

MHA KEYSTONE CENTER

ANNUAL REPORT

PERSON-CENTERED ▶ DATA-DRIVEN ▶ EVIDENCE-BASED

2023



MHA
Keystone Center

A Certified Patient Safety Organization

2022-2023 MHA KEYSTONE CENTER BOARD OF DIRECTORS

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THANK YOU PARTNERS

The MHA Keystone Center works alongside Michigan hospitals and health systems to advance patient and staff safety across the care continuum thanks to the ongoing support of its partners and collaborators. The MHA Keystone Center is extremely grateful for the trust and support it receives to lead significant safety and quality improvement programming across the state and beyond.



LETTER FROM THE MHA KEYSTONE CENTER EXECUTIVE DIRECTOR

The strength of healthcare workers, hospitals and health systems is evident when reflecting on the past year in healthcare. We all know the COVID-19 pandemic was incredibly taxing on our communities – especially those on the frontlines during the multiple surges of patients. Despite the odds, the unwavering endurance of healthcare workers has made it possible for ongoing advancement of healthcare safety and quality initiatives.

Since its inception in 2003, the MHA Keystone Center has been diligent in tailoring its offerings to match the evolving needs of its members. This was apparent over the past few years as we transitioned our work toward more niche projects and pilot programs to mitigate the impact of COVID-19.

Simultaneously, our team led programs related to the ongoing workforce and health equity priorities of our members. While the scope of our projects varied greatly, the work was grounded in the commitment of the Michigan healthcare community to improve safety through equitable care.

Our team cultivated ongoing partnerships throughout this past year to ensure Michigan hospitals and health systems were supported as they rebuilt a new normal and addressed known health disparities – especially those impacting vulnerable populations like birthing people and older adults. This report provides a high-level overview of our projects and partnerships, but is by no means an exhaustive list of our team’s efforts.

We adapted alongside our members in recent years, but we haven’t lost sight of the overarching quality and safety priorities. In fact, this past program year was spent laying the groundwork for the next evolution of the MHA Keystone Center in our 20th year of service.

There are many exciting advancements and projects on the horizon for the 2023-2024 program year – many of which would not be possible without the reimagining that took place during this program year.

I want to extend my sincere gratitude to our members for their dedication to continuous safety and quality improvement. We are committed to uplifting the work you and your teams are doing each and every day.



ADVANCING HEALTH EQUITY

Accelerating Health Equity Through Quality Improvement

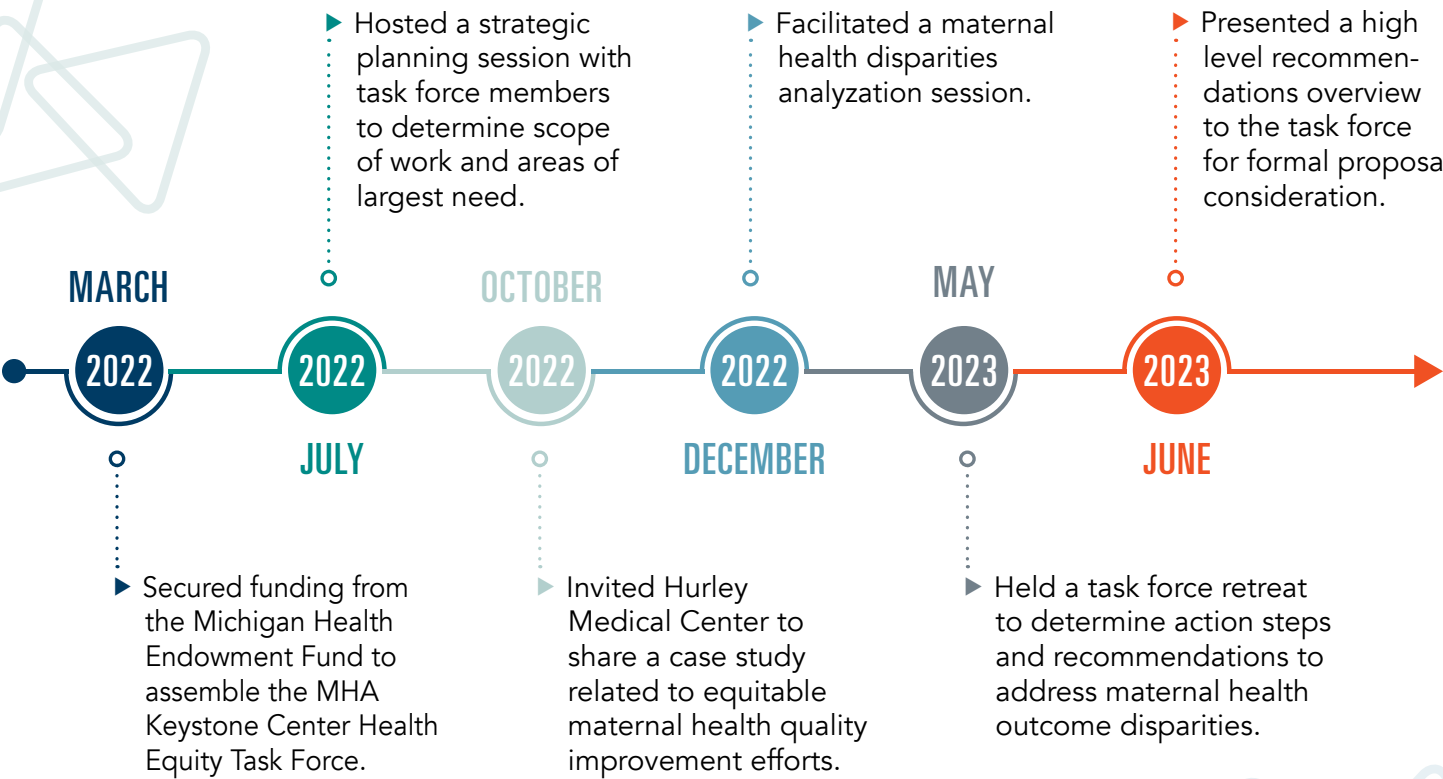
The MHA Keystone Center was awarded a three-year grant from the Michigan Health Endowment Fund to support hospitals with operationalizing an equity lens across all patient safety and quality initiatives in 2021. The grant funding allowed the assembling of a peer-led task force to provide implementation recommendations to Michigan hospitals and health systems, the MHA Keystone Center and the Michigan Health & Hospital Association at-large. The grant also supported the initiation of a data pilot focused on improving demographic data collection and usage to advance health equity.

MHA Keystone Center Health Equity Task Force

Analyzing Maternal Health Disparities

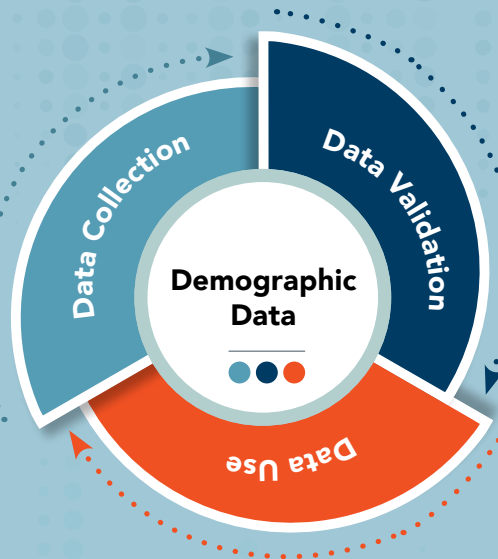
The MHA Keystone Center Health Equity Task Force was assembled in 2022 to provide guidance to Michigan health systems and hospitals in identifying disparities and re-designing interventions to address them. In the 2022-2023 program year, the task force focused its efforts on reviewing maternal healthcare disparities and analyzing why maternal health quality improvement efforts were not equitably addressing maternal health outcomes.

The task force will be finalizing its efforts with a formal report to MHA members, its board of directors and the MHA Keystone Center with key findings and implementation recommendations.



QUALITY IMPROVEMENT EFFORTS ARE A CRITICAL COMPONENT TO SUCCESSFULLY REACHING HEALTH EQUITY. AS A TASK FORCE, WE ARE COMMITTING TO EQUIPPING HOSPITALS AND HEALTH SYSTEMS WITH THE TOOLS AND RESOURCES NECESSARY TO ENSURE A HEALTH EQUITY LENS IS EMBEDDED IN ALL QUALITY IMPROVEMENT INITIATIVES.

Molly Dwyer-White
University of Michigan Hospitals & Health Centers, Managing Director, Elizabeth Weiser Caswell Diabetes Institute,
MHA Keystone Center Health Equity Task Force Chair



Health Equity Data Pilot

Guiding Health Systems on How to Collect, Validate and Use Patient Demographic Data

Using data to better understand how patient outcomes correlate with demographics is a critical first step toward making care more equitable. However, the MHA Keystone Center identified structural challenges with collecting accurate demographic data from both self- and staff-reported information. With guidance from the MHA Keystone Center Health Equity Task Force, a pilot project was launched to provide technical assistance to two Michigan hospitals seeking to improve how they capture and utilize demographic data. This project will continue through the 2023-24 program year.

Michigan Health Equity Summit

The MHA Keystone Center Co-Hosts Second Annual Summit



The MHA Keystone Centered partnered with the Michigan Public Health Institute and the Institute for Health Policy at Michigan State University to host the second annual Michigan Health Equity Summit on Nov. 3, 2022. The summit included an updated report on state healthcare disparity data, recommendations for how Michigan hospitals can expand their efforts to eliminate disparities and case study presentations from select hospitals advancing health equity for all Michiganders. Dr. Kevin Ahmaad Jenkins, a renowned advocate against racial injustice in healthcare, was the keynote speaker for the event. The summit was made possible via funding from the Michigan Health Endowment Fund.

ADDRESSING MATERNAL HEALTH OUTCOMES

Collaborating with the Michigan Alliance for Innovation on Maternal Health Ongoing Partnership Supports Maternal Health Improvements


According to the Centers for Disease Control and Prevention, four in five pregnancy-related deaths in the U.S. are preventable. The MHA Keystone Center demonstrated its ongoing commitment to reduce maternal deaths and severe morbidity rates by continuing its partnership with the Michigan Alliance for Innovation on Maternal Health (MI AIM) during its 2022-2023 program year.

MI AIM 2022 Quality Improvement Designated Hospitals and Health Systems



Of the **63** MICHIGAN BIRTHING HOSPITALS participating in the MI AIM Patient Safety Bundles in 2022, **53** received a **silver designation or higher**, indicating a strong commitment to and demonstrated success **IMPROVING MATERNAL OUTCOMES**.

In addition to ongoing deployment of its hemorrhage, hypertension and sepsis early recognition offerings – the MI AIM patient safety bundles – the team extended its impact via funding from the Michigan Health Endowment Fund. The grant was awarded to provide hospitals in Southeast Michigan with technical assistance, patient safety bundle implementation support, data interpretation guidance and one-on-one coaching.



10 MICHIGAN BIRTHING HOSPITALS in Southeast Michigan received **\$500,000** from the Reducing the Impact of Severe Maternal Morbidity in Region 10 grant.


To ensure health equity is at the forefront of maternal health quality improvement efforts, the grant recipients also received funding from the Southeast Michigan Perinatal Quality Improvement Coalition to enact an accompanying equity plan for the MI AIM procedures.

The MHA Keystone Center also connected MI AIM with its health equity task force when the group dedicated its efforts to maternal health disparities in September 2022. The task force and MI AIM team have collaborated since to analyze existing health equity frameworks related to maternal health and ideate additional opportunities to embed health equity guidance into maternal health quality improvement efforts.

Utilizing Data to Drive Maternal Health Advancements Developing the Michigan Childbirth Outcomes Report with MVC

The MHA Keystone Center partnered with the Michigan Value Collaborative (MVC) in 2022 to create a statewide childbirth outcomes report. It details episode payments, mode of delivery, patient characteristics, and rates of hemorrhage, hypertension and severe maternal morbidity for 90-day claims-based episodes of care for vaginal and cesarean delivery at MVC participating birthing hospitals from January 2019 to December 2021.

7.5% of patients had a diagnosis of hemorrhage | **4.2%** had a diagnosis of hypertension
1.8% had a diagnosis of severe maternal morbidity



Patients identified as Asian or Pacific Islander had higher rates of hemorrhage than other race categories, while patients identified as Black had higher rates of hypertension and severe maternal morbidity than the overall population.

PRIORITIZING BEHAVIORAL HEALTH

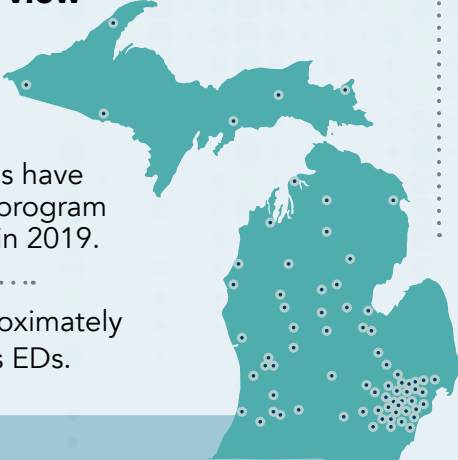
Enhancing Services for Those Impacted by Opioid Use Disorder Expanding Emergency Department Medication for Opioid Use Disorder Programming


The MHA Keystone Center continued supporting the Michigan Opioid Partnership of the Community Foundation of Southeast Michigan in its efforts to initiate Medication for Opioid Use Disorder (MOUD) programming across Michigan hospitals during the 2022-2023 program year. The federally funded project aimed to increase access in emergency departments (EDs) to MOUD – the gold standard, evidence-based treatment for opioid use disorder (OUD) – and support the patient transition to community-based care.

ED MOUD Overview



75 Michigan hospitals have participated in the program since its inception in 2019.

This represents approximately **half** of Michigan's EDs.





An evaluation conducted by The Johns Hopkins Bloomberg School of Public Health between October 2020 and September 2021 found:

-  Michigan hospitals connected more than 500 patients to follow-up behavioral care following an ED visit.
-  All participating hospitals reported increased usage of buprenorphine, a prescription medication used to treat OUD.

Supporting Inpatient OUD Program Initiation


The MHA Keystone Center is providing ongoing support to the Hospital Engagement Addiction Resources Team (HEART) with its technical assistance initiative.



The team has engaged **SIX MICHIGAN HOSPITALS** to take part in the **HEART** program to receive implementation assistance in offering **OUD TREATMENT** and services during an inpatient hospital stay.

Curating Ongoing Educational Opportunities

To provide Michigan hospitals with the guidance and technical assistance needed to implement MOUD programs, the MHA Keystone Center developed academic detailing courses for both inpatient and ED settings. Academic detailing provides clinicians with the training needed to lead peer-to-peer educational outreach. Scholarships for the courses will remain available in the 2023-2024 program year. Members interested in enrolling should email keystone@mha.org.



Shining a Light on Stigma

As members of the Superior Health Quality Alliance, the MHA Keystone Center is working alongside alliance partners to highlight the importance of non-stigmatizing language in OUD care via the Shine a Light on Stigma campaign. In the 2022-2023 program year, the team launched its podcast to host deep dive conversations with guidance for clinicians supporting OUD patients.

IMPROVING CARE FOR OLDER ADULTS

Fostering Cross-Sector Collaboration Providing Expertise to National Age-Friendly Project

[The Institute for Healthcare Improvement \(IHI\) published in February 2023 the Health Care for Older Adults: The Three Keys to Cross-Sector Age-Friendly Work Implementation Guide and Workbook.](#) This resource was created to demonstrate how public health and healthcare organizations can work across the care continuum to provide age-friendly care to all older adults. The IHI brought in Trust for America’s Health, a national public health organization, and the MHA Keystone Center to support development of the workbook.

Advocating for Hospitals and Health Systems Role in Statewide Age-Friendly Activities

As Michigan’s elderly population rapidly increases, the Michigan Department of Health and Human Services (MDHHS) and Governor Whitmer remain committed to the AARP Age-Friendly Action Plan submitted in June 2022. As a quality improvement convener of Michigan hospitals and health systems, the MHA Keystone Center serves on Michigan’s Age-Friendly Steering Committee to support implementation of the current plan and goal setting for the next action plan. The MHA Keystone Center provides best practice recommendations for age-friendly initiative alignment across public health entities, nonprofit organizations, hospitals and healthcare systems.

The MHA Keystone Center also serves on the Michigan Falls Prevention Coalition. The coalition, supported by MDHHS, is collaborating to reduce falls and fall risk among older adults and adults with disabilities by:

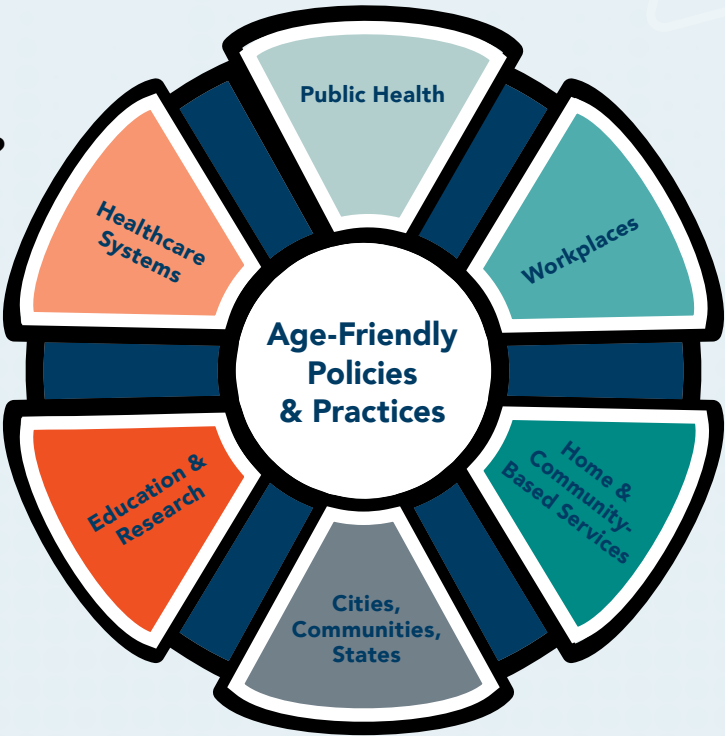
- ▶ Identifying state and community-specific needs.
- ▶ Recommending policy changes.
- ▶ Building capacity to support fall prevention programs.



What Does it Mean to be Age-Friendly?

Becoming an Age-Friendly Health System entails reliably providing a set of four evidence-based elements of high-quality care, known as the “4Ms,” to all older adults in your system: **What Matters, Medication, Mentation, and Mobility.**

The MHA Keystone Center Age-Friendly Health Systems Action Community is funded by the Michigan Health Endowment Fund.



Caring for the Caregiver Launching the Michigan Caregiver Navigation Toolkit

In partnership with Wayne State University’s Institute of Gerontology and Henry Ford Health, the MHA Keystone Center produced the Michigan Caregiver Navigation Toolkit to support hospitals and health systems seeking to initiate or improve their caregiver support programs and services. The toolkit is available at no cost to the Michigan healthcare community thanks to funding from the Michigan Health Endowment Fund.

The toolkit includes a high-level overview of the challenges faced by caregivers and seven recommended domains for hospitals and health systems to move through as they create or improve their caregiver support services.

The 7 Domains of the Michigan Caregiver Navigation Toolkit



Healthcare staff: The toolkit mentions variables hospitals and health systems should consider while assembling their caregiver navigation team.



Assessments: Assessment tool options are included in the toolkit for hospitals and health systems to implement into their electronic health records to gather information and feedback more accurately from caregivers about their needs and perceptions of current support programs.



Community Partnerships: The toolkit provides guidance on how to identify partnership opportunities that address caregiver needs and generate mutually beneficial referrals.



Education: Information about the Michigan Designated Caregiver Act is included in the toolkit, in addition to guidance on how to create and distribute educational materials to staff about caregivers and their needs.



Integration into Health System: The toolkit guides users on how to transition from piloting a caregiver navigation program within one service line or hospital to a systemwide organizational practice.



Marketing and Referrals: Once the program is designed, the toolkit provides recommendations for setting up marketing and referral services to ensure caregivers are aware of the support services available to them.



Program Monitoring, Evaluation and Sustainability: Evaluation resources and best practice recommendations are provided in the final domain of the toolkit to ensure hospitals and health systems have the tools needed to sustain the program.



Members can access the toolkit via the [MHA Keystone Center webpage at MHA.org](#).

Looking forward, the MHA Keystone Center is seeking additional funding to pilot implementation of the toolkit at two hospitals. Additionally, the grant would cover the development of supplemental educational modules intended to support any hospital or health system utilizing the toolkit.

WORKFORCE WELL-BEING

Offering Subject Matter Expert Support Providing Physical Security Assessments

With support from Blue Cross Blue Shield of Michigan (BCBSM), the MHA Keystone Center has partnered with HSS, a specialized security advising organization, to provide free physical security risk assessments to five Michigan hospitals. Following the assessment, the hospitals selected were provided a report, which included:

- ▶ Reviewing exterior grounds and physical security measures.
- ▶ Analyzing passive and active security measures.
- ▶ Evaluating security and safety policies and procedures.
- ▶ Analyzing the Area Crime Report.
- ▶ Recapping cultural interviews with clinical staff and leadership.
- ▶ Assessing control, cameras and systems integrations.

Arranging Safe Patient Handling Consultant Support

The MHA Keystone Center provided three Michigan hospitals the opportunity to work directly with a national patient mobility expert to review their patient handling processes and protocols for improvement opportunities. This service was also made possible via funding from BCBSM.

Protecting Workers' Well-Being

The MHA Keystone Center continued its partnership with the Duke Center for Healthcare Safety and Quality during the 2022-2023 program year to bring the second iteration of its workforce well-being series – WELL-B – to Michigan healthcare workers. The series included 12 evidence-based webinars providing tips and tricks to help manage stress and anxiety. More than 5,000 healthcare workers are participating in the series. The program was also offered in a condensed format via the Superior Health Quality Alliance.

WELL-B

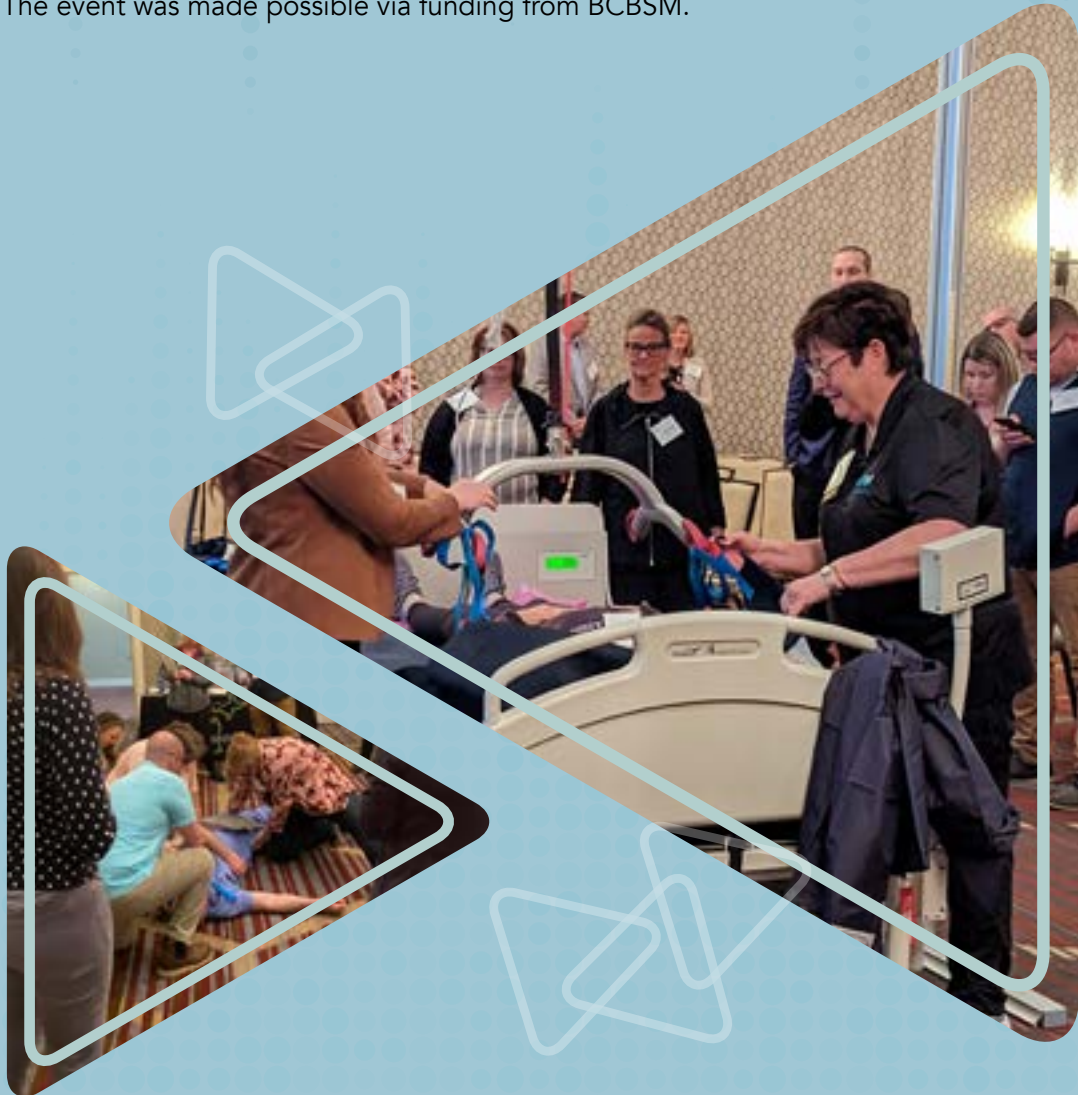
Fostering Collaborative Safety Improvement Environments Presenting the Safe Patient Handling Conference

In reviewing MHA Keystone Center PSO member self-reported data, the organization recognized an increase in slips, trips and falls since the start of the pandemic. While there are many variables that could contribute to the uptick, research found prioritizing early and continuous mobility with patients is not only crucial to their recovery, but also reduces staff injuries.

The MHA Keystone Center hosted its Safe Patient Handling Conference in Ypsilanti in April 2023 to provide Michigan healthcare workers with a better understanding of how caregiver and patient safety are connected. Attendees also learned how safe, early and continuous mobility can help achieve better patient outcomes in less time with fewer staff.

The all-day event included live simulations demonstrating best practices for patient handling. EarlyMobility.com, a patient mobility consulting organization, also provided recommended practices and tools to reduce care activities causing caregiver injury and compromising quality of care.

The event was made possible via funding from BCBSM.



PROMOTING PATIENT SAFETY

Tailoring the Patient Safety Organization (PSO) Member Experience

Providing Niche Support and Regional Networking Opportunities

The pandemic drastically altered how healthcare staff interact with patients. While many of the adjustments made during case spikes have subsided, it highlighted the importance of safety initiatives and flexibility within the initiatives. As such, the MHA Keystone Center focused its efforts during the 2022-2023 program year on providing tailored services and experiences that address longstanding safety concerns and new challenges brought on by the pandemic.

Assembling the Adverse Event Review Committee

The Adverse Event Review Committee, formerly known as the Root Cause Analysis & Action Committee, was formed to provide a confidential forum for safety and risk peers across Michigan to analyze serious safety events. The committee meets on a bi-monthly basis and is composed of 16 MHA Keystone Center PSO member representatives. All safety events reviewed by the committee redact hospital names, unit names and personal health information to protect the identities of facilities, patients and staff.

The Adverse Event Review Committee analyzes safety events submitted by MHA Keystone Center PSO members to:

- ▶ Identify proper tactics utilized in the event’s investigation.
- ▶ Provide recommendations for process improvement.
- ▶ Uncover root causes of the event.

After each adverse event review cycle, a report from the committee was shared with MHA Keystone Center PSO members with best practice recommendations and key findings.

Hosting Safe Table Events

Many in-person events were put on hold over past several years due to the pandemic. Fortunately, the MHA Keystone Center was able to resume its Safe Table events during the 2022-2023 program year to provide its PSO members the opportunity to come together, share ideas with peers, engage in safe discussions and obtain advice to make improvements to reduce or eliminate harm.

In an effort to make Safe Tables more accessible, the MHA Keystone Center hosted events both regionally and at the MHA headquarters in Okemos.

2022-2023 Safe Table Topics



Workplace Violence Prevention



Behavioral Health Challenges



Root Cause Analysis Review



Health IT and Risk

Celebrating Safety Culture

Honoring Healthcare Workers for Speaking Up

Each year, the MHA Keystone Center accepts nominations from its PSO members acknowledging healthcare teams and individuals who spoke up to prevent potential harm to patients or other staff members. While awards are granted on a quarterly basis, the MHA Keystone Center receives nominations year-round.



The Power of Speaking Up

of Nominees:

165

of Harm Types Prevented:

18

Total Cost Savings:

\$4.5 million

The **165** nominees who spoke up and prevented more than **18** types of harm protected patients and saved care partners and hospitals approximately **\$4,577,012**.



2022-2023 Speak-up! Award Recipients

Q3 | 2022: Tracie Eigemann, R.T.(R)(CT) - Trinity Health St. Mary Mercy Livonia

Q4 | 2022: Laura Smith, RN - MyMichigan Medical Center Alpena

Q1 | 2023: Cheryl Kay, BSN - Sparrow Hospital

Q2 | 2023: Kathleen Kiedrowski - Corewell Health Wayne Hospital

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.

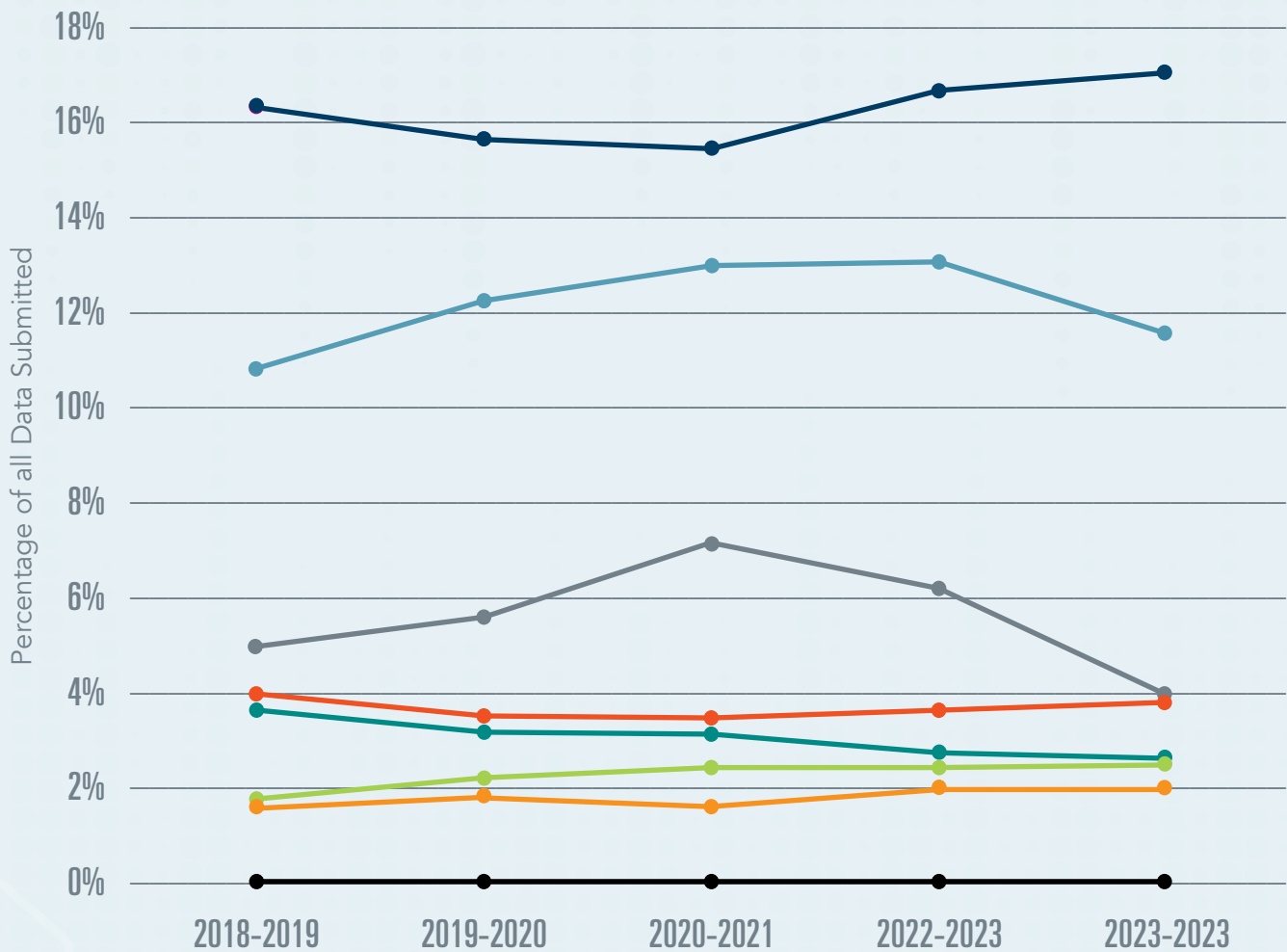
Utilizing Data to Identify Areas of Need

Collecting Adverse Event Data from MHA Keystone Center PSO Members

MHA Keystone Center PSO members are privy to statewide adverse event data via its online database. This data is shared on a quarterly basis by PSO members to be stratified and analyzed by the MHA Keystone Center team. The process provides the MHA Keystone Center the opportunity to create data-driven programming addressing the areas with the highest reported adverse events.

The most recent data sets indicate MHA Keystone Center PSO members have significantly reduced both fall and blood or blood product events.

MHA Keystone Center PSO Adverse Event Data by Harm Type



- Medication or Other Substance
- Fall
- Blood or Blood Product
- Surgery or Anesthesia
- Device or Medical/Surgical Supply, Including HIT
- Pressure Injury
- Perinatal
- Venous Thromboembolism

MESSAGE FROM THE CEO & BOARD CHAIR

The resiliency of the healthcare community over the past few years has been nothing short of extraordinary. Reflecting on the 2022-2023 program year, another word that encapsulates the healthcare workforce is tenacity. Despite the challenges and setbacks brought forth by the pandemic, we saw members make great strides in safety and quality improvement efforts surrounding topics like workforce well-being, health equity and behavioral health.

Each Michigan hospital and health system has its own unique priorities, and the MHA Keystone Center demonstrated its ongoing commitment to tailoring its support to meet the needs of each individual member. In addition to member-wide offerings like the WELL-B workforce well-being courses, the MHA Keystone Center conducted several smaller-scale programs like the demographic data collection pilot to address member’s specific areas of interest.

As you have read throughout this report, there were several initiatives across various priority areas occurring simultaneously this past program year. We would be remiss not to acknowledge the incredible work happening behind the scenes to ensure the MHA Keystone Center remains a trusted resource for our members.

The MHA Keystone Center recognizes the incredible burden all hospitals and health systems assume by continuously investing in safety and quality initiatives. To alleviate strain, the MHA Keystone Center invested in a learning management system this year to allow members the opportunity to partake in safety and quality improvement initiatives around their busy schedules. While the organization will continue to prioritize collaborative, in-person events, easily accessible modules will be available for members to utilize for ongoing staff training for years to come.

The accomplishments outlined in this report serve as a testament to Michigan hospitals and health systems’ commitment to achieving the highest quality healthcare outcomes. We want to thank our members for their unmatched dedication to their communities, and we look forward to seeing all the MHA Keystone Center and our members can accomplish together in the years to come.

Sincerely,



Brian Peters
MHA CEO



Dennis Swan, JD
MHA Keystone Center Board Chair

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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