

ACCRETIVE HEALTH

AccretivePAS\*

## **Disclosures**

No off-label product discussions

I pay taxes and want my taxes spent properly

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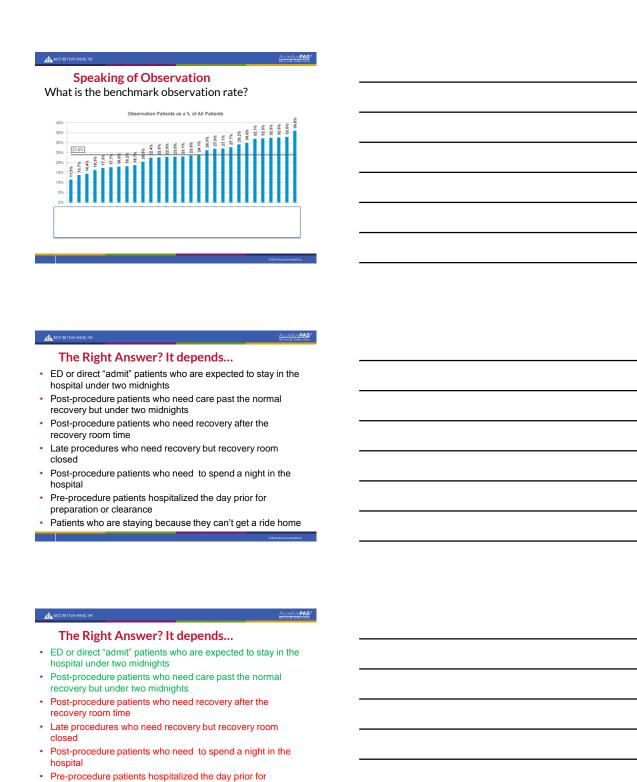


dh acceptor Manitar Acceptor PAS*	
Hematologist-oncologist Farid Fata, MD, of suburban	
Detroit now faces up to 175 years in prison after pleading guilty	
•Falsified cancer diagnoses to justify chemotherapy	
<ul> <li>Ordered maintenance doses of chemotherapy for patients whose cancer was in remission</li> </ul>	
<ul> <li>Ordered chemotherapy for patients with advanced cancer who would not benefit from it</li> </ul>	
<ul> <li>Ordered intravenous immunoglobulin for patients whose antibody levels did not warrant the treatment</li> </ul>	
<ul> <li>Administering intravenous iron to patients who were not iron deficient</li> </ul>	
*Ordering unnecessary PET Scans  * http://goo.gl/GrGZ0o	
C2014Acosto Nutl Inc.	
Acceptive Health	
I can't believe I am still teaching 2 MN Rule	
88 yr old female presents to ED with fever 103, BP 80/50, WBC 18,000, UA with WBC, altered mental status.	
You screen by criteria and passes inpatient.	
Doctor orders inpatient admission to ICU for "sepsis due to UTI."	
EZIFAcontia hash to:	
Accretive Health  Accretive Health	
What is the 2 MN Rule? Two step process	
Two step process	
1- Does the patient require care that can only be safely provided in the hospital?	
ca.c., p. criaca iii die noopiali.	
2- How many midnights is the patient expected to require in the hospital until able to safely move to a	
lower level of care (regardless of who is going to pay for that care)?	
pay for that care):	
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CONTROLLING IS AN INC.	

Accretive Health  Accretive Health	
When does the Midnight Clock Start?	
When symptom-related treatment or diagnostic	
testing begins.	
-Nebulizer for dyspnea, CBC for abd pain	
These are provider-initiated tests based on protocols that will be signed by a doctor	
7	
Not when provider first sees patient	
Not when triage starts	
©254 Acordinal histollists.	
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What are the three clocks?	
Midnight clock to decide inpatient or outpatient	
-begins with symptom-related care	
Observation clock to count hours to get paid	
-begins with order for observation services	
-can bill any # of hrs: Medicare pays >8	
Inpatient admission clock to count 3 days for SNF	
-begins with admission order, not retroactive	
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ACCRETIVE HEALTH ACCRETIVE PEALTH	
ACCRETIVE HEALTH	
Every day of every admission ask	
"The crux of the medical decision is the choice to	
keep the beneficiary at the hospital in order to receive services or reduce risk, or discharge the	
beneficiary home because they may be safely treated	
through intermittent outpatient visits or some other care."	
	-
©2014Accretion for any history	

Accretive PAS* Gineral Submission	
88 yr old male presents to ED with c/o syncope. Woke up at 3 am to urinate, recalls standing at toilet	
and feeling warm, wife heard him hit floor. No head injury, labs, EKG normal.	
You screen by criteria and passes observation.	
Doctor orders observation.	
Sounds good; meets rule- needs a day on tele at most	
CZDIA Accessive lique de los	
ACCRETIVE HEALTH  ACCRETIVE HEALTH  ACCRETIVE HEALTH	
88 yr old male presents to ED with c/o syncope.	
Woke up at 3 am to urinate, recalls standing at toilet and feeling warm, wife heard him hit floor. No head injury, labs, EKG normal.	
You screen by criteria and passes observation.	
Doctor orders inpatient admission.	
Doesn't meet rule- needs a day at most	
According PAS* CHIEFT STORMS CHIEFT STORMS	
88 yr old male presents to ED with c/o dizziness. Ate potato salad at block party and has had diarrhea for 2 days, not able to drink. BUN 30/Cr 1.2. Gets 2 L in ED	
and still orthostatic. You screen by criteria and passes observation. Doctor orders observation.	
Next day, less diarrhea, able to take sips, but labs unchanged, still weak. Doctor wants to keep one more	
day for hydration and orders inpatient. Should go home tomorrow. You screen and fails inpatient criteria	
but passes observation criteria. Meet rule or not meet rule?	
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Accelerative Health  Accelerative Health	
The Rule says	
"The decision to admit becomes easier as the time approaches the second midnight, and beneficiaries in necessary hospitalizations should not pass a second midnight prior to the admission order being written."	
IPPS Final Rule p 50946	
C231Accessive Number	
ACCRETIVE HEALTH  ACCRETIVE HEALTH  ACCRETIVE HEALTH	
75 yr old presents with chest pain. EKG and troponin negative. Doctor places observation to rule out MI and get stress test. You screen and passes observation.	
Next day stress test negative and doctor orders GB ultrasound, GI consult for EGD and inpatient admission. You screen for inpatient admission and fails inpatient criteria, fails observation criteria and passes discharge screening.	
Meet rule or not meet rule?	
So how do you use criteria?	
If a patient passes Inpatient or Observation criteria, or fails discharge screening, that means they require hospital care. You then need to count midnights to determine correct status.	
Pass Inpt- could be inpt or obs, dep on illness and plan Pass Obs- could be obs or inpt dep on how many MN already spent	
Fail discharge- In or obs dep on the day and the plan	
Don't meet criteria at all- get a secondary review	
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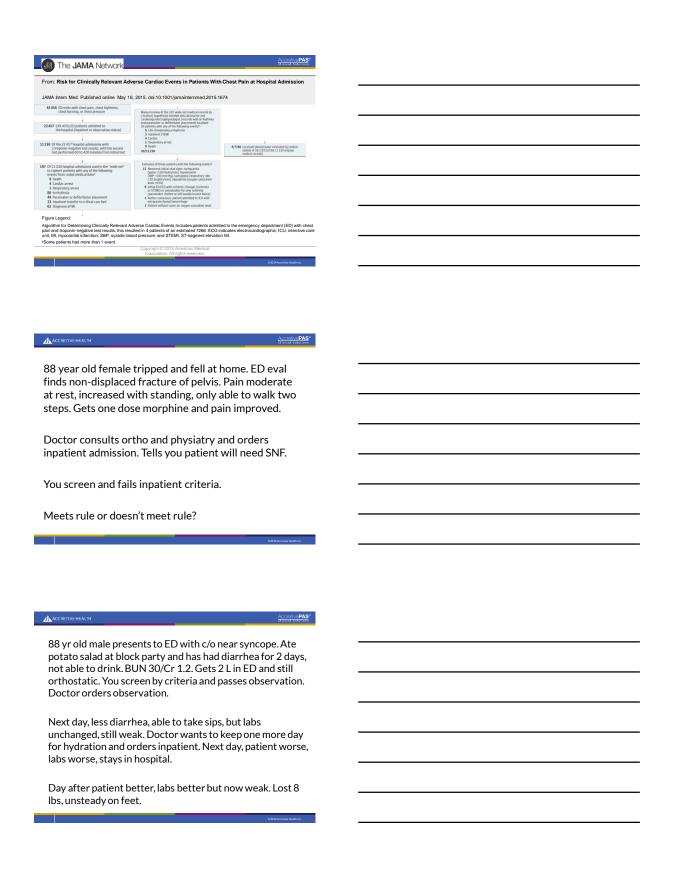


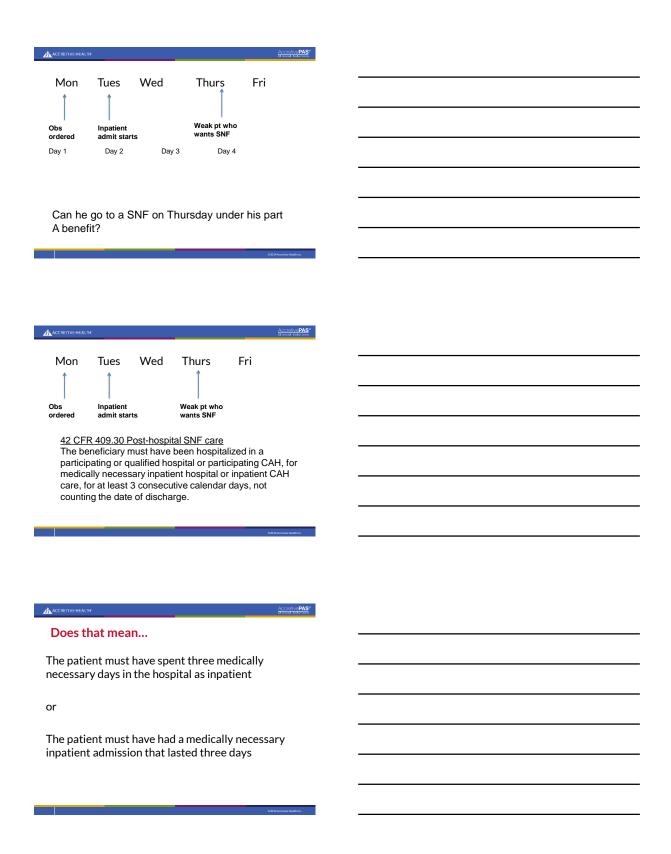
preparation or clearance

Patients who are staying because they can't get a ride home

ACCRETIVE HEALTH ACCRETIVE HEALTH	
The Hirsch Rule of Observation	
If every patient is reviewed by CM for proper admission status, and every patient is placed in the right status, and observation is only ordered on the proper patients, and every patient goes home as soon as their need for hospital care has finished	
and every patient who requires a second midnight is admitted as inpatient, then your observation rate is at your benchmark.	
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Symptoms without a Cause	
If you don't know the cause, you can't know the course Acute exacerbation of chronic pain	
Abdominal pain Resolved neurologic findings/TIA Acute back pain	
Headache Nausea and vomiting/dehydration	
Syncope Chest pain	
They can always admit if not better after first MN	
20 C27MAnistric North In-	
ACCURATIVE HEALTH ACCURATIVE HEALTH	
Mild Exacerbation of Known Illness	
Heart Failure Asthma	
COPD Rapid A fib in pt with known A Fib	
Mild Case of Potentially Serious Illness Will it bloom or will it fade?	
Pneumonia Pyelonephritis	
Cellulitis Acute Pancreatitis	
21 EZHAconie Hulb In-	

ACCIPATIVE HEALTH ACCIPATIVE HEALTH	
What is physician judgment?	
The physician or other practitioner responsible for a patient's care at the hospital is also responsible for deciding whether the patient should be admitted as an inpatient.  MBPM Ch 1	
"I expect two midnights" means nothing if that expectation is not clinically rational the physician's "order and certification regarding medical necessity" are not entitled to any "presumptive weight" and are "evaluated in the context of the evidence in the medical record."	
ACCIPILITY HEALTH  ACCIPILITY PAS	
Clinical Solutions	
Unexpectedly Rapid Recovery  The doctor correctly thought they'd need over 2	
MN but they got better faster.	
The 2 MNI expectation must be elimically sound	
The 2 MN expectation must be clinically sound.	
Their unexpected recovery should be explained.	
This should happen infrequently.	
This should happen him equency.	
22 STANA-MARINETIC	
Accretive Health Accretive PAS' Continue stories	
But who really does require hospital care?	-
"The crux of the medical decision is the choice to	
keep the beneficiary at the hospital in order to receive services or reduce risk, or discharge the	
beneficiary home because they may be safely treated through intermittent outpatient visits or some other	
care."	
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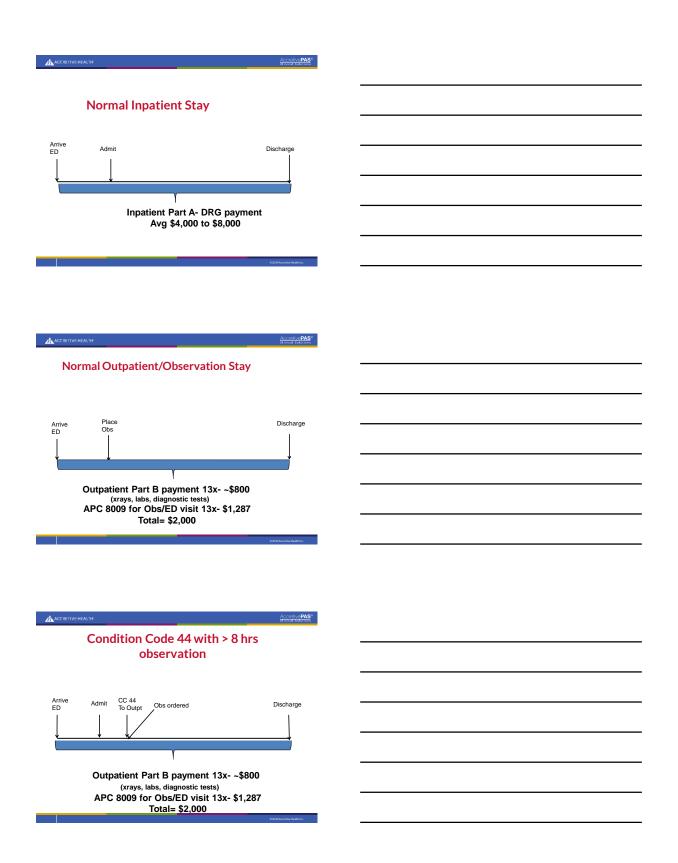


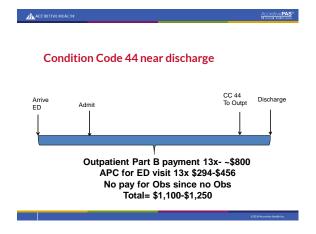


<b>⚠</b> ACCRETIVE HEALTH	Apprelius PAS® Clinical Solutions	
In addition, the qualifying hospital stay must have be medically necessary. Medical necessity will general presumed to exist. When the facts that come to the intermediary's attention during the course of its not review process indicate that the hospitalization made been medically necessary, it will fully develop the checking with the attending physician and the hospitalization for 3 days represents as departure from normal medical practice.	lly be e prmal claims ay not have ase, pital, as necessary	
	©255 Accessing the pills Inc.	
My suggestion	According PAS*	
My suggestion		
Ensure inpatient admission was medicall necessary and that all three days meet be definition of medically necessary hospital	road	
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<u>M</u> accretive Health	Accretive <b>PAS</b> *	
This also applies		
Patient admitted as inpatient, stays two dadischarged by physician but wants to stay a day and go to SNF so appeals discharge.	iys, a third	
Do the days during appeal process count to SNF qualification?	o the	
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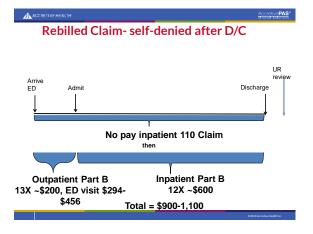
Inpatient Only Surgery Order "Reprieve"  As of April 1, 2015, the inpatient admission order can be written any time during next three calendar days (the pre-admission window) of the hospital stay but  Not applicable to CAH which have no payment window Days do not count for SNF Gives you no opportunity to check medical necessity and documentation  Why do patients get readmitted?  Mrs. Gomez 's Home Medications and her inpatient Medications  Henre Medications  Henre Medications  Henre Medications  Importer Medications  Henre Medications  Henre Medications  Henre Medications  Henre Medications  Provided To Graph Development of the Standard Medications of the Standard Medications  Henre Me		Acquellus PAC®	
As of April 1, 2015, the inpatient admission order can be written any time during next three calendar days (the pre-admission window) of the hospital stay but  Not applicable to CAH which have no payment window Days do not count for SNF Gives you no opportunity to check medical necessity and documentation  Why do patients get readmitted?  Mrs. Gomez's Home Medications and her Inpatient Medications  Lamps deficit 2023 rape before the discretions and her inpatient Medications  Lamps deficit 2023 rape before the discretion of th	Maccretive Health	Accepture PAS*	
the written any time during next three calendar days (the pre-admission window) of the hospital stay but  Not applicable to CAH which have no payment window Days do not count for SNF Gives you no opportunity to check medical necessity and documentation  Why do patients get readmitted?  Why do patients get readmitted?  Mrs. Gonez 's Home Medications and her Inpatient Medications  Inone Me	inpatient Only Sur	gery Order Keprieve	
Why do patients get readmitted?  Why do patients get readmitted?  Mrs. Gomez 's Home Medications and her Inpatient Medications  Lisnoprid-CT. 2025 mg/d Meterphold. 50 mg (B) Applied. 23 mg/d Meterphold. 50 mg (B) Applied. 23 mg/d Pravation. 25 mg/d Pravation. 40 mg/d Pravation. 40 mg/d Pravation. 40 mg/d Pravation. 40 mg/d Pravation. 50 mg/d Pravation.	be written any time d	uring next three calendar days	
Why do patients get readmitted?  Why do patients get readmitted?  Mrs. Gomez's Home Medications  Home Medications  Listophic McC. 20072 mg/d  Meterground, 30 mg 80  Listophic McC. 20072 mg/d  Mete	•	. ,	
Gives you no opportunity to check medical necessity and documentation    Market   Ma		न which have no payment	
Why do patients get readmitted?  Mrs. Gomez 's Home Medications and her Inpatient Medications  Home Medications  Inpatient Medications  Limpatient Med	Days do not count for	·SNF	
Why do patients get readmitted?  Mrs. Gomez's Home Medications and her Inpatient Medications  Home Medications  Inpatient Medications  Lisinopril/HCTZ_20/25 mg/d Hotoprolib, 20 mg/d HCTZ_25 mg/d Metoprolib, 50 mg BID Prinvill (Isinoprilb, 20 mg/d HCTZ_25 mg/d Metoprolib, 50 mg BID Pravastatin. 40 mg/d		nity to check medical necessity	
Why do patients get readmitted?  Mrs. Gomez's Home Medications and her Inpatient Medications  Home Medications  Inpatient Medications  Lisinopril/HCTZ_20/25 mg/d Hotoprolib, 20 mg/d HCTZ_25 mg/d Metoprolib, 50 mg BID Prinvill (Isinoprilb, 20 mg/d HCTZ_25 mg/d Metoprolib, 50 mg BID Pravastatin. 40 mg/d			
Why do patients get readmitted?  Mrs. Gomez's Home Medications and her Inpatient Medications  Home Medications  Inpatient Medications  Lisinopril/HCTZ_20/25 mg/d Hotoprolib, 20 mg/d HCTZ_25 mg/d Metoprolib, 50 mg BID Prinvill (Isinoprilb, 20 mg/d HCTZ_25 mg/d Metoprolib, 50 mg BID Pravastatin. 40 mg/d		© 2014 Acceptive Health Inc.	
Why do patients get readmitted?  Mrs. Gomez 's Home Medications and her Inpatient Medications  Home Medications  Lishoprili+CTZ_20/25 mg/d Hotoprolit, 20 mg/d HCTZ_20/25 mg/d Hotoprolit, 30 mg 810 Leverm' (insulin determin, 35 units/d Ecotine (spring), 32 mg/d Pravastatin. 40 mg/d			
Mrs. Gomez 's Home Medications and her Inpatient Medications  Home Medications  Lishopril/HCTZ_20/25 mg/d Hotoprolo, 30 mg BiD Prinklil (lishopril), 20 mg/d Hctz 25 mg/d Coreg (carvello), 25 mg BiD Eventre (malin) determin, 30 mg BiD Pravastatin, 40 mg/d Pravas			
Mrs. Gomez 's Home Medications and her Inpatient Medications  Home Medications  Lisinopril/HCTZ. 20/25 mg/d Metoprolol. 50 mg BID Lamtou (multiplagme). 20 um/std Medirorms, 500 mg BID Levemir (multiplagme). 35 mg/d Pravastatin. 40 mg/d Nexturn (esomeprazole). 20 mg/d Nexturn (esomeprazole). 20 mg/d Nexturn (esomeprazole). 20 mg/d Nacetyl (ysteine. 600 mg BID for 1 day  My personal opinion on Readmissions  Make the hospitalists actually spend > 30 minutes with patient on discharge Sit down next to bed, on side away from the door			
Mrs. Gomez 's Home Medications and her Inpatient Medications    Home Medications	ACCRETIVE HEALTH'	Accretive PAS*	
Home Medications  Lisinopril/HCTZ, 20/25 mg/d Metoprolo, 30 mg BID Lantus (insulin glargine), 20 units/d Medications, 30 mg BID Lantus (insulin glargine), 20 units/d Medications, 30 mg BID Aspirin, 325 mg/d Pravastatin, 40 mg/d Pravastatin, 40 mg/d Pravastatin, 50 mg/d Nocurrive Machine BID * toxice daily; HCTZ * hydrochlorothiazide.  My personal opinion on Readmissions  Make the hospitalists actually spend >30 minutes with patient on discharge Sit down next to bed, on side away from the door	Why do patients g	et readmitted?	
Home Medications  Lisinopril/HCTZ, 20/25 mg/d Metoprolo, 30 mg BID Lantus (insulin glargine), 20 units/d Medications, 30 mg BID Lantus (insulin glargine), 20 units/d Medications, 30 mg BID Aspirin, 325 mg/d Pravastatin, 40 mg/d Pravastatin, 40 mg/d Pravastatin, 50 mg/d Nocurrive Machine BID * toxice daily; HCTZ * hydrochlorothiazide.  My personal opinion on Readmissions  Make the hospitalists actually spend >30 minutes with patient on discharge Sit down next to bed, on side away from the door	Mrs. Gomez 's Home Med	ications and her Inpatient	
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Metoprolol, 50 mg BIO	Home Medications	Inpatient Medications	
Pravastatin, 40 mg/d Plavix (clopidogrel), 75 mg/d Nexium (esomeprazole), 20 mg/d N-acetyl cysteine, 600 mg BID for 1 day  BID * twice daily: HCT2 * hydrochlorothiazide.  Accretive MALIN  My personal opinion on Readmissions  Make the hospitalists actually spend > 30 minutes with patient on discharge Sit down next to bed, on side away from the door	Metoprolol, 50 mg BID Lantus (insulin glargine), 20 units/d Metformin, 500 mg BID	HCTZ, 25 mg/d Coreg (carvedilol), 25 mg BID Levemir (insulin detemir), 35 units/d	
ACCUBITIVE HEALTH  My personal opinion on Readmissions  Make the hospitalists actually spend >30 minutes with patient on discharge Sit down next to bed, on side away from the door		Crestor (rosuvastatin), 10 mg/d Plavix (clopidogrel), 75 mg/d Nexium (esomeprazole), 20 mg/d	
My personal opinion on Readmissions  Make the hospitalists actually spend >30 minutes with patient on discharge Sit down next to bed, on side away from the door	BID = twice daily; HCTZ = hydrochlorothiazide.		
My personal opinion on Readmissions  Make the hospitalists actually spend >30 minutes with patient on discharge Sit down next to bed, on side away from the door			
My personal opinion on Readmissions  Make the hospitalists actually spend >30 minutes with patient on discharge Sit down next to bed, on side away from the door		©2014 Accention Health Inc.	
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Make the hospitalists actually spend >30 minutes with patient on discharge  Sit down next to bed, on side away from the door	ACCRETIVE HEALTH'	Accretive PAS®	
on discharge Sit down next to bed, on side away from the door	My personal opin	ion on Readmissions	
		ually spend >30 minutes with patient	
DO MED RECTNEMS EIVES, LOOKING AT NOME MEDS CARETUILY			
Use generics- no fancy stuff that needs prior auth			
Type out discharge instructions themselves in plain language		•	
Call a family member on every discharge and explain course	•		
Do the discharge summary on the day of discharge  Cot a message to the DCD on begin to surround get nation.	-		
Get a message to the PCP on hospital course and get patient appt		on nospital course and get patient	-
Follow up on pending tests after discharge	Follow up on pending test	_	
Watch early discharge programs (out by 10 am) – may incr readmissions	Watch early discharge pro	ograms (out by 10 am) - may incr	<del></del>

Accretive Health  Accretive Health	
Condition Code 44	
Determination that an inpatient admission should have been outpatient +/- observation	
CC44 changes inpatient to outpatient, not to Obs!	
Requires: Concurrence of admitting/attending physician Review by UR committee doctor Completion before discharge Written notification to patient	
Accretive Health	
Not Allowed/Not Appropriate	
Attending changing their own admission to obs No UR doctor involvement Unexpected recovery, AMA, unexpected transfer After discharge	
©ZHAzzenia Nath Inc	
ACCIDENCE HEALTH ACCIDENCE PAST	
Self-denial of Inpatient Admission	-
Patient inappropriately admitted as inpatient but not noted until after discharge (catch these by reviewing all one-day inpatient admissions)	
Requires:	
Review by UR Committee doctor Discussion with attending (and 2 <sup>nd</sup> UR doc if attending disagrees)	-
Written notification of patient within 2 days Billing as no pay claim then rebilled to Part B	

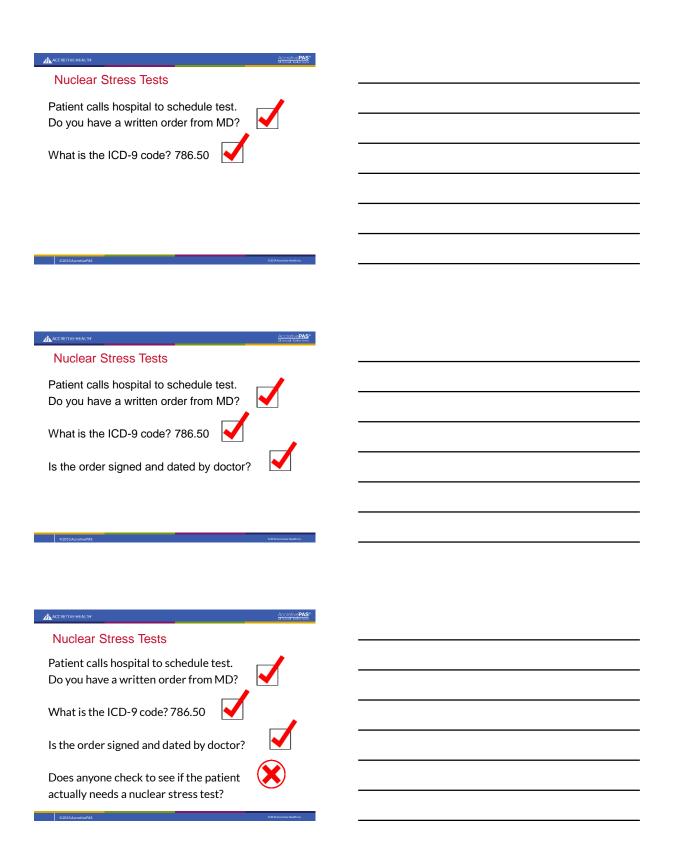




## Attending does not concur- 3 claims Arrive ED Admit Failed CC44 Discharge No pay inpatient 110 Claim then Outpatient Part B Inpatient Part B 13X ~\$200, ED visit \$294\$456 Total = \$900-1,100



Accretive HAATH	
Medical Necessity- Two Types	
7	
Medically necessary of the setting-	
,	
Does the patient require care that can only safely be provided in the	
hospital/rehab/LTACH/SNF/home?	
CEMACHINI INC.	
Accretive Health  Accretive Health	
Medical necessity to provide the care itself-	
Does the patient have medical necessity to have the service that is being planned for them?	
CONSTRUCTION S	
COS Accidentes  Conveniente and	
Accretive HEALTH Accretive PAS STREET STREET	
Nuclear Stress Tests	
Patient calls hospital to schedule test.	
Do you have a written order from MD?	
©2015 Accretive PAS ©2014 Accretive PAS	



A ACCIPITION HEALTH  According PAS*	
Clinical Solutions	
Noridian LCD L33660  The patient has an abnormal ECG with a high likelihood of coronary artery disease (CAD) based on multiple risk factors or strongly suggestive symptoms	
The patient takes medication that would make interpretation of a standard exercise test inaccurate	
The patient had an abnormal standard stress test and further evaluation is medically necessary	
The patient has a condition which would likely result in a non- diagnostic or inaccurate standard stress test	
EZIJSAcretie/PS EZIJAcretie/PS	
ACCURTIVE HEALTH  ACCURTIVE HEALTH	
Keeping up with the literature	
Evidence changes!  - NICE-SUGAR- tight DM control- good then bad  - Blood transfusions- what's your trigger?  - Kyphoplasty- failed conservative trial?	
<ul><li>Zetia- Good? Worthless?</li><li>Surviving Sepsis</li></ul>	
- Intervention for Stroke	
How do you keep up with changing medical practice?	
©2014 Annothel legal lic	
Accretive PAS*  Accretive PAS*  Online Pasitive  Accretive PAS*	
The (Un)Learning Process	
<b>Denial</b> - We gravitate towards literature, dogma, experts, and practice patterns that reflect our own biases. Thus, we may	
not come into contact with the information prompting a change in our practice or, alternatively, we may outright dismiss the assertion or data without a solid look.	
Remind ourselves that publications may lead us astray if we are not careful.	
The first study makes the biggest splash but the second (third, fourth, etc) are the most important - don't overlook these . After all, replication is the key to science, the foundation of medicine.  Pay particular attention to "negative" studies, which are published	
far less frequently than positive studies.	
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Anger - We tend to become defensive when our beliefs and practices come under scrutiny or are challenged - it can feel like were being attacked.  Accept that we will do things that may, in hindsight, be called "veront" even thought this vean to known at the time "his lakes are train feel of intellectual and momental wherealist, laterically, this is how one at the time "his lakes are train feel of intellectual and momental wherealist, laterically this in solid price intellectual and momental wherealist, laterically this and the individual level, but also a berrair for institutions to unkern a practice.  Beaver of a leading for a metal lateria reside, if question over one more to an idea than to patient care.  Bargaining. We may engage in mental trade-offs with the cyclence, using our own experiences/ancedotes or mental frameworks in an effort to trump the data driving the unlearning. We may engage in mental reade-offs with the cyclence, using our own experiences/ancedotes or mental frameworks in an effort to trump the data driving the unlearning. Yenray uter something along the lines of, "But, I saw Drug X work, in front of my very eyes," despite data demonstrating lack of efficacy.  Recognize the eggitties is biases we have developed our learned participations, and satempts are these added while we canning the data. These capities is his case we have developed our learned participations, and satempts are these added while we canning the data. These cognities is hort cut and experiences certainly comprise part of one's clinical gestalt; yet, there may be times in which they act as a crutch.  Depression - We may feel guilty or defeated by this unlearning process and assume that it translates into either a reflection on ourselves or demonstration of the fullity of medicine, esseerand, or evidence based medicine.	ACCRETIVE HEALTH ACCRETIVE HEALTH	
Working even though this was not known at the time.  - This takes a crata livel of inflational and emotional vulnerability. Historically, this is not only an issue at the individual level, but also abarrier for instituctions to funisman practice.  - Beview of zeoloty for a medical intervention. Figuration over one device of the process of practicing with the process of the process of practicing experiences (process of practicing experiences) and process of practicing experiences (process of practicing experiences) and process of practicing experiences (process of practicing experiences) and process of practicing experiences (process of practicing experiences) and process of practicing experiences (process of practicing experiences) and process and according to the process of practicing experiences (process of practicing experiences) and assume that it translates into either a reflection on ourselves or demonstration of the fulfity of medicine, research, or evidence based medicine.  - Recall that while we have a seemingly innate desire to intervene, sometimes even apparently harmless interventions carry risks.  - Recifforce that this is part of the process of practicing medicine, which is a dynamic environment teeming with uncertainty.	practices come under scrutiny or are challenged - it can feel	
level, but also a barrier for institutions to unlearn a practice.  Bearvard Sealorly for a medical intervention, fluestino over one of an intervention cause us unesse, it may indicate that we are tied more to an idea than to patient care.  Bargaining - We may engage in mental trade-offs with the evidence, using our own experiences/anecdotes or mental frameworks in an effort to trump the data driving the unlearning. We may utter something along the lines of, "But, I saw Drug X work, in front of my very eyes," despite data demonstrating lack of efficacy.  Recognize the cognitive biases we have developed, our heuristics and anecdotes that may cause us to anchor in our learned practice patterns, and attempt to set these saide while we examine the data. These cognitive short cuts and experiences cartainly comprise part of one's clinical gestalt; yet, there may be times in which they act as a crutch.  Depression - We may feel guilty or defeated by this unlearning process and assume that it translates into either a reflection on ourselves or demonstration of the futility of medicine, research, or evidence based medicine.  Recall that while we have a seemingly innate desire to intervene, sometimes even apparently harmless interventions carry risks.  Reinforce that this is part of the process of practicing medicine, which is a dynamic environment teening with uncertainty.	"wrong" even though this was not known at the time.  — This takes a certain level of intellectual and emotional	
Bargaining - We may engage in mental trade-offs with the evidence, using our own experiences/anecdotes or mental frameworks in an effort to trump the data driving the unlearning. We may utter something along the lines of, "But, I saw Drug X work, in front of my very eyes," despite data demonstrating lack of efficacy.  Recognize the cognitive biases we have developed, our heuristics and anecdotes that may cause us to anchor in our learned practice patterns, and attempt to set these aside while we examine the data. These cognitive short cuts and experiences certainly comprise part of one's clinical gestalt; yet, there may be times in which they act as a crutch.  Depression- We may feel guilty or defeated by this unlearning process and assume that it translates into either a reflection on ourselves or demonstration of the fullity of medicine, research, or evidence based medicine.  Recall that while we have a seemingly innate desire to intervene, sometimes even apparently harmless interventions carry risks.  Reinforce that this is part of the process of practicing medicine, which is a dynamic environment teening with uncertainty.	level, but also a barrier for institutions to unlearn a practice.  — Beware of zealotry for a medical intervention. If question over one of an intervention causes us unease, it may indicate that we are tied	
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ACCRETIVE HEALTH	AccretivePAS* Glinical Solutions	
Acceptance - Once we acquiesce to the notion that it's necessary to unlearn a practice or thought process in medicine, we are at risk of becoming complacent and fail		
unlearn yet again, resulting in a vicious cycle. Perhaps we should never be fully comfortable with the support for we do, as that may allow us to become complacent and that we understand when we don't. We may share in cread a dogma to replace the one we have just unlearned.	vhat :hink	
Given the changing landscape of medical practice, it's like wise to regard all of our practices with a skeptical and cueye. This may allow us the mental flexibility to alter our practice when warranted.		
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Questions?		
rhirsch@accretivehealth.com		
www.ronaldhirsch.com		