

## Mission versus Money – Competencies

Upon mastering this module, you should be able to:

1. Outline the original division between medical staff and administration, including a rough timeline and the forces that caused it to occur.
2. List Horton's 3 primary aims of any care delivery leadership team. In that framework, describe the tension / conflict that the division creates between clinical staff and administration.
3. Explain Deming's 2<sup>nd</sup> premise, including its implications when any change in operations (process) takes place.
4. List and explain a complete set of explicit mechanisms by which physical outcomes (clinical; quality) interact with cost outcomes.
5. Extend Deming's 2<sup>nd</sup> premise, with its implications, to the tension / conflict between mission and money. Explain what that means for organizational structures and coordination in care delivery organizations moving forward.
6. Define and explain a functional definition of "quality-related waste."
7. Estimate the amount of quality-related waste in current health care delivery operations. Include sources / citations, as a basis for your estimate.
8. Summarize the quality-cost relationship in terms of health care "value."