Trinity Health: Unified Clinical Organization

Clinical Care Optimization

Summary

Client: Trinity Health
Industry: Healthcare
Geography: US
On the Web: www.trinity-health.org

Trinity Health is the fourth-largest Catholic healthcare system in the country. Based in Livonia, Michigan, Trinity Health operates 49 hospitals (37 owned, 12 managed), 432 outpatient clinics/facilities, 32 long-term care facilities, numerous home health and hospice programs and senior housing communities in 10 states. Through the Unified Clinical Organization (UCO), an innovative clinical operating model, the healthcare system aims to consistently deliver the highest quality, safest and the most efficient care for every patient, every time, in every Trinity Health location.

Business Challenge

The uncertainty of pending payment reform was a catalyst for Trinity Health to consider how it could better position for the future. Trinity Health set ambitious goals to improve quality and cost-efficiency and better leverage their electronic medical record to automate and standardize clinician workflows and optimize clinical decision support tools resulting in a greater ability to drive and sustain changes to the care delivery model across the continuum.

Trinity Health sought to create a culture of safety and high reliability through standardization and clinical care optimization. Specific objectives of the Unified Clinical Organization (UCO) include:

- Develop a leading practice medication reconciliation process that was patient-centric, advanced patient safety and was performed 100 percent of the time, at each transition in care.
- Standardize care and improve efficiency to reduce mortality and length of stay for patients with sepsis.
- Standardize and improve efficiency for joint replacement, spinal fusion and heart failure patients to the Trinity Health internal top quartile level of performance.
- Reduce inpatient falls by 50 percent.

How Accenture Helped

Trinity Health’s leaders selected Accenture to engage its administrative, financial and clinical leadership in a two-year program to identify system-wide evidence-based condition management and clinical workflow opportunities for standardizing care, improving quality and safety outcomes and reducing the overall cost of care delivery.

With Accenture’s support, Trinity Health established a vision, shaped the concept, business case and design of its UCO operating model and launched multiple collaborative clinical care optimization efforts. Accenture helped Trinity Health operationalize the new vision and innovative clinical operating model for the entire enterprise and implemented focused care transformation efforts to improve clinical performance and yield better clinical outcomes.
Key success factors in the UCO transformation included:

• Engagement of both corporate and local clinical leaders and front-line staff.
• Active and visible executive sponsorship.
• Clinicians lead and direct the improvement efforts.
• A structured change leadership approach with dedicated resources to coach and support leaders on the transformational change process.
• Proactive, ongoing communication.

High Performance Delivered

Trinity Health's UCO is a prime example of success in achieving clinical care optimization led by clinical experts. Through standardized, evidence based leading practices and processes and in collaboration with its front-line clinicians, Trinity Health was able to reach higher levels of performance.

Results for the UCO Clinical Care Optimization project include:

• Creating a high-quality and consistent patient-centered experience across the enterprise and the care continuum.
• Demonstrating superior outcomes through quality, safety, and operational efficiencies.
• Improving accountability, collaboration and interdependence in achieving results.
• Stimulating innovation and applying evidence and standardization to reduce defects and inappropriate variability in care.
• Increasing consistency, accuracy and understanding of measurement reporting.

The Trinity Health clinician team spearheaded an enterprise-wide sepsis initiative that yielded results just twelve months post-implementation and included the following outcomes:

• 406 lives saved.
• 18 percent reduction in mortality for severe sepsis and septic shock patients.
• $16.6 M in direct variable cost reduction.
• One-day reduction in length of stay.

Accenture supported the design and implementation of standardized clinical care improvements for five (5) clinical initiatives to advance quality and safety outcomes and reduce costs. These included:

• Medication Reconciliation
• Falls Prevention
• Heart Failure Patients
• Joint Replacement Patients
• Spinal Fusion Patients

A streamlined process for medication reconciliation achieved results including:

• 20% improvement in composite medication reconciliation and a
• 62% improvement in medication reconciliation completion for admitted patients.
• 5% reduction in adverse drug events.

As the Unified Clinical Organization operating model matures, Trinity Health continues to focus on driving improvements in a new set of cross-continuum clinical areas targeting high risk populations that support and advance clinical integration, stimulate innovation, and leverage the collective intelligence of Trinity Health to spread best practices.

These opportunities have the potential to significantly impact favorable enterprise performance as well as the experience for patients, clinicians and associates across the Trinity Health system to improve healthcare quality and patient outcomes.

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