The Michigan Health & Hospital Association (MHA) Keystone Center Member Guidebook is an educational tool intended to help members understand and navigate the MHA Keystone Center organization. This tool will provide insight into the work of the MHA Keystone Center, so members can better understand their own roles and responsibilities within the scope of work.
Michigan Health & Hospital Association

The Michigan Health & Hospital Association (MHA) is the statewide advocate for Michigan community hospitals. Established in 1919, the MHA represents the interests of its member hospitals and health systems in the legislative and regulatory arenas, and supports their efforts to provide quality, cost-effective and accessible healthcare to all Michigan residents.
MHA Keystone Center

Established in 2003, the MHA Keystone Center, in collaboration with its member hospitals and health systems, as well as state and national partners, works to tackle big issues in healthcare and unite with a common goal — make care safe and more reliable.

All Michigan hospitals and thousands of their team members are voluntarily participating in MHA programs to improve the safety and quality of healthcare. A growing number of hospitals in other states are now also part of the MHA-lead patient safety and quality initiatives.

As a result of these initiatives, which are driven by evidence-based best practices and strongly supported by data, engaged hospitals are seeing great improvement on patient safety and quality outcomes. The MHA Keystone Center’s mission, vision, and values are an essential part of the work being done, and demonstrate their engagement to improving Michigan hospitals:

- **Mission:** Supporting healthcare providers to achieve excellence in the outcomes desired by the people they serve.
- **Vision:** Achieving the highest quality healthcare outcomes that meet individual values.

In addition to the work being done to improve the quality of care, the MHA Keystone Center is also a federally-listed Patient Safety Organization (PSO) by the Agency for Healthcare Research and Quality (AHRQ). The MHA Keystone Center collects, analyzes and aggregates adverse event data from member organizations and translates that information into actionable patient safety and quality improvement efforts.

MHA Keystone Center Leadership

**Sam R. Watson**, MSA, MT (ASCP), CPPS, senior vice president of patient safety and quality, MHA Keystone Center.

**Brittany Bogan**, MHSA, CPPS, vice president of patient safety and quality, MHA Keystone Center.

MHA Keystone Center Strategic Model

The MHA Keystone Center Strategic Model focuses on the person at the center; whether that is the patient or the provider. This allows the work to concentrate on the ultimate outcome of preventing adverse events, which is supported by ensuring the care being delivered is highly reliable and the culture is safe.
Person and Family Engagement

The MHA Keystone Center recognizes the importance of strong partnerships between healthcare providers and their patients.

The MHA Keystone Center, under the guidance of the MHA Keystone Center Person and Family Engagement (PFE) Council, developed A Roadmap to Person and Family Engagement, to accelerate the spread of person- and family-centered care. The road map includes recommended policies and practices, which build upon the original Centers for Medicare & Medicaid Services (CMS) Partnership for Patients (PfP) PFE Metrics that are fundamental to improved quality of care for patients in hospitals.

The MHA Keystone Center asks that each facility commits to implementing at least two practices per year from the road map, with PFE Metric 4 and the rest of the CMS PfP metrics set as priority for implementation.

Beginning in 2016, Michigan hospitals have worked to develop a patient and family advisory council (PFAC) to better engage patients in their quality improvement work. In addition to establishing or improving hospital PFAC’s, MHA Keystone Center has supported hospital efforts to have patients or family members on hospital quality or safety improvement teams.

To support hospitals in their PFE efforts, the MHA Keystone Center offers educational, networking and mentoring opportunities aimed to help spread existing PFE best practices. In addition, the MHA Community site is an online document library that houses educational materials and resources. The Michigan Hospital Resource Guide to Person and Family Engagement is a great starting point for hospitals to begin working with and/or advance their PFE strategies.

Great Lakes Partners for Patients Hospital Improvement Innovation Network

In 2016, the MHA Keystone Center was awarded a two-year Hospital Improvement Innovation Network (HIIN) contract (with an optional third year based on performance), by the Centers for Medicare and Medicaid Services (CMS).

Under the contract, the MHA Keystone Center partnered with the Illinois Health and Hospital Association (IHA) and Wisconsin Hospital Association (WHA) to form the Great Lakes Partners for Patients (GLPP) HIIN. The goal under the HIIN is to reduce hospital-acquired conditions (HACs) by 20 percent and readmissions by 12 percent within participating hospitals. The specific HACs that are evaluated include: adverse drug events, falls, pressure injury, sepsis mortality and post-operative sepsis, perioperative pulmonary embolism, clostridium difficile (C.Diff), catheter-associated urinary tract infection (CAUTI), central-line-associated bloodstream infection (CLABSI), surgical-site infection (SSI), and ventilator-associated events (VAE).

The GLPP HIIN has collectively partnered with more than 300 acute care hospitals within Michigan, Illinois, and Wisconsin for the duration of the contract.

The focus on the GLPP HIINs work going forward will be to sustain and accelerate national progress and momentum toward continued harm reduction. Additionally, an essential element of this work is a commitment to improving health equity, and organizations will give specific attention to identifying and reducing healthcare disparities.
High Reliability Culture

The MHA Keystone Center supports all improvement efforts through the deployment of high reliability culture. Highly reliable organizations (HROs) operate in a complex environment that is at high risk for catastrophic failure which may result in harm, and potentially death, for both patients and healthcare workers alike. According to *Managing the Unexpected: Resilient Performance in the Age of Uncertainty*, by Karl E. Weick and Kathleen M. Sutcliffle, there are five characteristics HROs embody in their day-to-day work:

**Sensitivity to operations:** Preserving constant awareness by leaders and staff to the state of the systems and processes which affect patient care. This awareness is key to noting risks and preventing them from reaching and harming patients.

**Reluctance to simplify:** Simple processes are good, but simplistic explanations for why things work or fail are risky. Avoiding overly simple explanations of failure is essential in order to understand the true reasons patients are at risk.

**Preoccupation with failure:** When near-misses occur, these are evidence of systems that should be improved to reduce potential harm to patients. Utilizing near-miss experiences to learn about what went wrong and how it can be improved, will ensure that patients continue to be safe.

**Deference to expertise:** If leaders and supervisors are not willing to listen and respond to the insights of staff who are intimately involved in patient care processes and understand the risks to patients, there will not be a culture in which high reliability is possible or supported.

**Resilience:** Leaders and staff need to be trained and prepared to know how to respond when system failures do occur.

The MHA Keystone Center through its safety and quality improvement efforts, entered a partnership with the Joint Commission Center for Transforming Healthcare to assist Michigan hospitals in becoming HROs.

HROs are organizations that manage safety hazards extremely well and do so consistently over an extended period of time. High reliability in healthcare signifies that excellent quality of care is consistently delivered for every patient, every time with a commitment to zero preventable harm.
MHA Keystone Center Patient Safety Organization

The MHA Keystone Center Patient Safety Organization (PSO) works with member organizations to adopt a strong cultural stance on patient safety by emphasizing the importance of improvement at the organizational and unit level.

SAFETY CULTURE SURVEY

Instruments such as the Safety, Communication, Operational Reliability and Engagement (SCORE) survey help measure cultural changes and identify areas of opportunity for improvement of patient and staff safety.

The SCORE survey yields valuable insight to unit culture and employee engagement and the results can be used to drive positive change. Data from the survey is also used to monitor progress for hospitals participating in the MHA Keystone Center high reliability initiative.

As a member of the MHA Keystone Center PSO, hospitals have the opportunity biennially to administer a safety culture survey. Hospitals can opt to administer either the SCORE Survey, or the Agency for Healthcare Research and Quality (AHRQ) Hospital Survey on Patient Safety (HSOPS).

MHA KEYSTONE CENTER PSO MEMBER BENEFITS

- Access to event reporting software
- Protected collaboration and shared learning through safe table events
- MHA Keystone Center data analytics services
- Expert root-cause analysis (RCA) review and feedback
- Safety toolkits
- Culture survey administration
- Participation in the MHA Keystone Center Speak-up! Award program
- Educational resources and training opportunities
- Access to state and national patient safety experts
- Affiliation and collaboration with other state and national PSOs for national benchmarking
- Access to MHA Keystone Center activities and resources

Data Management

Measurement is an important element in driving change and supporting sustainability. At the same time, data collection represents a potential burden for teams that are simultaneously working on improvement while delivering care. The MHA Keystone Center works to minimize the data collection burden by selecting a limited number of evidence based measures. The MHA Keystone Center also uses data from other sources (e.g., NHSN and claims data), where possible, to avoid duplication of data entry by hospital staff. Members are able to review submitted data to identify issues, trends, patterns and opportunities for change and improvement.
HOW MHA KEYSTONE CENTER COLLECTS AND MANAGES DATA

➤ Encyclopedia of Measures
The Encyclopedia of Measures (EOM) is a comprehensive resource which contains each of the HIIN program evaluation measures being collected and reported from GLPP hospitals each month. This document has specifics on where the data is stored, how rates are calculated, as well as source documents for nationally recognized measures.

➤ Keystone Data System
Keystone Data System (KDS) is a web-based, data collection and reporting tool that allows for real-time monitoring of data to support quality improvement activities. The system replaced MHA Care Counts and allows reporting at multiple levels, including hospital and peer group comparatives. Additionally, KDS allows users to run performance reports so they may see progress over time.
*The optimal browser for this portal is Google Chrome.*

➤ National Healthcare Safety Network
The National Healthcare Safety Network (NHSN) is a secure, web-based surveillance system which is managed by the CDC’s Division of Healthcare Quality Promotion.

Enrollment is open to all types of healthcare facilities in the United States, including acute-care hospitals, critical care hospitals, long-term acute-care hospitals, psychiatric hospitals, rehabilitation hospitals, outpatient dialysis centers, ambulatory surgery centers and long-term care facilities.

Participation in the NHSN is voluntary, free of charge and will contribute to the CDC’s efforts to improve infection control nationwide. However, participation is required for inpatient prospective payment system (IPPS) hospitals to receive full payment from CMS. As part of the GLPP HIIN, MHA Keystone asks that hospitals who are utilizing NHSN confer rights to their data, so that we can access it, export it, and include it, in aggregate, in HIIN reports.

➤ Michigan Inpatient Database
The Michigan Inpatient Database (MIDB) is a comprehensive source of all-payer, patient-level data that includes virtually all inpatient activity at Michigan acute care hospitals. The database has been in use for over 30 years and handles approximately 1.3 million discharge records annually. The MIDB is managed by Data Services, which is part of the larger MHA Service Corporation.

➤ NextPlane Solutions
NextPlane Solutions is a contractor of the MHA Keystone Center PSO. The NextPlane Solutions web platform allows members to submit adverse events in a protected portal. Imported data elements are based on the AHRQ Common Formats and are aggregated at a state and national level, with the opportunity for the patient safety data to inform the quality initiatives.

➤ Readmetrix
The MHA Keystone Center’s readmissions tool, Readmetrix, launched in 2015. The tool was developed by ArborMetrix and uses the Michigan Inpatient Database (MIDB) to provide hospitals with insights into their performance on readmissions and the Agency for Healthcare Research and Quality (AHRQ) Patient Safety Indicators (PSI). With the drilldown capability of this software, hospitals are able to identify opportunities for care improvement and cost-reduction. All MHA Keystone Center member hospitals have access to the standard version of the tool as part of their MHA Keystone Center subscription benefits. The standard version includes basic readmission and AHRQ PSI reports as well as CMS penalty conditions. Premium access can be purchased for an additional fee, and contains more detailed reports and ability to view patient-level data.
MHA Community Site

The MHA Community site is a secure, online website that is used as a common space for hospitals and members to access resources, connect and network with colleagues, as well as share information and ideas. It also provides a calendar of events, member directory and discussion forums. The MHA Community site is located at https://community.mha.org/home.

MHA Keystone Center Events + Educational Offerings: HIIN and PSO

The MHA Keystone Center brings together hospitals and state and national patient safety experts for various events throughout the year. These workshops, meetings and training events share evidence-based, best practices to improve patient safety and reduce healthcare costs.

Additionally, the annual MHA Safety & Quality Symposium is another opportunity for healthcare leaders to learn and share patient safety and quality improvement initiatives.

▶ MHA Safety & Quality Symposium
The annual MHA Safety & Quality Symposium explores innovative safety techniques and provides the opportunity to enhance patient safety across the care continuum. This is the signature event for the MHA Keystone Center providing networking and learning opportunities for attendees.

▶ Simulations
Simulations are facilitated through MHA Keystone’s HIIN subcontractors, and provide hospitals the opportunity to walk through their own processes with Michigan's safety and quality experts. Each simulation explores the hospital's process, from a patient's arrival to discharge, to better understand how to improve care.

▶ Regional Learning Sessions
A one-day interactive event that provides the most up-to-date best practices, and allows attendees to engage in discussion about techniques, share success stories, and express areas of opportunity within their organizations. MHA Keystone’s Regional Learning Sessions are topic specific, and have been held on hospital-acquired infections and antimicrobial stewardship, to name a couple.

▶ Quality Essentials Skills Training (QuEST)
A two-day, in-person workshop that engages hospital quality leaders and improvement teams in learning fundamental quality improvement skills, which will be utilized throughout the HIIN contract to drive improvement.

▶ Coaching Calls
Coaching calls are held on a monthly or quarterly basis for up to 60 minutes each. Teams share their successes and barriers to implementing interventions and can ask questions and interact with colleagues to enhance learning and networking between hospitals. Coaching calls are done in conjunction with other events, and may be used as a follow-up to a prior meeting.
Webinars
Content experts regularly host webinars throughout the year on various ‘hot topics’. Each event includes a question-and-answer period at the end and are accessible on the MHA Community site following the webinar, as a recording.

Improvement Action Networks
Improvement Action Networks (IANs) are a cohort of hospitals that have signed up to participate in an intensive coaching program, to significantly improve one area of harm (e.g. readmissions, pressure injuries, etc.). Participating hospitals receive guided coaching in an individualized manner so they may better understand their problem and work to address it through use of their quality improvement skills. IANs are short in duration, usually between three to four months, and require a commitment on behalf of the hospitals to dedicate staff time and resources to the face-to-face event and series of follow-up calls and webinars. Hospital teams are also asked to complete a Gap Analysis on the corresponding area of harm, to help identify their areas of greatest opportunity and where they might begin with their improvements.

Weekly Pacing Events
The Centers for Medicare and Medicaid Services Partnership for Patients community holds a weekly pacing event for HIIN leadership, improvement advisors and hospitals. MHA Keystone shares the registration information for these events, each week, on the MHA Community site. The topics discuss range from inpatient care topics, to staff safety, to outpatient and community partnerships.

MHA KEYSTONE CENTER PSO
Safe Tables
A safe table is a unique and interactive shared learning forum intended to enhance healthcare safety and quality. By leveraging the MHA Keystone Center’s legal protections under federal and state law, healthcare professionals can gather to review patient safety and quality issues via candid and transparent discussions. Participants are able to share stories of serious adverse events (that omit all patient- and provider-specific information), tools, best practices and more. Only members of the MHA Keystone Center PSO are eligible to attend quarterly safe tables.

Root Cause Analysis and Action Training
Root Cause Analysis & Action (RCA²) workshops are tailored to healthcare professionals who wish to increase their knowledge of the Root Cause Analysis (RCA) process. Training sessions will be exclusively offered throughout the year to MHA Keystone Center PSO members, and will assist in the implementation of sustainable systems-based improvements within their organizations. Participants will be given an introduction to RCA² elements and learn how to improve their own RCA process.

PSO Annual Meeting
The MHA Keystone Center PSO works with members to adopt a strong cultural stance on patient safety by emphasizing the importance of improvement at the organizational and unit levels. At the MHA Keystone Center PSO Annual Meeting, attendees focus on the delivery of results on broad safety goals and in specific areas, such as effective root cause analysis and culture improvement.
MHA Keystone Center Awards + Special Recognition

The MHA Keystone Center recognizes member hospitals, healthcare professionals, industry leaders and individuals on a quarterly and annual basis who either speak up to prevent potential harm to patients or staff members, or demonstrate leadership in safety and quality improvement.

► MHA Keystone Center Speak-up! Award
The MHA Keystone Center Speak-up! Award celebrates patient and staff safety through the recognition of individuals or teams in MHA Keystone Center PSO hospitals, who demonstrate a commitment to the prevention of patient or staff harm.

The MHA Keystone Center Speak-up! Award Toolkit was created in 2017 to help healthcare organizations design, implement and sustain a localized recognition program. The toolkit consists of two brochures and it’s intended to be a guide to create a tailored program that works within member organizations.

An electronic MHA Keystone Center Speak-up! Award Toolkit is available on the MHA Community site. It provides links to templates – posters, logos, certificates, etc., that can be downloaded and printed.

To learn more about the MHA Keystone Center Speak-up! Award, review award criteria, or make a nomination, visit: www.mha.org/About/Awards/Speak-up-Award.

► Advancing Safe Care Award
The Advancing Safe Care Award honors a team of healthcare professionals within MHA-member hospitals who demonstrate a fierce commitment to providing quality care across diverse socio-economic populations, lead the charge for quality improvement, promote transparency to improve healthcare, and achieve better outcomes due to a strong culture of safety.

MHA Keystone Center Communications

► MHA Keystone Center Social Media
The MHA Keystone Center provides regular content updates on social media, promoting events, highlighting the work of Michigan hospitals, and encouraging participation in making Michigan care safer.

Facebook.com/MichiganHospitals
Twitter.com/MHAKeystoneCtr
LinkedIn.com/company/mha-keystone-center/
Youtube.com/user/MiHospitalAssoc
Instagram.com/MiHospitalAssoc
MHA Keystone Center Monthly Newsletter
The MHA Keystone Center provides a monthly newsletter that highlights important news and information for patient safety and quality staff. It is distributed during the first week of every month.

MHA Monday Report
The MHA Monday Report is a weekly newsletter that recaps the latest healthcare news of critical importance to Michigan hospitals.

MHA Keystone Center Safety & Quality Annual Report
The MHA Keystone Center Safety & Quality Annual Report is produced each fall and highlights the MHA Keystone Center’s yearly activities and results. The report is accompanied by a communications toolkit, which can help hospitals share their patient safety and quality efforts with elected officials, the public and media.

If you are not currently receiving these communications, please email the MHA Keystone Center at keystone@mha.org.

Partnerships
Partnerships are a vital component of the MHA Keystone Center’s efforts to improve the safety and the quality of healthcare. The MHA Keystone Center partners with numerous organizations, including:

Alliance for Innovation on Maternal Health (AIM)
Blue Cross Blue Shield of Michigan
Gift of Life Michigan

Johns Hopkins Armstrong Institute for Patient Safety & Quality
Lean Transformation Group (LTG)
Michigan Department of Health and Human Services (MDHHS)

Contact Information
To learn more, visit: www.mhakeystonecenter.org.
For questions, contact keystone@mha.org.
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