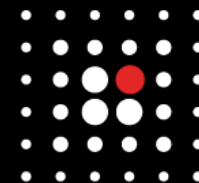




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Risk Analytics: Weaving Captivating Narratives from Risk Data

Josh Hyatt DHS, MBE, MHL, DFASHRM, CPHRM, CPPS, HEC-C
Risk Management and Analytics

Disclaimer

The information presented at this program and in the program materials is for general educational purposes only and is in no way intended to serve as medical or legal advice. For advice on handling specific medical/legal problems, always consult with an attorney or your risk management staff.

Learning Objectives

- **Learning Objective 1**

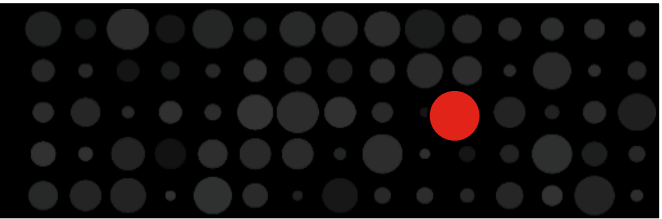
- Describe the purpose and use of risk data and analytics in the field of risk management through an interprofessional perspective, and its impact on patient safety programming.

- **Learning Objective 2**

- Develop a meaningful risk data and analytics program that will drive patient safety initiatives, support operational risk management and patient safety programs, and engage leadership to protect institutional assets.

- **Learning Objective 3**

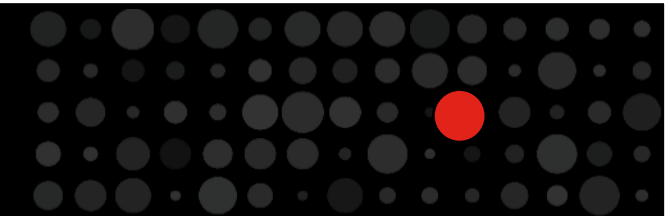
- Recognize how this information is used by brokers and insurance companies for establishing premiums and total loss reduction by partnering with these stakeholders to ensure fiscal responsibility.



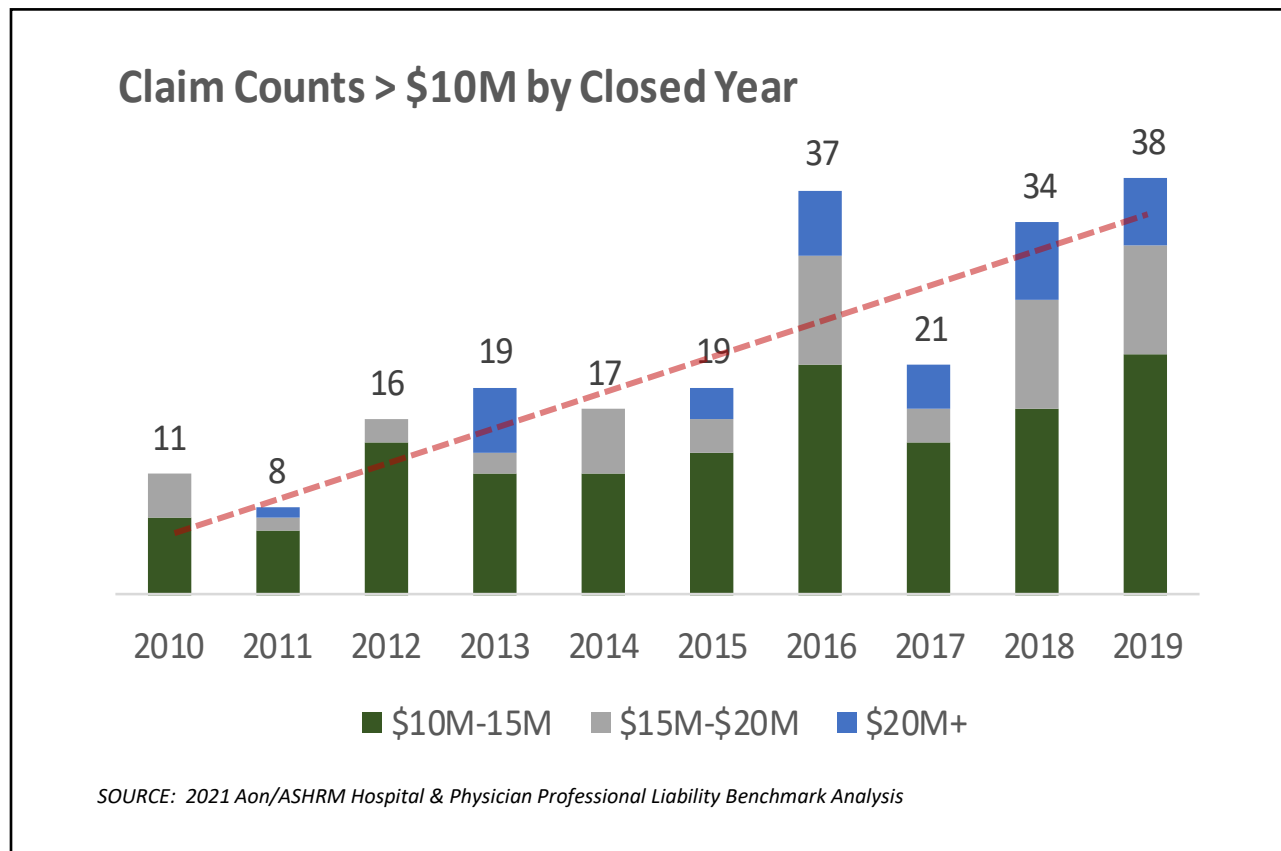
- Data is not knowledge, context is critical
- Questions to consider:
 - How does data drive patient safety and risk management?
 - How does data drive your premiums?
 - Who are the key stakeholders and your partners?
 - How does driving data making health care safer?

Risk Environment

- The risk profile in healthcare has risen due to many factors, including:
 - Pandemics and Emerging Infectious Diseases
 - Technological Advancements and Complexity
 - Cybersecurity Threats
 - Aging Population and Chronic Conditions
 - Health Inequalities and Social Determinants of Health
 - Violence in Healthcare Settings
 - Regulatory and Compliance Challenges
 - Natural Disasters and Climate Change
 - Supply Chain Disruptions
 - Mental Health and Addiction Crisis
 - Rapid Technological Adoption
 - Healthcare Workforce Challenges

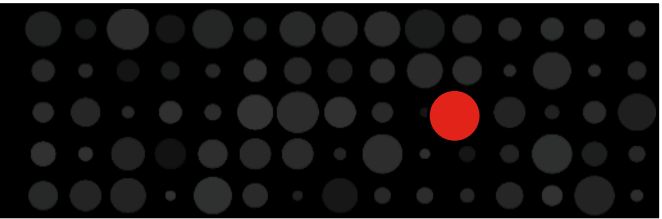


Costs of Malpractice



Beazley

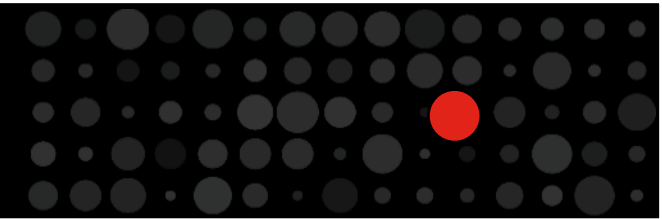
“The proportion of claims settling in excess of \$10M has never been greater and is increasing at a rate of 10% per annum.”



Why is risk data important?

- Informed Decision Making
- Identifying Patterns and Trends
- Early Warning Systems
- Outcome Improvement
- Regulatory Compliance and Reporting
- Benchmarking and Comparison
- Resource Optimization
- Predictive Analytics and Machine Learning
- Patient Safety and Quality Improvement Initiatives
- Evidence-Based Practice
- Legal and Liability Considerations
- Continuous Learning and Adaptation

Finding and Using Data



Understanding your risk data helps:

- Target patient safety initiatives
- Contextualize your losses
- Develop the trends necessary to support action
- Tell a story to leadership and staff
- Affect your insurance premiums
- Drive and Inform KPIs
- Drive meaningful action and patient safety improvements

A “Divining Rod” for Patient Safety...

Claims Data

- **Malpractice Data**

- Deeply analyzed cases -- particularly valuable if causation factors can be aggregated
- Provides important “signal data” that can guide what to look for in present-day setting
- Has dollars associated with it

- **Limitations:**

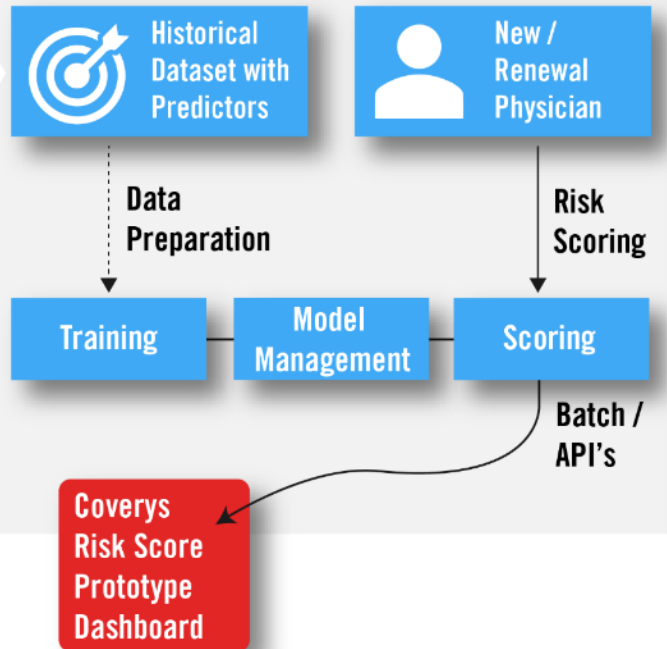
- Always a look to the past
- Small numbers raise question of statistical significance
- Unique convergences of factors don’t generally repeat themselves in exactly the same way

Claims Data

MPL Approaches to Data

Sample Predictors

AI Application Pipeline



COVERYS
Claims Data

Client: Westwood Physicians Group
Address: 80 West Fork Drive, Westwood, MA 33324

Claim Count Over Time

Top Allegations

Allegation	Number of Claims
Surgey/Procedure Related	75
Performance	4
Delay in surgery	4
The Organization	4
Retained foreign object	3
Wrong site/procedure	1
Total	87
Diagnosis Related	38
High Resolution of pr	19
Ordering diagnostic/lab tests	6
MD follow up with st	2
Referral management	2
Total	65
Patient Environment/Safety	75
Performance	4
Delay in surgery	4
The Organization	4
Retained foreign object	3
Wrong site/procedure	1
Total	87
Medical Treatment	38
High Resolution of pr	19
Ordering diagnostic/lab tests	6
MD follow up with st	2
Referral management	2
Total	65
Obstetrics Related	75
Performance	4
Delay in surgery	4
The Organization	4
Retained foreign object	3
Wrong site/procedure	1
Total	87
Medical Services	38
High Resolution of pr	19
Ordering diagnostic/lab tests	6
MD follow up with st	2
Referral management	2
Total	65

Top Risk Management Issues

Risk Management Category	Number of Risk Management Issues
Medical Judgment	105
Communication	53
Clinical Practice	37
Liability/Health Care	21
Administrative	17
Technical/IT	15
Human Factors	11

Top Specialties

Average vs. Median Indemnity

Claims Losses & Expenses

Claim Number	Line Indicator	Status	Policy Effective Date	Open Date	Closed Date	Allegation	Defendant Name	Class Description	Defendant Credentials	Claim Rep Name	Disposition	Expenses Paid	Indemnity Paid	Outstanding Reserves
98787	SAI	Closed	2/1/2022	2/1/2022	2/1/2022	Retained foreign object	Westwood	General Surgery	MD	Thomas Chan	Closed	\$307	\$0	\$0
40894	SAI	Closed	2/1/2021	11/10/2021	11/10/2021	Wrong site/procedure	Westwood	General Surgery	MD	Thomas Chan	Closed	\$14,482	\$42,000	\$0
30452	Dispute	Open	2/1/2021	1/26/2021	1/26/2021	Communication	Westwood	General Surgery	MD	Thomas Chan	Open	\$1,203	\$0	\$0
40298	SAI	Closed	2/1/2021	7/15/2021	7/15/2021	Wrong site/procedure	Westwood	General Surgery	MD	Thomas Chan	Closed	\$7,045	\$0	\$0
40201	SAI	Closed	2/1/2021	8/2/2021	8/2/2021	Wrong site/procedure	Westwood	General Surgery	MD	Thomas Chan	Closed	\$88,142	\$273,000	\$0
25336	Dispute	Open	2/1/2021	12/1/2021	12/1/2021	Wrong site/procedure	Westwood	General Surgery	MD	Thomas Chan	Open	\$3	\$0	\$0
98327	Dispute	Closed	2/1/2021	7/1/2021	7/1/2021	Wrong site/procedure	Westwood	General Surgery	MD	Thomas Chan	Closed	\$3	\$0	\$0
40829	SAI	Closed	2/1/2021	10/1/2021	10/1/2021	Wrong site/procedure	Westwood	General Surgery	MD	Thomas Chan	Closed	\$300	\$0	\$0
40434	SAI	Closed	2/1/2021	11/10/2021	11/10/2021	Wrong site/procedure	Westwood	General Surgery	MD	Thomas Chan	Closed	\$14,482	\$42,000	\$0
76247	Dispute	Open	2/1/2021	1/26/2021	1/26/2021	Wrong site/procedure	Westwood	General Surgery	MD	Thomas Chan	Open	\$1,203	\$0	\$0
40298	SAI	Closed	2/1/2021	7/15/2021	7/15/2021	Wrong site/procedure	Westwood	General Surgery	MD	Thomas Chan	Closed	\$7,045	\$0	\$0
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40829	Dispute	Open	2/1/2021	11/10/2021	11/10/2021	Wrong site/procedure	Westwood	General Surgery	MD	Thomas Chan	Open	\$300	\$0	\$0



Many “sources of truth” for health care safety

Other Forms of Data

- Event reports
- Adverse events/RCA/FMEA data
- Root-cause analyses
- Patient complaints
- Professionalism complaints
- Patient satisfaction surveys
- M&M rounds, patient rounds
- Malpractice data
- “Near-miss” data
- Quality Data
- Reportable Events
- Bill Holds
- Credentialing Concerns
- Institutional KPIs



Internal



Establish metrics that track performance, drive adoption and measure effectiveness of programs implemented within your organization.

Regional | Industry

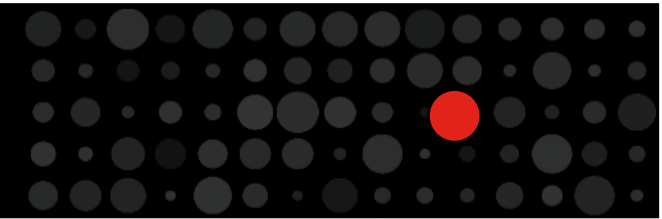


Incorporate comparative analytics specific to your region, venue, and industry you reside to gauge results.

National

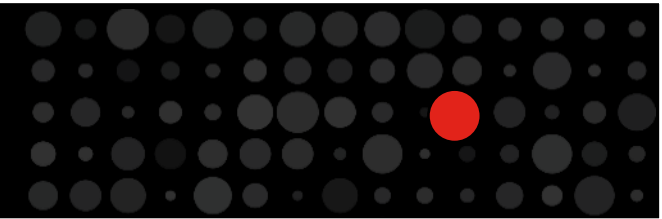


Utilize multiple sources of data to provide context and guidance in the further evaluation of risk management strategies.



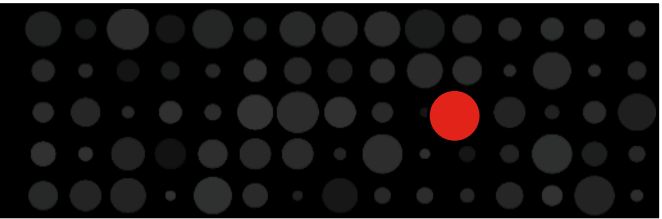
Getting Started

- Start Slow and in Chunks- Prioritize Needs
- Leadership Understanding and Support
- Learn Who Can Assist You
- Know Your Data Sources and Access
- Determine What is Meaningful and to Whom
- How Does Your Drive Change
- Data Visualization (Dashboards, etc.)



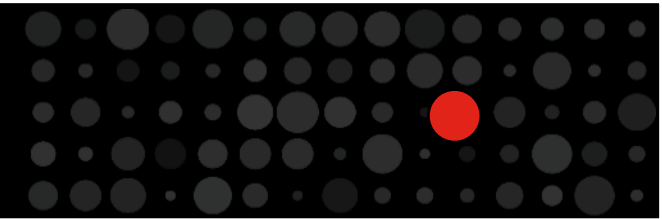
What do you and can you collect?

- Complete a Data Source Inventory
 - Data Item
 - Source
 - Owner of Data
 - Accessing Data
 - Various Platforms in which Data Lives
- Standardize Reporting and Documentation
 - Reporting Expectations
 - Time Frames
- Classification and Categorization
- Understand Comparative Data Sets
 - Volume
 - Analysis
- Be Mindful of Protected Information
- Integrate Data Sources with Risk Management Approach



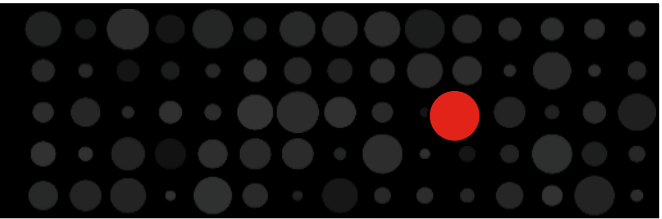
What information is meaningful and tells the story you need?

- Define the Audience
- Context
- Key Messages
- Visualization
- Narrative
- Highlight Anomalies and Trends
- Comparative Analysis
- Case Studies
- Root Causes
- Strategies/Actionable Insights
- Key Takeaways



Use Your Data Effectively to Drive Change?

- Thoughtful analysis and interpretation- geared to the audience
- Prioritization
- SMART approach to change
- Engagement
- PDCA Cycle
- Learn and adapt data to needs
- Communicate progress
- Ensure it supports a culture of safety and high-reliability organization
- Incentivize participation in patient safety initiatives
- Celebrate Achievements

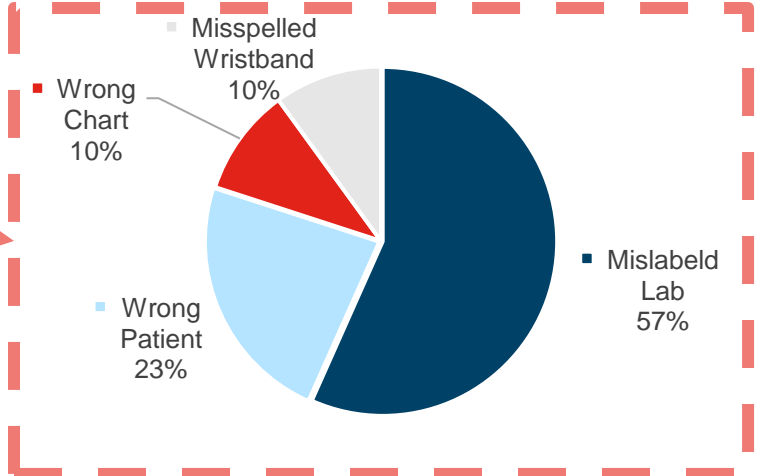
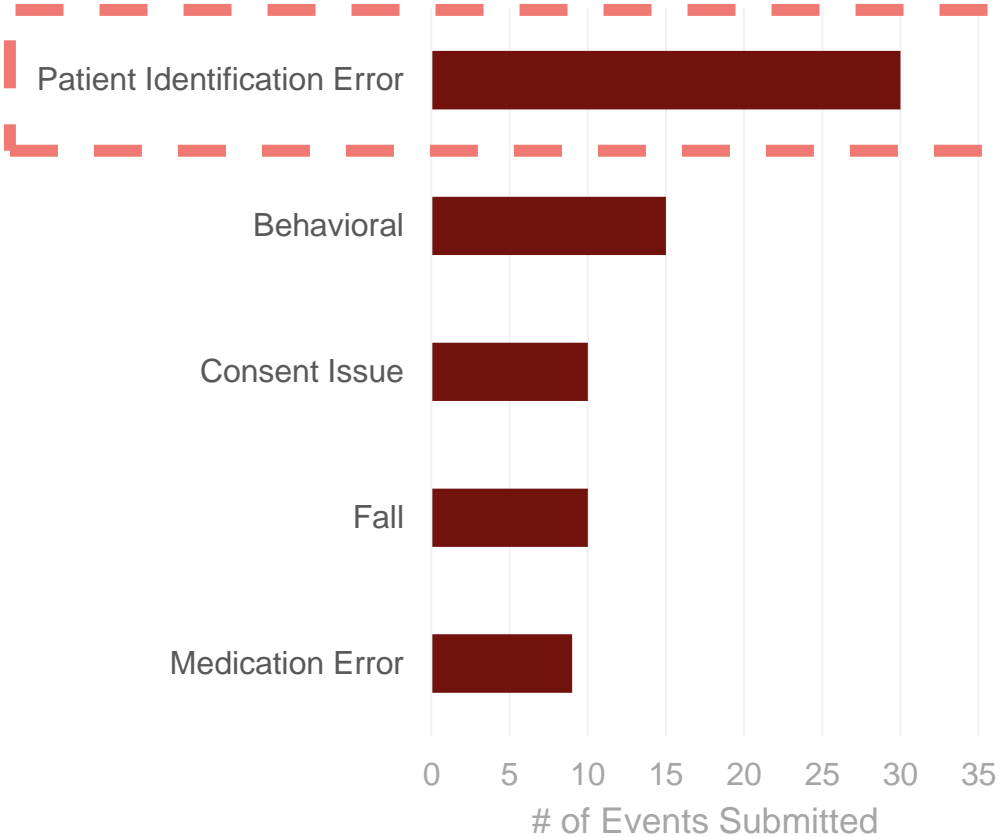


How do you display data for optimal impact?

- Choose the Right Visualization Type
- Simple and Focused
- Use Clear Labels and Titles
- Color
- Context
- Interactive Data Visualization
- Consider the Audience and Their Ability to Absorb
- Comparative Information
- Visual Cues
- Tell Your Story

Visualization Example

Top 5 Event Types for Q4, Calendar Year 2019



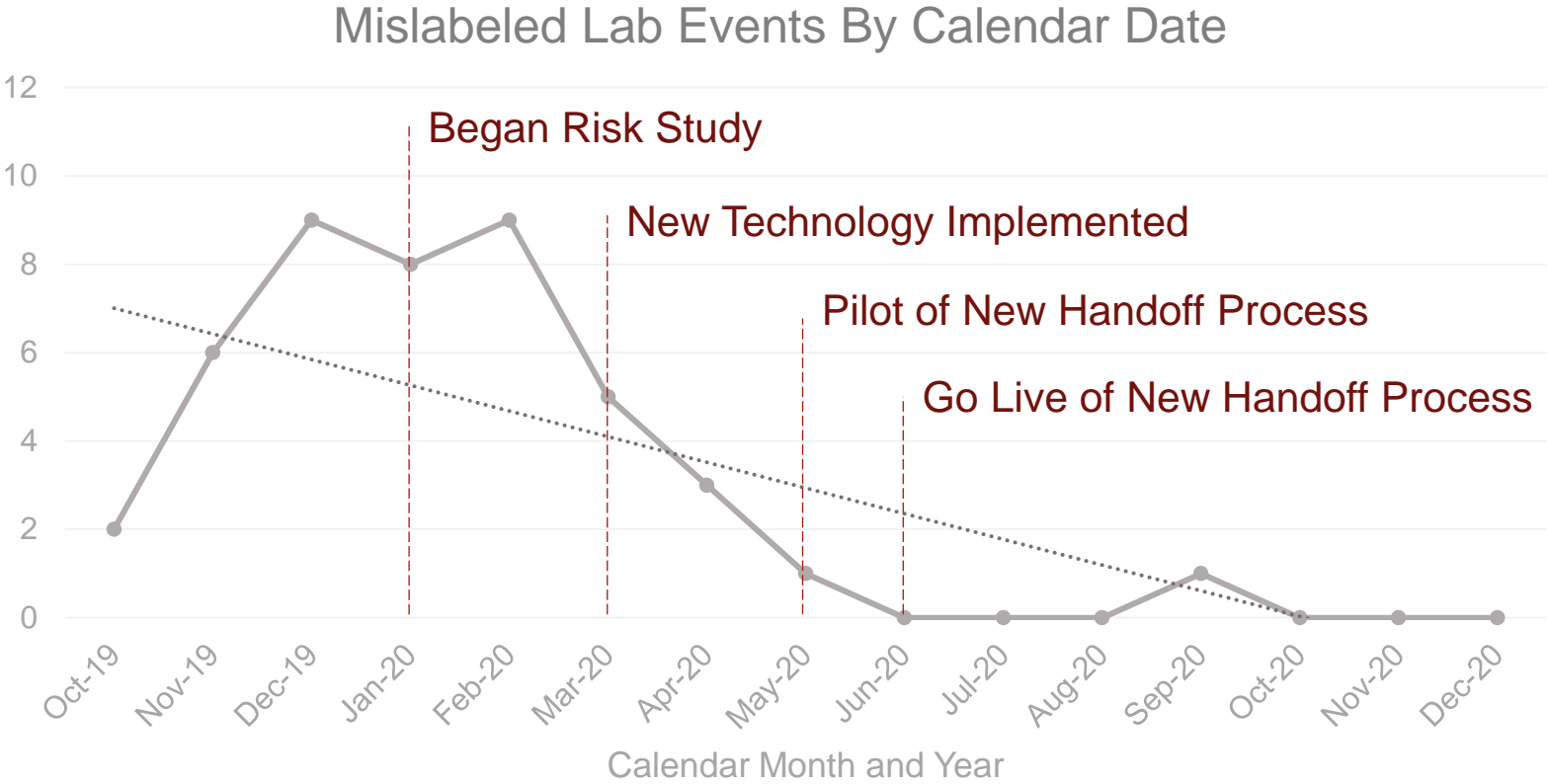
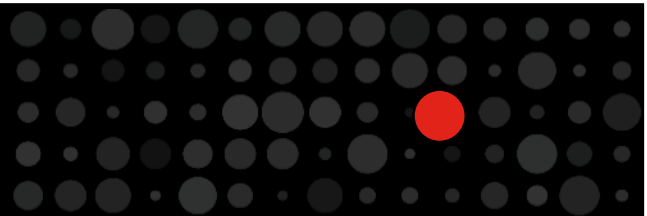
Recommendations:

1. Risk Study to identify root cause(s) of mislabeled labs
2. Report from lab director at next Patient Safety Committee Meeting to discuss planned interventions and tracking

19 The data on this slide was created for this presentation. It does not represent actual incident reporting system data.



Visualization Example- Telling the Story



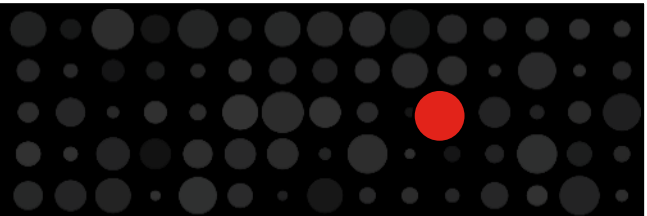
In CY 2020, an interdisciplinary workgroup of front-line staff members performed a common cause analysis and created interventions that resulted in the elimination of mislabeled lab events in Q4, CY 2020.

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Created by Natalie Kaiser, ASHRM Annual Presentation 2022

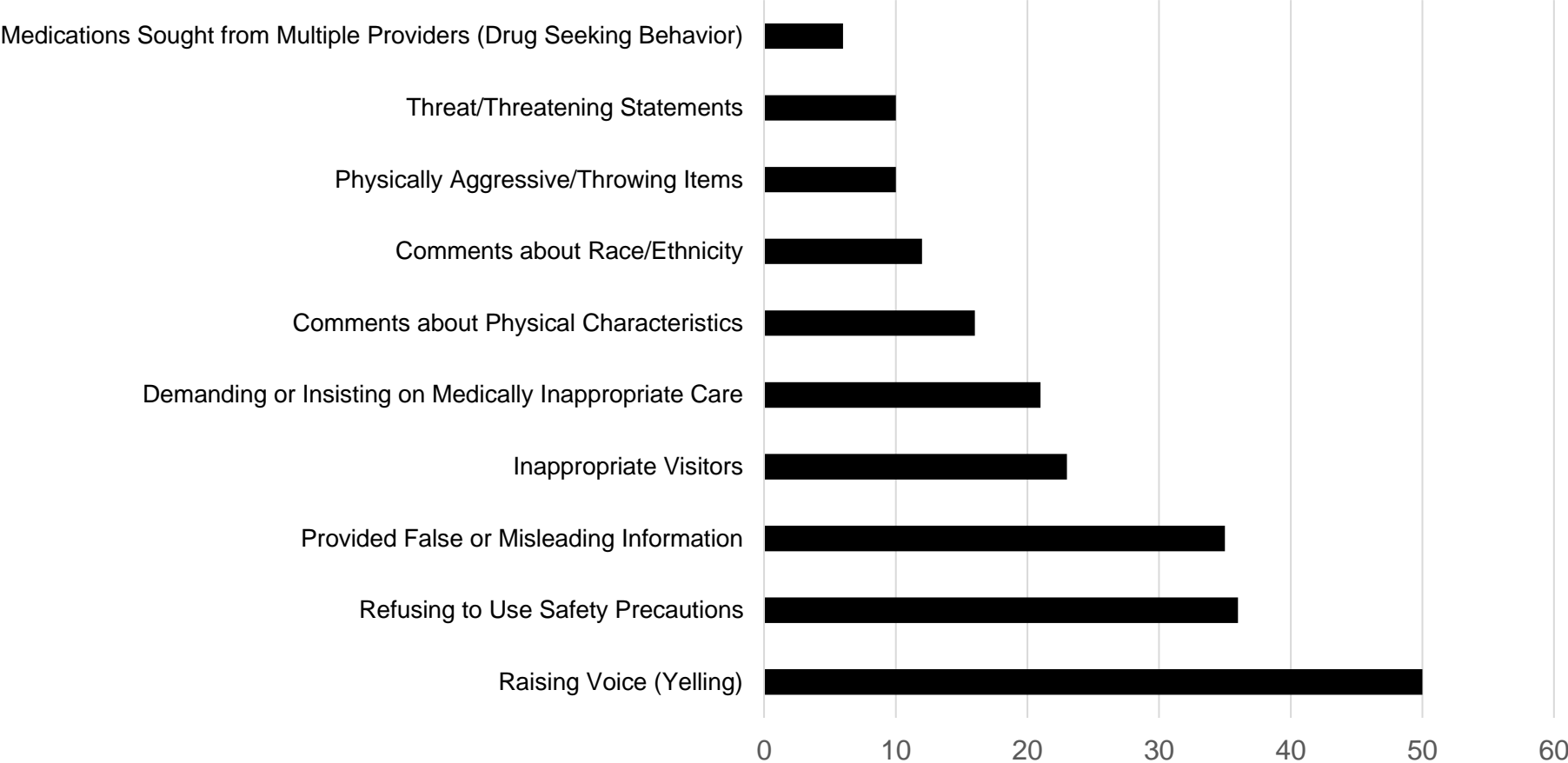


Visualization Example



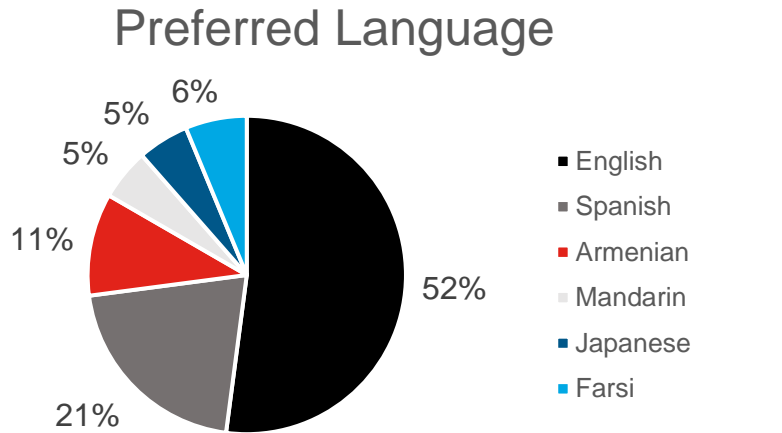
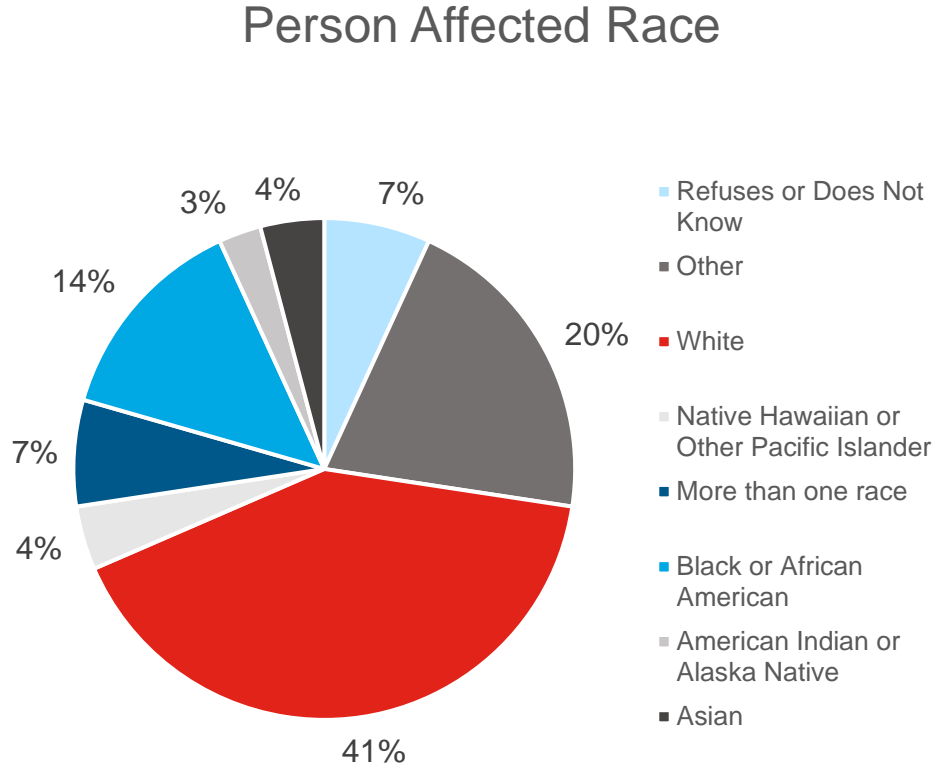
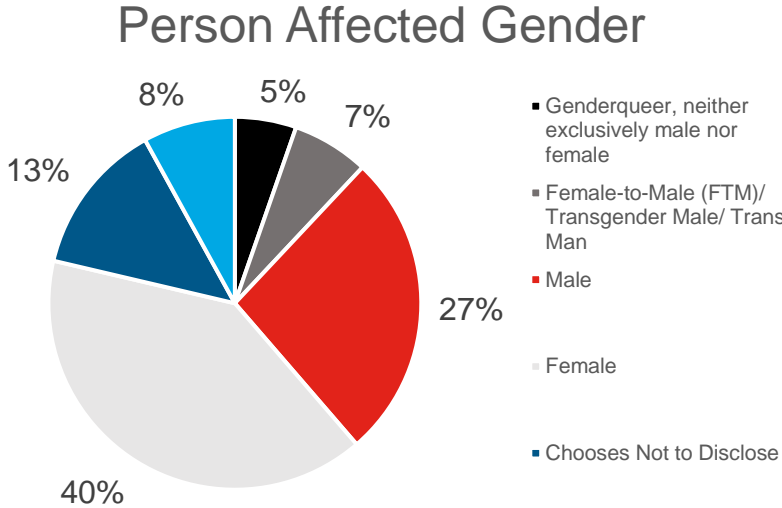
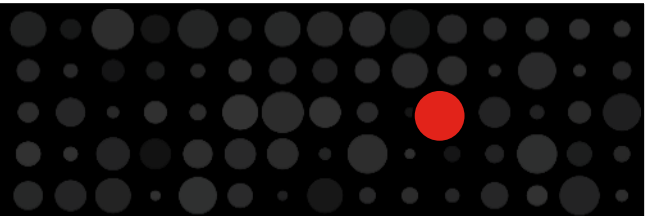
Top 10 Challenging Behaviors Observed

Date Range: 1/1/22 – 3/31/22 | All Facilities



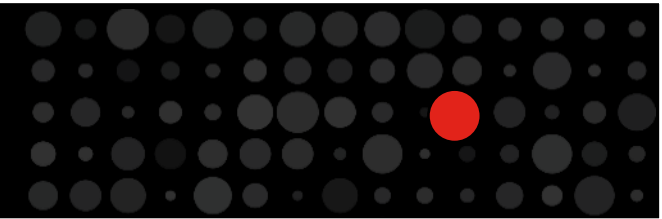
The data on this slide was created for this presentation. It does not represent actual incident reporting system data.

Visualization Example- Tracking Patient Demographics for Safety Events



The data on this slide was created for this presentation. It does not represent actual incident reporting system data.





Role of Medical Staff in Risk Analytics

- **Practitioner Roster Management**
- **Tracking of Exposure Data- Examples**
 - **Surgical Procedures**
 - **Outpatient Volume**
 - **Emergency Department Visits**
 - **Clinic Visits**
 - **Deliveries**
 - **Residents**
 - **Rehabilitation / Physical Therapy**
- **Closely Look at Privilege Requests with their Claims History**

Key Takeaways

- Data is critical to providing information and context is key.
- There are a lot of data sources out there. What data is meaningful to your work and what data do others need?
- This is a journey.
- Use your stakeholders to help you interpret and respond to patient safety data.
- Understanding how to tell your story is vital to effective risk mitigation.
- Link data to risk practice, leadership engagement, culture, and high-reliability.

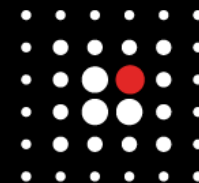
Thank You

Thank you for your time and attention.

jhyatt@coverys.com



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