The Path Ahead: Choosing to Use the Most Powerful Model in the World

California Spring Readmissions Summit: Make History
Celebration of Success: From Ordinary to Extraordinary
May 6, 2014

Dennis Wagner, MPA
Co-Director, Partnership for Patients

U.S. Department of Health & Human Services
CMS Center for Medicare & Medicaid Innovation, and
CMS Center for Clinical Standards and Quality
Thank You

• For the hard work you are doing to improve our nation’s healthcare system
• For your active commitment to improving the care of your patients and clients
• For your commitment to improvement, innovation and transformation
Questions to Run On

• What is the Partnership for Patients and how is it organized?

• What is happening with 30 day readmissions in California and in the nation?

• What leadership behaviors are causing these results?

• Going forward, what can each of us do to sustain and accelerate our lifesaving and enhancing results?
Partnership for Patients
Focused on 2 Bold Aims

GOALS:

40% Reduction in Preventable Hospital-Acquired Conditions

20% Reduction in 30-Day Readmissions

http://partnershipforpatients.cms.gov
PfP Areas of Focus

“No Patient wants a hospital that is good at only preventing 3 harms.”

1. Adverse Drug Events
2. Catheter-Associated Urinary Tract Infections
3. Central Line-Associated Bloodstream Infections
4. Early Elective Deliveries
5. Injuries from Falls
6. Obstetrical Adverse Events
7. Pressure Ulcers
8. Surgical Site Infections
9. Venous Thromboembolism
10. Ventilator-Associated Pneumonia
11. 30-Day All-Cause Readmissions
Partnership for Patients Achieves Results Through “3 Engines”

- Federal Programs
  - Medicare
  - Team STEPPS
  - Patients
  - Medicaid
- QIOs
- NHSN
- CUSP Initiative
- SORHs
- Partners
  - Unions
  - Associations
  - Long Term Care
  - States
  - Patients
  - Researchers
  - Providers
  - National Priorities
  - Payers
  - Partnerships
  - Purchasers
  - Employers

Partnership for Patients

- CMMI Investments
  - Hospital Engagement Networks
  - Community Based Care Transitions Program
- National Contracts
Powerful Partners Have Aligned Their Work With the Partnership for Patients
27 Hospital Engagement Networks (HENs)  
Achieving Results through 3,700+ Hospitals

System HENs
• Ascension Health
• Carolinas Health Care
• Dignity Healthcare
• LifePoint Hospitals, Inc

Multi-State
• **American Hospital Association/HRET**
  - 31 States and Puerto Rico including California Hospital Association
• Intermountain Healthcare
• Joint Commission Resources, Inc.
• eHEN
• Ohio Children's Hospital Solutions for Patient Safety
• Premier
• UHC
• VHA

State Hospital Associations
• Dallas-Fort Worth Hospital Council Foundation
• Georgia Hospital Association Research and Education Foundation
• Healthcare Association of New York State
• Hospital and Healthcare System of Pennsylvania
• Iowa Healthcare Collaborative
• Michigan Health and Hospital Association
• Minnesota Hospital Association
• New Jersey Hospital Association
• Nevada Hospital Association
• North Carolina Hospital Association
• Ohio Hospital Association
• Tennessee Hospital Association
• Texas Center for Quality and Patient Safety
• Washington State Hospital Association

Indian Health Service
Partnership for Patients and QIO work: Hospital Acquired Condition (HAC) Rates Show Improvement

- 2010 – 2012 - Preliminary data show a 9% reduction in HACs across all measures
- Many areas of harm dropping dramatically (2010 to 2013 for these leading indicators)

<table>
<thead>
<tr>
<th>Ventilator-Associated Pneumonia (VAP)</th>
<th>Early Elective Delivery (EED)</th>
<th>Obstetric Trauma Rate (OB)</th>
<th>Venous thromboembolic complications (VTE)</th>
<th>Falls and Trauma</th>
<th>Pressure Ulcers</th>
</tr>
</thead>
<tbody>
<tr>
<td>55.3% ↓</td>
<td>52.3% ↓</td>
<td>12.3% ↓</td>
<td>12.0% ↓</td>
<td>11.2% ↓</td>
<td>11.2% ↓</td>
</tr>
</tbody>
</table>
• 9% Reduction in Measured HACs
  – from 4,745,000 to 4,316,000
  – from 145 per 1,000 discharges to 132 per 1,000 discharges
  – *preliminary data meets pre-launch HAC reduction goal for 2012*

• $3.2B in 2012 Associated Cost Savings
  – $4.1B for 2012 and 2011 combined

• Estimated Associated Reductions in Deaths Due to HACs
  – ~12,000 for 2012
  – ~15,000 for 2012 and 2011 combined
QIO Accomplishments as of September 30, 2013

<table>
<thead>
<tr>
<th># of Engaged Communities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># of Beneficiaries Living there</td>
<td>14,607,292</td>
</tr>
<tr>
<td># Communities with Signed Coalition Charter</td>
<td>230</td>
</tr>
<tr>
<td># Communities Receiving Formal Funding</td>
<td>83</td>
</tr>
<tr>
<td># Recruited Hospitals</td>
<td>884</td>
</tr>
<tr>
<td># Recruited Nursing Homes</td>
<td>1,619</td>
</tr>
<tr>
<td># Recruited Home Health Agencies</td>
<td>965</td>
</tr>
<tr>
<td># Recruited Hospice Facilities</td>
<td>367</td>
</tr>
<tr>
<td># Recruited Dialysis Facilities</td>
<td>92</td>
</tr>
<tr>
<td># Recruited Outpatient Physicians</td>
<td>&gt; 1,975</td>
</tr>
</tbody>
</table>
Admissions and Readmissions Results

Seasonally-Adjusted Admissions per 1,000 Beneficiaries

Relative Improvement
(01 Oct 2010-31 Mar 2011) to
(01 Oct 2012-31 Mar 2013)

- Nation: 8.12%
- QIO Communities: 8.39%

Seasonally-Adjusted Readmissions per 1,000 Beneficiaries

Relative Improvement
(01 Oct 2010-31 Mar 2011) to
(01 Oct 2012-31 Mar 2013)

- Nation: 12.55%
- QIO Communities: 13.22%

Legend:
- QIO Communities - Beneficiaries residing in ZIP Code defined communities
- Nation - Beneficiaries residing in any ZIP Code in the nation
California Quarterly Readmissions Per 1,000 Beneficiaries

Please note that the rates used in this slide are seasonally adjusted rates.
Please note that the rates used in this slide are seasonally adjusted rates.
# California Averted Readmissions

Number of Averted Readmissions in the State of California
January 1, 2010 through December 31, 2012

<table>
<thead>
<tr>
<th>Year</th>
<th>Averted Readmissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 – 2011</td>
<td>3,522</td>
</tr>
<tr>
<td>2011 – 2012</td>
<td>10,656</td>
</tr>
</tbody>
</table>
## Safety Across the Board in California-Based Dignity Health

<table>
<thead>
<tr>
<th></th>
<th>ADE: 70.6% decrease in hypoglycemic rate (POC results&lt;40 mg/dl)</th>
<th>CAUTI: 52.7% decrease in CAUTI per 1,000 catheter days (house-wide)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CLABSI:</strong></td>
<td>31.4% decrease in CLABSI per 1,000 central line days</td>
<td></td>
</tr>
<tr>
<td><strong>Falls:</strong></td>
<td>25.5% decrease in falls with injury (NDNQI definition)</td>
<td></td>
</tr>
<tr>
<td><strong>EED:</strong></td>
<td>97.6% decrease in EED rate (PC-01); sustaining rate &lt;1%</td>
<td></td>
</tr>
<tr>
<td><strong>PrU:</strong></td>
<td>55.3% decrease in rate of HAPU (all stages)</td>
<td></td>
</tr>
<tr>
<td><strong>SSI:</strong></td>
<td>36.3% decrease in SSI/100 targeted procedures</td>
<td></td>
</tr>
<tr>
<td><strong>VAP:</strong></td>
<td>52.1% decrease in VAP per 1,000 vent days</td>
<td></td>
</tr>
<tr>
<td><strong>VTE:</strong></td>
<td>Sustaining low (benchmark)VTE rate (PSI-12)for the Medicare population</td>
<td></td>
</tr>
<tr>
<td><strong>Readm:</strong></td>
<td>14.3% reduction in Medicare FFS readmissions</td>
<td></td>
</tr>
</tbody>
</table>

**Dignity**

35 aligned hospitals, 100% of applicable hospitals are in each trend.
Hospital Readmissions Continue to Decline Steeply

Medicare 30-Day, All-Condition Hospital Readmission Rates
January 2007 - May 2013

Monthly Rate
Trendline
My Life and Social Marketing

• Reducing HACs and Readmissions
• Reducing Adverse Drug Events & Improving Clinical Pharmacy Services
• Improving Cookstoves for the World’s Poorest Families
• Increasing National Organ Donation Rates
• Cleaning Up the Air in Thailand, Vietnam
• Cleaning Up the Tha Chin River in Thailand
• Reducing Exposure to 2nd Hand Smoke
• Preventing and Reducing Radon in Homes
Major National Increases in Number Of Organ Donors Per Month

Increasing Organ Donation in USA
Jan 1999 – Apr 2007 (Monthly)
Worldwide Members of the **EPA Partnership for Clean Indoor Air** Help Millions of Families Use Cleaner Cooking Technologies

<table>
<thead>
<tr>
<th>Year</th>
<th>Stoves Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual average 2003-06</td>
<td>313,000</td>
</tr>
<tr>
<td>2007</td>
<td>512,791</td>
</tr>
<tr>
<td>2008</td>
<td>804,436</td>
</tr>
<tr>
<td>2009</td>
<td>1,538,966</td>
</tr>
<tr>
<td>2010</td>
<td>2,484,093</td>
</tr>
</tbody>
</table>
Improved Cookstoves for World’s Poorest Families Have Huge Impacts

- Less Time Spent Gathering Fuel
- More Time and Resources for the Family
- Less Black Carbon in Atmosphere
- Reduced Deforestation & Fuel Consumption
- More Micro Businesses
What do These Initiatives & Results Have in Common?

Major National Increases in Number Of Organ Donors Per Month

Increasing Organ Donation in USA
Jan 1999 – Apr 2007 (Monthly)

Ventilator-Associated Pneumonia (VAP)
Early Elective Delivery (EED)
Obstetric Trauma Rate (OB)
Venous thromboembolic complications (VTE)
Falls and Trauma
Pressure Ulcers

55.3% ↓ 52.3% ↓ 12.3% ↓ 12.0% ↓ 11.2% ↓ 11.2% ↓

PCIA Partners Help Millions of Families Use Cleaner Cooking Technologies

# Stoves Sold

Annual average 2003-06
2007
2008
2009
2010

Medicare 30-Day, All-Condition Hospital Readmission Rates
January 2007 - May 2013

Monthly Rate
A Powerful Model

Stimulus → Response
The Most Powerful Model

Stimulus  CHOICE  Response
Viktor E. Frankl
Made Extraordinary Choices

Seminal Book: Man’s Search for Meaning
How does the nation get...

Better Care, Better Health

...at Lower Cost?
Our Choices Matter Immensely

We Can Achieve Better Care, Better Health at Lower Cost by Choosing to Make it Happen
Choosing to Commit to This Goal Is Key

“Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation), there is one elementary truth the ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, then providence moves too. A whole stream of events issues from the decision, raising in one's favor all manner of unforeseen incidents, meetings and material assistance, which no man could have dreamt would have come his way.”

~ W.H. Murray, mountain climber and Scottish Author
~ Johann Wolfgang von Goethe
Alexa’s Mother **Chose** to Contribute to Increased Organ Donation...Instead of Bitterness About the Loss of Her Daughter
How does the nation get...

Better Care, Better Health
...at Lower Cost?

How can healthcare professionals and executives help achieve this important national aim?

#1 Choose to do it.
#2 Lead...in a certain way.
## Profound Distinctions in Behavior

<table>
<thead>
<tr>
<th></th>
<th>Not Accountable for Results</th>
<th>Accountable For Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>With Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>With Limited or No Resources</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Understanding the Special Distinctions of Leadership

<table>
<thead>
<tr>
<th></th>
<th>Not Accountable</th>
<th>Accountable For Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>With Resources</strong></td>
<td>Administration of a Process</td>
<td>Managing</td>
</tr>
<tr>
<td><strong>Without Resources</strong></td>
<td>Observing</td>
<td>Leading</td>
</tr>
</tbody>
</table>
Leadership Speech Acts

- Assertions
- Declarations
- Requests & Offers
- Acknowledgements
- “Yes, and”
- Effective Questions
NOT Leadership Speech Acts

- Gossip
- Complaints
- Worries
- Frets
- Ineffective Questions
Requests and Offers

• Surface the Natural Abundance in the World
• Result in “Deals” and Commitments
• Produce Action & Results

This Leadership Speech Act Generates the Resources that Leaders Need to Achieve Bold Aims
“A quiet revolution in the world of lung transplants is saving the lives of people who, just two years ago, would have died on the waiting list. In the past 16 months, waits have shortened, lists have shrunk, and the number of lung transplants has gone up. Further improvements are expected this year.”
My Requests to Each of You

- Choose to Stand for Better Care, Better Health at Lower Cost...for Our Patients, Your Profession, Our Nation
- Use Your Platforms to Make This Happen
- Do More of What is Already Working...Everywhere
- Lead in Enrolling Others
- Stand Together in Serving As Catalysts for Change

We can achieve our Bold Aims.
Questions to Run On

• What is the Partnership for Patients and how is it organized?

• What is happening with 30 day readmissions in California and in the nation?

• What leadership behaviors are causing these results?

• Going forward, what can each of us do to sustain and accelerate our lifesaving and enhancing results?
Dennis Wagner, Co-Director
Partnership for Patients
Associate Director for Campaign Leadership, CMS Innovation Center

For more information, please visit: Partnershipforpatients.cms.gov,