

**Optimizing a Business Case for Safe Health Care:
An Integrated Approach to Finance and Safety**

Additional Resources and Literature

Building a Financial Case for Clinical Improvement

Ward WJ Jr., Spragens L. VHA Research Series; 2006.

<https://tools.patientsafetyinstitute.ca/Communities/ssi/Shared%20Documents/Getting%20Started%20Kit/Building%20a%20Financial%20Case%20for%20Clinical%20Improvement.pdf>.

As part of the Veterans Health Administration (VHA) Research Series, this monograph illustrates the clinical and economic value for clinical improvement by providing core concepts, examples, and tools.

Designing the New Health Care System: The Need for CMO and CFO Collaboration

American Association for Physician Leadership, Healthcare Financial Management Association. *Physician Leadersh J.* 2015;2(4):8–17.

This joint report from the American Association for Physician Leadership and Healthcare Financial Management Association makes the case for collaboration between clinical and financial leaders of health care in order to ensure increased value in health care.

From Board to Bedside: How the Application of Financial Structures to Safety and Quality Can Drive Accountability in a Large Health Care System

Austin MJ, Demski R, Callender T, Lee K, Hoffman A, Allen L, Radke DA, Kim Y, Werthman RJ, Peterson RR, Pronovost PJ. *Joint Commission Journal on Quality and Patient Safety.* 2017 Apr;43(4):166–175.

This paper outlines four components of a financial reporting structure implemented at John's Hopkins Medicine as part of a performance management system to support accountability for improvement and safety.

Free from Harm: Accelerating Patient Safety Improvement Fifteen Years after *To Err Is Human*

Boston, MA: National Patient Safety Foundation; 2015.

*This report presents the assessment of a panel of experts, led by Drs. Donald Berwick and Kaveh Shojania, on the state of patient safety 15 years after the Institute of Medicine's *To Err is Human*. The report offers eight recommendations for achieving total system safety and calls for action by government, regulators, health professionals, and others to place higher priority on patient safety science and implementation.*

How Can Health Care Organisations Make and Justify Decisions about Risk Reduction? Lessons from a Cross-Industry Review and a Health Care Stakeholder Consensus Development Process

Sujan MA, Habli I, Kelly TP, Gühnemann A, Pozzi S, Johnson CW. *Reliability Engineering and System Safety*. 2017(May);161:1–11. <http://www.sciencedirect.com/science/article/pii/S0951832017300017>. Accessed June 20, 2017.

The authors discuss how the principles and practices that guide such decisions in other industries might be applied to the development of such a framework in health care, drawing on data from interviews conducted with representatives of five high-risk industries in the UK. The article concludes with recommendations derived from a consensus process involving health care stakeholders.

Improved Patient Safety with Value-based Payment Models

Corrigan JM, Wakeam E, Gandhi TK, Leape LL. *HFM Magazine*. August 1, 2015. <https://www.hfma.org/Content.aspx?id=32499>. Accessed June 19, 2017.

For health systems in the process of transitioning to value-based payment programs, improving patient safety can be key to financial survival.

Increasing Efficiency and Enhancing Value in Health Care: Ways to Achieve Savings in Operating Costs per Year

Martin LA, Neumann CW, Mountford J, Bisognano M, Nolan TW. IHI Innovation Series white paper. Cambridge, MA: Institute for Healthcare Improvement; 2009. <http://www.ihl.org/resources/Pages/IHIWhitePapers/IncreasingEfficiencyEnhancingValueinHealthCareWhitePaper.aspx>. Accessed June 19, 2017

This paper identifies steps organizations can take to integrate waste reduction that may result in savings and positive patient outcomes. Methods described offer an alternative to calculating actual and theoretical savings for making the business case for quality improvement.

Return on Information: A Standard Model for Assessing Institutional Return on Electronic Health Records

Adler-Milstein J, Daniel G, Grossman C, Mulvany C, Nelson R, Pan E, Rohrbach V, Perlin J. National Academy of Science; 2013. <https://nam.edu/wp-content/uploads/2015/06/ReturnonInformation1.pdf>. Accessed June 19, 2017

This discussion paper provides a model for organizations to determine the return on investment of electronic health records. Through a collaboration between the Institute of Medicine's Digital Learning Collaborative and members of the Healthcare Financial Management Association, the authors developed a standardized tool to help organizations determine what projects will have the greatest impact.

The Essential Role of Leadership in Developing a Safety Culture

The Joint Commission. *Sentinel Event Alert*. 2017;57:1–8.

This article outlines what healthy leadership in an organization with a strong safety culture should look like and recommends 11 actions to establish and continuously improve a safety culture.

The Healthcare Value Sourcebook

Westchester, IL: Healthcare Financial Management Association; June 2015. <http://www.hfma.org/WorkArea/DownloadAsset.aspx?id=5220>

Healthcare Financial Management Association's Value Project was developed to guide organizations through the shift from a volume-based payment system to that of a value-based system. This document contains all of the reports generated from this project.

The Quality Playbook: A Step-by-Step Guide for Healthcare Leaders

Byrnes, J. Bozeman, MT: Second River Healthcare; 2015.

This book offers recommendations, including tools and templates, for creating successful quality and safety programs.

To Err Is Human: Building a Safer Health System

Kohn LT, Corrigan JM, Donaldson MS, eds. Washington, DC: National Academies Press, Institute of Medicine; 2000.

This seminal report on the quality of health care in the United States is one of the first publications to bring the public's attention to medical errors and adverse events.

Value-based Payment Readiness: HFMA Research Highlight

Healthcare Financial Management Association. June 2015. <http://www.hfma.org/value-basedpaymentreadiness/##>.

This research highlight from Healthcare Financial Management Association (HFMA) presents findings from their research efforts designed to determine hospital and health system value-based payment readiness. The authors also highlight the capabilities needed to manage the transition from the fee-for-service payment model to a value-based model.

Value in Health Care: Current State and Future Directions

Healthcare Financial Management Association. June 2011. <http://www.hfma.org/Content.aspx?id=1126>.

Healthcare Financial Management Association redefines the meaning of value in health care in this report that outlines the value in the health care industry. Through interviews with health care organizations across the country, HFMA highlight four capabilities they have identified to foster a value-based health care system. The report, a slide deck of survey findings, and report graphics are available at www.hfma.org.