



Health Care  
Doctor  
Hospital  
Pharmacist  
Nurse  
Dentist  
First Aid  
Surgeon  
Emergency

22.02.35.2

22.02.35.2

# GOING FROM VOLUME-BASED TO VALUE-BASED CARE

THE EXPERIENCE OF HOSPITAL MOINHOS DE VENTO | BRAZIL





*Hospital Moinhos de Vento*

**91**-year  
institution

Founded as Deutschen Krankenhaus  
“German Hospital”  
in October 1927

**+2800**  
physicians (open staff model)

**93%**  
occupancy rate



**Harvard  
Business  
Review**

ANALYTIC SERVICES

# TAKING THE PULSE OF HEALTH CARE TRANSFORMATION



“

**Value will be at the heart of care delivery.**

Reducing costs without sacrificing outcomes will require dedicated teams working collaboratively across the full continuum of care.

”



“

# Patients will be treated as consumers.

As patients continue to bear more financial responsibility for their own care, the search for better value will be the driving force shaping decision making.

”



“

# Medicine will be more precise and affordable.

Therapies tailored to the individual will move us closer to the goal of “the right treatment for the right patient at the right time”.

”



“

# Health care will be digital.

Digital technologies and big data will continue revolutionizing our understanding and treatment of disease and the very nature of wellness and health care.

”

# THE SECOND CURVE



“You must ride the first curve

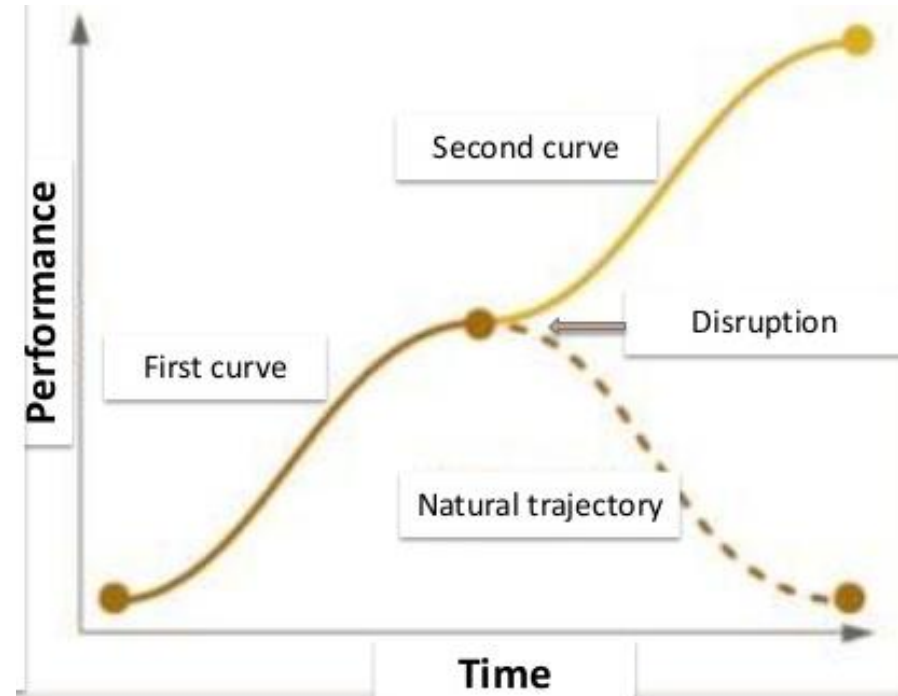
- a company’s traditional business carried out in a familiar corporate climate – to the all-important second curve.

The second curve is the future

- the new technologies, new consumers, and new markets that companies must command to survive and thrive”

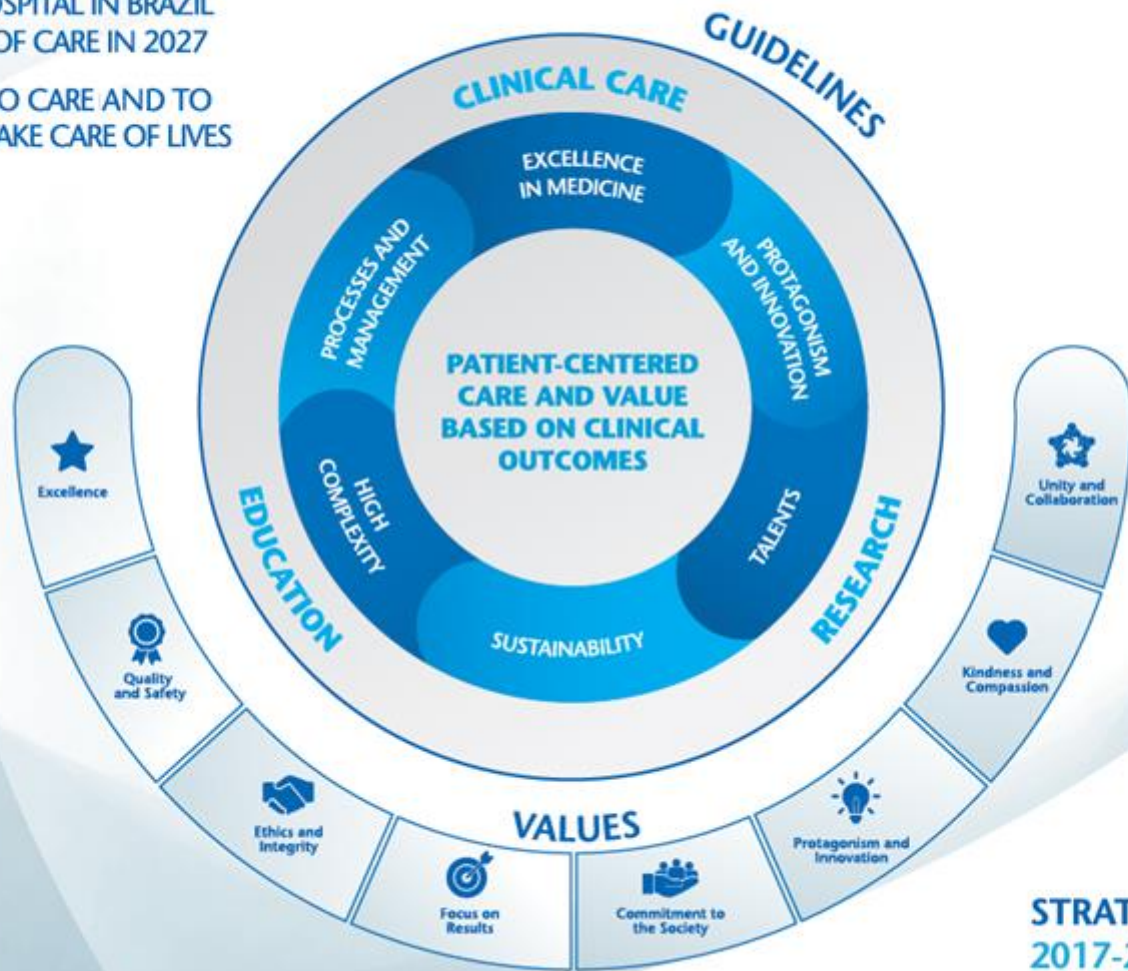
Ian Morrison

*The Second Curve – Managing the Velocity of Change*



**VISION:** TO PERFORM TO BE  
THE BEST HOSPITAL IN BRAZIL  
IN QUALITY OF CARE IN 2027

**PURPOSE:** TO CARE AND TO  
TAKE CARE OF LIVES



**STRATEGY**  
2017-2021



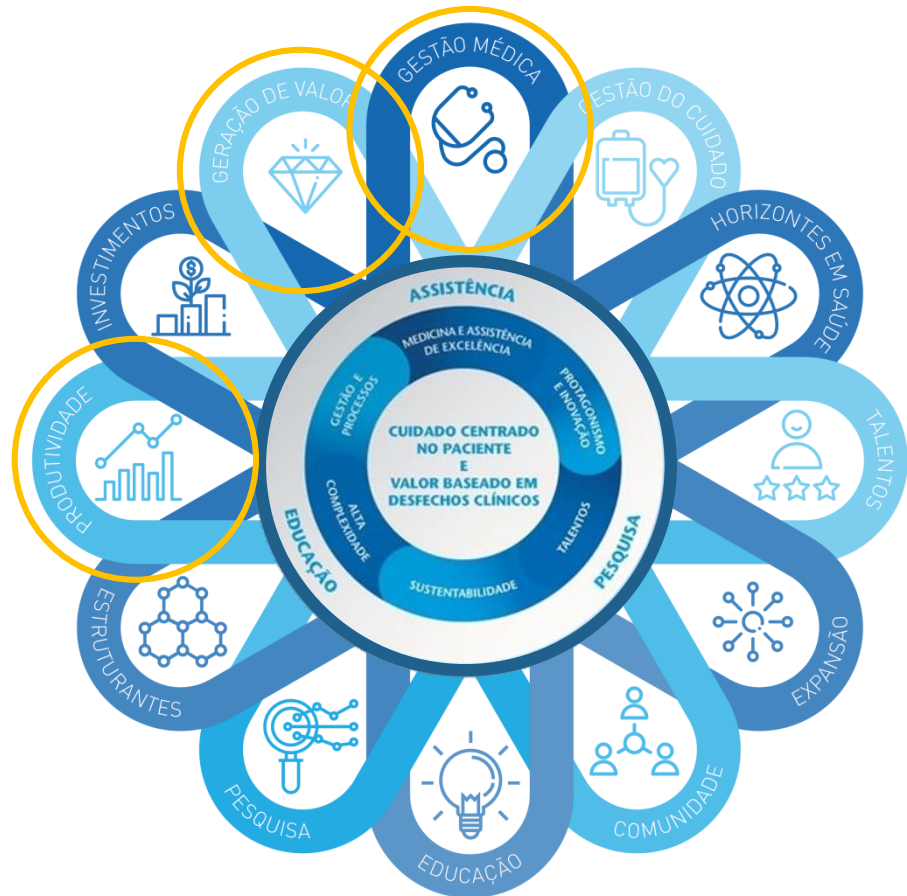
# STRATEGIC PROJECTS PORTFOLIO



## 24 Strategic Projects

Projects related to:

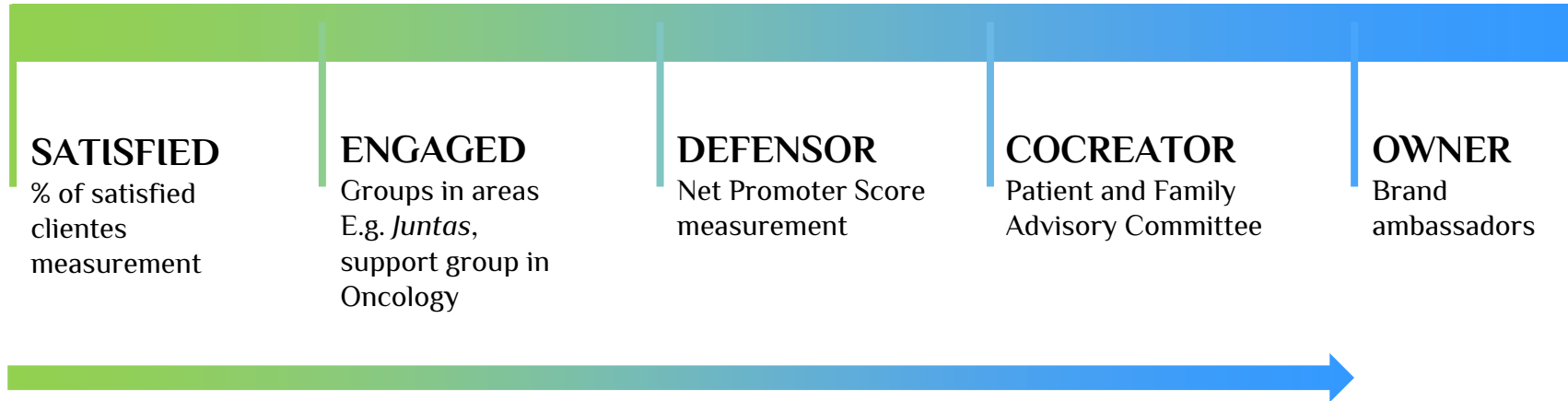
- **Patient experience** program
- Creation of a **Value Management Office**
- Implementing protocols and tools to decrease **length of stay**
- Measuring physicians performance in a **value-based approach**



# Patient Experience Program



## Client relationship Evolution (Philip KOTLER, Marketing 4.0)



# Patient Journey: mapping patient experience

- Design Thinking methods
- Secret Shopper methodology
- 1<sup>st</sup> phase:

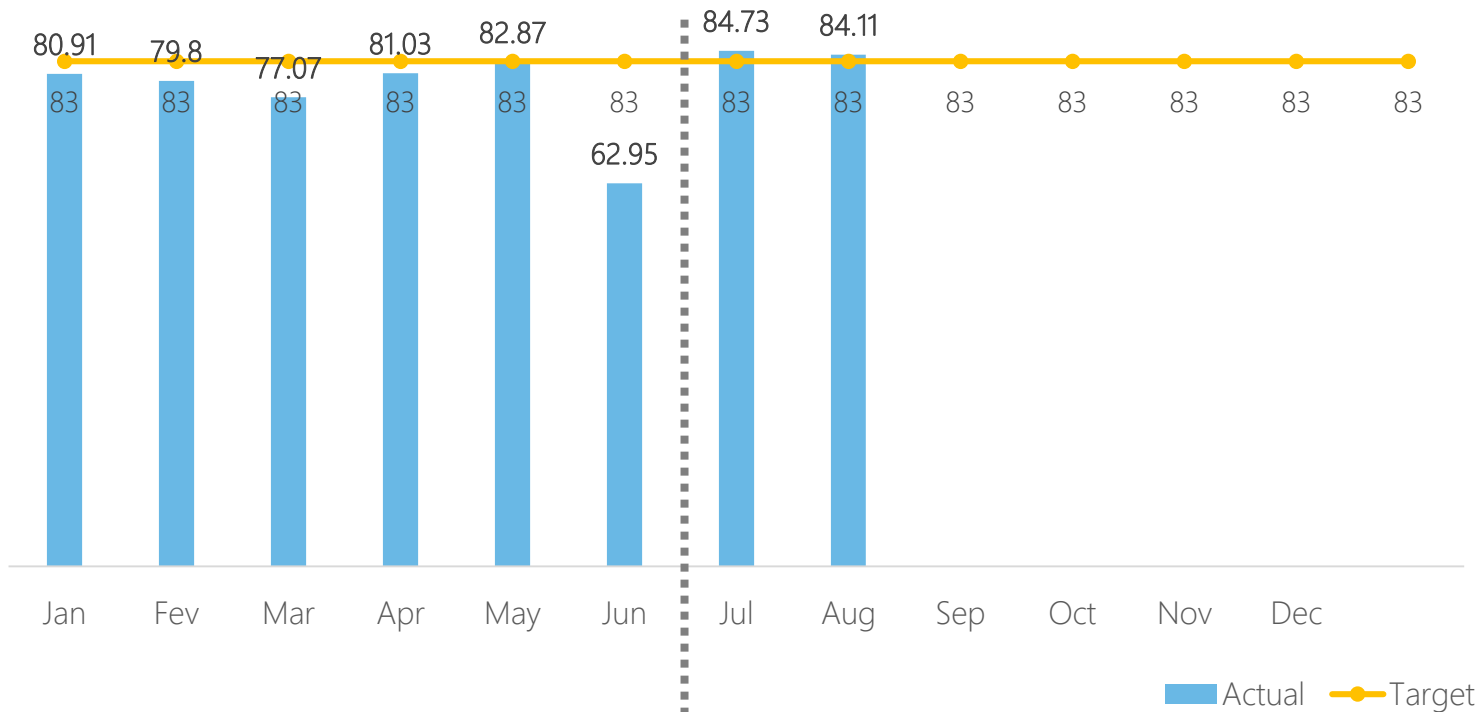
Outpatient	Radiology
	Nuclear Medicine
	Cardiology
Inpatient	Unique (VIP Unit)





# Net Promoter Score – Radiology

Would you recommend Hospital Moinhos de Vento?

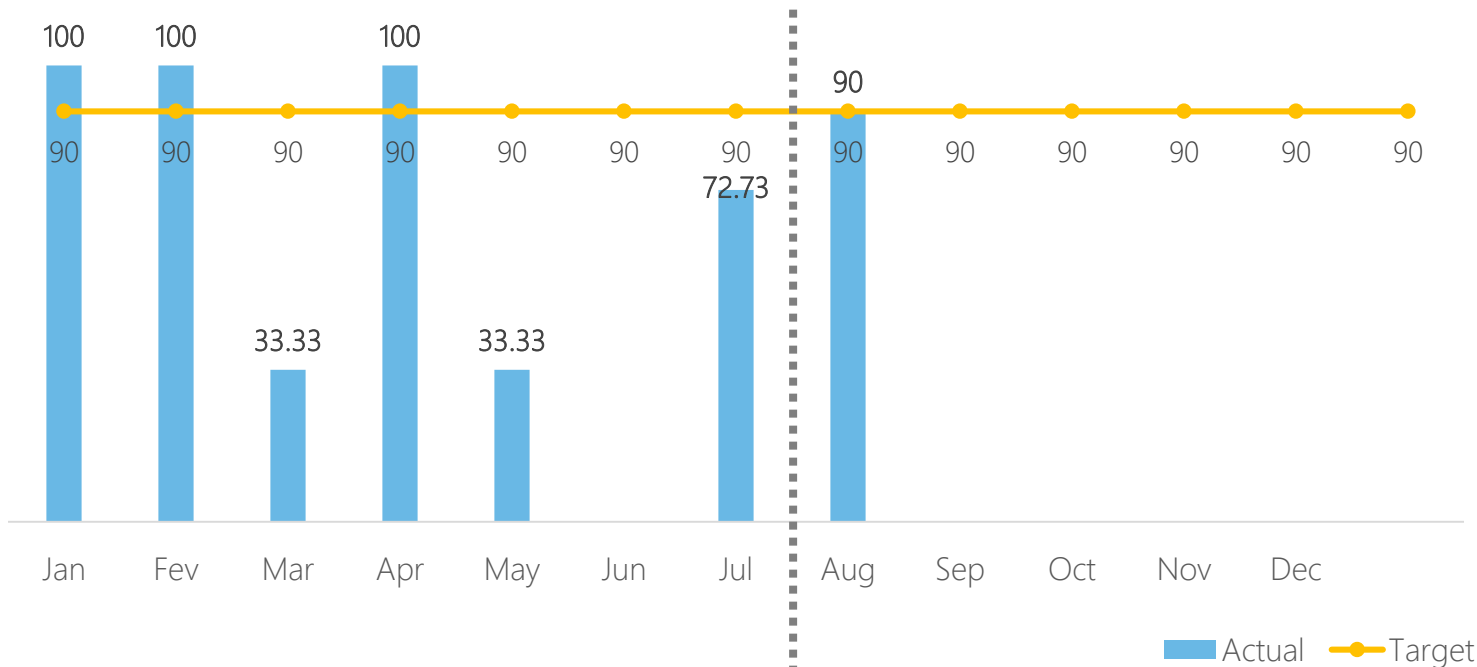


**Patient Journey Mapping**



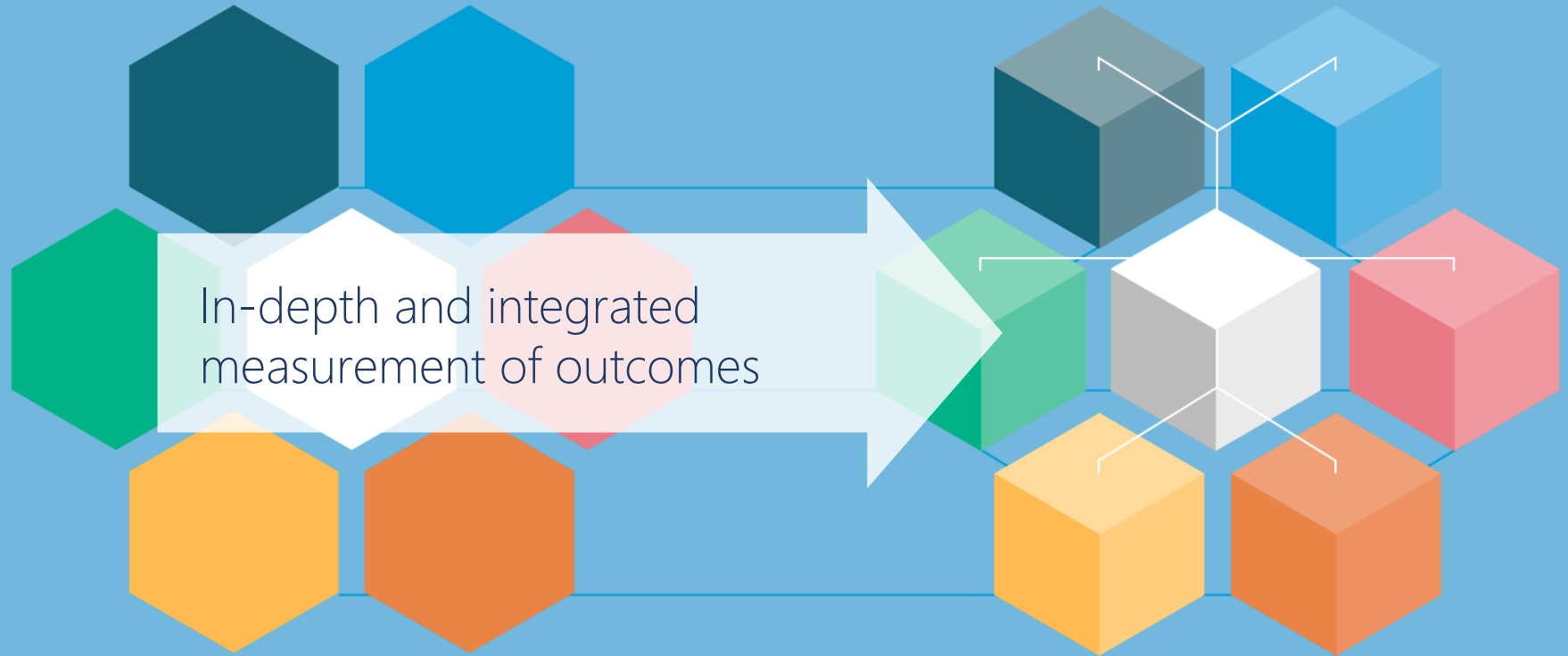
# Net Promoter Score – Unique (VIP unit)

Would you recommend Hospital Moinhos de Vento?



**Patient Journey Mapping**

# VMO – Value Management Office



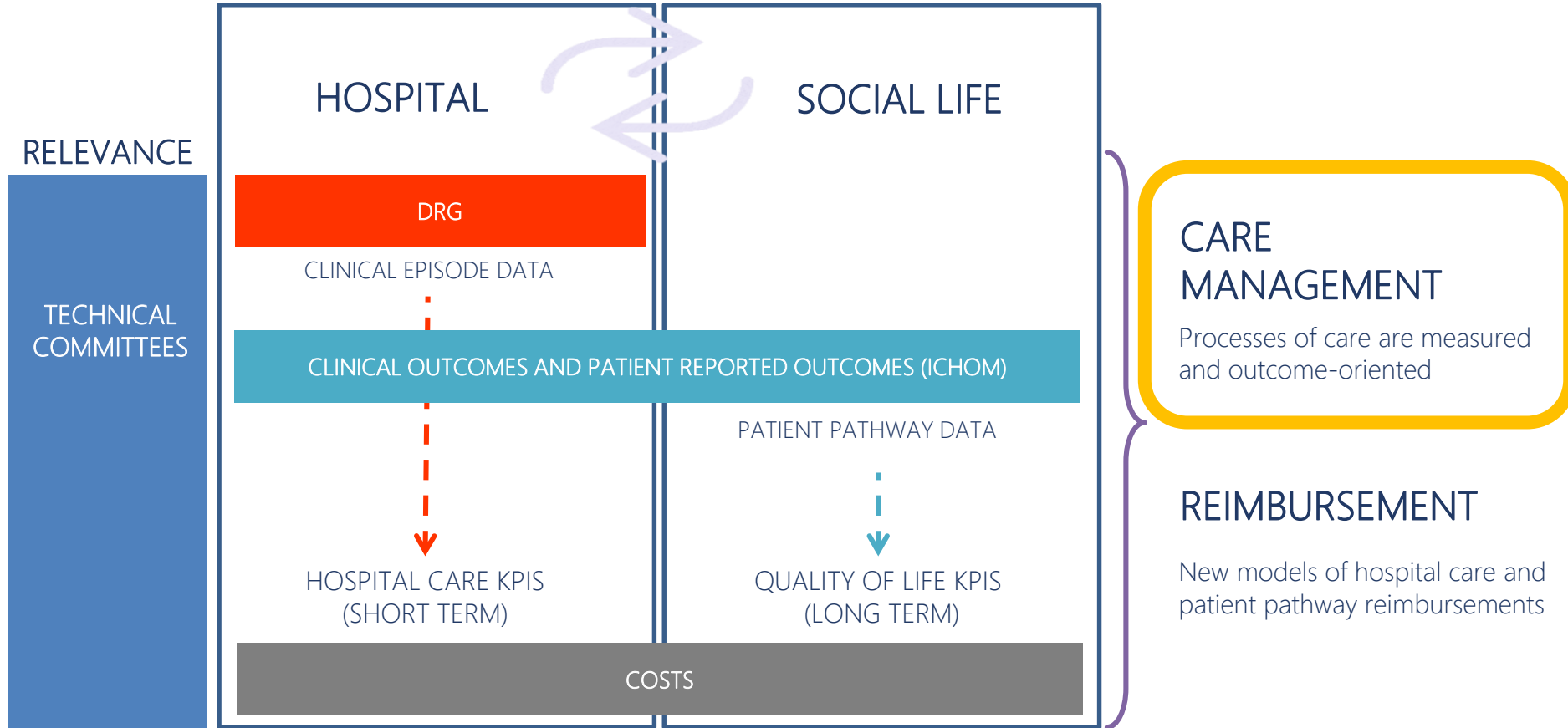
# VMO – Value Management Office

Center of excellence that:

- Supports clinical units in the processes of measuring outcomes;
- Establishes priorities on continuous improvement projects, managing costs;
- Facilitates the creation of value-based reimbursement methods;
- Ensures that new IT platforms are aligned with the institution's goals.



# VMO – Value Management Office



# Physicians Performance Report



NPI (CRM in Brazil) AND PHYSICIAN'S NAME

- PERFIL I / GPS - CORPO CLÍNICO - MAI/2016



Domínios / Indicador - Maio de 2016		Pontos do Indicador	Resultado	Banda Inferior					Banda Ideal		Banda Superior						Score
				50%	60%	70%	80%	90%	100%	90%	80%	70%	60%	50%	0%		

**ÍNDICE PERFORMANCE 80,60**

PERFORMANCE INDEX



# Engaging Doctors in the Health Care Revolution

by Thomas H. Lee and Toby Cosgrove, MD

FROM THE JUNE 2014 ISSUE

MOTIVATION	HOW TO APPLY IT	EXAMPLE
To engage in a noble shared purpose	Appeal to the satisfaction of pursuing a common organizational goal.	The Cleveland Clinic reinforced its commitment to compassionate care by launching a same-day appointment policy.
To satisfy self-interest	Provide financial or other rewards for achieving targets.	At Geisinger Health System, 20% of endocrinologists' compensation is tied to goals such as improving control of patients' diabetes.
To earn respect	Leverage peer pressure to encourage desired performance.	Patients' ratings of University of Utah physicians are shared both internally and on public websites to drive improvements in patient experience.
To embrace tradition	Create standards to align behaviors, and make adherence a requirement for community membership.	At the Mayo Clinic, a strict dress code and communication rules signal the "Mayo way of doing things."



# PROJETO DE REDUÇÃO DO tempo médio de permanência

Venha conhecer o projeto desenvolvido pela equipe de planejamento de alta, que ajudará os nossos médicos a acompanhar diariamente os seus indicadores, com os dados dos seus pacientes e da sua especialidade.

**Apresentação:**

**Superintendência Médica e Direção Clínica.**

**Data: 14/11 Horário: 12h15**

**Local: Anfiteatro Schwester Hilda Sturm**

Reducing Length of Stay  
– project

HMV's Chief Medical Officer and Medical Director made an official communication about our Discharge Team

**Contamos com  
a sua presença.**

*Esse é o  
NOSSO JEITO  
de aprimorar  
o nosso desempenho*

HOSPITAL  
**MOINHO DE VENTO**

# Access to four daily updated KPIs



**Prontuário Eletrônico**  
Dados de Identificação

**HMV's electronic record**

Paciente

Nome: [10561539] - **PACIENTE 3 TESTE NOVA PREVISÃO DE ALTA**  
Idade: **39 anos 1 mes**  
Profissão:

Sexo: **Masculino**  
Cor: **Branca**

Atendimento

Atendimento: 6346270  
Médico: **MÉDICO TESTE 3**  
Convênio: **PARTICULAR**

Data: **28/10/2017**  
Quarto/Leito: **998/37**  
Previsão de Alta até o próx dia: **NÃO**

HOSPITAL MOINHO DE VENTO

**Menu**

- Prontuário
- Dados Pessoais
- Alergias
- Lista de Problemas
- Medicamentos Habituais
- Exames Complementares
  - Cardiologia
  - Análises Clínicas
  - Endoscopia
  - Medicina Nuclear
- Outros Exames
  - Anatomopatológico
  - Pneumologia
  - Urodinâmica
  - Vascular
  - Neurológica
- Diag. de Imagem (UDI)
  - Imagem
  - Imagem antes de 30/06/13
  - Contingência
- Externos
  - Transcritos
- Especialidades
  - Oncologia
  - Dialise
    - Resumo Dialise
    - Sumário de Atendimentos
    - Documentos Digitalizados
- Sumário de Avaliação Médica
- Evolução
- Prescrição
- Prescrição de Cirurgias

**Resumo do Paciente**

**Indicadores de Tempo de Permanência do Médico Assistente**

Tempo de internação do paciente	TMP* esperado para a especialidade	TMP do médico assistente nos últimos 12 meses	Performance em relação à especialidade **
2	4	4,2	95,8%

\* TMP tempo médio de permanência (em dias)  
\*\* Performance em relação à especialidade nos últimos 12 meses (valor esperado para a especialidade, sua performance a 100%)

**Ativos**

CID	Problema	Data Início
I20.0	ANGINA PECTORIS - ANGINA INSTAVEL	29/09/2017

Incluir + Alterar - Inativar X Excluir CID's

**Alergias:**

Agente	Data Inclusão
<< Sem Alergias Conhec... >>	29/09/2017

Incluir + Alterar -

**Medicamentos Habituais:**

Medicamento	Data Início	Dose	Via	Frequência
<< Sem uso de medicamentos >>	29/09/2017			

Incluir + Alterar -

**Procedimentos Invasivos realizados no HMV**

Atendimento	Procedimento	Data Procedimento	Profissional	Desc. Cirúrgicas
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Imprimir

Sair

**Days of hospitalization**

**Average length of stay in the physician's specialty**

**Average length of stay of the physician in the last 12 months**

**Physician's performance in relation to his/her specialty**

# Support of a Discharge Team



HMV's electronic record

Data Início

29/09/2017

Inativos (Problemas passados resolvidos)

CID	Problema	Data Início	Resolução
<div>Excluir CID's</div>			

tuais:

	Data Início	Dose	Via	Frequência
atos >>	29/09/2017			

Data Procedimento	Profissional	Desc. Cirúrgicas
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Solicite auxílio para o Time de Planejamento de Alta

Ask for support of our Discharge Team

Sair

**MOINHOS+**  
**RECONHECIMENTO**

#### Variáveis da Performance

- ✓ Quantidade de Altas (3m)
- ✓ Tempo Médio de Permanência (3m)
- ✓ % de Altas até 10h (3m)
- ✓ Taxa de Reinternação (3m)
- ✓ Taxa de Reinternação da Especialidade (12m)

#### Tempo Médio de Permanência Esperado

Especialidade	TMP Esperado
Cardiologia	6
Clinica Médica	7
Gastroenterologia	4
Nefrologia	10
Neurologia	6
Pneumologia	8

#### Score Julho

Especialidade	Ranking	TMP (3M)	% Altas Até 10 h (3M)	Taxa de Reinternação (3M)	Score [TMP+Altas+ Reinternação]	Média de Internações da Especialidade (12M)
Clínica Médica	Flavio Andre Cardona Alves	6,81	53,57%	17,86%	90,6	44
	Eubrandio Silvestre Oliveira	6,36	35,56%	13,33%	90,0	
Cardiologia	Janete Polanczyk	4,10	10,00%	30,00%	97,8	21
	Juliana Gil Thome	4,77	15,38%	15,38%	94,0	
Gastroenterologia	Livia Caprara Lionco	4,70	30,00%	0,00%	73,6	12
	Leonardo Wagner Grillo	6,00	16,67%	0,00%	59,2	
Pneumologia	Leandro Genehr Fritscher	5,29	94,12%	5,88%	129,2	26
	Marcelo Basso Gazzana	8,28	52,00%	8,00%	85,9	
Neurologia	Bethania Camara Ehlers	3,00	2,86%	2,86%	135,7	37
	Angelica Dal Pizzol	7,88	21,21%	9,09%	66,0	
Nefrologia	Anna Cristina R. Stein	8,55	0,00%	18%	83,4	25
	Renato George Eick	9,40	0,00%	40%	69,8	



#### TMP AWARDS (12m)

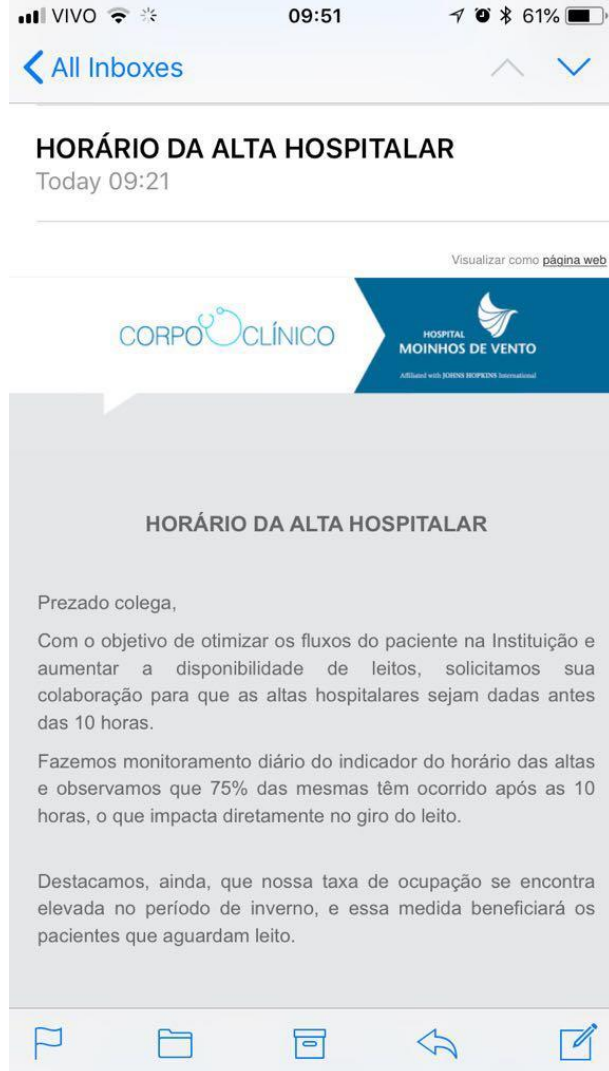
Especialidade	Ranking	Qtd 1º
Clínica Médica	FLAVIO ANDRE CARDONA ALVES; MARCOS LIMA FERNANDES	3
Cardiologia	LUIS BECK DA SILVA NETO	2
Gastroenterologia	LIVIA CAPRARA LIONCO; JONATHAS STIFFT	2
Pneumologia	LEANDRO GENEHR FRITSCHER	4
Neurologia	MARIANA DAGNINO ARAUJO	4
Nefrologia	RENATO GEORGE EICK	5

# Length of Stay – monthly reports

## Score Julho

Especialidade	Ranking	TMP (3M)	% Altas Até 10 h (3M)	Taxa de Reinternação (3M)
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- Length of Stay
- % Discharges before 10am
- Rehospitalization rates



## Engaging the medical staff systematically

- Sharing information about the impact of having the discharges before 10am to collectively achieve better results

# Length of Stay – medical patient

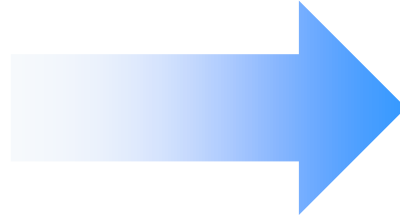


**10**

Days

**2017**

(average)



**8**

Days

**2018**

(average)



It's just the beginning



HOSPITAL  
MOINHOS DE VENTO

Mohamed Parrini, CEO

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# THANK YOU

