HIMSS NORDIC COMMUNITY

Using benchmarking to improve Quality

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DANISH HEALTHCARE SYSTEM IS BETTER THAN THE SWEDISH HEALTHCARE SYSTEM

- Pride – Complacency
- Insult – Resentment – Denial
- Curiosity
  - I wonder why this difference in numbers
  - What is the cause of this difference
  - Relevant to challenge data and interpretation
- Contention 01: This curiosity can be piqued in clinicians
  - Behavioral change of clinician or patient/citizen is key

AGENDA

- Two Accenture cases of Quality improvement by Benchmarking and conclusions
- Tool with holistic approach
- Plea of a clinician
- Change is constant
- How – Quality improvement
- New bench and questions

OPERATIVE LEVEL
O-HEALTH

- 580 bed, 4600 emp., Not-for-profit, 2 acute care teaching campuses
- Problem with throughput of these 2 acute care EDs
- LOS > national benchmarks
- To counter: Redesign of patient flow to increase Quality of Care (QoC)
- 10 month, Client and ACN physicians, nurses

TRANSFORMATION AND RESULTS

- New Case management model with new function, processes and tech
- New role of Care coordination, focus on patient progression and proactive discharge planning
- Training, new tools & using existing tools more completely
- Evidence based clinical practise: Order sets and protocols
- Electronic Patient Flow Dashboard
- Proactive discharge planning, short meetings of 48 hour dis. candidates & obstacles
- LOS reduced from 5,2 d to 4,8 – High adherence to order sets and protocols
- Structure to continue this work

STRATEGIC S-HEALTH

- 49 hospitals, 432 outpt., 32 long-term, Home health, Hospice and senior housing

- Pending payment reform

- Improve Quality, leverage EMR to automate and standardise workflow
  - Optimise clinical decision support and tools
  - Medication reconciliation patient-centric, reduce mortality and LOS for sepsis, Reduce inpatient falls

- 2 year program; system wide evidence-based condition management & clinical workflow, improving quality & safety
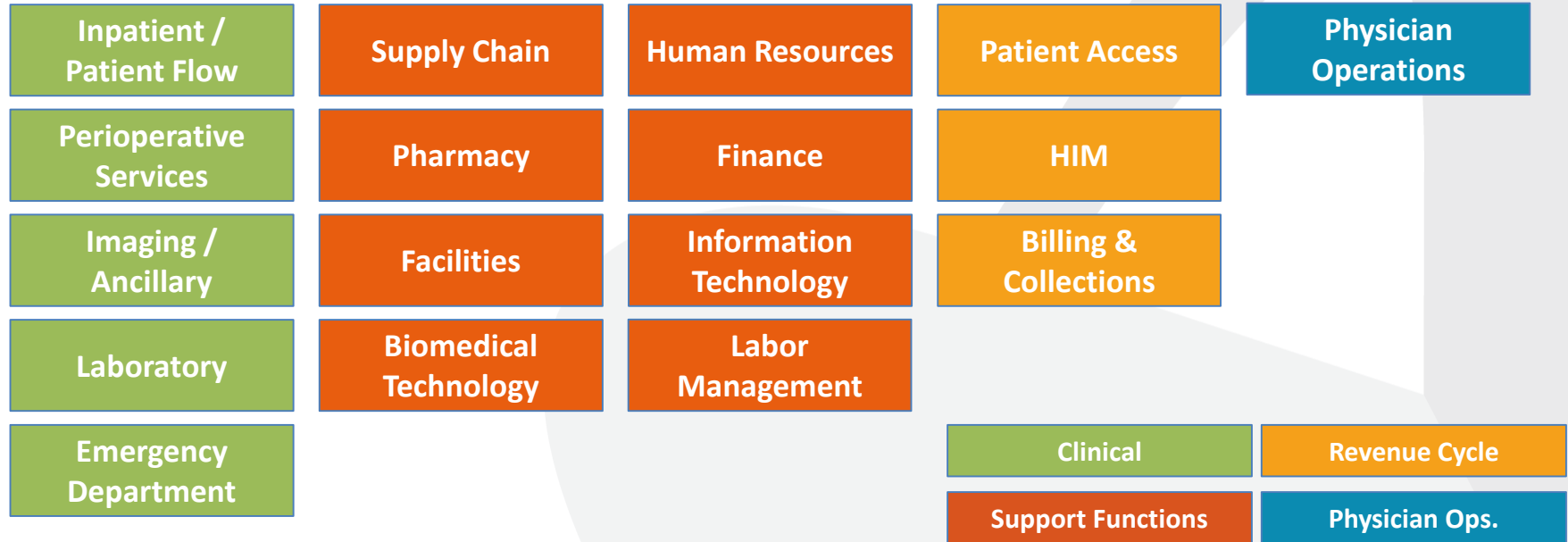
TRANSFORMATION AND RESULTS

- Establish vision, shape concept
- Launch multiple collaborative clinical care optimisation efforts
- Design and implementation of standardised clinical care improvement
- 12 month post implementation
    - 406 lives saved
    - 18% reduction of mortality of sepsis, 1 day decrease in LOS
    - 62% increase in medication reconciliation for admitted patients
    - 5% reduction in adverse drug events
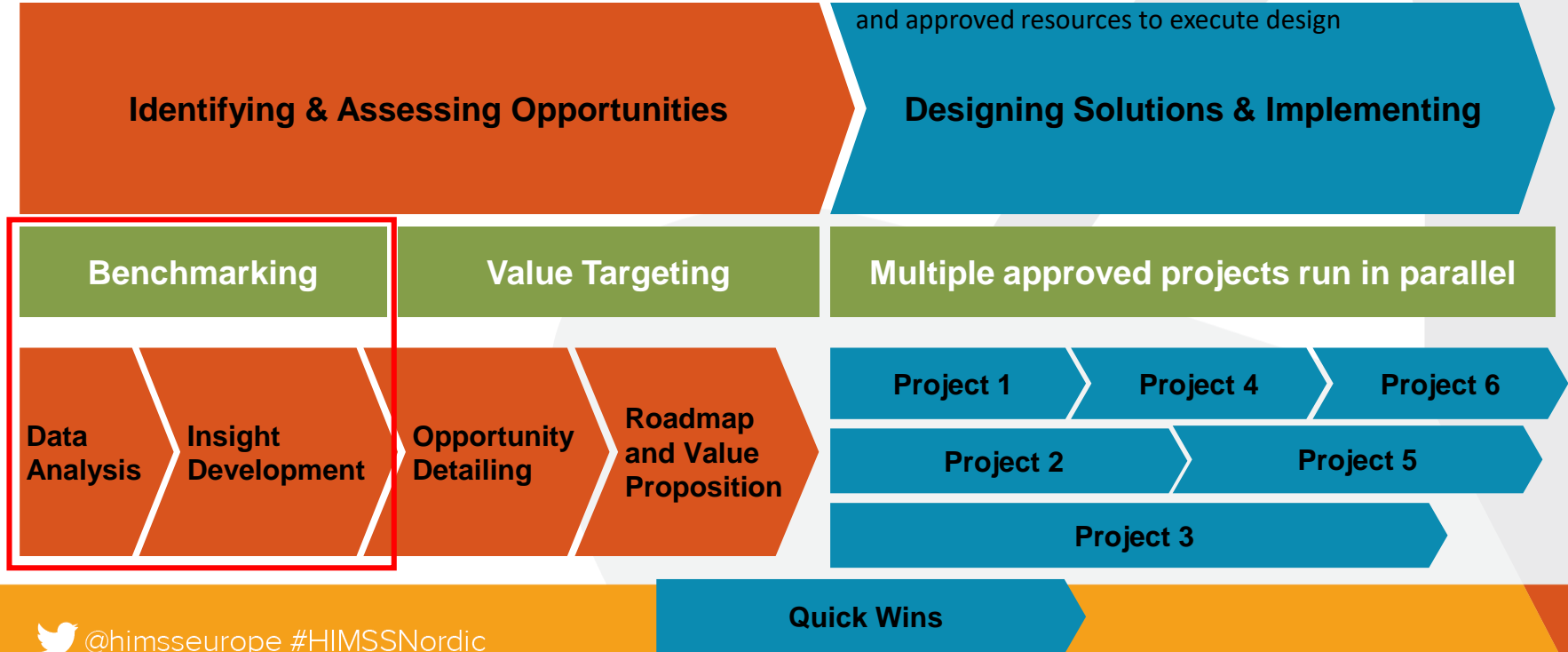
TWO ENGAGEMENTS - CONCLUSIONS

- "Accenture worked side by side with us. A lot of consultants say, 'Here are the best practices' and leave it to you to implement them. Accenture helped us implement them." - Chief Operating Officer

- "Accenture gave us a road map and measures for evaluating progress," said COO. "We have a structure to go back to that can help us continue to make progress."

- Building an organization with the capacity to change, the confidence to change and a culture that embraces change.

BENCHMARKING ANALYSES ARE EFFECTIVE TOOLS ACROSS BOTH CLINICAL AND NON-CLINICAL AREAS

Clinical	Support Functions	Support Functions	Revenue Cycle	Physician Ops.
Inpatient / Patient Flow	Supply Chain	Human Resources	Patient Access	Physician Operations
Perioperative Services	Pharmacy	Finance	HIM	
Imaging / Ancillary	Facilities	Information Technology	Billing & Collections	
Laboratory	Biomedical Technology	Labor Management		
Emergency Department				

Legend:
- Clinical
- Revenue Cycle
- Support Functions
- Physician Ops.

BENCHMARKING IS ONLY AN INITIAL STEP IN IDENTIFYING IMPROVEMENT OPPORTUNITIES

Program check point to get organizational commitment and approved resources to execute design

Identifying & Assessing Opportunities

Designing Solutions & Implementing

Benchmarking

Value Targeting

Multiple approved projects run in parallel

Data Analysis

Insight Development

Opportunity Detailing

Roadmap and Value Proposition

Project 1

Project 4

Project 6

Project 2

Project 5

Project 3

Quick Wins

SYSTEMITIZING OUTCOMES IMPROVEMENT

DATA OPERATING SYSTEM PLATFORM
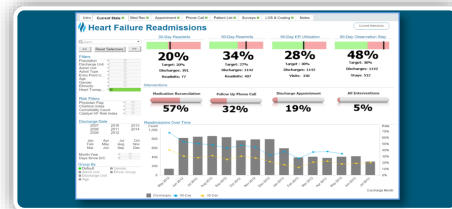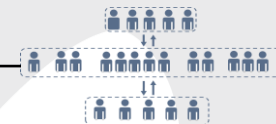
Heart Failure Outcomes Improved

- **29% reduction** in 30-day readmits
- **14% reduction** in 90-day readmits
- **120% increase** in follow-up appointments
- **78% increase** in medicine reconciliation
- **87% increase** in follow-up phone calls
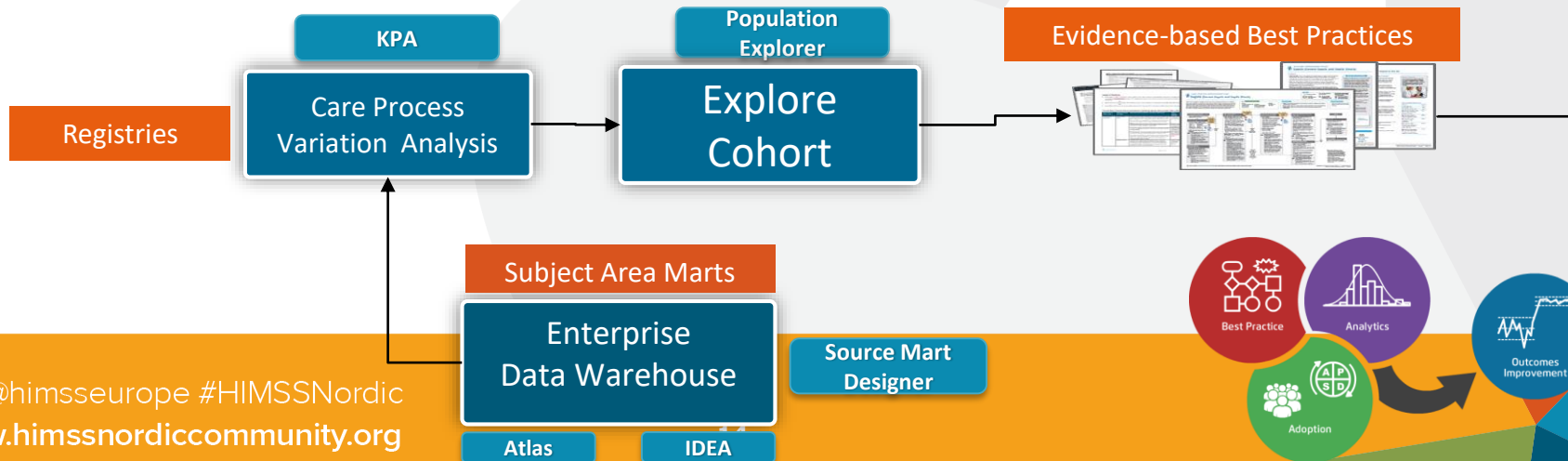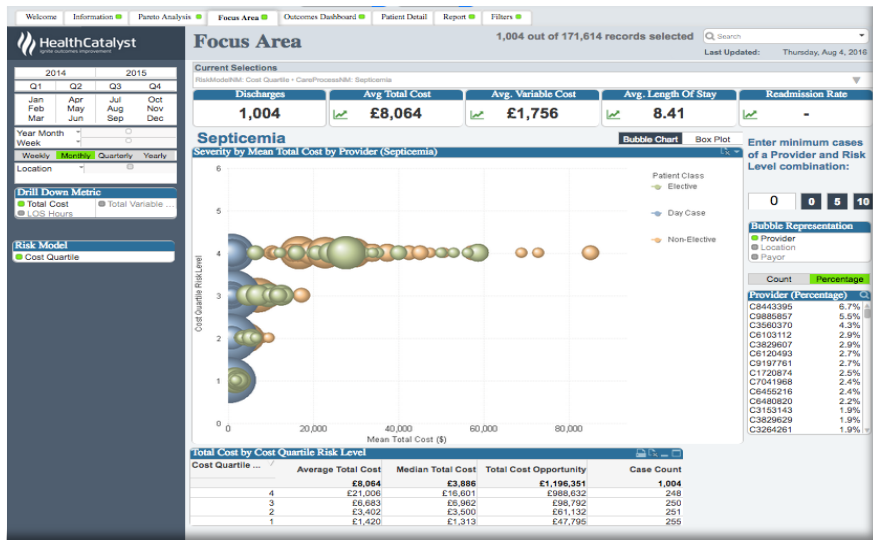- **84% increase** in Teach Back

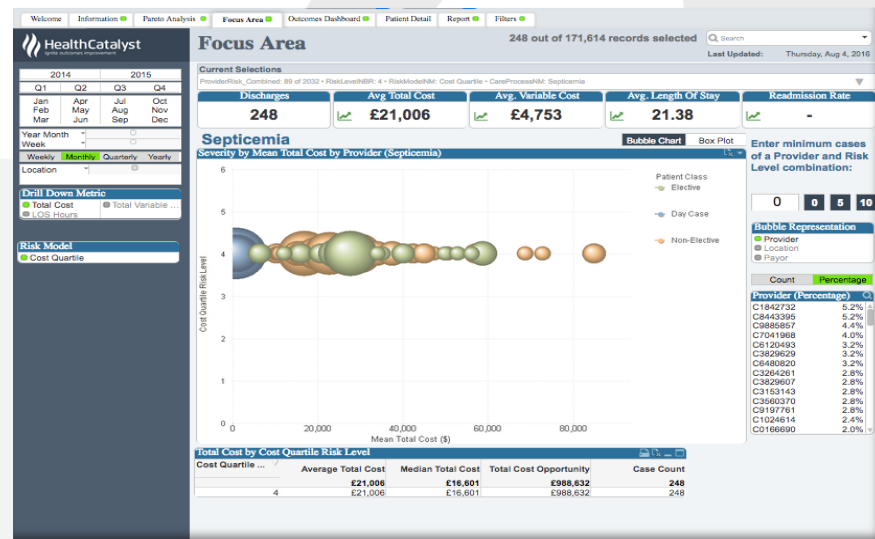Heart Failure Application

Improvement Teams

KPA

Care Process Variation Analysis
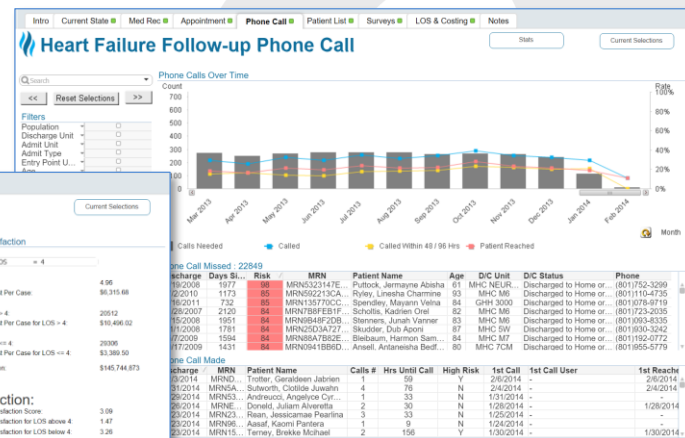
Population Explorer

Explore Cohort

Evidence-based Best Practices

Registries

Subject Area Marts

Enterprise Data Warehouse

Source Mart Designer

Atlas

IDEA

Best Practice

Analytics

Outcomes Improvement

Adoption

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www.himssnordiccommunity.org

VARIATION ANALYSIS BY TOTAL COST: SEPTICEMIA

Risk Level 4

HEART FAILURE DASHBOARD

SME

RN, Clin Ops Director

Knowledge Manager

SME

Application Administrator

Guidance Team MD lead

Data Architect
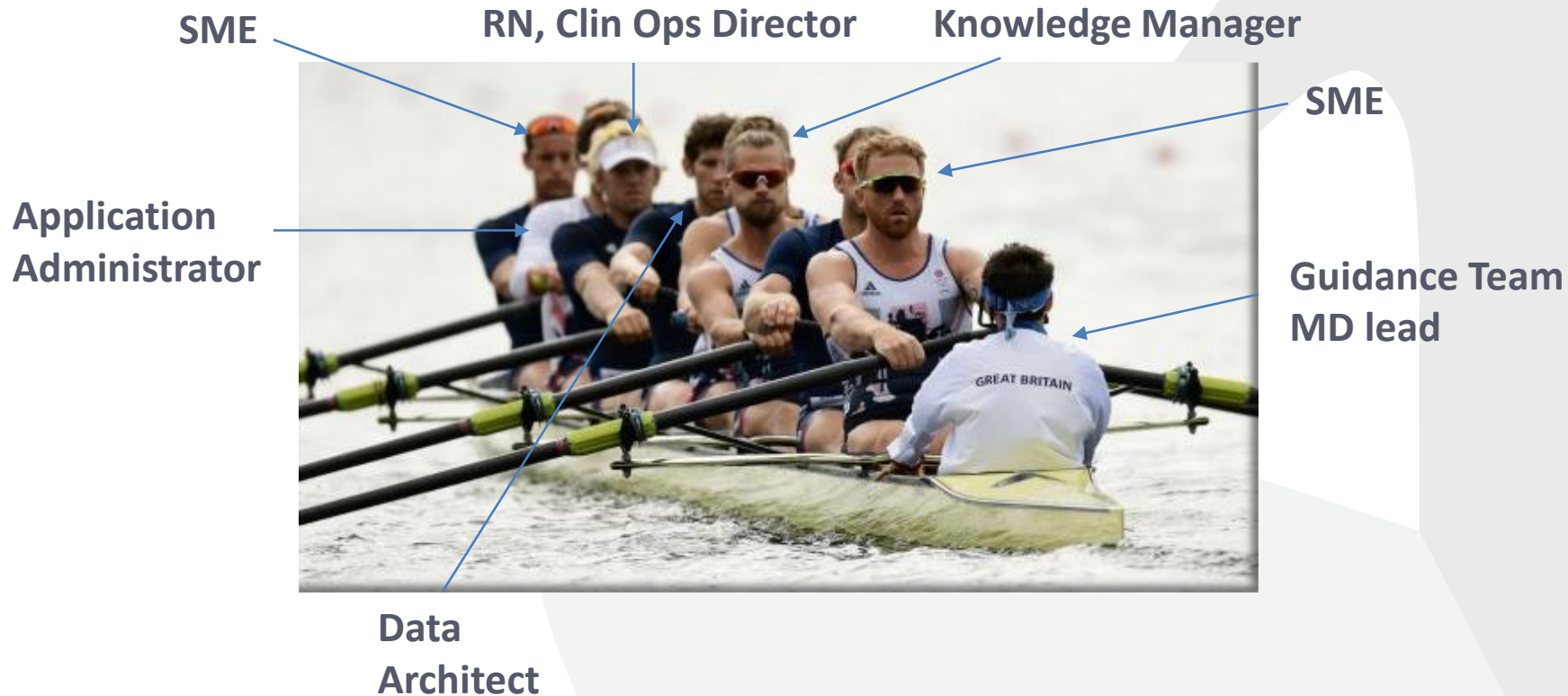
We believe evidence-based best practices, analytics to measure performance, combined with a methodology to inspire change, will improve outcomes

DATA OPERATING SYSTEM PLATFORM – VALUE BASED HEALTHCARE
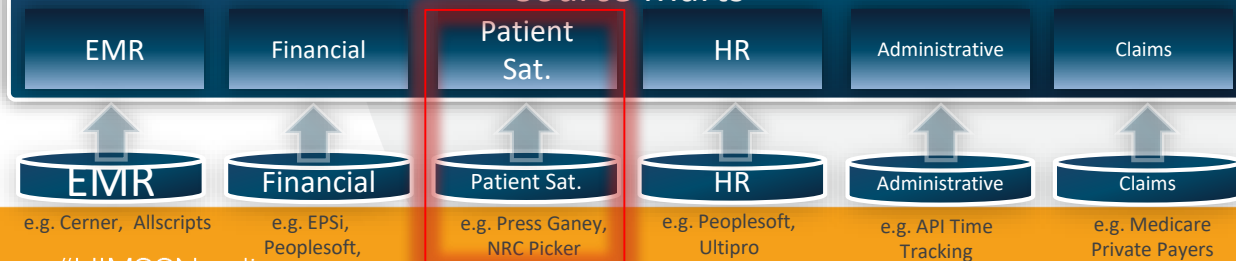

Subject Area Data Marts

Linking & Standardization
Common Linkable Identifiers, Patients, Labs, Encounters, Diagnoses, Medications, etc.

Content
Population Definitions (800+), Hierarchies, Comorbidities, Risk Stratification, Attribution

Source Marts

EMR	Financial	Patient Sat.	HR	Administrative	Claims

EMR	Financial	Patient Sat.	HR	Administrative	Claims

e.g. Cerner, Allscripts | e.g. EPSi, Peoplesoft, Lawson | e.g. Press Ganey, NRC Picker | e.g. Peoplesoft, Ultipro | e.g. API Time Tracking | e.g. Medicare Private Payers

THE PLEA OF A CLINICIAN

- Gathering data
  - A separate (double) registry besides the Electronic Medical Record (EMR)?
  - Or extractions of relevant data from the EMR
- Executing change
  - A new set of instructions besides EMR?
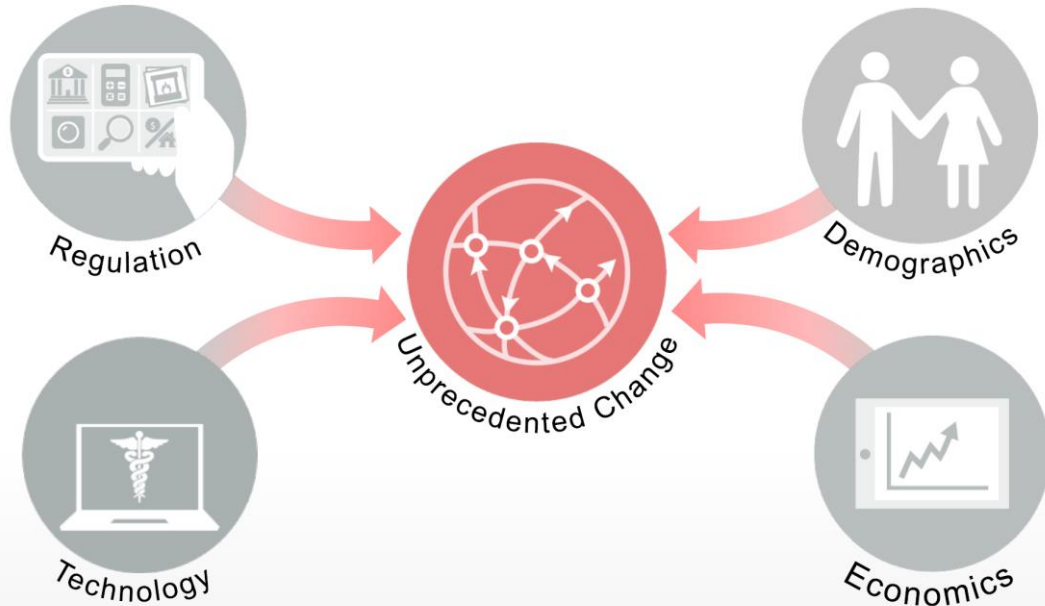 - Best practise advisories inside the EMR and nudging

ACCENTURE RESEARCH OF AMERICAN HEALTH SYSTEMS

- 50 major health system CEOs
- Their vision for the future of healthcare and how their systems are responding

...change is constant
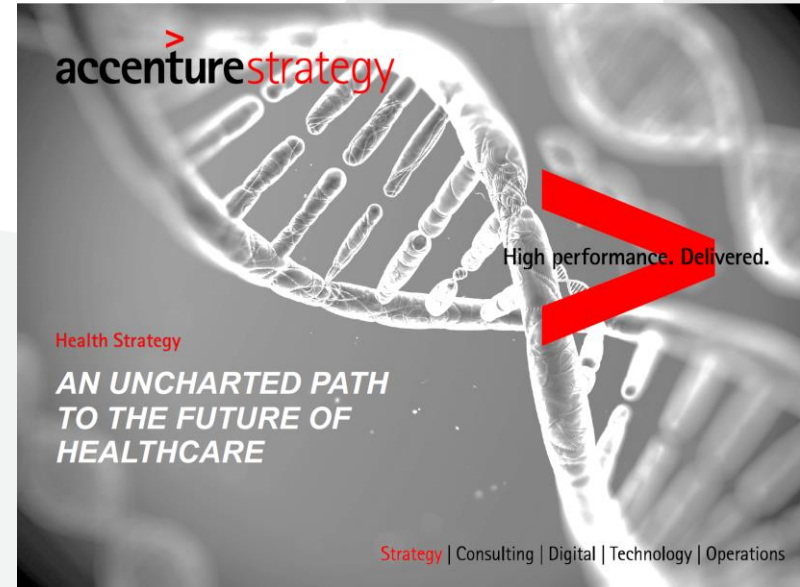
"FOUR HORSEMEN" DRIVE SYSTEMIC CHANGE

Regulation

Demographics

Unprecedented Change

Technology

Economics

"We are the corner bookstore of 50 years ago." – CEO

HOW – QUALITY THROUGH BENCHMARKING

- Inspiration from US
- Inspiration from European Peers
  - We can not afford not to
- Contentions
  - Pique clinician curiosity
  - Provide conditions
    - Analytics, Evidence-based best practise
    - Methodology and leadership
    - Team and resources to execute change

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General Press Release
What the annual EU healthcare review reveals: Copying the most successful health systems would save European lives and money

I am quoting some of the references in the report about Greece:... Se mere

Euro Health Consumer Index 2016 - Health Consumer Powerhouse

The EHCI, started in 2005, is the leading comparison for assessing the performance of national healthcare systems in 35 countries. The EHCI analyses national healthcare on 48 indicators, looking into areas such as Patient Rights and Information, Access to Care,

HEALTHPOWERHOUSE.COM

Health Consumer Powerhouse

Euro Health Consumer Index 2016

Thank you!

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