Journey to Perfect: Mayo Clinic and the Path to Quality

A discussion of new content in the ASQ Knowledge Center

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Agenda

• Key concepts from Mayo Clinic case study
• Video clip: Mayo’s value creation system
• Discussion
• Open networking
Access Mayo case study components

asq.org/knowledge-center/case-studies-mayo-clinic.html
High-level summary

• History of Mayo's quality journey
• Development of Mayo quality culture: how leaders drove systemwide transformation
• Mayo’s approach: a blend of continuous improvement, Toyota total productive maintenance, Baldrige Criteria, Six Sigma, lean
• How Mayo prepares the next generation of leaders in healthcare quality
Mayo’s results

• Safer healthcare
• Care that is less expensive than U.S. average
• 5 to 1 return on investment in quality
• Standardized processes that achieve near perfect outcomes (hand hygiene, administration of Warfarin, and Medicare reimbursement for joint replacements)
Quality deployment at Mayo

**Quality Construct**

**I. The best care for every patient every day...**

**III. Culture**
- Roles and Expectations
- Transparency
- Leadership Training—CALD III
- Champions Training
- Safety Competency/Training
- Business Case
- Teamwork/Communications
- Rapid Response Teams
- Social Capital

**IV. Engineering**
- Enterprise Accountability
  - Warfarin, SII, VAP-II, Pressure Ulcers, PQRI, Insulin, Surgery + Opioids, Semi-urgent Results, RFQs
  - Department Accountability
  - Medication Reconciliation, Universal Protocol, Hand Hygiene, Sentinel Events, Teamwork

**V. Execution**
- Active Visible Leadership
- Frontline Empowerment
- Process Owners
- Common Scorecard and Targets
- Horizontal Infrastructure
- Adverse Event Oversight Group
- 100-day Discipline
- Business Case

**II. Infrastructure**
- Quality Academy
- Quality Data Management System
- Health Sciences Research
- AHRQ Patient Safety Indicator Analysis
- Convergence of Electronic Systems
- Enterprise Learning System—Socrates
- Develop Mayo Value Management System
- Simulation

Adapted from Bisognano, Pisek. 10 More Powerful Ideas for Improving Patient Care. Chicago: Health Administration Press & Institute for Healthcare Improvement; 2006.
Conversation starter—Mayo Quality Construct

• Discuss the significance of the four pillars of the Mayo Quality Construct:
  - Culture
  - Engineering
  - Execution
  - Infrastructure

• What role do the four pillars play in “making the right thing to do, the easy thing to do?”
Conversation starter—infrastructure

• Discuss the four infrastructure challenges James Dilling outlines:
  - Decision making
  - Education
  - Measurement
  - Diffusion

• What lessons can be found in Mayo’s progress with these challenges?

• What best practices can other industries offer Mayo and healthcare? (What advice would you give Mayo engineers?)
Conversation starter—organizational transformation

• How can quality be an effective strategic driver for the transformation of an organization?

• How might Mayo’s approach affect your definition of quality or the way you talk about quality?
Continue the discussion

• Complete post-meeting survey or contact knowledgecenter@asq.org
  – Recommend organizations for case studies
  – Recommend topics for your Section meetings
  – Offer feedback on this meeting or the case study
  – Get help finding more content that meets your needs
Keep talking about quality content!

Knowledge Center

An Efficient Public Sector

Read about a project to improve the process of handling records related to unemployment at a large Dutch government organization.

Find More Case Studies
Search more than 1,600 examples of quality in the real world, many available open access.

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Editor's Picks

Silo-Avoidance Metrics

In the Summer edition of Continuity, Forrest W. Breifogle III presents an approach for establishing operational metrics that benefit the organization as a whole by focusing on the "three Rs of business—everyone doing the Right things, the Right way, at the Right time."

Continuity is a member-benefit publication of the Electronics and Communications Division.

Today's Quality Quote:

"You cannot implement quality improvement in a hostile environment." - A. Donald Stratton

More on Quality Quotes....

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