

# Chief Quality Officer Rounds:

## Charting A New Course for Performance Improvement

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# Who We Are

- Largest academic community hospital in PA
- Largest Level 1 Trauma Center in region
- Certified Stroke Center
- Employees – 9,800  
Medical Staff – 1,200+  
Nurses – 2,334
- Magnet Hospital
- 163,000 ED visits
- 68,602 admissions
- 981 acute care beds
- 3 hospital campuses
- Revenues over \$1 Billion



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# Quality Milestones

2007

- America's Best Hospitals for cancer care, digestive disorders, endocrinology, heart care and heart surgery, kidney disease, orthopedics-U.S. News & World Report

- Leapfrog Top Hospital-The Leapfrog Group

- Primary Stroke Center-Joint Commission

- Best 100 Companies to Work For-FORTUNE

- Top 100 Integrated Health Networks-Verispan

- 100 Most Wired and 25 Most Wireless Hospitals-Hospitals & Health Networks



2008

- America's Best Hospitals for digestive disorders, geriatrics, and heart care and heart surgery-U.S. News & World Report



- Nation's Highest Heart Attack Survival Rate-Centers for Medicare and Medicaid Services (CMS)

- Leapfrog Top Hospital-The Leapfrog Group

- Burn Care Re-verification for Adults and Children-American Burn Association and the American College of Surgeons

- Best 100 Companies to Work For-FORTUNE

- 100 Best Places to Work in Healthcare-Modern Healthcare



- Blue Distinction Center for Complex and Rare Cancers-Highmark Blue Shield

- Top 100 Integrated Health Networks-Verispan

- 100 Most Wired and 25 Most Wireless Hospitals-Hospitals & Health Networks

- First LEED-Certified Inpatient Facility in Pa.-U.S. Green Building Council

2009

- America's Best Hospitals for geriatrics, and urology-U.S. News & World Report

- Pennsylvania's Highest Heart Attack Survival Rate-Centers for Medicare and Medicaid Services (CMS)

- Accredited Chest Pain Center-Society of Chest Pain Centers



- Best 100 Companies to Work For-FORTUNE

- Leapfrog Top Hospital-The Leapfrog Group

- Full Accreditation-Association for the Accreditation of Human Research Protection Programs (AAHRPP)

- Outstanding Program Achievement Award-American College of Surgeons' Commission on Cancer (CoC)



- Get With the Guidelines-Stroke Gold Performance Achievement Award-American Stroke Association

- 100 Most Wired and 25 Most Wireless Hospitals-Hospitals & Health Networks

- EPA Mid-Atlantic Region Environmental Achievement Award-U.S. Environmental Protection Agency

- One of the 10 Best Hospitals in America-Becker's Hospital Review

2010

- America's Best Hospitals for geriatrics-U.S. News & World Report

- No. 1 in PA and No. 2 in the Nation for Heart Attack Results-Centers for Medicare and Medicaid Services (CMS)

- Top 5 Academic Medical Centers in U.S.-University HealthSystem Consortium (UHC)

- NCI Community Cancer Centers Program-National Cancer Institute, U.S. National Institutes of Health



- 100 Most Wired and 25 Most Wireless Hospitals-Hospitals & Health Networks

- Top 100 Integrated Health Networks-SDI

- Leapfrog Top Hospital-The Leapfrog Group



- One of the 30 Best Hospitals in America-Becker's Hospital Review

- 100 Best Places to Work in Healthcare-Becker's Hospital Review

- Carolyn Boone Lewis Living the Vision-American Hospital Association (AHA)



2011

- America's Best Hospitals for endocrinology, gastroenterology and geriatrics-U.S. News & World Report



- No. 1 and No. 2 Hospitals in the Region-U.S. News & World Report

- Magnet Hospital redesignation for nursing excellence-American Nursing Credentialing Center



- Top Performer on Key Quality Measures-Joint Commission

- Architecture and Design Award for environmentally friendly health care-GreenCare

- Top 100 Integrated Health Networks-Verispan

- 100 Most Wired Hospitals-Hospitals & Health Networks

- 100 Best Places to Work in Health Care-Becker's Hospital Review





# What?

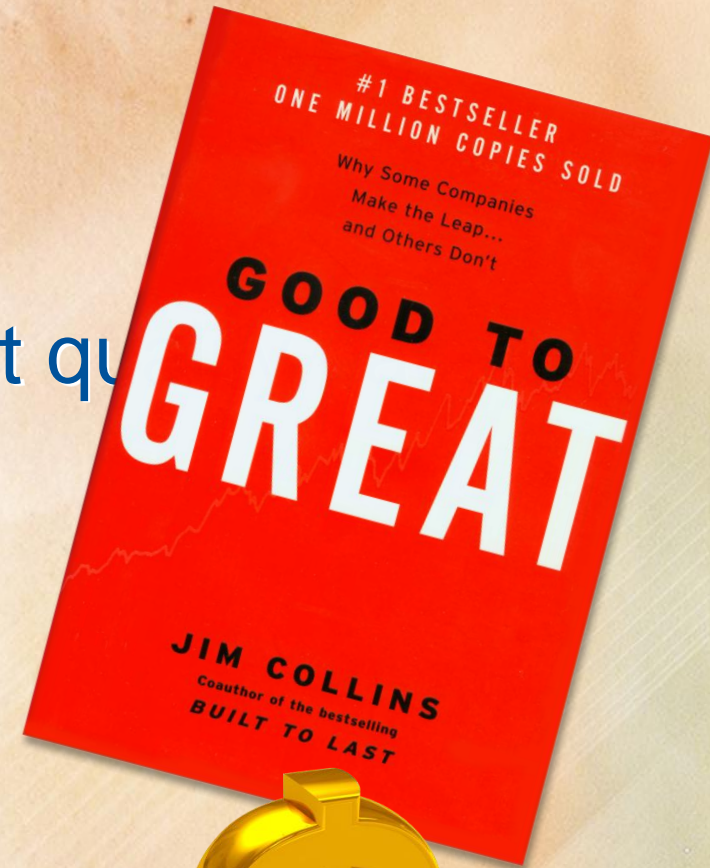
- CQOR – Chief Quality Officer Rounds
- Master's prepared RN educator's facilitate real time learning to promote patient care and resultant outcomes





# Why?

- **Passion** for the highest quality care
- Good to GREAT
- CMS and value based purchasing





## – Data Transparency

## – Cross pollination





# Journey

## ■ Toyota Lean

- Gemba rounds
- Ah ha moment
- Trial Medical-Surgical unit





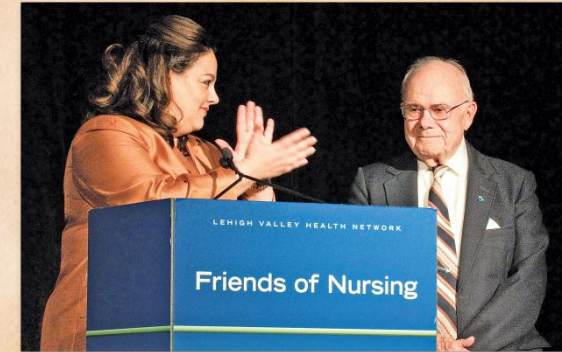
# What's Next?

- Improved process
  - Standard work
    - Rounds
    - Visibility and Quality Boards



# Division Make Up

- 5 Medical-Surgical units
- 3 Behavioral Health units
- 1 Intensive Care Unit
- Respiratory Services





# Impact of Quality Rounds at Division Level

FY 2009 to FY 2011

- Pressure ulcer rate:
  - 2.43 to 1.10
  - DECREASED  
54.76%
- Catheter Associated UTI rate:
  - 4.54 to 1.62
  - DECREASED  
64.22%





# Impact of Quality Rounds at Division Level

FY 2009 to FY 2011

- Medication Errors:
  - 94 to 54
  - DECREASED 37.23%
- Ventilator Associated Pneumonia rate:
  - 3.73 to 0.18
  - DECREASED 95.22%





# Impact of Quality Rounds at Division Level

FY 2009 to FY 2011

- Fall rate:
  - 3.98 to 3.86
  - **DECREASED 3.13%**
- Restraint rate:
  - 19.90 to 19.55
  - **DECREASED 1.73%**





# Real-Time Assessment Impact

- Chief Quality Officer Rounds on Neuroscience ICU
  - Discuss staging and care of pressure ulcers
  - Monitor number of ETT days
  - Identify Multidisciplinary recommendations for Foley catheter alternatives
  - Review IV Pump set-up steps
  - Verify fall precautions in place



# Impact of Quality Rounds on Neuroscience ICU Data

- Medication Errors
  - Decreased 42%
- Ventilator Associated Pneumonia
  - 3 VAPs for 3589 ventilator days
- Pressure Ulcer rate
  - Decreased 10%





# Neuroscience ICU Staff Impact

- CA-UTI rate increased 20%
- Staff meetings to determine root cause
  - MRI/CT tables without dependent hooks to hang Foley catheters
- Dependent hooks placed on tables
  - **No CA-UTIs for 4 months**



# Plan for the Future

- Hardwire quality metric review
  - Data transparency reinforced
- Identify target metric
  - Gather staff input of areas to improve
  - Develop rounding parameters
  - Detail performance improvement outcomes via quality visibility board
- Improve patient care







# Take Home Strategies

- Quality is everyone's concern
  - Staff
  - Management
  - Providers
- Data transparency raises accountability
- Chief Quality Officer Rounds allow teachable moments to improve patient care
- Empower staff to offer concerns and solutions



# Action Makes Results

- Find one thing and make it better
- Find the next thing and make it better

Success demands singleness  
of purpose.

**Vincent Lombardi**

Motivation is the art of getting people to do  
what you want them to do because they  
want to do it.

**Dwight D. Eisenhower**



# Questions?

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