



The MetroHealth System

Board of Trustees

Wednesday, February 28, 2024

12:00pm - 1:30pm

The MetroHealth System Board Room K-107 or via Zoom

Quality, Safety and Experience Committee

Regular Meeting

The MetroHealth System Board of Trustees

QUALITY, SAFETY AND EXPERIENCE COMMITTEE

DATE: Wednesday, February 28, 2024

TIME: 12:00 pm – 1:30 pm

PLACE: MetroHealth Board Room (K-107) / Via Zoom
<https://us02web.zoom.us/j/85825425936>

AGENDA

- I. **Approval of Minutes**
Committee Meeting Minutes of October 25, 2023
- II. **Information Items**
 - A. Patient Story -J. Lastic
 - B. Continuous Improvement and MetroWAY *Forward* Update – I. Berkel

Return to Open Meeting

- III. **Recommendation/Resolution Approvals**

None

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QUALITY, SAFETY AND EXPERIENCE COMMITTEE MEETING

Wednesday October 25, 2023

1:30 pm – 3:00 pm

In-person K107/Via Zoom

Meeting Minutes

Committee Members: Maureen Dee-I, JB Silvers-I, E. Harry Walker, MD-I

Other Trustees: Inajo Davis Chappell-R, John Corlett-I

Staff: Joseph Golob, MD-I, Airica Steed, EdD, RN-R, Laura McBride-I, Amy Ray, MD-I, William Lewis, MD-I, Maureen Sullivan, RN-I, Julia Bruner, MD-I, Jennifer Lastic-I, Stacey Booker, RN-I, Nicole Rabic, RN-I, Joseph Frolik-I, Laura Black-I, Charles Modlin, MD-I, Richard Blinkhorn, MD-R, Ivan Berkel -R, Robert Bruce, MD-I, Nabil Chehade, MD-I, Dalph Watson-I, Melissa Kline, DNP-I, Olusegun Ishmael, MD-I, Derrick Hollings-I, Julia Mason, RN-I, Regina Sawyer, DNP-R, Donald Wiper, MD-R, Claire Mack, RN-I, Katrina Conine-I, Luis Tollinche, MD-I

Guests:

Dr. Silvers called the meeting to order at 1:30 pm.

The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.

I. Approval of Minutes

The minutes of the August 25, 2023, Quality, Safety, and Experience Committee meeting were approved as presented.

II. Information Items

Patient Video – Jennifer Lastic

Ms. Lastic presented a video of a patient named Ms. Joanne Messeri who has received care at MetroHealth since 1996. Ms. Messeri spoke of the exceptional treatment that she has received by Dr. Resnick and her care team during her five-year ovarian cancer journey.

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Committee Charter – Joseph Golob, MD

Dr. Golob presented the proposed Committee Charter. There were no questions or additions recommended to the charter. The charter will now be submitted to the Governance Committee for approval.

Perioperative Quality Update – Katrina Conine/Luis Tollinche, MD

Ms. Conine began by presenting the MetroHealth Outpatient and Ambulatory Surgery Center Consumer Assessment of Healthcare Providers & Systems (OAS CAHPS) scores through July 2023. In addition, utilization data was provided for the Main OR and the Ambulatory Surgery Centers including the budgeted expansion plans and volume targets.

Ms. Conine discussed the presurgical evaluation (PSE) changes with a focus on the patient experience, clinic access, patient risk stratification, and medical optimization. The PSE clinic is using the surgical readiness checklist to improve patient preparation for procedures and to decrease the day of surgery cancellation/no show rates.

Ms. Conine and Dr. Tollinche are working to improve intraprocedural throughput by initiating daily staff huddles, updating the OR status board with clear assignments, provide awareness of the day's volume, and an update to the status board to indicate if the OR patient is scheduled for an inpatient admission. They are working to coordinate and complete add-on cases using no show slots and establishing what rooms will take add-ons. Finally, they are working to improve case accuracy and efficiency through scheduling, OR utilization, first case on time starts, decreasing turnover time, and improving the Universal Protocol.

Preop and postop care improvements are also underway. Areas of focus include improving clinical workflow and efficiency through the integration of all OR, Endoscopy, Interventional Radiology, and Heart and Vascular patients, using a team-based staffing model to improve the patient experience.

Infection Prevention Update – Claire Mack, RN/Amy Ray, MD

Dr. Ray began by thanking and congratulating Ms. Mack and the entire Infection Prevention team on all their outstanding work so far this year.

Ms. Mack presented on the importance of hand hygiene as it relates to the reduction of the incidence of infection. Hand hygiene also remains a Joint Commission priority as well as a National Patient Safety Goal. MetroHealth has

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a goal of 90% or better hand hygiene compliance and are currently at a compliance rate of 86%. We have had a 37% increase in the total audits which equates to over 1,000 additional audits this year as compared to 2022. A performance improvement initiative is in place for the bottom quartile inpatient units and ambulatory clinics to identify barriers or opportunities to get closer to the 90% compliance.

The Institute of Patient Centered Excellence (IPCX) Dashboard for hospital acquired infections is located on the MIV and is updated monthly. The intention of this dashboard is to introduce transparency as it relates to system metrics. Gender and race performance data are included for all infections and will be added for colon and hysterectomy surgical site infections. This will allow us to show improvement and identify care gaps.

Ongoing Infection Prevention initiatives include water safety, blood and marrow transplant, isolation audits, blood culture contamination, and construction collaborations.

Patient Experience Update – Maureen Sullivan, RN

Ms. Sullivan presented on the patient experience improvement initiatives including the sustainment of best practices. Work has focused on EPIC technology enablement through the creation of the provider communication dashboard. In addition, the patient experience team is providing service excellence training for the Ambulatory Enterprise and the Emergency Department using Relationship Centered Communication, simulated clinical vignettes, TeamSTEPPS, Welle training and verbal de-escalation.

To address our lower scores on the “symptoms to watch out for” metric, an EPIC discharge process was modified to allow clear capture of these symptoms as well as instructions for when to call their provider or return to the ED. These will appear on the first page of the after-visit summary upon discharge.

Ms. Sullivan explained we have seen a 50% decrease in grievances related to communication which can be attributed to the ongoing training on service excellence. This training includes collaboration with our Simulation Center to strengthen communication skills and to enhance empathy, compassion, and respect.

Dr. Silvers then asked for a motion to move into executive session to discuss proprietary hospital trade secrets and quality information kept confidential by law. The motion was made by Dr. Walker and seconded by Mr. Corlett.

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Upon unanimous roll call vote, the Committee went into executive session to discuss such matters at 2:45 pm.

Following executive session, the meeting reconvened in open session at 3:00 pm.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 3:01 pm.

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Joseph Golob, MD
SVP, Chief Quality and Safety Officer



MetroHealth

Patient Story

Jen Lastic-Director of Experience Excellence



MetroHealth True North



Patient Story – Calvin Bealer



[Calvin Bealer \(vimeo.com\)](#)



MetroHealth
Devoted to Hope, Health, and Humanity

Continuous Performance Improvement & The MetroWAY *Forward* Update

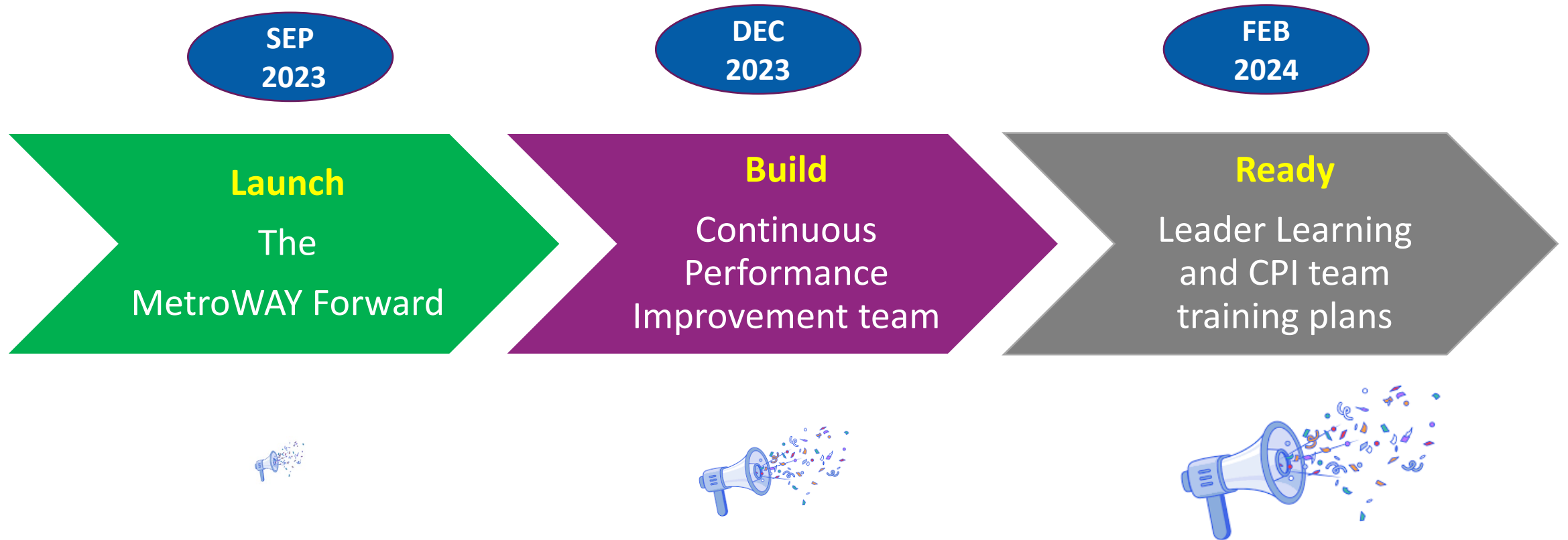
Ivan Berkel, VP Continuous Performance Improvement

MetroHealth True North



Gaining Momentum

The MetroWAY Forward



The MetroWAY *Forward* is...



It's a people first culture that empowers all 8,700 employees to use their experience, expertise, creativity, knowledge and talents to find smarter, better, and more innovative ways to accelerate our way toward True North.



It's a clinical, operational, cultural and financial transformation.



It's the WAY we do. What we do. Every day.

5 MetroWAY *Forward Tactics*

Create a focus on Leader Learning & Listening

1. Mindsets, Behaviors, and Actions
2. Psychological Safety
3. Leader Listening Rounds

Standardize approaches to Communication & Problem-solving

4. Daily Huddles and Visual Management (*w/in Department*)
5. Rapid Improvement Events and Accelerators (*Across multiple-departments*)



Building the Culture



True North Outcomes

Culture = Mindsets x Behaviors & Actions
Culture of Psychological Safety

Mindsets

2024 MetroWAY Forward Leader Learning

Partners in Excellence, Senior Leadership Team, Council of Chairs

Q2

- Mindsets, Behaviors, and Actions (4)
- Psychological Safety

Q3

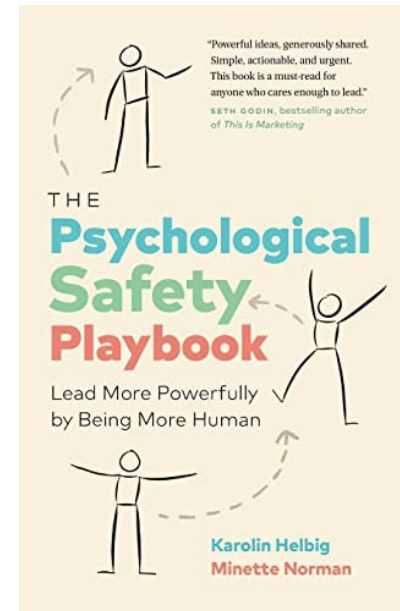
- Lean Principles for Health Care Leaders

Trusting and
Empathetic
Communication

Inclusive
Respect and
Collaboration

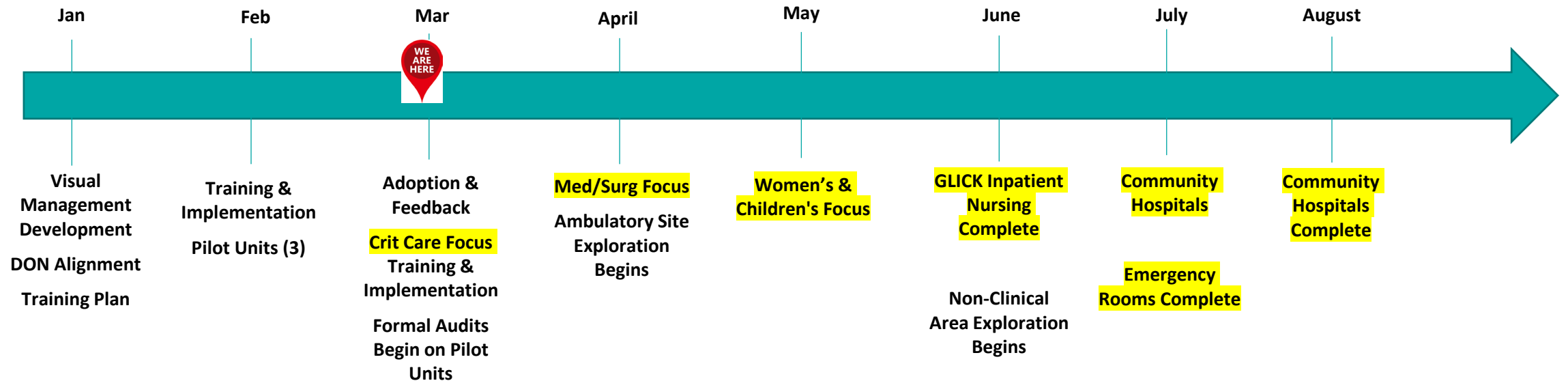
Accountability
and Ownership

Growth and
Innovation



2024 Daily Huddle Deployment: Inpatient

Inpatient Glick	20 units	7a / 7p	40 Huddles	Q2 / Q3
Inpatient Community	10 units	7a / 7p	20 Huddles	Q3 / Q4
Ambulatory Clinics	TBD	A.M. TBD	TBD	Q4 TBD



Building the Team

Continuous Performance Improvement (CPI)



8 team members



Background and experience



Scope of work

2023

2024

38 Projects to Improve Workflow

Events

- Admission & Discharge Accelerator (2)
- Universal Protocol Accelerator (3+)
- Vocera Rapid Process Improvement
- Plan of Care Accelerator (1 and 2 of 3)

Ambulatory

- No Show Predictive Model
- Outreach Workflow for Primary Care
- Copay Data Accuracy and Workflow
- Nurse Visit Billing for Primary Care
- Nurse Express Lanes
- Employee Visits to Specialty Care Pilot
- Integrated Behavioral Health
- Integrated Social Work, Neuro & Oncology
- Pulmonary Rehab
- Pulmonary Referral Coordination
- Pain Procedure Standardization
- Tiered Management of Diabetic Patient
- Lung Nodule Workflow Redesign
- Rehab Clinic Assessment
- Ryan White Scheduling and Clinical Care

Other

- Clinical Engineering Space
- Point of Care Ultrasound Assessment

20+ Workflows Mapped

Emergency Department

- ED START Workflow
- ED Lab Collection Workflow

Inpatient Services

- Inpatient Virtual Care Nursing
- Discharge Hospitality Center
- Surgical Length of Stay Mapping
- Lean Taas Strategy for Throughput
- RN & LPN Team Nursing Best Practice
- Meds2Beds System Mapping

Clinic Expansion projects

- MBH 1st Floor Eye Expansion
- MBH 2nd Floor Expansion
- Beachwood Diagnostic Breast Clinic
- Beachwood 4th Floor Expansion
- Parma Surgery Refresh and Renovation
- Parma Lab Refresh
- Parma OB & Peds Refresh and Renovation
- Parma Lab Registration workflow
- MBH Orthopedic Assessment
- Parma H&V and Cardiac Rehab
 - Mobile workflow
 - Holter monitor workflow
- Patient Privacy Screen Trial

12 Process Improvement Events

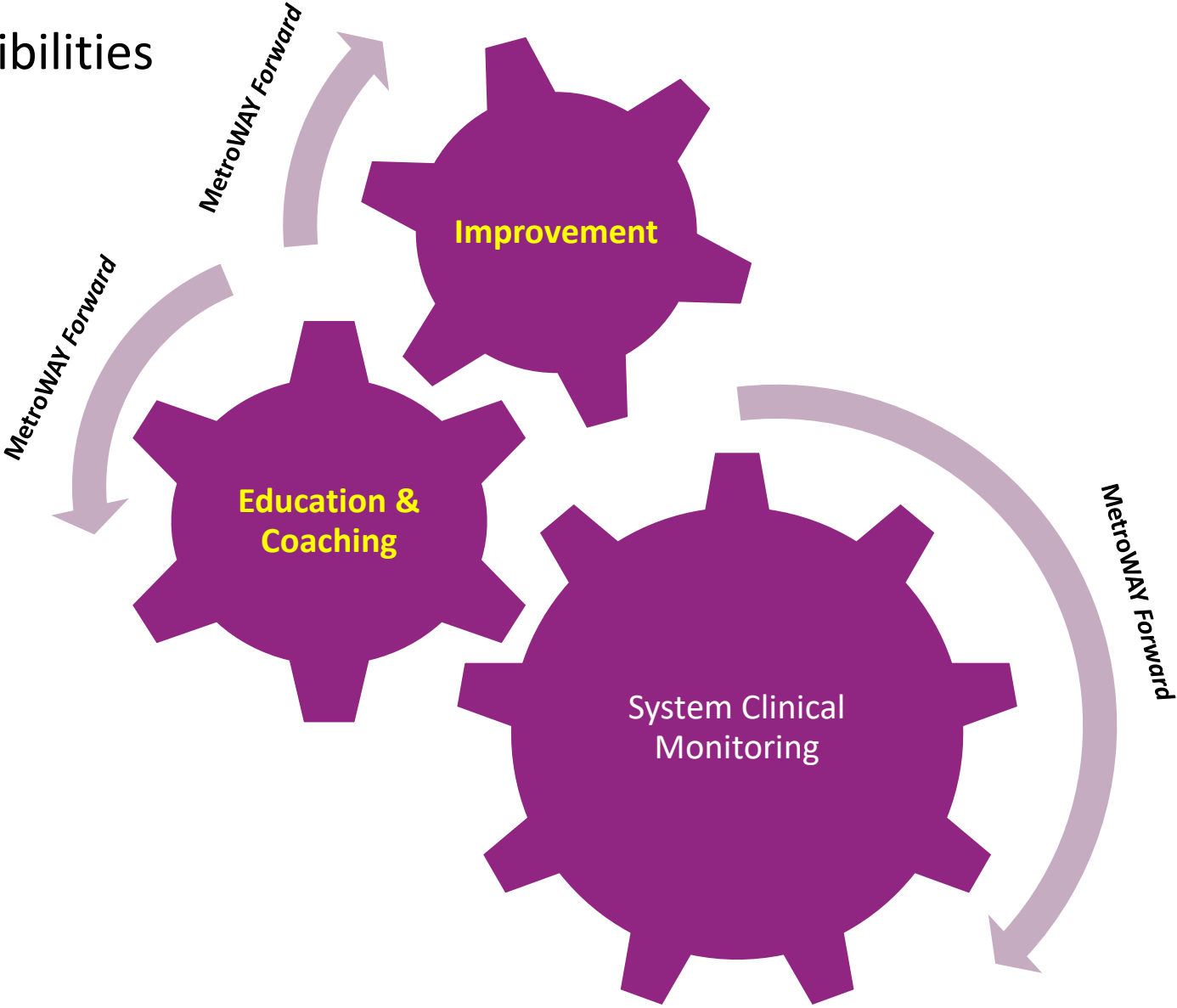
Cancer Care

- Nurse Visit Scheduling
- Mobile Infusion Documentation for Nursing
- Patient Entertainment Options
- Radiation Oncology Workflow
- Specialty Infusion Governance

Perioperative Platform

- Ambulatory Surgery Mapping
- Perioperative OR Hold Reduction
- Device Integration for Nursing
- Preop RN & LPN Team Nursing
- Integration of Preop & Postop Care
- Pre and Postop Mapping & Education, H&V
- ASC Rules
- OR Marketplace and Predictive Block
- Perioperative Scheduling Education
- OR Room Utilization Reporting
- PSE Risk Score and Billing
- PSE Endoscopy Extension
- Endoscopy Patient Preparation
- Endoscopy Nursing Orders

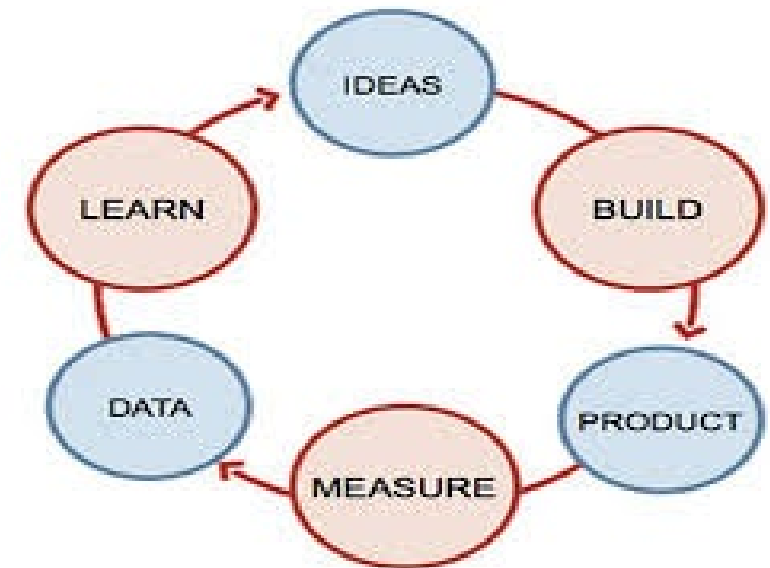
3 Core IPCX Responsibilities



2024 Team Training and Development

Continuous Performance Improvement Team (CPI)

- Q1: Change Management training (*in progress*)
- Q2: Lean Six Sigma Green Belt Certification (March –June)



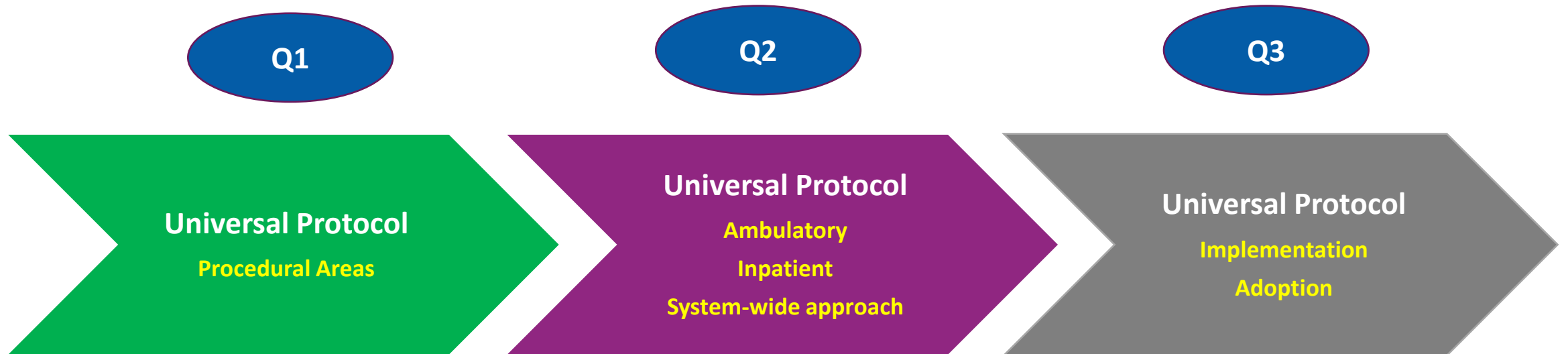
Scope of Work: Continuous Performance Improvement (CPI)

Continuous Performance Improvement

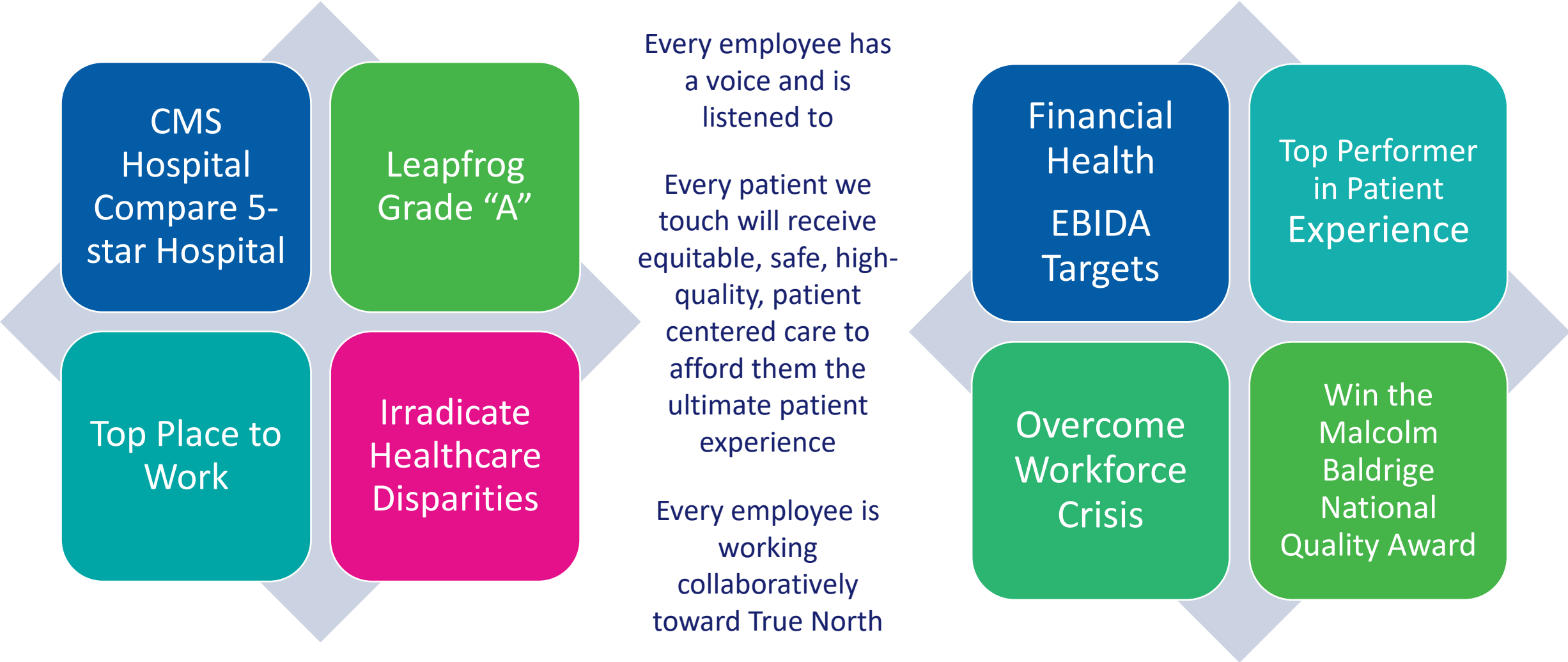
- Consultation for Clinical and Operational Continuous Performance Improvement
- MetroWAY *Forward* and Lean Transformation
- CQIC / ESQIC / Quality Improvement
- Patient Safety
- Patient Experience
- Infection Prevention
- Regulatory
- New workflow design

2024 CPI Rapid Improvement Events (RIE)

Planned system-wide events



MetroHealth True North



Questions