1998 Ernest Amory Codman Award Recipient

Organization Award: Hospital

Hospital of the University of Pennsylvania
Philadelphia, Pennsylvania

For Its Initiative: "Health and Disease Management"

The Hospital of the University of Pennsylvania is a 725-bed hospital, the main teaching hospital of the University of Pennsylvania Health System. The hospital has 6,473 employees, 1,300 nurses and 18 clinical departments, with more than 40 specialties to provide a comprehensive range of inpatient and outpatient services.

One of the organization's strategic priorities is to have 80% of all patient visits managed by best practice disease management programs by the year 2002. Already, 30 inpatient clinical pathways and 18 disease management programs have been developed and implemented. Integral to the entire program is the linkage established between inpatient pathways and outpatient guidelines for consistency and coordination of care.

The Health and Disease Management program coordinates resources throughout the organization in partnership with patients, clinicians, payers, vendors, and other providers. Each program encompasses coordinated services consisting of:

- clinical guidelines
- physician and patient education
- health risk assessment
- care management
- prevention care and wellness activities

The program focuses on improving care and outcomes throughout all care settings. Leadership is instrumental to the success of the initiative through active sponsorships of teams, allocation of resources for accelerated implementation, and removal of barriers or resistance to change through leadership commitment.

Outcomes Measured

Program outcomes have included:

- Patient satisfaction is significantly higher for those in health and disease management programs.
- The hospital has reduced costs significantly since the implementation of the programs in the inpatient and outpatient settings. For inpatient settings, a clinical information system provides data for financial monitoring. A risk population claim system tracks costs in outpatient settings.
- Clinical outcomes have dramatically improved compared to prior performance and national benchmarks. Outcome measures have improved in multiple areas, including asthma, diabetes, hypertension, and congestive heart failure.