Educational Poster Displays

The poster displays at the 19th Annual Health Forum/AHA Leadership Summit will showcase innovations that transform the health care organization for high quality and safety, efficiency and effectiveness. Authors will be on hand to discuss their posters.

Front Line Staff Deliver Value: Disseminating Evidence-Based Practices Improves Clinical Outcomes

Kathi Barnes, MS, RN, CNS, NEA-BC, CCRN; California Pacific Medical Center
San Francisco, CA

A staff nurse-led council, developed to determine and disseminate five evidence-based practices over 44 months, achieved significant improvements in clinical quality outcomes. The council used a variety of peer to peer education methodologies to introduce the new practices, explain the rationales, and facilitate adoption. Since inception, there has been a reduction in central line bloodstream infections of 89%, hospital acquired aspiration pneumonia mortality of 39%, pressure ulcers of 67%, all sepsis mortality of 26%, and deep vein thrombophlebitis of 49%. The improvements in care have saved over 200 lives and avoided over $6.5 million in costs.

Aperture for Healing

John Boerger
Architect/Principal
The Design Partnership
San Francisco, CA

Co-author:
Marc Schweitzer
Architect
The Design Partnership
San Francisco, CA

Donating a kidney is synonymous with the gift of life and the new UCSF Connie Frank Transplant Center celebrates this intimate act of giving. The Center was conceived to provide comprehensive patient services for kidney transplantation in a tranquil environment. As a new center for healing, the design fosters outstanding treatment while promoting patient comfort and care. The goal was to establish a new system of patient care, with minimal wait times and an improved patient experience. The result is a wonderfully designed, operationally improved, world class facility that mirrors the treatment being provided.

Patient Access to Ambulatory Services

Diana Browning
Chief Ambulatory Operations Officer
The University of Texas Medical Branch at Galveston
UTMB Health System
Galveston, TX

Access to care is essential for patient and physician satisfaction, and is sometimes difficult to achieve with a centralized call center. The virtual call center concept ensures that the patient and the provider are linked at all times, and patient needs can be addressed on a 24/7 basis. This project combined the efficiency of a
centralized call center with the individualized service of a specialty clinic, and improved satisfaction for patients regarding contact with their providers. Call center employees are trained to ensure that phone contact is fast and easy at all times.

Reducing Cost Structures to Achieve Sustainability at Medicare Reimbursement Levels
Paul Alexander Clark, PhD (cand.), FACHE
Vice President, Research & Education
The Health Management Academy
Alexandria, VA

Hospitals and health systems have focused on reducing cost structures to achieve sustainability at a lower total reimbursement level equivalent to current Medicare reimbursement rates. This study sought to provide a comparative benchmark and scenario model for the Medicare cost coverage ratios of leading health systems. Many currently financially strong organizations would experience substantial losses in nearly every scenario. Wide variability exists in the underlying cost structures. A few health systems are sustainable at current Medicaid reimbursement levels. The results make a compelling case for increased concern for the financial implications and risks associated with the implementation of health reform.

Interactive Technology to Improve Patient Satisfaction
Cathryn DeGraff Crookston, BSN
Emmi Solutions
Chicago, IL

Banner Estrella implemented interactive programs to educate patients about medical conditions and procedures. To determine the impact these programs had on patient satisfaction, Banner Estrella analyzed its HCAHPS. Results showed the programs improved patient satisfaction.

A National US Telestroke Delivery System: Patient Characteristics and Frequency of Thrombolytic Therapy Delivery
Dr. Leonard DaSilva
Chief of Neurology
Specialists On Call
Westlake Village, CA

A national stroke study conducted in partnership between the University of California at Los Angeles (UCLA) and Specialists On Call found that hospital participation in a national, multi-state telestroke network currently provides greater access to acute stroke therapies and enables 31.4 million individuals (11% of the US population) to receive acute stroke care by a supported stroke center within 30 minutes travel time in geographic regions where local, in-person neurology coverage is unavailable around the clock.

Optimizing Nursing Human Capital: A Case Study
Therese A. Fitzpatrick, PhD, RN
Assay Healthcare
Libertyville, Illinois

Many traditional approaches used to plan and deploy human capital have not been effective in meeting organizational objectives. The complex and dynamic nature of supply and demand economics suggests that proactive, sophisticated modeling tools are required to right-size and configure staff as well as to model contingency staffing plans. There is a growing body of evidence in industry that suggests that systematic and scientifically-based process improvement that leverages mathematical optimization produces innovative solutions. By utilizing optimization modeling to develop a clinical workforce strategy and execution plan, a hospital was able to demonstrate marked improvement in business results.

Shifting the Focus of Technology from Transactional to Transformational at the Point of Care
Valerie Fong, MSN, RN
This poster highlights key learnings from a multi-year and multi-site initiative to implement health information technology with a meaningful plan of care across one of the largest healthcare systems in the nation (Kaiser Permanente). The critical role of senior executives will be highlighted as well as insights and roles supporting transitions of care. Key lessons on a Transformation Science from the CPM Resource Center will also be incorporated.

**Improving Quality of Care Using the Medical Home Model at Safety Net Hospitals**

Larry Gage  
President  
National Association of Public Hospitals and Health Systems  
National Public Health and Hospitals Institute  
Washington, DC

Safety net hospitals are increasingly using the medical home model to reduce costs and improve access to high quality care. The goal of this study was to ascertain how implementing the medical home model in safety net hospitals would impact vulnerable patient populations and the institutions that care for them. Researchers conducted a literature review and mixed pair analysis to identify medical home programs and ascertain unifying characteristics. The findings suggest that medical homes increase vulnerable patient populations’ access to primary care and prevention programs while reducing use of the emergency department.

**The Perfect Marriage: Leveraging Resources; The Transfer Center and the Tele ICU Story**

Leslee Gross, RN, MHCA  
Director, Transfer Center  
Baptist Health South Florida  
Doral, Florida

**Co-authors:**  
Beth Willmitch, RN, BSN  
Operations Director, eICU  
Baptist Health South Florida  
Doral, Florida

Philipp Ludwig, MBA  
Assistant Vice President, South Miami Hospital  
Baptist Health South Florida  
Doral, Florida

Louis Gidel, MD, PhD  
Medical Director, TTC/eICU  
Baptist Health South Florida  
Doral, Florida
Delivery of care in today's healthcare arena can be quite challenging. Often patients are at facilities that are unable to provide for their needs. Matching patients with a facility that can provide the appropriate level of care and needed resources can be a very complex process. Thus Baptist Health South Florida decided to leverage Tele-eICU resources with a Transfer Center. The collaboration of these two departments is unique in the United States. They have the ability to leverage each other's technological platforms, which has provided extraordinary results, Real-time situational awareness, comprehensive continuity of care, advice on transfer, constant physician availability to the Transfer Center.

**Transforming Leadership through Management Engagement**
Emily Kao, RPh, MS  
Associate Executive Director  
North Shore University Hospital  
Manhasset, NY

**Co-authors:**  
Susan Somerville  
Executive Director  
North Shore University Hospital  
Manhasset, NY

Andrea Restifo, RN, MPA  
Associate Executive Director  
North Shore University Hospital  
Manhasset, NY

Vicki LoPachin, MD  
Medical Director  
North Shore University Hospital  
Manhasset, NY

Effective leadership is essential for organizations to run efficiently. Healthcare leaders are under intense pressure to produce high value services and reduce expenses. Senior leadership at a tertiary hospital recognized that the key to success was tied closely to the development of its management team. To improve management performance: they set expectations, developed toolkits for financial and human resources, implemented administrative and patient safety rounds, created forums to integrate communication at all levels and developed high potential employees. These strategies empowered and engaged managers which led the hospital to exceed targeted outcomes in finance, quality and employee engagement.

**Sourcing, Screening, Recruiting and Selecting Healthcare Professionals for Acute Care and Rehabilitation Organizations**
Joseph Marino  
Senior Vice President  
PPR Healthcare Staffing  
Jacksonville Beach, Fl

**Co-authors:**  
Ruth Stiehl, PhD, RN  
Vice President, Clinical Quality  
PPR Healthcare Staffing  
Jacksonville Beach, Fl

Karen Gallagher  
Vice President, Human Resources  
Brooks Rehabilitation
Use of Recruitment Process Outsourcing (RPO) positively increased recruiting efforts for targeted healthcare professionals in a large rehabilitation provider, a multi-hospital system and a regional skilled nursing facility system within a focused partnership with a medium-sized healthcare recruitment company. The main challenges faced by each healthcare organization were addressed by the RPO program, including filling open positions quickly, increasing permanent staff members who deliver quality patient care, retaining revenue which was once lost, and appropriately managing personnel costs. Additionally, candidates hired by each healthcare organization matched their values and culture. These high-quality matches resulted in an improvement in employee retention.

Comprehensive Stroke Center Return on Investment: Improved Quality, Increased Patient Volumes and Positive Financial Performance

Andrew Meade, MHA
Director, Neuroscience Service Line
St. Luke's Episcopal Hospital
Houston, Texas

Co-author:
Sarah Livesay, MSN, RN, APRNc
Neuroscience Clinical Manager
St. Luke's Episcopal Hospital
Houston, Texas

St. Luke’s Episcopal Hospital has been continually expanding the volumes and services offered since achieving Primary Stroke Center designation in 2005. It became clear that without adding personnel to do community based business development and clinical quality improvement; those areas would act as an anchor to future growth. Through adding staff specific to stroke quality improvement, measurement and business development while instituting medical services classes for over 1000 providers, and 100% outcome reporting to all requesting EMS agencies, the program has seen consistent and dramatic improvements in clinical quality and financial performance.

Applying Lean to Improve Resource Utilization and Help Increase Patient Satisfaction

Doug Niedzwiecki
Chief Administrative Officer
UCLA Department of Neurosurgery
Los Angeles, CA

Co-authors:
Jean Stanley and Shana Padgett
ValuMetrix Services
Ortho Clinical Diagnostics
Raritan, NJ

Antoinette Anderson; Christine Bartels; Myrna Gonzalez; Adrian Ibarra; Brian Saffold; Rebecca Wilson and Neil A. Martin, M.D.
UCLA Department of Neurosurgery
Ronald Reagan UCLA Medical Center
Los Angeles, CA

The department of Neurosurgery conducted a Lean project in an effort to improve patient satisfaction by developing a standardized process for our patient care coordinators to follow for new and returning patients. Standardization also allows cross-coverage of coordinators as required, providing a seamless transition for the
patient. Activities such as the intake of information from new patients and insurance approval were removed from the patient care coordinator responsibilities and centralized to one location. Patient care coordinators can now focus on meeting the needs of existing patients assisting in improved patient care, improved patient and employee satisfaction, an increase in productivity and capability, and potential better financial performance.

Streamlining the Receipt and Upload of Diagnostic Images in a Clinic Setting
Doug Niedzwiecki
Chief Administrative Officer
UCLA Department of Neurosurgery
Los Angeles, CA

Co-Authors:
Jean Stanley
ValuMetrix Services
Ortho Clinical Diagnostics
Raritan, NJ

Antoinette Anderson; Christine Bartels; Farzad Buxey; David Kon and Neil A. Martin, M.D.
Ronald Reagan UCLA Medical Center
Department of Neurosurgery
Los Angeles, CA

The UCLA department of Neurosurgery conducted a Lean project in an effort to improve the receipt and upload of outside diagnostic images in a neurosurgical ambulatory clinic, with goals of reducing both the variability of and overall process time to view externally received images, decreasing patient wait times in clinic, and decreasing total physician time in clinic. The combination of implementing a software application, developing a standard work flow process, and on-going measurement has allowed for sustained cost avoidance, reduced patient wait times, reduced delays in image readings, and decreased amount of time the surgeon spends in clinic per patient.

Transforming Operations and Ensuring Quality in Healthcare Delivery: Our Lean Journey – An Administrator’s Perspective, Mississippi Baptist Health System
J. Kempf Poole, RN, FACHE
Vice President, Ancillary & Support Services Administration
Mississippi Baptist Health System
Jackson, Mississippi

In 2008, faced with falling quality indicators, staff shortages, increasing turnover, and declining reimbursement, Mississippi Baptist Medical Center (MBMC) needed more than a process improvement project. A Lean strategy was implemented to transform operations, and establish a culture of continuous improvement. The Lean journey began in the Pharmacy Department to introduce the Lean concept to the organization. Implementations in Admissions and General Surgery followed. These initial projects transformed operations, improved quality, generated over $800k in annual savings, and added $100,000 year in additional revenue. In addition, a new culture of accountability and the continuous pursuit of excellence were established.

Falls Prevention through Multiple Levels of Care – An Interdisciplinary Approach Contact Area: Creating a Culture of Health and Healing/Integrating Care Delivery
Deborah Cordes Porcelli, MS, OTR/L
Director of Therapy Services
Waverly Heights, LTD
Gladwyne, PA
Falls are a leading cause of injuries, hospitalizations and deaths among older adults. Prevention saves injuries and health care dollars. Evidence based information demonstrates that the environment with decreased strength and balance are major causes of falls. This poster presents an interdisciplinary program developed in a CCRC. Critical to this program is the inclusion of clinical and non clinical disciplines. Specifics, role of team members and how it applies over all levels of care will be presented. Investigation of falls by a team with varied experience, resident education and balance training and strengthening are key components.

Success Breeds Success
Rebecca Rufo DNSc RN CCRN, RHC
eICU® Operations Director
Resurrection Health Care,
Resurrection Medical Center
Des Plaines, IL

Co-author:
Sandra Bruce FACHE
President and CEO
Resurrection Health Care,
Resurrection Medical Center
Des Plaines, IL

Resurrection Health Care, Chicago, Illinois integrated 193 critical care beds with Tele-ICU technology across 7 acute care facilities and 1 LTACH in 2007. Performance outcomes from 2007 – 2010 demonstrated 14,500 ICU days saved ($18.1M), 32,800 non-ICU days saved ($10.8M), 40% reduction in mortality and length-of-stay, $5-6 M annual savings in clinical risk reduction interventions and improved national best practice ranking from 21st to 7th. Strategic initiatives to implement standardized best practice, severity adjusted mortality reports, balanced scorecards, alignment with finance to determine cost savings through risk reduction and collaboration with key stakeholders are critical to driving organizational performance. Program expansion includes Tele-Stroke, Tel-Psych and Skilled Nursing Facilities.

CaroMont Health CLiC Immediate Care
Olena Scarboro
Director, Marketing & Public Relations
CaroMont Health
Gastonia, NC

Risk Mitigation of Hospital Acquired Infections Through the Use of Antimicrobial Copper Surfaces
Michael G. Schmidt, PhD
Professor and Vice Chairman
Department of Microbiology and Immunology
Medical University of South Carolina
Charleston, SC

Each year hospital-acquired infections (HAI) result in a substantial loss of life and an additional cost to the US healthcare system of $45 billion dollars. Evidence will be presented illustrating how risk mitigation of the environmental burden resulted in a concomitant mitigation of the HAI rates for patients treated in rooms with antimicrobial copper touch surfaces. A discussion of the complexities and costs associated with effectively applying antimicrobial copper touch surfaces within the built environment will facilitate an understanding of the need for a design that makes use of emerging infection control solutions to fight HAIs in a pragmatic and aesthetically satisfying way.

Leadership Styles of Departmental Heads in a Tertiary Hospital: A Survey
Objective of the survey was to study the Leadership Styles of Heads of Clinical and Non-Clinical departments at Paras Hospital, Gurgaon. Leadership Style Questionnaire was given to 14 Departmental Heads to assess the style they follow in managing their subordinates. Results for different individuals are mixture of three basic leadership styles with a tendency towards one leadership style which they often use.

- 42.86% of the participants use Autocratic Style
- 42.85% of the participants use Democratic Style
- 14.29% of the participants use Free Reign Style

Use of a Tele-Neurology Service to Increase Access to Acute Stroke Care
Dr. Timothy Shephard
Vice President, Neuroscience
Bon Secours Virginia Health System
Richmond, VA

Through the use of a evidenced-based template, the innovative use of teleneurology and applied research to develop and test new screening tools within the Stroke Center Network, Bon Secours Neurosciences has developed a model system that can be utilized in underserved areas of the state, in small community hospitals and communities that are lacking in specialty physician services.

Value Based Purchasing: A Matrix Model of the Value Relationship between Resource Spending & HCAHPS Outcomes
Samantha Stalley, MHA
The Pennsylvania State University
State College, PA

Schaeffer Charles, MHA
The Pennsylvania State University
State College, PA

David Lutz, MHA
The Pennsylvania State University
State College, PA

Deirdre McCaughey, PhD, MBA
Assistant Professor, Healthcare Management & Strategy
The Pennsylvania State University
State College, PA

Anthony C. Stanowski
Vice President of Industry Relations
ARAMARK Healthcare
Philadelphia, PA
Using the Value Based Purchasing program as a guide, this study examined the relationship between HCAHPS outcomes (patient room cleanliness) with financial expenditures (environmental services) to determine if higher expense spending is related to higher HCAHPS scores. It was found that a “Value” score could be calculated that reflects the resource spending/outcomes relationship. Using the Value score, hospitals were categorized on a 4-quadrant matrix that showed the lower expenses/higher HCAHPS and the lower expenses/lower HCAHPS quadrants as having the greatest value. A VBP Matrix Model is proposed that shows evidence of resource spending as the key driver of the value equation.