



**CONTINUOUS
IMPROVEMENT
STRATEGIES**
to Generate
Positive Outcomes

Thursday, November 20
3:00 p.m. - 6:30 p.m. CDT

LOCATION
Cook Children's Medical Center
801 7th Ave, Fort Worth, TX



**COMPLIMENTARY
EVENT**
Space limited!



Presentation #1: Keynote Address

Presenter: Hellen Oduor

**Title: “Beyond Quick Fixes:
Building Sustainable Performance
Improvement in the Healthcare
Industry”**





Beyond Quick Fixes: Building Sustainable Performance Improvement in the Healthcare Industry

Hellen Oduor

Learning Objectives



Describe performance improvement core concepts and distinguish between short-term fixes & sustainable strategies



Analyze common challenges and barriers



Identify performance improvement tools and methodologies (e.g., PDSA, Lean, Six Sigma) and their application



Evaluate strategies for hardwiring accountability & sustaining improvements over time within a dynamic healthcare environment

Paul Batalden: “Every system is perfectly designed to get the results it gets.”

Operational Definition

- AHRQ “...the framework we use to **systematically** improve the way care is delivered to patients.”
- DHHS “...**systematic** and **continuous** actions that lead to **measurable improvement** in health care services and the health status of targeted patient groups.”
- CDC “...a **continuous** and **ongoing** effort to achieve **measurable improvements** in efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality...”

Performance Improvement

Systematic

Continuous

Data – Driven

Improved Outcomes

Quick Fixes: What They Look Like in Healthcare

- Re-education as the first and only intervention
- Reminder emails, Badge Buddies
- EMR pop-up alerts without workflow redesign
- Rewriting policies without process mapping

Systematic: What Good Looks Like

- Clear operational definitions
- Standard workflows
- Real-time data
- Process ownership
- Automation

What is your Organization's Improvement Strategy?

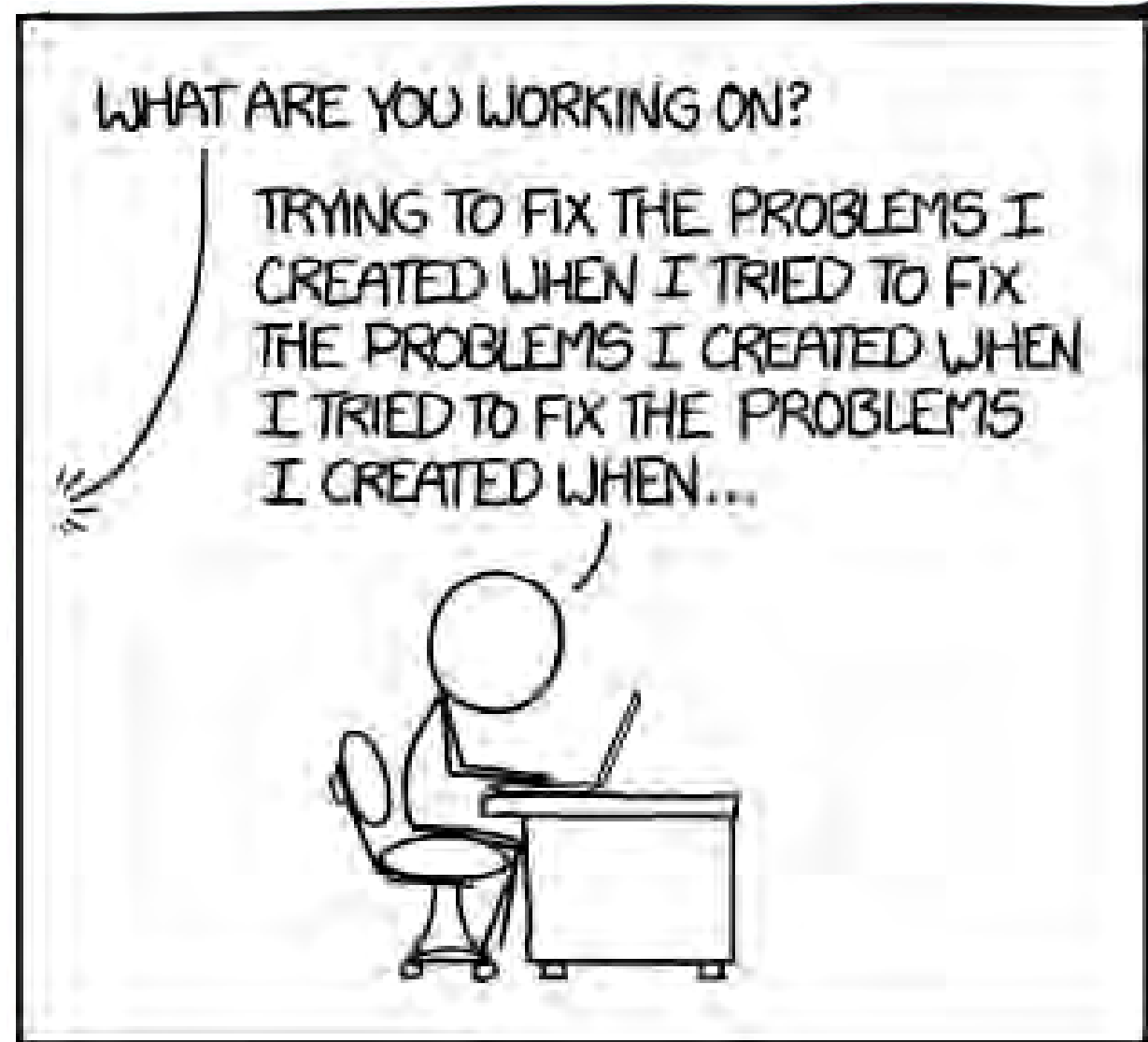
Why Improvement Efforts Fail

- Resource limitations
- Competing priorities
- Data limitations

The screenshot shows a calendar interface for the week of May 11-17, 2009. The main view is a vertical timeline from 06:00 to 19:00. The calendar is packed with events, such as 'Workout', 'Shower', 'Shopping', 'Reading', 'Breakfast', 'Play', 'Lunch', 'Travel', 'Phone', 'Optimization, misc', 'Meditate', 'Blog', 'Brainstorming', and 'Socializing'. The interface includes a 'Create Event' button, a 'Quick Add' button, and a 'Tasks' section. A sidebar on the left shows 'My calendars' (Personal, Guilt-Free Play, Misc Work, Quality Work) and 'Other calendars' (Austrian Holidays, Phases of the Moon, US Holidays). The top navigation bar includes 'Today', 'May 11 - 17 2009', 'Refresh', 'Print', and view options for 'Day', 'Week', 'Month', '2 Days', and 'Agenda'.

Why Improvement Efforts Fail

- Change fatigue
- Resistance to change and lack of buy-in
- Not explaining the “Why”

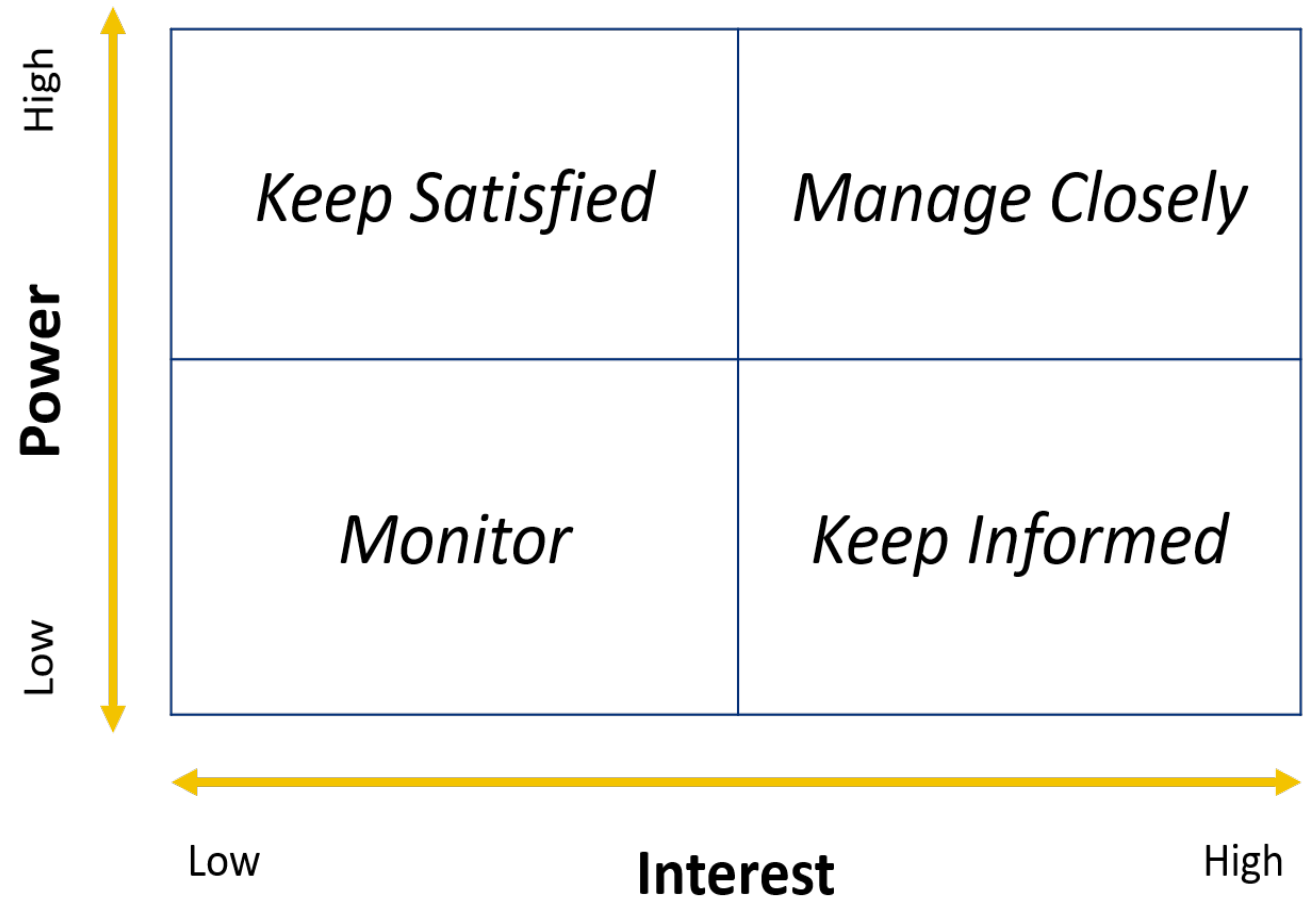


Strategies to Address Barriers & Build Sustainability

Strategic Alignment & Executive Support

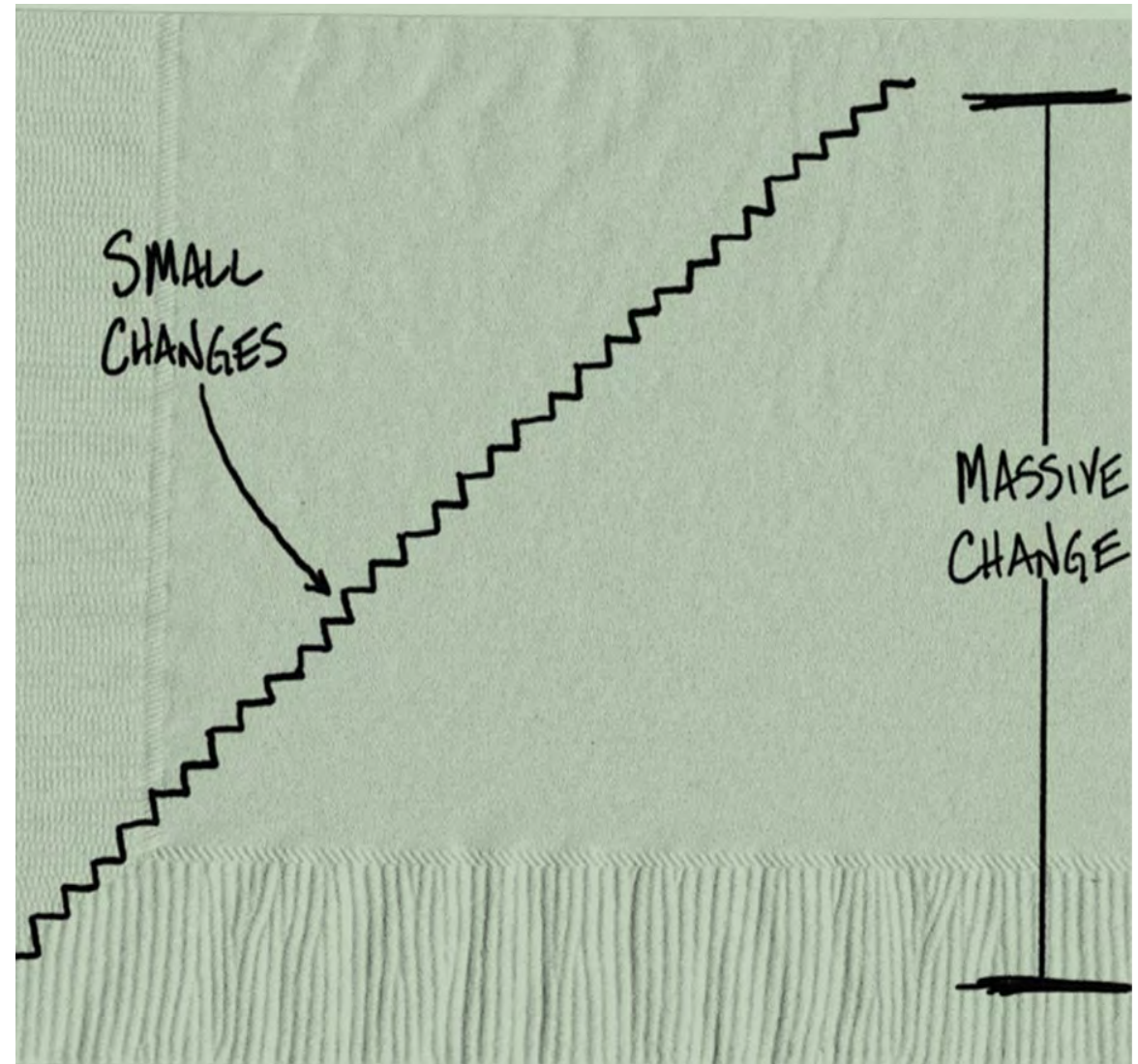


Stakeholder Map

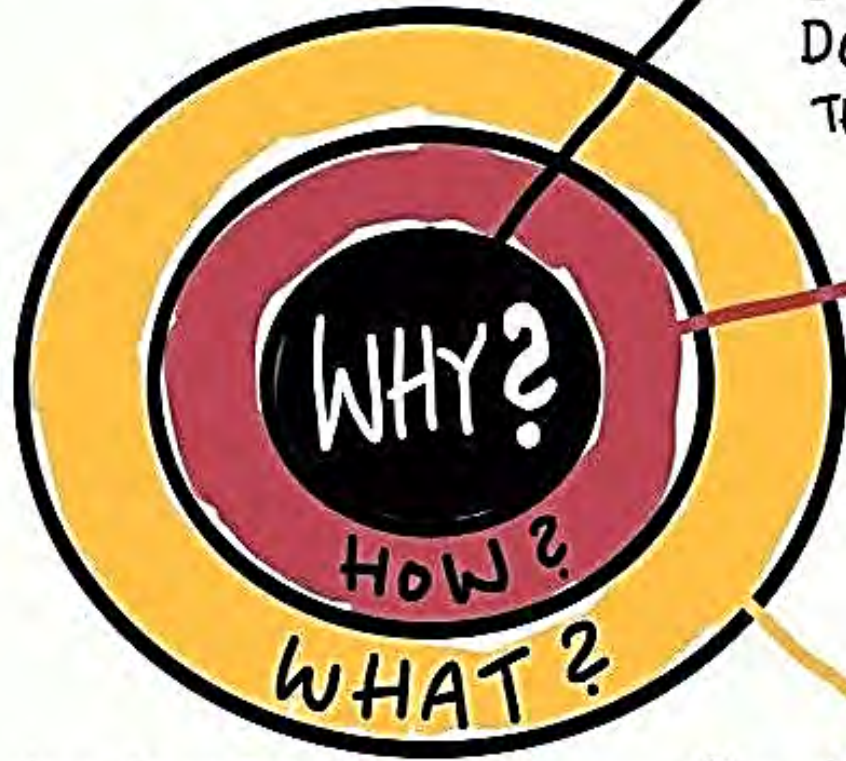


Tools for Sustainable Performance Improvement

- Model for improvement: PDCA cycles
- Lean (waste elimination)
- Six Sigma (minimize variation)



GOLDEN CIRCLE

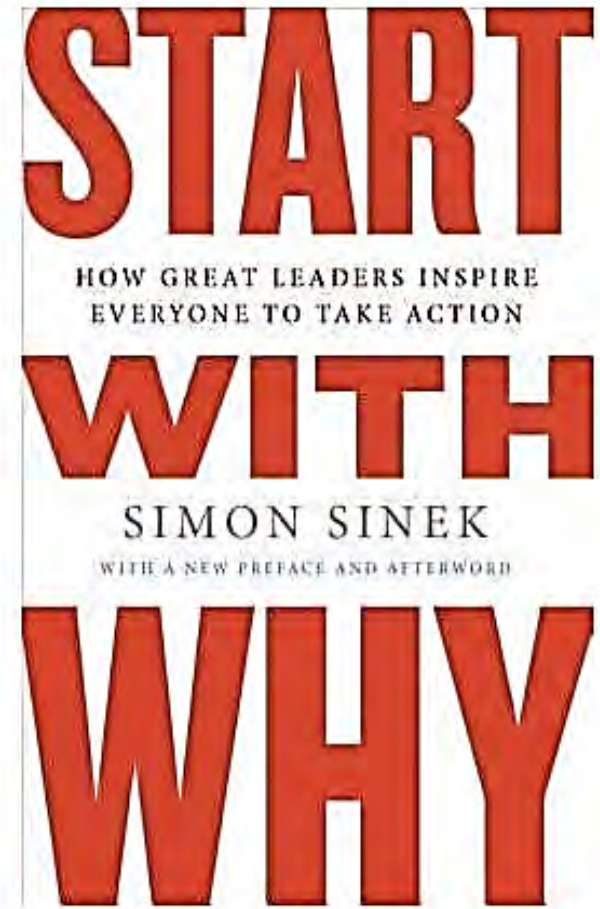


WHY DO YOU DO WHAT YOU DO? WHAT'S THE PURPOSE?

HOW DO YOU DO WHAT YOU DO?

WHAT DO YOU DO?

IDEA: SIMON SINEK



Visual Management



Hospital Performs:

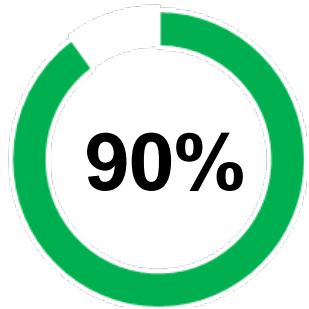
Worse Than Average Better Than Average



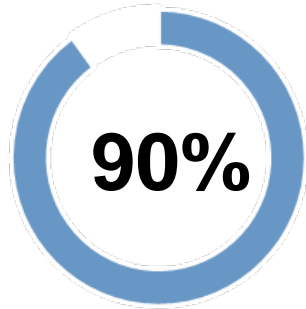
Additional Strategies

- Increase your Performance Improvement capacity
- Protected time for Performance Improvement work for clinicians and executive sponsors
- Build a culture of accountability

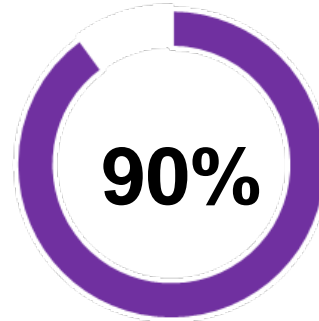
Culture and Accountability



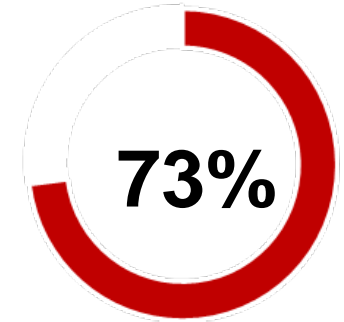
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of individuals

of expected
behaviors

of the time

results

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Remember... “Every system is perfectly designed to get the results it gets”



Strategic Alignment



Start with “Why”



Data Visibility

Let's Connect

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