



RUSH HEALTH

CASE STUDY

Three-hospital academic health system

140+ physician practices

\$2.3B annual revenue

PATIENT SAFETY • PROVIDER QUALITY MANAGEMENT • ERM

RUSH HEALTH SUCCESSFULLY INTEGRATES PATIENT SAFETY AND QUALITY INTO ENTERPRISE RISK MANAGEMENT PROGRAM

Riskconnect Integrated Risk Management software offers single source of truth for clinical, operational, and strategic risk management activities at Rush University System for Health.

SUMMARY

Rush Health entered into a long-term partnership with Riskconnect to build a clinical risk management foundation and integrate enterprise risk management. With Riskconnect's single, integrated risk management solution, Rush Health is improving patient care and moving toward managing all risk activities at Rush University System for Health from one platform. Riskconnect integrates with and standardizes risk management processes by eliminating information silos, streamlining data capture, and automating workflows.

The result: Rush is achieving a comprehensive, holistic view of risk across three critical areas: patient safety, provider quality management, and institutional risk.

Rush University System for Health:

- Chicago, Illinois
- Founded in 1837
- Three-hospital, not-for-profit academic health system
- Flagship hospital: 671-bed Rush University Medical Center
- 140+ physician practices
- \$2.3 billion annual revenue covered by contracts





CHALLENGE

Challenges:

- Refocus on value by automating repeatable, burdensome processes.
- Eliminate waste due to manual tasks.
- Improve trend and theming, identification, and justification.
- Automate data connectivity: organize around standardized category, patient, and department names.
- Enforce regulatory requirements, legal requirements, and best practice business rules.

Rush Health, an academic health system anchored by the prestigious 671-bed Rush University Medical Center in Chicago, had three hospitals with three different approaches to risk management. While Rush had an enterprise (strategic) risk management system, it lacked integration with traditional (clinical) risk management activities, a common challenge for healthcare provider organizations. Many enterprise risk management programs fail to integrate all of their existing risk areas. Instead, they create a new silo called enterprise risk management, which sits next to but apart from traditional healthcare risk management.

Antiquated legacy technology systems, which did not communicate with one another, compounded the problem by preventing Rush from integrating traditional and enterprise risk management comprehensively across the organization. Workflow processes lacked optimization and automation, causing risk management teams to spend more time on manual processes than addressing key risk findings. Faced with extensive data silos, teams often had an incomplete view of organizational risk and no understanding of or ability to respond to more significant integrated risk trends.

"We had different applications that were solving little pieces of the broader puzzle of integrated risk management," says Diane Rolston, director of risk and technology at Rush University System for Health. "At the same time, a lot of applications were slowly starting to fall apart, all of which was very challenging."

For example, Rush had three separate technologies that looked at patient grievances, adverse events, and claims. Creating a complete risk assessment took a lot of time and resources to bring the data and learnings together from three teams operating from three applications. This scenario played out system-wide, resulting in laborious decision-making based on incomplete data.

Rush needed a better way to manage patient safety and quality more comprehensively and holistically. Leadership determined it was time to invest in an integrated and standardized safety and quality management solution to bring greater efficiency and scalability while implementing best practices across the network.

Leaders also wanted to transition to a mobile portal and stressed the importance of more effectively integrating related systems, including the electronic health record (EHR), HR system, and the medical staff system. Rush's comprehensive plan to bring together traditional clinical risk management capabilities into an enterprise risk management framework included the following tenets:



CHALLENGE

Integrated Enterprise Risk Management Vision

- Refocus on value by automating repeatable, burdensome processes.
- Eliminate waste due to manual tasks.
- Improve trend and theming, identification, and justification.
- Automate data connectivity: organize around standardized category, patient, and department names.
- Enforce regulatory requirements, legal requirements, and best practice business rules.

Rush was ready for a technology partner with an integrated enterprise risk management solution that was capable and scalable out of the box. This solution would also need to provide risk managers with a big-picture view of risk across the organization and streamlined, automated processes for managing risk. Equally critical, this partner needed to be flexible and willing to adapt its risk management solution to Rush's long-term vision.



SOLUTION

After a rigorous vendor selection process that included in-depth demonstrations and discussions with nearly 50 leaders, frontline nurses, pharmacy technicians, and other staff, Rush selected Riskconnect because it offered a single, integrated risk management platform with many critical solutions ready to implement. Riskconnect's software was configurable and easy to manage, and the company was agile and willing to configure new applications as needed, something other vendors could not offer.

"We saw in Riskconnect a partner with strong technical capabilities who could work with us to execute our long-term product vision," says Rolston. "Rather than being built on a legacy data or technology stack, Riskconnect's technology is very modern, positioning us for success as we move forward."

Rush Health and Riskconnect entered into a multi-year partnership to integrate clinical risk and strategic risk information in one system, including patient safety, patient experience, claims and insurance management, and enterprise risk management. Together, they are deploying Rush's Tracking Risks, Incidents, Performance, and Safety (TRIPS) initiative, which kicked off in a single rollout at Rush University Medical Center, with phased rollouts planned for the other locations.

With Riskconnect,
Rush Health has:

- Improved mobile optimization.
- Built customized workflow solutions.
- Ensured security protocols are followed rigorously.
- Helped leaders adapt to a new tool and streamlined workflows.





SOLUTION

Riskconnect's implementation team has partnered closely with Rush product owners to follow their product vision, ensuring standardized workflows and usability across different risk products. **The Riskconnect–Rush collaboration includes the following four elements:**

- 1. Mobile optimization.** Riskconnect is helping Rush move to a responsive and adaptive mobile reporting portal. This new portal allows staff to quickly report a patient event at the point of occurrence via their smartphone or tablet.
- 2. Build customized workflow solutions.** Riskconnect has committed to customizing tools as needed. For example, Riskconnect helped Rush create a provider onboarding application to streamline and automate privileging and credentialing workflows, resulting in much quicker processes. This new application stores all medical staff data in one location and allows staff to auto-create evaluation templates, eliminating multiple steps when onboarding new providers. Rush and Riskconnect are also creating an ongoing practitioner performance evaluation (OPPE) workflow, an indicator-driven report card for physicians. This essential component of provider quality management will go live in 2022.
- 3. Ensure security protocols are followed rigorously:** Riskconnect and Rush follow strict guidelines for proper security controls. Rush reviews all workflows that handle protected data across both teams. The partners have also established specific configurations to ensure all team members go through a virtual desktop to access the system and protected data.
- 4. Help leaders adapt to a new tool and streamlined workflows.** It is essential that risk managers interact on the platform and mindfully share insights, questions, and findings in a secure way that fits into their day-to-day workflow. As part of this process, Riskconnect provides one-on-one catch-up sessions with leaders, helping them tap into the power of Riskconnect and integrated risk management.



RESULTS

The Riskconnect-Rush partnership has already led to many positive outcomes. Today, with the power of Riskconnect's single platform, Rush is well on its way to integrating clinical and strategic risks with enterprise risk management.

Streamlined, automated workflows and quick access to data have been a win with staff. The TRIPS initiative comes with pre-built reports and dashboards, allowing risk teams to drill down to key data by patient, staff member, departments, and locations. Riskconnect provides different lenses of risk. For example, Riskconnect technology has searchable tables that house patients, departments, and staff so that when an event occurs, it can be attached to one of those three tables. Departments and leaders can easily see all events related to a single patient, including complaints, claims, and clinical rounding history.

"With Riskconnect, we can access real-time patient data that is defined in a similar manner, which makes it more consumable," says Rolston. "The tool allows us to trend data better and drive more proactive insights, making it easier for our clinical teams to apply changes into their workflows."

The transition to an integrated risk management platform has also reduced regulatory exposure now that patient adverse events and complaints live in one system. There are fewer regulatory visits, and when a visit occurs, leaders can quickly and easily help regulators understand what is happening at the institution because all of the information is just a few clicks away.

Rolston says executive leadership support has been vital to a successful program. Rush leaders, including the general counsel, chief risk officer, chief medical officer, and chief quality officer, agreed it was essential to invest in the right technology solution to deliver comprehensive, holistic, and integrated risk management across the system.

"They make it possible, and they help champion the product in an ongoing fashion," says Rolston. "Having executive buy-in, identifying key boots-on-the-ground project staff, aligning around key tenets and objectives, and having a single, unified platform, are all essential elements to integrated risk management."

ABOUT RISKCONNECT

Riskconnect is the leading integrated risk management software solution provider. Our technology empowers organizations with the ability to anticipate, manage, and respond in real-time to strategic and operational risks across the extended enterprise.

More than 900 customers across six continents use our unique risk-correlation technology to gain previously unattainable insights that deliver better business outcomes.

KEY BENEFITS:

- Powerful integrated risk management platform out of the box with critical components ready to implement
- Flexible and intuitive software
- Customizable technology that replaces a dozen+ software solutions
- Consistent, easy user experience with automated processes and workflows
- Strong analytics engine
- Intelligent data integration with a targeted focus on security requirements

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