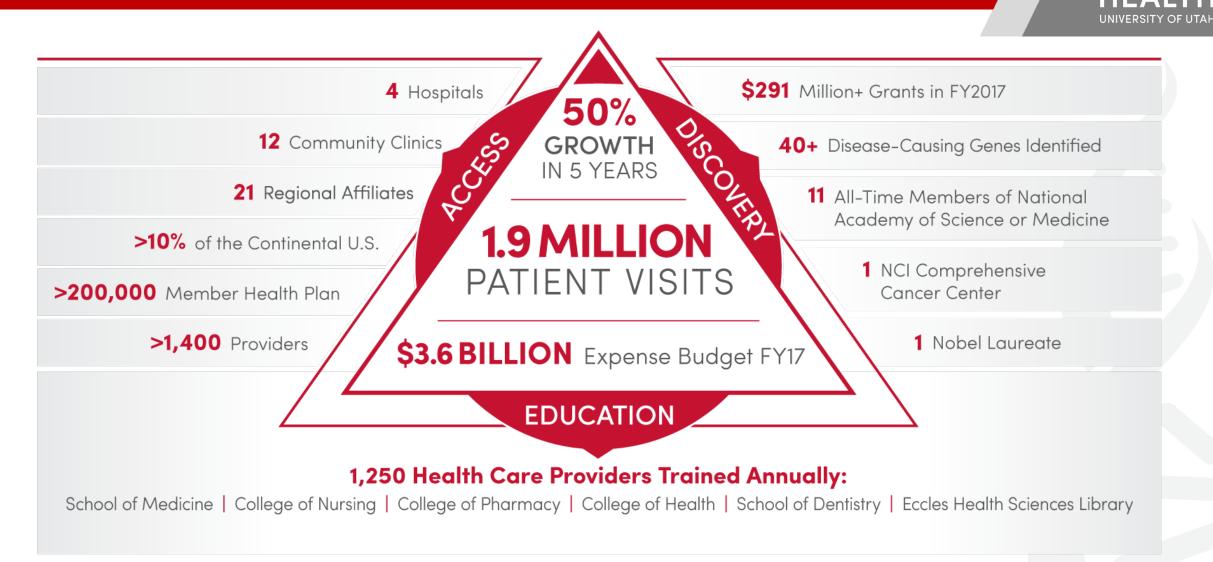
Applying Value Driven Outcomes to Evaluate an Age Friendly Health System



Charlton Park, MBA, MHSM Chief Financial Officer University of Utah Hospital and Clinics

University of Utah Health

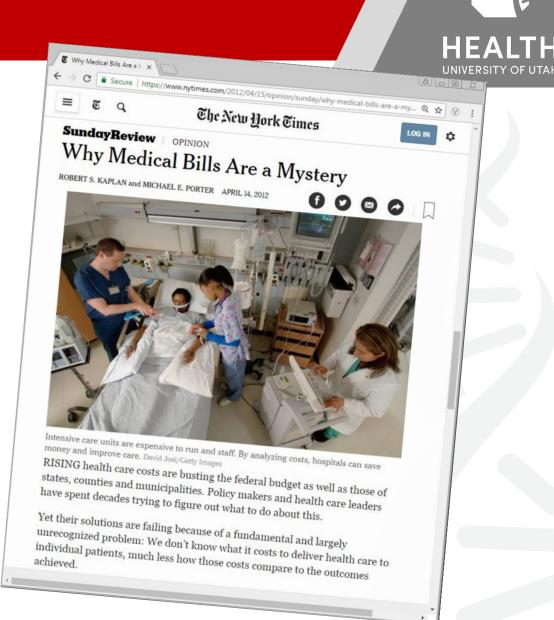


Value Measurement

"... A fundamental and largely unrecognized problem: We don't know what it costs to deliver health care to individual patients, much less how those costs compare to the outcomes achieved."

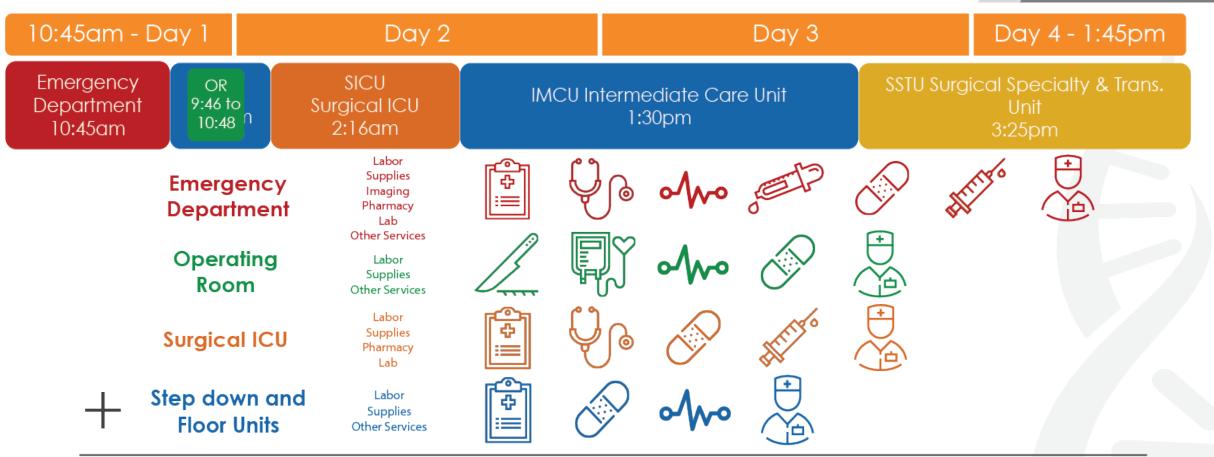
"Understanding costs could be the single most powerful lever to transform the value of health care."

- Robert S. Kaplan & Michael E. Porter



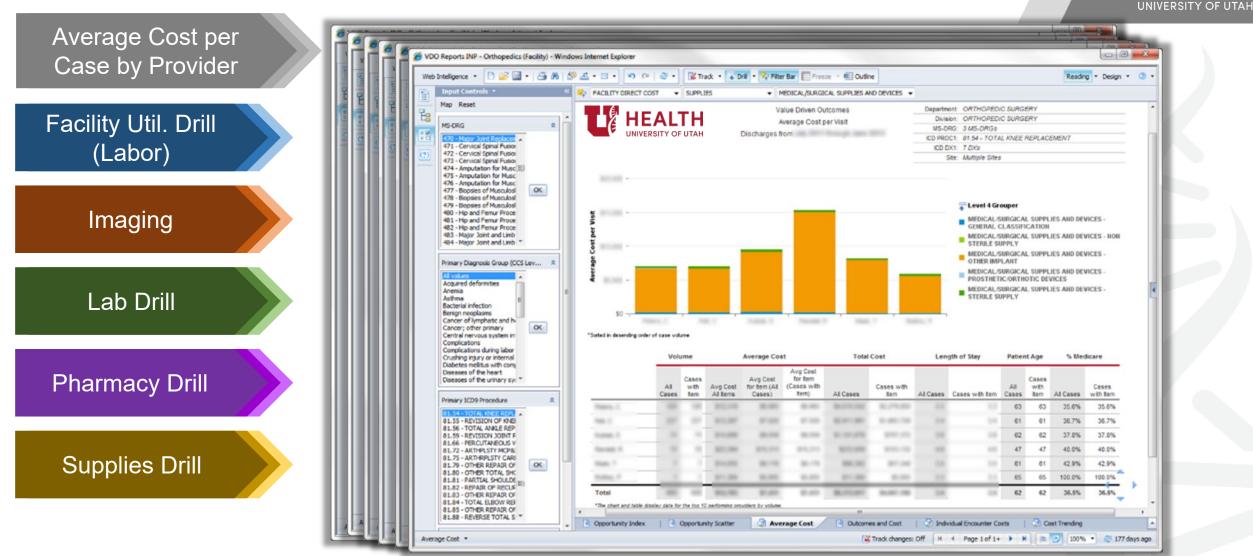
Ex. Emergency Appendectomy, 3.12 LOS





Total Cost of Providing Patient Care

Understanding Cost



HEALTH

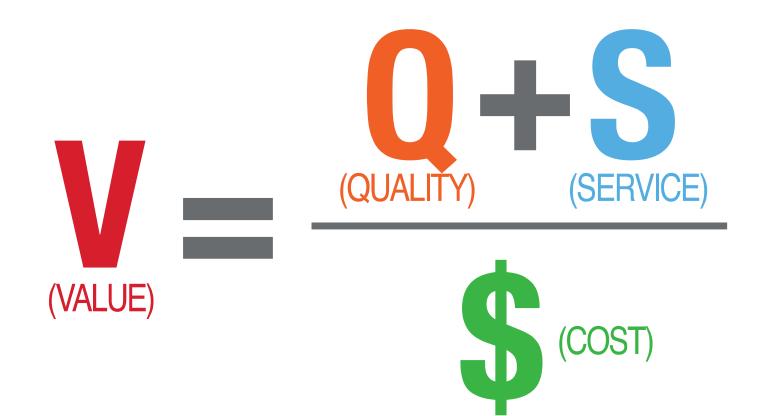
Detailed Cost Data



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Value Equation





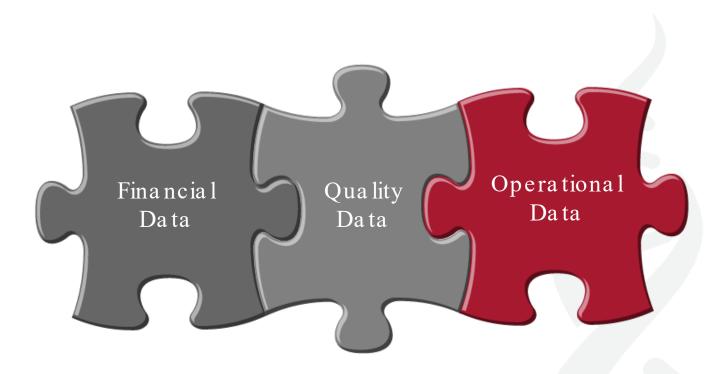
Value Driven Outcomes

7

Engaging Providers with Analytics

- Accurate and actionable data, including metrics that are meaningful to providers
- Involve providers in the development of analytics
- Get <u>specific</u> (provider scorecards, O.R. supplies, specific condition outcomes, etc.)
- Provide support

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Engaging in Analytics

- Physician Engagement (Chief Value Officers)
- Subject Matter Experts
- Support Teams

Va lue

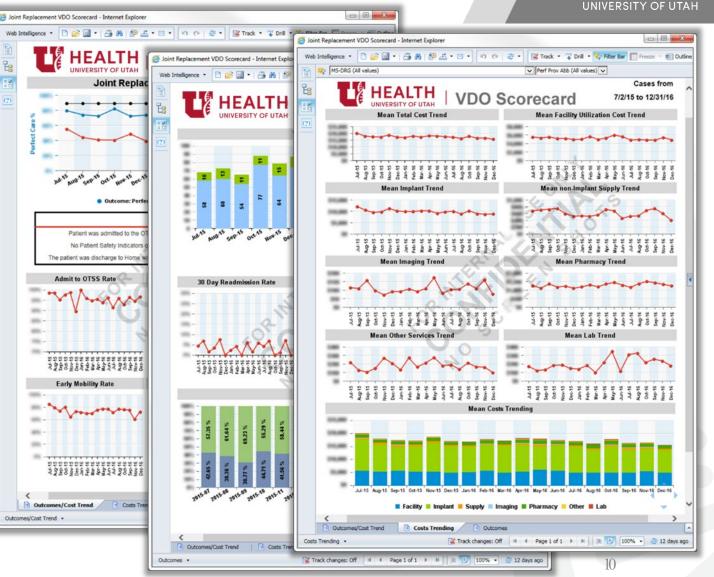
upport icams			Value Engineering	Quality	Decision Support Daniel Findley
	utmont	MD Champion(s)	Collin Seabourne	Tim Nelson Jim Stamos	Candice Crawford
Medical Condition	Department Medicine		Cindy Spangler Steve Johnson	Tim Nelson	Jeff Young Jeff Young
Sepsis	Medicine	Jim Pang, ood Chris Pelt	Lleyton Wade	Tim Nelson	Blake Bohe
HeartFailure	Ortho	D wick Preis	Andrew McLeod	Brian Black	Blake Bohe/Jeff Youn
Joint replacement	Ortho	Jennifer Majersik, Philip Taussky	Gavin Brown	Brian Black/Tim Nelson	Dobe/Jeff Your
Rotator cuff/shoulder	Neurology/NSG	Darrel Brodke, Meic Schmidt	Cynthia White	Brian Black/Tim Nelson	Candice Crawford
Stroke/TIA/intracranial hemm	NSG/Ortho	Darrei Brodita,	Made	Jim Stamos	Tony Clawson
low back pain/spine surgery	NSG	Darrel Brodke, Choke Nassir Marrouche, Fred Han, John Ryan	Lleyton Wade	Eve Thorup	Candice Crawford
Neck pain/cervical fusion	Medicine	Nassir Marrouche, 1700 Joe Stelik, MIke Gilbert, Craig Selzman	Gavin Brown	Jim Stamos	Ben Helland
A fib/A flutter	Medicine	Joe Stelik, Mike Gilbert, et al. David Bull, Jack Morshazadeh, Fred Wel	t Gavin Brown	Susan Wright	William Johnson
Heart transplant / LVAD	Medicine	David Bull, Jack Morshaza	Steve Johnson		
Driven Quiteon éshest pain		Craig Selzman			
CABG	Surgery				

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Joint Scorecard

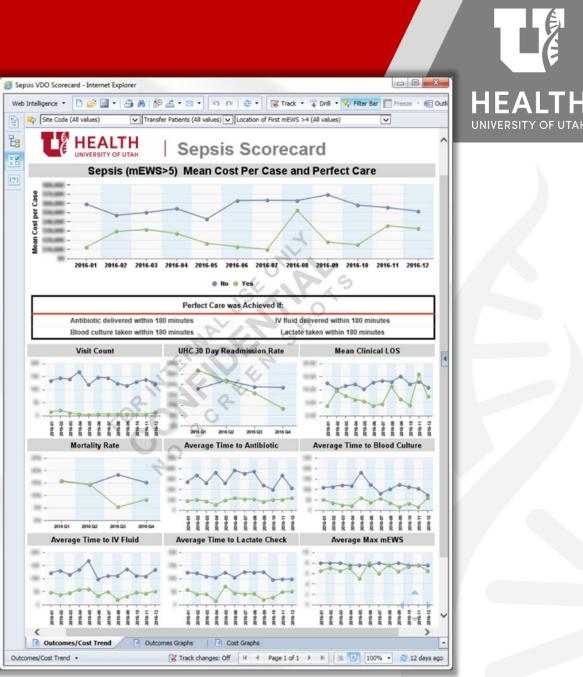
- Metrics
 - Patient was admitted to OTSS
 - No Patient Safety Indicators (PSIs)
 - Patient discharged to home health
 - Patient did not return to ED within 90 day
 - No Hospital Acquired Conditions (HACs)
 - Readmission Rate
 - Anesthesia Technique



HEALTH

Sepsis Scorecard

- Metrics
 - Antibiotic delivered within 180 min
 - Blood culture taken within 180 min
 - IV fluid delivered within 180 min
 - Lactate taken within 180 min
 - Readmission rate
 - Clinical length of stay
 - Morta lity rate
 - mEWS score (modified early warning score)



Longitudinal Patient View

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HEALTH

JTAH

Improving Value



Drug Costs



HOW UTAH CARDIOLOGY IMPROVED VALUE BY REDUCING DRUG COSTS

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Scope is a powerful tool when changing practice. Rather than trying to revamp in one large swoop, scoping an improvement down to palatable stages can overcome resistance and lead to meaningful results for future improvement cycles. Although new improvers may feel this approach delays impact, repeated improvement cycles often lead to sustained care transformation. Dr. Theophilus Owan demonstrated this principle in his quest to improve value by standardizing anti-thrombotic medications given to patients undergoing percutaneous coronary intervention (PCI).

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Care Redesign





Dr. Chris Pelt led one of the first applications of the Value Driven Outcomes (VDO) tool and the University of Utah's first alternative payment model for joint replacement (the "bundle"). As a junior faculty member he volunteered for the CVO role, and we wondered what drove his early adoption of value. Accelerate's Chrissy Daniels asked him and-in true Pelt fashion-he didn't

WHY DO YOU CARE ABOUT IMPROVING VALUE?

It starts with my pride in the work that we do here at the university, and especially in Joint replacement. I

hat our work is as sound as it octs in the country. It's frustrating to see ratings like US News and other

Lab Utilization





Claire Ciarkowski is on a journey to reduce unnecessary labs for inpatients at University of Utah Health. As a junior faculty member, she volunteered to work on the project when it didn't sound exciting. But she is changing culture by asking the hard questions and delivering better care to patients at a lower cost. Accelerate's Mari Ransco asked what she has learned.

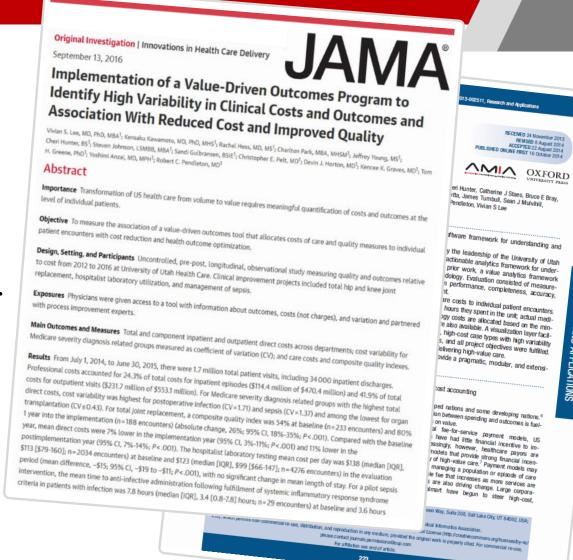
In 2015, hospitalist Claire Ciarkowski decided to take on a complicated challenge: reducing unneeded labs for inpatients. Inspired by the American Board of Internal Medicine's national campaign Choosing Wisely, the Hospitalist group started working to reduce wasteful labs a few years earlier. Unnecessary labs are a common source of suffering for patients. Before the Hospitalists began work to reduce labs, patients would often find themselves awakened before 5 a.m. for a blood draw.

Wanted: Talented, Energetic, Creative People to Work on Difficult, Boring Problems. No Perks.

"Solving some of health care's problems in practice is JUST PLAIN BORING. Dealing with them is time-consuming, equires a grasp of arcane detail, adds extra administrative irdens, and necessitate

Making Progress

- VDO provides a necessary data foundation
- Analytics are just the beginning
- Strong cross-functional teams are needed in order to deliver accurate, actionable analytics and support
- Provider engagement requires leadership and culture



NRCH

AND

Delivering Value





Questions

