



Achieving Quality & Equality in Inpatient & Outpatient Cardiac Care

*Rochelle K. Ayala, MD, FACP
Administrator & Chief Medical Officer
Memorial Regional Hospital Primary Care Services
Hollywood, Florida*



Presentation Overview

- **Memorial Healthcare System's experience in the Robert Wood Johnson Foundation *Expecting Success: Excellence in Cardiac Care* Initiative**
 - Improving Quality
 - Eliminating Disparities
 - Inpatient Setting
- **Successes & Challenges specific to Outpatient Setting**
- **Establishing comprehensive, integrated health care for minority and uninsured patients**



*Quality Improvement: A Non-Controversial Solution to Disparities**

Challenge:

- Racial and ethnic disparities exist in cardiac care
- Impact of heart disease on Blacks & Hispanics is high

Solution:

- One standard of excellence for ALL patients
- Compliance with evidence-based guidelines for AMI & HF
- Continuity of care in the outpatient setting after discharge

*From "Fighting Unequal Treatment: The Robert Wood Johnson Foundation and a Quality Improvement Approach to Disparities" – Lavizzo-Mourey, Jung, editorial Circulation. March 2005



Achieving Cardiac Excellence: Improving Quality

- All Recommended Care for Acute Myocardial Infarction
Statistically significant improvement: 91% → 100%
- All Recommended Care for Heart Failure
Statistically significant improvement: 72% → 97%
- Study period: 2005Q4 to 2007Q4



Achieving Cardiac Excellence: Eliminating Disparities

- Baseline Data

Disparities identified in 4 cardiac indicators:

- 1 more compliant with Whites than Blacks

- 2 more compliant with Blacks than Whites

- 1 more compliant with Hispanics than Non-Hispanics

- Final Results

No racial or ethnic disparities

- Study period: 2005Q4 to 2007Q4

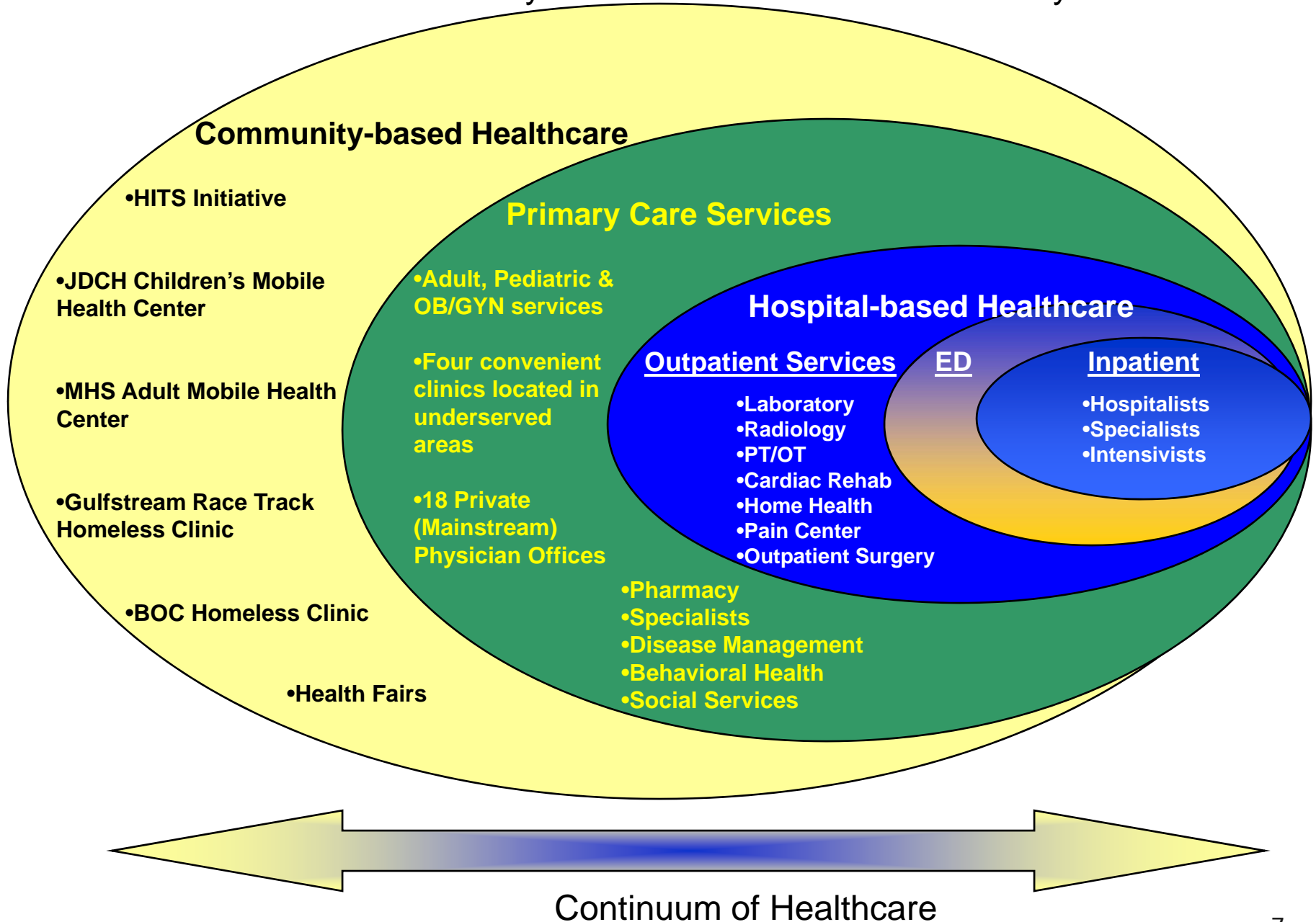


Key Elements for Success

- Physician Champions
- Administrative Support
- Multidisciplinary Team
- Accountability
- SMART* Goals
- Accurate & Timely Data
- Hardwire Critical Pathways & Processes
- Confidence that goal will be achieved

*specific, measurable, actionable, relevant, time-specific

Memorial Healthcare System's Commitment to Community Health



Memorial Healthcare System's ACE Cardiac Care Program

Inpatient Care

Emergency
Department

Cardiac & Vascular
Institute

Critical Care

Hospitalist Program

Nursing Services

Cardiac Rehab

Clinical Resource
Management

Pharmacy Services

Cardiac Care Manager

Outpatient Care

Primary Care Centers

- Primary Care Physician
- Cardiology & other Specialty Referrals
- Pharmacy
- Disease Management
- Nurses
- Social Workers

12-week Outpatient
Cardiac Rehab Program



Results: Successes

- ✓ **Smooth transition from inpatient to outpatient setting**
- ✓ **Continuity of cardiac care**
- ✓ **Comprehensive primary care**
- ✓ **Increased compliance with medical plan of care**
- ✓ **Effective patient education**
- ✓ **Assistance navigating healthcare system**
- ✓ **Linkage to social services**
- ✓ **Telephone contact with Cardiac Care Manager (RN)**
- ✓ **High patient satisfaction**



Results: Challenges

We observed:

- High no show rates
- Incomplete adherence to medical plan of care
- Significant incidence of alcohol and drug abuse
- No significant decrease in readmission rate for heart failure
- Racial disparity (Blacks>Whites), but no ethnic disparity (Hispanics=Non-Hispanics), in readmission rate for heart failure

Patient Focus Groups by independent consultant revealed:

- Patients do not always take their medications as prescribed (side effects, cost)
- Patients do not always comply with other aspects of their plan of care (concerned about cost of services, especially medications, specialty referrals and Cardiac Rehab)
- Other responsibilities take precedence over patients' healthcare, e.g. work, caring for other family members, incarceration
- Eligibility process is cumbersome
- Long throughput times
- Some clinic front desk staff perceived as unfriendly



Next Steps

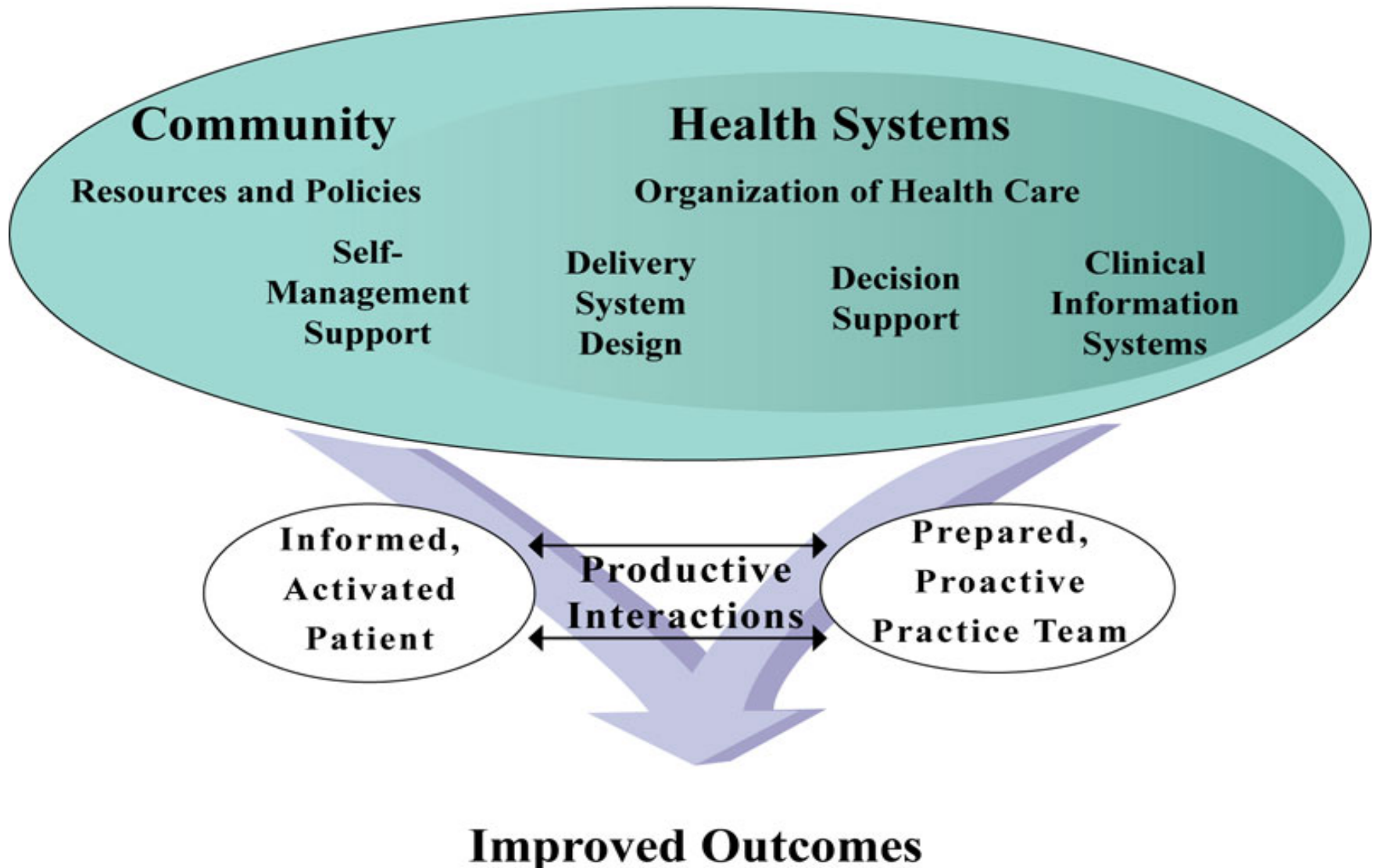
- **Operational**
 - ✓ Cardiologist/ARNP-run HF clinic
 - ✓ Group visits – multidisciplinary, educational
 - ✓ Eligibility process redesign
 - ✓ Continuous service excellence training & monitoring for clinic staff
- **Data Collection & Analysis**
 - ✓ Designated data analyst
 - ✓ Automated reports – outcomes



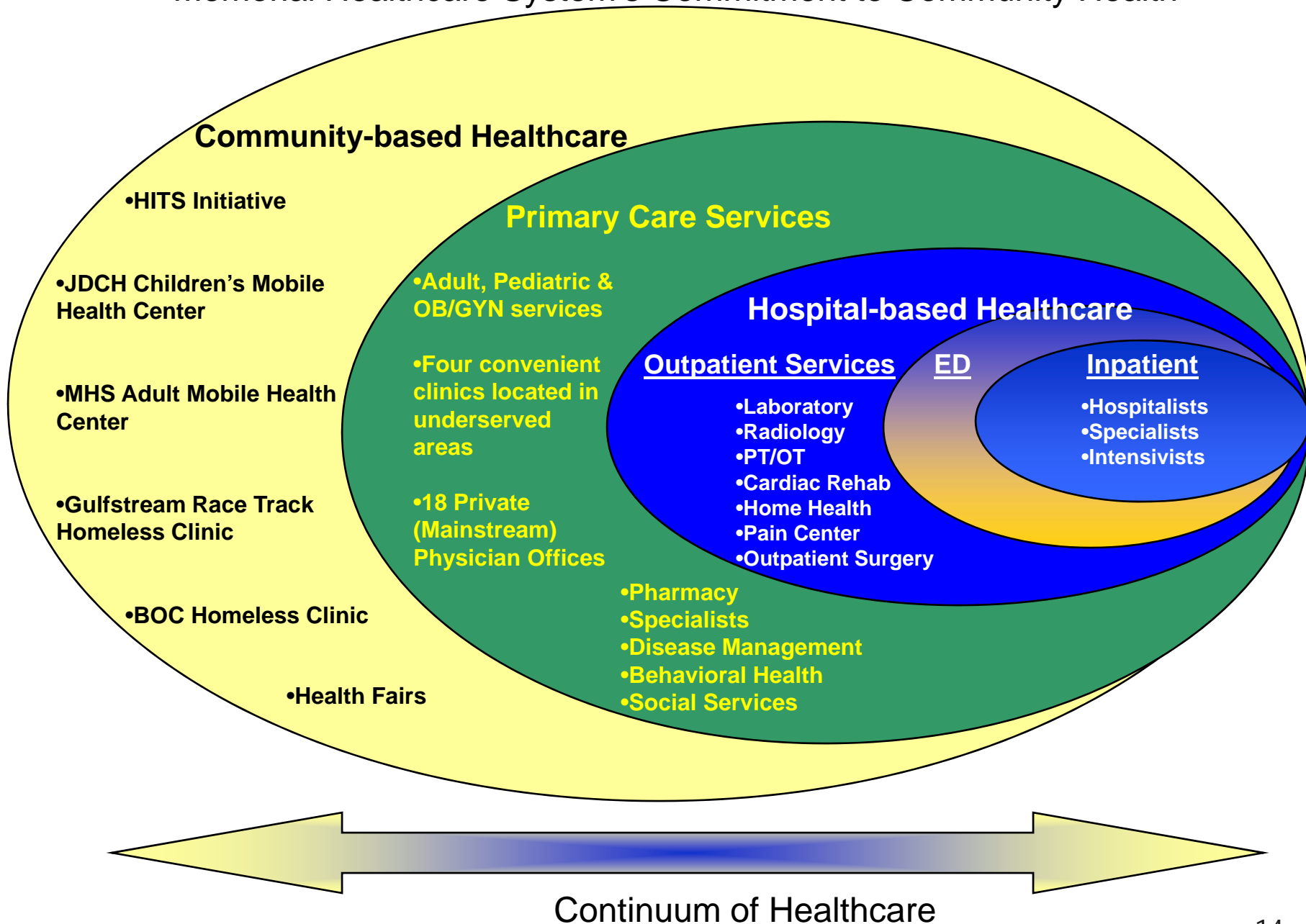
Key Elements for Success specific to Outpatient Setting

- **Comprehensive, integrated healthcare system**
 - Chronic Care Model
 - Community Outreach & Partnerships
- **Compassionate, culturally competent & patient-centered medical team (physicians, nurses & staff)**
- **Welcoming, clean & pleasant environment**
- **Adherence to evidence-based clinical guidelines (hardwired processes & monitoring)**
- **Patient education**
- **Patient navigators/disease managers/case managers**
- **Regular review of outcomes data**
- **Continuous quality improvement**
- **Accountability**
- **Confidence that goals will be achieved**

The Chronic Care Model



Memorial Healthcare System's Commitment to Community Health





Questions?

