QCentrix

Case Study

Taking the First Step

Why Bon Secours Mercy Health Decided to Undergo an Enterprise Assessment

Introduction

More than 50 percent of hospital registry managers don't know how their registry data are being used.[1] As clinical data offer essential insights for driving quality and performance improvement, it's crucial that quality teams take full advantage of their data's value.

Bon Secours Mercy Health (BSMH), a health system with 48 hospitals spanning seven states and Ireland, is dedicated to continually improving healthcare quality, safety, and cost-effectiveness. When Dr. Taryn Kennedy, chief quality officer at BSMH, first joined the health system in 2020, she sought to get a bigger picture of the system's quality efforts.

Dr. Kennedy began by having conversations with quality leads throughout the health system to learn about their quality work. "I was a little surprised to find that much of them were spending time doing clinical data abstraction," said Dr. Kennedy. "To me, quality really was supposed to be much more about performance improvement, getting out there, really understanding what the problems were in the facility, and hopefully facilitating change and improvement."

As Dr. Kennedy spoke with more quality leads, she began to understand just how much processes varied across the health system. "It suddenly became very apparent to me that we had very diverse processes for collecting data across our system, and I felt there really had to be a better way of doing this, and also of using the data afterwards," she said.

To consider how BSMH could maximize the value of its clinical data, Dr. Kennedy turned to Q-Centrix, which had been managing clinical data for several of BSMH's facilities for many years. Given the health system's trusted partnership with Q-Centrix, Dr. Kennedy was curious to get Q-Centrix's perspective on BSMH's quality efforts.

Deborah Kirkman, Q-Centrix's director of business development, suggested that partnering for an enterprise assessment—which involves stratifying the total cost of participation in clinical registry and quality reporting—could bring valuable insights into the health system's clinical data activities. To learn more, Dr. Kennedy spoke with Q-Centrix's advisory solutions team about whether an enterprise assessment could help BSMH unlock the value of its clinical data.

This case study is the first in a series exploring an enterprise assessment journey from start to finish. Covering key milestones in the assessment process, this series examines how evaluating clinical data practices can spark systemwide improvements.

1   Q-Centrix. "More than an assessment—a blueprint." https://www.q-centrix.com/process/assessment/.

Why Organizations Pursue Enterprise Assessments

Dr. Kennedy's situation is not an unusual one. While there are many reasons quality leaders may be interested in an enterprise assessment—such as streamlining quality efforts, centralizing clinical data management, identifying areas for cutting costs, or informing integration needs during mergers and acquisitions—it is also common for leaders new to a health system to undertake an enterprise assessment.

> "With an assessment, what would normally take at minimum a year for a leader to figure out on their own can be done in a third of that time."

"Getting familiar with quality and registry operations for a whole system is a major undertaking for a new leader, and an assessment can provide them with that knowledge with minimal investment," said Doug McGill, Q-Centrix's managing director of advisory solutions. "With an assessment, what would normally take at minimum a year for a leader to figure out on their own can be done in a third of that time so they can start making an impact on the organization more quickly and with more data at their fingertips."

Assessments are also useful in helping organizations overcome common shortfalls to fully leveraging clinical outcomes data. These challenges include:

Clinical Data Governance:
Local departments may join and manage registries with little consideration for strategic value to the organization or possible redundancy.

Process Improvement:
Clinicians may spend significant time abstracting data, leaving them with little capacity to drive improvements.

Insights and Scope:
Many organizations submit directly to a registry without storing or mining the data for greater insights or expanded scope synergies.

Information Management Strategy: Myopic approaches to data integration and accessibility can result in information siloes or voids.
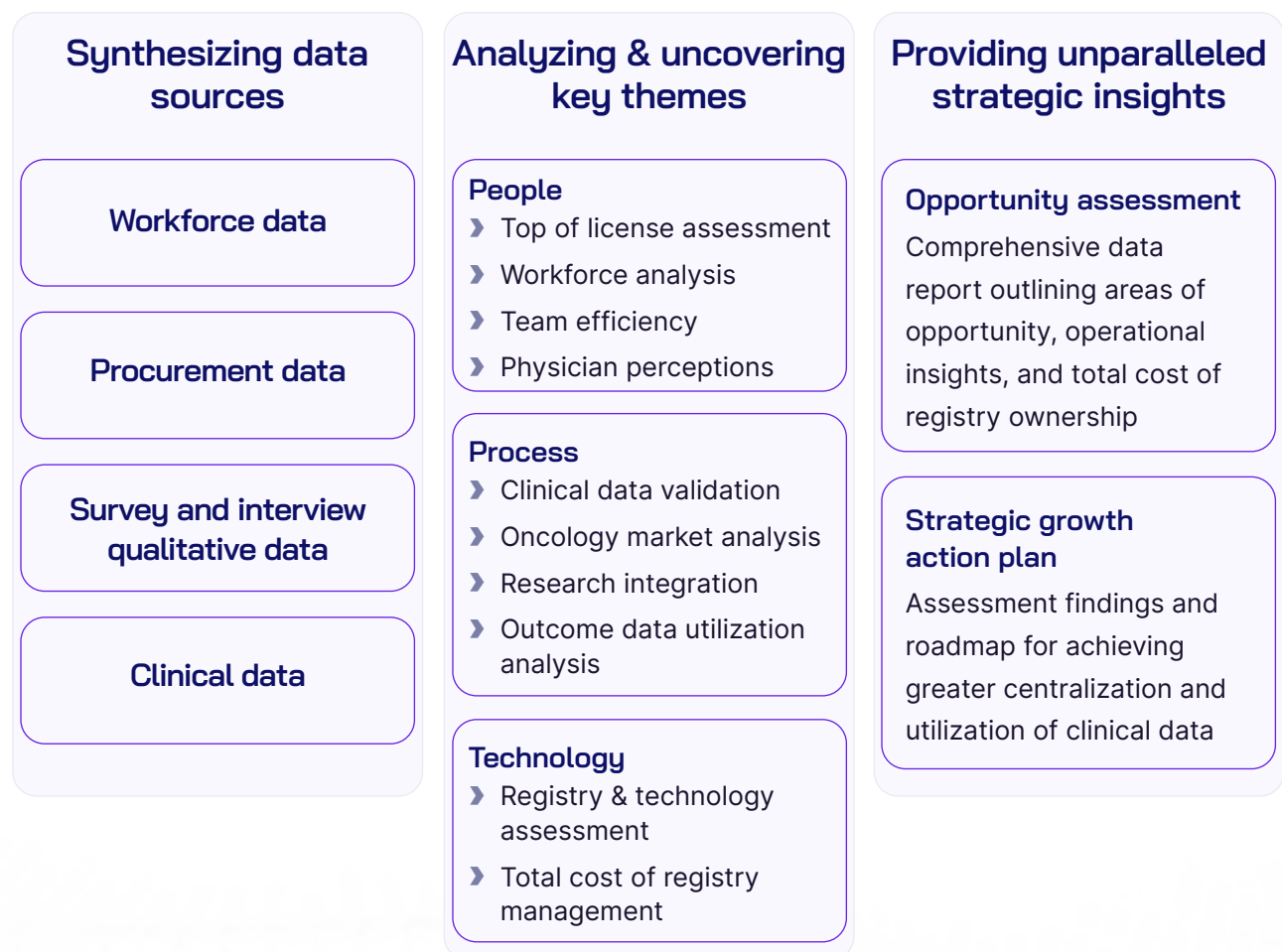
The Enterprise Assessment at a Glance

The Q-Centrix advisory solutions team met with Dr. Kennedy to provide an overview of the assessment process, answer questions, and help her consider whether an assessment would be right for BSMH.

"The goal of an enterprise assessment is to better understand each quality program and help identify opportunities for greater support, efficiency, utilization, and impact," explained McGill. The enterprise assessment provides a current-state evaluation of clinical data investments, including production efficiencies, data accuracy, human capital opportunities, and governance best practices—coupled with effective program management strategies.

To conduct an assessment, Q-Centrix reviews a variety of data sources to obtain a picture of the health system's clinical quality data infrastructure.

Enterprise Assessment Methodology

Synthesizing data sources

Workforce data

Procurement data

Survey and interview qualitative data

Clinical data

Analyzing & uncovering key themes

People
❯ Top of license assessment
❯ Workforce analysis
❯ Team efficiency
❯ Physician perceptions

Process
❯ Clinical data validation
❯ Oncology market analysis
❯ Research integration
❯ Outcome data utilization analysis

Technology
❯ Registry & technology assessment
❯ Total cost of registry management

Providing unparalleled strategic insights

Opportunity assessment
Comprehensive data report outlining areas of opportunity, operational insights, and total cost of registry ownership

Strategic growth action plan
Assessment findings and roadmap for achieving greater centralization and utilization of clinical data

Making the Choice

In addition to walking Dr. Kennedy through the enterprise assessment process, McGill also discussed some considerations that may be helpful for deciding whether to move forward with an assessment.

> **"We have learned there are often a number of questions you can ask yourself to determine where you are in your roadmap of achieving an enterprise approach to your clinical data management model," said McGill. Some of these questions include:**
>
> ❯ Who has responsibility for all clinical outcomes data?
>
> ❯ How many clinical outcome registries do you participate in today, and why were those registries chosen?
>
> ❯ How are clinical outcome registries tied to your strategic growth imperatives?
>
> ❯ Of those registries, how many are being reported at the corporate level?
>
> ❯ How many registries are currently tied to or are being considered for supporting value-based care initiatives?

In discussions with BSMH leadership, Dr. Kennedy learned that getting a systemwide view of BSMH's clinical quality efforts had been a goal for quite some time—just not one anyone had been equipped to take on alone.

"Apparently, even before I came to this job, a couple of years earlier, somebody had talked about trying to get their hands around this large body of work and had kind of given up before they even started, because they were overwhelmed by the whole concept of what they were going to need," said Dr. Kennedy.

After considering how an enterprise assessment would help BSMH further its quality efforts and uncover efficiencies moving forward, Dr. Kennedy decided to partner with Q-Centrix for an assessment. She hoped this step would help her team identify areas to align clinical quality efforts, discover potential cost savings, and drive strategic growth moving forward.
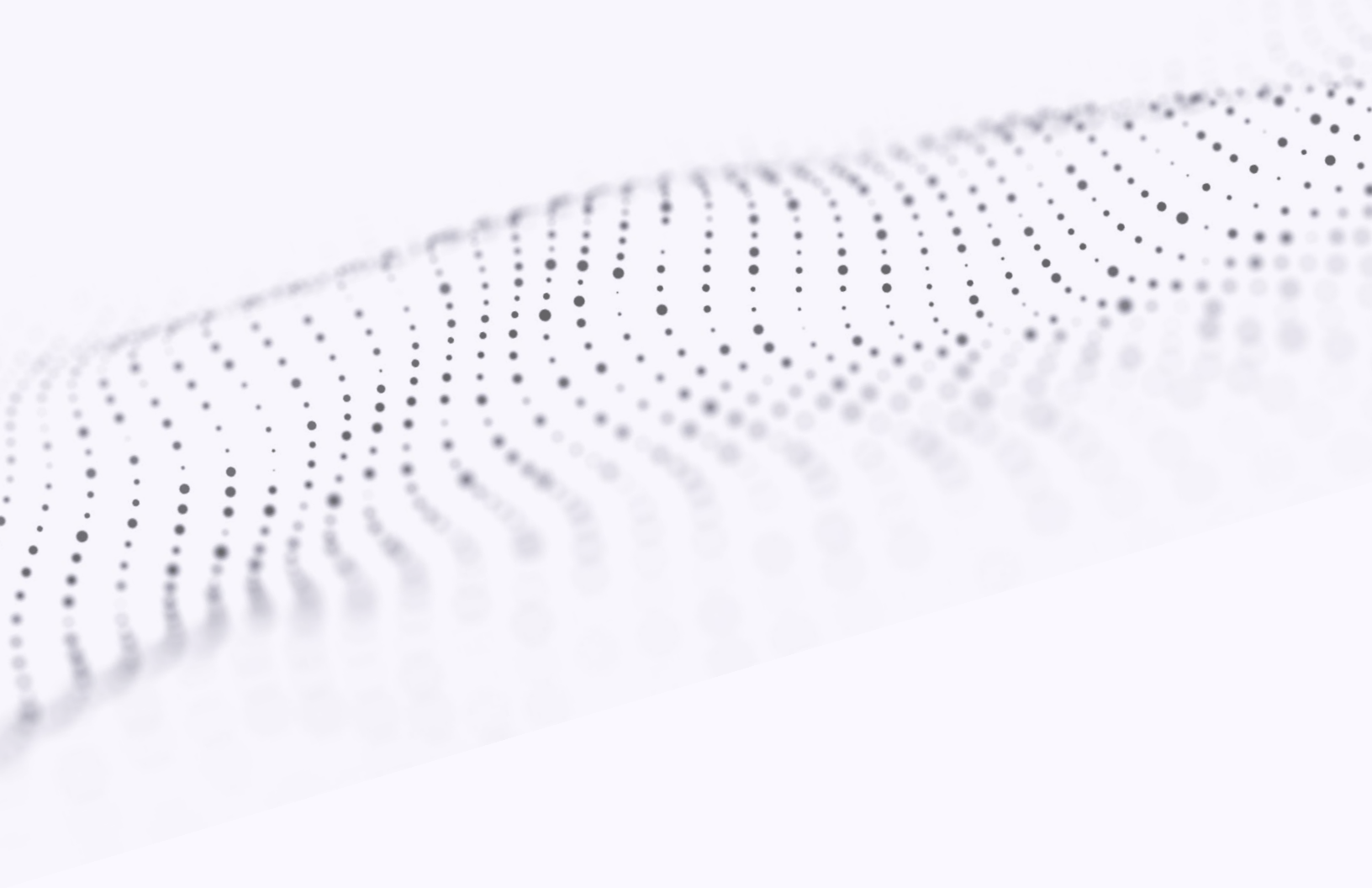
Conclusion

Dr. Kennedy's decision to partner with Q-Centrix for an enterprise assessment marks a pivotal step toward optimizing BSMH's quality improvement activities. By getting a complete view of the health system's quality and registry operations, Dr. Kennedy would be able to derive a deep understanding of how BSMH's facilities were leveraging their clinical data—and find more ways to facilitate data-driven improvements throughout the health system.

The next case study in this series shares the key findings and opportunities the assessment revealed and examines how Dr. Kennedy and the BSMH leadership team chose to act on these findings and pave the way for the transformative journey ahead.

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Part one in Q-Centrix's enterprise assessment case study series with Bon Secours Mercy Health. You can read part two here.

About Q-Centrix

Q-Centrix sees clinical data differently—as custom data sets with infinite possibilities.

Providing the industry's first Enterprise Clinical Data Management (eCDM™) approach, Q-Centrix combines AI-enabled technology, the largest and broadest team of clinical data experts, and insights from its more than 1,200 partners to help improve patient outcomes and drive process and performance improvement, strategic growth, and operational efficiency.

Its solutions address a variety of clinical data needs, including quality measurement and improvement, cardiovascular, oncology, trauma, research, and more.

For more information about Q-Centrix, visit www.q-centrix.com.

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