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

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Henry Ford Health System
Detroit, MI**



It's nice to see Boyd Clayborne's
beginning to deal with
his depression.



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**



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

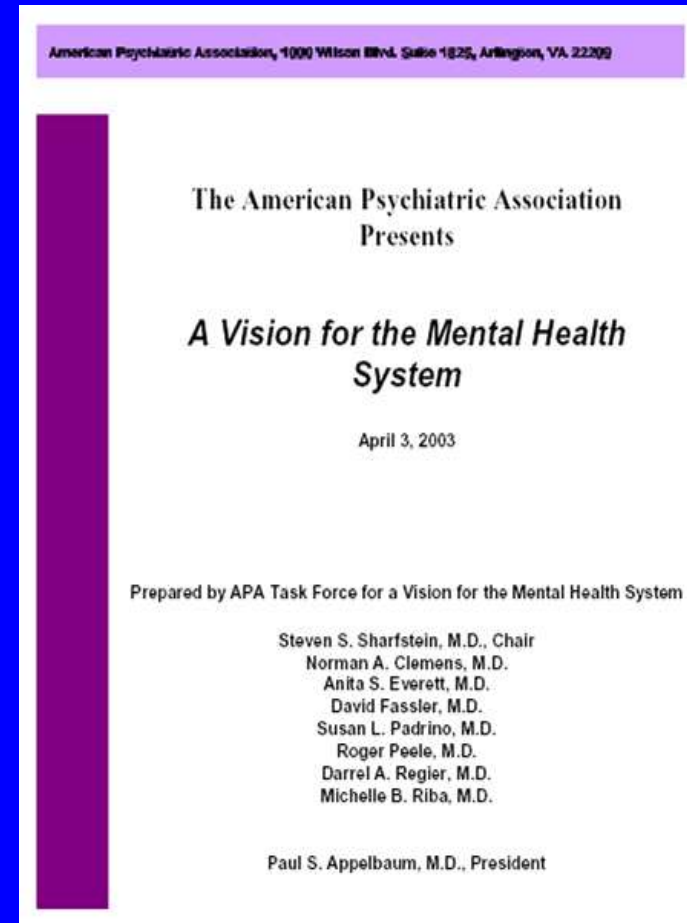
“The current US system produces exactly what it was designed to ... highly variable care, widespread failures to implement best practices, and inability to change patterns of practice.”

*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**



Henry Ford Health System



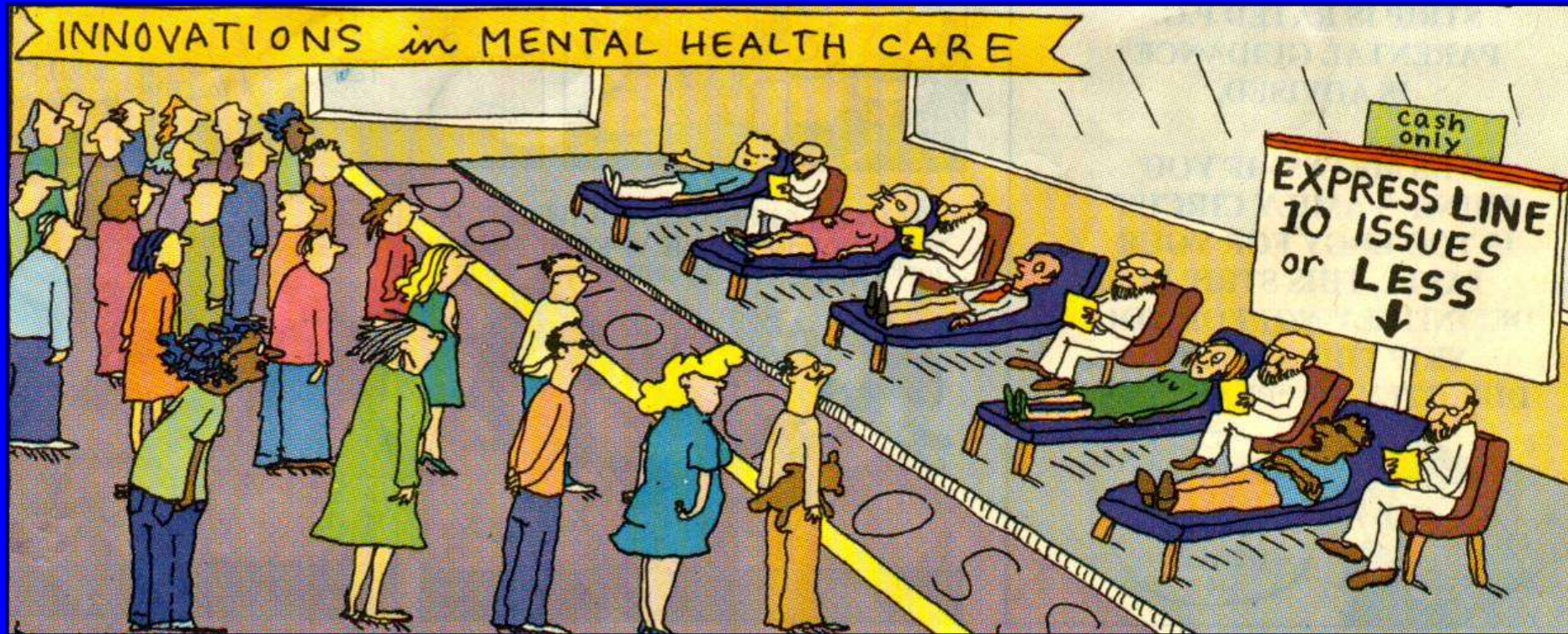
Pursuing Perfect Depression Care: HFHS Behavioral Health Services



- 2 Hospitals
- 9 Clinics
- 325 Employees
- \$40M GPR
- Education Programs
- Research Programs
- A “system” within a “system”



Pursuing Perfect Depression Care: HFHS Behavioral Health Services



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**



Pursuing Perfect Depression Care: Why Depression?

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Market: An anonymous source tabular links onto the Web. Page B8.

Technology: Laren's troubles deepen, a debt rating cut to junk status. Page B10.

Advertising: Wendy's new TV spots target midnight snackers. Page 1.

Property Report: Pyramid megamall to proceed despite loan worries. Page 1.

MARKETPLACE

WORK & FAMILY

A Colleague's Suicide Has a Lasting Impact On Fellow Employees

DEPRESSION DOES MORE THAN just making you forgetful. Psychiatrists estimate that 10% of people, including those who experience a crisis, do not fully recover. In some cases, it even leads to a higher risk of suicide. In one study, researchers found that 10% of people who experience a crisis have a higher risk of suicide. In some cases, it even leads to a higher risk of suicide. In some cases, it even leads to a higher risk of suicide.

Steady Growth

U.S. economic growth is steady, but not without challenges. The economy is still recovering from the recession, and many businesses are still struggling. However, there are signs of improvement, and the economy is expected to continue to grow.

Knowing Your Rights and Responsibilities

The National Labor Relations Board (NLRB) has issued new guidance on workplace discrimination. Some rights and responsibilities under the law:

- You have the right to join or form a union.
- You have the right to bargain collectively with your union.
- You have the right to take part in union activities.
- You have the right to file a grievance or sue for discrimination.
- You have the right to file a charge of discrimination with the EEOC.
- You have the right to file a lawsuit in court.

New Medicines, Protective Laws Cut Dismissals

The U.S. economy is still recovering from the recession, and many businesses are still struggling. However, there are signs of improvement, and the economy is expected to continue to grow.

What Happens When It's the Boss Who's Suffering?

Paul Gattlieb's Story Shows Upper Ranks Get Hit Too, Screening Aop the Cliffs

By Bruce Staver

Paul Gattlieb, 52, is a former executive at a major corporation. He has spent the last several years of his life in a constant state of depression. He has lost his job, his home, and his family. He is now living in a small apartment in a city where he has no one to turn to for help.



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**



Pursuing Perfect Depression Care



Blues Busters Team

Our promise to each and every patient:

"We will work with you to achieve the best possible care, always respecting your individual wants and needs."



Henry Ford Behavioral Health as a System of Care

How We Improve

Vision

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

Why We Make What We Make

Customer Knowledge

How they judge quality and why?

Design, Redesign

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

Plan to Improve

(Themes)

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

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

How We Make What We Make

Suppliers

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

Core Processes

Prevent Provide Access Assess Treat Follow up Prevent

Outputs

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

Inputs

Symptoms
Health care history
Expectations
Knowledge
Skills
Attitudes

Leading Building Customer Knowledge Recruiting Recognizing
Managing Measuring Performance Rewarding Evaluating
Planning Marketing Hiring Listening
Budgeting Transferring Information Training Integration
Improving

Support Processes

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, the founder of American Sunroof Co., now ASC Inc., shows off a sunroof in a concept car created by ASC. 1999 Detroit Free Press file photo

Industrialist battled depression as he built a worldwide empire

By JENNIFER DIXON
AND JOHN GALLAGHER
FREE PRESS STAFF WRITERS

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.

Authorities said Prechter hanged himself 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 shoes.

Prechter, 59, 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 protégé of Henry Ford II and financier Max Fisher, Prechter was known in some circles as the sive business holdings in that area. In other circles, he was known for his fund-raising 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. I guess for 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

PRIVATE DEMONS

► Heinz Prechter fought depression most of his life. The toll when mental illness takes hold. SA

► A lifetime of achievement for the German-born Prechter. SA



Detroit Mayor Coleman Young and Prechter, who was a strong supporter of the city. 1988 Detroit Free Press file photo

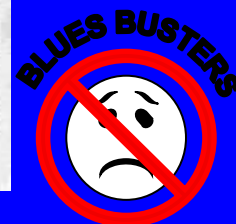
"He'd been fighting these demons and they affected him mightily."

**KEITH CRAIN,
PRECHTER'S FRIEND**

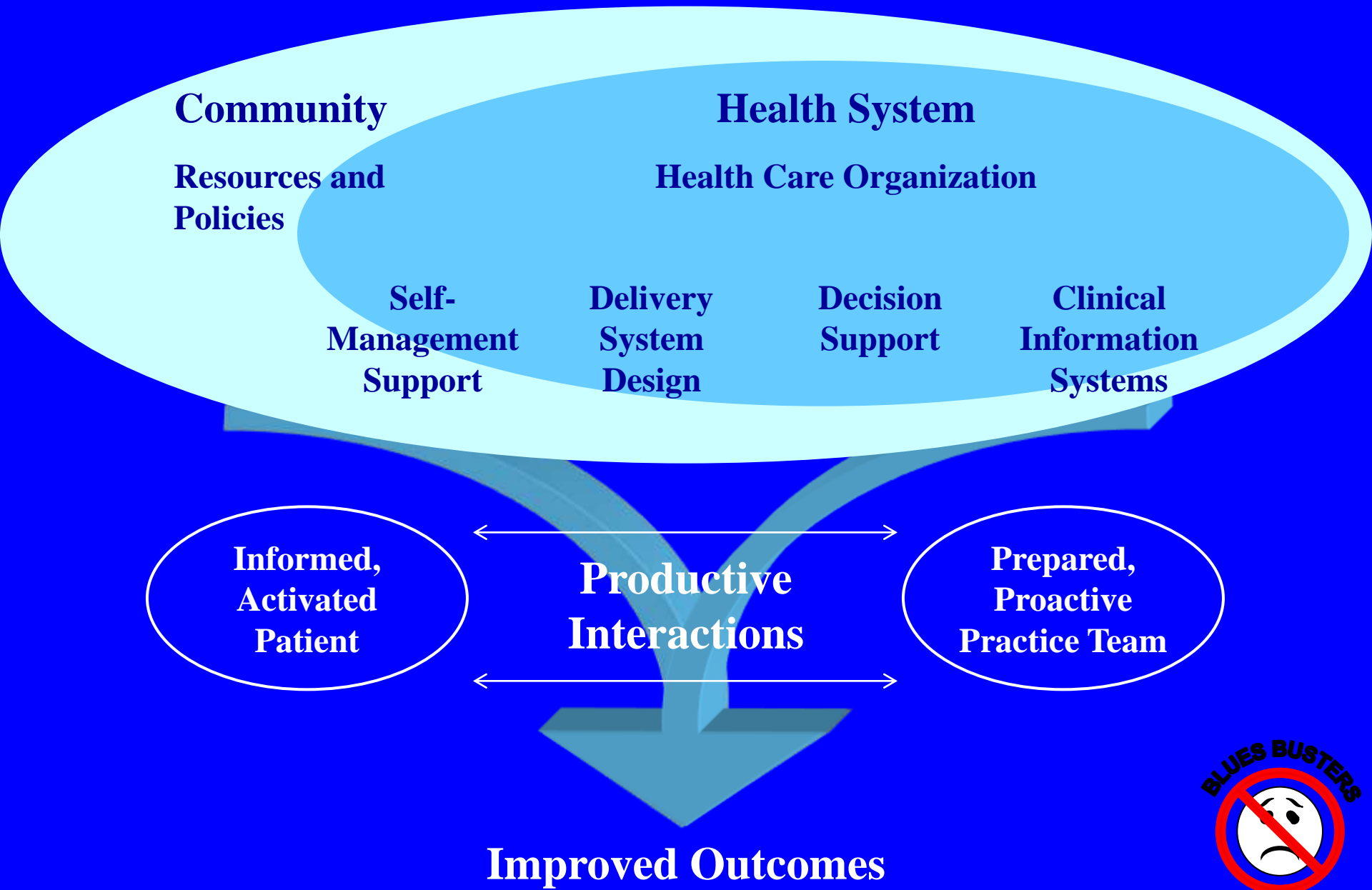


Pat Andrews, an editor at the News-Herald in Southgate, reacts to the news of Prechter's death at a news conference. Andrews said she had known Prechter for 11 years, since he purchased the newspaper. GABRIEL B. TAYLOR/Detroit Free Press

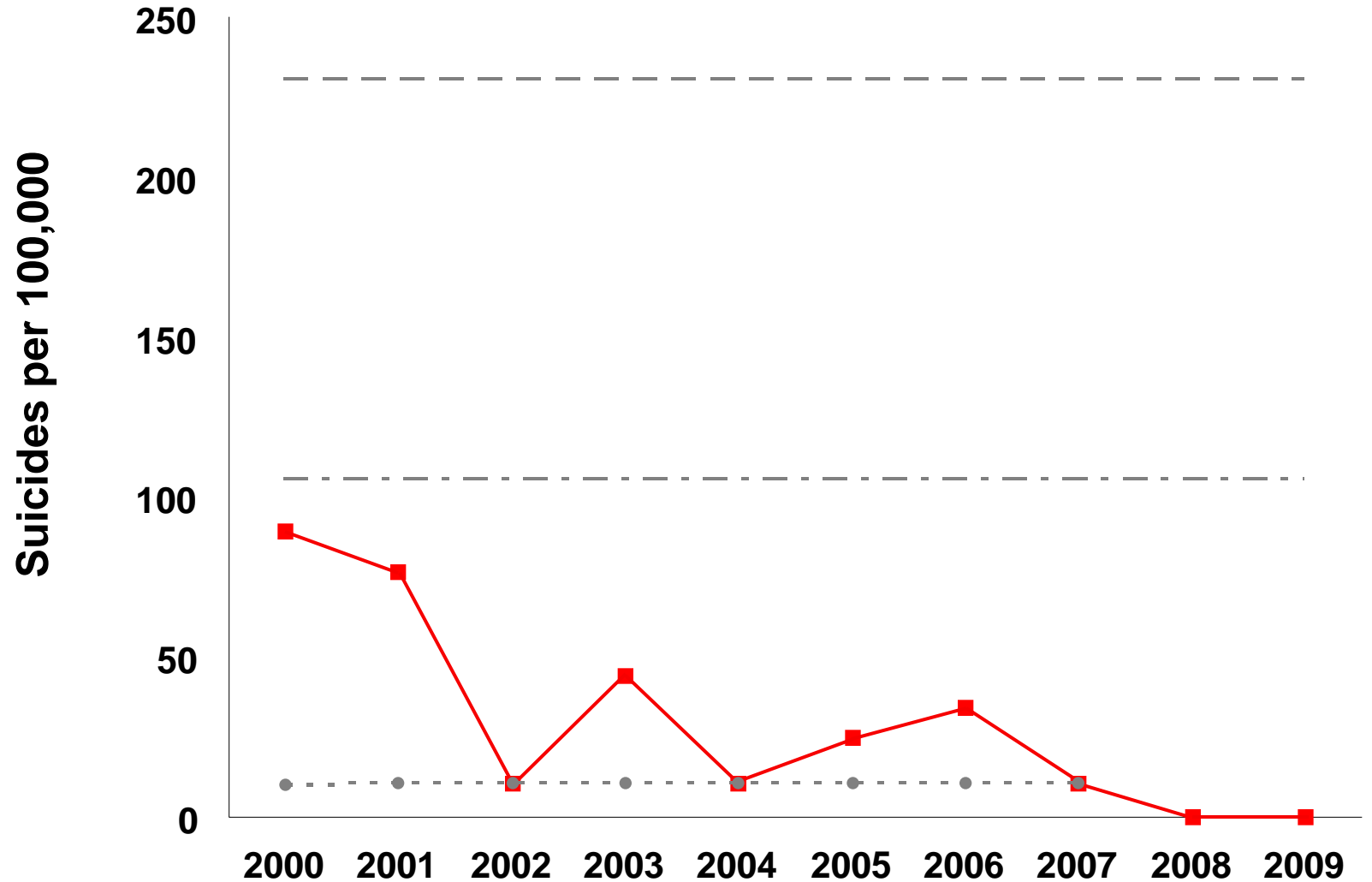
Please see PRECHTER, Page 6A



Planned Care Model




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 US general population

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



Behavioral Health ECT Service

Outpatient Pre Treatment Assessment
Page 1 of 2

Index # _____
 Relapse # _____
 ECT # (this course) _____

Date: _____

I. Report of Patient Status by Patient or Family/Significant Other

Please Mark Line	bad, lots of problems	50	100	perfect, no problems
Emotional Health:	----- ----- ----- ----- -----			
Physical Health:	----- ----- ----- ----- -----			
Thoughts of Suicide:	----- ----- ----- ----- -----			
Thoughts of Hurting Others:	----- ----- ----- ----- -----			
Social Functioning:	----- ----- ----- ----- -----			
Occupational Functioning:	----- ----- ----- ----- -----			
Safety of ECT Care:	----- ----- ----- ----- -----			
Sense of Control Over ECT Care:	----- ----- ----- ----- -----			
Timeliness of ECT Care:	----- ----- ----- ----- -----			
Efficiency of ECT Care:	----- ----- ----- ----- -----			
Equity of ECT Care:	----- ----- ----- ----- -----			
Overall Satisfaction with ECT Care:	----- ----- ----- ----- -----			

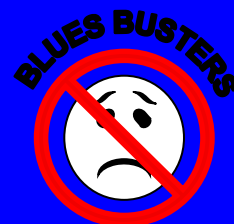
Please Describe
 Evidence of Relapse / Signal Events: _____
 List 3 things you would like to discuss with your doctor or ECT staff: _____

Report Given By: _____ Relationship to Patient: _____ Date: _____

II. Medical Review of Systems (please circle)

1. Have you had anything to eat or drink since midnight last night?	Yes	No
2. Have you smoked cigarettes, cigars or a pipe in the past 24 hours?	Yes	No
3. Have you consumed alcoholic beverages in the past 24 - 48 hours?	Yes	No
4. Could you be pregnant? (if applicable, date of last menses: _____)	Yes	No
5. Have you been seen by a medical doctor since your last treatment?	Yes	No
6. Have you begun taking any new medications or have any changes been made in your current medications since your last treatment?	Yes	No

Signature of ECT Staff _____



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

I. Report of Patient Status by Patient or Family/Significant Other

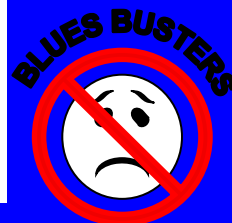
<i>Please Mark Line</i>	bad, lots of problems	0	50	100	perfect, no problems
Emotional Health:					
Physical Health:					
Thoughts of Suicide:					
Thoughts of Hurting Others:					
Social Functioning:					
Occupational Functioning:					
Safety of ECT Care:					
Sense of Control Over ECT Care:					
Timeliness of ECT Care:					
Efficiency of ECT Care:					
Equity of ECT Care:					
Overall Satisfaction with ECT Care:					

Please Describe

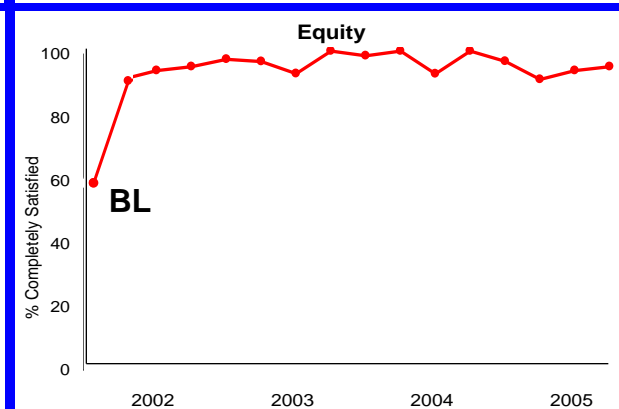
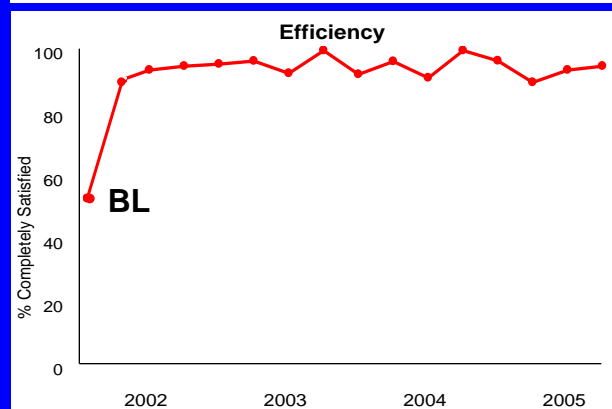
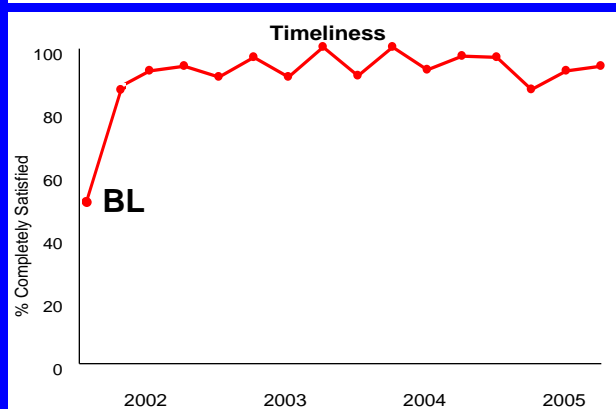
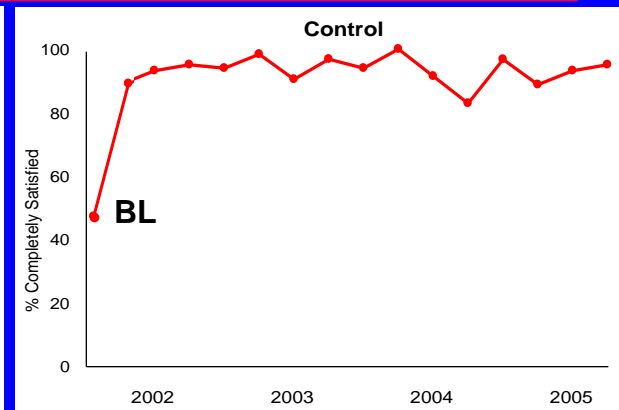
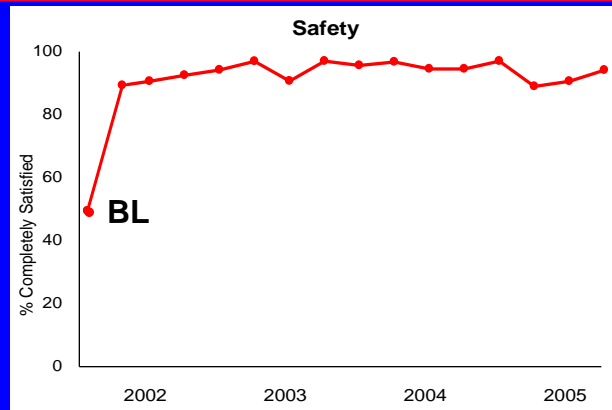
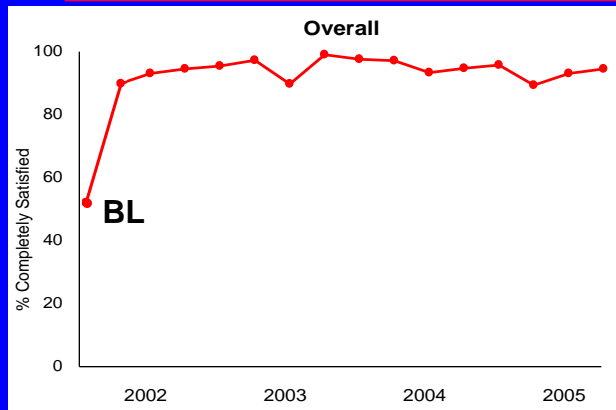
Evidence of Relapse / Signal Events: _____

List 3 things you would like to discuss with your doctor or ECT staff: _____

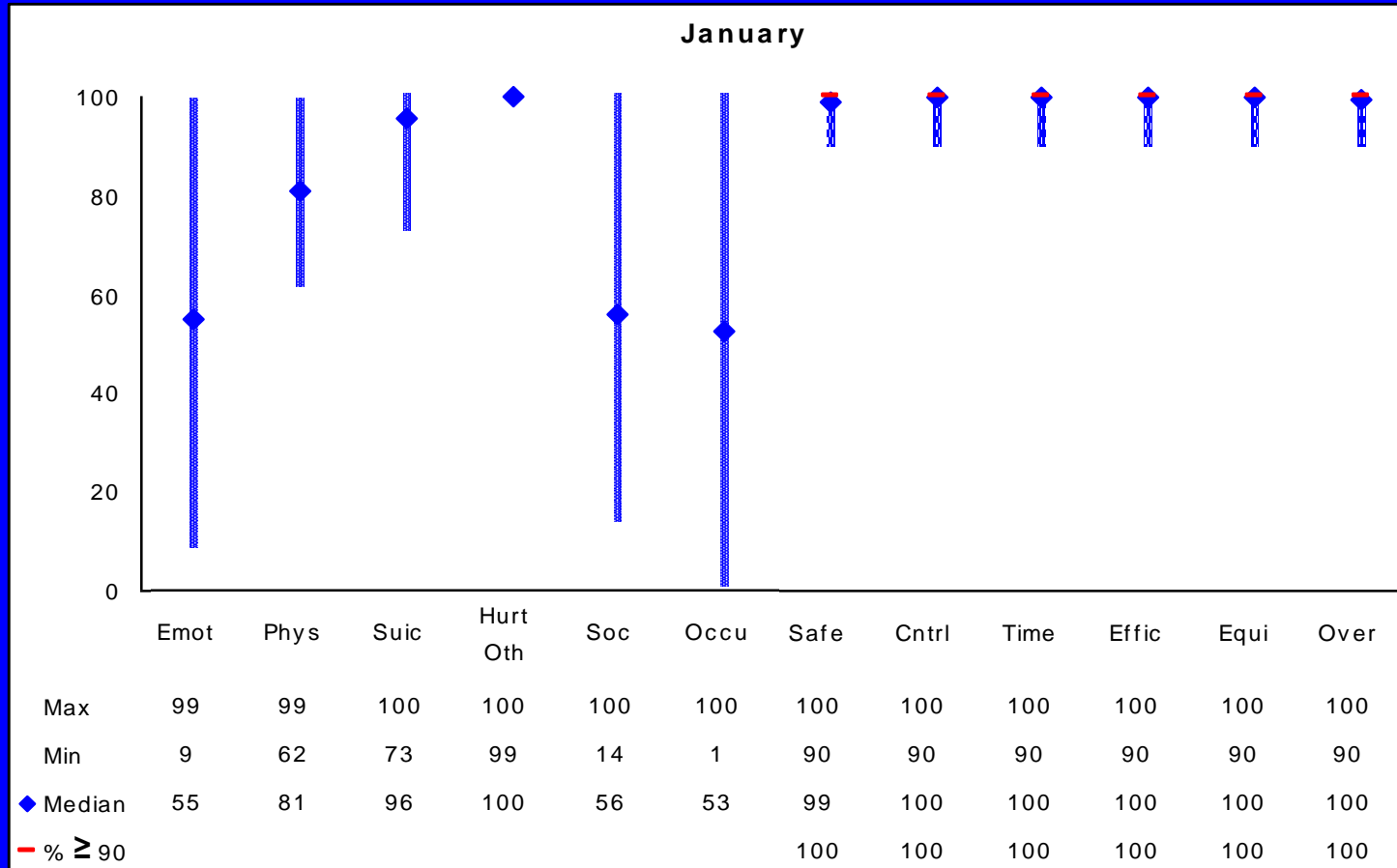
Report Given By: _____ Relationship to Patient: _____ Date: _____



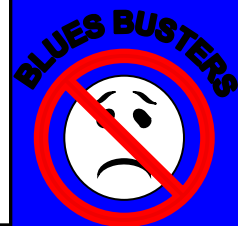
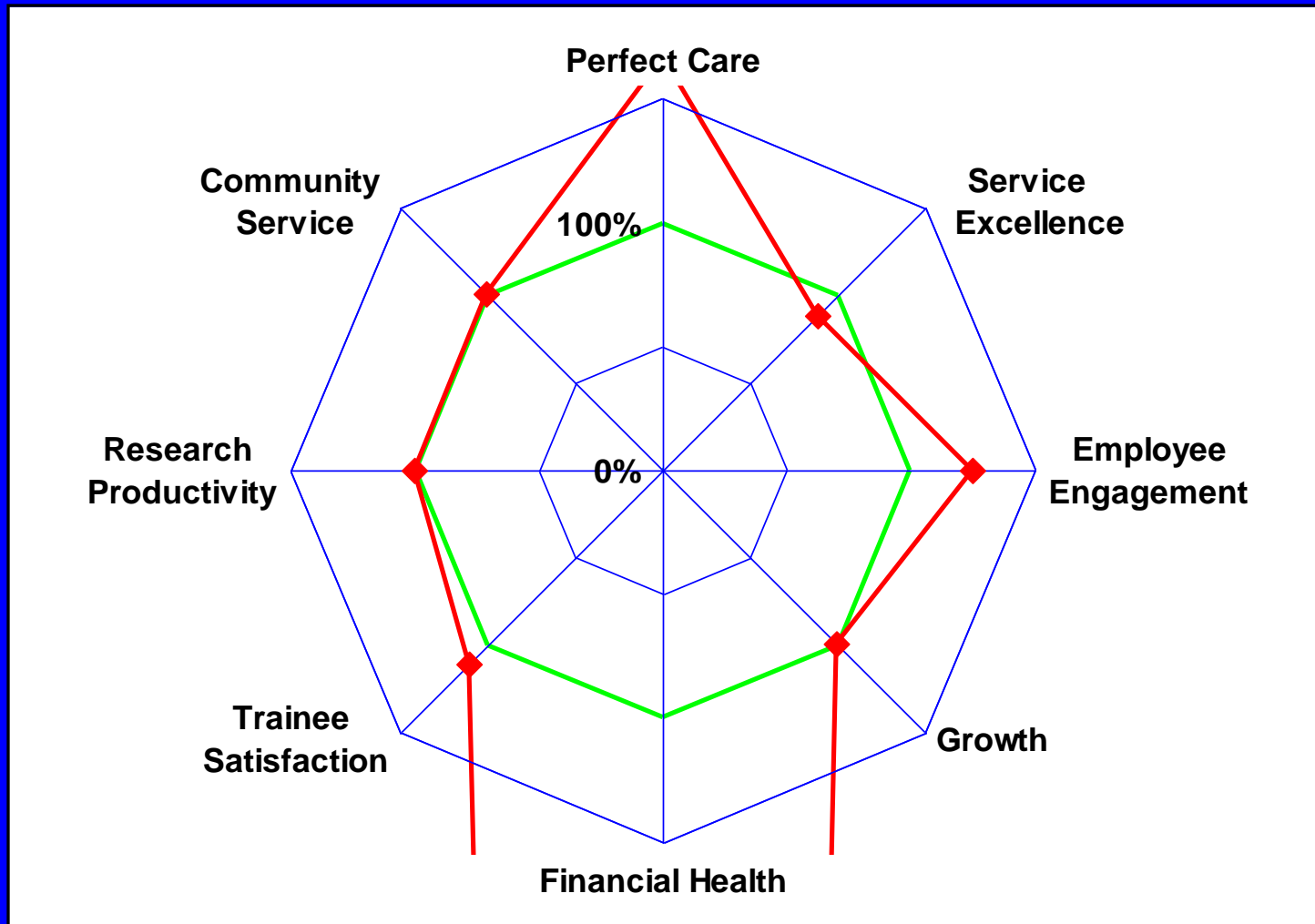
Pursuing Perfect Depression Care: Perfect Care in “Real Time”



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



Pursuing Perfect Depression Care: The Business Case for Perfect Care



Pursuing Perfect Depression Care: Award Winning Care

- 2002 RWJ Foundation *Pursuing Perfection* finalist
- 2002 HFHS Quality Expo *Quality Award*
- 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
- Featured in JAMA May 19, 2010
- Best Docs and Top Spots for many consecutive years



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”**



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"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 target, then what is?”

