Choosing Wisely

Tests & Treatments Providers & Patients Should Question

Matt Pollard, M.D.
Intermountain Healthcare



Disclosure

This presentation has no commercial content, promotes no commercial vendor and is not supported financially by any commercial vendor. I receive no financial remuneration from any commercial vendor related to this presentation.











Intermountain Continuous Improvement







Healthcare Transformation

What needs to *transform*?



Fee for Service

Value-based





Annual Cost to US Health Care System in 2011





EST. ANNUAL

Preventable

Deaths

IN THE U.S.

44,000 LOW



radioviceonline.com

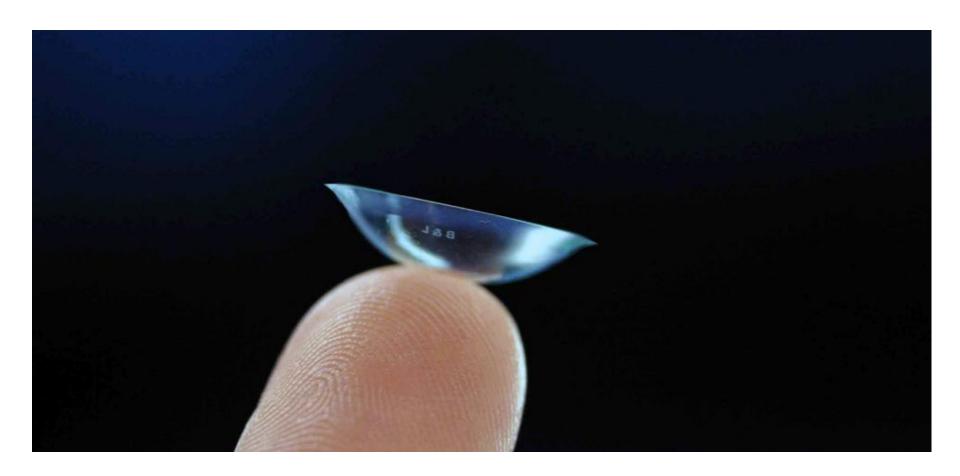


Why physicians?











Controversy



What looks like resistance is often lack of clarity.

- Chip & Dan Heath







Choosing Wisely

Choosing Wisely® aims to promote conversations between providers and patients by helping patients choose care that is:

- Supported by evidence
- Not duplicative of other tests or procedures already received
- Free from harm
- Truly necessary



American Academy of Family Physicians



Don't do imaging for low back pain within the first six weeks, unless red flags are present.

Red flags include, but are not limited to, severe or progressive neurological deficits or when serious underlying conditions such as osteomyelitis are suspected. Imaging of the lower spine before six weeks does not improve outcomes, but does increase costs. Low back pain is the fifth most common reason for all physician visits.

2

Don't routinely prescribe antibiotics for acute mild-to-moderate sinusitis unless symptoms last for seven or more days, or symptoms worsen after initial clinical improvement.

Symptoms must include discolored hasal secretions and facial or dental tenderness when touched. Most sinusitis in the ambulatory setting is due to a viral infection that will resolve on its own. Despite consistent recommendations to the contrary, antibiotics are prescribed in more than 80 percent of outpatient visits for acute sinusitis. Sinusitis accounts for 16 million office visits and \$5.8 billion in annual health care costs.

3

Don't use dual-energy x-ray absorptiometry (DEXA) screening for osteoporosis in women younger than 65 or men younger than 70 with no risk factors.

DEXA is not cost effective in younger, low-risk patients, but is cost effective in older patients.

4

Don't order annual electrocardiograms (EKGs) or any other cardiac screening for low-risk patients without symptoms.

There is little evidence that detection of coronary artery stenosis in asymptomatic patients at low risk for coronary heart disease improves health outcomes. False-positive tests are likely to lead to harm through unnecessary invasive procedures, over-treatment and misdiagnosis. Potential harms of this routine annual screening exceed the potential benefit.



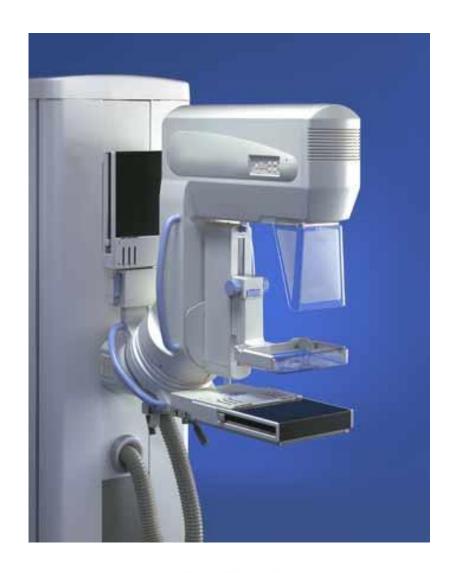






























Intermountain Continuous Improvement



CONTINUOUS IMPROVEMENT FOR PHYSICIANS

one Eliminate Waste

two
Optimize Flow

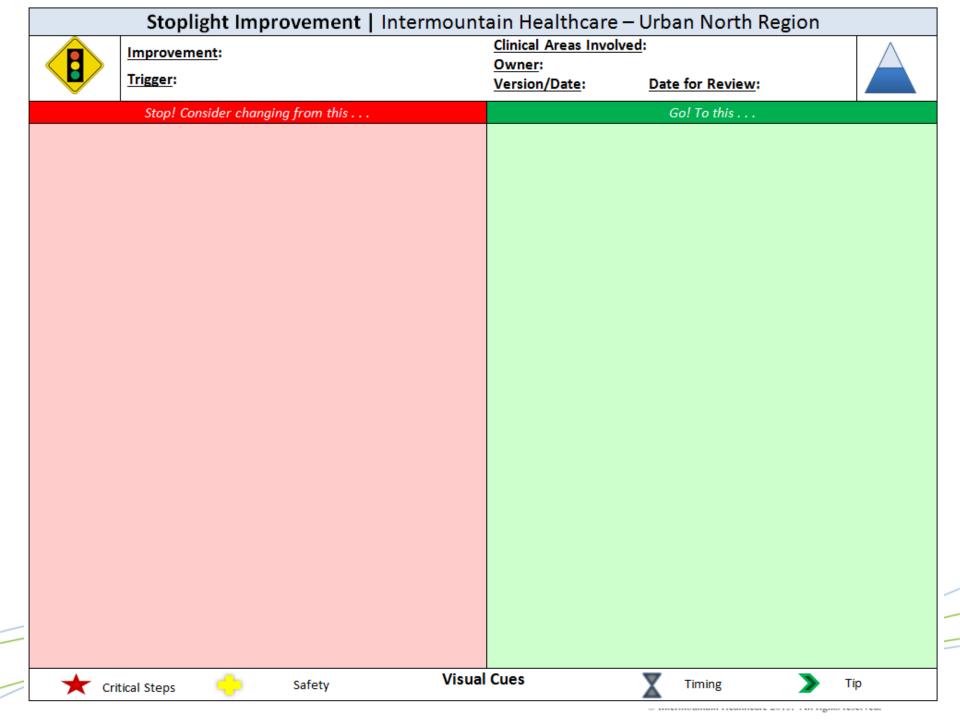
Standardization



HOW DOES CONTINUOUS IMPROVEMENT APPLY TO PHYSICIANS?

Eliminate Waste





Stoplight Improvement | Intermountain Healthcare - Urban North Region



Improvement: Cardiac biomarker testing

Trigger: Evaluation of any patient with chest pain or anginal equivalent

Clinical Areas Involved: ED, Medicine, Cardiology, ICU

Owner: Matt Pollard, MD; John Lund, MD

Version/Date: 1.0 | 10/2013 Date for Review: 10/2014



Stop! Consider changing from this . . .

"Cardiac markers are used in the diagnosis and risk stratification of patients with chest pain and suspected acute coronary syndrome (ACS). The cardiac troponins, in particular, have become the cardiac markers of choice for patients with ACS. Indeed, cardiac troponin is central to the definition of acute myocardial infarction (MI) in the consensus guidelines from the American College of Cardiology (ACC))." (Medscape)

Because of their increased sensitivity and specificity compared with creatine kinase MB (CK-MB) and other markers, troponins are preferred for the diagnosis of myocardial infarction (MI).

It is difficult today to find any situation in which CK-MB adds anything other than cost to the clinical utility of troponin if that marker is used properly. This is becoming increasingly evident as these cardiac biomarkers have been studied and compared for more than a decade.



We recommend that clinicians no longer use CK and CK-MB when evaluating patients with suspected AMI or ACS.

References:

Eggers KM, Oldgren J, Nordenskjöld A, Lindahl B. Diagnostic value of serial measurement of cardiac markers in patients with chest pain: limited value of adding myoglobin to troponin I for exclusion of myocardial infarction. Am Heart J. Oct 2004;148(4):574-81.

Macrae AR, Kavsak PA, Lustig V, Bhargava R, Vandersluis R, Palomaki GE, et al. Assessing the requirement for the 6-hour interval between specimens in the American Heart Association Classification of Myocardial Infarction in Epidemiology and Clinical Research Studies. *Clin Chem.* May 2006;52(5):812-

Saenger AK, Jaffe AS. Requiem for a heavyweight: the demise of creatine kinase-MB. Circulation. Nov 18 2008;118(21):2200-6.

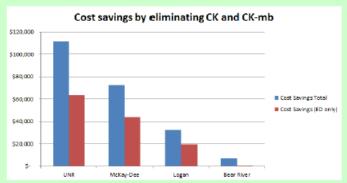
Go! To this . . .

When evaluating patients with chest pain for AMI/ACS, remove CK, CK-MB and other cardiac biomarkers from your orders and use cardiac troponin as the sole biomarker in these patients.

After extensive collaboration with clinicians, several other institutions, including Mayo Clinic, have taken similar actions without any discernible negative effects on clinical care.

In fact, removing CK-MB from the cardiac biomarker panel will not only reduce cost but may also reduce confusion when evaluating these patients.

A very conservative estimate of the annual cost savings per facility are as follows:





It is recommended that the use of CK be eliminated in those cases only where AMI/ACS are being considered. It remains a useful test when evaluating other clinical conditions such as rhabdomyolysis.

Examples of when CK, CK-MB might be helpful:

- When evaluating patients where there is a concern for re-infarction since the troponin clearance is longer than that of CK-MB.
- Patients who have a marginal troponin that might be explained by a clinical condition other than AMI (PE, myositis, renal failure, etc.).











Tip

Stoplight Improvement | Intermountain Healthcare – Urban North Region



Improvement: Blood Count Ordering

Trigger: Any time a blood count is ordered

Clinical Areas Involved: All inpatient/outpatient areas

Owner: RJ Bunnell, MD – Lead Hospitalist; Barb Kerwin, MD – ICU
Medical Director; Matt Pollard, MD – Continuous Improvement

Version/Date: 1.0 5/2014 Date for Review: 05/2014



Stop! Consider changing from this . . .

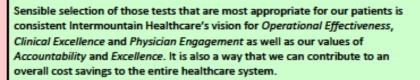
Before ordering a blood count, consider what elements of the panel you really need and if there might be a more cost-conscious test that would give you the same information.



Clinicians might not be aware that other options exist.

Here are a few examples pertaining to the blood count:

- · Do you need a WBC differential in all patients?
- When monitoring a patient for blood loss, is the entire CBC needed?
- Is it more cost effective to order a CBC vs. Hgb/Hct vs. Hgb if you really only need to know the patient's hemoglobin level?



Go! To this . .

The following table shows the relative unit cost for different cell counts and is provided with the hope that having this knowledge will enable providers to select tests that are both cost-efficient and appropriate for their patients.

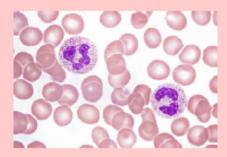
Test	Relative Unit Cost			
CBC w/ manual diff	4.2			
CBC w/ auto diff	2.7			
CBC without diff	2.4			
Hgb/Hct	2.1			
Hgb	1.1			
Hct	1.0			

Observations and Caveats:

- Cost savings is not the only consideration when ordering lab tests and should not discourage ordering whatever test is felt appropriate for the individual patient clinical scenario.
- If the results of ordering a test are not going to change your management, consider not ordering a test at all.

Ideas for Future Improvements:

Provide cost data to providers for multiple lab panels, radiology studies, etc.







Safety





Stoplight Improvement | Intermountain Healthcare - Urban North Region



Improvement: Side effect monitoring of antipsychotic drugs

Trigger: Any admission to BHU; routine outpatient monitoring

Clinical Areas Involved: Psychiatry, Primary Care

Owner: Ben Holt, MD

Version/Date: 1.0 | 9/2014 Date for Review: 9/2015



Stop! Consider changing from this . . .

Patients taking antipsychotic drugs need scheduled monitoring for side effects of these medications. In particular, the fasting lipid and fasting blood glucose (FBG) levels must be watched closely but currently might not be done at regular or recommended intervals.

Furthermore, when patients get admitted to psychiatry, screening laboratories are routinely obtained both for medical clearance and/or ongoing treatment. Most of the time, these labs are medically necessary to provide the best care to the patient. However, there are times when these tests are obtained more out of habit or reflexively and might not be necessary.

Fasting lipid and glucose levels are often obtained on many patients admitted to the psychiatric unit as a routine order, whether or not they are necessary in the ongoing treatment of the patient.



Sensible selection of those tests that are most appropriate for our patients is consistent intermountain Healthcare's vision for Operational Offectiveness, Clinical Excellence and Physician Engagement as well as our values of Accountability and Excellence. It is also a way that we can contribute to an overall cost savings to the entire healthcare system.

In the near future, further recommendations regarding other screening laboratories for patients admitted to osychiatry will be released

Safety

Go! To this . . .

Instead of routinely ordering fasting lipids and FBG when admitting a patient to psychiatry or when following a patient on an outpatient basis, pause to consider whether they are needed. A quick review of the chart and the patient's history will help guide the decision.

Recommendations:

- Any patient taking an antipsychotic (at any dose) should have appropriate metabolic screening. Fasting lipid panel and FBG should be obtained when an antipsychotic is initiated and again at 12 weeks into treatment.
- After initial screening, FBG is monitored annually and fasting lipid panel is monitored at least every 5 years or sooner if clinically indicated.
- There is no need to check these levels when admitting a patient to psychiatry if the patient is not taking an antipsychotic or they do not have another condition requiring such monitoring.
- More frequent monitoring may be needed for patients who exhibit significant weight gain while taking any antipsychotic.
- Olanzapine, quetiapine, and clozapine all have an elevated risk of insulin resistance. Patients on these medications should have more frequent assessment of fasting lipids and FBG than is typically recommended for other antipsychotics.

The following table from UpToDate summarizes the recommended monitoring schedule for patients taking first and second-generation antipsychotics:

	Baseline	4 Weeks	8 Weeks	12 Weeks	Quarterly	Annually	At least every 5 years
Personal or remity history	x					x	
Weight (BMI)	X	Х	X	X	X		
Waist groumference	×			X		×	
Blood Pressure	X			X		X	
Easting plasma glucose	×			×		×	
Fasting lipid profile	×	•		×			×

* For patients taking planzapine, quetlabine, clozapine















Stoplight Improvement | Intermountain Healthcare - Urban North Region



Improvement: URI Viral Panel Testing

Trigger: Adult and pediatric patients with symptoms c/w viral respiratory infection

Clinical Areas Involved: Any practice environment where viral panel testing is considered (ED, clinics, hospitals, InstaCare, etc.) Owner: Matt Pollard, MD - Continuous Improvement Version/Date: 2 | Oct 2014 Date for Review: Oct 2015



Stop! Consider changing from this . . .

Viral upper respiratory infections are among the most common diagnoses during the late fall, winter and early spring months. Many times when evaluating these patients in the outpatient setting the question arises whether or not these patients should have viral panel testing performed. In fact, in many instances, viral panels might routinely be performed



whether the results of the testing will have an impact on the treatment plan or

Recognizing that there are instances when viral panel testing is appropriate, this Stoplight Improvement has the aim of helping the clinician consider when testing might not be needed.

Before testing these patients without further consideration -



Go! To this . . .

As a general rule, if the results of a test are not going to change management, that test might not be needed. In the case of viral panel testing there are instances where the results might not change management but where testing is recommended (inpatients, epidemiological purposes, etc.). However, the majority of patients likely do not need testing.

Here are some specific examples and other considerations:

- · RSV testing is rarely necessary or helpful in making the diagnosis of bronchiolitis and is no longer a criterion for evaluation and treatment in the Bronchiolitis Clinics at Intermountain.
- Influenza Considerations:
- . Testing is not needed for all patients with signs and symptoms of influenza to make antiviral treatment decisions. Once influenza activity has been documented in the community or geographic area, a clinical diagnosis of influenza can be made for outpatients with signs and symptoms consistent with suspected influenza, especially during periods of peak influenza activity in the community. (credit: CDC.gov)
- If the patient has had symptoms for more than 3 days, any prescribed antiviral will have minimal (if any) effect and testing might not be indicated.
- · False negative rapid flu results are common (false negatives are not common with PCR testing). If you are going to treat the patient regardless of the result perhaps you should reconsider.
- <u>Caveat</u>: Testing in the right circumstances can be important (institutions, schools, outbreaks, etc.).
- . RFAPCR testing is very expensive and should likely be reserved for select cases and inpatients (it is recommended for many inpatients).
- . In the febrile infant < 3 months old viral panel testing SHOULD be done.

The Laboratory Services Test Ordering Quick Guide for Respiratory Infectious Diseases is available and provides other useful information - including approximate costs per test - approximate turn-around times, etc.





Critical Steps



Safety

Visual Cues



Timing



Tip

Safety

Critical Steps

© Intermountain Healthcare 2013. All rights reserved.

HOW DOES CONTINUOUS IMPROVEMENT APPLY TO PHYSICIANS?

one **Eliminate Waste**

two
Optimize Flow



HOW DOES CONTINUOUS IMPROVEMENT APPLY TO PHYSICIANS?

one two three Standardization



NO [STANDARD], THERE CAN BE NO IMPROVEMENT

- Taichi Ohno -

"It is more important that you do it the same than that you do it "right."

- Dr. Brent James



STANDARDIZATION

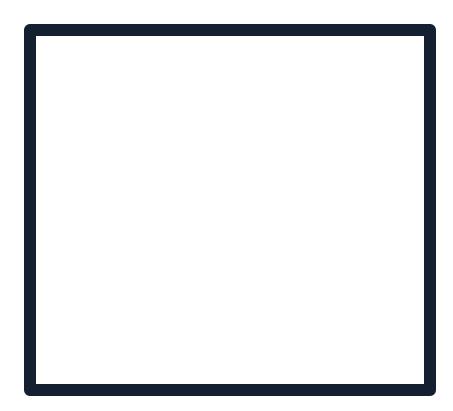


Doctors Approach Problems

 $10 \rightarrow 10 = 10$

 $10 \rightarrow 1 = 1$





think



Care Process Model MARCH 2013



ASSESSMENT AND MANAGEMENT OF

Pediatric Community-Acquired Pneumonia (CAP)

patients age 3 months and older without bronchiolitis

This care process model (CPM) is produced by Intermountain Healthcare's Pediatric Infectious Disease Team, a subgroup of the Pediatric Speciality Clinical Program. The CPM summarizes evaluation and treatment recommendations for community-acquired pneumonia (CAP) in previously healthy children without chronic health conditions age 3 months and older. Recommendations are based on recent studies in peer-reviewed medical literature, local susceptibility data and practice patterns, and recent consensus guidelines from the Infectious Disease Society of America (IDSA) and the British Thoracic Society Standards of Care Committee (BTS). 1,2

Note that this model **does not provide guidance for treating children with bronchiolitis**; refer instead to Intermountain protocols available on the Bronchiolitis clinical topic page. Also note that this model **does not apply to healthcare-associated pneumonia** (HCAP) **or to complicated pneumonia** requiring care in the ICU or interventions for effusion.

▶ WHY FOCUS ON PEDIATRIC PNEUMONIA?

- Pneumonia remains common, serious, and costly. Pneumonia is the leading cause of death in children worldwide. Each year, more than 2 million children younger than 5 years die from pneumonia, representing approximately 20% of all deaths in children within this age group.¹ Within Intermountain Healthcare, pneumonia is the fourth most common reason for a pediatric admission and is the pediatric condition with the fourth highest cost.³
- Well designed and implemented guidelines have decreased morbidity and mortality for adults with CAP.¹ For the management of pediatric CAP, retrospective studies support the safety and efficacy of the recommendations in the IDSA and BTS guidelines; adapting these to our Intermountain system local practice can guide outpatient and inpatient care and drive better outcomes.⁴
- We have an opportunity to improve care and reduce variability in several areas of practice. Analysis of
 Intermountain practice patterns reveals several areas where we can standardize care around evidence-based guidelines:
 - Use of pulse oximetry to support diagnosis and guide site-of-care decisions
 - Use of immunization screening and viral testing to guide treatment decisions
 - Appropriate use of chest x-rays for diagnosis and follow-up
 - Blood culture testing at admission and prior to antibiotic therapy
 - Selection and administration of anti-infective agents used in outpatient and inpatient care
 - Discharge criteria for inpatients



The inside pages of this tool provide an algorithm and can be folded open and posted in your office or clinic. The back page provides a discussion of recommendations and information about resources and references.

► KEY RECOMMENDATIONS IN THIS CPM

- Use pulse oximetry and clinical assessments of respiratory distress to make site-of-care determinations
- Assess immunization status of all patients
- For outpatients, do not routinely order chest x-rays; do not automatically prescribe anti-infective therapy
- Perform viral testing always for inpatients, as needed for outpatients
- Obtain blood cultures on all admitted patients before starting anti-infective therapy; do not routinely perform cultures in fully immunized children well enough for outpatient care
- When antibiotic therapy is indicated, begin with amoxicillin or ampicillin (and when IV ampicillin is used, convert early to oral medication)
- Provide influenza antiviral therapy for all children hospitalized with flu

▶ GOAL 🚳

To support our overall goal of improving clinical outcomes and appropriate use of resources, in 2013 we will begin measuring in select Intermountain facilities the percentage of **children admitted to the hospital** with uncomplicated CAP and given antibiotics **who receive amoxicillin** or **ampicillin**. **Our goal:** 55% or better.



Management of Asthma 2012 Update

This care process model (CPM) was created by the Intermountain Healthcare's **Primary Care** and **Pediatric Specialty Clinical Programs.** It summarizes clinical literature and provides expert advice regarding the diagnosis and management of asthma in pediatric and adult patients. This update builds on previous versions of Intermountain's CPM as well as on the *Expert Panel Report 3: Guidelines* for the Diagnosis and Management of Asthma (EPR-3), a 2007 publication of the National Heart, Lung, and Blood Institute (NHLBI).

▶ What's new IN THIS UPDATE?

Intermountain's model remains closely aligned with the 2007 EPR-3 guidelines. This 2012 update includes **updated information on testing** (exhaled nitric oxide and pulmonary function testing) **and medication** (formulations, dosages, prices) and highlights **patient and provider tools** recently developed at Intermountain to support this standard of care.

▶ What's happening AT INTERMOUNTAIN?

Recent observations, results, and initiatives include the following:

- Continued evidence for and focus on the use of daily controller medication.
 Over the past two years, outcomes for asthma patients served by Intermountain continue to show a tight correlation between improved controller use and decrease in emergency room utilization.
- Measuring our management and our patients' outcomes. We currently track
 controller use, beta-agonist use, inpatient admissions and emergency room visits for
 asthma, and education and discharge processes following pediatric inpatient admissions.
 Results of note are:
 - Controller use: We track the number of patients who filled controller prescriptions (without looking at how often they refilled their prescriptions). Using this approach, we are about 75% nationally on controller use. However, if we look at the number of patients who fill controllers consistently, we see much room for improvement. To address this, we plan a new measure (see next section of this discussion, below).

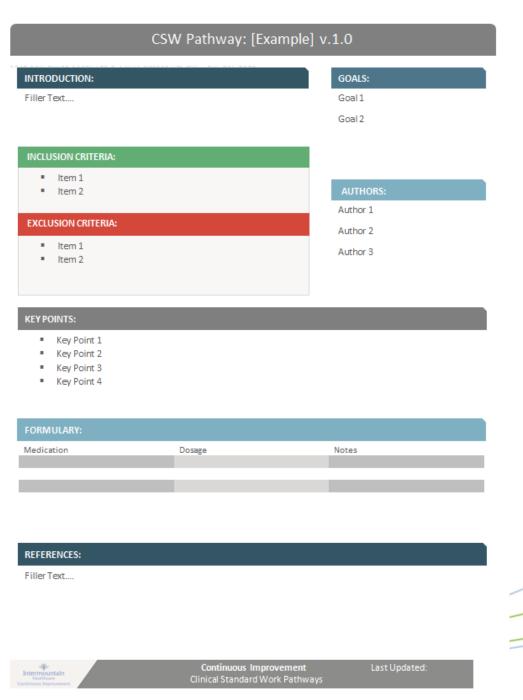
▶ WHAT'S INSIDE

ALGORITHM2
TREATMENT SUMMARIES
Ages 0 to 4 years4
Ages 5 to 11 years6
Ages 12 years to adult8
TRIGGER MANAGEMENT 10
PATIENT AND
FAMILY EDUCATION 12
MEDICATION TABLES 13
FOLLOW-UP
RESOURCES 16

▶ GOALS

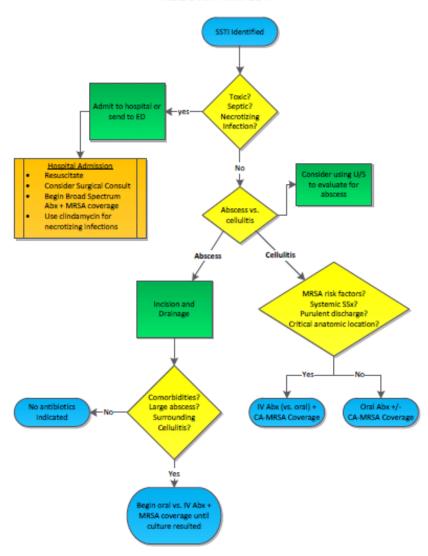
This CPM is part of a comprehensive care management system for asthma; its overall goal is to help providers deliver the best clinical care in a consistent and integrated.

clinical standard work pathway



CSW Pathway: Skin & Soft Tissue Infections v.1.0

ALGORITHM: SSTI





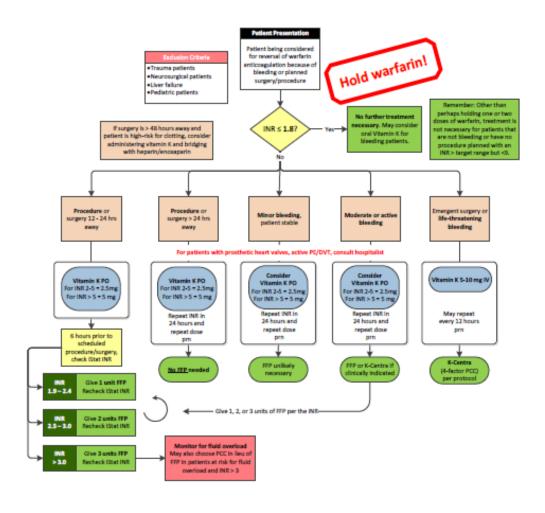


Continuous Improvement Clinical Standard Work Pathways Last Updated: 15 July 2013

UNR Clinical Standard Work Pathway: Adult Diabetic Ketoacidosis(DKA) and Hyperosmolar Hyperglycemic State (HHS), V. 1.0				
	ED	IMC/ICU	Medicine/Transition to D/C	
Assessment	Initial Laboratory Studies: BMP (or iStat-8), CBCA, UA (if appropriate). Consider ABG if bicarb < 15 If WBC > 25,000 consider BCx x2, UCx Consider UA for symptomatic patients or those with mental status changes.	Additional Studies: Serum ketones if urine ketones present and if needed Check fingerstick glucose hourly Serum osmolality if felt appropriate Consider magnesium and phosphate prn Corrected Na = Measured Na + 0.016(glucose - 100)	Criteria for resolution of ketoacidosis include a blood glucose less than 200 mg/dl and two of the following: • Serum bicarbonate ≥ 15 mEq/l • Venous pH > 7.3 • Calculated AGAP ≤ 12 mEq/l	
IV Fluid	Place 2 IVs NS one liter bolus For severe hypovolemia may repeat bolus and reevaluate.	If initial pH is < 6.9: Start sterile water with 100 mEq NaHCO₃ and KCL 20 mEq at 250 cc/hr Recheck ABG in 2 hrs and continue IV bicarb until pH > 6.9 Base Maintenance IV fluid (if not severely acidotic/hypovolemic: If corrected Na ⁺ < 137 then 0.9% saline @ 250 cc/hr If glucose < 200 mg/dL for DKA or < 300 for HHS, change the base IV fluid to D5 0.45 NS at 250 cc/hr regardless of serum sodium.		
Insulin		Transition to "computerized" IV insulin protocol: DKA: Once glucose < 200 mg/dL HHS: Once glucose < 300 mg/dL, decrease insulin gtt to 0.02 to 0.05 units/kg to maintain glucose between 200 to 300 until patient is mentally alert. Once alert, start "computerized" protocol. glucose does not decrease by 10% in 1" hour, units/kg bolus and continue drip.	To transfer from IV to SC insulin: Initiate SC multi-dose insulin regimen Continue IV insulin regimen for 1-2 hours after SC insulin begun to ensure adequate plasma insulin levels For insulin naïve patients, start SC insulin at 0.5 U/kg - 0.8 U/kg per body weight per day and ajdust prn.	
Potassium Repletion	Continue until serum K > 5.5	Check serum potassium every 2 to 4 hours For K ⁺ 3.3 to 5.2 mEq/L: add 20 mEq KCl to every 1L base IVF If serum K ⁺ > 5.2 mEq/L, give base IVF alone after K > 3.3		

CSWP: Adult Inpatient Warfarin Reversal v.1.0

Algorithm for Inpatient Reversal of Warfarin Anticoagulation







INTRODUCTION:

This pathway addresses th

the acute care setting with

there has been some varia

INTRODUCTION:

CSW Pathway: Low Back Pain v. 1.1

Sepsis is a serious med response to bloodstrea leading cause of morta evidence-based treatn bundle are critical to b successfully implemen Medicine Clinical Prog from 4.4% to 77% and 2010.

With the re-emphasis 2014 and the need for introduced as a propos at each of the hospital Intermountain Healtho

INCLUSION CRITER

 Any <u>adult</u> pa admitted to

EXCLUSION CRITER

Patients ent to predefine

KEY POINTS:

- Documents Bundle Chec patients alre
- Success in th
- The intent o

REFERENCES:

Data and references fo

INTRODUCTION:

Low back pain (LBP) is a 75% of adults at some p that is responsible for sig expenditures within the

Two Care Process Model Restoration/Chronic Pair generalized convulsions. Healthcare's Pain Manag and emergency departm framework by which the of providers, clinics and

Rapid referrals to our ph most cases) will enable ε patients and appropriate

INCLUSION CRITERIA:

- Adult patients w
- Patient is not un clinic or with an

EXCLUSION CRITERIA:

- Pediatric patient apply)
- Patients currentl

KEY POINTS: (including so

- In most cases, im interventions. W
- For most LBP, co
- A nonsurgical spe
- Careful attention
- REFERENCES:

Intermountain CPM's: Prima

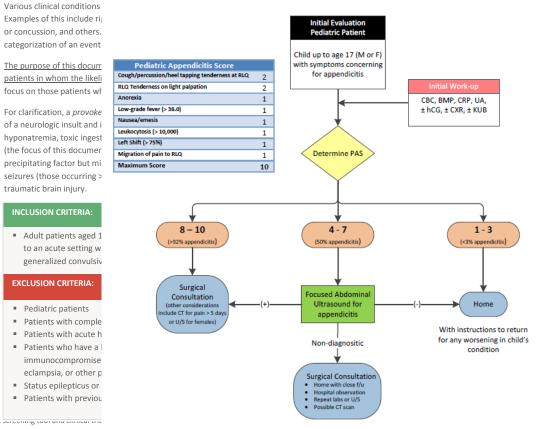
(both available on inter

Keele University: STarT Back Screening coor and chinear and

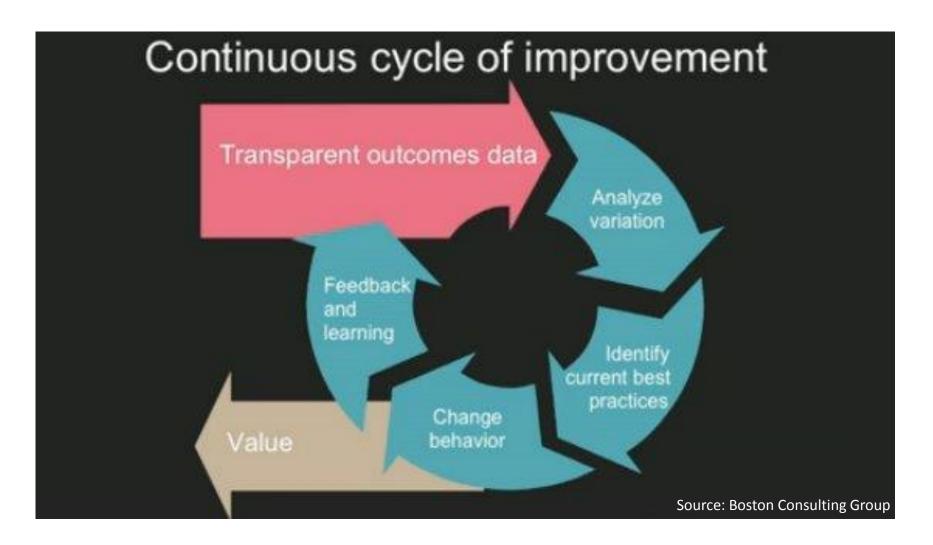
CSW Pathway: Adult First Seizure Evaluation

Clinical Standard Work Pathway: Appendicitis Evaluation v.1.0

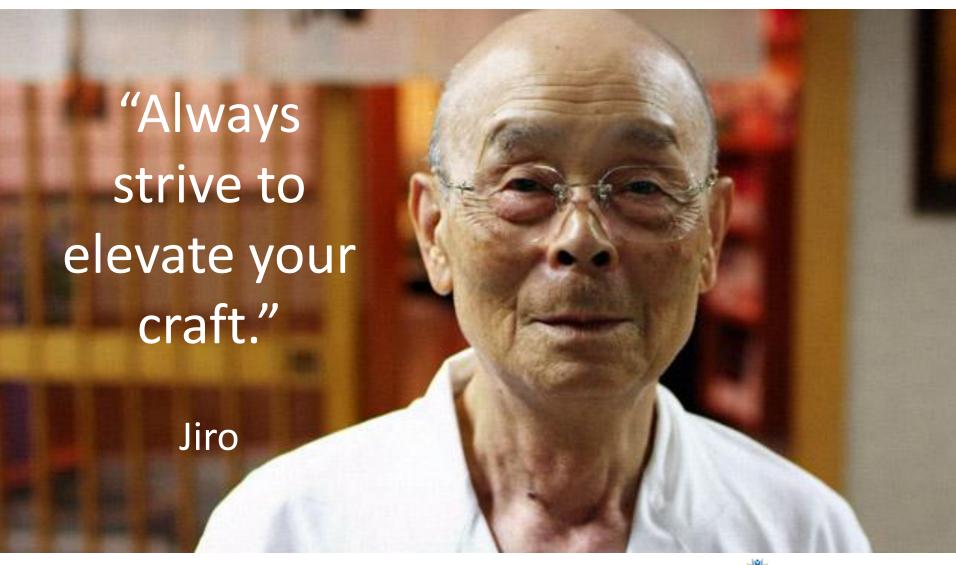
ALGORITHM: Pediatric patients up to age 17



n









matt.pollard@imail.org

