Pursuing Perfect Depression Care: A Model for Eliminating Suicide and Transforming Mental Healthcare

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Henry Ford Health System
Detroit, MI
Pursuing Perfect Depression Care: Outline of Presentation

- Case Presentation
- A Health Care System in “Shambles”
- A Roadmap for Transformation – The IOM “Chasm Report”
- A Model for Transformation – HFHS Behavioral Health Services
- From Perfect Care to Perfect Health
It's nice to see Boyd Clayborne's beginning to deal with his depression.
Pursuing Perfect Depression Care: The Current System is Broken

“In its current form, habits, and environment, the health care system is incapable of giving Americans the health care they want and deserve… The current care systems cannot do the job. Trying harder will not work. Changing systems of care will.”
Pursuing Perfect Depression Care: There Are No Toyotas

“The current US system produces exactly what it was designed to … highly variable care, widespread failures to implement best practices, and inability to change patterns of practice.”

Molly Joel Coye
Health Affairs, 2001
Pursuing Perfect Depression Care: “Business as Usual Will Not Work”

The current system is “in shambles... a patchwork relic – the result of disjointed reforms and policies” that cannot be fixed by traditional reform measures.
Pursuing Perfect Depression Care: The Institute of Medicine Chasm Report

Six Dimensions of Perfect Care

- Safe
- Effective
- Patient centered
- Timely
- Efficient
- Equitable
Pursuing Perfect Depression Care: A Roadmap for Health Care Transformation

10 Rules for Perfect Care
- Care = relationships
- Care is customized
- Care is patient centered
- Share knowledge
- Manage by fact
- Make safety a system priority
- Embrace transparency
- Anticipate patient needs
- Continually reduce waste
- Professionals cooperate
Pursuing Perfect Depression Care: The Perfect Depression Care Initiative

Goal: Develop a system of perfect care in 2 years

Competitive Application Process Coordinated by IHI

- 3000 applications downloaded
- ~300 applications submitted 2001
- 25 semifinalists
- 12 finalists

Henry Ford Medical Group – Depression Care and Prostate Cancer Care
Pursuing Perfect Depression Care: Why “Perfection?”

If 99.9% accuracy is good enough …

• 2 million records will be lost by IRS
• 12 babies will be given to wrong parents
• 18,322 pieces of mail will be mishandled in the next hour
• 2 landings at Detroit Airport will be unsafe today
Henry Ford Health System
Pursuing Perfect Health
HFHS Behavioral Health Services

- 2 Hospitals
- 9 Clinics
- 419 Employees
- $55M GPR
- Education Programs
- Research Programs
- A “system” within a “system”
Pursuing Perfect Depression Care: HFHS Behavioral Health Services
Pursuing Perfect Depression Care: Why Depression?
Pursuing Perfect Depression Care: The Perfect Depression Care Initiative

- Form a team, and create a name and logo
- Map our care processes and identify high leverage OFIs (Planned Care Model)
- Set specific “perfection” goals and manage by fact
- Ensure the voice of the customer in care design (the Consumer Advisory Board)
- Develop and implement rapid tests of change (PDCA Cycles)
- Continuous learning
- Celebrate our successes
Henry Ford Behavioral Health as a System of Care

Why We Make What We Make

Customer Knowledge
How they judge quality and why?

Community Need
Life and vitality
Revenue
More jobs
Lower health care costs
Healthier society
Model of superior care

Customers
Patients
Families
Referral sources
Community
Employees
Trainees
Research scientists
HFHS
Employers
Other payers
Suppliers/vendors

Outputs
Therapeutic environment
Plan for patient services
Jobs and work environment
Diagnoses
Pharmacotherapy
ECT
Psychotherapy
(Group & Individual)
Education
Family programs
Information/reports

How We Make What We Make

Core Processes
Prevent
Provide Access
Assess
Treat
Follow up
Prevent

Support Processes
Leading
Managing
Planning
Budgeting
Improving
Building Customer Knowledge
Measuring Performance
Marketing
Transferring Information

Recruiting
Rewarding
Hiring
Training
Recognizing
Evaluating
Listening
Integration

Inputs
Symptoms
Health care history
Expectations
Knowledge
Skills
Attitudes

Design, Redesign
Planned Care Model
Cognitive Behavior Therapy
Medication safety
Care Paths
Treatment planning process
Open access, DIGMA
Website, Patient Registry,
Home Health Page

Suppliers
Staff
HFHS
Community resources
Patients
Families
Employers
Insurers/other payers
Vendors

How We Improve
Vision
We will work with you to achieve perfect care, always respecting your individual wants and needs.

Plan to Improve
(Themes)
Improve access
Improve/enhance treatment
Improve IT
Improve support services
(for better care, better management)

How they judge quality and why?

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Pursuing Perfect Depression Care: The Perfect Depression Care Initiative

• Safe Care: Eliminate inpatient falls & med errors
• Effective Care: Eliminate suicides
• Patient-Centered Care: 100% of patients will be completely satisfied with their care
• Timely Care: 100% complete satisfaction
• Efficient Care: 100% complete satisfaction
• Equitable Care: 100% complete satisfaction
A life of bold vision — and demons

Heinz Prechter, a German immigrant who turned $764 into a worldwide business empire, helped make the sunroof part of the American automobile and raised millions of dollars for Republicans, including President George W. Bush and his father, died Friday after a decades-long struggle with depression.

Author John D. Stookey said Prechter "sweated musk" with a vacuum cleaner cord in the stairwell of a guest house next to his home in Grosse Ile Township. Police were called to the Detroit riverfront estate about 8:30 a.m. by his wife, Waltraud (Wally) Prechter, who found his body, clothed in bathrobe and slippers.

Prechter, 89, had suffered bouts of depression throughout his adult life. At the time of his death, he was being treated for severe clinical depression at the University of Michigan Depression Center in Ann Arbor.

A prototype of Henry Ford II and financier Max Fisher, Prechter was known in some circles as the sex business holdings in that area. In other circles, he was known for his fundraising prowess for two presidents, New York Mayor Rudolph Giuliani, and Gov. John Engler, all Republicans, and Democratic Wayne County Executive Ed McNamara among others.

Longtime friend and magazine publisher Keith Crain said he was not surprised by Prechter’s suicide.

“It’s something I was worried about. It was for a good reason. He’d been fighting these demons and they affected him mightily,” Crain said Friday. “His depression didn’t have to do with his businesses or his family. He’d been through far rougher times in the 1980s. This didn’t relate to anything.”

David Treadwell, vice chairman of one of Prechter’s companies, ASC Inc. of Southgate, and president and chief executive officer of Prechter Holdings, said his boss had suffered off and on from depression for the last 30 years.

Prechter’s most recent bout lasted about five or six months — but he came out of it within the
Planned Care Model

Community
- Resources and Policies
- Self-Management Support

Health System
- Health Care Organization
- Delivery System Design
- Decision Support
- Clinical Information Systems

Informed, Activated Patient

Productive Interactions

Improved Outcomes
- Patient-Centered, Timely, Efficient, and Equitable
- Safe, Evidence-Based, and Coordinated

Prepared, Proactive Practice Team
Suicides per 100,000 HMO Patients

- Expected suicide rate for patients with an active mood disorder (21X)
- Expected rate for euthymic patients with mood disorder (4-10X)
- Number of suicides per 100,000 HAP-HFMG patients
- Number of suicides per 100,000 Michigan general population
Suicide Death Rates

Rate per 100,000 Persons

1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010

Internal
State of Michigan
Combined Suicide Deaths
Pursuing Perfect Depression Care: Perfect Care in “Real Time”

I. INSTRUCTIONS: Please place a X on each of the scales below to indicate how you are feeling today.

Emotional Health

Physical Health

Thoughts of:

- Emotional Health
- Physical Health
- Thoughts of Suicide

Social Functioning

- Thoughts of Harming Others
- Social Functioning

Occupational Functioning

- Safety of ECT Care
- Timeliness of ECT Care

Efficiency of ECT Care

- Overall Satisfaction with ECT Care

II. List 3 things you would like to discuss today with your ECT team:

1. 
2. 
3. 

III. Rate your overall satisfaction with ECT care:

Perfect, no problems

0, lots of problems
Pursuing Perfect Depression Care: Perfect Care in “Real Time”

Overall

Safety

Control

Timeliness

Efficiency

Equity
Pursuing Perfect Depression Care: Perfect Care in “Real Time”

January

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Pursuing Perfect Health Award Winning Care

- 2002 RWJ Foundation *Pursuing Perfection* finalist
- 2003 APA Administrative Psychiatry Award
- 2003 AHRQ Nominee “National Best System Practice”
- 2004 ACMHA National Model of Care
- 2004 AMGA *Acclaim Award* Honoree
- 2006 APA Gold Achievement Award
- 2006 TJC Codman Award
- 2008 TJC National Model of Excellence
- 2009 Commonwealth Fund Case Study for Excellence
- 2011 Baldrige Award “Best in Class” Innovation
- 2012 NAASP National Suicide Prevention Guidelines
- Best Docs and Top Spots for many consecutive years
Goal:
“Promote the adoption of ‘zero suicides’ as an aspirational goal by health care and community systems. The HFHS Perfect Depression Care program provides an example of this promising approach.”
Pursuing Perfect Health
Perfect Care and Business Viability

Henry Ford Behavioral Health Services
2013 Performance Indicators (July YTD)

- Perfect Care: 150%
- Service Excellence
- Employee Engagement
- Growth
- Financial Health
- Research Productivity
- Community Transformation
- Trainee Engagement

- Perfect Care
- 100%
- 50%
- 0%
The Pyramid of Perfection

Continuous Learning and Spread

Organizing Care Using the Planned Care Model

Pursuing Perfection in a Just Culture
Pursuing Perfect Depression Care: Lessons Learned and Next Steps

- The Chasm Report is a viable model for care
- Perfection is the goal
- Involved leadership is key
- Data are essential – manage by fact; challenges of large databases
- IT support crucial – workflow is next step
- The science of spread
- The business case for perfect care
- The toxic effects of “pursuing perfection”
"The committee met to approve your idea. But first we had to approve the approval, providing everyone agreed to disagree to approve the agreement which approved the approval agreement. After that, things got complicated."
Pursuing Perfect Depression Care: Do We Have the Will to Change the World?

“If zero is not the right goal, then what is?”