

1) Chasing Zero Harms – WINNING ENTRY

Spaulding Rehabilitation Hospital Cape Cod

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PROJECT DESCRIPTION

Recognizing the need to build a “just culture”, the leadership team at this hospital undertook a multidisciplinary, multi-pronged approach for improvement. First embedding a promise, in policy, to use incident and quality data for improvement purposes, not performance assessment, and then ensuring that staff were educated on this change, we provided the foundation for culture change. The hospital then joined the MHA Hospital Engagement Network and set zero harms, across the board, as its goal. Through targeted, multidisciplinary committees that included front level aides, staff education about our goals, frequent posting of outcomes data, and celebration of successes, we were able to create momentum and engagement. Patient Satisfaction efforts targeted areas not addressed through patient safety metrics, also with tremendous results. The hospital was then “firing on all cylinders” with success in one area supporting success in others, ultimately leading to an improved organizational culture.

OUTCOMES ACHIEVED

Chasing Zero Harms (Based on May-July '15 Data)

- Harm Across The Board reduced 80.2% to 6.4/1,000 patient days; saving the healthcare system \$1,883,181 and preventing 557 to date.
- Medication Events reduced 96.3% to 0.7/1,000 patient days.
- CAUTI reduced 100% to zero harms.
- CLABSI-zero harms
- Falls reduced 52.1% to 2.1/1,000 patient days
- Falls w/injury reduced 76.9% to 0.2/1,000 patient days
- Stage III & IV Pressure Ulcers – zero harms
- VTE reduced 100% to zero harms
- Readmissions reduced 62.8% to 3.4% of discharges.

Patient Experience Results

- Overall Satisfaction reached the top 1-3% of Rehabilitation hospitals nationally (Press Ganey).

Supporting Data

- Referring Acute Care Hospital Penalties* reduced from 0.17% to 0.02% from 2013 to 2016. Acknowledged that reduction due in part to our partnership. (* Kaiser Health News, Medicare Readmission Penalties By Hospital Year 4)

Patient Safety Culture Survey Results

- From 2011 to 2013, scores were improved in all 8 major categories and above the national mean in all 8.

Staff Engagement Results

- Scores were statistically higher than prior scores in 6 major areas and higher than national means in 7 major areas.

Increased Incident Reporting

- 20.9 reports/1,000 patient days (calendar 2013)
- 28.6 reports/1,000 patient days (calendar 2014)
- 51.0 reports/1,000 patient days (calendar 2015 Jan through July)

LESSONS LEARNED

- Frequent, clear communication is essential to keep the issues at the forefront.
- Celebrate successes to keep initiatives energized
- Multidisciplinary collaborative efforts must be empowered to lead the charge