

Case Study

At a Glance

Organization

Catholic Healthcare Partners
Cincinnati, Ohio

- 32 hospitals
- Beds: 6,650 licensed hospital beds
- Employees: 36,455
- Medical staff: 6,488
- Inpatient visits per year: 248,296
- Outpatient visits per year: 5,100,296
- ED visits per year: 1,029,930

Solution Spotlight

- McKesson Performance Analytics™

Critical Issues

- Inability to identify quality improvements
- Need to improve processes and quality
- Need to achieve CMS reimbursement standards

Results

- Improved access to data, including dynamic analysis
- Enhanced care quality, especially in internal medicine
- Expanded use of metrics to meet six new CMS competencies
- Saved more than \$1 million

Catholic Healthcare Partners Drives Organizational Success through Ongoing Practitioner Evaluation

Hospitals in the Catholic Healthcare Partners (CHP) system are among the best in the nation when it comes to high-quality healthcare. Using data publicly reported by the Centers for Medicare and Medicaid Services (CMS), a June 2008 report published in *The Joint Commission Journal on Quality and Patient Safety* compares 73 hospital systems. CHP ranked fifth in the nation. When CHP was faced with new regulatory requirements from The Joint Commission and CMS, it needed a solution that would help it sustain that high level of performance. CHP turned to McKesson Performance Analytics™ to achieve key organizational improvements by transforming raw data into actionable information. The organization has saved more than \$1 million and given practitioners the information they need to improve quality and patient outcomes.

Challenges

As the seventh largest Catholic health system in the nation, Cincinnati-based CHP knows how to manage complexity. The organization's 32 unique facilities are divided into nine regions with more than 36,000 full-time employees and more than 6,000 affiliated physicians. CHP also understands the need for a corporate data governance structure that fosters a culture

of transparency and engages all stakeholders in measuring and improving care quality.

This need heightened when The Joint Commission released new Ongoing Professional Practice Evaluation standards (MS.4.40) with the expectation that hospitals would not only evaluate practitioners on the new standards but also provide ongoing feedback.

In addition, CHP wanted to address the plan by CMS to change reimbursement standards and metrics to pay-for-performance — meaning that practitioners are reimbursed based on patient outcomes and results.

"With the new requirements from The Joint Commission and CMS, we knew we needed to take a hard look at how variations in care affect the number of resources needed to provide care," says David Yost, manager, Performance Analytics, CHP. "Standardization held the key to better managing the use of our resources and ultimately the quality of care."

Answers

CHP began to evaluate its options for meeting these standards. A few regions considered third-party software, but the organization realized that option would create a siloed vs. systemwide approach to the challenge.

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"McKesson Performance Analytics is now the single version of truth that empowers fact-based decision-making throughout our enterprise."

David Yost
*Manager,
Performance Analytics
Catholic Healthcare Partners*

"Organizations such as the Advisory Board offer individual solutions to answer regulatory requirements as they arise," adds Yost. "We found that McKesson Performance Analytics could answer our key measurement and reporting needs."

In the spring of 2007, CHP began adapting the content delivered by McKesson Performance Analytics to proactively answer this business need. What began with regional requests for length of stay, mortality and direct cost per case by physician quickly evolved to include specialty-based peer comparisons, core measures and the Surgical Care Improvement Project. Today, CHP has expanded its analysis across the enterprise to include measurement of the six new competencies required by The Joint Commission.

In addition, content has been developed to report by practitioner on patient satisfaction in the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) physician domain questions. This content ties practitioner profiling to another key area of publicly reported data, as well as addressing The Joint Commission core competency of providing feedback on interpersonal and communication skills.

Results

CHP's decision to take full advantage of the capabilities of McKesson Performance Analytics has yielded huge dividends. By choosing a single enterprisewide solution, the organization has saved more than \$1 million in software costs. Using McKesson's solution to present actionable information to key decision makers throughout the enterprise, CHP has also achieved higher care quality and process improvement — especially in the internal medicine division.

CHP has driven the adoption of McKesson Performance Analytics across the enterprise, moving from less than 10,000 quarterly accesses to just under 35,000 accesses in the first two years of use. Corporate adoption increased by 700% during the same time frame. CHP also reports improved efficiency with the ability to conduct dynamic analysis with interactive intelligence options — such as drillable highlights and scorecards — versus relying on traditional static files.

"We've had a remarkable change in perspective from our organizational leaders," says Yost. "They've learned that they can use the analytics solution to get the same reports our CEO uses to manage the business. McKesson Performance Analytics is now the single version of truth that empowers fact-based decision-making throughout our enterprise."

McKesson Provider Technologies
5995 Windward Parkway
Alpharetta, GA 30005

<http://www.mckesson.com>

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