SPECTRUM HEALTH®

Using Quality Data to Drive Process Improvement

The importance of quality data reporting in Critical Access Hospitals
Barb Cote
May, 2013

Spectrum Health System

Spectrum Health is a not-for-profit health system in West Michigan offering a full continuum of care through the Spectrum Health Hospital Group, which is comprised of nine hospitals including Helen DeVos Children's Hospital; 130 ambulatory and service sites; the Spectrum Health Medical Group and West Michigan Heart, physician groups totaling 751 providers; and Priority Health, a health plan with 600,000 members. Spectrum Health is West Michigan's largest employer with 19,100 employees. The organization provided $204 million in community benefit during its 2012 fiscal year.

spectrumhealth.org

Spectrum Health Reed City Hospital

- CAH & Swing Beds – 2005

- Inpatient & Outpatient services; Lab, Radiology, CT, MRI, Surgery, Emergency Department, Oncology Center; Radiation and Infusion, Pharmacy, Rehab and Nursing Center, Occupational Health, & Rehabilitation

- Largest employer in the area, 400 + employees

Quality Reporting

- Quality Data when presented to stakeholders can drive change or improve patient outcomes.

- Commitment from leadership is essential to success.

- Identify stakeholders;

- Hospital Board, Medical Staff, Clinical Staff, Patients, CMS, TJC, P4P . . .

- Quality data collection process is changing rapidly.

- Staff and skills needed for data collection.

Quality Reporting

- Provide education to your audience regarding the data and the goals.

- Encourage discussion, answer questions, get comfortable!

- Be open and available to answer questions, find the answers, and make sure to follow up.

- Helpful to have one or two physicians or board members really engaged and ask questions to their "peers" on what can be done to improve patient outcomes.

Quality Data Public Reporting

- Centers for Medicare & Medicaid Services (CMS)

- The Joint Commission (TJC)

- Michigan Critical Access Hospital Quality Group (MICAH)

- Michigan Hospital Association (MHA) – Keystone Initiatives

- Pay for Performance (P4P) – BCBS

- Meaningful Use (MU)

- Medicare Beneficiary Quality Improvement Project (MBQIP)

- Leapfrog

- Value Based Purchasing (VBP)

Quality Reporting Tools

- Dashboard

- Electronic Dashboard

- Balanced Score Cards

- Road Maps

- Graphs

- Once your audience is familiar with your report – you can simply ask for questions and highlight a success story.
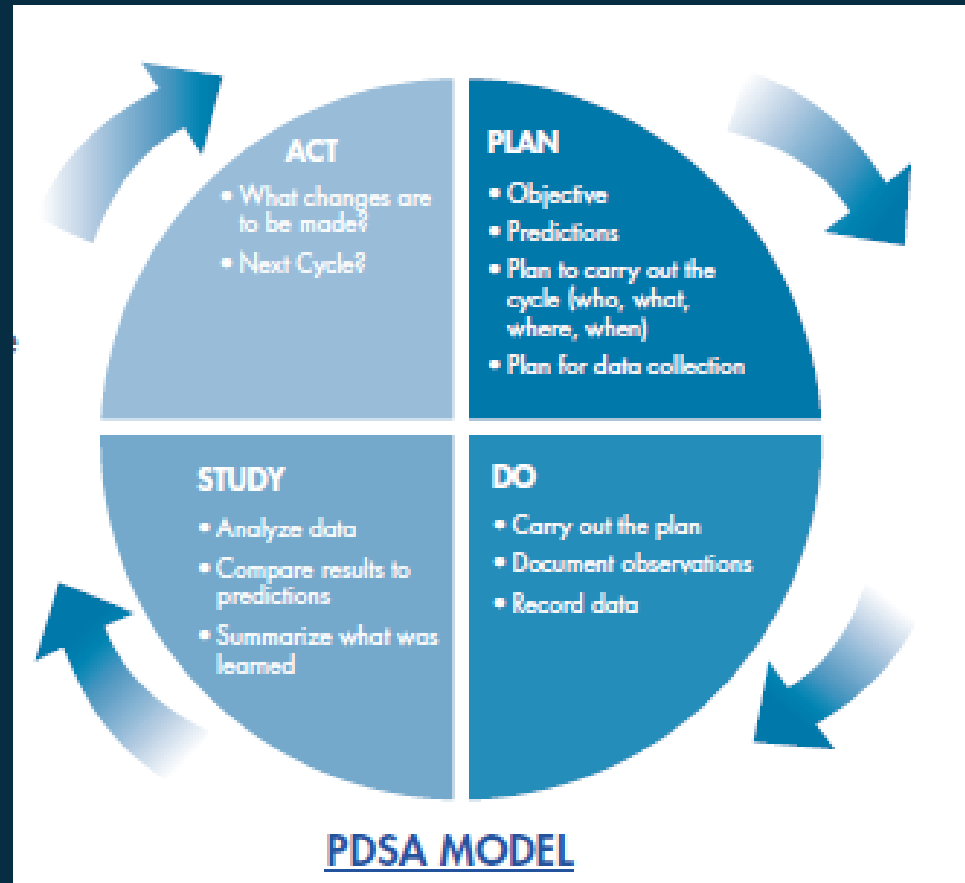
Quality Reporting Tools

- Triple Aim

- Choose your categories such as quality, patient satisfaction, and finance

- Choose your target measures

- Share this report on a monthly basis to all staff to drive process improvement

- Reward for success

Process Improvement Model

Spectrum Health Reed City Hospital uses the PDSA model of problem solving for process improvement projects.

Department of Health and Human Services, Centers for Medicare & Medicaid Services. (2012). *Preview of nursing home quality assurance & process improvement (qapi) guide - qapi at a glance* (S&C: 13-05-NH). Retrieved from website: http://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/Downloads/Survey-and-Cert-Letter-13-05.pdf

Plan - Do - Study - Act

Act
- What changes should be made?
- Next cycle?

Study
- Analyze data
- Compare results to predictions
- Summarize what was learned.

Plan
- Set objectives
- Make Predictions
- Who? What? Where? When?
- Plan to collect the data.

Do
- Carry out the plan
- Document Observations
- Record the data.

Michigan Critical Access Hospital Quality Network MICAH

- Data Driven – very powerful when comparing your results to your peers

- Sharing Best Practice prevents "reinventing the wheel"

- CAH's have limited resources

- Quality component of sharing a process improvement initiative among peers drives change throughout the state

- Patient outcomes improve