SINCE ITS INCEPTION IN 2003, THE MHA KEYSTONE CENTER HAS SERVED AS A DRIVING FORCE TO IMPROVE THE SAFETY AND QUALITY OF HEALTHCARE STATEWIDE AND BEYOND.

THIS PAST PROGRAM YEAR, THE MHA KEYSTONE CENTER AND ITS MEMBER HOSPITALS WORKED TIRELESSLY TO ADVANCE CARE AND ENSURE THAT EVERY PERSON IN EVERY COMMUNITY RECEIVES HIGH-QUALITY, EQUITABLE AND SAFE CARE.
The COVID-19 pandemic has only further unmasked the disparities and systemic racism in our country. It necessitates action from all of us but, most importantly, the healthcare institutions that serve as anchors in their communities to address health equity and advance equitable access for all Michiganders.

Last November, the Michigan Health & Hospital Association (MHA) launched the Pledge to Address Racism and Health Inequities, committing to addressing health disparities that affect people of color and all marginalized populations and communities. **We are proud to report over 130 member hospitals’ chief executive officers have since signed this pledge to listen, act and lead their organizations forward in addressing disparities in care and dismantling institutional racism to achieve health equity.** It is through our members’ dedication and the MHA Keystone Center’s expertise and resources that we are advancing health equity statewide.

Together, the MHA Keystone Center and its members are tackling the vast and evolving issues facing healthcare. Our members remained dedicated to their promise to improving patient outcomes and enhancing the overall wellbeing of the communities they serve. The work accomplished during the past program year further strengthened the foundation that has been built since the inception of the MHA Keystone Center and highlighted the commitment to achieve the highest quality healthcare outcomes that meet individual values.

We look forward to another successful program year under the guidance of the center’s recently introduced executive director, Molly Dwyer-White. We extend a sincere thank you to Michigan’s dedicated hospitals and health systems for your commitment during these challenging times to provide the safest, highest-quality care to every individual who walks through your doors.

Sincerely,

Brian Peters  
MHA CEO

Shannon Striebich  
President, St. Joseph Mercy Oakland and  
2020-2021 MHA Keystone Center Board Chair
The MHA’s mission is to advance the health of all individuals and communities, and that mission has never been more critical than it is today. The COVID-19 pandemic has magnified the longstanding health disparities our communities face, and we believe that hospitals and health systems play a critical role in addressing these disparities.

The MHA Keystone Center has long been committed to addressing health disparities. Achieving health equity is a foundational concept that shapes all the organization’s quality improvement and safety efforts.

OVER 130 HOSPITALS AND HEALTH SYSTEMS IN MICHIGAN SIGNED THE MHA PLEDGE TO ADDRESS RACISM AND HEALTH INEQUITIES.

This past program year, the MHA Keystone Center:

› Disseminated the MHA Keystone Center guide, Eliminating Disparities to Advance Health Equity and Improve Quality, which provides strategies, recommendations and guidance on steps to engage in this work.

› Increased submission of the Health Equity Organizational Assessment (HEOA). The HEOA is designed to provide custom feedback around key strategies that support an organization’s ability to identify and address disparities.

› Released a three-part video series to assist members with completing the HEOA in a valid and standardized way.

› Updated the Patient Safety Organization (PSO) event reporting platform to collect race and ethnicity data.

› Launched the Assessing Hospitals and Health Systems to Promote Equity project to increase organizational preparedness in addressing health disparities through consistent collection, training, validation, stratification and use of accurate demographic data. This work is made possible through a partnership with the Michigan Public Health Institute and the Michigan State University Institute for Health Policy.*

As we transition into the next program year, the MHA Keystone Center will continue identifying areas of opportunity, next steps and recommendations to support member hospitals.

*Funding for this project is provided by the Michigan Health Endowment Fund.
Addressing the Unique Care Needs of Older Adults

One key lesson that surfaced during the COVID-19 pandemic was the urgent need for age-friendly healthcare. Older adults and individuals with underlying, serious medical conditions are at higher risk for morbidity and mortality related to COVID-19.

BY 2030, ABOUT 24% OF MICHIGAN’S POPULATION WILL BE 60 AND OLDER – AN INCREASE OF 32% SINCE 2012.

Source: U.S. Census Bureau Projections, 2009

Addressing this issue has been a priority for the MHA Keystone Center Age-Friendly Health Systems Action Community, which focuses on reliably implementing evidence-based, geriatric best practices through a person-centered approach. In March 2021, the MHA Keystone Center launched its second Action Community. The effort mirrors the national Age-Friendly Health Systems movement by the Institute for Healthcare Improvement (IHI).

Participants of the Action Community that reach benchmarks defined by the IHI are nationally recognized as an Age-Friendly Health System – Committed to Care Excellence.

Member Spotlight

Sparrow Ionia Hospital participated in the MHA Keystone Center’s pilot cohort and is now nationally recognized as an Age-Friendly Health System – Committed to Care Excellence.

“SPARROW IONIA HOSPITAL’S APPROACH IS BASED ON THE INDIVIDUAL AND SPECIAL NEEDS OF EACH PATIENT AS A WAY OF SHOWING COMPASSIONATE CARE AND PRESERVING THEIR SENSE OF WELLBEING. OUR COLLABORATION WITH THE MHA KEYSTONE CENTER HAS GIVEN US ACCESS TO SUBJECT MATTER EXPERTS AND COLLABORATION TO ENHANCE OUR EFFORTS AND DRIVE IMPROVEMENT. WITH THIS SUPPORT, WE CAN FOCUS ON WHAT MATTERS TO OLDER ADULT PATIENTS RATHER THAN ONLY WHAT’S THE MATTER WITH THEM.”

– Steven Dexter, medical surgical unit and special care nurse manager, Sparrow Ionia Hospital
This program year, the MHA Keystone Center and the Michigan Alliance for Innovation on Maternal Health (MI AIM) focused on driving improvement in severe maternal morbidity and maternal mortality rates by addressing racial disparities in maternal care and increasing compliance with evidence-based, obstetrical safety bundles in Michigan birthing hospitals.

The MHA Keystone Center also conducted regional member meetings and specialized safety sessions to increase the adoption of safety bundles addressing hypertension in pregnant women. These events are made possible through funding from the Michigan Department of Health & Human Services.

Since its inception in 2016, the MI AIM program accomplished:

- **6.68%** Decrease in severe maternal morbidity
- **20.96%** Reduction in complications from obstetric hemorrhage
- **6.51%** Decline in severe hypertension complications

Last year, Michigan launched Project Baby Deer, a rapid whole genome sequencing (rWGS) project to improve pediatric intensive care unit and outcomes. With genetic disorders being a leading cause of morbidity and mortality in infants, early diagnosis of genetic disease has the potential to change clinical management in many meaningful ways: initiating life-saving treatments, avoiding unnecessary tests and procedures, shortening hospital stays, and empowering families with real-time diagnoses to help with their understanding and decision-making.

Through Project Baby Deer, Michigan is working to become the first state in the nation to offer rWGS to all acutely ill babies and children that meet clinical criteria, regardless of location or type of insurance.

“WORKING TOGETHER, CENTERS THAT CARE FOR CHILDREN ACROSS MICHIGAN HAVE INCREASED ACCESS TO AND SUPPORT FOR UTILIZING RWGS IN PEDIATRIC CRITICAL ILLNESS. THIS HAS ALLOWED US TO MORE FULLY UNDERSTAND THE CLINICAL AND ECONOMIC IMPACT THAT CAN BE ACHIEVED THROUGHOUT AN ENTIRE STATE LEADING TO A NEW STANDARD OF PEDIATRIC CARE.”

– Caleb Bupp, MD, FACMG, division chief, medical genetics and genomics, Helen DeVos Children’s Hospital
Improving Workplace Safety

The MHA Workplace Safety Collaborative was assembled in 2019 to identify, develop and implement workplace risk-reduction strategies for member hospitals.

**Areas Addressed in the Workplace Safety Collaborative**

- Violence in the Healthcare Setting
- Injuries from Sharps and Needlesticks
- Safe Patient Handling/Musculoskeletal Injuries
- Slips, Trips and Falls

22 hospitals submitted occupational safety and health administration data to the PSO, resulting in relevant PSO safety alerts and safe tables.

As a result of increasing occurrences of violence towards healthcare workers during the COVID-19 pandemic, the collaborative hosted a webinar on violence mitigation strategies.

Responding to the Opioid Epidemic

The MHA Keystone Center and the Michigan Center for Rural Health have partnered to ensure that providers and health systems focus on preventing opioid-related morbidity and mortality. This partnership indicates a commitment to supporting providers and health systems to make evidence-based prescribing decisions and access timely, comprehensive information regarding alternative treatments for pain. By prioritizing populations at risk for overdose or opioid use disorder, providers can connect high-risk patients with appropriate care.

**How are we accomplishing this?**

**Peer-to-Peer Educational Outreach**

Designed to improve prescribing practices by increasing the adoption of the Centers for Disease Control and Prevention chronic pain management guidelines through the Overdose Data to Action Academic Detailing Program.

30 participants across Michigan engaged in Academic Detailing this program year.
The MHA Keystone Center is recognized as a federally listed PSO and strives to cultivate a high reliability and safety culture for hospitals statewide and beyond.

124
Members Across Michigan and Indiana

134
Root Cause Analyses Submitted

33
Facilities that Administered Culture Survey

New this year! The MHA Keystone Center PSO convened a Root Cause Analysis (RCA) Committee to provide feedback on de-identified RCAs submitted by member hospitals. These topic-specific feedback reports are shared with members quarterly to guide future RCA submissions.

MONTHLY PSO SAFETY ALERTS

Monthly safety alerts were sent to PSO members that highlight key adverse event findings and harm mitigation recommendations. Data submitted to the MHA Keystone Center PSO and other national surveillance methods identify relevant topics and help provide quick responses to emergent safety issues. This method of communication served as an important tool for alerting members about pressing COVID-19-related incidents during the pandemic.

TOPICS COVERED
- COVID-19 Healthcare Incidents
- Oxygen Management
- Obstetrics Patients During COVID-19
- Adverse Opioid Events
- Allergy-associated Adverse Events
- Surgical Fires
- Medication Errors
- Sepsis Identification and Treatment
- COVID-19 Communication Incidents
- Workplace Safety and COVID-19
- Sharps Injuries
- De-escalation
Superior Health Quality Alliance is a Midwest-based multistate organization that aims to improve the quality of health and healthcare through innovation, effectiveness and efficiency in designing and implementing initiatives that are person-centered and integrated across the continuum of care and services.

This partnership broadens the MHA Keystone Center’s quality improvement work through collaboration and resource sharing in the hospital quality improvement and quality innovation networks.

**Quality improvement areas include:**

**Nursing Homes & Community Coalitions**
- Chronic disease prevention and self-care
- Patient safety
- Opioid utilization and misuse
- COVID-19 and infection control
- Immunization
- Person and family engagement
- Older adults

**Rural Health & Critical Access Hospitals**
- Adverse Drug Events (anticoagulants, hypoglycemic agents, opioids)
- Opioid Stewardship
  - CAUTI
  - CLABSI
  - C.diff
  - MRSA
- Antibiotic Stewardship
- Pressure injury/ulcer
- Sepsis and Septic Shock
- Readmissions
- Surgical Site Infections
- Person and Family Engagement
- Health Equity
- Public Health Emergencies
Celebrating Five Years of Speak-up! Award

The MHA Keystone Center Speak-Up! Award launched in March 2016 for members of the MHA Keystone Center PSO to celebrate healthcare staff who speak up for patient or staff safety.

QUICK FACTS:

› 947 nominations received from 61 member organizations.
› Every time staff speak up and prevent harm saves more than $13,000 for patients, families and healthcare organizations.
› The award was published in the Journal of Healthcare Risk Management and finished in the top 10% most downloaded articles of the Wiley publishing company in 2019.

2020-2021 AWARD WINNERS

<table>
<thead>
<tr>
<th>Year</th>
<th>Quarter</th>
<th>Name</th>
<th>Organization</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>Q1</td>
<td>Amanda Livingston</td>
<td>Eaton Rapids Medical Center</td>
<td>Refused to accept a mislabeled specimen</td>
</tr>
<tr>
<td>2020</td>
<td>Q2</td>
<td>Erin Warman</td>
<td>Munson Healthcare Manistee</td>
<td>Advocated for homebound patient requiring advanced care</td>
</tr>
<tr>
<td>2020</td>
<td>Q3</td>
<td>Renee Evans, RN</td>
<td>Beaumont Hospital Troy</td>
<td>Prevented medication application error</td>
</tr>
<tr>
<td>2020</td>
<td>Q4</td>
<td>Audra Carlson</td>
<td>Henry Ford Allegiance Health</td>
<td>Sought immediate care for a discharged patient whose condition was declining rapidly</td>
</tr>
<tr>
<td>2021</td>
<td>Q1</td>
<td>Mozella Horton-Peters</td>
<td>Bronson Battle Creek Hospital</td>
<td>Swiftly notified a nurse for a patient requiring medical attention</td>
</tr>
<tr>
<td>2021</td>
<td>Q2</td>
<td>Kelsey Moran</td>
<td>War Memorial Hospital</td>
<td>Spoke up persistently for a patient that was looking unwell</td>
</tr>
</tbody>
</table>

Bronson Healthcare Team Honored with MHA Advancing Safe Care Award

The MHA presented its 2021 Advancing Safe Care Award to the Kalamazoo-based Bronson Healthcare team for creating and supporting Bronson’s Community Partnered Vaccines Clinics and Health Equity project.

PSO Expertise Shared Nationally

Healthcare organizations nationwide asked the MHA Keystone Center PSO to share insight on hot topics facing health systems. Adam Novak, MA, CPPS, director of safety initiatives at the MHA Keystone Center, shared information about the PSO’s analysis and response to adverse events during COVID-19 in a presentation for the Thomas Jefferson University, Pennsylvania. Novak also presented how the organization analyzes RCAs and effectively communicates crucial findings with members in a webinar for the Hospital Quality Institute, California.

Superior Health Signs KeyMetrics Data Platform

KeyMetrics is the MHA Keystone Center’s data reporting platform that consists of user-friendly, interactive dashboards. In July 2020, Superior Health signed a contract with the MHA Keystone Center to develop the system to match the needs of the organization. This is the first tenant of KeyMetrics since it launched in March 2020.

MHA Named Best Place to Work in Healthcare

In May 2021, the MHA was named a Best Place to Work in Healthcare by Modern Healthcare, a prestigious award in the healthcare community bestowed on 150 organizations nationally by the publication. The MHA is the only state hospital association to be awarded this honor, and it is MHA’s third time being named a Best Place to Work.
A LOOK BACK AND AHEAD

To Our Members:

Despite the many challenges facing the healthcare sector this program year, our members continue rising to meet the changing and emergent priorities. It is because of their drive and tenacity that hospitals and health systems statewide and beyond are tackling critical issues to ensure that our communities have access to safe, reliable and person-centered care. To each of you that have been involved in achieving these outcomes in addition to battling the COVID-19 pandemic, we thank you. We truly are improving care together.

Reflecting on this last program year has illuminated the lasting impact that collaboration between hospitals and health systems and the MHA Keystone Center has on improving care. Nearly all hospitals in Michigan participate in at least one MHA Keystone Center initiative – from membership in our Patient Safety Organization to participating in Superior Health Quality Alliance, signing the MHA Member Pledge to Address Racism and Health Inequities to engaging in events designed to improve quality and safety at the local and state level.

As we celebrate the successes of the past year, the MHA Keystone Center is already looking ahead to deepen its support of member hospitals and health systems. While our goals may shift from year to year, our steadfast commitment to helping members provide person-centered, evidence-based and equitable care remains constant.

We are excited to continue advancing efforts together, collaborating statewide and across the Midwest region to achieve the highest quality and safety healthcare outcomes for those we serve.

Molly C. Dwyer-White, MPH
Vice President, Safety & Quality, MHA
Executive Director, MHA Keystone Center

2020-2021 Board of Directors

- **Brian Peters**, (CEO), MHA
- **Shannon Striebich**, (Chair), St. Joseph Mercy Oakland
- **Paula Chermside**, Aspirus Iron River
- **John Fox**, Beaumont Health
- **Robert Hyzy, MD**, University of Michigan Hospitals & Health Centers
- **Mark Janke**, patient representative
- **Leslie Jurecko, MD**, Cleveland Clinic
- **Cheryl Knapp, RN**, Bronson Healthcare Group
- **Marjorie Mitchell**, patient representative
- **Jeff Postlewaite, DO**, Michigan Osteopathic Association designate
- **James E. Richard, DO**, Michigan State Medical Society designate
- **Barbara Smith**, post-acute care representative
- **Dennis Swan, JD**, at-large seat
- **Lynn Todman, PhD**, Spectrum Health Lakeland
- **Robert Welsh, MD**, Beaumont Hospital, Royal Oak
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.

VALUES
Excellence > Innovation > Compassion > Teamwork

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