Chief Quality Officer Rounds:
Charting A New Course for Performance Improvement

Courtney B. Vose, RN, MSN, MBA, APRN
Patient Care Services, Administrator

Maureen T. Smith, RN, MSN, CNRN
Patient Care Specialist, Neuroscience ICU
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
<table>
<thead>
<tr>
<th>Year</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>America's Best Hospitals for Digestive Disorders, Geriatrics, and Heart Care and Heart Surgery - U.S. News &amp; World Report&lt;br&gt;Nation's Highest Heart Attack Survival Rate Centers for Medicare and Medicaid Services (CMS) - Leapfrog Group&lt;br&gt;Blue Distinction Center for Complex and Rare Cancers - Highmark Blue Shield&lt;br&gt;Top 100 Integrated Health Networks - Verispan&lt;br&gt;100 Most Wired and 25 Most Wireless Hospitals &amp; Health Networks</td>
</tr>
<tr>
<td>2009</td>
<td>America's Best Hospitals for Geriatrics and Urology - U.S. News &amp; World Report&lt;br&gt;Pennsylvania's Highest Heart Attack Survival Rate Centers for Medicare and Medicaid Services (CMS) - Leapfrog Group&lt;br&gt;Full Accreditation for Patient Safety - AAHRPP&lt;br&gt;Outstanding Program Achievement Award - American College of Surgeons&lt;br&gt;Outstanding Program Achievement Award - American College of Surgeons&lt;br&gt;Get With the Guidelines - Stroke Gold Performance Achievement Award - American Stroke Association&lt;br&gt;100 Most Wired and 25 Most Wireless Hospitals &amp; Health Networks&lt;br&gt;EPA Mid-Atlantic Region Environmental Achievement Award - U.S. Environmental Protection Agency&lt;br&gt;One of the 10 Best Hospitals in America - Becker's Hospital Review</td>
</tr>
<tr>
<td>2010</td>
<td>America's Best Hospitals for Geriatrics - U.S. News &amp; World Report&lt;br&gt;No. 1 in PA and No. 2 in the Nation for Heart Attack Results - Centers for Medicare and Medicaid Services (CMS)&lt;br&gt;LEAPFROG Top Hospital - The Leapfrog Group&lt;br&gt;NCI Community Cancer Centers Program - National Cancer Institute, U.S. National Institutes of Health&lt;br&gt;Top 100 Integrated Health Networks - SDI&lt;br&gt;Leapfrog Top Hospital - The Leapfrog Group&lt;br&gt;Best 100 Companies to Work For - FORTUNE&lt;br&gt;Top 100 Integrated Health Networks - Verispan&lt;br&gt;100 Most Wired Hospitals &amp; Health Networks</td>
</tr>
</tbody>
</table>
| 2011 | America's Best Hospitals for Endocrinology, Gastroenterology and Geriatrics - U.S. News & World Report<br>No. 1 and No. 2 Hospitals in the Region - U.S. News & World Report<br>Magnet Hospital redesignation for nursing excellence - American Nursing Credentialing Center<br>Top Performer on Key Quality Measures - Joint Commission<br>Architecture and Design Award for environmentally friendly health care - GreenCare<br>Top 100 Integrated Health Networks - Verispan<br>100 Most Wired Hospitals & Health Networks<br>100 Best Places to Work in Health Care - Becker's Hospital Review<br>Carolyn Boone Lewis Living the Vision - American Hospital Association (AHA)<br>Best Places to Work in Healthcare - 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 patient care
- Good to GREAT
- CMS and value based purchasing
Journey

- Quality Retreat
  - 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
Quality Data Transparency
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?

Courtney.Vose@lvhn.org
Maureen.Smith@lvhn.org