



## Drug Utilization Report Cards: The Hawthorne Effect in Action

Brian C. O'Neal, MS, PharmD  
Assistant Director of Pharmacy  
The University of Kansas Hospital

## The Hawthorne Effect

- Psychological theory that the behavior of an individual or group will change to meet the expectations of the observer if they are aware their behavior is being observed

Source: <http://www.answers.com/topic/hawthorne-effect>; accessed 9/28/09

## Drug Utilization Improvement Initiative

- Objective: Provide attending physicians with data on their drug utilization practices, particularly as compared to top performers in benchmarking group
- Step 1: Identify MS-DRGs with significant cost per case variance (KUH average versus University Health-System Consortium [UHC] average)

Liver Transplant	BMT w/ Lymphoma	Acute Leukemia	Trach w/ Mech Vent
Kidney Transplant	Severe Sepsis	Trauma	Anti-Infectives

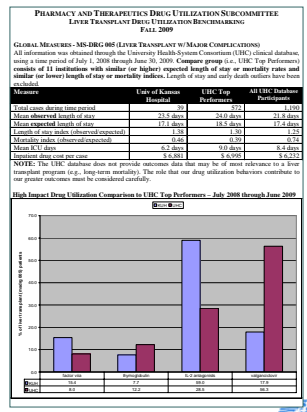
- Step 2: Using data from UHC clinical database, utilization and trending reports are prepared semi-annually for high-drug cost MS-DRGs

## Drug Utilization Improvement Initiative

- Step 3: Reports are distributed via hard copy and electronically to all attending physicians involved in care of patients for the selected MS-DRG
  - Cover letter describing drug utilization improvement initiative accompanies each report
- Step 4: Follow-up with offer to review and discuss reports
  - Get pharmacists involved at this step
- Step 5: Repeat in six months to show progress

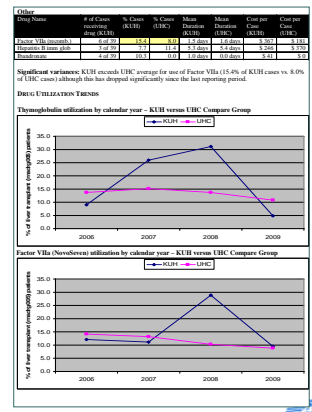
## Drug Utilization Reports

- Comparison of outcomes data
- Inpatient drug cost per case
- Comparison of our utilization of high-impact drugs to top performer average



## Drug Utilization Reports

- Utilization breakdown by drug class
- Historical trends versus top performers
- Compare group listed at end of report



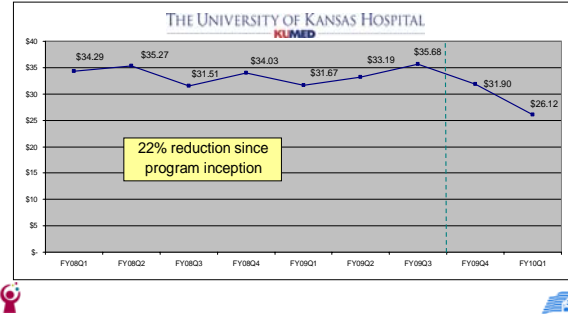
## Results

- Cost per case reductions
  - Auto BMT w/ lymphoma = 38% reduction
  - Liver transplant = 20% reduction
  - Multiple significant trauma = 36% reduction
- Drug-specific reductions
  - Factor VIIa = 39% reduction
  - Rituximab = 43% reduction
  - Dexmedetomidine = 38% reduction
  - Liposomal amphotericin B = 44% reduction



## Results

- Inpatient Drug Expense per Intensity-Adjusted Patient Day



## External Benchmarking and Drug Utilization Reporting Key Points

- Find out where your dollars are going
- Focus on variance in utilization and avoid emphasis on cost
- Prompt your physicians to question whether this variance is positively impacting outcomes
- Benchmark against those with the best clinical performance outcomes
- Questions: [boneal@kumc.edu](mailto:boneal@kumc.edu)

