

Comment les outils d'information et de communication, et l'analyse des mégadonnées vont elles bouleverser les soins dans l'insuffisance rénale chronique ?

Prof. Bernard Canaud

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**Maladie rénale chronique :
Actualité et devenir de la prise en charge**
Mardi 21 juin 2016 – 10h00 à 17h00 (09h00 accueil)



Disclosure

Speaker name: Prof. Bernard Canaud

- I have the following potential conflicts of interest to report:
- Consulting
- Employment in industry (FMC)
- Shareholder in a healthcare company
- Owner of a healthcare company
- Other(s)
- I do not have any potential conflict of interest

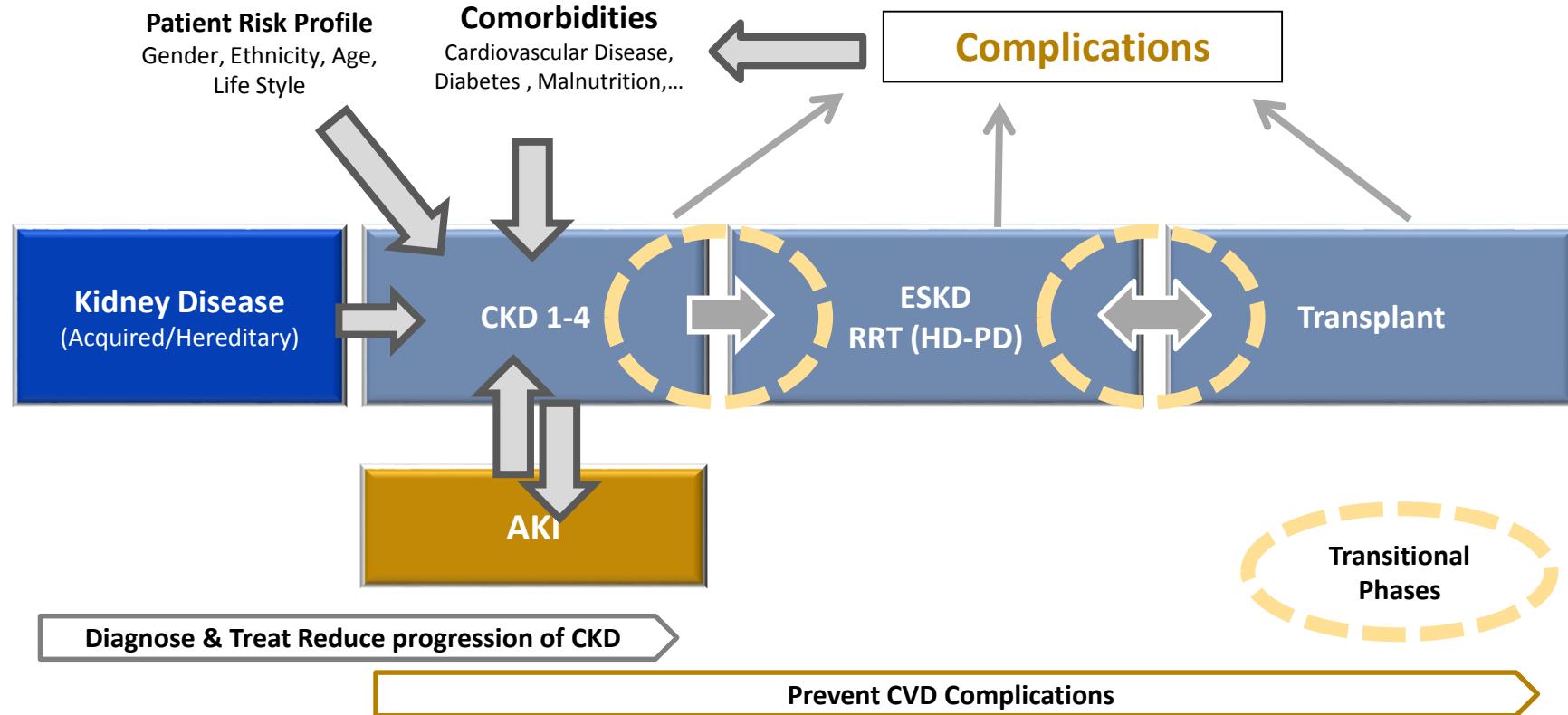
Plan

- 1 Défis actuels et à venir du traitement de l'insuffisance rénale chronique.** Un problème aux multiples facettes
- 2 Solutions apportées par les outils d'information, de communication et d'analyse.** Un support à la prise de décision
- 3 Expérience d'un gros opérateur de soins rénaux**
Exemples concrets: Balance score card, Traitement de l'anémie
- 4 Message final**
Les outils d'information, de communication et d'analyse, le futur du traitement de la maladie rénale

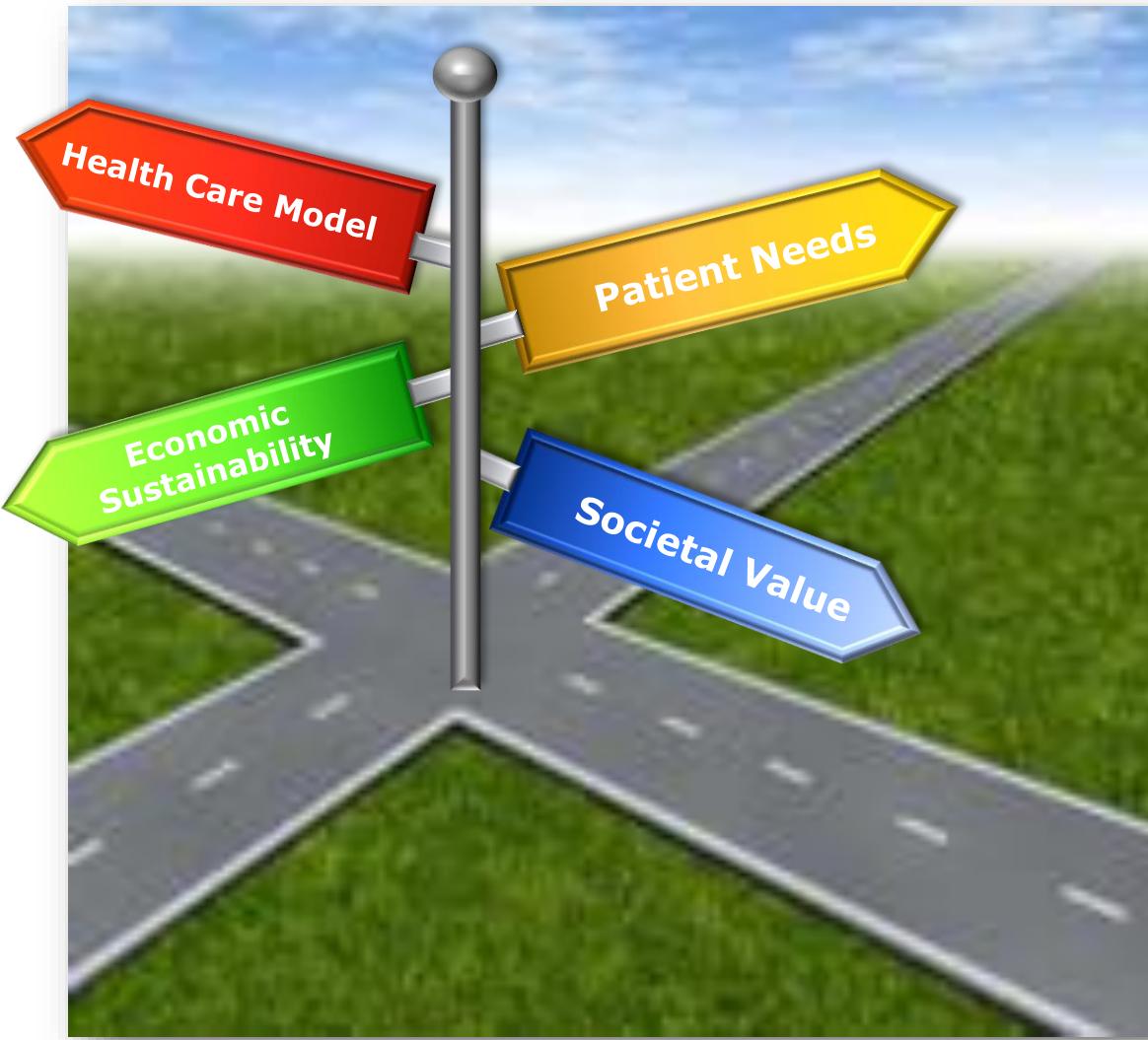
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Les outils d'information, de communication et d'analyse, le futur du traitement de la maladie rénale

L'insuffisance rénale chronique est un long continuum pathologique qui accumule les complications

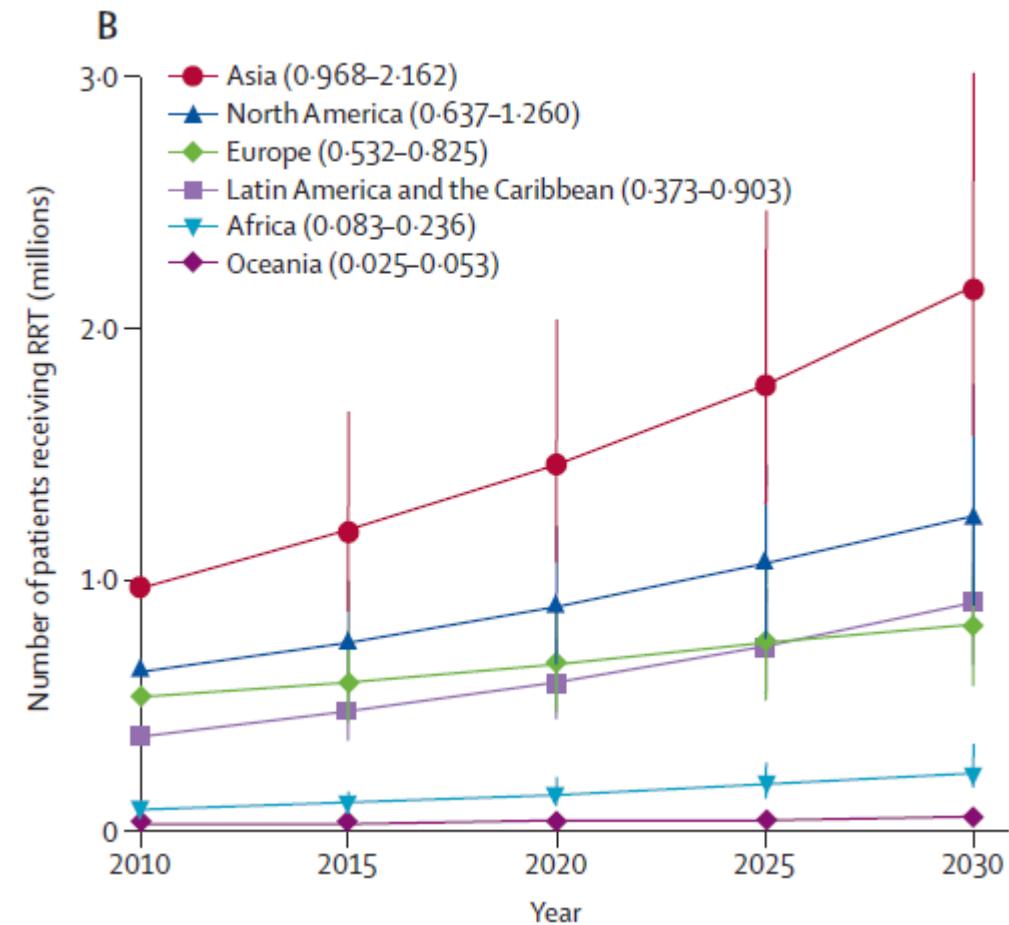
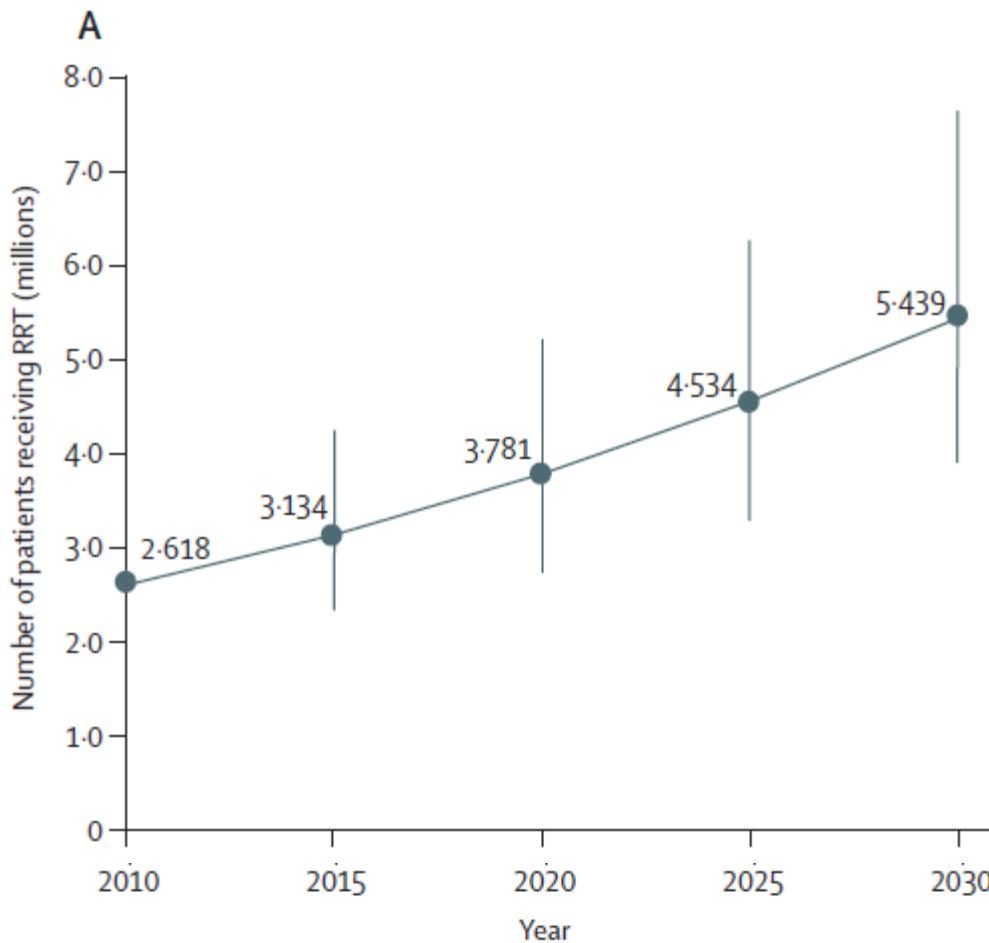


L'IRC est à la croisée des chemins

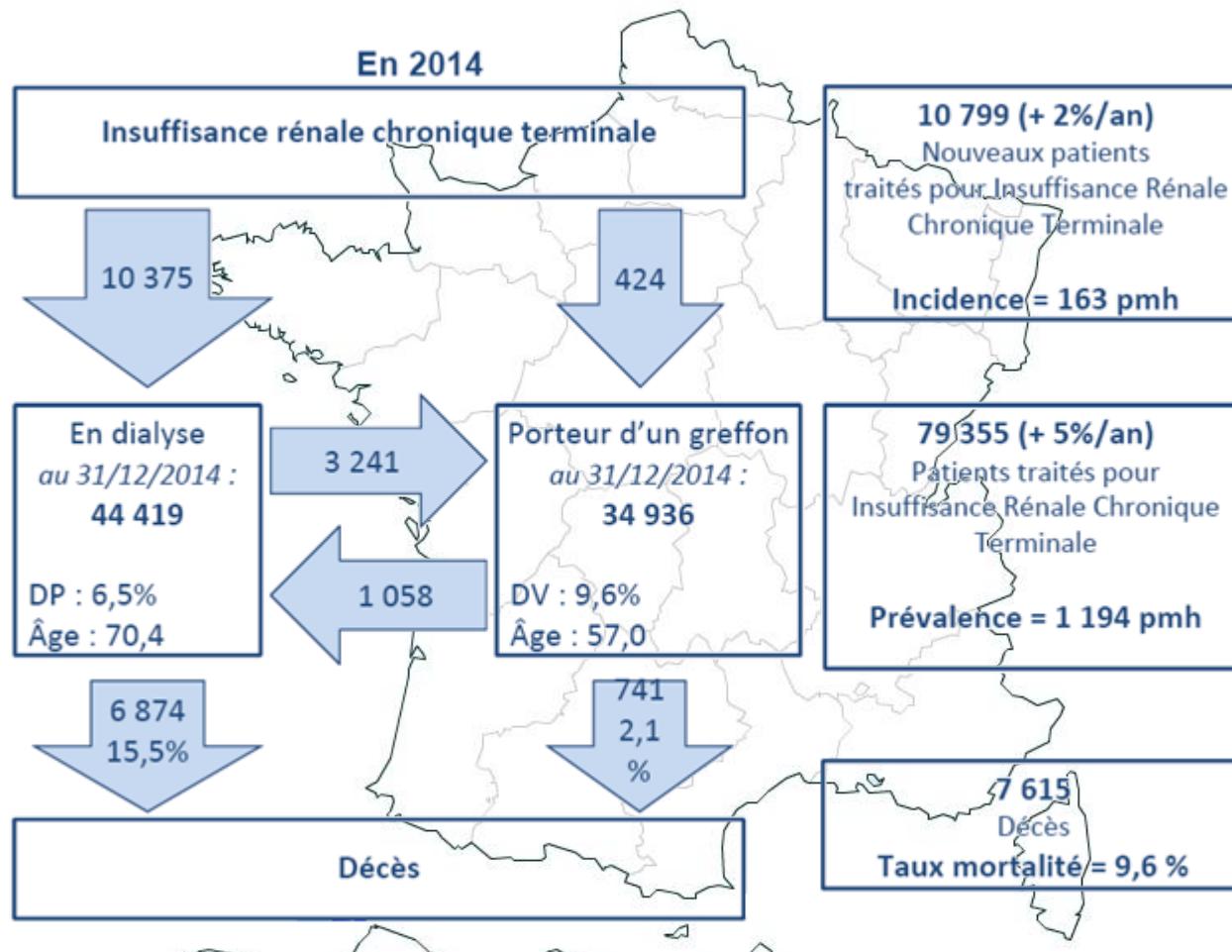


Le nombre de patients rénaux traités par dialyse va continuer à croître

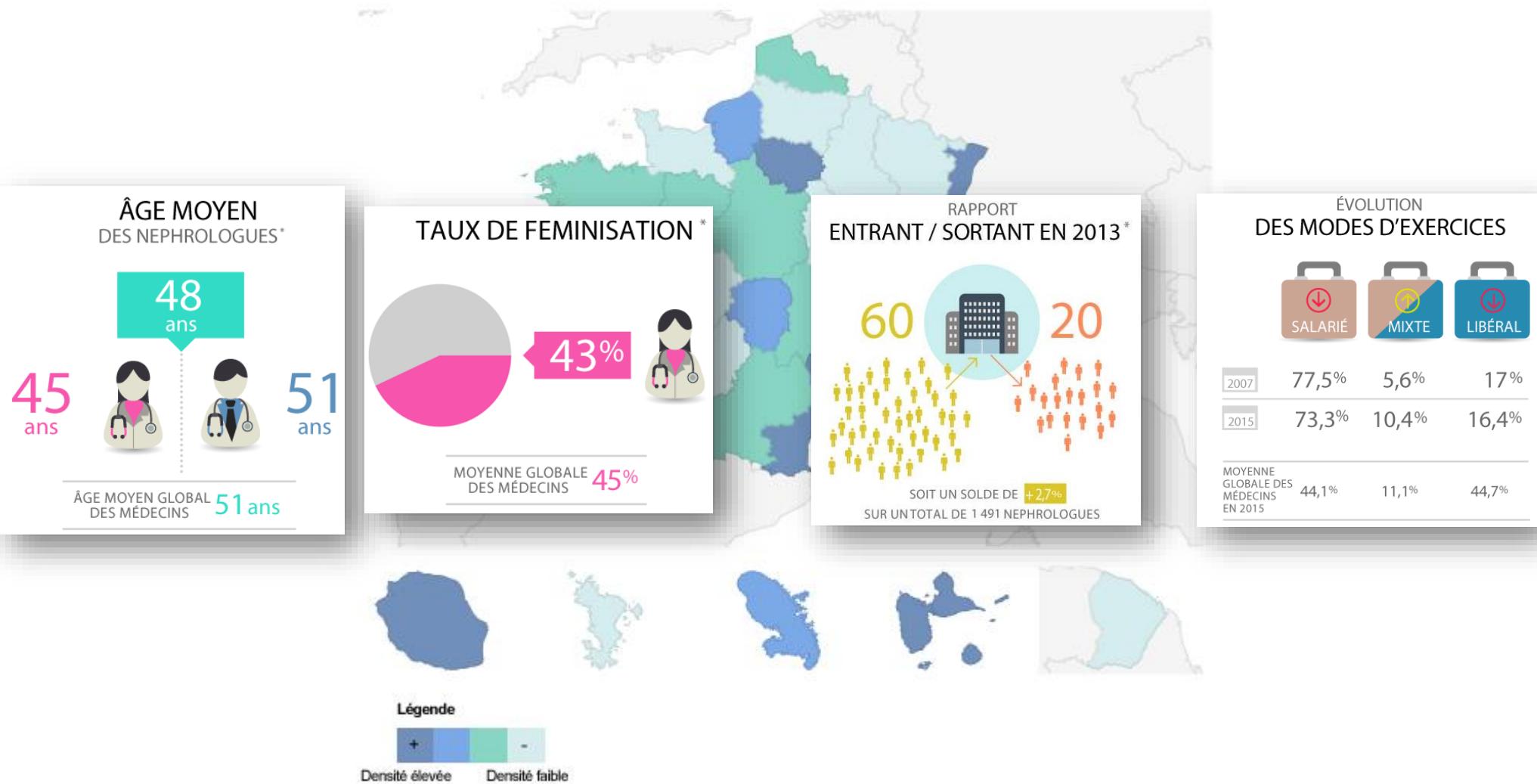
Estimated Number of Patients Undergoing RRT From 2010-2030



Epidémiologie et fluxes de patients insuffisants rénaux chroniques traités en France



Démographie et profil des Néphrologues



Ratio Patients Traités par Néphrologue en France

1522 Nephrologists

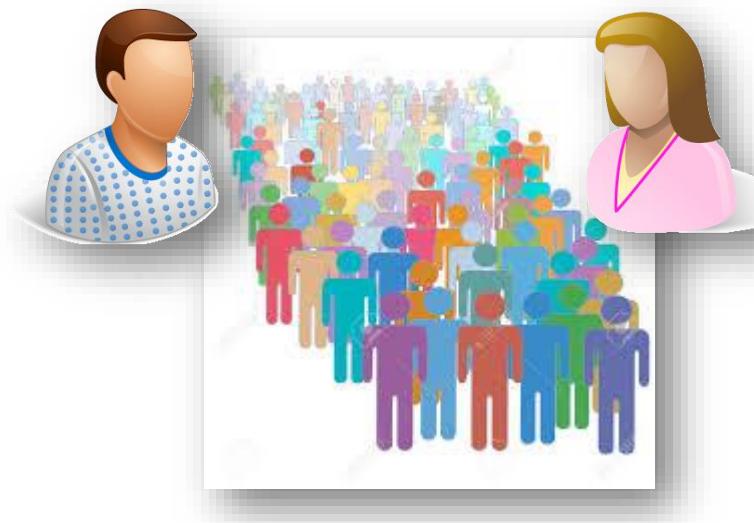


79355 ESKD-RRT

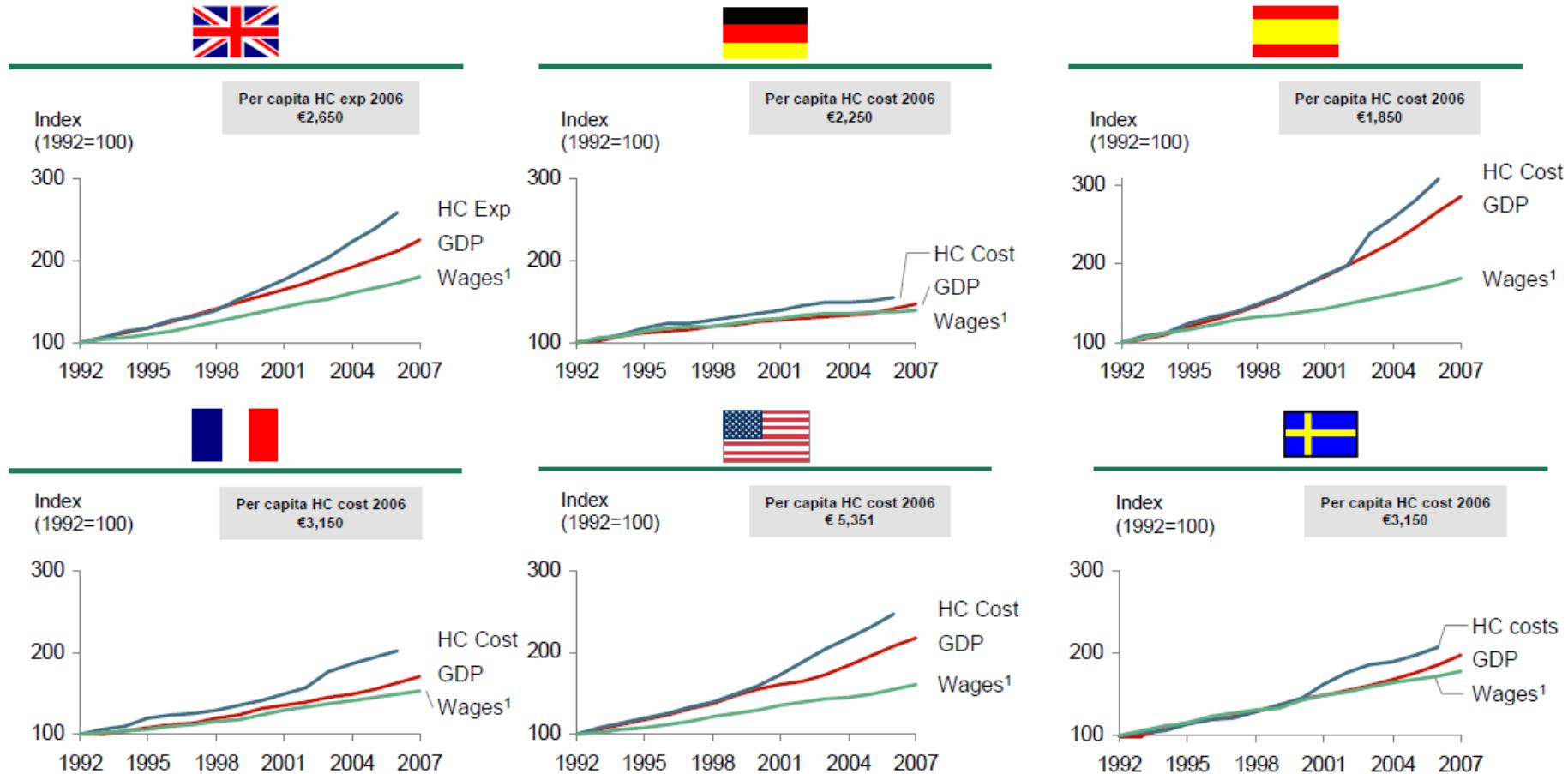
52
pat/Nep.

3.200.000 CKD3-4

2100
pat/Nep.



Augmentation anticipée et insoutenable du coût de la santé par pays



Valeur du traitement en matière de santé

Changement de paradigme: de la quantité à la qualité



The NEW ENGLAND JOURNAL of MEDICINE

Perspective

DECEMBER 23, 2010

What Is Value in Health Care?

Michael E. Porter, Ph.D.

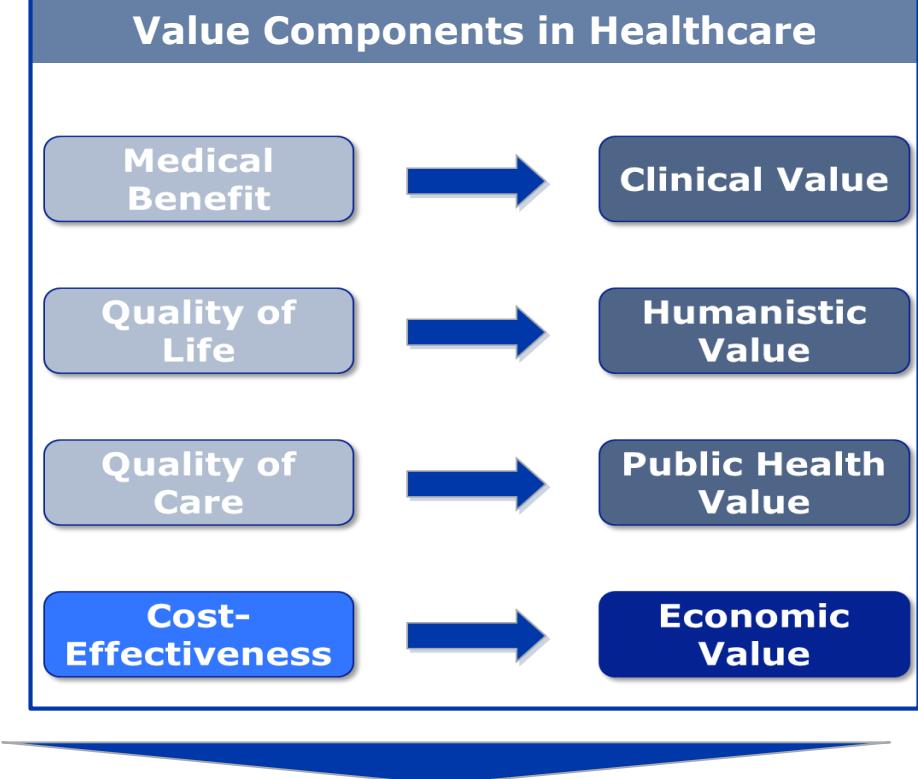
In any field, improving performance and accountability depends on having a shared goal that unites the interests and activities of all stakeholders. In health care, however, stakeholders have myriad, often conflicting goals, including access to services, profitability, high quality, cost containment, safety, convenience, patient-centeredness, and satisfaction. Lack of clarity about goals has led to divergent approaches, gaming of the system, and slow progress in performance improvement.

Achieving high value for patients must become the overarching goal of health care delivery, with value defined as the health outcomes achieved per dollar spent.¹ This goal is what matters for patients and unites the interests of all actors in the system. If value improves, patients, payers, providers, and suppliers can all benefit while the economic sustainability of the health care system increases.

Value is a central challenge. Nor is value measured by the process of care used; process measurement and improvement are important tactics but are no substitutes for measuring outcomes and costs.

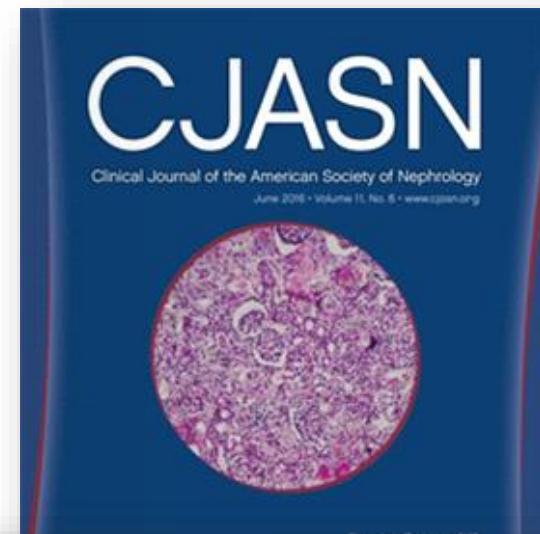
Since value is defined as outcomes relative to costs, it encompasses efficiency. Cost reduction without regard to the outcomes achieved is dangerous and self-defeating, leading to false "savings" and potentially limiting effective care.

Outcomes, the numerator of the value equation, are inherently condition-specific and multidimensional. For any medical condition, no single outcome captures the results of care. Cost, the equation's denominator, refers to the total costs of the full cycle of care for the patient's medical condition, not the cost of individual services. To reduce cost, the best approach is often to spend more on some services to reduce the need for others.



$$\text{Value} = \frac{\text{Outcomes}}{\text{Cost}} = \frac{\text{Quality} + \text{Service}}{\text{Cost}}$$

Appel aux indicateurs de performances et de qualité en dialyse



Quality Measures for Dialysis: Time for a Balanced Scorecard

Alan S. Kliger

Centres de dialyse Medicare et Medicaid aux USA

Dialysis Facility Compare Quality Measures: Five-star Rating

Clinical Performance Measures

1. Standardized hospitalization ratio
2. Standardized mortality ratio
3. Standardized transfusion ratio
4. Percentage of adult hemodialysis patients who had Kt/V urea ≥ 1.2
5. Percentage of pediatric hemodialysis patients who had Kt/V urea ≥ 1.2
6. Percentage of adult peritoneal dialysis patients who had weekly Kt/V urea ≥ 1.7
7. Percentage of adult dialysis patients who had an average calcium over the last 3 mo >10.2 mg/dl (Hypercalcemia)
8. Percentage of adult patients who received treatment through arteriovenous fistula
9. Percentage of adult patients who had a catheter left in a vein >90 d for their regular hemodialysis treatment

The star rating combines the three dialysis adequacy (Kt/V) measures (nos. 4–6) into a single all Kt/V measure.

Centres de dialyse Medicare et Medicaid aux USA

Quality Incentive Program for Payment Year 2018

Clinical Measures

1. Vascular access: AV fistula: percent of patient months using an autogenous AV fistula with two needles
2. Vascular access: catheter ≥ 90 d: percent of patient months with a catheter used continuously for ≥ 90 d
3. Dialysis adequacy: adult and pediatric hemodialysis: spKt/V urea ≥ 1.2
4. Dialysis adequacy: adult peritoneal dialysis: weekly Kt/V urea (dialysis + residual) ≥ 1.7
5. Dialysis adequacy: pediatric peritoneal dialysis: weekly Kt/V urea (dialysis + residual) ≥ 1.8
6. Hypercalcemia: proportion of patient months with 3-month rolling average of total uncorrected serum Ca ≥ 10.2 mg/dl
7. NHSN bloodstream infection: hemodialysis: number of HD outpatients with positive cultures per 100 HD patient months
8. Standardized readmission ratio: unplanned readmissions: observed/expected
9. Standardized transfusion ratio: RBC transfusion events (one or more units): observed/expected
10. Patient experience of care: ICH CAHPS Survey: percentage of patient responses to multiple testing tools

AV, arteriovenous; sp, single pool; Ca, calcium; NHSN, National Healthcare Safety Network; HD, hemodialysis; RBC, red blood cell; ICH, In-Center Hemodialysis; CAHPS, Consumer Assessment of Healthcare Providers and Systems; ESA, erythropoiesis stimulating agent; Hb, hemoglobin; Hct, hematocrit.

Centres de dialyse Medicare et Medicaid

Quality Incentive Program for Payment Year 2018

Reporting Measures

1. Mineral metabolism: number of months a facility reports serum phosphorus value for each Medicare patient
2. Anemia management: number of months a facility reports ESA dosage and Hb/Hct for each Medicare patient at least once per month
3. Pain assessment and follow-up
4. Clinical depression screen and follow-up
5. NHSN health care personnel influenza vaccination

AV, arteriovenous; sp, single pool; Ca, calcium; NHSN, National Healthcare Safety Network; HD, hemodialysis; RBC, red blood cell; ICH, In-Center Hemodialysis; CAHPS, Consumer Assessment of Healthcare Providers and Systems; ESA, erythropoiesis stimulating agent; Hb, hemoglobin; Hct, hematocrit.

Evaluation de la Qualité de la Prise en Charge des Patients Hémodialysés Chroniques

Contribuer à la régulation par la qualité et l'efficience

IPAQSS 2016 -

Indicateurs pour l'amélioration de la qualité et de la sécurité des soins

Prise en charge des patients hémodialysés chroniques

Résultats nationaux de la campagne 2015 – Données 2014 et 2015

Synthèse



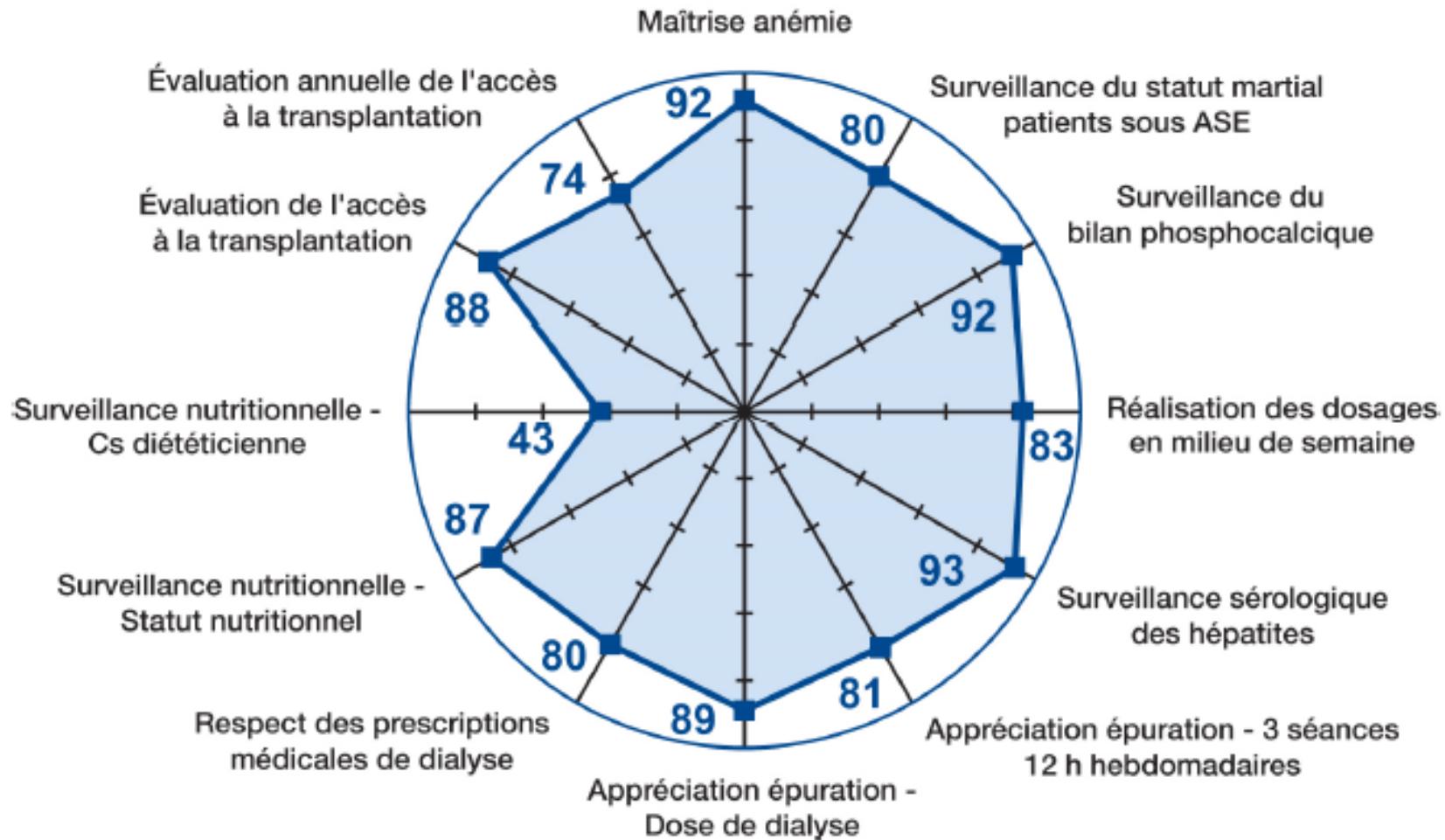
HAUTE AUTORITÉ DE SANTÉ

Novembre 2015

13 Indicateurs de Qualité en Dialyse

1. Maîtrise de l'anémie,
2. Surveillance du statut martial du patient traité par ASE,
3. Surveillance du bilan phosphocalcique,
4. Réalisation des dosages en milieu de semaine
5. Surveillance sérologique des hépatites,
6. Appréciation de l'épuration – Prescription de 3 séances et 12 heures hebdomadaires,
7. Appréciation de l'épuration – Mesure de la dose de dialyse
8. Respect des prescriptions médicales de dialyse,
9. Surveillance nutritionnelle – Statut nutritionnel,
10. Surveillance nutritionnelle – Consultation diététicienne,
11. Evaluation de l'accès à la transplantation,
12. Voie d'abord vasculaire – Fistule artério veineuse,
13. Voie d'abord vasculaire – Fistule artério veineuse native

Résultats Nationaux de la Campagne 2015

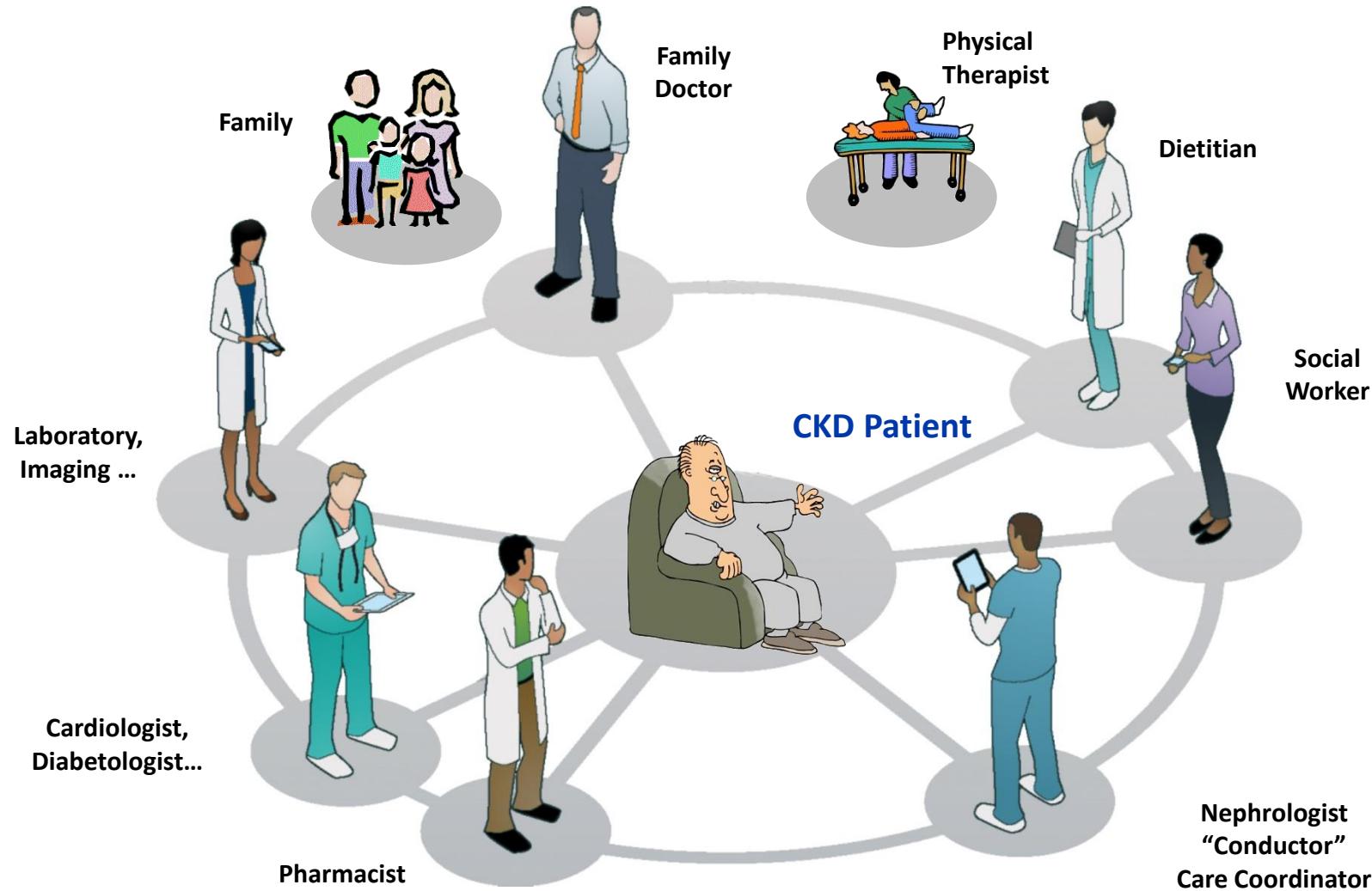


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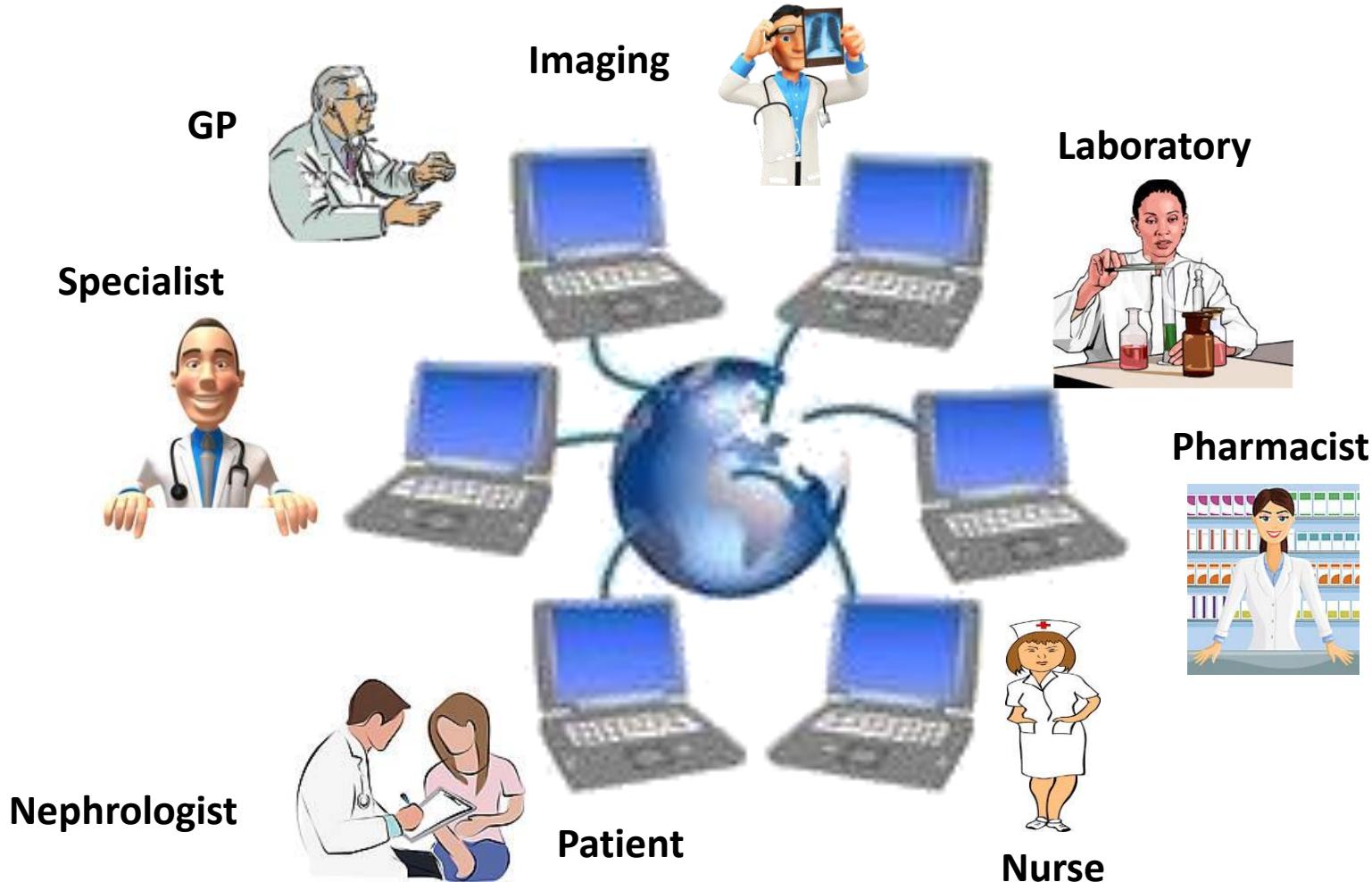
Activité centrée sur le soin personnalisé

Le patient rénal nécessite le support de multiples compétences



Dossier personnel médical partagé

Un dossier médical électronique est nécessaire



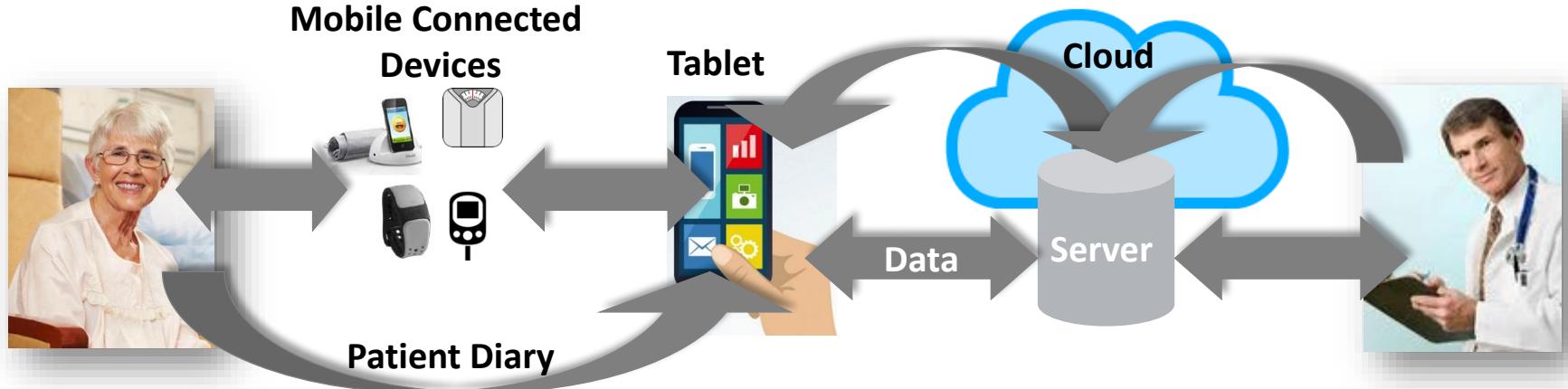
Surveillance à distance des patients rénaux

Outils personnels et connectés sont nécessaires



Surveillance et aide en ligne

Du concept à la réalisation pratique



- Monitoring device collects patient data
- Data is sent to mobile hub
- Data is automatically sent to server but can also be inspected on hub
- Data is processed on server and inspected by physician
- Custom Features can be built such as entering data into a patient diary on the hub
- Regime is determined by physician based on medical data analysis

Les méga-données: une révolution en santé

Center for US Health System Reform
Business Technology Office

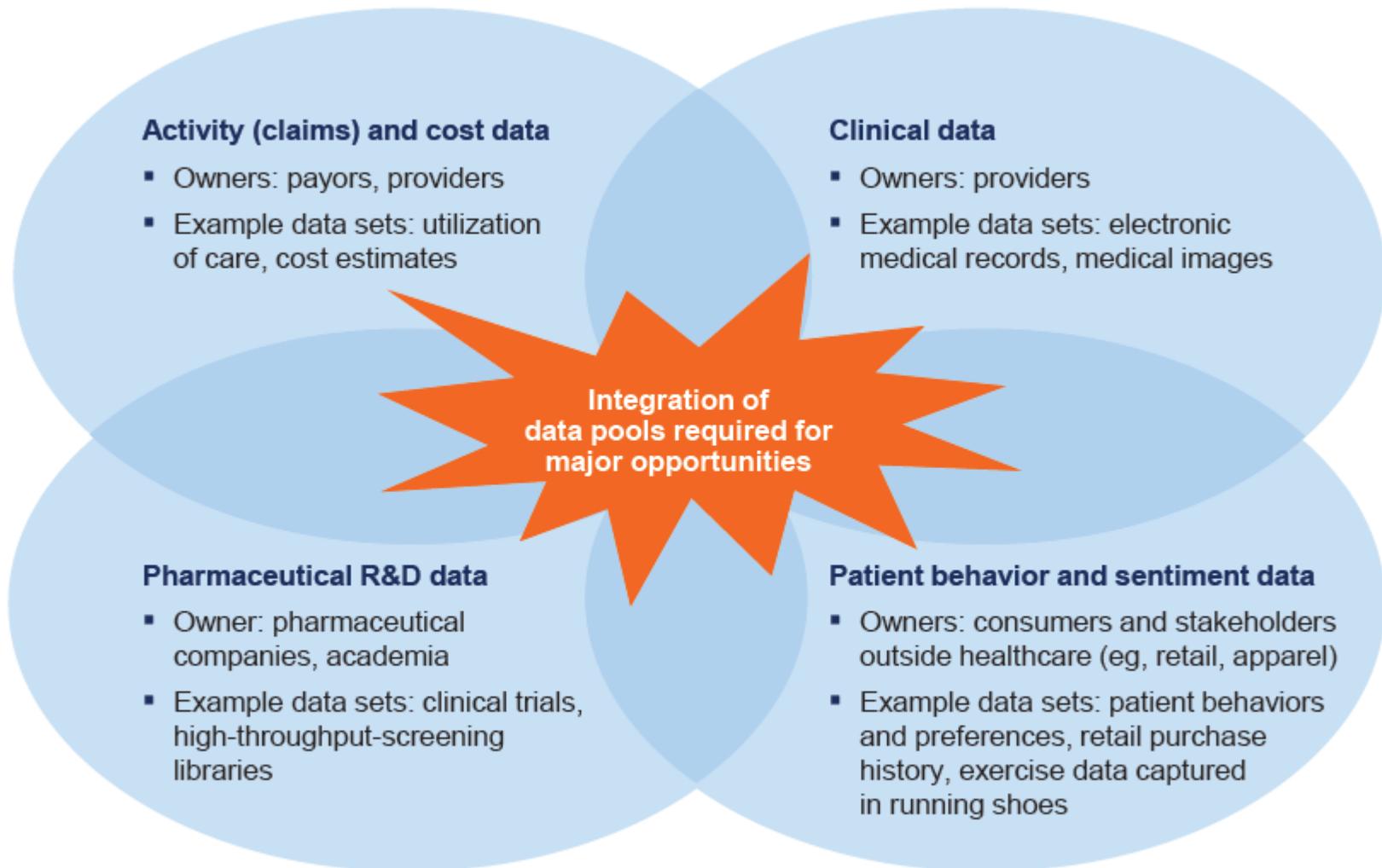
McKinsey&Company



The ‘big data’ revolution in healthcare

Accelerating value and innovation

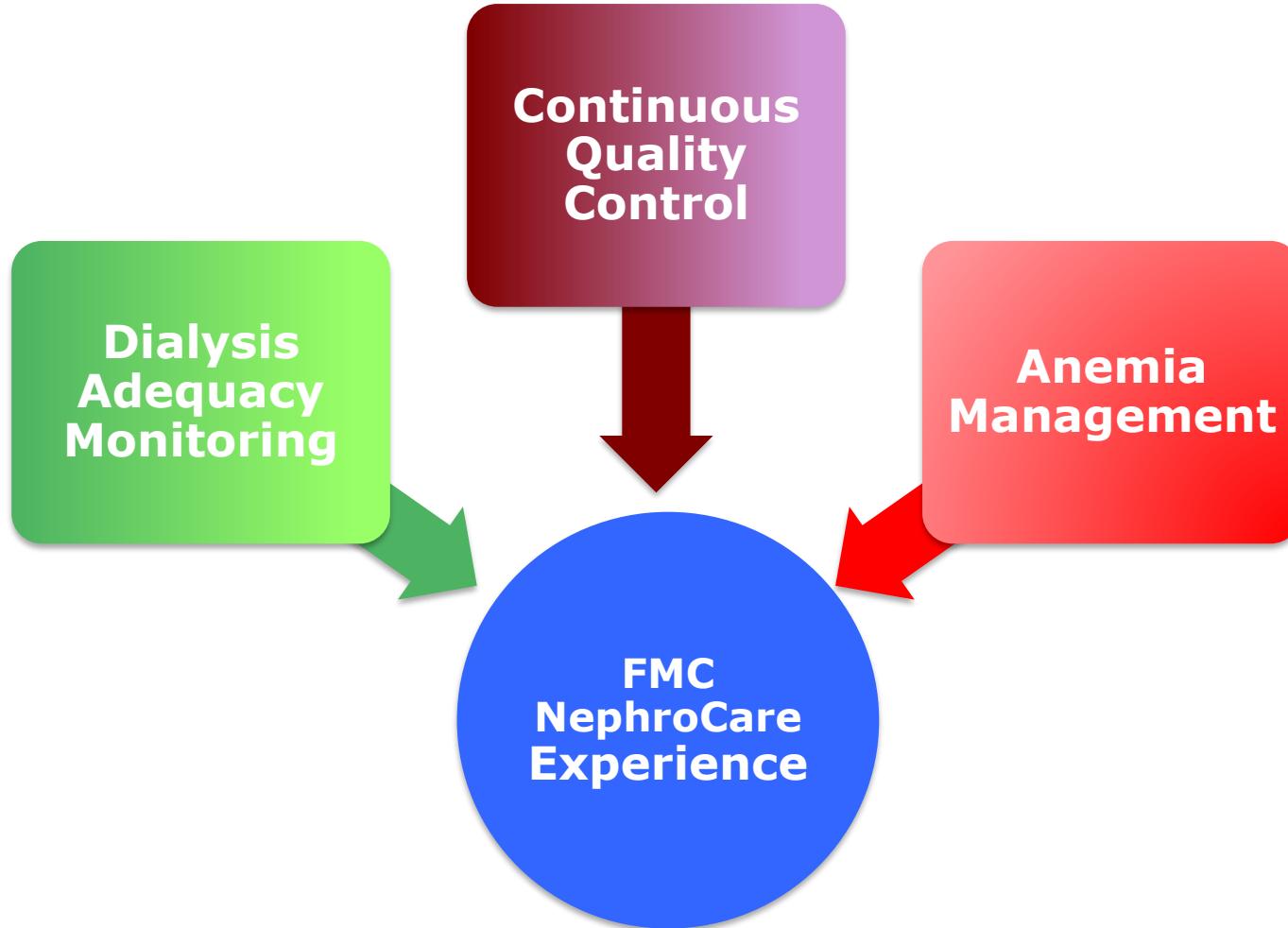
Les bases de données patients offrent des perspectives nouvelles en matière de soins



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Exemples développés et utilisés par un acteur majeur de soins rénaux



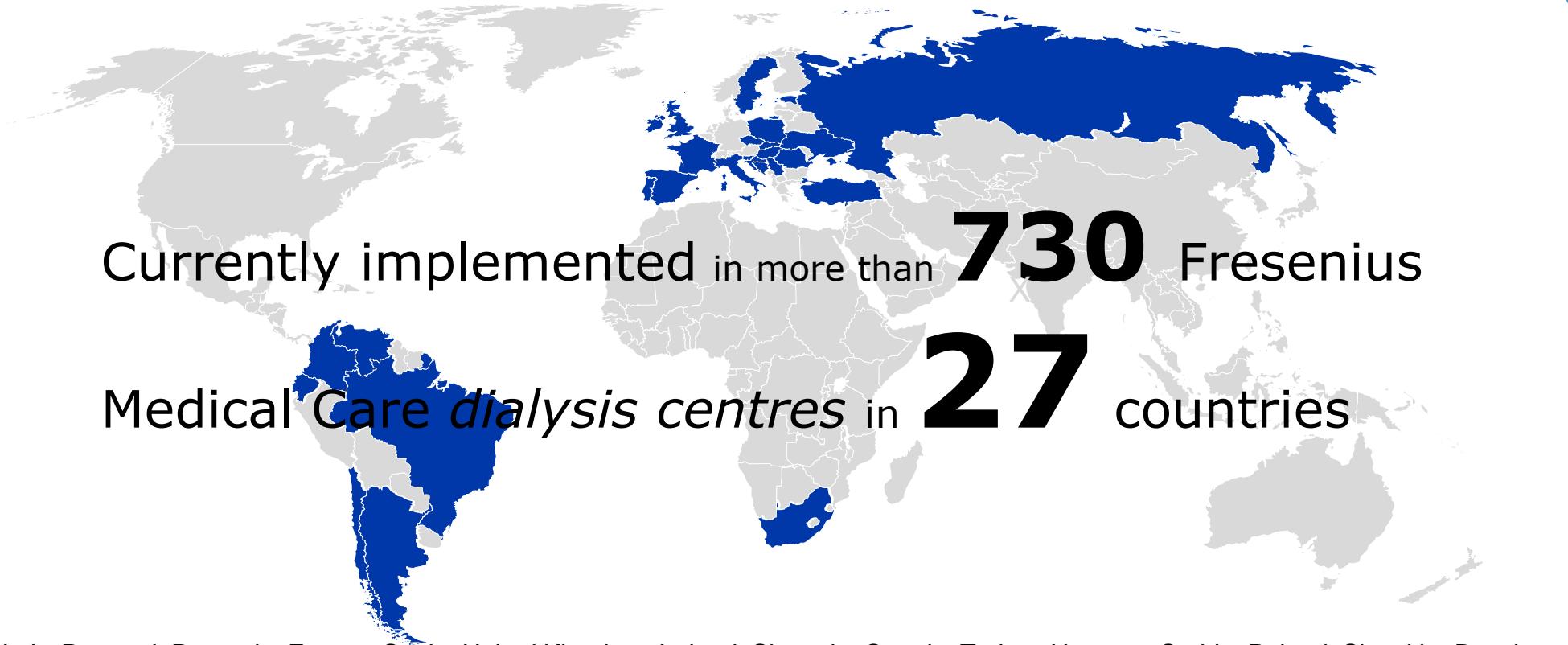
EuCliD® Base de données spécifique

Plateforme pour l'amélioration de la qualité des soins



EuCliD: European Clinical Database (FME)

EuCliD® dans le monde



Currently implemented in more than **730** Fresenius
Medical Care *dialysis centres* in **27** countries

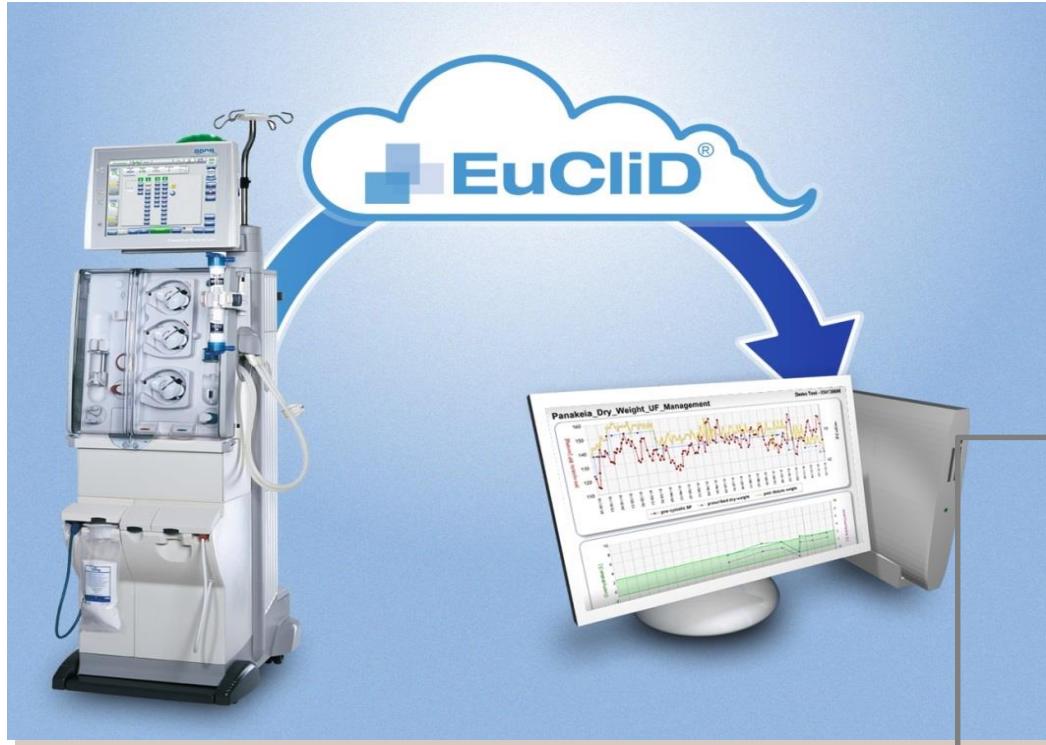
Italy, Portugal, Romania, France, Spain, United Kingdom, Ireland, Slovenia, Croatia, Turkey, Hungary, Serbia, Poland, Slovakia, Bosnia and Herzegovina, Sweden, Czech Republic, Ukraine, Estonia, Russia, South Africa, Brasil, Chile, Colombia, Argentina, Venezuela, Ecuador.

EuCliD® en nombres

- More than 75.000 active patients (HD and PD)
- More than 15.000 active users (2.500 are concurrent)
- More than 45 millions treatments collected
- More than 7.5 millions lab tests collected
- 3.5 TB total transactional data collected



Des données individuelles acquises en dialyse, au suivi en temps réel de la qualité des soins



Dynamic Online Report Generation



Qualité du traitement et résultats

Mesure des principaux indicateurs de soins délivrés

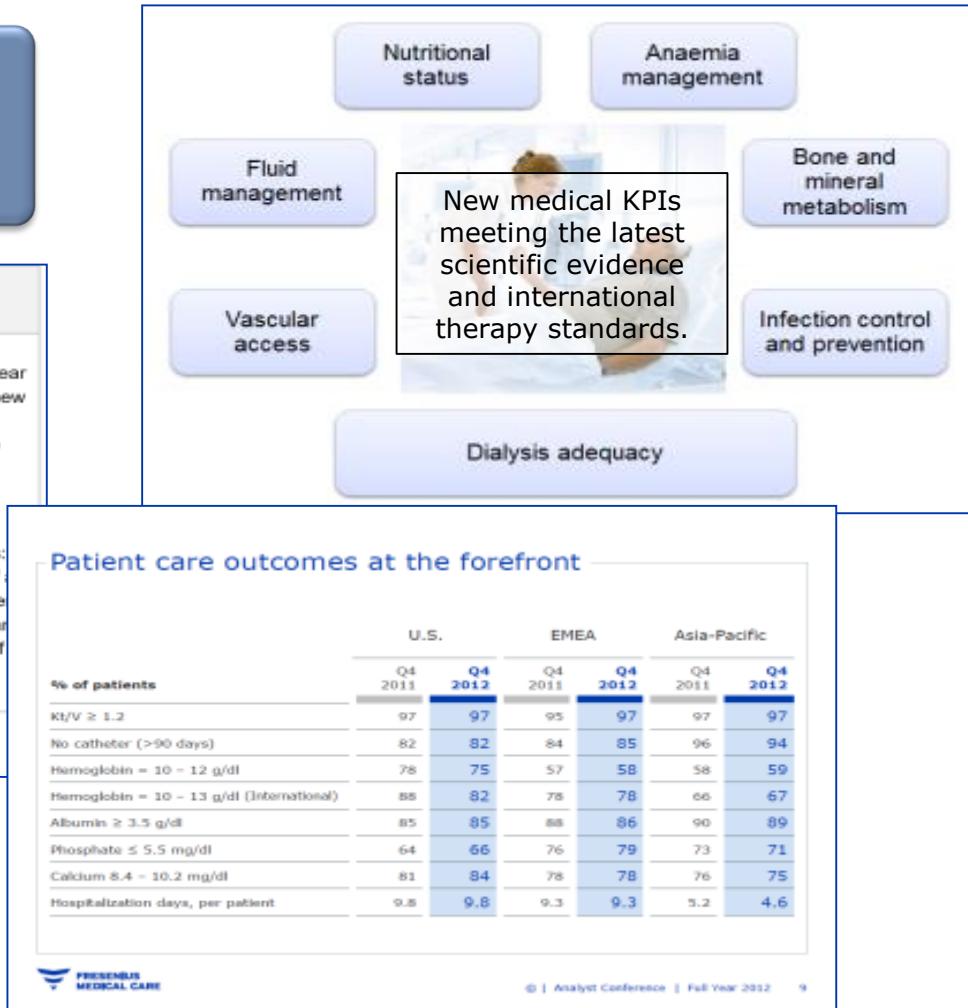
Patient Perspective KPIs Addressing Main Clinical Challenges

Objective	KPI	Yellow*	Green*	Targets
Improve dialysis process	Effective Weekly Treatment Time Score	80%	90%	For 2012 as 1 st year of working with new medical KPIs: see next slide
	Infusion or Blood Volume Score	80%	90%	
	Single-pool Kt/V Score	80%	90%	For 2013 and following years: 90 th percentile of actual values at end of previous year from all clinics of country**
	Vascular Access Score	80%	90%	
	Hydration Status Score	80%	90%	
	Hepatitis B Vaccination Score	80%	90%	
Improve dialysis outcomes	Albumin Score	80%	90%	
	Haemoglobin Score	80%	90%	
	Phosphate Score	80%	90%	
	Bacteraemia or Peritonitis Score	80%	90%	

* Represents percentage of target achievement needed to get traffic light

** Modifiable by country management & within strict rules

NB: KPIs were selected to have proven relationship to mortality/morbidity and to be of least partly under our control



Cadre stratégique et institutionnel

FME Balanced Scorecard et assurance qualité

Patient							
Community		Strategy MAP					
Unit Clinics EMEA		Modalités		All		Time Standard 2011	
Objective	KPI	Previous	Current	Target	Weight	Status	Trend
Increase life expectancy (HD only)		73,6%	74,0%	40%	20%	●	↑
		77,9%	79,6%	70%	20%	●	↑
	High Flux Dialysis (incl. HDF)	98,8%	98,9%	100,0%	8%	●	↑
	HDF Online Dialysis	49,2%	51,3%	100,0%	8%	●	↑
	eKt/V >= 1,0 / 1,2 / 1,7	82,5%	83,5%	100,0%	8%	●	↑
	Hgb >= 10, <= 13 g/dL	84,5%	84,4%	100,0%	8%	●	↓
	Vascular access (native fistula)	74,4%	73,9%	100,0%	8%	○	↓
	Treatment Adequacy	90,1%	90,8%	100,0%	8%	●	↑
	Peritonitis Rate (PD Only)	-	-	36,0	8%	■	
	Reporting Compliance	86,9%	88,7%	100,0%	44%	●	↑
Improve quality of life (HD only)		63,5%	61,0%		30%	○	↓
	Patient Satisfaction Survey	1,7	1,8	2,6	40%	●	↑
	Patients at risk for HepB infection	58,5%	54,0%	0,0%	30%	●	↑
	Seroconversion HepB-C	0,6%	0,6%	0,0%	30%	●	↑

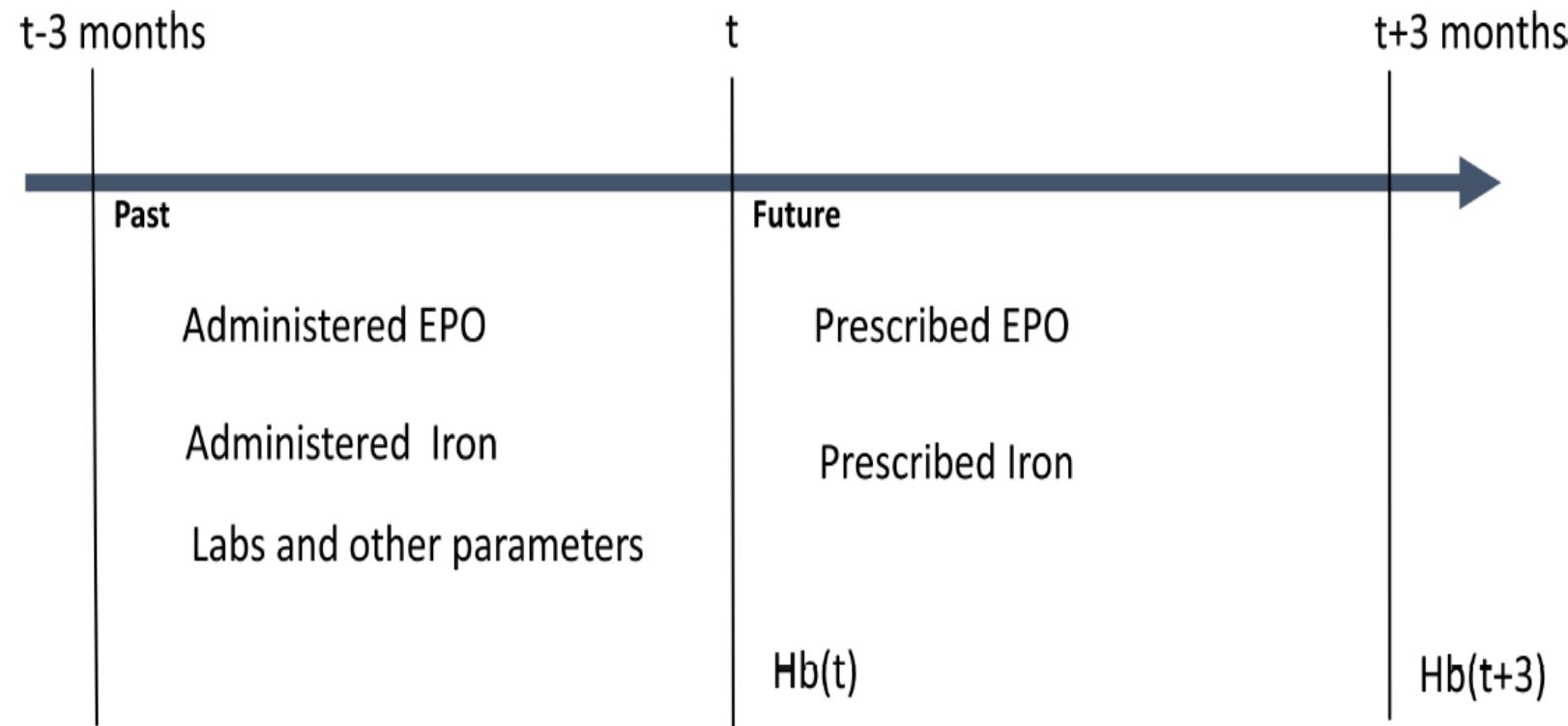
Community							
Community		Strategy MAP					
Unit Clinics EMEA		Modalités		All		Time Standard 2011	
Objective	KPI	Previous	Current	Target	Weight	Status	Trend
Justify our social responsibilities		78,0%	79,4%	20%	20%	●	↑
	Accidents to employees (per 1.000)	52,0%	57,0%	20%	20%	○	↑
Comply with standards & legal requirement		16,9	15,9	0,0	60%	○	↑
	Patient education and support program	73,8%	84,6%	100,0%	40%	●	↑
	ISO 9001 and equivalent	74,2%	73,8%		40%	●	↓
	ISO 14001 Certification	77,2%	77,4%	100,0%	50%	●	↑
	Compliance program	60,5%	60,4%	100,0%	25%	●	↓
ECO Performance		84,6%	83,1%	100,0%	25%	●	↓
	Contaminated waste, kg per treatment	94,9%	96,3%		40%	●	↑
	Electricity consumption, kwh per treatment	1,1	1,0	1,1	30%	●	↑
	Water consumption, liter per treatment	10,8	11,0	10,4	30%	●	↓

Employees							
Community		Strategy MAP					
Unit Clinics EMEA		Modalités		All		Time Standard 2011	
Objective	KPI	Previous	Current	Target	Weight	Status	Trend
Bind qualified employees		91,6%	87,9%	20%	20%	●	↓
		90,1%	85,7%		85%	●	↓
	Turnover of Personnel	11,9%	11,7%	11,1%	40%	●	↑
	Absenteeism	2,9%	2,9%	3,7%	20%	●	↓
	Overtime	2,6%	2,5%	3,8%	20%	●	↑
	Employee Satisfaction Survey	4,0	4,0	4,3	20%	○	↑
Promote their professional development		100,0%	100,0%		15%	●	↑
	Training hours	23,5	22,5	17,7	100%	●	↓

Shareholders							
Community		Strategy MAP					
Unit Clinics EMEA		Modalités		All		Time Standard 2011	
Objective	KPI	Previous	Current	Target	Weight	Status	Trend
Continuous development		81,8%	86,7%	20%	20%	●	↑
	Treatment growth	71,9%	97,3%		40%	●	↑
	Patient Growth	11,7%	12,3%	12,6%	25%	●	↑
	New Patient inflow	15,5%	11,2%	11,6%	25%	●	↓
Attractive returns for shareholders		33,4%	33,0%	32,4%	50%	●	↓
	Scheduling Efficiency	88,4%	79,6%		60%	●	↓
	Personnel costs	91,3%	90,3%	100,0%	40%	●	↓
	Other costs	99,0%	98,7%	100,0%	30%	●	↑

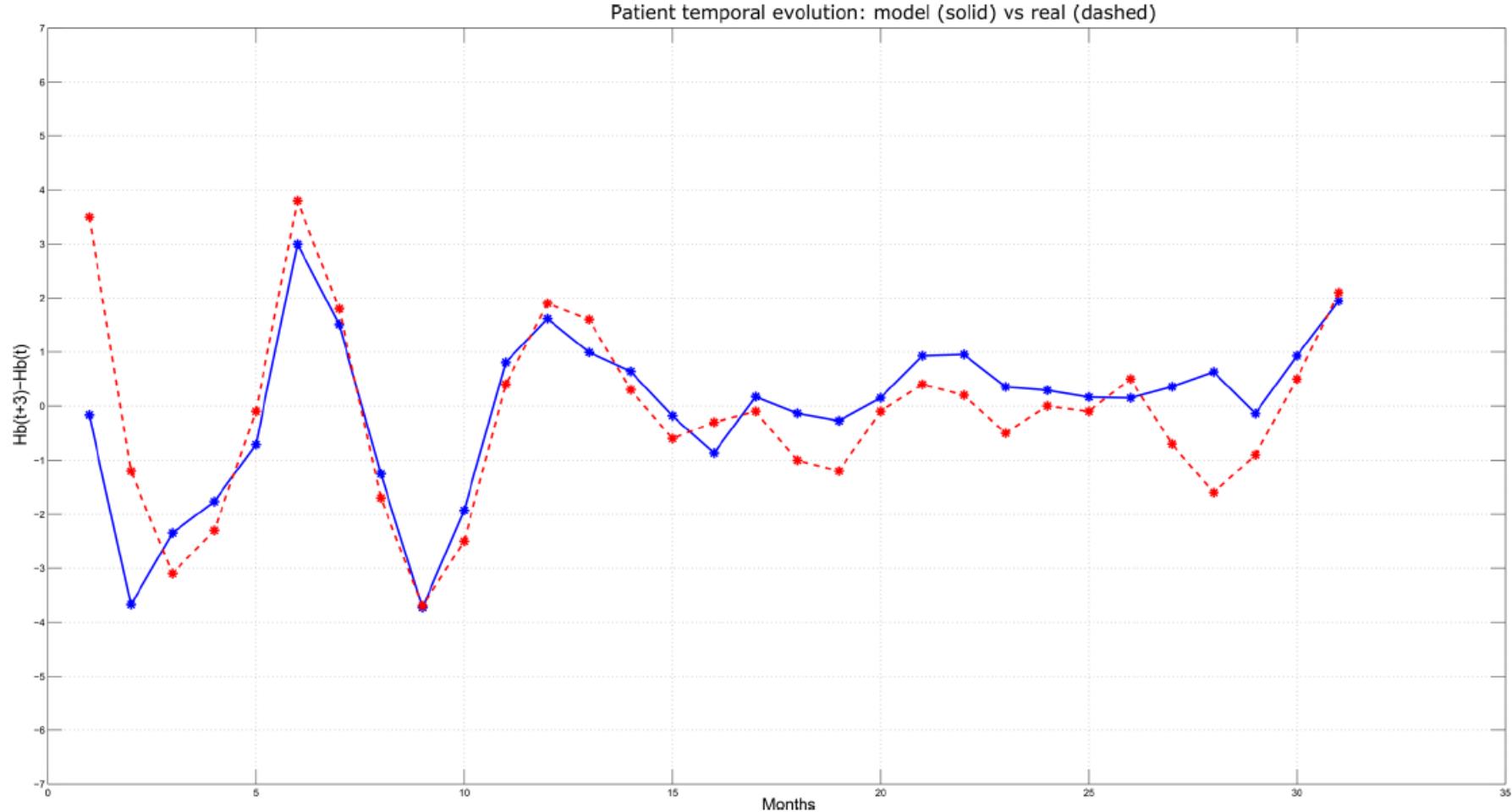
BSC as instrument for country/clinic mgt. to continuously improve performance as expected by our patients, employees, shareholders and the whole community incl. health care authorities

Développement d'un programme de support médical à la gestion de l'anémie par intelligence artificielle

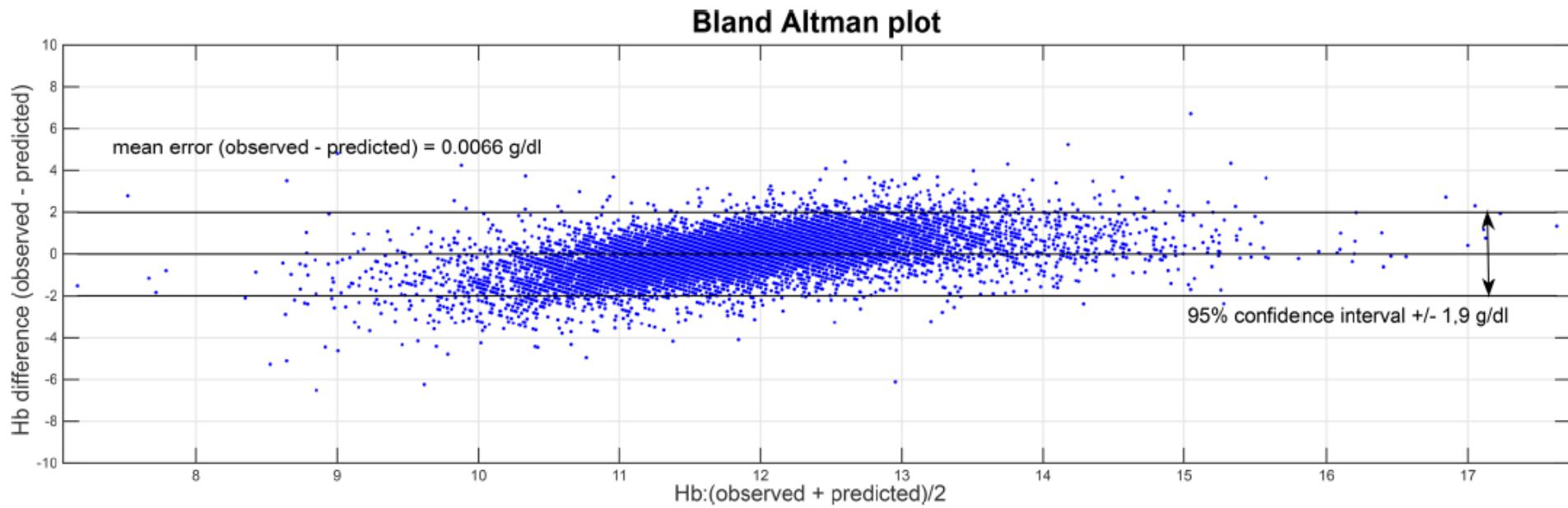


Prédictions des taux d'Hb à trois mois

Comparaison des valeurs prédites et mesurées

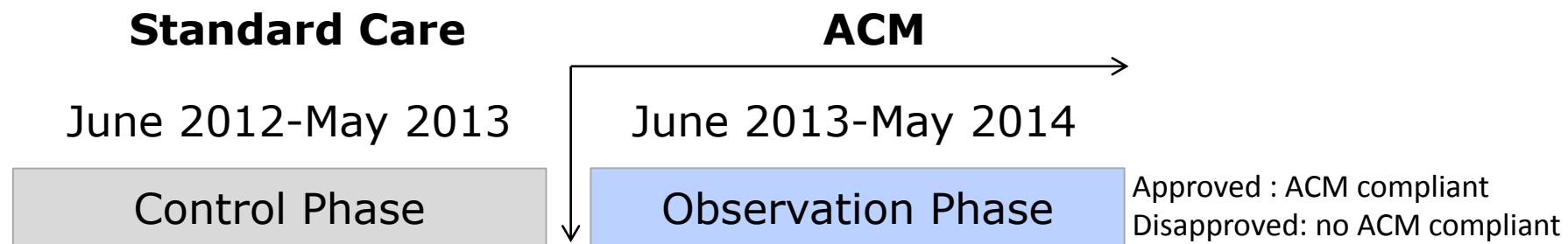


Comparaison des valeurs d'Hb mesurées par rapport à celles prédites



Validation prospective multicentrique et internationale d'un modèle d'assistance au traitement de l'anémie

2 year (June 2012-May 2014)



NephroCare Clinics:

Motol Prague, Czech Rep.
Cartagena & San Pedro, Spain
Lumiar, Portugal

ERBP Guidelines

Hb, TSAT, Ferritin
Darbepoetin alfa, Venofer/Ferinject

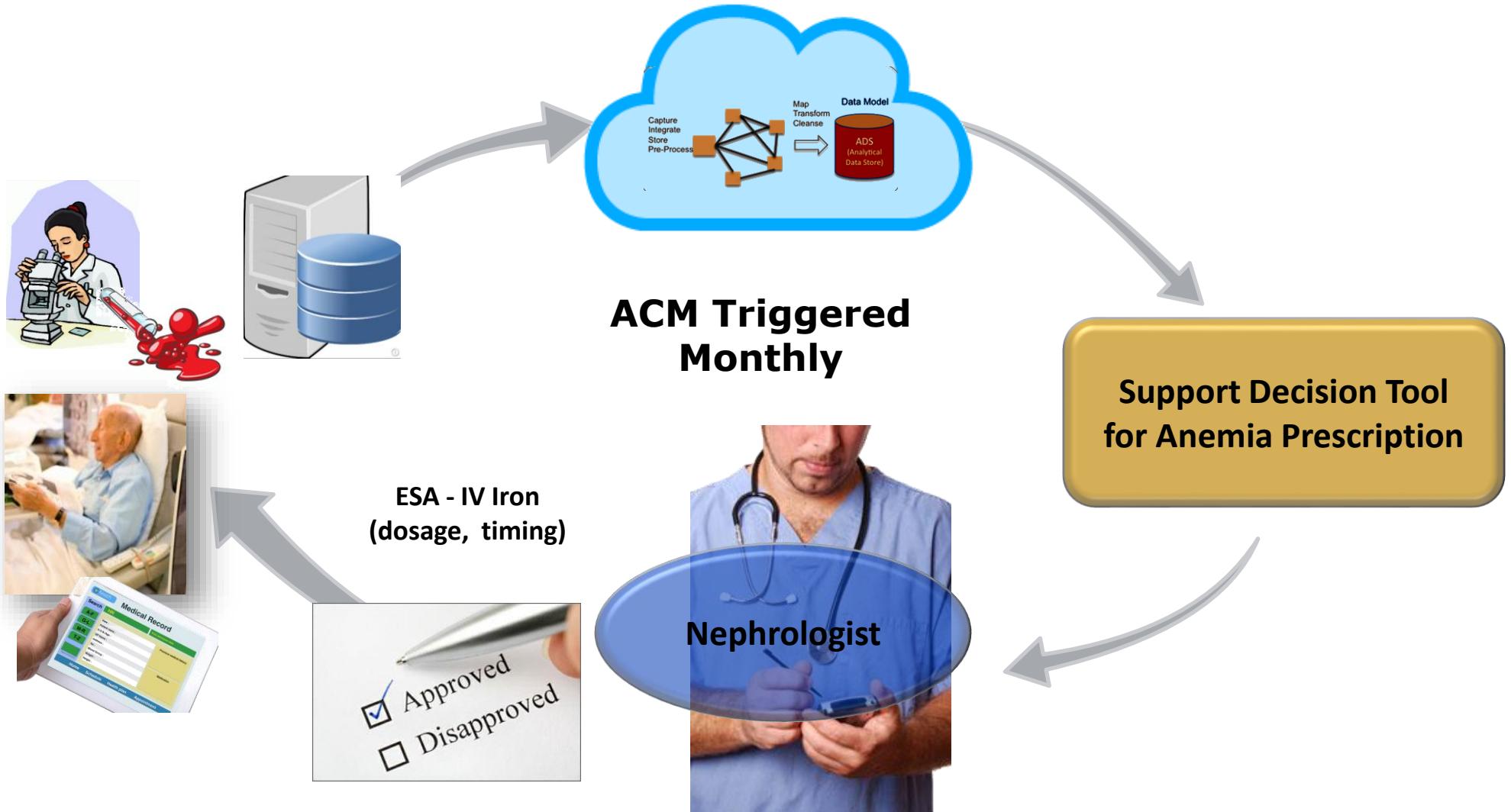
Analyses : Patient Level

Facility Level

ACM, Anemia Control Model

Anemia Control Model, Boucle de contrôle

Intelligence artificielle, Algorithme, Proposition

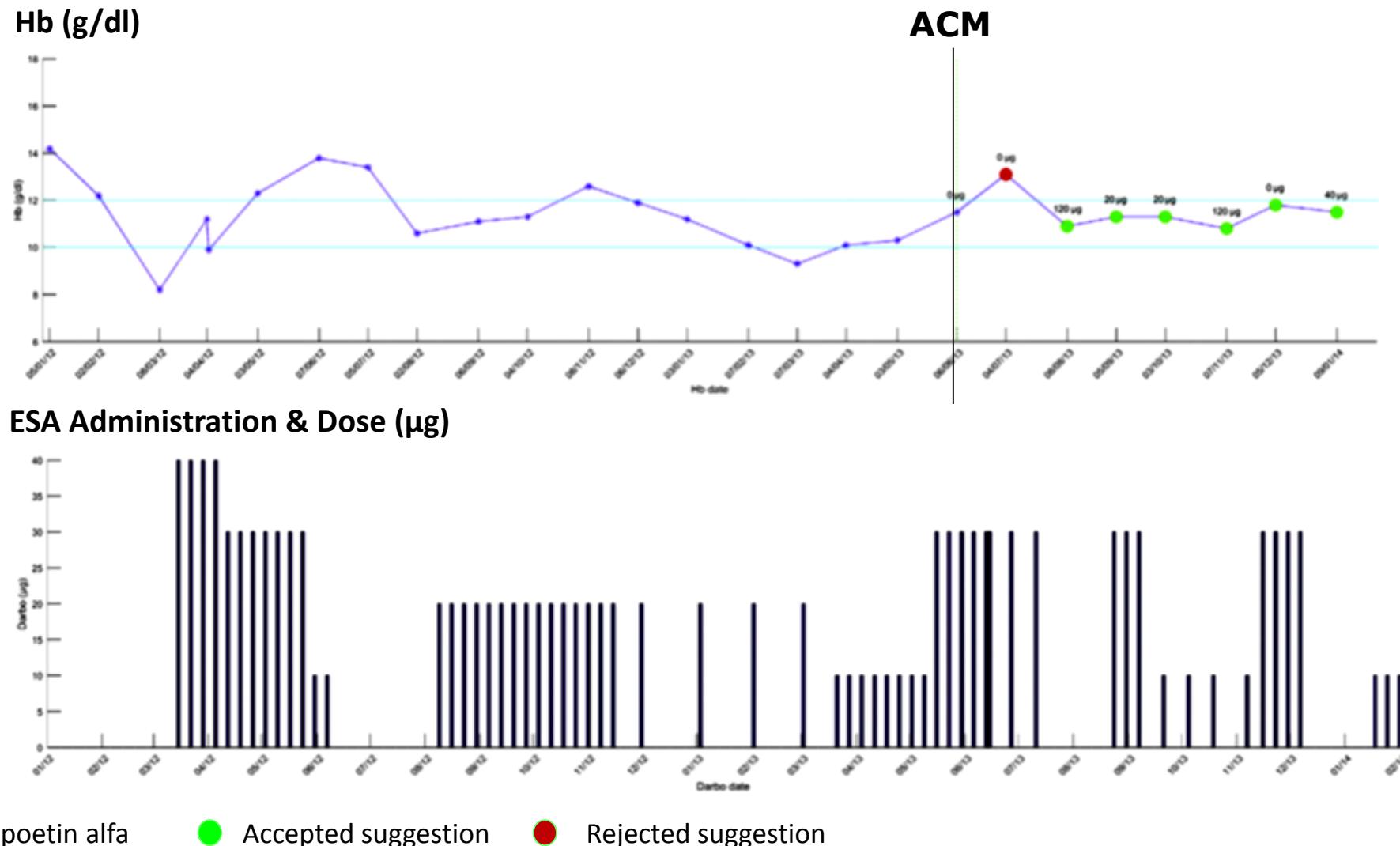


Caractéristiques de la population

Characteristics	All patients	ACM-compliant patients
No. of patients	383	313
Follow-up period, mo, mean \pm SD	22.12 \pm 2.40	22.06 \pm 2.50
Age, yr, mean \pm SD	65.18 \pm 14.89	65.23 \pm 14.83
Male, no. (%)	231 (60.3)	193 (61.7)
Comorbidities at ACM entrance, no. (%)		
Coronary artery disease	33 (8.6)	24 (7.7)
Congestive heart failure	82 (21.4)	69 (22.0)
Peripheral vascular disease	114 (29.8)	87 (27.8)
Cerebrovascular disease	71 (18.5)	56 (17.9)
Chronic pulmonary disease	58 (15.1)	49 (15.7)
Diabetes	87 (22.7)	83 (26.5)
Charlson Comorbidity Index, mean \pm SD	6.98 \pm 3.30	6.86 \pm 3.26
Causes of kidney disease, no. (%)		
Diabetes	75 (19.6)	60 (19.2)
Hypertension	69 (18.0)	62 (19.8)
Chronic glomerulonephritis	88 (23.0)	63 (20.1)
Urinary obstruction/chronic interstitial nephritis	10 (2.6)	6 (1.9)
Polycystic kidney disease	25 (6.5)	23 (7.4)
Other	116 (30.3)	99 (31.6)
Vascular access, no. (%):		
Fistula	261 (68.1)	219 (70.0)
Catheter	59 (15.4)	48 (15.3)
Graft	63 (17.2)	46 (14.7)
Treatment modality, no. (%)		
HDF online	361 (94.3)	296 (94.6)
High-flux HD	14 (3.7)	9 (2.9)
Other	7 (1.8)	8 (2.6)

ACM, Anemia Control Model; HD, hemodialysis; HDF, hemodiafiltration.

Evolution des taux d'Hb chez un patient typique



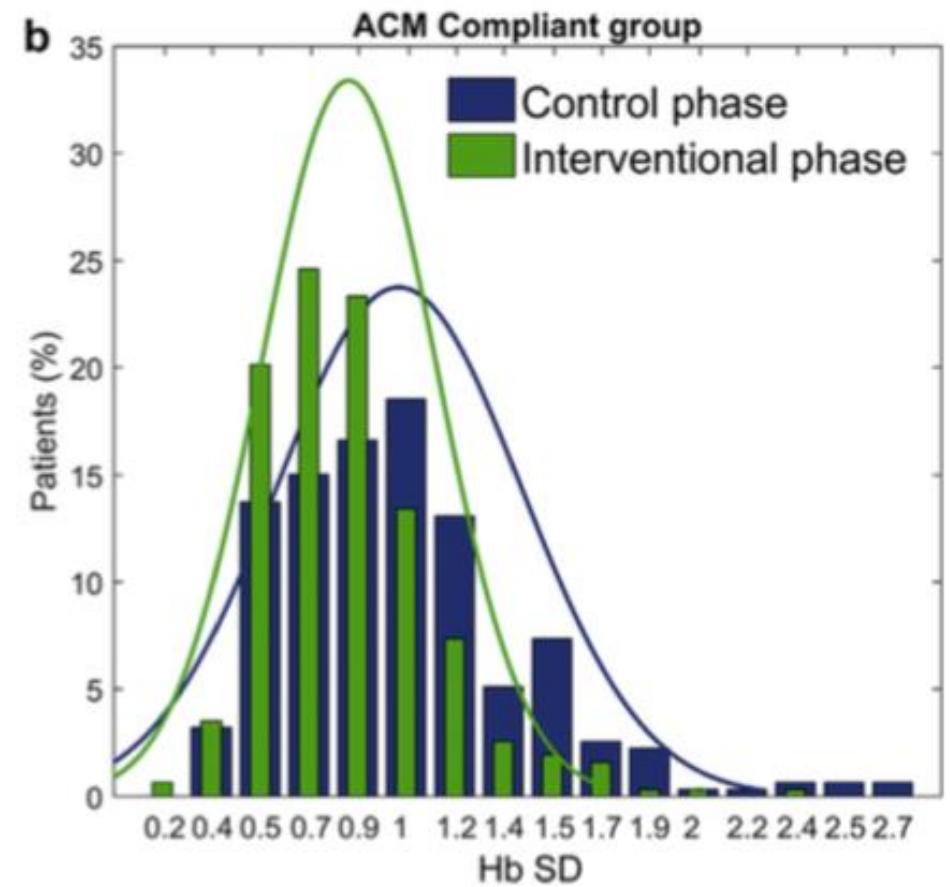
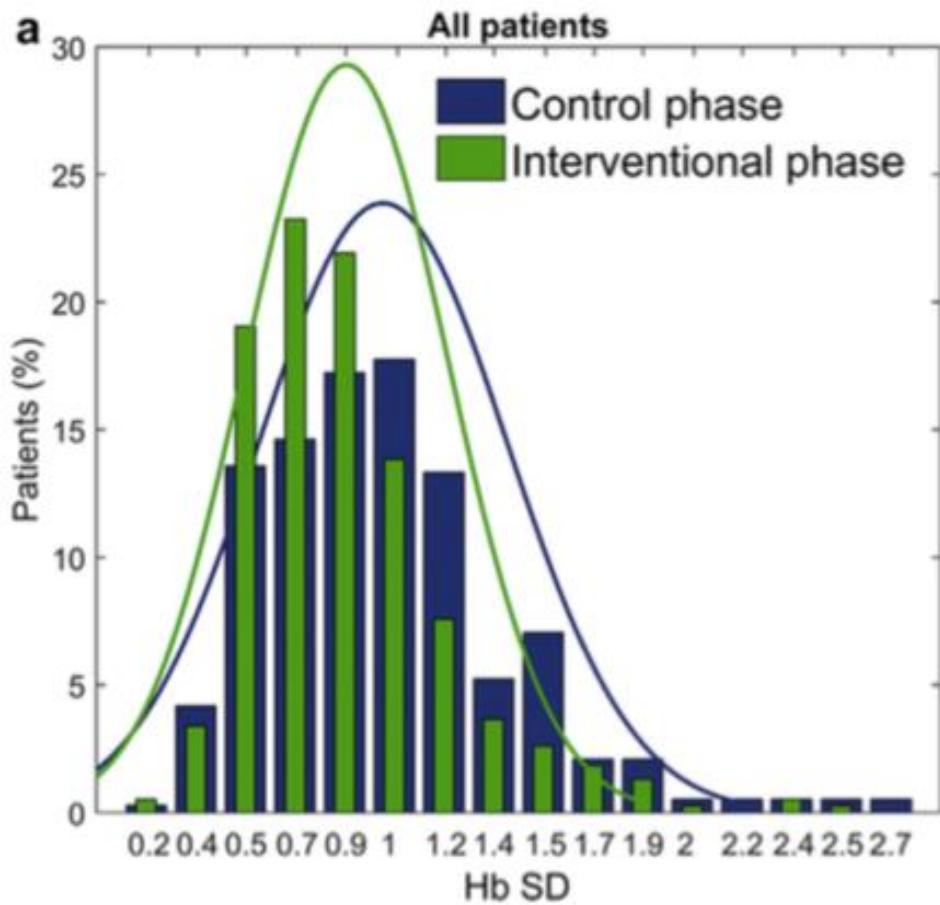
Résultats obtenus dans la population globale

	Control phase	Observation phase	P-value
All patients (N = 383)			
Anemia outcomes			
Hb SD, g/dl, mean \pm SD	0.95 \pm 0.41	0.83 \pm 0.33	<0.001 ^a
Patients with >66.6% Hb within target range, no. (%)	247 (64.5)	322 (84.1)	<0.001 ^b
Median darbepoetin doses, µg, median (IQR)	40.00 (68.75)	30.00 (70.00)	<0.001 ^c
Median absolute delta darbepoetin doses, ^e µg, median (IQR)	10.00 (25.00)	20.00 (40.00)	0.03 ^c
Adverse events			
Patients with cardiovascular events, no. (%)	82 (21.5)	54 (14.1)	0.01 ^b
Cardiovascular events (incidence/ 1000 patient-years)	296.73	248.91	0.11 ^d
Hospitalization days (incidence/ 1000 patient-years)	3488.63	3768.45	0.006 ^d
Patients with transfusion events, no. (%)	9 (2.3)	3 (0.8)	0.14 ^b
Transfusion events (incidence/ 1000 patient-years)	55.46	8.68	<0.001 ^d

Résultats obtenus dans la population pilotée par ACM (>80% acceptation)

	Control phase	Observation phase	P-value
ACM-compliant patients (n = 313)			
Anemia outcomes			
Hb SD, g/dl, mean ± SD	0.97 ± 0.41	0.80 ± 0.29	<0.001 ^a
Patients with >66.6% Hb within target range, no. (%)	204 (65.2)	280 (89.5)	<0.001 ^b
Median darbepoetin dose, µg, median (IQR)	40.00 (80.00)	20.00 (70.00)	0.001 ^c
Median absolute delta darbepoetin dose, µg, median (IQR)	10.00 (25.00)	10.00 (40.00)	0.24 ^c
Adverse events			
Patients with cardiovascular events, no. (%)	64 (20.4)	39 (12.5)	0.009 ^b
Cardiovascular events (incidence/1000 patient-years)	276.36	191.15	0.002 ^d
Hospitalization days (incidence/1000 patient-years)	3319.69	3348.67	0.42 ^d
Patients with transfusion events, no. (%)	7 (2.2)	0 (0)	0.02 ^b
Transfusion events (incidence/1000 patient-years)	54.59	0	<0.001 ^d

Variations des taux Hb Variations (SD) avant et après utilisation de l'ACM



Plan

- 1** **Problèmes et à venir du traitement de l'insuffisance rénale chronique.** Un problème aux multiples facettes
- 2** **Solutions apportées par les outils d'information, de communication et d'analyse.** Un support à la prise de décision
- 3** **Expérience d'un gros opérateur de soins rénaux**
Exemples concrets: Balance score card, Traitement de l'anémie
- 4** **Message final**
Les outils d'information, de communication et d'analyse, le futur du traitement de la maladie rénale

Message final -1-

- Les outils d'information et de communication, et d'analyse des méga-données sont indispensables et représentent le **futur du traitement de l'insuffisance rénale chronique**
- **Les TIC** offrent des outils puissants et fiables adaptés
 - Soins personnalisés
 - Dossier médical digital partagé
 - Réseau virtuel de spécialistes multiples
 - Surveillance et amélioration de la qualité des soins
- **L'analyse des méga-données ouvre de nouvelles perspectives**
 - Médecine personnalisée et plus précise
 - Médecine prédictive
 - Médecine coût-efficace



OPTIMISTIC

Message final -2-

- Les TICs et l'analyse des méga-données ouvrent la voie à de **nouveaux problèmes**
 - Industrialisation de la médecine
 - Transparence de la consommation et du coût réel des soins
 - Comparaison d'efficacité et de qualité des structures de soins
 - Information à caractère public et médiatique
 - Politique de santé dirigée par les opérateurs de soins, industriels, assurances, mutuelles, investisseurs ...



PESSIMISTIC

Un exemple: Dialysis Benchmarking in US Today



Home Investigations Data MuckReads Get Involved About Us



Dialysis

The High Costs and Hidden Perils of a Treatment Guaranteed to All

Dialysis Facility Tracker

By [Robin Fields](#), [Al Shaw](#), and [Jennifer LaFleur](#), ProPublica, Updated October 4, 2013

This site is for dialysis patients and others who want to learn about the quality of care at individual facilities. It shows how many patients treated at a facility have been hospitalized, report certain types of infections or are waiting for transplants. The data is collected by contractors of the Centers for Medicare and Medicaid Services, the federal agency that oversees the nation's health care programs.

Related story: [Dialysis Data, Once Confidential, Shines Light on Clinic Disparities »](#)

How are facilities measured?



Survival

Death rates for patients overall and for patients in their first year of dialysis



Hospitalization

How clinics rate in hospital admissions, days and emergency department visits



Infection

Clinics' rates of hospitalizations for septicemia and infections related to vascular access versus their states and the nation



Clinical Benchmarks

How well clinics do at managing patients' anemia and removing waste from their blood



Transplants

Rates of kidney transplants and patients waitlisted



Vascular Access

The proportion of patients using catheters and fistulas to receive dialysis



Care Before Dialysis

Portion of patients not under the care of kidney specialists before starting dialysis



Clinic Conditions

How clinics did in their most recent inspections

Exemple d'un centre de dialyse...

Dialysis Facility Tracker »

NEW YORK - PRESBYTERIAN HOSPITAL - COLUMBIA, New York, N.Y.

[COMPARE TO FOUR NEAREST](#)

	This Facility	State Average	National Average
Details	(212) 305-3394 622 WEST 168TH STREET DIALYSIS - PH 4 CENTER, 430 NEW YORK, N.Y. 10032 map »		
Stations	10		
Survival			
Mortality	i 17	19	19
Deaths per 100 patient years, 2008-2011.			
Mortality vs. Expected	i		
Patient death rate versus expected death rate, 2008-2011.			
First Year Mortality	i 0	26	26
Deaths during first year of treatment per 100 patient years, 2008-2010.			
First Year Mortality vs. Expected	i		
First year death rate versus expected death rate, 2008-2010.			
Hospitalization			
Hospital Admissions	i 14% higher than expected		
Hospital admissions versus expected			

✚ Hospitalization				
Hospital Admissions	i	14% higher than expected		
Hospital admissions versus expected admissions, 2008-2011.				
Days in Hospital	i	8% lower than expected		
Days in hospital versus expected days in hospital, 2008-2011.				
Emergency room visits vs. Expected				
Emergency room visit rate vs. expected, 2008-2011	i	15% lower than expected		
〃 Infection				
Septicemia	i	4%	13%	11%
Percent hospitalized with a blood infection, 2008-2011.				
Access-Related Infections	i	33%	14%	17%
Percent with vascular access infection, 2011.				
Clinical Benchmarks				
Anemia Control	i	88%	90%	93%
Percent of patients with healthy hemoglobin levels, 2011.				
Dialysis Adequacy	i	100%	97%	97%
Percent of patients with adequate urea removal, 2011.				