The Data Is Wrong!

How to build confidence in your data
Self Regional Healthcare

• Comprehensive Healthcare System
  – 358 Bed Acute Care Hospital
  – 22 Physician Practices (Family Healthcare and Specialists)
  – Located in Greenwood, SC
  – Serving a rural, seven-county region with a population of 250,000

• Major Service Lines That Are Marketed
  – Spine Center
  – Orthopedic Center
  – Heart Center
  – Cancer Center
  – Women’s (Labor and Delivery) Services
Who Am I?

• Manager of Enterprise Analytics
• Role began July 2013
• Charged with developing an analytics program at Self Regional Healthcare that spanned both the hospital and the physician practices
The Analytics Team

• Enterprise Analytics
  – Cost Analyst
  – Quality Analyst
  – Acute Clinical Analyst
  – Financial Analyst
  – Ambulatory Clinical Analyst
  – Practice Management Analyst

• Clinical Informatics
  – Business Objects Expert
  – HED Expert
  – iOrder Expert
  – Ambulatory EHR Expert

• Business Analysts
  – Ambulatory PM Expert
  – Acute Business Expert

• Database Administration
  – Clinical DBA
  – Business DBA
Our Roll in Improvement

- Provide data to identify opportunities
- Assist in setting measurable goals
- Assist in defining measures
- Assist in establishing a baseline
- Investigate data anomalies
- Provide data to assist in decision making
- Provide ongoing data for tracking and trending
Our Biggest Challenge

No One Trusts The Data!

- Conflicting Data
- Multiple Sources
- Data Shopping
- Numerous Definitions

Why is trust of the data important?
Building Trust

- The Right Team
- Data Governance
- Communication
- Involving the Customers
- Defining the Role of Data
- The Feedback Loop
Building Trust

The Example

Administration at Self Regional Healthcare challenged the organization to reduce our CAUTI and CLABSI rates for FY15.

– Live Actionable Reports
– Tracking and Trending Analysis
– Regulatory Reporting
Building Trust

The Right Team

- Nursing
- Infection Control
- Clinical Informatics
- Enterprise Analytics
- Clinical Database Administrator

Note: You may not know who all the right team members are in the beginning. Be flexible enough to add and remove members as needs are discovered and met.
Building Trust

Data Governance

• Define Data Elements (Data Dictionary)
  – Including any calculations

• Identify Data Sources
  – Single source for each data element
  – Combination of fields

• Define Data Extraction Rules
  – Timing of the extract
  – Rounding or converting of data elements

• Assign A Data Reporting Owner
  – One person who looks at all the data as a whole prior to presenting to the team
Building Trust

Communication

• Document the Data Governance items and share with the team

• When presenting data repeat clarifying information about the data as often as necessary

• When publishing data include any clarifying information

• Be an active listener during ALL discussions
Building Trust

Involving The Customer

• Consult with those responsible for regulatory reporting
  – Infection Control, Quality, etc.
  – Have knowledge of standards and definitions that could be helpful
  – The team’s work might reduce or eliminate some manual work performed by these groups

• Include the front line in the data validation process
  – Identify deviations from standard process
  – Identify opportunities for re-education
  – Impresses the importance of standard work and proper documentation
  – Instills confidence in the data at the front line
Building Trust

Defining the Role of Data

• Plan
  – Illumination of processes
  – Confirm or disprove assumptions
  – Identify opportunities for standardization and best practices

• Do
  – Establish a baseline
  – Monitor performance of existing processes

• Check
  – Identify where improvement is needed

• Act
  – Determine if process changes affected results and in what way
Building Trust

The Feedback Loop

Establish and communicate a feedback loop that provides a way

– For anyone to lift up concerns about the data
– To communicate any changes in definitions and/or calculations associated with the data
– To provide suggestions regarding presentation of the data
– To provide suggestions regarding education and use of the data
Hard Results

- CLABSI SIR ↓ 1.1 and CAUTI SIR ↓ 2.1
  - Added to existing Service Line Scorecards
  - Created live on-demand Foley and Central Line reports for nursing
  - Present live reports at weekly nursing leadership huddles
  - Provide daily scorecard updates
  - Provide snapshot report for IC for visual validation
  - Provide logs for auditing and trending
Soft Results

• Everyone understands where the data comes from and what affects the data
• Everyone is confident that the data is as accurate and timely as possible
• Anyone on the team can present the data with confidence
• Front line personnel know what they personally can do to affect the results
• Front line personnel take ownership of the data and results
Not Once and Done

- Must be built into the process for each improvement project
- Decrees and black box analyses do not work
- Education, standards, and involvement do work
Questions
Thank You!

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