Annual Report of Network Activities



Mid-Atlantic Renal Coalition 🧆 A Quality Insights Company

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Executive Summary

The Network activities and initiatives in this Annual Report reflect the current contract's shift in focus to patient and family engagement. To better inform our work in this area, the Network joined the Institute for Patient- and Family-Centered Care and took advantage of the tools and resources offered by this organization, which has been working in this field since 1992. The Institute's mission is to advance the understanding and practice of patient- and family-centered care. In partnership with patients, families, and healthcare professionals, the Institute seeks to integrate these concepts into all aspects of healthcare. We also studied the emerging literature with particular emphasis on the February 2013, *Health Affairs* article "Patient and family engagement: A framework for understanding the elements and developing interventions and policies."¹ This has led us to embrace an operational definition of patient-centered care as: *Patients, families, their representatives, and health professionals working in active partnership at various levels across the healthcare system – direct care, organizational design and governance, and policy making – to improve health and healthcare.*

In 2014, we contracted with one of the authors, Christine Bechtel, to lend credibility to our work, consult with the staff in designing projects, and guide our Medical Review Board and Board of Directors. In association with the patient and family engagement intervention, the intervention facilities experienced a statistically significant improvement in AVF rates (p < .01), while the comparison facilities did not improve significantly during the same time period. The result of that effort is described in our AVF project on page 12.

This patient engagement focus is also reflected in our Patient Engagement Learning and Actions Networks as described on page 38. One campaign, "Ask Me to Wash My Hands" resulted in 61% of patients pledging to challenge any break with hand hygiene protocol, and 64% of facilities meeting or exceeding the stretch goal. The second campaign, "It Starts with ME!" aimed to provide education and support to create a culture among staff and patients in which all patients are provided with support and information focused on their concerns and interests to improve their experience of care and health outcomes. Nearly 94% of project facilities met or exceeded the goal to have at least one peer mentor.

Our missed treatments quality improvement project was designed to increase patient selfawareness of risks and improve the value of treatment to those who skip treatments. Nonadherence is a widespread problem throughout the general population, and dialysis patients are no exception. About 50% of hemodialysis (HD) patients do not adhere to at least part of their dialysis regimen. Many barriers to adherence exist for this population. Education alone is not enough to create behavior change because it does not provide motivation for follow through. Both education and support are vital for adherence. Support includes setting expectations for success, avoidance of labeling/blaming, and positive attitude and messaging, and it should be

¹ Carman KL, Dardess P, Maurer M, et al. Patient and family engagement: a framework for understanding the elements and developing inventions and policies. *Health Aff.* February 2013;32(2):223-231.

individualized to the patient. The QIA achieved a 14% overall reduction from the April baseline rate as fully discussed on page 41.

The Network's innovative project for 2014 was care transition (reducing hospitalizations), and we were the only Network to undertake this complex project. In partnering with Fresenius Medical Care, the Network selected eight West Virginia dialysis centers that collectively cared for 735 prevalent patients in which to implement FMC's Right Trac program. As described on page 27, the project successfully addressed all six of the CMS-defined attributes for inclusion in the projects:

- 1. Rapid cycle improvement in quality improvement activities and outputs
- 2. Customer focus and value of the quality improvement activities to beneficiaries, participants, and CMS
- 3. Ability to prepare the field to sustain the improvement
- 4. Value placed on innovation
- 5. Commitment to boundarilessness
- 6. Unconditional teamwork

Equally important, 30-day hospital readmissions decreased overall (9%), and the disparity gap between urban and rural provider was closed by 5%.

As a Network, we value working through collaboration and partnerships. We join other likeminded organizations and individuals in educational programs, goal implementation, and targeted topic areas like emergency preparedness and supportive care. One of our more successful coalition ventures has been our Coalition for Supportive Care of Kidney Patients, which is a nationally represented and recognized authority in the arena of supportive and palliative care. The Coalition's work is described on page 35 of this report.

This report reflects just a portion of the work that the Network has accomplished under the CMS contract, but highlights the significant quality improvement and patient-centered care that we have achieved.

Introduction

CMS' End Stage Renal Disease (ESRD) Network Organization Program

The End Stage Renal Disease Network Organization Program (ESRD Network Program) is a national quality improvement program funded by the Centers for Medicare & Medicaid Services (CMS). CMS is a federal agency, part of the U.S. Department of Health and Human Services.

CMS defines end stage renal disease (ESRD) as permanent kidney failure in an individual who requires dialysis or kidney transplantation to sustain life.

Under contract with CMS, 18 ESRD Network Organizations, or ESRD Networks, carry out a range of activities to improve the quality of care for individuals with ESRD. The 18 ESRD Networks serve the 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, Guam, and the Northern Mariana Islands.

Medicare Coverage for Individuals with ESRD

Medicare coverage was extended to most ESRD patients in the U.S. under the Social Security Act Amendments of 1972 (Public Law 92-603). Individuals with irreversible kidney failure are eligible for Medicare if they need regular dialysis or have had a kidney transplant <u>and</u> they meet (or their spouse or parent meets) certain work history requirements under the Social Security program, the railroad retirement system, or federal employment.

History of CMS' ESRD Network Organization Program

Following passage of the 1972 Amendments to the Social Security Act, in response to the need for effective coordination of ESRD care, hospitals and other health care facilities were organized into networks to enhance the delivery of services to people with ESRD.

In 1978, Public Law 95-292 modified the Social Security Act to allow for the coordination of dialysis and transplant services by linking dialysis facilities, transplant centers, hospitals, patients, physicians, nurses, social workers, and dietitians into Network Coordinating Councils, one for each of 32 administrative areas.

In 1988, CMS consolidated the 32 jurisdictions into 18 geographic areas and awarded contracts to 18 ESRD Network Organizations, now commonly known as ESRD Networks. The ESRD Networks, under the terms of their contracts with CMS, are responsible for: supporting use of the most appropriate treatment modalities to maximize quality of care and quality of life; encouraging treatment providers to support patients' vocational rehabilitation and employment; collecting, validating, and analyzing patient registry data; identifying providers that do not contribute to the achievement of Network goals; and conducting onsite reviews of ESRD providers as necessary.

Network 5's Role in Improving the Quality of ESRD Care

Network 5 is a subsidiary of Quality Insights, a West Virginia corporation that holds five QIO/QIN contracts. Network 5 includes the states of Maryland, Virginia, and West Virginia, and the District of Columbia. The Network has a population of 16.6 million in an area of approximately 75,600 square miles. It covers a diverse geographic area with a unique mix of urban and rural regions. For example, population density ranges from 77 per square mile in West Virginia to over 9,900 per square mile in Washington, DC. The annual facility survey indicated that 90% of patients received in-center dialysis, while the remaining 10% dialyzed in their homes. Race variation in Network 5 deviates from national figures, while gender in Network 5 reflects the national gender distribution.

Table A. Dialysis Facilities and Transplant Centers in ESRD Network 5's Service Area, as of December 31, 2014

Category	Number
Number of Dialysis Facilities in ESRD Network 5's Service Area*	364
Number of Transplant Centers in ESRD Network 5's Service Area*	13

Source of data: End Stage Renal Disease National Coordinating Center (ESRD NCC) report to ESRD Forum.

*Counts of dialysis facilities and transplant centers may include a small number of facilities that closed during the calendar year but did not have a closing date recorded in CROWNWeb as of December 31, 2014.

Table B. Number of Dialysis Facilities in ESRD Network 5's Service Area and Number andPercent of Dialysis Facilities Offering Dialysis Shifts Starting after 5 PM, as of December31, 2014

Category	Number	Percent
Number of Dialysis Facilities in ESRD Network 5's Service Area*	364	
Dialysis Facilities in ESRD Network 5's Service Area Offering Dialysis	75	21%
Shifts Starting after 5 PM*		

Source of data for number of dialysis facilities: End Stage Renal Disease National Coordinating Center (ESRD NCC) report to ESRD Forum.

Source of data for dialysis facilities offering dialysis shifts starting after 5 PM: NCC Gap Report "Shifts After 5 PM."

*Counts of dialysis facilities and transplant centers may include a small number of facilities that closed during the calendar year but did not have a closing date recorded in CROWNWeb as of December 31, 2014.

Network Goals

The goals and recommendations listed below were adopted by the Network 5 Board of Directors to focus Network 5 activities during 2014. In addition to the areas addressed below, the Medical Review Board examined other quality indicators (such as patient grievances, hospitalization, mortality, etc.) and conducted improvement initiatives as reported in subsequent sections of this report.

GOALS

- 1. Anemia Management for Adult Patients (\geq 18 years and on dialysis for \geq 90 days)
 - 10% or less of all patients (hemodialysis and peritoneal dialysis) should have a predialysis hemoglobin < 9g/dL.
- 2. Vascular Access for Adult Patients (≥ 18 years and on dialysis ≥ 90 days)
 - By October 2014, at least 62.1% of all prevalent hemodialysis patients (adult > 18) should receive care with an AV Fistula.
 - No more than 10% of all prevalent hemodialysis patients (adult \ge 18) should be maintained on catheters \ge 90 days with no internal access in place.

RECOMMENDATIONS

- 1. Adequacy
 - Residual renal function should be incorporated into adequacy measures when appropriate.
- 2. Conflict resolution
 - All facilities should provide staff training on professionalism by utilizing resources found on the MARC website.
 - All facilities should provide staff training on dealing with difficult patient situations by utilizing resources found on the MARC website.
 - Facilities should actively consult with the Network regarding difficult patient situations prior to any situation escalating to the consideration of an involuntary discharge.
- 3. Emergency Preparedness
 - All facilities will have a policy and plan for emergency preparedness and response which includes plan for communications and assignment of a local point person in charge.
 - All facilities will send the Network two (2) disaster contacts and their contact information which must include two non-facility phone numbers.
 - Facilities should notify the Network in the event of an emergency.
 - All facilities should establish a written agreement with another dialysis facility to provide back-up services in the event of an emergency.
 - All facilities should contact their local disaster management agency at least annually to ensure the agency is aware of the facility's needs in the event of an emergency.
- 4. Facility Quality Assessment and Performance Improvement (QAPI) Program
 - All facilities must develop, implement, maintain and evaluate an effective, data-driven QAPI program with participation by the professional members of the interdisciplinary team.
 - QAPI activities at the facility level should enhance the facility's ability to provide high quality care, and, to meet and/or exceed Network 5 goals.

- 5. Patient Safety
 - All facilities are urged to embrace a "culture of safety" and initiate specific measures to enhance safety, and prevent/reduce medical errors, such as:
 - Use a standardized abbreviation list
 - Use stickers to warn of allergies, of like or similar names and anticoagulation therapy
 - Post a list of drug dialyze-ability, or drugs to avoid during dialysis
 - Track adverse events/incidents
 - Identify and track healthcare-associated infections (HAIs) that develop during the course of care in the facility, and report such infections in NHSN.
 - Identify, track and use preventative measure against central line-associated blood stream infections (CLABSIs) that include
 - Routine review of central venous line care procedures with healthcare workers and patients
 - Removal of non-essential central venous lines
 - All facilities are encouraged to participate in the 5-Diamond Patient Safety Program.
 - All facilities should follow the CDC's *Recommendations for Preventing Transmission of Infections Among Chronic hemodialysis Patients.*
- 6. Preventative Care
 - A: Immunization
 - All adult hemodialysis and peritoneal dialysis patients should be vaccinated against influenza, hepatitis B, and pneumococcal pneumonia, in accordance with the ESRD Conditions for Coverage, and Advisory Committee on Immunization Practices (ACIP) and CDC recommendations.
 - Influenza vaccination:
 - Offered yearly to adult and pediatric patients
 - Offered yearly to all healthcare workers
 - Hepatitis B vaccine:
 - Offer a 3-dose series to patients not vaccinated or not completely vaccinated as recommended by the CDC dosing schedule and appropriate timeframe. Vaccine response, annual testing and revaccination for anti-HBs should be documented and tracked.
 - All Healthcare workers should be screened and offered the Hepatitis B vaccine with anti-HB compliance and record keeping as mandated by OSHA requirements.
 - Policies should be in place for healthcare workers who do not respond to the vaccine or who are unable to receive it.
 - Tuberculin Skin Test (TST):
 - All dialysis patients should be tested for baseline TST and re-screened if TB exposure is detected. Chest x-rays may be used if TST is not an option.
 - All newly hired healthcare workers should be screened for potential active TB infection with test results and follow-up recorded.
 - Pneumococcal polysaccharide vaccine (PPSV) is recommended for patients with ESRD over age two. Confirm all patients' vaccination status including a recommended one-time revaccination after 5 years for persons aged 19 through 64 years of age.

• Pneumococcal conjugate vaccine (PCV) series for children with underlying medical conditions as recommended by CDC Immunization schedule.

B: Other

- All facilities should offer smoking cessation materials to patients who use tobacco.
- 7. Transplantation
 - All facilities should establish the transplant status of patients
 - All facilities should have a written policy defining delivery of transplant information to all patients, including: when transplant information will be presented to new patients, what tools (brochures, video) are used, and who conducts follow-up education/contact with patient.
 - All facilities should designate one staff member to facilitate transplant education, evaluation referrals, submission of laboratory samples, and patient status changes.
 - All Network 5 transplant centers will provide written kidney transplant inclusion and exclusion criteria to the Network. The Network will post a link to this information on the MARC web site.
- 8. Vascular Access
 - All facilities should employ a prospective monitoring (assessment) program for vascular accesses where staff trend results.
 - All facilities should employ a surveillance program which utilizes one of the K-DOQI preferred and CROWNWeb collected methods: Intra-access flow measures, direct or derived static venous pressure or duplex ultrasound.
 - All facilities should have a written policy addressing referral to a surgeon for vascular access.
- 9. Shared Decision Making/Advance Care Planning
 - All facilities should have a written policy addressing advance directives and health care proxy.
 - All dialysis patients should have an advance directive and health care proxy on file.
 - All dialysis facilities should include family members as requested by patients in the process of advance care planning and shared decision making.
- 10. Medication Reconciliation
 - All facilities should have a written protocol/policy defining medication reconciliation and the processes required for a systematic and comprehensive review of all medications to determine current medication accuracy.
 - Medication reconciliation should be done quarterly, at the time of patient care assessments, and at transitions of care.
- 11. Patient Engagement
 - All facilities should welcome, seek and respect the involvement of the patient, including their family as requested, in every aspect of medical care.
 - Patients should be provided the opportunity to define the members of their families.
 - Facilities should work to increase the number of patients participating in their care planning.
 - Facilities should educate patients about all treatment options at initiation of renal replacement therapy, annually, and at additional times if indicated by changes in clinical condition.
 - Facilities should include patient representation on QAPI workgroups.

Profile of Patients in Network 5's Service Area

The ESRD Network Program collects data on incident (new) ESRD patients, prevalent (currently treated) dialysis patients, and renal transplant recipients.

Network 5 uses data on patients' clinical characteristics—including primary cause of ESRD, treatment modality, and vascular access type—to focus its outreach and quality improvement activities.

 Table C. Clinical Characteristics of the ESRD Population in the Network Area, Calendar Year 2014

Category	Number	Percent
Incident (New) ESRD Patients		
Number of Incident ESRD Patients, Calendar Year 2014	6467	
Primary Cause of ESRD among Incident ESRD Patients		
Diabetes	2501	39%
Glomerulonephritis	314	5%
Secondary Glomerulonephritis/Vasculitis	104	3%
Interstitial Nephritis/Pyelonephritis	135	3%
Hypertension/Large Vessel Disease	2018	31%
Cystic/Hereditary/Congenital Diseases	178	3%
Neoplasms/Tumors	109	2%
Miscellaneous Conditions	472	7%
Not Specified	636	10%
Prevalent Dialysis Patients		
Number of Prevalent Dialysis Patients as of December 31, 2014	25940	
Treatment Modality of Prevalent Dialysis Patients as of December 31, 2014		
In-Center Hemodialysis or Peritoneal Dialysis	21459	83%
In-Home Hemodialysis or Peritoneal Dialysis	2561	10%
Vascular Access Type at Latest Treatment among Prevalent In-Center and		
In-Home Hemodialysis Patients as of December 31, 2014		
Arteriovenous Fistula in Use	13397	60%
Arteriovenous Graft in Use	4182	19%
Catheter in Use for 90 Days or Longer	2625	12%
Renal Transplants		
Number of Renal Transplants, Calendar Year 2014	1088	
Transplant from Deceased Donor	731	67%
Transplant from Living Related Donor	113	11%
Transplant from Living Unrelated Donor	244	22%
Donor Information Not Available	0	
Mortality		
Number of Deaths of ESRD Patients, Calendar Year 2014	3987	

Source of data (except vascular access data): CROWNWeb Annual Report tables.

Source of vascular access data: End Stage Renal Disease National Coordinating Center (ESRD NCC) Fistula First Catheter Last (FFCL) Dashboard.

*Vascular access information reported in this table is based on facility-level data submitted to CMS. CMS has identified issues with data transmission and the application of vascular access data definitions and is correcting these errors by working directly with stakeholders and through the Networks.

Improving Care for ESRD Patients

Network 5 works closely with ESRD patients, patients' family members and friends, nephrologists, dialysis facilities and other healthcare organizations, ESRD advocacy organizations, and other ESRD stakeholders to improve the care for ESRD patients in the mid-Atlantic region.

Under contract with CMS, Network 5 is responsible for identifying opportunities for quality improvement and developing interventions to improve care for ESRD patients in the mid-Atlantic region; identifying opportunities for improvement at the facility level and providing technical assistance to facilities as needed; promoting the use of best practices in clinical care for ESRD patients; encouraging use of all modalities of care, including home modalities and transplantation, as appropriate, to promote patient independence and improve clinical outcomes; promoting the coordination of care across treatment settings; and ensuring accurate and timely data collection, analysis, and reporting by facilities in accordance with national standards.

Vascular Access

In 2003, the Centers for Medicare & Medicaid Services (CMS) implemented, with all Networks, the National Vascular Access Improvement Initiative (NVAII), which became the Fistula First Breakthrough Initiative (FFBI) in 2005. The FFBI is a joint effort of the ESRD Networks and CMS to improve quality in the area of vascular access, specifically by increasing the proportion of all patients who dialyze using an arteriovenous fistula (AVF). An AVF is the preferred access due to lower complication rates, increased longevity, and lower costs than alternatives. Hemodialysis patients need optimal vascular access and care to lead productive lives and achieve the highest quality of life.

To help facilities improve AVF rates the Network implemented numerous interventions, including goal setting, data feedback, targeted quality improvement assistance, dialysis facility education, and patient engagement. In addition, the Network collaborated with FFBI Coalition members and other stakeholders to achieve results.

Network 5 assigned facility-specific AVF and CVC \geq 90 days goals based on October 2013 facility rates, each facility was asked to increase their AVF rate by 2% and decrease their CVC \geq 90 days rates by 2%. However, if a facility had already achieved the national goal of 68% AVFs and/or CVC \geq 90 days rate \leq 10% then its goal was to maintain those rates. If a facility had an AVF rate below 47.9%, then its goal was to achieve the ESRD Quality Incentive Program's (QIP) achievement threshold of 49.9%. If a facility had a CVC \geq 90 days rate greater than 21.9%, then its goal was to achieve the ESRD QIP's achievement threshold of 19.9%. Each was also asked to establish stretch goals for the facility.

Additionally, the Network targeted low-performing facilities to participate in a quality improvement project. Network 5 used a pre-test/post-test design with comparison group. Intervention facilities consisted of 16 Network 5 DaVita facilities located in Virginia, Maryland, and the District of Columbia that were identified using the following criteria:

- AVF below the Network average of 59.8% in October 2012; and
- October 2013 patient census of 75 or more.

A comparison group was selected using the same criteria and was composed of 14 independent facilities located in Virginia, Maryland, West Virginia, and the District of Columbia.

The primary outcome measure was the prevalent in-use AV fistula rate, calculated using the CROWNWeb vascular access database provided by the Network Coordinating Center (NCC). October 2013 served as the baseline period. Facilities initiated their process changes between April and September 2014. Re-measurement occurred in September 2014. Our analysis was conducted at the facility level, and we tested for improvement in AVF use using the paired t-test.

The Network facilitated two vascular access collaboratives utilizing a modified IHI Breakthrough Series Collaborative. The intervention group was enrolled in a basic collaborative model enhanced with extensive patient and family engagement training; participants were encouraged to incorporate the principles into all aspects of their improvement projects. This included strategies for enabling patients and family members to shape the work through various methods (serving as advisors, participating in surveys, etc.). The comparison group worked with the Network in a basic collaborative model, but did not receive special training or technical assistance on patient and family engagement and was not asked to invite patients and/or family members into improvement processes. Both groups received the Network's standard set of interventions, which include goal setting, benchmarking, feedback reports, and a recognition program (see Table D).

Intervention	Intervention Group N=16	Comparison Group N=14
Goal Setting	Х	Х
Benchmarking	Х	Х
Feedback Reports	Х	Х
Recognition Program	Х	Х
Collaborative Notification Letter	X	Х
Pre-Work	Х	Х
Kick-off Webinar	Х	Х
Monthly Progress Reports		Х
Leadership Buy-In	X	
Patient Engagement Technical Assistance	X	
Monthly Collaborative Calls/Learning Sessions	X	Х
As-needed One-on-one Technical Assistance	X	
Outcomes Congress	X	Х

Table D: Interventions Used to Increase AVF Rates

Anecdotal comments suggest that the majority of facilities in the Intervention group found engaging patients in their care and in redesign to be successful. Examples of interventions used at the facility level include

- Interviewing and/or surveying patients to identify barriers and motivators for converting from AV graft or centralized venous catheter (CVC) to AVF; included patients in the creation of action plans based on findings.
- Patient partners meeting with surgeons and nephrologists to discuss key issues, such as timely access and Fistula First.
- Sharing patient stories about access and developing patient access champions. This included sharing with other patients as well as providers and facility staff.
- Including patients in cannulation training to help staff become experienced experts.

In association with the patient and family engagement intervention, the intervention facilities experienced a statistically significant improvement in AVF rates (p < .01), while the comparison facilities did not improve significantly during the same time period (see Table E).

 Table E: Comparison of the Change in AVF Rate between Intervention and Comparison

 Facilities from Baseline to Re-measurement

	n	Mean Baseline	Mean Re-measurement	Change	p-value
Intervention Group	16	56.7	60.6	3.9	<.01
Comparison Group	14	51.6	53.2	1.6	.16



Figure A: AVF Rates, October 2013 to September 2014

Network 5 observed an uptake of patient and family engagement concepts and an increase in AVF rates in the intervention group. Although we used a simplified research design, which included threats to internal validity, we think the findings are promising and warrant expansion of the approach, perhaps with inclusion of more rigorous research methods to further verify that poor-performing facilities can benefit from a Network-facilitated collaborative that encourages patient and family engagement.

Patient Safety

Patient Safety: Support for the National Healthcare Safety Network (NHSN)

In 2014, hemodialysis units were required to report infection data (dialysis event data) to the National Healthcare Safety Network (NHSN) each month. NHSN is the nation's most widely used healthcare-acquired infection (HAI) tracking system. As part of the required monthly surveillance, facilities reported the number of hemodialysis outpatients who were dialyzed during the first two working days of the month. This count was used to estimate the number of patient-months that there was a risk of HAIs. Throughout the month, all outpatients were monitored for three dialysis events: positive blood cultures, evidence of local access site infections, and IV antimicrobial starts.² In 2014, 296/321 (92%) of Network 5's NHSN-eligible facilities met the reporting criteria for all 12 months. The Network provided quarterly feedback reports to each NHSN-eligible facility. These reports provided the following information:

² Centers for Disease Control and Prevention. Dialysis Event Protocol. January 2014. Available at: <u>http://www.cdc.gov/nhsn/PDFs/pscManual/8pscDialysisEventcurrent.pdf</u>. Accessed March 22, 2014.

- Missing data preventing the facility from meeting CMS QIP reporting criteria
- Number of NHSN dialysis events by category trended over the specified timeframe
- Pathogen trending over the specified timeframe
- Number and rate of access-related bloodstream infections for the facility and the facility's state

Patient Safety: Healthcare-Acquired Infection Learning and Action Network (LAN)

A Learning and Action Network (LAN) is an ongoing collaboration among community partners representing a broad range of organizations and professions. Regularly scheduled LAN meetings provide an opportunity for members to share knowledge, skills, and resources to address an identified quality of care issue through collaborative problem solving. In 2013, Network 5 established a LAN focused on patient safety in dialysis facilities, with a specific focus on reducing rates of HAIs. The membership of the HAI LAN includes representatives from the Virginia Health Department, State Survey Agencies, large and small dialysis organizations, and hospital-based dialysis facilities.

In 2014, the HAI LAN hosted bimonthly learning sessions as the primary communication vehicle for LAN participants. These were teleconferences, webinars, and face-to-face sessions. Evidence-based tools or practices were identified, and guest presenters often attended the learning sessions to share with the group. Learning sessions sometimes opened with a patient sharing his/her story related to infection prevention. Best Practice Intervention Practices (BPIPs) are evidence-based, best practice tools (e.g., CUSP, Scrub the Hub) that have been successfully implemented in other care settings. BPIPs are the primary educational resources for LAN participants, and they were released bimonthly with a focus on specific best practices that were the subject of the previous month's learning session. Twitter and Facebook were utilized as innovative methods to spread LAN notifications. Other communication avenues included the *e*-*lerts* newsletter and email.

In October 2014, the Network hosted a face-to-face HAI LAN learning session. A career epidemiology field officer from the Centers for Disease Control and Prevention (CDC) was the group's guest speaker. The session included presentations from dialysis facility staff that had incorporated patients into their infection prevention efforts as well as a presentation on outbreaks in dialysis units. Table F identifies the topics of the 2013 HAI LAN learning sessions.

Month	Торіс	Location
April	NHSN Training and Introduction to the "Ask Me" Campaign	Webinar
June	Empowering the Community to Achieve Effective Hand Hygiene Practices that Prevent the Spread of Infection	Webinar
August	DaVita/Johns Hopkins HAI Collaborative	Webinar
October	OutbreaksIt Can Happen to You	Fredericksburg, VA
December	MARC HAI LAN: A Wrap-Up of 2014 HAI Initiatives	Webinar

Table F: 2014 HAI LAN Learning Sessions

Patient Safety: Reducing Rates of Healthcare-Acquired Infections

The focus on HAIs is to improve patient safety and reduce hospital readmissions, patient morbidity, and mortality. HAIs are infections patients may get during the course of their medical treatment. They are caused by a wide variety of common and unusual bacteria, fungi, and viruses during the course of receiving medical care. These infections can be devastating and even deadly. As the ability to prevent HAIs grows, these infections are increasingly unacceptable.³ The Harbarth study concluded that approximately 20% of all HAIs are probably preventable based on current medical practice and technology.⁴

In an effort to reduce the number of HAIs in the dialysis setting, Network 5 identified 72 dialysis facilities to participate in a Network-led quality improvement activity based on the following criteria:

- $CVC \ge 90$ days rate > 10% at baseline, October 2013; and
- Patient Census > 40 patients.

Facilities were encouraged to use the Centers for Disease Control and Prevention's (CDC's) Bloodstream Infection (BSI) prevention tools and to complete three monthly audits:

- 1. Hand hygiene audits
- 2. Catheter connection/disconnection audits
- 3. Fistula/graft cannulation audits

From January 2014 – November 2014, the Network saw an overall reduction of 0.47 BSIs per 100 patient months in these 72 project facilities.

³ Centers for Disease Control and Prevention. Healthcare-Associated Infections. October 2012. Available at: <u>http://www.cdc.gov/hai</u>. Accessed November 15, 2012.

⁴ Harbarth, S, Sax H, Gastmeier P. The preventable proportion of nosocomial infections: an overview of published reports. *J Hosp Infect*. 2003;54.4:258-266.



Figure B: Average BSI Rate by Month, January through November 2014

Support for the ESRD Quality Improvement Program (ESRD QIP)

For over 30 years, CMS, with help from the ESRD Networks, has monitored and worked to improve the quality of care provided to beneficiaries with ESRD. In 2008, the Medicare Improvements for Patients and Providers Act (MIPPA) required the Secretary of the Department of Health and Human Services to create an ESRD QIP, the nation's first pay-for-performance program. The Network was tasked with assisting facilities in improving their performance on QIP measures. The Network is well positioned to support facilities; Network staff is fully educated about the QIP, staying up-to-date as the program evolves. Each year when the Final Rule is released, the Network hosts an educational webinar on the QIP for Network and dialysis facility staff; these webinars are recorded and are available on the MARC website. Additionally, Network staff participates on the CMS National Provider Calls and encourages Network 5 providers to do the same. Resources that are made available to participants on the CMS National Provider Calls are distributed to Network 5 dialysis facilities through the *e-lerts* newsletter and posted to the MARC website. Table G identifies the interventions the Network implemented in 2014 to assist facilities in improving their performance on the clinical and reporting measures.

Measure	Network Intervention
Anemia (Hgb $> 12 \text{ g/dL}$)	• Analyze transfusion data as they become available
Vascular Access Type Fistula Catheter	 Analyze data available in CROWNWeb monthly Set goals Target facilities for a quality improvement project to increase AVF rates and decrease CVC rates Provide technical assistance Provide feedback reports
	Spread best practices
NHSN Bloodstream Infection in Hemodialysis Outpatients	 Analyze data available in NHSN monthly Target facilities for a quality improvement project to prevent infections Provide technical assistance Provide feedback reports Spread best practices Participate in the CDC's BSI Collaborative
Reporting ICH CAHPS Mineral Metabolism Anemia Management	• Provide reminders of requirements and due dates

 Table G: Network Interventions to Support the QIP

In addition to implementing quality improvement projects to assist with improving QIP performance, the Network has formed a collaborative and reciprocal relationships with the four State Survey Agencies (SSA) within its service area. The Network meets with each agency individually, and the QIP is a standing agenda item. During these calls, the Network provides education to the SSA and information regarding specific facilities' performance. When the Network is contacted by the SSA prior to a survey, the Network is able to provide areas of concern; the SSA then notifies the Network of the facilities that have had citations as they relate to the QIP. This provides an opportunity for the SSA and the Network to collaborate to identify interventions that may benefit the facility.

Provider Education

Network 5's education department serves to support CMS contract requirements by providing educational opportunities to the Network 5 renal community to address the three aims. The Network's goal is to provide valuable information that will help staff perform their duties well and to educate patients and their family members, thereby enhancing the patient's experience of care and assuring the best outcomes. The Network develops its educational programs based on environmental scans, CMS recommendations, grievances filed, and previous program evaluations. Table H provides the 2014 schedule of educational activities.

In October 2014, the Network hosted its annual Council meeting in Fredericksburg, Virginia. The meeting was a sold-out event, drawing more than 300 participants from Virginia, West Virginia, Maryland, and the District of Columbia. The focus of the meeting was "Ready, Set,

ENGAGE!" The keynote speaker, Christine Bechtel, presented on "Embracing Engaged Patients," followed by a session led by Dori Schatell, MS, on "Ethics of Modality Choice." Attendees were then able to attend each of the three breakout sessions via rotation. The sessions focused on "Empowering Patients to Be Partners in Deciding Modality," "Transplantation and the Allocation System," and "Vascular Access." Each session was interactive with attendees; the vascular access session included stations where attendees could interact with a practicing nephrologist, feel live patient accesses, hear patient stories, and view accesses via an onsite ultrasound machine. Award-winning facilities and patient engagement benchmark facilities were recognized. Each attendee also received handouts that addressed the Network's goals and recommendations, mission and vision, Dialysis Facility Compare, emergency preparedness, vocational rehabilitation, Fistula First, the Coalition for Supportive Care of Kidney Patients, and more.

In addition to the Council meeting, the Network presented 25 web-based educational programs for dialysis facility staff and five live workshops, three of which included education on vascular access. The educational content of the programs reinforced the recommendations of the Fistula First, Catheter Last Coalition by providing tools and resources to increase the prevalence of AVFs. One workshop was dedicated to the prevention of HAIs.

Webinars are designed to provide education to dialysis facility staff throughout the year in the convenience of their own facility. All Network webinars were accredited for attendees to receive continuing or professional education credit. To encourage patient participation, dialysis patients and family members were invited to attend any program free of charge. These programs were tailored to meet the scheduling and convenience needs of dialysis staff. Network programs were also evaluated for their effectiveness, and the participants who evaluated programs in 2014 reported an average 86% customer satisfaction rate.

Each 2014 meeting and webinar offered timely educational topics and expert knowledge for the Network 5 renal professionals and patients, developed to provide facilities with the necessary tools to deliver the highest quality of care to patients. The presentations provided at the meetings were also posted on the Network's website for individuals who were unable to participate in the live sessions.

Title	Date	Location	# of Registrants	# of Attendees	Target Audience	Subject Matter
PE LAN: Wrap up for 2013 projects	1/9/14	Webinar	n/a	9 people	Project facilities, SMEs, Network, PE LAN members	Review outcomes of 2013 PE projects and lessons learned.
Understanding Alzheimer's	1/14/14	Webinar	14 facilities	19 people	Dialysis facility staff	Dementia: Definition of and how to recognize the changes a patient may experience while going through the stages.

Table H: 2014 Educational Activities

Title	Date	Location	# of Registrants	# of Attendees	Target Audience	Subject Matter
Communication and Behavior with Alzheimer's Patients	2/11/14	Webinar	12 facilities	31 people	Dialysis facility staff	Dementia: Identifying ways to communicate with a person who has dementia and understand behaviors that may be common in a person with dementia.
What To Do When Involuntary Discharge is Being Considered	2/18/14	Webinar	8 facilities	26 people	Dialysis Facility staff	ESRD Conditions for Coverage requirements, facility responsibilities, the role of the Network, and CMS expectations when considering involuntarily discharging a patient.
2014 Virtual Council Meeting	2/25/14	Webinar	309 facilities	230 people	Dialysis facility staff	2014 Statement of Work
Motivational Interviewing	3/4/14	Webinar	18 facilities	27 people	Dialysis facility staff	The importance of motivational interviewing in identifying medication non- adherence safety issues and promotion of self-management.
Coping with Stress	3/11/14	Webinar	15 facilities	24 people	Dialysis facility staff	Dementia: Identifying the different types of stress, knowing the ways stress can affect the physical body, and positive ways to cope with stress.
Patient-Centered Care: A Win-Win for the Patient and Dialysis Team	3/18/14	Webinar	20 facilities	23 people	Dialysis facility staff	The importance of patient and family engagement and an understanding of how working together improves outcomes.
End of Life	4/8/14	Webinar	20 facilities	37 people	Dialysis facility staff	Dementia: The signs of late-stage dementia, emotional and physical challenges that may be encountered, and potential interventions in providing care.

Title	Date	Location	# of Registrants	# of Attendees	Target Audience	Subject Matter
Healthcare-Associated Infections Learning & Action Network (HAI LAN): Learning Session #1	4/8/14	Webinar	n/a	65 people	Dialysis facility staff	Overview of the HAI LAN, upcoming session dates, and information regarding the National Healthcare Safety Network (NHSN), how reporting in NHSN aligns with the CMS ESRD QIP Report, CDC audit tools, and the Network's "Ask Me" Campaign.
Anger Management	4/15/14	Webinar	17 facilities	28 people	Dialysis facility staff	Anger and aggression in the workplace and familiarizing staff with mechanisms to recognize, decrease, and manage anger.
PE LAN: Kickoff	4/29/14	Webinar	n/a	114 people	PELAN Members, Missed Treatment QIA & "It Starts with ME!" Campaign facilities, SMEs	Review of 2014 projects, expectations, goals, and Q&A.
Cultural Competency	5/13/14	Webinar	13 facilities	18 people	Dialysis facility staff	The importance of improving cultural competency at both an individual and organizational level.
Cannulation Techniques	5/20/14	Webinar	14 facilities	24 people	Dialysis facility staff	The various tools and approaches available for buttonhole cannulation of AVFs.
History of Dialysis	6/10/14	Webinar	15 facilities	26 people	Dialysis facility staff	The origins of dialysis and evolution into chronic dialysis.
Healthcare-Associated Infections Learning & Action Network (HAI LAN): Learning Session #2	6/10/14	Webinar	n/a	52 people	Dialysis facility staff	To promote the importance of hand hygiene in preventing the spread of infection, including adherence strategies and campaigns to motivate and promote behavior change.
The Importance of the First 90 Days	6/17/14	Webinar	19 facilities	38 people	Dialysis facility staff	The importance of the first 90 days on dialysis.

Title	Date	Location	# of Registrants	# of Attendees	Target Audience	Subject Matter
A Step Ahead: Awareness of Critical Limb Ischemia (CLI) as an Emergent Dominant Form of Peripheral Arterial Disease (PAD)	6/19/14	Winchester, VA	66 people	28 people	Dialysis facility staff	To promote awareness of CLI as an emergent dominant form of PAD, the value of early diagnosis, and treatment options.
PE LAN: Positive Means to Positive Change	6/24/14	Webinar	n/a	70 people	PELAN Members, Missed Treatment QIA & "It Starts with ME!" Campaign facilities, SMEs	Provide examples of patient engagement to generate discussion, learn about a theory of 6 sources of influence for behavior change, and sharing of best practices/ideas in the projects.
Avoiding Burnout: Without Really Trying	7/15/14	Webinar	21 facilities	52 people	Dialysis facility staff	Recognizing and preventing burnout among healthcare personnel.
Advance Directives	7/22/14	Webinar	16 facilities	15 people	Dialysis facility staff	Promoting the importance of and knowledge about developing advance directives.
Living with Kidney Disease	8/12/14	Webinar	21 facilities	19 people	Dialysis facility staff	The benefits of patient engagement from the patient's perspective and the emotional context of ESRD for patients.
Healthcare-Associated Infections Learning & Action Network (HAI LAN): Learning Session #3	8/12/14	Webinar	n/a	56 people	Dialysis facility staff	To promote the reduction of preventable infection in the outpatient dialysis setting, with special focus on the DaVita/Johns Hopkins CLABSI Reduction Project.
Say What? Communicating with Patients Using Plain Language	8/19/14	Webinar	16 facilities	18 people	Dialysis facility staff	Promoting ways to increase the ability of healthcare workers to communicate with patients using language principles.
PE LAN: Building and Sustaining Patient Engagement & Staff Engagement	8/26/14	Webinar	n/a	81 people	PELAN Members, Missed Treatment QIA & "It Starts with ME!"	Identify 3 key practices for patient engagement, 3 key practices for staff engagement, and review strategy for

Title	Date	Location	# of Registrants	# of Attendees	Target Audience	Subject Matter
					Campaign facilities, SMEs	engagement.
History of Living Donor Transplantation	9/16/14	Webinar	6 facilities	10 people	Dialysis facility staff	The evolution of living donor transplantation.
The Affordable Care Act: Outcomes from 2014; What's New for 2015	9/23/14	Webinar	6 facilities	12 people	Dialysis facility staff	The impact of the Affordable Care Act on ESRD patients during 2014, and information about changes for 2015.
PE LAN: Wrap-Up and Planning for 2015	10/21/14	Webinar	n/a	67 people	PELAN Members, Missed Treatment QIA & "It Starts with ME!" Campaign facilities, SMEs	Review PE projects, recognize outstanding accomplishments, discuss sustainability, and plan for what is to come in the next year.
2014 HAI LAN Learning Session	10/22/14	Fredericksburg, VA	90 people	74 people	Dialysis facility staff; HAI LAN members	Reducing HAIs in the dialysis setting by increasing awareness of infection control and patient engagement.
2014 Outcomes Congress	10/22/14	Fredericksburg, VA	75 people	87 people	Select dialysis facility staff	To provide an opportunity for the renal professionals and patients throughout Network 5 to engage with one another and to learn by sharing vascular access management best practices.
Annual Council Meeting	10/23/14	Fredericksburg, VA	288 people	302 people	Dialysis facility staff, patients	An opportunity for the renal professionals and patients throughout Network 5 to engage with one another and to learn about ethics, modality choices, and patient and family engagement.
CROWNWeb Facility Responsibilities	11/18/14	Webinar	7 facilities	9 people	Dialysis facility staff	Review history of CROWNWeb and why facilities are required to maintain their facility and

Title	Date	Location	# of Registrants	# of Attendees	Target Audience	Subject Matter
						patient information in the system; discuss where facilities can get help and training for CROWNWeb and the QIMS registration process; discuss required data entry responsibilities in CROWNWeb.
A Step Ahead: Awareness of Critical Limb Ischemia (CLI) as an Emergent Dominant Form of Peripheral Arterial Disease (PAD)	11/19/14	Winchester, VA	29 people	21 people	Dialysis facility staff	To promote awareness of CLI as an emergent dominant form of PAD, the value of early diagnosis, and treatment options.
Transplant Allocation Changes	11/25/14	Webinar	6 facilities	10 people	Dialysis facility staff	To increase knowledge about the kidney transplant allocation system and upcoming improvements to the system, in an effort to maximize transplantation referrals.
Healthcare-Associated Infections Learning & Action Network (HAI LAN): Learning Session #5	12/09/14	Webinar	n/a	55 people	Dialysis facility staff	Review 2014 HAI LAN initiatives, discuss sustainability, and plan for what is to come in the next year
QIP 2016	12/11/14	Webinar	6 facilities	10 people	Dialysis facility staff	To promote knowledge of the government's QIP, the measures used to evaluate performance, and the role of CROWNWeb in support of the QIP.

Contributions to the Professional Literature

In 2014, the Network's executive director and patient services director published articles in peerreviewed journals:

Schell J, **Bova-Collis R**, Eneanya ND. An interdisciplinary approach to dialysis decisionmaking in the CKD patient with depression. *Advances in Chronic Kidney Disease*. 2014 Jul;21(4):385-91. doi: 10.1053/j.ackd.2014.03.012. PubMed PMID: 24969392

Allon M, Harbert G, **Bova-Collis R**, Roberts SV, Moss A. The demented patient who declines to be dialyzed and the unhappy armed police officer son: what should be done? *Clinical Journal of the American Society of Nephrology*. 2014 Apr;(9):4,804-808. *CJASN ePress*. Published on November 14, 2013 doi: 10.2215/CJN.08400813

O'Hare AM, **Armistead N**, Schrag WL, Diamond L, Moss AH. Patient-centered care: an opportunity to accomplish the "three aims" of the National Quality Strategy in the Medicare ESRD Program. *Clin J Am Soc Nephrol*. 2014 Dec 5;9(12):2189-94.

Ensuring Data Quality

During the 2014 calendar year, the Network assisted facilities in improving data quality by offering technical support and serving as a CROWNWeb training resource. Network staff received over 1600 requests for technical help and helped to resolve over 900 Out of Scope (OoS) patients. In all, the Network spent over 184 hours assisting facilities with CROWNWeb and data-related questions.

To further assist facilities with ensuring data quality, the Network resolved over 4000 CROWNWeb notifications and accretion. Notifications and accretions were investigated and resolved, resulting in updates to patient identifiers, CROWNWeb admissions and discharges, and reported Medicare status.

Using transplant data provided by UNOS, the Network assisted all 13 of its transplant units in accurately reporting transplants performed in CROWNWeb. Transplant information was cross-referenced in the REMIS system to ensure accuracy. In total, the Network manually entered a total of 1088 transplants into CROWNWeb through the single-user interface (SUI).

Disparities in ESRD Care

Introduction

The End Stage Renal Disease (ESRD) Network Statement of Work provided an opportunity to conduct an innovative pilot project to improve the quality of and access to ESRD care in one of five pre-approved CMS priority areas. The objective of the Innovation Pilot Project is to support achievement of national quality improvement goals and statutory requirements as set forth in Section 1881 of the Social Security Act and the Omnibus Budget Reconciliation Act of 1986. Network 5 chose "Dialysis Care Coordination with a Focus on Reducing Hospital Utilization." Care coordination is a priority area with an opportunity for improvement, and there is an identified disparity in the delivery of care, as described herein.

Background

Dialysis patients are hospitalized more frequently than the general Medicare population.⁵ Higher hospitalization rates are driven in part by the nature of their chronic disease and complex care needs, but some hospitalizations are preventable. In fact, hospitalizations within 30 days of discharge represent potentially avoidable admissions. According to Jencks et al, Medicare patients with ESRD have a 40% higher risk of hospitalization within 30 days of discharge than Medicare patients without ESRD.⁶ In Network 5, the 2011 30-day readmission rate among dialysis patients was 33.2%, compared to a national rate among dialysis patients of 31.1% and a national rate among the general Medicare population of 18.0%.^{7,8} Clearly, this represented an opportunity for improvement within the Network.

In defining the geographic focus for the project, several factors were considered. The Network examined standardized hospitalization ratios (SHRs) for the U.S., Network, and states within the Network. While the SHR for Network 5 exceeds the national SHR by about 4%, it is highest in West Virginia, suggesting a good location for the pilot project.

The general poor health of the West Virginia population also contributed to the decision to focus improvement efforts in the state. For example, according to results from the 2009 and 2010 Behavioral Risk Factor Surveillance System (BRFSS), West Virginia ranked 2nd highest nationally in 2009 and 3rd highest in 2010 in reporting the general health of adults as either "fair" or "poor" (23.7% in 2009; 23.4% in 2010). The obese proportion of the adult population was 31.7% in 2009 and 32.9% in 2010, 6th highest nationally in 2009 and 3rd highest nationally in 2010. This no doubt contributes to the high prevalence of diabetes among the population of West Virginia. The state ranked 2nd nationally in 2009 and 4th nationally in 2010 in adults with diabetes (12.4% in 2009; 11.7% in 2010). West Virginia also ranked highest in the nation in 2009 and 2nd in the nation in 2010 in the prevalence of heart attack among adults (6.5% in 2009;

⁵ United States Renal Data System. 2012 USRDS Annual Data Report. p.69, Fig.3.4.

⁶ Jencks, SF, Williams, MV, Coleman EA. Rehospitalizations among patients in the Medicare fee-for-service program. *N Engl J Med*. April 2009;360(14):1418-28.

 ⁷ Arbor Research Collaboration for Health and the University of Michigan Kidney Epidemiology and Cost Center.
 2012 Dialysis Facility Reports. Available at: <u>http://www.dialysisreports.org</u>.

⁸ United States Renal Data System. 2012 USRDS Annual Data Report, p.66.

6.3% in 2010). These same health problems contribute to kidney failure and are prevalent in the dialysis population.⁹

Using patient population reports generated through CROWNWeb, Medicare Part A claims, and in collaboration with Fresenius Medical Care (FMC), the LDO with the largest market share in the state, we selected eight West Virginia facilities that collectively cared for 735 prevalent patients during the baseline period of July-December 2012. These facilities were found to have an average monthly census of 545 patients during the same period. The eight project facilities had 30-day hospital readmission rates ranging from 26.7% to 69.2% for July-October 2012. There are few black or African-American, Hispanic, or Latino dialysis patients in West Virginia. Consequently, these are small populations, and no disparity was found on either race or ethnicity. The greatest disparity occurred with respect to geographic location (rural vs. urban). Rural facilities were found to have a 43.9% 30-day hospital readmission rate, while urban facilities had a 30.4% 30-day readmission rate. The urban/rural disparity met the CMS criteria that at least a 5% disparity must be observed.

Overview

In partnering with FMC, the Network selected eight dialysis centers that collectively cared for 735 prevalent patients in which to implement FMC's Right TracTM program. This program builds on a strategy of "3-Cs":

- CQI Approach with Rapid Cycle Improvement
- Collaboration
- Corporate co-leadership with local operations

A root cause analysis revealed that reducing hospitalizations and 30-day readmissions involved multiple factors requiring multiple solutions. The following factors were identified and explored:

- Access
- Anemia
- Co-morbids
- Fluid management
- Infection
- Medications
- Nutrition
- Communication
- Patient activation
- Post-hospital care

The program was implemented in three phases over a 2-year period (2012-2014). Phase One (Foundation) included a hospital admission checklist, post hospital checklist, medication review,

⁹ West Virginia Health Statistics Center. 2009 - 2010 West Virginia behavioral risk factor survey report; 2012.

critline, and nutritional algorithm. Phase Two incorporated case management, and Phase Three incorporated the deployment of DialysisLinkTM.

One of the creative tools developed in Phase One builds upon a red-flag concept derived from the Coleman model. This tool identified 11 conditions for which patients are frequently hospitalized. These included: fluids, heart, pneumonia, potassium, fistula/graft infection, catheter infection, GI problems, foot/leg infection, diabetes, and depression. The tool clarifies the patient's understanding of why he/she was hospitalized, identifies the signs and symptoms to watch for to indicate if the problem may be reoccurring, identifies actions the patient can take to avoid the problem, and finally, assesses how confident the patient is that he/she can self-manage.

Feedback is an important component of any quality improvement initiative. Monthly QIA trending reports were provided to each dialysis center with multiple measures, and a patient experience survey was given to each returning patient on the third treatment after discharge.

Phase Two of the project saw the recruitment of case managers who worked telephonically. Within 24-72 hours of discharge, the patient was contacted for an initial assessment and ongoing assessment was conducted weekly during the 30 days after discharge. Phase Two also involved retraining as necessary. The literature has shown that medication reconciliation after an event such as hospitalization is a gap in service delivery. Therefore, dialysis center staff was retrained to focus on new, changed, or stopped medications.

An added dimension to the telephonic contacts was the introduction of electronic technology. The case managers were able to use Skype software and tablets in the centers to connect with staff and patients. This enabled a sense of more direct contact with the patients.

Phase Three was deployment of DialysisLinkTM, a 24/7 communication hub to communicate information between the hospital and dialysis center regarding patient admissions and discharge.

Project Attributes

This Care Transitions project was maximized by unbroken concentration on the following six attributes that ensured positive outcomes:

- 1. Rapid Cycle Improvement in Quality Improvement Activities and Outputs
 - Identified that some requests for medical records faxed by facilities were not being received by hospitals; implemented Transport Layer Security (TLS) that automatically provides secure, encrypted email exchanges.
 - Initially used one brand of electronic tablet for tele-health patient communication. Once the team identified a more user-friendly tablet that also allowed for easier remote troubleshooting, we changed brands.
 - Feedback reports showed that less than half of patients had acceptable albumin levels greater than 3.5 g/dl. Performed a RCA and implemented process changes that resulted in an increase of patients with albumin levels > 3.5 g/dl.

- Feedback reports showed that the number of patients who had medications reviewed at their first dialysis treatment after hospitalization was low. Performed a RCA and implemented process changes that resulted in an increase in this measure.
- Based upon studies that have shown post-hospital anemia management can decrease re-admission rates, specific staff "mentors" were identified. Mentors met with their respective clinic teams, which were selected after review of the baseline clinical report data for "anemia management post-hospitalization." The mentors worked with their clinic teams to identify root causes, decide upon action steps to implement, identify the person responsible for each action step, and follow up on progress. Positive results in this measure on the monthly clinical reports followed.
- The number of patients case managers (CMs) successfully reached post-discharge was lower than desired. A process step was included that required staff to notify discharged patients that a CM would be contacting them and provided patients with handouts explaining what to expect from the CM call. Patient contact rates subsequently improved.
- 2. Customer Focus and Value of the Quality Improvement Activities to Beneficiaries, Participants, and CMS
 - Analyzed data to identify potential disparity group that would attain the most benefit from this innovation project.
 - Developed and facilitated the distribution of project introduction letters, which included data analyses, to project facilities and partner hospitals. Followed up letter distribution by meeting with hospital leadership.
 - Employed a patient risk assessment process in order to focus case management services on at-risk patients.
 - Developed a patient satisfaction survey instrument to assess effectiveness of project care transition interventions. Piloted the survey instrument to assess administration process and effectiveness. Conducted surveys weekly with a 49% response rate.
 - Supported the development of DialysisLinkTM, a call center approach for providing consistent and complete communication and notifications when patients are admitted and discharged.
- 3. Ability to Prepare the Field to Sustain the Improvement
 - Facility adoption of Transport Layer Security to ensure secure exchange of PHI.
 - Clinical performance statistics from DialysisLink[™] used to provide leadership with feedback.
 - Data analyses showed clinics that used admission and discharge checklists the most had a decline in patient readmission rates.
 - Educational materials utilized to assess patient understanding of risk factors contributing to re-hospitalization.
 - eCube Clinicals, an electronic medical record system, introduced to project facilities and simplified information sharing.
 - Workshops to educate staff on project tools facilitated; discussions with medical directors to identify, understand, and correct barriers.

- 4. Value Placed on Innovation
 - Case managers performed tele-health visits with patients discharged from the hospital to rural dialysis facilities.
 - Utilized electronic tablets to conduct virtual tele-health "visits."
 - Worked with FMC leadership to deploy patient care transition innovation tools, which included a red flag self-management tool, hospital admission checklists, and post-hospitalization checklists.
 - Developed a process to allow case managers to initiate standard orders, such as a referral for home health.
- 5. Commitment to Boundarilessness
 - Presented three project abstracts and a presentation at the annual American Society of Nephrology (ASN) meeting.
 - Engaged multiple partners to impact improvement for patients and providers. These partners include the West Virginia Health Information Network, the West Virginia Hospital Association (WVHA), the Integrating Care for Populations & Communities Aim National Coordinating Center (ICPCA NCC), the West Virginia Office Aging, pharmacists, primary care physicians, and nursing homes.
 - Presented to a joint meeting of the MARC Board of Directors and Medical Review Board to assure leadership understanding of the project.
 - Participated in numerous conferences, meetings, and webinars with project and community stakeholders.
- 6. Unconditional Teamwork
 - Participated in monthly meetings with project leadership and additional meeting to address challenges, such as data discrepancies.
 - Participated in meetings with project manager and team at each phase of the project to develop strategies for project advancement.
 - Participated in FMC and QIO trainings to utilize technology to accomplish project goals and gain proficiency in administering patient telephonic surveys.
 - Partnered with patients to evaluate case management and tele-health processes.
 - Engaged in continuous project discussions with Medical Review Board and Board of Directors.
 - Participated on regional and national quality improvement calls to share best practices, challenges, and solutions.

Urban/Rural Disparity

Of the eight project facilities, three were identified as urban and five as rural based on their geographic location. Utilizing claims data, the rural facilities were found to have a 43.9% 30-day hospital readmission rate, while urban facilities had a 30.4% 30-day hospital readmission rate at

baseline (a 13.5% difference). There are many well-studied barriers to optimal healthcare in rural areas, including access to quality health services, scarcity of physicians and other health professionals, and less than optimal emergency medical services.^{10,11,12} In March 2014, this challenge was addressed by the Right TracTM care transitions program, in which case managers telephonically delivered targeted interventions designed to promote self-management skills and interdisciplinary healthcare among patients who were 0-30 days post-hospitalization. This process utilized a video- and tele-communication device configured to allow for use of a secure Skype application. Upon evaluation, case managers indicated that the use of tele-visits successfully enhanced their ability to engage patients and may bridge the gap between face-to-face encounters and telephonic case management.

Results

Utilizing FMC's Knowledge Center data, 30-day hospital readmissions decreased overall, and the disparity was closed. At the time of re-measurement (September 2014), the 30-day hospital readmission rate in the disparate group decreased from 45.8% to 32.9%.

	Baseline: July - December 2013			Re-measurement: April - September 2014			
	Hospital admissions within 30 days of discharge	Hospital admissions	30-day hospital readmission rate	Hospital admissions within 30 days of discharge	Hospital admissions	30-day hospital readmission rate	
Overall	396	899	44.0	258	740	34.9	
Overall Rural	265	578	45.8	139	425	32.7	
Overall Urban	131	321	40.8	119	315	37.8	

¹⁰ Rodriguez RA, Hotchkiss J, O'Hare AM. Geographic information systems and chronic kidney disease: racial disparities, rural residence and forecasting. *J Nephrol.* 2013;26:3-15.

¹¹ Garney WR, Drake K, Wendel ML, et. al. Increasing access to care for Brazos Valley, Texas: a rural community solution. *J Am Board Fam Med*. May-June 2013;26(3):246-253.

¹² O'Hare AM, Johansen KL, Rodriguez RA. Dialysis and kidney transplantation among patients living in rural areas of the United States. *Kidney Int*. 2006;69:343-349.

Partnerships and Coalitions

The Network is a member of the Forum of ESRD Networks. The Network's former MRB Chair currently serves as the Forum President, and MARC has two additional members who serve in an ad-hoc capacity. The Forum has established three Advisory Councils. The Chair of the Network's Medical Review Board is the appointed representative to the Medical Advisory Council, the Executive Director serves on the Executive Director Advisory Council, and the past chair of the Network 5 Patient Advisory Committee serves on the Beneficiary Advisory Council.

The Network participates on all CMS leadership calls, Network Coordinating Center (NCC) Community of Practice (COP) calls, NCC Patient Engagement LAN calls, and NCC learning sessions. Staff has contributed to the Kidney Community Emergency Response (KCER) Coalition by actively engaging in development of a comprehensive emergency preparedness plan and participating in an annual disaster drill, as well as all relevant conference calls. Network staff is engaged with their peers from other Network organizations and participates in conference calls and meetings to share best practices and identify solutions to common problems. These include data manager meetings with other subcontractors (OCT), executive director calls with senior CMS leadership, quality improvement staff who discuss projects and measures, and patient service directors who explore campaign topics and information on grievances and avoiding IVDs. The Network 5 quality improvement director serves as the lead QID for all Networks.

One component of partnership relationships is attending local and national meetings for staff development purposes. Attendance also affords the staff opportunities to meet professionals in the renal community and gain a better understanding of their issues and concerns. During 2014, the staff attended meetings and/or conference calls of the American Association of Kidney Patients (AAKP), the National Kidney Foundation (NKF), and the American Society of Nephrology's Renal Week. Local meetings included the Council of Nephrology Social Workers (CNSW), Baltimore ANNA Chapter, Richmond ANNA Chapter, National Kidney Foundation (NKF) patient support groups, and meetings of the Maryland Kidney Commission.

The Network maintains close contact with the State Survey Agencies (SSAs) and in 2014, provided them with ongoing updates of Network activities, including notifications of educational opportunities and an invitation to the annual Council meeting. The Network refers patient grievances that address survey and certification issues to the appropriate SSA, and consultation on complex issues and cases occurs on a regular basis. The SSAs frequently request quality information from the Network prior to conducting a renal survey. The Network annually hosts two teleconferences with each individual SSA and two joint teleconferences with all four agencies. During the individual conferences are used to discuss more general Network information, such as progress with quality improvement initiatives. These calls also provide an opportunity for the Network to coordinate with the surveyors to assure that they are aware of the Network's expertise and availability to provide technical assistance as needed.

5-Diamond Patient Safety Program

The Network is actively involved in partnerships and projects with other ESRD Networks to help promote the national program goals set forth by CMS. One example of a collaborative project is the Network's 5-Diamond Patient Safety Program, which is a joint project with the former contractor for ESRD Network 1 (ESRD Network of New England). The 5-Diamond Patient Safety Program is endorsed by the American Association of Kidney Patients (AAKP), American Nephrology Nurses' Association (ANNA), the Renal Physicians Association (RPA), and the National Renal Administrators Association (NRAA). It is also endorsed by Dialysis Clinic, Inc., which implemented the program company-wide with over 200 of their centers participating. There are currently 15 modules within the program, each serving as a complete educational course with objectives, required activities, optional activities, tools and resources, and measures. There were 12 Networks participating in the program in 2014.

The Networks completed a website redesign in 2013, which launched in January 2014, and each of the modules was reviewed and updated. The website automates all submissions, allows participants to be tracked, and offers the opportunity to build in more rigorous measures using accumulated data. As a result of this automation, dialysis centers that want to participate are not restricted by the lack of involvement by their Network. In 2014, over 1100 dialysis centers participated; 45 of those were in Network areas that are not actively involved in the program. Over 500 of these facilities achieved 5-Diamond status. "Hand Hygiene" and "Slips, Trips, and Falls" are the two modules implemented the most.

Responding to a challenge put forth by CMS, Networks 5, 8, and 11 partnered to incorporate Lifeline for a Lifetime into the 5-Diamond Patient Safety Program. In December 2014, the Networks were informed that independent evaluators had unanimously selected the project as the challenges' winner. The highlights of this project follow.

One of the 15 patient safety modules is "Stenosis." For this challenge, the Networks modified the module as follows:

- Changed the module name to "Stenosis/Vascular Access Monitoring"
- Incorporated three YouTube videos into the mandatory PowerPoint presentation
- Added fields to the reporting form to capture the number of staff who reviewed the videos
- Provided links to all resources identified for use in Lifeline for a Lifetime on the module page

Each Network selected a minimum of five facilities to test and evaluate the new materials, and all facilities were offered the opportunity to earn a Diamond upon completion of the module and separate evaluation tool. A total of 24 facilities participated, with five from Network 5, five from Network 8, and 14 from Network 11. A questionnaire to evaluate the effectiveness of the revised PowerPoint presentation and the three educational YouTube videos, administered through Survey Monkey, was required for Diamond achievement. Staff members were asked the following questions using a Likert scale of 1 to 5, with 1 being "strongly disagree" and 5 being "strong agree."

- 1. The LOOK check video helped me to recognize how an access should look.
- 2. The LISTEN check video helped me detect how an access should sound.
- 3. The FEEL check video helped me to identify how an access should feel.
- 4. After viewing these materials (PowerPoint and videos), I am able to describe best practices for vascular access monitoring.
- 5. After viewing these materials (PowerPoint and videos), I plan to change my vascular access monitoring practices.

Participants were also requested to provide the facility provider number and the staff member's discipline.

There were 317 responses to the questionnaire from the 24 facilities participating in this investigation. The majority of respondents were patient care technicians (43.8%), followed by nurses (both RNs and LPNs) at 40.3%. Other respondents were administrators (3.2%), dietitians (2.3%), social workers (1.6%), physicians (1%), and other (7.8%).

Coalition for Supportive Care of Kidney Patients

The Network has supported the Coalition for Supportive Care of Kidney Patients (formerly the Kidney End-of-Life Coalition) since 2003. This nationally recognized coalition aims to promote effective interchange among patients, families, healthcare professionals, and payers to ensure the provision of patient-centered supportive care for patients with kidney disease. The Coalition consists of major renal-related organizations (e.g., Renal Physicians Association, American Society of Nephrology, National Renal Administrators Organization, American Nephrology Nurses' Association), large dialysis organizations (e.g., Fresenius Medical Care, DaVita, DCI), patient organizations (e.g., American Association of Kidney Patients, National Kidney Foundation), hospice organizations (National Hospice and Palliative Care Organization, American Academy of Hospice and Palliative Medicine, Hospice & Palliative Nurses Association), and individuals (including patients) who have expertise and interest in supportive care. The Coalition is led by Alvin Moss, MD, a nationally recognized expert in renal supportive care who has been awarded the 2015 AAKP Medal of Excellence.

The Coalition has a resource-rich website and distributes three electronic newsletters a year. It has recently developed a strategic plan that focuses on transforming CKD culture and care working through five strategic areas: policy, quality, research, education, and clinical care. The Coalition presented written and verbal testimony to the Institute of Medicine, which released its report entitled "Dying in America: Improving Quality and Honoring Individual Preferences near the End of Life" in 2014. A webinar has been scheduled for early 2015; it will be led by nationally recognized palliative care expert and panel member, Diane Meier, MD.

The Coalition builds on member-led activities with an objective to amplify impact and create synergy. In 2014, members responded to proposed regulations for hospice payment updates which would prohibit the current policy of allowing dialysis patients to receive concurrent hospice and dialysis benefit when hospice is needed for a non-renal related diagnosis. Regulators acknowledged the oversight and were able to make the correction before the final regulations were promulgated, thereby effectively assuring that an estimated 3000 patients continue to receive the intended services. The Coalition worked with the Renal Physician

Association to promote the practice guideline "Shared Decision Making in the Appropriate Initiation of and Withdrawal from Dialysis" by encouraging the use of a mobile app and influencing the RPA to offer the guideline free of charge on its website.

As a service to the community, the CSCKP maintains a bibliography of current peer-reviewed articles categorized by topic. This assists in the spread of new research and information to help practitioners in their supportive and palliative care work. The Coalition also works with nephrology fellows to broaden education and communication skills. Promoting sessions at national meetings has led the Coalition to provide information on sessions at the National Kidney Foundation's clinical meetings, sponsor a booth at the American Society of Nephrology meeting where "curb-side" consults were offered, and present posters at the American Academy of Hospice and Palliative Medicine meeting and Renal Physician Association meeting.
Patient and Family Engagement

Education for ESRD Patients and Caregivers

In 2014, the Network presented a patient education series developed by the Patient Advisory Committee (Table J). The series was offered in webinar format with a new topic monthly. The series was designed so that patients without access to the Internet could participate by conference call alone. Each session offered a Q&A opportunity for attendees. Materials were provided to registrants in advance of each session. Dialysis facility social workers and patient liaisons were utilized to increase patient awareness of the series through fax blast, electronic newsletter, social media, verbal communication/consultation, and direct mail. Sessions were recorded and posted on the Network website. Between January and October of 2014, there were 232 registrants for the patient webinars and 82 total participants (35% attendance rate). The number of attendees ranged from 2-15, with an average of seven attendees for any one webinar. These 1-hour programs generally occurred on Thursday evenings. The days and times chosen for the webinars were based on feedback from a Network-wide needs assessment directed at patients. Evaluations of the programs (34% response rate) were positive, with 82% (23/28) indicating that they learned something new, 86% (24/28) planning to share the information with peers, and 86% (24/28) planning to use the information in their healthcare management.

Date	Title	# of Registrants	# of Attendees	Subject Matter
1/19/14	Being a Patient Liaison	8	5	MARC involvement of patients, patient liaison role, how patients can be involved
2/20/14	Emotions & Sexual Issues	3	5	Coping with feelings and sexuality
4/3/14	Dialysis Machine	13	5	Basic workings of the machine including safety features
4/17/14	Understanding Your Renal Diet	12	15	Renal diet basics and tips
5/28/14	Adequacy and Dialysis Time	47	13	Overview of adequacy measures and how length of dialysis impacts it
6/19/14	Quality of Your Facility	43	10	Regulations, Dialysis Facility Compare, QIP, facility activities
7/17/14	Infection Prevention and Vaccines	37	2	Hand hygiene, immunization
8/21/14	Water Treatment	28	11	Water safety practices and the importance of water in dialysis process
9/19/14	Support Groups	25	3	Purpose and types of support groups and how they help
10/30/14	Rights, Responsibilities and Grievances	8	5	Review of patient rights and responsibilities and grievance process
11/20/14	Hypertension & Diabetes	8	8	Basics of hypertension and diabetes and best practices for managing these as a patient

Table J: 2014 Patient Education Series

Patient Engagement Learning and Action Network (PE LAN)

Network 5 is committed to incorporating the perspective of patients, family members, and other caregivers into its quality improvement activities. In 2013, Network 5 established a Patient Engagement Learning and Action Network (PE LAN), which continues to grow in membership.

Four PE LAN sessions were held in 2014; these sessions offered education, information, and sharing. In addition to LAN members, facilities enrolled in projects were also required to participate to increase their exposure to patient engagement processes. Evaluations of these sessions were positive, with 86% (74/86) indicating the sessions would be helpful in conducting their own projects, 80% (104/130) finding them a productive use of their time, and 88% (115/130) indicating overall satisfaction. PE LAN sessions were restructured where each had three 20-minute sections that provided information, offered a patient and/or facility story, and engaged participants in sharing best practices and brainstorming how to include practices in their work. This structure proved helpful in maintaining audience attention, getting them to contribute, and promoting a working relationship between facilities and patients.

Annually, the Network is required to conduct a quality improvement activity (QIA) and two educational campaigns, each with a patient engagement focus which was determined by the Network's patient subject matter experts (SMEs). The CMS established goal for the QIA was a 5% relative improvement rate and 10% for each of the campaigns, and the Network set stretch goals. The Network was able to achieve and far exceed the CMS goals; however the stretch goals were not reached.

"Ask Me to Wash My Hands" Campaign

The objective of the "Ask Me to Wash My Hands" hand hygiene campaign was to encourage a culture of safety in dialysis facilities, where patients are comfortable speaking up about breaks in hand washing protocol and staff are not defensive about correction, thereby setting the stage for constant surveillance that can be sustained, as well as promote a greater inclusion of patients in the continuum of healthcare. The 72 facilities enrolled in the Healthcare-Associated Infections (HAI) QIA project regarding infection prevention and catheter reduction were included in this campaign. As illustrated in Figure C, 61% of patients pledged to challenge any break with hand hygiene protocol, with 64% of facilities meeting or exceeding the stretch goal. The 65% stretch goal was arbitrarily selected with the assumption that patients will feel safer to speak out if many others do the same. The goal to have 100% of staff willing to thank others for reminders was believed to further support patients by diminishing/eliminating staff defensiveness. Only one facility declined to participate in this effort.



Figure C: Results of "Ask Me to Wash My Hands" Campaign

"It Starts with ME!" Campaign

The objective of the "It Starts with ME!" education and support campaign was to create a culture among staff and patients in which all patients are provided with support and information focused on their concerns and interests to improve their experience of care and health outcomes. In this campaign, enlisting all staff and patients to help provide support and education was anticipated to create a culture for successful behavior change by ensuring that needs are met, promoting a sense of community and pride, and fulfilling facility obligations to fully inform patients. Facilities were challenged to recruit patient peer mentors, with a goal of at least one per facility and a stretch goal of one per treatment shift offered. The Network offered live orientation opportunities to peer mentors. Mentors were encouraged to assist with directing desired information to patients. Facilities were encouraged to provide educational resources in a centralized location and to identify ways they could include peer mentors in education efforts and quality improvement activities. Sixty-six facilities were randomly selected to participate in this campaign.



Figure D: Results of "It Starts with ME!" Support & Education Campaign

Nearly 94% of project facilities met or exceeded the goal to have at least one peer mentor (see Figure D.) Eight facilities far exceeded the goal with 10-32 peer mentors. The 100% stretch goal was selected based on the desire for each facility shift to have access to a peer mentor. Changes noted in the clinics by peer mentors as a result of the campaign included

- More information sharing
- Patient adherence changes/more interest from patients in their health
- More ease/comfort in new patients
- Better relations/communication between staff and patients
- Feeling more cared about
- Changes in the environment to increase patient interactions with each other

By project end, many facilities demonstrated an understanding of patient engagement. Outcomes that exemplified this included

- Polling patients about their interest in support groups/starting support groups/including patients in leading support groups
- Creating a venue for patients to leave encouraging messages/compiling patient tips for distribution to others
- Involving patients in the direct education of others, such as having home patients talk to others about modality options, self-cannulators sharing their experience, patients helping distribute resources made available by the facility
- Involvement of patients in development of education resources, such as flyers, bulletin boards, and newsletters

- Involvement of patients as "Secret Pal" motivators (one facility had patients suggest development of support callers to other consenting patients)
- Involvement of patients in QI projects
- Development of patient advisory groups
- Games encouraging discussion among patients/rearrangement of dialysis stations encouraging interaction among patients

Eighty-two percent of project facilities responding to an evaluation (33% response rate) indicated they plan to continue the efforts made in this campaign.

Missed Treatment QIA

The objective of the missed treatment QIA was to increase patient self-awareness of risks and improve the value of treatment to those who skip treatments. Only unexcused missed treatments were tracked in this project. For the purposes of this project, "unexcused missed treatment" was defined as an unplanned missed treatment that is not made up or due to hospitalization. Thirty facilities were randomly selected to participate in this project.

Facilities were tasked with identifying root causes of why their patients miss treatments in order to target interventions. The usual arsenal of facility interventions typically include ongoing education, letters of concern, and care plan meetings. Education alone is not enough to create behavior change because it does not provide motivation for follow through. The Network challenged facilities to adopt creative, positive, motivational options to supplement their educational efforts. As illustrated in Figure E, the QIA achieved a 14% overall reduction from the April baseline rate. Seventy percent of the project facilities met the 5% goal. However, little change was noted in approaches taken by facilities overall which diminishes confidence in attribution of the results. Nonetheless, most facilities were committed to the goal, and there were noteworthy steps made toward behavior change activities that incorporated patient engagement. These included

- Creating a venue for patients to leave encouraging messages/compiling patient tips for distribution to others
- Acknowledgement of achievements/improvements in patients
- Implementation of contests

One hundred percent of responding facilities (43% response rate) indicated they plan to continue the efforts made in this campaign.



Figure E: Missed Treatment QIA Rate over Time

Support for ICH CAHPS

The Consumer Assessment of Healthcare Providers and Systems In-Center Hemodialysis Survey (ICH CAHPS) annually measures the experiences of people receiving in-center hemodialysis care from Medicare-certified dialysis facilities. The survey measures were endorsed by the National Quality Forum (NQF) in 2007.

Network 5 encourages qualified outpatient dialysis facilities to participate in the ICH CAHPS data collection. The Network informed ESRD providers in Virginia, West Virginia, Maryland, and the District of Columbia of requirements specified in the ESRD Quality Incentive Program utilizing the methods in Table K.

Date	Audience	Method	Message	Source
1/7/14	Network 5 ESRD providers	Electronic newsletter <i>e-lerts</i>	ICH CAHPS attestations due	January 2014 CRAFT newsletter
1/15/14	Network 5 facility administrators and social workers	Fax	Requirements of Payment Year 2016 QIP	slides from National Provider Call held on 1/15/14
1/21/14	Network 5 ESRD providers	Electronic newsletter <i>e-lerts</i>	 ICH CAHPS attestations due Requirements of Payment Year 2016 QIP 	Project CROWNWeb website, slides from National Provider Call held on 1/15/14

 Table K: Methods Used to Notify Providers of ICH CAHPS Requirements

Date	Audience	Method	Message	Source
2/27/14	Network 5 ESRD providers	Electronic newsletter <i>e-lerts</i>	• Specific requirements of Payment Year 2016 QIP, CMS-approved third-party vendor to conduct the survey, facilities registering on the <u>https://ichcahps.org</u> website, and ensuring results are submitted by January 28, 2015.	https://ichcahps.org
3/11/14	Network 5 ESRD providers	Electronic newsletter <i>e-lerts</i>	• Specific requirements of Payment Year 2016 QIP, CMS-approved third-party vendor to conduct the survey, facilities registering on the <u>https://ichcahps.org</u> website, and ensuring results are submitted by January 28, 2015.	https://ichcahps.org
3/24/14	Network 5 Facility Administrators	Fax	• Specific requirements of Payment Year 2016 QIP, providing the steps that ICH facilities should take to begin their participation in the national implementation of the ICH CAHPS Survey.	https://ichcahps.org

Grievances and Access to Care

Network 5 responds to grievances filed by or on behalf of ESRD patients in the mid-Atlantic region. In many instances, Network 5 works with individual facilities to identify and address difficulties in placing or maintaining patients in treatment. These access to care cases may come to the Network's attention in the form of a grievance or may be initiated by facility staff.

Access to care cases include cases involving involuntary discharges, involuntary transfers, and failures to place. An involuntary discharge is a discharge initiated by the treating dialysis facility without the patient's agreement. An involuntary transfer occurs when the transferring facility temporarily or permanently closes due to a merger, due to an emergency or disaster situation, or due to other circumstances, and the patient is dissatisfied with the transfer to another facility. A failure to place is defined as a situation in which no outpatient dialysis facility can be located that will accept an ESRD patient for routine dialysis treatment.

In 2014, Network 5 responded to 82 grievances. Of these, seven (8.54%) involved issues related to access to care. Network 5 responded to 136 additional non-grievance access-to-care cases either brought to the Network's attention by facility staff, physicians, hospitals, patients, or caregivers, or generated by the Network as instructed by CMS to capture specific events, such as failures to place following involuntary discharge.

Category	Number
Number of Grievance Cases Opened by Network 5 in Calendar Year 2014*	82
Number (Percent) of Grievance Cases Involving Access to Care	7 (8.54%)
Number of Non-Grievance Access to Care Cases Opened by Network 5 in Calendar Year 2014	136
Total Number of Grievance and Non-Grievance Cases Involving Access to Care in Calendar Year 2014	143
Number of Cases Involving Involuntary Transfers**	6
Number of Cases Involving Involuntary Discharges**	48
Number of Cases Involving Failure to Place**	22

 Table L. Grievances and Non-Grievance Access to Care Cases, Calendar Year 2014

Source of data: Patient Contact Utility.

*Includes grievance cases involving access to care.

**Includes grievance cases involving access to care as well as non-grievance access to care cases.

Grievances and Non-Grievance Access to Care Cases Referred to State Survey Agencies

Eight cases of grievances and non-grievance access to care cases were referred to state survey agencies in 2014.

- 1. Distracted staff playing electronic games while on floor, infection protocol breaches, unprofessional staff, retaliation, and patients "bottoming out" due to staff inattentiveness. The state provided no follow-up information.
- 2. Staff member having seizures on the floor. Staff member admitted to local hospital epilepsy unit and encouraged to go out on FMLA. Facility requesting Fit for Duty status with limitations before permitted to return to duty.
- 3. Infection protocol breaches; lack of grievance poster. State surveyor unable to substantiate due to facility already implementing their own plan of correction to satisfaction of surveyor.
- 4. Facility did not report IVD to Network as required by Conditions for Coverage. Facility reaccepted patient.
- 5. Rat and squirrel infestation; dust and noise from construction in the dialysis facility. State surveyor unable to substantiate. Interviews with staff and patients denying concerns and infestation. Renovations are nearly complete.
- 6. Low staffing ratio; no RN for some shifts. The state provided no follow-up information.
- 7. Safety protocol breaches; staff fighting with each other on the floor. State surveyor confirmed all claims, however recorded them as unsubstantiated due to facility already implementing their own plan of correction to satisfaction of surveyor.
- 8. Not enough staff on floor during scheduled breaks, leaving alarms unattended. The state provided no follow-up information.

Recommendations for Sanctions

No sanction recommendations were made in 2014.

Recommendations to CMS for Additional Facilities

The Network has no recommendations for additional facilities.

Emergency Preparedness and Response

In 2014, there were a handful of winter storms and one hurricane in the Network 5 region. Overall, facilities managed these weather events without the need for assistance. Winter Storm Pax did require the Network office to close for a day, but staff worked remotely from home and participated on the related KCER calls. Before each anticipated event, the Network continued its protocol for disseminating blast faxes and emails to all Network providers. These notifications included information on emergency preparedness as well as reminders to notify the Network of any closures with a variety of ways to accomplish this, including an online emergency notification form. In an effort to streamline processes, Network staff stayed in contact with regional LDO/SDO representatives for situational updates on multiple facilities and divided contact lists among staff to speed up the process of obtaining status updates in large-scale emergency events. All staff has access to an internal tracking database, which allows for quick data entry and ease of reporting. In 2014, the vast majority of facility closures were planned, and facilities did a better job of keeping the Network informed of their status.

On January 9, 2014, coal-cleaning chemicals leaked out of a corroding storage tank owned by Freedom Industries and into the Elk River in Charleston, West Virginia, eventually entering West Virginia American Water's intake 1.5 miles upstream. Three hundred thousand people in nine counties were impacted by the chemical spill and were unable to use the municipal water supply for over a week. Six out of the 11 dialysis facilities in the area were impacted by the spill. Two of the facilities were supplied with water for dialysis by their corporate office; three, including a hospital-based acute unit, obtained water from alternate sources outside of the affected area; and one diverted patients to a back-up facility in Kentucky. The three corporate facilities offered to dialyze any and all patients in need during this time. Facility concerns included sustainability of water from outside sources, the level of contamination in the municipal water system and whether their treatment equipment could handle it, and the fact that facilities were never notified by the water company or local/state agencies that there was a problem with the water supply, despite annual notification of their specialized needs to all.

At four days post-event, the water was deemed safe for consumption, with the ban on use being lifted by designated zones over a period of days. Though American Water provided flushing guidance on its website, dialysis providers expressed concern about whether the recommended protocols would be sufficient to remove contaminants from their water systems. Several requested more specific guidance from government officials, including the Centers for Disease Control & Prevention (CDC), but due to a lack of experience with the chemical in question, officials were not able to provide additional guidance or absolute assurance of safety. In the absence of these, corporate providers partnered to develop an action plan which they also shared with the independent facilities. They also sought further water testing from a private company. By January 20, 11 days post-event, all facilities' water supplies were deemed safe, and they had returned to normal operations. Throughout this event, the Network worked closely with dialysis providers at both facility and corporate levels, emergency coordinators from the West Virginia health department and the HHS Office of the Assistant Secretary for Preparedness & Response (ASPR), CMS, and the Kidney Community Emergency Response (KCER) Coalition.

Per contract requirements, the Network maintained a Comprehensive Emergency Management Plan (CEMP), providing quarterly updates and adding a pandemic annex. The Network also participated in the October 8, 2014, KCER national tabletop exercise; the executive director served on the exercise planning team. Network staff participated in all relevant KCER calls and notified KCER, CMS, its back-up Network, and representatives from HHS/ASPR and all relevant state agencies of all events affecting the Network and facilities. Staff also provided status reports on situational calls with federal agents as needed.

In 2014, the Network continued to conduct outreach on emergency preparedness for dialysis facilities, patients, and community partners. The Network website has an emergency preparedness section at www.esrdnet5.org/Dialysis-Providers/Emergency-Preparedness.aspx. This section includes

- Information on how the Network can assist providers and patients
- Listing of emergency contacts
- Facility closure notification form
- Listing of closed facilities
- Many tools and resources for providers and patients
- Information on the KCER Coalition with a link to its website
- Toll-free emergency hotline for patients and providers

In addition to the website, the Network provided outreach to the dialysis community via its electronic newsletter, social media, and fax and email blast notifications of impending weather events. Examples include

- *MARC elerts* newsletter
 - Reminders to notify the Network of any closures due to emergency events
 - CMS' proposed regulations on emergency preparedness for participating providers, including dialysis, and comments sought
 - Updates on the critical national shortage of 0.9% normal saline
 - Virginia Tornado drill (March 2014)
 - Promotion of the Healthcare Organizations Emergency Preparedness Seminar (HOEPS) in Hampton Roads, VA
 - National Preparedness Month (September 2014)
 - Information and resources on the Ebola crisis, including a dedicated web page on the Network website
- FDA alerts and recalls were published in each bi-weekly issue of *MARC e-lerts* as well as on the Network website at <u>www.esrdnet5.org/Clinical/Alerts---Recalls.aspx</u>.
- Tweets regarding Ebola, notification of facility closures, emergency preparedness articles, the new KCER website, and updates on the normal saline shortage.
- Facebook posts (patient page) on emergency preparedness tips, the West Virginia chemical spill, the new KCER website, the Great Southeastern ShakeOut (earthquake drill), food and water safety after an emergency, and the normal saline shortage.
- Fax and email blasts to potentially impacted facilities in advance of weather-related events.

The Network is prepared to assist its counterparts in other states in carrying out contract requirements during the initial and recovery phases of an emergency or disaster. It has a signed Memorandum of Agreement with Network 14 (Texas) to provide back-up services in emergency events and can assist other Networks as needed.

Special Projects

Peer-to-Peer Special Innovation Project

The special innovation project (SIP) entitled *Peer Support to Enhance Self-Management and Reduce Hospitalization Rates*, awarded to the Mid-Atlantic Renal Coalition, commenced on May 16, 2014 (Contract #: HHSM-500-2013-NW05C). The SIP contract is funded from May 2014 – December 2015.

Patient mentoring/Peer-to-Peer (P2P) support programs have the potential to assist ESRD patients in managing their complex chronic illnesses to improve outcomes of importance to patients, healthcare payers, and providers. Well-designed P2P programs can offer patients disease management information, emotional support, and mutual reciprocity to achieve outcomes that include improved patient health-related quality of life, health behavior, and chronic disease control, while reducing unnecessary hospitalizations and costs.¹³ Self-management support goes beyond traditional knowledge-based patient education to include processes that develop patient problem-solving skills, improve self-confidence, and support patients' application of knowledge to management of their chronic disease. Research has shown that not only do patients who participate in P2P support programs realize positive benefits, but the act of helping confers benefits to peer mentors as well.¹⁴

While research has demonstrated the beneficial effects of P2P support programs for patients with various chronic diseases such as diabetes, heart disease, and cancer, limited attention has been given to investigating the benefits for patients with chronic kidney disease. Additionally, no studies have examined the effectiveness of ESRD patient mentoring/P2P programs in reducing costly and unnecessary hospitalizations, gathered lessons learned, and taken steps to transfer the knowledge gained to ESRD Network organizations, care facilities, patients, caregivers, and other stakeholders.

The SIP provides the opportunity to examine the effectiveness of peer mentoring among ESRD patients in the hopes of reducing costly and unnecessary hospitalizations through improved self-management. P2P support programs have the potential to assist ESRD patients in managing their complex chronic illnesses to improve health outcomes for patients, healthcare payers, and providers.

Specifically, the goals of the SIP P2P project are to

• Build a descriptive catalog of patient mentoring/peer support programs currently being used to assist patients with chronic care needs, ESRD included;

¹³ Heisler M. Building peer support programs to manage chronic disease: seven models for success. Oakland, CA, California Health Care Foundation. 2006.

¹⁴ Krause N, Herzog AR, Baker E. Providing support to others and well-being in later life. J Gerontol. 1992;47(5):P300-P311.

- Formulate a framework for development, implementation, and pilot testing of a P2P support program within the ESRD community;
- Use the framework to test the effectiveness through observational study in an effort to improve patient self-management and quality of life and reduce preventable hospitalizations; and
- Prepare a documentation package to transfer knowledge.

Tasks completed in 2014 included a literature review and an environmental scan to identify any current ESRD peer-mentoring programs (*SIP Report: Framework for ESRD Patient Mentoring and Peer-to-Peer Support*).

Because no formal peer-to-peer program was found within the MARC region, a large academicbased facility in Lynchburg, VA, was identified to serve as the observation study site. MARC conducted a site visit in September 2014, to gather information regarding the desired format of an ESRD peer program. The project team spoke with 31 in-center patients, 10 home patients and care partners, and 57 staff to assess the patient needs and available resources for a P2P program. The findings from the literature review and environmental scan, complemented by the information gathered onsite, was used to develop a peer mentoring intervention for patients with ESRD.

In 2015, this pilot program will be implemented and evaluated to examine whether the approach is effective in improving patient self-management and quality of life and in reducing frequent hospitalizations.

List of Tables

The following data tables are presented in the CMS-prescribed format:*

Table 1:	ESRD Incidence
Table 2:	ESRD Dialysis Prevalence
Table 3:	Dialysis Modality by Setting – Home
Table 4:	Dialysis Modality by Setting – In-Center
Table 5:	Renal Transplants – Number by Transplant State
Table 6:	Renal Transplants – Number by Transplant Type, Age, Race, Sex and Primary Diagnosis
Table 7:	Dialysis Deaths
Table 8:	Vocational Rehabilitation

*Tables are taken directly from CMS CROWNWeb. The counts are preliminary and subject to change; their accuracy has not been verified.

Age Group	DC	MD	VA	WV	Other	Total
00-04	0	8	4	0	2	14
05-09	0	2	5	1	0	8
10-14	1	4	5	1	0	11
15-19	2	8	8	2	1	21
20-24	3	18	22	2	2	47
25-29	5	33	36	7	4	85
30-34	11	54	60	16	3	144
35-39	11	72	99	20	7	209
40-44	24	96	120	29	6	275
45-49	30	149	199	38	8	424
50-54	30	196	258	47	13	544
55-59	44	261	287	94	13	699
60-64	42	273	365	91	23	794
65-69	44	318	421	108	32	923
70-74	28	294	392	101	19	834
75-79	43	231	308	85	16	683
80-84	15	167	219	54	13	468
>=85	27	143	137	47	8	362
Total	360	2,327	2,945	743	170	6,545
Gender	DC	MD	VA	WV	Other	Total
Female	169	989	1,234	339	62	2,793
Male	191	1,338	1,711	404	108	3,752
Not Specified	0	0	0	0	0	0
Total	360	2,327	2,945	743	170	6,545
Race	DC	MD	VA	WV	Other	Total
American Indian/Alaska Native	0	2	2	0	0	4
Asian	0	66	116	0	4	186
Black or African American	298	1,233	1,252	61	52	2,896
Multiracial	0	3	4	0	0	7
Native Hawaiian or Other Pacific Islander	1	12	21	0	2	36
White	59	992	1,541	682	112	3,386
Not Specified	2	19	9	0	0	30
Total	360	2,327	2,945	743	170	6,545
Primary Diagnosis	DC	MD	VA	WV	Other	Total
Cystic/Hereditary/Congenital Diseases	8	68	79	18	8	181
Diabetes	111	801	1,223	357	74	2,566
Glomerulonephritis	6	131	152	30	5	324
Hypertension/Large Vessel Disease	164	831	869	174	44	2,082
Interstitial Nephritis/Pyelonephritis	0	37	71	25	6	139
Miscellaneous Conditions	17	166	208	77	13	481
Neoplasms/Tumors	5	33	56	12	5	111
Secondary GN/Vasculitis	5	31	56	13	2	107
Not Specified	44	229	231	37	13	554
Total	360	2,327	2,945	743	170	6,545

Table 1: ESRD Incidence - One Year Statistics As of 1/1/2014 - 12/31/2014

Source of Information: CROWNWeb

Race: The categories are from the CMS-2728 Form.

Diagnosis: The categories are from the CMS 2728 Form.

This table cannot be compared to the CMS facility survey because the CMS Facility Survey is limited to dialysis patients receiving outpatient services from Medicare approved dialysis facilities.

This table includes 173 patients with transplant therapy as an initial treatment.

This table includes 87 patients receiving treatment at VA facilities.

*Tables are taken directly from CMS CROWNWeb. The counts are preliminary and subject to change; their accuracy has not been verified.

		MD	Other	\/Δ	\٨/\/	Total
Age Group	0	12	1	8	0	22
05-09	0	3	0	3	2	8
10.14	2	3	0	3	2	10
15-10	2	4	0	15	1	20
20.24	- 12	9 61	5	72	4	164
20-24	12	152	5	160	14	264
20-24	21 56	220	9	202	10	501
35-30	05	230	7	293	43	033
40.44	127	195	10	409 505	00	1 227
45-49	157	716	12	950	126	1,027
45-49	159	061	21	000	150	1,002
50-54	210	901	30	1,093	104	2,471
55-59	270	1,131	41	1,402	273	3,117
60-64 CF CD	276	1,258	49	1,496	284	3,303
00-09	246	1,217	40	1,547	324	3,380
70-74	191	1,090	47	1,348	273	2,949
75-79	151	863	59	1,120	214	2,407
80-84	94	607	19	131	151	1,608
>=85	87	445	17	492	110	1,151
lotal	2,004	9,556	382	11,643	2,170	25,755
Gender	DC	MD	Other	VA	WV	I otal
Female	909	4,210	145	5,092	966	11,322
	1,095	5,346	237	6,551	1,204	14,433
lotal	2,004	9,556	382	11,643	2,170	25,755
Ethnicity	DC	MD	Other	VA	VVV	Total
Hispanic or Latino	126	324	13	555	18	1,036
Not Hispanic or Latino	1,878	9,229	367	11,083	2,152	24,709
Not Specified	0	3	2	5	0	10
Total	2,004	9,556	382	11,643	2,170	25,755
Race	DC	MD	Other	VA	WV	Total
American Indian/Alaska Native	1	2	0	7	1	11
Asian	10	242	4	436	1	693
Black or African American	1,754	6,306	148	6,559	274	15,041
White	239	3,006	230	4,641	1,894	10,010
Total	2,004	9,556	382	11,643	2,170	25,755
Primary Diagnosis	DC	MD	Other	VA	WV	Total
Acquired obstructive uropathy	6	43	1	77	22	149
Acute interstitial nephritis	2	11	0	18	4	35
AIDS nephropathy	52	142	4	51	6	255
Amyloidosis	2	22	1	21	6	52
Analgesic abuse	1	6	0	14	1	22
Cholesterol emboli, renal emboli	0	8	1	8	2	19
Chronic interstitial nephritis	7	55	3	58	16	139
Chronic pyelonephritis, reflux nephropathy	1	17	2	31	11	62
Complications of other specified transplanted organ	0	1	0	0	1	2

Table 2: ESRD Dialysis Prevalence - One Year Statistics As of 1/1/2014 - 12/31/2014

Complications of transplanted bone marrow	0	0	0	1	0	1
Complications of transplanted heart	1	5	0	8	3	17
Complications of transplanted intestine	0	2	0	0	0	2
Complications of transplanted kidney	8	145	12	227	53	445
Complications of transplanted liver	0	2	0	16	7	25
Complications of transplanted lung	0	0	0	0	1	1
Complications of transplanted organ unspecified	0	6	0	3	2	11
Congenital nephrotic syndrome	0	10	0	4	0	14
Congenital obstruction of ureterpelvic junction	1	8	0	5	2	16
Congenital obstruction of uretrovesical junction	0	3	0	1	0	4
Cystinosis	0	2	0	2	0	4
Dense deposit disease, MPGN type 2	0	3	0	3	2	8
Diabetes with renal manifestations Type 1	51	236	9	338	81	715
Diabetes with renal manifestations Type 2	583	3,049	154	4,235	942	8,963
Drash syndrome, mesangial sclerosis	2	7	0	2	1	12
Etiology uncertain	102	458	16	485	97	1,158
Fabry's disease	0	1	0	1	0	2
Focal Glomerulonephritis, focal sclerosing GN	55	322	15	390	50	832
Glomerulonephritis (GN) (histologically not examined)	29	245	9	285	46	614
Goodpasture's syndrome	0	5	0	17	4	26
Gouty nephropathy	0	3	0	4	0	7
Hemolytic uremic syndrome	0	9	1	8	4	22
Henoch-Schonlein syndrome	0	1	0	5	0	6
Hepatorenal syndrome	1	4	0	11	8	24
Hereditary nephritis, Alport's syndrome	0	11	1	14	9	35
Hypertension: Unspecified with renal failure	881	3,445	94	3,763	492	8,675
IgA nephropathy, Berger's disease (proven by immunofluorescence)	7	45	3	94	19	168
IgM nephropathy (proven by immunofluorescence)	0	5	0	7	0	12
Lead nephropathy	0	0	0	1	0	1
Lupus erythematosus, (SLE nephritis)	28	103	4	150	17	302
Lymphoma of kidneys	1	2	0	1	1	5
Medullary cystic disease, including nephronophthisis	0	1	0	5	0	6
Membranoproliferative GN type 1, diffuse MPGN	4	17	1	31	3	56
Membranous nephropathy	5	36	5	58	5	109
Multiple myeloma	5	29	2	40	8	84
Nephrolithiasis	1	12	1	17	5	36
Nephropathy caused by other agents	1	17	4	36	6	64
Nephropathy due to heroin abuse and related drugs	0	8	1	4	0	13
Other (congenital malformation syndromes)	2	2	1	7	1	13
Other Congenital obstructive uropathy	3	15	0	13	4	35
Other disorders of calcium metabolism	0	3	0	2	0	5
Other immuno proliferative neoplasms (including light chain nephropathy)	0	5	1	7	0	13
Other proliferative GN	6	33	4	34	5	82
Other renal disorders	17	99	1	103	15	235
Other Vasculitis and its derivatives	5	11	0	20	4	40
Polyarteritis	0	1	0	8	1	10
Polycystic kidneys, adult type (dominant)	23	159	7	232	62	483

Polycystic, infantile (recessive)	1	1	0	4	3	9
Post infectious GN, SBE	0	5	0	5	1	11
Post partum renal failure	0	2	0	2	0	4
Primary oxalosis	0	0	0	3	0	3
Prune belly syndrome	0	1	2	0	0	3
Radiation nephritis	0	2	0	2	0	4
Renal artery occlusion	1	4	1	6	4	16
Renal artery stenosis	3	17	1	51	17	89
Renal hypoplasia, dysplasia, oligonephronia	1	9	0	22	3	35
Renal tumor (benign)	1	2	0	1	0	4
Renal tumor (malignant)	0	18	1	36	3	58
Renal tumor (unspecified)	0	0	0	1	1	2
Scleroderma	0	5	0	8	1	14
Secondary GN, other	0	11	1	14	4	30
Sickle cell disease/anemia	2	14	0	13	1	30
Sickle cell trait and other sickle cell (HbS/Hb other)	0	1	0	1	0	2
Traumatic or surgical loss of kidney(s)	1	7	1	10	3	22
Tuberous sclerosis	0	3	0	2	3	8
Tubular necrosis (no recovery)	8	113	5	138	38	302
Urinary tract tumor (malignant)	0	2	0	3	1	6
Urinary tract tumor (unspecified)	0	1	0	0	0	1
Urolithiasis	0	1	0	3	0	4
Wegener's granulomatosis	0	9	0	36	13	58
With lesion of rapidly progressive GN	1	11	2	13	6	33
Not Specified	92	427	10	293	39	861
Total	2,004	9,556	382	11,643	2,170	25,755

When a category count = 0, the category may not be displayed on the report.

*Tables are taken directly from CMS CROWNWeb. The counts are preliminary and subject to change; their accuracy has not been verified.

Table 3: Dialysis Patients Modality and Setting - In HomeFor Survey Years 2013 and 2014

State: DC										
	He	mo	CA	PD	CC	PD	Otl	her	То	tal
Facility CCN	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
090004	0	0	0	0	0	0	0	0	0	0
090011	0	0	0	0	0	0	0	0	0	0
09002F	0	0	1	2	2	2	0	0	3	4
092501	0	0	0	3	3	4	0	0	3	7
092503	0	0	3	11	14	12	0	0	17	23
092505	0	0	0	0	0	0	0	0	0	0
092508	0	0	0	0	0	0	0	0	0	0
092510	0	0	0	0	0	0	0	0	0	0
092513	0	0	0	0	0	0	0	0	0	0
092515	0	0	0	0	0	0	0	0	0	0
092516	15	18	1	1	6	8	0	0	22	27
092517	0	0	0	0	0	0	0	0	0	0
092518	0	0	10	9	37	36	0	0	47	45
092519	0	0	2	0	6	0	0	0	8	0
092520	0	0	5	4	5	2	0	0	10	6
092521	4	6	1	1	7	8	0	0	12	15
092522	0	0	0	0	0	0	0	0	0	0
092524	0	0	0	0	0	0	0	0	0	0
092525	0	0	1	0	1	1	0	0	2	1
092526	0	0	29	9	8	3	0	0	37	12
092527	0	1	0	0	0	0	0	0	0	1
092528	0	0	1	0	1	0	0	0	2	0
092529^	0	0	0	0	0	0	0	0	0	0
093300	0	0	0	0	10	14	0	0	10	14
DC Totals	19	25	54	40	100	90	0	0	173	155
State: MD										

State: MD

	He	mo	CA	PD	CCPD Other		Total			
Facility CCN	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
210004	0	0	10	13	6	7	0	0	16	20
210009	0	0	0	0	7	8	0	0	7	8
210013	0	0	1	0	2	3	0	0	3	3
210024	0	0	0	0	0	0	0	0	0	0
210027	0	0	4	4	4	8	0	0	8	12
210056	0	0	3	1	6	2	0	0	9	3
21007F	0	0	2	1	0	0	0	0	2	1
212003	0	0	0	0	0	0	0	0	0	0
212501	0	0	0	0	0	0	0	0	0	0
212503	0	0	0	0	0	0	0	0	0	0
212504	0	0	0	0	0	0	0	0	0	0
212507	0	0	0	0	0	0	0	0	0	0
212510	0	1	2	2	24	20	0	0	26	23
212511	0	0	0	0	0	0	0	0	0	0

212512	0	0	33	26	13	16	0	0	46	42
212513	0	0	0	0	0	0	0	0	0	0
212515	0	0	5	4	28	27	0	0	33	31
212516	0	0	0	0	0	0	0	0	0	0
212520	0	0	7	12	4	3	0	0	11	15
212522	0	0	2	2	12	16	0	0	14	18
212523	0	0	3	2	10	9	0	0	13	11
212525	0	0	1	3	2	2	0	0	3	5
212528	0	0	0	0	0	0	0	0	0	0
212529	3	0	0	1	2	0	0	0	5	1
212530	0	0	0	0	0	0	0	0	0	0
212531	0	0	2	5	3	2	0	0	5	7
212534	7	6	8	8	4	3	0	0	19	17
212535	0	0	0	0	23	24	0	0	23	24
212536	0	0	0	0	0	0	0	0	0	0
212537	0	1	0	1	8	10	1	0	9	12
212538	0	0	0	0	0	0	0	0	0	0
212539	0	0	0	0	0	0	0	0	0	0
212541	0	0	0	0	0	0	0	0	0	0
212542	0	0	0	0	0	0	0	0	0	0
212543	0	0	0	0	0	0	0	0	0	0
212544	0	1	0	0	0	0	0	0	0	1
212545	0	0	0	0	0	0	0	0	0	0
212546	0	0	0	0	0	0	0	0	0	0
212548	0	0	0	0	0	0	0	0	0	0
212549	0	0	1	0	1	0	0	0	2	0
212551	0	0	0	0	0	0	0	0	0	0
212552	7	6	1	2	29	35	0	0	37	43
212556	0	0	0	0	0	0	0	0	0	0
212557	3	2	0	1	6	5	0	0	9	8
212560	0	1	0	0	0	0	0	0	0	1
212563	0	0	0	0	0	0	0	0	0	0
212564	0	0	2	1	7	5	0	0	9	6
212565	0	0	0	0	0	0	0	0	0	0
212566	0	0	0	0	0	0	0	0	0	0
212568	0	0	7	7	6	10	0	0	13	17
212573	0	0	1	0	9	16	0	0	10	16
212574	0	1	0	0	0	0	0	0	0	1
212576	0	0	0	0	4	0	0	0	4	0
212577	0	0	0	0	0	0	0	0	0	0
212578	0	0	0	0	0	0	0	0	0	0
212583	0	0	0	0	0	0	0	0	0	0
212585	0	0	5	7	7	9	0	0	12	16
212586	0	0	0	0	0	0	0	0	0	0
212587	0	0	0	0	0	0	0	0	0	0
212588	0	0	0	0	0	0	0	0	0	0
212590	0	0	0	0	0	0	0	0	0	0

212592	17	16	3	3	15	13	0	0	35	32
212593	0	0	0	0	1	1	0	0	1	1
212594	0	0	0	1	3	2	0	0	3	3
212595	0	0	0	0	0	0	0	0	0	0
212597	0	0	0	0	0	0	0	0	0	0
212598	9	7	2	1	17	29	0	0	28	37
212603	0	0	0	0	0	0	0	0	0	0
212605	0	0	2	2	13	9	0	0	15	11
212609	0	0	0	0	0	0	0	0	0	0
212610	0	0	6	6	12	10	0	0	18	16
212611	0	0	0	1	0	1	0	0	0	2
212612	0	0	0	0	0	0	0	0	0	0
212613	0	0	0	0	4	0	0	0	4	0
212614	4	11	3	3	5	4	0	0	12	18
212615	0	0	0	0	0	0	0	0	0	0
212616	0	0	0	0	0	0	0	0	0	0
212618	0	0	0	0	0	0	0	0	0	0
212619	0	0	0	0	0	0	0	0	0	0
212620	0	0	0	0	1	0	0	0	1	0
212621	0	0	0	0	0	0	0	0	0	0
212622	0	0	0	0	0	0	0	0	0	0
212625	0	0	0	0	0	0	0	0	0	0
212626	0	0	1	1	1	5	0	0	2	6
212627	0	0	0	0	0	0	0	0	0	0
212628	0	0	0	0	0	0	0	0	0	0
212629	0	0	0	0	0	0	0	0	0	0
212630	0	0	0	0	0	0	0	0	0	0
212631	0	0	0	0	0	0	0	0	0	0
212632	0	0	0	0	0	0	0	0	0	0
212633	1	1	2	1	5	4	0	0	8	6
212634	0	0	0	0	0	0	0	0	0	0
212636	0	0	0	0	0	0	0	0	0	0
212637	0	0	0	0	0	0	0	0	0	0
212638	7	4	9	12	11	11	1	1	28	28
212639	0	0	0	0	0	0	0	0	0	0
212640	0	0	2	4	20	19	0	0	22	23
212641	0	0	3	0	10	7	0	0	13	7
212643	0	0	1	2	0	0	0	0	1	2
212646	0	0	0	0	0	0	0	0	0	0
212647	1	0	0	0	0	0	0	0	1	0
212649	0	0	0	0	0	0	0	0	0	0
212650	0	0	0	0	0	0	0	0	0	0
212651	0	0	0	0	0	0	0	0	0	0
212653	0	0	0	0	0	0	0	0	0	0
212654	0	0	0	0	0	0	0	0	0	0
212655	0	0	0	0	0	0	0	0	0	0

212656	0	0	0	0	0	0	0	0	0	0
212657	0	0	0	1	5	6	0	0	5	7
212659	24	21	13	12	59	66	0	0	96	99
212660	0	0	2	3	4	6	0	0	6	9
212662	7	8	2	3	3	1	0	0	12	12
212663	0	0	0	0	2	6	0	0	2	6
212664	4	6	18	17	11	13	0	0	33	36
212665	0	0	0	0	3	3	0	0	3	3
212666	0	0	0	0	0	0	0	0	0	0
212667	0	0	0	0	10	13	0	0	10	13
212668	0	0	0	0	0	0	0	0	0	0
212669	0	0	0	0	0	0	0	0	0	0
212670	1	2	3	8	15	19	0	0	19	29
212671	0	0	0	0	0	0	0	0	0	0
212672	0	0	2	2	2	7	0	0	4	9
212673	0	0	2	2	16	21	0	0	18	23
212674	0	1	0	3	20	27	0	0	20	31
212675	0	0	0	0	0	3	0	0	0	3
212676	0	0	0	1	3	4	0	0	3	5
212677	0	0	0	1	0	1	0	0	0	2
212678	0	0	5	4	3	12	0	0	8	16
212679	3	5	0	0	0	0	0	0	3	5
212680	0	0	0	0	0	0	0	0	0	0
212681^	0	0	0	0	0	0	0	0	0	0
212682^	0	0	0	1	0	3	0	0	0	4
212683^	0	0	0	0	0	3	0	0	0	3
212684^	0	0	0	8	0	17	0	0	0	25
212685^	0	0	0	0	0	0	0	0	0	0
212686^	0	0	0	0	0	0	0	0	0	0
212687^	0	1	0	0	0	6	0	0	0	7
212688^	0	0	0	0	0	0	0	0	0	0
212689^	0	0	0	1	0	0	0	0	0	1
213503	0	0	0	0	0	0	0	0	0	0
MD Totals	108	102	181	207	501	592	2	1	792	902

State: VA

	He	Hemo		CAPD		CCPD		her	Total	
Facility CCN	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
490007	0	0	0	0	0	0	0	0	0	0
490009	8	5	35	53	12	8	0	0	55	66
490032	0	0	0	0	0	0	0	0	0	0
490067	0	0	0	0	0	0	0	0	0	0
49006F	0	0	1	0	6	4	0	0	7	4
49008F	0	0	0	0	0	0	0	0	0	0
49010F	5	4	0	0	0	0	0	0	5	4
49011F	0	0	0	3	2	1	0	0	2	4
492501	0	0	4	4	10	8	0	0	14	12
492502	0	0	0	0	0	0	0	0	0	0

492503	2	1	2	4	7	6	0	0	11	11
492504	0	1	1	3	8	9	0	0	9	13
492505	0	0	20	18	4	6	0	0	24	24
492506	0	0	0	0	0	1	0	0	0	1
492507	10	14	2	1	19	15	0	0	31	30
492508	5	0	2	1	18	2	0	0	25	3
492513	0	0	0	0	0	0	0	0	0	0
492516	0	0	2	1	13	12	0	0	15	13
492517	0	0	0	0	0	0	0	0	0	0
492521	0	0	2	3	22	22	0	0	24	25
492522	0	0	1	0	20	14	0	0	21	14
492523	3	7	1	2	42	30	4	3	50	42
492524	0	0	0	0	0	0	0	0	0	0
492525	0	2	0	2	5	4	0	0	5	8
492526	0	0	0	0	0	0	0	0	0	0
492527	5	7	4	2	7	9	0	0	16	18
492528	0	0	0	0	1	2	0	0	1	2
492529	0	0	0	0	1	0	0	0	1	0
492530	4	3	1	4	12	12	0	0	17	19
492531	0	0	0	0	0	0	0	0	0	0
492532	0	0	0	0	0	0	0	0	0	0
492533	4	7	2	1	11	10	0	0	17	18
492534	0	0	5	2	11	5	0	0	16	7
492535	0	0	0	0	0	0	0	0	0	0
492536	0	1	0	0	2	2	0	0	2	3
492537	0	0	2	2	10	11	0	0	12	13
492538	0	0	0	0	0	0	0	0	0	0
492539	0	0	0	0	2	5	0	0	2	5
492541	0	0	0	0	0	0	0	0	0	0
492043	0	0	2	3	0	5	0	0	0	0
492545	0	0	0	0	0	0	0	0	0	0
492548	0	0	0	0	0	0	0	0	0	0
492549	0	0	0	0	0	0	0	0	0	0
492551	0	0	0	0	0	0	0	0	0	0
492552	0	0	6	10	13	12	0	0	19	22
492554	0	0	0	0	0	0	0	0	0	0
492556	18	15	4	8	80	84	0	0	102	107
492558	8	9	0	0	0	0	0	0	8	9
492559	0	0	0	0	0	0	0	0	0	0
492560	7	7	1	1	13	11	0	0	21	19
492561	15	13	2	4	29	30	0	0	46	47
492562	0	0	0	0	0	0	0	0	0	0
492563	0	0	1	2	12	5	0	0	13	7
492564	0	0	5	5	14	11	0	0	19	16
492565	0	0	0	0	0	0	0	0	0	0
492567	5	7	8	10	15	25	0	0	28	42

492570	6	10	13	10	27	40	0	0	46	60
492572	1	1	0	0	0	0	0	0	1	1
492573	0	0	0	0	12	9	0	0	12	9
492574	0	0	0	0	0	0	0	0	0	0
492575	0	0	0	0	0	0	0	0	0	0
492576	0	0	0	0	0	0	0	0	0	0
492578	0	0	0	0	0	2	0	0	0	2
492579	0	0	0	0	0	0	0	0	0	0
492580	10	6	4	2	7	2	3	7	24	17
492581	0	0	0	0	0	0	0	0	0	0
492583	0	0	0	1	13	8	0	0	13	9
492587	0	0	6	5	7	9	0	0	13	14
492588	0	0	0	0	0	0	0	0	0	0
492589	0	0	0	0	0	0	0	0	0	0
492590	0	0	6	6	6	6	0	0	12	12
492591	2	3	7	9	23	22	0	0	32	34
492592	2	1	2	2	22	13	0	0	26	16
492593	0	0	0	0	0	0	0	0	0	0
492594	9	8	0	0	0	0	0	0	9	8
492595	4	5	2	1	8	15	0	0	14	21
492596	3	2	6	2	1	5	0	0	10	9
492598	2	5	2	2	21	21	0	0	25	28
492599	0	0	0	4	0	4	0	0	0	8
492600	0	0	0	0	0	0	0	0	0	0
492602	0	1	5	9	1	1	0	0	6	11
492603	0	0	11	13	6	4	0	0	17	17
492604	1	1	18	14	29	20	0	0	48	35
492605	0	0	0	0	0	0	0	0	0	0
492607	0	0	0	0	0	0	0	0	0	0
492608	0	0	0	0	0	0	0	0	0	0
492610	1	0	0	0	0	0	0	0	1	0
492615	0	0	0	0	2	3	0	0	2	3
492616	0	0	0	0	0	0	0	0	0	0
492617	0	0	0	0	0	0	0	0	0	0
492618	0	0	0	0	0	0	0	0	0	0
492619	12	7	2	3	9	16	0	1	23	27
492620	2	3	9	9	5	5	0	0	16	17
492622	0	0	2	2	3	3	0	0	5	5
492623	0	0	0	0	0	0	0	0	0	0
492624	0	0	0	0	2	3	0	0	2	3
492625	0	0	0	0	0	2	0	0	0	2
492626	0	0	0	0	0	0	0	0	0	0
492627	0	0	0	0	0	0	0	0	0	0
492628	2	1	9	7	3	1	0	0	14	9
492629	0	0	3	0	6	0	0	0	9	0
492630	1	3	0	0	6	6	0	0	7	9

492631	0	0	0	0	0	0	0	0	0	0
492632	0	1	3	0	1	2	0	0	4	3
492633	0	0	0	0	0	0	0	0	0	0
492634	0	1	21	17	11	21	0	0	32	39
492635	0	0	0	0	0	0	0	0	0	0
492636	5	3	0	0	0	0	0	0	5	3
492637	0	0	0	0	0	0	0	0	0	0
492638	0	0	1	0	1	0	0	0	2	0
492639	0	0	0	0	0	0	0	0	0	0
492640	28	26	0	0	0	0	0	0	28	26
492641	0	0	0	0	0	0	0	0	0	0
492643	0	0	0	0	0	0	0	0	0	0
492645	0	0	0	0	0	0	0	0	0	0
492646	0	0	0	0	0	1	0	0	0	1
492647	0	0	4	1	2	4	0	0	6	5
492648	0	0	0	0	0	0	0	0	0	0
492649	0	0	0	0	0	0	0	0	0	0
492650	0	0	0	0	0	0	0	0	0	0
492651	7	10	6	7	11	8	0	0	24	25
492652	0	0	2	1	7	9	0	0	9	10
492653	22	24	13	12	22	18	0	0	57	54
492654	0	0	0	0	0	0	0	0	0	0
492655	0	0	0	0	0	0	0	0	0	0
492656	0	0	1	1	3	4	0	0	4	5
492657	0	0	0	1	1	4	0	0	1	5
492658	0	0	0	0	0	0	0	0	0	0
492659	0	4	3	3	6	11	0	0	9	18
492660	0	0	0	0	0	0	0	0	0	0
492661	0	0	0	0	0	0	0	0	0	0
492662	0	3	2	4	2	3	0	0	4	10
492663	0	0	0	0	0	0	0	0	0	0
492664	0	0	0	0	0	0	0	0	0	0
492665	0	0	0	0	0	0	0	0	0	0
492666	0	0	0	0	0	0	0	0	0	0
492667	18	17	0	1	1	1	1	0	20	19
492668	0	0	0	0	0	0	0	0	0	0
492669	16	24	3	14	29	35	0	0	48	73
492670	0	0	2	2	17	25	0	0	19	27
492671	0	0	0	0	1	2	0	0	1	2
492672	4	5	0	5	19	20	1	0	24	30
492673	0	0	0	0	0	2	0	0	0	2
492674^	0	4	0	2	0	20	0	0	0	26
492675^	0	0	0	0	0	0	0	0	0	0
492676^	0	0	0	0	0	0	0	0	0	0
492677^	0	0	0	0	0	0	0	0	0	0
492678^	0	1	0	1	0	0	0	0	0	2
492679^	0	0	0	0	0	1	0	0	0	1

493301	0	0	0	0	2	4	0	0	2	4
493504	0	0	0	0	5	0	0	0	5	0
493505	0	0	0	0	0	0	0	0	0	0
493507	0	0	0	0	0	0	0	0	0	0
493509	0	0	0	0	0	0	0	0	0	0
493511	0	0	0	0	0	0	0	0	0	0
493512	0	1	0	0	0	0	0	0	0	1
493513	34	43	2	2	5	5	7	0	48	50
493514	0	0	0	0	0	0	0	0	0	0
493515^	0	0	0	0	0	0	0	0	0	0
499996	0	0	0	0	0	0	0	0	0	0
499997	0	0	0	0	0	0	0	0	0	0
VA Totals	291	327	286	324	792	801	16	11	1,385	1,463

State: WV

	Hemo		CAPD		CC	PD	Otl	her	To	tal
Facility CCN	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
510001	0	0	0	0	0	0	0	0	0	0
510022	0	0	0	0	0	0	0	0	0	0
512502	5	11	5	10	6	9	3	0	19	30
512503	8	6	6	7	8	8	0	0	22	21
512505	5	0	2	0	0	0	0	0	7	0
512506	9	16	2	2	12	8	0	0	23	26
512507	0	0	0	0	0	0	0	0	0	0
512508	1	1	1	2	6	4	0	0	8	7
512509	1	0	0	0	4	6	0	0	5	6
512511	4	4	1	0	3	1	0	0	8	5
512513	0	0	7	5	5	7	0	0	12	12
512514	0	0	1	2	0	0	0	0	1	2
512515	0	1	4	2	2	7	0	0	6	10
512516	0	0	1	1	0	0	0	0	1	1
512517	0	0	0	0	0	0	0	0	0	0
512518	0	0	0	0	5	4	0	0	5	4
512519	0	1	1	6	18	15	0	0	19	22
512520	2	3	29	25	19	20	0	0	50	48
512521	0	0	0	0	0	0	0	0	0	0
512522	0	0	0	0	0	0	0	0	0	0
512523	3	1	2	2	12	17	0	0	17	20
512524	1	0	2	1	6	9	0	0	9	10
512525	0	0	0	3	6	5	0	0	6	8
512527	0	1	2	3	1	4	0	0	3	8
512528	0	0	0	0	0	0	0	0	0	0
512529	4	3	2	4	1	1	0	0	7	8
512530	0	0	1	0	1	1	0	0	2	1
512531	0	0	0	0	0	0	0	0	0	0
512532	6	7	3	4	9	9	0	0	18	20
512533	8	8	5	2	5	1	0	0	18	11

512534	1	4	1	5	8	8	0	0	10	17
512535	4	3	6	2	2	12	0	0	12	17
512536	1	1	1	2	0	1	0	0	2	4
512537	0	0	0	0	6	4	0	0	6	4
512538	0	0	0	1	0	1	0	0	0	2
512539	0	3	1	2	5	6	0	0	6	11
WV Totals	63	74	86	93	150	168	3	0	302	335

Network

	Hemo		CAPD		CCPD		Other		Total	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Network Totals	481	528	607	664	1,543	1,651	21	12	2,652	2,855

Source of Information: Facility Survey (CMS 2744) and CROWNWeb

Date of Preparation: May 2015

This table includes 17 Veterans Affairs Facility patients for 2013 and 16 Veterans Affairs Facility patients for 2014.

^ Facility not operational in 2013

* Facility does not have a generated 2744 in 2014

*Tables are taken directly from CMS CROWNWeb. The counts are preliminary and subject to change; their accuracy has not been verified.

Table 4: Dialysis Patients Modality and Setting - In CenterFor Survey Years 2013 and 2014

State: DC			-					
	He	mo	P	D	То	tal	Total In-Cen	ter & Home
Facility CCN	2013	2014	2013	2014	2013	2014	2013	2014
090004	0	0	0	0	0	0	0	0
090011	0	0	0	0	0	0	0	0
09002F	62	60	0	0	62	60	65	64
092501	90	78	0	0	90	78	93	85
092503	192	195	0	0	192	195	209	218
092505	63	69	0	1	63	70	63	70
092508	74	76	0	0	74	76	74	76
092510	112	100	0	0	112	100	112	100
092513	143	145	0	0	143	145	143	145
092515	104	98	0	0	104	98	104	98
092516	0	0	0	0	0	0	22	27
092517	132	134	0	0	132	134	132	134
092518	124	123	0	0	124	123	171	168
092519	123	130	0	0	123	130	131	130
092520	95	95	1	1	96	96	106	102
092521	182	181	3	1	185	182	197	197
092522	48	54	0	0	48	54	48	54
092524	56	56	0	0	56	56	56	56
092525	77	66	0	0	77	66	79	67
092526	0	0	0	0	0	0	37	12
092527	61	65	0	0	61	65	61	66
092528	111	117	0	1	111	118	113	118
092529^	0	0	0	0	0	0	0	0
093300	18	16	0	0	18	16	28	30
DC Totals	1,867	1,858	4	4	1,871	1,862	2,044	2,017

State: MD

	Hemo		Р	D	Total		Total In-Center & Home	
Facility CCN	2013	2014	2013	2014	2013	2014	2013	2014
210004	79	76	0	0	79	76	95	96
210009	0	0	0	0	0	0	7	8
210013	143	158	0	0	143	158	146	161
210024	100	122	0	0	100	122	100	122
210027	89	107	0	0	89	107	97	119
210056	287	289	9	14	296	303	305	306
21007F	27	29	0	0	27	29	29	30
212003	61	55	0	0	61	55	61	55
212501	90	91	0	0	90	91	90	91
212503	47	52	0	0	47	52	47	52
212504	59	63	0	0	59	63	59	63
212507	18	15	0	0	18	15	18	15
212510	91	92	0	0	91	92	117	115
212511	65	61	0	0	65	61	65	61

212512	63	61	0	0	63	61	109	103
212513	65	62	0	0	65	62	65	62
212515	96	98	0	0	96	98	129	129
212516	88	84	0	0	88	84	88	84
212520	60	59	0	0	60	59	71	74
212522	123	127	0	0	123	127	137	145
212523	88	89	0	0	88	89	101	100
212525	53	51	0	0	53	51	56	56
212528	124	123	0	0	124	123	124	123
212529	36	32	0	0	36	32	41	33
212530	135	133	0	0	135	133	135	133
212531	26	23	0	1	26	24	31	31
212534	88	78	0	0	88	78	107	95
212535	95	93	0	0	95	93	118	117
212536	104	104	0	0	104	104	104	104
212537	62	70	1	1	63	71	72	83
212538	87	88	0	0	87	88	87	88
212539	76	78	0	0	76	78	76	78
212541	71	81	0	0	71	81	71	81
212542	146	152	0	0	146	152	146	152
212543	78	74	0	0	78	74	78	74
212544	91	79	0	0	91	79	91	80
212545	101	109	0	0	101	109	101	109
212546	99	96	0	0	99	96	99	96
212548	13	18	0	0	13	18	13	18
212549	38	46	0	0	38	46	40	46
212551	163	160	0	0	163	160	163	160
212552	132	136	0	0	132	136	169	179
212556	90	85	0	0	90	85	90	85
212557	64	60	0	0	64	60	73	68
212560	50	37	0	0	50	37	50	38
212563	59	51	0	0	59	51	59	51
212564	84	84	0	0	84	84	93	90
212565	24	33	0	0	24	33	24	33
212566	77	85	0	0	77	85	77	85
212568	61	67	0	0	61	67	74	84
212573	70	65	0	0	70	65	80	81
212574	69	75	0	0	69	75	69	76
212576	75	73	1	0	76	73	80	73
212577	66	65	0	0	66	65	66	65
212578	15	14	0	0	15	14	15	14
212583	50	42	0	0	50	42	50	42
212585	40	36	0	0	40	36	52	52
212586	49	41	0	0	49	41	49	41
212587	48	42	0	0	48	42	48	42
212588	60	55	0	0	60	55	60	55
212590	97	97	0	0	97	97	97	97

212592	104	106	0	0	104	106	139	138
212593	77	92	0	0	77	92	78	93
212594	90	96	0	0	90	96	93	99
212595	101	89	0	0	101	89	101	89
212597	3	4	0	0	3	4	3	4
212598	124	122	0	0	124	122	152	159
212603	58	51	0	0	58	51	58	51
212605	88	90	0	1	88	91	103	102
212609	62	58	0	0	62	58	62	58
212610	79	79	0	0	79	79	97	95
212611	63	63	0	0	63	63	63	65
212612	75	77	0	0	75	77	75	77
212613	87	88	0	0	87	88	91	88
212614	138	119	0	0	138	119	150	137
212615	58	63	0	0	58	63	58	63
212616	67	63	0	0	67	63	67	63
212618	64	28	0	0	64	28	64	28
212619	36	35	0	0	36	35	36	35
212620	112	133	0	0	112	133	113	133
212621	77	72	0	0	77	72	77	72
212622	51	61	0	0	51	61	51	61
212625	43	44	0	0	43	44	43	44
212626	79	75	0	0	79	75	81	81
212627	41	37	0	0	41	37	41	37
212628	59	47	0	0	59	47	59	47
212629	64	65	0	0	64	65	64	65
212630	50	52	0	0	50	52	50	52
212631	101	109	0	0	101	109	101	109
212632	24	19	0	0	24	19	24	19
212633	46	46	0	0	46	46	54	52
212634	68	68	0	0	68	68	68	68
212636	28	56	0	0	28	56	28	56
212637	63	46	0	0	63	46	63	46
212638	79	87	1	2	80	89	108	117
212639	49	52	0	0	49	52	49	52
212640	105	95	0	0	105	95	127	118
212641	19	18	0	0	19	18	32	25
212643	52	58	0	0	52	58	53	60
212646	29	24	0	0	29	24	29	24
212647	73	75	0	0	73	75	74	75
212649	19	27	0	0	19	27	19	27
212650	80	85	0	0	80	85	80	85
212651	23	20	0	0	23	20	23	20
212653	68	57	0	0	68	57	68	57
212654	46	44	0	0	46	44	46	44
212655	108	103	0	0	108	103	108	103

212660	30	33	0	0	30	33	36	42
212662	80	89	0	0	80	89	92	101
212663	28	38	0	0	28	38	30	44
212664	94	87	0	0	94	87	127	123
212665	28	30	0	0	28	30	31	33
212666	70	65	0	0	70	65	70	65
212667	0	0	0	0	0	0	10	13
212668	30	34	0	0	30	34	30	34
212669	68	68	0	0	68	68	68	68
212670	47	50	0	0	47	50	66	79
212671	15	23	0	0	15	23	15	23
212672	50	61	0	0	50	61	54	70
212673	0	0	0	0	0	0	18	23
212674	0	0	0	0	0	0	20	31
212675	36	47	0	0	36	47	36	50
212676	31	64	0	0	31	64	34	69
212677	26	31	0	0	26	31	26	33
212678	40	54	0	0	40	54	48	70
212679	16	54	0	0	16	54	19	59
212680	0	16	0	0	0	16	0	16
212681^	0	17	0	0	0	17	0	17
212682^	0	32	0	0	0	32	0	36
212683^	0	37	0	0	0	37	0	40
212684^	0	0	0	0	0	0	0	25
212685^	0	27	0	0	0	27	0	27
212686^	0	27	0	0	0	27	0	27
212687^	0	0	0	0	0	0	0	7
212688^	0	5	0	0	0	5	0	5
212689^	0	0	0	0	0	0	0	1
213503	73	67	0	0	73	67	73	67
MD Totals	8,620	8,897	12	19	8,632	8,916	9,424	9,818

State: VA

	Hemo		PD		Total		Total In-Center & Home	
Facility CCN	2013	2014	2013	2014	2013	2014	2013	2014
490007	0	0	0	0	0	0	0	0
490009	97	101	0	0	97	101	152	167
490032	33	30	0	0	33	30	33	30
490067	79	72	0	0	79	72	79	72
49006F	65	67	0	0	65	67	72	71
49008F	12	11	0	0	12	11	12	11
49010F	43	37	0	0	43	37	48	41
49011F	33	36	0	0	33	36	35	40
492501	139	140	0	0	139	140	153	152
492502	118	120	0	0	118	120	118	120

492503	120	127	0	0	120	127	131	138
492504	66	72	0	0	66	72	75	85
492505	122	115	0	0	122	115	146	139
492506	75	91	0	0	75	91	75	92
492507	115	110	0	0	115	110	146	140
492508	109	109	0	0	109	109	134	112
492513	89	87	0	0	89	87	89	87
492516	101	110	0	0	101	110	116	123
492517	133	123	0	0	133	123	133	123
492521	119	139	0	0	119	139	143	164
492522	31	32	0	0	31	32	52	46
492523	111	115	0	0	111	115	161	157
492524	107	113	0	0	107	113	107	113
492525	62	70	0	0	62	70	67	78
492526	79	65	0	0	79	65	79	65
492527	64	73	0	0	64	73	80	91
492528	66	57	0	0	66	57	67	59
492529	43	48	0	0	43	48	44	48
492530	107	111	0	0	107	111	124	130
492531	22	19	0	0	22	19	22	19
492532	28	27	0	0	28	27	28	27
492533	43	44	0	0	43	44	60	62
492534	61	38	0	0	61	38	77	45
492535	62	64	0	0	62	64	62	64
492536	33	35	0	0	33	35	35	38
492537	114	118	0	0	114	118	126	131
492538	65	67	0	0	65	67	65	67
492539	44	41	0	0	44	41	46	46
492541	86	79	0	0	86	79	86	79
492543	63	65	0	0	63	65	71	73
492545	104	98	0	0	104	98	104	98
492546	17	17	0	0	17	17	17	17
492548	82	92	0	0	82	92	82	92
492549	73	83	0	0	73	83	73	83
492551	82	73	0	0	82	73	82	73
492552	91	103	0	0	91	103	110	125
492554	75	65	0	0	75	65	75	65
492556	94	93	0	0	94	93	196	200
492558	55	54	0	0	55	54	63	63
492559	94	98	0	0	94	98	94	98
492560	63	66	0	0	63	66	84	85
492561	98	105	0	0	98	105	144	152
492562	57	58	0	0	57	58	57	58
492563	48	45	0	0	48	45	61	52
492564	81	83	0	0	81	83	100	99
492565	48	40	0	0	48	40	48	40
492567	99	108	0	0	99	108	127	150

492570	84	93	0	0	84	93	130	153
492572	38	39	0	0	38	39	39	40
492573	50	42	0	0	50	42	62	51
492574	137	142	0	0	137	142	137	142
492575	106	90	0	0	106	90	106	90
492576	63	59	0	0	63	59	63	59
492578	39	40	0	0	39	40	39	42
492579	49	48	0	0	49	48	49	48
492580	78	86	2	2	80	88	104	105
492581	50	54	0	0	50	54	50	54
492583	40	42	0	0	40	42	53	51
492587	59	65	0	0	59	65	72	79
492588	92	93	0	0	92	93	92	93
492589	93	96	0	0	93	96	93	96
492590	42	53	0	0	42	53	54	65
492591	102	97	0	0	102	97	134	131
492592	89	95	0	0	89	95	115	111
492593	33	37	0	0	33	37	33	37
492594	44	64	0	0	44	64	53	72
492595	22	23	0	0	22	23	36	44
492596	67	72	0	0	67	72	77	81
492598	76	80	1	0	77	80	102	108
492599	77	96	0	0	77	96	77	104
492600	123	127	0	0	123	127	123	127
492602	55	56	0	0	55	56	61	67
492603	86	84	0	0	86	84	103	101
492604	103	118	1	0	104	118	152	153
492605	81	87	0	0	81	87	81	87
492607	76	71	0	0	76	71	76	71
492608	57	65	0	0	57	65	57	65
492610	80	107	0	0	80	107	81	107
492615	60	64	0	0	60	64	62	67
492616	70	65	0	0	70	65	70	65
492617	80	78	0	0	80	78	80	78
492618	81	80	0	0	81	80	81	80
492619	46	49	1	1	47	50	70	77
492620	46	52	0	0	46	52	62	69
492622	56	53	0	0	56	53	61	58
492623	53	60	0	0	53	60	53	60
492624	9	9	0	0	9	9	11	12
492625	46	42	0	0	46	42	46	44
492626	54	65	0	0	54	65	54	65
492627	41	40	0	0	41	40	41	40
492628	47	43	0	0	47	43	61	52
492629	82	79	0	0	82	79	91	79
492630	53	59	0	0	53	59	60	68

492631	86	88	0	0	86	88	86	88
492632	88	90	0	0	88	90	92	93
492633	48	52	0	0	48	52	48	52
492634	160	169	0	0	160	169	192	208
492635	35	52	0	0	35	52	35	52
492636	28	27	0	0	28	27	33	30
492637	32	29	0	0	32	29	32	29
492638	0	0	0	0	0	0	2	0
492639	32	29	0	0	32	29	32	29
492640	107	103	0	0	107	103	135	129
492641	47	49	0	0	47	49	47	49
492643	36	44	0	0	36	44	36	44
492645	47	49	0	0	47	49	47	49
492646	62	56	0	0	62	56	62	57
492647	63	68	0	0	63	68	69	73
492648	61	74	0	0	61	74	61	74
492649	89	77	0	0	89	77	89	77
492650	63	74	0	0	63	74	63	74
492651	75	79	0	0	75	79	99	104
492652	20	20	0	0	20	20	29	30
492653	129	141	0	0	129	141	186	195
492654	34	47	0	0	34	47	34	47
492655	18	22	0	0	18	22	18	22
492656	86	93	0	0	86	93	90	98
492657	22	22	0	0	22	22	23	27
492658	78	88	0	0	78	88	78	88
492659	58	79	1	1	59	80	68	98
492660	53	64	0	0	53	64	53	64
492661	48	54	0	0	48	54	48	54
492662	84	90	0	0	84	90	88	100
492663	53	62	0	0	53	62	53	62
492664	40	50	0	0	40	50	40	50
492665	34	40	0	0	34	40	34	40
492666	38	54	0	0	38	54	38	54
492667	0	0	0	0	0	0	20	19
492668	19	23	0	0	19	23	19	23
492669	0	0	0	0	0	0	48	73
492670	0	0	0	0	0	0	19	27
492671	17	17	0	0	17	17	18	19
492672	23	27	0	0	23	27	47	57
492673	1	26	0	0	1	26	1	28
492674^	0	0	0	0	0	0	0	26
492675^	0	38	0	0	0	38	0	38
492676^	0	22	0	0	0	22	0	22
492677^	0	6	0	0	0	6	0	6
492678^	0	0	0	0	0	0	0	2
492679^	0	0	0	0	0	0	0	1
493301	10	6	2	0	12	6	14	10
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493504	0	0	0	0	0	0	5	0
493505	52	51	0	0	52	51	52	51
493507	49	48	0	0	49	48	49	48
493509	96	90	0	0	96	90	96	90
493511	27	26	0	0	27	26	27	26
493512	90	90	0	0	90	90	90	91
493513	226	229	0	0	226	229	274	279
493514	73	82	0	0	73	82	73	82
493515^	0	39	0	0	0	39	0	39
499996	0	0	0	0	0	0	0	0
499997	19	19	0	0	19	19	19	19
VA Totals	9,891	10,392	8	4	9,899	10,396	11,284	11,859

State: WV

	He	mo	P	D	Total		Total In-Cer	nter & Home
Facility CCN	2013	2014	2013	2014	2013	2014	2013	2014
510001	2	1	0	0	2	1	2	1
510022	3	3	0	0	3	3	3	3
512502	119	110	0	0	119	110	138	140
512503	119	131	0	0	119	131	141	152
512505	84	81	0	0	84	81	91	81
512506	59	59	0	0	59	59	82	85
512507	26	23	0	0	26	23	26	23
512508	37	44	0	0	37	44	45	51
512509	21	18	0	0	21	18	26	24
512511	46	42	0	0	46	42	54	47
512513	92	92	0	0	92	92	104	104
512514	36	38	0	0	36	38	37	40
512515	75	73	0	0	75	73	81	83
512516	45	53	0	0	45	53	46	54
512517	41	50	0	0	41	50	41	50
512518	63	62	0	0	63	62	68	66
512519	87	98	0	0	87	98	106	120
512520	75	73	0	0	75	73	125	121
512521	86	95	0	0	86	95	86	95
512522	30	23	0	0	30	23	30	23
512523	107	106	0	0	107	106	124	126
512524	45	47	0	0	45	47	54	57
512525	42	41	0	0	42	41	48	49
512527	19	20	0	0	19	20	22	28
512528	52	58	0	0	52	58	52	58
512529	37	39	0	0	37	39	44	47
512530	23	23	0	0	23	23	25	24
512531	22	23	0	0	22	23	22	23
512532	102	97	0	0	102	97	120	117
512533	66	77	0	0	66	77	84	88

512534	27	34	0	0	27	34	37	51
512535	72	88	0	0	72	88	84	105
512536	21	21	0	0	21	21	23	25
512537	27	32	0	0	27	32	33	36
512538	12	26	0	0	12	26	12	28
512539	10	20	0	0	10	20	16	31
WV Totals	1,830	1,921	0	0	1,830	1,921	2,132	2,256

Network

	Hemo		Р	D	То	tal	Total In-Center & Home	
	2013	2014	2013	2014	2013	2014	2013	2014
Network Totals	22,208	23,068	24	27	22,232	23,095	24,884	25,950

Source of Information: Facility Survey (CMS 2744) and CROWNWeb

Date of Preparation: May 2015

¹ The last column of the report displays the total from Table #3 plus total from Table #4.

This table includes 203 Veterans Affairs Facility patients for 2013 and 200 Veterans Affairs Facility patients for 2014.

^ Facility not operational in 2013

* Facility does not have a generated 2744 in 2014

	Total Transpla	Total Transplants Performed Patients Await		
Transplant Center	2013	2014	2013	2014
090004	69	86	383	500
090011	88	69	558	551
09003F	24	23	121	154
093300	11	12	16	17
DC Total	192	190	1,078	1,222
210002	270	253	1,354	1,684
210009	218	248	851	1,087
MD Total	488	501	2,205	2,771
490007	44	61	619	606
490009	60	59	697	717
490032	115	124	646	665
490063	91	102	603	594
490118	31	21	258	233
493301	5	4	8	6
VA Total	346	371	2,831	2,821
510022	35	37	146	127
WV Total	35	37	146	127

Table 5: Renal Transplant by Transplant CenterAs of 1/1/2014 - 12/31/2014

	Transplant Type				
	Deeeeed	Living	Living	Linknown	Tetal
00-04	Deceased 6	Related	Unrelated	0 0	10tai 8
05-09	5	2	0	0	7
10-14	6	3	1	0	10
15-19	9	5	3	0	17
20-24	8	1	10	0	19
25-29	11	6	10	0	27
30-34	21	8	21	0	50
35-39	34	11	23	0	68
40-44	56	13	20	0	89
45-49	87	12	31	0	130
50-54	79	18	24	0	121
55-59	117	11	25	0	153
60-64	99	7	29	0	135
65-69	112	8	29	0	149
70-74	56	5	14	0	75
75-79	24	3	5	0	32
80-84	7	0	0	0	7
>=85	0	1	0	0	1
Total	737	115	246	0	1,098
		Transpla	ant Type		
	Deceased	Living	Living	Unknown	
Gender	254	Related	Unrelated	0	Total 389
Male	/83	70	156	0	709
	737	115	246	0	1 008
	131	Transpl	ant Type	•	1,000
	Deceased	Living	Living	Unknown	
Race	20000000	Related	Unrelated	0	Total
American Indian/Alaska Native	0	0	2	0	2
Asian	34	7	12	0	53
Black or African American	388	37	69	0	494
Multiracial	0	0	1	0	1
Native Hawaiian or Other Pacific Islander	6	1	1	0	8
White	309	70	161	0	540
Not Specified	0	0	0	0	0
Total	737	115	246	0	1,098
		Transpla	ant Type		
Primary Diagnosis	Deceased	Living Related	Living Unrelated	Unknown	Total
Acquired obstructive uropathy	1	1	1	0	3
Acute interstitial nephritis	1	1	0	0	2
AIDS nephropathy	7	0	1	0	8
Amyloidosis	1	0	1	0	2
		Ũ			_

Table 6: Renal Transplant Recipients As of 1/1/2014 - 12/31/2014

Cholesterol emboli, renal emboli	0	0	0	0	0
Chronic interstitial nephritis	6	0	0	0	6
Chronic pyelonephritis, reflux nephropathy	2	0	0	0	2
Complications of other specified transplanted organ	0	0	0	0	0
Complications of transplanted bone marrow	0	0	0	0	0
Complications of transplanted heart	1	0	0	0	1
Complications of transplanted intestine	0	0	0	0	0
Complications of transplanted kidney	14	0	19	0	33
Complications of transplanted liver	3	0	1	0	4
Complications of transplanted lung	0	0	1	0	1
Complications of transplanted organ unspecified	0	0	0	0	0
Complications of transplanted pancreas	0	0	0	0	0
Congenital nephrotic syndrome	0	0	1	0	1
Congenital obstruction of ureterpelvic junction	1	0	1	0	2
Congenital obstruction of uretrovesical junction	3	0	0	0	3
Cystinosis	0	0	0	0	0
Dense deposit disease, MPGN type 2	1	0	0	0	1
Diabetes with renal manifestations Type 1	24	3	10	0	37
Diabetes with renal manifestations Type 2	180	10	36	0	226
Drash syndrome, mesangial sclerosis	1	0	0	0	1
Etiology uncertain	24	3	4	0	31
Fabry's disease	1	0	0	0	1
Focal Glomerulonephritis, focal sclerosing GN	43	15	19	0	77
Glomerulonephritis (GN) (histologically not examined)	24	2	7	0	33
Goodpasture's syndrome	0	0	0	0	0
Gouty nephropathy	0	0	0	0	0
Hemolytic uremic syndrome	2	0	0	0	2
Henoch-Schonlein syndrome	1	1	0	0	2
Hepatorenal syndrome	2	0	0	0	2
Hereditary nephritis, Alport's syndrome	1	4	4	0	9
Hypertension: Unspecified with renal failure	213	30	48	0	291
IgA nephropathy, Berger's disease (proven by immunofluorescence)	17	6	6	0	29
IgM nephropathy (proven by immunofluorescence)	0	0	0	0	0
Lead nephropathy	0	0	0	0	0
Lupus erythematosus, (SLE nephritis)	15	2	11	0	28
Lymphoma of kidneys	0	0	0	0	0
Medullary cystic disease, including nephronophthisis	0	2	0	0	2
Membranoproliferative GN type 1, diffuse MPGN	2	1	4	0	7
Membranous nephropathy	6	0	2	0	8
Multiple myeloma	0	0	0	0	0
Nephrolithiasis	0	0	0	0	0
Nephropathy caused by other agents	4	1	0	0	5
Nephropathy due to heroin abuse and related drugs	0	0	0	0	0
Other (congenital malformation syndromes)	2	1	3	0	6
Other Congenital obstructive uropathy	7	0	1	0	8
Other disorders of calcium metabolism	0	0	0	0	0

Other immuno proliferative neoplasms (including light chain nephropathy)	0	0	0	0	0
Other proliferative GN	2	0	3	0	5
Other renal disorders	11	3	2	0	16
Other Vasculitis and its derivatives	0	0	2	0	2
Polyarteritis	1	0	0	0	1
Polycystic kidneys, adult type (dominant)	40	11	19	0	70
Polycystic, infantile (recessive)	1	0	0	0	1
Post infectious GN, SBE	0	0	0	0	0
Post partum renal failure	0	0	0	0	0
Primary oxalosis	0	0	0	0	0
Prune belly syndrome	1	1	0	0	2
Radiation nephritis	0	0	0	0	0
Renal artery occlusion	1	0	0	0	1
Renal artery stenosis	0	0	0	0	0
Renal hypoplasia, dysplasia, oligonephronia	8	2	1	0	11
Renal tumor (benign)	0	0	0	0	0
Renal tumor (malignant)	4	0	0	0	4
Renal tumor (unspecified)	0	0	0	0	0
Scleroderma	1	1	0	0	2
Secondary GN, other	1	1	0	0	2
Sickle cell disease/anemia	0	0	0	0	0
Sickle cell trait and other sickle cell (HbS/Hb other)	0	0	0	0	0
Traumatic or surgical loss of kidney(s)	1	0	0	0	1
Tuberous sclerosis	0	0	1	0	1
Tubular necrosis (no recovery)	7	1	1	0	9
Urinary tract tumor (benign)	0	0	0	0	0
Urinary tract tumor (malignant)	1	0	0	0	1
Urinary tract tumor (unspecified)	0	0	0	0	0
Urolithiasis	0	0	0	0	0
Wegener's granulomatosis	2	0	4	0	6
With lesion of rapidly progressive GN	2	1	0	0	3
Not Specified	42	11	31	0	84
Total	737	115	246	0	1,098

Table 7: Dialysis Deaths As of 1/1/2014 - 12/31/2014

Age Group	DC	MD	VA	WV	Other	Total
00-04	0	0	2	0	0	2
05-09	2	0	0	0	0	2
10-14	0	1	0	0	0	1
15-19	0	0	0	0	0	0
20-24	0	1	0	0	0	1
25-29	2	8	9	3	0	22
30-34	0	10	10	4	1	25
35-39	6	8	19	4	1	38
40-44	5	23	24	11	1	64
45-49	11	57	53	14	2	137
50-54	13	57	110	31	5	216
55-59	28	108	156	39	4	335
60-64	40	167	227	64	6	504
65-69	31	197	283	67	10	588
70-74	19	194	292	87	10	602
75-79	22	217	257	78	6	580
80-84	22	162	249	63	5	501
>=85	19	166	166	53	7	411
Total	220	1,376	1,857	518	58	4,029
Gender	DC	MD	VA	WV	Other	Total
Female	102	582	827	226	23	1,760
Male	118	794	1,030	292	35	2,269
Not Specified	0	0	0	0	0	0
Total	220	1,376	1,857	518	58	4,029
Race	DC	MD	VA	WV	Other	Total
American Indian/Alaska Native	1	2	1	0	0	4
Asian	1	31	45	2	0	79
Black or African American	198	717	819	27	12	1,773
Multiracial	0	2	1	0	0	3
Native Hawaiian or Other Pacific Islander	0	1	4	1	2	8
White	20	617	984	488	44	2,153
Not Specified	0	6	3	0	0	9
Total	220	1,376	1,857	518	58	4,029
	5.0				0.1	
Primary Diagnosis	DC	MD	VA	WV	Other	Total
Cystic/Hereditary/Congenital Diseases	0	18	24	10	2	54
	83	549	832	266	22	1,752
	7	57	86	17	4	171
Hypertension/Large vessel Disease	88	487	556	130	24	1,285
	3	30	39	9	0	81
Miscellaneous Conditions	20	123	166	50	1	360
Neoplasms/Tumors	7	32	66	17	1	123

Secondary GN/Vasculitis	1	15	23	4	0	43
Not Specified	11	65	65	15	4	160
Total	220	1,376	1,857	518	58	4,029
		-				
Primary Cause of Death	DC	MD	VA	WV	Other	Total
Cardiac	79	406	704	209	22	1,420
Endocrine	0	0	0	0	0	0
Gastro-Intestinal	1	13	10	4	1	29
Infection	10	106	167	61	1	345
Liver Disease	0	8	16	10	1	35
Metabolic	4	10	5	3	0	22
Other	57	601	678	186	22	1,544
Vascular	6	29	60	16	3	114
Not Specified	63	203	217	29	8	520
Total	220	1,376	1,857	518	58	4,029

Source of Information: CROWNWeb

Race: The categories are from the CMS-2728 Form

Diagnosis: The categories are from the CMS-2728 Form

This table cannot be compared to the CMS Facility Survey because the CMS Facility Survey is limited to those deaths reported by only Medicare-approved facilities.

This table includes 28 patients receiving treatment at VA facilities.

Table 8: Vocational Rehabilitation As of 1/1/2014 - 12/31/2014

DC				
Facility CCN	Aged 18 through 54	Patients Receiving Services from Voc Rehab	Patients Employed Full- Time or Part-Time	Patients Attending School Full- Time or Part-Time
092521	81	1	15	1
092522	8	0	0	0
090011	0	0	0	0
092524	15	0	0	0
092525	16	0	1	0
092526	5	0	2	0
092527	14	0	1	0
090004	0	0	0	0
09002F	3	0	1	0
092501	37	0	11	0
092503	70	0	18	0
092505	23	0	1	0
092508	26	0	2	0
092510	47	0	4	0
092513	56	0	3	0
092515	30	0	1	0
092516	17	0	4	0
092517	43	0	6	0
092518	80	0	18	0
092519	60	0	2	0
092520	47	0	5	0
093300	2	0	0	0
090004	0	0	0	0
090011	0	0	0	0
09003F	0	0	0	0
093300	0	0	0	0
092528	50	0	7	0
092529	0	0	0	0
DC Total	730	1	102	1

MD

Facility CCN	Aged 18 through 54	Patients Receiving Services from Voc Rehab	Patients Employed Full- Time or Part-Time	Patients Attending School Full- Time or Part-Time
212597	3	0	0	0
212605	34	0	5	0
212609	17	0	2	0
212610	24	0	5	0
212611	29	0	4	0
212612	22	0	7	0
212603	12	0	4	0
212613	24	0	6	0
212614	43	0	8	0
212616	22	0	0	0

212615	16	0	0	0
212618	4	0	0	0
212620	24	0	4	0
212621	14	0	1	0
212619	1	0	0	0
212622	7	0	1	0
212626	17	0	3	0
212625	13	0	4	0
212627	7	0	0	0
212629	15	0	2	0
212628	10	0	1	0
212630	13	0	6	1
212632	13	0	0	0
212634	24	1	2	0
212633	7	0	4	0
212631	23	0	5	0
213503	14	0	6	0
212636	13	0	3	0
212637	15	0	1	0
212639	16	0	0	0
212638	47	0	6	0
212640	44	0	3	0
212641	4	0	2	0
212643	23	0	3	0
212646	1	0	0	0
212647	17	0	0	0
212649	3	0	0	0
212650	18	1	0	0
212651	4	0	0	0
212653	12	0	1	0
212654	13	0	1	0
212655	32	0	6	0
212656	0	0	0	0
212657	46	0	7	0
212659	51	0	24	0
212660	16	0	5	0
212663	10	0	2	0
212662	30	0	7	0
210027	20	0	6	0
212664	28	0	5	0
212666	21	0	1	0
212665	10	0	1	0
212668	3	0	1	0
212669	10	0	3	0
212667	2	0	0	0
212670	23	0	12	0
210004	41	0	4	0

212598	40	0	8	0
210009	2	0	0	0
210013	60	0	0	0
210024	46	0	2	0
212592	62	0	11	0
210056	99	0	11	0
212003	18	0	2	0
212501	36	0	5	0
212503	10	0	2	0
212504	22	0	2	0
212507	5	0	0	0
212510	34	1	8	0
212511	22	0	5	0
212512	33	0	1	0
212513	23	0	4	3
212515	55	2	5	1
212516	29	0	6	0
212520	17	0	1	0
212522	64	1	11	0
212523	33	0	7	0
212525	17	1	0	0
212528	35	0	8	0
212529	15	0	3	0
212530	41	0	13	0
212531	9	0	3	0
212534	33	0	5	0
212535	54	0	7	0
212536	26	0	7	0
212537	10	0	3	0
212538	34	0	11	0
212539	13	0	4	0
212541	17	0	0	0
212542	62	0	8	0
212543	23	1	3	1
212544	18	0	1	0
212545	44	0	8	0
212546	32	0	5	0
212548	2	0	0	0
212549	11	0	2	0
212551	43	0	3	0
212552	73	0	15	0
212556	35	0	4	0
212557	14	0	3	0
212560	15	0	5	0
212563	7	0	3	0
212564	20	0	4	0
212565	4	0	2	0

212566	23	0	4	0
212568	23	0	4	0
212573	22	0	1	0
212574	16	1	2	0
212576	33	0	5	0
212577	14	0	1	0
212578	1	0	0	0
212583	11	0	2	0
212585	16	0	4	0
212586	3	0	0	0
212587	16	0	2	0
212588	13	0	2	0
212590	48	1	8	1
212593	31	0	6	0
212594	25	0	5	0
212595	36	0	1	0
210002	0	0	0	0
210009	0	0	0	0
21007F	5	0	2	0
212671	0	0	0	0
212672	26	0	7	0
212675	9	0	0	0
212676	17	0	1	0
212674	18	0	9	1
212673	9	0	3	0
212678	18	0	4	2
212677	10	0	3	1
212679	11	0	0	0
212680	1	0	0	0
212682	12	0	3	0
212684	7	0	6	0
212685	5	0	0	0
212681	1	0	1	0
212683	15	0	2	0
212686	6	0	2	0
212687	2	0	1	0
212688	0	0	0	0
212689	0	0	0	0
MD Total	2,945	10	496	11

VA

Facility CCN	Aged 18 through 54	Patients Receiving Services from Voc Rehab	Patients Employed Full- Time or Part-Time	Patients Attending School Full- Time or Part-Time
493507	14	0	1	0
492599	33	0	3	0
492600	47	0	4	1
492604	54	0	9	1
492603	11	0	2	0

492605	22	0	3	0
492608	16	0	2	0
493509	20	0	4	0
492607	25	0	4	0
492530	45	0	7	0
492610	15	0	2	0
492602	30	0	1	0
499996	0	0	0	0
492615	21	0	12	0
492616	14	0	0	0
493511	6	0	0	0
492617	27	0	1	0
492618	33	0	4	0
492619	25	0	1	0
492620	17	0	2	0
492622	16	0	2	0
492623	22	0	4	0
492624	5	0	1	0
492625	14	0	4	0
492626	13	0	3	0
493512	24	0	3	0
493513	78	0	9	0
492627	16	0	1	0
492628	11	0	2	0
492629	23	0	3	0
492630	11	0	0	0
493301	0	0	0	0
492631	33	0	10	0
492632	37	0	4	0
492633	10	0	1	0
492634	60	0	14	0
492635	12	0	1	0
492636	9	0	0	0
492637	10	0	1	0
492638	0	0	0	0
492639	9	0	1	0
492640	47	0	9	0
492641	14	0	1	0
492643	15	0	4	0
492645	13	0	3	0
492646	8	0	0	0
492647	28	0	8	0
492649	26	0	2	0
492648	14	1	0	1
492652	7	0	1	0
492650	23	0	6	0
492651	21	0	5	0

492653	65	0	10	0
493514	20	0	1	0
492654	12	0	3	0
492655	3	0	0	0
492656	30	0	4	0
492657	10	0	2	0
492658	30	0	8	0
492660	24	0	2	0
492659	35	0	4	0
492661	15	0	3	2
492662	31	0	2	0
490007	0	0	0	0
490009	56	2	6	2
490032	16	0	3	0
490063	0	0	0	0
490067	26	0	2	0
492598	44	0	8	0
49006F	9	0	0	0
49008F	4	0	2	0
49010F	1	0	0	0
49011F	4	0	1	0
492501	49	0	3	0
492502	33	1	6	1
492503	26	0	13	0
492504	25	0	5	0
492505	50	0	6	0
492506	28	0	7	0
492507	36	0	3	0
492508	35	0	2	0
492513	19	0	3	0
492516	35	0	7	0
492517	27	0	6	0
492521	64	0	18	0
492522	8	0	4	0
492523	45	1	7	1
492524	31	0	2	0
492525	19	0	3	0
492526	19	0	1	0
492527	30	0	4	0
492528	15	0	0	0
492529	15	0	1	0
492531	6	0	1	0
492532	5	0	2	0
492533	18	0	0	0
492534	20	0	3	0
492535	20	0	2	0
492536	12	0	2	0

492537	59	0	10	0
492538	24	0	5	0
492539	4	0	1	0
492541	31	0	14	0
492543	16	0	1	0
492545	22	0	1	0
492546	4	0	1	0
492548	28	0	3	0
492549	31	1	11	1
492551	15	0	2	0
492552	38	0	8	0
492554	28	0	6	1
492556	59	0	12	1
492558	16	0	0	0
492559	23	0	1	0
492560	32	0	4	0
492561	59	0	7	0
492562	22	0	2	0
492563	17	0	3	0
492564	30	0	8	0
492565	8	0	0	0
492567	54	0	10	0
492570	55	0	17	0
492572	6	0	0	0
492573	10	0	2	0
492574	34	0	4	0
492575	25	0	2	0
492576	14	0	4	0
492578	11	0	1	0
492579	14	0	1	0
492580	39	1	7	1
492581	12	0	1	0
492583	7	0	2	0
492587	20	0	6	0
492588	39	1	4	1
492589	35	0	4	0
492590	15	0	3	0
492591	43	0	10	0
492592	31	0	9	0
492593	11	0	1	0
492594	32	0	3	0
492595	12	0	4	0
492596	26	1	8	1
493301	8	0	2	1
493504	0	0	0	0
493505	13	0	2	0
499997	5	0	0	0

490007	0	0	0	0
490032	0	0	0	0
490118	0	0	0	0
490009	0	0	0	0
492664	22	0	5	0
492663	18	0	3	0
492665	9	0	0	0
492666	17	0	1	0
492667	9	0	4	0
492668	4	0	0	0
492669	34	0	12	0
492670	7	0	5	0
492671	7	0	0	0
492672	25	0	10	0
492673	6	0	0	0
492674	10	0	1	0
493515	7	0	0	0
492675	8	0	0	0
492676	8	0	0	0
492677	0	0	0	0
492678	1	0	0	0
492679	0	0	0	0
VA Total	3,558	9	585	16

WV

Facility CCN	Aged 18 through 54	Patients Receiving Services from Voc Rehab	Patients Employed Full- Time or Part-Time	Patients Attending School Full- Time or Part-Time
512517	10	0	1	0
512518	13	0	0	0
510001	1	0	1	0
512519	41	0	3	0
512520	28	0	3	0
512521	21	0	4	0
510022	0	0	0	0
512522	3	0	0	0
512523	32	0	2	0
512524	16	0	2	0
512525	9	0	0	0
512527	6	0	1	0
512528	12	0	0	0
512529	8	0	0	0
512531	5	0	0	0
512530	7	0	0	0
512532	36	0	4	0
512533	24	0	0	0
512534	10	0	0	0
512535	17	0	1	0
512536	5	0	0	0

512537	7	0	0	0
510022	1	0	0	0
512502	41	0	2	0
512503	41	0	2	0
512505	17	0	1	0
512506	28	0	2	0
512507	7	0	0	0
512508	12	0	2	0
512509	8	0	0	0
512511	16	0	1	0
512513	23	0	4	0
512514	6	0	0	0
512515	23	0	4	0
512516	7	0	0	0
512539	8	0	0	0
512538	9	0	0	0
WV Total	558	0	40	0

Appendix. Network Staffing and Structure

The management staff of Network 5 consists of:

- EXECUTIVE DIRECTOR: NANCY ARMISTEAD, MPA, has a Master of Public Administration Degree from Virginia Commonwealth University. She has 38 years of experience working in the federal ESRD program with in-depth knowledge of the dialysis and transplantation delivery systems, experience in working on supportive and palliative care for renal patients, expertise in non-profit management, including board governance and strategic planning, and expertise in developing coalitions, technical expert panels, and consensus groups. She has numerous publications in peer-reviewed journals and has served in multiple leadership roles. The executive director provides advice to the Board of Directors and Network Council on goals, objectives, workplans, policies, and procedures; identifies and assists in the establishment of relationships with ESRD providers and other health-related organizations; administers the operational and financial aspects of the corporation and contract requirements; and makes reports to the Council and committees and is responsible for their activities. The executive director serves as the project director and as such is responsible for adherence to all contract provisions and is the primary source of information between the Network organization and CMS.
- PATIENT SERVICES DIRECTOR: RENEE BOVA-COLLIS, MSW, LCSW, has a Master of Social Work Degree from Virginia Commonwealth University and is a licensed clinical social worker. She has 15 years of quality improvement experience in a clinical setting, 10 years of experience managing patient grievances, and has published in the field and presented extensively. She served as the lead for the Network PSDs in 2010, and currently chairs the Virginia Chapter of the Council of Nephrology Social Workers. The PSD is responsible for directing the patient-related activities, including those of the Patient Advisory Committee and the PE LAN. She is also responsible for investigating, resolving, and summarizing patient grievances; identifying correct mailing address information for returned New ESRD Patient Orientation Packets (NEPOP); developing a rehabilitation approach and educational materials to increase awareness of treatment options; and, conducting facility staff training. The PSD maintains a liaison role with unit social workers and proposes special studies to the QID as appropriate.
- QUALITY IMPROVEMENT DIRECTOR: BRANDY VINSON has a Bachelor of Business Administration Degree, Marketing, from Radford University. She has more than 15 years of healthcare experience, including project management and education, and designing, measuring, and implementing quality improvement projects. She served as the project manager for CMS' Fistula First Breakthrough Initiative and provides leadership by chairing the Network QIDs. The QID assists in the development of a quality improvement approach to include evaluating the quality of patient care; encouraging patient rehabilitation; conducting quality improvement projects and trend analysis; assuring achievement of Fistula First goals; writing reports for the MRB and Network Council; assisting in data collection, display, and analysis for the MRB; serving as a resource for providers and facility quality

improvement personnel; and, assisting with the Network's internal quality improvement program.

• DATA MANAGER: JASON ROBINS, MS-IS, has a Master of Science Degree in Information Systems Management from Virginia Commonwealth University. He has more than 18 years of information technology and information systems administration experience and 10 years of data management experience in a healthcare environment. He is experienced in internal systems and security auditing, FISMA assessment methodologies, and NIST system security guidelines. The Information Management Director is responsible for identifying and resolving data system issues; assuring the confidentiality of patient data; assuring office security; developing programs to produce special reports; generating reports in response to internal and external data requests; managing and maintaining the Network's information technology infrastructure; and, serving as a resource to providers and Network staff.

Overall, the Network employed 12 full-time staff and four part-time staff in 2014.

There were no internal developments in 2014.

Network Boards and Committees

Board of Directors

Network 5 activities are under the direction of the Mid-Atlantic Renal Coalition Board of Directors. This 15-member group manages the business affairs of the corporation and is responsible for accomplishing the contract deliverables and providing contract oversight. The Board of Directors also establishes goals and policies for Council consideration and assesses facility progress in meeting the goals. During 2014, the Board of Directors met four times: twice face-to-face and two times by conference call. The Board receives updates from the executive director via progress reports, financial statements, and a summary of important issues being addressed by the Network staff and committees.

The Board receives reports from the MRB about oversight activities and quality improvement initiatives. The Board also monitors achievement of goals and recommendations for the contract period and works with the staff to propose and develop any special projects. The Board is also responsible for responding to any sanction recommendations brought forward by the MRB.

Medical Review Board

The Medical Review Board (MRB) represents all geographic areas within the Network, as well as the following disciplines from the renal care team: nephrology (6), interventional nephrology (1), vascular surgery (1), nursing (3), social work (1), dietary (1), administration (1), and consumer (2). The MRB met four times during 2014.

The MRB is charged with overseeing the Network's quality program, which includes measuring, evaluating, implementing, and monitoring improvement activities. The MRB operates in accordance with established procedures and observes strict conflict of interest guidelines as defined in Section 1126(a)(1) of the Social Security Act.

The MRB identifies Network-wide and facility-specific opportunities for improvement through routine monitoring of data profiles and pattern analysis; designs and implements activities to address areas needing improvement and/or further examination; assists units in correcting identified problems; and, makes recommendations to facilities to assist in correcting problems and improving care. The MRB conducts on-site visits to facilities as necessary per established procedures. The Board reviews and updates the Network's goals and recommendations to provide best practice criteria for facilities. The Board also identifies facilities that are not providing quality care, are negligent in correcting identified problems, or are not meeting Network goals; conducts educational activities to heighten awareness regarding alternative treatment modalities, technical advances, or identified problem areas; assists in the resolution of patient grievances as necessary; and, assists facilities in establishing and maintaining effective internal quality programs. In addition to quality oversight activities, the MRB identifies high-performing facilities, recognizes their success through an annual awards program, and works with the units to identify benchmark practices to share with other facilities.

The subcommittees that report to the MRB include vascular access and infection prevention.

Network Council

The Council for Network 5 consists of representatives from Medicare-certified ESRD facilities and is responsible for providing advice and assistance to the Board of Directors regarding the general direction of the Network organization. The Council provides the mechanism for information exchange between the Network and the facility membership. All ESRD-certified facilities are responsible for adhering to Network goals and recommendations, as well as following recommendations from the MRB.

Each of the Medicare-approved ESRD outpatient providers is offered the opportunity to appoint a representative and an alternate to serve on the Council. There are no restrictions placed on the qualifications of individuals appointed or the disciplines they represent. Presently, all operational outpatient dialysis programs have appointed representatives to serve on the Council, and all of the 13 transplant programs have appointed representatives. The Patient Advisory Committee has also appointed a patient representative in each facility to ensure that patient concerns are addressed.

The Council meets once per year, and the 2014 program is described on page 19. In addition to the face-to-face meeting, the Council met virtually in February 2014 to discuss the Statement of Work. The webinar focused on patient- and family-centered care, the three aims of the contract, and how the faciliteis can collaboratively work with the Network.

Patient Advisory Committee

The Network currently has an 11-person Patient Advisory Committee (PAC). The Committee represents all treatment modalities, including transplant. Members are recruited from each of the Network's states and the District of Columbia. In 2014, membership included representation from the District of Columbia (1), Maryland (5), Virginia (3), and West Virginia (2). The majority have experience with more than one modality. Many have AVFs, and several self-cannulate. During 2014, the PAC met four times via conference call and once face-to-face. The

PAC serves as an extension of the Network to keep it abreast of current patient issues and to provide a patient perspective for Network projects and tasks. It also provides feedback and suggestions for reaching beneficiaries.

The PAC also serves as a focus group and assists in the development of patient resources. Members assist with the development of the patient-focused educational materials, as well as the patient section of the Network's website. In 2014, the PAC formed a workgroup to develop a plan for its patient education series. A virtual educational opportunity was offered to patients monthly with topics suggested by patients throughout the Network.

The PAC assisted in planning the Network's annual Council meeting, where individual members participated as "arm models" in an access assessment session and staffed a table with patient education materials and promotion of AVFs, self-cannulation, and SME recruitment.

The PAC also updated its own policy and procedures, eliminating term limits and striving to maintain a mix of valued veteran and new members, some of whom also serve as SMEs for the LANs.

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