

1) Brigham and Women's Care Redesign Incubator and Startup Program (BCRISP)

Brigham and Women's Physicians Organization/Brigham and Women's Hospital
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WINNING
ENTRY

PROJECT DESCRIPTION

New value-based payment models require robust clinician engagement in improving clinical outcomes and reducing waste. Provider organizations must seek to engage both primary care and specialty clinicians in delivering high-value, cost-conscious, quality care. This focus requires new ways of thinking for many clinicians, and initially can provoke discomfort for individuals accustomed to ignoring cost when evaluating care pathways and potential treatments. However, any effort to promote value in healthcare necessarily requires the support of frontline clinical staff. Faced with the need to encourage culture change, we created a novel investment platform to catalyze engagement and evaluate and support innovative ideas to improve value in care delivery. We named this program, BCRISP.

We launched BCRISP in the Spring of 2013 with three specific goals:

- 1) To engage frontline clinicians in promoting value
- 2) To identify and evaluate novel proposals for care redesign, and
- 3) To strategically invest in ideas that demonstrated early success

By adapting tools more common to venture capital investing, we hoped to improve quality and clinical care for our patients, while concurrently reducing costs. Our model involved casting a wide net to solicit as many ideas as possible; using staged, small-dollar investments in multiple rounds to concentrate investment where results appeared encouraging; using shark-tank style "pitch sessions" to help publicize proposals and projects across the institution and to evaluate potential investments; and forcing all proposals to calculate and defend clinical and financial ROI projections upfront, and to present plans for sustainability and ongoing support from day 1.

In addition to financial investment in successful pilots, the program provided support through coaching in process improvement methods, assistance with data acquisition and analysis planning, and access and visibility to senior hospital management.

Entering our third cycle of applications, BCRISP has become the standard mechanism for care redesign at our institution and has engaged the majority of our clinical staff in improving value.

OUTCOMES ACHIEVED

- Solicited 109 proposals through 2 cohorts
- Engaged more than 583 clinicians across every clinical department at our institution
- 21 applications involved multi-departmental teams (crossing traditional organizational silos)
- Implemented 16 pilots to date
- Returned over \$4.5M in estimated annual Total Medical Expense savings
- Pilots have led to the following:
 - Reduced readmissions by 1/3 for complex patients discharged to long term acute care
 - Reduced ED revisits from 37% to 17% for uncontrolled diabetics seen in ED
 - Spurred use of patient reported outcomes to guide use of specialty medications in rheumatoid arthritis
 - Increased vaginal birth after cesarean section (VBAC) rate from 14% to 27% through introduction of novel IT interface
 - Reduced need for inpatient management of atrial fibrillation through development and implementation of ED-based clinical pathway
 - Reduced inpatient length of stay for patients undergoing spine surgery through introduction of RN-led pre-op "spine class"
 - Launched multi-disciplinary Traumatic Brain Injury (TBI) follow-up clinic to improve post-concussion evaluation and treatment.
 - Piloted replacement of human in-room patient "sitters" (monitors) with virtual video based monitoring system, reducing expense and leading to improved safety and comfort for patients
 - Implemented clinical pathway for safe and efficient antibiotic use in patients with history of penicillin allergy
 - Created role of "Clinical Strategist" for patients with suspected lung cancer, reducing time to diagnosis and time to treatment by factor of 3.

LESSONS LEARNED

- Application of Venture Capital-like model to care redesign leads to strategic investment, catalyzes clinician engagement, and yields encouraging clinical and financial results
- Multi-stage funding rounds and requirement for rapid results allows for testing of many proposals and ensures that investment is targeted towards ideas most likely to deliver value.
- Engaging stakeholders early is critical to project success and sustainability, and promotes continued investment in successful pilots