

Patient Experience — Heart & Vascular Institute

Keeping patients at the center of all that Cleveland Clinic does is critical. Patients First is the guiding principle at Cleveland Clinic. Patients First is safe care, high-quality care, in the context of patient satisfaction, and high value. Ultimately, caregivers have the power to impact every touch point of a patient's journey, including their clinical, physical, and emotional experience.

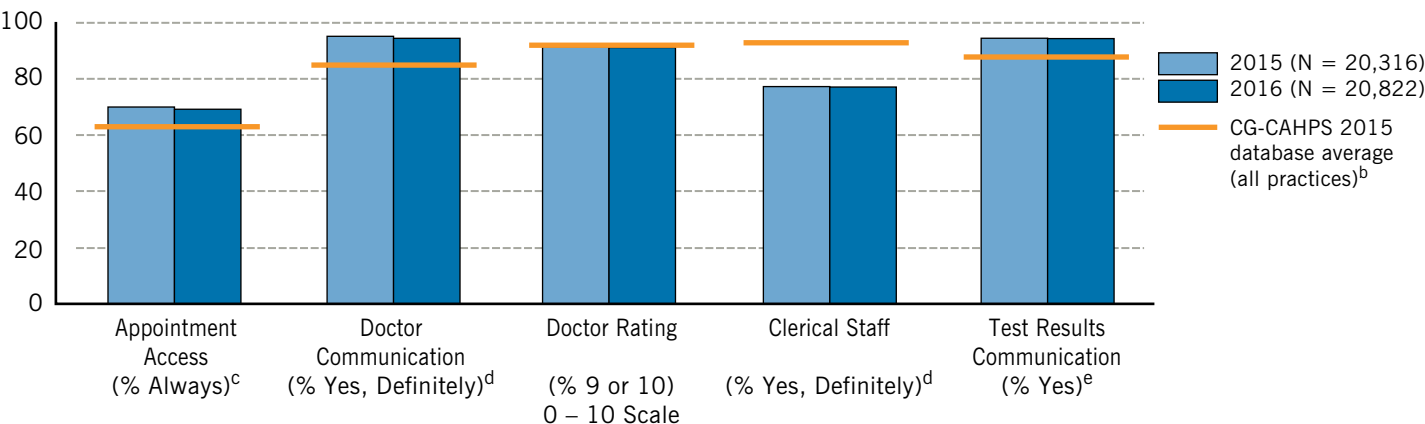
Cleveland Clinic recognizes that patient experience goes well beyond patient satisfaction surveys. Nonetheless, sharing the survey results with caregivers and the public affords opportunities to improve how Cleveland Clinic delivers exceptional care.

Outpatient Office Visit Survey — Heart & Vascular Institute

CG-CAHPS Assessment^a

2015–2016

Percent Best Response



^aIn 2013, Cleveland Clinic began administering the Clinician and Group Practice Consumer Assessment of Healthcare Providers and Systems surveys (CG-CAHPS), standardized instruments developed by the Agency for Healthcare Research and Quality (AHRQ) and supported by the Centers for Medicare & Medicaid Services for use in the physician office setting to measure patients' perspectives of outpatient care.

^bBased on results submitted to the AHRQ CG-CAHPS database from 2829 practices in 2015

^cResponse options: Always, Usually, Sometimes, Never

^dResponse options: Yes, definitely; Yes, somewhat; No

^eResponse options: Yes, No

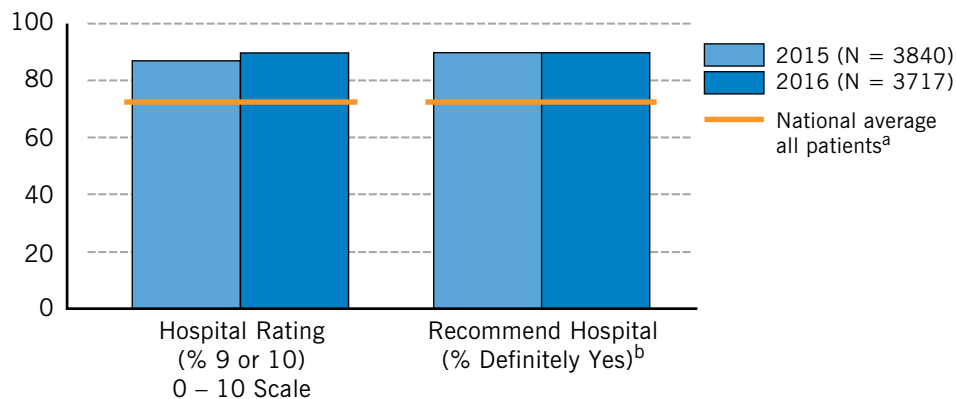
Source: Press Ganey, a national hospital survey vendor

Inpatient Survey — Heart & Vascular Institute

HCAHPS Overall Assessment

2015 – 2016

Best Response (%)



^aBased on national survey results of discharged patients, January 2015 – December 2015, from 4172 US hospitals. medicare.gov/hospitalcompare

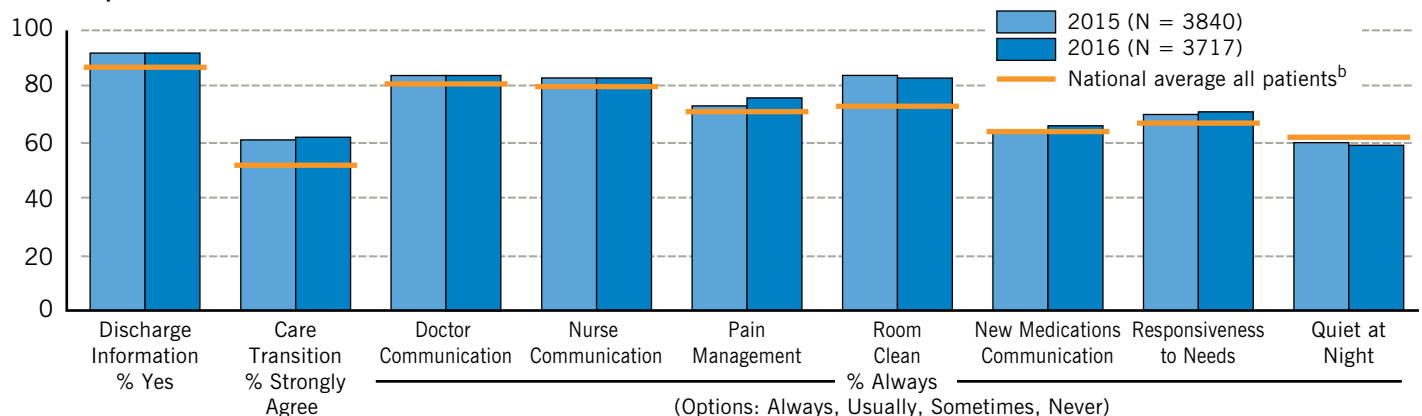
^bResponse options: Definitely yes, Probably yes, Probably no, Definitely no

The Centers for Medicare & Medicaid Services requires United States hospitals that treat Medicare patients to participate in the national Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey, a standardized tool that measures patients' perspectives of hospital care. Results collected for public reporting are available at medicare.gov/hospitalcompare.

HCAHPS Domains of Care^a

2015 – 2016

Best Response (%)



^aExcept for "Room Clean" and "Quiet at Night," each bar represents a composite score based on responses to multiple survey questions.

^bBased on national survey results of discharged patients, January 2015 – December 2015, from 4820 US hospitals. medicare.gov/hospitalcompare

Source: Press Ganey, a national hospital survey vendor, 2016

Cleveland Clinic — Implementing Value-Based Care

Overview

Cleveland Clinic health system uses a systematic approach to performance improvement while simultaneously pursuing 3 goals: improving the patient experience of care (including quality and satisfaction), improving population health, and reducing the cost of healthcare. The following measures are examples of 2016 focus areas in pursuit of this 3-part aim. Throughout this section, “Cleveland Clinic” refers to the academic medical center or “main campus,” and those results are shown.

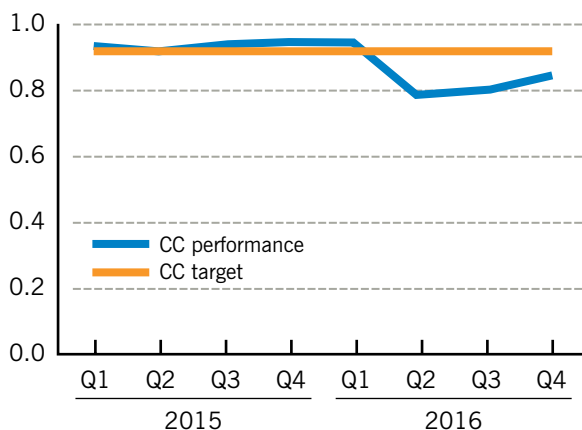
Real-time data are leveraged in each Cleveland Clinic location to drive performance improvement. Although not an exact match to publicly reported data, more timely internal data create transparency at all organizational levels and support improved care in all clinical locations.

Improve the Patient Experience of Care

Cleveland Clinic Overall Mortality Ratio

2015 – 2016

O/E Ratio



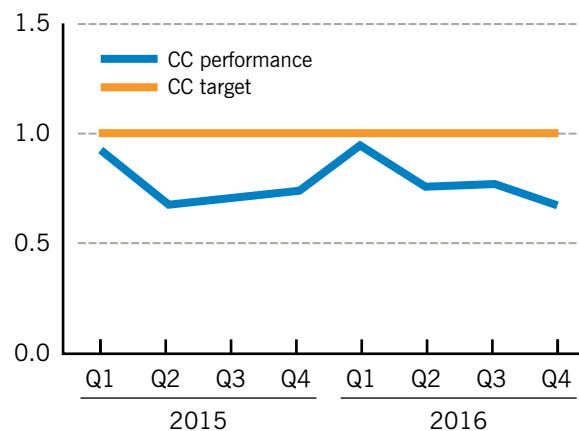
Source: Data from the Vizient Clinical Data Base/Resource Manager™ used by permission of Vizient. All rights reserved.

Cleveland Clinic’s observed/expected (O/E) mortality ratio outperformed its internal target derived from the Vizient 2016 risk model. Ratios less than 1.0 indicate mortality performance “better than expected” in Vizient’s risk adjustment model.

Cleveland Clinic Central Line-Associated Bloodstream Infection, reported as Standardized Infection Ratio (SIR)

2015 – 2016

Rate per 1000 Line Days

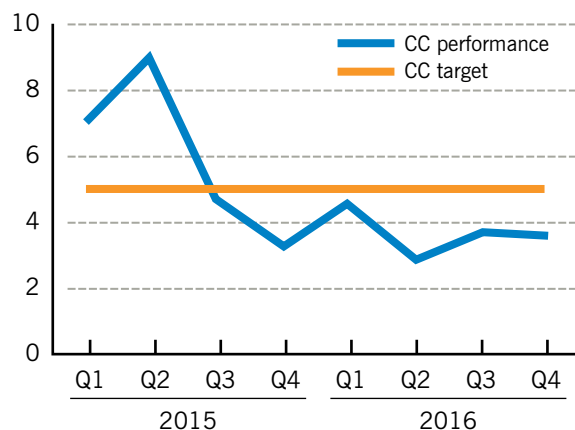


Cleveland Clinic has implemented several strategies to reduce central line-associated bloodstream infections (CLABSIs), including a central-line bundle of insertion, maintenance, and removal best practices. Focused reviews of every CLABSI occurrence support reductions in CLABSI rates in the high-risk critical care population.

Cleveland Clinic Postoperative Respiratory Failure Risk-Adjusted Rate

2015 – 2016

Rate per 1000 Eligible Patients



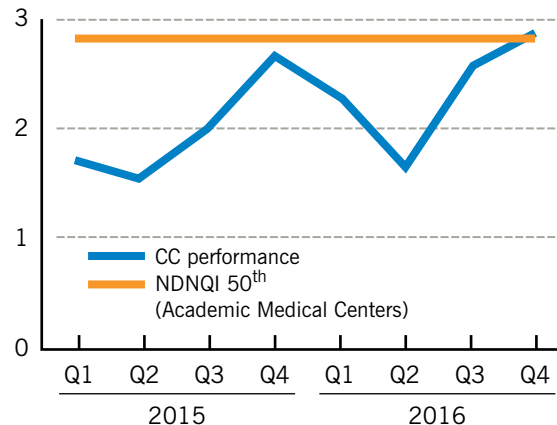
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Efforts continue toward reducing intubation time, assessing readiness for extubation, and preventing the need for reintubation. Cleveland Clinic has leveraged the technology within the electronic medical record to support ongoing improvement efforts in reducing postoperative respiratory failure (AHRQ Patient Safety Indicator 11). Prevention of respiratory failure remains a safety priority for Cleveland Clinic.

Cleveland Clinic Hospital-Acquired Pressure Ulcer Prevalence (Adult)

2015 – 2016

Percent



Source: Data reported from the National Database for Nursing Quality Indicators® (NDNQI®) with permission from Press Ganey.

A pressure ulcer is an injury to the skin that can be caused by pressure, moisture, or friction. These sometimes occur when patients have difficulty changing position on their own. Cleveland Clinic caregivers have been trained to provide appropriate skin care and regular repositioning while taking advantage of special devices and mattresses to reduce pressure for high-risk patients. In addition, they actively look for hospital-acquired pressure ulcers and treat them quickly if they occur.

Cleveland Clinic strategies to mitigate the risk of these pressure injuries include routine rounding to accurately stage pressure injuries, monthly multidisciplinary wound care meetings, and ongoing nursing education, both in the classroom and at the bedside.

Cleveland Clinic — Implementing Value-Based Care

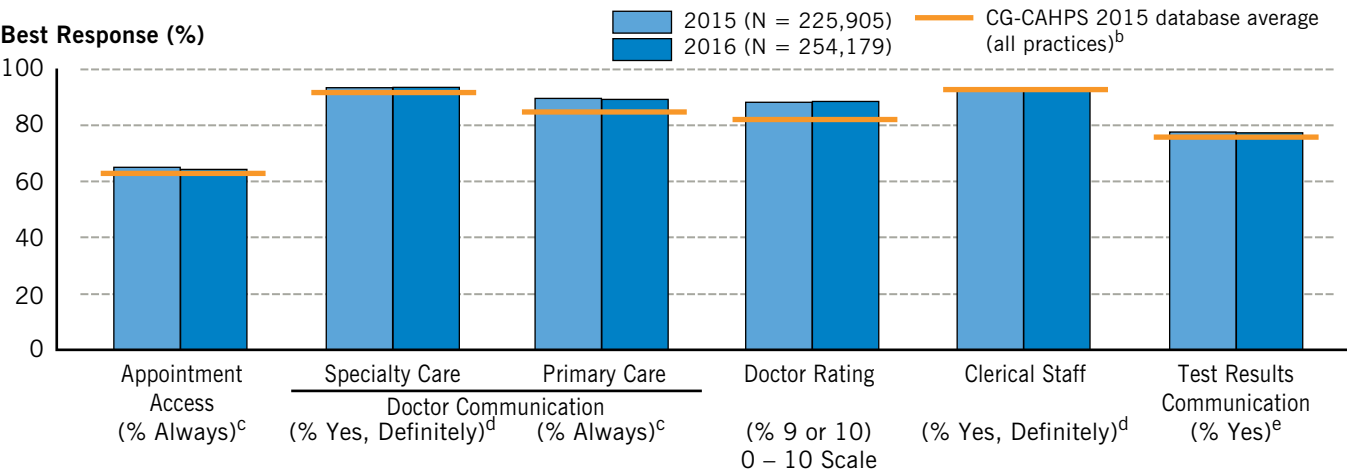
Keeping patients at the center of all that we do is critical. Patients First is the guiding principle at Cleveland Clinic. Patients First is safe care, high-quality care, in the context of patient satisfaction, and high value. Ultimately, our caregivers have the power to impact every touch point of a patient's journey, including their clinical, physical, and emotional experience.

We know that patient experience goes well beyond patient satisfaction surveys. Nonetheless, by sharing the survey results with our caregivers and the public, we constantly identify opportunities to improve how we deliver exceptional care.

Outpatient Office Visit Survey — Cleveland Clinic

CG-CAHPS Assessment^a

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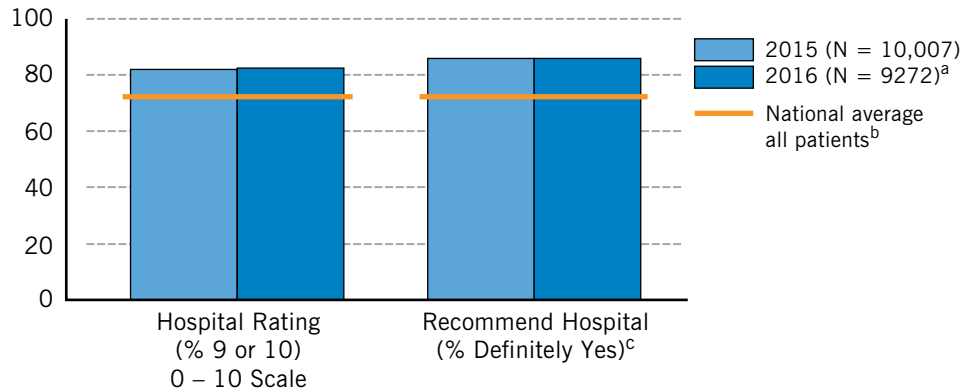
Source: Press Ganey, a national hospital survey vendor

Inpatient Survey — Cleveland Clinic

HCAHPS Overall Assessment

2015 – 2016

Best Response (%)



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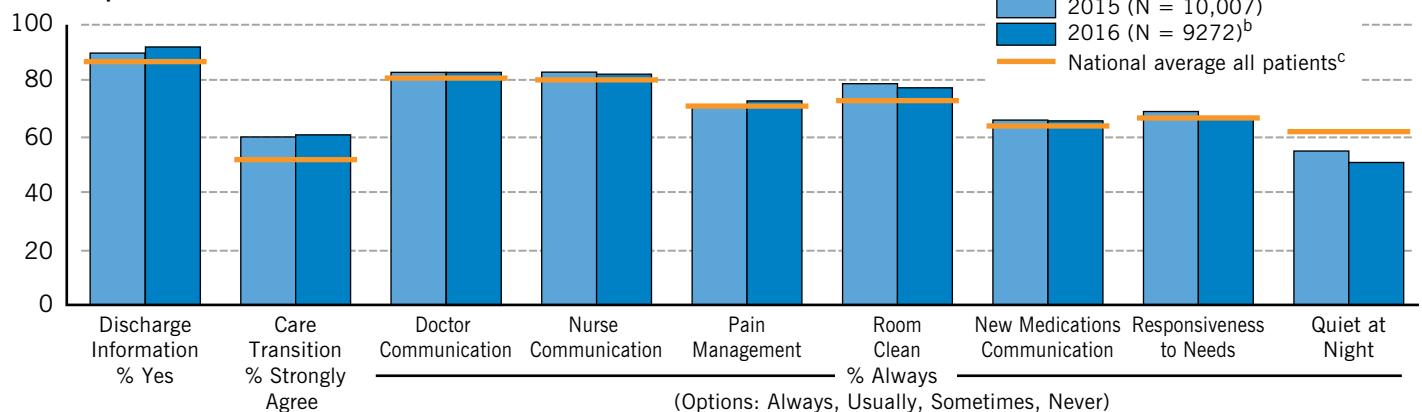
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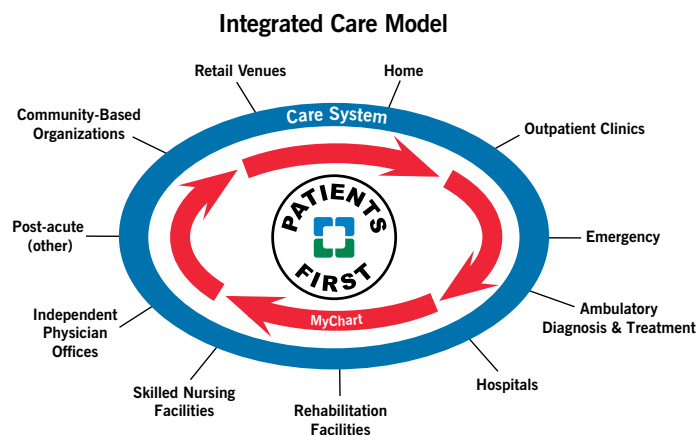
Source: Centers for Medicare & Medicaid Services, 2015; Press Ganey, a national hospital survey vendor, 2016

Cleveland Clinic — Implementing Value-Based Care

Focus on Value

Cleveland Clinic has developed and implemented new models of care that focus on “Patients First” and aim to deliver on the Institute of Medicine goal of **Safe, Timely, Effective, Efficient, Equitable, Patient-centered** care. Creating new models of Value-Based Care is a strategic priority for Cleveland Clinic. As care delivery shifts from fee-for-service to a population health and bundled payment delivery system, Cleveland Clinic is focused on concurrently improving patient safety, outcomes, and experience.

What does this new model of care look like?



The Cleveland Clinic Integrated Care Model (CCICM) is a value-based model of care, designed to improve outcomes while reducing cost. It is designed to deliver value in both population health and specialty care.

- The patient remains at the heart of the CCICM.
- The blue band represents the care system, which is a seamless pathway that patients move along as they receive care in different settings. The care system represents integration of care across the continuum.
- Critical competencies are required to build this new care system. Cleveland Clinic is creating disease- and condition-specific care paths for a variety of procedures and chronic diseases. Another facet is implementing comprehensive care coordination for high-risk patients to prevent unnecessary hospitalizations and emergency department visits. Efforts include managing transitions in care, optimizing access and flow for patients through the CCICM, and developing novel tactics to engage patients and caregivers in this work.
- Measuring performance around quality, safety, utilization, cost, appropriateness of care, and patient and caregiver experience is an essential component of this work.

Improve Population Health

Cleveland Clinic Accountable Care Organization Measure Performance 2016

National Percentile Ranking

90th	<ul style="list-style-type: none">• Falls Screening• Heart Failure• Ischemic Vascular Disease• BMI Screening• Tobacco Screening
80th	<ul style="list-style-type: none">• Coronary Artery Disease• Diabetes• Breast Cancer Screening• Pneumonia Vaccination
70th	<ul style="list-style-type: none">• Colorectal Cancer Screening• Influenza Vaccination• Blood Pressure Screening• Hypertension
50th	<ul style="list-style-type: none">• Depression Screening

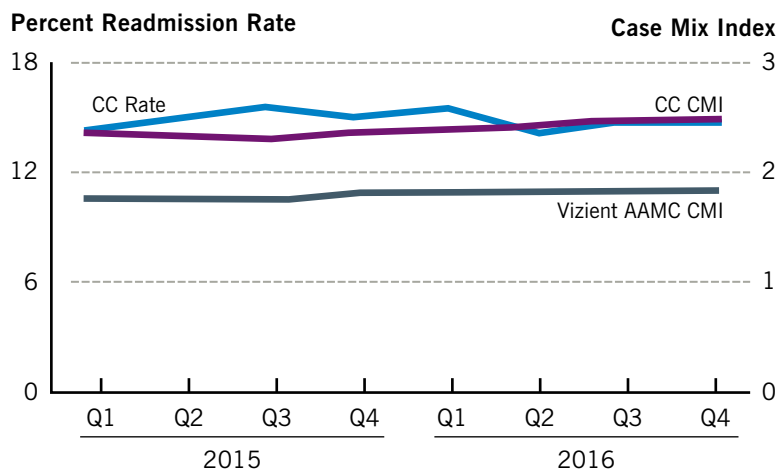
Higher percentiles are better

As part of Cleveland Clinic's commitment to population health and in support of its Accountable Care Organization (ACO), these ACO measures have been prioritized for monitoring and improvement. Cleveland Clinic is improving performance in these measures by enhancing care coordination, optimizing technology and information systems, and engaging primary care specialty teams directly in the improvement work. These pursuits are part of Cleveland Clinic's overall strategy to transform care in order to improve health and make care more affordable.

Cleveland Clinic — Implementing Value-Based Care

Reduce the Cost of Care

Cleveland Clinic All-Cause 30-Day Readmission Rate to Any Cleveland Clinic Hospital 2015 – 2016

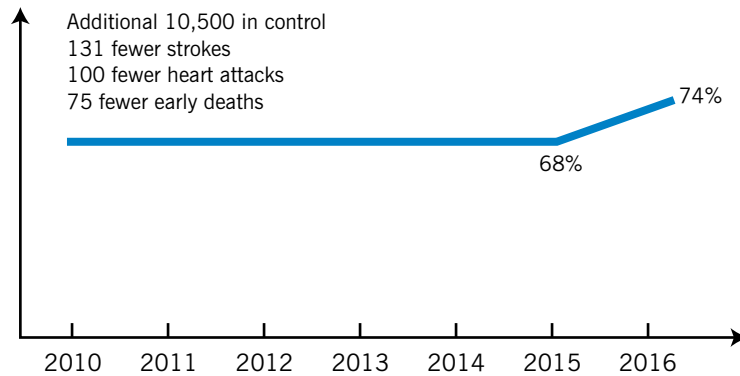


CMI = case mix index

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Cleveland Clinic monitors 30-day readmission rates for any reason to any of its system hospitals. Unplanned readmissions are actively reviewed for improvement opportunities. Comprehensive care coordination and care management for high-risk patients has been initiated in an effort to prevent unnecessary hospitalizations and emergency department visits. Sicker, more complex patients are more susceptible to readmission. Case mix index (CMI) reflects patient severity of illness and resource utilization. Cleveland Clinic's CMI remains one of the highest among American academic medical centers.

Accountable Care Organization ACO Improving Outcomes and Reducing Costs



Cleveland Clinic was one of the top performing new ACOs in the United States (for 2015 performance as determined in 2016) due to efficiency, cost reduction, and improvements in effectiveness of chronic disease management such as treating hypertension, reducing preventable hospitalizations through care coordination, and optimizing the care at skilled nursing facilities through its Connected Care program.

For example, a system-wide effort to improve the control of blood pressure for patients with hypertension was begun in 2016 and resulted in an additional 10,500 patients with blood pressure controlled. This will translate to many fewer strokes, heart attacks, and preventable deaths.