

**The Leading Edge of Healthcare quality Through Performance Measurement:
Lessons Learned from the Codman Competition
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The Ernest Amory Codman Awards have been presented annually by the Joint Commission on Accreditation of Healthcare Organizations to organizations for achievement in the use of process and outcome measures to improve organizational performance and ultimately the quality and safety of care provided to patients.

A total of 839 applications have been received over the past ten years from ten different categories of healthcare organizations and 36 have been received Codman Awards. These award winning innovations and breakthrough advances in the delivery of patient care have widespread relevance. They address the following areas for healthcare improvement. Examples of Codman winners which represent each area will be described.

Improvements in Direct Patient Care Services:

- Improved Effectiveness of Care Through Better Teamwork
- Interdisciplinary Planning
- Improvement of Administrative Processes
- Quality of Care Over Large Regions or Healthcare Systems

Analysis of the Codman winners reveals four realities which are central for successful outcomes.

1. The recognition of leaders and high quality improvement programs that are serving as catalysts or agents of change.
2. The development of an institution-wide rather than isolated capacity to embrace and promote continuous quality improvement.
3. Rigorous collection and analysis of data to drive strategies for improvement
4. The creation of quality assurance programs that are multi-system and regionally based.