





**THE WALL STREET JOURNAL.**  
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<http://www.wsj.com/articles/hospitals-cut-costs-by-getting-doctors-to-stick-to-guidelines-1411416051>

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HEALTH POLICY  
**Hospitals Cut Costs by Getting Doctors to Stick to Guidelines**  
 'Choosing Wisely' Campaign Has Physicians Weigh in on Standardizing Care  
 By **JEANNE WHALEN**  
 Updated Sept. 22, 2014 7:00 p.m. ET

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### CMS

- Current annual unfunded liability for Medicare alone estimated at > \$25 billion and estimated depletion of the trust fund by 2026.

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### Health Policy

- PPACA assumes widespread provision of healthcare services that are not based on evidence, do not improve health and outcomes, and, if mitigated, would reduce health care costs and improve quality.

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## Health Care Value

$$= \text{Quality} / \text{Cost}$$

Can we *really* measure either one?

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## Quality Measures

- Don't exist in any meaningful way.
- PMI, PQRS, ...
- Process measures frequently substituted:
  - Time to antibiotics
  - Foley
  - DVT/ PE

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## Cost

- Information simply not available...

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## Patient Protection and Affordable Care Act

- Unsustainable federal spending on health care:
  - Nearly \$24 billion unfunded Medicare costs in 2012.
  - Depletion of trust fund anticipated by 2026
- Goal: mitigate the impending financial disaster by standardizing care and eliminating payment for “services” that does not improve health or outcome.

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## Variation in Care Delivery

- Seen as a consequence of the lack of scientific validation for much of what we do.

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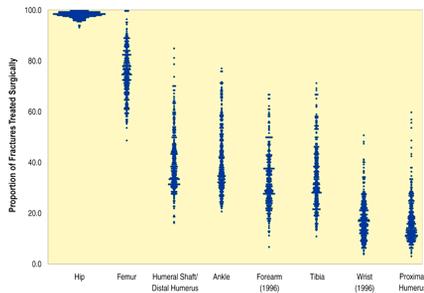
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## Standardization of care is an attractive “solution”

- Checklist analogy: improve safety by eliminating mistakes in processes.
- But... Not really applicable to medical decision – making i.e. “how am I going to treat this problem in this patient”.



Dartmouth Atlas of Health Care

## “Catch – 22”

- Variation is caused by lack of a “base of evidence”, but how will evidence be established when there is such variation in care ?
- How can studies ever be up-to-date when they take so long, and don’t include the “latest and greatest”.





- Have any of these been compared to a another standard?



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- Is there a "Gold Standard" ?



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How do you define the standard?

- FDA approval
- Sales reps
- Advertisements
- Case series
- Thought Leaders

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**Fractures of the Acetabulum: Accuracy of Reduction and Clinical Results in Patients Managed Operatively within Three Weeks after the Injury**  
JOEL DE MATTEA  
*J Bone Joint Surg Am.* 78:1632-45, 1996.

- Best reported results...
- What works in my hands?

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### Evidence - Based Medicine

- Medical Literature
  - Medline
  - Knowledge Finder™
  - Cochrane Database of Systematic Reviews
  - Institute Of Health Quality Reports

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### Clinical Practice Guidelines

- Systematic approach to exploring, evaluating, and synthesizing the literature so that the individual reader need not perform each of these time-consuming activities.

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## Clinical Practice Guidelines

- Generally developed by a group of experts using a defined and rigorous process.
  
- Potential benefit and harm for patients, physicians, and the healthcare system.

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## Patients

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| <ul style="list-style-type: none"> <li>• Benefits           <ul style="list-style-type: none"> <li>– Improve outcomes</li> <li>– Improve consistency of care</li> <li>– Empower informed decisions</li> <li>– Influence health policy</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Harm           <ul style="list-style-type: none"> <li>– Promote suboptimal, ineffective, or even harmful practices if not evidence-based.</li> <li>– Inflexibility may lead to care inappropriate for a given patient.</li> <li>– Mislead patients</li> <li>– Inappropriately affect public policy for patients.</li> </ul> </li> </ul> |
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## Physicians

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| <ul style="list-style-type: none"> <li>• Benefits           <ul style="list-style-type: none"> <li>– Improve decision-making</li> <li>– Support QI activities</li> <br/> <li>– Improve medical research</li> <li>– Improve payment for services</li> <li>– Medicolegal protection</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Harm           <ul style="list-style-type: none"> <li>– Inaccurate scientific information / clinical "advice"</li> <li>– Inconsistent, inconvenient, time-consuming, out-dated</li> <li>– Inappropriate measurement of "quality"</li> <li>– Increase malpractice exposure</li> <li>– Harm research efforts</li> </ul> </li> </ul> |
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CLINICAL RESEARCH

**High Methodologic Quality But Poor Applicability: Assessment of the AAOS Guidelines Using The AGREE II Instrument**

Sanjeev Sabharwal MBBS, MRCS, MSc,  
 Nirav K. Patel MBBS, MRCS, MSc, Salman Gauher MBBS, BSc,  
 Ian Holloway MBBS, FRCS (Orth), Thanos Athanasios MD, PhD, FRCS, FETCS

Reviewed all 14 AAOS CPG's according to Agree II tool.

High quality  
 Poor applicability

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**Impact of Clinical Practice Guideline on the Treatment of Pediatric Femoral Fractures in a Pediatric Hospital**

Matthew E. Oetgen, MD, Allison M. Blatz, BA, and Allison Matthews, MS

*Investigation performed at the Department of Orthopaedic Surgery and Sports Medicine, Children's National Medical Center, Washington, District of Columbia*

Percentage of treatment rendered adhering to the clinical practice guideline recommendations was compared in the pre-guideline group (prior to June 2009) and the post-guideline group (after June 2009).

**TABLE III Results for Each Clinical Practice Guideline Recommendation\***

Recommendation	Treated per Recommendation (%)		Risk Ratio†	P Value
	Pre-Guideline Group	Post-Guideline Group		
Perform a non-accidental trauma work-up for patients who are younger than thirty-six months of age	55.5	48	0.86 (0.63 to 1.18)	0.40
Use a Pavlik harness or spica cast for patients who are younger than six months of age	90	100	1.11 (0.90 to 1.37)	0.36
Use a spica cast for patients who are six months to five years of age and have <2-cm fracture shortening	95	84	0.88 (0.79 to 0.99)	0.07
Alter the treatment for >2-cm shortening in spica cast	0	22	NA	0.09
Use flexible nails for patients who are five to eleven years of age	66	43	0.65 (0.43 to 0.96)	0.03
Use a nail or plate for patients who are older than eleven years of age	96	94	NA	0.63
Use regional pain management as an option postoperatively	0.7	0	NA	0.40

\*NA = not available. †The values are given as the risk ratio, with the 95% confidence interval in parentheses.







OR Manager  
Vol. 27 No. 3  
March 2011

Value-based purchasing

SCIP measures to weigh in  
Medicare pay starting in 2013

Treatment of Osteoarthritis of the Knee, 2<sup>nd</sup> edition  
SUMMARY OF RECOMMENDATIONS

RECOMMENDATION 9

We cannot recommend using hyaluronic acid for patients with symptomatic osteoarthritis of the knee.

Strength of Recommendation: Strong

Description: Evidence is based on two or more "High" strength studies with consistent findings for recommending for or against the intervention. A Strong recommendation means that the quality of the supporting evidence is high. A harms analysis on this recommendation was not performed.

Implications: Practitioners should follow a Strong recommendation unless a clear and compelling rationale for an alternative approach is present.

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New ACR Guidelines Include Viscosupplementation as Safe and Effective Treatment for Osteoarthritic Knee Pain

ACR (Hochberg et al., 2012)	No evidence-based recommendation regarding the use of <u>intraarticular HA</u> . Conditional recommendation tramadol, duloxetine, or intraarticular HA in lieu of oral NSAIDs for elderly individuals (≥75 years of age). Not evidence based.	5 (Literature search only through December 2010.)
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## AAOS CPG “Management of Hip Fractures in the Elderly”

- “Moderate evidence supports higher dislocation rates with a posterior approach in the treatment of displaced femoral neck fractures with hip arthroplasty”
- This does not mean posterior approaches are not appropriate

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## Care Standardization is Beneficial

- Generic
  - OR scheduling
  - Positioning
  - Antibiotic protocols
- Specific injuries
  - Massive blood transfusion
  - Hemodynamically – unstable pelvis
  - Timing of fracture fixation

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### The Influence of Procedure Volumes and Standardization of Care on Quality and Efficiency in Total Joint Replacement Surgery

By Kevin J. Bozic, MD, MBA, Judith Maselli, MSPH, Penelope S. Pekow, PhD, Peter K. Lindenauer, MD, MSc, Thomas P. Vail, MD, and Andrew D. Auerbach, MD, MPH

Investigation performed at the University of California, San Francisco, San Francisco, California

“...our findings suggest that process standardization could help providers optimize quality and efficiency in total joint arthroplasty, independent of hospital or surgeon volume.”

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QUALITY AND PATIENT SAFETY

**Safety culture and the 5 steps to safer surgery: an intervention study**

M. R. Hill<sup>1\*</sup>, M. J. Roberts<sup>2</sup>, M. L. Alderson<sup>1</sup> and T. C. E. Gale<sup>1,2</sup>

<sup>1</sup>Department of Anaesthesia, Plymouth Hospitals NHS Trust, Plymouth PL6 8DH, UK, and <sup>2</sup>Collaboration for the Advancement of Medical Education Research and Assessment (CAMERA), Plymouth University Peninsula Schools of Medicine and Dentistry, Plymouth PL6 8BU, UK

\*Corresponding author. E-mail: matt.hill1@bja.net

**Surgical Safety Checklist**

World Health Organization Patient Safety

**Before induction of anaesthesia** (with at least nurse and anaesthetist)

- Has the patient confirmed his/her identity, site, procedure, and consent?
  - Yes
  - Not applicable
- Is the site marked?
  - Yes
  - Not applicable
- Is the anaesthesia machine and medication check complete?
  - Yes
- Is the pulse oximeter on the patient and functioning?
  - Yes
- Does the patient have a:
  - Known allergy?
  - Yes
  - No
- Difficult airway or aspiration risk?
  - Yes
  - No
- Yes, and equipment/assistance available
- Risk of >500ml blood loss (Drilling in children)?
  - Yes
  - No
- Yes, and two No.18/20 cc a/c and fluids primed

**Before skin incision** (with nurse, anaesthetist and surgeon)

- Confirm all team members have introduced themselves by name and role.
- Confirm the patient's name, procedure, and where the incision will be made.
- Has antibiotic prophylaxis been given within the last 60 minutes?
  - Yes
  - No
  - Not applicable
- Anticipated Critical Events
  - To Surgeon:
    - What are the critical or non-machine steps?
    - How long will the case last?
    - What is the anticipated blood loss?
  - To Anaesthetist:
    - Are there any patient-specific concerns?
  - To Nursing team:
    - Has stability (including indicator results) been confirmed?
    - Are there equipment issues or any concerns?
- Is essential imaging deployed?
  - Yes
  - Not applicable

**Before patient leaves operating room** (with nurse, anaesthetist and surgeon)

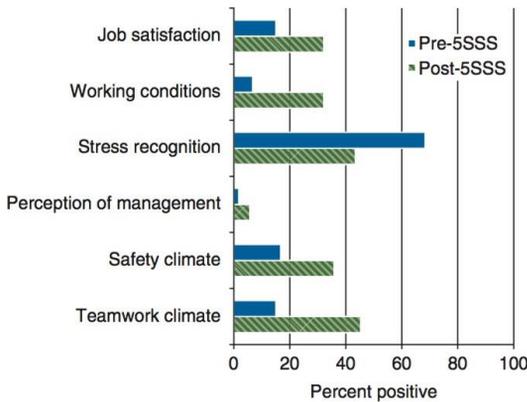
**Nurse Verbally Confirms:**

- The name of the procedure
- Completion of instrument, sponge and needle counts
- Specimen labelling (used specimen labels attached, including patient name)
- Whether there are any equipment problems to be addressed

**To Surgeon, Anaesthetist and Nurse:**

- What are the key concerns for recovery and management of this patient?

This checklist is not intended to be comprehensive. Additions and modifications to fit local practice are encouraged. November 2009 © WHO, 2009



Thank You

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