tr>
<tr>
<td>Rate of 30-day readmission for Pneumonia Patients</td>
<td>N/A</td>
<td>18.5%</td>
</tr>
<tr>
<td>Blood infection from a catheter in a large vein</td>
<td>N/A</td>
<td>0.358/1000 patient disch.</td>
</tr>
<tr>
<td>Patients who would recommend the hospital.</td>
<td>68%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Source: [1] Hospital Compare at medicare.gov

Readmission Measures
CVC Infections

Satisfaction

% that would recommend ABC HomeCare

Operations
“There Can Be No Improvements Where There Are No Standards.”

Kaizen: The Key To Japan’s Competitive Success

By Imai Msaaki

Resources
- Insight to Performance Excellence-2009/10 By Mark L. Blazey
- Balancedscorecard.org
- American National Standard, Quality Management Systems Fundamentals ASQ
- Dreamstime.com & Bing Images
- Criteria for Performance Excellence, Baldrige Performance Excellence Program
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