



UNIVERSITY OF UTAH
HEALTH SCIENCES

CONTROLLING

costs in health care

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VERMONT HEALTH REFORM OVERSIGHT COMMITTEE



UNIVERSITY OF UTAH
HEALTH SCIENCES

Who is the

UNIVERSITY

of Utah...

ACCESS



UNIVERSITY OF UTAH
HEALTH SCIENCES

DISCOVERY



4 Hospitals

\$270 Million+

Grants in FY2015



11
Community
Clinics

2,500

Peer-Reviewed Papers



15
Regional
Partners

810+

Grants Received 2015



10%
of the
Continental
U.S.

1

NCI Comprehensive
Cancer Center



1,380 Physicians

1.4 MILLION

Patient Visits

\$3.2 BILLION

Expense Budget FY15

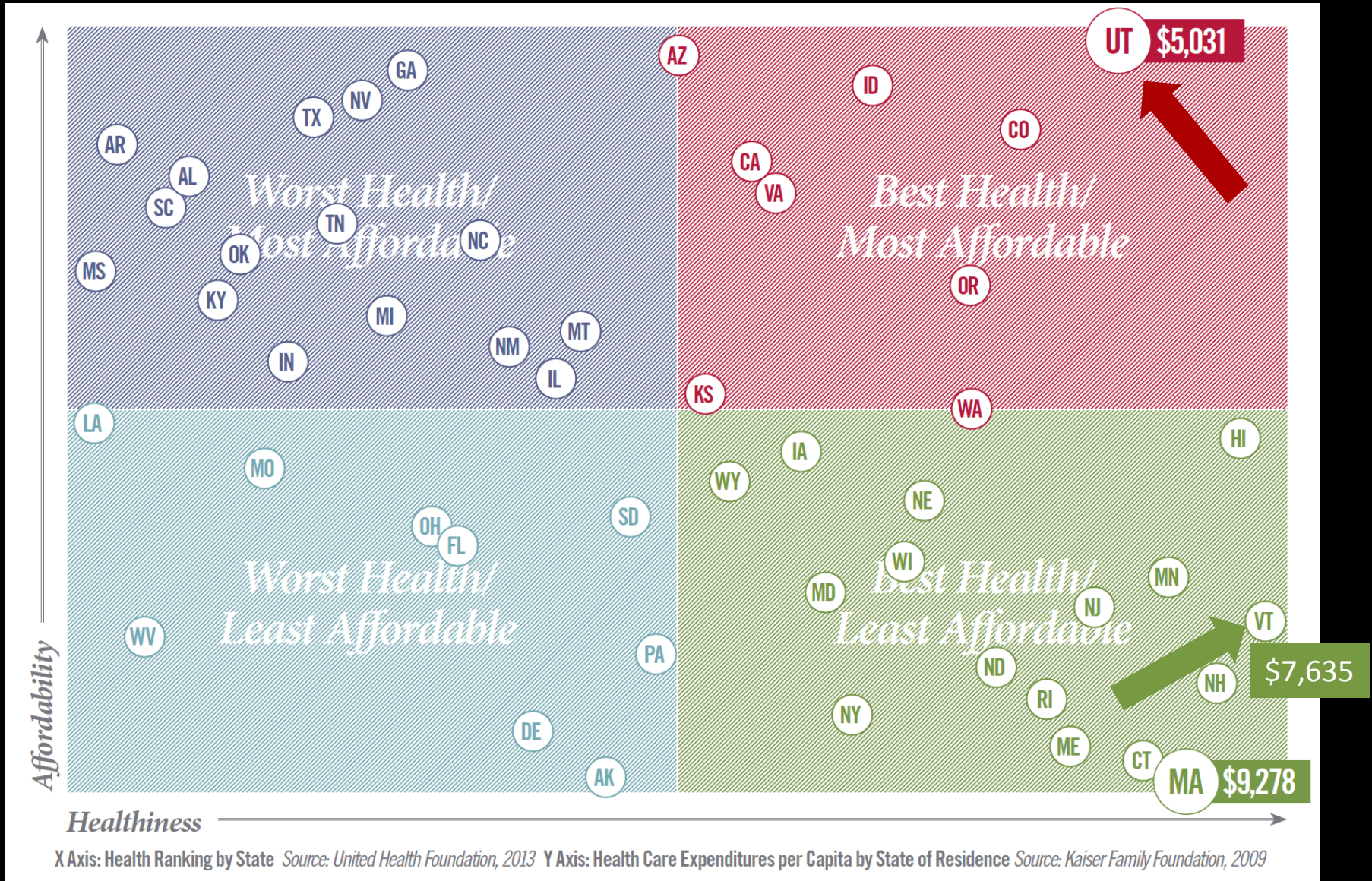
EDUCATION

School of Medicine
College of Nursing
College of Pharmacy
College of Health
School of Dentistry

50%
GROWTH

IN 4 YEARS

UTAH HAS THE BEST HEALTH AT THE LOWEST COST



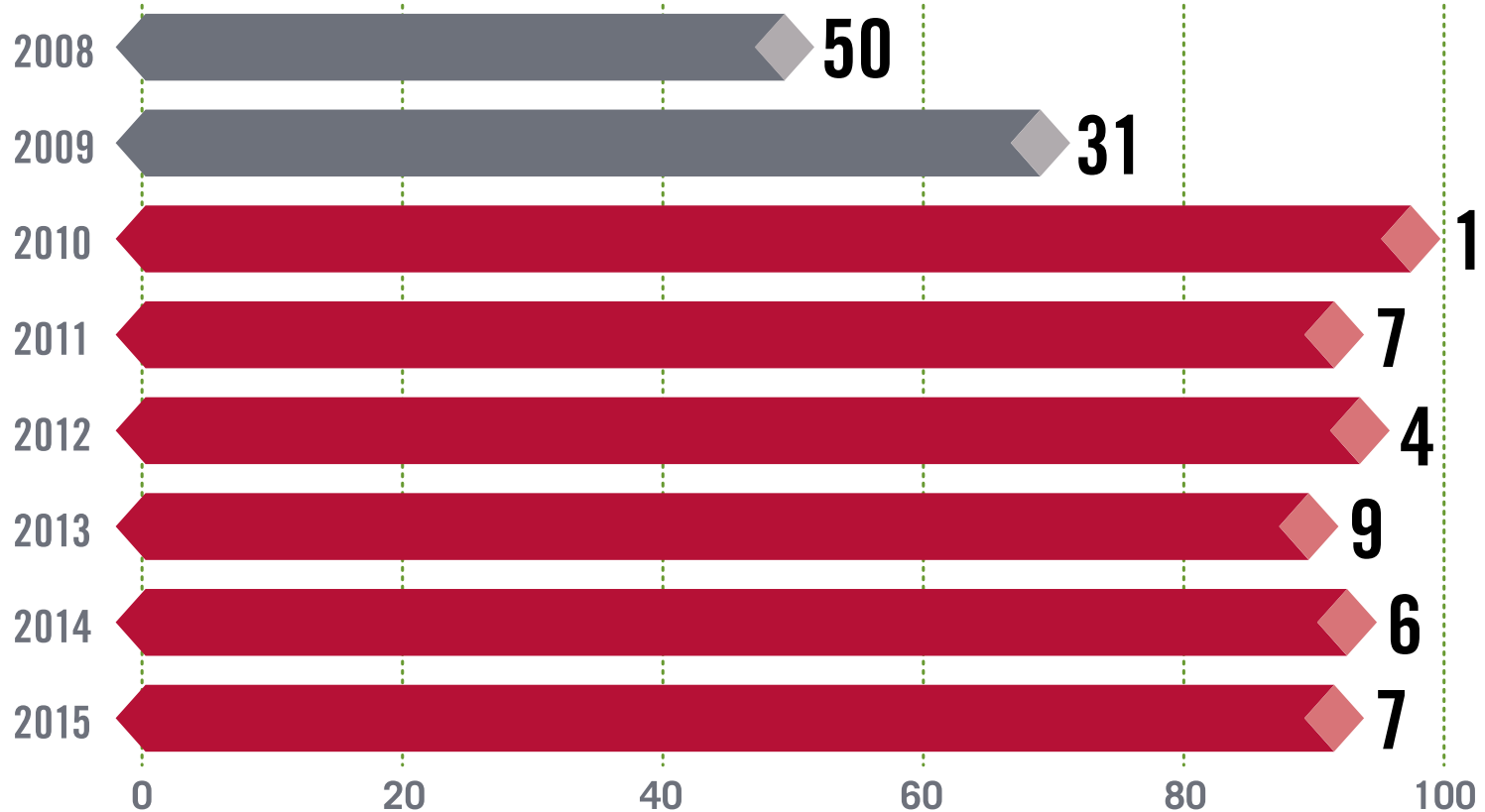
HOW WE THINK ABOUT VALUE

$$\begin{array}{c} \mathbf{V} \\ \text{(VALUE)} \end{array} = \frac{\begin{array}{c} \mathbf{Q} \\ \text{(QUALITY)} \end{array} + \begin{array}{c} \mathbf{S} \\ \text{(SERVICE)} \end{array}}{\begin{array}{c} \mathbf{\$} \\ \text{(COST)} \end{array}}$$

HOW WE THINK ABOUT QUALITY

NATIONAL QUALITY RANKING FOR UNIVERSITY OF UTAH HEALTH CARE

Out of 117 academic medical centers and more than 331 of their affiliated hospitals



Source: University HealthSystem Consortium, 2008–2015

UNIVERSITY OF UTAH FIND-A-DOC WEBSITE: Online patient ratings and comments



U of U Health Care MyChart U of U Health Sciences

UNIVERSITY OF UTAH HEALTH CARE

Find a Doctor Services Locations University Hospital Clinical Trials

Courtney L. Scaife, M.D.

HUNTSMAN CANCER INSTITUTE UNIVERSITY OF UTAH

Patient Rating: 4.7 out of 5

112 Patient Ratings 58 Patient Comments

Clinical Details Academic Profile Education Publications Video & News

Schedule An Appointment Clinical Office Address

(801) 585-6911

Huntsman Cancer Institute Patient Care Center 2000 Circle of Hope Salt Lake City, UT 84112

Patient Ratings

The Patient Rating score is an average of all responses to care provider related questions on our nationally-recognized Press Ganey Patient Satisfaction Survey.

Responses are measured on a scale of 1 to 5 with 5 being the best score.

Likelihood of recommending care provider	Care provider spoke using clear language	Care provider's explanation of condition/problem
4.7 ★★★★★	4.8 ★★★★★	4.7 ★★★★★
My confidence in care provider	Care provider's effort to include me in decisions	Wait time at clinic
4.7 ★★★★★	4.7 ★★★★★	3.9 ★★★★★☆
Time care provider spent with me	Care provider's concern for questions & worries	Care provider's friendliness and courtesy
4.6 ★★★★★	4.7 ★★★★★	4.7 ★★★★★

Patient Comments

Patient comments are gathered from our Press Ganey Patient Satisfaction Survey and displayed in their entirety. Patients are de-identified for confidentiality and patient privacy.

UofU Patient December 2, 2013

I had some concerns that were bothering me about my surgery and monitoring of my illness. Dr. Scaife was very thorough in answering my questions. She alleviated many of the fears I have, and she set up a monitoring program for every six months that will help us keep track of the disease progression.

UofU Patient November 21, 2014

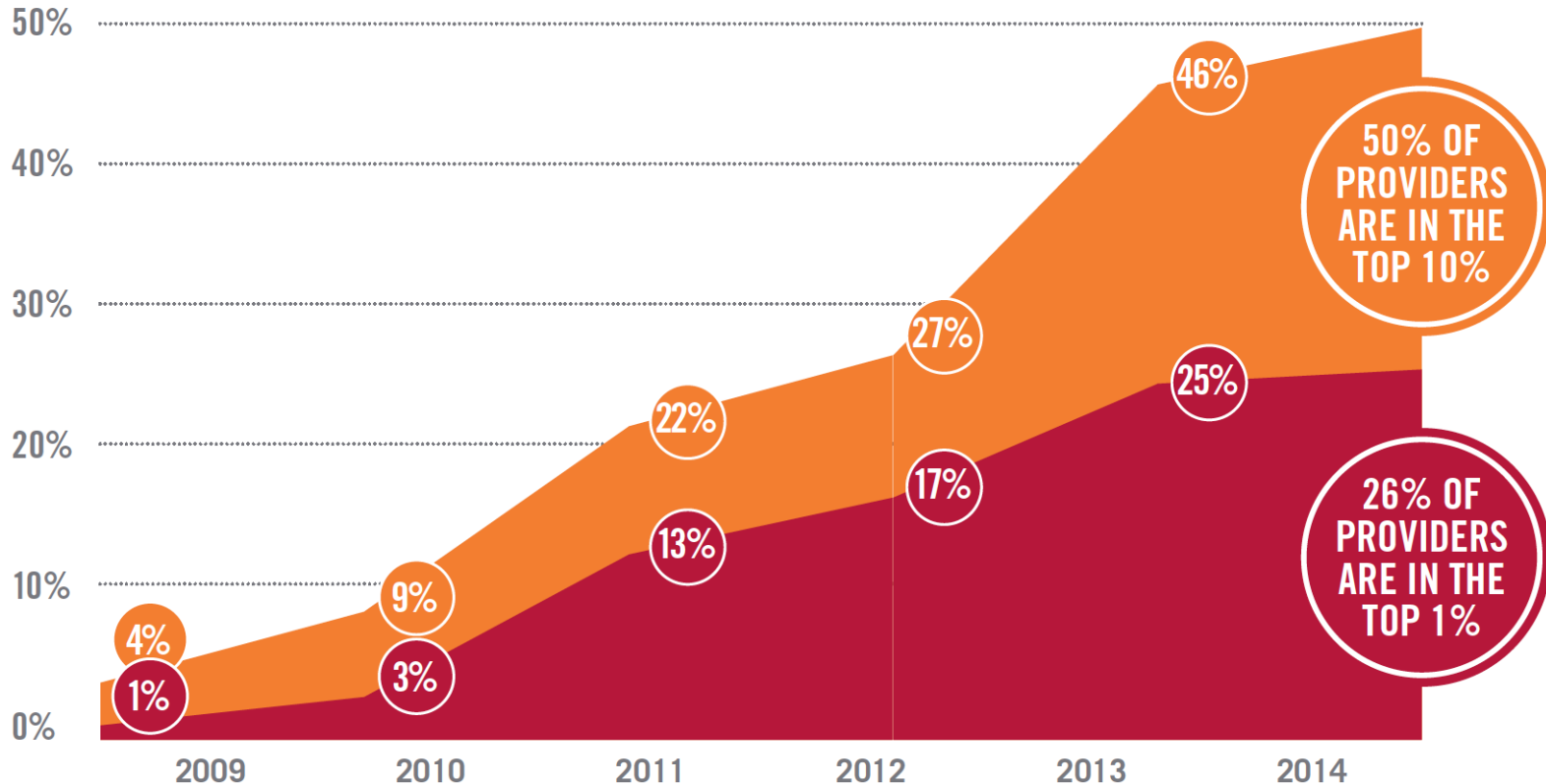
Dr. Scaife and Dr. Adler were great. Felt so confident and secure with all of their information and treatment plan. They were amazing. Dr Adler even called my home several days later to see how I was doing and if I had any questions. It really meant a lot to me. Can't tell you how happy I was with the whole experience.

UofU Patient January 27, 2015

Totally loved them all and have told several family and friends how pleased we are. Dr Scaife made sure we understood everything and drew lots of pictures to explain what she was saying. I am so blessed to have her as my surgeon.

HOW WE THINK ABOUT SERVICE

PATIENT SATISFACTION SCORES:
National benchmarks for University of Utah providers

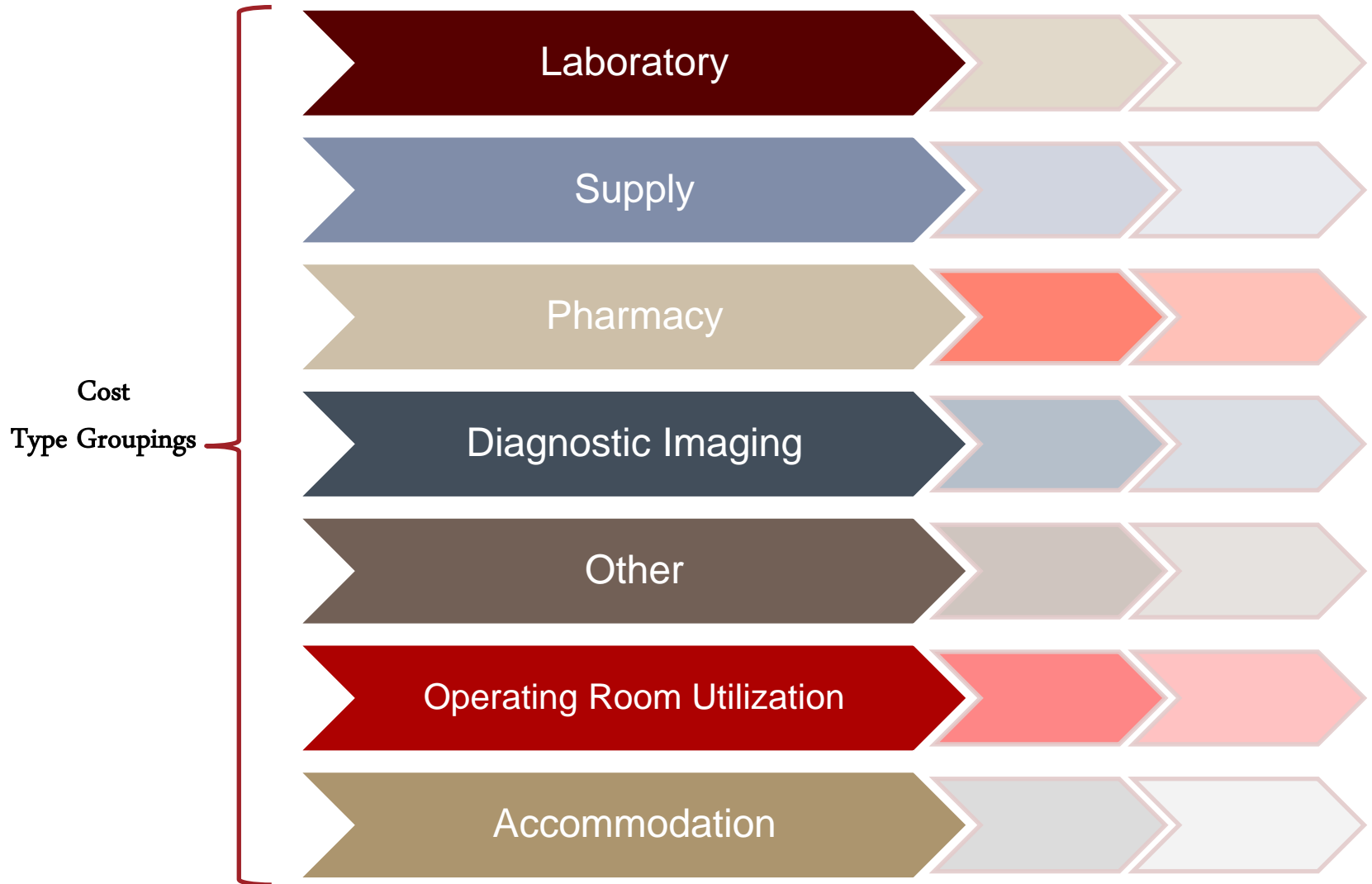


Source: All Facilities Press Ganey Database includes the following: Number of Physicians: 142,411;
Number of Patients: 2,783,597

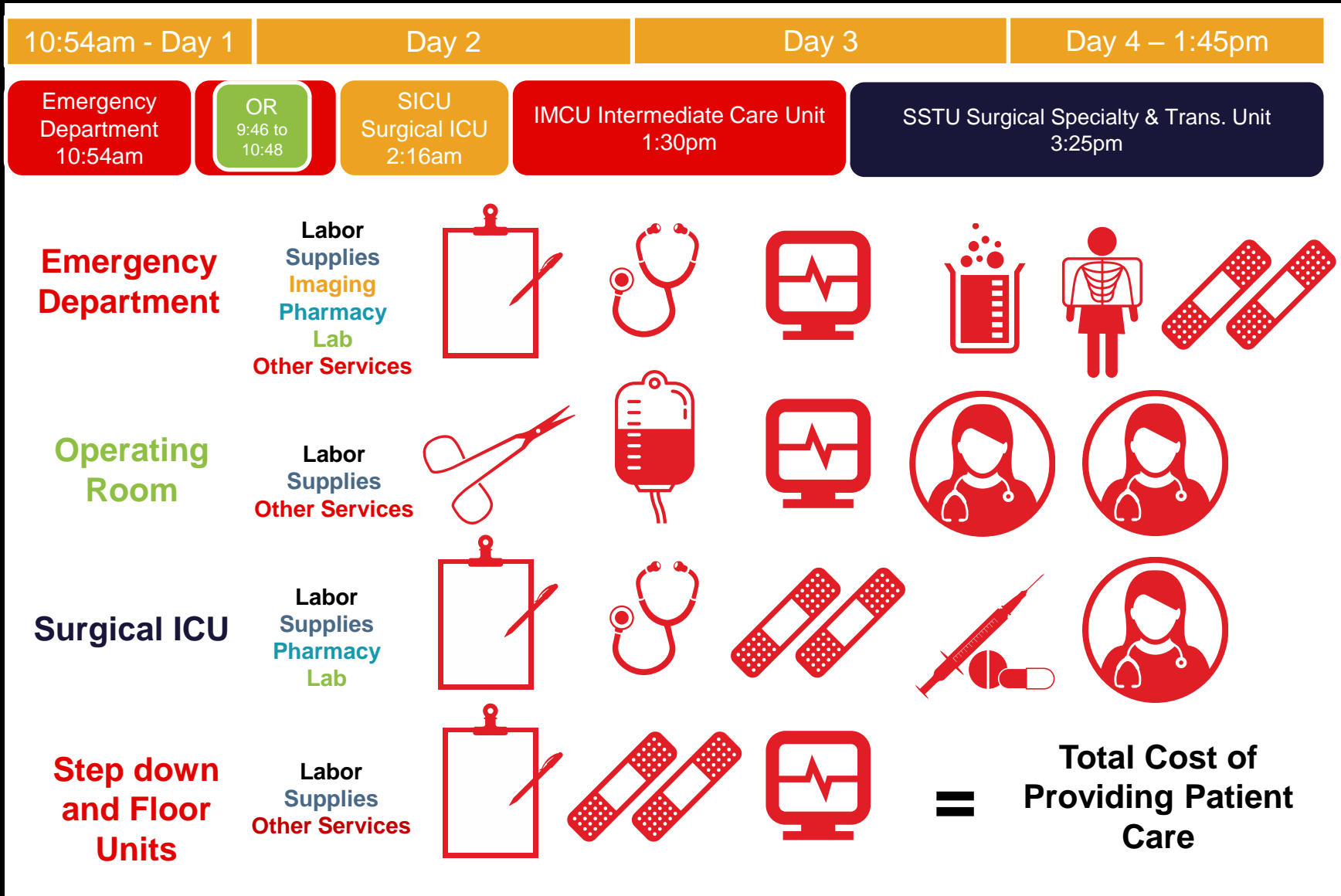
WE FIGURED OUT OUR COSTS



VALUE DRIVEN OUTCOMES



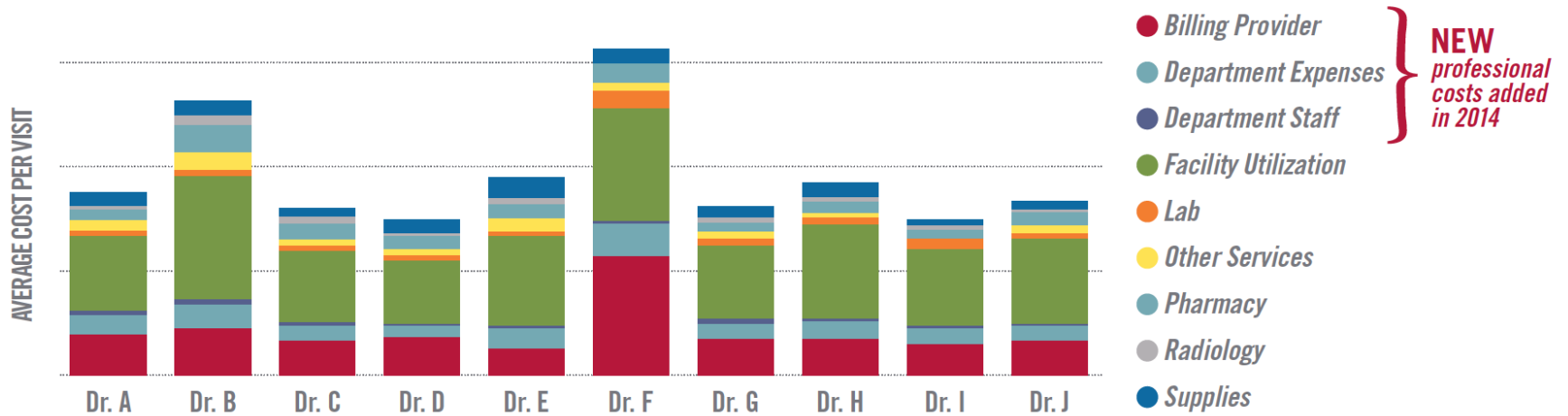
VALUE DRIVEN OUTCOMES –APPENDECTOMY



VALUE DRIVEN OUTCOMES

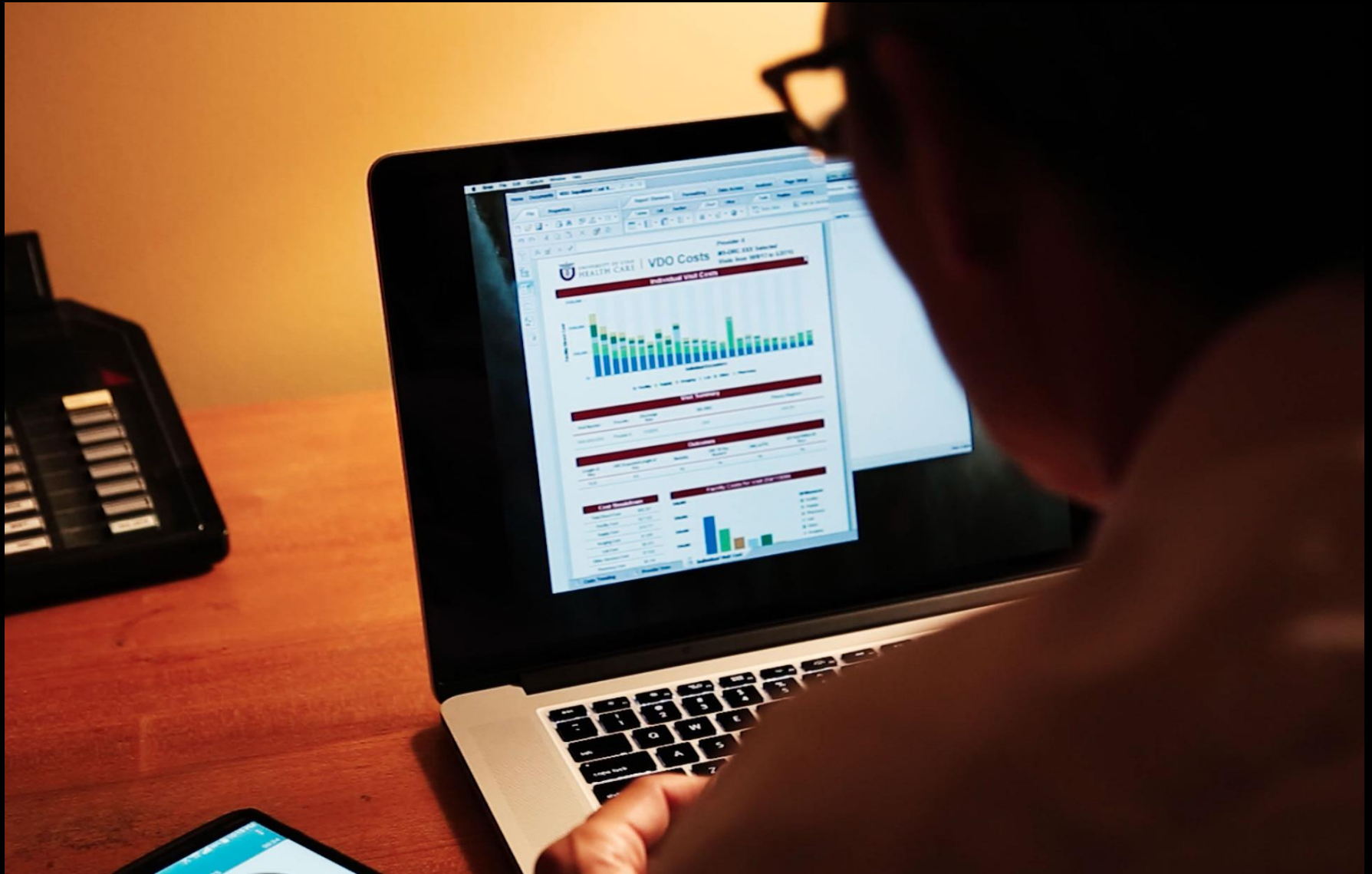
UNIVERSITY OF UTAH: AVERAGE COSTS OF CARE FOR TOTAL JOINT REPLACEMENT

Value-Driven Outcomes (VDO) Report DRG 470 – Major joint replacement of the lower extremity

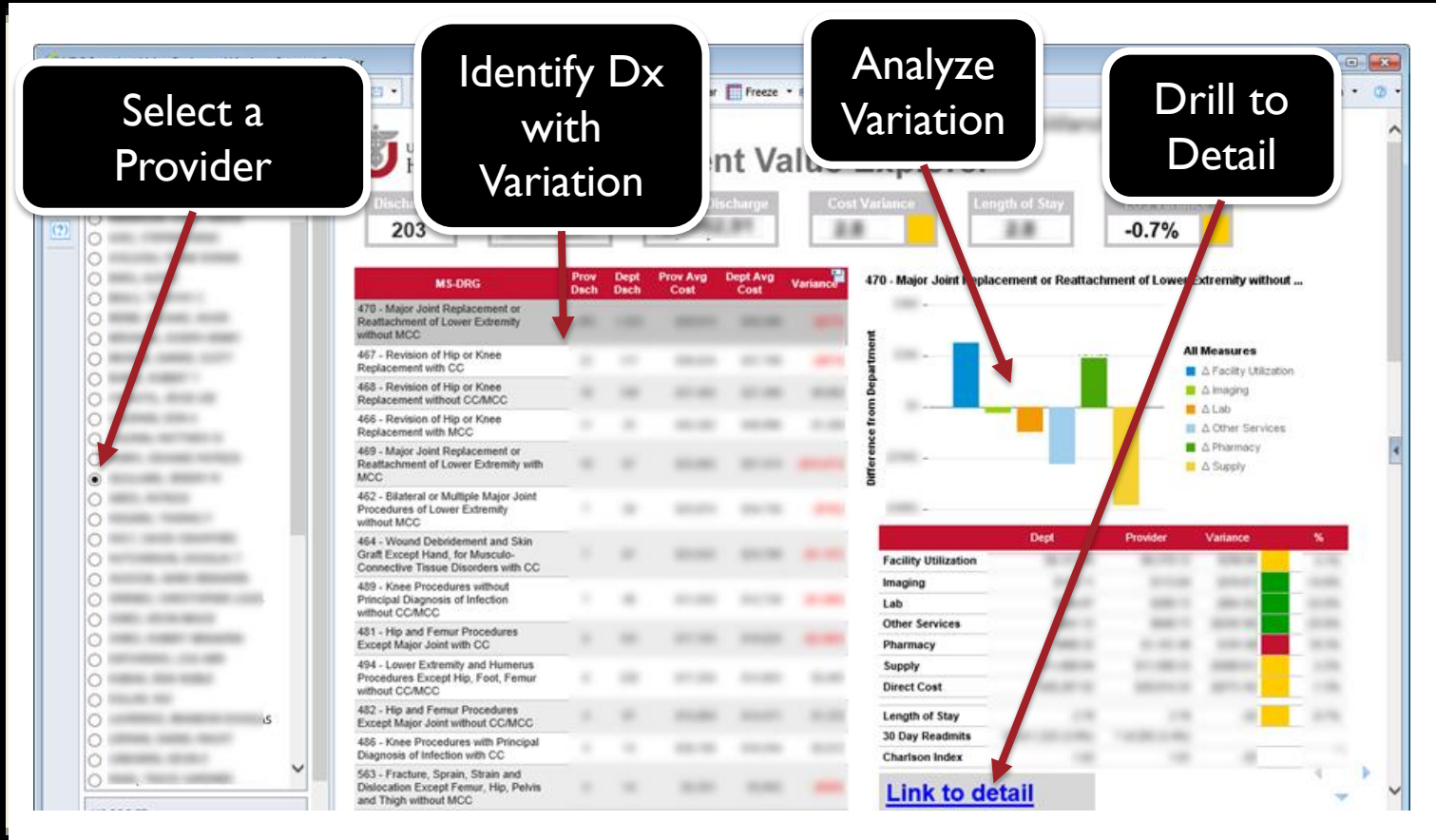


Source: Average hospital cost per visit, Discharges 2012–2014

DATA FOR FRONT LINE PROVIDERS



DATA FOR FRONT LINE PROVIDERS



Select a Provider

Identify Dx with Variation

Analyze Variation

Drill to Detail

MS-DRG	Prov Disch	Dept Disch	Prov Avg Cost	Dept Avg Cost	Variance
470 - Major Joint Replacement or Reattachment of Lower Extremity without MCC					
467 - Revision of Hip or Knee Replacement with CC					
468 - Revision of Hip or Knee Replacement without CC/MCC					
465 - Revision of Hip or Knee Replacement with MCC					
469 - Major Joint Replacement or Reattachment of Lower Extremity with MCC					
462 - Bilateral or Multiple Major Joint Procedures of Lower Extremity without MCC					
464 - Wound Debridement and Skin Graft Except Hand, for Musculo-Connective Tissue Disorders with CC					
489 - Knee Procedures without Principal Diagnosis of Infection without CC/MCC					
481 - Hip and Femur Procedures Except Major Joint with CC					
494 - Lower Extremity and Humerus Procedures Except Hip, Foot, Femur without CC/MCC					
482 - Hip and Femur Procedures Except Major Joint without CC/MCC					
486 - Knee Procedures with Principal Diagnosis of Infection with CC					
563 - Fracture, Sprain, Strain and Dislocation Except Femur, Hip, Pelvis and Thigh without MCC					

470 - Major Joint Replacement or Reattachment of Lower Extremity without ...

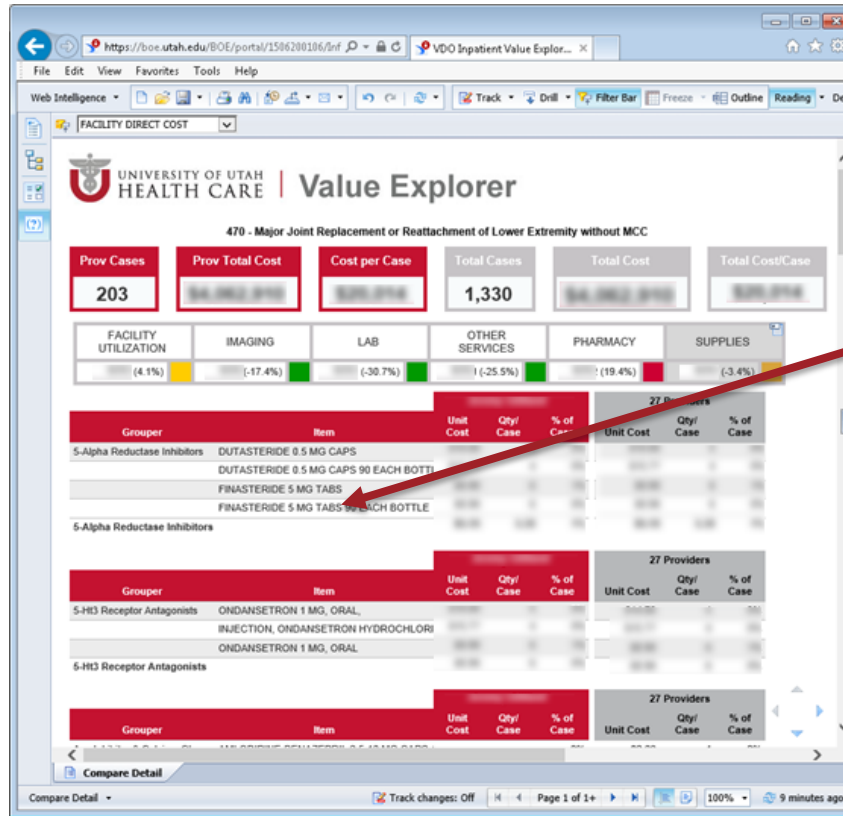
All Measures

- Facility Utilization
- Imaging
- Lab
- Other Services
- Pharmacy
- Supply

	Dept	Provider	Variance	%
Facility Utilization				
Imaging				
Lab				
Other Services				
Pharmacy				
Supply				
Direct Cost				
Length of Stay				
30 Day Readmits				
Charlson Index				

[Link to detail](#)

DATA FOR FRONT LINE PROVIDERS

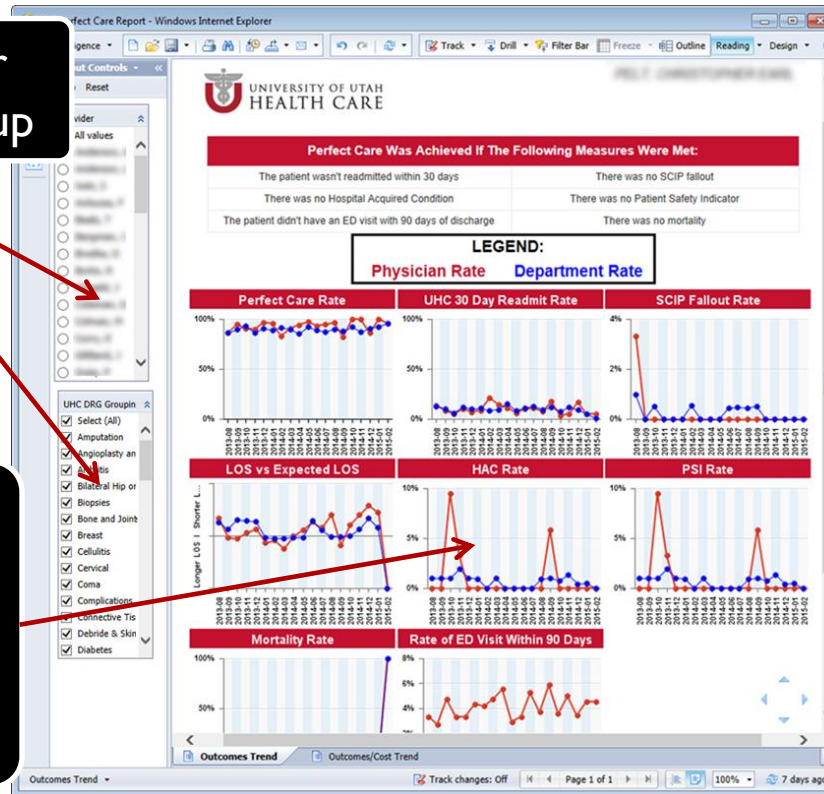


Explore Variance

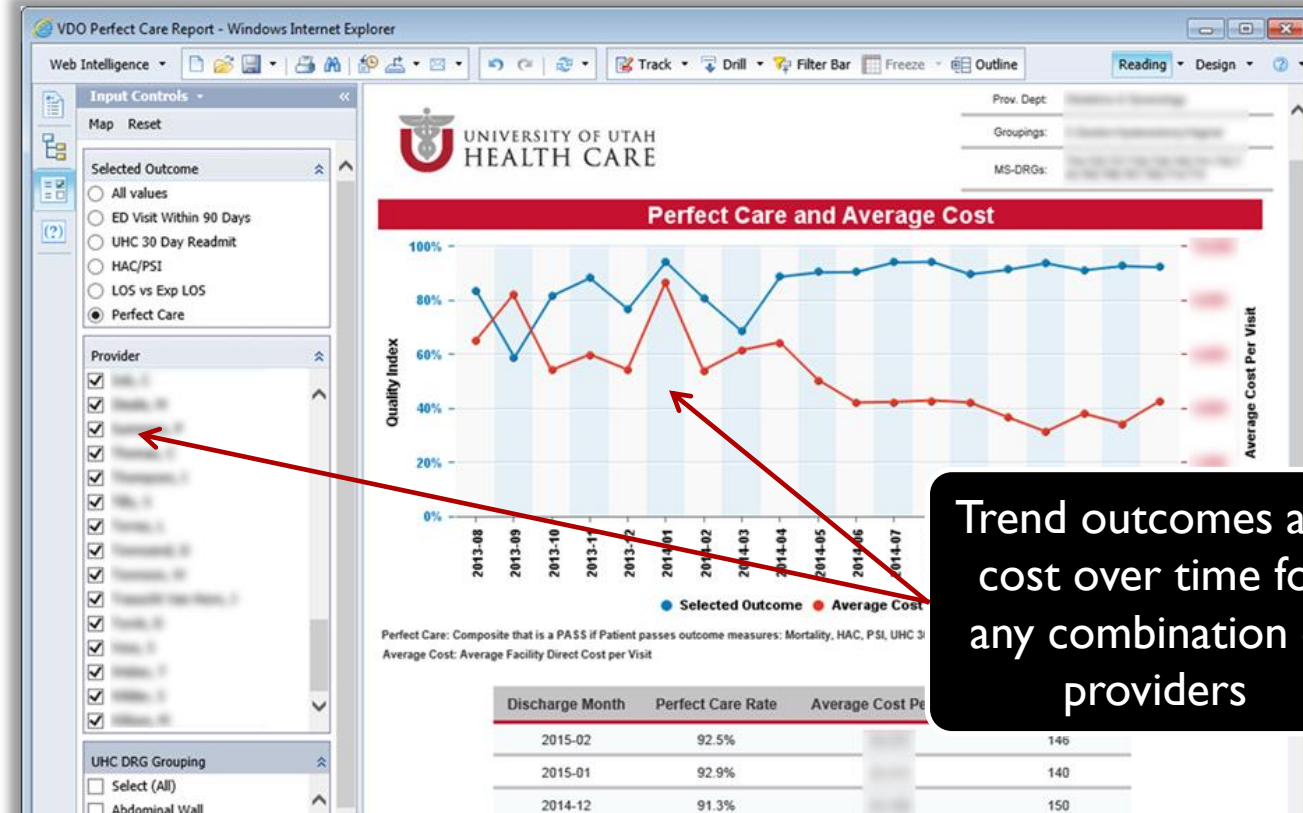
DATA FOR FRONT LINE PROVIDERS

Select a provider
and diagnosis group

Compare the
selected provider
with their
colleagues on
various measures

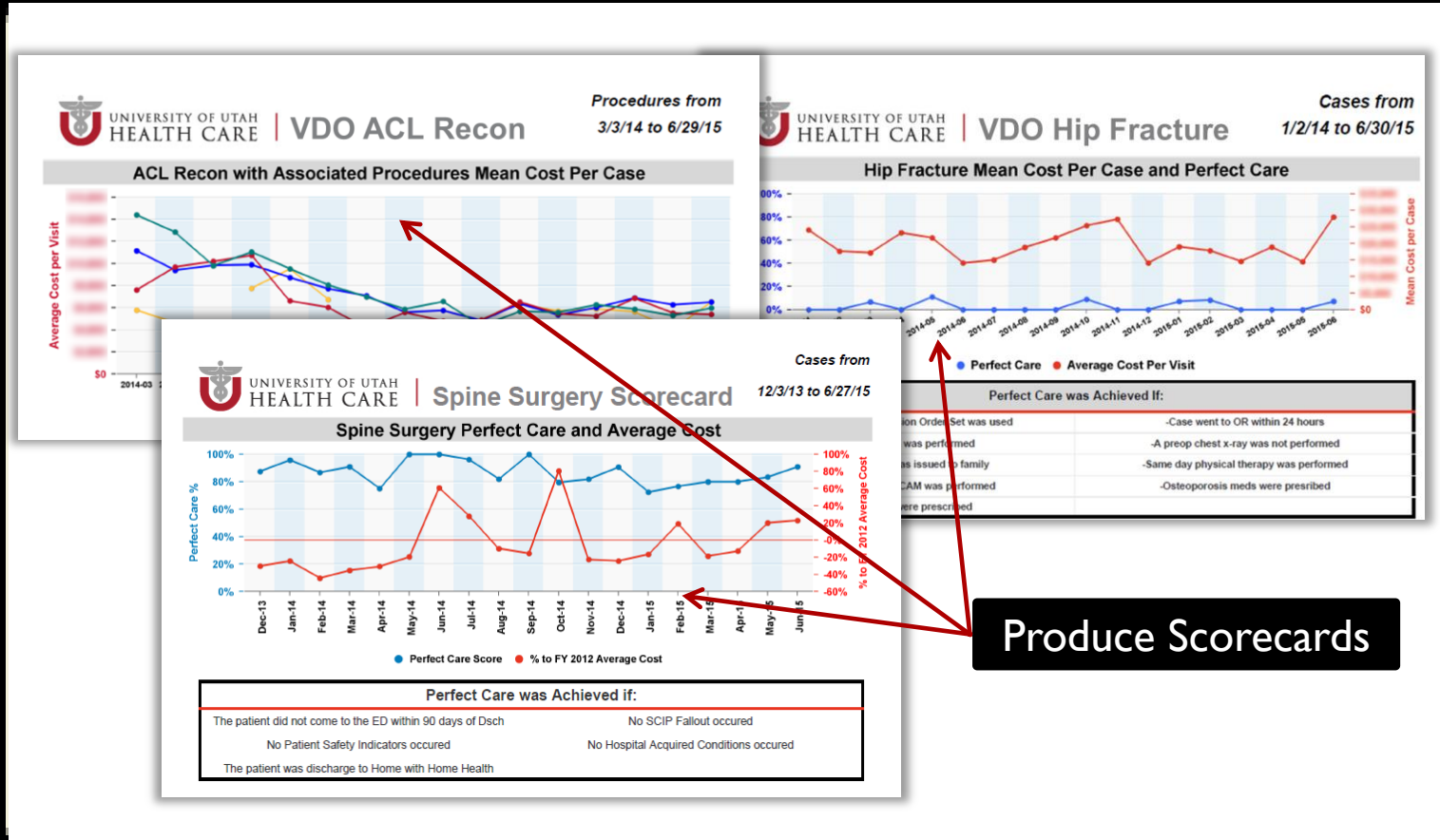


DATA FOR FRONT LINE PROVIDERS



Trend outcomes and cost over time for any combination of providers

DATA FOR FRONT LINE PROVIDERS

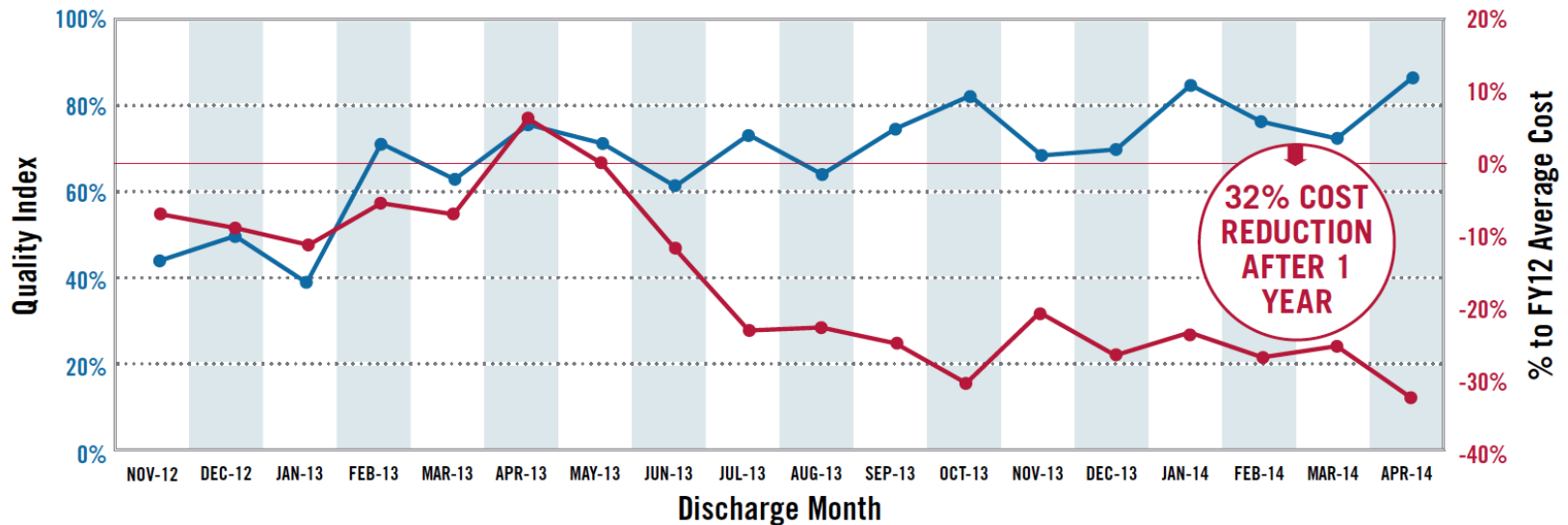


QUALITY GOES UP AND COSTS GO DOWN

VALUE-DRIVEN OUTCOMES IN TOTAL JOINT REPLACEMENT: Higher quality drives lower cost

PERFECT CARE INDEX AND AVERAGE COST

• Outcome: Perfect Care • % to FY12 Average Cost



Quality Index: Percentage of all visits where selected care measure was met

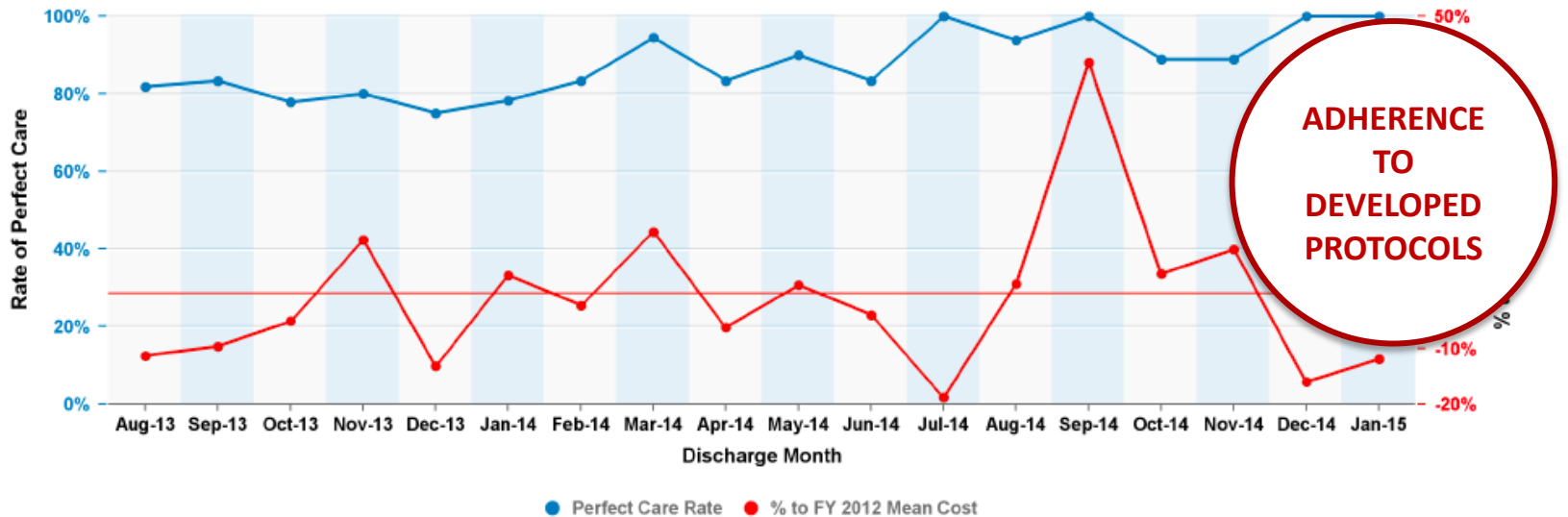
% to FY12 Average Cost: Ratio of that months avg. cost compared to baseline 2012 avg. cost



Value Driven Outcomes
CABG: Outcomes and Cost Trend
Discharges from August 2013 through January 2015

Department: Multiple Departments
Division: Multiple Divisions
Physician: 18 Physicians
Outcome Measure: Perfect Care
Primary ICD 9 Procedure: 29 Procedures

CABG: Perfect Care Rate and Mean Cost Per Case



VDO: OPERATING ROOM EFFICIENCY



Space



Labor



Supplies/Implants

Key Operating Room Areas



Anesthesiology



Pre-Op Care



Post-Op Care

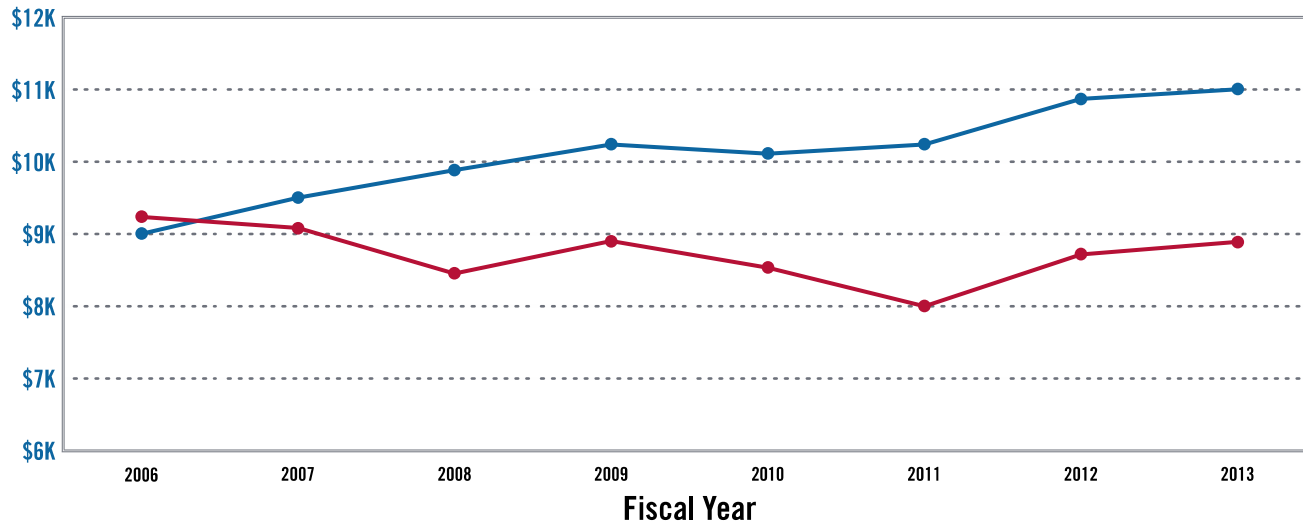


Equipment

HOW WE THINK ABOUT COST

BENCHMARKING AGAINST UHC PRINCIPAL MEMBERS: Total Facility Expense per CMI Adjusted Discharge

• University HealthSystem Consortium • University of Utah Health Care



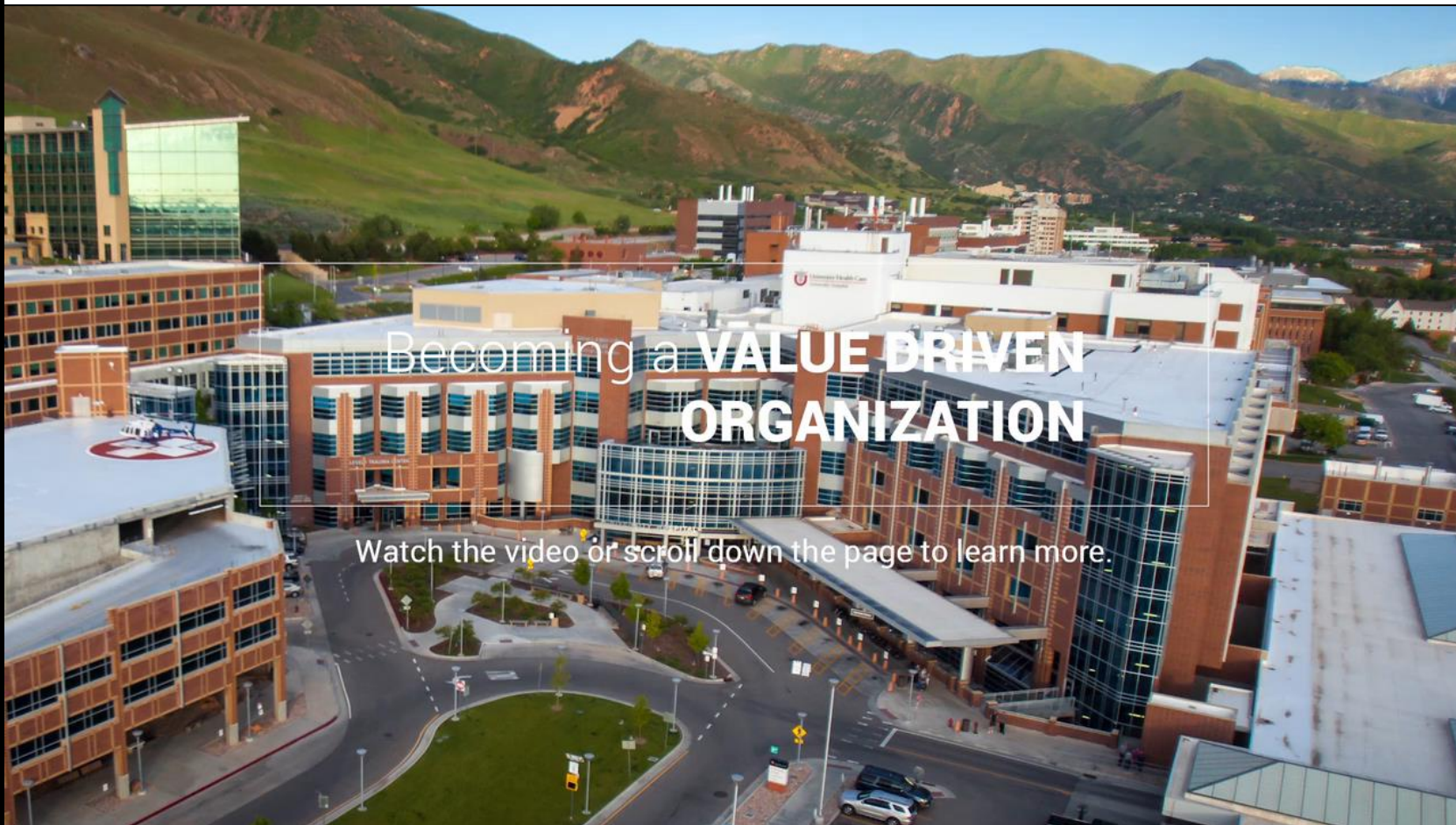
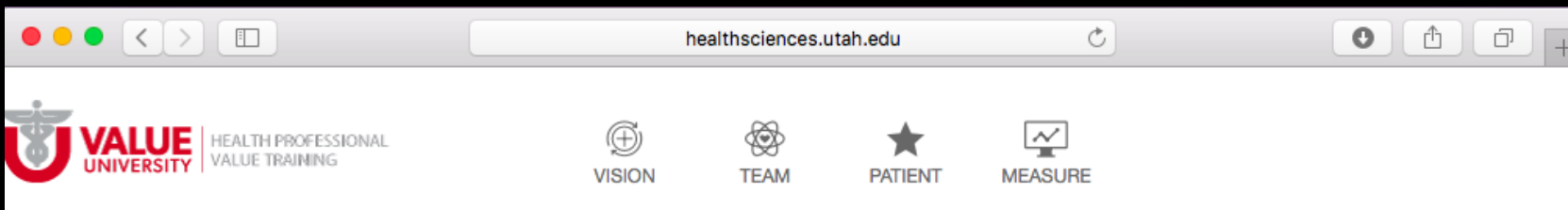
↑
ANNUAL
GROWTH RATE
= 2.9%

↓
ANNUAL
GROWTH RATE
= -0.5%

Comparative analysis includes 108 U.S. University HealthSystem Consortium (UHC) principal members. UHC values represent means by FY based off of CMS cost reports 2552-10/2552-96 and the CMS Impact File Medicare patient Case Mix Index by fiscal year. The annual growth rate is the compound annual growth rate from FY2006 to FY2013.

HOW WE DELIVER VALUE







YOU ARE INVITED

Value Learning Collaborative

PARK CITY, UTAH

June 7–8, 2016



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HEALTH SCIENCES



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THANK
you

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