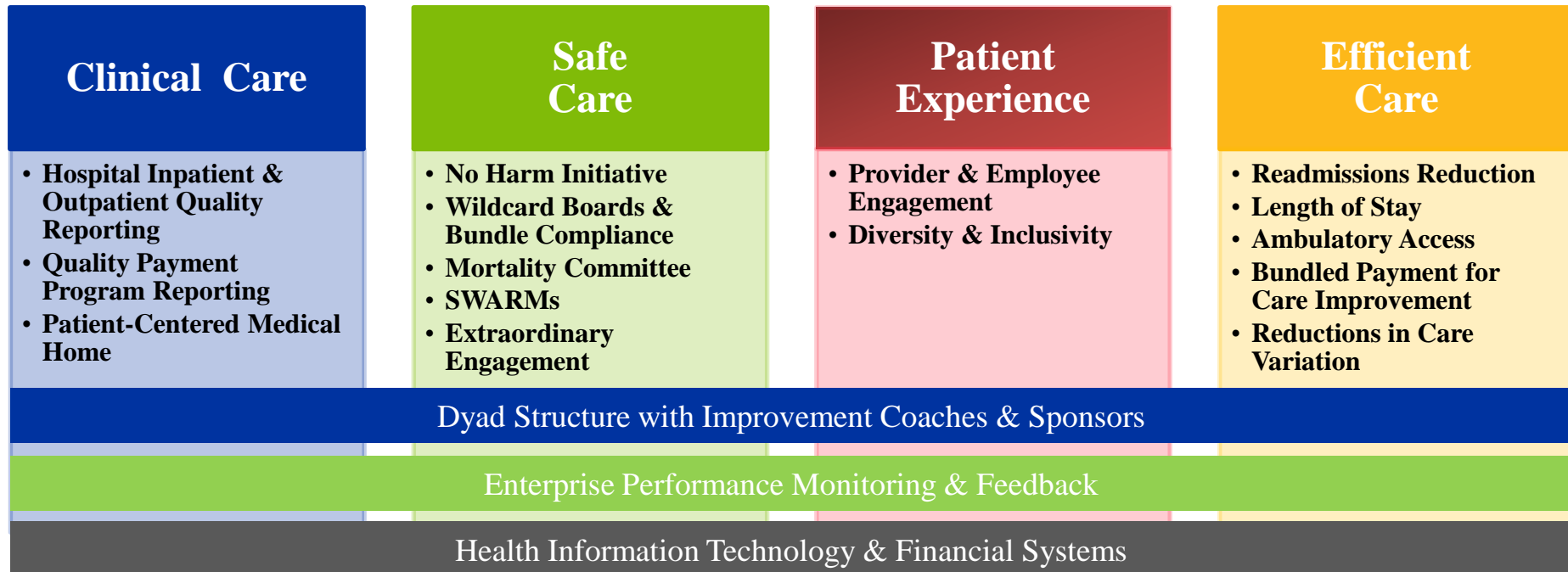# Enterprise Goals

Colleen Swartz, DNP, MBA, RN

Vice President for Hospital Operations

Fiscal Year (FY) 2019 Highlights

- Integration of our quadruple aim and commitment to excellence across key domains
- Incorporation of the Executive Quality Committee (EQC) and its responsibilities
- Integration of the Kentucky Children's Hospital's specific goals
- Formulation of dyads and focused quality improvements across the enterprise
- Continued advancements with our Patient and Family Advisory Councils

Clinical Care	Safe Care	Patient Experience	Efficient Care
• Hospital Inpatient & Outpatient Quality Reporting • Quality Payment Program Reporting • Patient-Centered Medical Home	• No Harm Initiative • Wildcard Boards & Bundle Compliance • Mortality Committee • SWARMs • Extraordinary Engagement	• Provider & Employee Engagement • Diversity & Inclusivity	• Readmissions Reduction • Length of Stay • Ambulatory Access • Bundled Payment for Care Improvement • Reductions in Care Variation

Dyad Structure with Improvement Coaches & Sponsors

Enterprise Performance Monitoring & Feedback

Health Information Technology & Financial Systems

FY19 Enterprise Goals

	Threshold	Target	Max	Current Performance
MORTALITY				
Observed to Expected Index (O/E)	≤0.80	≤0.79	≤0.78	0.77
PATIENT SAFETY				
Patient Safety Indicators	2 of 5	3 of 5	4 of 5	2 of 5
Hospital Acquired Infections	2 of 5	3 of 5	4 of 5	3 of 5
AMBULATORY ACCESS				
30-Day Bump Rate*	≤2.47%	≤2.45%	≤2.43%	1.84%
No Show Rate*	≤26.80%	≤24.80%	≤22.80%	26.14%
14-Day New Patient Access*	≥36.92%	≥37.90%	≥38.90%	37.78%
CARE CONTINUUM				
Length of Hospital Stay Index (LOS, O/E)	≤0.96	≤0.95	≤0.94	0.95
Readmissions (30-day, all cause, unplanned, same hospital)	≤11.44%	≤11.40%	≤11.36%	13.60%
PATIENT EXPERIENCE				
Inpatient Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Survey Domains	5 of 9	6 of 9	7 of 9	3 of 9
Ambulatory Clinician and Group Consumer Assessment of Healthcare Providers and Systems (CG-CAHPS) Survey Domains	2 of 6	3 of 6	4 of 6	3 of 6
ENGAGEMENT				
Enterprise Employee Engagement	≥4.02	≥4.05	≥4.08	4.07
Enterprise Provider Engagement	≥3.71	≥3.76	≥3.81	3.76
DIVERSITY AND INCLUSION				
Diversity and Inclusivity	1 of 4	2 of 4	3 of 4	2 of 4

Includes both adult and pediatric data
updated as of 6/10/2019

FY19 Kentucky Children's Hospital Goals

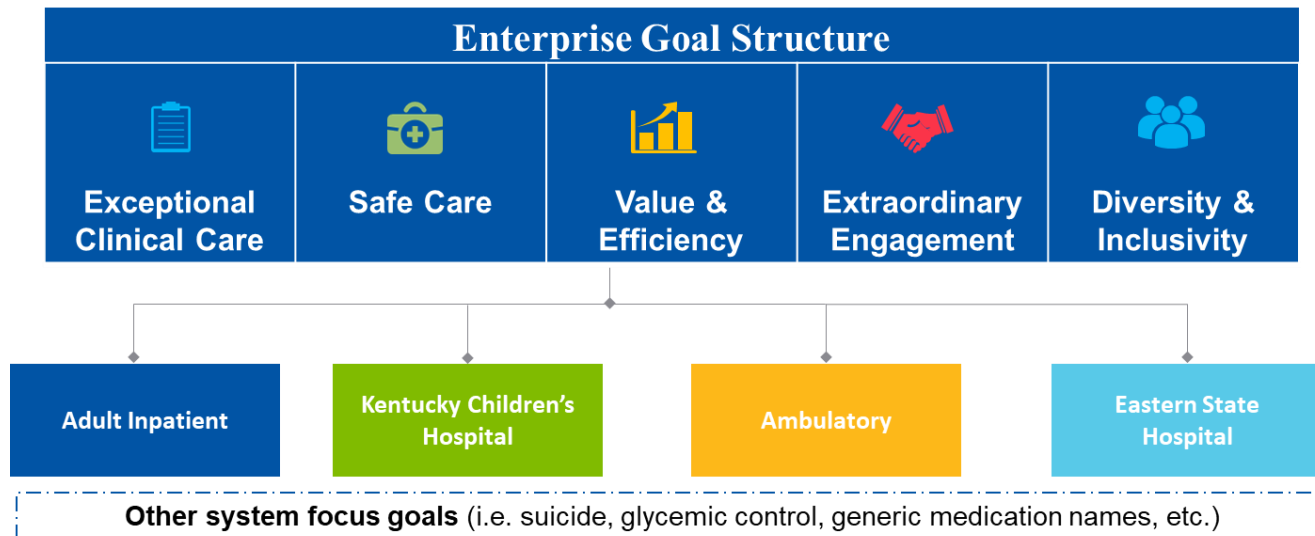|	Threshold	Target	Max	Current Performance
MORTALITY				
Observed to Expected Index (O/E)	≤0.68	≤0.67	≤0.66	0.69
PATIENT SAFETY				
Patient Safety Events	2 of 4	3 of 4	4 of 4	3 of 4
AMBULATORY ACCESS				
30-Day Bump Rate	≤2.31%	≤2.29%	≤2.27%	2.69%
No Show Rate	≤27.38%	≤25.38%	≤23.38%	27.36%
14-Day New Patient Access	≥42.50%	≥43.50%	≥44.50%	40.00%
CARE CONTINUUM				
Length of Hospital Stay Index (LOS, O/E)	≤0.99	≤0.98	≤0.97	1.00
Readmissions (30-day, all cause, unplanned, same hospital)	≤7.40%	≤6.60%	≤5.85%	6.29%
PATIENT EXPERIENCE				
Pediatric Consumer Assessment of Healthcare Providers and Systems (Child CAHPS) Survey Domains	3 of 8	4 of 8	5 of 8	2 of 8
NICU Press Ganey Patient Experience	2 of 7	3 of 7	4 of 7	7 of 7
Ambulatory Clinician and Group Consumer Assessment of Healthcare Providers and Systems (CG-CAHPS) Survey Domains	2 of 6	3 of 6	4 of 6	4 of 6
ENGAGEMENT				
Kentucky Children's Hospital Employee Engagement	≥3.71	≥3.74	≥3.77	3.95
Enterprise Provider Engagement	≥3.71	≥3.76	≥3.81	3.76

Data updated as of 6/3/2019
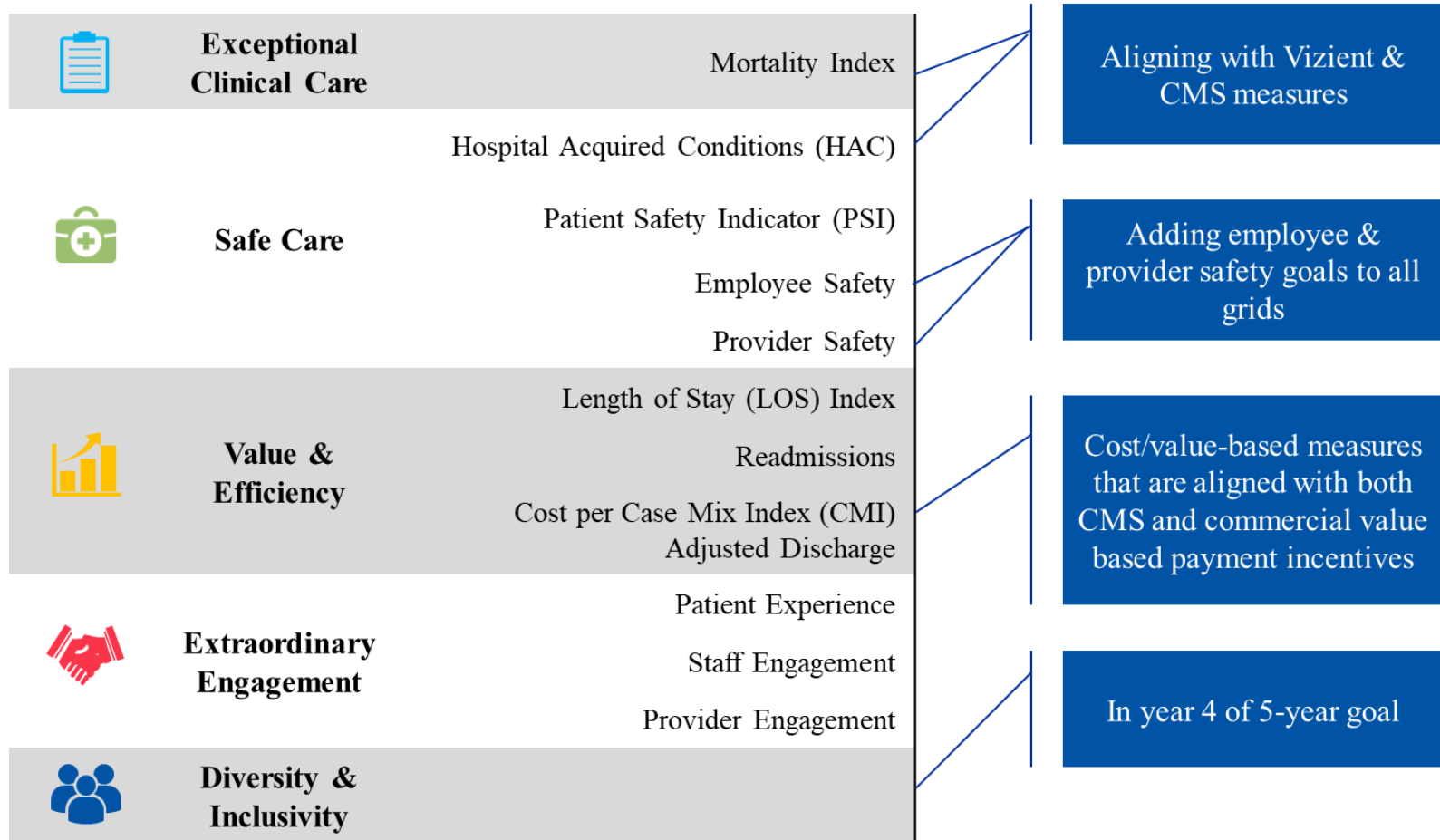
Goal Structure Overview

Highlights:

- Continuing to expand our enterprise grids
- Adding Centers for Medicare and Medicaid Services (CMS) measures to inpatient and ambulatory goal grids that affect value-based payments and Star Ratings
  - Adding cost/value-based measures that are aligned with both CMS and commercial-value-based payment incentives
- All locations are organized by five domains: Exceptional Clinical Care, Safe Care, Efficient Care, Extraordinary Engagement, and Diversity and Inclusivity
- Includes tactics for each measure and focused areas of improvement

Enterprise Goal Structure

Exceptional Clinical Care	Safe Care	Value & Efficiency	Extraordinary Engagement	Diversity & Inclusivity

| Adult Inpatient | Kentucky Children's Hospital | Ambulatory | Eastern State Hospital |

Other system focus goals (i.e. suicide, glycemic control, generic medication names, etc.)

Goal Structure Updates for FY20

Exceptional Clinical Care	Mortality Index
	Hospital Acquired Conditions (HAC)
Safe Care	Patient Safety Indicator (PSI)
	Employee Safety
	Provider Safety
Value & Efficiency	Length of Stay (LOS) Index
	Readmissions
	Cost per Case Mix Index (CMI) Adjusted Discharge
Extraordinary Engagement	Patient Experience
	Staff Engagement
	Provider Engagement
Diversity & Inclusivity	

Aligning with Vizient & CMS measures

Adding employee & provider safety goals to all grids

Cost/value-based measures that are aligned with both CMS and commercial value based payment incentives

In year 4 of 5-year goal

FY20 Enterprise Goals
Adult Inpatient

		Threshold	Target	Max	Additional Details
Exceptional Clinical Care	Mortality Index	≤0.79	≤0.78	≤0.77	
Safe Care	Hospital Acquired Conditions (HAC)	2 of 4	3 of 4	4 of 4	Includes: Catheter-Associated Urinary Tract Infection (CAUTI), Central-Line Associated Bloodstream Infection (CLABSI), Surgical Site Infection (SSI) Colon, and Methicillin-Resistant *Staphylococcus aureus* (MRSA).
	Patient Safety Indicator (PSI)	2 of 5	3 of 5	4 of 5	Includes: PSI-3 (pressure ulcer), PSI-6 (IP), PSI-9 (hemorrhage/hematoma), PSI-11 (PORF), and PSI-13 (sepsis).
	Employee Safety	≥4.08	≥4.10	≥4.13	Using the Press Ganey, 'Employees and Management Work Together to Ensure the Safest Possible Working Conditions.' Excludes contractors and outsourced.
	Provider Safety	≥3.92	≥3.94	≥3.97	Using the Press Ganey. 'Providers and Management Work Together to Ensure the Safest Possible Working Conditions.'
Value & Efficiency	Length of Stay (LOS) Index	≤0.94	≤0.93	≤0.92	Using Vizient 2018 methodology; core service lines only.
	Readmissions	≤13.50%	≤13.00%	≤12.20%	Using Vizient 2018 methodology: core service lines only, all-cause, unplanned, and same hospital readmissions.
	Cost per CMI Adjusted Discharge	≤$13,300 *(budget)*	≤$13,100 *(-1.5%)*	≤$12,900 *(-3%)*	Using budgeted allocation for hospital operating and college clinical expense per case mix index (CMI) adjusted discharge (all in). Target set at 1.5% less and max at 3% less than budgeted allocation.
Extraordinary Engagement	Patient Experience	4 of 8	5 of 8	6 of 8	Includes these domains: Cleanliness/Quietness, Discharge, Doctor, Medications, Nurse, Overall, Responsiveness, and Transitions of Care.
	Staff Engagement	≥4.09	≥4.11	≥4.14	Staff survey excluding contractors and outsourced personnel.
	Provider Engagement	≥3.77	≥3.81	≥4.04	Provider survey excluding residents and fellows.
Diversity & Inclusivity		1 of 4	2 of 4	3 of 4	

Exceptional Clinical Care: Mortality

VISION
Reduce the number of inpatient deaths in our system

FY20 Goal Proposal		Current Performance
Threshold	≤0.79	**0.77**
Target	≤0.78	
Max	≤0.77	FY19 YTD Max

GOAL SETTING STRATEGIES
- Index performance (observed/expected)
- Patients age 18 and older
- 2018 Vizient methodology
- Vizient mortality core service lines only *(Cardiology, CT Surgery, General Medicine, Neurology, Neurosurgery, Oncology, Ortho/Spine, Pulmonary/Critical Care, Solid Organ Transplant, Surgery General, Trauma, and Vascular Surgery)*
- CMS service lines drill down by diagnostic groups *(Acute Myocardial Infarction, Congestive Heart Failure, Pneumonia, and Stroke)*
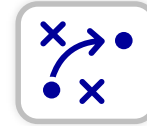
TACTICS
- Improve end-of-life care
  - Increase hospice referrals
  - Increase Palliative Team consults
  - Advanced care planning discussion
- Implement eICU
- Increase clinical documentation reviews
- Enhance root cause analysis categorization for mortalities to support system-level interventions
- Increase clinical documentation reviews to accurately capture the acuity of our patient population
- Improve speed to access inpatient care venues
- Continue to monitor 'out of ICU arrest' data for performance of existing track and trigger system to detect clinical deterioration

Exceptional Clinical Care: Mortality

TACTICS (continued)
- Review, analyze, and improve CMS mortality measures
- Report CMS mortality tracking through our monthly quality review

	Vizient	CMS
Age	18 and older	65 and older
Payor	All payors	Medicare Fee for Service (FFS) Part A and Part B for the 12 months prior to the date of admission and Part A during the index admission *OR* U.S. Department of Veterans Affairs (VA) beneficiaries
Admit Status	All admit statuses	Only those who were <u>not</u> transferred from another acute care facility
Mortality Definition	Only patients who die in an inpatient status, <u>excludes</u> hospice or those who die after discharge	Any mortality during hospitalization or 30 days after discharge, <u>includes</u> hospice
Population	Vizient defined service lines based on Medicare Severity Diagnosis Related Groups (MS-DRG)	CMS defined cohorts based on principle diagnosis at discharge (Acute Myocardial Infarction, Heart Failure, Pneumonia, and Stroke)

FY20 Enterprise Goals
Kentucky Children's Hospital

		Threshold	Target	Max	Additional Details
Exceptional Clinical Care	Mortality Index	≤0.71	≤0.70	≤0.69	
Safe Care	Hospital Acquired Conditions (HAC)	3 of 5	4 of 5	5 of 5	Includes: : Catheter-Associated Urinary Tract Infection (CAUTI), Central-Line Associated Bloodstream Infection (CLABSI), Surgical Site Infection (SSI) Spine/Shunt/CT Surgery, Falls, and Hospital-Acquired Pressure Injury (HAPI)
	Employee Safety	≥3.96	≥3.98	≥4.01	Using the Press Ganey, 'Employees and Management Work Together to Ensure the Safest Possible Working Conditions.' Excludes contractors and outsourced.
Value & Efficiency	Length of Stay (LOS) Index	≤0.88	≤0.87	≤0.86	Using 2018 Vizient methodology: all patients ages 0-17 years of age including normal newborns.
	Readmissions	≤5.93%	≤5.43%	≤4.93%	Using 2018 Vizient methodology: all patients ages 0-17 years of age including normal newborns.
	Cost per Case Mix Index (CMI) Adjusted Discharge*	≤$13,300 *(budget)*	≤$13,100 *(-1.5%)*	≤$12,900 *(-3%)*	Using budgeted allocation for hospital operating and college clinical expense per CMI adjusted discharge (all in). Target set at 1.5% less and max at 3% less than budgeted allocation.
Extraordinary Engagement	Patient and Family Experience	3 of 6	4 of 6	5 of 6	Includes these domains: Communication with Your Child's Nurse, Communication with Your Child's Doctor, Nurses Communicate Child, Attention to Child's Pain, Neonatal ICU (NICU) Nurse, and NICU Physician.
	Staff Engagement	≥3.96	≥3.98	≥4.10	Staff engagement roll up for all of Kentucky Children's Hospital
	Provider Engagement*	≥3.77	≥3.81	≥4.04	
Diversity & Inclusivity*		1 of 4	2 of 4	3 of 4	

*Using Enterprise number and goal

FY20 Enterprise Goals Ambulatory

		Threshold	Target	Max	Additional Details
Exceptional Clinical Care	Diabetes Hemoglobin A1c Poor Control *(lower is better)*	≤25%	≤20%	≤15%	Percentage of patients 18-75 years of age with diabetes who had hemoglobin A1c > 9.0% during the measurement period
	Depression Screening and Follow up Plan	≥50%	≥55%	≥60%	Percentage of patients aged 12 years and older screened for depression on the date of the encounter using an age-appropriate standardized depression screening tool and, if positive, a follow-up plan is documented on the date of the positive screen.
Safe Care	Falls Risk Screening	≥60%	≥82%	≥91%	
	Employee Safety	≥4.08	≥4.10	≥4.13	Using the Press Ganey, 'Employees and Management Work Together to Ensure the Safest Possible Working Conditions.' Excludes contractors and outsourced.
Value & Efficiency	No Show Rate *(lower is better)*	≤25.5%	≤25%	≤24.5%	
	14-day New Patient Access	≥38%	≥39%	≥40%	
	Cost per CMI Adjusted Discharge*	≤$13,300 *(budget)*	≤$13,100 *(-1.5%)*	≤$12,900 *(-3%)*	Using budgeted allocation for hospital operating and college clinical expense per CMI adjusted discharge (all in). Target set at 1.5% less and max at 3% less than budgeted allocation.
Extraordinary Engagement	Patient Experience	2 of 6	3 of 6	4 of 6	Includes these domains: Rate Provider, Recommend Provider, Physician Communication, Office Staff Quality, Access to Care, and Care Coordination.
	Staff Engagement	≥4.08	≥4.10	≥4.13	
	Clinic Provider Engagement	≥3.84	≥3.88	≥4.07	Using provider engagement, filter by clinic engagement, providers who self-select yes to practicing in a UKHC Clinic.
Diversity & Inclusivity*		1 of 4	2 of 4	3 of 4	

Using Enterprise number and goal

FY20 Enterprise Goals
Eastern State Hospital

		Threshold	Target	Max	Additional Details
Exceptional Clinical Care	Alcohol Use Treatment During Hospitalization	≥85.00%	≥88.00%	≥91.00%	
	Substance Treatment at Discharge	≥72.00%	≥75.00%	≥78.00%	
	Tobacco Treatment During Hospitalization	≥91.00%	≥92.00%	≥93.00%	
Safe Care	Patient Safety Indicator	1 of 4	2 of 4	3 of 4	Includes: seclusion rate, restraint rate, adult fall rate, and geriatric fall rate.
	Environment Safety	≥4.11%	≥4.13%	≥4.16%	Using the Press Ganey, 'Employees and Management Work Together to Ensure the Safest Possible Working Conditions.' Excludes contractors and outsourced.
Value & Efficiency	Readmissions	≤9.00%	≤8.50%	≤8.00%	
	Cost per CMI Adjusted Patient Day	≤$877.17	≤$863.81	≤850.46	
Extraordinary Engagement	NRI Patient Satisfaction	4 of 7	5 of 7	6 of 7	Includes: outcomes, dignity, rights, participation, environment, empowerment, and Central Kentucky Recovery Center (CKRC)
	Employee Engagement	≥3.96	≥4.03	≥4.09	