

Covenant



HEALTHCARE



The Latest Technology in the Hands of Experts Who Care.

Who we are



Covenant Healthcare System

- St. Joseph Regional Medical Center
- St. Michael Hospital
- Elmbrook Memorial Hospital
- St. Francis Hospital
- The Wisconsin Heart Hospital (joint venture)



Who we are



➤ Physician group (130+ / 31 locations)

➤ 1700+ affiliated physicians

➤ 3 extended care facilities

➤ 7 freestanding outpatient facilities

➤ Laboratory and Pharmacy Divisions

➤ Home Health and Hospice

➤ 15+ joint venture partnerships



Who we are

Covenant Healthcare System is a part of Wheaton Franciscan Services, Inc.

Wheaton Franciscan Services, Inc is a not-for-profit, Catholic organization with more than 100 health and shelter organizations in Wisconsin, Iowa, Illinois and Colorado.



Wheaton Franciscan Services, Inc.



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Our Experience with QI Indicators

- Since 1999
- Initially a voyeuristic approach
- Coherent definitions
- Comparative data /benchmarking
- Use of administrative data



The Evolution

- Good fit with other quality and process improvement efforts
- Minimized resource use in some complex data areas (post operative complications)
- Patient safety indicators offered alternative to what had been/is self-reported data
- Value of comparative data - market interests

Today



- Use almost all clinical and patient safety QIs
- Very few are used in “isolation” – all are tied in with major safety, clinical or process improvement efforts

Hospital Level Use

➤ Indicator Specific Review

Results are controlled charted-looking for trends – will investigate special cause

➤ Medical Staff QI

Medical Staff Quality committees actively seek indicators with consistent definitions and benchmarks

➤ Sentinel Event Monitors

Measures where a small, rare occurrence are expected flag cases for sentinel event review and follow up



Hospital Level Use - Example

Patient Safety Indicator – Birth Trauma - Injury to Neonate

Much higher than expected rate at one hospital- consistently above any regional hospitals for 4 quarters.

Drill down including manual chart review by team of RNs and OBs – found no hemorrhages, injuries to skeleton, skull, spine, spinal cord or nerve trauma. In the end it was determined to be coding related based on confusion over clinical documentation.

Overzealous use of:

7678 - Other specified birth trauma

7879 - Birth trauma unspecified

Education done with clinical and coding staff and closely monitored for 12 months. Rates have stayed at consistent, expected rates since that time.

System Level Use – Covenant

- Magnet Status Nursing Sensitive Measures
- IHI's Saving 100K Lives Campaign and Mortality reducing strategies
- Service Line Dashboards/Scorecards
- Program Development



System Level Use – Covenant Example

Failure to Rescue

Key Strategy

Implementation of Rapid Response Teams

- Measure effectiveness of RRTs
- Create case studies –scenarios to educate staff on when to access RRTs
- Validation of AHRQ measure (IHI definition, etc)

System Level Use – Covenant Example

Failure to Rescue

- FTR Rates have dropped where teams and measures have been in place for >12 months.
 - Mortality rates have dropped as well.

IHI has asked one of our hospitals to present a summary of their work on this topic citing their drop in mortality rate as “World Class Results”.

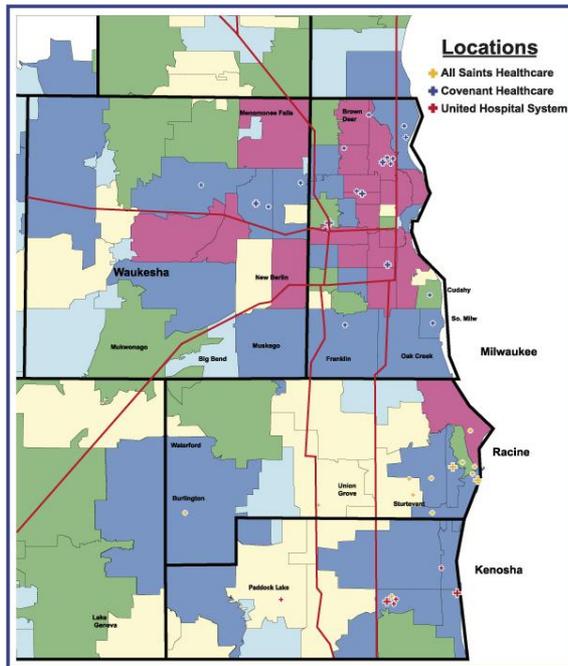
System Level Use – Covenant Example

Prevention Indicators - Diabetes Complications

- Internal data-need better manage diabetes in our own patient population
- Our employee population was struggling with diabetes management

System Level Use – Covenant Example

Prevention Indicators - Diabetes Complications



The community impact demonstrated by the diabetic complication prevention indicators in our 4 county area really made the business case.

Early 2005 opened new comprehensive “Diabetes Center for Healthy Living”

System Level Use: Wheaton Franciscan Services

➤ Strategic Reporting

- ❑ Quality of Care
- ❑ Leadership and BOD
Accountability
- ❑ Executive
Compensation



Key Learnings

- Some indicators still need more validation
- Coding problems are always a minor annoyance
- Avoid the tendency to react to measures in isolation
- Watch for small samples, knee jerk reactions



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