



Sutter VNA & Hospice, Rosedale

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"We used OCS reports to identify the critical factors for success by comparing outcomes data of the various locations."

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Summary of Project

Sutter Corporate used comparative data to review the performance metrics of each of their individual agencies side-by-side. Not surprisingly, they identified better outcomes in some locations than in others. They wanted to be able to capitalize on the knowledge and experience of those in the branches with better results, so they began a process of investigation to truly understand their differences. Through that process, they were able to identify those skills and practices that set their top performers apart, and then replicate those practices in other agencies with less impressive outcomes.

Project Description

During their investigation process, Sutter Corporate found that accurate OASIS data was a key element in improving outcomes and that the knowledge base of the clinical manager at each agency was a critical factor. The location with the manager most highly trained in OASIS had the best outcomes. They used this fact as the base of a project to increase clinician expertise and clinical outcomes. Based on the leadership of the OASIS Expert clinical manager, the company created and implemented advanced OASIS education and training tools, including assessment scripts and role playing, to improve the OASIS expertise of more clinicians. They also revised the company reporting structure so that the utilization management nurse reported directly to the clinical manager. This allowed for a closer eye to be kept on data accuracy and facilitated the appropriate allocation of resources.

Throughout this project, Sutter Corporate used OASIS Reports and Graphs to keep a close eye on data trends. Perhaps more importantly, by communicating results and using lots of graphs for a simple-to-read visual representation of the data, this encouraged clinicians to keep up their new skills and knowledge and motivated sustained performance improvement.

Project Results

Sutter's results speak for themselves. The data shows that Sutter Roseville is truly making a difference in the effective management of patient's pain. By December of 2004, 69 percent of patients experienced improvement in pain interfering with activity, exceeding the 57 percent target! By March 2005, 77 percent

of patients experience improvement. The continuous reference and inclusion of outcomes data was key to Sutter's performance improvement success.

OCS Tools Used to Support the Project

- OCS-BBI Reporter
 - ✦ Case Mix, Select Clinical Indicators, Quality Tracking, Utilization Summary, and Executive Summary Reports
 - ✦ Drill-down and look at subsets of patients by location

Processes Defined and Implemented

Data analysis to understand drivers behind case weight:

- Review clinical outcomes
- Use service line constraints to identify patient subsets defined by primary diagnosis
- Evaluate OASIS integrity
- Educate staff
- Correlate clinical outcomes and agency operations
- Revise reporting structure to more closely tie OASIS to patient care management
- Continuous evaluation of action plan
 - ✦ Quarterly review of OCS-BBI Reporter
- Ongoing communication of results
 - ✦ Rely heavily on the use of graphs