

USING HOSPITAL SAFETY SCORES & QUALITY RATINGS TO STEER YOUR EMPLOYEES & THEIR FAMILIES TOWARD SAFER CARE

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The Leapfrog Group



Three Things

1. Health care consumers need more information
2. Variation in hospital performance is real, harmful, and expensive
3. You have the right to demand more information, and by doing so, you will impact quality, safety, and cost

Overview of The Leapfrog Group

- Leapfrog is a national, not-for-profit organization representing large healthcare purchasers.
- We believe that safer, higher quality care can cost less. Purchasers and healthcare consumers **need transparency into the healthcare system** on:
 - **Safety**
 - **Quality**
 - **Cost**
- We're on a mission to:
 - Reduce preventable medical mistakes, thereby improving the safety, quality, and affordability of healthcare.
 - Encourage providers to publicly report on national measures of safety, quality, and resource use so that consumers and purchasers can make informed choices.
 - Reward hospitals for improving the quality, safety and affordability of healthcare.

Our Members

- Regional employers
- National employers
- Business coalitions on health
- Health plans
- Other healthcare stakeholders



ACKNOWLEDGING THE OBSTACLES

OBSTACLES

- Uncomfortable playing the role of the purchaser
- Unqualified to defend measures
- Uncertain about the science

WHAT EMPLOYERS MIGHT BE THINKING

- Hospitals are fellow employers in my community
- How do I respond if a hospital CEO tells me a measure isn't fair
- Will this really make a difference?

OVERCOMING THE OBSTACLES

A Potential Framework
Leapfrog Hospital Survey
Hospital Safety Score

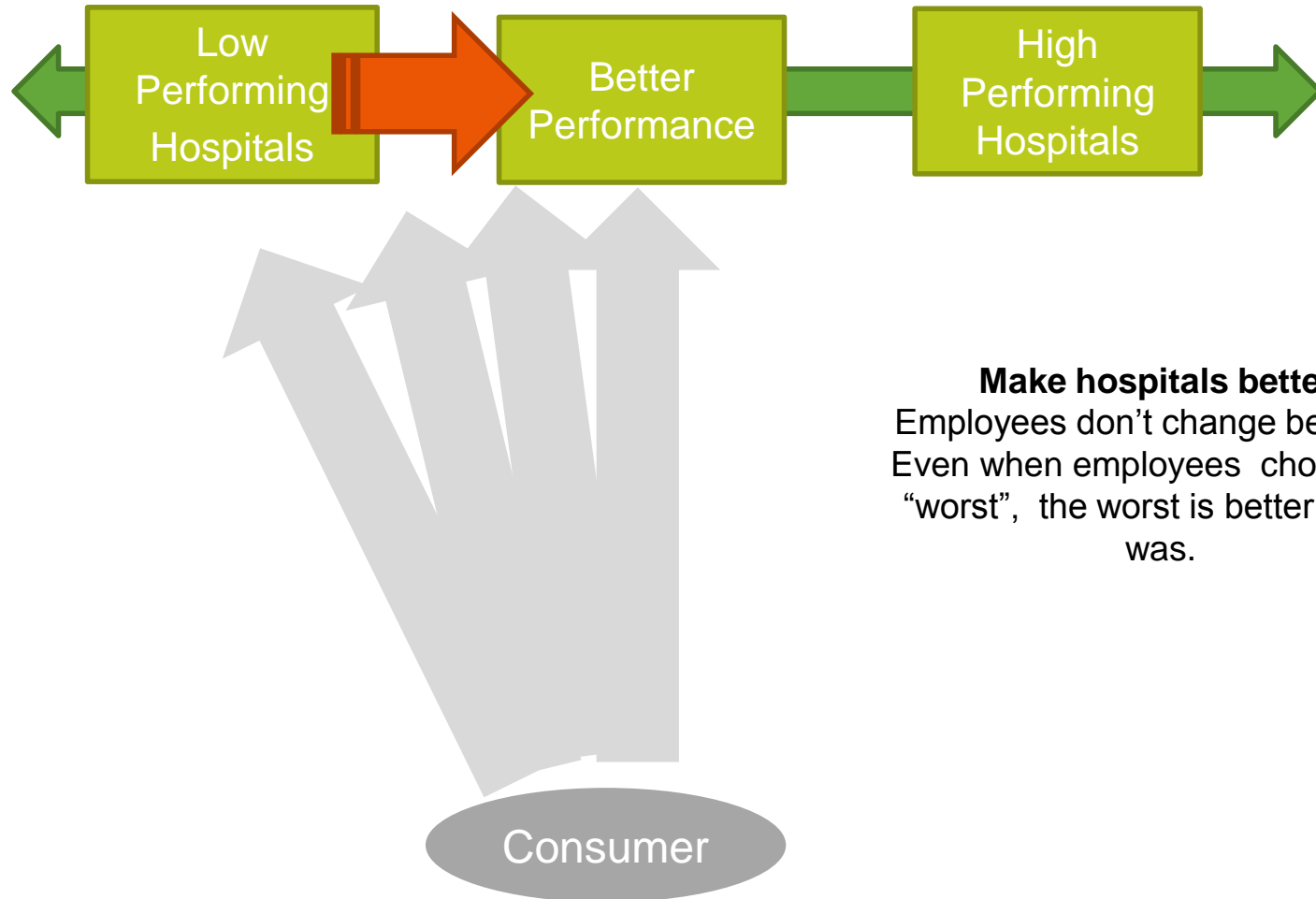
Potential Framework

2 Influencing strategies

3 Types of leverage

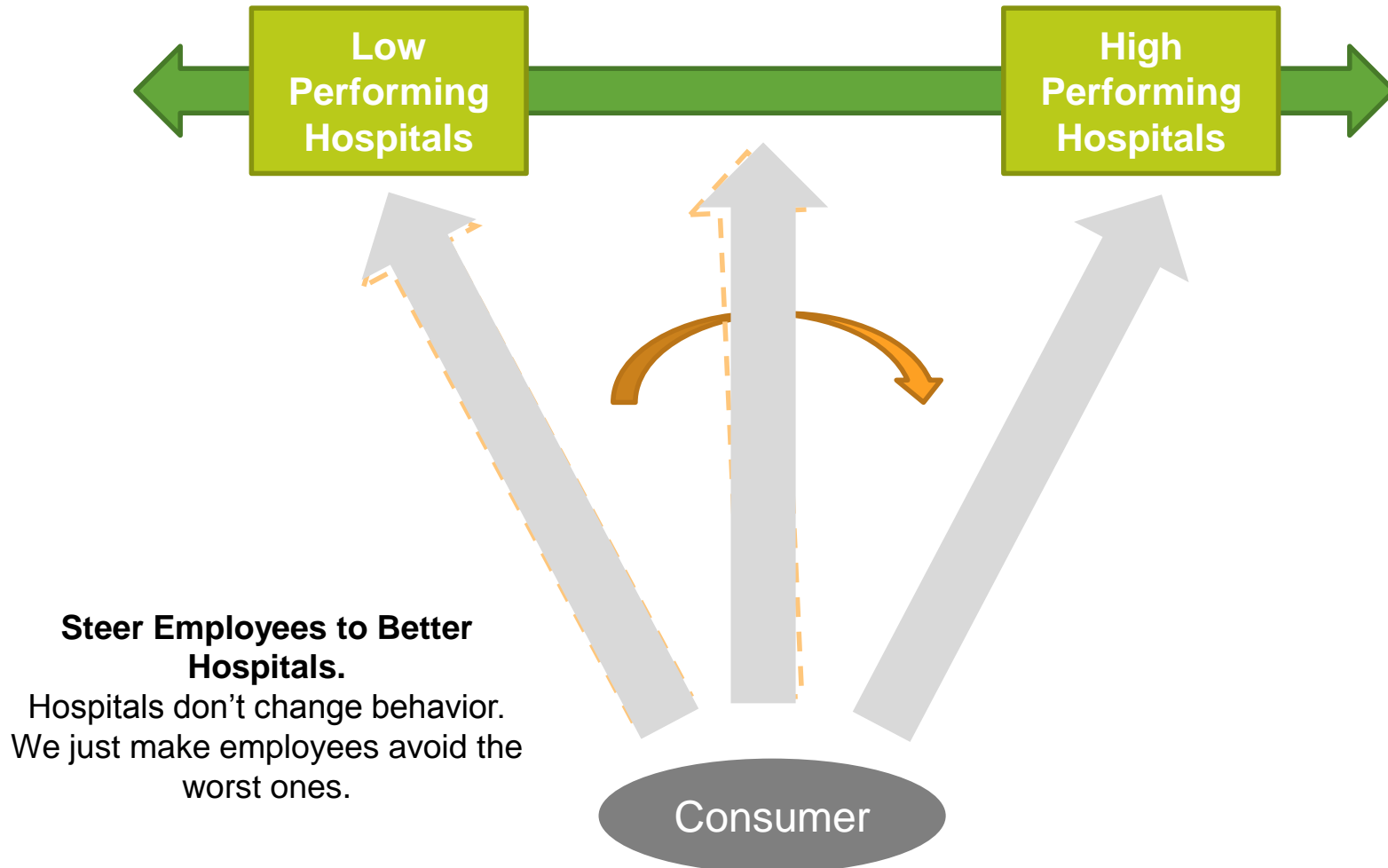
*Expectations and
...consequences*

Strategy One: Target Hospital Performance



Make hospitals better.
Employees don't change behavior.
Even when employees choose the
"worst", the worst is better than it
was.

Strategy Two: Target Consumer Choice



POTENTIAL FRAMEWORK

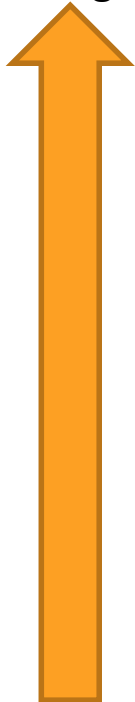
2 Influencing strategies

3 Types of leverage

*Expectations and
...consequences*

Using Information to Drive Change

strength



Exclusion/Inclusion: Steer Choices

Hospitals: Remove hospitals from a network or preferred list
Consumers: Assign specific, allowable locations, or Centers of Excellence



Financial incentives: Consequences

Hospitals: Attach some aspect of payment to publicly reported metrics
Consumers: Attach some aspect of cost-share to choices based on use of publicly reported metrics



Information: Build Awareness/expectations

Hospitals: Let them know safety and quality is important to buyers.
Consumers: Let them know safety and quality varies, and is critical to health

More information from the Altarum Study about how Leapfrog members are using safety and quality data available at www.leapfroggroup.org.

FIRST STEP

(Almost always)

A requirement to report

What To Look For: Leapfrog's Checklist

❑ **Shows variation:**

- ❑ Allows purchasers and consumers to quickly and easily evaluate performance
- ❑ Identifies best and worst performance, as well as individual hospital performance
- ❑ Includes local and national comparisons

❑ **Relevant:**

- ❑ Information should be reported on what matter most to purchasers and consumers

❑ **Unbiased:**

- ❑ Information must be reported through an objective source. An advertisement is not an example of transparency.

Leapfrog's Measurement and Public Reporting Programs

- **Leapfrog Hospital Survey:** Evidence-based, voluntary survey of hospital safety, quality, and resource utilization. Hospitals collect and report information via a secure, online survey.
 - **Employers/purchasers target hospitals for participation**
 - Use the results in a variety of ways
- **Hospital Safety Score:** A safety composite that includes 26 national measures. Measures are taken from publicly available data sources including the Leapfrog Hospital Survey and the Centers for Medicare and Medicaid Services (CMS).
 - Employers/purchasers use results

The Leapfrog Hospital Survey

- A free, voluntary survey that is applicable to general, acute care hospitals and free-standing pediatric facilities. Over 1200 hospitals submitted a survey in 2012
- The science behind the survey is lead by experts at the Armstrong Institute for Patient Safety & Quality at Johns Hopkins University School of Medicine, and other safety, quality, and measurement experts
- Most measures are endorsed by the Nationally Quality Forum.
- Results are publicly reported at www.leapfroggroup.org/cp
- Appropriate for urban and rural hospitals
- A dashboard of process, structural, and outcome measures that purchasers and consumers want and need
- Completed annually by over 1,200 hospitals from across the country
- Streamlined to minimize hospital burden:
 - 40-80 hours work annually
 - Harmonized with data hospitals already report to CMS, The Joint Commission, and other national statewide organizations

Leapfrog's Measure Set

- Medication Error Prevention (adoption and efficacy of CPOE)
- ICU Physician Staffing (IPS)
- Safe Practices (8 of NQF's 34 Safe Practices)
- Common High-risk Procedures (process of care, volume, and mortality)
 - Aortic valve replacement
 - Aortic abdominal aneurysm
 - Pancreatic Resection
 - Esophagectomy
 - High-risk deliveries
- Maternity Care
 - Early Elective Deliveries
 - Incidence of Episiotomy
 - Processes of Care
- Hospital-acquired Conditions
 - Central-line associated blood-stream infections (CLABSI)
 - Catheter-associated urinary tract infections (CAUTI)
 - Incidence of Hospital-acquired Pressure Ulcers and Injuries
- Never Events
- Smooth Patient Scheduling
- Resource Use (risk-adjusted length of stay and 30-day risk adjusted readmission)
 - Heart attack
 - Heart Failure
 - Pneumonia

National Roll-Out

- Leapfrog works with 31 different purchaser groups around the country to “roll-out” the hospital survey.
- These groups are called “Regional Roll-Outs.” (see a list at https://leapfroghospitalsurvey.org/web/wp-content/uploads/2012/03/2012_RRO_Regions.htm#Alabama)
- In regions where there is no purchaser group, Leapfrog targets hospitals for participation
- General adult and pediatric hospitals are targeted to complete the survey in every state. Hospitals that decline to participate are publicly reported as “declined to respond” on Leapfrog’s public reporting website – www.leapfroggroup.org/cp.

The Hospital Safety Score

A HOSPITAL
SAFETY
SCORE

B HOSPITAL
SAFETY
SCORE

C HOSPITAL
SAFETY
SCORE

D HOSPITAL
SAFETY
SCORE

F HOSPITAL
SAFETY
SCORE

The Hospital Safety Score is an A, B, C, D, or F letter grade reflecting how hospitals perform at keeping patients safe from harm and error.

Methodology Behind the Hospital Safety Score

- Scores assessed for 2,600 general, acute-care hospitals
- Data was gathered that is publicly reported at the national level, including measures reported by the Center for Medicare Services (CMS) and the annual Leapfrog Hospital Survey
 - Specialty hospitals and hospitals not required to report data to CMS were not included
- Methodology developed by the Blue Ribbon Expert Panel of top patient safety experts from across the country
- Safety Scores and source data available to Leapfrog members to publish and brand

Spring 2013 Hospital Safety Scores

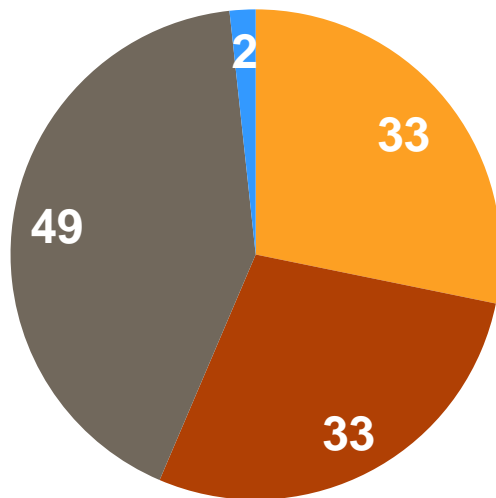
2,514 received a Hospital Safety Score

- A: 780
- B: 638
- C: 932
- D: 148
- F: 16

PA - Hospital Safety Scores May 2013

#of Hospitals in PA

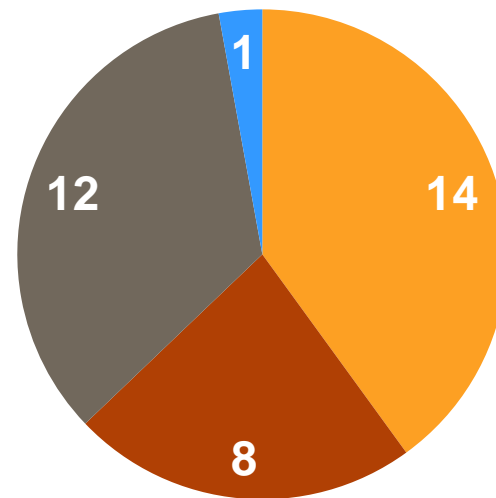
N=117



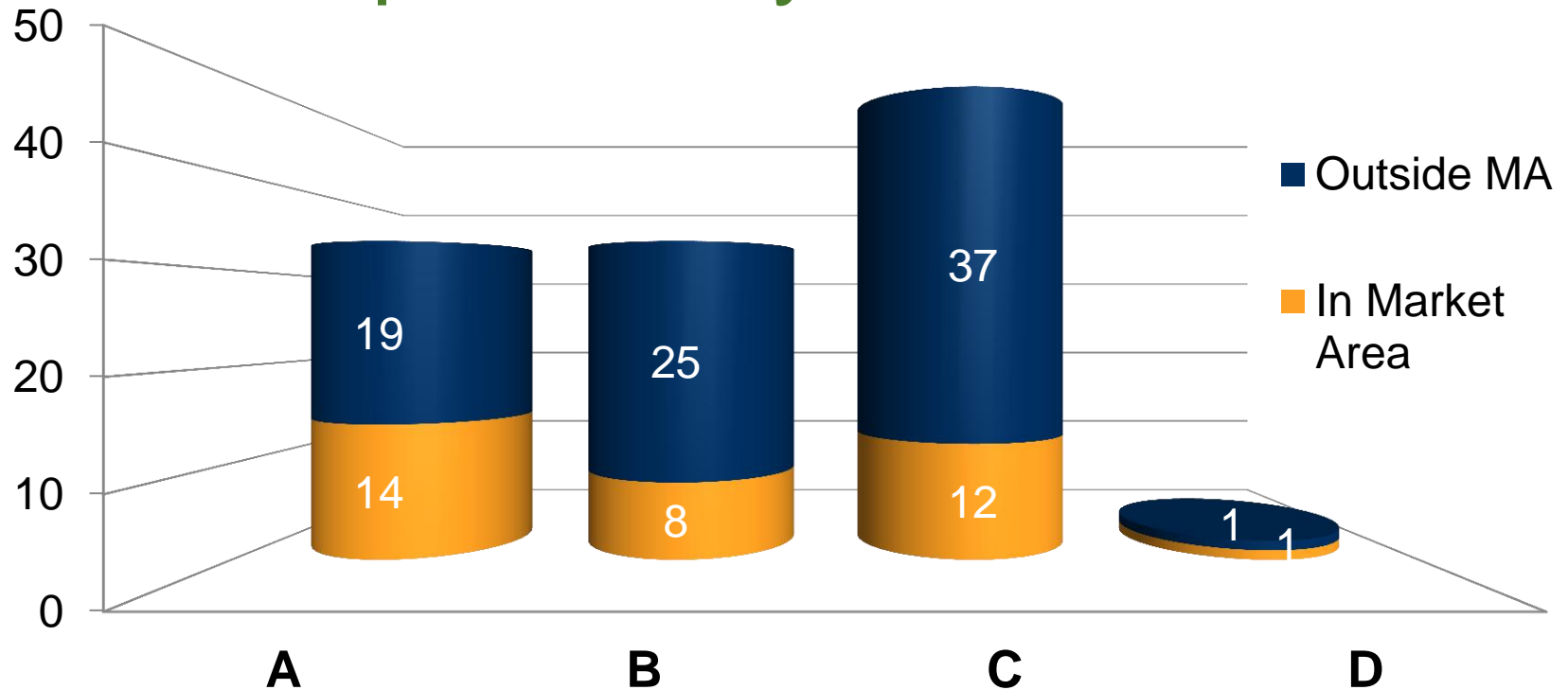
- A
- B
- C
- D

in LVBCH Market

N=35



PA – Hospital Safety Score



LVBCH Market includes 42% of the A's in the state



- ❖ Geisinger Medical Center, Danville
- ❖ Hanover Hospital, Hanover
- ❖ Holy Spirit Hospital, Camp Hill
- ❖ Lehigh Valley Hospital, Allentown
- ❖ Lehigh Valley Hospital – Muhlenberg, Bethlehem
- ❖ Moses Taylor Hospital, Scranton
- ❖ Pinnacle Health at Community General Osteopathic Hospital, Harrisburg
- ❖ Pinnacle Health at Harrisburg Hospital, Harrisburg
- ❖ Pocono Medical Center, East Stroudsburg
- ❖ Reading Hospital, West Reading
- ❖ St. Joseph Regional Health Network, Reading
- ❖ St. Luke's Hospital Bethlehem Campus, Bethlehem
- ❖ St. Luke's Miners Memorial Hospital, Coaldale
- ❖ Williamsport Hospital & Medical Center, Williamsport



- ❖ Carlisle Regional Medical Center, Carlisle
- ❖ Geisinger Wyoming Valley, Wilkes Barre
- ❖ Hazleton General Hospital, Hazleton
- ❖ Lancaster General Hospital, Lancaster
- ❖ Lancaster Regional Medical Center, Lancaster
- ❖ Memorial Hospital, York
- ❖ Wayne Memorial Hospital, Honesdale
- ❖ Waynesboro Hospital, Waynesboro



HOSPITAL SAFETY SCORESM

- ❖ Berwick Hospital Center, Berwick
- ❖ Bloomsburg Hospital, Bloomsburg
- ❖ Chambersburg Hospital, Chambersburg
- ❖ Ephrata Community Hospital, Ephrata
- ❖ Geisinger Community Medical Center, Scranton
- ❖ Gnaden Huetten Memorial Hospital, Lehighton
- ❖ Good Samaritan Hospital, Lebanon
- ❖ Good Samaritan Regional Medical Center, Pottsville
- ❖ Palmerton Hospital, Palmerton
- ❖ Penn State Milton S. Hershey Medical Center, Hershey
- ❖ WVHCS Hospital Inc., Wilkes Barre
- ❖ York Hospital, York

Hospital Safety Score

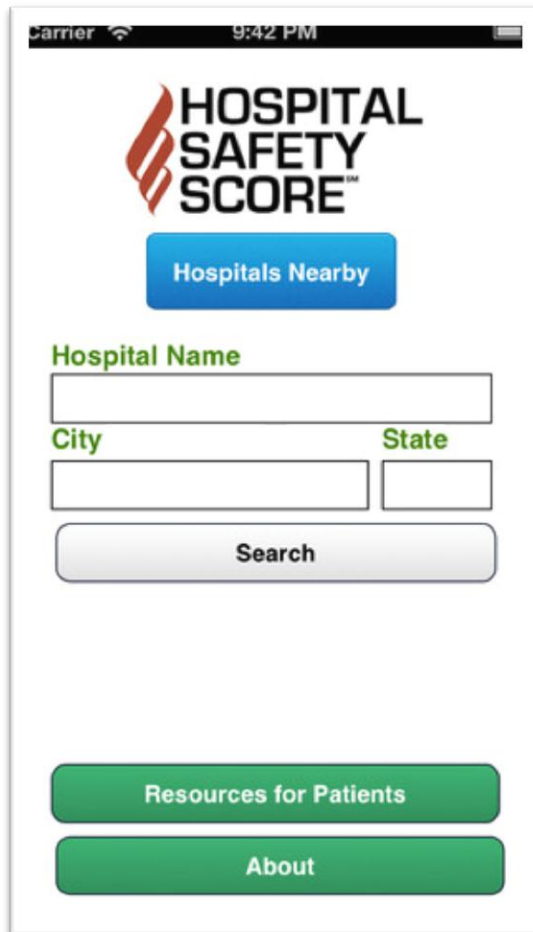
www.HospitalSafetyScore.org



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Hospital Safety Score Free Mobile App



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HOSPITAL SAFETY SCORE™

Hospitals Nearby

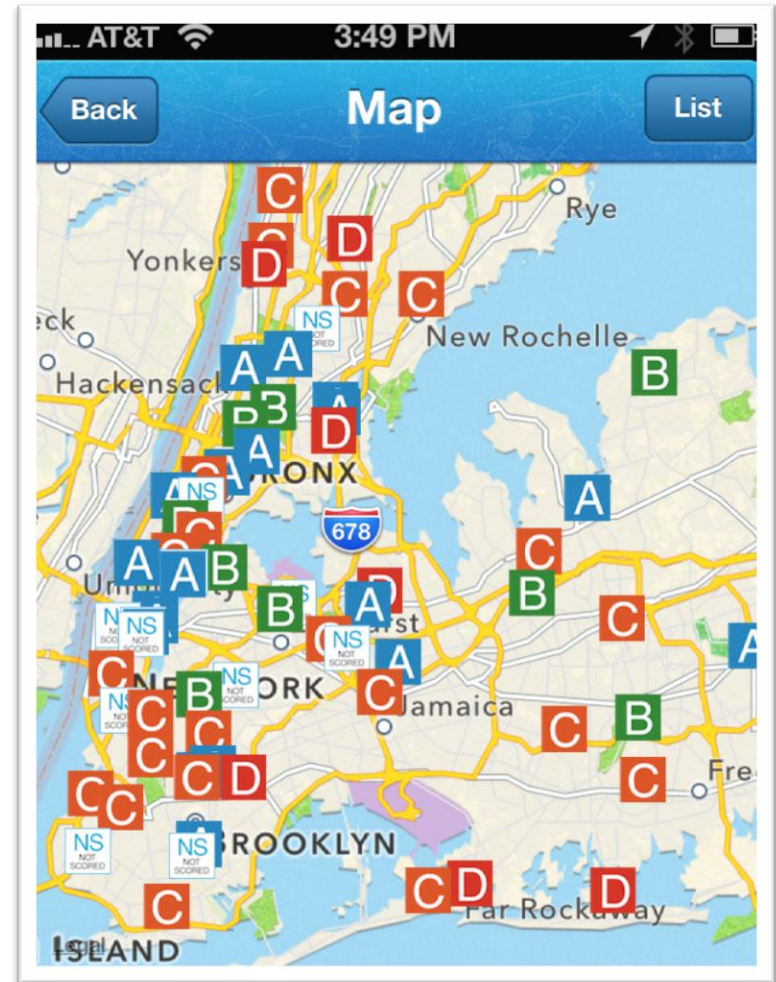
Hospital Name

City State

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Resources for Patients

About



Today, you can:

Look at Leapfrog's ratings:

1. Hospital Survey Results – www.leapfroggroup.org/cp
2. Hospital Safety Score – www.HospitalSafetyScore.org

Post a link to Leapfrog's Survey Results or Hospital Safety Scores on your company's intranet.

Publish a newsletter article about Leapfrog's ratings programs.

Talk to your health plan. Find out if they are using Leapfrog ratings in a member tool.

Talk to your business coalition and find out about all the great work they are doing and how you can get involved!