

Report on Palliative Care Outcomes and New Directions

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The
Coleman Palliative Medicine
TRAINING PROGRAM

Session Objectives

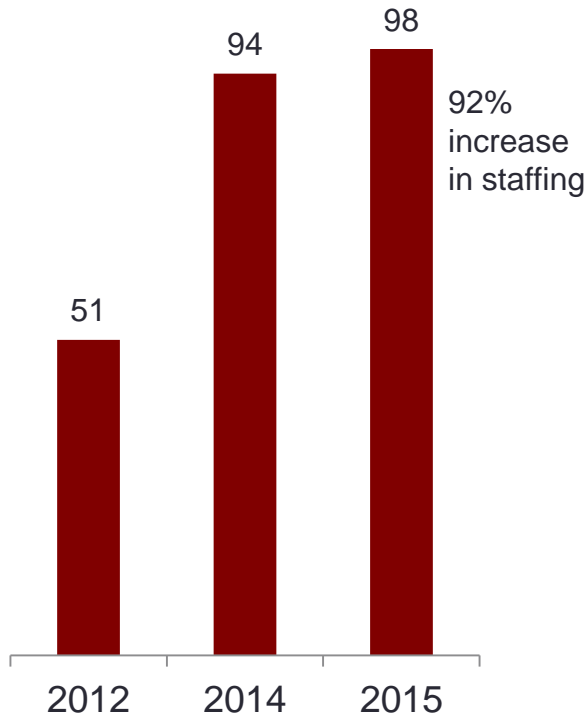
- Provide an update on **system-level palliative medicine outcomes** for organizations participating in the Coleman Fellowship Program
- Describe Palliative Medicine Program **Scorecard**
- Obtain your input on information that would be helpful to **benchmark performance**
- Discuss **new directions** for measuring palliative medicine program performance and patient outcomes

The Coleman Fellowship Program addressed 5 system-level objectives

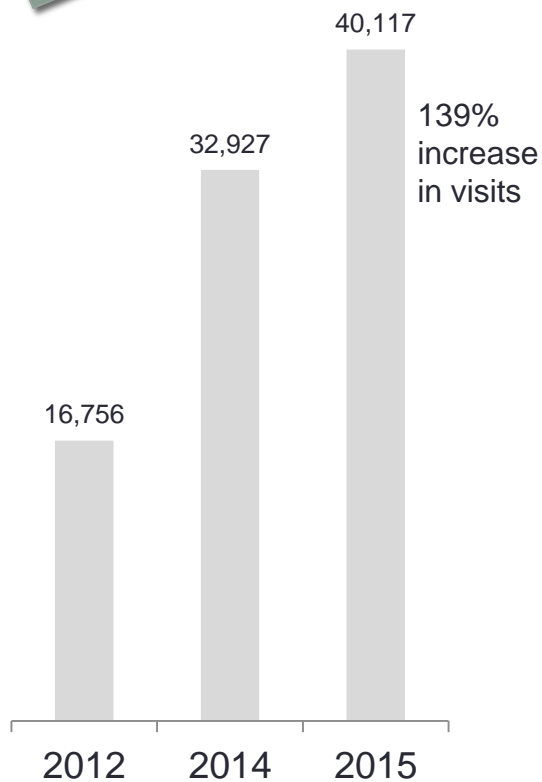
1. Increase the **number of trained providers** on palliative care teams
2. Increase **access** of palliative care services to patients and families
3. Increase **hospice utilization**
4. Improve patient, caregiver and consumer **satisfaction** with quality of care
5. Quantify the **value** of palliative care

Growth of palliative medicine teams and visits

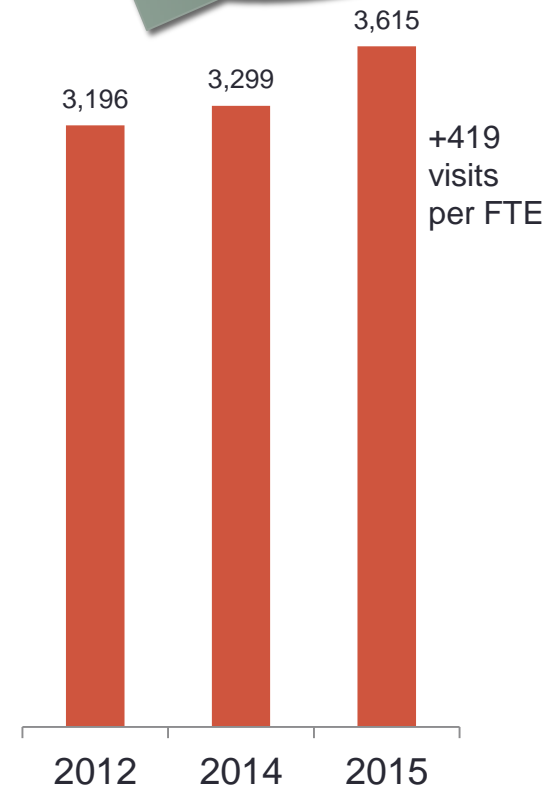
The number of palliative care team FTEs nearly doubled



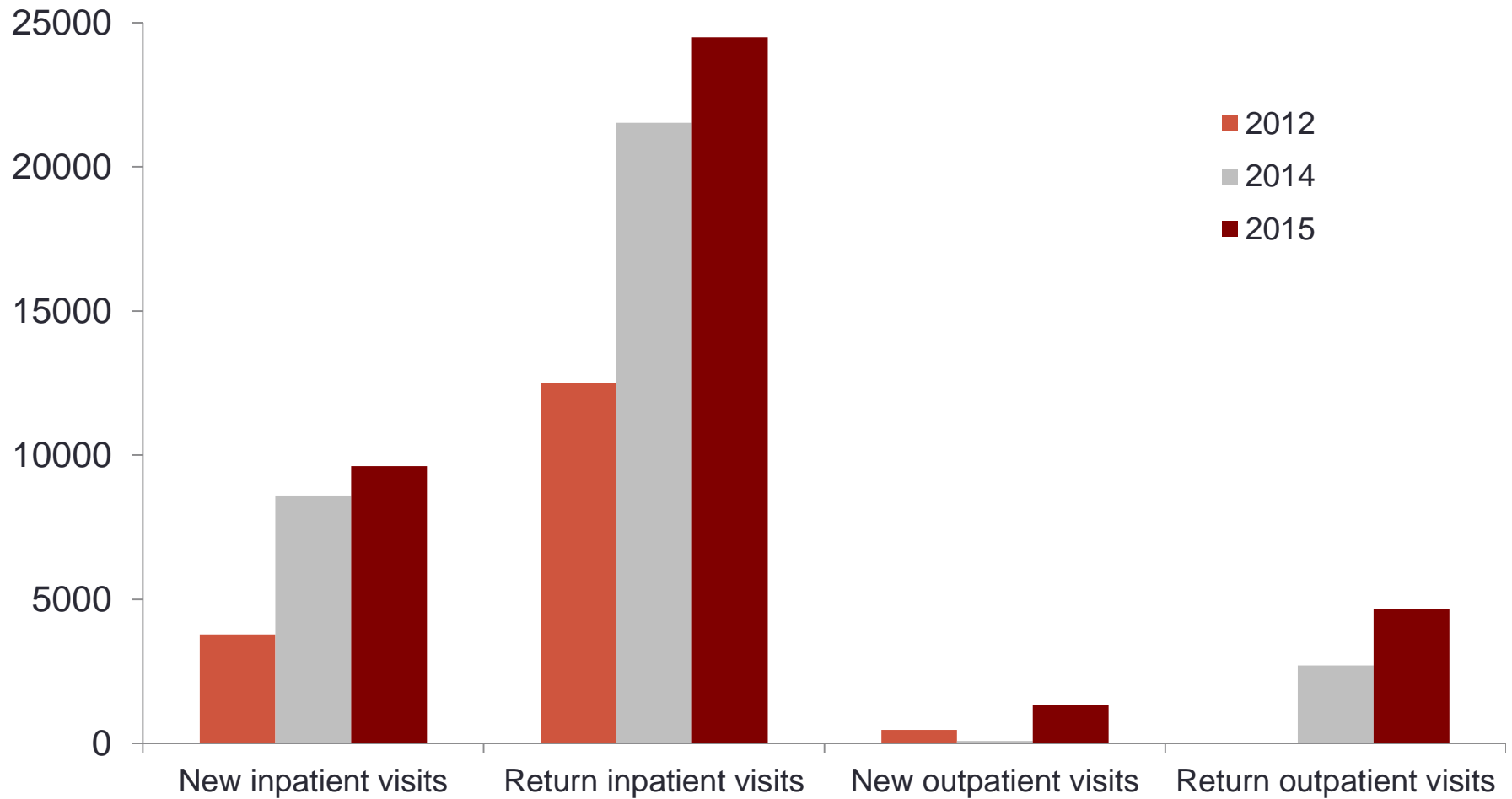
And the number of palliative care visits also increased at an even faster rate



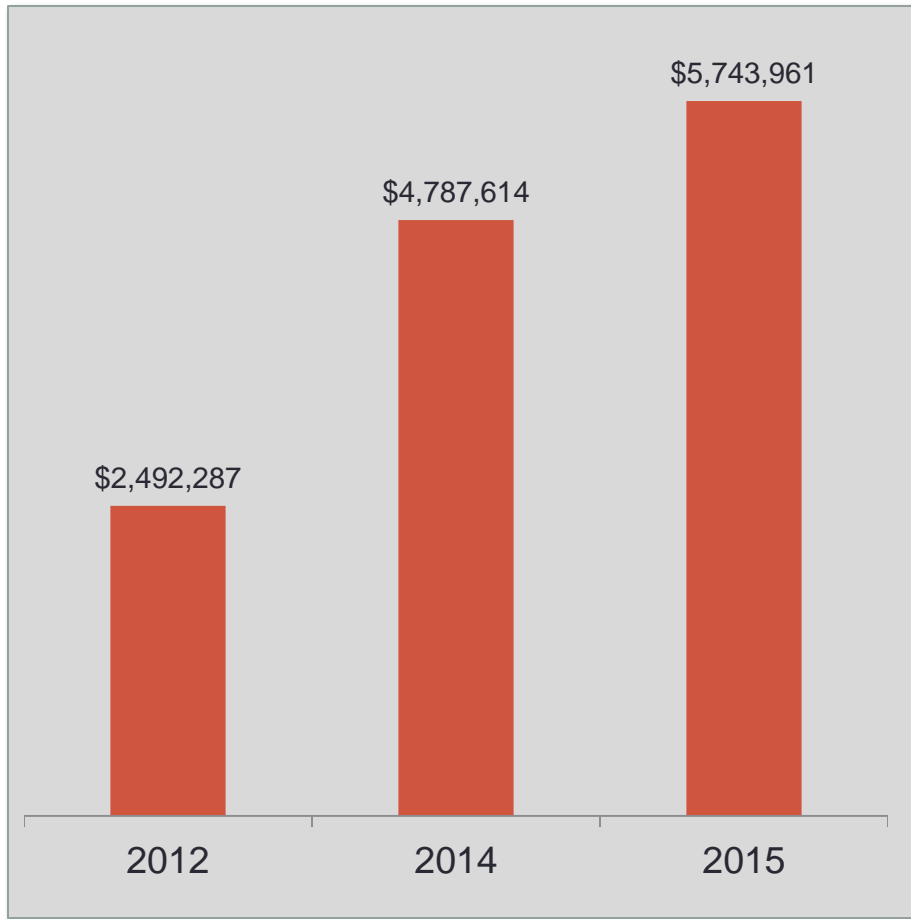
Resulting in an increase in visits per palliative care team FTE



Increased access to palliative care services



Quantifying the value of palliative medicine provided



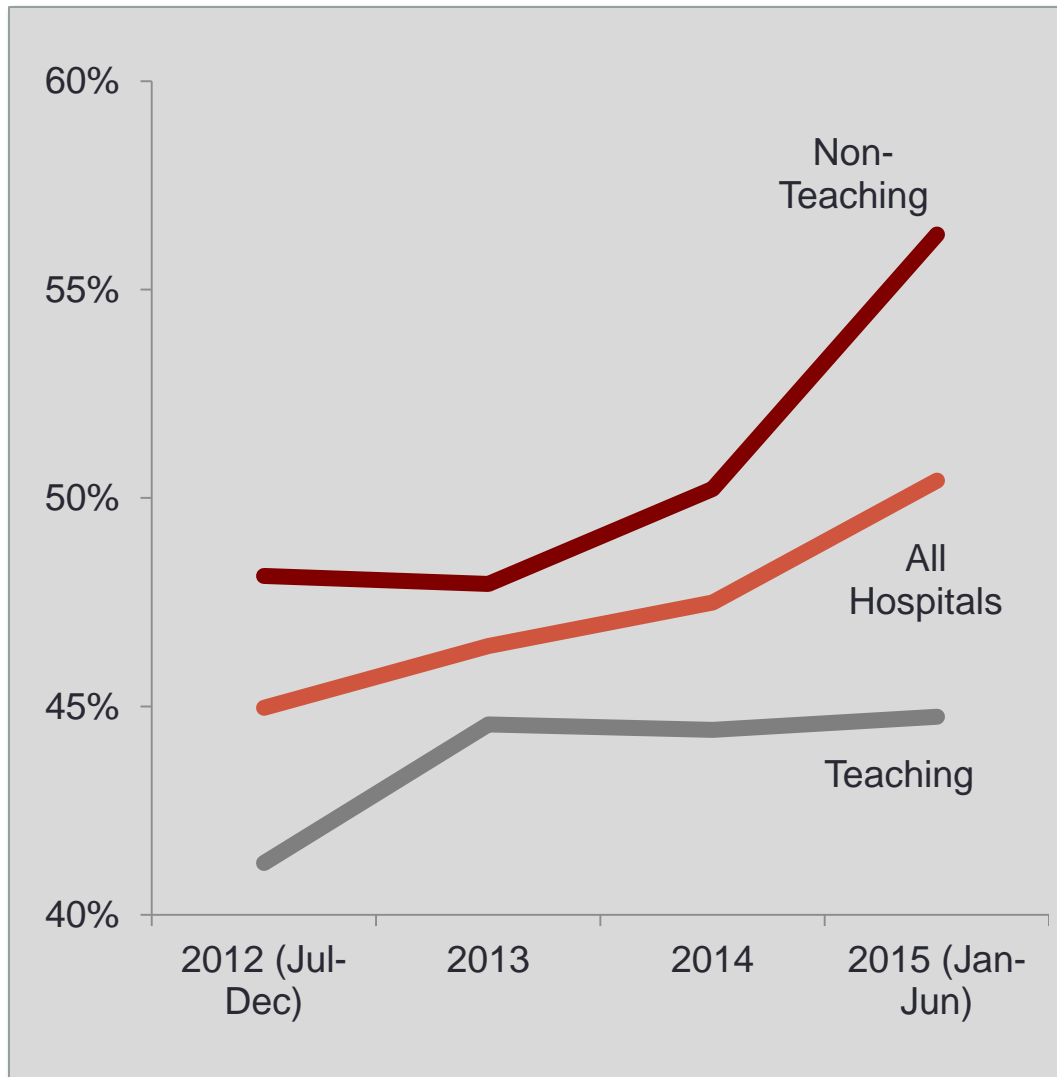
Palliative care consultations reduce hospital costs by

\$1700 per patient discharged to hospice

\$5000 per in-hospital death

At least **\$16,349,000** in hospital costs were avoided in 2015, assuming the 9,617 new palliative care consultations resulted in discharge to hospice

The proportion of end-of-life patients discharged to hospice has increased since 2012



16,027 discharges to hospice avoided an estimated **\$27.2M** in hospital costs across these 18 programs

Benchmarking Performance

- How does your program staffing compare to other programs?
- How do the services provided by your organization compare to other programs?
- How can we measure palliative medicine program productivity?

Scorecard assumptions

- Programs reporting registry data for 2015
- For “All Hospital” and “Teaching/Community Hospital” comparisons, programs needed to report new and return visits to be included
- Comparison data points only reported if 5 or more responses available
- Visits per FTE were based on billing provider full-time equivalents only (physicians and advanced practice providers)
- Hospice use and length of hospital stay for hospice/in-hospital deaths based on COMPData for July 2012 – June 2015
- Scorecards are preliminary – will be updated if more data become available

Palliative Medicine Program Scorecard

Example Scorecard

01 March 2017

Palliative Care Program Scorecard

Example Hospital

Program Overview	This Program	All Teaching Hospitals Median (25 th -75 th)	All Programs
Number		10	21
Total Beds	500	502 (312 – 638)	374 (166 – 545)
Program FTEs	10	3.3 (1 -10.3)	3.2 (2.6 – 7.0)
Physicians	3	1 (0 – 3.5)	1 (0 – 1.8)
Nurses	2	0.7 (0 – 1.6)	0 (0 – 1)
Advance practice providers	3	1 (0 – 2)	1.5 (1 – 2)
Social workers	1	0.5 (0 – 1)	0.5 (0 – 1)
Chaplains	1	0 (0 – 0.5)	0 (0 – 0.5)
Other staff	0	0.1 (0 – 0.5)	0 (0 – 0.5)
Palliative care services offered			
Inpatient services		90%	90%
Home-based services		20%	38%
Outpatient clinic		70%	52%
Skilled nursing facility services		20%	29%
Count of palliative care services offered	4	20% offer four services	14% offer four services

Palliative Care Program Scorecard

Example Hospital

Visit Summary	This Program	All Teaching Hospitals Median (25 th -75 th)	All Programs Median (25 th -75 th)
Total visits (inpatient, home, outpatient clinic, skilled nursing facility)	6,000	5,801 (514 – 9,777)	1,471 (363 – 6,800)
New visits	2,000	1,630 (463 – 1,800)	463 (240 – 1,762)
Return visits	4,000	4,153 (51 – 8,015)	1,252 (51 – 4,700)
Inpatient visits ¹	1,000	4,715 (486 – 8,265)	2,314 (473 – 5,900)
New visits	300	1,322 (442 – 1,570)	1,157 (351 – 1,500)
Return visits	700	3,394 (44 – 6,695)	1,443 (60 – 4,500)
Home-based visits	250	**	467 (58 – 700)
Outpatient clinic visits ¹	4,000	763 (157- 1,250)	768 (488 – 1,200)
New visits	1,000	171 (52 – 254)	149 (118 – 200)
Return visits	3,000	561 (105 – 850)	650 (364 – 850)
Skilled nursing facility visits	750	**	**

¹ Median inpatient and outpatient clinic visits for “All Program” and “All Teaching Program” comparison groups are limited to programs reporting both new and return visits.

** Fewer than 5 responses

Palliative Care Program Scorecard

Example Hospital

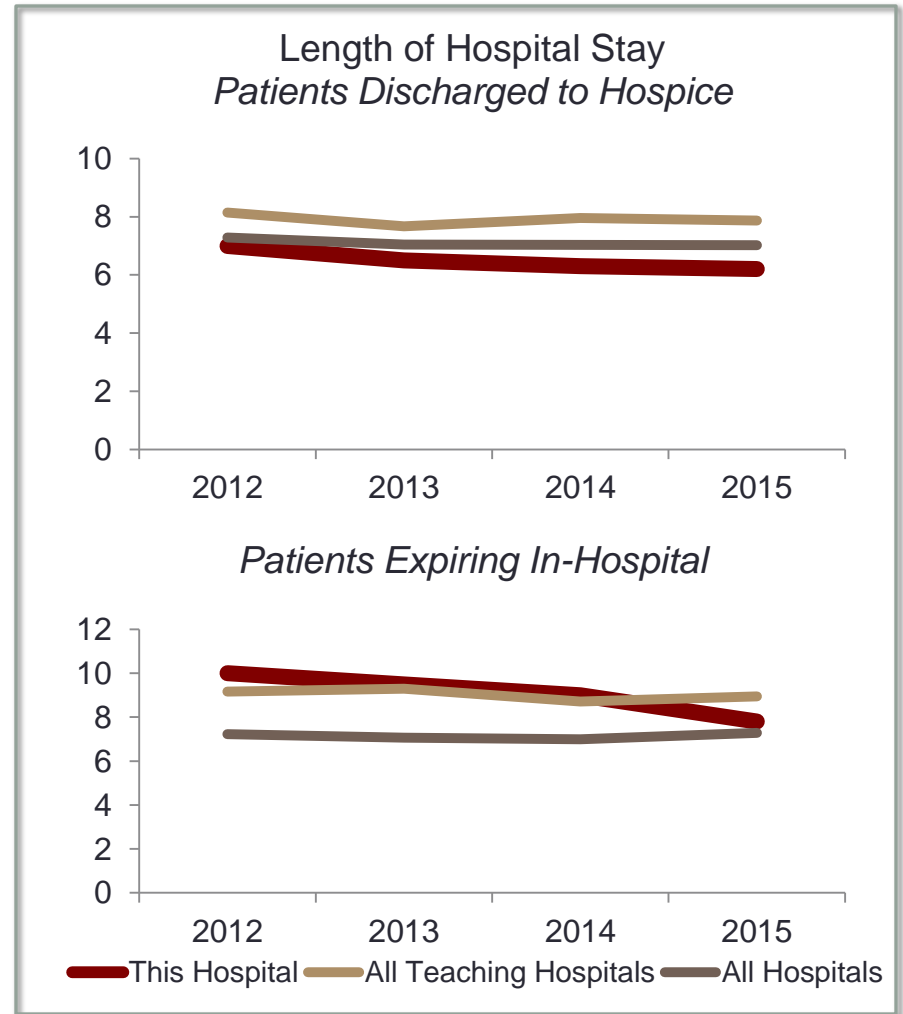
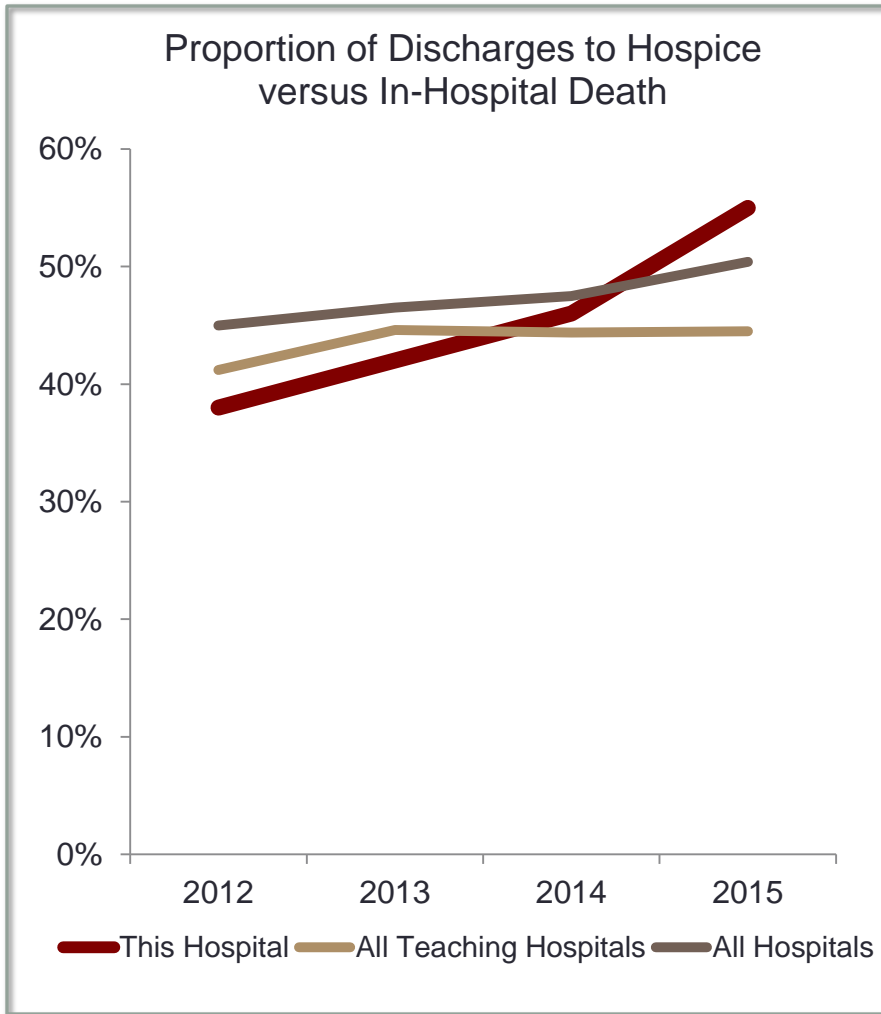
	This Program	All Teaching Hospitals Median (25 th -75 th)	All Programs Median (25 th -75 th)
Visits per hospital 100 hospital beds			
Total visits	1,200	831 (116 – 1,528)	648 (126 – 831)
Inpatient visits ¹	200	673 (116 – 1,291)	495 (136 – 738)
Home-based visits	50	**	**
Outpatient clinic visits ¹	800	125 (31 – 159)	156 (95 – 197)
Skilled nursing facility visits	150	**	**
Visits per palliative care team FTEs			
Total visits	1000	1,328 (1,2347 – 1,521)	578 (213 – 1,283)
Inpatient visits ¹	167	1,123 (981 – 1,255)	812 (300 – 1,255)
Home-based visits	42	**	79 (29 – 100)
Outpatient clinic visits ¹	667	154 (79 – 256)	192 (102 – 244)
Skilled nursing facility visits	125	**	**

¹ Median inpatient and outpatient clinic visits for “All Program” and “All Teaching Program” comparison groups are limited to programs reporting both new and return visits.

** Fewer than 5 responses

Palliative Care Program Scorecard

Example Hospital



Palliative Medicine Program Scorecard

Summary Scorecard

01 March 2017

Palliative Care Program Scorecard

All Programs

Program Overview	All Community Hospitals Median (25 th , 75 th)	All Teaching Hospitals Median (25 th -75 th)	All Programs Median (25 th -75 th)
Number	10	10	21
Total Beds	310 (159 – 425)	502 (312 – 638)	390 (172 – 510)
Program FTEs	3.2 (2.6 – 5.0)	3.3 (1 -10.3)	3.2 (2.6 – 7.0)
Physicians	0.4 (0 – 1.0)	1 (0 – 3.5)	1 (0 – 1.8)
Nurses	0 (0 – 1.0)	0.7 (0 – 1.6)	0 (0 – 1)
Advance practice providers	1.5 (1.0 – 2.0)	1 (0 – 2)	1.5 (1 – 2)
Social workers	0.5 (0 – 0.6)	0.5 (0 – 1)	0.5 (0 – 1)
Chaplains	0 (0 – 0.5)	0 (0 – 0.5)	0 (0 – 0.5)
Other staff	0 (0 – 0.5)	0.1 (0 – 0.5)	0 (0 – 0.5)
Palliative care services offered			
Inpatient services	90%	90%	90%
Home-based services	50%	20%	38%
Outpatient clinic	40%	70%	52%
Skilled nursing facility services	30%	20%	29%
Count of palliative care services offered	60% offer two services	50% offer two services	52% offer two services

Palliative Care Program Scorecard

All Programs

Visit Summary	All Community Hospitals Median (25 th -75 th)	All Teaching Hospitals Median (25 th -75 th)	All Programs Median (25 th -75 th)
Total visits (inpatient, home, outpatient clinic, skilled nursing facility)	1,216 (300 – 2,700)	5,801 (514 – 9,777)	1,471 (363 – 6,800)
New visits	287 (219 – 607)	1,630 (463 – 1,800)	463 (240 – 1,762)
Return visits	940 (60 – 2,093)	4,153 (51 – 8,015)	1,252 (51 – 4,700)
Inpatient visits ¹	1,932 (473 – 2,314)	4,715 (486 – 8,265)	2,314 (473 – 5,900)
New visits	489 (240 – 1,157)	1,322 (442 – 1,570)	1,157 (351 – 1,500)
Return visits	1,157 (264 – 1,443)	3,394 (44 – 6,695)	1,443 (60 – 4,500)
Home-based visits	**	**	467 (58 – 700)
Outpatient clinic visits ¹	**	763 (157- 1,250)	768 (488 – 1,200)
New visits	**	171 (52 – 254)	149 (118 – 200)
Return visits	**	561 (105 – 850)	650 (364 – 850)
Skilled nursing facility visits	**	**	**

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Palliative Care Program Scorecard

All Programs

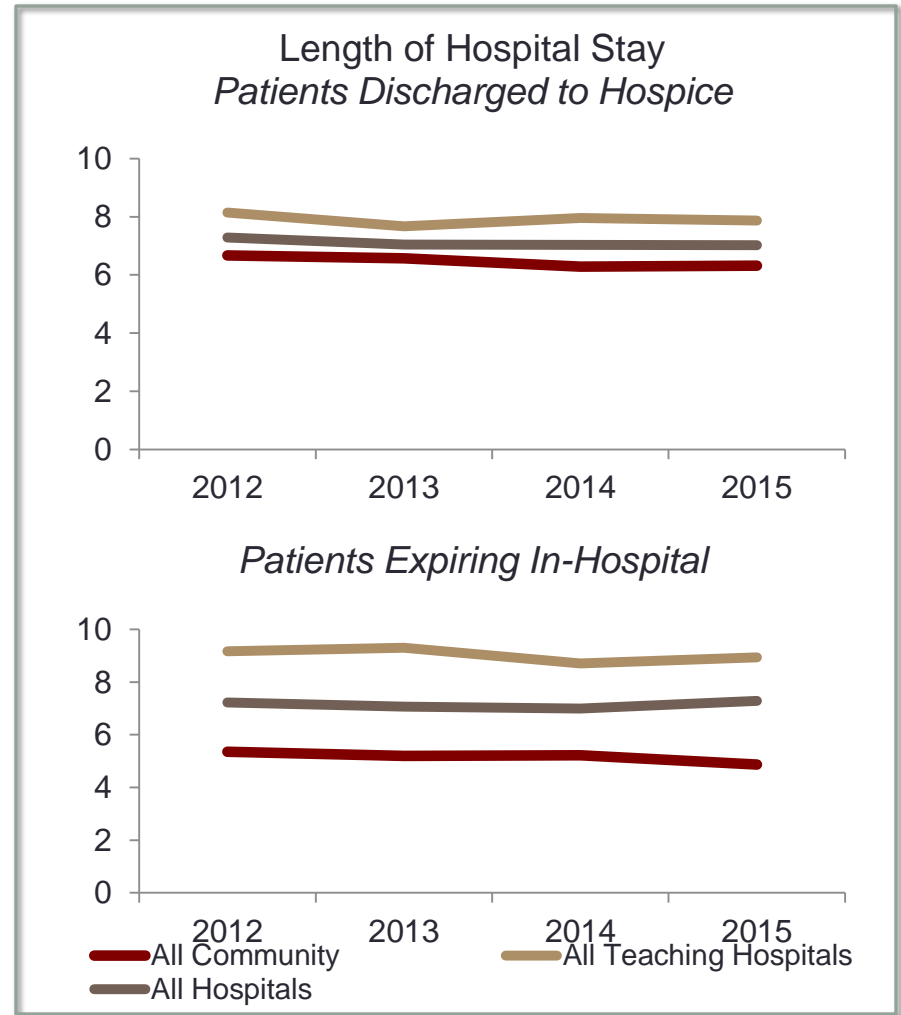
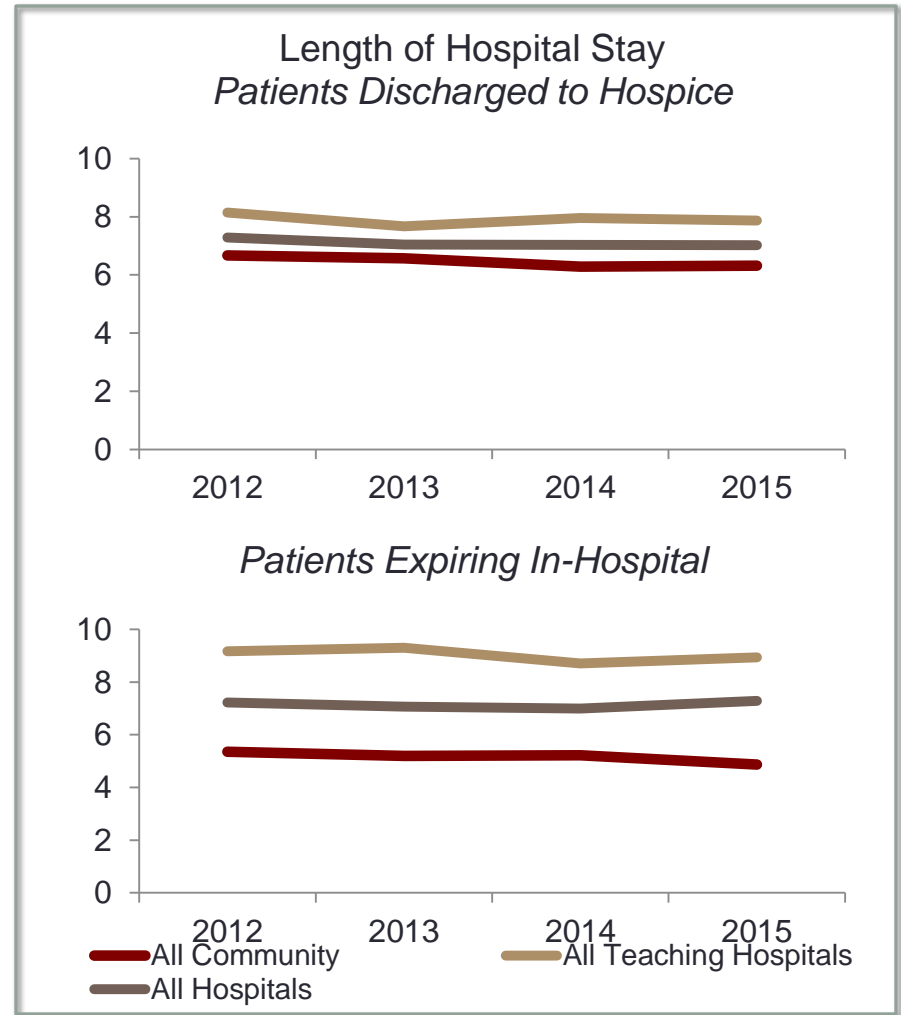
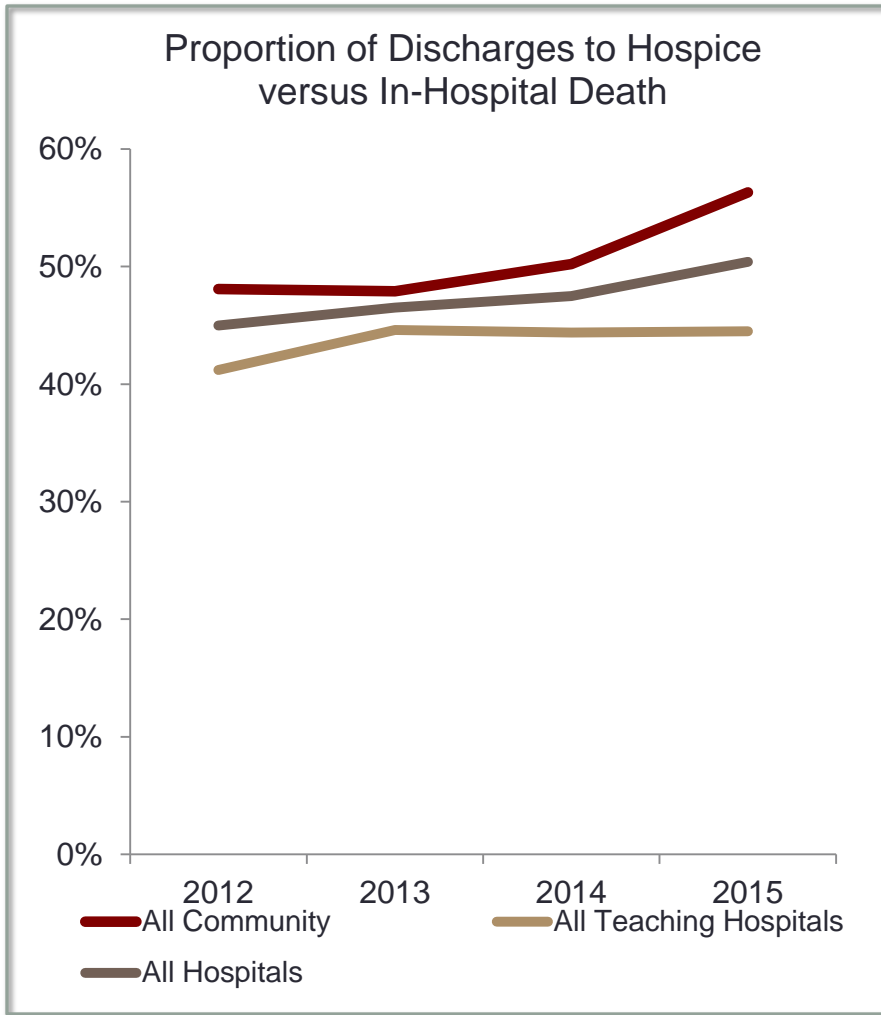
	All Community Hospitals Median (25 th -75 th)	All Teaching Hospitals Median (25 th -75 th)	All Programs Median (25 th -75 th)
Visits per hospital 100 hospital beds			
Total visits	466 (126 – 692)	831 (116 – 1,528)	648 (126 – 831)
Inpatient visits ¹	459 (297 – 495)	673 (116 – 1,291)	495 (136 – 738)
Home-based visits	**	**	**
Outpatient clinic visits ¹	**	125 (31 – 159)	156 (95 – 197)
Skilled nursing facility visits	**	**	**
Visits per palliative care team FTEs			
Total visits	400 (300 – 675)	1,328 (1,2347 – 1,521)	578 (213 – 1,283)
Inpatient visits ¹	483 (300 – 643)	1,123 (981 – 1,255)	812 (300 – 1,255)
Home-based visits	**	**	79 (29 – 100)
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Skilled nursing facility visits	**	**	**

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Palliative Care Program Scorecard

All Programs



Summary

1 Satisfaction data for end-of-life patients not collected

- Other patients with palliative care consultations represent an extremely small proportion of patients surveyed, and many hospitals cannot identify these patients
- Programs collecting satisfaction information could share best practices with others

2 Detailed information on patients with palliative care consultations only available for a small number of programs

- This is an important source of information for understanding who is receiving palliative care and the downstream impact

3 Incomplete information for many programs

- Many programs reported that data were not collected at that time
- Opportunity for sharing best practices going forward

Your Feedback

- 1 What additional information would be helpful to benchmark program performance?
- 2 What additional information would be helpful in making the business case to organization leadership?
- 3 What resources, training or tools do you need for measuring your own program outcomes?

New Directions for Measuring Performance