

Delivering Value to Our Population: An Innovative Framework to Drive Value Improvement Across the Care Continuum

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INTRODUCTION

The Changi General Hospital (CGH) Value journey (Figure 1) which started almost a decade ago has seen tremendous progression in our approach towards delivering care that matters to our patients, from standardised care pathways to optimisation of care bundles and more recently, focus on measuring patient important outcomes. However, in this ever-evolving health care landscape where our patients are becoming older, frailer and have more co-morbidities, there is a need for a more innovative and sustainable approach in how we deliver care to ensure that our patients not only get well, but also stay well and continue to live well when they return home.

AIM By building on the successes of our journey thus far, we aim to achieve sustainable excellence centered around value for patients – through cultivating a value mindset in all staff which will be the core fuel that drives value improvement across the organisation – to deliver value to our population across the care continuum.

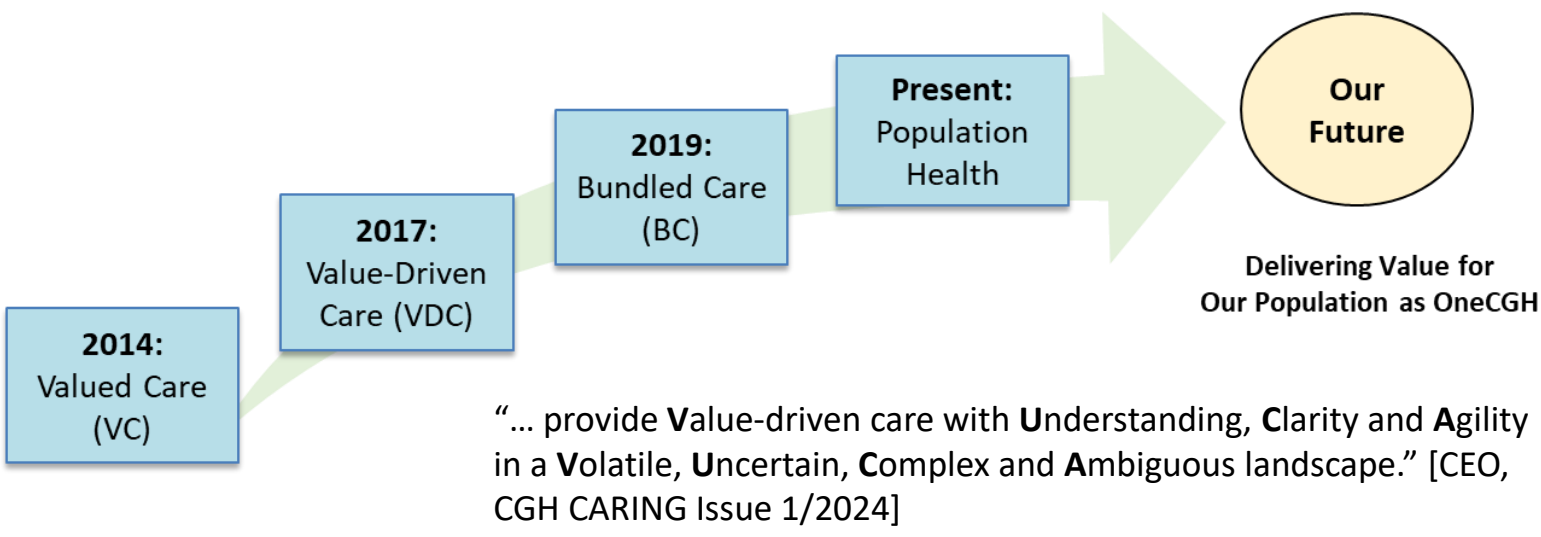


Figure 1. Value Journey

METHODS

Broadening the definition and perspective of Value

We continue to apply the same improvement methodologies (Model for Improvement) to facilitate quality improvement (QI) within the hospital, but with a broadened perspective of what value means in the CGH context. We built upon Porter's value equation¹ of Quality, Service and Cost – and expanded the definition of value into 8 value pillars: Clinical, Operational, Care Transition, Patient Empowerment, Sustainability, Staff well-being, Service and Cost excellence, with the population at the centre (Figure 2). The value mindset encompasses these 8 pillars - which serve as the lenses that will guide measurement and care delivery towards what matters most to patients - as staff proactively engage in data-driven continuous improvement and innovation.

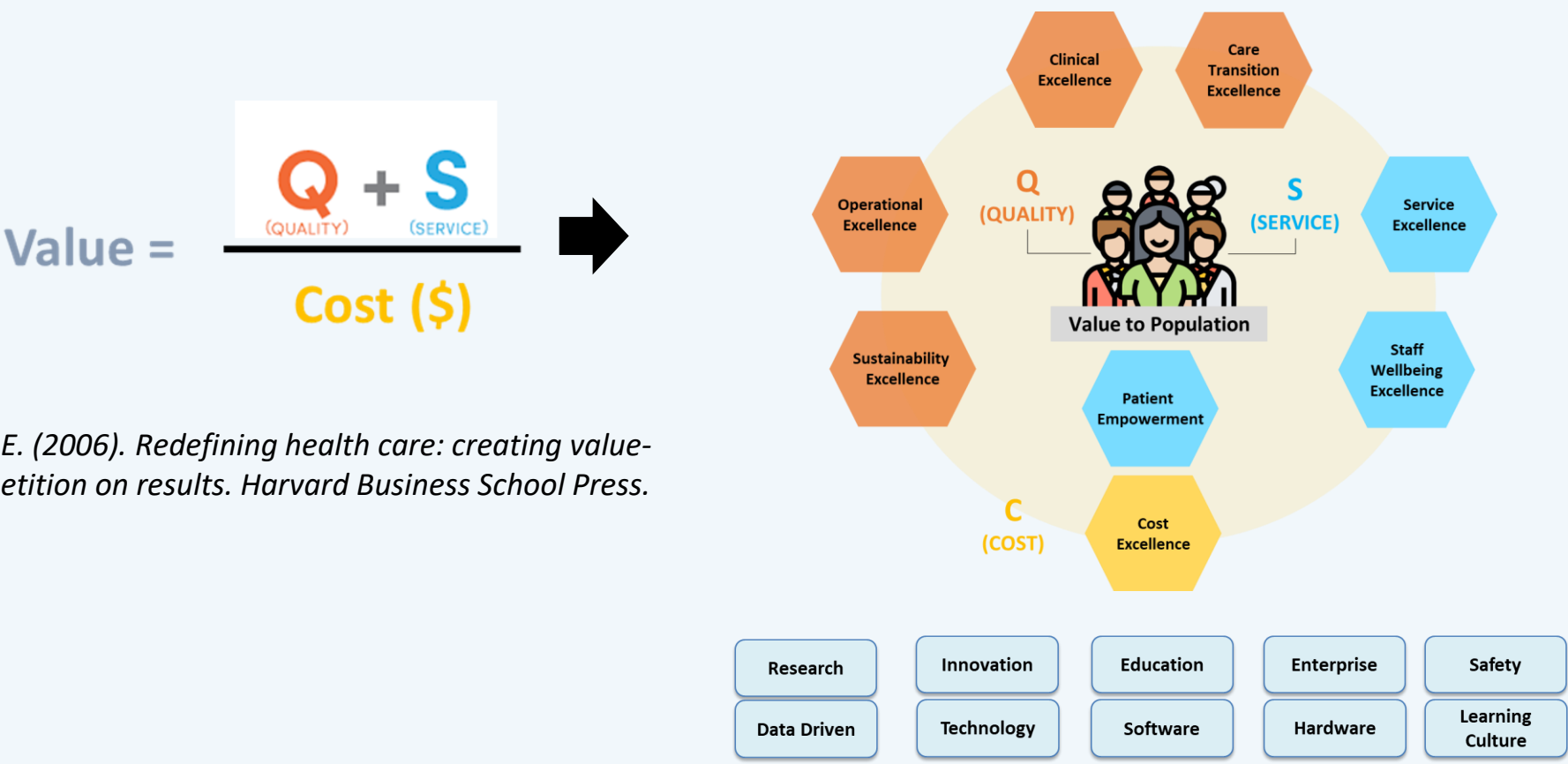


Figure 2. CGH Value Pillars

Guided by the SPORE framework to drive improvement

To operationalise the value narrative, the SPORE framework (Figure 3) was developed as a framework to guide all value improvement activities across the organisation. The framework facilitates data-driven decision making to prioritise conditions significant to CGH by referencing benchmarks, encouraging key partnership engagement and ownership, and enabling stakeholders through training and learning collaboratives throughout their improvement journey from pilot to scale up and spread.



Figure 3. CGH SPORE Framework

Shifting focus beyond conditions to establish “system – level” opportunities

- **Significance and Prioritisation:** Focus on HealthierSG², high volume/high cost, areas with opportunities for improvement
- **Ownership:** Partnerships with internal (HODs, Departments)/ external stakeholders
- **Resourcing:** Thematic based interventions approach supported by data and improvement science
- **Top-Guided, Bottom-Up Approach:** Baseline review of activity across value pillars and working closely with champions of each pillar to define the measures of success
- **Enable:** Increase awareness and transparency of resources and work done across the pillars → enhance collaboration and connections → unifying effect to accelerate value delivery across CGH

² <https://www.healthiersg.gov.sg>

RESULTS

Till date we have initiated > 30 conditions across 10 departments, majority of which were Ministry or Cluster initiated. The mechanism of initiation has since evolved based on the SPORE framework, as we identify the list of DRGs within CGH which are of high volume, high cost and aligned to national priorities with opportunities for improvement to focus on. Key stakeholders (Figure 4) were engaged with the Value narrative and measurement across the 8 value pillars was used to drive conversations around which areas can be further optimised. Selected groups of staff have also been identified to attend data analytics, financial literacy and improvement methodology training to upgrade their competency in a value-based approach to improvement (Figure 5).

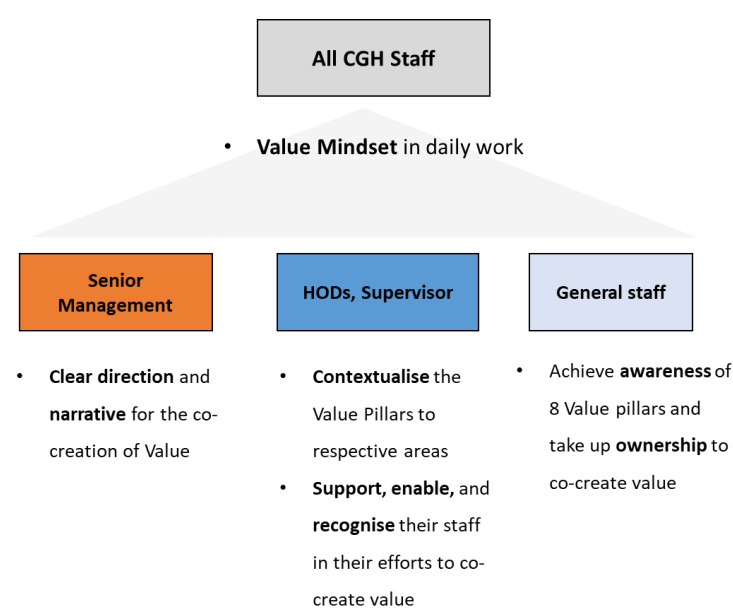


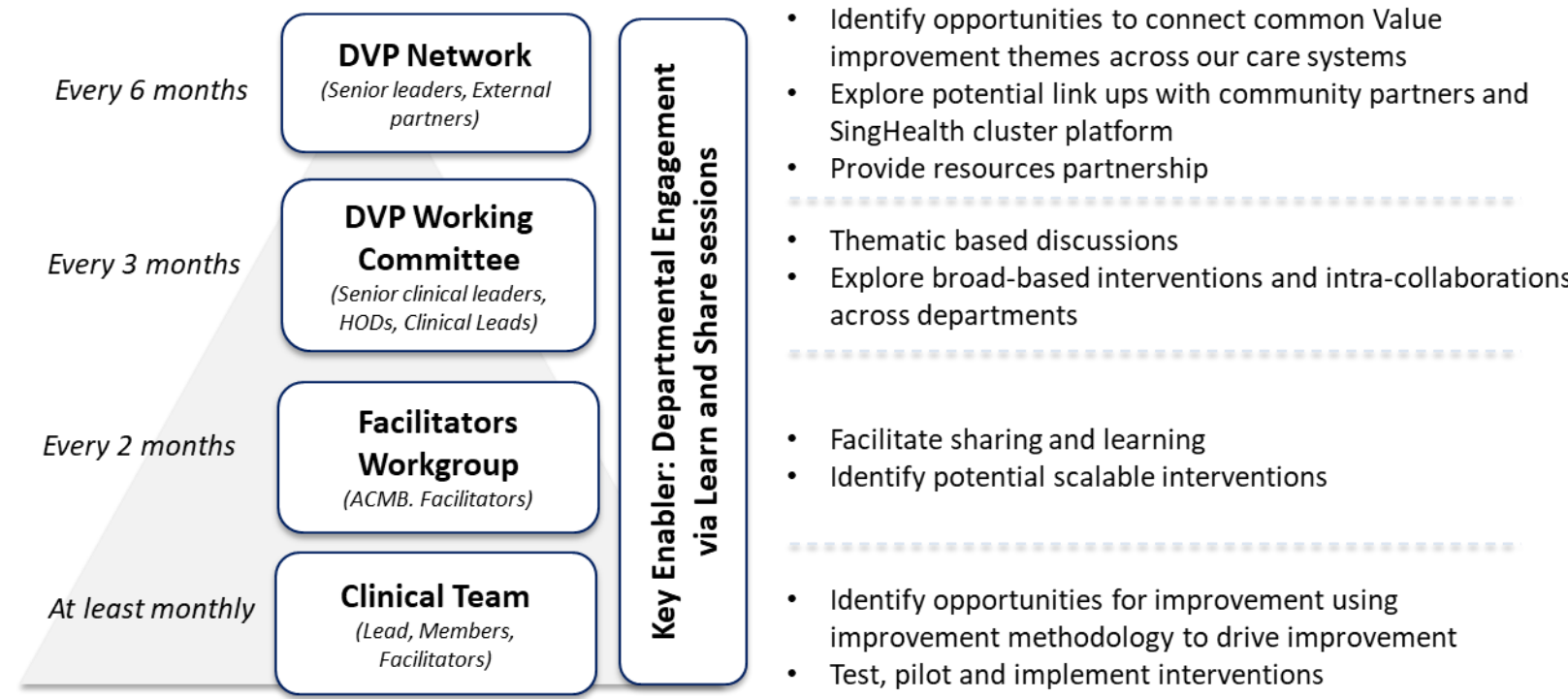
Figure 4. Key stakeholders



Figure 5. Trainings made available to staff

Continuous Engagement Across Levels to Synergise Value-based Healthcare Efforts

A collaborative (Figure 6) has also been set up since July 2023 as a platform to identify opportunities across divisions to connect related value improvement themes, facilitate collaboration and address barriers; provide guidance, resources sponsorship and enable pilot, scale-up and spread efforts across the organisation. The team is currently in the buildup phase, as we continually enhance the infrastructure and workflows to support our stakeholders in their journeys to delivering value for our population.



* DVP: Delivering Value for Our Population

Figure 6. VBH Platforms in CGH

CONCLUSION

For Patients, Population and Environment

With the broadened perspective on value which we apply to all our improvement efforts, we expect the general staff and key stakeholders to be more meaningfully engaged when the narrative and focus is centered around patient important outcomes. The value pillars allow more holistic deliberation of whether value was delivered from the patient's perspective as measurement goes beyond the standard clinical and operational indicators to include patient, staff and sustainability indices. Moving forward, we hope to leverage on more platforms to further enhance learning and sharing of all value improvement efforts across the CGH stakeholders, as well as with our external partners from across the care continuum.

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