Value-based metrics to measure nurse staffing and assignment

Presented By
John Welton  PhD, RN, FAAN  Professor and Senior Scientist, Health System Research, University of Colorado College of Nursing
Ellen Harper  DNP, RN-BC, MBA, FAAN  Vice President, Chief Nursing Officer Cerner Corporation
Disclosure

Ellen Harper
DNP, RN-BC, MBA, FAAN
Cerner Corporation

John Welton
PhD, RN, FAAN
University of Colorado College of Nursing

Presenters have no relationship with a commercial interest, product or service related to the content of this educational activity and therefore have nothing to disclose.
Objectives

Attendees will be able to:

• Describe data driven approaches to measure nurse staffing and assignment value
• Learn new patient level nurse costing models
• Understand analytic techniques to measure nursing value
Nursing Knowledge: Big Data Conference

A National Problem:
• Drowning in data, starving for information & knowledge
• Lack of patient centric data & cost models
• Need to leverage existing data for secondary purposes
• Measuring care across different settings
• Call for sharable – comparable data

Big Data Expert Panels:
• National experts ~ 100+ participants
• Multiple expert work groups
• Wide variety of talents, informatics, leadership, academics, clinical practice
• Focus: answering some “big” questions in nursing
Measuring Nursing Value:

Develop a national consensus model to measure patient level nursing intensity and costs per patient in multiple care settings to support the continuum of care and to produce objective measures of nursing value.
The Concept of Value

Value of Nursing Care

Business Model

Value = \frac{Quality}{Price}

Healthcare Model

Value = \frac{Outcomes}{Price}
Expert workgroup consensus

Key items

• Nurses are individual providers of care
• Nursing measured at nurse-patient encounter
• Data collected at all encounters
• Measure all nursing “touchpoints”
• Patient level nursing costs/intensity
• Develop nursing business intelligence/analytics
• Vendor agnostic data model

What does this do?

**Staffing:**
- Change from staffing -> assignment
- Identify best nursing care AND best nurse
- Identify direct care hours/costs per patient
- Comparison and benchmarking

**Quality & Safety:**
- Real-time performance/quality metrics
- Predictive analytics
- Business intelligence
- Creates learning system environment
Rethinking nursing/healthcare systems

Operational
• Real-time operational decision making
• Higher quality = acting on poor quality before it occurs
• Better cost monitoring = higher efficiency and effectiveness
• Performance metrics at individual nurse-patient encounter

Clinical
• Real-time clinical decision making
• Automated pattern recognition (data driven expertise)
• Mapping trajectories of care
• Acuity trending (patient, unit, hospital/agency)
Business intelligence and analytics

Finance perspective
- Patient level costing and billing models
- Optimizing care vs costs
- Matching right provider (nurse)
- Managing volatility, trends
- Skill mix, experience mix
- Value based purchasing
Nursing value data model

- Organized by:
  - Facility costing, budget, wage
  - Patient, assessment, problem, outcome
  - Nurse/provider, certification, job class, hire date
  - Facility/business, unit
- Incorporates unique RN identifier
- Electronic health record agnostic
- Setting neutral
Future directions

- Real-time information systems
- Compare across settings of care
- Follow patient/person across encounters
- Link all providers to patient, family, community
- Performance-based analysis
- Value-driven health care
- Nursing costs and characteristics easily analyzed to person/population level outcomes
Thank you for your time today!

Questions?

Ellen Harper
Cerner Corporation
eharper@cerner.com

John Welton
University of Colorado College of Nursing
john.welton@ucdenver.edu