WORKING TOGETHER TO BUILD A
Safer Tomorrow

MHA Keystone Center
A Certified Patient Safety Organization
2016-2017 ANNUAL REPORT
Message from the CEO

To Our Members:

We’ve established a culture in Michigan that is distinct from other states. Our member hospitals are not afraid to tackle the big issues or unite with a common vision — discovering what works and what does not regarding patient safety and culture. The MHA Keystone Center continues to lead our members toward a common goal of making care safer and more reliable, both of which are critical components of quality healthcare and both of which are a shared responsibility.

As part of our mission at the MHA, we are committed to achieving better care for individuals, better health for populations and lower per-capita costs. Our member hospitals/health systems, including the hands-on healthcare professionals who partner with them, understand that delivering high-value and high-quality healthcare requires us to come together in settings like MHA Keystone Center workshops, webinars, and various trainings to participate and engage in shared learning and best practices. Despite our member hospitals operating in a competitive environment, their first priority is high-quality patient care, which is why these collaborative efforts achieve such remarkable results.

As we review the 2016-2017 program year in the MHA Keystone Center Annual Report, we are proud of the progress Michigan hospitals have made for their patients. We appreciate your continued commitment to improve the delivery of healthcare, and we look forward to working with you again in the upcoming program year.

Sincerely,

Brian Peters
MHA CEO
Together, we are part of something important. We’re changing healthcare and improving patient safety and quality by implementing evidence-based, best practices that are supported by data. Our person-centered philosophy fuels our purpose and work. It drives us to continually improve and build safer and more reliable healthcare.

Michigan Health & Hospital Association (MHA) Keystone Center member hospitals are voluntarily participating in programs to improve the quality and delivery of healthcare by tackling big issues on a daily basis.

Every day, we’re exploring new and innovative ways to prevent harm, reduce healthcare costs, and improve patient safety.

TOGETHER, WE’RE MEETING THE CHALLENGES OF TODAY TO a Safer Tomorrow and Beyond
For the 2016-2017 program year, the MHA Board of Trustees recognized the importance of partnerships with patients and families by identifying a goal that all Michigan hospitals have a functioning patient and family advisory council (PFAC) and/or have patient/family advisors on existing quality and safety improvement teams. **To date, 114 hospitals (86 percent) have established a PFAC and/or partnered with patient/family advisors on existing improvement teams.** The MHA Keystone Center released a revised Road Map to Patient and Family Engagement in February 2017 with 12 recommended practices and policies for hospital adoption.

A digital media awareness campaign highlighted 12 PFE recommended best practices and policies to increase patient engagement within the hospital.

14 posts on LinkedIn and Facebook highlighting member hospitals’ PFE efforts generated:

- **12,548** Facebook reach
- **893** user engagement
- **3,799** article views
High Reliability Organizations in Healthcare

Patients are unintentionally harmed in hospitals every day. Medical care accounts for 251,000 deaths per year and is the third leading cause of death in the U.S.

Organizations that manage safety concerns over an extended period of time are known as High Reliability Organizations (HROs). HROs deliver consistent, quality care for every patient, every time. The MHA Keystone Center is supporting hospitals through their journey to a culture of high reliability.

In 2016, the MHA Keystone Center partnered with the Joint Commission Center for Transforming Healthcare (CTH) for three years to assist Michigan hospitals in their journey to become highly reliable and aiming for zero preventable harm to patients, healthcare workers and visitors.

2016-2017 HRO Events

Monthly Content Webinars
- Feature nationally recognized experts in the field
- Open to all MHA, Illinois Health and Hospital Association and Wisconsin Hospital Association participants

Quarterly Cohort Webinars

Semiannual HRO Workshops
Oct. 20, 2016 - East Lansing
- 34 attendees from nine hospitals

May 24, 2017 - East Lansing
- Focused on leadership safety rounds
- 55 attendees from 28 hospitals
Great Lakes Partners for Patients (GLPP)
Hospital Improvement Innovation Network (HIIN)

The MHA, the Illinois Health and Hospital Association and the Wisconsin Hospital Association launched a joint quality improvement program — the Great Lakes Partners for Patients — in September 2016 as part of a Centers for Medicare & Medicaid Services (CMS) Hospital Improvement Innovation Network contract. The partnership unites the quality improvement strengths of three statewide hospital associations, guiding participating members through a variety of best practices, collaboratives and resources to reduce 11 areas of harm over three years.

In November 2016, the MHA Keystone Center held a Great Lakes Partners for Patients Hospital Improvement Innovation Network kickoff event to inform hospitals of the new ways in which the MHA Keystone Center will work with teams and what can be expected moving forward.

Michigan hospitals in the GLPP HIIN have achieved:

<table>
<thead>
<tr>
<th>Condition</th>
<th>Reduction</th>
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<tbody>
<tr>
<td>Sepsis Mortality Rate</td>
<td>6.5% reduction</td>
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<tr>
<td>from 2014 to 2016</td>
<td></td>
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<tr>
<td>Catheter-associated Urinary Tract Infection (CAUTI) Rates</td>
<td>24% reduction</td>
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<tr>
<td>from 2015 to 2017</td>
<td></td>
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<tr>
<td>Central-line-associated Bloodstream Infections (CLABSI)</td>
<td>44% reduction</td>
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<tr>
<td>from 2015 to 2017</td>
<td></td>
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<tr>
<td>Methicillin-resistant Staphylococcus aureus (MRSA)</td>
<td>5% reduction</td>
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<tr>
<td>from 2014 to 2017</td>
<td></td>
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<tr>
<td>Clostridium difficile (C. Diff)</td>
<td>15% reduction</td>
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<tr>
<td>from 2014 to 2017</td>
<td></td>
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<tr>
<td>Colorectal Surgical-site Infection (SSI)</td>
<td>27% reduction</td>
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<td>from 2014 to 2016</td>
<td></td>
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<tr>
<td>Postoperative Pulmonary Embolism (PE) and/or Deep Vein Thrombosis (DVT)</td>
<td>22% reduction</td>
</tr>
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<td>from 2014 to 2016</td>
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2016-2017 GLPP HIIN Events

Improvement Action Networks (IANs): The GLPP HIIN partnered with a Lean consultant to form IANs, which were designed to support Michigan hospitals and assist with issues specific to their institutions. IANs provide attendees with an understanding of the A3 improvement model and help address areas of concern within the hospital setting. Over the past year, there were five IANs — three focused on readmissions and two focused on critical access hospitals. In conjunction with the MHA Patient Safety & Quality Symposium, the MHA Keystone Center also held an additional IAN that focused on PFE.

Quality Essentials Skills Training (QuEST): A two-day, in-person workshop that engages hospital quality leaders and improvement teams in learning basic quality concepts.

Feb. 21-22, 2017 – Livonia
▶ 88 attendees from 32 hospitals

April 4-5 2017 – Grand Rapids
▶ 107 attendees from 49 hospitals

Hospital-acquired Infection Regional Learning Session (HAI RLS): A one-day, interactive event that provides the most up-to-date best practices and allows attendees to engage in discussions about techniques, share success stories, and express areas of opportunity within their organizations.

June 21, 2017 – Grand Rapids
▶ 19 attendees from 11 hospitals

Intensive Care Unit (ICU) Workshop: Hospital teams heard from national and state experts on matters related to sepsis, central-line-associated bloodstream infection (CLABSI), early mobility and delirium in ICU patients.

Sept. 14, 2016 – Grand Rapids
▶ 230 attendees from 67 hospitals

Sepsis Simulations: Sepsis simulations allow hospitals to walk through their sepsis process from a patient’s arrival to discharge to better understand their opportunities to improve care.
SAFETY

Patient Safety Organization (PSO)

The MHA Keystone Center is recognized as a federally listed PSO by the Agency for Healthcare Research and Quality. The MHA Keystone Center PSO encompasses a three-pronged approach to improving patient safety through education on the legal protections of the federal Patient Safety and Quality Improvement Act, data analysis, and provision of learning opportunities.

The MHA Keystone Center PSO provides a safe environment for hospitals and healthcare providers to learn from one another and subsequently prevent future patient and staff harm. Over the last program year, the MHA Keystone Center PSO has seen overall improvement on several important measures. Specifically, the reporting of near misses, events that do not reach the patient, has increased, along with the submission of Root Cause Analyses (RCAs), while the number of harmful medication adverse events have decreased. These changes represent a maturing learning culture in MHA Keystone Center PSO members as they indicate a willingness to report and learn from situations with the potential for harm, before the harmful incident occurs.

Both safe tables and the RCA² trainings have been focal points for the MHA Keystone Center PSO as they promote learning from errors while preventing future harm.

Safe tables provide a legally protected, safe forum for sharing information about adverse events, their contributing factors and root causes. It is an essential function of the MHA Keystone Center PSO as it facilitates a culture of sharing and learning for the benefit of all members.
Event Reporting

- Over the last year, the MHA Keystone Center PSO had a 53 percent increase in the submission of process mapping documents, RCAs, improvement action plans and other resources.
- The MHA Keystone Center PSO had fewer reported moderate harm, severe harm and death events than 75 percent of the national comparative database.
- There were 22 percent fewer medication events submitted to the PSO between the 2015-2016 and 2016-2017 program years.
  - There was a 13 percent increase in reporting of “no harm” medication events.
  - The three most common opioids associated with adverse drug events are morphine, fentanyl and oxycodone.
- The majority (67 percent) of severe harm and death caused by falls happen when the patient is attempting to walk to the bathroom.

MHA Keystone Center PSO members have reported substantial improvements in safety culture and engagement scores since 2015, indicating a shifting landscape toward safer, process-driven care.

Culture

- The highest burnout rate in 2016-2017 was reported by clinical support personnel (70 percent), nurses (66 percent) and technicians (66 percent), while the lowest burnout rate was reported by nonemployed physicians (30 percent), managers (38 percent) and administrators (45 percent).
- Overall, there was a 7 percent improvement to the local leadership domain. This means staff felt supervisors were more accessible and provided better performance feedback while communicating expectations more clearly.
- There was a 7 percent improvement to the decision-making domain. This means staff feel they have a voice within the organization and can contribute to decision-making conversations.
- Clinical social workers showed the largest improvement of any role type with a 23 percent reduction in workload strain.
MHA Keystone Center Speak-up! Award: The MHA Keystone Center Speak-up! Award serves as a tool to publicly acknowledge individuals or teams in MHA Keystone Center PSO member hospitals who prevent patient or staff harm by speaking up when they see a potential adverse event. The award represents the elimination of preventable harm caused by non-communication or miscommunication.

Since 2016, the MHA Keystone Center PSO has conducted reviews of empirical literature and analyzed harm type, frequency and anecdotal data collected through the MHA Keystone Center Speak-up! Award program. Results have suggested that, if a healthcare organization is able to infuse speaking up as a behavioral expectation, the following items will occur:

- Culture scores will increase as measured by validated survey instruments
- Monetary costs to patients, families, staff and hospitals will decline
- Near-miss reporting will increase

MHA Keystone Center Speak-up! Award Toolkit

- 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 is a guide for members to create a tailored program that works within their organization(s).
- An electronic MHA Keystone Center Speak-Up! Award Toolkit is also available to MHA Keystone Center PSO members. It provides links to templates — posters, logos, certificates, etc. — that can be downloaded and used by hospitals.
- The toolkit was distributed in May to all MHA Keystone PSO member organizations.
2016-2017 PSO Events

**RCA² (Root Cause Analysis and Action) Training**

- May 31, 2017 – Grand Rapids
  - 50 attendees from 19 hospitals
- Sept. 20, 2017 – Livonia
  - 69 attendees from 32 hospitals

**MHA Keystone Center PSO Annual Meeting:** The inaugural MHA Keystone Center PSO Annual Meeting focused on the delivery of results on broad safety goals and in specific areas, such as human factors engineering, root cause analysis and cultural improvement.

- May 9, 2017 – East Lansing
  - 75 MHA Keystone Center PSO members participated, virtually and in-person, from more than 50 organizations across Michigan and Indiana.

**Safe Tables:** Over the past year, the MHA Keystone Center PSO held safe tables focused on: pain management, obstetrics, pediatrics, patient safety evaluation systems (PSES), and concentrated insulin and adverse drug events.

- 91 attendees from 43 hospitals

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Digital Outreach and Social Media

**Follow the MHA Keystone Center on social media for news and updates:**

- Facebook.com/MichiganHospitals
- Twitter.com/MHAKeystoneCtr
- LinkedIn.com/company/mha-keystone-center/
- Youtube.com/user/MiHospitalAssoc
- Instagram.com/MiHospitalAssoc

**Social media snapshot**

- 17 VIDEOS WITH MORE THAN 2,700 VIEWS
- 1,800 AVERAGE NUMBER OF TIMES PER MONTH MHA KEYSTONE CENTER WEBPAGES WERE VIEWED SINCE THE LAUNCH OF THE NEW WWW.MHA.ORG WEBSITE
- 334,418 IMPRESSIONS
- 5,687 CLICKS/COMMENTS/SHares
- 552 TWITTER FOLLOWERS
- 152 LINKEDIN FOLLOWERS
The MHA Keystone Center developed several educational tools and resources over the past year to educate members, patients and families on recommended policies and practices.

A Road Map to Person and Family Engagement: The PFE Road Map was updated to better align with the PFE requirements and priorities under the GLPP HIIN, which push the five identified evaluation metrics that serve as a measurement of PFE activities across all HIINs. The updated PFE Road Map includes definitions and criteria for each of the PFE recommendations/practices guiding hospitals on the goals and intent of each metric.

Starter Packs: A two-part series of education and webinars to help hospitals gain a better understanding of an area of harm and process improvement.

Gap Analysis: A tool for each specific area of harm that provides available evidence-based, best practices, as well as an opportunity for hospitals to self-identify their areas of opportunity within an area of harm.


Medication Disposal Guide: Based on feedback from the MHA PFAC, the MHA Keystone Center developed a standardized tool to help people across Michigan understand the importance of disposing of expired, unused or unwanted medications, as well as how to dispose of them safely and properly. Due to the partnership and support of 13 organizations, the Medication Disposal Guide is a uniform statewide tool.

The MHA Keystone Center Monthly Newsletter: In July 2017, the MHA Keystone Center launched a newly designed and restructured newsletter that highlights important news and information on a monthly basis for patient safety and quality staff.

The 4Cs of the MHA Data Cycle: A graphic that illustrates how the MHA collects data to help Michigan hospitals and other healthcare partners make a meaningful difference in the lives of the patients, families and communities served by the state’s healthcare network.
Educating, Connecting and Celebrating Members: MHA Keystone Center Webinars, Awards and Events

Webinars

➤ Over 4,000 participants joined 122 webinars to learn how to reduce hospital-acquired conditions.

Awards

The MHA Keystone Center Patient Safety & Quality Leadership Award: The MHA Keystone Center Patient Safety & Quality Leadership Award honors those who demonstrate leadership in patient safety and quality improvement that transcends the bounds of their hospital or health system.

➤ 2017 Award winners:
  ▪ Patricia J. Posa, RN, BSN, MSA, quality excellence leader, St. Joseph Mercy Ann Arbor
  ▪ Samuel J. Flanders, MD, senior vice president of quality and safety, Beaumont Health, Southfield

Events

2017 MHA Patient Safety & Quality Symposium: The 2017 MHA Patient Safety & Quality Symposium took place March 7-8 in Dearborn. The event explored ways high reliability drives improvement in every aspect of healthcare — not only clinical outcomes, but in reducing harm, patient and family engagement, employee safety and other areas.

Israeli Hospital Visit: On March 27, the MHA Keystone Center hosted a care team from Sheba Medical Center in Tel Hashomer, Israel. The team traveled to the U.S. to learn about the experiences and successes in Michigan hospitals as part of the MHA Keystone Center’s efforts to improve safety culture and reduce hospital-acquired conditions.

MHA Patient Safety and Quality Advocacy Day: Nearly 40 Michigan hospital leaders, patient safety professionals and lawmakers gathered at the Michigan State Capitol May 3 to discuss Michigan’s nationally acclaimed approach to improving healthcare quality and reducing costs in hospitals through voluntary efforts and evidence-based practices.
Publications, Posters and Presentations

MHA Keystone Center Contributing Staff
Sam R. Watson, MSA, CPPS, senior vice president of patient safety and quality
Brittany Bogan, MHSA, CPPS, vice president of patient safety and quality
Michelle Norcross, MSA, senior director of patient safety and quality
Kelsey Peterson, MPH, manager of patient safety and quality
Adam Novak, MA, manager of patient safety and quality
Bryan O. Buckley, MPH, manager of patient safety and quality
Corine Pope, BS, coordinator of patient safety and quality

Norcross, Improving Perioperative Pain Control and Reducing Opioid Related Adverse Events; Michigan Health & Hospital Association Keystone Center Experience, poster presentation at the Annual NPSF Patient Safety Congress, May 2016, **Won Best Poster Award.

Watson, A Program to Prevent Catheter-associated Urinary Tract Infection in Acute Care, NEJM, June 2016

Novak, Improving Patient Safety Culture to Provide Safer Care, presentation for Agency for Healthcare Research & Quality TeamSTEPPS National Implementation Webinar, August 2016

Norcross, Improving Pain Control and Reducing Opioid Related Adverse Events, presentation at the CMS Quality Conference, December 2016.

Watson, Bogan, Protocol-Based Resuscitation Bundle to Improve Outcomes in Septic Shock Patients: Evaluation of the Michigan Health and Hospital Association Keystone Sepsis Collaborative, Critical Care Medicine, December 2016


Watson, Evaluation of the Association between Hospital Survey on Patient Safety Culture measures and Catheter-associated Infections: Results of Two National Collaboratives, British Medical Journal on Quality and Safety, March 2017


Norcross, Partnerships Adding Value in PFE and ADEs, presentation at the CMS Partnership for Patients meeting, June 2017.

A Look Back and Ahead

To Our Members:

This year’s annual report reflects the MHA Keystone Center’s work toward making Michigan hospitals HROs, as well as our efforts through the GLPP HIIN in Michigan, Illinois and Wisconsin.

We have seen tremendous success in maintaining low rates of infection, especially for central-line-associated bloodstream infection and catheter-associated urinary tract infection. We’ve also seen a substantial decrease in postoperative pulmonary embolism and deep vein thrombosis.

Our PFE efforts yielded over 86 percent of Michigan hospitals having PFE councils to bring in the voice of patients. Additionally, under the PSO, we had tremendous response to the MHA Keystone Center Speak-up! Award, with more than 270 nominations and five awardees.

When I speak with teams from high-performing hospitals, they always ask what they need to do to continue improving — and that is what the MHA Keystone Center is doing as we plan for the year ahead.

As we celebrate the successes of the past year, the MHA Keystone Center team is looking ahead to further its support of our member hospitals and the GLPP participants in becoming HROs.

Critical to success in the upcoming year will be the continued focus on PFE to further bring patients and their families into the care conversation. Clinical improvements will continue forward with a heightened focus on the areas that need the greatest improvement, including readmissions.

Under the PSO, we began training members last year on the National Patient Safety Foundation’s RCA² process. As part of this, our team is evaluating RCA reports submitted to the PSO to find what can be learned and shared around the cause of the event and improved to prevent future harm.

Thank you to all of the teams across Michigan and the GLPP that have worked together to make care safer. Care is now safer because of your work.

Sam R. Watson, MSA, CPPS
Senior Vice President of Patient Safety and Quality
MHA Keystone Center

The MHA Keystone Center acknowledges and appreciates the generous financial support of Blue Cross Blue Shield of Michigan.

The MHA Keystone Center is also grateful for the financial support of MHA-member hospitals, the Centers for Medicare & Medicaid Services, the Centers for Disease Control and Prevention, the Agency for Healthcare Research and Quality, and the Michigan Department of Health and Human Services.

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Jonathan So
Detroit Regional Chamber of Commerce
At the MHA Keystone Center, we’re guided by our mission, vision and values.

**Vision:** Healthcare that is safe, effective, efficient, patient-centric, timely and equitable

**Mission:** To lead the nation in quality and patient safety through the diffusion of change using patient-centered, evidence-based interventions supported by cultural improvement

**Values:** Excellence. Innovation. Compassion. Teamwork.

To read stories about how MHA Keystone Center member hospitals are improving the quality and delivery of healthcare, visit MHAKeystoneCenter.org.