



Project Description

I wanted to integrate real-time Data into the care team to improve patient outcomes, HEDIS scores, and provider buy in and satisfaction.

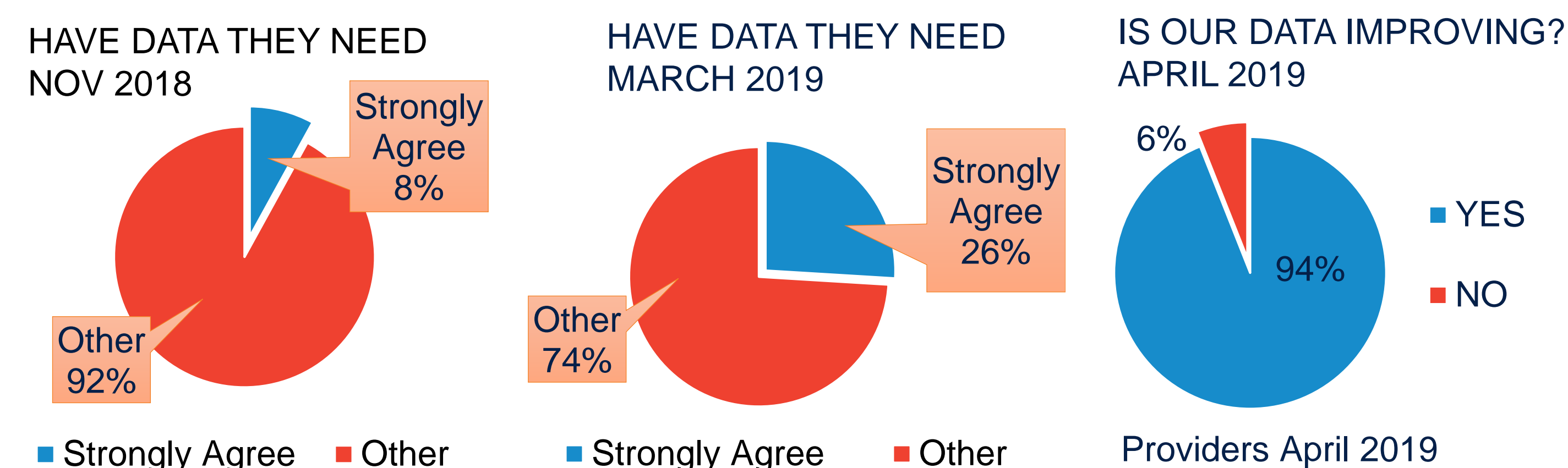
Problem Statement:

Data is a critical asset for driving change and improving patient outcomes. Non-standardized, outdated data that is not actionable, with poor data integrity, hindered our organization's quality, morale, and finances.

Discovering and Learning by Doing:

1. Did initial review on what data we have and what data gets to the providers, and how.
2. Identified Diabetes (HBA1c) as an important HEDIS measure to focus on for this project.
3. Identified several models to improve and centralize data to decrease provider burden.
4. Interviews reinforced perception that our data was not timely, trusted, or easily obtained. And without trust, the data has little impact for change.
5. Based on interviews, was surprised and happy to hear that the majority of providers wanted to own their data, and did not want it completely centralized.
6. Data Integrity and Reporting is an organizational issue: I worked with QI, Operations, IT, and Care Teams. It required an organizational shift with buy-in and prioritization from all departments.
7. We rolled out a pilot using Tableau (a data mining platform) in a limited capacity to validate the concept. Minor initial expense, but soon realized heavy internal support requirements.
8. Competition arose quickly for this new resource. Sharing (the data analyst's development time) required diplomacy and patience. Data does not just affect clinical teams.
9. Data made it onto our corporate Strategic Plan, which led to increased funding prioritization.
10. Providers were empowered and then wanted more data. The Pilot with Tableau was successful, but we found the platform was too resource intensive for clinical expansion.
11. We demoed and pivoted to implement Relevant (a more clinically designed platform) for more robust, efficient and sustainable Clinical Data sharing. Data mapping currently underway.

Data Perception: Interviews Over Time



Goal:

To improve patient outcomes and team satisfaction by getting accurate, consistent, and timely data into the hands of the care teams with the proper data support.

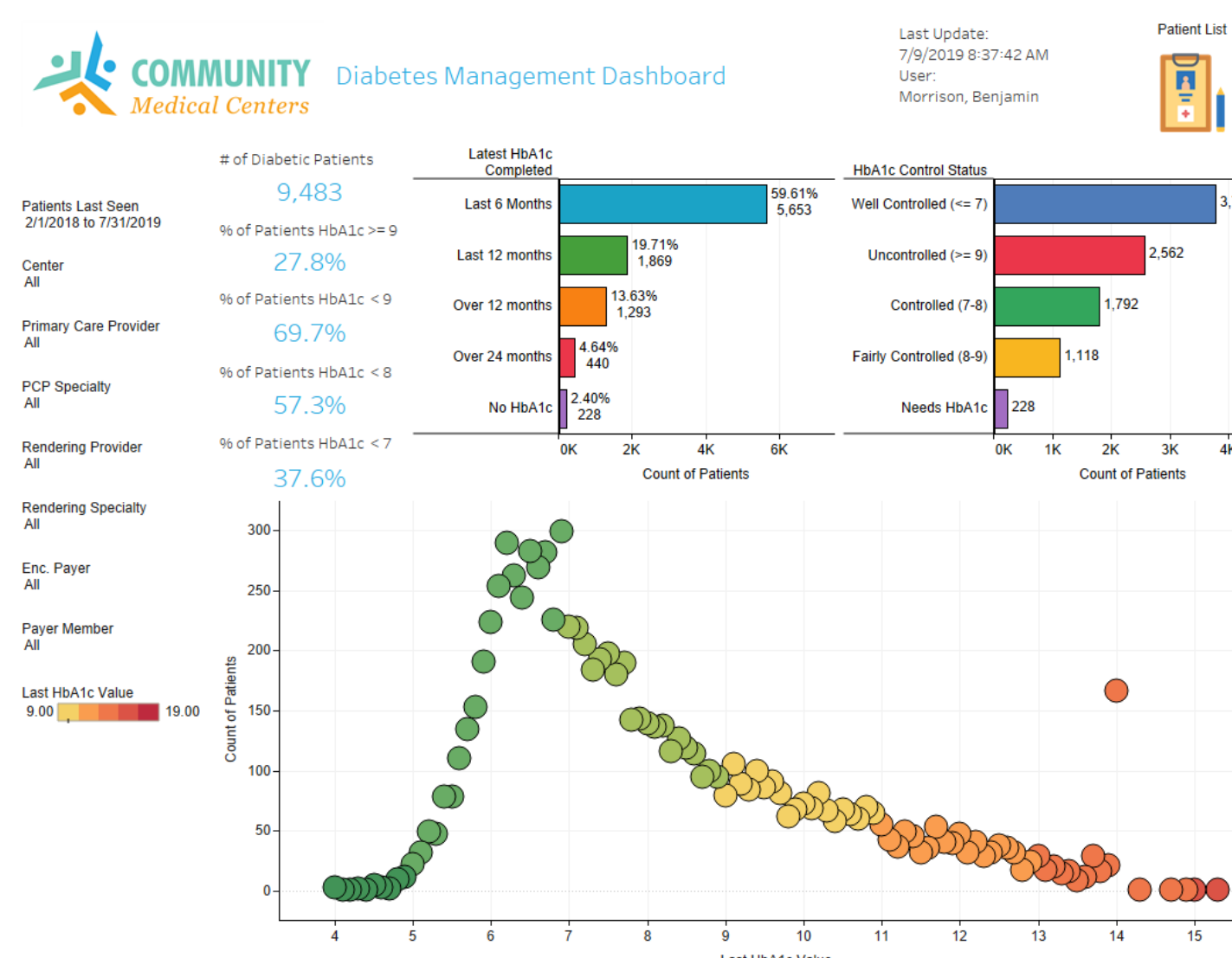
Getting To Provider Satisfaction & Improving Care:

- Improve provider satisfaction related to access to quality data by the end of 2019.
- Improve HBA1c diabetic measures by 10% at initial pilot site of the Tableau data platform rollout by mid 2019.

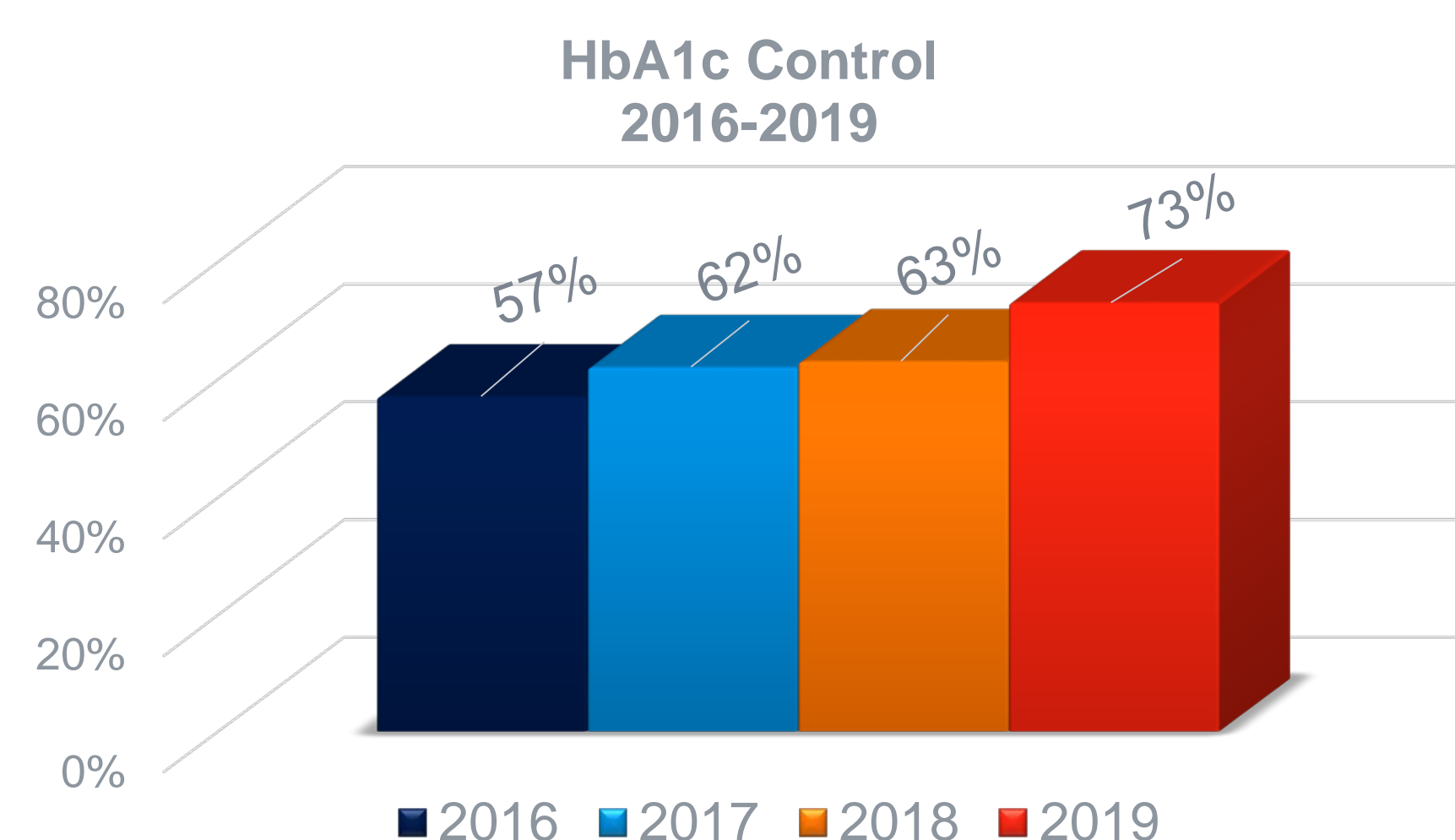
Results

- Data Integrity and Utilization is now becoming a standard at CMC, and is a key element on our Strategic Plan. Care teams are engaged in the process.
- Tableau was well received, but had limits in its scope and reach. Too much development time needed for each report. However, the proof of concept was a success. Our Providers and Care Teams believe that we are on the right tract.
- Diabetes Control (HbA1c) improved by 10% in measured population from 2018 to 2019.

Real-time Actionable Diabetes Data



Diabetic Improvement Trend



Lessons Learned

- The desired outcomes shifted as the project progressed. Ultimately I am very happy with the early improvements and the organizational culture change that is taking place around Data.
- While this started as a personal project, I quickly realized that this was integrated into so many aspects of our team based care. The successes seen in the data are the result of the dedication of numerous passionate team members who worked on the data, improving its integrity, and adjusting workflows. The results reflect overlapping efforts and projects.
- Great insight often comes from those who speak up the least. Ask lots of questions and listen to all those affected.
- To implement such a project it is important to align the different departments early. It is a financial and resource commitment that is shared between clinical, operational, finance, and IT.
- This project truly impressed upon me how much teamwork and cross departmental buy-in is critical for organizational success, which is what ultimately makes each one of us successful.
- The projected financial benefits will take longer to realize, and direct returns on investments and cost/benefit ratios are intertwined with overlapping projects.

Next Steps:

- The organization's approach to Data has changed, and the culture of the organization regarding Data continues to evolve. There is no turning back!
- Implementation of Relevant (Go-Live date set for Nov 2019). This new data platform will spread real time data access to all clinical staff for many HEDIS measures.
- Will need to evaluate and troubleshoot the new platform to determine what QI support is needed for optimal care team utilization.

Mission Model Canvas

Key Partners <ul style="list-style-type: none"> • QI Department • IT Department • Health Plans 	Key Activities <ul style="list-style-type: none"> • Adding data support personnel • Data integrity improvements • Identify & invest in data software • Design care team reports • Developing & Training data utilization • Empanelment • Standing Orders 	Value Propositions <ul style="list-style-type: none"> • Improve Quality & Empower Care Teams by Engaging them with meaningful & actionable data. • Care teams and Admin share the goal of improved Quality. I propose we can improve Quality scores by getting the right data into the hands of the providers & care teams, while adding necessary data support to not increase their work load. • Better Outcomes & Time savings through Better Data with increased Support. 	Buy-in & Support <ul style="list-style-type: none"> • Quality Improvement • Admin Support of Care teams • Automated data process • Acquisition: give them what they want: accurate, timely data. • Retention: make sure the support is there, and data is useful 	Beneficiaries <ul style="list-style-type: none"> • Care Teams • Providers • Patients
Key Resources <ul style="list-style-type: none"> • IT Department • QI Department • Care Teams & training teams • P4P • Shared goals • Our data 		Deployment <ul style="list-style-type: none"> • Data Analyst: Develop/implement platform, Accurate, Real-time Reports (Initial Tableau pilot) • CMO/QI team: to deliver and support 		
Mission Budget/Cost <ul style="list-style-type: none"> • Personnel: Data analyst time. (25% clinical) = already accounted for Additional QI team members in the clinics = \$40,000 - \$80,000 • Purchases: Data mining software: Tableau (25% clinical)~\$20,000-25,000 or Relevant=\$55,500/yr + \$12,500 install. NextGen Analytics or other EHR imbedded tools. • Time: Data integrity - staff time. Potential lost revenue due to provider training and Quality Huddles. 		Mission Achievement/Impact Factors <ul style="list-style-type: none"> • Improved Care Teams' understanding and utilization of data • Improved HEDIS, QI metrics and Patient Outcomes (our core mission): <ul style="list-style-type: none"> -Improved Company standing with regards to Metrics & Improved Health Plans' standings → increased P4P • Potential \$ gains from P4P= ~ \$892,000 (P4P left on the table in 2017) • Improved Recruiting and Retention 		