Recent Research in Performance Improvement
Health Research & Educational Trust (HRET)
American Hospital Association (AHA)

Jay Bhatt, DO, MPH, MPA, FACP
Lean Healthcare Research Symposium
Chicago, IL
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Presentation Overview

I. HRET's Hospital Improvement Innovation Network (HIIN): Reducing all-cause inpatient harm

II. Advancing Performance Improvement (PI) for safety net hospitals

III. Equity and Performance Improvement

IV. Implications for the next generation of Performance Improvement
HRET's Hospital Improvement Innovation Network

**HIIN Hospital Engagement**

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 2 Actual</th>
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<tbody>
<tr>
<td>Total # of hospitals the HIIN shall support (inclusive of the below)</td>
<td>1,631</td>
</tr>
<tr>
<td>-------Total # of critical access hospitals (CAHs)</td>
<td>565</td>
</tr>
<tr>
<td>-------Total # of urban hospitals</td>
<td>812</td>
</tr>
<tr>
<td>-------Retention of HIIN hospitals</td>
<td>98%</td>
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</tbody>
</table>

**HIIN Hospital Engagement**

**Total # of hospitals the HIIN shall support (inclusive of the below)**

- **Total # of critical access hospitals (CAHs):** 565
- **Total # of urban hospitals:** 812
- **Retention of HIIN hospitals:** 98%
HRET's Hospital Improvement Innovation Network

Impact to Date

- Lives Saved: 3,165
- Harms Avoided: 39,387
- Cost Savings: $392 Million
Understanding PI in Safety Net Hospitals

- **Safety Net Hospitals (SNH)** are crucial resources for patients from vulnerable communities
  - Under/uninsured
  - Underserved/indigent
  - Racial/ethnic minority
  - Economic instability

- Safety Net Hospitals may face **unique barriers** to becoming high-performing health care resources

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Two key study aims:

1. To investigate and understand the PI landscape among U.S. SNHs and compare to non-Safety Net counterparts, using AHA and CLEAR data; and
2. To conduct in-depth interviews with SNHs to uncover and disseminate learnings on how SNHs can effectively do PI

* With generous funding from The Commonwealth Fund, and in partnership with NORC at the University of Chicago and the CLEAR Center for Lean Healthcare Research
Understanding PI in Safety Net Hospitals

Preliminary Findings:

• **There are few significant differences between SNH and non-SNH on PI engagement.**
  - SNH less likely to have hospital-wide lean implementation
  - SNH less likely to have CIT with leaders from finance, HR

• **Among SNHs, there is a longer PI experience at network-affiliated hospitals.**

• **There is Greater engagement in PI/Lean at SNHs with an Accountable Care Organization (ACO).**
  - Greater leadership engagement
  - Higher self-reported performance attributed to Lean

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Achieving Health Equity

**AHA Vision:** A society of healthy communities where all individuals reach their highest potential for health.

**Health Equity**

There can be no quality without equity — *diversity and inclusion practices and community building approaches are essential strategies toward that goal.*
Achieving Health Equity

Example: Navicent Health COPD Readmissions Reduction effort

Interventions implemented to address COPD Readmission Disparities

- Collect REAL data
- Use data to stratify outcomes
- Employ targeted interventions to eliminate disparities

Organizations pledged*
- 1656 hospitals
- 51 state hospital associations
- 11 metropolitan hospital associations

*as of April 18, 2018
Age-Friendly Health Systems

• Example: In an Age-friendly health system,
  • Older adults get the best care possible;
  • Healthcare-related harms to older adults are dramatically reduced;
  • Older adults and their families are satisfied with their care; and
  • Value is optimized for all.

• We’ll become Age Friendly using the 4M Model.

THE 4M MODEL

WHAT MATTERS
MEDICATIONS
MENTATION
MOBILITY

Age-Friendly Health Systems

Spreading Age Friendly Health Systems
• Using the 4Ms, 20% of US hospitals and health systems will be age-friendly by 2020
• Currently recruiting hospitals and ambulatory care sites for Fall 2018 Action Communities
The Next Generation of Performance Improvement

- Partnering with patients to measure what matters
- Linking clinicians with communities
- An explicit focus on eliminating health disparities
What questions do you have?

Thank you!

Jay Bhatt, DO, MPH, MPA, FACP
President and Chief Executive Officer, HRET
Chief Medical Officer, AHA

jbhatt@aha.org