



TRANSPARENCY: A Force for Engagement

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CEO, University of Utah Health Care
Dean, University of Utah School of Medicine



UNIVERSITY OF UTAH
HEALTH SCIENCES

4

HOSPITALS

10

COMMUNITY
CLINICS

1300

PHYSICIANS

1,2M+
patient visits

COLLEGES

School of Medicine
College of Nursing
College of Pharmacy
School of Dentistry
College of Health

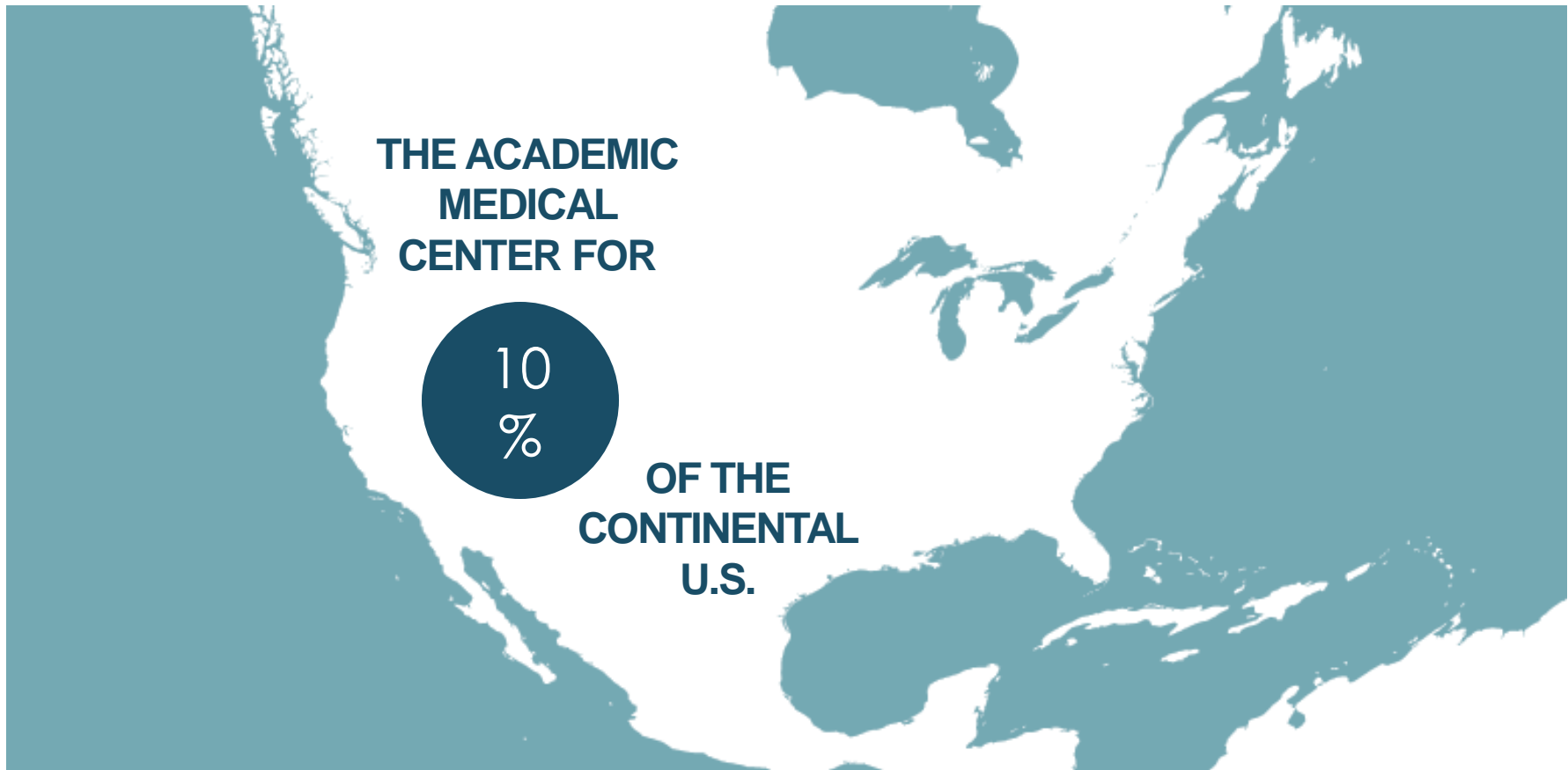
\$257.7m

677 RESEARCH
GRANTS

\$2.4b

ANNUAL BUDGET

Who We Serve



Who We Serve



Since 2010
**UNIVERSITY
HEALTHSYSTEM
CONSORTIUM**
has ranked us

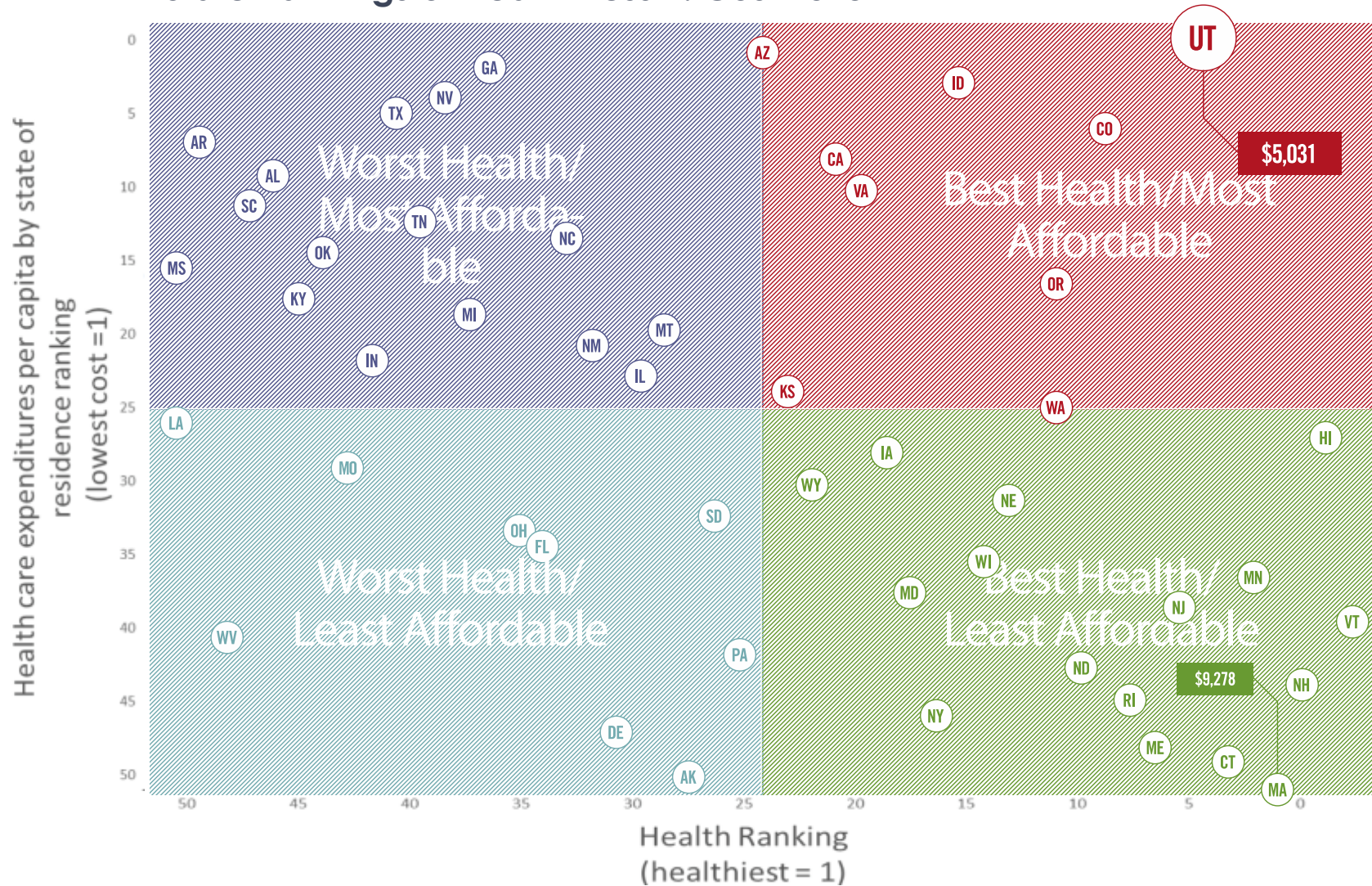
TO
P
10

IN QUALITY IN THE
NATION

4 years running

The Sweet Spot

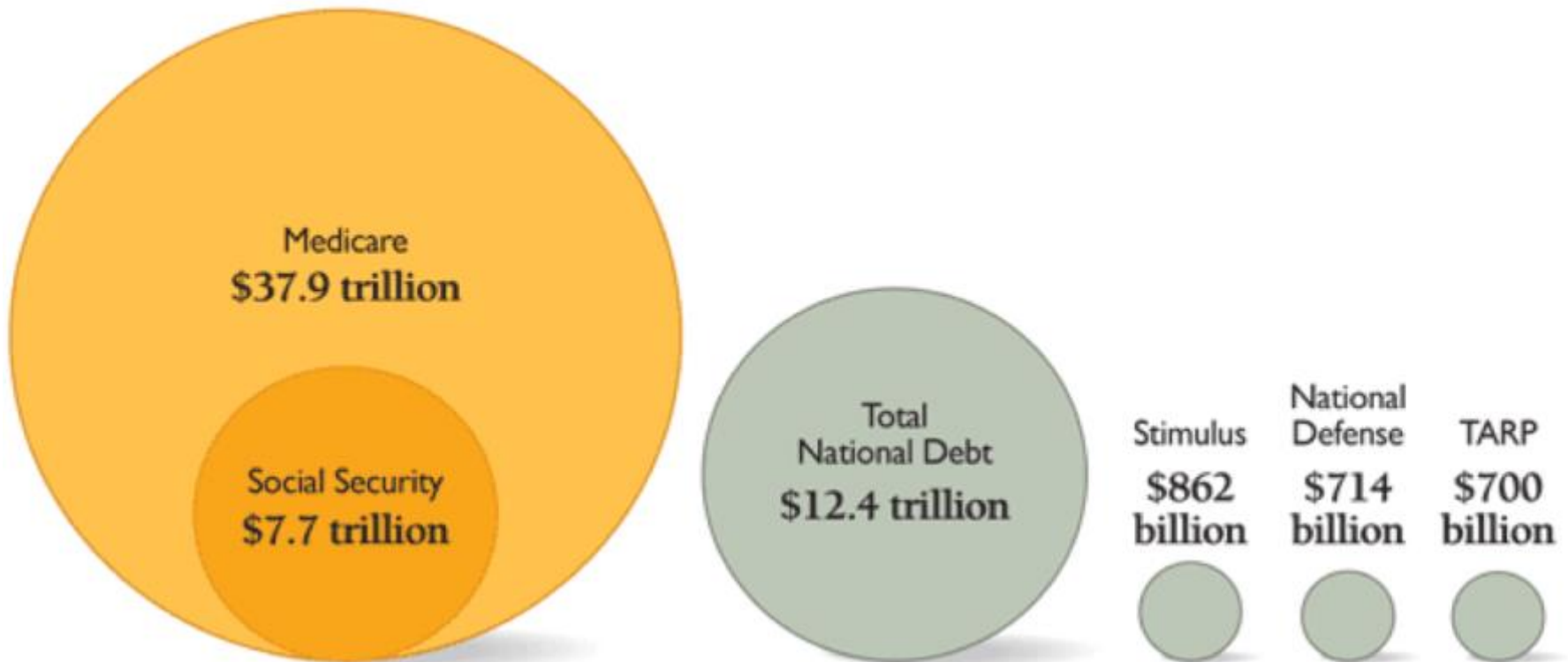
State Rankings of Healthiness v. Cost 2013



United Health Foundation, 2013; Total Health Cost – Kaiser Family Foundation, 2009

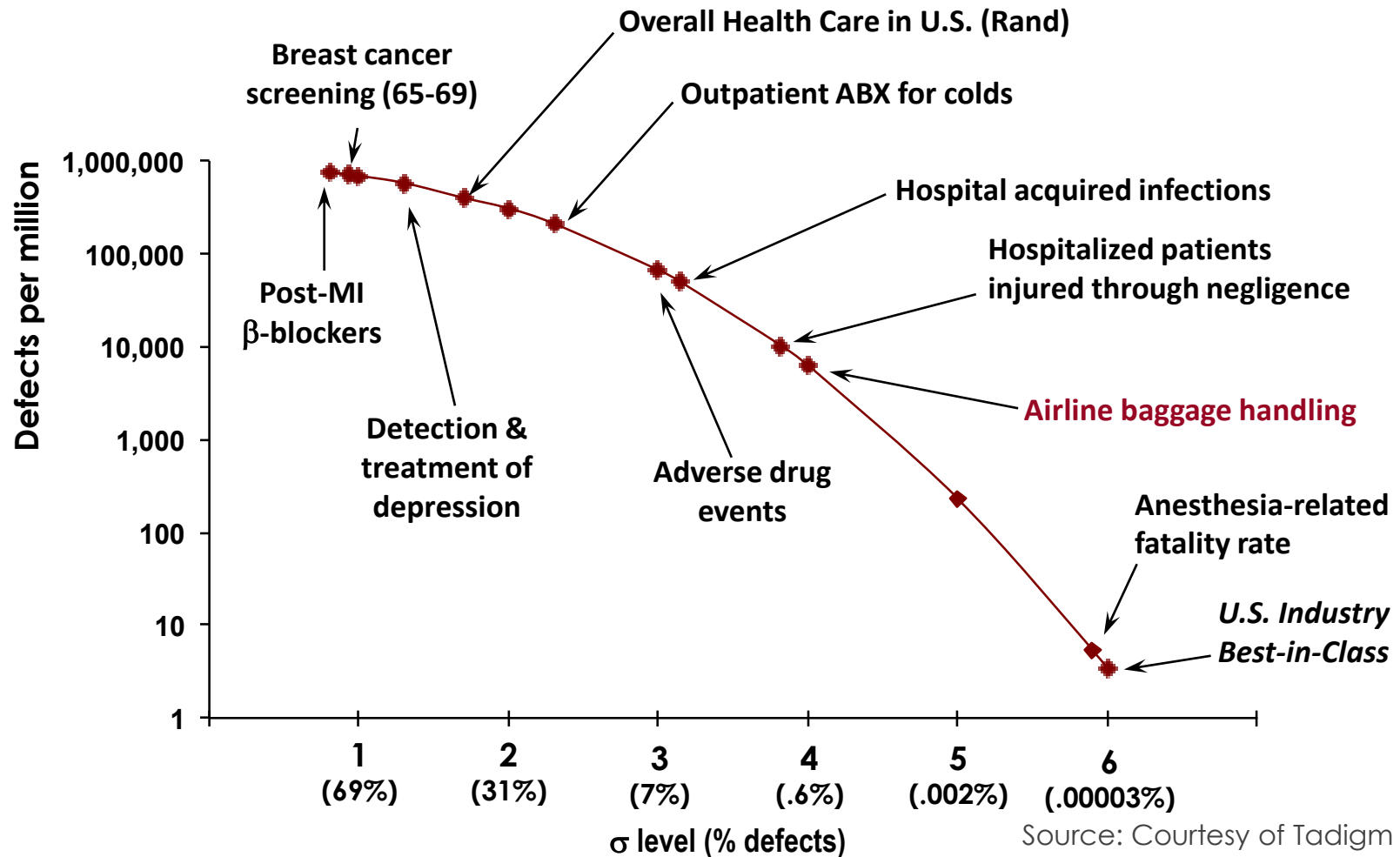
Future Obligations

UNFUNDED OBLIGATIONS



Source: U.S. Department of the Treasury, U.S. Government Accountability Office, and Congressional Budget Office

Quality Defects



Source: Courtesy of Tadigm Health

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The Transformation

$$\begin{array}{c} \text{V} \\ \text{(VALUE)} \end{array} = \begin{array}{c} \text{V} \\ \text{(VALUE)} \end{array} + \begin{array}{c} \text{S} \\ \text{(SERVICE)} \end{array} \div \begin{array}{c} \$ \\ \text{(COST)} \end{array}$$



UNIVERSITY OF UTAH
HEALTH SCIENCES

HOW DO WE TRANSFORM THE SYSTEM?

An algorithm for change

HOW DO WE

Transform
the system?

COMMUNICATE

the need
for change

DEVELOP

your
teams

ESTABLISH

metrics

ENGAGE

physicians
staff
and
trainees

EMPOWER

front-lines

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CASE STUDY: TRANSPARENCY IN PATIENT SATISFACTION

TESTING OUR ALGORITHM

Identify and Communicate **SOLVABLE PROBLEMS**

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.....
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Topics: Patient Care & Outcomes

Poor patient satisfaction: The easiest thing to fix

University of Utah Health Care post unfiltered patient comments online

December 19, 2012 | By [Karen Cheung-Larivee](#)

Team COLLABORATION



Brian Gresh
Senior Director
of Interactive
Marketing and
Web



Tom Miller, M.D.
Chief Medical
Officer



Chrissy Daniels
Director of
Strategic
Initiatives

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How We MEASURE SATISFACTION

CARE PROVIDER	Very Poor 1	Poor 2	Fair 3	Good 4	Very Good 5
During your visit, your care was provided primarily by a doctor, physician assistant (pa), nurse practitioner (np), or midwife. Please answer the following questions with that health care provider in mind.					
1) Friendliness/courtesy of the care provider	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Explanations the care provider gave you about your problem or condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Concern the care provider showed for your questions or worries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Care provider's efforts to include you in decisions about your treatment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) Information the care provider gave you about medications (if any)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6) Instructions the care provider gave you about follow-up care (if any)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7) Degree to which care provider talked with you using words you could understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8) Amount of time the care provider spent with you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9) Your confidence in this care provider	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10) Likelihood of your recommending this care provider to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11) Comments (describe good or bad experience)					

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How We DEFINE METRICS

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FY14 Patient Satisfaction Scorecard - Entity Composite



**Current QTD: 10/01/13 - 11/13/13 All scores based on RECEIVED DATE

	Executive	Medical Director	FY12 %tile	FY13 %tile	FY14%tile GOAL	Q1 FY14 %tile	Oct '13 %tile	Current QTD %tile	Current QTD n
Overall	David Entwistle	Sean Mulvihill, MD	65	71	80	72	71	76	4448
UH - 55%	Quinn McKenna	Tom Miller, MD	59	63	79	64	62	63	2861
Inpatient (60%) Recommend-HCAHPS	Quinn McKenna	Tom Miller, MD	68	63	80	63	54	53	435
Outpatient (30%)	Dan Lundergan	Tom Miller, MD	50	68	80	72	72	74	2220
Emergency (5%)	Margaret Pearce	Christy Hopkins, MD	15	43	70	44	81	84	122
Ambulatory Surgery (5%)	Margaret Pearce	Tom Miller, MD	57	59	70	52	79	87	84
UNI - 10%	Ross VanVranken	Michael Lowrey, MD	96	93	90	94	98	98	431
Huntsman Cancer - 15%	Ray Lynch	John Sweetenham, MD	93	98	90	97	97	97	953
Inpatient (50%) Recommend-HCAHPS	Sue Childress	Ward/Scaife/Harris/Boyer	99	99	90	97	99	99	121
Outpatient (50%)	Don Milligan	William Dunson, MD	87	96	90	96	95	95	832
UOC - 5%	Bart Adams	Charles Saltzman, MD	40	50	60	50	44	43	676
Inpatient (30%)			72	76	80	66	60	53	98
UUC Inpatient: Recommend-HCAHPS	Janiel Quinn	Patrick Greis, MD	97	95	90	97	96	86	12
OTSS Inpatient: Recommend-HCAHPS	Lance Littlelike	Chris Pelt, MD	69	73	78	64	55	48	86
Outpatient (55%)	Ryan Vanderwerff	Patrick Greis, MD	18	28	60	28	47	49	397
Orthopaedic Surgery (80%)					60	30	53	51	518
Physical Medicine & Rehab (20%)					60	20	25	43	58
Ambulatory Surgery (15%)	Janiel Quinn	Patrick Greis, MD	35	76	90	97	1	1	2
Moran Vision Services - 5%	Wayne Imbrescia	Randall Olson, MD	54	68	74	53	49	49	1243
Community Clinics - 10%	Wayne Imbrescia	Susan Terry, MD	38	68	78	72	78	76	2674

Column Key:

11th%tile or more below goal

Within 10th%tile of goal

Met goal OR 90th%tile and above

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How We Engage Faculty by SHARING DATA

	National Rank		
MD - Cardiology	2011	2012	2013
Care Provider Section	29	63	81
Friendliness/courtesy of CP	28	59	76
CP explanations of prob/condition	29	67	80
CP concern for questions/worries	31	63	80
CP efforts to include in decisions	29	67	84
CP information about medications	28	62	74
CP instructions for follow-up care	24	52	68
CP spoke using clear language	29	59	76
Time CP spent with patient	21	55	72
Patients' confidence in CP	40	73	92
Likelihood of recommending CP	34	61	88

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Feedback and Recognition

REINFORCE ENGAGEMENT & CHANGE



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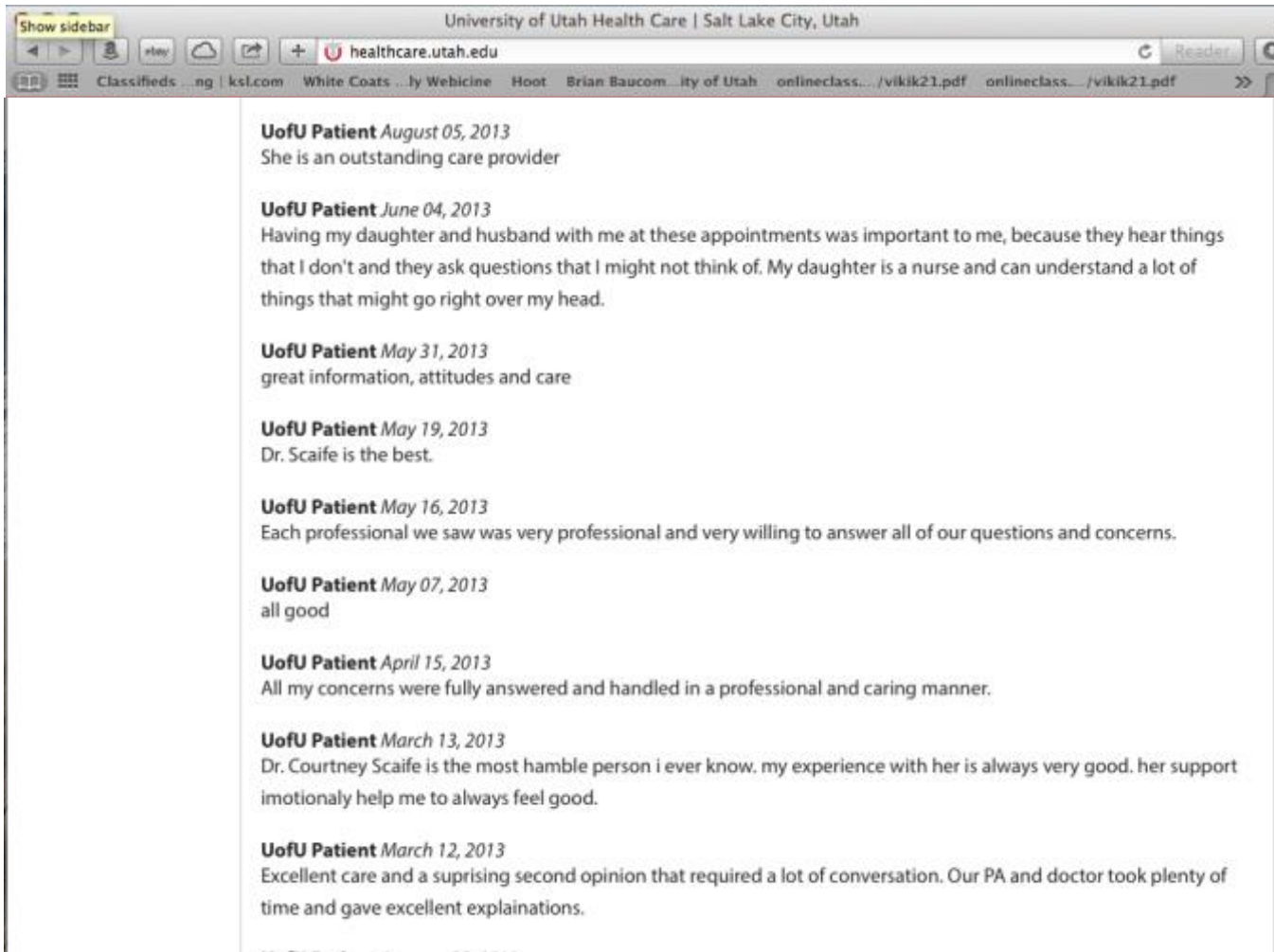
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How We SHARE DATA WITH CONSUMERS

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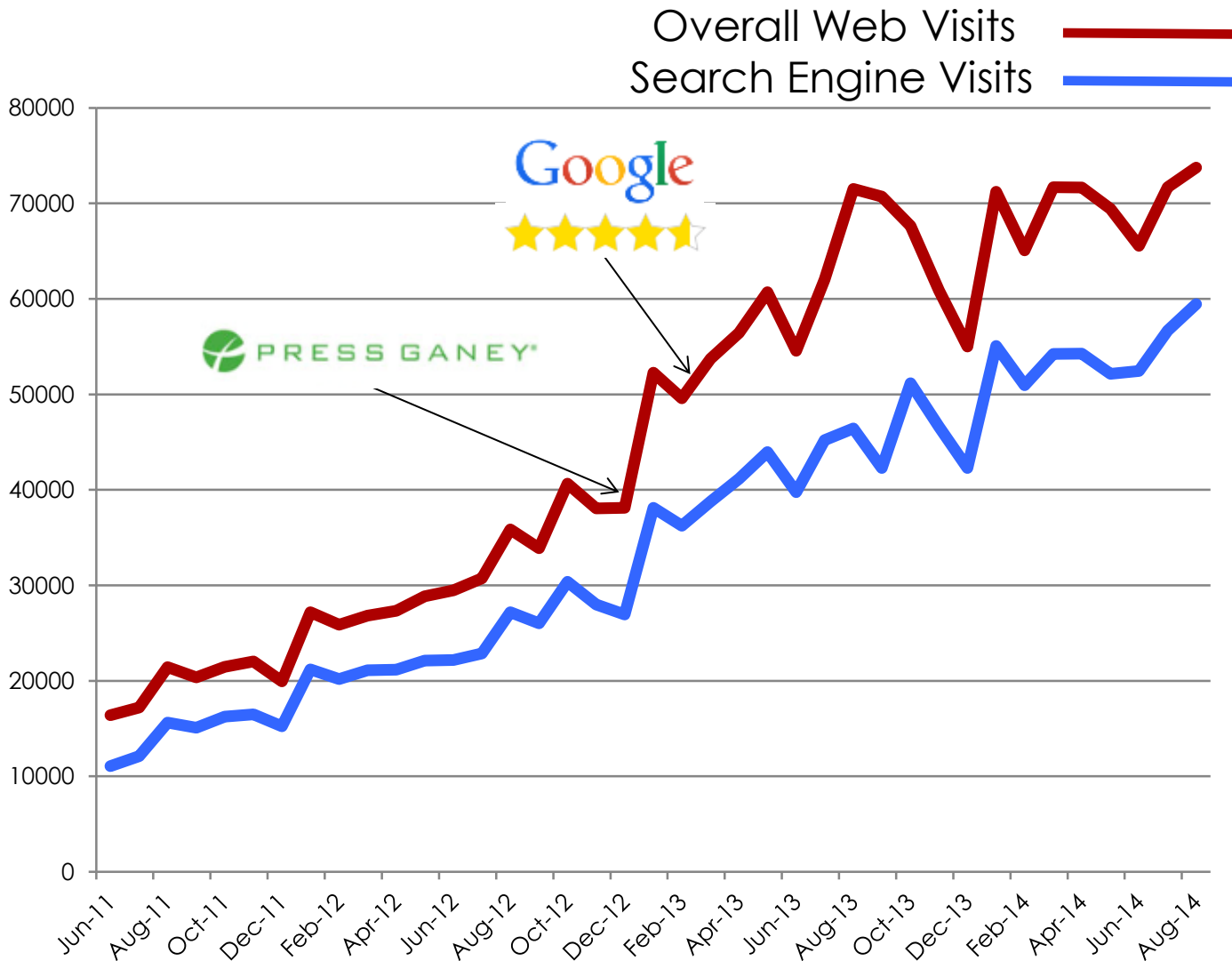
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The Online Benefits OF TRANSPARENCY



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Google courtney scaife md

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About 27,600 results (0.32 seconds)

Courtney L. Scaife, MD - University of Utah Health Care
healthcare.utah.edu/fad/mddetail.php?physicianID=u0102229
★★★★★ Rating: 4.7 - 25 reviews
Bio. Dr. Courtney Scaife is an Associate Professor of Surgery at the University of Utah who specializes in the care of patients requiring surgical treatment related ...
You've visited this page many times. Last visit: 9/9/13

Dr. Courtney L. Scaife, MD - Phone & Address Info - Salt Lake City ...
www.healthgrades.com > ... > Utah (UT) > Salt Lake City
★★★★★ Rating: 3.4 - 5 votes
Oct 9, 2012 - Visit Healthgrades for information on Dr. Courtney L. Scaife, MD. Find Phone & Address information, medical practice history, affiliated hospitals ...
You've visited this page 4 times. Last visit: 2/28/13

Patient Surveys for Dr. Courtney L. Scaife, MD - General Surgery ...
www.healthgrades.com > ... > Utah (UT) > Salt Lake City
★★★★★ Rating: 3.4 - 5 votes
Patient Surveys for Dr. Courtney L. Scaife, MD, Salt Lake City, UT, General Surgery & Complex General Surgical Oncology & Oncology.

Dr. Courtney Scaife, MD - Surgeon in Salt Lake City, UT - Surgery
www.vitals.com > Surgeons > UT > Salt Lake City
★★★★★ Rating: 2/4 - 3 reviews
Dr. Courtney Scaife, MD, rated 2/4 by patients. 3 reviews, Affiliated with four star hospital, board certified in Surgery, Phone number & practice locations, Surgeon ...
You've visited this page 4 times. Last visit: 6/27/13

Dr. Courtney Scaife, MD - U.S. News & World Report
health.usnews.com > Doctors
Dr. Courtney Scaife is a Surgeon in Salt Lake City, UT. Dr. Scaife admits patients at University of Utah Health Care - Hospital and Clinics.

Courtney L. Scaife, MD - WebMD Physician Directory
doctor.webmd.com/.../courtney-scaife-md-17d87777-746c-47c6-96df-d...
Courtney Scaife is a practicing Medical Oncology doctor in Salt Lake City, UT.

Taking Ownership OF ONLINE PROFILES

HOW DO WE
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the system?



healthgrades



UCompareHealthCare



# of profiles out of 100	100	98	91	86	81
Avg # Reviews/ Surveys per profile	214.6	5.7	6.4	4.3	3.1
Avg # Comments per profile	75.5	0	2.4	0.2	0.6
Avg Rating	4.7	4.2	3.5	4.3	3.1



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How Patients Value ONLINE PROFILES

2. What caused you to visit this physician's profile web page?

Sample Comments
I am a University provider wishing to contact the physician to communicate about a shared patient
I wanted to review my physician.
trying to find a way to pay bil on line
In house professional referral
work at the U looking for new doctor
I wanted to submit a review of this physician.
search from insurance page on in network providers
Upcoming surgery with this physician
I was looking up Dr. Kendall for my mother in law, and checked out his ratings.
My daughter's OB/GYN
Did not like this Dr. and wanted to see what other patients thought.
I was looking for his address
My patient's request.
wanted to know read other patient's comments regarding this physician

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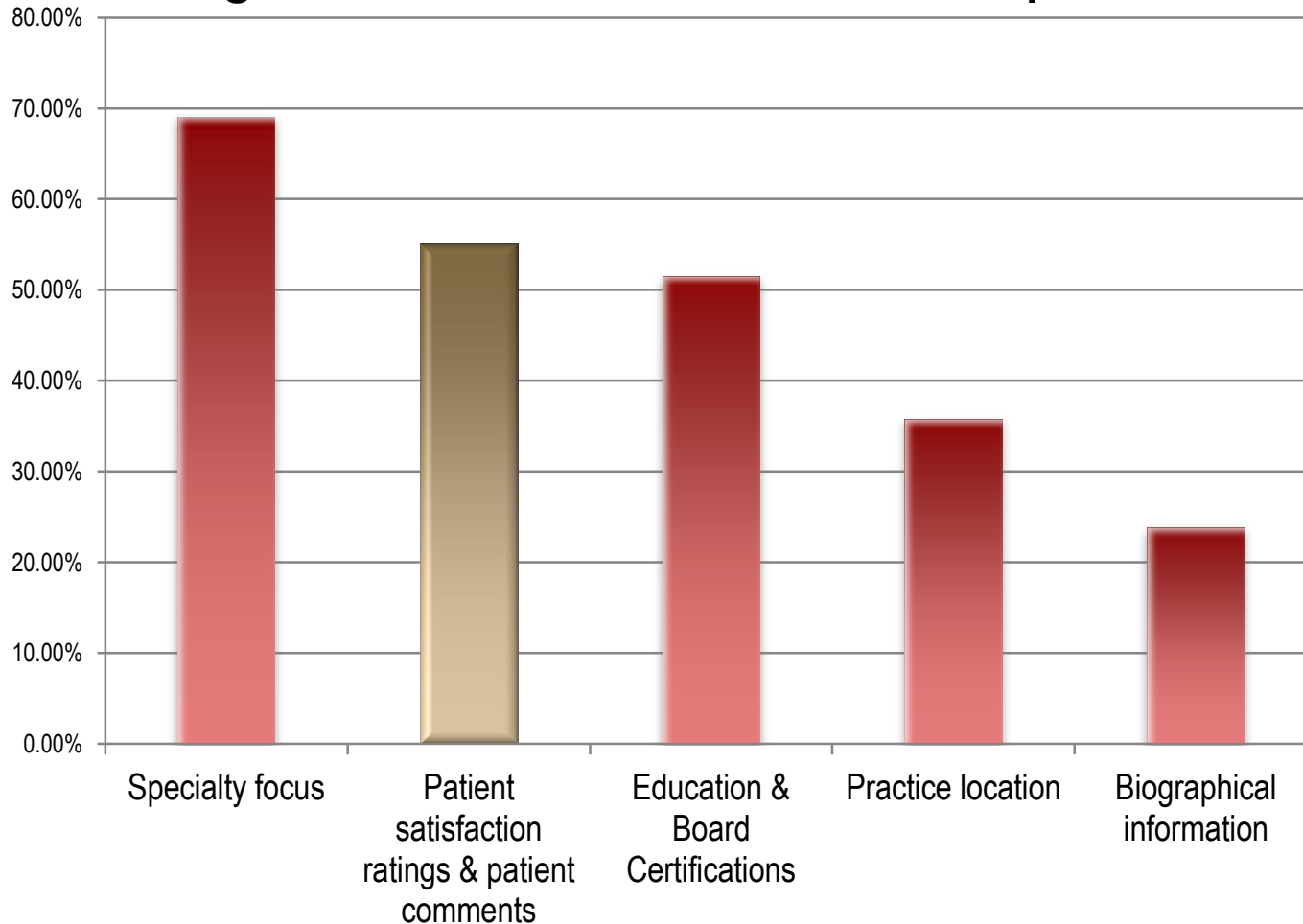
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How Patients Value ONLINE PROFILES

3. On a scale of 1-5, please rate how important the following information about the health care provide...



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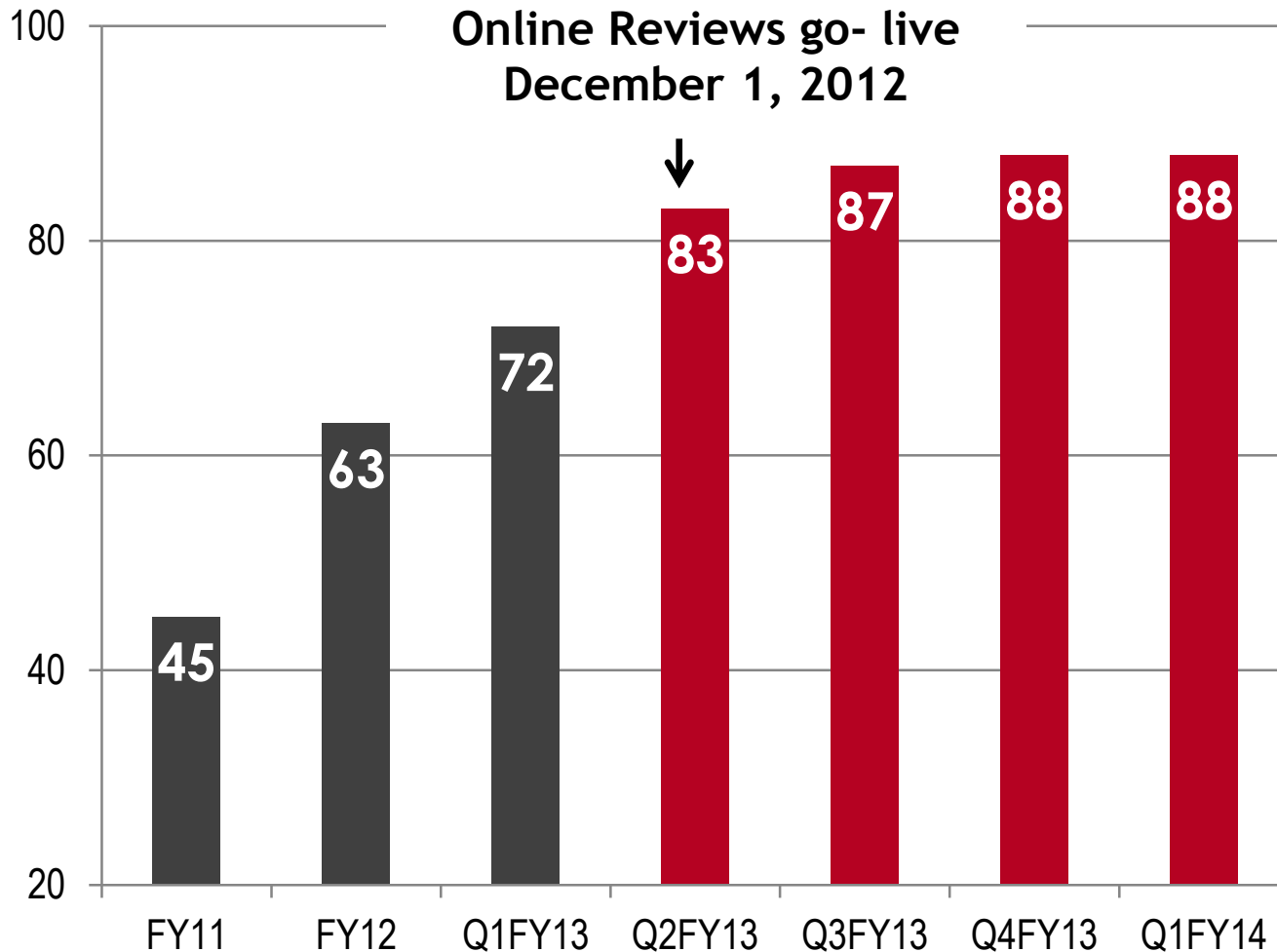
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Improving PATIENT SATISFACTION



Data collection: Press Ganey Medical Practice Survey, UHC Compare Group

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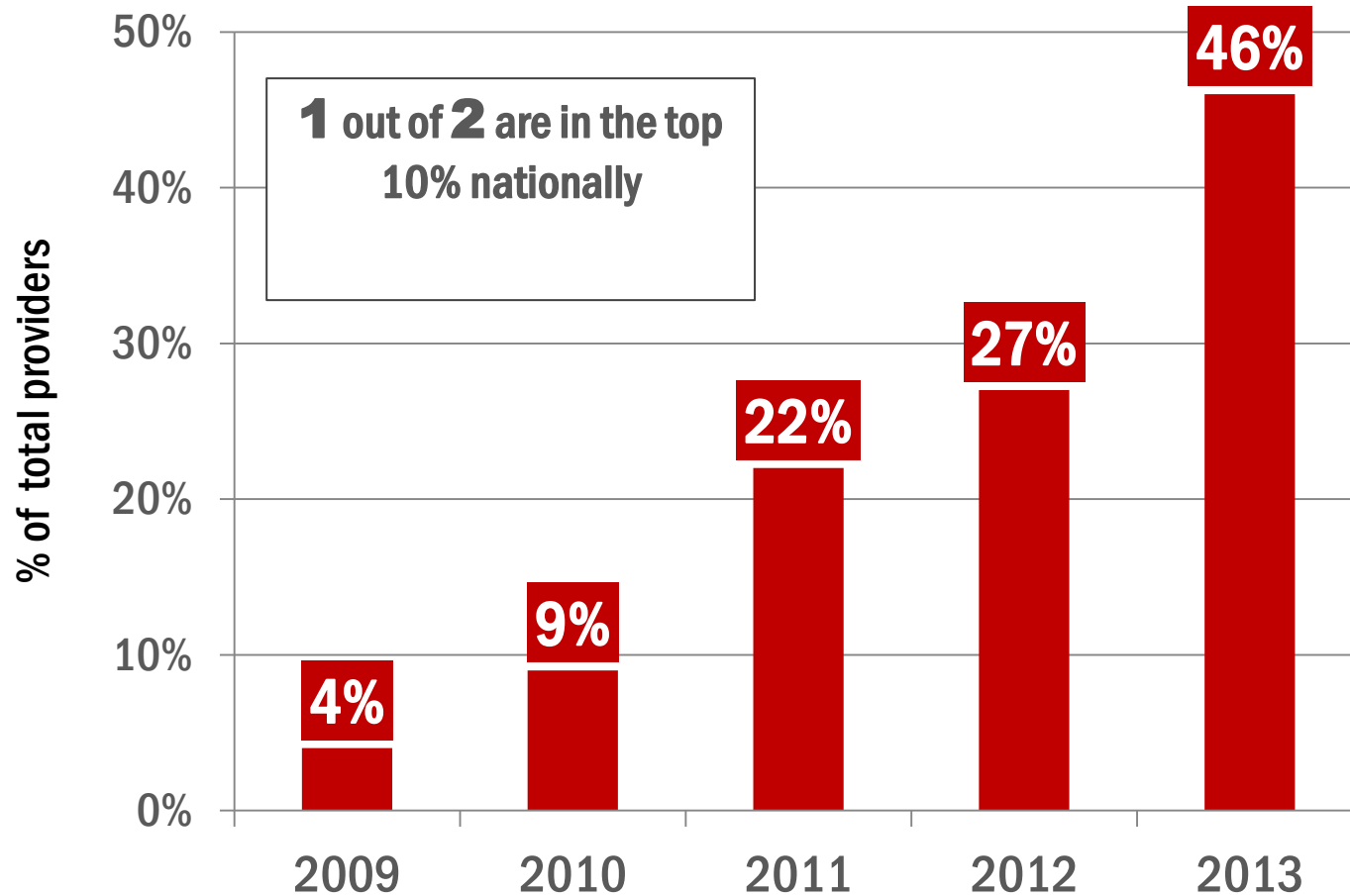
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Percentile of Providers

90TH %ILE OR ABOVE



Medical Practice Survey - providers must have n=30 returned in calendar year
National Rank - compared against the Press Ganey National Database: 128,705 physicians

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teams

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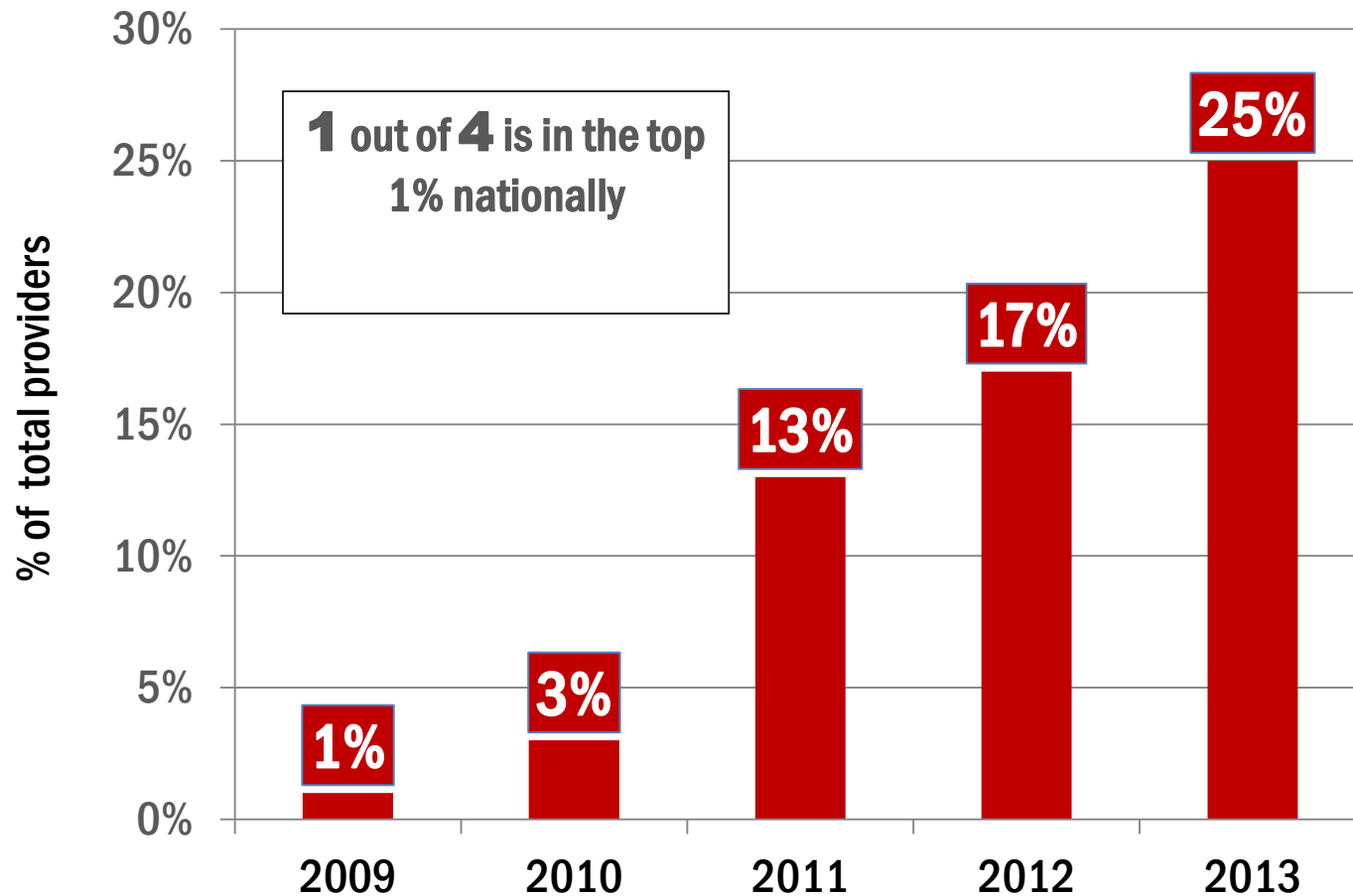
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Percentile of Providers

99TH %ILE OR ABOVE



Medical Practice Survey – providers must have n=30 returned in calendar year
National Rank – compared against the Press Ganey National Database: 128,705 physicians

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Contributing To A NATIONWIDE SOLUTION



Engaging Doctors in the Health Care Revolution

by Thomas H. Lee
and Toby Casgrove

MOTIVATION	HOW TO APPLY IT	EXAMPLE
To engage in a noble shared purpose	Appeal to the satisfaction of pursuing a common organizational goal.	The Cleveland Clinic reinforced its commitment to compassionate care by launching a same-day appointment policy.
To satisfy self-interest	Provide financial or other rewards for achieving targets.	At Geisinger Health System, 20% of endocrinologists' compensation is tied to goals such as improving control of patients' diabetes.
To earn respect	Leverage peer pressure to encourage desired performance.	Patients' ratings of University of Utah physicians are shared both internally and on public websites to drive improvements in patient experience.
To embrace tradition	Create standards to align behaviors, and make adherence a requirement for community membership.	At the Mayo Clinic, a strict dress code and communication rules signal the "Mayo way of doing things."

"The University of Utah was the first to go down this road...and patient care will be better for it." –
Thomas H. Lee, MD

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Contributing To A NATIONWIDE SOLUTION



DukeMedicine



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Transform
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COMMUNICATE
the need
for change

DEVELOP
your
teams

ESTABLISH
metrics

ENGAGE
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staff
and trainees

EMPOWER
front-lines

.....
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Create A FUTURE SOLUTION

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COMMUNICATE
the need
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DEVELOP
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ESTABLISH
metrics

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Transform
the system?

COMMUNICATE

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for change

DEVELOP

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teams

ESTABLISH

metrics

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CASE STUDY: VALUE DRIVEN OUTCOMES

TACKLING THE HEALTH CARE
CRISIS

The Big Idea

THE STRATEGY THAT WILL FIX HEALTH CARE

PROVIDERS MUST LEAD
THE WAY IN MAKING VALUE
THE OVERARCHING GOAL
BY MICHAEL E. PORTER
AND THOMAS H. LEE



98 Harvard Business Review October 2013

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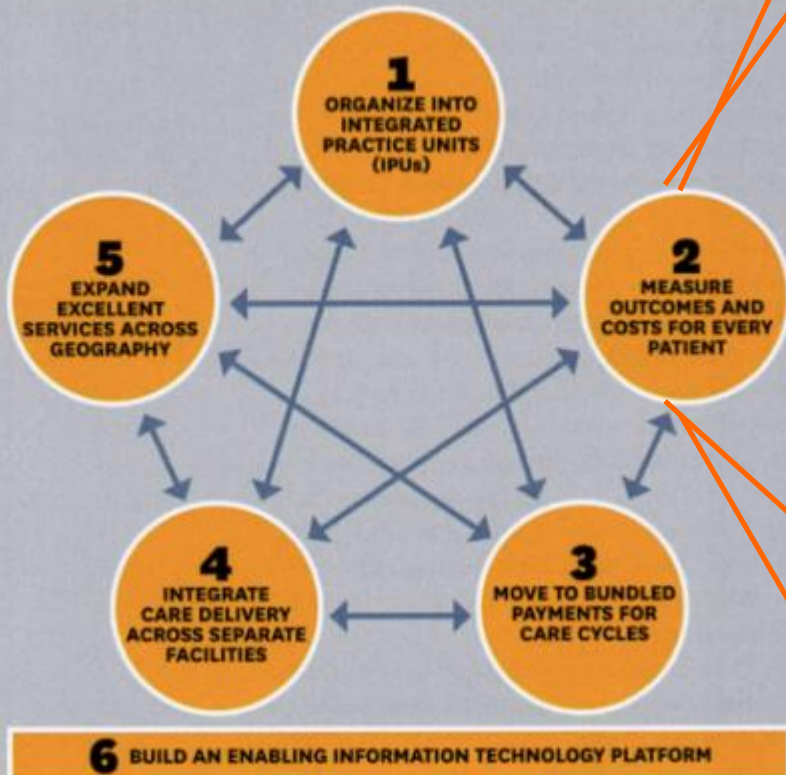
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The Value Agenda

The strategic agenda for moving to a high-value health care delivery system has six components. They are interdependent and mutually reinforcing. Progress will be greatest if multiple components are advanced together.



“Accurate costing also

“For a field in which high cost is an overarching problem, the absence of accurate cost information in health care is nothing short of *astounding*.”

- Robert S. Kaplan and Michael E. Porter, “The Big Idea: How to Solve the Cost Crisis in Health Care”, HBR, September 2011

Porter, “The Big Idea: How to Solve the Cost Crisis in Health Care”, HBR, September 2011

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Let's Talk About **THE ELEPHANT**



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How Can We Know Our Costs?

START WITH SEQUESTRATION



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VDO

VALUE DRIVEN OUTCOMES



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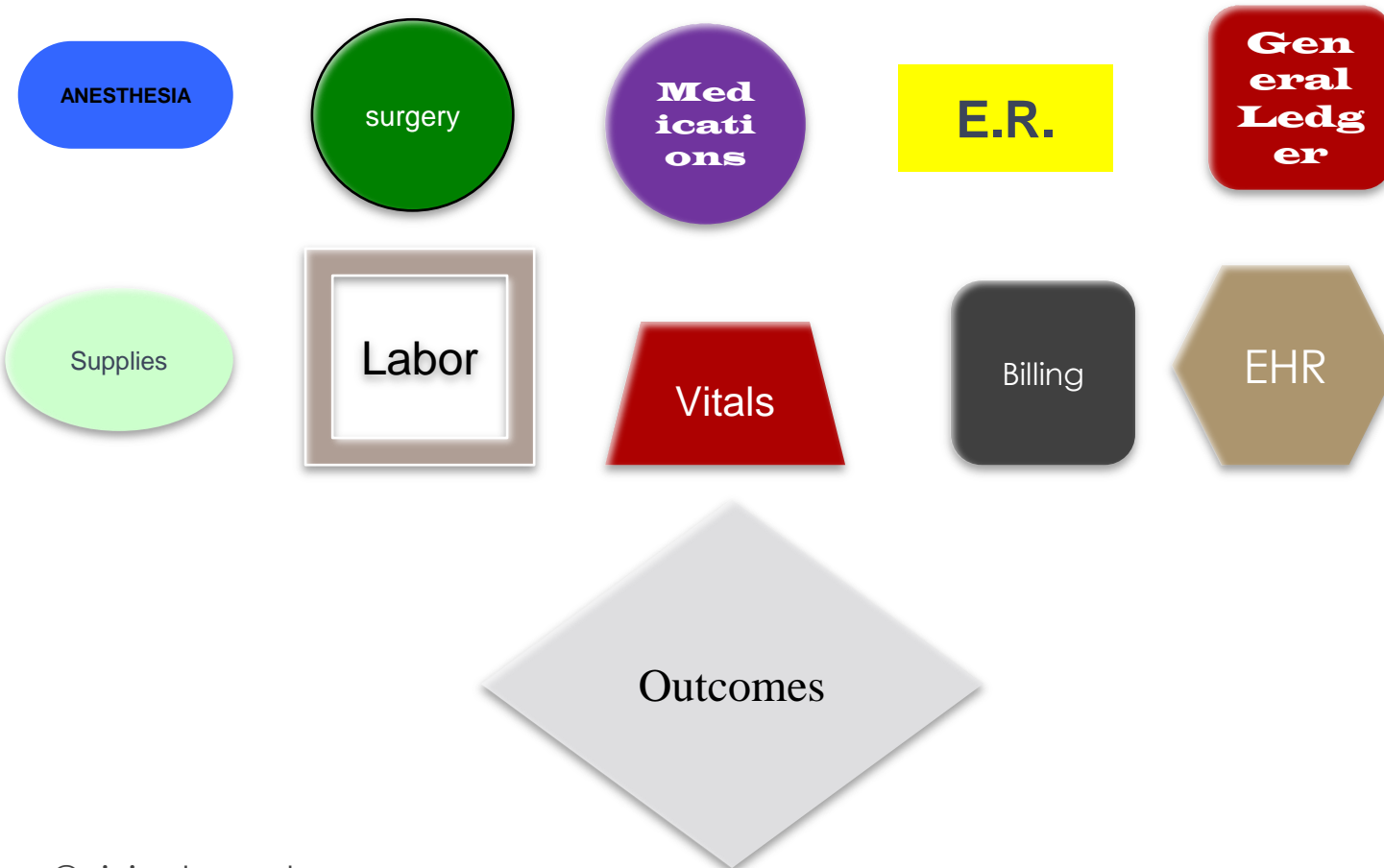
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VDO: Nuts and Bolts

IDENTIFY AND GATHER DATA



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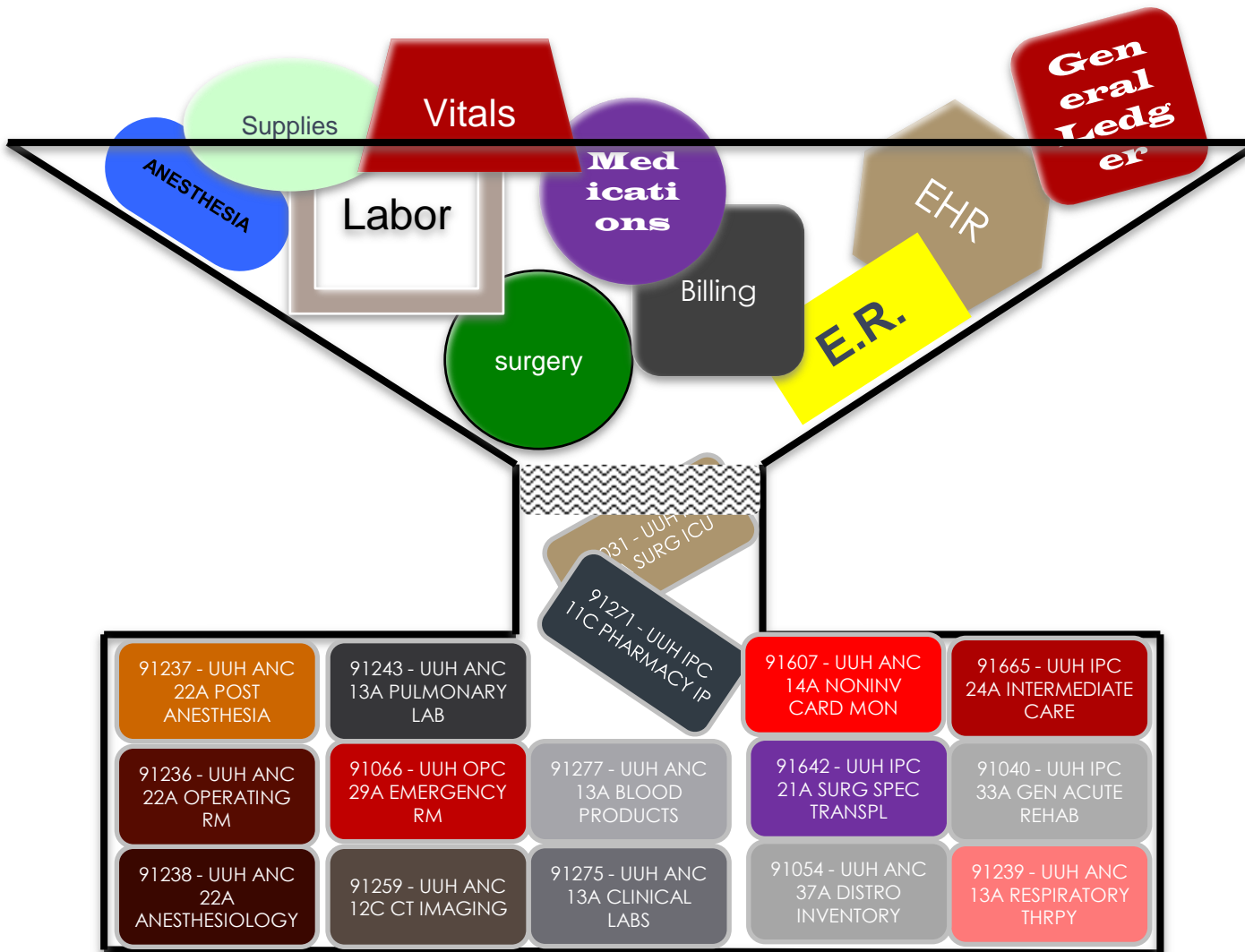
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EXTRACT, LOAD AND TRANSLATE DATA



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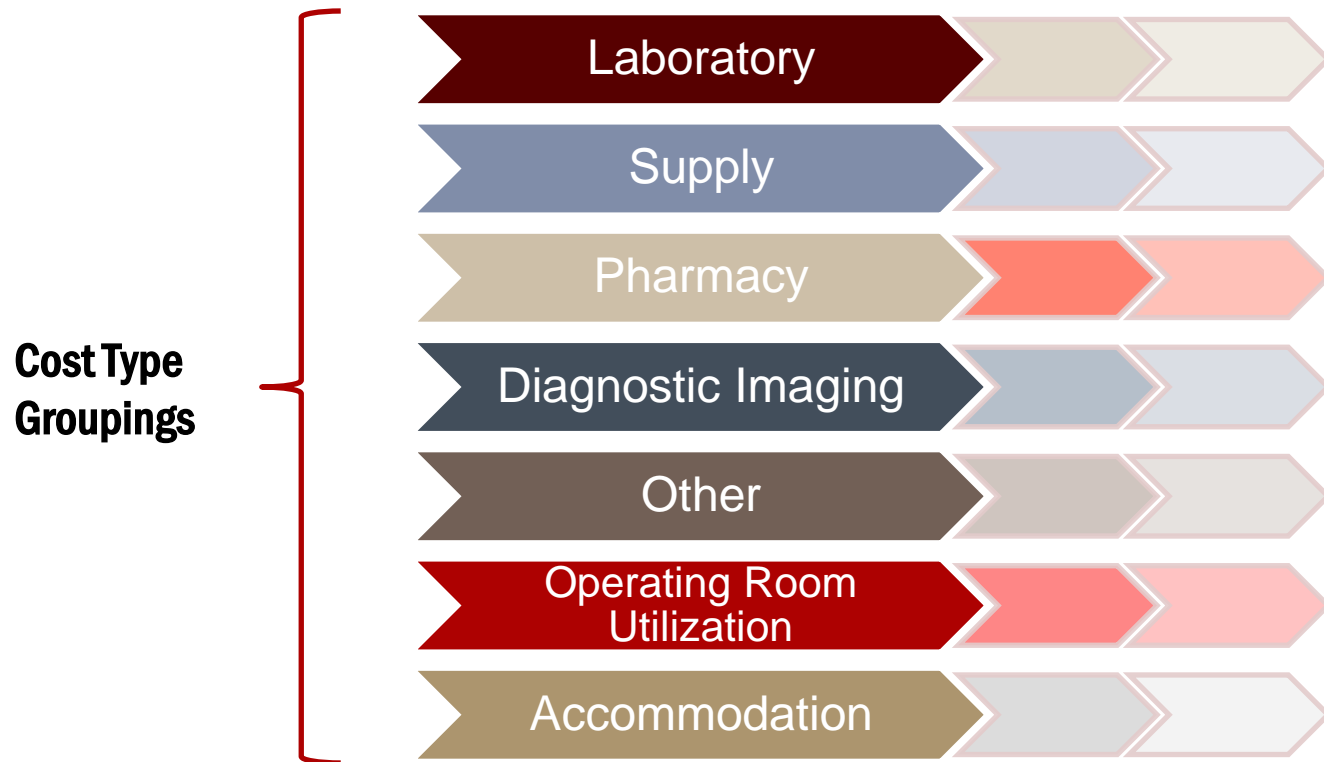
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CATEGORIZE AND ALLOCATE EXPENSES



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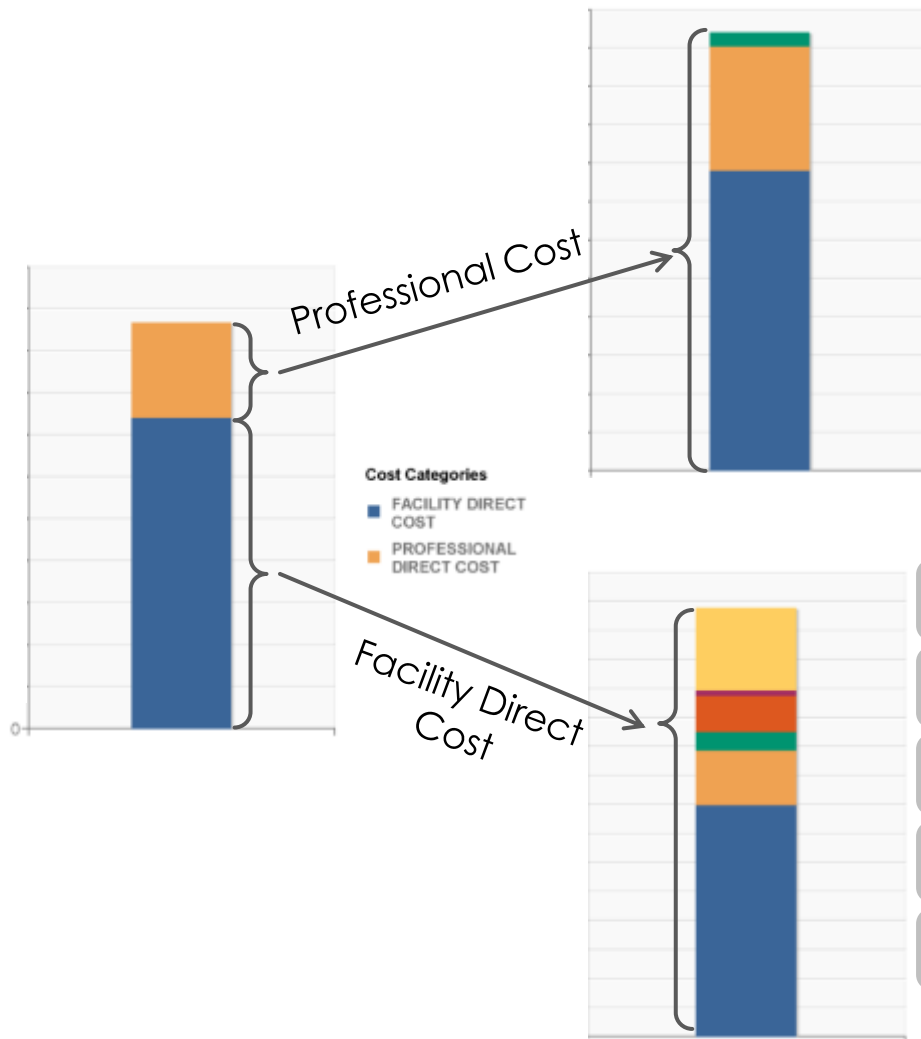
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Facility Cost Allocations

*Emergency Appendectomy (47.01 Laparoscopic Appendectomy),
3.12 Clinical LOS*



Cost Source: 5 Depts



Cost Source: 16 Orgs



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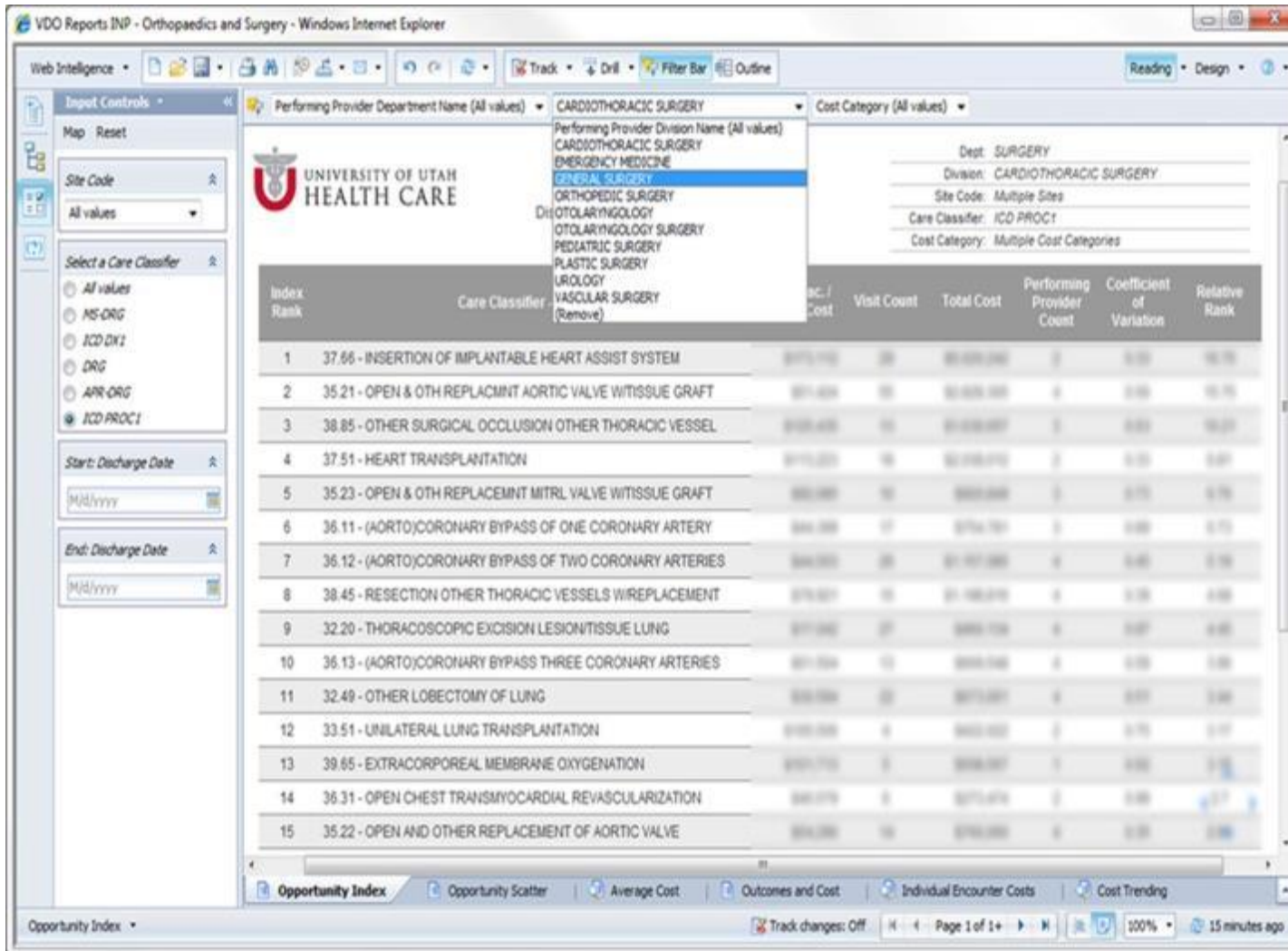
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Use Data to SHARE PRESENT STANDARDS

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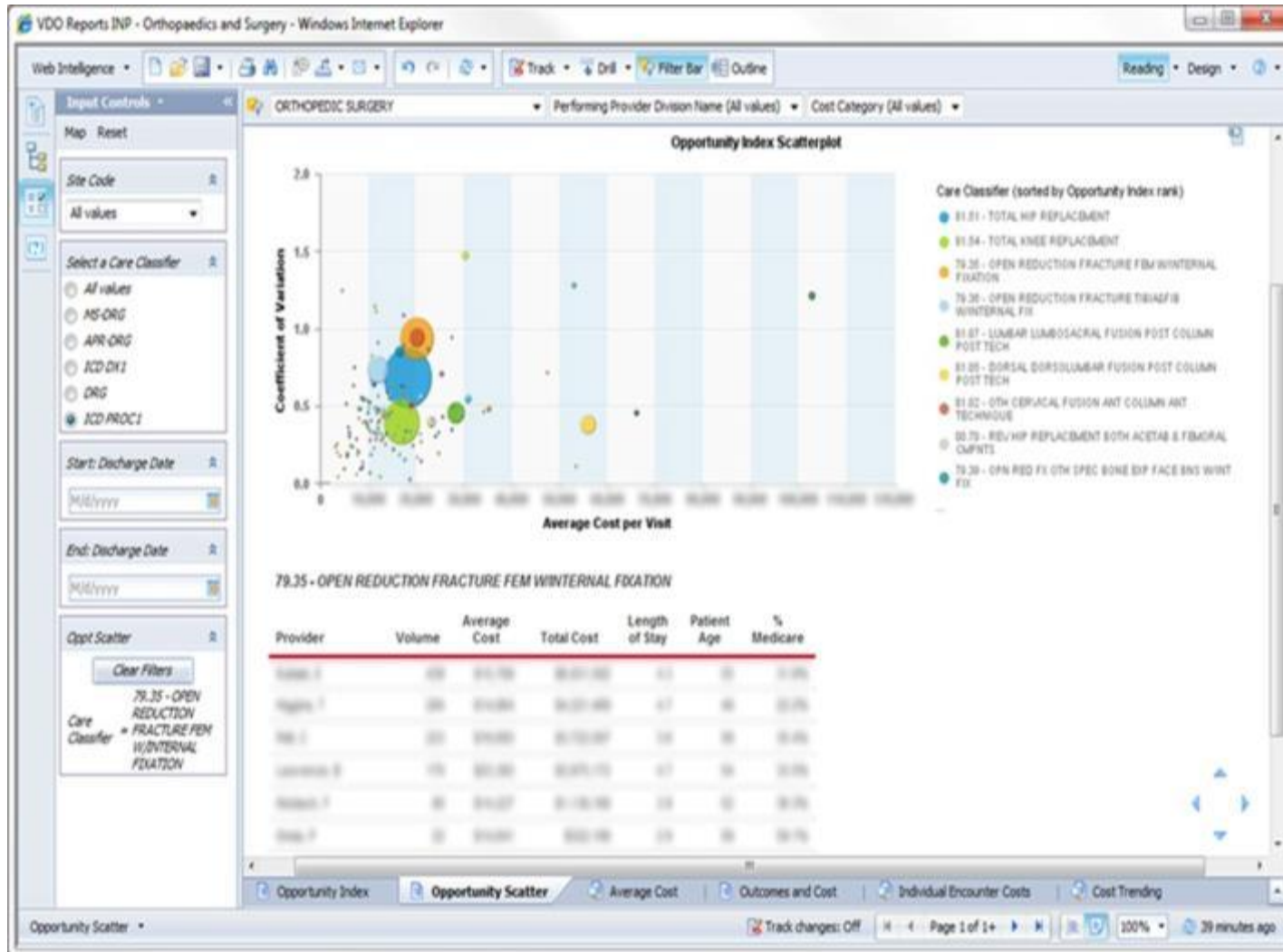
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front-lines

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Opportunity Identification Report: Kawamoto K et al. J Am Med Inform Assoc doi:10.1136/amiainl-2013-002511

Use Data to SHARE PRESENT STANDARDS

HOW DO WE
Transform
the system?



COMMUNICATE
the need
for change

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Opportunity Index Scatterplot: Kawamoto K et al. J Am Med Inform Assoc doi:10.1136/amiajnl-2013-002511

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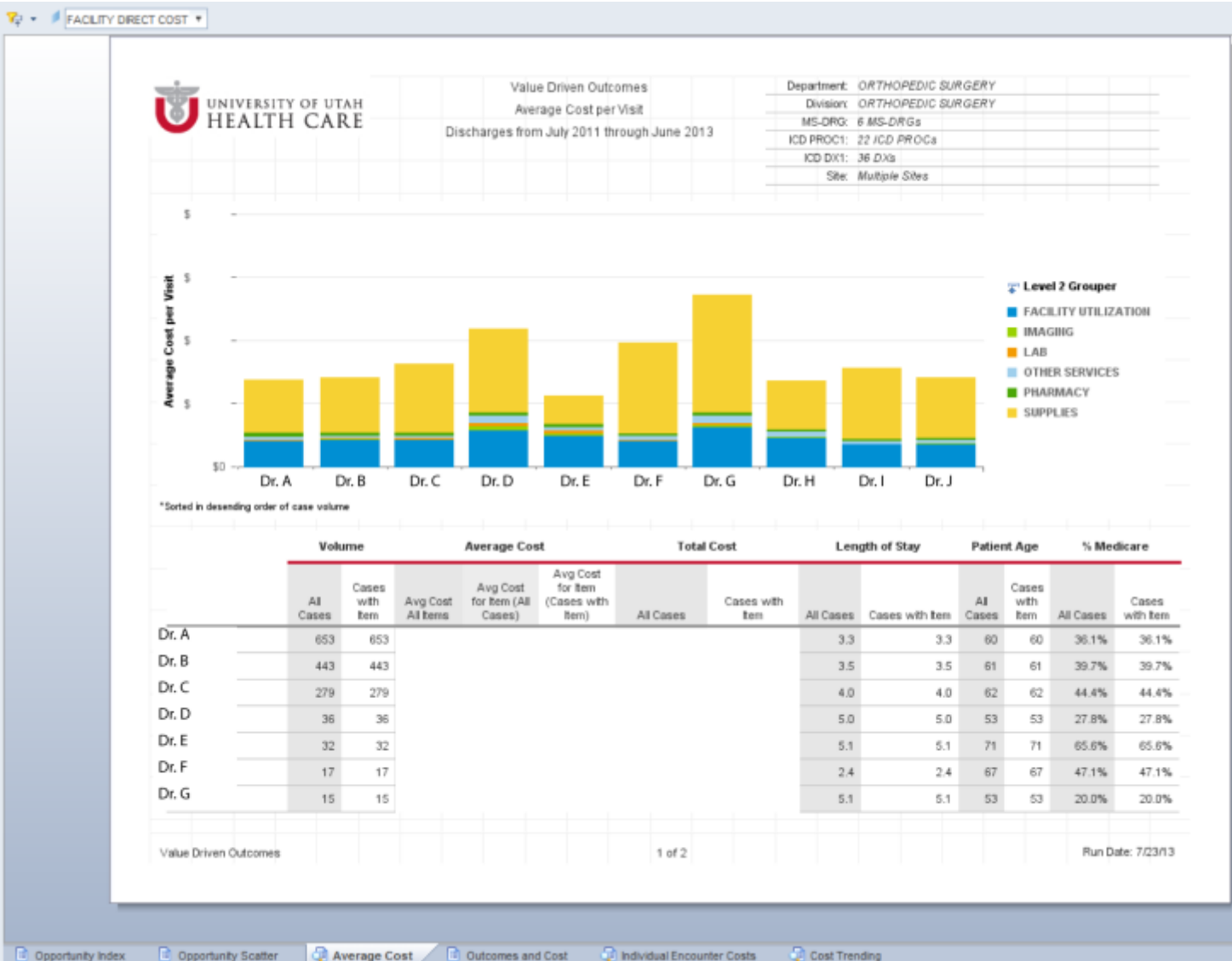
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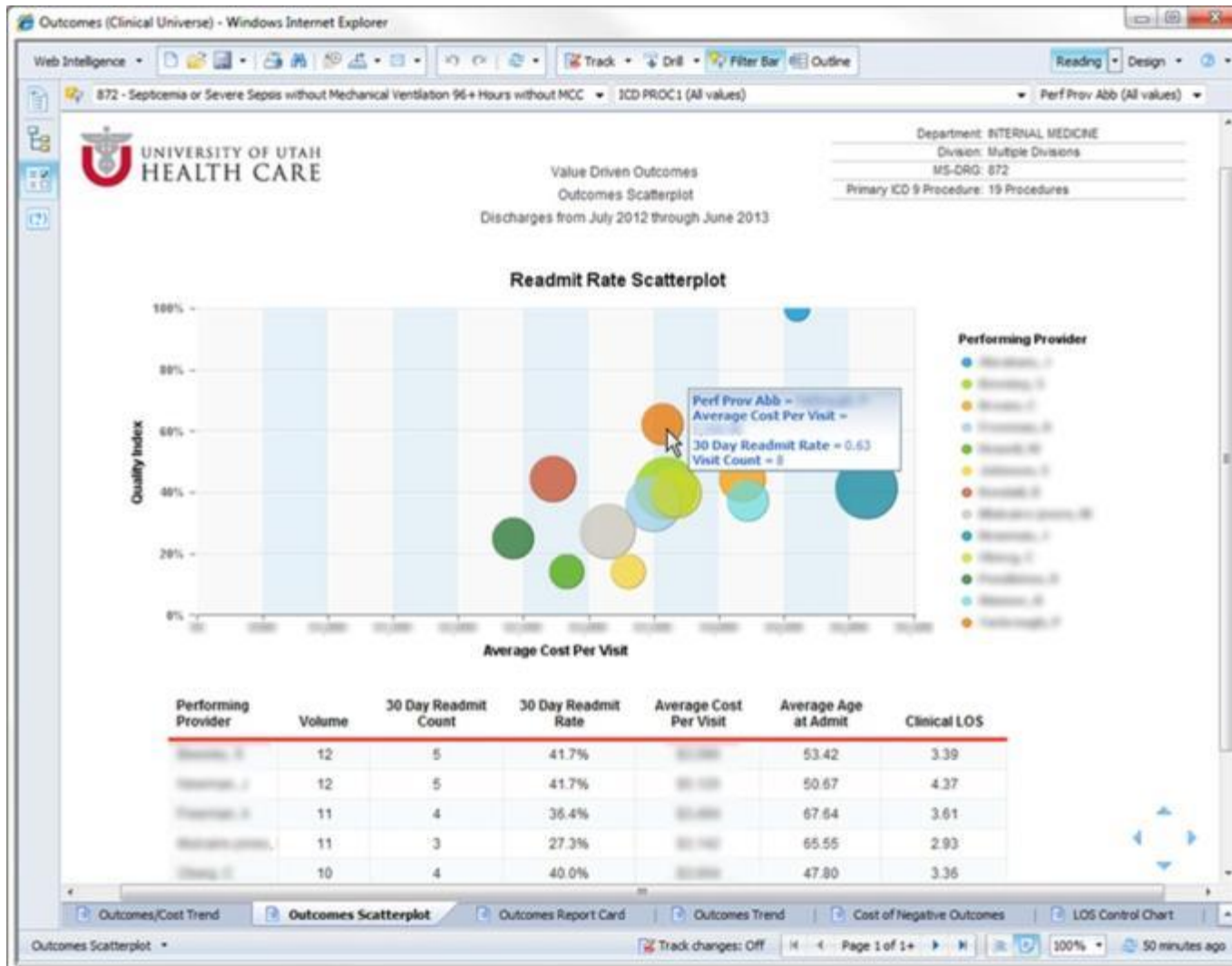
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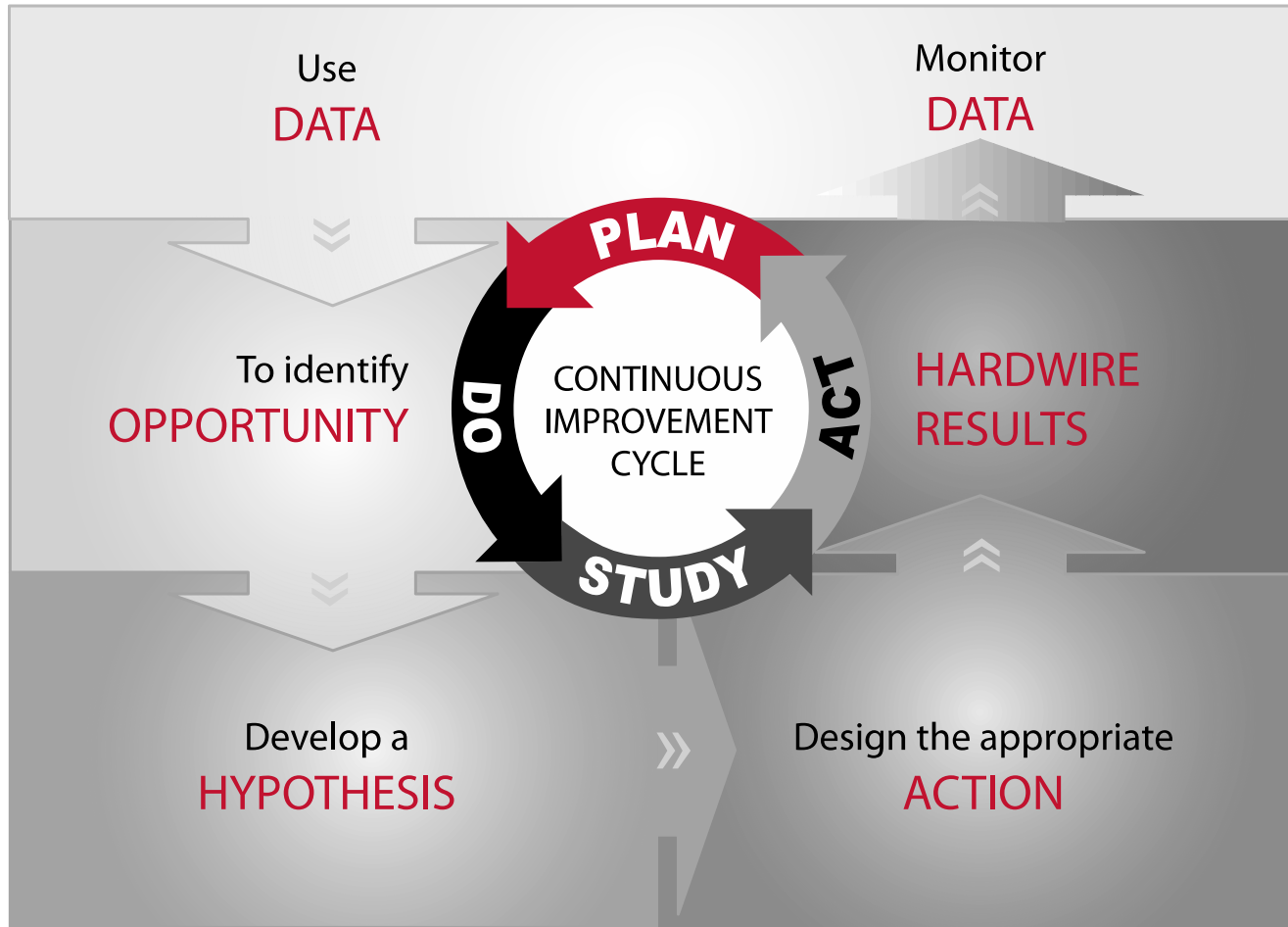
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Value Dashboard: Kawamoto K et al. J Am Med Inform Assoc doi:10.1136/amiajnl-2013-002511

Use Data to Create a **LEAN PROCESS**



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Engage Your FRONT LINES



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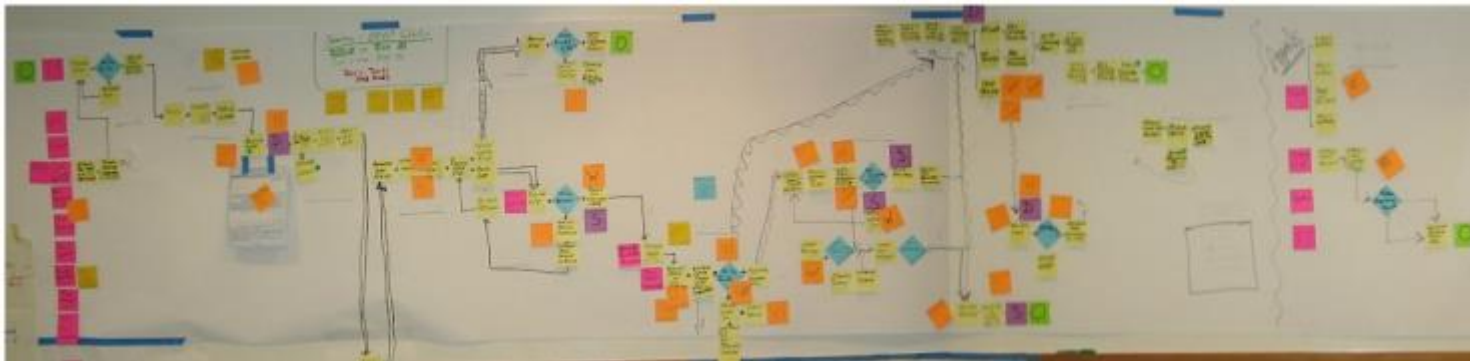
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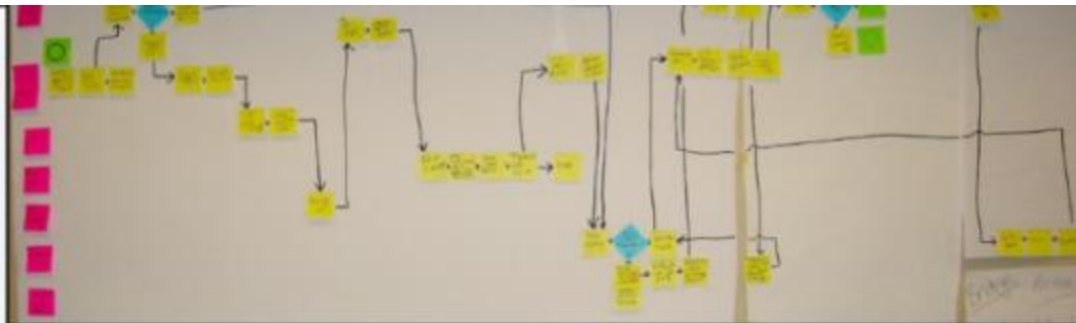
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Engage Everyone to REDESIGN SYSTEMS & PROCESSES

Mapping Current State



AFTER



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Use DATA to Engage PROVIDERS TO BE PROBLEM-SOLVERS

HOW DO WE
Transform
the system?



Value Driven Outcomes Orthopedic Outcomes Visit Detail Visit Number: 190247436

Attending Provider: _____
Admitting Provider: _____
Performing Provider: _____
Referring Provider (ADT): _____

Visit Number	190247436
Admission Date/Time	10/12/2012 8:50:00 AM
Discharge Date/Time	10/16/2012 3:16:00 PM
Clinical LOS	
MRN	
Patient Name	
Age at Admit	
Primary Payor Category	Commercial Products
Primary Payor Group	Ihc Products

Ortho Outcomes Report Card	
UHC 30 Day Readmit	FAILED
ED Visit Within 90 Days	PASSED
Early Mobility	PASSED
SCIP Check	PASSED
OTSS	PASSED
HAC/PSI	PASSED
Perfect Care	FAILED

Cost Groups	Cost
Facility Utilization	N/A
Imaging	N/A
Lab	N/A
Other Services	N/A
Pharmacy	N/A
Supplies	N/A
Total:	N/A

Supply Cost Detail	Cost	Qty
Stryker Tib Baseplate 5520-b-300	N/A	4
Stryker Tib Bearing Insert 5531-f-309	N/A	4
Stryker Cruc Ret Fam 5510-f-301	N/A	2
Stryker Cruc Ret Fam 5510-f-302	N/A	2
Stryker Symm Patella 5550-g-298	N/A	4
Hb Cement W Gent Palacos	N/A	8
Stryker Headless Pin 7650-1038a	N/A	2
Stryker Headless Pin 7650-1039a	N/A	2
Hb Oxygen	N/A	9
Blade System Sag	N/A	6
Hb Tray Knee Dressing	N/A	4
Hb Cold Therapy Pad 11x12in	N/A	4
Hb Pad Pressure Protector Unversl	N/A	2
Hb Ted Hose Thigh L-L	N/A	2
Hb Av Impulse Pad Regular	N/A	2
Hb Nerve Block Tray	N/A	2
Hb Cpm Machine	N/A	10
Dermabond Skin Adhesive	N/A	4
Hb Dermabond Advanced Topical Skin Adh	N/A	2
Hb Daninger 400 Serged Edge Knee Adj P	N/A	2

ICD-9 Diagnosis
1 715.36 - Loc Osteoarthritis Not Spec Prim/sec Lower Leg
2 278.00 - Obesity, Unspecified
3 V85.34 - Body Mass Index 34.0-34.9 Adult
4 300.00 - Anxiety State, Unspecified
5 729.1 - Unspecified Myalgia And Myositis

ICD-9 Procedures	Performing Provider
1 81.54 - Total Knee Replacement	
2 81.54 - Total Knee Replacement	
3	

Unit	Hospital Service	In Date	Out Date	Days on Unit
SSU - UH (SSU) SURGICAL SHORTSTAY UNIT	ORT - Orthopaedics	10/12/2012 8:50:00 AM	10/12/2012 12:28:00 PM	0
PACU - UH (PACU) POST ANESTHESIA RECOVERY UNIT	ORT - Orthopaedics	10/12/2012 12:28:00 PM	10/12/2012 2:59:00 PM	0
OTSS - UH (OTSS) ORTHO TRAUMA SURG SPECIALTIES	ORT - Orthopaedics	10/12/2012 2:59:00 PM	10/16/2012 3:16:00 PM	4

Value Driven Outcomes

1 of 2

Refresh Date: 12/6/13

191118187

PASSED

PASSED

FAILED

PASSED

PASSED

PASSED

FAILED

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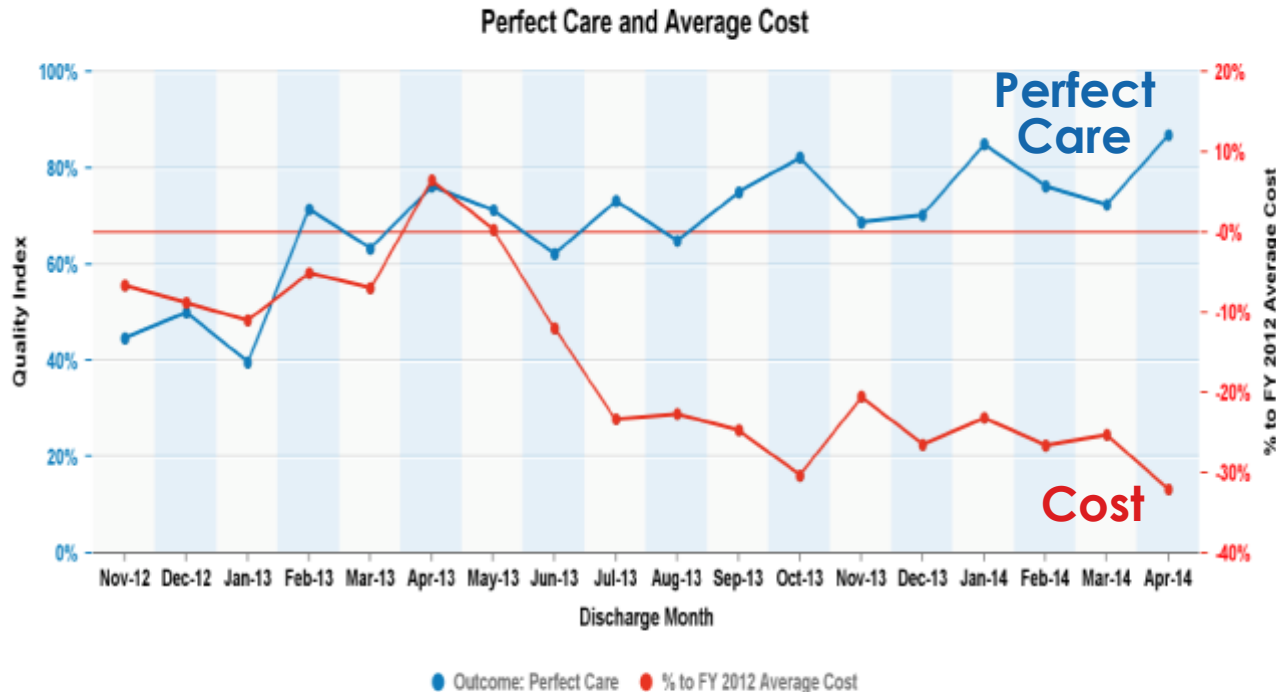
Where Quality Goes Up & COSTS GO DOWN

HOW DO WE
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Value Driven Outcomes
Outcomes and Cost Trend
Discharges from November 2012 through April 2014

Department: ORTHOPEDIC SURGERY
Division: ORTHOPEDIC SURGERY
Physician: 3 Physicians
Outcome Measure: Perfect Care
Primary ICD 9 Procedure: 11 Procedures



Quality Index: Percentage Of All Visits Where Selected Care Measure Was Met

% to FY 2012 Average Cost: Ratio of that Months Ave. Cost Compared to a Baseline 2012 Ave. Cost

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Creating Value FOR THE PATIENT



Patient Reported Outcomes

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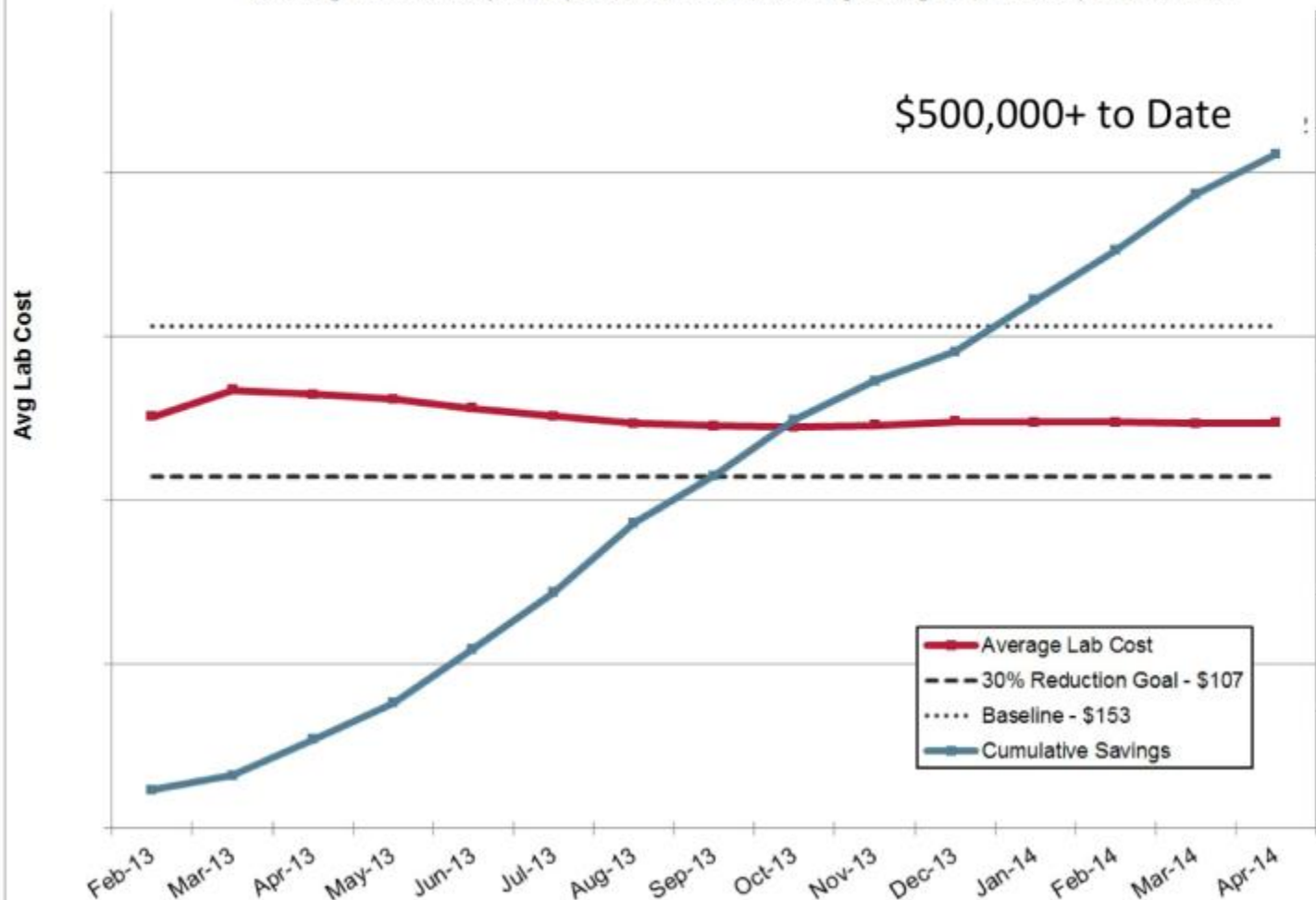
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Where Quality Goes Up & COSTS GO DOWN

Cumulative Average Daily Lab Costs
Hospitalists - 2/1/2013 through 4/30/2014
each avg lab cost data point represents the cumulative avg ending on the last day of that month



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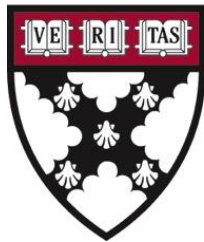
Hard-wiring the System THROUGH PARTNERSHIPS



LEAN 101

TIME-DRIVEN

Activity-Based Costing



**HARVARD
BUSINESS SCHOOL**

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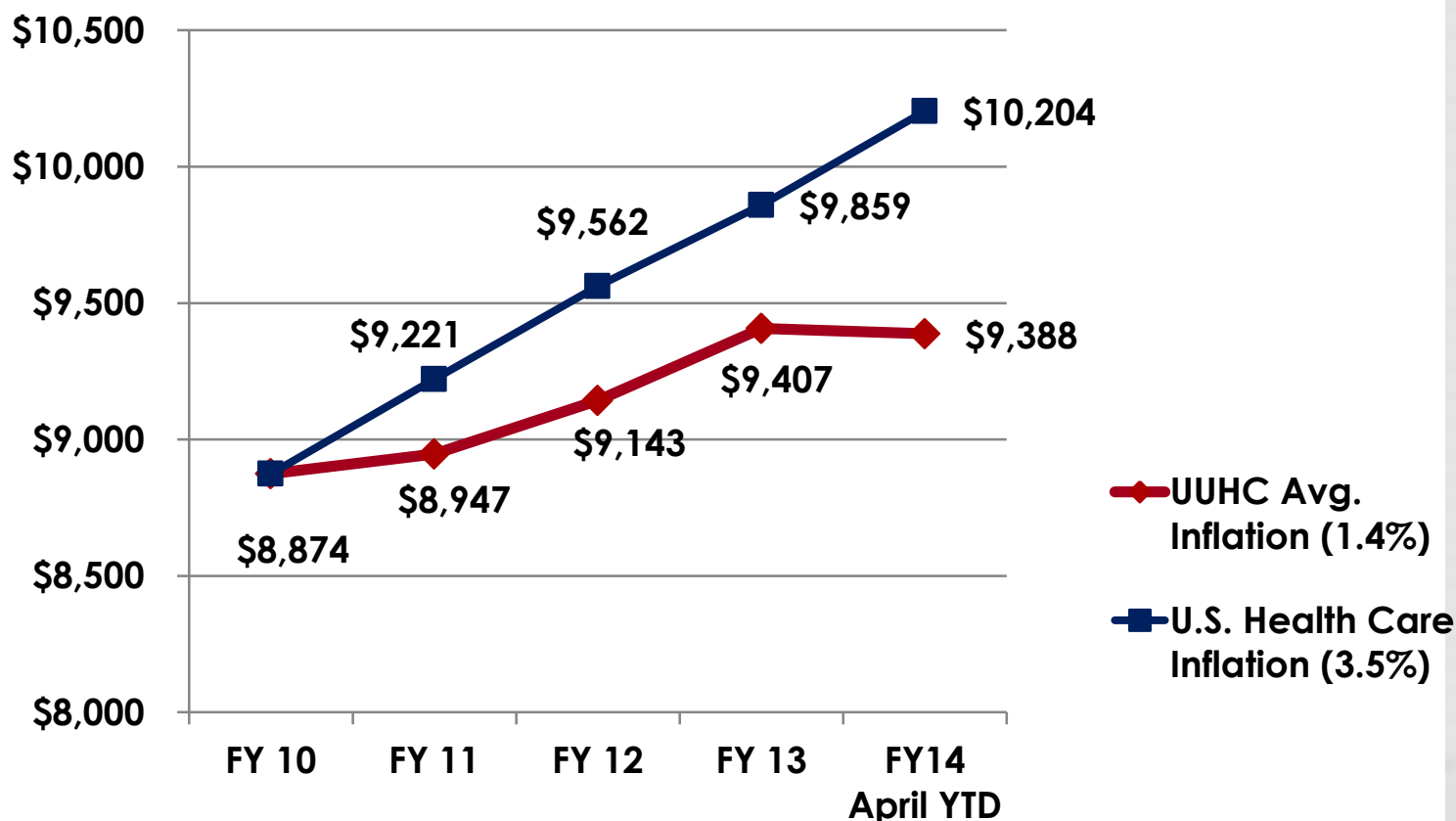
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Bending THE COST CURVE

Total Expense per CMI Adj. Discharge



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Source: Bureau of Labor Statistics and CMS, University of Utah Hospitals & Clinics Finance

@vivianleemd

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Contributing To A NATIONWIDE SOLUTION

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Utah hospitals try the unthinkable: Get a grip on costs

Julie Appleby, Kaiser Health News 8 a.m. EDT June 26, 2014

614 **190** **153** **8**
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SALT LAKE CITY — When a car rolls off an assembly line, the automaker knows exactly what parts, labor and facilities cost. Not so in health care, and now some health executives are trying to change that.

Although U.S. hospitals account for the single largest chunk of the nation's \$2.7 trillion in health spending, few of them can say how much it actually costs them to care for every patient they admit.



Jul 02, 2014



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THANK
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Vivian S. Lee, M.D., Ph.D., M.B.A.
Senior Vice President, University of Utah Health Sciences
CEO, University of Utah Health Care
Dean, University of Utah School of Medicine