

## CHCA Forum Highlights

Helping Hospitals Increase Revenue and  
Reduce Cost, Harm and Variation

January –  
June 2011

CHCA Owner Hospital employees find great value in connecting with their peers through Forum groups and their multidisciplinary projects. These **strong networks support education and improvements** that can lead to reductions in hospital costs, patient harm and practice variation.

From 2010 to 2011, the **Forums realized a five percent increase in participation. A portion of the increase is attributed to expanding enrollment in clinical forums to all hospitals.** Additionally, the Ambulatory Strategy, Infection Prevention and Health Information Management Forums have grown significantly, mirroring current health care trends. The expanding group of like-minded individuals allows for even greater problem-solving and innovation among the CHCA hospitals.

Discussion Topics/Best Practices		Projects
<b>Accreditation &amp; Regulatory (formerly Joint Commission)</b>	<ul style="list-style-type: none"> <li>• New and challenging standards from The Joint Commission</li> <li>• New methods for achieving Joint Commission and CMS certification</li> <li>• Staff immunization</li> <li>• Expanding regulatory readiness to ambulatory sites</li> <li>• Verbal orders</li> <li>• Medication management</li> </ul>	<ul style="list-style-type: none"> <li>• Part of expert panel working to develop pediatric-specific Joint Commission standards</li> </ul>
<b>Ambulatory Strategy</b>	<ul style="list-style-type: none"> <li>• Provider productivity</li> <li>• EMR optimization</li> <li>• Health care reform</li> <li>• <i>Enhance Efficiencies</i>: process improvement opportunities, staffing and tools</li> </ul>	<ul style="list-style-type: none"> <li>• Identified nearly \$3M in potential savings across hospitals</li> <li>• <i>Survey</i>: forum impact on provider productivity, quality measures and care models with key items related to access, operations, quality outcomes and more.</li> <li>• <i>Reference Guide</i>: includes details on each hospital's ambulatory landscape, volumes, service lines, scheduling, EMR, billing, etc.</li> </ul>
<b>Cardiac</b>	<ul style="list-style-type: none"> <li>• Improved patient care and with Handoffs Collaborative change package</li> <li>• Cardiac Centers versus Cardiac Centers of Excellence</li> <li>• Benefits of having an adult congenital heart disease program</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation checklist for training new cath lab staff using CHEX and hospital-developed courses</li> </ul>
<b>Chief Information Officers</b>	<ul style="list-style-type: none"> <li>• <i>Community Connectivity</i>: learning how each of our members is addressing strategy in physician networking, portals, and executive awareness. Panelists addressed market variances, successes, strategic and technical approaches.</li> <li>• Evolving technology within the IT department and other departments</li> <li>• <i>VDI-Virtual Desktop Infrastructure</i>: who's doing what at their facilities, what's working and what issues are arising. How to mitigate risk in regards to outages, backend infrastructure and lessons learned.</li> </ul>	<ul style="list-style-type: none"> <li>• Move from HIMSS Analytics to CHCA version that would offer more mechanisms hospitals need to compare themselves.</li> <li>• <i>Getting Value from Healthcare IT Project</i>: helping CIOs quantify the real value in what they do for their facilities.</li> </ul>
<b>Chief Medical Officers</b>	<ul style="list-style-type: none"> <li>• <i>Quarterly Conference Call</i>: Accountable Care Organization activities in individual markets</li> </ul>	
<b>Chief Nursing Officers</b>	<ul style="list-style-type: none"> <li>• <i>New Recruitment Efforts</i>: hospital case studies on social media (St. Petersburg), RN residency programs (Ft. Worth and Denver) and leadership training programs (New York).</li> <li>• <i>Professional Practice Model Evolution</i>: key success criteria via a panel discussion with Atlanta, Denver and Milwaukee. Magnet Program Consultant Rhonda Foster (Detroit) served as moderator.</li> <li>• <i>New Recruitment Methods</i>: social media (St. Petersburg), RN residency</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Wharton School of Business and Decision Strategies Workshop</i>: an eight month project profiling three hospital's execution styles, challenges and success stories. Members received a toolkit for conducting an execution readiness assessment and learned tips on how to execute projects effectively.</li> <li>• <i>Improve and Redesign Care Model</i>: provided input as part of CHCA R&amp;D Accountable Care Organization project.</li> </ul>

	<p>programs (Ft. Worth and Denver) and leadership training programs (New York).</p> <ul style="list-style-type: none"> <li>• <i>Professional Practice Models</i>: evolution and key success criteria</li> </ul>	
Corporate Compliance	<ul style="list-style-type: none"> <li>• Proactive fraud prevention</li> <li>• Building better compliance programs</li> <li>• Pediatric compliance implications of health care fraud</li> <li>• International patients, policies and billing</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Workgroup with CFO Forum</i>: identify the best practices of Enterprise Risk Management. Both Forums will receive the checklist in fall 2011.</li> </ul>
Emergency Department Directors	<ul style="list-style-type: none"> <li>• Updated 2008 Flow change package</li> <li>• High census staffing and procedures</li> <li>• Decreasing Emergency Department LOS</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a flow change package and measures grid for potential Forum Collaborative</li> <li>• Researching national set of pediatric emergency department metrics</li> <li>• Working with expert panel to revise the percent of patients delayed WSM</li> </ul>
Facilities Management	<ul style="list-style-type: none"> <li>• <i>Children's Hospital of Philadelphia Tour</i>: viewed research wing, inpatient and outpatient improvements, specialty delivery unit, steam turbines, reheat chillers, MEG unit, and dual MRI/CT Scan rooms.</li> <li>• <i>New Premier Construction Group Intro</i>: Sue Casey of Premier explained how new structure will benefit members.</li> <li>• <i>"As Built's"</i>: how each hospital was dealing with the issue</li> <li>• <i>Project Management Practices Panel Discussion</i>: risks and rewards of three models and skillsets needed to manage each model</li> <li>• <i>National Fire Prevention</i>: speaker Dan Chisholm shared new regulations.</li> </ul>	
Health Information Management	<ul style="list-style-type: none"> <li>• <i>Electronic Health Records</i>: preparing staff to meet new technology demands</li> </ul>	<ul style="list-style-type: none"> <li>• <i>ICD-10 Implementation Plans and Library</i>: new coding process.</li> <li>• Identified \$1.2M through opportunities like Clinical Documentation Improvement programs.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• <i>Social Media Best Practices</i>: St. Louis - HR Ring Leader blog. Follow HR Forum on Twitter via #chcahr.</li> <li>• <i>Pharmacy Benefit Manager Marketplace</i>: aggregation opportunities and challenges in joint session with Benefit Managers.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Workforce Planning</i>: adapted a global workforce planning model and discussed promising practices for workforce planning and talent management. This discussion will continue via webcast series and a capstone session at the fall 2011 HR Forum meeting.</li> <li>• <i>Wharton School of Business and Decision Strategies Workshop</i>: an eight month project profiling three hospital's execution styles, challenges and success stories. Members received a toolkit for conducting an execution readiness assessment and learned tips on how to execute projects effectively.</li> </ul>

<p><b>Infection Prevention</b></p>	<ul style="list-style-type: none"> <li>• <i>Surgical Site Infection</i>: measurement and sharing best practices</li> <li>• <i>Immunizations</i>: recommending all CHCA Owner Hospitals move to mandatory immunizations of health care workers</li> <li>• <i>Standardize Practice</i>: identify practices that could be adopted uniformly across Owner Hospitals. First topic – recommendations for who would be isolated and criteria for discontinuing isolation for resistant Gram negative organisms. (Partnered with Microbiology Leads)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Isolation Removal Procedures</i>: developing guidelines for removal of patients from isolation procedures. Will provide positive patient experience and reduce isolation costs.</li> <li>• <i>Whole System Measure</i>: Surgical Infection Prevention (SIP) in development</li> </ul>
<p><b>Laboratory Directors</b></p>	<ul style="list-style-type: none"> <li>• <i>Error Management and Patient Safety Principles</i>: Dr. Michael Astion, a leading Medical Director, presented laboratory pre-analytic stages and how to implement strong intervention processes.</li> <li>• <i>Best Practices</i>: send outs to esoteric labs and utilization of unique tests</li> </ul>	<ul style="list-style-type: none"> <li>• Working with CHCA Analytics team to identify error rates and understand reasons for mislabeled specimens in the inpatient population.</li> </ul>
<p><b>Operating Room Directors</b></p>	<ul style="list-style-type: none"> <li>• <i>Surgical Site Infection Rates</i>: implement new procedures and policies.</li> </ul>	<ul style="list-style-type: none"> <li>• “CHCA Count Policy for the Prevention of Retained Surgical Items”</li> <li>• <i>New OR Attire Workgroup</i>: new policy with a focus on reducing nosocomial infections. The Forum will work with the Infection Prevention Directors’ Forum to develop standards.</li> </ul>
<p><b>Pediatric Practice Executives</b></p>	<ul style="list-style-type: none"> <li>• Physician buy-in tactics to increase clinic flow, optimization of clinic operations, facility use, and patient satisfaction.</li> <li>• How Owner Hospitals are preparing for changes in healthcare and adoption of an ACO. Members participate in CHCA ACO monthly conference calls.</li> <li>• <i>Dashboards</i>: provide a systematic view for executives and physicians on productivity, value, and down-stream revenue to improve communication between staff.</li> </ul>	
<p><b>Pharmacy Directors</b></p>	<ul style="list-style-type: none"> <li>• <i>CMS Preparation</i>: David Eddinger, lead CMS national trainer, answered questions about handling a CMS survey and provided preparation pointers.</li> <li>• <i>Recent Survey Experiences</i>: panel discussion with members on how they handled the survey, what they experienced, and what they would do differently to prepare.</li> <li>• <i>Pharmacy Practice Model Initiative</i>: presented by Rita Jew (Palo Alto) to share information given at December 2010 ASHE conference.</li> <li>• <i>Role of Medical Safety Officer</i>: help other members establish this position in their own facilities. Many hospitals do not have this position nor have the responsibilities combined with another role.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Potential Pharmacy Opportunities</i>: a huge success with new PACT/PHIS tool developed to help Pharmacies identify their spend and cut costs in the future.</li> </ul>

<p><b>Physician Relations</b></p>	<ul style="list-style-type: none"> <li>• <i>Case Study Sharing and Peer Consulting Sessions</i>: improve job and overall hospital performance on topics such as using technology to reach providers, satisfaction results, sales training, etc.</li> <li>• <i>Case Study Webcast</i>: highlighting three hospitals that are building strong alliances among physician relations and marketing/communications hospital teams.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Pilot Online Community</i>: share practices, documents, outcomes and discussions specific to their job roles and Forum participation.</li> <li>• <i>ROI Task Force</i>: create a ROI platform that addresses organization at all levels and delivers templates, checklists, flow charts, etc. Will increase the percentage of hospitals that have a ROI plan.</li> </ul>
<p><b>Quality and Safety Leaders</b></p>	<ul style="list-style-type: none"> <li>• <i>Advocacy for Pediatric Quality Measures</i>: initiated discussions with Ellen Schwalenstocker, NACHRI</li> <li>• Lessons learned from a decade of quality improvement activities at Children's Healthcare of Atlanta.</li> <li>• <i>Joint Session - Operating Room Directors</i>: reviewed OR checklists and how they improve efficiency, value and other non-safety related endpoints of "surgical quality".</li> </ul>	<ul style="list-style-type: none"> <li>• <i>PRIS-CHCA Partnership Prioritization Project</i>: use condition-based results to improve resource utilization and understand the impact on patient and cost outcomes.</li> </ul>
<p><b>Radiology Directors</b></p>	<ul style="list-style-type: none"> <li>• Dose reduction</li> <li>• Proper ordering of exams</li> <li>• Equipment purchasing</li> <li>• patient experience</li> <li>• Reform changes</li> <li>• Accreditation</li> <li>• Safety initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Working roundtable discovered nearly \$5M potential savings</li> <li>• Narrow project scope of reducing dose in pediatric hospitals, with first key steps implemented in late 2011.</li> <li>• MRI safety course available to provide foundational safety education for several target audiences.</li> <li>• Policy statement addresses quality and safety concerns related to the use of imaging equipment outside the Radiology department.</li> </ul>
<p><b>Respiratory Care Directors</b></p>	<ul style="list-style-type: none"> <li>• Proven Practices for difficult airway management and asthma care</li> <li>• Tips/tricks for using an EMR in respiratory care</li> <li>• Staff engagement and motivation strategies for a career in respiratory therapy</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Revised PACT Respiratory Care Workbook</i>: includes 2011 time standards and technologies.</li> </ul>
<p><b>Revenue Cycle</b></p>	<ul style="list-style-type: none"> <li>• <i>Annual Rate Comparison Data Collection Tool</i>: more accurate data upon which negotiation strategies are developed</li> <li>• <i>Fourth Quarter Patient Financial Services Metrics</i>: can be used by Owner Hospitals to improve revenue cycle efficiency and effectiveness</li> <li>• Using technology to gain revenue cycle efficiencies</li> <li>• Methods of segmenting patient populations (e.g. chronic care) in managed care contract negotiations</li> </ul>	<ul style="list-style-type: none"> <li>• Began work on a differentiation project for which payor contracting will be a primary target audience.</li> </ul>

<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• Learned how to implement a strategic and informative daily safety brief call that can be accomplished within 30 minutes.</li> <li>• <i>Mitigate Risk Using Current Technology</i>: electronic bedside physiologic monitoring, utilizing data captured from warning signals from monitoring equipment, guidelines can be established to provide early warning systems to reduce or prevent major health events from occurring.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Critical Incident Stress Management (CISM) Mini-workshop</i>: staff care after a serious or sentinel event. Tools help defuse stressful debriefings and promote staff-care programs to increase resilience during and after a stressful situation.</li> </ul>
<b>Service Excellence</b>	<ul style="list-style-type: none"> <li>• <i>Disney Culture of Healthcare Excellence</i>: using model to improve patient experience</li> <li>• Methods for engaging executives in Service Excellence</li> <li>• Methods for increasing physician accountability</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Quarterly Benchmarking</i>: compare Ambulatory and Emergency Dept metrics</li> <li>• Working with CHEX and HR Forum members to develop a set of Service Excellence competencies</li> </ul>
<b>Strategic Marketing and Communications</b>	<ul style="list-style-type: none"> <li>• <i>Physician Relations Forum Joint Session</i>: Half-day meeting focused on shared goals. Received training and take-home, customizable tools from outside experts.</li> <li>• <i>Hospital Case Studies</i>: Cost reduction initiatives, managing community benefits and crisis communications</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Pilot Online Community</i>: to share practices, documents, outcomes and discussions specific to their job roles and Forum participation.</li> <li>• <i>ROI Task Force</i>: create a ROI platform that addresses organization at all levels and delivers templates, checklists, flower charts, etc. Will increase the percentage of hospitals that have a ROI plan.</li> </ul>
<b>Strategic Planning and Business Development</b>	<ul style="list-style-type: none"> <li>• <i>Service Line Strategies in Pediatrics and Forecasting Utilization</i>: presented by hospitalist Madeline McDowell.</li> <li>• <i>Service Line Strategy Peer Presentations</i>: includes Strategic Mapping, Defining Service Lines and Dashboards and Lean Design Processes in the development of new service lines.</li> <li>• <i>Outreach Strategies</i>: Buffalo's OB Expansion and John Hopkins partnership with All Children's.</li> </ul>	
<b>Supply Chain Management</b>	<p><i>2011 Forum Priorities</i></p> <ul style="list-style-type: none"> <li>• Centralized analytics</li> <li>• Value analysis</li> <li>• Supply Chain operational benchmarking</li> <li>• Focused group contracting</li> <li>• Increased efficiencies in Supply Chain operations</li> <li>• Med/Surg distribution</li> <li>• Purchased services</li> <li>• Recommended guidelines for GPS participation</li> <li>• Heighten awareness of strategic Supply Chain to executive team</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Value Analysis Tools</i>: allow hospitals to leverage knowledge via other hospitals' reviews of new products and services. Forum identified Premier ValueAdvisor as preferred tool; final negotiations pending. Recruiting hospitals willing to implement ValueAdvisor by late 2012.</li> <li>• <i>Focused Contracting Pilot</i>: first project completed June 1 and anticipated completion of second pilot 3Q11.</li> <li>• <i>Med/Surg Distribution Task Force</i>: tasked to create and publish an RFP, which was released to potential bidders on May 31.</li> <li>• <i>Enhanced Communication Processes</i>: new weekly ePublication (Supply Chain Weekly) to increase awareness of contracting activities.</li> </ul>