

2023 VIZIENT CONNECTIONS SUMMIT

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Why Every Health System Needs a Quality Strategy Team

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Sanford Health, Sioux Falls, SD

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Learning Objectives

- Discuss how the quality strategist role efficiently centralizes quality functions in a health system.
- Describe specific strategies for success in value-based programs.

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Why Every Health System Needs a Quality Strategy Team

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SANFORD HEALTH



46 medical centers*



\$7.1 billion in annual revenue



222 clinic locations*



186 senior living centers*



152 skilled nursing and rehab facilities*



53 home- and community-based service agencies*



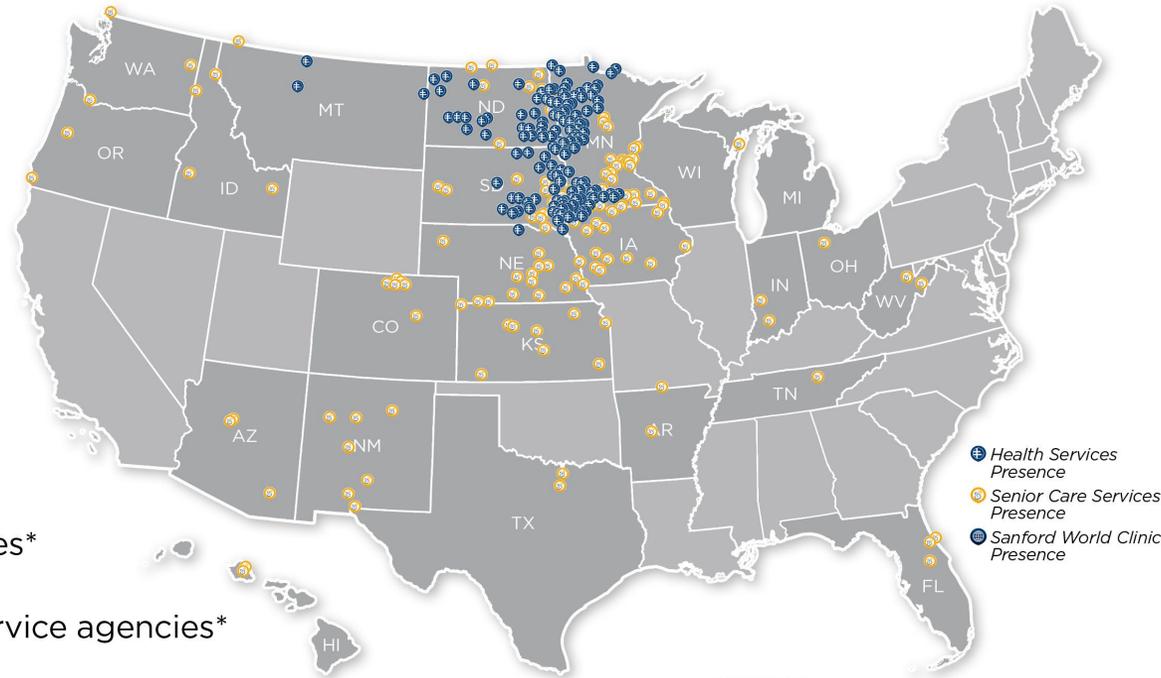
201,534 Sanford Health Plan members



1,488 physicians, **1,339** advanced practice providers and **7,944** registered nurses delivering care in more than **80** specialty areas



44,000 employees



Health Services Presence
Senior Care Services Presence
Sanford World Clinic Presence



* Facilities include owned, managed, leased and affiliate facilities.
** As of January 1, 2023. Approved by Data Governance Committee.



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Why Quality Strategy?

- 46 hospitals & 224 clinics
- CMS dollars at risk = hospital \$17.7M, MIPS \$11.3M
- 814 quality measures
- 48 accreditation programs
- Average 533 reports written per month in Vizient Clinical Data Base (CDB)
- Analysts abstract 3774 charts per month
- 749 data elements in 2022 eCQMs

eCQMs: Electronic Clinical Quality Measures
MIPS: Merit-based Incentive Payment System

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What is a Quality Strategist?

- Expert resource
 - Leads system level projects, fostering standardization and reliability
 - Understands complex systems, upstream and downstream
 - Collaborates and translates between teams
 - Seeks new knowledge, innovation, and best practices
- Data
 - Analyzes performance, identifies opportunities for improvement
 - Summarize data into information
 - Data validation and submission
- Recommends strategies to succeed in changing environment
- Interact with external organizations

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Quality Strategy Work

- CMS Quality programs
- Facility and program accreditations
- Infection Prevention
- Payer value-based contracts
- 13 national clinical data registries
- Vizient Clinical Data Base
- Sanford Improvement Academy
- Sanford Vax Champ program
- Sanford SAFE (Sanford Accountability for Excellence)

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Quality Strategy Team Functions

- Manage system projects and/or serve as system representative for quality
 - Optimize work for efficiency
 - Centralize & standardize quality work that can be done on behalf of all regions
 - Collaborate with other system teams
- Provide expertise, vision, and insight regarding healthcare regulation and measurement
 - Proactively prepare for success & data accuracy
- Teach and support improvement in quality & safety
- Identify opportunities for improvement across all programs and contracts

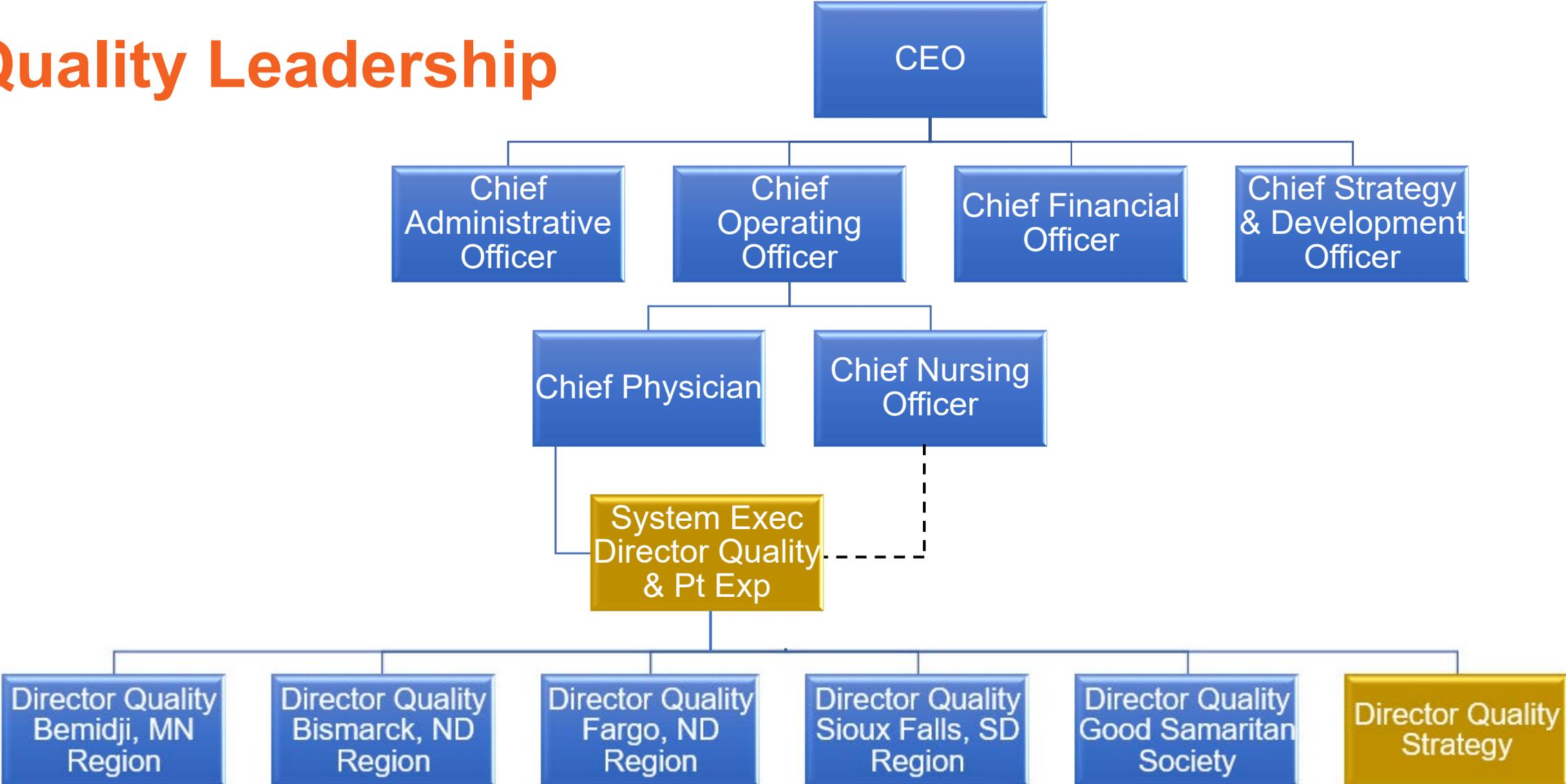
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History of Quality Strategy Team

- System Quality team formed after multiple mergers
 - Director with hospital & clinic strategists, manager of analyst team
 - Expanded to include support of all enterprise quality functions/education
 - Expanded to include value-based payer contracts
- Integration of accreditation and IP under regional teams
 - Added two strategists
- Maturity of team with immunizations and research liaison
 - Added 3 more people

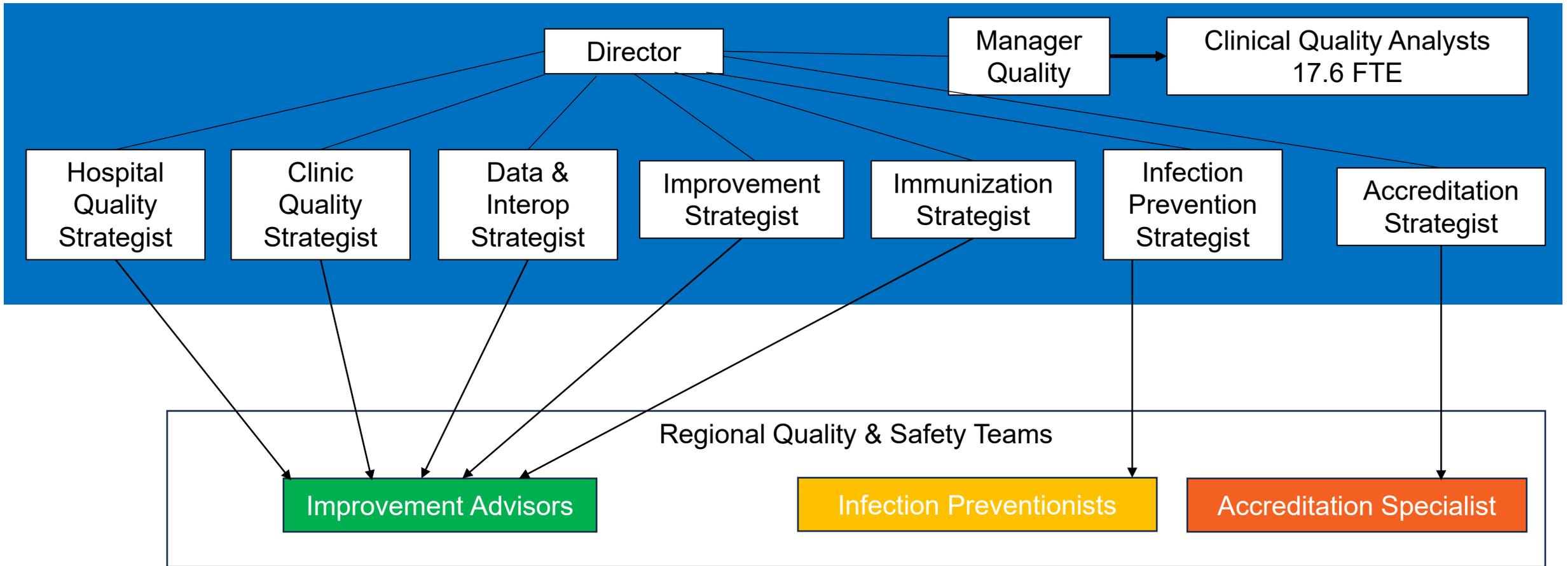
Quality Leadership



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Quality Strategy Structure

CDB Coordinator



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Unique Approach to Working as a System

- Aligns the work throughout the markets
- Sanford system complexities: facilities in multiple states, post acute market, etc.
- Work aligned for the system
 - Accreditation
 - Infection Prevention
 - Quality
 - SAFE (High Reliability Organization initiative)

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System Collaboration

- Technology Solutions (IT)
- Data & Analytics
- Clinical Informatics
- HIM & Coding
- Clinical Documentation Improvement
- Payer Contracting
- Care Management
- Enterprise Project Management
- Patient Experience
- Human Resources
- Communications & Marketing

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Outcomes

- MIPS = 90+ points every TIN first 5 years
- 20 payer contracts in 2021 (earned average 61% of quality points)
- Analyst audits have 100% pass rate (90-100% matching)
- Own 23 standardized policies
- Own 17 standardized computer-based trainings
- Standardized vaccine portfolio saved >\$600K per year
- Grants:
 - \$250K equity
 - \$564K research related
 - \$172K rural health
 - \$1.99M vaccination

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Specific Strategies for Success

- MIPS eCQM measure selection & validation
- Documentation improvement
 - Patient Safety Indicator (PSI) reviews and stop bills
 - Hierarchical condition category (HCC) capture
 - Clinical Documentation Improvement team involvement
- Infection reviews and C. Diff 2 step testing
- Input on payer contracts and targeted work with centralized care management
- Internal mock surveys
- Be prepared for audits
 - Electronic data: save off files right away before things change
 - Abstracted data: review ROI reports to ensure all data is included

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Lessons Learned

- Region vs system culture
- Importance of communication with regional quality team and leaders
- Standardization drives efficiency
- Align incentives
- Do not stay “behind the curtain”
- Power of relationships
- Be proactive – readiness takes time

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Key Takeaways

- The Quality Strategist role is an efficient and effective way to centralize and standardize a broad scope of quality work for a health system
- Having both a strategist and traditional quality roles helps offload technical reporting and data focused work from actual improvement work
- Strategists are a great way to operationalize a system approach

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Questions?



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