

# Outcomes-Based Standardization: A New Approach to An Old Problem

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## Background

The COVID-19 pandemic has significantly strained care delivery, reduced available resources, and further destabilized healthcare finances. As healthcare organizations emerge from a pandemic that created economic instability, reactive cost cutting with little regard for the people at the end of those decisions quickly emerged as the standard approach.<sup>1-6</sup> In the post-COVID healthcare environment, where clinical and financial challenges are greater than ever, a new approach to reducing healthcare spending offers promise.<sup>2</sup>

## Purpose

The purpose of this project is to explain the Outcomes-Based Standardization Model, describe application of the model in practice to reduce hospital-acquired pressure injuries, and report successes across US hospitals.

## Method

Case-Based Proof of Concept

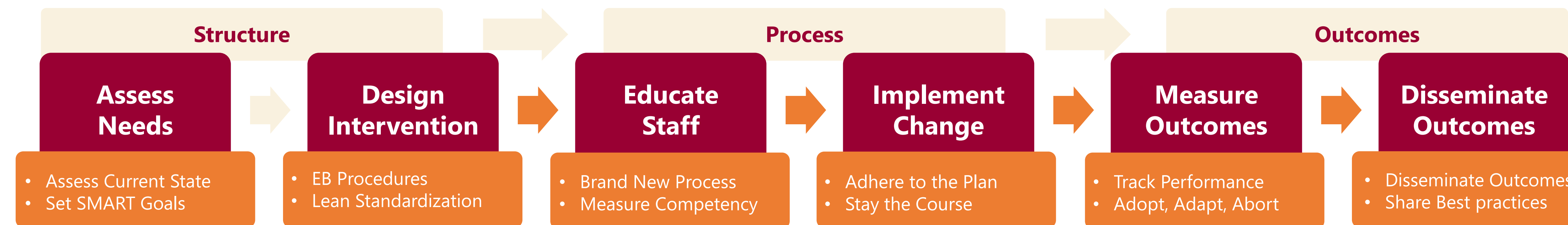
## Outcomes-Based Standardization Defined

Outcomes-based Standardization (OBS) is defined as an organized and concurrent approach to product and practice standardization that incorporates evidence-based products and care redesign to ensure value-based outcomes. This new approach incorporates lean concepts to alleviate redundant or ineffective products and practice and serves as a framework for change that balances clinical and financial decisions to ensure high value care across the continuum.

## References

1. National Health Expenditure Data. CMS. <https://www.cms.gov/Research-Statistics-Data-and-Systems/Statistics-Trends-and-Reports/NationalHealthExpendData>. Accessed November 24, 2022.
  2. Shubham, S., & Patel, N. (2022). The future of US healthcare: What's next for the industry post-COVID-19. McKinsey & Company. Accessed on <file:///C:/Users/Owner/Downloads/the-future-of-us-healthcare-whats-next-for-the-industry-post-covid-19.pdf>
  3. New report reveals widespread government failure to track and report data on covid-19 deaths, testing, and infections. National Nurses United. <https://www.nationalnursesunited.org/press/new-report-reveals-widespread-government-failure-track-and-report-data-covid-19-deaths>. Published November 12, 2020. Accessed November 24, 2022.
  4. Surveyed nurses consider leaving direct patient care at elevated rates. <https://www.emergingnleader.com/wp-content/uploads/2022/02/Mckinsey-Report-2022.pdf>. Accessed November 24, 2022.
  5. National Pressure Injury Advisory Panel. (2021) 2021 fact sheet: About pressure injuries in US healthcare national ... [https://cdn.ymaws.com/npiap.com/resource/resmgr/public\\_policy\\_files/npiap\\_word\\_fact\\_sheet\\_08mar2.pdf](https://cdn.ymaws.com/npiap.com/resource/resmgr/public_policy_files/npiap_word_fact_sheet_08mar2.pdf). Accessed October 2, 2022.
  6. Sen CK. Human wounds and its burden: An updated compendium of estimates. Advances in wound care. <https://pubmed.ncbi.nlm.nih.gov/30809421/>. Accessed October 2, 2022.
- Key:** AMC = Academic Medical Center EB=Evidence-Based SKU = Stock Keeping Units HAPI = Hospital-acquired Pressure Injury

## Outcomes-Based Standardization Model for Quality



## Lessons Learned

Even when implemented as intended, there will be opportunities for improvement, barriers to overcome, and lessons learned.

1. There is no one size fits all solution to harm reduction. OBS is a framework for change, but the details of and movement through each step will look different each time. Be courageous and intentional in seeking the right solutions for your unique needs.
2. Engaging the nursing leadership catalyzed faster progression to the goal, improved compliance, and sustained best practices and positive outcomes over time.
3. Just culture is an essential component of OBS. Participants need to feel empowered to report barriers and challenges without fear of retribution.
4. Standardization of evidence-based products and practice must occur concurrently. This holistic approach to standardization serves to simplify and streamline decision-making to reduce the risk of variation and errors and brands best practice as the expected standard of care. Branding best practice sustains success.

## Conclusion

Although the cases presented represent the wound care sector, the simplicity and practicality of outcomes-based standardization easily translates to other areas of health care. This new approach has been successfully employed across the country to help healthcare organizations achieve better clinical outcomes, alleviate waste, reduce SKUs, improve workflow and reduce unnecessary healthcare spending.

### CASE 1 350-bed Magnet-designated AMC, SE

- 150 HAPIs during prior year
  - 3<sup>rd</sup> Magnet redesignation at risk
  - 12-month PIP Program using OBS Model
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- **76.3% HAPI reduction**
  - **Stage 3 and 4 reduced to ZERO**
  - **Reportable HAPIs reduced 50%**
  - **\$1.4 million saved**

### CASE 2 300-bed Magnet-designated AMC, SE

- HAPI higher than internal benchmark
  - 12-month PIP Program using OBS Model
- 
- **42% HAPI reduction**
  - **196 unnecessary LOS days avoided**
  - **\$1,192,297 saved**

### CASE 3 500-bed AMC, NE

- HAPI higher than internal benchmark
  - 7-month PIP Program using OBS Model
- 
- **63% HAPI Reduction**
  - **84 unnecessary LOS days avoided**
  - **\$438,000 saved**
  - **ROI achieved in 3 months**

### CASE 4 1100-bed Magnet-designated AMC, NE

- Reduce HAPIs for redesignation
  - 5-month PIP Program using OBS Model
- 
- **51.6% HAPI reduction**
  - **4 units sustained ZERO**
  - **ZERO stage 4s**
  - **85% reduction in stage 3**
  - **\$1,371,321 treatment cost avoided**

### CASE 5 300-bed Magnet-designated AMC, NE

- Reduce HAPIs for redesignation
  - 10-month PIP Program using OBS Model
- 
- **82.5% HAPI reduction**
  - **264 unnecessary LOS days avoided**
  - **Reportable HAPIs reduced from 11 to 2**
  - **\$1,268,815 total cost savings**

