

## Session 21: Lessons Learned

### *Organizing for Accountable Care and Population Health*

Multicare

Christopher Kodama, MD, Christi McCarren, RN, MBA

**1. Involve physicians early in the analytic design and implementation effort.**

Involve physicians early in the analytic design and implementation effort. Let them get their hands dirty and own the data. Even if they question the accuracy and validity of the data, it is fine. Either the data is not right (in which case, they will want to work with you to correct it) or the data will be right (and their involvement will increase trust in the data). If involved effectively, they will naturally tend to focus on data integrity issues.

**2. Do not let a desire for perfection be the enemy of good; it will stand in the way of progress.**

A desire for perfection can paralyze an improvement effort and impede progress. Good enough is often adequate and will allow the improvement effort to move forward with future course corrections as necessary. Do not try to boil the ocean. Be clear about what you want to achieve. This requires a thoughtful prioritization process and timely progress toward each carefully defined objective. It is better to achieve accelerated progress on the most important things than it is to achieve small progress on a lot of things.

**3. Understand the importance of effective change management.**

Managing change can be complex and difficult. If an organization's existing culture does not support change, work must be done to build a culture that promotes learning, effective multi-disciplinary teamwork, adoption of data-driven improvement, and patient-centered care. An effective governance structure is necessary to support good decisions and appropriate prioritization of effort. It is important to focus on why a change is important, how it can be accomplished, and what the desired goal is. Attention must be paid to how resources and people's time are re-allocated, or if new resources can be added, to allow the improvement endeavor to be successful.

**4. Effective leadership from the top is critical.**

A key component of an organization's readiness for change is the commitment of senior leaders—leaders who visibly lead the change and provide the resources to successfully implement change. First, senior leaders need to ensure that quality improvement initiatives are aligned with the organization's mission and strategic goals. Leaders also need to devote personal time and attention to the change initiative, be willing to invest in quality improvement, support the involvement of clinical leaders, provide support resources (i.e., IT, quality improvement expertise and facilitators), provide the necessary analytic system, and deliver the education and training necessary for success.

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Choose at least one thing that you've learned today that you will share or do differently as a result of listening to this presentation. Write this down below and the date to accomplish it.

Goal(s) or Learning(s)

Date