



Creating a Culture
of Quality

CREATING A CULTURE OF QUALITY:
Developing the Infrastructure to Meet
Quality Improvement Requirements

Collaborating to Optimize Vascular Access

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Collaboration

- A process where 2 or more people or organizations work together to realize shared goals by sharing knowledge, learning and building consensus

Wikipedia

Key Players to Optimize Vascular Access

Dialysis
Center

Nephro-
logists

Hospitals

CMS

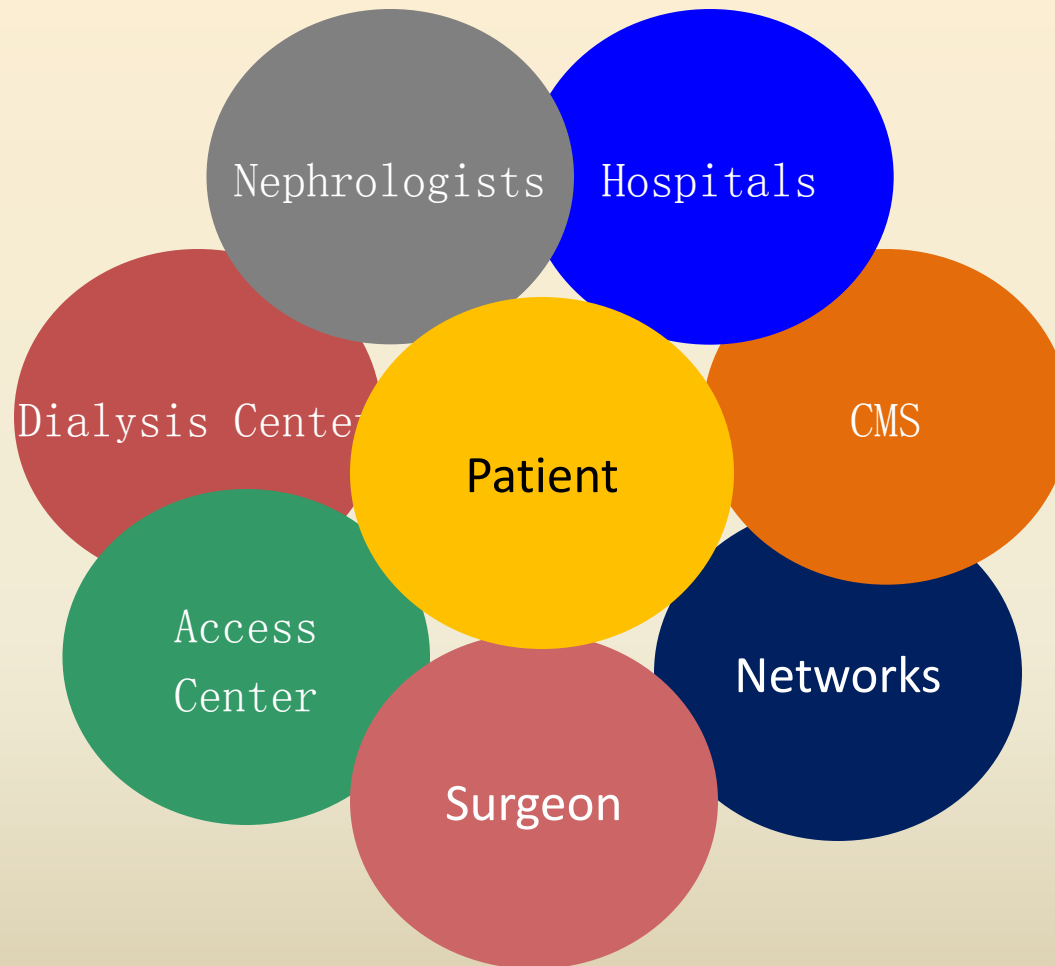
Access
Center

Patient

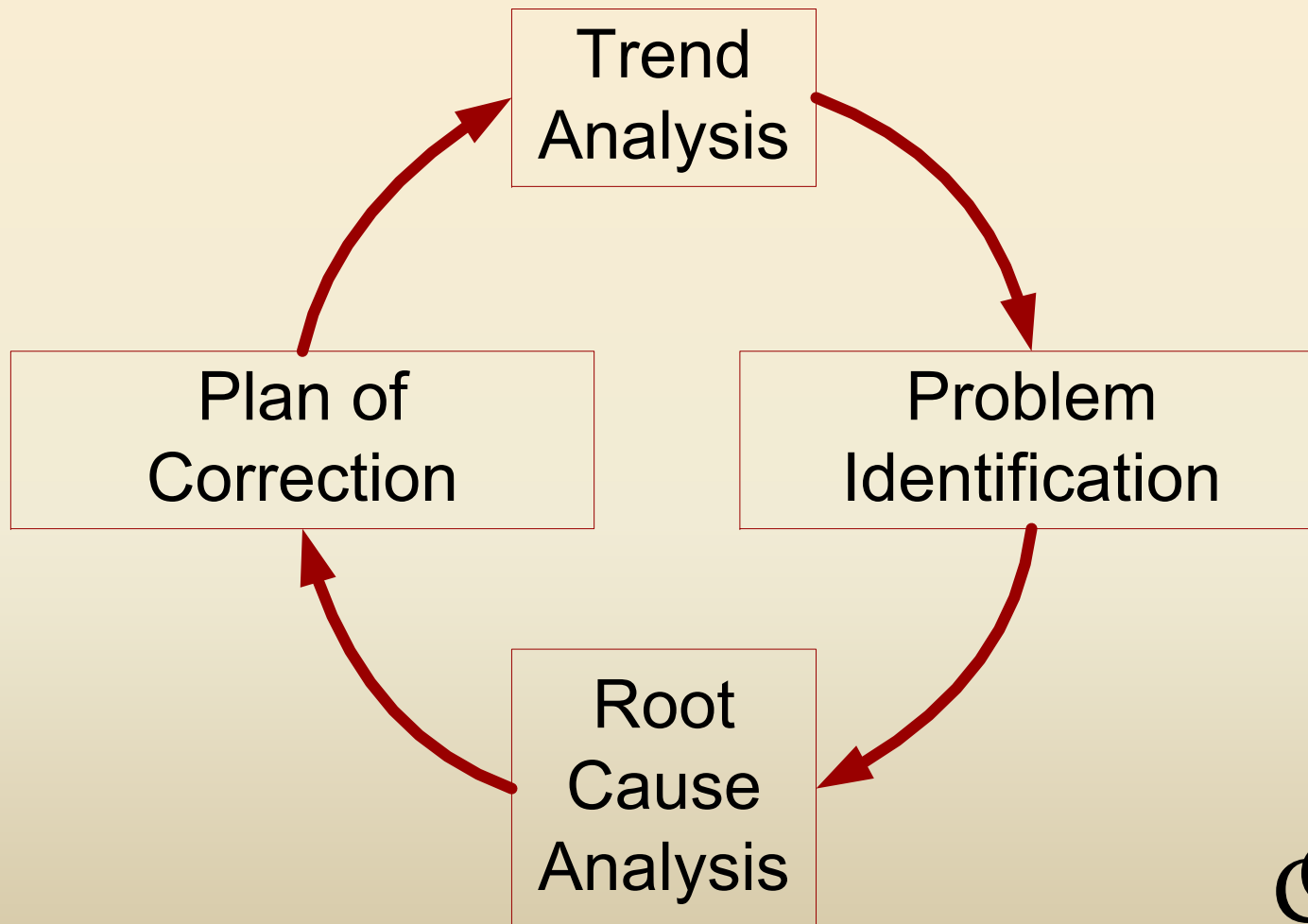
Surgeon

Networks

Collaborate and Streamline



Quality Cycle



Why is catheter reduction important?

Catheter patients suffer

- Increased risk of death
- More frequent infections
- More frequent hospitalizations
- Inadequate dialysis treatments
- Higher levels of inflammation (low albumin)

Goal to Reduce Catheters & Increase AVF Use

7 Steps

5 Patient Appointments

4.5 Months

Dialysis Centers:

Organize process

Dialysis Center
Team

Medical Director
Leadership

Reduce Cycle Time

Fistula
Maturation

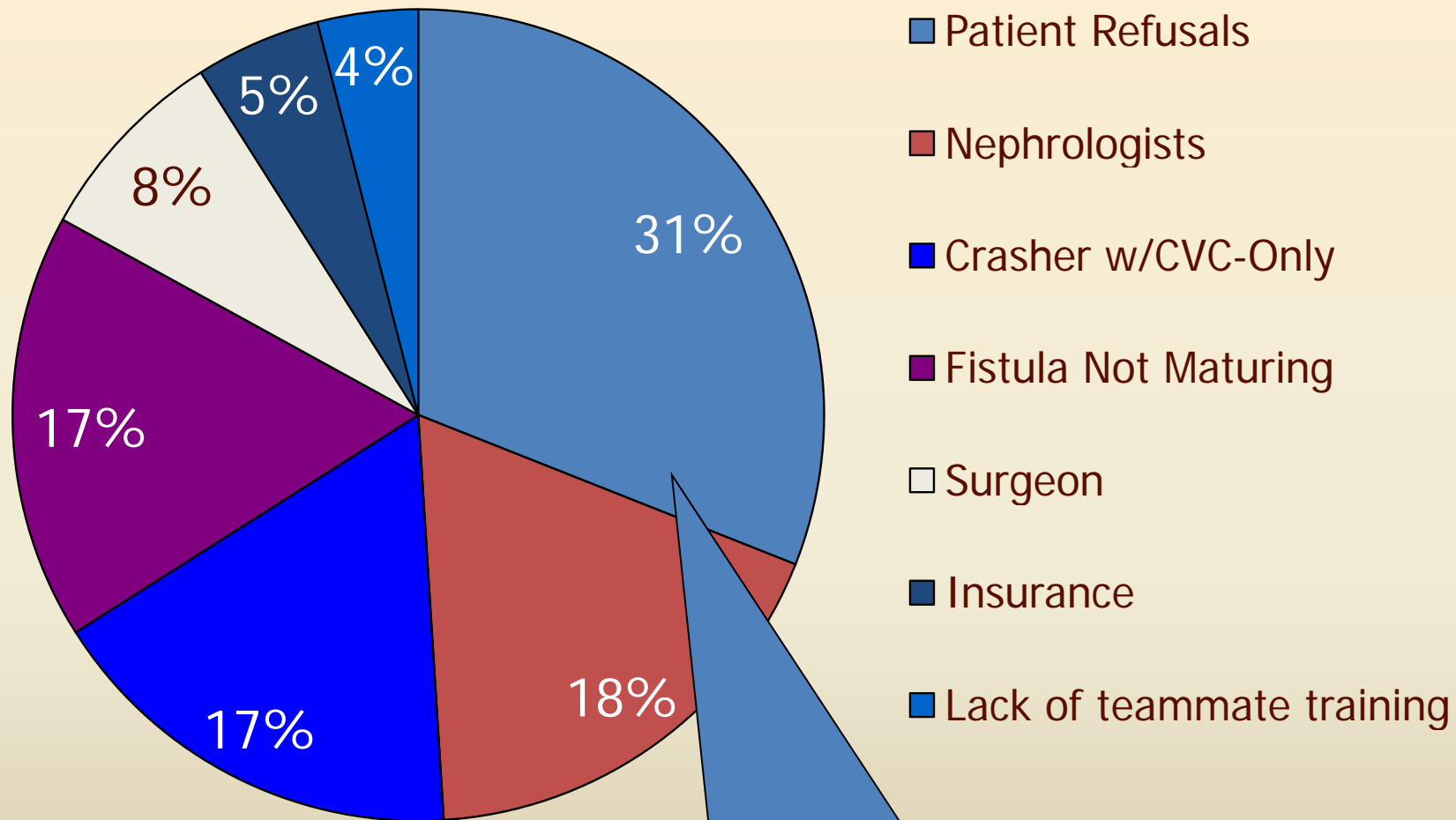
Patient Refusals

Minimize CVC Adds

1st 90 day
admissions

Maintain
AVFs/Gs

Dialysis Centers: Barriers to removing catheters



Social Workers and motivational interviews to identify root cause

3/16/2011

A renal community collaboration

Root Cause Analysis: 6,341 patient sample (December 2009) with removal delays


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CathAway: Dialysis Centers Focus

1st 90 days

Educating new dialysis patients

- 77% have access placed by day 90
-

Social Workers

Helping patients who refuse AVF/G

- Resolve body image, needle phobia issues
-

Vascular Access
Manager

Monitoring patient progress

- Help & encourage through the 7 steps
-

Expert
Cannulators

Taking care of the Fistula

- Experts in assessment & cannulation

Care and Exercise

Fistula Maturation

Celebrate Your New Access!
You've taken an important step toward better health.

CVC FREEDOM

CathAway!

Davita.

Captain's Tips for Smooth Sailing

- Check your access every day for changes in skin color, swelling, drainage, or pain.
- Listen for the "bruit" (BROO sound, with your stethoscope becomes more like a whistle) report change to your nurse to hear samples
- Use your fingers to feel a bump every day. Report pain, tenderness, or if the area feels warm
- Keep your access clean. Wash your hands and pat dry
- Protect your access arm. Do not wear anything tight, or use it to catch things

PLAY "NORMAL"

Development Tips for AV Fistulas.

Make your access stronger by exercising it daily as instructed. Select best option(s):

- Make a fist, then open and close your hand repeatedly
- Squeeze a soft ball or other object
- Lift a light weight, bending your forearm
- If your fistula is in your leg, extend your leg and move your foot forward and back

Note: If you begin bleeding at home, apply direct pressure. If it does not stop within 30 minutes, please call 911.

Congratulations! Take care of your new access, and it will take care of you.

Your CathAway Team

PLAY "ABNORMAL"

Getting patients involved in finding complications!

Celebration Card



Patient Celebrations

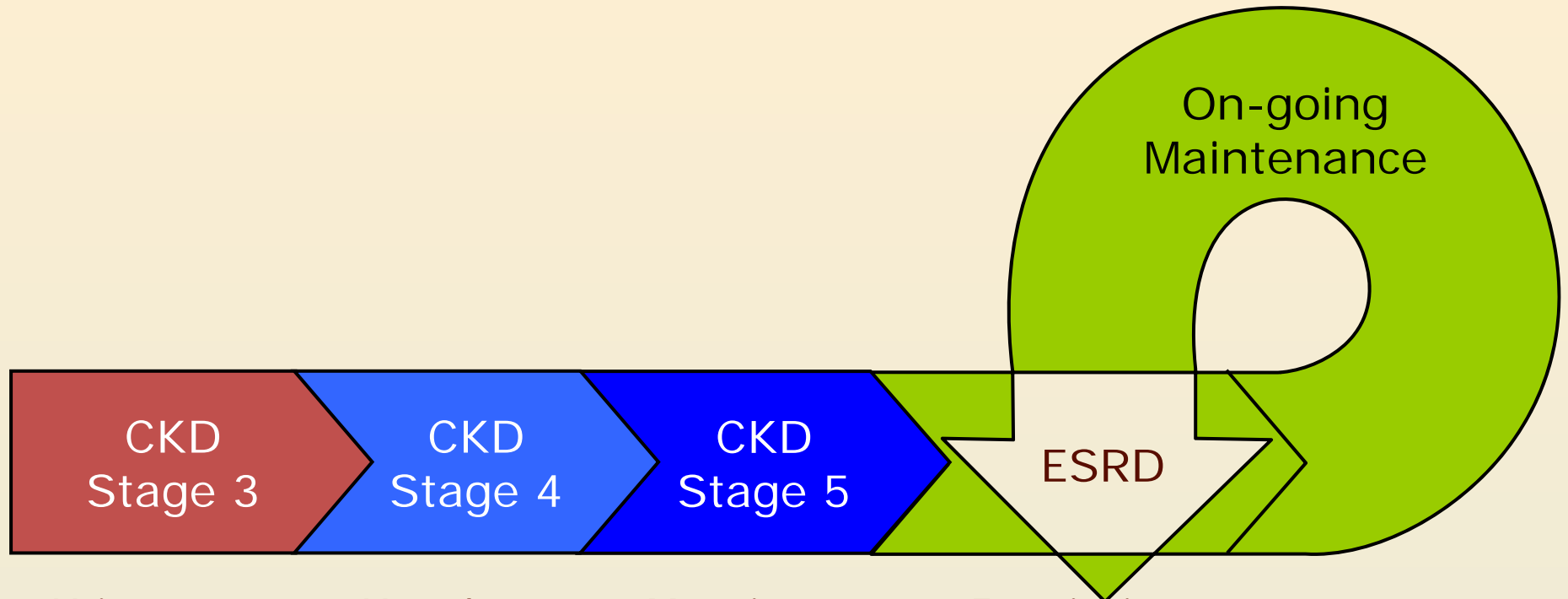


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A renal community collaboration

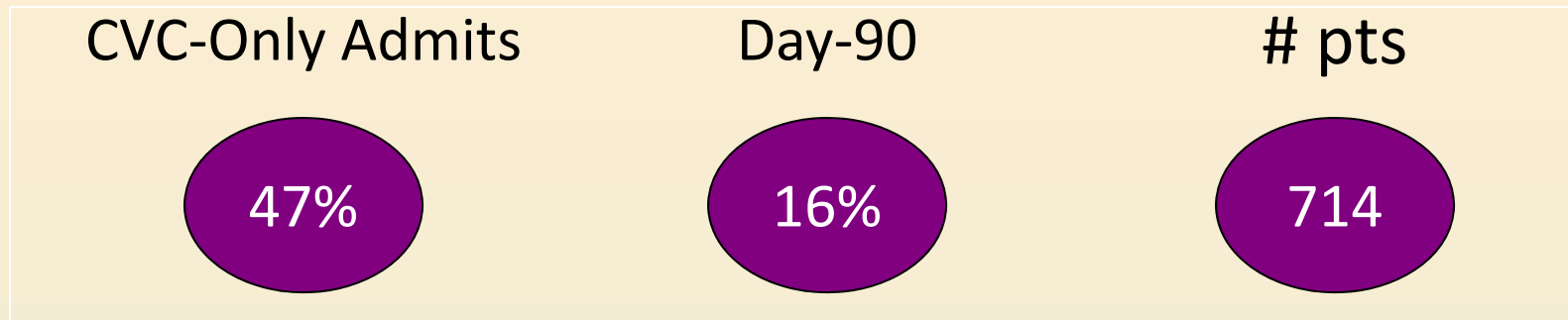
of Quality

Nephrologists: Start CKD education early



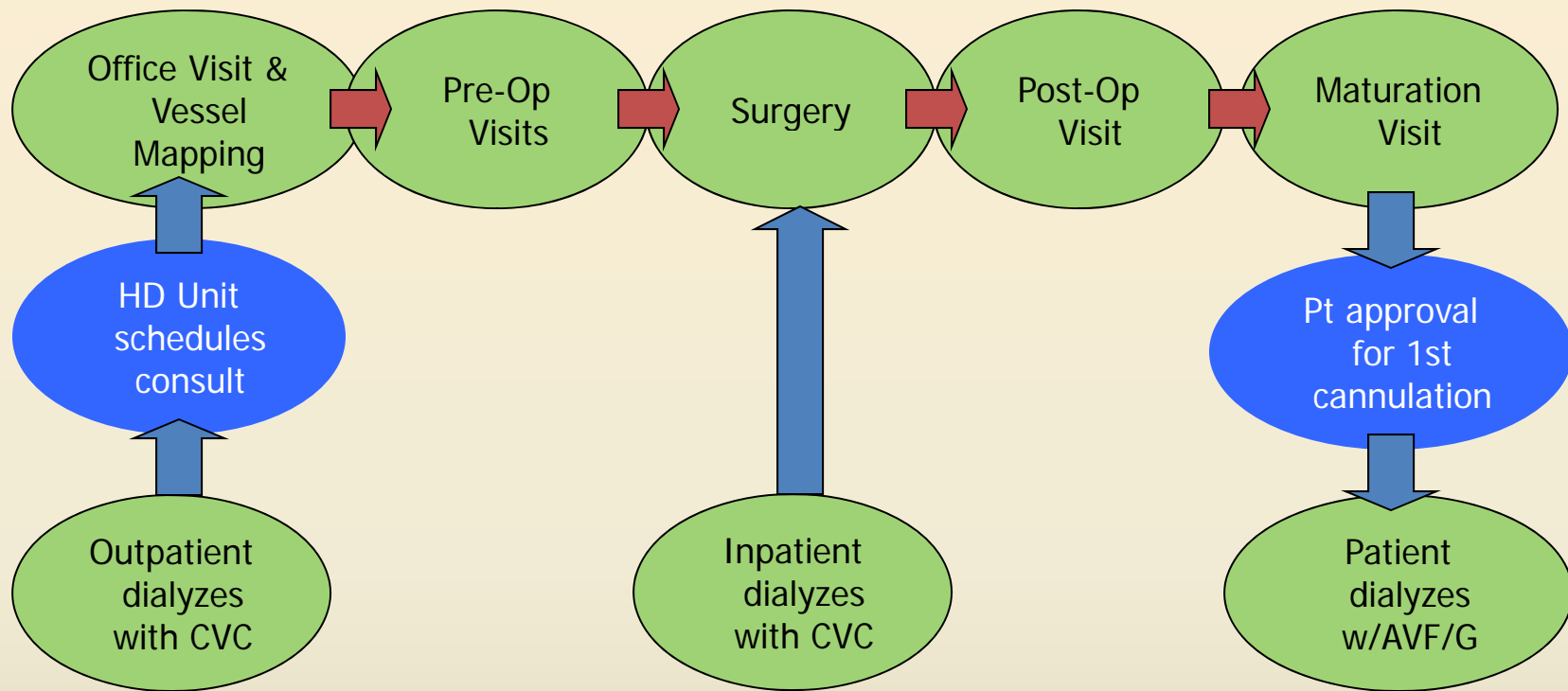
- Vein Preservation
- Vessel Mapping
- Maturing access
- Functioning permanent access
- Surgery Consults
- Monitoring basics
- Monitoring & Surveillance
- Pre-op planning & surgery

Pre-dialysis outreach example



- Physicians: Catheters not an option
- Hospitals: Complete vessel mapping prior to discharge
- Surgeons: Developed strong partnerships with 3 surgeons; one designated as vascular access specialist for the group

Surgeons: Streamline the process



It's complicated: scheduling and 1st cannulation delays exist

Surgeon Connection example:

CVC-Only Admits	Day-90	# pts
79%	14%	490

- Patients: No opportunity for CKD education; indigent patient base
- Hospitals: Aggressive LOS management
- Dialysis Centers: Vessel mapping and surgery consult scheduled < 1 month of admission

Physician Recognition



Surgeon Service Excellence Award

At DaVita, our surgeons are at the heart of what we do. They create and maintain healthy dialysis accesses so our patients can live their very best lives. These surgeons have been recognized for providing outstanding service to our patients.

2010 LORI GOOD, VASCULAR ACCESS SURGEON

3/16/2011

A renal community collaboration

CCQ
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Key Players to Optimize Vascular Access

Access placement support

- Vessel mapping
- Rule of 6 evaluations
- 1st cannulation support and imaging

Access maintenance

- Early stenosis identification and resolution
- Access failure prevention

Dialysis patient friendly environment

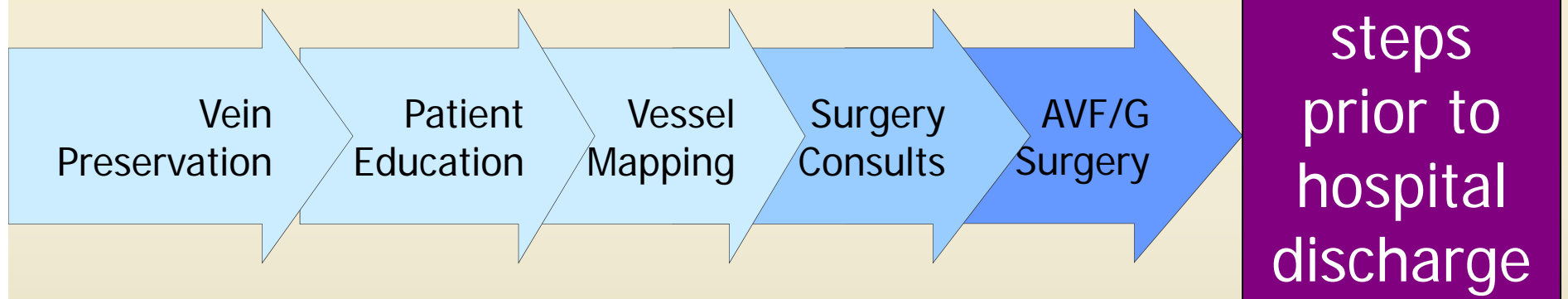
Faster turn-around time compared to hospitals



Access
Centers

Key Players to Optimize Vascular Access

Hospitals



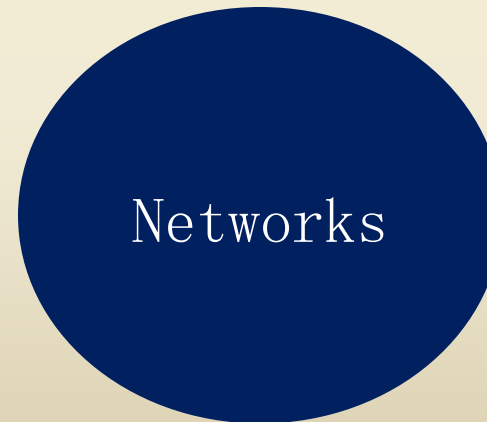
Creates long term benefits for patients and hospitals

Key Players to Optimize Vascular Access



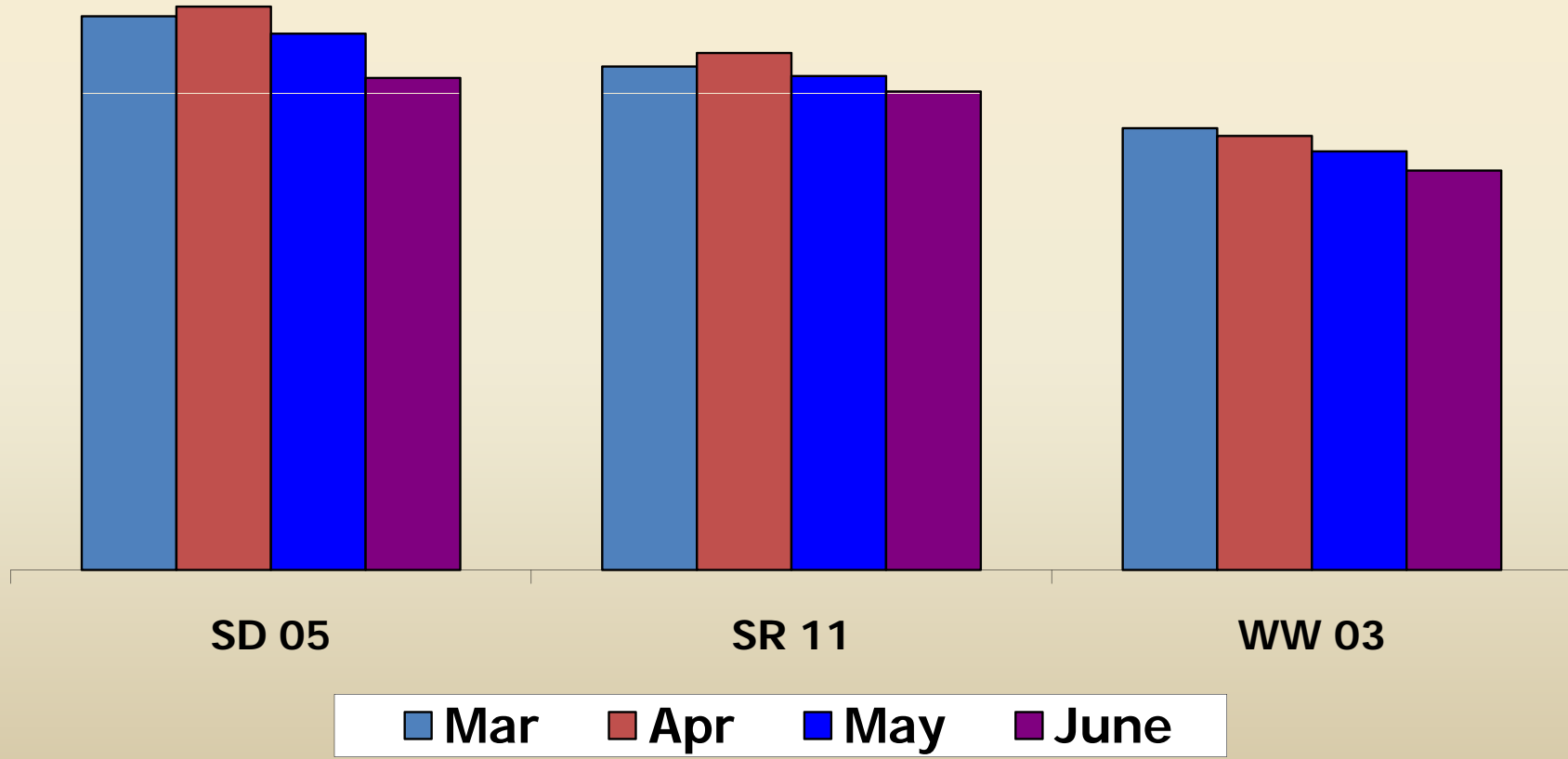
Set Standard
Align Incentives
Pay for Performance
Publish Data
 Surgeon scorecards
 Facility scorecards

Educate
 Staff
 Patients
 Physicians
Support Surgeon Training
Provide BDPs
Data
Bring key players together



Where Collaboration efforts are High

Prevalent Catheter Rates Decrease

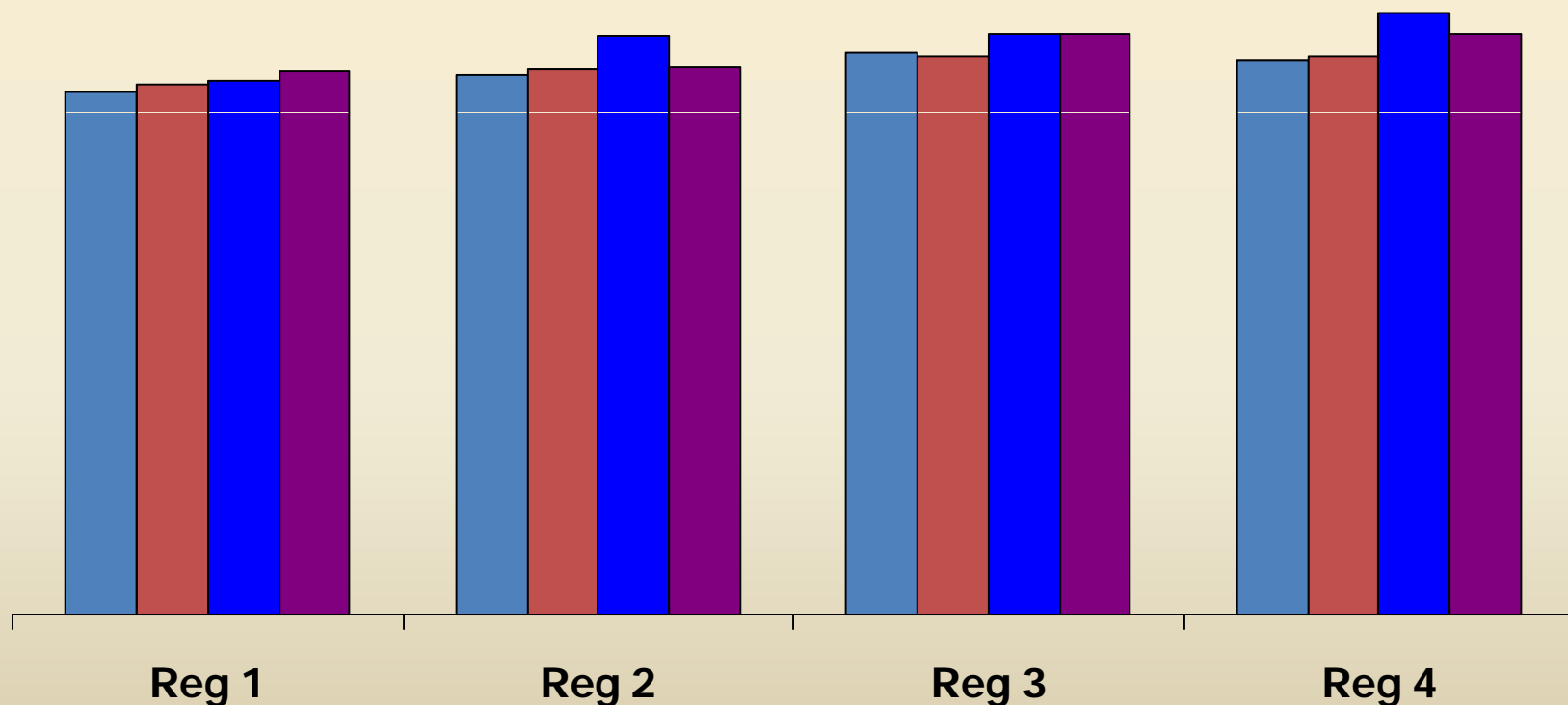


What works: Relentless Focus

- Leadership engagement (ROD) & Quality partnership (DCS)
 - Sharing MD CVC scorecard
 - Consistent Process in facilities – Weekly calls, one on one training
 - Strong, passionate Vascular Access Managers
- Leveraged region outreach
 - Nephrologists and Surgeon Dinners with data
- Teammate incentives
- Link to IMPACT (1st 90 day program)
 - CVC-Only crashers
 - Accelerates access Placement in first 90 days
- Social Worker partnership

Where Collaboration Effort is Low

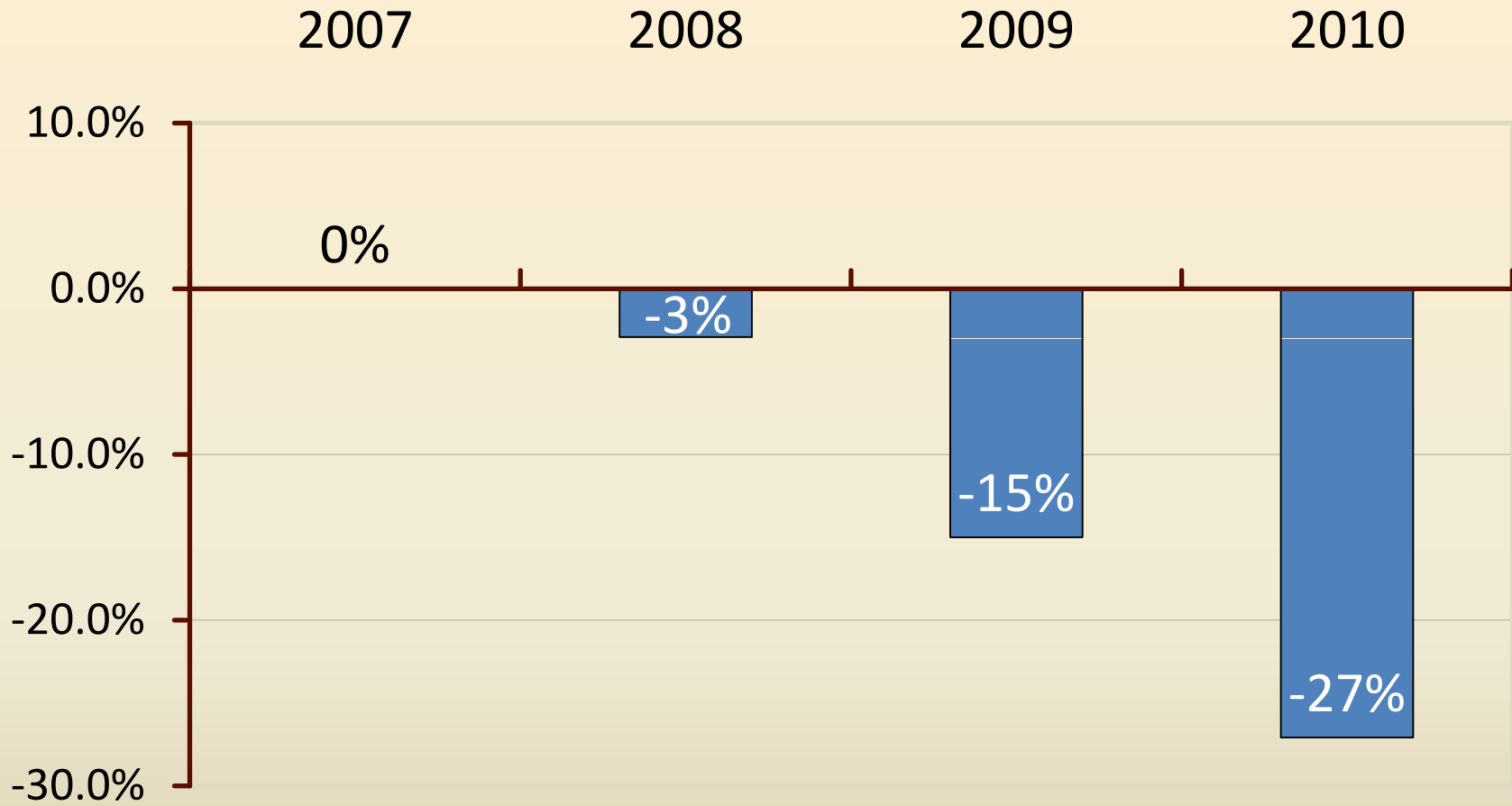
Prevalent Catheter Rates Increase



What doesn't work

- Leadership not driving process
- Medical Director not involved
- No established process in facility
- No surgeon outreach
- Little understanding of market dynamics

What Success Looks Like



Relative improvement compared to 2007

To Achieve Quality Access Outcomes

- Collaborate
- Be Relentless
- Concede Nothing