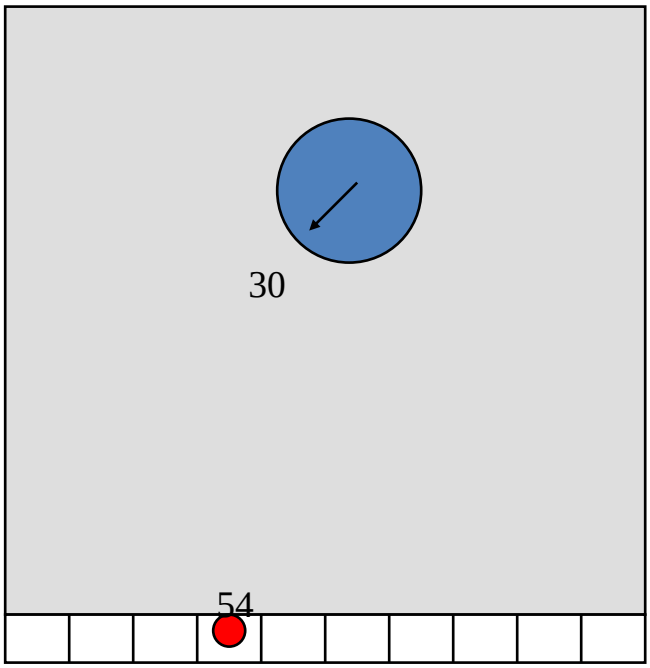
Learning from Data Exercise

Your team is in charge of a healthcare system. Payers have particular requirements; if your performance does not meet their requirements, payments may be reduced or in extreme cases, your system may be excluded from participating in specific programs.

Other teams operate very similar systems. Health research analysts claim that the only real difference among the systems is the quality of the management.

Aim: Over three time periods, produce the greatest number of acceptable results. Results may be adjusted, to give greater weight to periods 2 and 3.

Background Information



Results

The result can be measured on a scale of whole numbers that ranges from 38 to 62. Acceptable results—the ones the defined by the payers — are given by output measured at 48, 49, 50, 51 or 52.

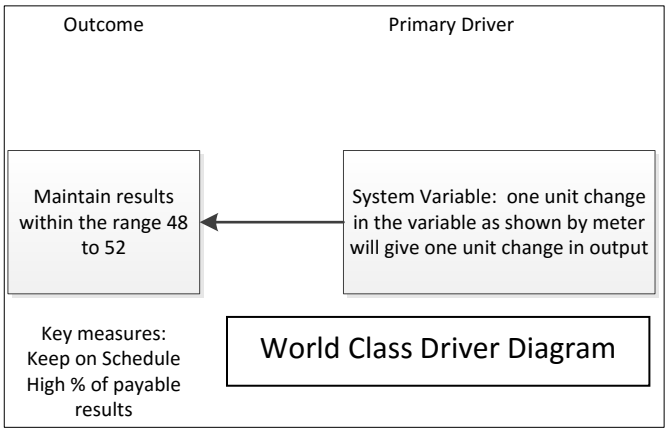
Each drop of a bead represents a single result. Your team will produce 60 results, in three periods of 20 results each. Each period will last no more than 10 minutes, with 3 minutes reflection between rounds.

Primary Driver

You have access to a key system variable that can be adjusted. This variable will control performance, according to a report from a highly respected university consortium.

The system variable is also measured and will be reported to you for your use. At the start of Period I, each system is set up the same way so that the system meter reads "30."

The university research says that a one unit change in the system variable will lead to a one unit change in the process results—if you increase the meter setting, the result should go up; if you decrease the meter setting, the result should go down.



For example, if you observe that a result is 54 (four units above the center of the payer's range), you might decrease the process variable to 26, in order to get the next result to be 50.

Roles

Subcontractor You work through an experienced subcontractor who will adjust the system variable according to your directions. You could send the directions by text or email but we'll ask you to use direct voice communication that tells what value of the meter you want.

System

Round 1			Round 2			Round 3		
Index	Meter	Result	Index	Meter	Result	Index	Meter	Result
1			21			41		
2			22			42		
3			23			43		
4			24			44		
5			25			45		
6			26			46		
7			27			47		
8			28			48		
9			29			49		
10			30			50		
11			31			51		
12			32			52		
13			33			53		
14			34			54		
15			35			55		
16			36			56		
17			37			57		
18			38			58		
19			39			59		
20			40			60		
	Total OK			Total OK			Total OK	

Recorder At least one team member must record the results on the record sheet (shown left and full size on the next page), which are subject to audit. At the end of each period (20 results), he or she must submit the results to the Payer-in-chief, giving the number of acceptable results and the current setting of the meter at the end of the period. It is the responsibility of the team to help the recorder track the meter setting as the subcontractor will be busy managing the system variable and may not be able to respond to requests for current position (meter readings.)

Management Team You need to work as a team to offer directions to the subcontractor. If the subcontractor hears two simultaneous directions, s/he may choose one or the other and you will get the result the system provides.

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9			29			49		
10			30			50		
11			31			51		
12			32			52		
13			33			53		
14			34			54		
15			35			55		
16			36			56		
17			37			57		
18			38			58		
19			39			59		
20			40			60		
Total OK			Total OK			Total OK		

Exercise developed by Kevin Little, Ph.D., based on work created by Dr. Rob Stiratelli.