

# Creating a Patient-Centered Healthcare System

Healthcare is changing. Patient needs are changing. Government regulation is changing. With an evolving landscape and overwhelming expectations, Cleveland Clinic has begun a transformation of its healthcare system that meets the needs of this changing environment.

## Access

### Opening the Front Doors

Multiple access points are essential to a strong healthcare system. Cleveland Clinic believes providing access at all points along the healthcare continuum will reduce cost and empower patients.

- *Same-Day Access* – Using business intelligence tools has reduced wait time for new patient appointments from 14 to 7 days, adding 100,000 visits and increasing patient satisfaction scores. We use a centralized scheduling system to quickly offer available appointments to patients within 24 hours, 7 days a week.
- *Reducing Wait Times* – Cleveland Clinic has implemented several innovative strategies to ensure optimal time management for giving and receiving care.
  - Patient Tracking GPS – A patient-tracking system has helped reduce wait times by as much as 20%.
  - Chemotherapy Wait Times – The Taussig Cancer Institute reduced the overall wait for chemotherapy patients from more than 60 minutes to 20 minutes.
  - Follow up Appointments for Multiple Sclerosis – After a root-cause analysis, MS physicians and their team improved the average next available appointment from 66 days in June 2008 to 27 days in April 2009.
  - Cleveland Clinic recently earned certification as a “Patient-Centered Medical Home,” which is a model of care that emphasizes enhanced care through open scheduling, expanded hours and communication between patients, physicians and staff.

### Integrating to Bring Better Outcomes, Better Experience

Integrating a healthcare system ensures the right patient gets to the right facility at the right time to get the right care.

- *Integrating ICUs* – Cleveland Clinic is known for taking patients other hospitals won't. Cleveland Clinic recently integrated more than 40 intensive care units, standardizing protocols to improve quality and decrease length of stay.
- *Physician Integration* – Cleveland Clinic's current effort to improve collaboration, share best practices and establish consistent protocols and metrics among physicians throughout its system is resulting in significant improvements: better knowledge of patients and their needs and greater efficiency in the delivery of healthcare, which is resulting in improved physician communications via electronic medical records and streamlined services.

### Collaborating Across Healthcare Systems

Collaborations with other healthcare entities, both locally and nationally, have strengthened Cleveland Clinic's ability to provide quick, effective, coordinated and efficient access to care.

- *Regional Trauma Network* – Cleveland Clinic's unique partnership with MetroHealth Medical Center on the Northern Ohio Trauma System (NOTS) connects the community's Level I and II adult trauma centers by sharing quality data and clinical best practices to improve patient outcomes.
- *Better Health, Greater Cleveland* – Using information technology to improve patient care, Cleveland Clinic, together with MetroHealth Medical Center and others, received more than \$1 million over three years from the Robert Wood Johnson Foundation to improve healthcare for patients with chronic illness. Cleveland Clinic provides ongoing diabetes management care to more than 10,000 patients.

## Operational Excellence

### Right Patient, Right Care, Right Place

Healthcare has changed since the days when a single hospital could provide decent care for every medical need. Medicine has grown more specialized. Surgery is more complex. New techniques have long learning curves and those who know the latest techniques gravitate to specialized centers of excellence.

- *Integration of System Resources* – Cleveland Clinic has organized itself into a continuum of care delivery model that provides patients with the appropriate level of care for each phase of their condition.
  - Main campus is a high acuity hospital designed to meet the needs of very ill patients in need of medical and/or surgical intervention.
  - Cleveland Clinic's nine regional hospitals are conveniently located in surrounding communities, making them ideal for outpatient surgery and specialties that require repeat visits, like obstetrics.
  - To better serve the Cleveland suburbs with primary care services, Cleveland Clinic operates 17 family health centers, staffed with Cleveland Clinic primary care physicians, as well as medical and surgical specialists.
- *Critical Care Transport* – Staffed with Cleveland Clinic personnel, time from wheels up to a Cleveland Clinic ICU may be less than 90 minutes, depending on the location of the referring hospital. The CCT team transported 4,391 patients from 36 states and 14 countries in 2009.
- *Hospital Transfers* – Cleveland Clinic has created a centralized hospital transfer center to move patients in and out of all of our facilities and from non-Cleveland Clinic facilities. Staffed 24/7, it is responsible for approximately 1,100 transfers a month system-wide.
- *Bed Management* – By utilizing a computer-based, real-time bed tracking system, Cleveland Clinic is able to place the right patient in the right place. By allowing staff to see all patients in the units, we have seen operating room holds nearly eliminated.

### Creating Accountability

New tools and resources are essential to increasing transparency and accountability.

- *Dashboard* – Cleveland Clinic has created real-time transparent snapshots of key performance metrics on “dashboards” to help monitor critical system information such as bed utilization, readmissions, and patient experience scores that can be used in annual performance evaluations and to implement process change.

## Quality

Providing quality healthcare is critical to transforming the health of our communities and reducing cost. Cleveland Clinic is involved in a variety of initiatives and collaborations to improve healthcare quality.

- *Annual Outcomes* – Cleveland Clinic publishes 16 outcomes books with our data on procedures, mortality, complications and innovations to be transparent.
- *Electronic Medical Record* – Cleveland Clinic gives physicians access to critical information related to more than six million patient records. To ensure safety, every electronic prescription provides physicians with alerts to drug-drug interaction and/or drug allergies.

### Creating a Safer Environment

Because we know that patient safety begins on the front line, Cleveland Clinic is creating a culture of safety that empowers employees and physicians to provide a safe environment of care.

- *Reducing Infection* – To address Central Line Associated Blood Stream Infections (CLABSI), Cleveland Clinic implemented a program that focuses on compliance and evaluation of data resulting in a 25% reduction of CLABSI in the Intensive Care Units from January 2009 to June 2010, with some units achieving reductions greater than 40%.
- *Hand Hygiene* – While striving to reach 100%, Cleveland Clinic's hand hygiene compliance rate has been above 90% for the past nine months, thanks to a comprehensive hand hygiene education program that includes monitoring and accountability.
- *Better Hand-off Communications* – Cleveland Clinic uses SBAR (Situation, Background, Assessment, and Recommendation), a standardized approach to information sharing among caregivers to ensure that patient information is consistent and accurate, especially during critical events, shift handoffs, or patient transfers.

Through quality, improved access, and operational excellence, Cleveland Clinic continues to build a healthcare system that can respond to the historic realignments in our industry and the economy. As we react to the changing landscape and create real value for patients and their families, we serve as a model for all healthcare organizations struggling to do the same. The future presents an opportunity for us all, and Cleveland Clinic strives to lead the way.