Unnecessary variations in clinical practice are estimated to waste approximately 30 percent of US healthcare expenditures. The Dartmouth Atlas shows a more than two-fold variation in per capita Medicare spending in different regions of the country, not related to pricing but due to differing rates of utilization. As the shift from volume to value-based care picks up, hospitals and ambulatory clinics are being pressured to find new ways to deliver high-quality care that is less costly.

The Centers for Medicare and Medicaid Services (CMS) favors greater standardization to help address the cost and quality challenge. Through the Bundled Payments for Care Improvement (BPCI) Initiative, CMS links payment for multiple services to an episode of care, which can extend for 90 days after a Medicare patient is discharged from the hospital.

The trend toward global reimbursements over longer periods makes it imperative that care providers more effectively manage variability, both in the acute and post-acute phases of an episode. Accenture combines extensive consulting and technical experience with insights from Loopback Analytics EpisodeInsights™ platform to help clients better manage clinical variation. Healthcare organizations can quickly assess the opportunities across any diagnosis-related group episodes (DRG), including those identified as bundles by CMS.

**KEY AREAS OF OPPORTUNITY**

- **Patient throughput**
  - Decrease in acute length of stay from 1-2 days for complex conditions

- **Purchasing**
  - $2K-$3K reduction per patient

- **Avoidable readmissions**
  - Reduction of 10-15%

- **Care quality and patient health**
  - For complex cases, $12K reduction per patient in total episode spend

- **Integrated care**
  - 3-6+ day decrease in post-acute care length of stay

**ENGAGING CLINICIANS AND STAKEHOLDERS**

**COLLABORATIVE SOLUTIONING**

- **DISCOVER**
  - Review clinical process and care variation opportunities

- **DESCRIBE**
  - Synthesize discovery findings and generate initial hypotheses to address clinical variation

- **IDEATE**
  - Iterative ideation rapid clinical design session

- **PROTOTYPE**
  - Test hypotheses with clinicians and key stakeholders

- **TEST**
  - Refine solutions, develop roadmap, then implement
**ACCENTURE CAN HELP YOU BETTER MANAGE CLINICAL VARIATION**

Successfully reducing problematic variation can unlock significant value and improve care quality. Accenture works with organizations to map effective plans to reduce unnecessary variability, identify leading practices, transform processes and continuously improve.

**DISTINCTIVE APPROACH**

Our approach is broader than managing acute-care stays. We work with clients to reduce variability from hospital admission to the use of post-acute care. We also use these insights to assist with service line rationalization and development of Centers of Excellence. Our broader analysis, powered by EpisodeInsights™, is critical for long-term financial management, competitive advantage and high-quality patient care.

**OUR THREE-PHASED APPROACH:**

1. **Identify problematic variability.** Typically, in one to two weeks, we begin our statistical analysis to identify likely areas of unnecessary variability, within a hospital and across its delivery ecosystem. In this phase we also pinpoint high-priority areas for improvement.

2. **Engage clinicians and stakeholders.** Over two weeks to a month, we facilitate lively discussions using Design Thinking—a creative and collaborative process that leads to innovative solutions. Working closely with stakeholders, we validate opportunities identified in the initial phase and create a roadmap for moving forward to improve standardization and reduce clinical variation.

3. **Transform clinical processes.** We work with healthcare organizations to create a governance structure to drive change in improved practices. Depending on project scope and complexity, this phase may last from 3 to 6 months. We can deploy a variety of advanced analytical tools that measure adherence to best practices in real time. We use advanced analytics to deliver insight and guide decision-making, and work with your people to better deliver value-based care management and improve capacity management.

**FOR MORE INFORMATION**

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**NOTES**

2. CMS.gov https://innovation.cms.gov/initiatives/bundled-payments/

**ABOUT ACCENTURE**

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With more than 435,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

**ABOUT LOOPBACK ANALYTICS**

Founded in 2009, Loopback Analytics is a pioneer in empowering health systems and post-acute care organizations to more effectively manage care transitions and reimbursement challenges in a “pay-for-outcome” environment. The company’s comprehensive management platform helps identify at-risk patient populations, match interventions and measure efficacy to improve clinical and financial outcomes. For more information, visit www.loopbackanalytics.com.