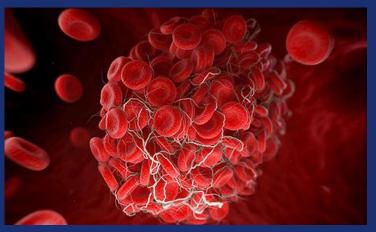
"Stop the Clot"

Using Data & Analytics to Decrease Inpatient Complications



Paul Lewis, MD, FAAFP, CPE, CPHIMS

Director, Evidenced Based Medicine & Quality Baycare Health



Learning Objectives

- Understand how BayCare collects, regulates and uses EDW data to drive clinical outcomes for VTE patients and Identify hospitalized patients at highest risk for VTE events
- Describe strategies using physician and nursing analytics to give feedback to providers and track & trend data for quality & cost
- •Demonstrate how to Individualize risk assess patients for blood clots including use of the order sets and clinical decision support tools.

BayCare Health System

BayCare is a leading not-forprofit health care system that connects individuals and families to a wide range of services at 15 hospitals and hundreds of other convenient locations throughout the **Tampa Bay and West Central** Florida regions.



About Us

\$4 Billion

Revenue

27,600

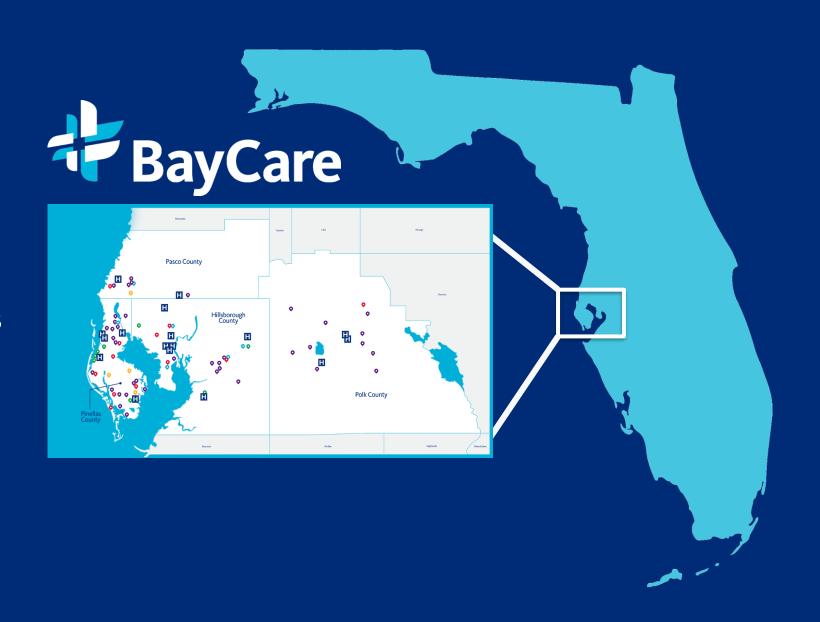
Team Members

36%

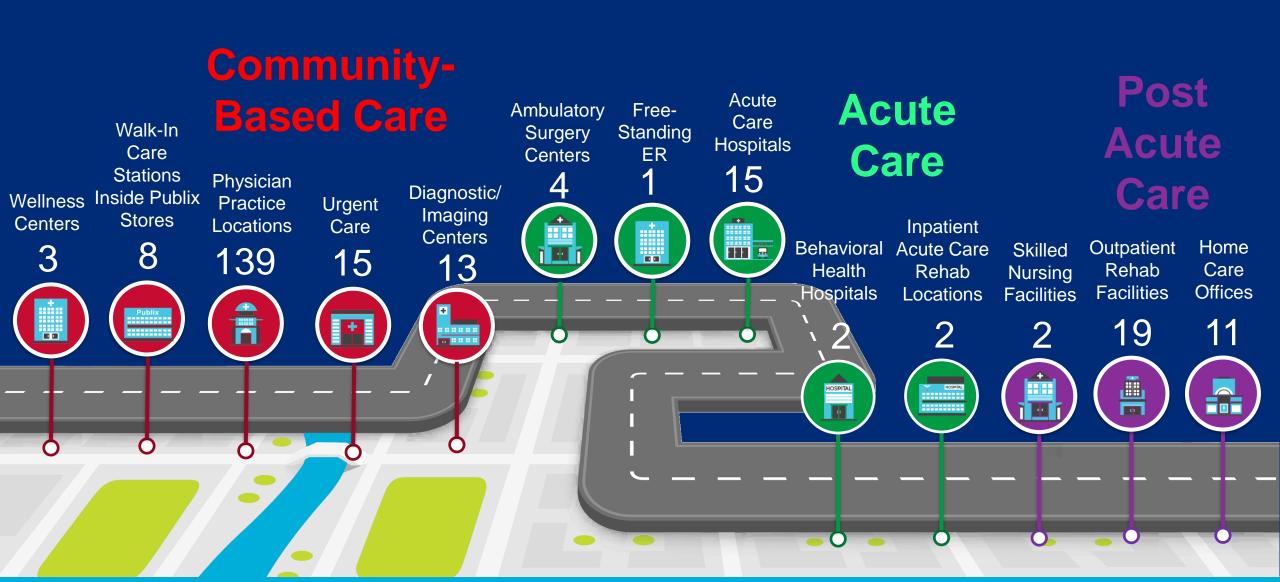
Market Share



Credit Rating



Focused On Entire Care Continuum









Mission

Improve the health of all we serve through community-owned services that set the standard for high-quality, compassionate care.

Vision

BayCare is an extraordinary team leading the way to high-quality care and personalized, customercentered health.

Values

The values of BayCare are <u>trust</u>, <u>respect</u>, and <u>dignity</u>, and reflect our <u>responsibility</u> to achieve health care <u>excellence</u>.

By the Numbers - 2017











\$3.9 billion Operating Revenue





Outpatient Surgeries

& 63,165

380
Locations In
4 Counties



176,228 **E**Discharges

*Includes employed, credentialed and community-based physicians, and medical professionals (PAs, ARNPs, CRNAs, etc.)

^{**}Represents unreimbursed costs for traditional charity care, Medicaid and other means-tested programs and unbilled community services

^{***} Includes beds at St. Joseph's Hospital Behavioral Health Center and Morton Plant North Bay Hospital Recovery Center

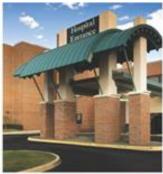
Hospitals



Bartow Regional Medical Center Founded 1925 72 Beds



Mease Countryside Founded 1985 311 Beds



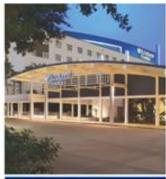
Mease Dunedin
Founded 1937
120 Beds



Morton Plant Founded 1916 687 Beds



Morton Plant North Bay Founded 1965 154 Beds



St. Anthony's Founded 1931 393 Beds



St. Joseph's Founded 1934 470 Beds



St. Joseph's Children's Founded 1990 202 Beds



St. Joseph's Hospital-North Founded 2010 76 Beds



St. Joseph's Hospital-South Founded 2015 90 Beds



St. Joseph's Women's Founded 1976 108 Beds



South Florida Baptist Founded 1953 147 Beds



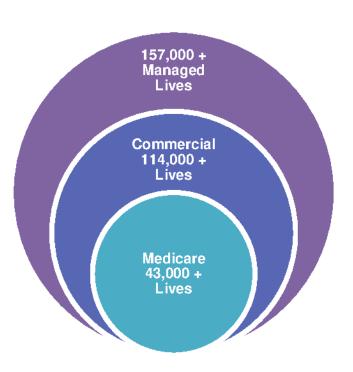
Winter Haven Hospital Founded 1928 468 Beds



Winter Haven Women's Founded 1987 61 Beds

BPP Composition





ACO 120 TINs 1,001 Providers

BMG Single Outpatient EMR Platform 2015

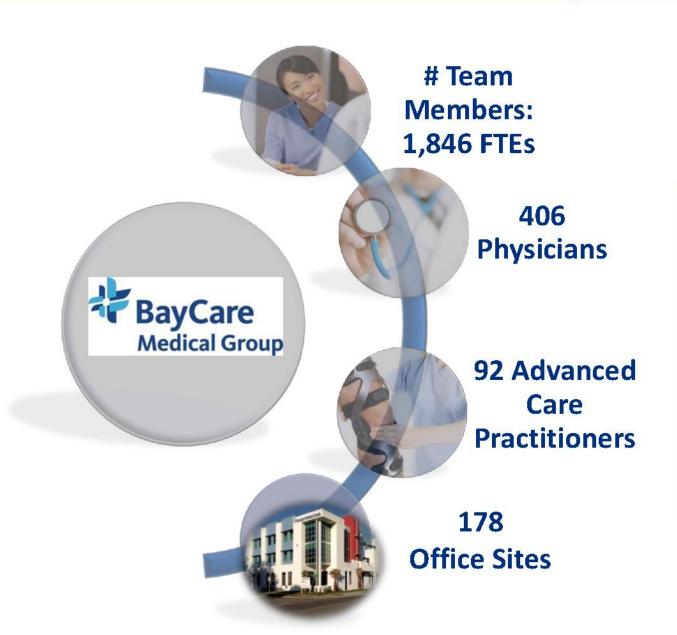












65 Patient
Centered
Medical Home
Sites

5 Advanced
Patient Centered
Medical Home
Sites

Humanity at Work

HOW TO MAKE A PATIENT FEEL INVOLVED, NOT INTIMIDATED.

It should be the number one priority. But it seems of little import in our oursent health care system.

So BayCare is creating a brand new health care model. Its foundation rests on recognizing and respecting the patient's humanity.

Sone is the hospital that hightens and intimidates. In its place are kinder, printer hospitals, where you can take comfort in being treated like a member of the family.

And when you don't need a hospital, you can access one of BayCae's many neighborhood facilities, including urgent care, doctors! offices, lats, imaging, home care, pharmacy and more, for friendly, compassionate care.

Not only do they offer easy access. Their smaller scale creates an atmosphere that encourages interaction between patients and physicians.

You and your medical train have instant access to personal electronic medical records, so you've in control of your hearts. And should your condition be less than serious, the new Health/Nav* App enables you to input symptoms and get directions on where to go to manage your health situations. 1-800-BATCARE LIVE 24/7



OUR NETWO

BayCare Behavioral Health BayCare HomeCare BayCare Laboratories BayCare Medical Group BayCare Puremacy BayCare Fluemacy BayCare Surgery Centers BayCare Surgery Centers BayCare Ungoot Care

OUR HOSPITALS:

Mease Dunedin Hospital
Morton Plant Hospital
Morton Plant Hospital
St. Anthony's Hospital
St. Joseph's Polipital
St. Joseph's Children's Hospital
St. Joseph's Women's Hospital
St. Joseph's Women's Hospital
St. Joseph's Hospital North
St. Joseph's Hospital North
St. Joseph's Hospital North
Minter Haven Hospital
Winter Haven Hospital

Bartow Regional Medical Center

Mease Countryside Hospital



Why? Costs, Quality, and Outcomes



Better Outcomes Improved Clinician Experience

Lower Costs Improved Patient Experience

BayCare's #1 goal is

Clinical Excellence



BayCare Health System

• Goal: 2019

15 Top Health Systems Provided
BETTER OVERALL PATIENT EXPERIENCE

Rates



7% Lower Cost Per

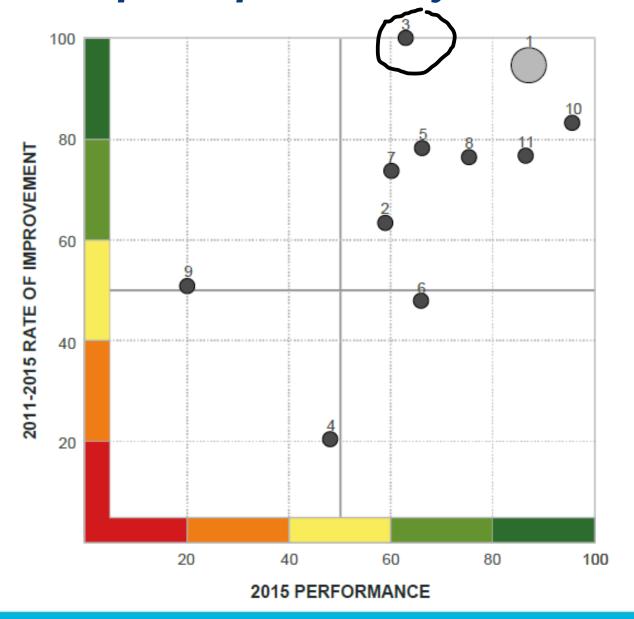
Episode

1.2%
Better
Survival

5% Fewer Patient Complications 10.9%
Better
Patient
Safety



2017 100 Top Hospital Study Results



Morton Plant Hospital

DATA POINTS

- 1 OVERALL
- 2 Inpatient Mortality
- 3 Complications
- 4 30-Day Mortality
- 5 30-Day Readmit
- 6 ALOS
- 7 ED Measures
- 8 IP Expense/Disch
- MSPB
- 10 Oper Profit Marg
- 11 HCAHPS
 - > 80 to 100
 - > 60 to 80
 - > 40 to 60
 - > 20 to 40
 - > 0 to 20

PROFILED HOSPITAL compared to:

2015 Teaching: n = 445

2011-2015 Teaching: n = 446

What is the Clinical or Business Question?



Before the Enterprise Data Warehouse



Vision/Strategy

Vision

Data as an asset for BayCare

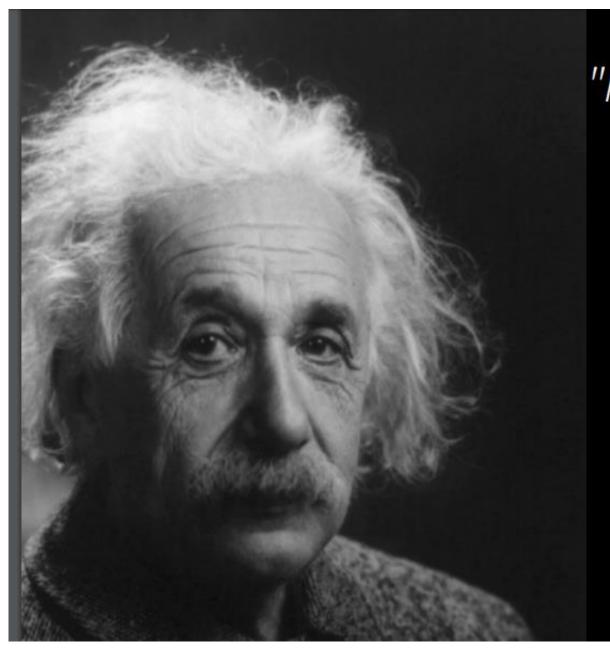
Timely data/analytics for problem solving and to

drive decision making

Strategy

- Single source of truth
- Integrated information
- Standardized definition and processes
- Ability to answer complex business/clinical questions





"Not everything that can be counted counts, and not everything that counts can be counted."

Albert Einstein



Today

- Predictive analytics
- Population management

Application

- Clinical dashboard releases
- Operational dashboard releases

Harmonization

- Soarian/Invision transition
- Replacement of legacy databases
- Tableau deployment
- Operational dashboard releases

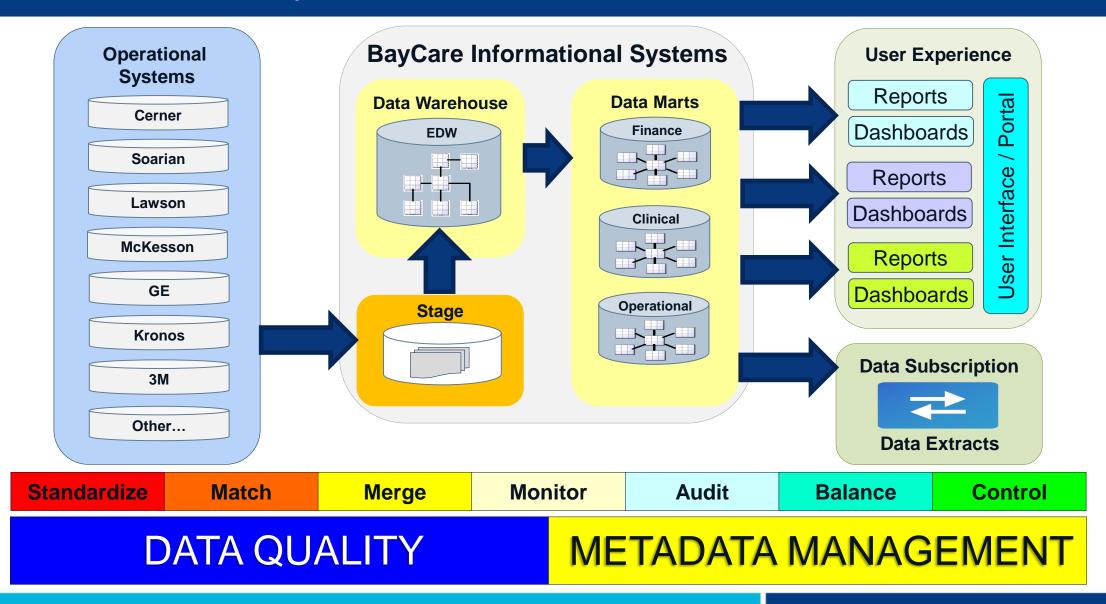
4 Acquisition

- Financial Lawson
- Clinical Cerner EMR
- Initial dashboard releases

Project begins

- Data Governance
- Architecture deployed

BayCare EDW Architecture



Data and Analytics Architecture





Value for BayCare

Cost per case, compare, bench mark and identify the best practices. Adds value to drill down to various revenue groups and build standard practice patterns, including order-set utilization

Cost per Case Analytics Urgent Care Analytics Allows BayCare to measure operational, financial and quality focused metrics of Urgent Care locations. Appropriate usage of antibiotics for acute pharyngitis

Surgical Analytics Enterprise wide overview of surgeries that help with patients, quality, turn-around time, surgeon productivity

Key metrics that can be used to adjust processes and procedures to ensure efficient scheduling and operations

Allows BayCare to quickly and easily share data with partners and vendors

and Operational Analytics

Productive

Data Services Quality
Physicians
Patients

Cost

Revenue Cycle Metrics

Revenue trends to allow managers to make adjustment and control cost

Lab Analytics Help to drive efficiency at Labs, to reduce cost and avoid high cost tests

Several analytics for Readmission & LOS to help with cost control, Patient satisfaction, care management

LOS & Readmits Analytics

Detailed ED Metrics that help with wait-times, efficiencies and procedures

ED Analytics

Physician Analytics Value Base Purchasing (MSPB)

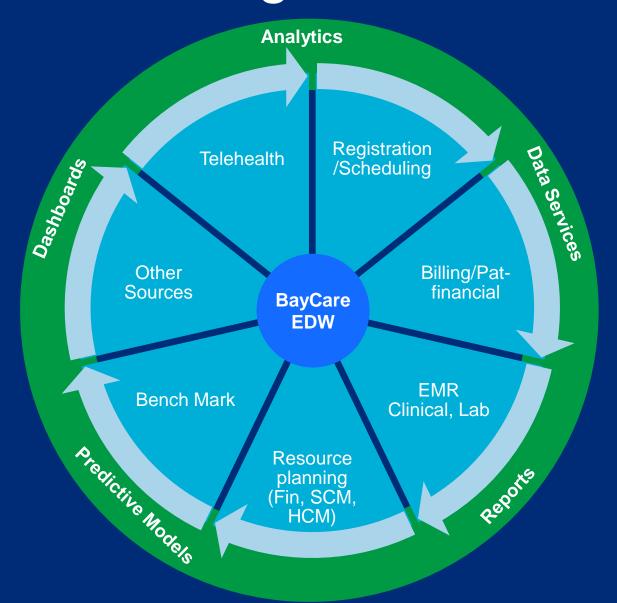
Ties CMS metrics with BayCare data to analyze cost and attribution. Appropriate placement of patients post hospitalization

Track key metrics around physician quality, OPPE, performance, cost and utilization



24

Integrated Information = Asset



- 21 million encounters
- About 4 million patients
- 5 Billion clinical events
- 22 million labs orders and results
- 2,000 dashboard and reports

- 400,000 hits annually
- 5700 team members
- 182 million records through data services
- Throughput of 800TB of data per day
- Over 30 billion rows of data
- Over 3 million SQL/day



Transformation factors

- Strong team
- "Agile" Analytics Quick turn-around & iterative process
- Strong & engaging data-governance
- Focus on validation, reconciliation to build credibility and trust
- Desired delivery channel for reports, raw data, and information visualization
- Self-service model (push vs pull)
- Collaboration with service-lines and departments
- Consolidation of reporting teams to reduce redundancy and improve efficiency accuracy
- Cultural change around data discovery & data driven decisions



26

Data Governance Structure

Executive Committee EDW Executive Committee Operational Financial Clinical Advisory Other Advisory **Quality Advisory Advisory Advisory** Committee Committee **Committee** Committee **Committee Business Intelligence Center (BIC) Clinical Working Quality Working Operational Financial Other Working Tactical Group Working Groups Working Groups** Groups **Groups** Groups

Operational Analysts

Financial Analysts

Other Analysts

Clinical Analysts

Quality Analysts

Why focus on VTE?

- #1 BayCare Complication in 2016
- BayCare had 646 cases diagnosed
- Known Evidence Based Practice (EBP) to prevent VTEs
- Opportunity to improve compliance with EBP

Hospital	2016	2017 YTD
BRM	3	1
MCH	24	21
MDH	10	9
MPH	46	42
SAH	41	42
SJH	67	49
SJS	8	9
SJW	2	0
WHH	25	18

What is Venous Thromboembolism (VTE)?

- A blood clot that starts in a vein
- 3rd leading vascular diagnosis after heart attack and stroke
- Affects 300K 600K Americans annually
- Two Types
 - Deep Vein Thrombosis (DVT) is a clot in a deep vein, usually leg
 - Pulmonary Embolism occurs when DVT clot breaks free from a vein wall and travels to the lungs and blocks some or all of the blood supply

What is Venous Thromboembolism (VTE)?

Causes – slowing or changes in blood flow

- Surgery (major general orthopedic)
- Immobilization
- Hospitalization
- Pregnancy or hormones

High Risk

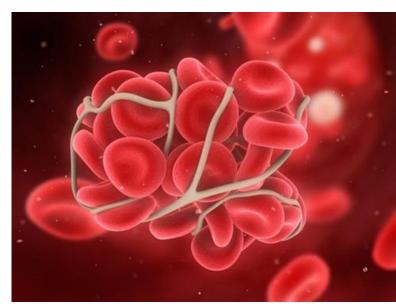
- Elderly
- Obese/overweight
- Cancer/autoimmune disorders
- Genetic causes of excessive blood clotting

Incidence & Complications

- 50 percent or more of HA- VTE are preventable.
- 10 percent of VTE events can result in fatal pulmonary embolus, the most common preventable cause of hospital death.
- VTE is a significant cause of hospital readmissions after surgery

"Maynard, Greg, Preventing Hospital-Acquired Venous Thromboembolism

A Guide for Effective Quality Improvement"

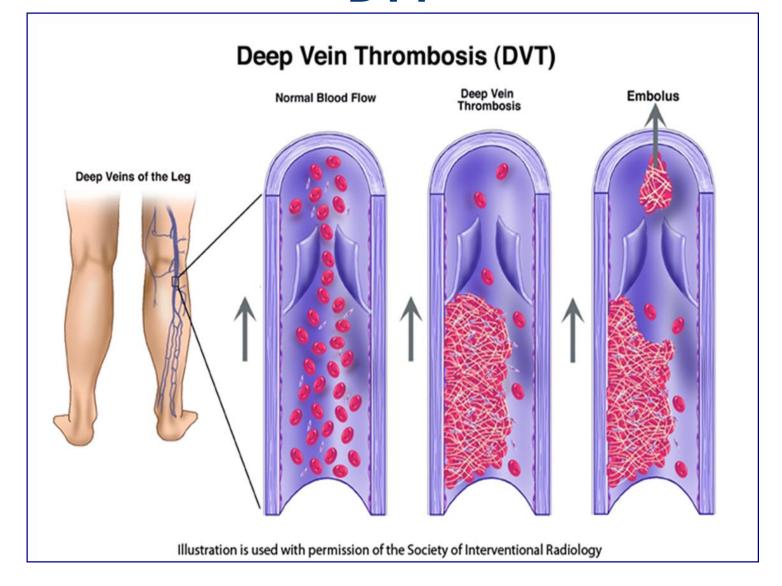


Pulmonary Embolism

· This is what we're afraid of



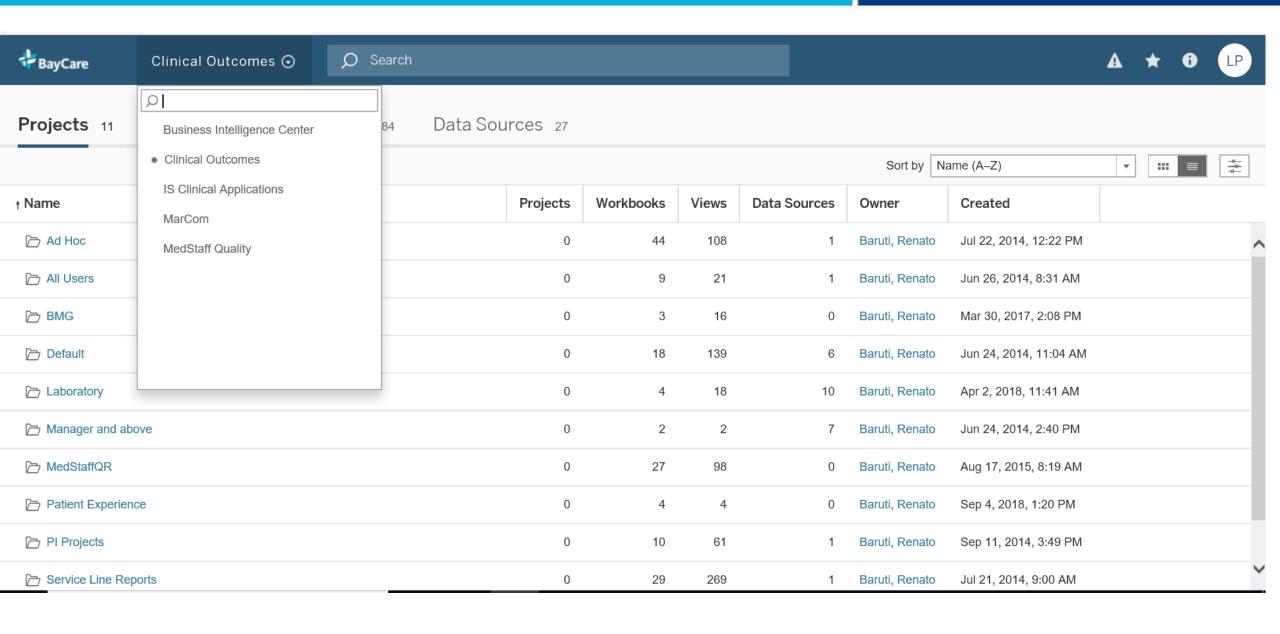
DVT



Best Practice to Prevent VTEs

- Mandatory risk assessment & reassessment during hospital stay (VTE Advisor)
- Sequential Compression Devices (SCDs)
- Anticoagulant prophylactic therapy
- Early and frequent ambulation and activity
- Patient education

We needed DATA!





Resources

Home



Health System

Clinical Disciplines | Culture | QUALITY |

Home > Shared Services > Analytic Tools & Reporting > BigSky

Shared Services



Search...

0

Dashboard Catalog

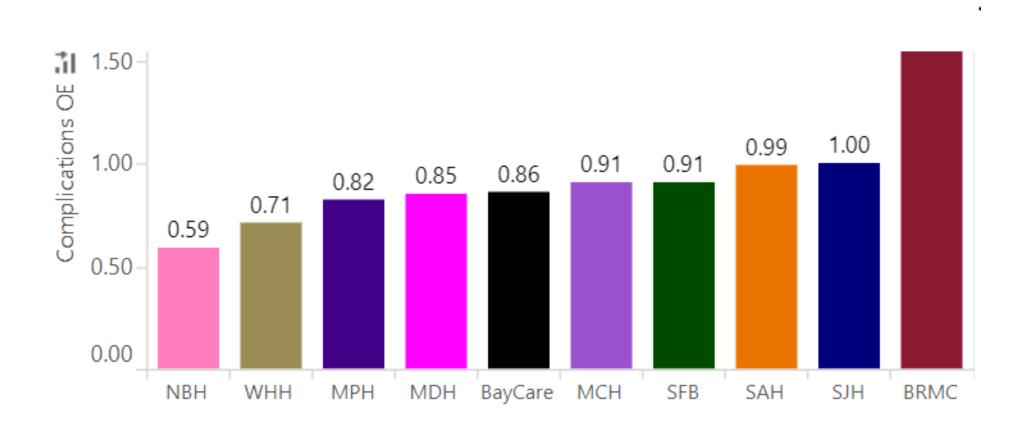


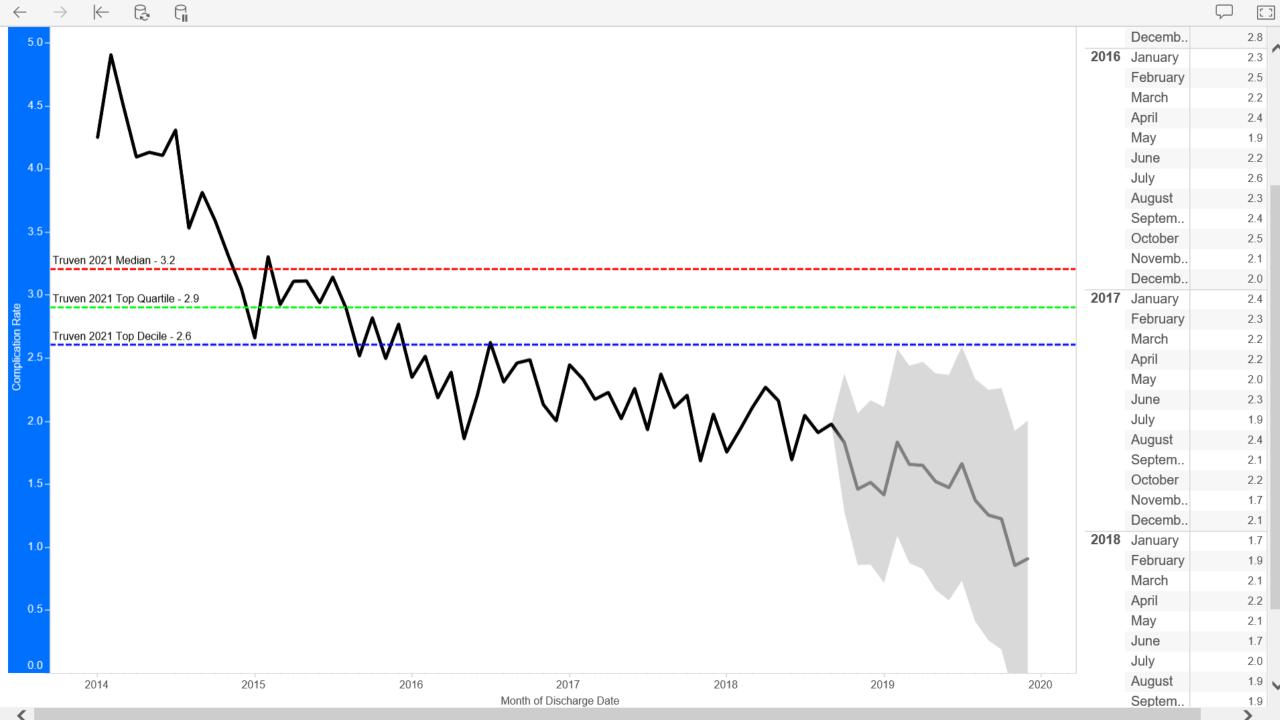
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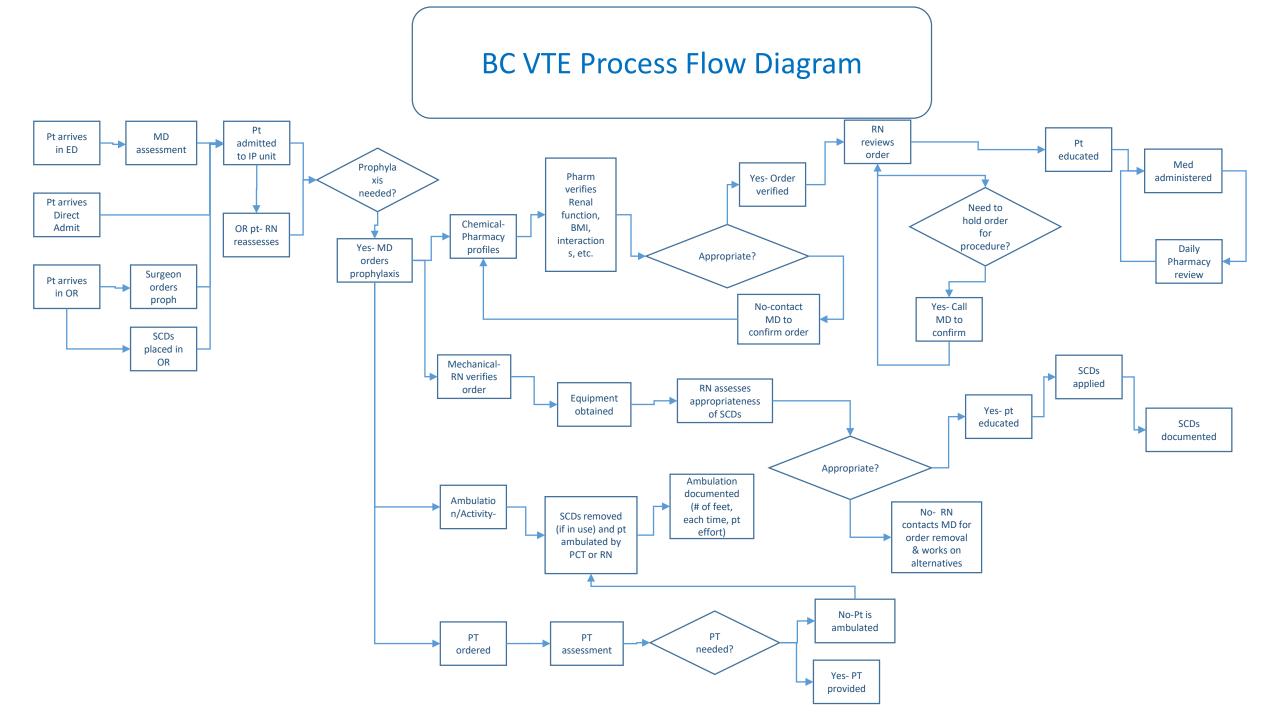
BayCare Enterprise Analytics and Reporting

Search by Project	Project Name	Gatekeeper	Access Control	Tableau Dashboards	
 ✓ (All) ✓ BayCare Medical Group ✓ Cardiovascular Services ✓ Care Coordination ✓ Clinical Reports ✓ Daily Operational Finance ✓ ED Analytics ✓ EDW Operations ✓ EIS Governance ✓ Finance Cost and Accounti ✓ IS Compliance ✓ Laboratory Analytics ✓ Mobile Applications ✓ Nursing ✓ Patient Registration and B ✓ PMO ✓ Productivity ✓ Public (All Access) ✓ Radiology and Imaging Ser ✓ SharePoint Analytics ✓ Strategic Planning ✓ Surgery Analytics 	Clinical Reports	Michelle Teichgraeber	Control	Acute Care Reports Cardiac Procedures Cerner Clinical Outcomes Consult to Physician Report CPOE Orders Discharge Orders Diverticulitis/PE Dx Dashboard Doctor Procedure Count for Physician Systems Dashboard ED OSV Dashboard EMAT Services Dashboard Encounters Mammography Screening NBH Admin Palliative Care Palliative Care PIM	
✓ Surgery Analytics					
✓ Team Resources Search by Workbo				Pastoral Care Patient Historical Summary	
(AII)				Pharmacy Orders Respiratory Procedure Testing Patient Summary	~

Complications 2018







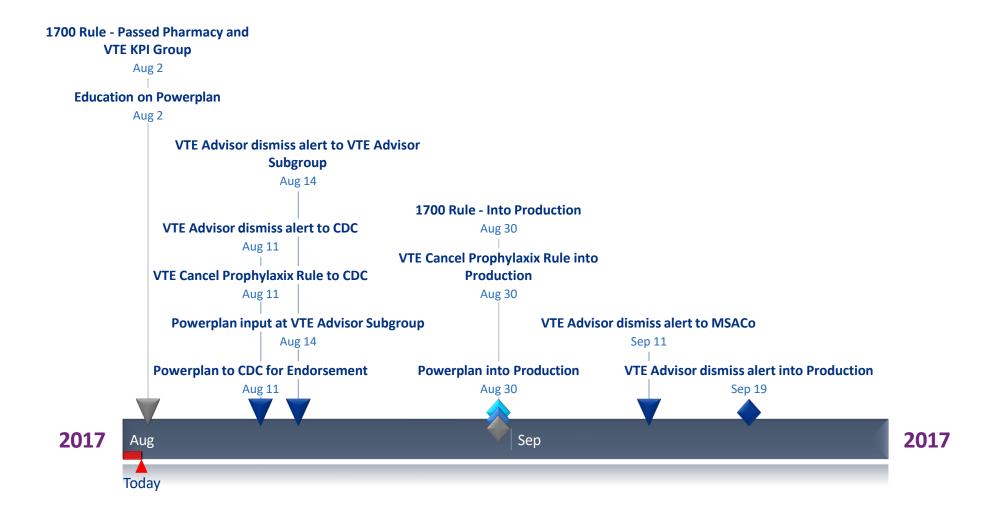
Primary VTE Prevention Action Plan

- I. VTE Informatics Changes October
 - a. New evidenced based order set
 - b. Changes to VTE Advisor for improved evidence based guidance to physicians
 - c. New VTE alert to physicians if on no prophylaxis
- II. Pharmacy Change to dosing chemical prophylaxis timing on day of admission (1700 rule) (Sept/Oct)

Primary VTE Prevention Action Plan

- I. Physician education on VTE prevention
 - a. Hospital quality committees & grand rounds
- II. Ambulation Initiative (Sept/Oct)
 - a. Ambulation Report
 - b. Standardized Ambulation Guidelines (NEW)
- III. Patient Education on Preventing Blood Clots (Nov)
- IV. VTE Nursing Prophylaxis Tool Roll Out (Sept/Oct)
 - a. Empowers nursing to have guidelines on contacting physicians when a patient is not on chemical prophylaxis

Initiatives Timeline



Cerner EMR Communication

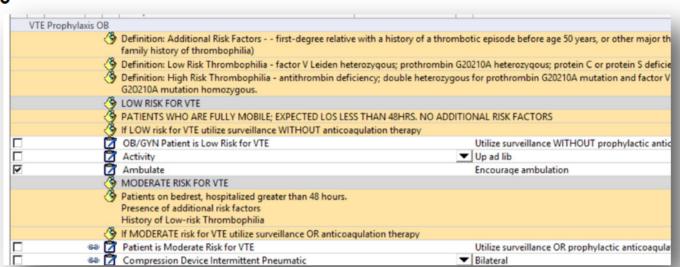
Changes to OB/GYN PowerPlans for VTE Prophylaxis

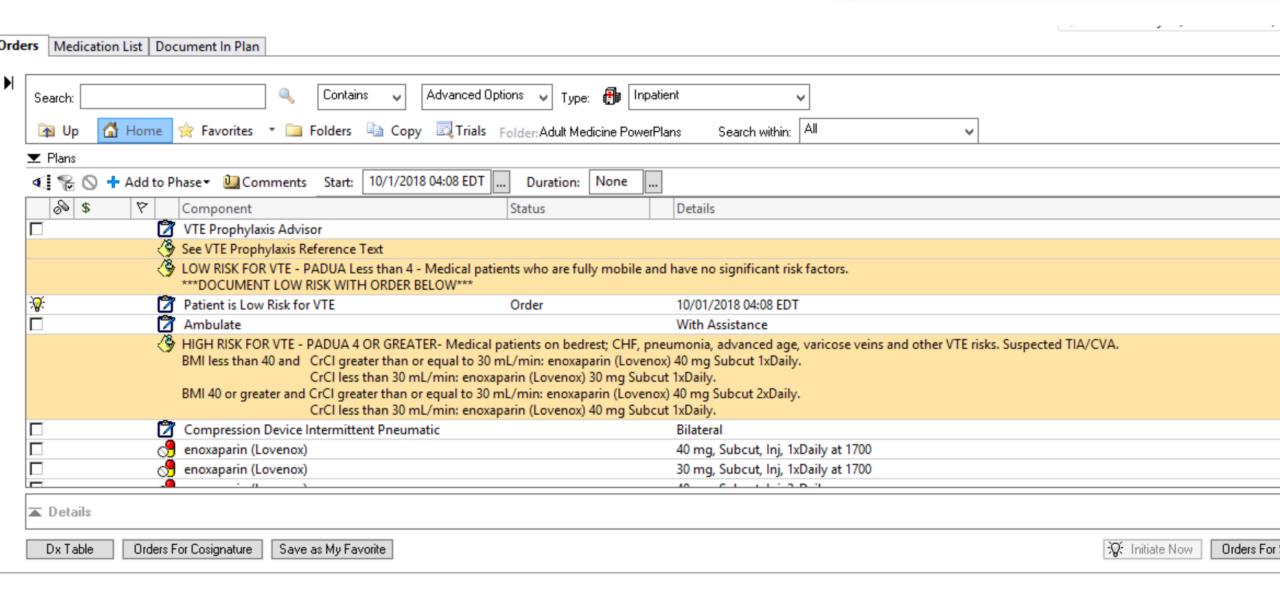
Effective **July 25**, **2018**, VTE Prophylaxis orders for OB/GYN PowerPlans are updated to meet American Congress of Obstetricians and Gynecologists (ACOG) guidelines as approved by Perinatal Safety.

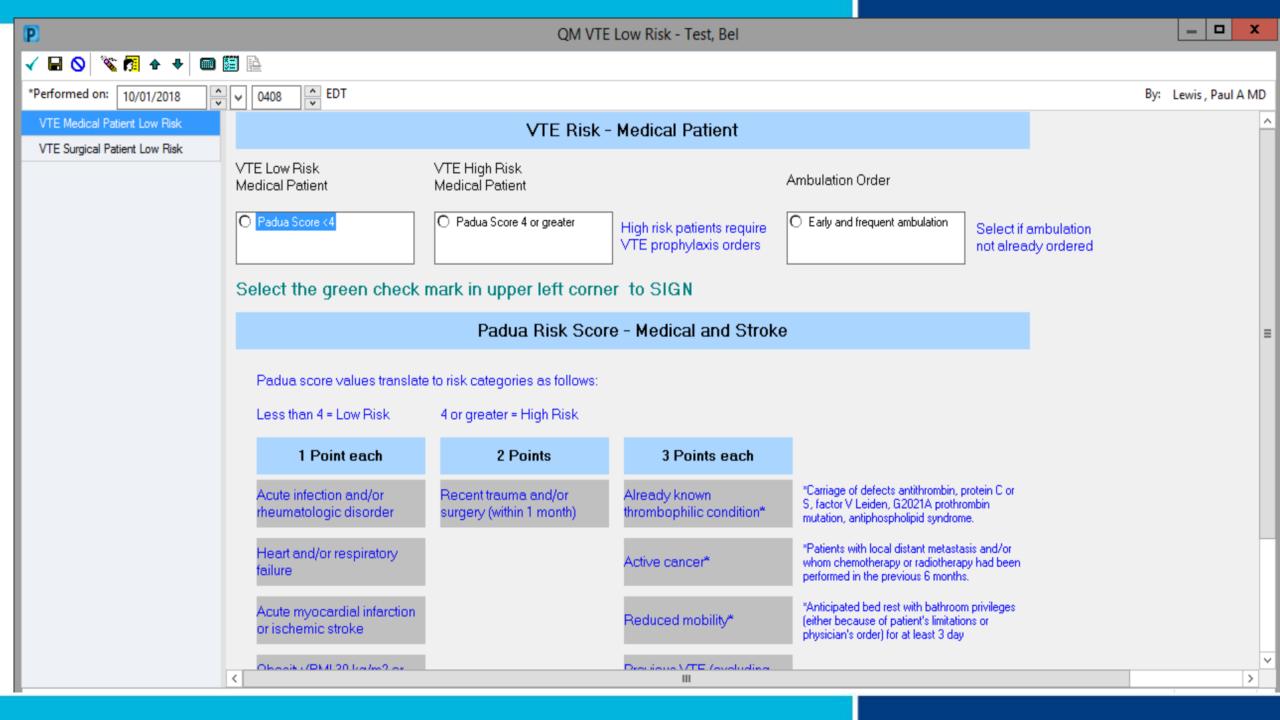
Note: Assess VTE risk and utilize associated orders for all OB/GYN patients.

The following changes are made to the OB/GYN PowerPlans:

- VTE Prophylaxis OB orders display and conform to ACOG guidelines for the following PowerPlans:
 - Admission Antepartum v3
 - Scheduled Cesarean Multiphase v2. Preop
 - Postpartum v2
 - Preop OB GYN
 - Labor Multiphase v2.
 Postpartum







VTE Prophylaxis Nursing Report

Score 0= No prophylaxis

Score 1 = Mechanical Prophylaxis Only

Score 2 = Chemical Prophylaxis

VTE Prophylaxis Report

Facility: St. Anthony's Hospital

Date: 09/19/16

Room-Bed	Patient Name	FIN Nbr	Admit Dt/Tm	Age	Attending	Service
CI01-P	VENSKUS, SIMON	1102992748	09/12/2016 10:47	84	Azzi , Nadine MD	Medicine

Score: 2 Prophylaxis: heparin 5,000 unit(s) = 1 mL, Subcut, q8hr First Given: 09/15/2016 14:39 Last Given: 09/19/2016 13:17; Compression Device Intermittent Pneumatic - 3 Intermittent pneumatic compression devices, knee high - Applied / Turn On: 09/12/2016 12:00; Compression Device Intermittent Pneumatic - 3 Intermittent pneumatic compression devices, knee high - Applied / Turn On: 09/13/2016 00:00

VTE Prophylaxis Report

Facility: St. Anthony's Hospital

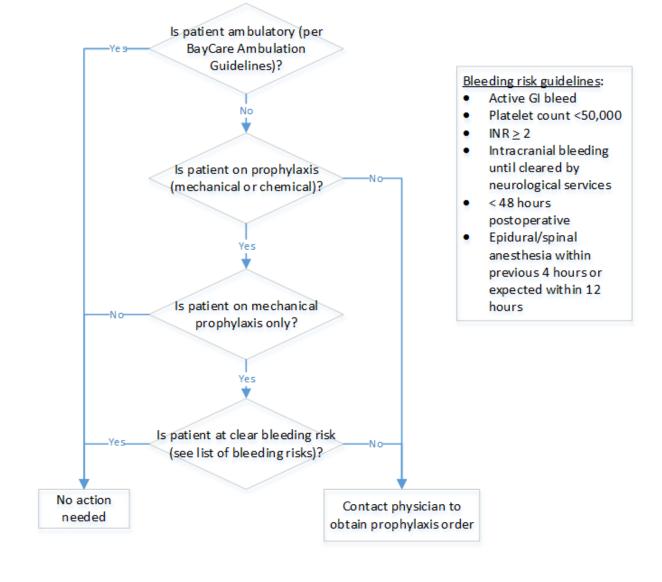
Date: 09/19/16 Time: 15:41

Room-Bed	Patient Name	FIN Nbr	Admit Dt/Tm	Age	Attending	Service
0353-B	BATES, ISA C	1103028187	09/17/2016 18:05	80	Panara , Jaysukhlal V MD	Medicine

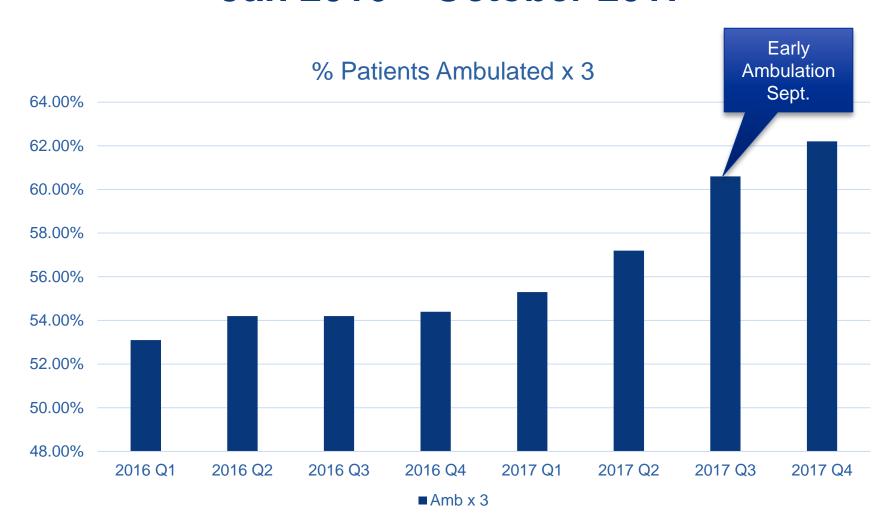
Score: 1 Prophylaxis: Mechanical Prophylaxis Only - Compression Device Intermittent Pneumatic - 3 Intermittent pneumatic compression devices, knee high -

Applied / Turn On: 09/18/2016 20:30

VTE Nursing Prophylaxis Tool



BayCare Early Ambulation Jan 2016 – October 2017





Venous thromboembolism (**VTE**) is the formation of a blood clot in the vein. When a clot forms in a deep vein, usually in the leg, it is called a deep vein thrombosis or DVT. If that clot breaks loose from the vein wall and travels to the lungs, blocking some or all of the blood supply, it is called a pulmonary embolism or PE.

VTEs are a subset of Truven Complications. The Complications metric was a **K**ey **P**erformance Indicator (KPI) from 2014-2016. In 2017, VTEs were monitored as a KPI by Clinical Outcomes and a Performance Improvement team. In 2018, VTEs, while not a KPI, will continue to be monitored.

Truven Complications are defined by ECRI methodology, Expected Complication Rate Index (ECRI). The methodology includes secondary dxs, where POA is 'N' or 'U', and are base on ICD-9s. As of 10/1/2015, ICD-10s are used and backmapped to match the ICD_9 criteria. When two or three years of ICD-10s become available for reporting, Truven will update their methodology.

CMS identified additional criteria for 2017 which were included in the KPI, also found in Premier. The dashboard offers the ability to look at VTEs per Truven Methodology only, Premier/CMS Additional Codes only, and Truven-Permier/CMS Additional combined (KPI).

The VTE metric includes:

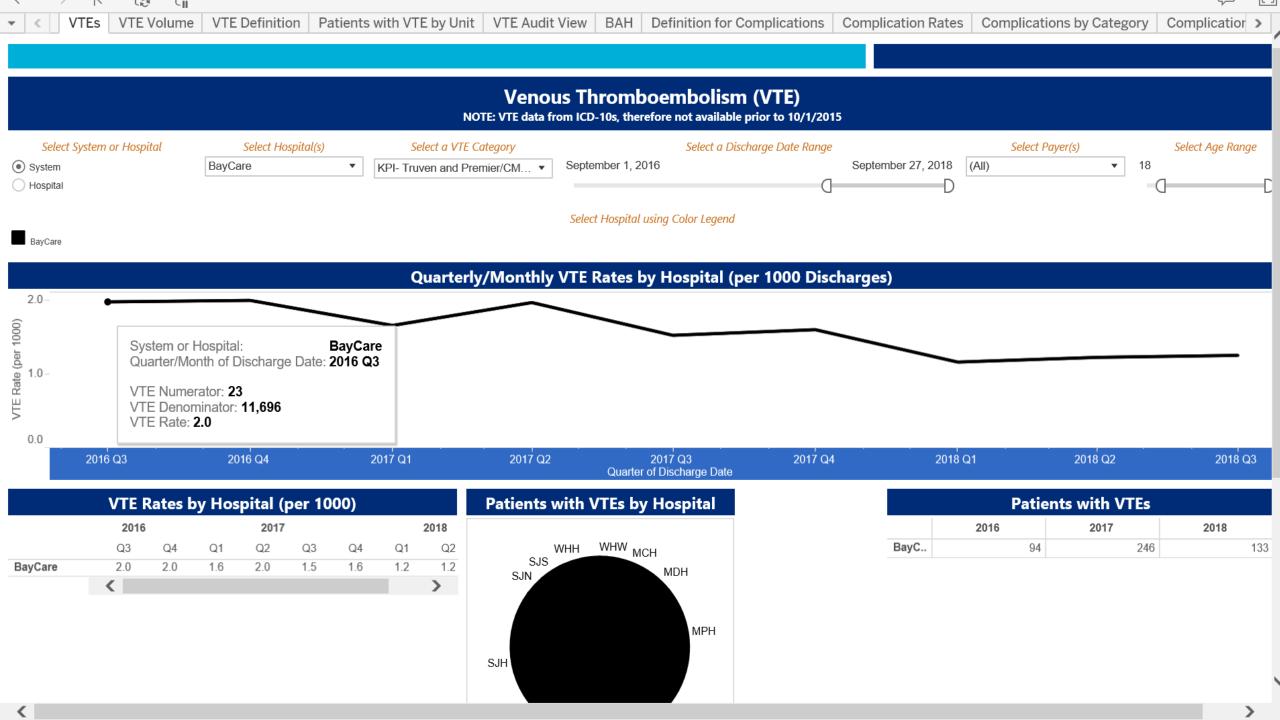
- Inpatient cases and does not include Rehabilitation, Psychiatric, and Substance Abuse patients.
- All payers are reported and ages 18+
- Truven identified ICD-10 Codes (therefore data not available prior to 10/1/2015)
- CMS identified ICD_10 Codes

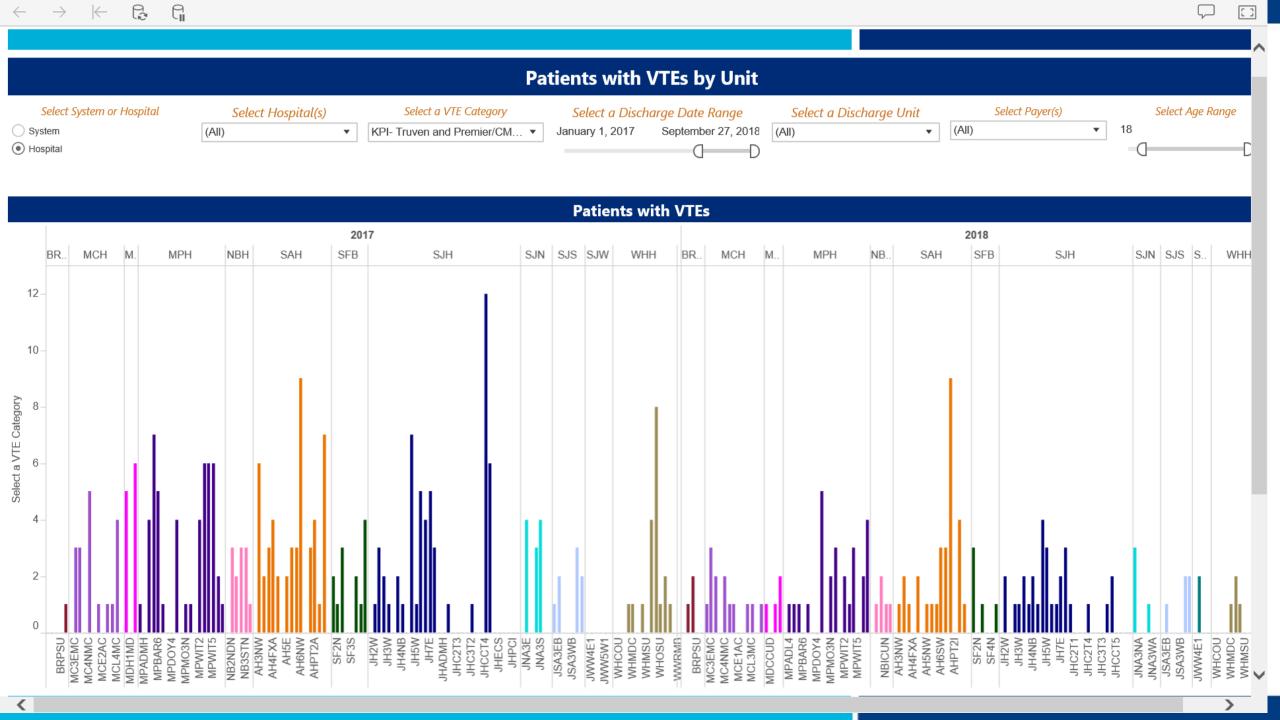
The metric excludes:

- Discharges that are AMA and Transfers to short term facilities
- Additional exclusions have been applied per Truven Qualifiers for both DVT and PEs.

The VTE complication rate is calculated by dividing the number of patients with a qualifying secondary diagnoses by the number of eligible discharges divided by 1000.

NOTE: BayCare Alliant Hospital (BAH) VTE data is monitored separately, see BAH Tab. The KPI definition is utilized with one exception, BAH data includes Discharges to Other Short Term Facili (which is a Truven exclusion and does not apply to the BAH population).







Mon 9/11/2017 7:21 AM
TableauServer@baycare.org
VTE Audit View

To Lewis, Paul

Retention Policy BayCare Email Retention Policy (10 years)

SJS

SJH

Expires 9/9/2027

Audit for Venous Thromboembolism (VTE)

Select Hospital(s)

8/14/2017

8/8/2017

8/20/2017

8/21/2017

Select a VTE Category
KPI- Truven and Premier/CMS VTEs

MED

SURG

From August 7, 2017

Select Date Range

Other pulmonary embolism without acute cor pulmonale

Acute embolism and thrombosis of right tibial vein

Acute embolism and thrombosis of right tibial vein

Select Payer(s)

Null

Null

Null

Null

Null

Null

Select Age Range

6

13

13

18 to 115

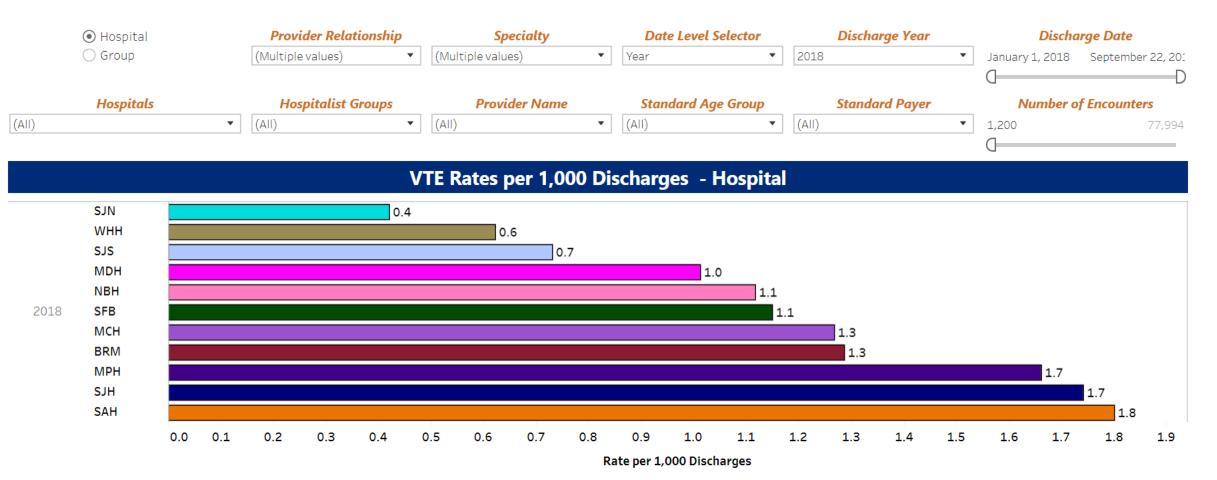
	Patients with VTEs											
Encounter	C. Hospita	Admit Da	Discharg	Spinal	Med Surg	Surgeon Full Name	AGE	DX DESCRIPTION	VTE Date	VTE Time	Readmit	LOS
	SAH	8/4/2017	8/8/2017		SURG		80	Acute embolism and thrombosis of right femoral vein	8/6/2017	20:30:00		4
	MCH	7/28/2017	8/9/2017		SURG		91	Acute embolism and thrombosis of femoral vein, bilateral	Null	Null		12
								Acute embolism and thrombosis of other specified deep vein	Null	Null		12
								Acute embolism and thrombosis of popliteal vein, bilateral	Null	Null		12
								Acute embolism and thrombosis of right tibial vein	Null	Null		12
	SJH	7/29/2017	8/10/2017		SURG		60	Other pulmonary embolism without acute cor pulmonale	8/9/2017	10:41:00		12
	SFB	8/4/2017	8/11/2017		MED		79	Other pulmonary embolism without acute cor pulmonale	8/10/2017	15:50:00		7
	WHH	8/2/2017	8/13/2017		MED		31	Acute embolism and thrombosis of left popliteal vein	8/6/2017	9:10:00		11
	SJH	8/5/2017	8/14/2017		MED		88	Other pulmonary embolism without acute cor pulmonale	8/11/2017	19:06:00		9
	SJS	8/9/2017	8/15/2017		MED		61	Acute embolism and thrombosis of left popliteal vein	8/12/2017	18:43:00		6

66

47

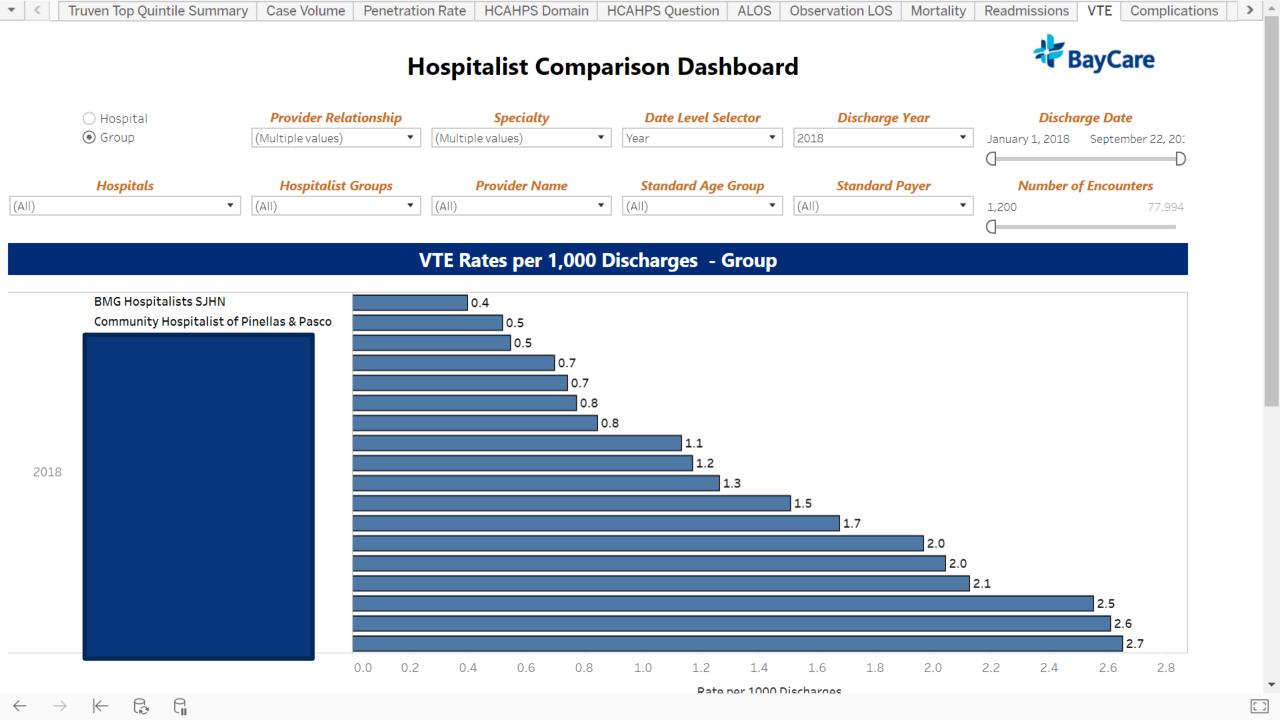
Hospitalist Comparison Dashboard









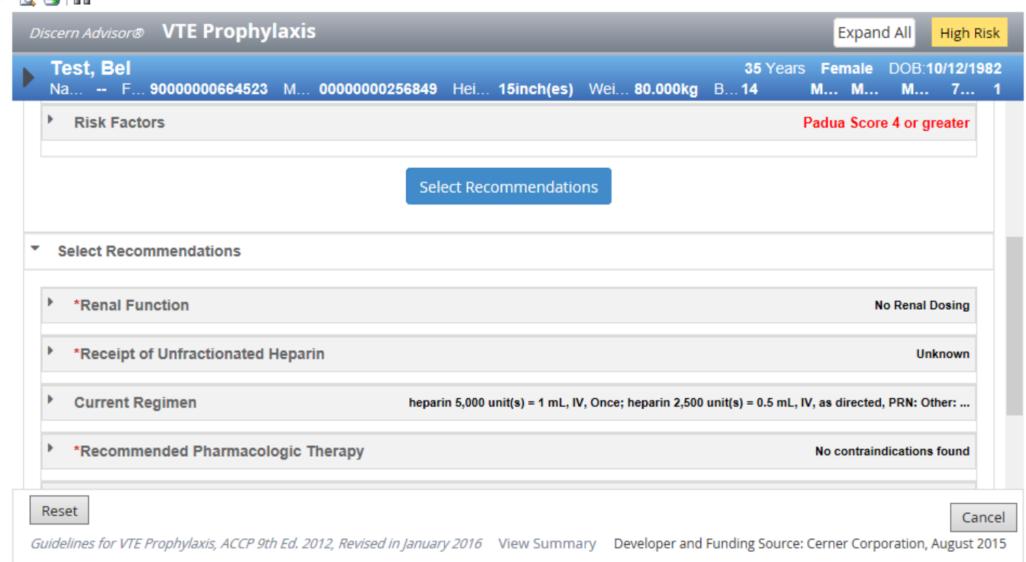


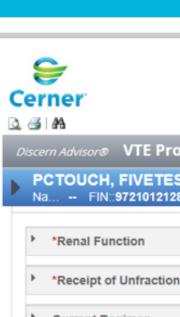
VTE Advisor —Clinical Decision Support

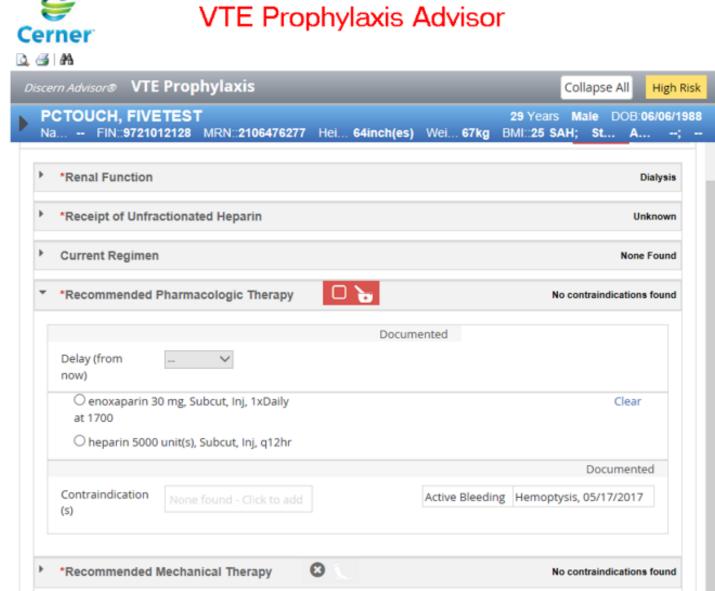
- Proper assessment of VTE risk level in hospitalized patients is vital to providing timely preventive treatment. When used consistently, clinical decision support tools can improve timely patient assessment and VTE prophylaxis.
- VTE Advisor (Advisor) is a Cerner decision support tool that is available to providers to assist in the VTE risk level assessment, as well as offer prophylaxis recommendations



VTE Prophylaxis Advisor







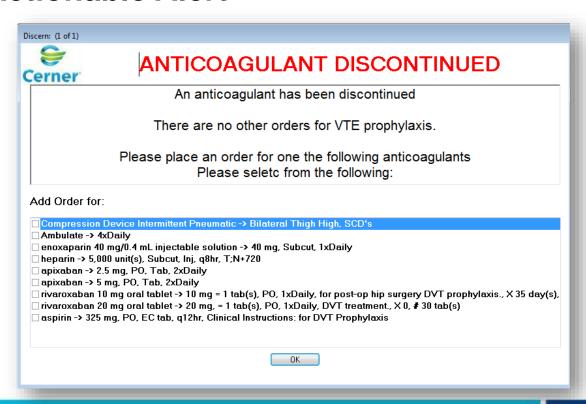
VTE Prophylaxis Orders

Issue:

Anticoagulant discontinued without another anticoagulant or SCD order in place

Change:

Actionable Alert



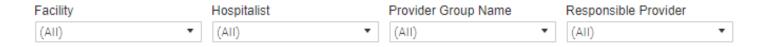
VTE Advisor "Stop the Clot"

VTE Advisor Summary

Encounter Detail

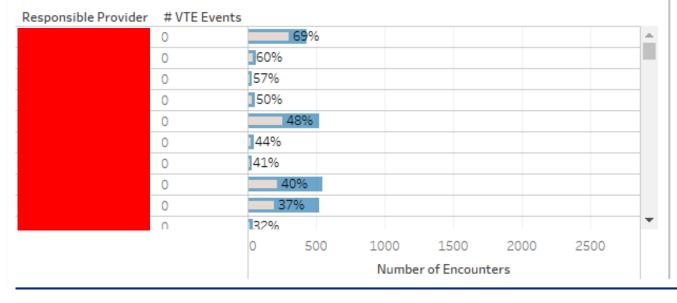
VTE Advisor Data

Post 2/27/2017 Tool Enhancements



Provider Patient Volumes

VTE Cases, Total Patient Volume, and Total Completed VTE Advisor



VTE Cases vs Advisor Usage

	Did Not Use Advisor	Completed Advisor	Grand Total
No VTE	96.91% N:79,287 Overridden: 0%	3.09% N : 2,531 Overridden: 20%	100.00% N:81,818 Overridden: 1%
Developed VTE	94.33% N:133 Overridden:1%	5.67% N:8 Overridden: 25%	100.00% N:141 Overridden: 2%
Grand Total	96.90% N:79,420 Overridden:0%	3.10% N : 2,539 Overridden: 20%	100.00% N:81,959 Overridden:1%

VTE Advisor "Stop the Clot"

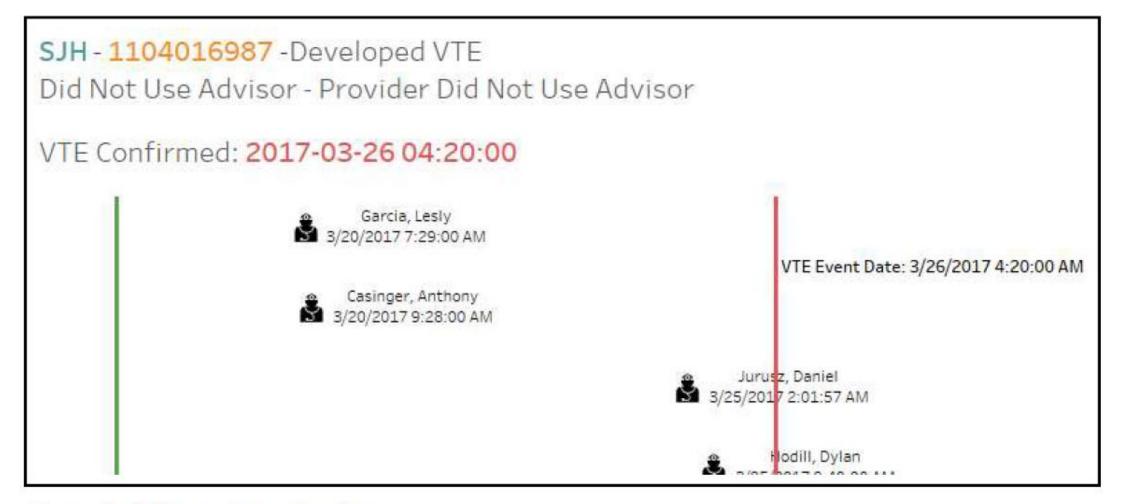


Figure 4 - VTE encounter timeline

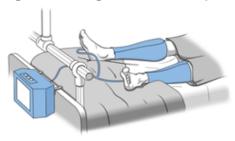
Preventing Blood Clots in the Hospital

While in the hospital, you have an increased risk for blood clots to form in your legs. The normal flow of blood in your body can slow down after surgery or when you're less active, and blood clots can form. Blood clots can harm your blood vessels and be life-threatening. You're at risk for two main conditions:

- 1. Deep vein thrombosis (DVT): A blood clot that forms in a deep vein, usually an arm or leg, limiting blood flow to that area
- 2. Pulmonary embolism (PE): A blood clot that breaks off and travels to the lungs

To help prevent these conditions, your health care team will create a plan that's right for you. Your doctor may order sequential compression devices (SCDs) and/or blood thinning medications.

Sequential Compression Devices (SCDs)



What are sequential compression devices?

Sequential compression devices can lower the risk of blood clots forming. The SCD is a machine with tubing attached to "sleeves" that are worn on both legs. The sleeves fill with air from a pump and gently squeeze your leg muscles, switching from one leg to another. The squeezing of the sleeves simulates walking, which is the body's normal way of moving blood through the body.

How will the SCDs feel?

The sleeves fit snugly around your legs. When the pump is turned on, you'll feel a gentle squeezing of one leg for several seconds. The squeezing will stop for a few seconds, and then the other leg will be squeezed. The squeezing will go back and forth from leg to leg. If the wrap feels too loose or too tight, or if you feel any pain, numbness or tingling, notify your health care team.

Who should use SCDs?

Hip and knee replacement surgery patients

Patients with lymphedema (swelling of the legs and/orarms)

Obese patients

Patients confined to bed for a long period of time

Patients unable to take blood thinners

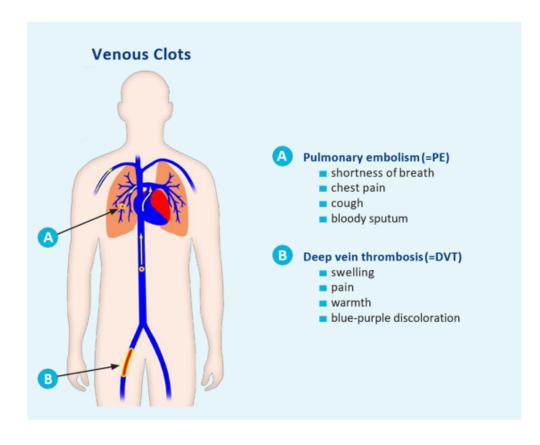
Blood-Thinning Medications

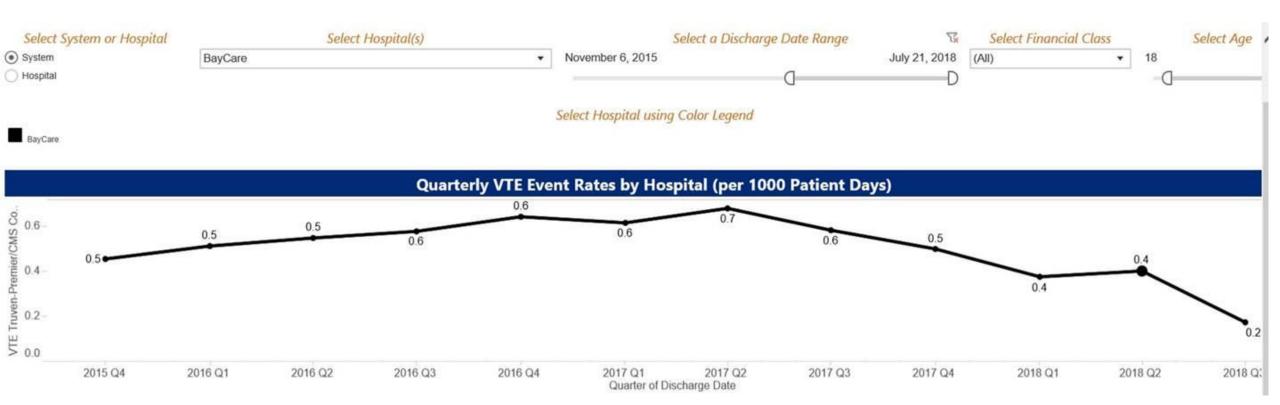
Blood thinning medications work to decrease your blood's ability to clot. While the medications don't break up existing clots, they can prevent clots from getting bigger or reduce your risk of forming new clots.

Your Role in Preventing Blood Clots

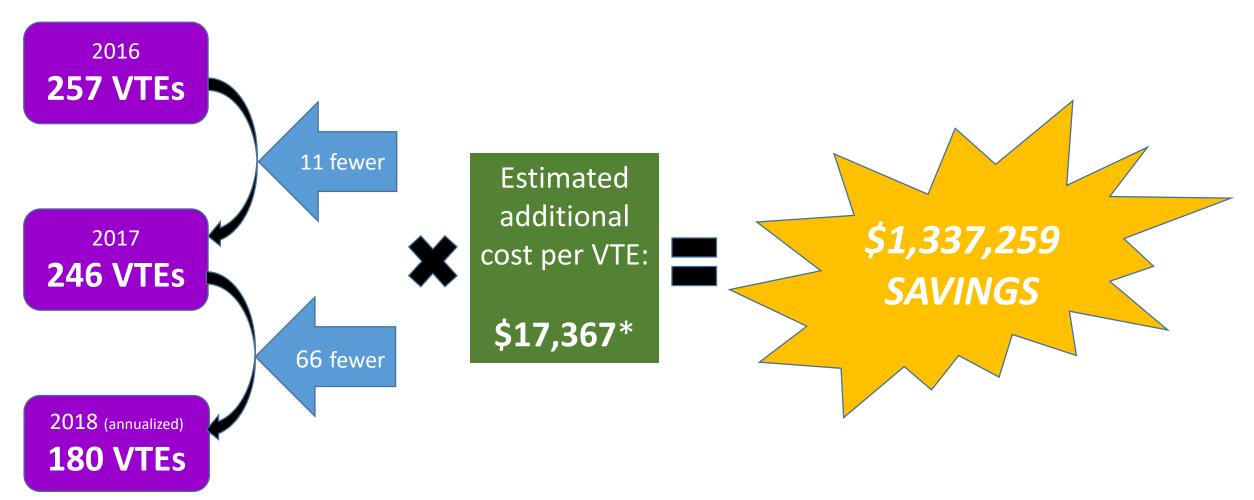
Take all the doses of the medication ordered for you.

Take the medication even if you're able to get up and walk.





VTE Reduction Financial Savings



133 through September 27th **

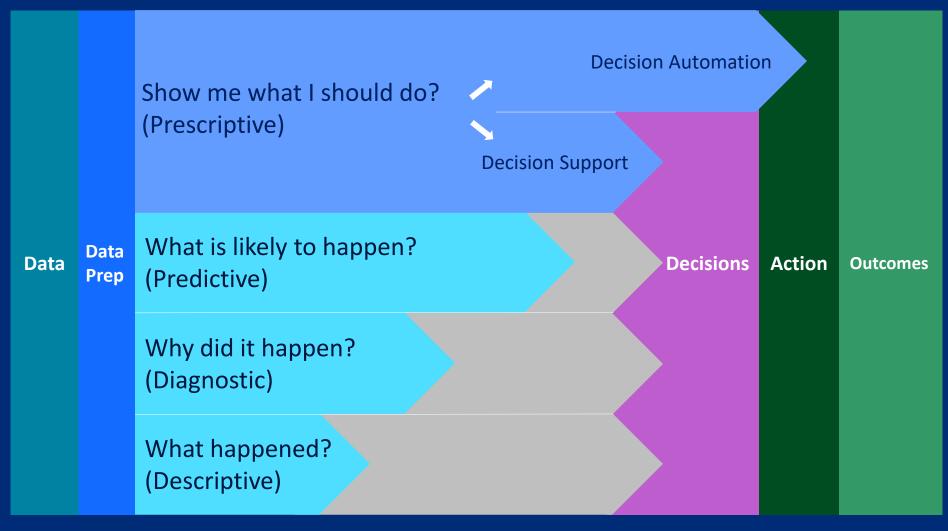
Building BayCare's Competitive Advantage - Answering the 'Harder' Questions

- 1. Does our nurse overtime policy affect our ICU quality measures? Patient satisfaction?
- 2. Identify cancer patients whose Epidermal growth factor receptor (EGFR) expression levels are 2 fold above the threshold for normal expression?
- 3. Correlation between our improved cardiac quality measures and reimbursements
- 4. How will a lower birth rate in our geography impact the local acute care providers, the L&D dept, surgery, Peds?
- 5. What is the impact to our credit rating based upon a "predicted" payer mix change to more Medicaid from commercial payers?

Develop insights That Combine Clinical, Administrative, Research and Financial Data

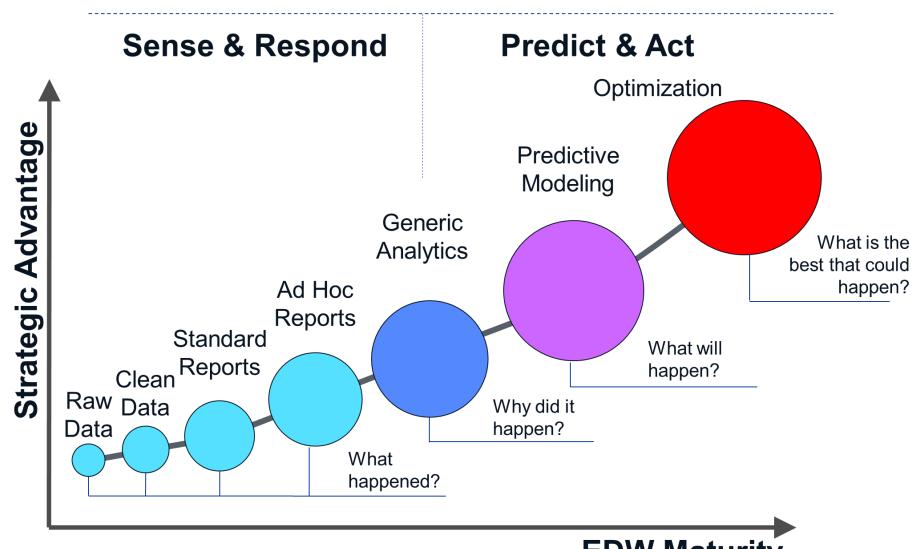


Data/Analytics – Roadmap





Quality demands greater insight...



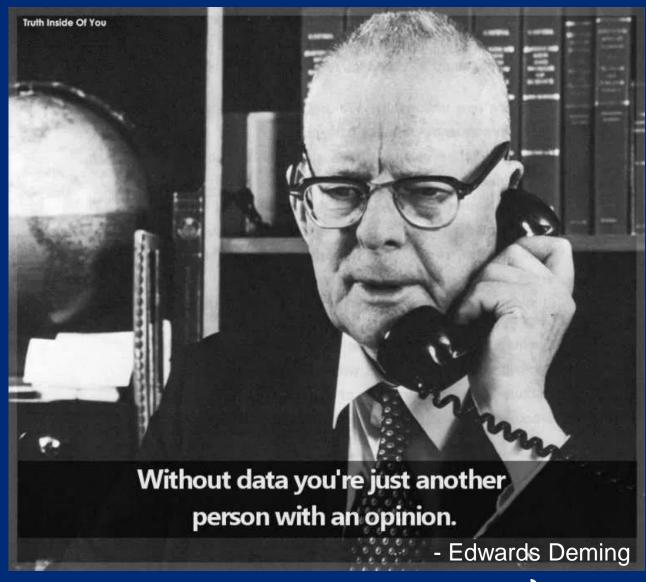
EDW Maturity

Take Away

- Know your data
- Validate your data
- Analyze your data

TO

- Tell the story
- Make decisions
- Identify process improvements





Questions & Some Answers

