



**Morality Matters: How to
Reset the Mission of
Quality Improvement**



February 18, 2016

Dial In: 877.668.4493
Code: 664 765 657





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Madge Kaplan, IHI's Director of Communications, is responsible for developing new and innovative means for IHI to communicate the stories, leading examples of change, and policy implications emerging from the world of quality improvement — both in the U.S. and internationally. Prior to joining IHI in July 2004, Ms. Kaplan spent 20 years as a broadcast journalist for public radio — most recently working as a health correspondent for National Public Radio. Ms. Kaplan was the creator and Senior Editor of Marketplace Radio's Health Desk at WGBH in Boston, and was a 1989/99 Kaiser Media Fellow in Health. She has produced numerous documentaries, and her reporting has been recognized by American Women in Radio and Television, Pew Charitable Trusts, American Academy of Nursing and Massachusetts Broadcasters Association.

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Donald M. Berwick, MD, MPP, FRCP, President Emeritus and Senior Fellow, Institute for Healthcare Improvement, is also former Administrator of the Centers for Medicare & Medicaid Services. A pediatrician by background, Dr. Berwick has served on the faculty of the Harvard Medical School and Harvard School of Public Health, and on the staffs of Boston's Children's Hospital Medical Center, Massachusetts General Hospital, and the Brigham and Women's Hospital. He has also served as Vice Chair of the US Preventive Services Task Force, the first "Independent Member" of the American Hospital Association Board of Trustees, and Chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He served two terms on the Institute of Medicine's (IOM's) Governing Council, was a member of the IOM's Global Health Board, and served on President Clinton's Advisory Commission on Consumer Protection and Quality in the Healthcare Industry. Recognized as a leading authority on health care quality and improvement, Dr. Berwick has received numerous awards for his contributions. In 2005, he was appointed "Honorary Knight Commander of the British Empire" by Her Majesty, Queen Elizabeth II, in recognition of his work with the British National Health Service. Dr. Berwick is the author or co-author of over 160 scientific articles and six books. He also serves as Lecturer in the Department of Health Care Policy at Harvard Medical School.

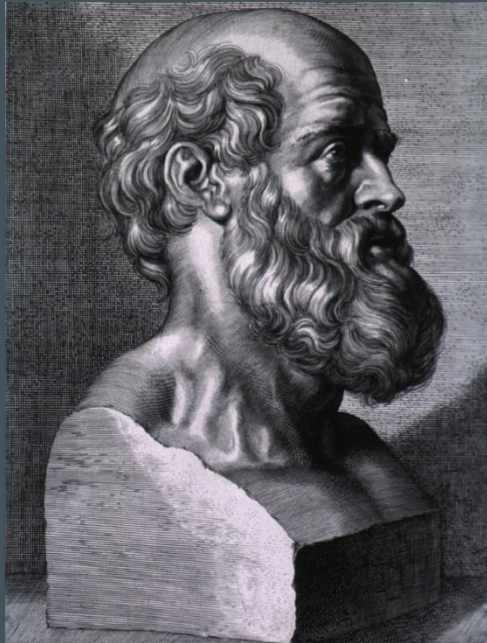
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Dr. Berwick can be reached at Dberwick@Ihi.org



Medicine: Era One



- Noble Intent
- Specialized Knowledge
- Beneficent
- Self-Regulating

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Levers

Era 1

- Trust
- Prerogative
- Inquiry
- Mentorship
- Research



Levers

Era 1

- Trust
- Prerogative
- Inquiry
- Mentorship
- Research

Era 2

- Accountability
- Scrutiny
- Measurement
- Incentive
- Doubt



Nine Steps to Era Three

Wrong Route

1. Stop Excessive Measurement
2. Abandon Complex Incentives
3. Decrease Focus on Finance
4. Avoid Professional Prerogative at the Expense of the Whole

9. Reject Greed
8. Listen. Really listen.
7. Protect Civility
6. Embrace Transparency
5. Recommit to Improvement Science

Right Route





By **BIANCA SEIDMAN** / CBS NEWS / September 21, 2015, 4:35 PM

Drug price increases 5,000 percent overnight

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Last Updated Sep 22, 2015 2:47 PM EDT

A dramatic increase in the **price of a decades-old drug** called Daraprim has sparked protest among infectious disease doctors and advocates.

The rights to Daraprim were purchased in August by a new company, Turing Pharmaceuticals, which promptly increased the price from \$13.50 per tablet to \$750 per tablet -- a 5,000 percent jump -- the New York Times reported.

Era One: What to Preserve

- Professional Pride
- Commitment to Science
- Beneficence
- Professional Dominance
- ~~Opacity~~
- ~~Self-Protection~~



Era Two: What to Preserve

- Transparency
- Sensible Payment Methods
- Patient Engagement
- Incivility and Cynicism
- ~~Measurement Gone Wild~~
- ~~Over-Reliance on Incentives~~
- ~~Transactions vs. Relationships~~



Jessica Berwick

Beth Israel Deaconess Medical Center



Jessica Berwick, MD, MPH, Internist, Beth Israel Deaconess Medical Center (Boston), is board-certified in Internal Medicine and a Hospitalist at Beth Israel Deaconess Medical Center (BIDMC) in Boston, alternating between the teaching service and nocturnist work. An Instructor in Medicine at Harvard Medical School (HMS), and preceptor for HMS' Patient-Doctor course, Jessica was also recently selected to serve on the newly created Committee on the Advancement of Women at BIDMC. Originally from Newton, MA, Jessica lives in Jamaica Plain with her husband and six-year old son. She has worked in Ecuador, South Africa, and Zimbabwe, and continues to travel to Zimbabwe frequently. Jessica is a veteran of the IHI National Forum, which she first attended at age nine. She received her medical degree from Yale University, her Masters in Public Health from Johns Hopkins Bloomberg School, and completed a joint internal medicine/primary care residency training program at Brigham and Women's Hospital in Boston.

Dr. Berwick can be reached at JessicaRBerwick@gmail.com

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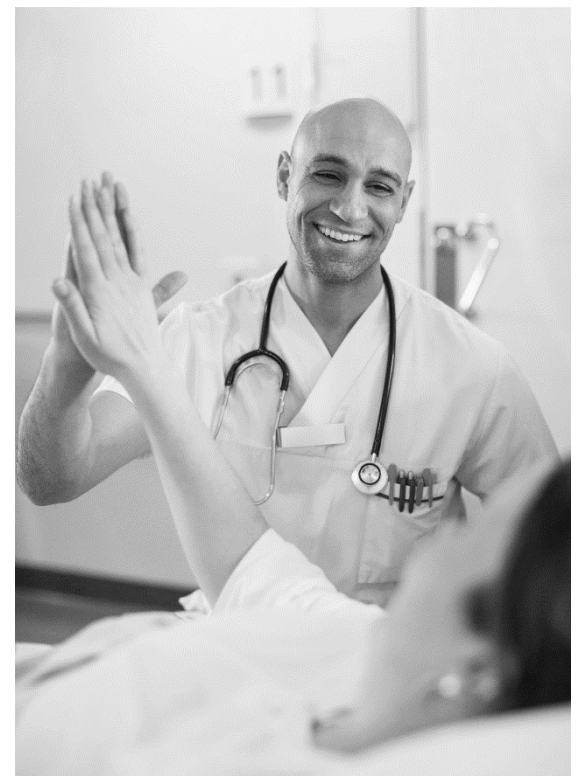
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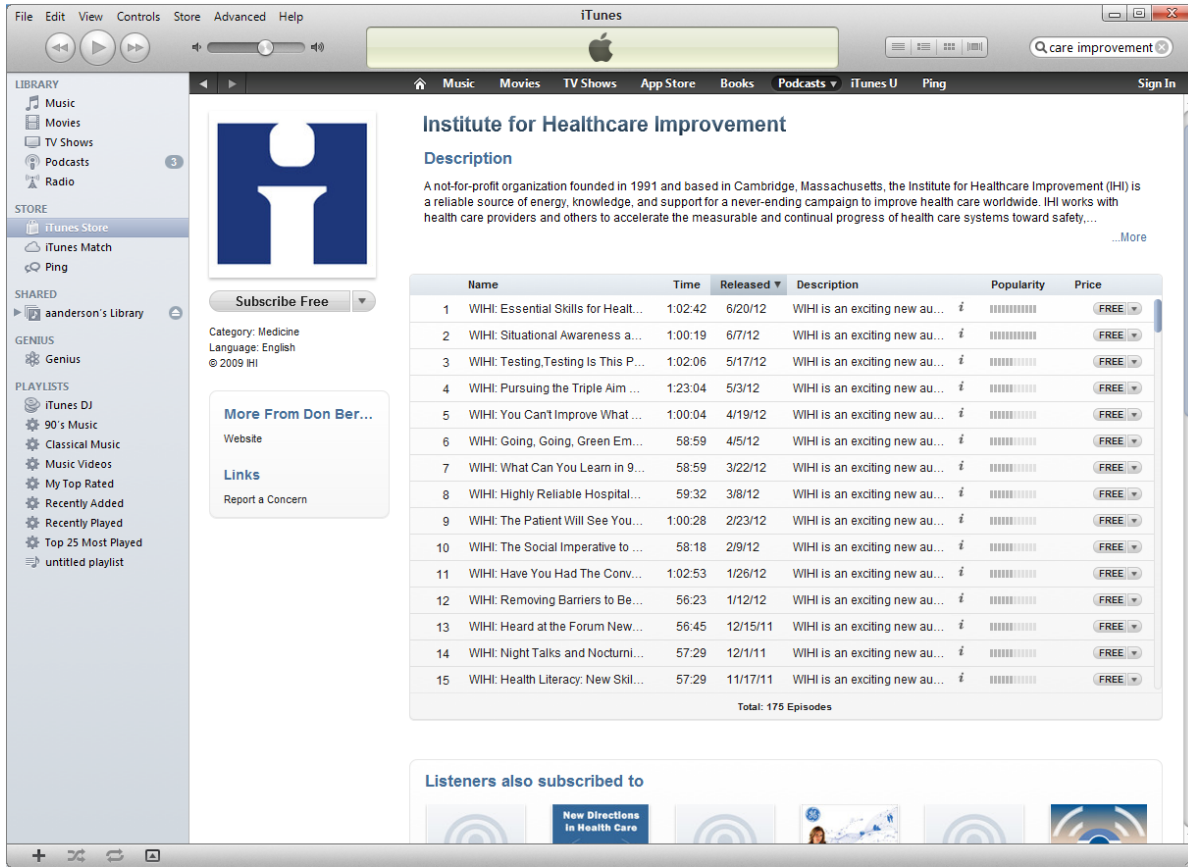
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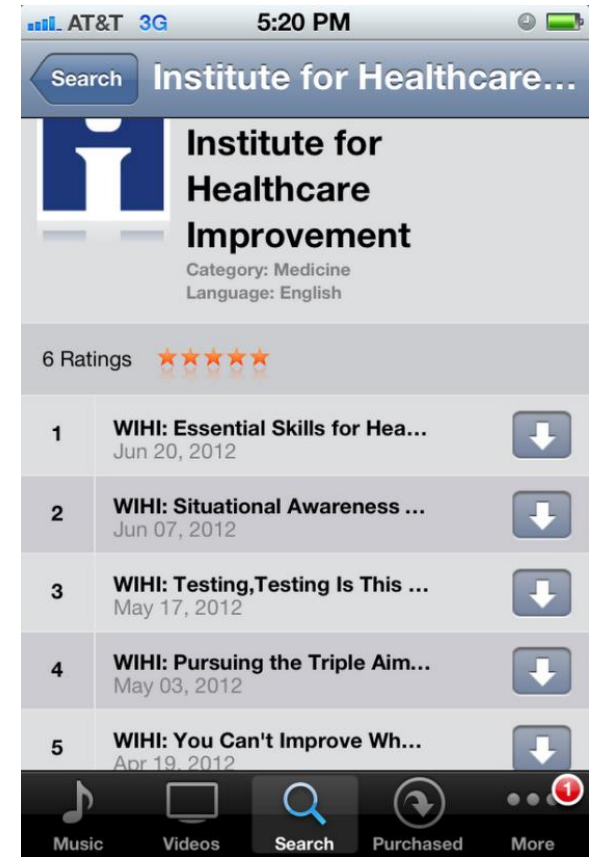
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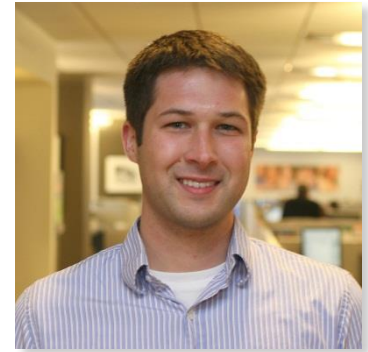
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