Gundersen Health System

Orthopaedic's Journey

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GUNDERSEN HEALTH SYSTEM®

1,057,750 total clinic visits

15,938 patient discharges

19,269 SURGICAL operations

76,433 ER & trauma visits

636 PATIENTS transported by helicopter

21 counties served WI - MN - IA

8,923 TOTAL EMPLOYEES

246,824 TOTAL UNIQUE PATIENTS

2,030,980 LAB TESTS

1,643 births

1,232,586 prescriptions sent

425 BEDS

256,757 radiological exams & treatments

30 medical clinics - 3 worksite clinics - 2 express care clinics - 9 behavioral health clinics - 14 eye clinics/institute - 3 sports medicine clinics - 5 regional partner hospitals - 3 affiliated nursing homes

Data is from 2017. Totals include GHS and affiliates, excluding VMH.

Gundersen Health System

STRATEGIC PLAN 2017-2021

OUR MISSION
We will distinguish ourselves through excellence in patient care, education, research and improved health in the communities we serve.

OUR VISION
We will enhance the health and well-being of our communities while enriching every life we touch, including patients, families, and staff.

OUR VALUES
Integrity
Excellence
Respect
Innovation
Compassion

GUNDERSEN HEALTH SYSTEM®

Orthopaedic Surgery

Our Journey…

Quality / Safety

Patient Experience

Cost

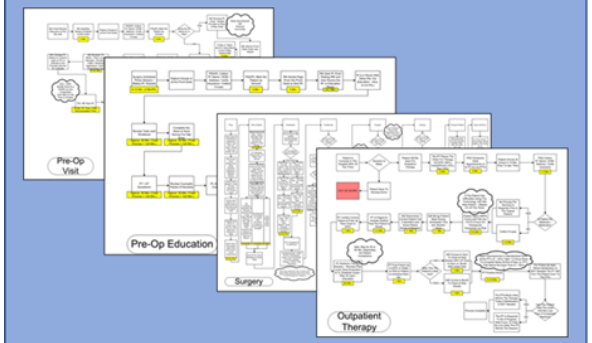
DRIVERS

- Capitation & reimbursement environment
- Our feet in two canoes
  - Volume based
  - Value based

Our Approach

- Needed solid data, “real” data
- Time Drive Activity Based Costing (TB-ABC)
  - Innovative
  - Two factors
    - Quality
    - Cost

Study/Map Processes



Calculate Costs for Resources and Supplies

Calculate resource capacity and supply cost

- RN Capacity Cost Rate

Cost/Employee	Weeks/Years	Hours/Day	Total Minutes	Cost/Minute
$70,000	48	7	100,800	$0.69

- Physician Assistant Capacity Cost Rate

Cost/Employee	Weeks/Years	Hours/Day	Total Minutes	Cost/Minute
$150,000	48	7	100,800	$1.48

- Supplies Used

Supply	Unit Cost	Quantity	Total
Sutures	$5.25	5	$26.25

Compute Total Costs

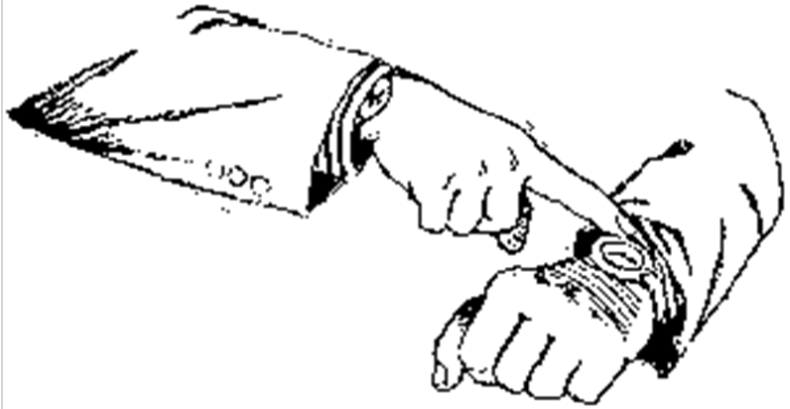
Use Capacity Cost rates and process times to compute total costs

Resource	Minutes	Cost/Minute	Total
RN	52	$0.69	$35.88
Physician Assistant	34	$1.48	$50.32
CNA	12	$0.32	$3.84
Surgeon	17	$5.23	$88.91

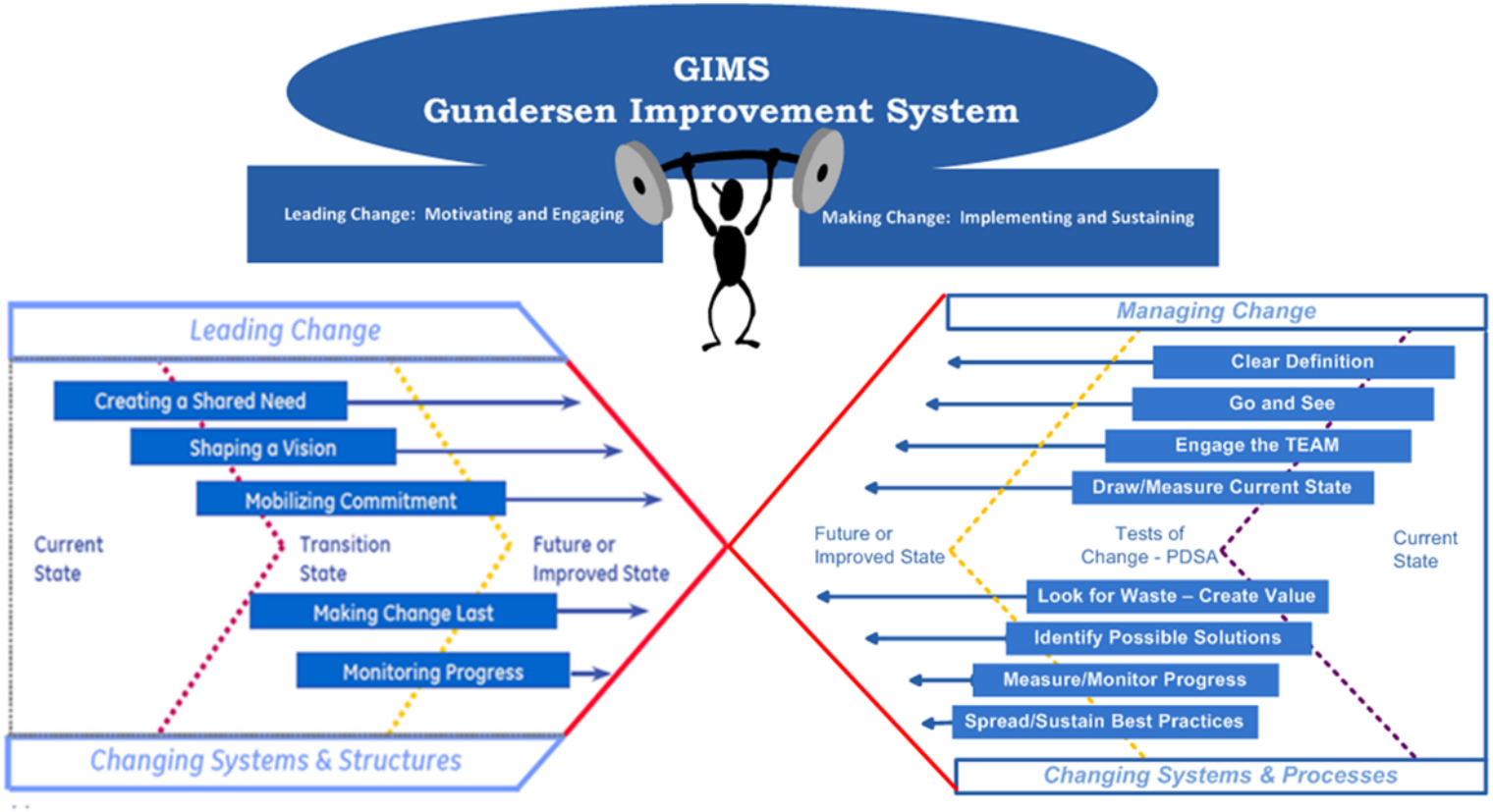
Barriers to Implementation More Broadly

- Costly
- Micro vs. Macro
- Piecemeal rollout
- System limitations
- Time intensive

- <u>Culture Shift Required</u>



How did we get there?

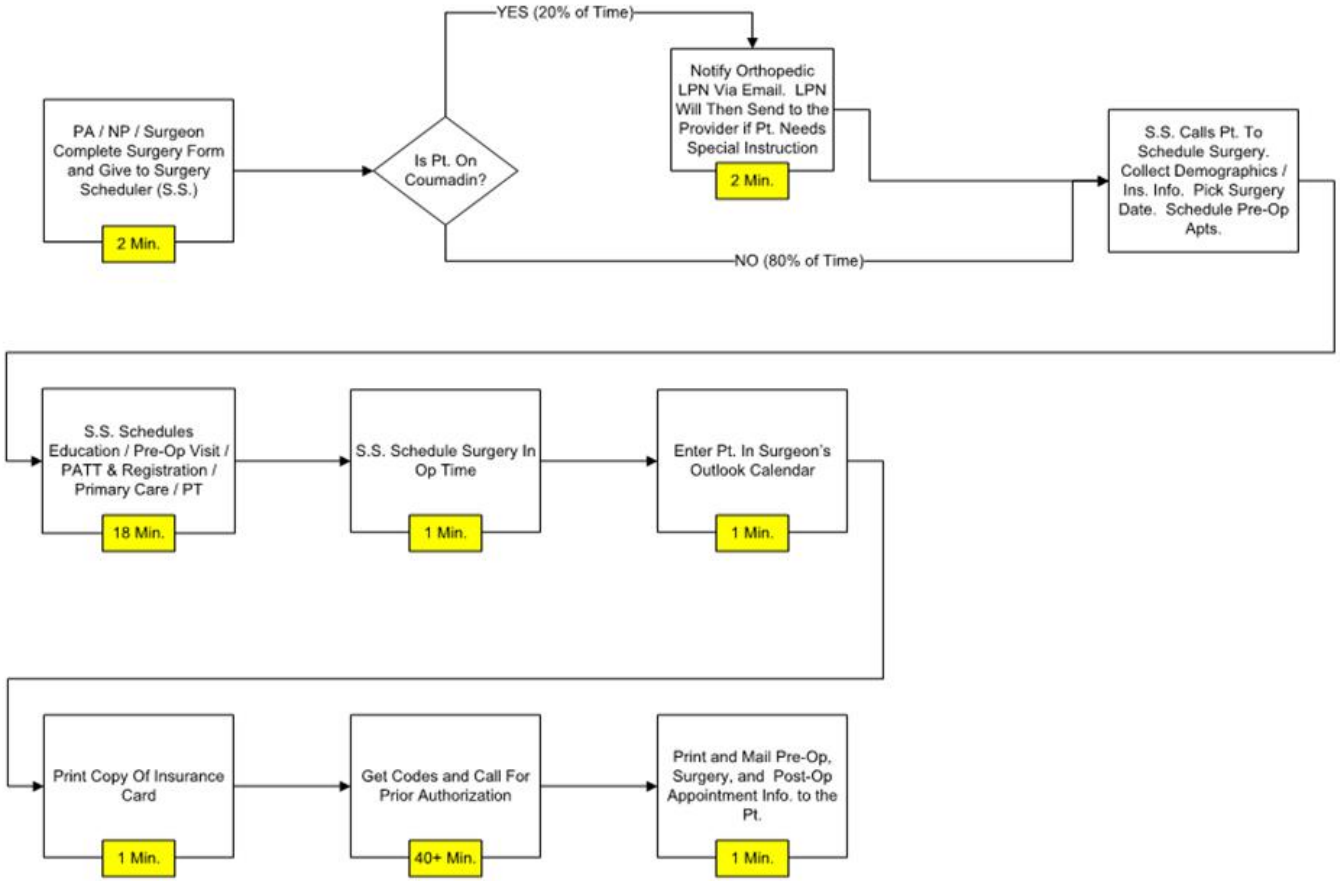


Our Commitment:

We will deliver high quality care because lives depend on it, service as a though the patient were a loved one, and relentless improvement because our future depends on it.

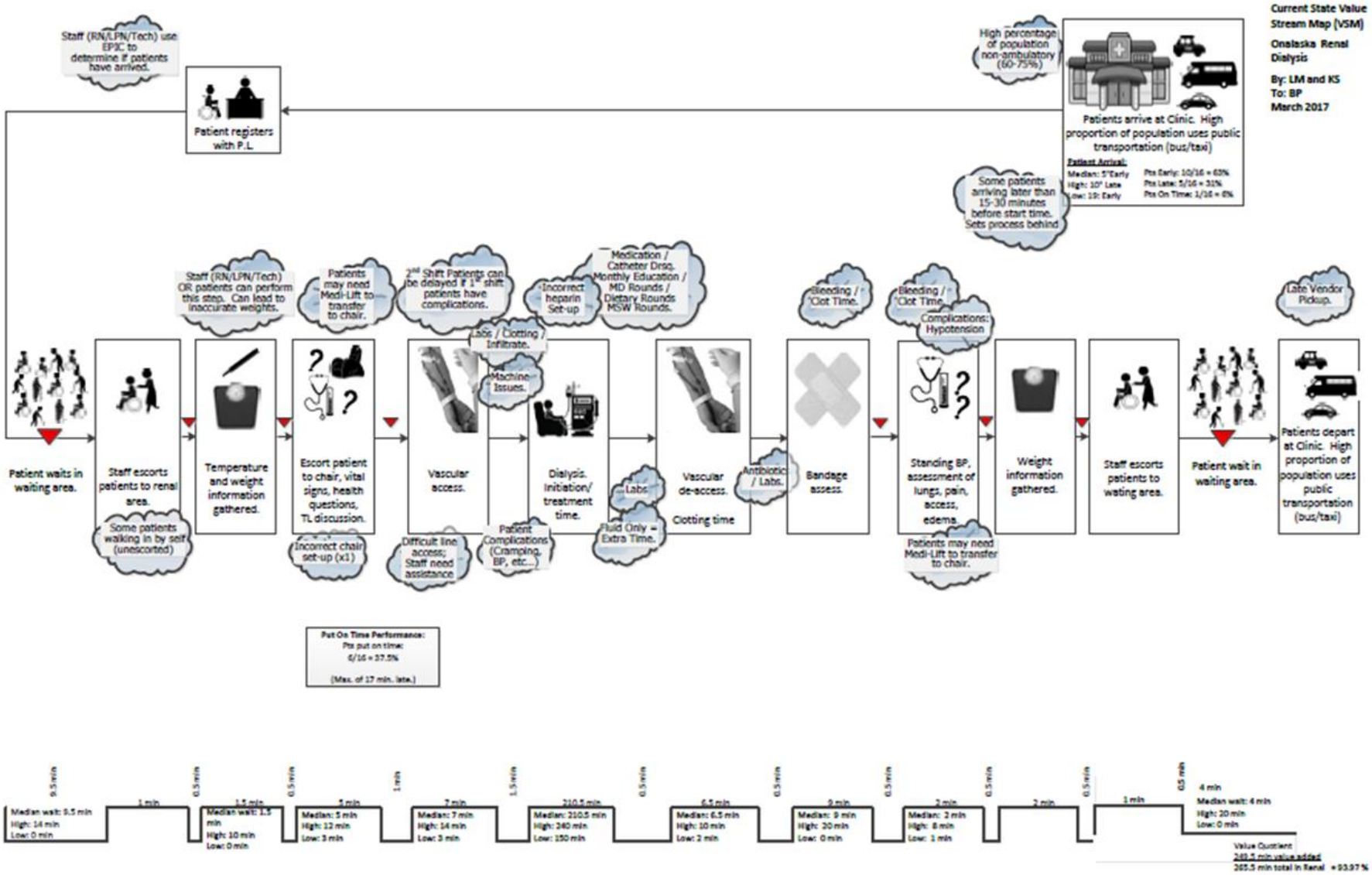
Resources/Templates/ToolKit: Located on GundU – Our Work

Process Map Example



Prior To Pre-Op

Process Map Example

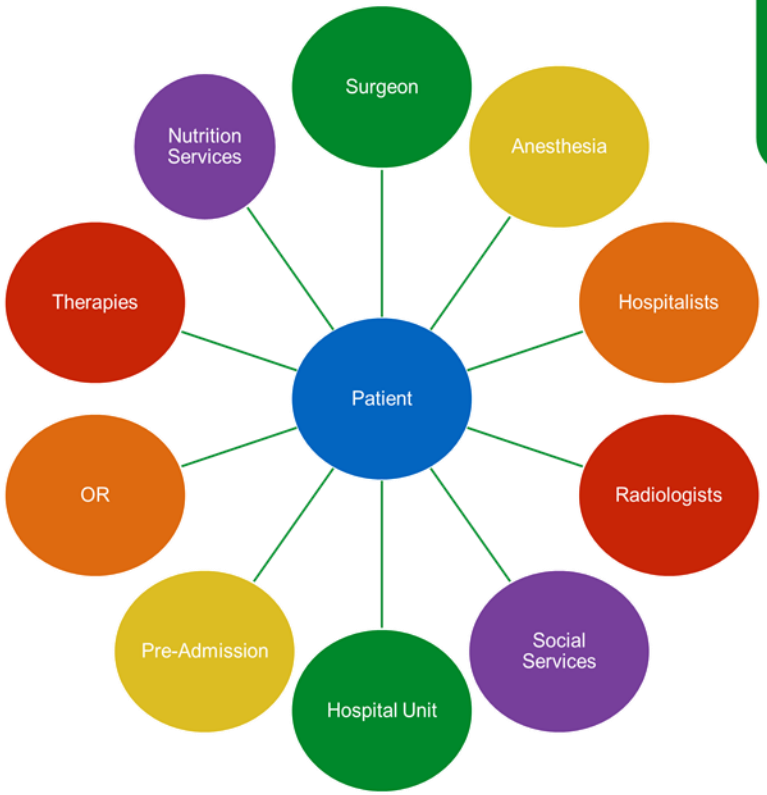


Spreading Change

- Benchmarks
- Metrics
- Results
- Goals

- <u>Keeping the “why” firmly in view</u>

Leading Change . . . People



-Improve total joint patient care

-Enhance communication across patient care cycle

-Standardize processes and protocols

-Reduce costs and improve quality of care

-Consistent review of data

-Sharing of ideas

Engagement Strategies

- Quarterly surgeon dinners
  - Review data
  - Discuss practice variations
  - Discuss any new literature/best practices
- Monthly OLT (Orthopaedics Leadership Team) meeting
  - Multi-disciplinary approach
  - PDSA
  - See next slide

Meeting Intro Slide

- Purpose
  - Ensure excellent **quality** and **safe** patient care, and excellent **service to our patient and their families**
  - **Support all staff and providers** in delivering excellent care and service to our patients and their families
  - **Decrease the financial burden of care** by looking at standardization and efficiency opportunities
  - Ensure alignment, collaboration, and engagement across the continuum of care
- Scope
  - All Ortho-related issues/topics that impact more than one area of care

Transparency in Data

- Team review
  - Surgeon dinner
  - OLT
- Real-time data (monthly uploads)
- Ability to dig into the details
- It is always about improvement… not judgement

Projects/Changes

- Supply Costs/Standardization
- Practice Changes
- Process Changes
- Work in Process

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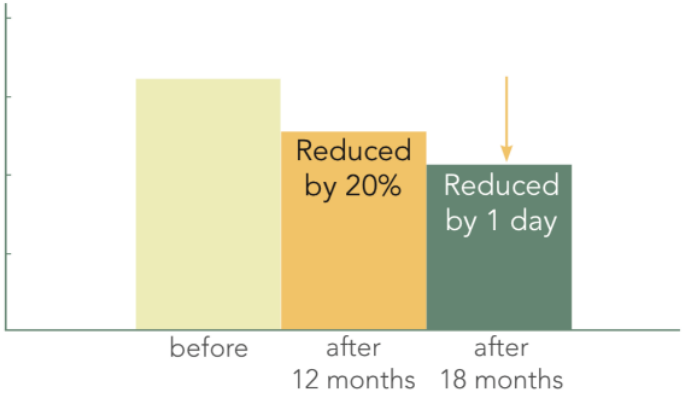
Driving Results

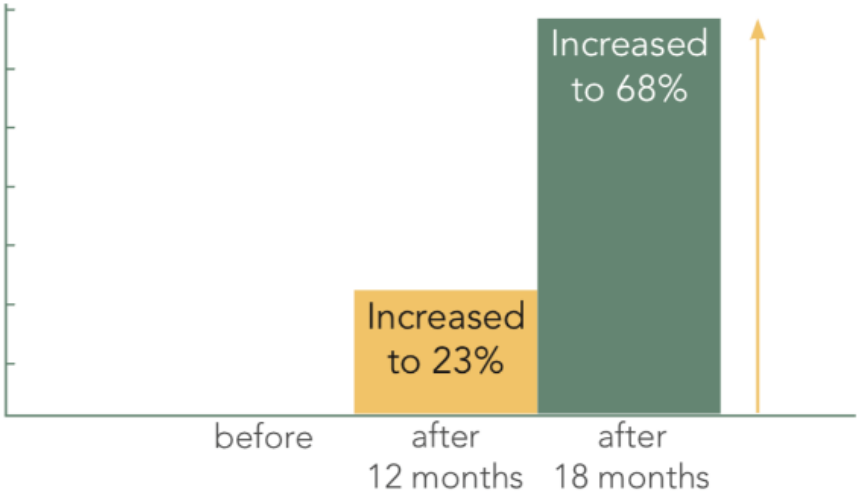
The Results for Joint Replacements

$1,614 (11%) Cost Savings Per Case Across the Continuum of Care

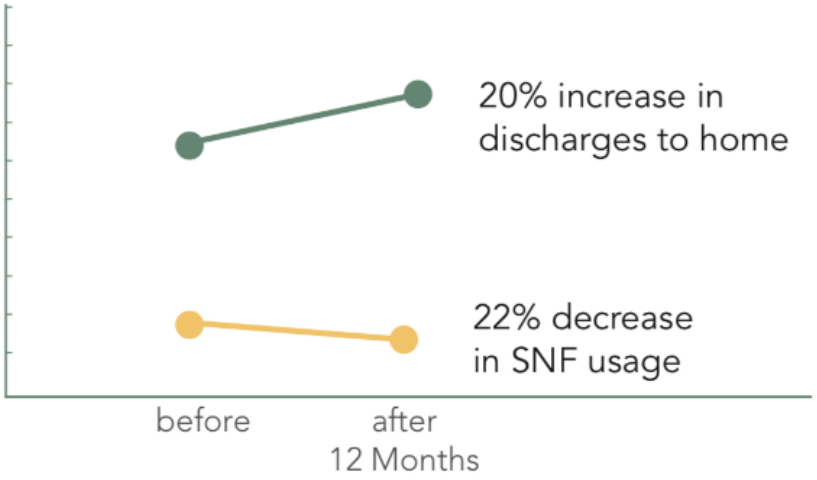
Result: **Reduced Length of Stay**



Result: **Increased PT on the Day of Surgery**

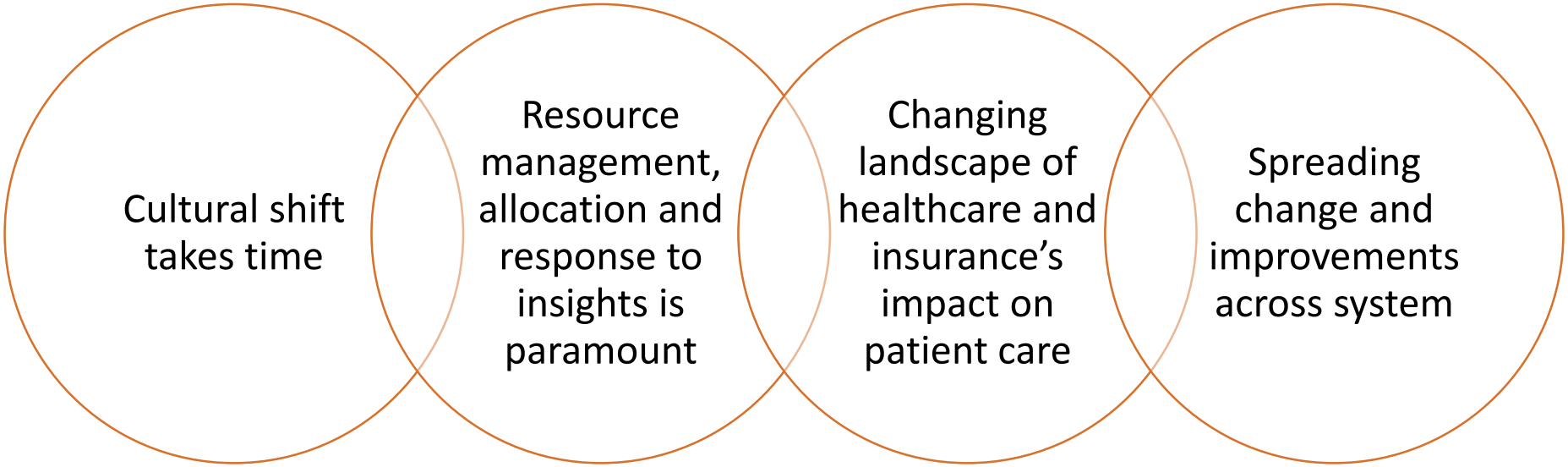


Result: **Reduced Usage Skilled Nursing Facilities**[1]



[1]data for total knee replacement

Moving Forward
Challenges, Lessons Learned



Next Steps

- Hip fractures
- Shoulder replacements
- Carpel tunnel
- Podiatry
- Other

Thank You

Questions?