



PATIENT SAFETY AND QUALITY ANNUAL REPORT

2016

Improving Quality, Saving Lives

All Michigan hospitals and thousands of their team members — from direct healthcare providers, such as nurses and doctors, to front-office executives — are voluntarily participating in MHA programs to improve the safety and quality of healthcare.

The Michigan Health & Hospital Association (MHA) Keystone Center works with hospitals to develop and implement evidence-based best practices to prevent patient harm. In 2015, efforts focused on integrating **high-reliability culture** and expanding **person and family engagement (PFE)** work across all quality improvement activities, factors vital to reducing patient harm.

High Reliability

In 2016, Michigan became the second state in the U.S. to partner with the Joint Commission Center for Transforming Healthcare (the Center) on a multiyear, statewide high-reliability initiative to improve organizational effectiveness and efficiency, customer satisfaction, compliance and culture.



Led by the MHA Keystone Center, Michigan hospitals are committed to the ongoing pursuit of **zero harm** to patients and healthcare workers, consistently delivering high-quality care to every patient, every time.



99 Michigan hospitals completed the Oro™ 2.0 **High Reliability Assessment**. Results from this assessment help hospitals understand their high-reliability maturity level and opportunities for improvement.



Michigan hospitals have begun the journey to become **highly reliable organizations** by engaging in targeted quality improvement activities in the areas of leadership, safety culture and performance improvement.

“The road to high reliability is an ongoing journey. It’s a commitment to patient safety and the way we deliver quality healthcare.” – Mark R. Chassin, president and chief executive officer, the Center

Person and Family Engagement (PFE)

The MHA Keystone Center partners with hospitals to advance person- and family-centered care in Michigan.



More than **80 percent** of Michigan hospitals implemented at least one person and family engagement policy or recommendation from the MHA Keystone Center PFE Road Map.



More than 70 Michigan hospitals formed a **Patient and Family Advisory Council** or began including former patients on patient safety or quality improvement committees.



A digital media campaign titled *Patient & Family Engagement – Seeing the Person behind the Patient*, highlights the importance of person- and family-centered care.

Culture

By adopting a strong cultural stance on patient safety, actively measuring cultural data, encouraging speaking up, and fostering improvement at the organizational and unit level, the MHA Keystone Center uses the evidence-based Comprehensive Unit-based Safety Program (CUSP) to drive change. The CUSP empowers staff to take charge and improve safety in their workplace, while creating partnerships between units and hospital executives to improve organizational culture.



In 2015 and 2016, more than **235 hospital staff members were trained** in CUSP methodologies through six facilitated workshops.

In 2016, the MHA Keystone Center launched a **culture orientation resource** for member hospitals to use when orienting new staff.

Quality

The MHA Keystone Center was one of 17 organizations in the U.S. contracted as a Hospital Engagement Network (HEN) 2.0, part of the Centers for Medicare & Medicaid Services national Partnership for Patients (PfP) campaign. Building on HEN 1.0 work from 2011 through 2014, the MHA Keystone Center partnered with the Illinois Health and Hospital Association (IHA) under HEN 2.0 to meet the bold PfP aims of reducing preventable hospital-acquired conditions by 40 percent and readmissions by 20 percent over the course of five years. Since late 2015, 215 hospitals in Michigan and Illinois have committed to meet the PfP aims under HEN 2.0.

The MHA Keystone Center ran six quality improvement collaboratives around catheter-associated urinary tract infections (CAUTIs), intensive care units (ICUs), obstetrics (OB), pain management, sepsis and palliative care. Combined efforts of the MHA Keystone Center collaboratives and HEN 2.0 participating hospitals achieved the following outcomes:



Nearly **92 percent** of ICU patients in Michigan hospitals received delirium screening appropriately in 2015 — a 6 percent increase from 2014 reported rates.



Hospitals in MHA Keystone: Sepsis achieved a **4 percent reduction** in the sepsis mortality rate from 2014 to 2015.



Approximately **40 percent** of Michigan hospitals reduced all-cause, 30-day readmission rates from the second quarter of 2011 through the third quarter of 2015.



CAUTI rates in Michigan hospitals decreased by **21 percent** from January 2006 through December 2015.



Michigan hospitals had a **55 percent reduction** in central-line-associated bloodstream infections from January 2006 through December 2015.



Michigan hospitals saw a **41 percent decrease** in frequency for the use of reversal agents following intravenous opioids between September 2015 and June 2016.



73 Michigan and Illinois hospitals participated in improving appropriate pain management practices, reducing opioid-related adverse events, decreasing the use of opioids statewide, and enhancing patient expectation management.



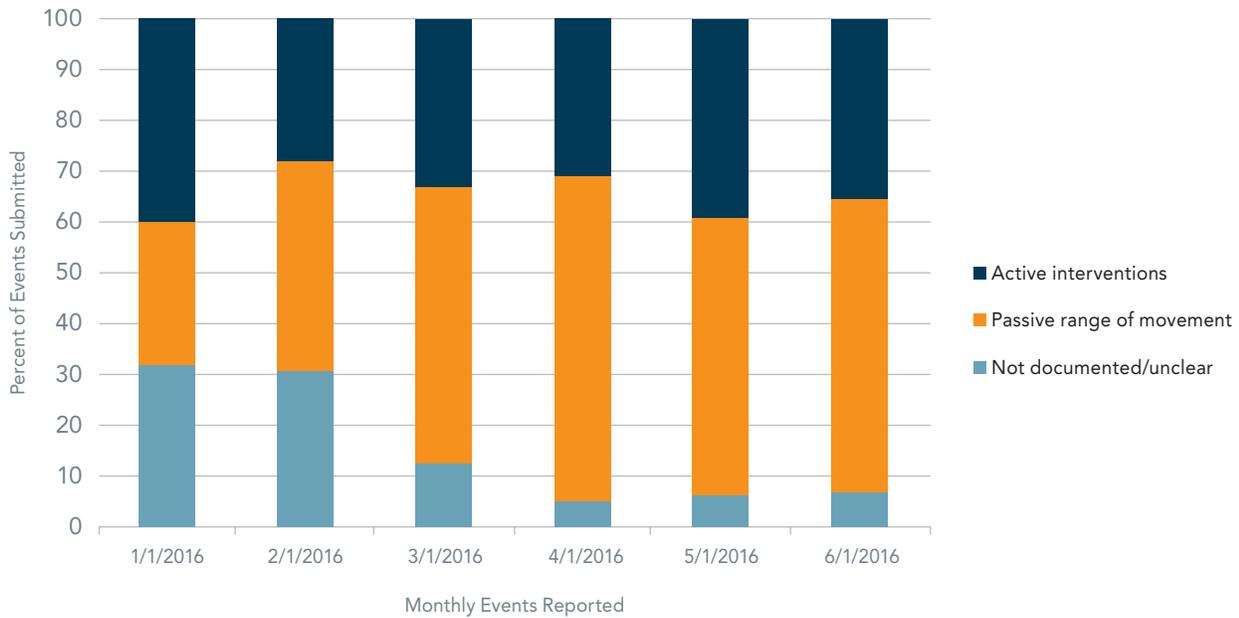
90 percent of women entering a Michigan OB hospital received a risk assessment upon admission and 85 percent had their blood pressure checked within 15 minutes of arrival. **85 percent** saw a reduction in early elective delivery from July 2015 through August 2016.



193 facilities reported falls data as part of HEN 2.0 quality improvement work that began with 175 hospitals during July 2015. Of these, **45 Michigan hospitals** sustained fall rates of zero or saw improvement to rates between July 2015 and August 2016.

*The MHA Keystone Center launched the **10 Things Every Patient in Pain Should Know** public awareness initiative which resulted in more than 1.5 million impressions on social media through a multichannel campaign and nationwide Twitter chat on opioids and prescription medications.*

REPORTED EARLY MOBILITY EVENTS



MHA Keystone Center Michigan hospitals **increased early mobility efforts** for ventilated patients and expanded details of interventions collected in 2016. In doing so, hospitals demonstrated a 60 percent improvement in the first six months of 2016 compared to 2015.

Safety

As a federally certified Patient Safety Organization (PSO), the MHA Keystone Center collects, analyzes and aggregates patient safety event data from member organizations and translates that information into actionable patient safety and quality improvement efforts.



From January to December 2015, the MHA Keystone Center saw an increase in event reporting. This increase can be attributed to increased membership, culture improvements that support event reporting, a more efficient data reporting process, and the automated transfer of event data. In this time frame more than 80,000 events were voluntarily reported by MHA Keystone Center member hospitals.

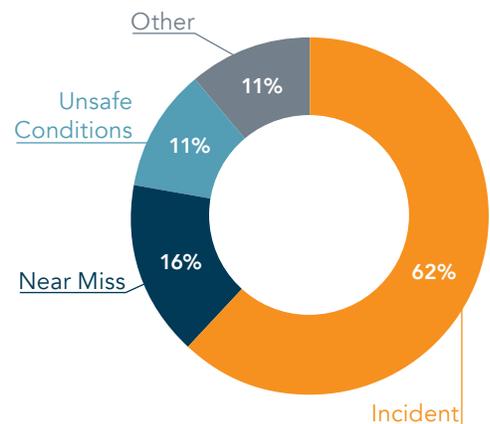


The MHA Keystone Center currently collects three event types: **incidents**, **near misses** and **unsafe conditions**.

-  **Incident:** A patient safety event that reached a patient and resulted in no harm or harm. The concept "reached a patient" includes any action by a healthcare practitioner or worker or healthcare circumstance that exposes a patient to harm.
-  **Near miss:** An event that did not reach a patient.
-  **Unsafe Condition:** A circumstance that increases the likelihood of a patient safety event. This includes conditions related to the environment or a care process.

For more information on event types, visit the PSO Privacy Protection Center website, www.psoppc.org.

REPORTED EVENTS

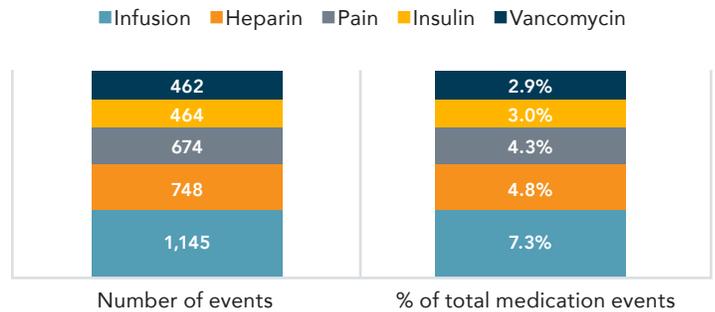


*Data represented under event type were from September 2015 to September 2016.

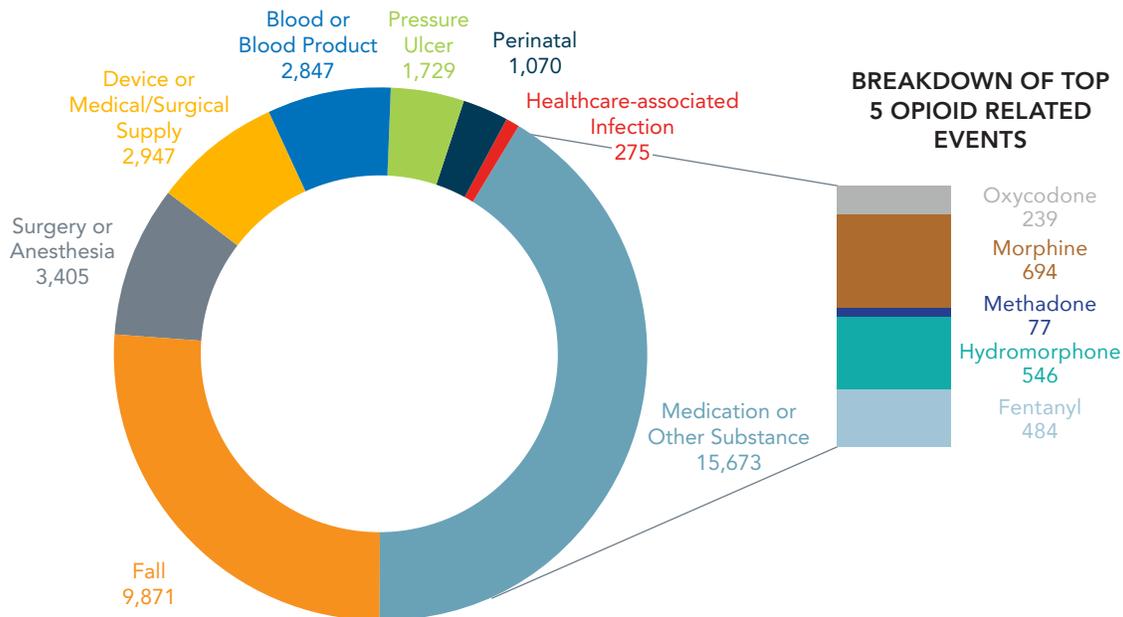
During 2015, medication-related events were the largest category of reported errors (15,673 reports). The MHA Keystone Center uses these data to implement quality improvement efforts through the MHA Keystone: Pain Management collaborative and guide discussions during Safe Tables.

The five most frequently cited opioids reported in the event data were oxycodone (239), morphine (694), methadone (77), hydromorphone (546) and fentanyl (484).

BREAKDOWN OF TOP 5 MEDICATION-RELATED EVENTS



2015 MHA KEYSTONE PSO EVENT SUBMISSIONS BY TYPE



The MHA Keystone Center found that 61 percent of events reported in 2015 that involved naloxone were a result of inpatient opioid oversedation. This data provides additional insight related to prescribing practices that will continue to guide future improvement work in pain management.

MHA Keystone Center Achievements

- Joined the Alliance for Quality Improvement and Patient Safety, a national membership for PSOs, to advocate for the protections under the Patient Safety and Quality Improvement Act
- Successfully implemented the Keystone Data System to centralize data management and reporting
- Transitioned to a new adverse events reporting platform to leverage enhanced data analysis and reporting features
- Released an updated member toolkit to elevate PSO members' understanding of a new adverse event platform, and enhance the value of the Patient Safety Work Product and increase understanding of the MHA Keystone Center PSO
- Launched the MHA Keystone Center Speak-up! Award
- Joined efforts of the Michigan Alliance for Innovation on Maternal Health to reduce perinatal harm
- Launched the first statewide campaign in the U.S. to promote sepsis awareness through sponsored 5k events across Michigan in partnership with Sepsis Alliance
- Partnered with Michigan State University and Sparrow Health System through a Center for Innovation and Research grant to research speaking up and identify opportunities to impact healthcare culture
- Introduced a premium hospital readmissions analytics tool, Readmetrix
- Featured in national and international news and scholarly publications



About the MHA

Based in greater Lansing, the MHA advocates in Michigan and Washington, DC, on behalf of healthcare providers and the communities and patients they serve. The MHA is a nationally recognized leader on initiatives that protect and promote quality, cost-effective and accessible healthcare.

About the MHA Keystone Center

The MHA Keystone Center is a nonprofit organization that brings patient safety experts and hospitals together to improve patient safety and healthcare quality to reduce medical errors.

For more information about how the MHA Keystone Center is leading member hospitals to better care, visit www.mhakeystonecenter.org and follow the MHA Keystone Center on social media.



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