AHMC HealthSystem

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Six-Dimensional Approach for Quality & Safety and Patient-Centered Care

Introduction

AHMC facilities are an open hospital system consisting of 8 hospitals in the Los Angeles County and Orange County of California, U.S.A. The system has a total of 1,500 beds, 3,000 affiliated physicians, and over 7,000 employees. AHMC has achieved significant achievements in the field of Quality & Safety and Patient-Centered care in Healthcare by implementing the six-dimensional approach with Lean tools on engaging stakeholders to improve quality, patient safety, and patient-centered care. The six dimensions focus on (1) inpatient, (2) Emergency Department (ED), (3) employee, (4) physician relationships, (5) outpatient, and (6) community.

Objectives

As the healthcare industry continues to evolve under the ACA’s and AHCA’s influence, hospitals across the nation are actively researching effective strategies to further cultivate quality and delivery of care. Specific goals of the project began in June 2015 when evaluating these six dimensions.

At the heart of the inpatient experience is the Hospital Consumer Assessment of Healthcare Providers (HCAHPS) Survey. AHMC goals and benchmarks are based on the current CMS established California and National averages.

AHMC created three metrics for each ED in the system to achieve and sustain: Door to Doctor Time ≤ 30 minutes, Total Length of Stay (LOS) ≤ 150 minutes, Total Left Without Being Seen (LWBS) ≤ 1%.

AHMC engages and empowers its employees and physicians through a number of different events, benefits, and opportunities for growth. The company utilizes a third-party vendor for a comprehensive staff satisfaction survey, with the goal of increasing or maintaining results.

AHMC’s endeavors towards improving quality of care and patient experience within the outpatient setting has the targeted goal of maintaining high Outpatient and Ambulatory Services Consumer Assessment of Health Providers and Systems (OAS CAHPS) survey scores.

The final goal of the project includes improving access to healthcare services for all members of its community. Yelp is the most popular survey of service and crowd-sourced review forum to reflex the community perception in U.S.

Methods

A healthcare breakthrough from implementing the six-dimensional approach throughout the system was the scope it created for innovation. AHMC leadership continuously looks towards new services and technology to enhance the employee and patient experience. Fostering a new culture among staff and physicians through the implementation of Lean and other quality improvement methods has enhanced practices and resulted in better managed resources.

To provide excellent service for all stakeholders, AHMC has developed its change management strategy to ensure patients are satisfied with their care. Through the development of various initiatives, protocols, Lean projects, and task forces, AHMC focused its attention on patient safety indicators, hospital acquired conditions, and technology improvements to improve this safety grade.

Results

After the six-dimensional approach was implemented, all the AHMC facilities have seen significant improvements in both wait times and patient satisfaction. Rapid improvement was seen initially, and has been sustained for the three years following implementation:

AHMC Total Left Without Being Seen (LWBS): Reduced from 3% in 2015 to 0.87% in 2018

AHMC Total Length of Stay in Minutes: Reduced from 204 minutes in 2015 to 145 minutes in 2018

AHMC Door to Doctor Time in Minutes: Reduced from 40 minutes in 2015 to 18 minutes in 2018

The six-dimensional approach created steady improvements in the healthcare environment. The implementation of the six-dimensional approach created steady improvements in the HCAHPS scores, ED and OAS CAHPS performances, physician and staff satisfaction, and community perspective. AHMC launched in 1998 with only one hospital. In 2019, it expanded to 8 hospitals, and will reach 10 hospitals by 2020.

Conclusion

Through this project, a significant improvement in quality and patient-centered care has allowed AHMC to remain competitive to the national standard in a changing healthcare environment. The implementation of the six-dimensional approach created steady improvements in the HCAHPS scores, ED and OAS CAHPS performances, physician and staff satisfaction, and community perspective. AHMC launched in 1998 with only one hospital. In 2019, it expanded to 8 hospitals, and will reach 10 hospitals by 2020.