



# Hospital Story

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American Hospital  
Association®



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# Objectives and About Us

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- 172 bed acute care for-profit hospital
- 790 employees, #13 out of 170 hospitals in company for employee satisfaction
- 2012 Culture of Safety Survey, 66% employees stated would report near misses
- Recognized as Joint Commission Top Performer in 2010
- Administration places Quality and Patient Safety as Top Priority



# Team Formation

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- Interdisciplinary team formation. CNO, Case Management, Nursing Directors, Quality, Social Services and Core Measures Specialists
- Facility Data Review
- Definition of AIM, approach, and populations affected
- Scope of Team. List of to-dos
- Test of change



# AIM and Measure Selection

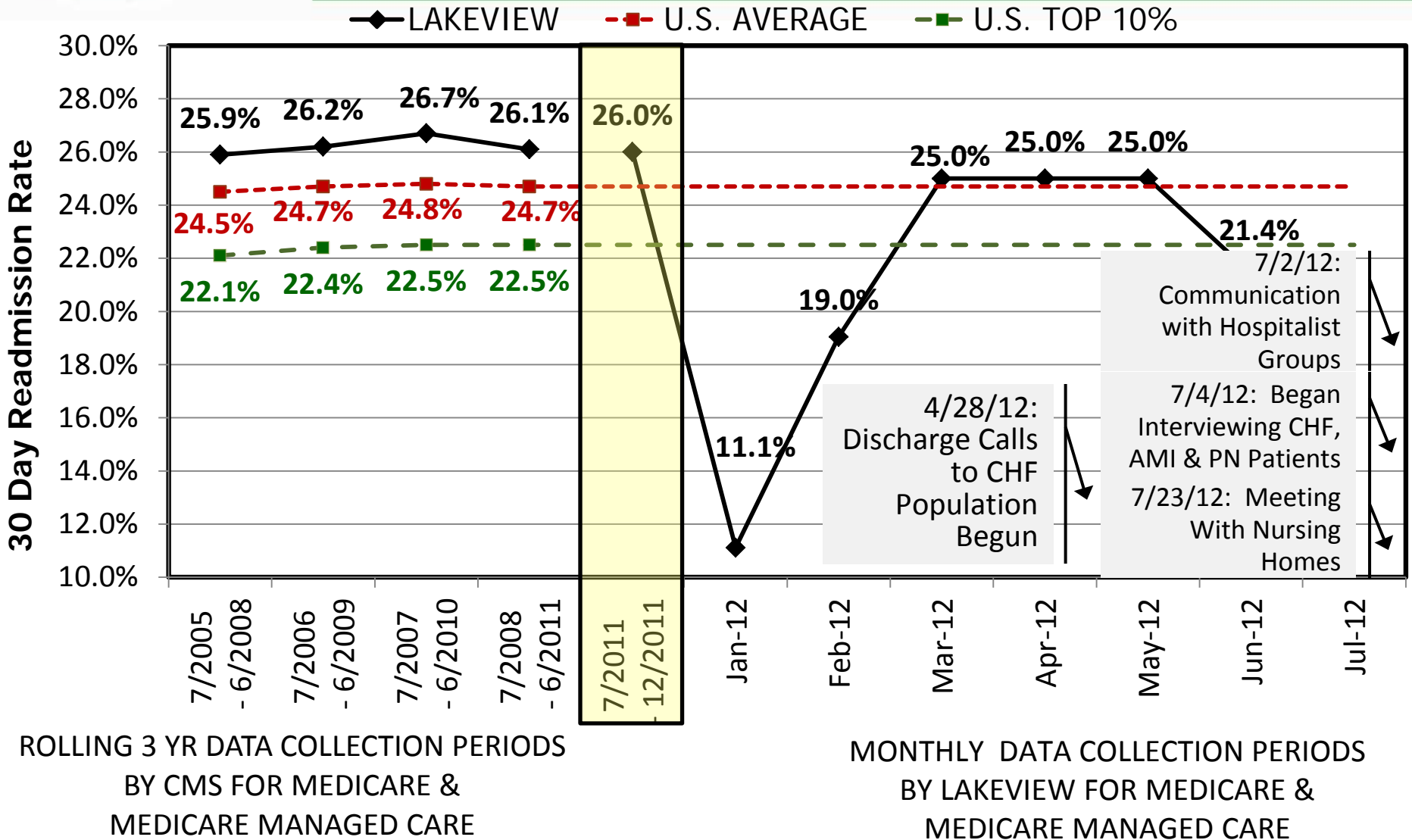
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- Reduce 30 day CHF, Pneumonia and AMI readmissions by 20% by January 2013.
- Measure CHF, Pneumonia and AMI readmissions quarterly. Reduction by January 2013 will equal 20% less than in June 2011 through June 2012.



# Hospital Data

## LAKEVIEW REGIONAL MEDICAL CENTER HEART FAILURE READMISSION RATES ANALYSIS Medicare 30-Day Rate - Performance Trends



ROLLING 3 YR DATA COLLECTION PERIODS  
BY CMS FOR MEDICARE &  
MEDICARE MANAGED CARE

MONTHLY DATA COLLECTION PERIODS  
BY LAKEVIEW FOR MEDICARE &  
MEDICARE MANAGED CARE



# Tests of Change

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- Core Measure Specialists interview 100% of CHF, Pneumonia and AMI patients in facility
- Call back all CHF, Pneumonia and AMI discharges using standard questions
- Selected use of admission interview to identify opportunities and interventions needed to prevent readmission
- Discussions and involvement of two Hospitalist groups
- Discharge calls and Interview forms used to allocate resources and provide feedback



# Barriers, and How We Resolved Those Barriers

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- CMS definitions, exclusions, data calculations
- Using Medicare and Managed Medicare data for calculating rates
- Using CMS exclusion criteria (deaths, AMA, transfers, unable to calculate missing data)
- Administration level of understanding, different goals across nursing and non-nursing departments
- Alignment of goals and aim with overall facility goal and mission, “high quality cost effective healthcare to the community served”



# Advice for Fellows

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- Start somewhere, small test of change.
- Have the conversations, make sure right people are at the table.
- Breakdown the silos that exist across an organization.
- Be prepared to explain your data.
- Engage the Medical Staff; show key admitters their readmission rates-1:1. Work with HIM and Medical Staff on attribution policy and procedures.
- Engage your Board; they want and need to be involved.



# Wrap Up and Next Steps

- Beginning a journey, collaboration across departments and resources within community. Relationship building with Medical Staff, they are our partners.
- Next Test of Change includes High Risk Discharge assessment on identified populations.
- Partnering with Reinforced Care, Inc. in September 2012 for discharge call backs for CHF, AMI, and Pneumonia/COPD populations.
- Submission of grant application to CMS for formal Transitions Coaching program for CHF/COPD populations September 7, 2012. Partnering with a Community Based Organization (CBO) and three community based hospitals.
- QUESTIONS?