



Review and Future Plans for a Utilization Management Program

Brief Overview

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1.0 INTRODUCTION

Please note that this Brief Overview is a condensed version of the full study itself. For information on the full report, please direct your inquiries to judith.weinstein@brondesbury.com

Overall, the purpose of the study was to conduct a review to determine future plans for a Utilization Management Program within a hospital. Through consultation with various internal stakeholders (i.e. Utilization Management Program and Committee, Patient Care Services Management), goals previously identified were further developed for the review.

This summary of information focuses on the work done by the Brondesbury Group within the project. We would like to acknowledge Sara Lankshear, our partner in this project.

The goals for this project, developed by the key client, and confirmed by the process, focused on program impact, and the future of the program within a program structure and in supporting decisions support and quality improvement processes.

Overview of Review Process

This review of a Utilization Management Program was conducted by consultants with extensive health care backgrounds and expertise in utilization management, program management, organizational development and program evaluation. The consultants were provided with a wide variety of background information about the organization and program, as well as utilization data from the hospital.

Key stakeholders were then identified for consultation. The stakeholder groups interviewed included representatives from:

1. Program staff: Coordinator, Physician Reviewers, and Case Managers (current and former staff)
2. Bed Allocation
3. Chief Executive Officer
4. Chief Information Officer
5. Clinical Program team members
6. Patient Care Managers
7. Department Chiefs
8. Professional Practice Leaders, Clinical Educators
9. Finance
10. Health Records
11. Community Care Access Centre Staff (CAT, Regional Manager)

A semi-structured confidential interview process was utilized with all stakeholder groups. Participants were assured that only common themes would be included in the final report and recommendations. Information and notes gathered during the interview process were summarized and examined for themes by each consultant. Areas of substantial agreement were examined further and form the basis for these comments.

2.0 UM Program Review: Goals and Themes

The report was formatted using the original goals established for the review project. For each of the original goals, the information / common themes obtained during the reviewed were presented. In addition, a set of recommendations specific to each goal was presented.

Themes related to the goal concerning organizational impact included effective utilization of resources, and the knowledge broker role of program staff. Themes related to a future vision for the program included the need for additional focus on quality, as well as the need to revisit the organizational definition of “utilization” and “utilization management”. themes related to how the program would work within the organization’s structure included centralized versus decentralized processes, as well as issues of accessibility communication, and control.

3.0 Summary

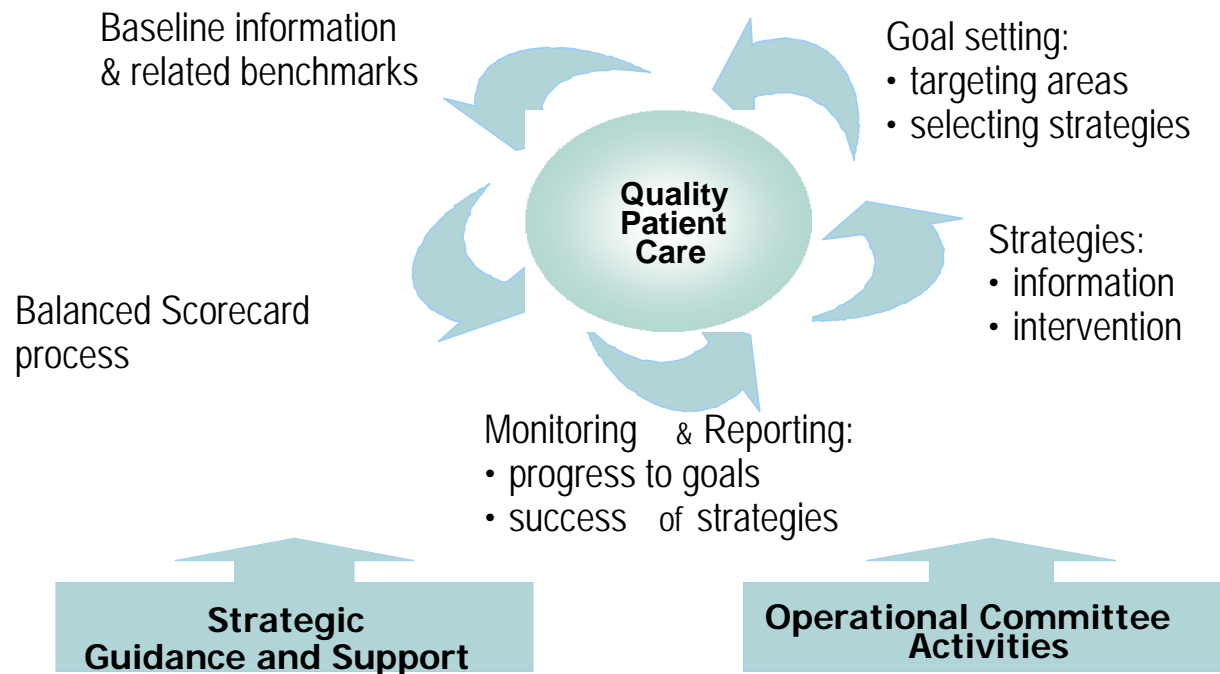
Strongly expressed, broadly held values concerning patient care, quality, and utilization at the organization were expressed in the framework which was developed using scope diagram format which supports nested concepts. The central value concerns quality patient care. In the first surrounding level are the commonly described indicators. The outer circle contains guiding principles mentioned as recurring themes. (Each area was discussed in more detail in the full report).

4.0 APPENDICES

The attached appendices illustrate strategic activities included in the proposed model, as well as integrated tools and process common to quality and utilization frameworks.

Appendix 1

Dynamic Strategic Activities Proposed within the New Model Quality & Utilization Framework -



Appendix 2

Integrated Tools & Processes within the New Model Quality & Utilization Framework

