

Client Case Study: Alvarado Hospital Medical Center

Alvarado Hospital Achieves Top Performance Using Quantros RRM™: Interdisciplinary Team Succeeds with Quantros Reports

The Challenge

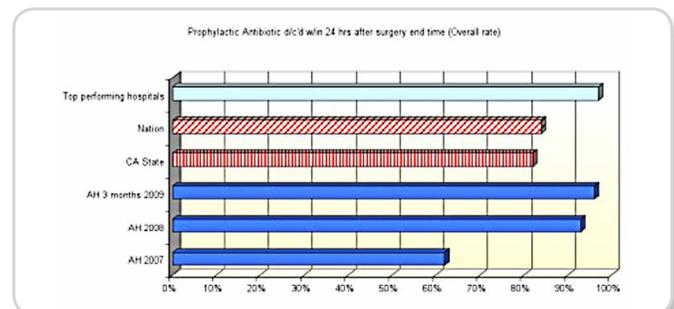


Shortly after Harris F. Koenig became the CEO of Alvarado Hospital Medical Center in San Diego, CA in 2007, he challenged the hospital with an ambitious goal. Koenig wanted the organization to meet the performance of the hospitals in the top 10% of the country, not just the national average, based on the Quantros Regulatory Reporting Management (RRM) Performance Scorecard. The new CEO encouraged them to “reach for the sky” and added blue to the standard red, yellow and green indicators on Alvarado’s Balanced Scorecard to indicate that objective.

Karin Berntsen, Director of Quality and Risk Management, knew exactly which Core Measure (CM) indicator she wanted to target. While Alvarado’s performance was already high for most indicators, the Surgical Care Improvement Project (SCIP) indicator for Discontinuation of Antibiotics - which identifies CM Surgical Infection Prevention patients who had a prophylactic antibiotic discontinued within 24 hours after surgery end time - was slightly lower. Improving Discontinuation of Antibiotics was identified in the first set of targets as a “blue sky” goal.

The Solution

Alvarado’s leadership team determined that the issue was multidisciplinary and involved a number of physician specialties as well as pharmacy and nursing. A performance improvement process team was assembled with representatives from each of the disciplines, along with an envoy from the Surgical Services Medical Staff Committee. The chief of surgery supported the initiative.



Alvarado Hospital has used Quantros RRM™ since 2006 for Core Measure performance management and the STS Cardiac and ACC CathPCI registries. The Quality Management Department uses Quantros RRM to report performance, including comparative performance and physician profiles, to all levels of the organization.

For this project, the team generated a number of reports from RRM for cases where the standards for SCIP Discontinuation of Antibiotics were not met.

These included:

- » Review by type of surgery
- » Reports by individual physician
- » Drill down to the case level
- » Tracking for how the antibiotic was ordered and surgery start time
- » Review of reasons for not discontinuing the order

Key Results

Quantros RRM has helped Alvarado Hospital improve its SCIP Discontinuation of Antibiotics rates to the mid 90% range by providing:

- » Aggregate trend reporting of key performance metrics
- » Drill-down analysis to quickly identify specific issues
- » Comparative reporting tools to accurately monitor performance improvement
- » A seamless and structured event data framework aligned with key process and policy changes



The Results

Since targeting the SCIP Discontinuation of Antibiotics rate for improvement, Alvarado Hospital has achieved performance in the mid-90% range, reaching the “blue sky” (see chart below).

Quantros RRM provided the project improvement team with the information necessary to identify and address the issues. “We were able to look at our trended performance, as well as drill down to the specifics,” explains Karin Berntsen, Director of Quality and Risk Management. “The Balanced Scorecard incorporates these metrics and is used by all med staff committees, shared with leaders and posted on units. Everyone really focuses on the comparative performance reports.”

Collaboration, teamwork and the removal of barriers helped Alvarado Hospital use the information provided by RRM to achieve success. Including pharmacy and nursing on the performance improvement process team, providing surgical teams with CDC-based research for discontinuation of antibiotics and defining highly specific procedures were all identified as key variables in the project’s success.

Some of the policy and process changes Alvarado implemented include:

- » Using a preprinted order set
- » Revising the standing order set so that administration occurs within 24 hours of surgery
- » Reviewing discharges weekly to look for signs of potential complications
- » Offering ongoing education based on Quantros printed procedures
- » Sending a letter from the chair of the Medical Executive committee to physicians who miss any measure
- » Alerting the nursing unit if a nursing issue is identified

“Quantros RRM has added tremendous value to our organization by providing comparative analysis and benchmarking tools that have helped Alvarado Hospital successfully meet a key performance improvement objective.”

Karin Berntsen
Director of Quality and Risk Management
Alvarado Hospital

Summary

Quantros RRM combines a seamless, structured Core Measure data framework with robust reporting to help organizations monitor and improve performance in areas where metrics deviate from national norms. As Alvarado Hospital demonstrates, Quantros RRM, combined with leadership commitment and process improvement initiatives, helps organizations leverage regulatory data to achieve ‘blue sky’ goals.

About Alvarado Hospital

California’s Alvarado Hospital has been serving San Diego and Imperial counties since 1972. Acquired by the physician-owned Plymouth Health in January 2007, Alvarado delivers technologically advanced and specialized healthcare services in a highly personalized care environment. Alvarado employs more than 450 dedicated physicians representing more than 40 medical and surgical specialties and offers a wide range of healthcare services including cardiac, emergency medicine, neuroscience, orthopedics, oncology, rehabilitation, general surgical services, sexual medicine, skull-base surgery, a sleep center, surgical and medical weight reduction and vascular services.

About Quantros

Quantros is a leading provider of patient safety and quality software to the U.S. healthcare industry. Currently, its Software-as-a-Service-based applications help over 2,000 healthcare facilities improve clinical performance and safety. The platform supports the highest quality healthcare standards, aiding clients to save lives, promote patient well-being, and conserve financial, medical and information technology resources. www.quantros.com