

Improving Operations through Physician Commitment and Targeted Care Management

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Project Goals

- ~~Barry: Reduce length of stay.~~
- Clint: Patients to the *right place*, with the *right provider*, at the *right time*.
- Q: Where will Barry and Clint find common ground?
- **A: Engage physicians and remove obstacles to timely discharge!**

Engage Physicians!

Physicians can be astonishing allies

Engage them with:

- Patient outcomes
and/or
- Making their lives easier



Our Plan

- Emphasis: not about ↓ing LOS or ↑ing profit
- Review hospital data
 - Discharge diagnosis
 - Length of stay
 - Discharge day of the week
- Data by individual physician
- Translate data into information
- Present blinded information to docs
- Allow docs to ask questions, make conclusions

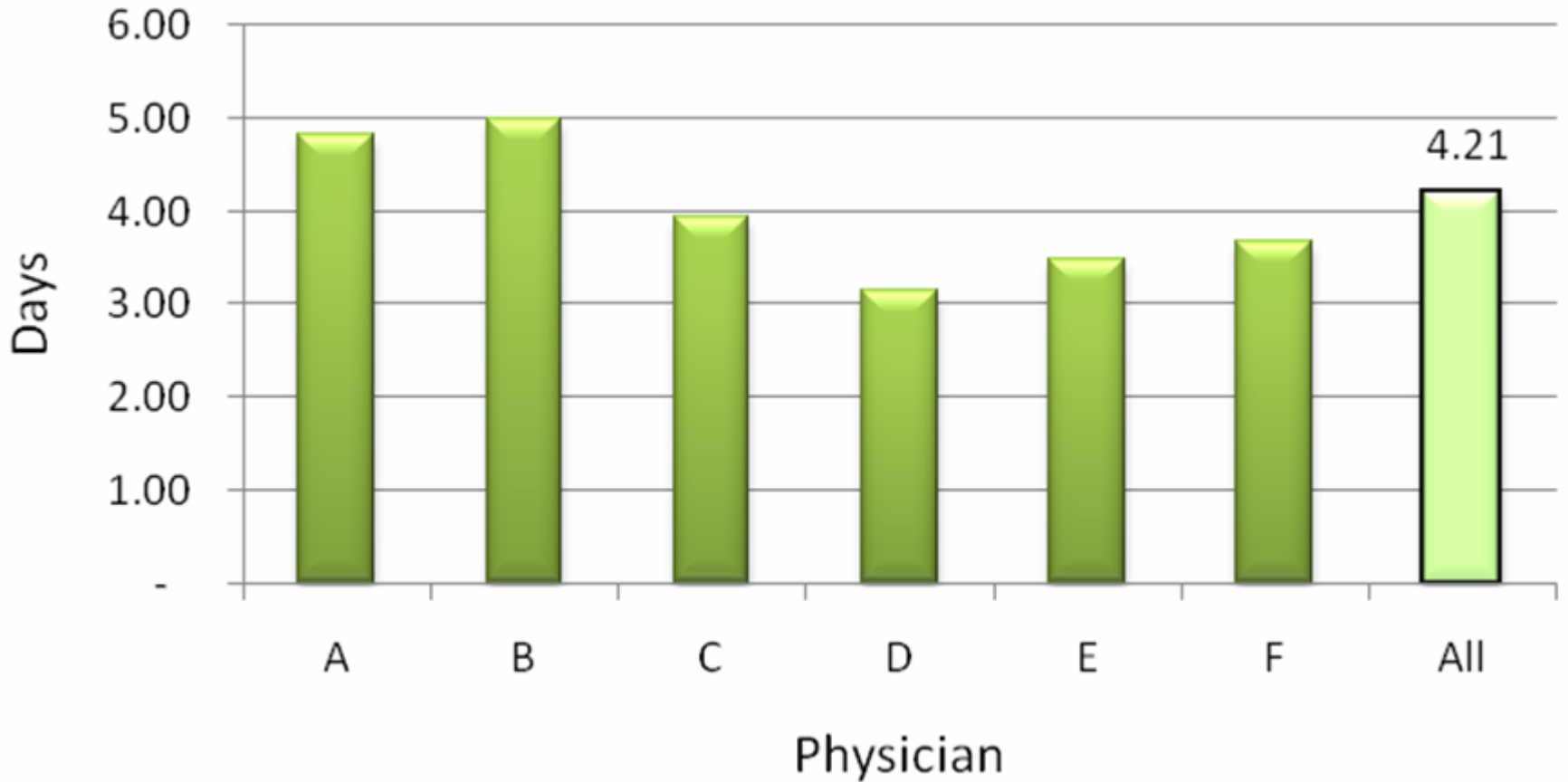
Data

- Statistics don't lie (but statisticians do)
- Data is never perfect
- But data should provoke questioning
 - Do the data reflect our perception of reality (sniff text)?
 - Are there opportunities for significant error?
 - Are the results important to my patients, my community, my hospital, or me?
 - Why are the data trending that way?
 - What do I need to do to improve the results?

Variation

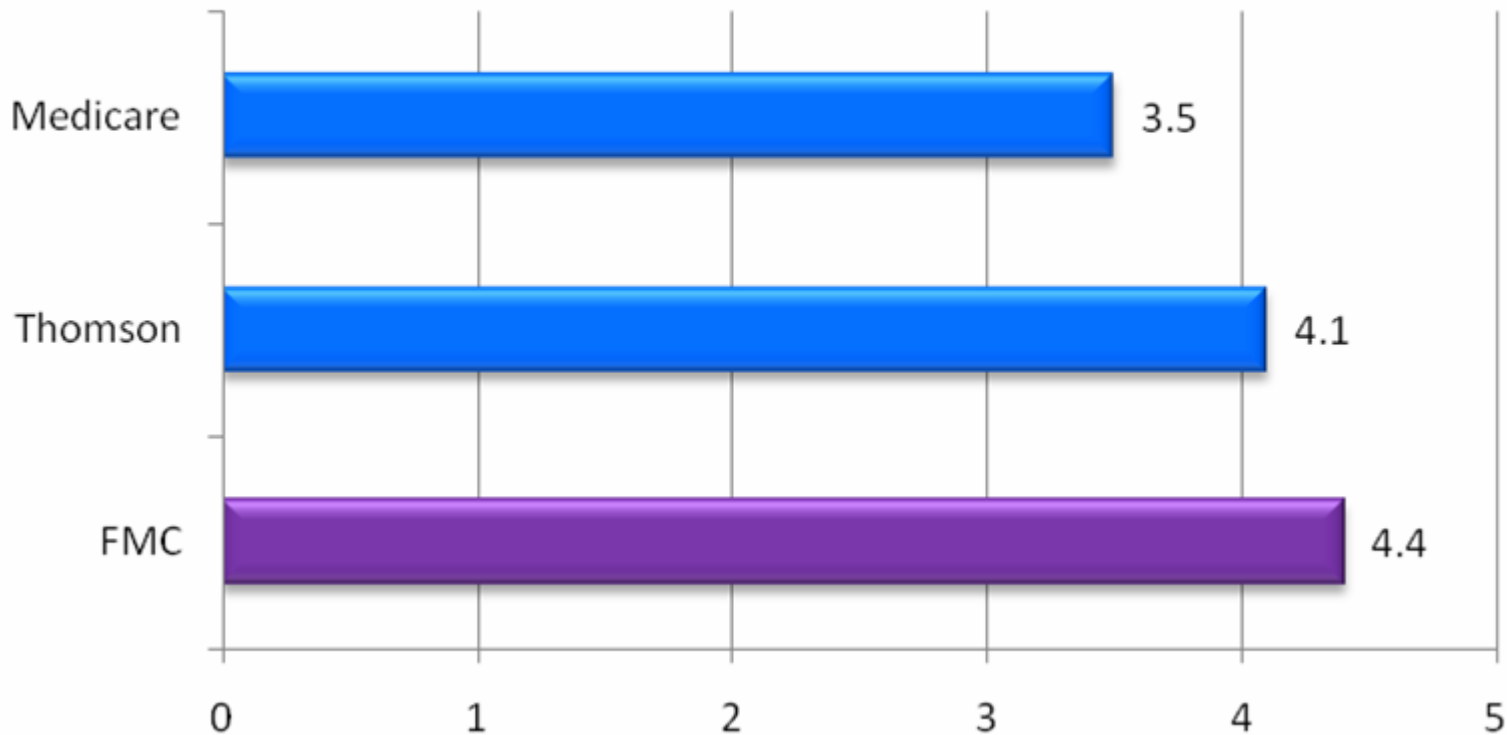
- Care should vary by the patient
 - Everyone is unique
- Care should not vary by physician or nurse, time of day, day of week, week of year
- Variation may signal an opportunity for improvement – Somebody is doing it “right”
- Can we learn from one another?

ALOS by Physician



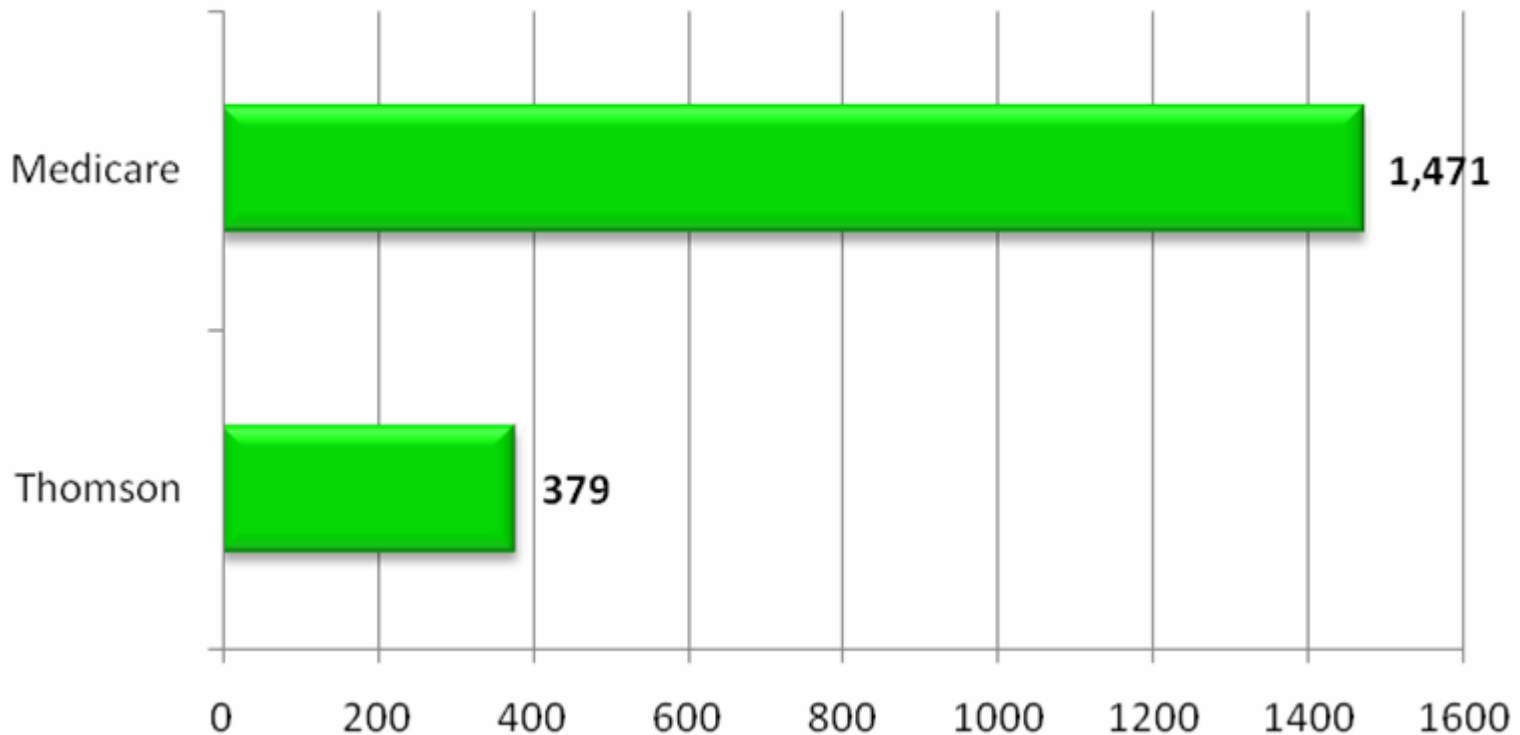
FMC Compared to Medicare and Thomson Databases

Average Length of Stay



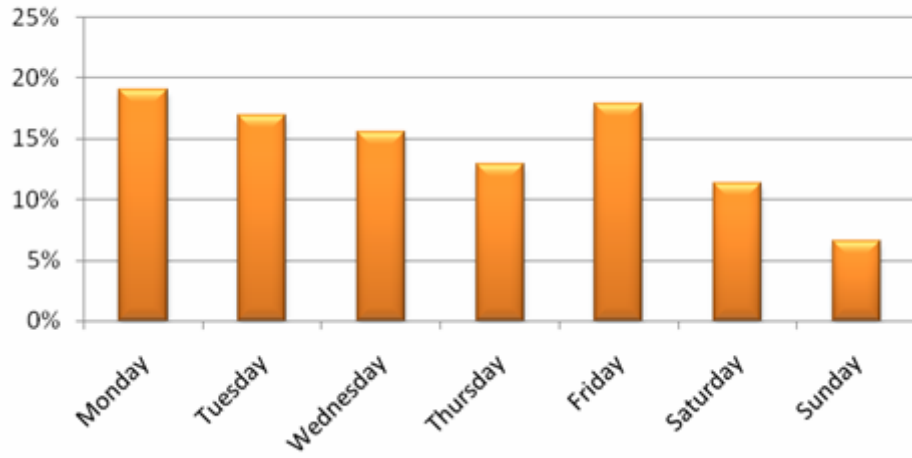
FMC Compared to Medicare and Thomson Databases

Additional FMC Patient Days

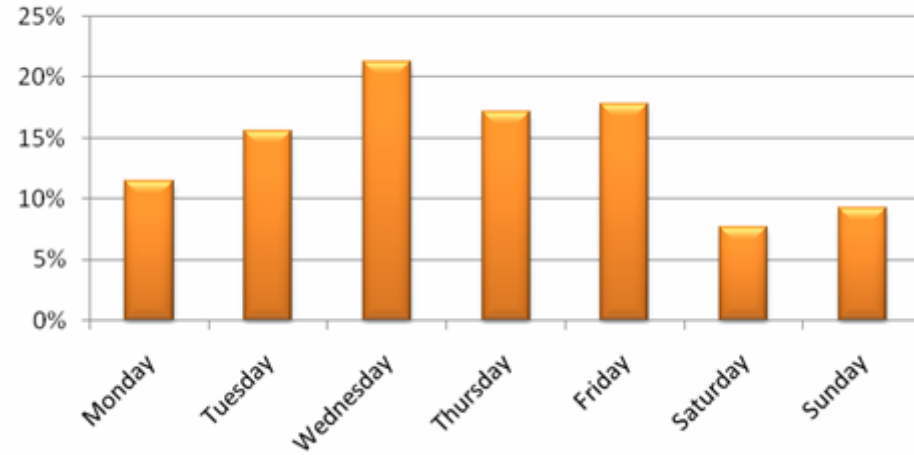


Discharges by Day of the Week

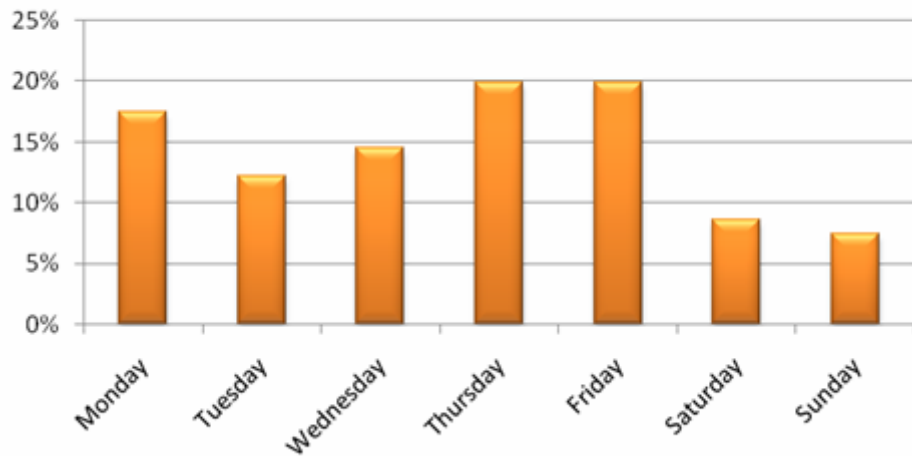
Dr. A's Discharges by Day of the Week



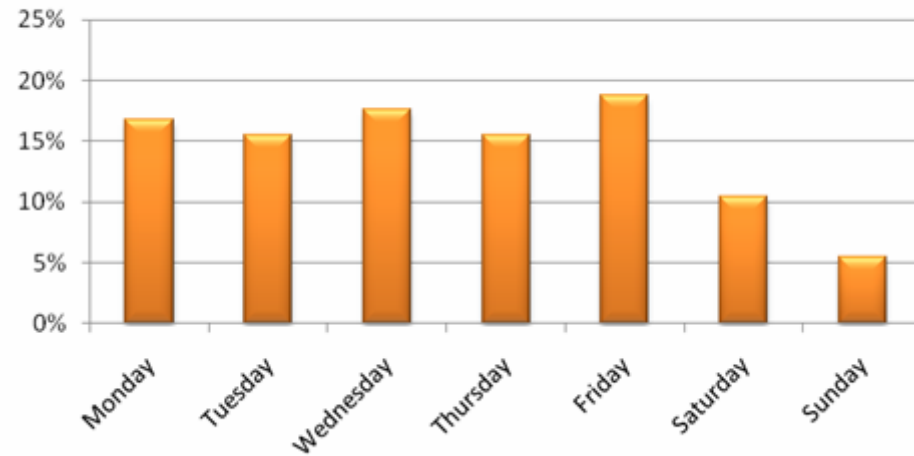
Dr. C's Discharges by Day of the Week



Dr. B's Discharges by Day of the Week

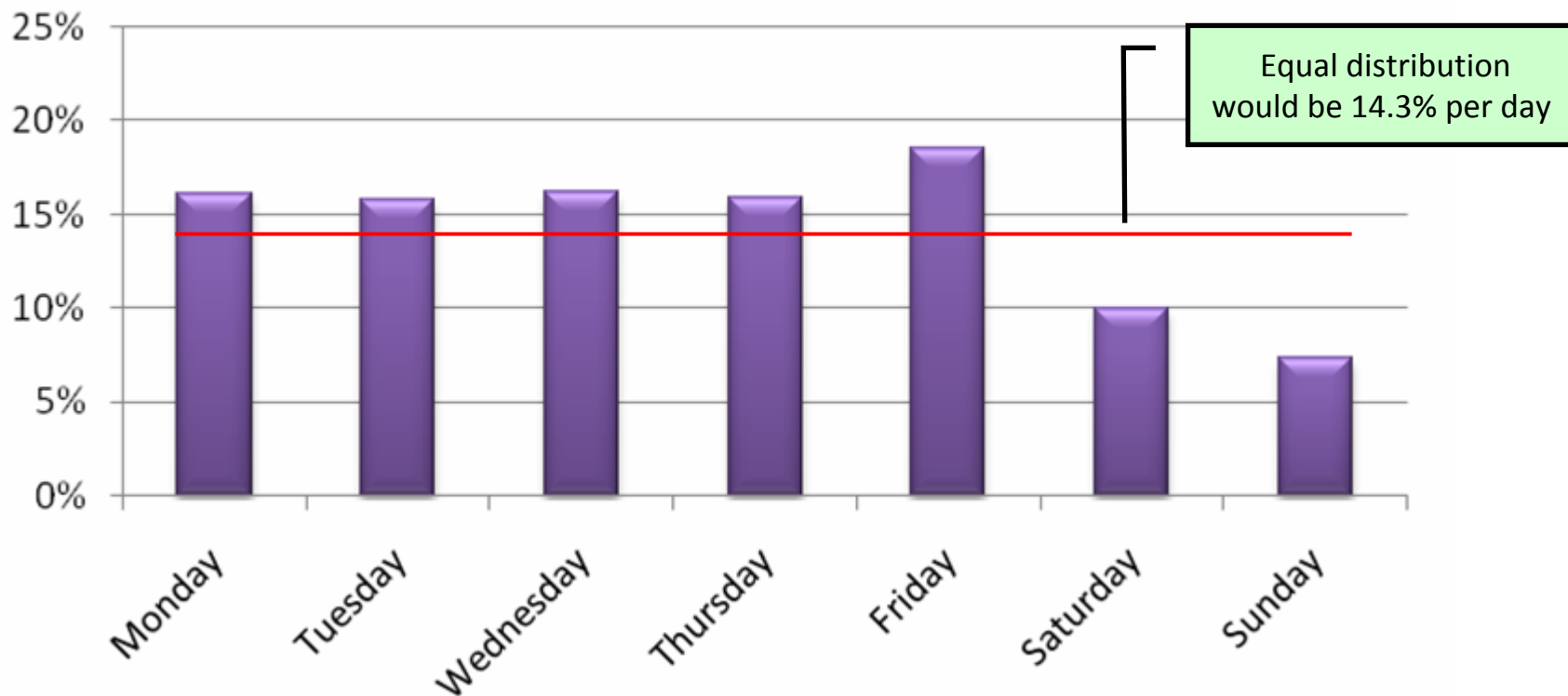


Dr. D's Discharges by Day of the Week



Discharges by Day of the Week

Discharges by Day of the Week



Conclusions

- Present actionable information, not data
- Ask questions instead of proclaiming knowledge
- Docs respond to variation from peers
- Repeat process: behavior change must be reinforced
- Care management is a key hospital service
 - Patients to the right place, with the right provider, and at the right time
 - Quality, service, efficiency – the value equation
 - Optimize use of post-acute hospital services
 - Help patients, families, and docs!
 - *No surprises at discharge*