

Integrating the Business Case for Infection Prevention into Hospital Priorities



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Learning Objectives

Describe issues that drive senior leadership priorities in health care

Identify key steps to use when presenting a business case for infection prevention

Identify how to connect infection prevention priorities with hospital priorities

Describe strategies to effectively state the business case to leadership



Top Issues Confronting Hospital CEOs

Financial challenges

Patient safety and quality

Government mandates



(Top Issues Confronting Hospitals in 2015, American College of Healthcare Executives, 2016)



Change is Hard

Leaders need to be able to

- Measure how the change impacts performance
- Communicate the need for change
- Understand how they can influence the change



(Sirkin HL, Harvard Business Review, 2005)



Presenting the Business Case

- Be prepared
- Engage team members
- Develop a value proposition
- Use stories
- Maintain focus
- Effectively state your case

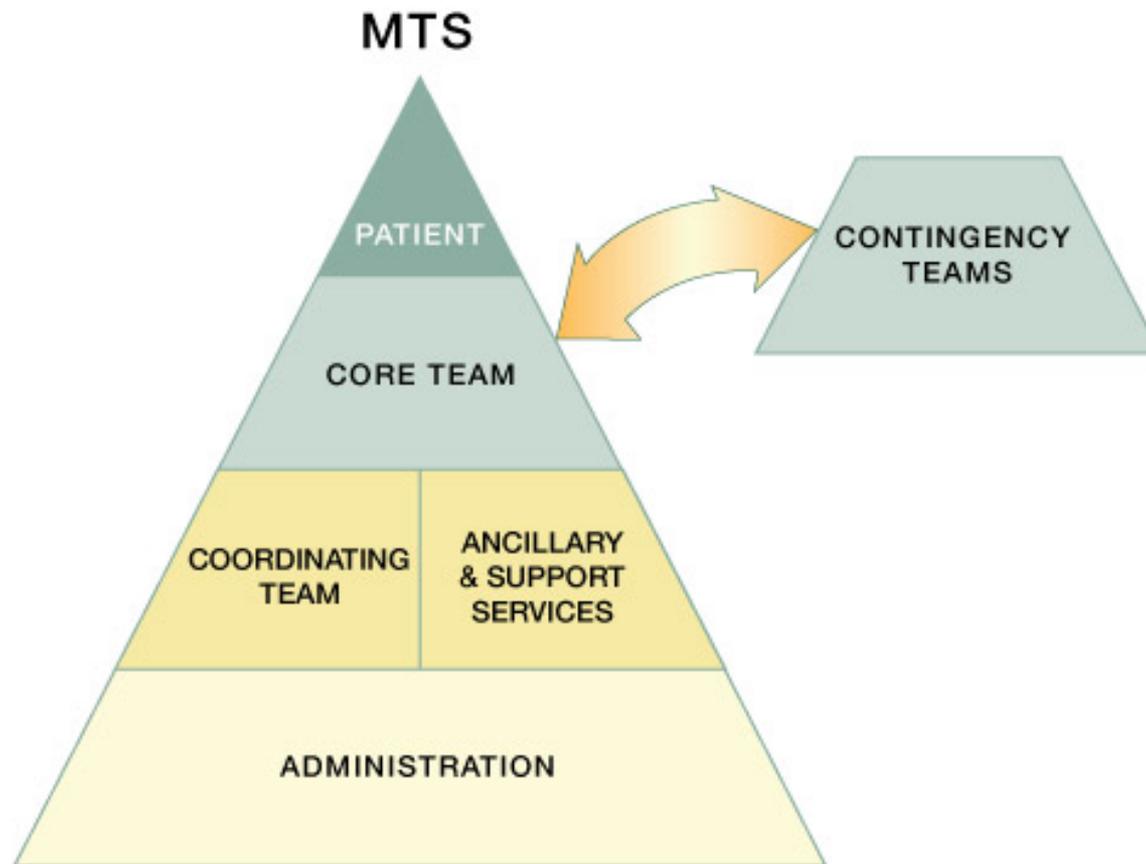


Be Prepared: Steps for Implementation Planning

- Know your numbers
 - Review HAI data
 - Know organizational targets
 - Identify if reporting requirements are being met
- Review your hospital's scorecard, dashboard, or metrics report
- Create unit specific goals with the CDC TAP report
- Identify opportunities for improvement
- Describe your vision, goals and timeline



Engage the Teams: Multi-Team System (MTS)



(TeamSTEPPS 2.0, AHRQ, <https://www.ahrq.gov/teamstepps/instructor/fundamentals/module2/igteamstruct.html>2016)



Use Stories to Help Make Your Case

“If you want to learn about a culture, listen to the stories. If you want to change a culture, change the stories.”

—Michael Margolis
CEO, Get Storied



Develop a Value Proposition Summary

- Concise
- Clear
- Compelling
- Credible
- Conceptual
- Concrete
- Customized
- Consistent
- Conversational



(O'Leary C, Elevator Pitch Essentials: How to Create an Effective Elevator Pitch, 2008)



Sample Value Proposition

“Our hospital CAUTI rate is consistently X percent higher than the national average. We estimate we can reduce this rate by X percent and the costs associated with CAUTIs by the end of 2017 by having dedicated staff to conduct daily catheter rounds, retraining all staff to ensure proper catheter insertion and maintenance practices, and providing more options for urinary catheter alternatives. We need these resources in place by x date in order to meet the infection rate target by the end of 2017. Let me know what additional details you need to support this request.”



Sustain the Focus

Think about sustainment at the start

Propose how changes can be integrated into daily work flow

Plan to monitor progress and solicit feedback

Review or create complementary policies/standard operating procedures

Continue to identify and engage champions

Keep efforts relevant to internal and external environment

Spread



Connect Infection Prevention Activities to Hospital Priorities

Infection Prevention Ask

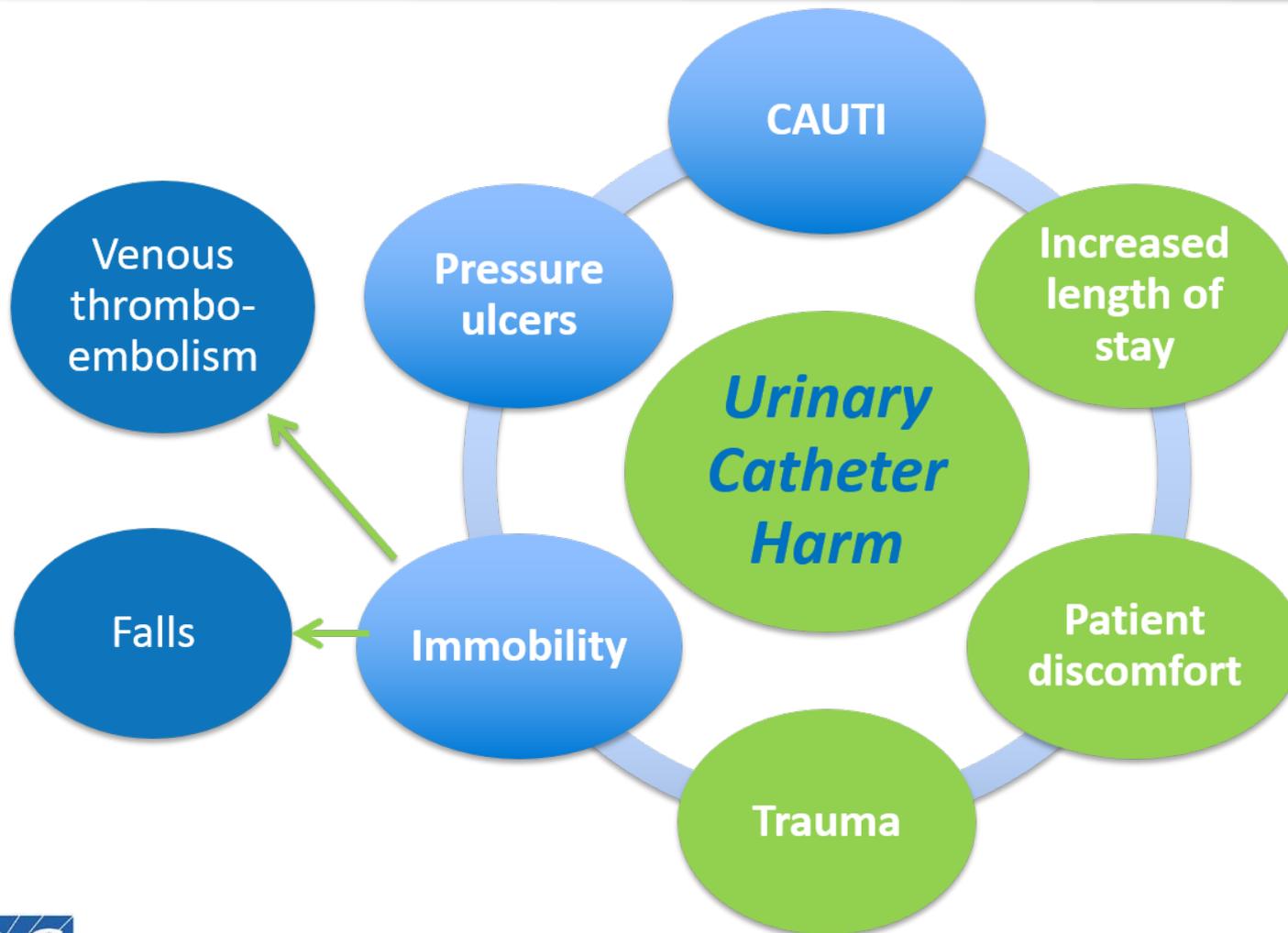
- Educate pharmacy and clinical units on antibiotic overuse
- Retrain all staff in hand hygiene
- Dedicate clinical advisors to lead daily catheter rounds
- Provide more catheter alternatives to reduce catheter use
- Implement updated practices for *C. diff*

Hospital Priorities

- Improve patient safety performance by lowering antibiotic use; reduce *C. diff* rates
- Lower costs associated with HAIs; improve results on culture of safety survey
- Enhance teamwork and communication
- Improve supply management and costs; lower CAUTI rates
- Meet or exceed state and national metrics



Connecting the Dots: Infections and Other Harms



(Saint S, AHRQ, 2016)



Effectively Stating the Case

Get to know your audience

Understand the decision-making process

Know any looming budget deadlines

Avoid acronyms and clinical terms

Be clear and concise

Use your champions to present a united front



*“Communication
is the real work of leadership.”*

- *Nitin Nohria*

Professor and Dean, Harvard Business School



Conclusions and Recommendations

- Take the time to prepare your business case
- Focus on connecting infection prevention and hospital priorities
- Persist in your efforts and plan for sustainability



Exercise

BC101: Creating a Business Case for Infection Prevention

Summarize

- Executive Summary
- Situation Summary
- Program Overview

Analyze

- Financial Analysis
- Non-Financial Impact
- Risk Analysis

Conclude

- Evaluation
- Conclusions & Recommendations

BC102: Integrating the Business Case for Infection Prevention into Hospital Priorities

Start

- Be Prepared
- Engage the Team

Find the Why

- Develop a Value Proposition
- Use Stories

Demonstrate

- Sustain the Focus
- Effectively State Your Case



Exercise: Example Scenario

Your unit has persistently elevated catheter-associated urinary tract infection (CAUTI) rates and wants to implement the following interventions as part of a CAUTI prevention program:

- Improve teamwork and communication by having a dedicated clinical quality advisor, or unit champion, lead daily catheter rounds to assess catheter necessity
- Improve staff competency by retraining all staff who insert catheters in a CAUTI boot camp training program
- Reduce catheter use by providing more options for urinary catheter alternatives



Exercise: Creating a Business Case for Infection Prevention

Business Case Element	Team Discussion
Executive Summary	
Situation Summary	
Program Overview	
Financial Analysis	
Non-Financial Impact	
Risk Analysis	
Evaluation	
Conclusions & Recommendations	



Exercise: Integrating the Business Case for Infection Prevention into Hospital Priorities

Business Case Element	Team Discussion
Be Prepared	
Engage the Team	
Develop a Value Proposition	
Mine the Stories	
Sustain the Focus	
Effectively State Your Case	



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Speaker Notes



Speaker Notes: Slide 1

Welcome to the second module of the business case for infection prevention course, titled “Integrating the Business Case for Infection Prevention into Hospital Priorities.” Integrating your business case into hospital and organizational priorities is key to ensuring the sustainability of your infection prevention work. This module will provide a number of ideas and recommendations to help you present the infection prevention business case to senior leaders and to get buy-in to sustain or expand your work. Senior leader engagement is essential to any quality improvement effort. This module reviews several strategies you can use to help leaders connect the infection prevention business case to hospital priorities.



Speaker Notes: Slide 2

This module was developed by national infection prevention experts devoted to improving patient safety and infection prevention efforts.



Speaker Notes: Slide 3

After completing this module you will be able to:

- Describe issues that drive senior leadership priorities in health care;
- Identify key steps to use when presenting a business case for infection prevention;
- Identify how to connect infection prevention priorities with hospital priorities; and
- Describe strategies to effectively state the business case to leadership.



Speaker Notes: Slide 4

One of the first steps to securing buy-in for an idea or a business case is to understand the perspectives of your audience. Senior leaders are essential allies in securing resources, overcoming barriers and aligning the infection prevention priorities with other organizational priorities. So, what matters to your senior leaders?

The American College of Healthcare Executives conducts an annual survey to discover the top issues of immediate concern for hospital CEOs. The top three issues in the 2015 survey were financial challenges, patient safety and quality, and government mandates. These issues reflect many of the challenges facing the majority of hospitals and health care systems today.



Speaker Notes: Slide 4 Continued

It is important for you to understand what your hospital CEO and senior leaders see as the top issues facing your hospital. Ask your hospital leaders “what keeps you up at night in terms of priorities or concerns for our hospital?” and “what do you see as the most pressing issues facing our hospital?”

Recognize that senior leaders may have different concerns. For example, the chief nursing officer may be concerned about nursing shortages and the impact on patient outcomes. The chief quality officer may be concerned about how to balance multiple patient safety priorities. The finance executive may worry about how to help keep costs down in order to continue to fund operations.



Speaker Notes: Slide 4 Continued

By understanding what matters to your stakeholders and by hearing and using the language they use to describe concerns, you can be more effective in tailoring your communication to focus on information that connects to their concerns.



Speaker Notes: Slide 5

Another thing to keep in mind as you think about presenting your business case to leaders is that change is hard. Many business cases involve asking for new programs, services and resources in order to change behavior, attitudes and practices. Leaders are always looking for the best ways to meet or exceed goals and achieve success. Sometimes, change can be seen as a barrier to moving forward with current initiatives or as adding complexity to an issue and requiring more time and energy than the leader feels they can offer to the effort. Many leaders will view requests based on their personal experiences and the expectations that have been given to them by the CEO and board.



Speaker Notes: Slide 5 Continued

Ultimately, in order to effectively manage change and meet goals, leaders must be able to:

- Measure whether or not the change makes a difference in performance;
- Communicate the need for the change; and
- Understand how they can influence the change quickly and effectively.

By knowing what leaders need in order to support the desired changes, you will be better equipped to present your business case and help leaders see the connections between your requests and the priorities for the organization.



Speaker Notes: Slide 6

It's important to plan how you will present the business case for your infection prevention initiative. There are several key steps you can use to organize your thoughts and help you engage other champions who can help reinforce and sustain the work.

These steps include:

- Being prepared with data and knowledge;
- Engaging other team members;
- Developing a value proposition, or as some people refer to it, an “elevator speech”;
- Use stories that reinforce the patient and staff-level value of the work;
- Maintaining focus; and finally,
- Effectively state your case.



Speaker Notes: Slide 7

What are some of the specific things you can do to be prepared?

First, review the healthcare-associated infection, or HAI, data in your hospital or system. Evaluate how your hospital's performance compares to other hospitals and to overall national performance in a particular infection. Know your own organization's HAI targets for both publically reported and internally tracked infection data well enough to be able to cite the numbers in a brief conversation. Find out if your hospital has met all the state and national reporting requirements.



Speaker Notes: Slide 7 Continued

Ask for a copy of your organization's scorecard, dashboard or metrics performance report. This report will help you see your hospital's HAI performance and what other metrics are important enough for leadership to review and want to improve. Also focus on quality and patient safety metrics and verify the infection prevention work is aligned.

Generate the hospital and unit specific CDC, TAP report, within NHSN. This report will help identify the number of infections you need to prevent in order to achieve the organization's HAI reduction goal.



Speaker Notes: Slide 7 Continued

Educate yourself on the issues that impact infection control and prevention in your organization. Note the patient safety and infection prevention problems, challenges and opportunities for improvement that staff, physicians, leaders and the community have cited.

Next, describe your vision, goals and timelines – without having to reference a document. It's useful to create note cards or post-it notes that highlight the key points you want to make when discussing your business case with others.



Speaker Notes: Slide 8

This visual represents a multi-team system, or MTS, for patient care and reinforces that there are many teams, team members and champions who can be involved in reducing HAIs. As you prepare to present your infection prevention business case, think about who you can ask to support the proposal. Think about teams and individuals that will be impacted by any proposed changes. And think about who can have a positive impact on the work if they are included in the planning, implementation and evaluation of infection prevention efforts. Some examples of infection prevention champions to include are:



Speaker Notes: Slide 8 Continued

- The existing infection prevention team. Include this team in the development of the business case. Ideally, your infection prevention team will include physicians and nurses, infection preventionists, data and IT experts, finance representatives, environmental services and other clinical and support areas.
- Other teams to consider include the quality and patient safety teams. These groups can review the business case and help identify opportunities to integrate work.
- The human resources, education, patient experience and marketing/communication teams can help you translate the business case to share with staff and patients. These teams can also provide valuable suggestions to help persuade different audiences.



Speaker Notes: Slide 8 Continued

Finally, find out who is responsible for key initiatives and for allocating hospital resources. Interview these individuals to determine how they might support your infection prevention business case initiative. As you engage champions and teams, share the details in the business case and ask for their support. Engaging teams can help you learn as much as you can about the “language” that finance, administration and other departments use and how their thinking and decision-making affects your work. By intentionally seeking champions to support the case, you will increase the likelihood that any approved elements of your business case will be sustained over time.



Speaker Notes: Slide 9

In the first module of this series, we share the two most compelling reasons for infection prevention efforts: to save lives and reduce costs. What better way to communicate the impact of the business case than sharing a story of patient harm – or infections prevented!

Choose a short, yet powerful example of what happened when staff followed a best practice or maybe didn't know about a best practice – and the result on a personal level. As always, make sure confidentiality is preserved when sharing details concerning an event or a patient. The story can be as simple as “Patient x was a 50-year old woman admitted to the hospital for a procedure.



Speaker Notes: Slide 9 Continued

She developed a catheter-associated urinary tract infection, or CAUTI, from a urinary catheter that was not necessary based on current clinical indications. She ended up staying in the hospital an additional 7 days, and experienced significant physical and emotional pain due to her separation from her dying husband.” This story illustrates the impact of placing unnecessary urinary catheters. The business case for education on CAUTI indications or staff rounds can be connected to real people, real stories and real examples of the impact of the proposed changes. This quote is relevant to our discussion, because can change the story to reflect the specific improvements you are seeking in your business case. Use stories to reinforce the urgency for addressing any gaps in performance or opportunities for improvement.



Speaker Notes: Slide 10

Once you have a well thought-out and documented business case for your planned infection prevention initiatives, you will want to take advantage of any opportunities to communicate key elements of the case to as many stakeholders as possible. One way to always be ready to share your key messages is to develop a short summary, or value proposition, that highlights the unique aspects and merits of your business case.

All change leaders need to be able to clearly, concisely and consistently communicate the value proposition. A brief value proposition includes what you propose, why it's important and how it will benefit the organization. Questions that you can use to develop a value proposition include:



Speaker Notes: Slide 10 Continued

- Who is your audience? Tailor the message to the audience whenever possible. Think about what is important to each audience and include that value in your communication summary.
- What are you asking for? Be specific about what you need by when to ensure success.
- What are the benefits? Why does it matter? Be sure to summarize any benefits already realized by the organization as a result of past or current infection prevention initiatives.
- What are the risks and associated costs?



Speaker Notes: Slide 10 Continued

As you continue to build and edit your business case, note the critical elements that can be included in your value proposition summary. This concise, crisp summary statement should be one that can be delivered consistently in less than 2 minutes. In order to deliver a crisp, concise, audience-specific summary, you should practice and time yourself. This is a key strategy used by expert communicators – and well worth the effort! This attention to being prepared for any opportunity to promote the case will help you build support, inspire staff and leaders, and expand understanding of the opportunities described in your proposal.



Speaker Notes: Slide 11

Here is an example of a concise, compelling, and concrete value proposition statement.

“Our hospital CAUTI rate is consistently X percent higher than the national average. We estimate we can reduce this rate by X percent and the costs associated with CAUTIs by the end of 2017 by having dedicated staff to conduct daily catheter rounds, retraining all staff to ensure proper catheter insertion and maintenance practices, and providing more options for urinary catheter alternatives. We need these resources in place by x date in order to meet the infection rate target by the end of 2017. Let me know what additional details you need to support this request.”



Speaker Notes: Slide 12

There are a number of strategies that can be used to sustain the work proposed in your business case.

First, start thinking about sustainability when you develop the business case. You will be more successful in making the changes part of your organization's routine delivery of care if you can build sustainable practices into the business case. When you are sharing details concerning your case, think about how the implementation strategies can be flexible enough to allow for future changes.

Include how you will monitor progress and solicit feedback during and after implementation. This can include reviewing dashboards and process measure reports, and using culture surveys, audits and competency checks.



Speaker Notes: Slide 12 Continued

Consider whether or not policies or standard operating procedures should be edited or created as part of your business case. And don't forget to engage champions and key leaders on an ongoing basis. Nothing sustains staff and leader engagement more than hearing how their support has helped improve care over time. Also, remember to keep the work relevant to any changes that may occur in the internal and external environments. As you achieve success in one area, be thinking about the next area or unit or initiative that can reinforce the infection prevention improvements.



Speaker Notes: Slide 13

Over the past 20 years, the health care industry has experienced numerous changes that have redefined what “value” means in health care. During this time period, the health care industry has experienced unprecedented demands to implement cost-saving methods and maintain a strong workforce. Every health care organization must be able to justify the use of human and material resources in order to remain viable. Leaders must be able to clearly define the reasons to support a change initiative and how success (or failure) will be measured. Only then can leaders communicate value and support the people, the time and the actions necessary to achieve the desired outcomes.



Speaker Notes: Slide 13 Continued

It is vitally important that you can “connect the dots” between the infection prevention business case and your hospital’s patient safety, HR, finance, community health and other priorities. You should be able to create a table similar to the one pictured here on this slide. This table shows how each priority in the infection prevention business case ties to a hospital priority. Leaders need this information regardless of whether the initiative is new, continuing or expanding. By seeing these connections, the leaders are better prepared to commit resources to support the business case.



Speaker Notes: Slide 13 Continued

You can also use a table like this to show how the infection prevention business case connects to other change or performance improvement activities such as Plan-Do-Study-Act, or PDSA, the Comprehensive Unit Safety Program, or CUSP initiative, or any other initiative that you're working on. This type of table can also help you think about the organization's level of readiness to pursue any expanded work and focus on small tests of change.

It's important to show that the infection prevention work is not just another program, but part of the organization's overall commitment to improvement and a culture of safety.



Speaker Notes: Slide 14

Another tool to connect infection prevention priorities to the hospital priorities for harm prevention is to use a diagram. Here is an example of a diagram that helps paint an image of how an infection, CAUTI in this case, results in many other forms of harm that may be priorities for the organization. This diagram shows that urinary catheters, when used inappropriately, can lead to infections, trauma, pressure ulcers, increased length of stay and possibly even venous thrombo-embolism and falls due to immobility. Showing this connection can be a powerful motivator for leaders and staff and can help further their understanding of the broad implications that infections have on patient harm.



Speaker Notes: Slide 15

Throughout this module we have discussed many strategies you can use to prepare to present your business case. These strategies include gathering data and stories, engaging champions, developing a concise value proposition and connecting the infection priorities to the organizational priorities. When the opportunity arrives and it is time to present the case, there are a few final considerations that can help you be more effective when you state your case.



Speaker Notes: Slide 15 Continued

- First, get to know your audience. Identify the leaders and stakeholders in your organization for whom you will be presenting. What are their positions and what are their primary responsibilities within the organization?
- Understand the decision making process. Is it a voting process? Will the decisions require board approval?
- Know any looming budget deadlines. You will want to present your case so that leadership has ample time to consider the requests relative to budget cycle approvals.



Speaker Notes: Slide 15 Continued

- Avoid using confusing acronyms, abbreviations and clinical terms. Present the case in language that is easily understood by clinicians and non-clinicians.
- Be clear and concise. Depending on the forum where you are presenting, you will likely have a limited time frame to share elements of the business case. Be prepared to present in a short amount of time. Make the most of the time you are allotted to by sticking to the central themes of your case.
- Finally, use your champions to present a united front. Physician champions can be an effective ally when presenting to executive leadership. Discuss the details of the case with your champions prior to any presentations and ask them to convey their support.



Speaker Notes: Slide 16

Remember that presenting the business case is not just sharing information. It is a part of the real work of leading change that is designed to improve patient safety and quality of care.



Speaker Notes: Slide 17

Thank you for taking time to review this module. A few summary points:

First, use some of the steps we discussed in this module to prepare your business case for presentation to key audiences. Know your data and use stories to achieve maximum impact and support.

Focus on connecting the dots between infection prevention priorities and the priorities of the organization. Use specific examples, tables and diagrams to highlight how strengthening infection prevention practices benefits patients and hospital success.



Speaker Notes: Slide 17 Continued

And finally, persist in your efforts and plan for sustainability from the start. Success can be achieved by monitoring progress and spreading successful practices across the organization.



Speaker Notes: Slide 18

Once your team has reviewed both Business Case modules, you might find it helpful to apply the concepts you've learned. The next few slides will guide you through an exercise that combines an example scenario with the opportunity to begin brainstorming business case elements using information unique to your hospital.

Please feel free to use a real-life scenario from your hospital rather than the example and/or to use this as a starting guide to outline your first case.

Before moving to the next slide, review the key elements from each Business Case module in the current slide.



Speaker Notes: Slide 19

For this exercise, use the example shown here, or use your own past or current intervention implementation scenario. Regardless of the example you choose, imagine that this scenario is occurring in your unit, today. Determine what interventions your team would want to implement to address elevated HAI rates. Gather your team's knowledge or external information about your unit's unique resources, leadership, priorities, and more, and brainstorm elements for an effective and persuasive business case for implementing an intervention in your hospital.



Speaker Notes: Slide 19 Continued

In the provided example scenario, from the first Business Case module, your unit is struggling with persistently elevated catheter-associated urinary tract infections (CAUTI) rates and would like to implement the following interventions as part of a CAUTI prevention program:

- Improve teamwork and communication by having a dedicated clinical quality advisor, or unit champion;
- Improve staff competence by retraining of all staff that insert catheters in a CAUTI boot camp training program; and
- Reduce catheter use by providing more options for urinary catheter alternatives



Speaker Notes: Slide 19 Continued

Again, as you consider this scenario or a scenario of your own choosing, discuss each element in the following slides with your team and create brief bulleted lists of ideas related to addressing the topics. Use these lists to create your own business cases for anticipated or future interventions.



Speaker Notes: Slide 20

For more detail and guidance on factors that make up each element, please review Module BC 101 “Creating a Business Case for Infection Prevention.” You may want to print this slide to write your team’s ideas next to each element.



Speaker Notes: Slide 21

For more detail and guidance on factors that make up each element, please review previous slides in this module. You may want to print this slide to write your team's ideas next to each element.



Speaker Notes: Slide 23

No notes.

