

# Building the Foundation of the Quadruple Aim within an Academic Practice

## BACKGROUND

Achieving the tenets of the Quadruple Aim requires a strong strategic foundation that serves as a base for all quality/process improvement work within the organization. Creating a shared vision, using data to drive improvement, and harnessing the power of the EHR can serve as a framework that can be instituted within any organization that drives improvement within each arm of the Quadruple Aim.

## PROJECT AIM

1. Develop a Core Purpose/Values/Envisioned Future
2. Create goals/objectives that drive change within each arm of the quadruple aim
3. Develop reports to track appointment utilization data to drive improvement in access
4. Develop EHR Quality dashboards to drive quality measure improvement
5. Integrate e-consults tools into the EHR to improve PCP and specialist communication

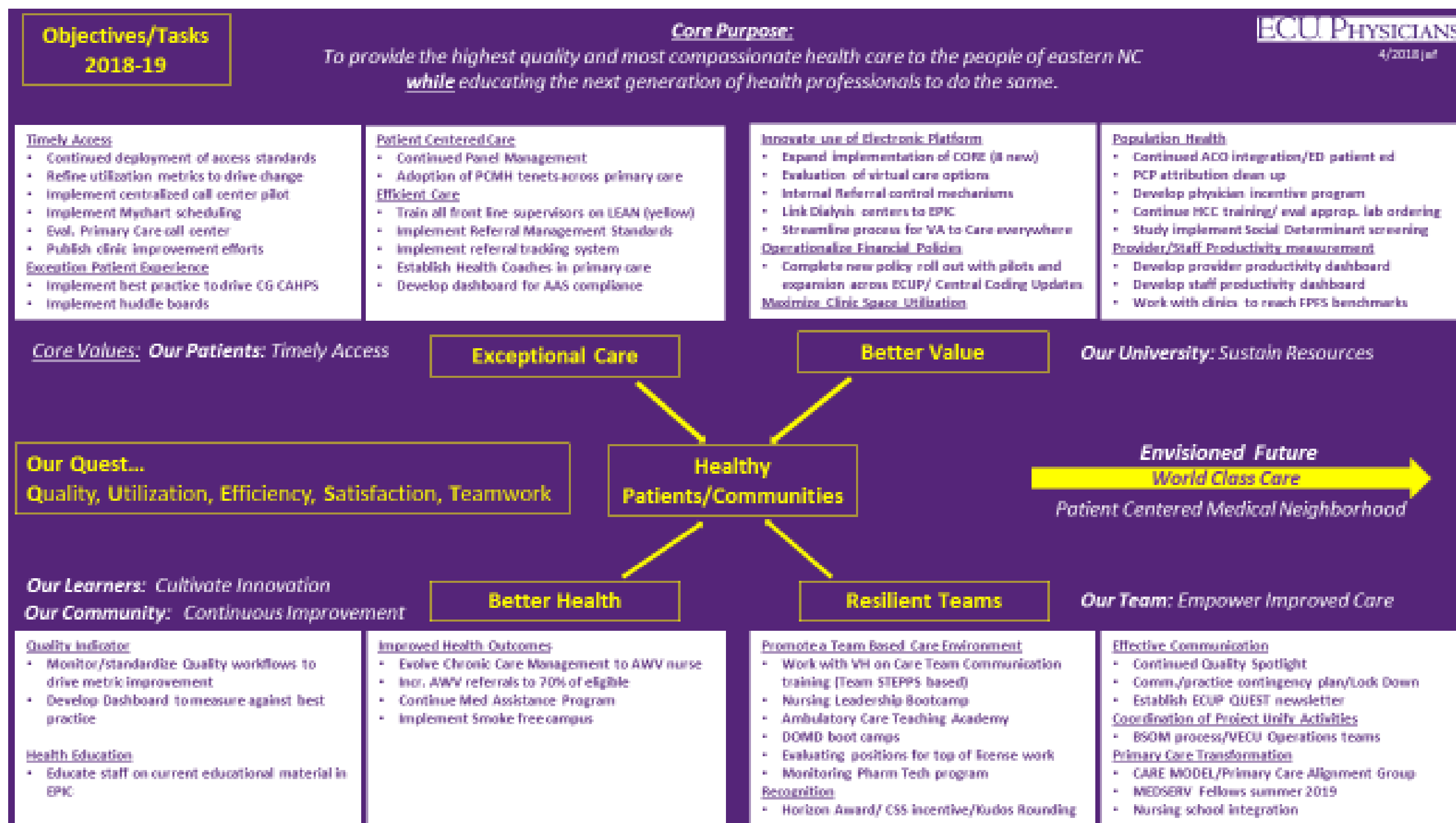
## METHODS

We began our "QUEST" (Quality, Utilization, Efficiency, Satisfaction, Teamwork) in mid 2015 when we revised our core purpose/values/envisioned future and adjusted our strategic plan to prepare for value based care. ECU Physicians (ECUP) formed a Clinical Management Team empowered to set the strategic goals and drive system level improvement efforts around the Quadruple aim.

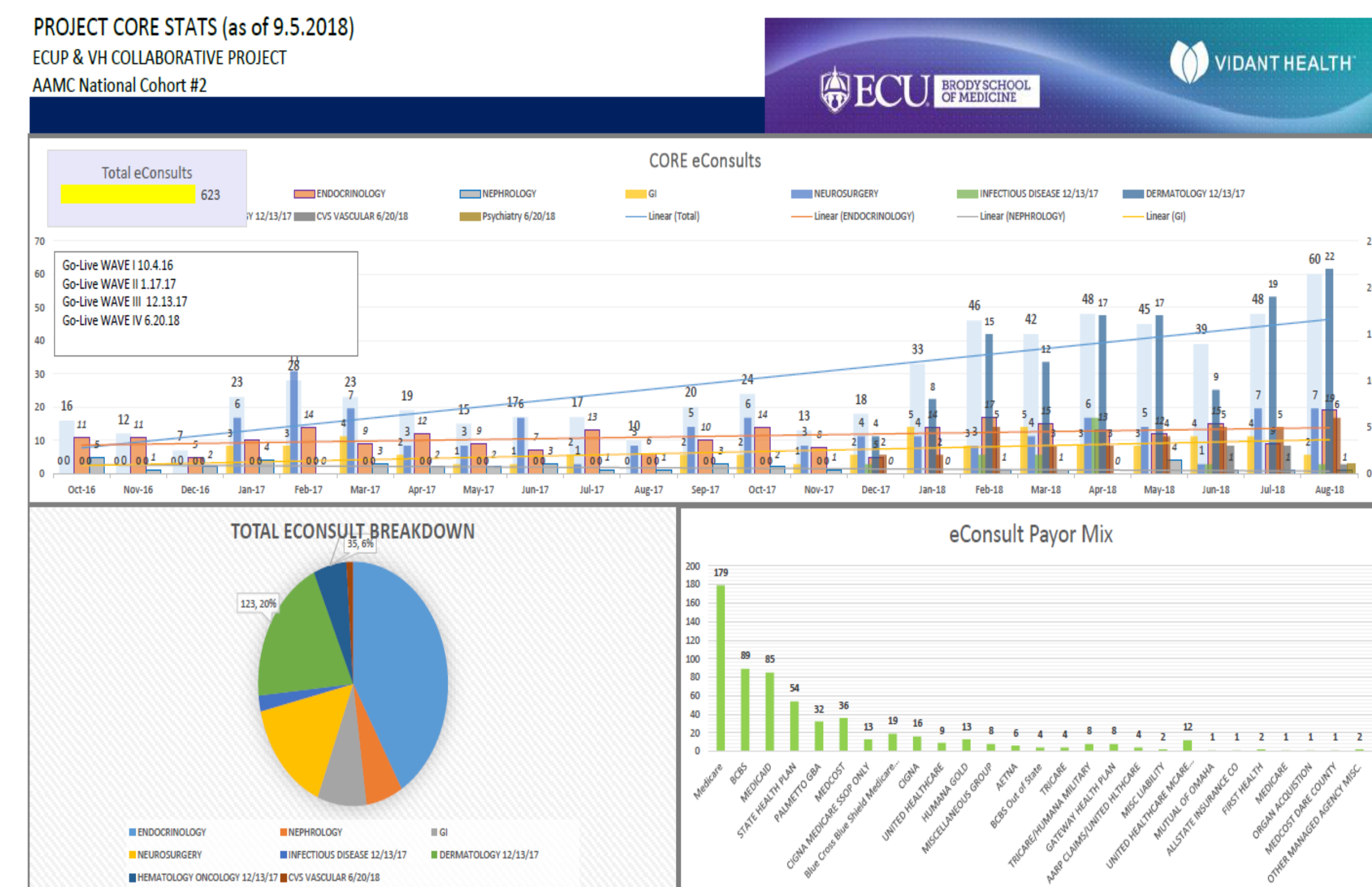
- **Exceptional Experience:** Developed a "secret shopper" program, employee customer service training, and staff incentive plan to help drive improvement in patient experience. Established a formal set of practice wide Ambulatory Access Standards and a set of appointment access/utilization dashboards developed to target opportunities for improved template management to facilitate better patient access.
- **Better Health:** Developed standard "top of license" nursing protocols, created a quality dashboard, hired quality nurse specialists, and developed team quality competitions to drive improved clinical quality outcomes.
- **Better Value:** Implemented e-Consults in 9 specialties (and growing) to help PCP's manage common conditions and prevent patients from expensive unnecessary specialty appointments.
- **Resilient Teams:** Implemented quarterly leadership development "boot camps" and devised multi-tiered internal communication platforms.

## RESULTS

### Strategic Framework:



### E-Consults:

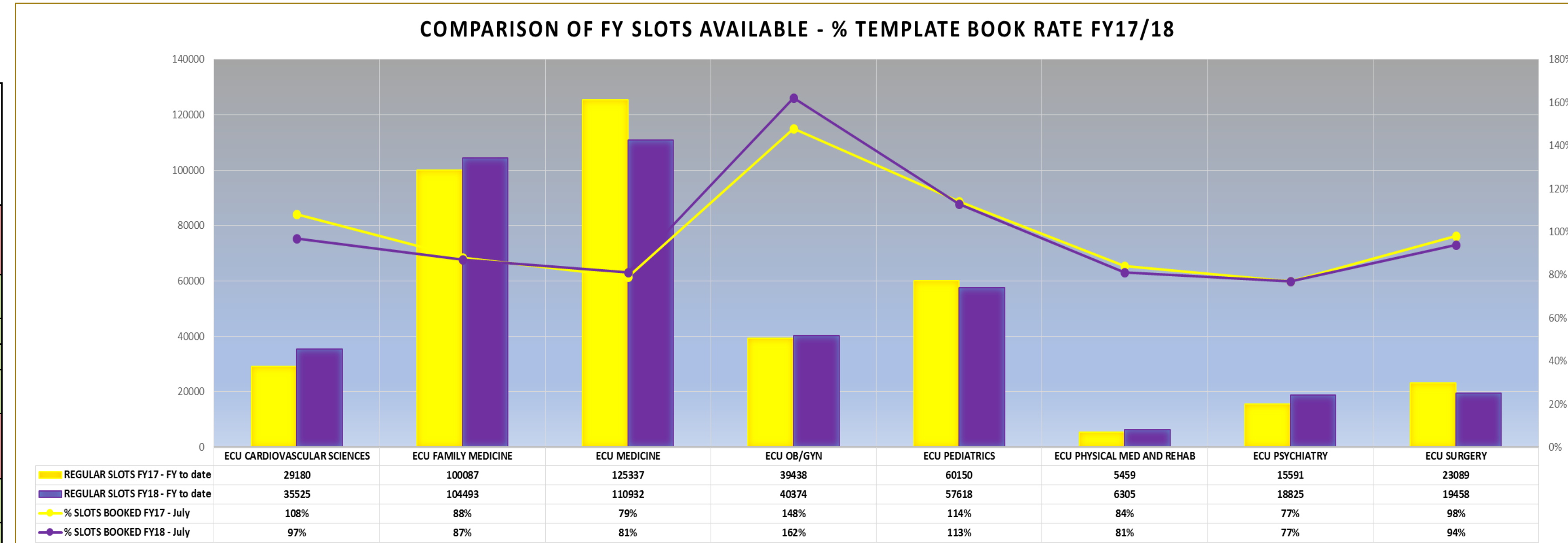


### Quality Dashboard:

Panel Metrics	May	Jun	Jul	MTD
Diabetes: A1c in One Year	84%	85%	86%	85%
Diabetes: Poor Control A1c > 9%	23%	24%	26%	26%
Diabetes: Nephropathy Screening in One Year	86%	87%	87%	87%
Diabetes: Foot Exam	35%	37%	41%	41%
Diabetes: Eye Exam	15%	17%	21%	21%
Hypertension: BP < 140/90	57%	60%	62%	63%
Cervical Cancer Screening	46%	47%	54%	54%
Breast Cancer Screening	59%	62%	64%	64%
Colorectal Cancer Screening	62%	65%	69%	70%
Smoking Tobacco Screening/Counseling in Two Years	86%	86%	89%	89%
Screening for Future Fall Risk	73%	74%	73%	71%
Medication Reconciliation Post-Discharge	91%	91%	90%	91%
Screening for Clinical Depression and Follow-Up Plan	52%	53%	58%	56%
Influenza Immunization	65%	66%	67%	67%
Pneumonia Vaccination Status for Older Adults	80%	85%	88%	88%

### Utilization Report:

REVENUE LOCATION	FY17 % SLOTS BOOKED	FY18	SLOTS BOOKED FY-FY DELTA	FY17 NO SHOWS	FY18	FY17 NO SHOW RATE	FY18	NO SHOW FY-FY DELTA	FY17 PTS SEEN	FY18	PPTS SEEN FY-DELTA	FY17 UTILIZATION RATE	FY18	UTIL RATE FY-FY DELTA
ECU CARDIOVASCULAR SCIENCES	97%	89%	-8%	3552	3930	13%	12%	-0.11%	24698	27955	2897	85%	78%	-7%
ECU FAMILY MEDICINE	84%	84%	-1%	13222	13080	16%	15%	-0.74%	70969	74272	3303	71%	71%	0%
ECU MEDICINE	76%	81%	6%	16210	14162	17%	16%	-1.37%	78648	75986	-2662	63%	68%	6%
ECU OB/GYN	131%	133%	2%	5125	4970	10%	9%	-0.65%	46586	48811	2225	118%	121%	3%
ECU PEDIATRICS	114%	113%	-2%	11155	9547	16%	15%	-1.54%	57408	55275	-2133	95%	96%	0%
ECU PHYSICAL MED AND REHAB	77%	64%	-13%	831	733	20%	18%	-1.66%	3356	3297	-59	61%	52%	-9%
ECU PSYCHIATRY	77%	75%	-2%	2947	3084	25%	22%	-2.71%	8990	10947	1957	58%	58%	0%
ECU SURGERY	87%	96%	9%	2480	1953	12%	10%	-1.83%	17624	16644	-980	76%	86%	9%



## DISCUSSION

We have made steady gradual improvement in all of our focus areas. The key to success is a central management team focused on clinic operations to integrate our 11 clinical departments around a common goal; "to provide the highest quality and most compassionate health care to the people of eastern NC while educating the next generation of health professionals to do the same."

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