

## **Quality Improvement Activities Resulting from Case Review Case Example #2**

### **Summary**

In a case review requested by the Department of Justice through a CMS Regional Office, a number of medical records were reviewed for the care provided by one cardiologist at a particular hospital. At this facility, 25 cases had confirmed quality of care concerns for the physician. The involved physician was handled through the state medical licensing board; however, due to what seemed to be lack of facility oversight of significant clinical issues, the QIO chose to meet with the facility informally to discuss the cases.

### **Concerns identified by the QIO**

There were numerous physician-specific concerns. The physician panel specifically wanted to speak with the hospital regarding the following:

- The facility's views regarding the care rendered to the 25 Medicare beneficiaries
- The facility's quality assurance activities and the medical staff's peer review activities, including quality improvement monitoring and review of adverse outcomes
- Remedial actions initiated as a result of the evaluation of the care rendered by the physician
- The facility's utilization review program
- The facility's medical staff credentialing process
- Future methodologies for monitoring quality and appropriateness of patient care provided by physicians at the facility

### **Quality improvement activities that resulted from QIO review**

QIO physician reviewers met with key hospital staff members including the chief executive officer, hospital medical director, the medical director of the cardiovascular services and director of quality management. Extensive information was provided by the hospital, including results of an external cardiology services review, corporate quality analysis results from site visit, credentialing review and specifics related to the review of the individual practitioner in question.

As a direct result of these reviews:

- The credentialing process was restructured
- The cardiovascular services department was restructured and a medical director was appointed
- 100 percent review of cardiac catheterization cases was initiated, with any cases that were questioned sent to external peer review
- The privileges of the involved physician were suspended

After discussion, the QIO physician panel made recommendations for the following additional interventions by the medical facility:

- Provide quarterly morbidity and mortality reports to the QIO
- Provide information on the Clinical Cardiovascular Management Network review to the QIO
- Provide the results of the scheduled rereview by the external contracted review agency to the QIO

The QIO's recommendations were accepted and adopted by the hospital. The facility has been compliant and the QIO is satisfied that the facility is committed to quality patient care and has the processes in place to assure that its physicians and staff provide quality care.

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