Value Analysis: Bridging the Gap Between Clinical and Operations

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The Need for Conversation and Collaboration

Thriving in the new value-based world of healthcare depends on being able to provide the best possible mix of quality and affordability. Value analysis programs can improve the purchasing process and ensure product and services are available at the lowest total cost. In short, they support quality patient care in a fiscally responsible manner.".

Source: **McCoy, T. (2014, October 9**)

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Bridging the Gap

1. Build a team that through development will create the bridge that unites the

   clinical and operational sides of healthcare. Team formation includes
   - Forming.
   - Storming.
   - Norming.
   - Performing.

2. Answering the five W's through teamwork.
   - Who
   - What
   - Where
   - When
   - Why

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Building the Team

1. Team Formation Steps provide a foundation to start, build, maintain, and respect the necessary conversations to make quality organizational decisions.

    A. Forming the Team

    B. Storming in the Team

    C. Norming within the Team

    D. Performing in the Team.

Tuckman, B. (2018, March 30)

What Defines a Team?

Two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal, have specific roles or functions, and may have a time-limited membership

Team members:

Include anyone involved in the process who can take action.

Have clearly defined roles

Includes the Leader

Are accountable to the team for their actions

Must stay continually informed for effective team functioning

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Building the Team (cont'd.)

A. **Forming the Team:** The leader(s) of the team set the tone for the formation and future stages. Rules are established, goals are set, and the process is introduced.

➤ Team members are new to the team and are often polite, quiet, and reserved.

➤ Some team members are eager to get started and are ready to make an impact even though they may not understand the depths of the project or their roles.

➤ Some are inspired by doing something different and are eager to jump right in. This stage can last for some time, as people start to work together, and as they make an effort to get to know their new colleagues.

Building the Team (cont'd.)

A. **Storming in the Team:** People start to push against the boundaries established in the forming stage. It's important for the leader(s) to maintain control within the team and ensure that the team survives. As this stage is perhaps the most difficult time the team will face.

➢ Differences in working styles and philosophies often cause conflict.

➢ Authority can be challenged as work loads and leader's approaches are questioned and positions in the teams are sought. Leaders must maintain the hierarchy.

➢ The team's goals may be questioned as the worth of the team's mission is not fully understood.

➢ The relationship building phase continues as team members get to know each other and begin to understand work ethics and procedural approaches.

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Building the Team (cont'd.)

A. **Norming within the Team:** This stage is where the team begins to coordinate, understand each and appreciate each other's contributions to the team and its success.

➤ Comfort levels are formed and both professional and social relationships may emerge.

➤ Differences are resolved, purpose, focus, and goals are realized and accepted.

➤ The leadership and hierarchy are understood and adhered to.

➤ The team begins to communicate more effectively, questions are answered, constructive criticism is given and accepted, coaching is more constant, and teamwork is on full display.

Building the Team (cont'd.)

A. **Performing within the Team:** This stage is where the team functions without significant guidance. The team is focused on the goal(s), performs the tasks necessary without disruption, and leader(s) can focus on developing team members to replace those who may leave or take on different roles.

➢ Goals are achieved by teamwork without conflict or disagreement.

➢ The structure and guidelines support this work, and create a foundation for continued success.

➢ The team functions regardless of personnel changes within the team.

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Create synergy between the clinical and operational sides of healthcare

"The whole is greater than the sum of its parts." (Aristotle)

When creating a team it is essential to understand the needs of the entire team in order to achieve a successful outcome. Healthcare is a prime example of the need for teamwork and collaboration.

1. **Create a multidisciplinary team that consists of clinicians, operational, and financial participants working in unison to accomplish a common goal.**

2. **Involve everyone with a stake in the successful outcome of the project.**

   Steering committees may help accomplish this.

3. **Manage toward outcomes not timelines.**

Bridging the Gap

When making decisions that impact healthcare there are several impacted parties. In order to minimize change shock and collaborate successfully; we need to answer the five W's for each initiative.

- Who
- What
- Where
- When
- Why

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<u>Who</u>: Is impacted by the pending change, new product, standardization, or product change?

It is important to communicate, include, and get feedback from all of those who will be impacted by an initiative. The best way to gain acceptance is to include everyone in the process from the very beginning.

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What: Is the impact of the pending change? SKU reduction , Price Increase / Decrease, GPO contract compliance, streamlining procedures, network standardization, etc…

There are a host of reasons Value Analysis initiatives cause change in healthcare organizations. Identifying, communicating, and minimizing difficulty within those changes is key to successful initiatives.

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Where: Is the impact of the initiative? Is this organizational, individual site, or individual department / unit / service line?

Whether your organization consists of one or multiple facilities, knowing where an initiative's impact will occur is essential in preparing for, and adjusting to those impacts.

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When: Is the implementation of this initiative? Preparation is key to minimizing operational disruption.

Preparing for change involves many steps and should be conducted in a way that allows for the proper execution of the initiative. Managing change to complete an orderly implementation should minimize negative impact, utilize previous stock, and build the necessary new items for system inclusion.

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Why: Is this initiative happening? Summarizing the initiative.

Initiatives that are explained early and are updated t o include changes in the initial reasoning, scope of work, and ultimate goals are often completed and successful.

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Shared Accountability

Creating environments of equity for responsibility for outcomes.

"It's everyone's job"

Optimal Shared Accountability

Leaders
Vertical Accountability

Physician / Clinician
Clinical / Outcome Intrinsic Accountability

Operational
Financial / Operational Horizontal Accountability

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Healthcare is in a constant state of change. Organizations providing healthcare services must have teams that are committed to driving positive change in healthcare from the board room, to the OR, and in Physician Offices. These changes involve the clinical experts and business experts to make the best decisions that best meet the mission of Value Analysis programs.

"A systematic process to review clinical products, equipment, technologies and services to evaluate their clinical efficacy, safety and impact on organizational resources".

(Association of Healthcare Value Analysis Professionals, 2013)

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Our organizations should operate under guidelines that include a focus on being:

<u>Patient-centric</u> – Patient; the first time, every time.

<u>Quality oriented</u> – Nothing stands in the way of achieving quality outcomes.

<u>Innovative</u> – Be on the cutting edge clinically and operationally.

<u>Financially Stable</u> – Make the best decisions to drive cost down while providing the best

possible products and services.

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Thank you!

Questions?

Bridging the Gap

References

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