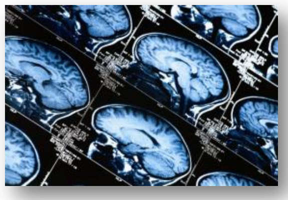
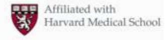
Hebrew SeniorLife Introduction

- Eight site system of senior housing and health care
- Largest non-profit provider of senior housing, long-term and post-acute care in New England
- International geriatric research center
- Harvard-affiliated academic teaching center





PPACA Hospital Re-admissions Reduction Program

- Reduce Medicare payments to hospitals with high rates of risk-adjusted re-admissions for 3 conditions determined by Secretary (eff. 10/12 and may be expanded)

Case Study: Reducing hospital re-admissions in an HSL 50-bed post-acute unit

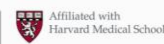
The Problem:

- Nationally, more than 1 in 5 Medicare patients discharged from hospital to SNF are re-admitted within 30 days
- Estimated 80% are avoidable

Case Study: Reducing re-admissions

The Cost:

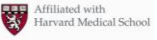
- Unnecessary patient and family suffering
- Increased use of LTC
- Approximately $5B annually



Case Study: Reducing re-admissions

Our Assessment:

- Poor communication between hospital and SNF
- PCP out of loop
- Inadequate care plans for recurrent symptoms
- Disciplines in silos
- Failure to learn from mistakes



Case Study: Reducing re-admissions

Our Interventions:

#1 Admission template, with -

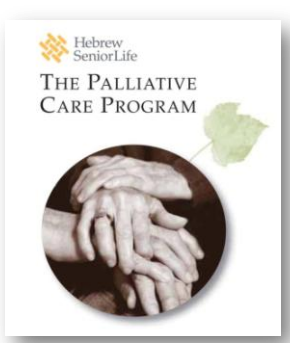
- Guidelines for common geriatric syndromes
- Medication reconciliation
- Advance care planning/barriers to discharge
- Advance care directives

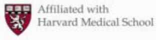
Case Study: Reducing re-admissions

Our Interventions (cont.)

#2 Recommend palliative care consult if patient has been hospitalized 3 or more times in past 6 months.

#3 EMR where available



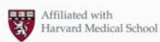


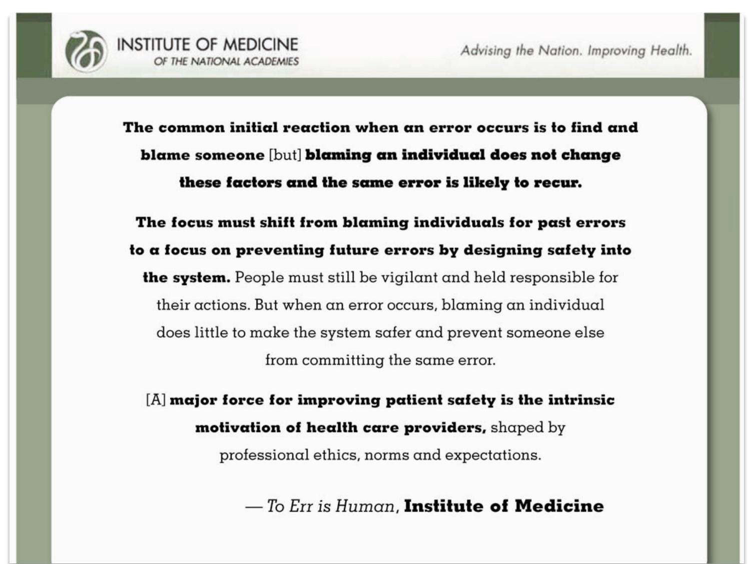
Case Study: Reducing re-admissions

Our Interventions (cont.)

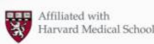
#4 CQI: Team Improvement
for the Patient and Safety (TIPS)

- Review avoidable re-admissions and near misses
- Talk to hospital
- Blame-free root cause analysis at TIPS conferences





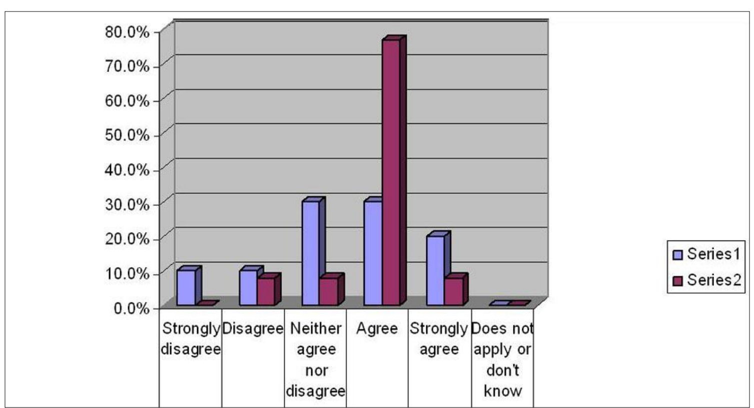
TIPS Conference

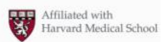


TIPS Conference

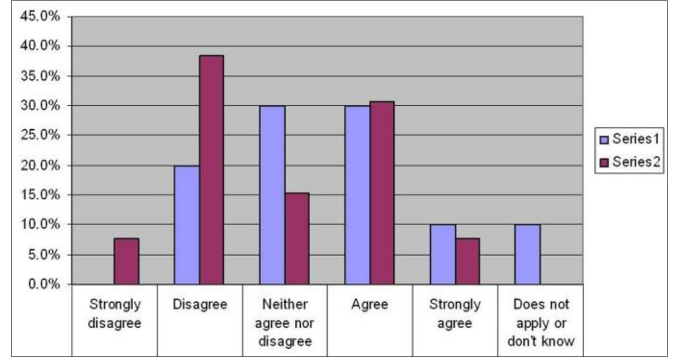
Hebrew SeniorLife | Affiliated with Harvard Medical School

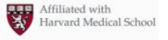
TIPS: Do you feel a part of a team?



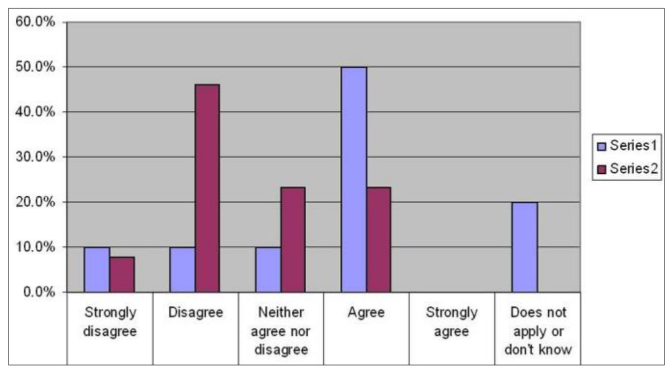


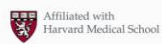
TIPS: Staff are blamed when a resident is harmed



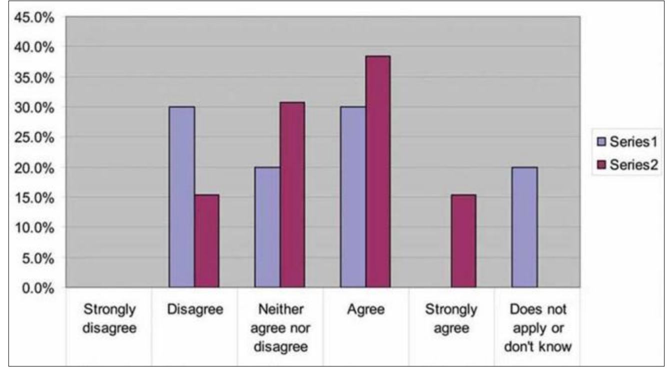


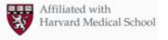
TIPS: Staff are afraid to report their mistakes



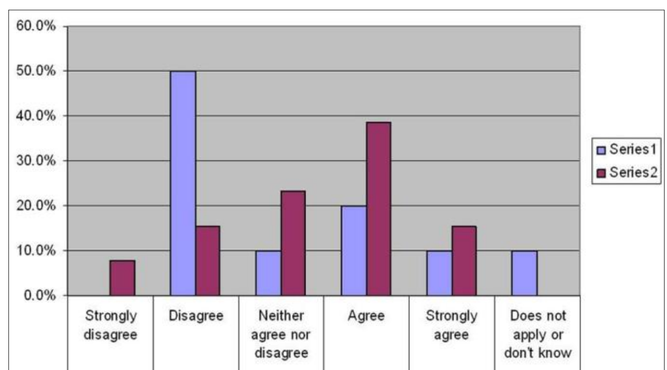


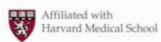
TIPS: Staff feels safe reporting their mistakes





TIPS: Staff are treated fairly when they report their mistakes





Email from Randi Berkowitz **2010**

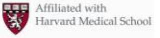
I wanted to let everyone know we had a case this week of a patient that did not receive an antibiotic for a number of days. This was recorded as an official medication error and is being reviewed. There were no untoward effects to the patient.

I wanted to commend the staff for immediate transparency with the patient and family and giving a sincere apology.

This is a critical component of fostering a safe patient environment helping to create a positive culture on the RSU.

Thank you - Randi

Randi Berkowitz, MD
Hebrew Rehabilitation Center
Medical Director, RSU
Medical Director, Orchard Cove



Case Study: Reducing re-admissions

Results:* re-admission rates after 12 months

- Pre-intervention 16.5%
- Post-intervention 13.3%
- Rate reduction 19.4%

*Caveat: LOS < 30 days