How to Cultivate a Data-Driven Quality Improvement Culture

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Hospitals

1. Ronald Reagan UCLA Medical Center
2. UCLA Medical Center, Santa Monica
3. Mattel Children’s Hospital UCLA
4. Resnick Neuropsychiatric Hospital at UCLA

Outpatient Clinics

• Over 170 offices throughout Southern California
Challenges In the Past

• Frustrating and time consuming data acquisition process
• Confusion around data/measure definitions
• Multiple versions from different data groups
• Quality initiatives not aligned with institutional goals
Reduced Mortality Index
Reduced Excess Bed Days
U.S. News & World Report has ranked UCLA Health on its Best Hospital Honor Roll recognizing the nation's top 20 hospitals for 29 consecutive years. We are:

No. 1 in Los Angeles

No. 7 in the U.S.
Vizient AMC Q&A Performance
Ronald Reagan UCLA Medical Center Overall Rank
Institutional Quality Vision and Goals

Quality Vision
Honoring the trust of our patients, families, and community by continuously striving to deliver perfect care through excellence in quality, safety, service and affordability.

Principles
Value-based care • No harm • Patient centered • Coordinated care

Operating System
Continuous quality improvement • Lean • Culture of safety

Quality “MOVERS”
REDUCING RISK ADJUSTED MORTALITY
IMPROVING PROCESS AND OUTCOMES MEASURES
IMPLEMENTING VALUE-BASED REDESIGN
ENHANCING THE PATIENT EXPERIENCE
REDUCING PREVENTABLE READMISSIONS
STRENGTHENING PATIENT SAFETY
## QIA Data Strategy

Standardization and Centralization

<table>
<thead>
<tr>
<th></th>
<th>BEFORE</th>
<th>AFTER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actions</strong></td>
<td>“I think…”</td>
<td>“What does the data tell us?”</td>
</tr>
<tr>
<td><strong>Transparency</strong></td>
<td>The data requestor</td>
<td>Everyone in the system</td>
</tr>
<tr>
<td><strong>Data sharing</strong></td>
<td>Pull</td>
<td>Push</td>
</tr>
<tr>
<td><strong>Data definition</strong></td>
<td>Multiple definitions</td>
<td>One standardized definition</td>
</tr>
<tr>
<td><strong>Data access</strong></td>
<td>Multiple portals</td>
<td>Single site access for all</td>
</tr>
<tr>
<td><strong>Data organization</strong></td>
<td>Multiple formats and storage locations</td>
<td>Single source</td>
</tr>
</tbody>
</table>
Quality Vision: MOVERS

Build Data Strategy

Create Online Dashboard Packages

Build Data-Driven Culture

Build data structure to Support Service Line

------------------ Institutional Level ------------------

--Service Line Level--
Why Online Self-Service Analytical Tool?

- Share data in a single portal
- Provide easy access and user-friendly functions
- Promote transparency to increase accountability
- Cultivate a data-driven leadership style
- Guide the institution to use data for improvement
Characteristics of Online Tool

- Single location for all data needs
- Focus towards institutional goals
- Ability to identify opportunities at all levels
- Interactive self-service capabilities
- Effective visualization with drill-down capabilities
- Built-in benchmarks
Characteristics of Online Tool

“One place to shop for data”

“Easy and fun to use”

“Review data before your meeting”

“Don’t shop goods online, shop data online!!!”
Cultivate Data-Driven Culture

- Reset and update goals annually
- Link goals to incentive plans
- Co-design the tool with end-users
- Hold teams accountable with measurable metrics
- Provide extensive training
- Refresh data frequently
QIA DASHBOARD USAGE CUMULATIVE COUNTS

- Total of 77 dashboards by Dec 2018
- Contain 339 worksheets
- 784 registered users (including PHI Data Access)

Jan, 2016 (Start development)

Oct, 2016 to Sep, 2017 (Go on-line)

By Feb, 2018 (Promote to end-users)

By Dec, 2018 (Gain 393% in 10 months)
Conclusion

- Our competitive market requires high value care
- Improving quality, safety, and efficiency requires
  - An institutional vision of quality and shared goals
  - A data-driven culture
  - Timely and unified data providing insights to make the right changes
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