

HealthInsight HIIN

Change Package to Reduce Readmissions of Patients with Multiple Chronic Conditions

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HealthInsight serves as one of the 16 Hospital Improvement Innovation Network (HIIN) contractors for the Center for Medicare and Medicaid Services (CMS). Our network includes hospitals in Idaho, Nevada, Oregon, Utah and Wyoming. This work focuses on reducing hospital-acquired conditions by 20% and readmissions by 12% over a three-year time span. In addition to that work, HealthInsight was asked to take on a couple of special projects, one of which was to identify successful change packages for hospitals to reduce readmissions for patients with multiple chronic conditions. This is an area of particular concern for CMS as Medicare beneficiaries with five to nine chronic conditions were responsible for 45 percent of all readmissions (Scott A. Berkowitz, 2013).

The project scope involved culling effective strategies, change concepts and specific actionable items to assist hospitals in effectively treating patients with multiple chronic conditions that result in frequent admissions and readmissions to the hospital. The team followed somewhat standard processes to identify best practices at top performing hospitals, which included:

- Establishment of an advisory council
- Conducting a literature review
- Analyzing data to identify top performing hospitals
- Gathering input from our Technical Expert Panel
- Outreach to top performing hospitals
- Holding an introductory call with identified hospitals
- Conducting a two-day site visit with top performing hospitals to gather information on their journey to success.
- Compiling results and produce the successful change packages

In our study, no strategies were identified that could not be found in the readmissions reduction literature. Indeed, informants typically reported that they were not doing anything new or unique. What distinguished top performers was:

- Leadership direction and support for readmission reduction efforts. This expressed itself not only in making readmissions as an organizational priority, but also committing financial resources—judiciously and strategically—to support the changes required.
- A dedicated readmissions reduction program, with efforts sustained over sufficient time to show results.
- The intensity and reliability of the application of known change strategies.

Our work now is focused on spreading the identified effective, evidence-based practices across the HIIN and hospital communities to help reduce patient readmissions rates.

See our [website](http://www.healthinsight.org) for more information about HealthInsight's HIIN work.

