

WHITE PAPER

Improving Performance— A Multi-Dimensional Approach for Health Care Providers

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Linking Data Drives Insight and Action

In today's competitive marketplace, health care providers must strive to attain high patient satisfaction and clinical quality while minimizing costs associated with utilization. Each is considered a key aspect of a high performing provider. Typically, providers look to separate datasets and reports to inform and drive their efforts—for example, patient satisfaction surveys, outcome assessments, and financial cost reports. But what if all of this information was linked? Could insight into the relationship between specific satisfaction, quality, case mix, and utilization metrics help health care providers more efficiently focus their often divergent improvement efforts? The answer is Yes.



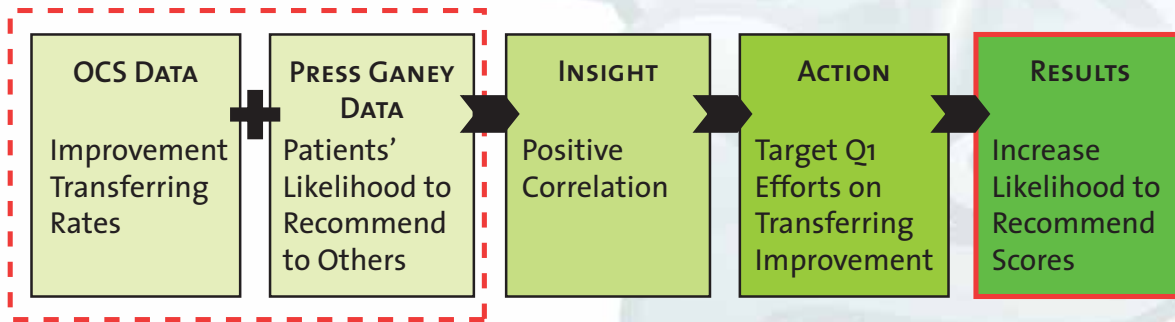
Exploratory Study Shows Synergy

The home health industry is uniquely situated to create a 360-degree view of performance, which can be applied to other segments of the health care industry. As a part of the home health prospective payment system (PPS), providers are required to capture a standardized dataset focused on patient outcomes at multiple points in time. This patient-level outcome data, coupled with case mix information, resource use data, and financial information, can be combined with other valuable data elements, such as patient satisfaction, to create a multi-dimensional view of organizational performance.

In an innovative exploratory study linking select satisfaction, outcome, utilization, and case mix data for a set of 57 common home health clients, Press Ganey and OCS found numerous correlations between standard satisfaction,

utilization, case mix, and quality metrics. These correlations are noteworthy as they suggest that when a home health agency (HHA) makes progress in a specific area of satisfaction they may also achieve progress in a specific area of quality improvement or utilization management and vice versa. Identifying these areas of synergy can help agencies strategically implement specific actions to more efficiently achieve improvements in satisfaction and quality scores or utilization goals.

One of the significant relationships uncovered in the study was between agency improvement in transferring scores and their patients' "likelihood to recommend" scores. Agencies with a higher proportion of patients improving in transferring also had a higher proportion of patients that were likely to recommend the agency to others.



Patients' perception of home health agencies staff—be it their technical skills, ability to include family in care planning, concern for patient privacy, or sensitivity to patient's personal issues—was repeatedly correlated not only with agency utilization but also agency outcome scores. Further global measures of satisfaction, such as likelihood to recommend home care to others and patients' overall satisfaction were correlated with improvement in transferring. Table 1 on the following page describes in more detail each area of synergy that emerged from this exploratory study.

New home health opportunities

Evidence that valuable insights can be achieved by linking Press Ganey satisfaction data with data from the OCS data warehouse creates the opportunity to develop additional measures for the home health industry that offer a 360-degree view of agency performance in terms of outcomes, patient satisfaction, income, and utilization. The goal of these analyses would be to depict how different aspects of performance are inter-related and to enhance agencies' ability to establish and track performance goals with the potential for synergistic effects. See Figures 1 & 2.

By looking across data sources, these agency-level graphs provide agencies with a 360-degree view of their performance and insight into the impact of agency characteristics and operational choices.

Table 1., Summary of Study Findings

OCS DATA	PRESS GANEY DATA	INSIGHT	ACTION	RESULTS
Case Mix	Patients' perceived success of Initial Plan of Care	Success of Initial Plan of Care associated with higher proportion of acute vs. chronic patients	Develop plan to identify and address barriers to developing successful initial care plans for chronic patients	Improved satisfaction scores Efficient allocation of resources
Length of Stay (LOS)	Patients' trust in aides' technical skills	Trust in aides' technical skills associated with shorter LOS	Identify technical skills needing improvement Provide targeted skill training Demonstrate skills to patients	Reduce LOS Reduce adverse events associated with longer LOS (hospitalizations)
Medical Social Worker (MSW) visits	Patients' perception staff concerned with keeping family informed	Perception staff keeping family informed associated with fewer MSW visits	Enhance staff communication with family	Reduce utilization costs
Emergent Care Rates	Patients' perception staff concerned with patient privacy; Patients' perception staff include patient ideas into care	Perception staff concerned with privacy and includes patient ideas into care associated with lower emergent care rates	Demonstrate concern with patient privacy Demonstrate inclusion of patient ideas into care	Reduce emergent care rates
Improvement in Transferring Rates	Patients' perception aides sensitive to patient's personal health issues	Perception aides sensitive associated with higher improvement in transferring	Enhance staff training Demonstrate aide sensitivity	Increase improvement in transferring rates
Improvement in Transferring Rates	Patients' likelihood to recommend to others	Likelihood to recommend associated with higher improvement in transferring	Focus Q1 efforts on improvement in transferring	Increase "likelihood to recommend" scores
Improvement in Transferring Rates	Patients' satisfaction with personal issues	Satisfaction with personal issues associated with higher improvement in transferring	Focus Q1 efforts on improvement in transferring	Increase "satisfaction with personal issues" scores
Improvement in Transferring Rates	Patients' overall satisfaction	Overall satisfaction associated with improvement in transferring	Focus Q1 efforts on improvement in transferring	Increase overall satisfaction scores

Clinical Insight and Action

Beyond the agency-level analyses, there are also opportunities for patient-level reports that identify how different types of patients within an agency impact their outcome, satisfaction, income, and utilization metrics. These reports demonstrate to agencies the degree to which their patients with high satisfaction have an impact on key measures of performance compared to their patients with low satisfaction. One such study (http://www.pressganey.com/products_services/readings_findings/satmon/article.php?article_id=353) confirmed from multiple sources that an agency's quality improvement initiatives were impacting patients and patient satisfaction in a positive way.

By looking across data sources, patient-level analysis can aid agencies in identifying patient populations that help move performance improvement efforts in multiple areas forward, as well as those that do not. With this information, agencies can effectively set specific performance goals targeted at a select population that will ultimately have a synergistic effect on overall performance.

Benefits of data integration

This approach to analyzing performance translates beyond home health into other segments of health care. The key is access to data that captures the many aspects of performance, the willingness to look across these sources, and the expertise to organize the results in a manner that allows the user to move from insight to action.

For more information about the study or new products contact your OCS or Press Ganey Consultant.

Figure 1

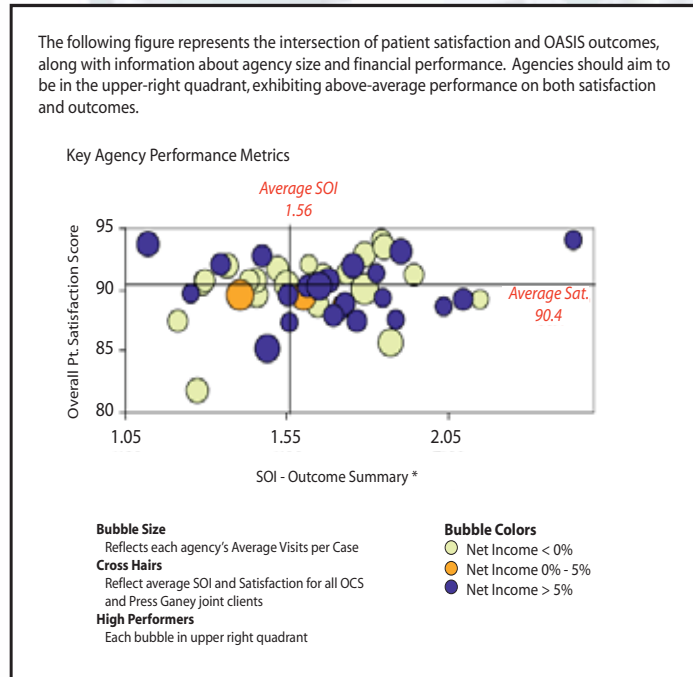


Figure 2

The following table details agency performance on patient satisfaction and OASIS outcomes, along with information about agency size and financial performance, by agency type. "High performers" are those that appear in the upper-right quadrant of the bubble graph above and, thus, exhibit above-average performance on both satisfaction and outcomes.

Agency Performance Metrics, by Select Agency Characteristics

	Outcome Summary - SOI*	Overall Pt. Satisfaction	Likelihood to Recommend	Average Episodic Net Income	Average Visits per Case
Hospital-based	1.69	91.1	93.2	-5%	14.4
Not Hospital-based	1.68	90.2	92.9	-6%	17.1
Rural	1.82	91.4	94.2	17%	16.5
Urban	1.62	90.2	92.5	-1%	18.5
Both Rural & Urban	1.69	90.4	92.8	-15%	14.8
Proprietary	1.74	90.4	92.7	4%	15.6
Not-for-profit	1.54	90.8	93.6	-23%	17.8
High Performers	1.81	92.2	94.6	-4%	15.0

*The OCS Standardized Outcome Index (SOI) is a representation of an agency's overall performance in managing outcomes and quality of care. The calculation uses most of the OASIS items included in the current CMS case weight methodology and compares the score on each item at start of care to the score at discharge to identify the change in status at the patient level. Outlier patient scores are removed and the scores are rolled up to the agency level for a high-level depiction of an agency's performance in managing outcomes.