



MHA KEYSTONE CENTER

# ANNUAL REPORT 2022

- › PERSON-CENTERED
- › DATA-DRIVEN
- › EVIDENCE-BASED
- › EQUITABLE CARE
- › QUALITY AND SAFETY



**MHA**  
Keystone Center  
*A Certified Patient Safety Organization*

# 2021-2022 MHA KEYSTONE CENTER BOARD OF DIRECTORS

- **Shannon Striebich**, (Chair)  
Trinity Health St. Joseph Mercy Oakland
- **Paula Chermiside**  
Aspirus Ironwood Hospital & Clinics, Inc.
- **James Grant**  
Blue Cross Blue Shield of Michigan
- **Robert Hyzy, MD**  
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- **Mark Janke**  
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- **Leslie Jurecko, MD**  
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- **Cheryl Knapp**  
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- **Marjorie Mitchell**  
Patient representative
- **Edwin Ness**  
Munson Healthcare
- **Jeff Postlewaite, DO**  
Michigan Osteopathic Association designate
- **James Richard, DO**  
Michigan State Medical Society designate
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Post-acute care representative
- **Dennis Swan**, (At-large seat)
- **Lynn Todman, PhD**  
Corewell Health South
- **Robert Welsh, MD**  
Corewell Health East

## MESSAGE FROM THE CEO & BOARD CHAIR

As we look back on the past year in healthcare, it is safe to say leaders and practitioners managed more competing priorities than ever as we transition toward a new normal amid the COVID-19 pandemic. While navigating the pandemic itself has certainly been at the forefront of our industry, healthcare providers have also had to reckon with heightened demand with fewer resources as non-emergent care increased during this stage of the pandemic. Therefore, it is more critical than ever for hospitals and health systems to prioritize safety and quality initiatives. **Michigan hospitals and health systems have risen to the occasion year after year – this past year was no exception.**

Together, the MHA Keystone Center and its members are addressing the vast challenges within healthcare. The pandemic has magnified many of them, but two of the most pressing relate to workforce well-being and health equity. While MHA Keystone Center programming is extensive, its staff worked diligently over the past year to prioritize the immediate needs of its members by offering initiatives related specifically to these areas of interest and convening member-led forums to address the challenges associated with each. The initiation of the MHA Keystone Health Equity Task Force and the partnership with Duke Center for Healthcare Safety and Quality to launch a workforce well-being series are just two examples of the exemplary initiatives advancing the safety and wellness of patients and healthcare workers.

The work accomplished during the past program year further showcased the incredible strength of the Michigan healthcare community and its ongoing commitment to achieve the highest quality healthcare outcomes.

We look forward to another successful program year under the guidance of the center’s recently introduced executive director, Sarah Scranton. We cannot thank our members enough for their unwavering dedication to provide the safest and highest quality care, and we look forward to continued innovation and progress in the years to come.

Sincerely,



*Brian Peters*  
Brian Peters  
MHA CEO



*Shannon D. Striebich*  
Shannon Striebich  
President, Trinity Health St. Joseph Mercy Oakland  
Senior Vice President of Operations, Trinity Health Michigan  
and 2021-2022 MHA Keystone Center Board Chair

# EQUITY AT THE FOREFRONT OF SAFETY & QUALITY

## Ensuring Equity is Embedded Into All Aspects of Healthcare

To ensure health equity is at the forefront of safety and quality improvement initiatives across the state, the MHA Keystone Center, with funding provided by the Michigan Health Endowment Fund, assembled a task force of health system and community representatives. The task force serves to provide guidance in identifying successful strategies that support identification of disparities in care and re-designing interventions that address disparities by applying equity frameworks to existing quality and safety workstreams within hospitals and health systems.



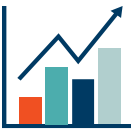
### THE MHA KEYSTONE CENTER HEALTH EQUITY TASK FORCE

- ▶ Began collaborating in March 2022.
- ▶ 18 members.
- ▶ 2 co-chairs:
  - **Molly Dwyer-White**, University of Michigan Hospitals & Health Centers.
  - **Lynn Todman**, Corewell Health.
- ▶ Held four meetings to define strategic vision and actions for the task force.
- ▶ Determined maternal health as the first focus area.

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## MHA KEYSTONE CENTER HEALTH EQUITY TASK FORCE MEMBERS

- Molly Dwyer-White**, University of Michigan Hospitals & Health Centers  
**Lynn Todman**, Corewell Health  
**Crystal Barter**, Michigan Center for Rural Health  
**Tonita Cheatham**, Detroit Medical Center  
**Julie Cortright**, Michigan Department of Health and Human Services  
**Andrew Dering**, University of Michigan Hospitals & Health Centers  
**Jeniene Edwards**, Blue Cross Blue Shield of Michigan  
**Ryan Engle**, Michigan Veterans Affairs Agency  
**Anne Hughes**, Michigan State University  
**Toni Leaf-Odette**, Munson Medical Center  
**Dawn Opel**, Food Bank Council of Michigan  
**Ninah Sasy**, Michigan Department of Health and Human Services  
**Lori Adams Simon**, Sparrow Health System  
**Beth Washington**, Bronson Healthcare Group  
**Denise White Perkins**, Henry Ford Health  
**Amy Zaagman**, Michigan Council for Maternal & Child Health



### COLLECTING DEMOGRAPHIC DATA

Funded by the Michigan Health Endowment Fund, the MHA Keystone Center also partnered with the Michigan Public Health Institute and the Michigan State University Institute for Health Policy to engage selected hospitals and health systems to provide technical assistance that help overcome barriers and challenges prohibiting successful planning and implementation of efforts to advance health equity in Michigan. This scope of work focused on improving the quality, accuracy and completeness of the following patient demographic fields, in efforts to enhance clinical programming that reduces health disparities in underserved groups:

- ▶ Race, ethnicity and language.
- ▶ Sexual orientation and gender identity.
- ▶ Social determinates of health.

### DESIGNING HEALTH EQUITY SOLUTIONS

The MHA Keystone Center continued its work under the Quality Innovation Network & Quality Improvement Organizations and the Hospital Quality Improvement Contractor (HQIC) through its involvement with the Superior Health Quality Alliance (Superior Health), a collective of safety and quality organizations driving achievement of Medicare quality improvement goals. With the COVID-19 pandemic exacerbating longstanding disparities in care and health in communities, Superior Health worked to identify and reduce disparities in health by supporting organizations and communities in the consistent collection and use of accurate patient demographic data to:



# IMPROVING CARE FOR MICHIGAN’S VULNERABLE POPULATIONS



### MI AIM

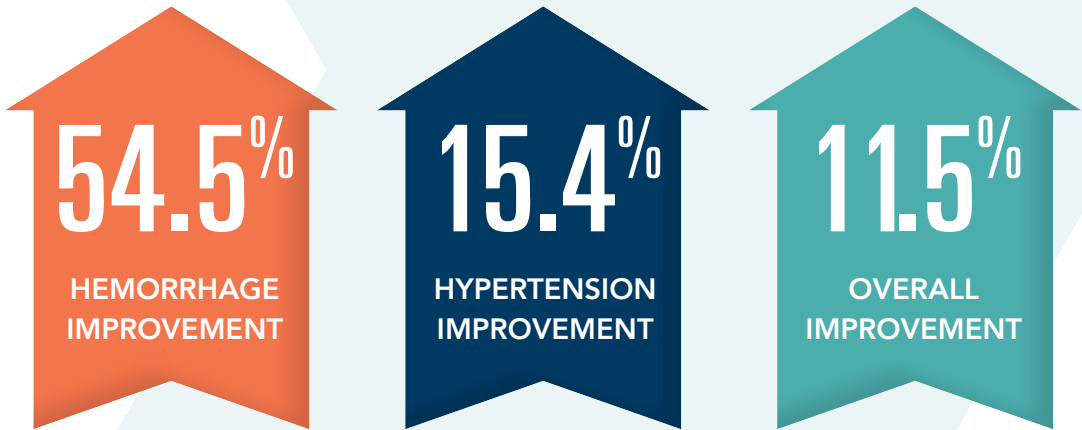
In alignment with the ongoing commitment to address maternal deaths and severe maternal morbidity, the MHA Keystone Center continued its partnership with the Michigan Alliance for Innovation on Maternal Health (MI AIM) during the 2021-22 program year.

MI AIM saves lives in Michigan by addressing the leading causes of pregnancy-related deaths, like hemorrhage, hypertension and sepsis. This program year, more than 60 Michigan birthing hospitals voluntarily enrolled in the MI AIM collaborative and utilized the organization’s **patient safety bundles**.



A **patient safety bundle** is an evidence-based set of guidelines offering clinical and non-clinical staff resources aimed at improving clinical care processes and patient outcomes related to these severe maternal events.

This program year, the MI AIM team was able to analyze severe maternal morbidity data from Michigan birthing hospitals finding:



MI AIM also advocated for education on implicit bias and diversity, equity and inclusion with all participating labor and delivery staff as part of its program requirements.



### MATERNAL HEALTH HYPERTENSION EDUCATION

In partnership with and funded by the Michigan Department of Health and Human Services (MDHHS), the MHA Keystone Center hosted maternal health and hypertension educational events for primary nurses; directors or managers of safety and quality, women and children services, labor and delivery and obstetrics. The series aims to raise awareness among staff on how social determinants of health and discriminatory factors can impact care, and ultimately outcomes, of pregnant and postpartum women.



### OLDER ADULTS

As Michigan’s elder population increases, the MHA Keystone Center continued to work alongside the state and partner organizations committed to geriatric care to make the state more livable for people of every age. In June, Governor Whitmer and the MDHHS approved and submitted Michigan’s Age-Friendly Action Plan to AARP. In addition to serving on Michigan’s Age Friendly Steering Committee, the MHA Keystone Center continued supporting the Age-Friendly Health Systems Action Communities and Cohorts funded by the Michigan Health Endowment Fund.



### CAREGIVERS

In partnership with Wayne State University’s Institute of Gerontology and Henry Ford Health, the MHA Keystone Center launched the development of a Michigan Caregiver Navigation Toolkit. The MHA Keystone Center has worked with Henry Ford Health to analyze its caregiver program and will be utilizing best practices from its program to create a statewide system. Partners will be working diligently over the next program year to launch the toolkit.



### ACADEMIC DETAILING

Academic detailers help providers and community stakeholders improve the health of individuals, families and communities through peer-to-peer educational outreach. It gives healthcare workers the training they need not just to understand evidence-based practices, but also to become a trusted resource within their communities.

Through a partnership with the Michigan Center for Rural Health and Vlasic & Roth, the MHA Keystone Center supported the development and launch of an academic detailing website and learning management system for Michigan healthcare workers.

MichiganAD.org  
Academic Detailing Training & Resources

Home Training Resources Sign in

Academic detailing means better care for Michigan communities.

Academic detailers help clinicians & community stakeholders improve the health of individuals, families, and communities through peer-to-peer educational outreach.

Training Program Open Access Resources About MichiganAD.org

# COMBATTING THE OPIOID EPIDEMIC

## Building Partnerships to Increase Resources and Address Stigma



As a testament to the commitment to serving members, the MHA Keystone Center spent the 2021-2022 program year forging new relationships and strengthening existing partnerships supporting opioid use disorder programming.

### EMERGENCY DEPARTMENT MEDICATION FOR OPIOID USE DISORDER INITIATIVE

In 2021, the MHA Keystone Center partnered with the Community Foundation for Southeast Michigan (CFSEM) and the MDHHS to increase hospital engagement for its Emergency Department Medication for Opioid Use Disorder (ED MOUD) Initiative. The initiative aims to increase access to evidence-based MOUD and support the transition to long-term office-based treatment upon discharge.

[ In 2021, MHA Keystone Center joined the project to increase hospital engagement. ]



- ▶ Expanded to more than 20 hospitals.
- ▶ Legislation introduced in Michigan to support ED MOUD programming.



- ▶ Expanded to more than 40 hospitals.
- ▶ Partnership with California Bridge established to leverage expertise and support best practices.

### Results



An evaluation by Vital Strategies in collaboration with Johns Hopkins University showed hospitals participating in the grant made significant progress in care at the end of the first phase in 2021.

Providers across all grant recipient health systems and independent hospitals participated in one of five MOP official buprenorphine bootcamps.

223 PROVIDERS  
were trained in the bootcamp across  
13 COUNTIES.

A sample of 9 HOSPITALS reported inducting more than 450 INDIVIDUALS in MOUD and provided more than 250 MOUD PRESCRIPTIONS.

Participating hospitals accounted for between 40% to 50% of all buprenorphine inductions of Medicaid beneficiaries across the state.



The Superior Health HQIC also supported opioid stewardship by collecting adverse drug event metrics and establishing policies and standards that support safer opioid prescribing practices for hospital teams. The team also launched the Shining a Light on Stigma initiative to encourage healthcare providers and families to utilize person-centered, non-stigmatizing language when discussing substance and opioid use disorders.

# CULTIVATING THE WORKPLACE

## Improving Worker Well-Being

As staffing challenges have become more prevalent throughout the pandemic, the need for initiatives that protect the well-being of healthcare workers has never been more relevant. The MHA Keystone Center implemented a variety of educational programs to support the development and advancement of processes that care for hospital and health system staff during the 2021-22 program year.

### WELL

#### WELL-B

In March 2022, the MHA Keystone Center partnered with Duke Center for Healthcare Safety and Quality to launch its first 10-week Well-Being Essentials cohort, which included 12 evidence-based webinars surrounding workforce well-being in healthcare settings.

#### Results



More than **5,000 CLINICAL AND NON-CLINICAL STAFF** from **144 ORGANIZATIONS** participated in the cohort.

### WEEK 1 VS. WEEK 10

During week one, **70.3%** of participants reported being emotionally exhausted. By week 10, less than **50%** of participants reported being emotionally exhausted.

**70.3%**  
EMOTIONALLY EXHAUSTED

**50%**  
EMOTIONALLY EXHAUSTED



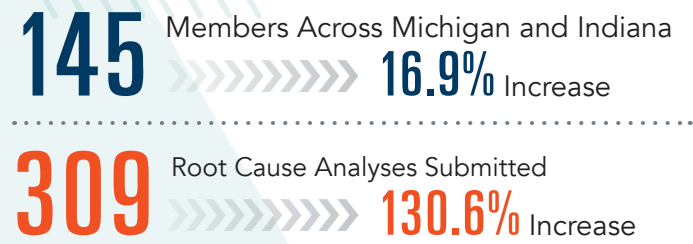
Thank you so much for your wonderful program and tools! I think the initiatives we have implemented from the program have helped lay a positive foundation for our interactions with staff, as well as hopefully improving the staff's frame of mind!

**Deb Langeland, BSN, RN, CCRN**  
Clinical Manager, Intensive Care & Telemetry, Holland Hospital,  
Well-Being Ambassador

# PATIENT SAFETY ORGANIZATION (PSO)

Protecting Providers, Promoting Safety

The MHA Keystone Center is recognized as a federally listed PSO and is committed to providing the best possible resources, educational opportunities and data support to its members.



### THE MHA KEYSTONE CENTER SPEAK-UP! AWARD

The MHA Keystone Center Speak-up! Award was launched March 2016 for members of the MHA Keystone Center PSO to celebrate healthcare workers whose ability to speak up positively impacted patient or staff safety.

### 2021 SPEAK-UP! AWARD WINNERS

**Q3:** *Evaluating Patient Behavior and Halting Discharge*  
**Jennifer Brandt, RN, Sparrow Hospital**

**Q4:** *Preventing a Wrong Sided Surgery*  
**Deann Crawford, RN and Zeena Husain, MD, Henry Ford Allegiance Health**

### 2022 SPEAK-UP! AWARD WINNERS

**Q1:** *Advocating for Barrier Removals for Safe Hospital Entrance*  
**Beth Ervin-Bedra, RN, MSN, ProMedica Monroe Regional Hospital**

**Q2:** *Addressing an Airway Emergency*  
**Courtney Meagher, RN, C.S. Mott Children’s Hospital**

### (RCA<sup>2</sup>) ROOT CAUSE ANALYSIS COMMITTEE

The Root Cause Analysis (RCA) Review Committee comprises a diverse group of subject matter experts to conduct reviews of serious safety events – pursuant to member hospital review processes. All RCAs reviewed by the committee redact hospital names, unit names and personal health information to protect the identities of facilities, patients and staff. RCA committee members review RCAs and provide recommendations, uncover root causes of safety events and share best practices with MHA Keystone Center PSO members.



# PARTNERSHIPS



## Blue Cross Blue Shield of Michigan Expands Investment in MHA Keystone Center Initiatives

Blue Cross Blue Shield of Michigan (BCBSM) provides considerable funding to the Michigan Health & Hospital Association to support the MHA Keystone Center to improve quality, safety and reduce health disparities and inequities.

In 2021, BCBSM continued its commitment to the MHA Keystone Center by directly supporting new programs and hospital-led innovations related to women and children’s health, maternal care parameters and the safety of both patients and healthcare workers. The funding also supported BCBSM and the MHA Keystone Center’s work encouraging Michigan hospitals to offer medication assisted treatment for substance use disorders to help combat the opioid epidemic.

### PARTNERS

Without the support and collaboration of partners, the MHA Keystone Center would not be able to provide critical safety and quality programming and initiatives members seek. Many members have worked with partners directly, however there is so much accomplished behind the scenes that members rarely see. The MHA is extremely grateful for the investment partners made into MHA Keystone Center initiatives this program year.



# REFLECTING AND REIMAGINING

## TO OUR MEMBERS:

While the COVID-19 pandemic has undoubtedly changed the healthcare landscape, it is safe to say that Michigan hospitals and health systems have shown tremendous resiliency over the past couple of years. Throughout this program year, we were fortunate to see a decline in the emergent COVID-19 cases straining our health systems. However, there were still many challenges afflicting healthcare providers in the state as a result of the persistent circumstances. Even as budgets grew tighter and staffing challenges arose, Michigan providers banded together to care for our communities.

At the MHA Keystone Center, we strive to be the first line of support for our frontline workers at Michigan hospitals and health systems. Throughout the program year, we connected with our members to learn how we can support them through the next phases of the pandemic. While our members were still heavily committed to managing COVID-19 related issues, there was also a desire for support in addressing unforeseen complications resulting from the pandemic.

While our work over the past year has varied greatly, the safety and well-being of patients and healthcare workers has been at the center of everything we do – from facilitating root cause analysis roundtables, hosting employee well-being webinars to creating maternal safety bundles with our partners at MI AIM. We feel incredibly privileged to work alongside healthcare leaders across the state to address safety and quality concerns impacting both patients and practitioners.

We are looking forward to continued collaboration with and among our members this next program year. While we pride ourselves on providing niche solutions that meet the needs of our members, we are eager to bring forward more holistic solutions to the challenges our members are working diligently to address like workforce development and health equity.

Thank you for your ongoing collaboration and unwavering commitment to providing safe, reliable and person-centered care for all. Together, we will continue to advance healthcare safety and quality in the state.



Sarah Scranton  
Vice President, Safety & Quality, MHA  
Executive Director, MHA Keystone Center

## 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 outcomes.

## VALUES

Excellence. Innovation. Compassion. Teamwork.



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