



# Duke University Health System Overview

AMC CFO Council – Panel Discussion  
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# DUHS Hospitals - Duke University Hospital

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- Number of licensed beds: 957
- Employees: 7,705
- Physicians on Medical Staff: 1,469
- 983 Trainees in 80 ACGME and 68 ICGME programs



## Statistics

- Adult Discharges: 39,946
- Hospital Clinic visits 443,725
- ED visits: 70,888
- Surgical Cases: 40,063
- NPSR \$2 billion
- Medicare CMI 2.2707
- All payer CMI 2.0035



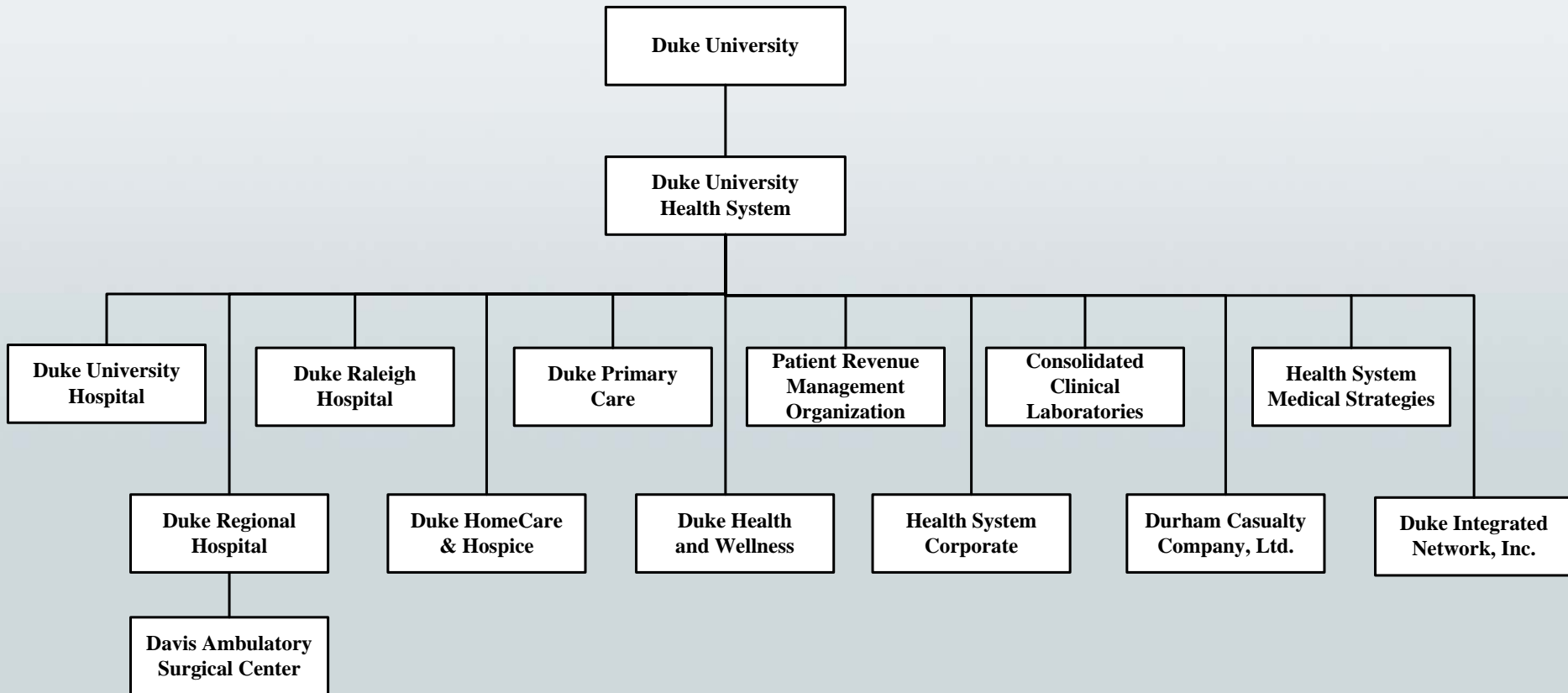
# Journey Towards Value Based Payment

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- Duke has a mature approach to value-based payment for Medicare. With a robust annual performance management cycle, all internal and external inputs are used for priority setting.
- We incorporate the requirements into our health system balanced scorecard.
- Continued focus throughout all levels of the organization with significant physician engagement across Duke Medicine
- Additionally significant efforts on care re-design/reporting are underway



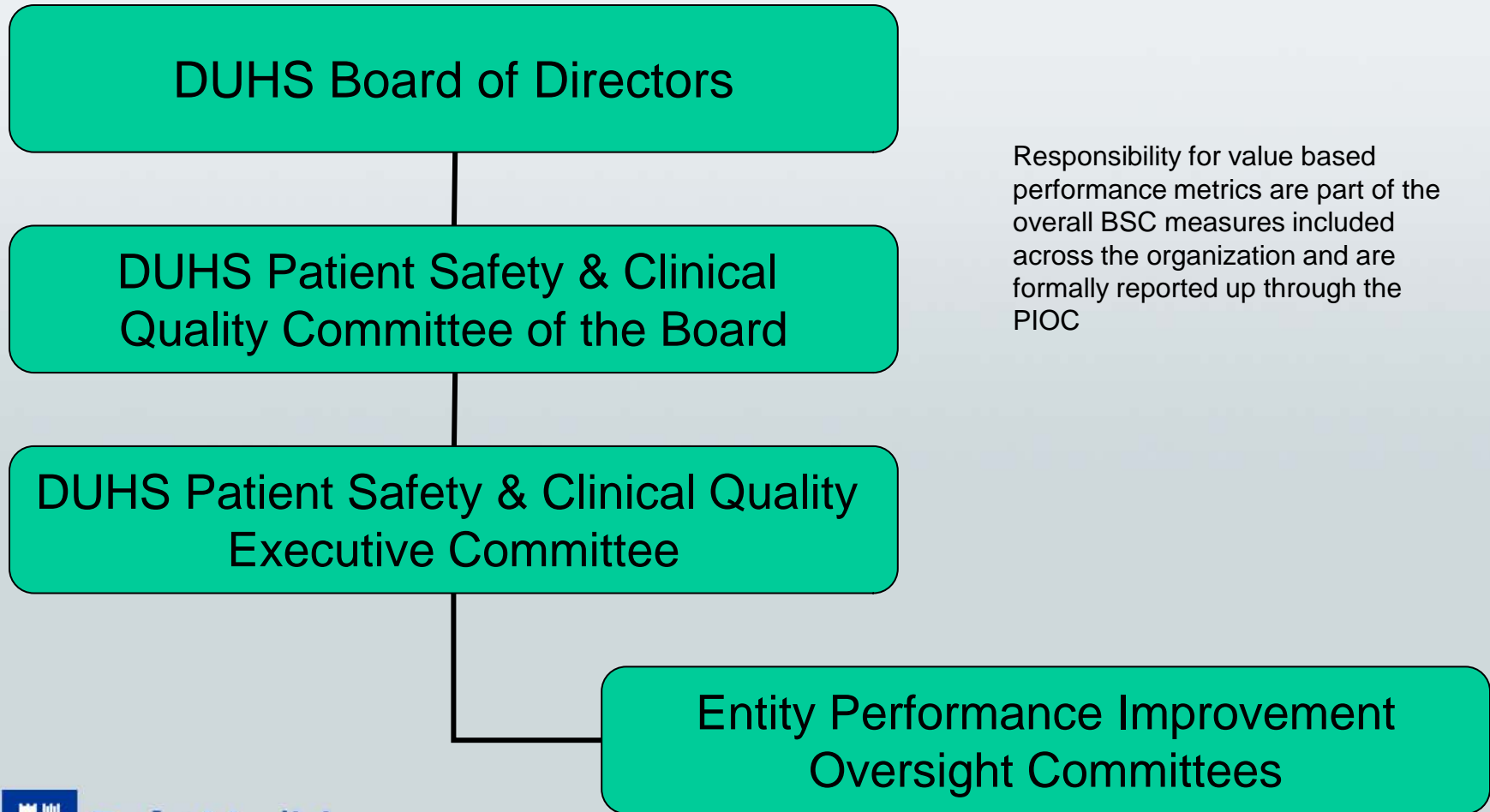
# Duke University Health System Organizational Structure





# DUHS Accountability for Quality & Patient Safety

Annually targets are set for performance including publicly reported metrics

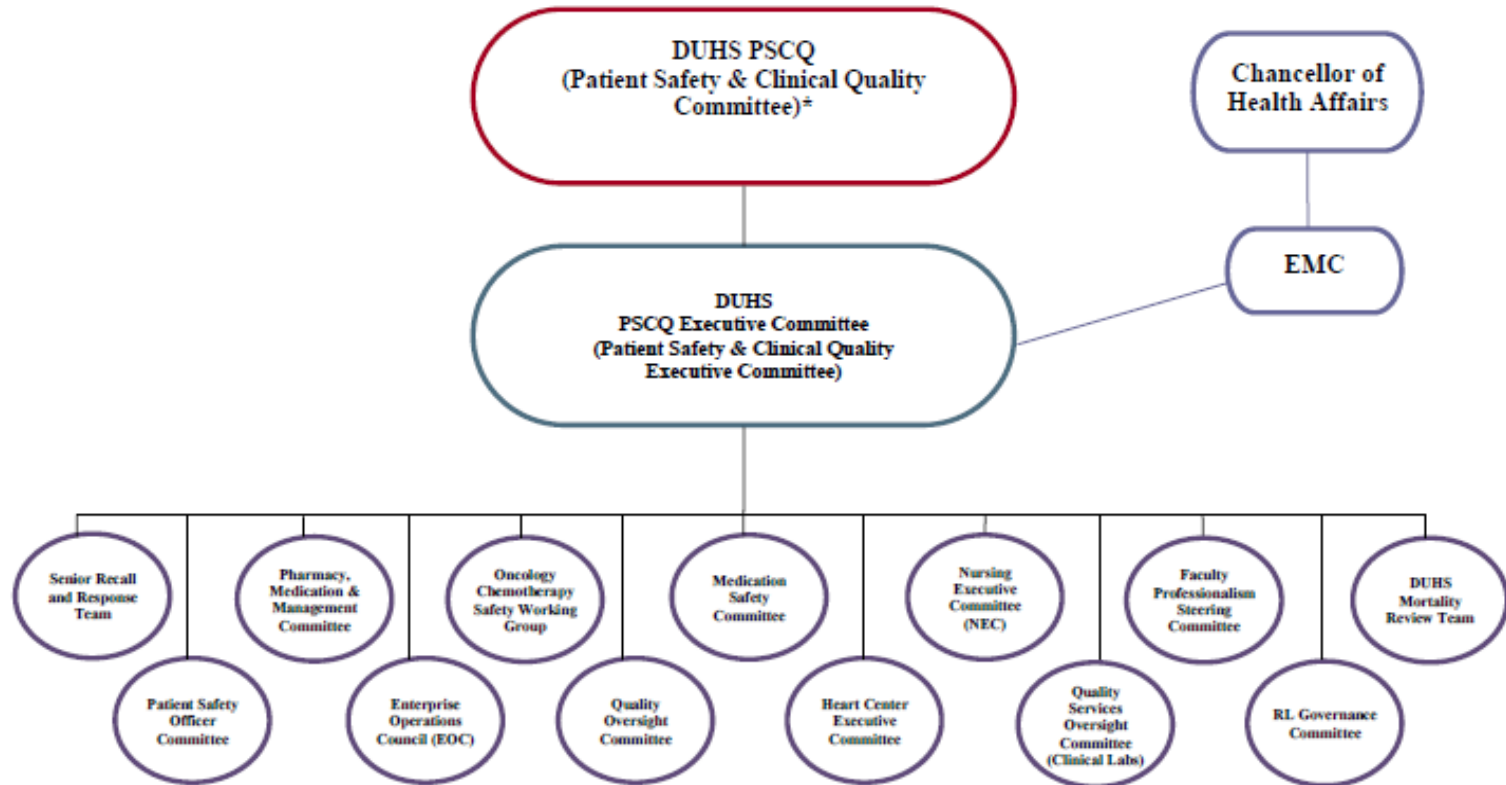


Responsibility for value based performance metrics are part of the overall BSC measures included across the organization and are formally reported up through the PIOC



# DUHS Quality & Patient Safety

Duke University Health System, Inc. (DUHS)



# Quality Reporting Dashboard

Better than peer mean

Better than peer top quartile



Quality Focus Area	Duke University Hospital	Duke Regional Hospital	Duke Raleigh Hospital	UCLA – Ronald Reagan	Peer Mean	Peer Top Quartile	Peer	Time-frame
Mortality ↓	0.84	0.72	0.92	0.93	0.88	0.78	UHC	4Q14
Patient Safety ↓	0.64	0.69	0.65	0.53	0.87	0.70	UHC	4Q14
Readmission Rates ↓	13.41%			12.49%	12.13%	10.42%	UHC(Acad)	4Q14
		7.44%	8.74%		9.25%	7.00%	UHC(Comm)	4Q14
Evidence-Based Care ↑	94.5%	95.4%	97.8%	NA	93.9%	96.0%	UHC	2Q14
HAI(CLABSI) ↓	0.37	0.43	0.00	0.755	0.45(50 <sup>th</sup> )	0.26	UHC	2Q14(DUH) CY2013(DRH, DRAH)
HAI(CAUTI) ↓	0.92	0.93	0.70	1.338	1.27(50 <sup>th</sup> )	0.84	UHC	2Q14(DUH) CY2013(DRH, DRAH)
Length of Stay ↓	1.09	0.90	0.92	1.15	1.04	0.96	UHC	4Q14
ED LWBS ↓	5.1%	3.5%	1.6%	2%	2%		National	Jul-Dec 2014

# Patient Experience HCAHPS Domain Performance

Better than peer median  
Better than peer top quartile



Domain	Duke University Hospital	Duke Regional Hospital	Duke Raleigh Hospital	R. R. UCLA Med Ctr	Nat'l Median	Nat'l Top Decile
Timeframe	Jul – Dec 2014	Jul – Dec 2014	Jul – Dec 2014	Jan-Dec 2013	Jan-Dec 2013	FFY15 VBP Tgt
Communication with Nurses	79.50%	82.40%	78.60%	73%	76.6%	85.7%
Communication with Doctors	82.20%	87%	83.80%	75%	79.9%	88.8%
Responsiveness of Staff	60.60%	64.80%	64.60%	63%	63.2%	79.1%
Pain Management	70.50%	75.70%	72.50%	66%	69.5%	78.2%
Communication about Medications	65%	64.60%	64.70%	61%	60.9%	71.8%
Hospital Environment	62.10%	62.20%	59.40%	65%	64.1%	78.9%
Discharge Information	88.70%	86%	90.40%	85%	83.5%	89.7%
Likelihood to Recommend	83.20%	76.90%	78.30%	78%	67.9%	83.4%

Nat'l median and top decile represent VBP Year 3 = FY15 BSC target






# Value-Based Purchasing



Entity	Federal Fiscal Year 2013 (Performance CY2011)			Federal Fiscal Year 2014 (Performance CY2012)			Federal Fiscal Year 2015 (Performance CY2013)		
	Total Performance Score	National Percentile Rank	Estimated Annual Impact	Total Performance Score	National Percentile Rank	Estimated Annual Impact	Total Performance Score	National Percentile Rank	Estimated Annual Impact
Duke University Hospital	67%	78 <sup>th</sup> ↑	\$339,207	70%	99 <sup>th</sup> ↑	\$878,192	55%	87 <sup>th</sup> ↑	\$956,542
Duke Regional Hospital	62%	66 <sup>th</sup> ↑	\$54,447	58%	83 <sup>rd</sup> ↑	\$104,908	40%	49 <sup>th</sup> ↑	\$19,298
Duke Raleigh Hospital	72%	87 <sup>th</sup> ↑	\$108,803	61%	90 <sup>th</sup> ↑	\$116,450	48%	74 <sup>th</sup> ↑	\$117,504
Grand Total	\$502,457			\$1,099,550			\$1,093,344		




# Readmissions Reduction Program



Entity	Federal Fiscal Year 2013 (Performance Jul-2008-Jun-2011)			Federal Fiscal Year 2014 (Performance Jul-2009-Jun-2012)			Federal Fiscal Year 2015 (Performance Jul-2010-Jun-2013)		
	Conditions Penalized	Excess Ratios	Estimated Annual Impact	Conditions Penalized	Excess Ratios	Estimated Annual Impact	Conditions Penalized	Excess Ratios	Estimated Annual Impact
Duke University Hospital	AMI PNE	1.1212 1.1494	(\$668,932)	AMI PNE	1.1236 1.0618	(\$413,210)	AMI PNE	1.0019 1.0310	(\$29,850)
Duke Regional Hospital	HF PNE	1.0041 1.0632	(\$72,514)	None	NA	\$0	HF	1.0356	(\$44,492)
Duke Raleigh Hospital	AMI	1.0479	(\$20,128)	None	NA	\$0	THA/ TKA	1.1687	(\$481,657)
Grand Total	(\$761,574) 			(\$413,210) 			(\$555,999) 		

# Hospital Acquired Condition Reduction Program



Entity	Federal Fiscal Year 2013			Federal Fiscal Year 2014			Federal Fiscal Year 2015 (Performance Jan-2012-Dec-2013)		
	Total HAC Score	National Percentile Rank	Estimated Annual Impact	Total HAC Score	National Percentile Rank	Estimated Annual Impact	Total HAC Score	National Percentile Rank	Estimated Annual Impact
Duke University Hospital	Does Not Apply			Does Not Apply			7.0	74 <sup>th</sup> ↓	\$0 
Duke Regional Hospital							4.6	35 <sup>th</sup> ↓	\$0 
Duke Raleigh Hospital							3.6	20 <sup>th</sup> ↓	\$0 



## Duke University Hospital Mortality Index by Calendar Month

