

2018 AWARD RECIPIENTS

Recognizing Illinois hospitals and health systems for developing and implementing quality improvement initiatives with significant impact

OUTSTANDING ACHIEVEMENT

Memorial Health System, Springfield

Lean Six Sigma Project to Manage Aggressive Behavior in the ED Reduces Need for Security Staff Intervention by 66%

With data showing a system-wide increase in aggressive behavior and violence in the emergency department (ED), system leaders determined that frontline staff needed more support to more effectively manage individuals with aggressive behaviors.

A project team used Lean Six Sigma Define, Measure, Analyze, Improve and Control (DMAIC) methodology to implement environmental improvements, including:

- ▶ Developing staff competencies on environmental safety and resource availability;
- ▶ Implementing a sitter/patient companion program;
- ▶ Providing de-escalation training for all ED and security staff; and
- ▶ Partnering with local police.

As a result, security calls for disruptive behavior decreased from 7.4 calls to 2.5 calls per 1,000 ED patient visits. An annual cost savings of \$56,000 resulted from a reduction in security staff utilization, staff turnover, and staff and patient injuries.

Contact: Todd Roberts, Vice President of Quality & Safety and Chief Quality Officer, Memorial Health System, roberts.todd@mhsil.com

BEHAVIORAL HEALTH

AMITA Health, Lisle

Behavioral Medicine Inpatient Access Aligning System-Wide Intake Processes for Expedited Patient Placement

Patients from across Illinois are referred to AMITA Health's behavioral health system of 640 beds among twelve facilities for inpatient psychiatric care. At baseline, it took an average of 8 hours to provide bed confirmation for a request for patient placement. Long placement times and a lack of care coordination within the system contributed to operational inefficiencies, disjointed care coordination and compounding delays.

Using Lean Six Sigma methodologies, a multidisciplinary team redesigned and standardized the patient intake and clinical review process system-wide to better coordinate behavioral health services and expedite patient placement. As a result, placement time decreased from 8 hours to 1 hour and 21 minutes, an 83% reduction from baseline.

Contact: Christopher Novak, Vice President & Chief Operating Officer, AMITA Health Behavioral Medicine Service Line, Christopher.Novak@amitahealth.org



MORE WINNERS



2018 AWARD RECIPIENTS

PARTNERSHIP

Marianjoy Rehabilitation Hospital, part of Northwestern Medicine, Wheaton and Northwestern Medicine Central DuPage Hospital, Winfield

Stroke Program Acute Care Transfer and Readmission Reduction Project: Acute and Post-Acute Collaboration

Baseline data showed that 41% of acute care stroke readmissions from Marianjoy were potentially preventable and that acute stroke transfers were 5.6% higher than the national benchmark goal of 11.2%. To address these issues, a project team increased collaboration between Central DuPage and Marianjoy to improve patient care.

Using the Lean Six Sigma Define, Measure, Analyze, Improve and Control (DMAIC) methodology, the project team successfully:

- ▶ Standardized the hand-off communication process between facilities;
- ▶ Developed a screening tool for high-risk/complex patients;
- ▶ Improved readmission notifications between facilities; and
- ▶ Implemented a case review protocol to identify preventable readmissions in the future.

As a result of this collaboration, Central DuPage reduced acute care stroke readmissions by 30% and Marianjoy reduced acute stroke transfers by 25%.

Contact: Melissa Burns, Clinical Quality Leader, Marianjoy Rehabilitation Hospital, melissa.burns@nm.org

SMALL AND RURAL

Jersey Community Hospital, Jerseyville

Reducing All-Cause Readmissions by Improving Coordination Across the Care Continuum

With baseline data from the Centers for Medicare & Medicaid Services (CMS) showing an all-cause readmission rate of 16% and a CMS Star Quality Rating of 3, a project team set out to decrease the all-cause readmissions rate to below 10% and to increase our CMS Star Quality Rating to 4. Using Lean Six Sigma methodologies, the team formulated a multi-faceted improvement plan, which included post-acute care partners, home health agencies and skilled nursing facilities.

Readmission reduction strategies included the development of a hospitalist team and improvements in:

- ▶ Coordination with post-acute care agencies;
- ▶ Multidisciplinary rounding;
- ▶ Discharge planning; and
- ▶ Patient follow-up protocols.

As a result, the all-cause readmission rate dropped from 16% to 7% with an estimated 63 readmissions prevented over a 12-month period and a total cost savings of \$455,600.

Contact: Michael McNear, MD, Chief Medical Officer & Medical Group President, Jersey Community Hospital, mmcnear@jch.org

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JOIN YOUR FELLOW MEMBERS IN 2019

IHA applauds the quality improvement efforts and successes of all 57 hospitals and health systems that submitted projects to this year's Quality Awards. We encourage all IHA members to participate in the **2019 IHA Quality Excellence Awards** and the **2019 IHA Quality Advocacy Showcase**.

Thank you for your work to advance quality care.