

Targeting “Tier 1” Physicians to Build Momentum for Performance Improvement

Case Study: Robert Wood Johnson University Hospital

About the Organization

- 600-bed, Academic Medical Center in New Brunswick, NJ
- Crimson member since 2009

Challenge

- Hospital executive team reduces operating budget by \$400K, the amount calculated by Crimson’s ROI formula
- CMO and Medical Executive Committee agree to focus initial efforts on “Tier 1” group of 50 physicians, including LOS outliers as well as physician leaders
- Goal is to mitigate risk of appearing punitive, build momentum by focusing on LOS improvement opportunities

Solution

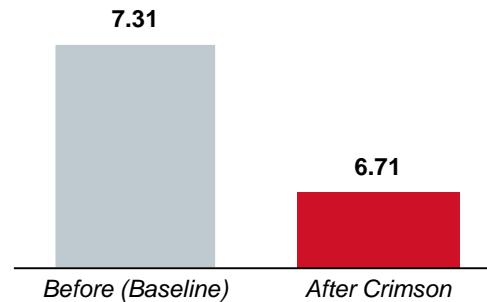
- CMO reviews Crimson profiles with individual physicians and groups, uses timeline feature to review specific end-of-stay opportunities with LOS outliers
- Physicians leave meeting with specific action steps such as meeting with CDI staff and support from case managers to assist with discharge planning
- Decision Support creates custom Tier 1 physician group and develops tools to track improvements and report results

Impact

- Efforts yield \$1.7M in savings; Tier 1 group expanded to 100 physicians

Focusing on Individual LOS Outliers

Average Length of Stay



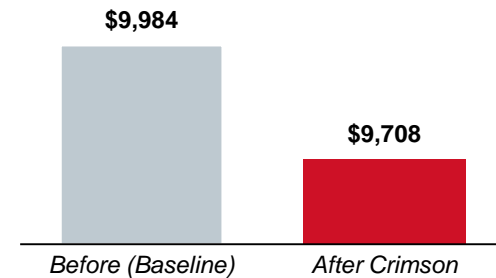
- CMO meets individually with each physician to review opportunities
- CMO sends personalized monthly letters to physicians/groups including Crimson data to trend progress

“In our academic environment, having access to statistically valid, severity-adjusted data to share with physicians has been invaluable. Crimson has allowed us to move past physicians’ questioning of the data, and actually change behavior and drive improvement.”

*Joshua M. Bershada, MD, MBA
Senior Vice President, Medical Affairs,
and Chief Medical Officer*

Driving Rapid Gains in Cost per Case

Average Cost per Case



- Established escalation process for physicians having difficulty meeting performance goals which includes Medical Executive Committee review
- Actively engaged physician group leaders to review utilization opportunities

8.2% Percent reduction in average length of stay

\$276 Average reduction in cost per case

\$1.7 M Annualized savings in Tier 1 Physician Group