

Case Study



At a Glance

Organization

Baptist Healthcare System, Inc.
Louisville, Ky.

- Baptist Hospital East, Louisville
- Central Baptist Hospital, Lexington
- Western Baptist Hospital, Paducah
- Baptist Regional Medical Center, Corbin
- Baptist Hospital Northeast, La Grange

Solution Spotlight

- McKesson Performance Analytics™

Critical Issues

- Benchmarking clinical improvements
- Distributing timely actionable data to stakeholders
- Financial performance
- Implementing improved standards of care

Results

- Increased Appropriate Care Measure scores by 87%
- Developed real-time method for reporting results
- Reaped \$40 million by fully meeting CMS reporting standards
- Surpassed competitors' scores 75% of the time

Baptist Healthcare System, Inc. Drives Clinical Improvements with Culture of Transparency

Baptist Healthcare System, Inc. (BHS) used McKesson Performance Analytics™ to build a culture of transparency. In turn, it achieved remarkable improvements in patient care, clinical efficiency and financial performance. In fact, by making timely, actionable performance data available to directors, managers and caregivers, the health system's Appropriate Care Measure scores increased by 87%, and its pneumonia score improved dramatically, tripling from 29% in 2004 to 89% in 2007.

Challenge

BHS has built an extensive McKesson IT infrastructure that collects substantial clinical and financial data. The challenge? How to use that data for both quality reporting and improving patient care.

BHS wanted to foster a culture of transparency, engagement and accountability. It also sought to ensure that clinicians at all five hospitals worked together to develop and share best practices. Managers believed they could increase performance by disseminating information broadly and in near real time.

"Our goal was to drive improvements in patient care and effectiveness," explains Bernie Porter, corporate director of decision support.

Finally, to emphasize its leadership in quality care, BHS wanted to

go beyond how many providers publicly report quality data after it is scrubbed and often months old.

Answers

BHS turned to McKesson Performance Analytics™ as its preferred enterprise business intelligence solution. The goal was to develop a single, timely data set to support multiple metrics tailored to specific stakeholder groups. Scorecards would provide documented performance trends by indicator, facility, physician, specialty, nursing unit and nurse.

To help drive clinical best practices, BHS used Appropriate Care Measures (ACM) as the primary performance gauge. Developed in conjunction with the Centers for Medicare & Medicaid Services (CMS), ACM indicators capture whether patients receive all clinically appropriate care during their hospital stay. By adopting these benchmarks, BHS set a high standard for care in specific areas and created a single composite measure instead of 20+ individual indicators.

Using McKesson's analytics solution, clinical data is distributed on a timely basis to a wide range of groups including physicians, quality managers and other individual stakeholders. This data is presented in an interactive format, enabling users to investigate trends and make improvements.

Case Study

"At BHS, the passion has always been there to make clinical improvements. Ultimately, we have a fiduciary responsibility to provide the absolute best care possible to our patients. They have entrusted us to provide resources and tools to assist our clinicians in making decisions about their care. Using McKesson Performance Analytics has given our clinicians a tremendous advantage by having the data available in 'near real time.'"

*Carl Herde
Vice President/CFO
Baptist Healthcare System, Inc.*

These reports are used to evaluate the impact of process improvements and educate caregivers. The reports also support the development and implementation of best practices that improve patient care and outcomes. To help patients select hospitals based on quality, these scores are posted on the Web.

Clinicians use the scorecards to document and research key aspects of patient care related to performance metrics. By making quality reporting available daily, care is evaluated while specific patient encounters are still fresh in each clinician's mind, facilitating continuous process improvement. Additionally, accountability for clinical performance is enhanced by assigning responsibility for specific indicators to appropriate individual caregivers.

"You can spit out a lot of data and do a lot of quality reporting, but you need to be sure you're turning it into actionable information," observes Jackie Lucas, vice president/ chief information officer. "Data is not valuable unless you're doing something with it."

Results

The health system's effort to increase transparency yielded significant improvements in clinical performance. Since 2004, ACM scores have increased by an average of 87%. Pneumonia scores tripled

from 29% in 2004 to 89% in 2007. The ACM score for heart failure rose from 65% to 82%, while surgical care improvement scores jumped from 43% to 83%.

Even as CMS tightened its benchmarks, the health system's scores have continued to improve since 2004, with more than half of all publicly reported indicators currently meeting or exceeding the top 10%. BHS also meets or exceeds its competitors' scores 75% of the time in its three major markets. In addition, all five hospitals have met CMS quality-of-care reporting standards to win full CMS Annual Payment Update — representing more than \$40 million for the organization.

"At BHS, the passion has always been there to make clinical improvements," says Carl Herde, vice president/CFO. "Ultimately, we have a fiduciary responsibility to provide the absolute best care possible to our patients. They have entrusted us to provide resources and tools to assist our clinicians in making decisions about their care. Using McKesson Performance Analytics has given our clinicians a tremendous advantage by having the data available in 'near real time.'"

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