

Continuous Performance Improvement (CPI)

Seattle Children's Hospital has adopted a management philosophy called continuous performance improvement (CPI) as a means to continuously improve pediatric health care delivery. Our management philosophy, CPI, is focused on applying the methods and scientific rigor of continuous improvement to our clinical, educational and research programs. We have a proven model that transforms health care by eliminating waste from our system and processes to improve service quality, clinical access, patient safety, staff engagement and financial results.

Over the last decade, the adoption of CPI by our expert caregivers has yielded tremendous results. Through CPI, physicians, nurses, residents, administrators, and hospital staff are actively engaged in a culture of continuous performance improvement. CPI allows us to evaluate and improve health care from a patient and family perspective. It has been transformative at Seattle Children's, and we believe it can transform our national health care system as well.

Key Aspects of CPI

- Focus on patient and family
- Remove barriers and burdens for staff
- Employee engagement is critical
- Facts and data drive decisions
- Technology is an enabler, not "the answer"
- This is a long-term, generational effort



Results-Over Past Three Years

- Total parenteral nutrition (TPN) medication error rates reduced by 66%
- Blood stream infections in our Intensive Care Unit declined by 50%
- Patients remained on ventilators 20% fewer days
- Patients spent 20% fewer days in the Intensive Care Unit
- Patients see doctors sooner: appointment centralized scheduling times dropped 50%
- Fewer emergency department patients leave without being seen at peak times (achieving a 0.7% rate, compared to a 2.4% national rate)
- More patients treated without adding space
- Patient and family satisfaction and employee engagement increased

Savings

- 6% reduction in cost per patient
- \$2.5M reduction in supply-related costs
- \$20M cost avoidance in design and construction of new ambulatory services building
- \$200M in capital cost avoidance of not building new patient rooms

Vision

- Transform the health care system by changing the culture
- Improve safety and quality and reduce costs by eliminating waste
- Extend our model to other hospitals and health care delivery systems