

2023 VIZIENT CONNECTIONS SUMMIT

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SEPT. 18–21, 2023
WYNN, LAS VEGAS

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Quality and Cost: All That Glitters Is Not Gold

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Nebraska Methodist Health System, Omaha, Neb.



Brett Richmond, FACHE, President and Chief Executive Officer

Methodist Fremont Health, Fremont, Neb.

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Learning Objectives

- Define the roles and responsibilities of the New Product Committee.
- Identify at least three criteria important in the evaluation of new product requests.
- Describe the value of incorporating quality metrics after implementation of new products, procedures or equipment.

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Agenda

Who

Why & How

New Product Committee

Quality & Cost

Takeaways & Lessons

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Nebraska Methodist Health System

- Serving eastern NE & western IA
 - Methodist Hospital (Omaha), 475-bed hospital
 - Methodist Womens Hospital (West Omaha), 137-bed hospital
 - Methodist Jennie Edmundson (Council Bluffs), 236-bed hospital
 - Methodist Fremont Health (Fremont), 75-bed hospital
- Other Services
 - 31 Clinic locations throughout Nebraska & southwest Iowa
 - Nursing & Allied Health College with 1,000+ students
 - Laundry & Supply Distribution Center
- Mission
 - Improving the health of our communities by the way we **care, educate, & innovate**

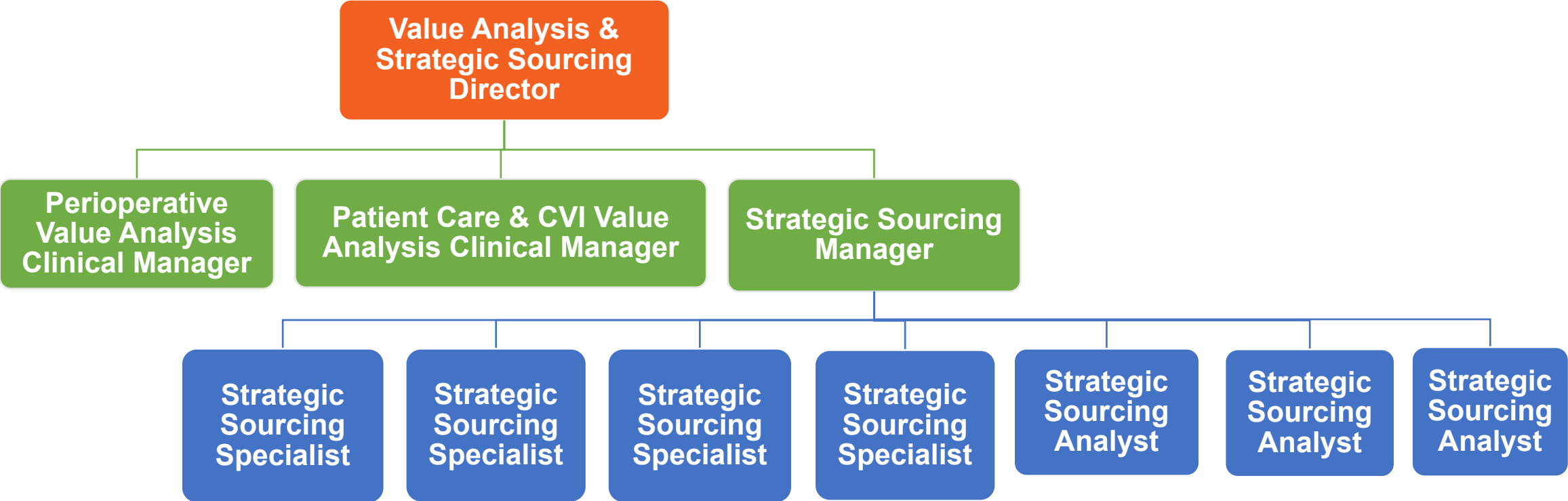


*PHOTOS: Methodist: Find a Location. Methodist Health System website.
https://bestcare.org/locations?_ga=2.14623799.1284541338.1690382971-1313689511.1664300624. Published 2023. Accessed July 2023.

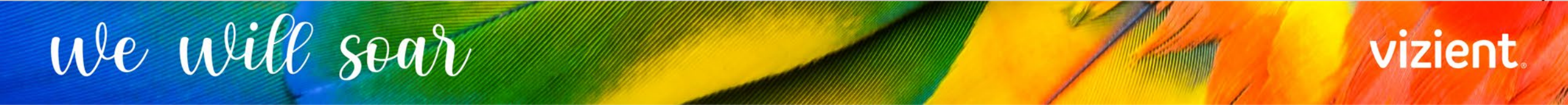
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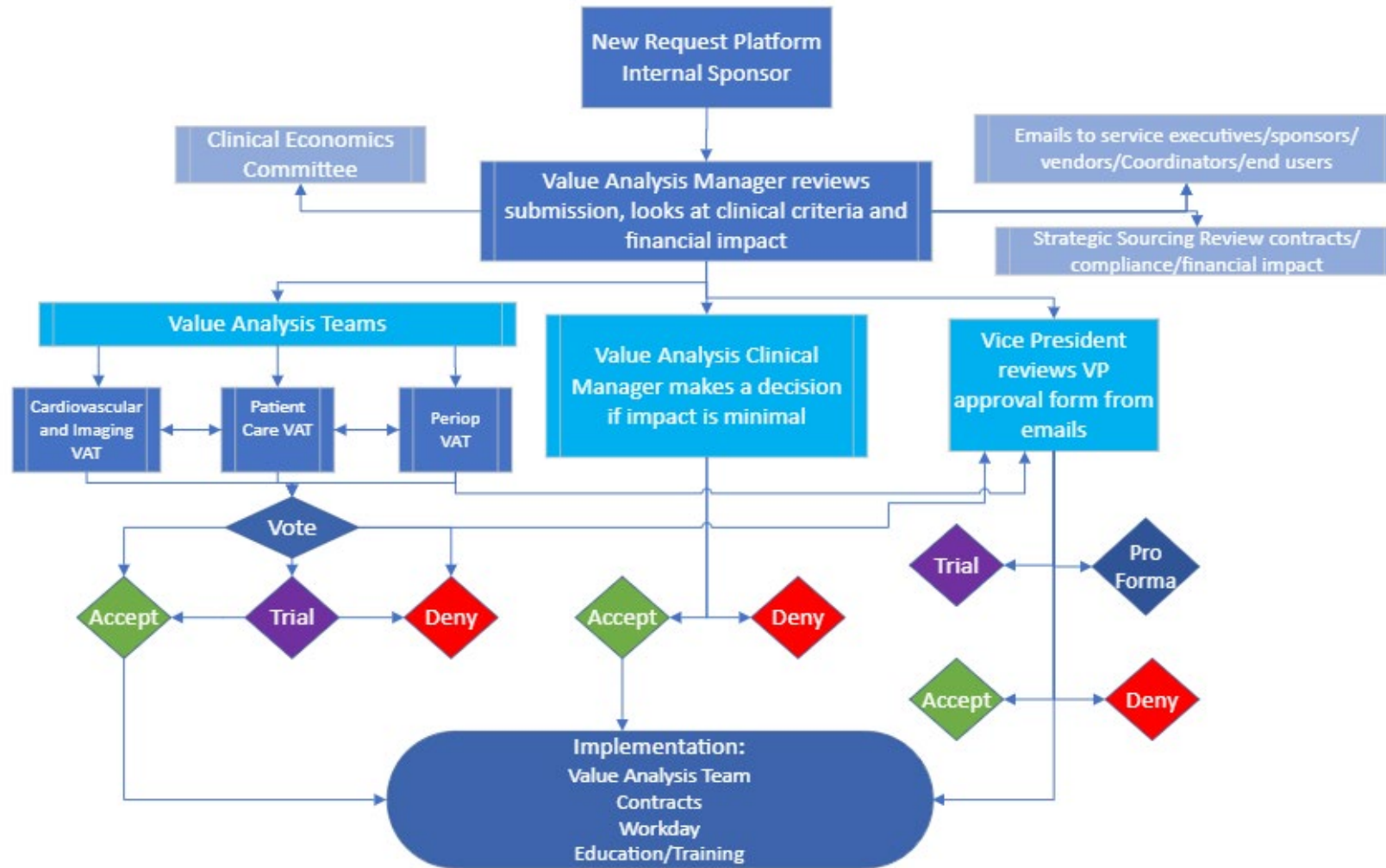
Value Analysis at Methodist



Department Mission: Foster a clinically-integrated and fiscally-responsible supply chain by utilizing data-driven practices and developing innovative strategies.



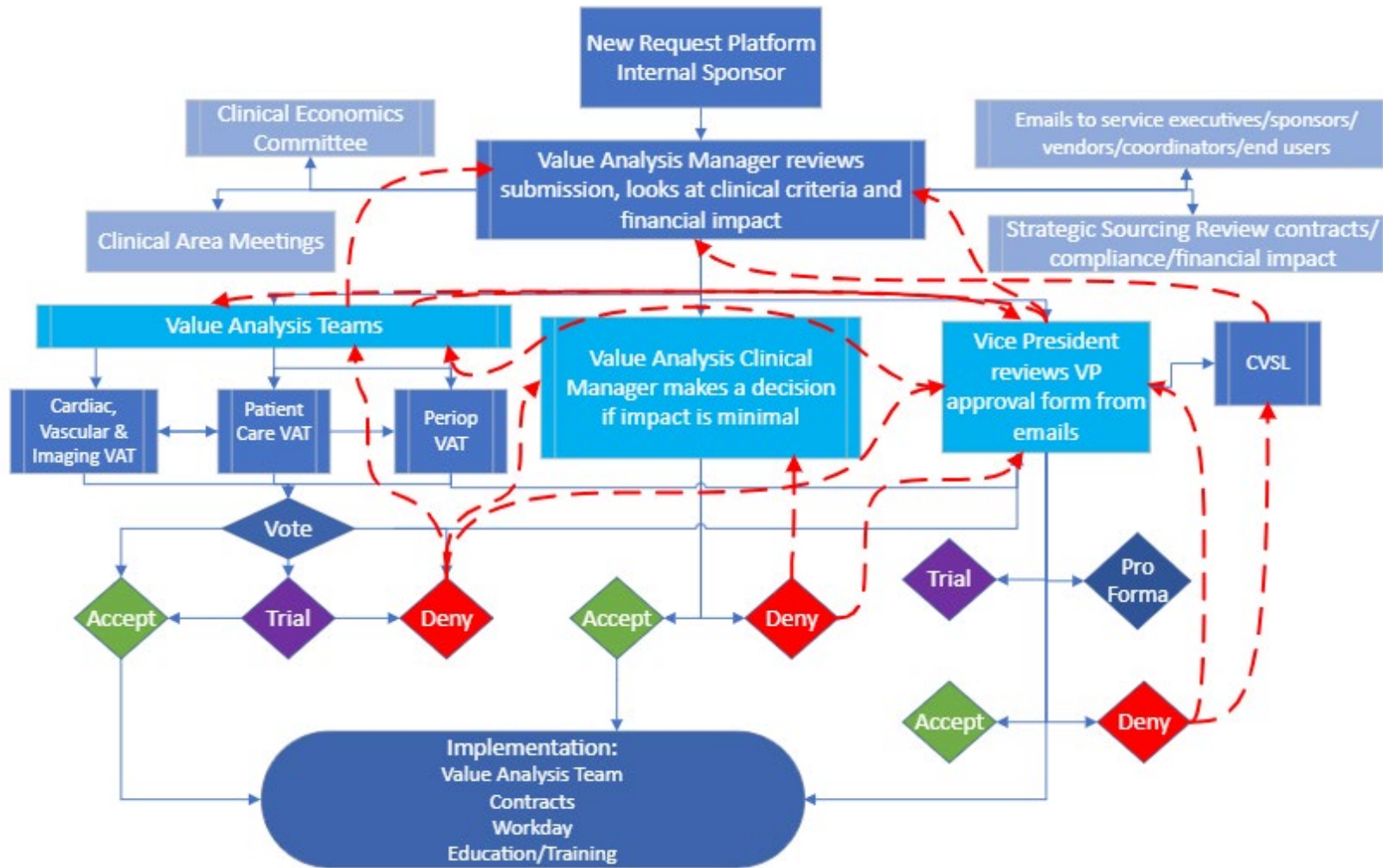
Prior New Request Workflow



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Prior New Request Workflow



CVSL: Cardiovascular Service Line

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Why --

Inefficiencies

- Lack of evidence, accountability, & performance metrics to prove or disprove assumptions
- Assumptions & Clinical Variation
- All requests fully reviewed regardless of sponsor and system intent
- Several review pathways & communication channels
- Isolated efforts in improving patient outcomes creating disconnect between product & practice



Strategies

Data-Driven Decision Making

Post-Implementation Validation

System Approach to Goal Alignment

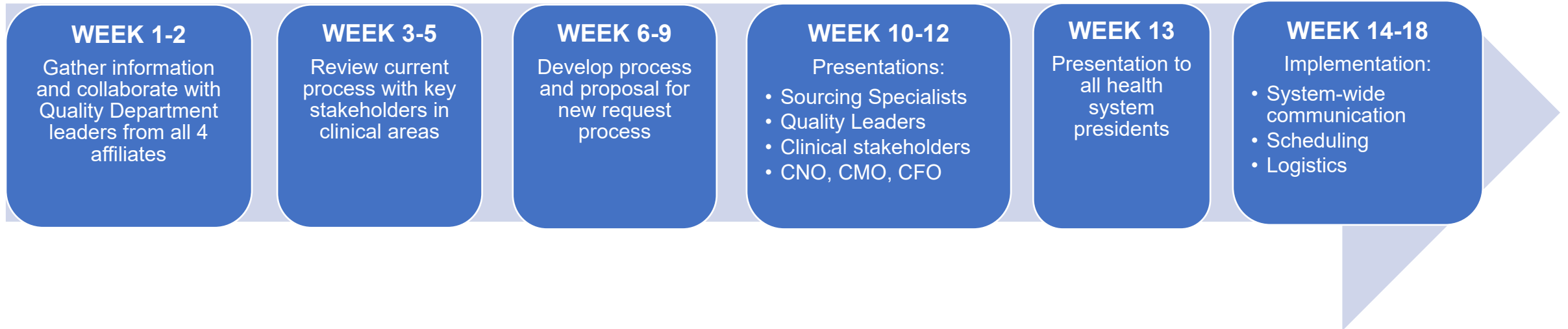
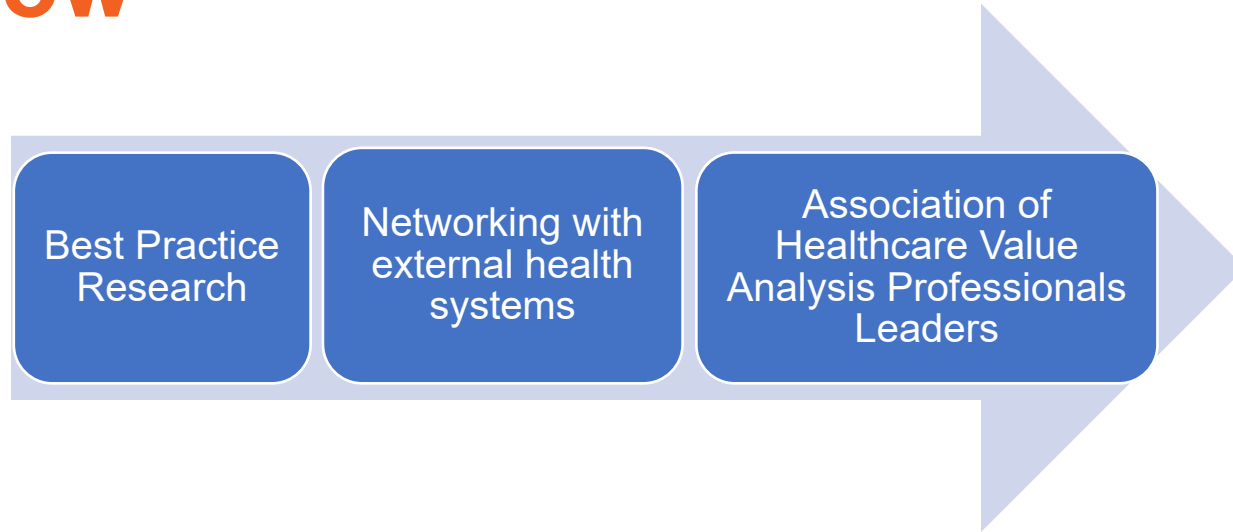
Consistent Communication

Quality Collaboration

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How --



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New Product Committee

Establish request criteria to align with our system culture and goals

- Pre-determine criteria: Financial, Quality, and/or Strategic
- Incorporate post-implementation validation metrics
- Facilitate data-driven decision making

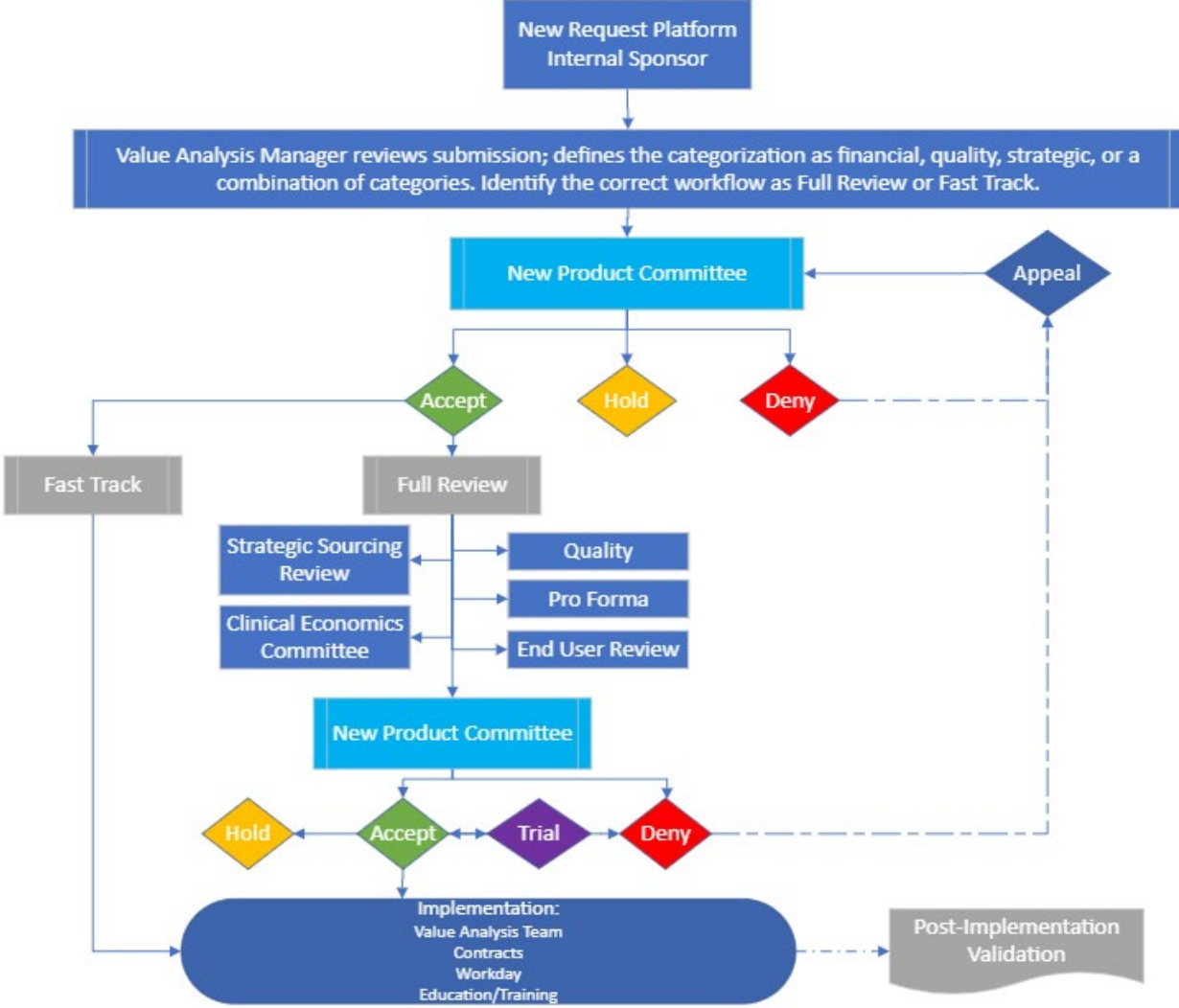
Develop multidisciplinary, system-wide approach to new request process

- New Product Committee as the accountable decision-making body
- Collaborate with quality departments to enhance quality of care
- Visibility and interdepartmental communication across the system
- Internal sponsor representation
- Foster physician engagement
- Improve efficiency

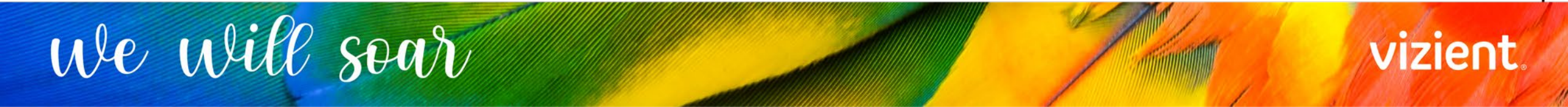
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New Request Workflow



- Hold**
 - Before Full Review- resource restrictions (budget)
 - After Full Review- accepted and will be implemented
- Accept**
 - Majority vote at NPC meeting
- Deny**
 - Sponsor and supplier notified of NPC decision by VA Clinical Managers
- Appeal**
 - Requests may be appealed for reconsideration
 - Submitted by the sponsor with new evidence
- Validation**
 - Pre-determined financial or quality metrics
 - Presented for validation of performance at a time agreed upon by NPC



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New Request Criteria



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New Request Pathways

FAST TRACK

- **Negative Incremental Impact to NMHS less than \$10,000; and**
 - Standardization opportunity accepted by VAT
 - Impacts one facility or clinic
 - Does not impact clinical workflow
 - Does not negatively impact any contracts
- **Savings to NMHS; and**
 - Standardization opportunity accepted by VAT
 - Impacts one facility or clinic
 - Does not impact clinical workflow
 - Does not negatively impact any contracts
- **Vice President or President Discretion**

FULL REVIEW

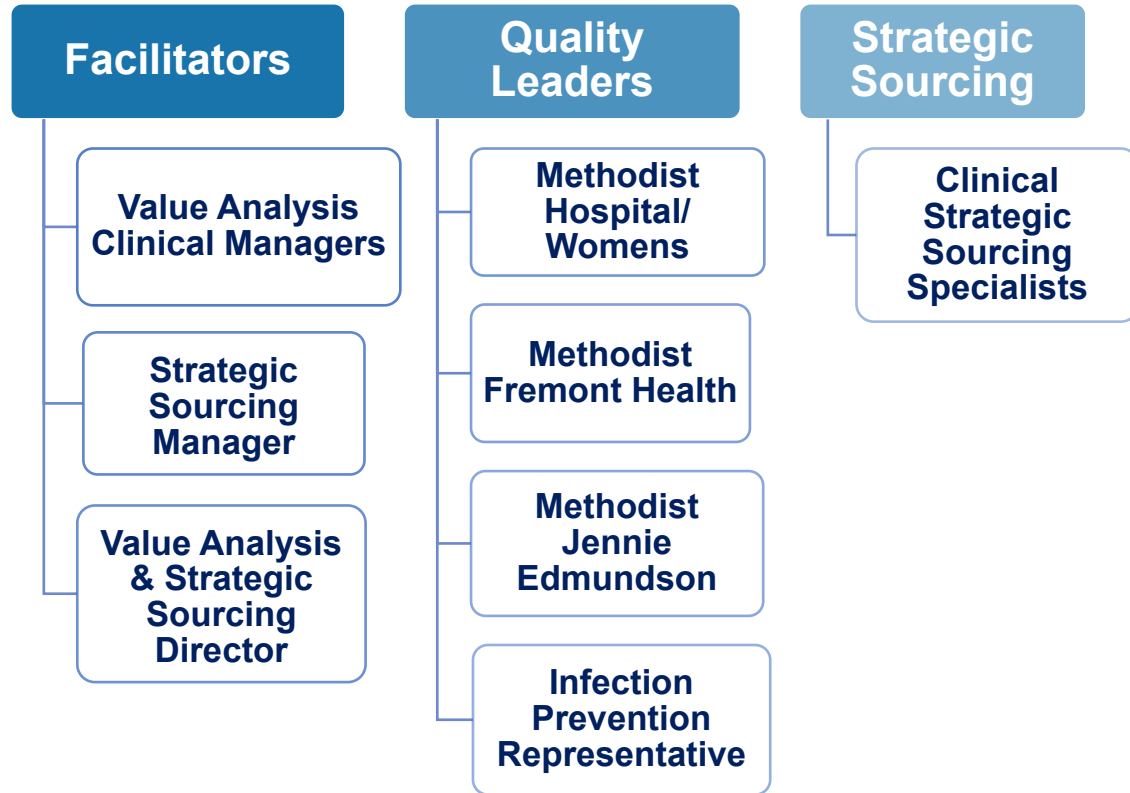
- **Strategic Sourcing Review**
 - Contract compliance
 - Financial Impact
- **Clinical Economics Committee**
 - Review from representatives of Decision Support, Billing, Coding, Pre-Access, Access, and Reimbursement
- **Quality**
 - Review with Quality Dept. to identify validation metrics
- **Pro Forma**
 - Review financial impact of request over 5 years
- **End User Review**
 - Review request with impacted clinical areas

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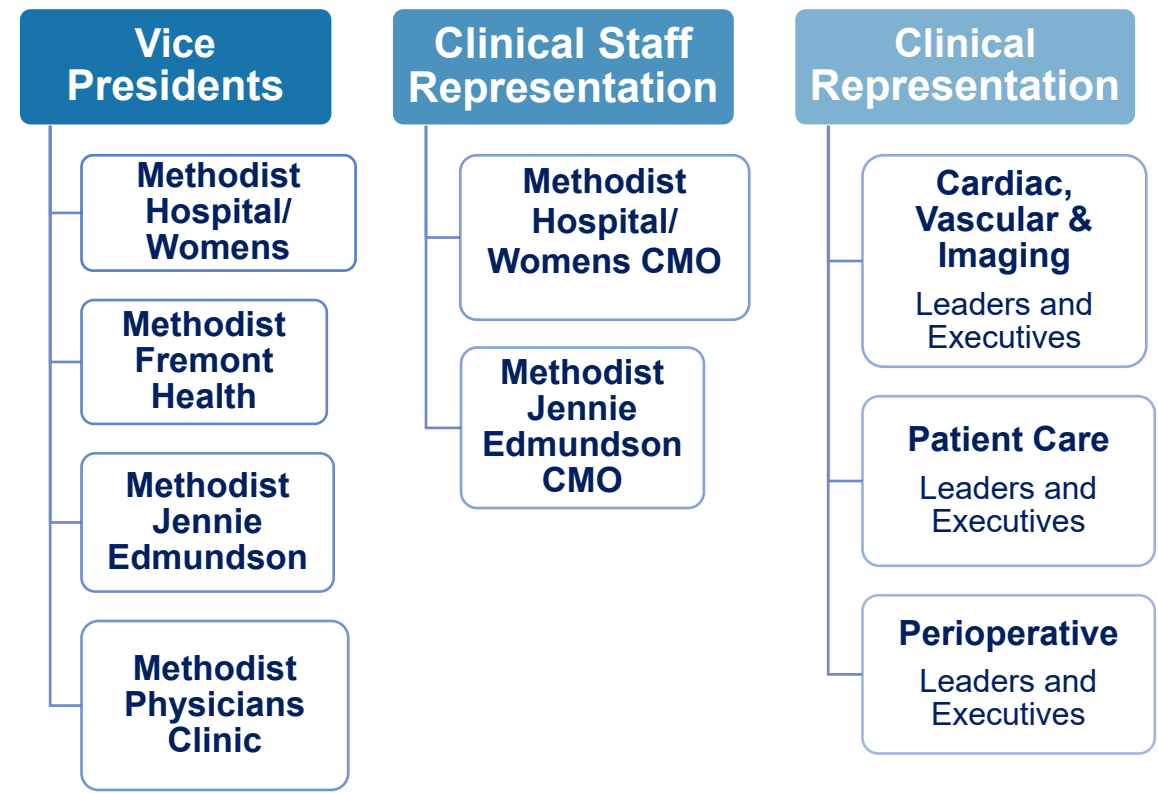
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NPC Membership

Non-Voting Members



Voting Members



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Executive Leadership Communication



March 2023

To Methodist Health System Medical Staff Members and Employees:

In a continuous effort to provide the highest quality patient care, Methodist Health System has identified a process improvement opportunity to increase transparency, collaboration, and provide quality outcomes in our new request platform for products, equipment, and procedures. This approach will provide a structured process and consolidated line of communication to reduce the time to review requests and deliver decisions.

To do this, Methodist has implemented a New Product Committee (“NPC”) that will meet monthly to review all new requests. NPC is comprised of all health system vice presidents, service line executives, medical staff leadership, Quality Department Directors, and representation from the Value Analysis Department.


NPC’s goals are as follows:

- (i) To review requests for products, procedures, or equipment using criteria that aligns with health system strategic goals;
- (ii) To utilize a multidisciplinary approach to new product request reviews; and
- (ii) To assess, following the implementation of new products, procedures, or equipment, outcomes using quality-based contract performance metrics.

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Example of New Product Committee Slides


New Product Committee

 Prelim Review Full Review Final Review Validation

Item number & Manufacturer

SPONSOR TO FILL OUT

SPONSOR

Sponsor, Role, Entity

DESCRIPTION

- Description: One Sentence to describe item.
- Discovery:** How did you discover the item?
- Reason:** Reason for requesting the item?
- New or Existing Procedure:** Is this request associated with a new or existing procedure? What is the procedure?
- Replacement or Addition:** What are you using currently to perform the intended function? Will this request replace your current option will this be and additional option?

CLINICAL IMPACT

- Areas Involved:** What facilities/areas will be impacted by the request?
- Interest:** List any other areas/physicians that may use this product?
- Impact to Practice:** Will this new product change the way that you currently perform this task or procedure? If so please explain.
- Anticipated Annual Usage:** What is your anticipated annual usage? Does this volume reflect your volume alone or other areas/physicians?

QUALITY IMPACT

- Patient Outcomes:** How will this product maintain or improve patient care?
- Safety Concerns:** Does this request address a concern with patient care or safety?

VA TO FILL OUT

	CURRENT SPEND	PROPOSED SPEND	IMPACT
SYSTEM HIGH			
SYSTEM LOW			

PRODUCTS

Current-
Proposed-

RISKS/BARRIERS

- Compliance/Contract concerns:**
- Staffing/Budget restrictions:** TBD

PRO FORMA

TRIAL

CAPITAL

CEC

FINANCIAL

QUALITY

STRATEGIC

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Quality & Cost --

Quality Role

- Review clinical outcome assumptions with VA Clinical Managers
- Provide pre- and post-implementation data for validation

Partnership Goals

- Enhance quality of patient care
- Collaborate on system quality improvement efforts
- Data-driven decision making
- Post-implementation validation of new products

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Validation Example

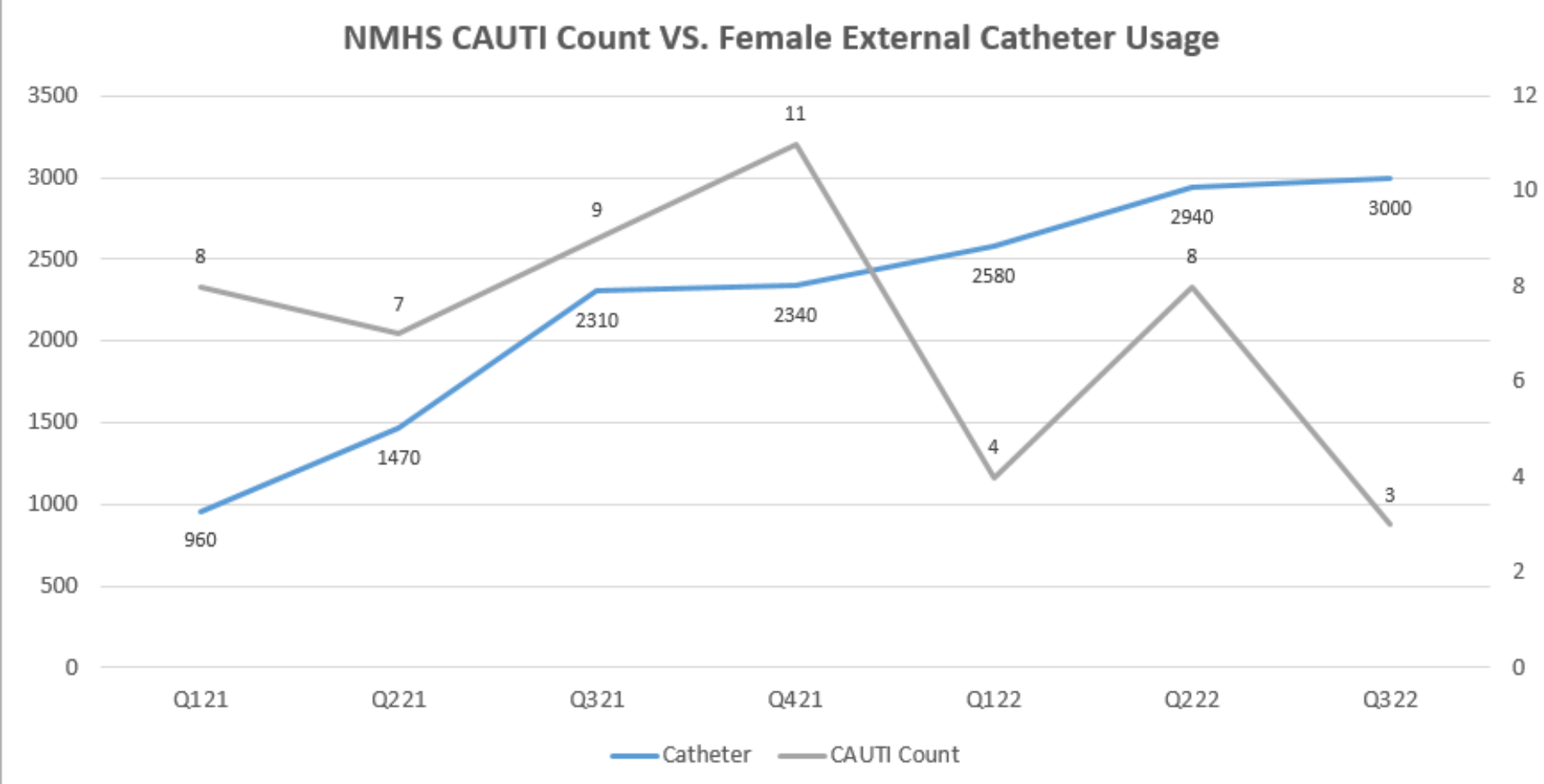
- Female External Catheter
 - Non-invasive urine output management for female patients
 - Trialed Oct-Dec 2020, Implemented Jan 2021
- Financial Impact
 - Increase of \$25,000-\$49,000 annually
- Quality Outcomes
 - Assumption: reduction in CAUTI rates, skin breakdown, and length of stay
- Average cost of a CAUTI: \$13,793*

* Estimating the Additional Hospital Inpatient Cost and Mortality Associated With Selected Hospital-Acquired Conditions. Agency for Healthcare Research and Quality website. <https://www.ahrq.gov/hai/pfp/haccost2017-results.html>. Published November 2017. Accessed October 2022.

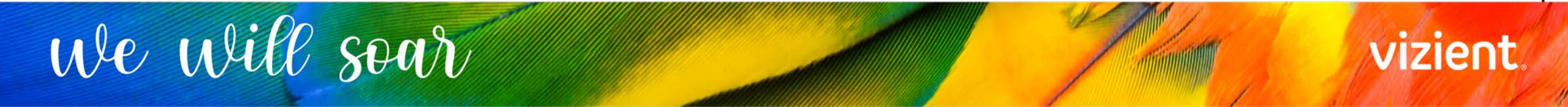
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Validation Example- Patient Care



* Nebraska Methodist Health System internal data Q1 2021-Q3 2022



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Outcomes & Impact

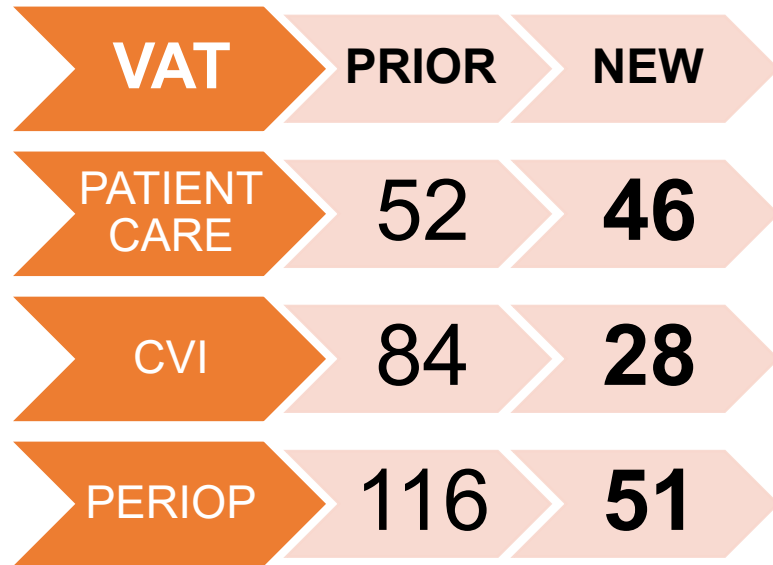
- Committee Member & Sponsor Feedback
 - Survey at 6- & 12- months
- Physician Engagement
 - 13 Specialties: physiatry, cardiology, vascular surgery, anesthesia, urology, orthopedic, cardiothoracic surgery, thoracic surgery, neurosurgery, head and neck, general surgery, interventional radiology, gynecology
 - 12 of 15 physicians completed template & presented to the Committee

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Outcomes & Impact

- Number of Days to Resolve New Requests



- Quality Performance Targets
 - All requests reviewed monthly
 - 3 of 9 requests actively monitored for quality improvement metrics
- Visibility & Communication
 - Monthly meetings frame expectations
 - Visual Task Board for live request status

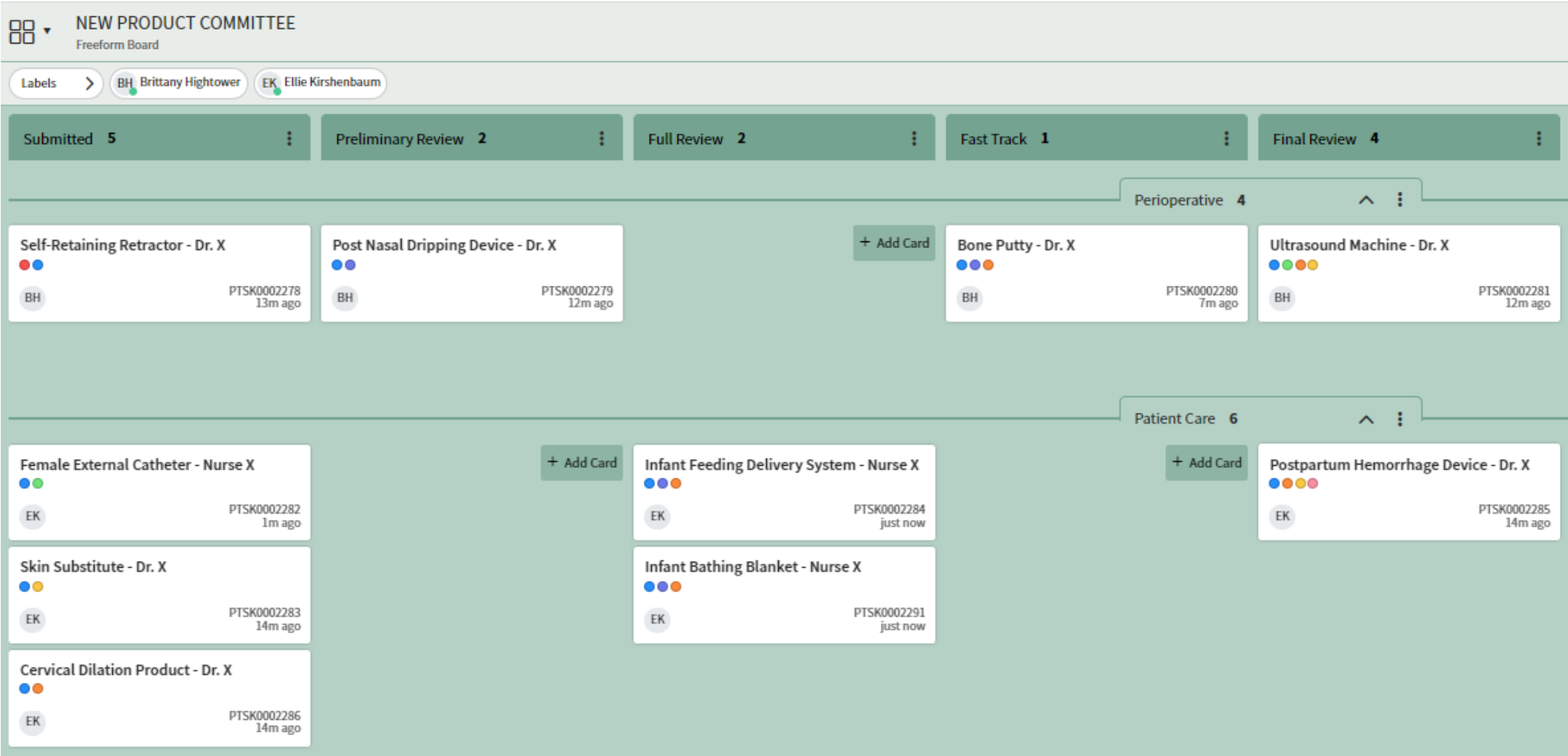
*PRIOR: Data shown reflects requests 2/1/2022-1/31/2023

NEW: Data shown reflects requests 2/1/2023-7/20/2023

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Outcomes & Impact – Visual Task Board



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Lessons Learned

Development & Implementation

- Seamless system-wide adoption
- Increased requests due to visibility and removal of barriers
- System-wide leadership support

Quality Partnership

- Complexity to site-of-care changes
- Limitations with available data

Clinical Staff Partnership

- Value in peer-to-peer discussion
- Involving CMO in development of process

Sponsor Participation

- Sponsors' willingness to attend meetings creates accountability
- Allows for more robust conversation

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Key Takeaways



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Questions?



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