

Alcona • Saint Joseph • Kentwood • Wyandotte • Bad Axe • Dowagiac •
Alcona • Marlette • Ann Arbor • Caro • Grand Rapids • Lansing • Watervliet
• Columbia City • Trenton • Kendallville • Sheridan • Laurium • Canton
Township • Midland • Alpena • L'Anse • Bay City • Monroe • Iron Mountain • Beverly Hills • Mount Clemens •
Chelsea • Petoskey • Livonia • Frankfort • Bingham Farms • Escanaba • Traverse City • Kalkaska • Port Huron
Hillsdale • Coldwater • Shelby • Lapeer • Belmont • Howell • Southfield • Charlevoix • Tecumseh • Marinette
le • West Branch • Gaylord • Royal Oak • Taylor • Iron River • Tawas City • Rochester • Ishpeming • Grand Blanc
ad Axe • Dowagiac • Melvindale • East Lansing • Wyoming • Three Rivers • Charlotte • Ironwood • Niles •
• Clare • Hammond • Detroit • Wayne • Huntington • Warsaw • Newport •
• Madison Heights • Alma • Hastings • West Bloomfield • Kalamazoo • South Bend
ns • Allegan • Mt. Pleasant • Battle Creek • Dexter • Newberry • Fort Wayne

TRANSFORMATION THROUGH COLLABORATION





Every year, people across Michigan experience
healthcare-related complications,
healthcare inequity,
and unnecessary readmissions,
while healthcare professionals experience burnout
from workplace stress, injuries and violence.

**THE MHA KEYSTONE CENTER AND ITS
MEMBER HOSPITALS ARE RESPONDING.**

MESSAGE FROM THE CEO & BOARD CHAIR

Patients and healthcare providers alike are facing a multitude of complex challenges. For providers, burnout and workplace violence are a growing concern, while too many patients still experience hospital-acquired conditions and avoidable harm.

The issues in healthcare are vast and constantly evolving. However, Michigan Health & Hospital Association (MHA) members have continually risen to these challenges with the mindset that they are important opportunities to improve care. They've remained steadfast in their commitment to improving patient outcomes and enhancing the overall well-being of the communities they serve.

This commitment is evident in their attendance at countless MHA Keystone Center events, participation in monthly check-in calls and voluntary submission of more data during the 2018-2019 program year than ever before. Furthermore, recognizing that we must first care for the caregivers, hospital leaders and healthcare providers have put staff safety and well-being at the forefront, by attending workshops and webinars that are part of the newly established MHA Workplace Safety Collaborative.

Together, the MHA Keystone Center and its member hospitals are transforming the healthcare landscape and patient experience by collaborating through various efforts. Our member hospitals are successfully navigating through the complexities of healthcare, while continually improving health outcomes. **This program year, the efforts to reduce harm have led to an estimated savings of \$40.6 million, 109 lives saved, and 3,480 instances of harm avoided among Michigan hospitals.**

As we review the 2018-2019 program year in the MHA Keystone Center Annual Report, we want to thank all our members across Michigan and beyond who have partnered with us to tackle the biggest and most complex issues we face. We look forward to a new program year, full of new opportunities to do better for our patients, our communities and our healthcare providers.




MHA CEO Brian Peters




MHA Keystone Center
Board Chair Robert Welsh, MD

FOUR CORE AREAS THAT DROVE US

The MHA Keystone Center's core model is continuous improvement – it's what drives the organization forward and will continue to be a pillar and foundation of its work.

During the 2018-2019 program year, the MHA Keystone Center and its member hospitals worked collaboratively to tackle some of the biggest issues facing the healthcare sector. From workplace safety to the opioid epidemic, our member hospitals diligently focused on improving outcomes, cultivating a culture of safe care, and finding ways to further the work toward high reliability.

The greatest contributor to the successes of the past year were – and continue to be – the strong partnership between the association and healthcare organizations across Michigan.

The work done during the past program year further strengthened the foundation that has been built over the past 16 years and showcased the commitment to advancing care and serving the healthcare needs of Michigan residents.

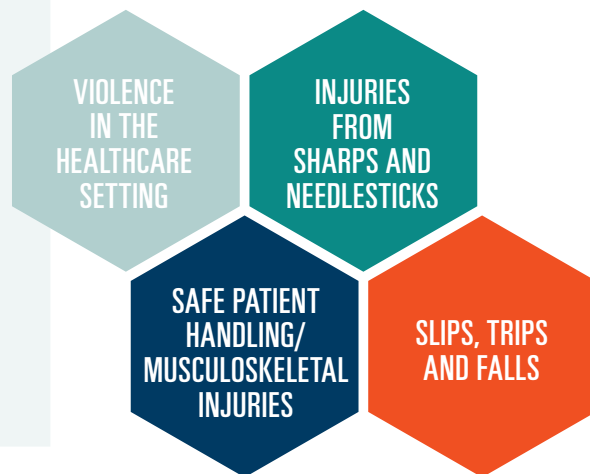
In this section, we explore the main areas that drove the MHA Keystone Center's scope of work during the 2018-2019 program year.



IMPROVE WORKPLACE SAFETY

The MHA assembled a workgroup comprised of MHA staff, members and external content experts to lay the blueprint for a comprehensive, collaborative program to identify, develop and implement workplace risk-reduction strategies.

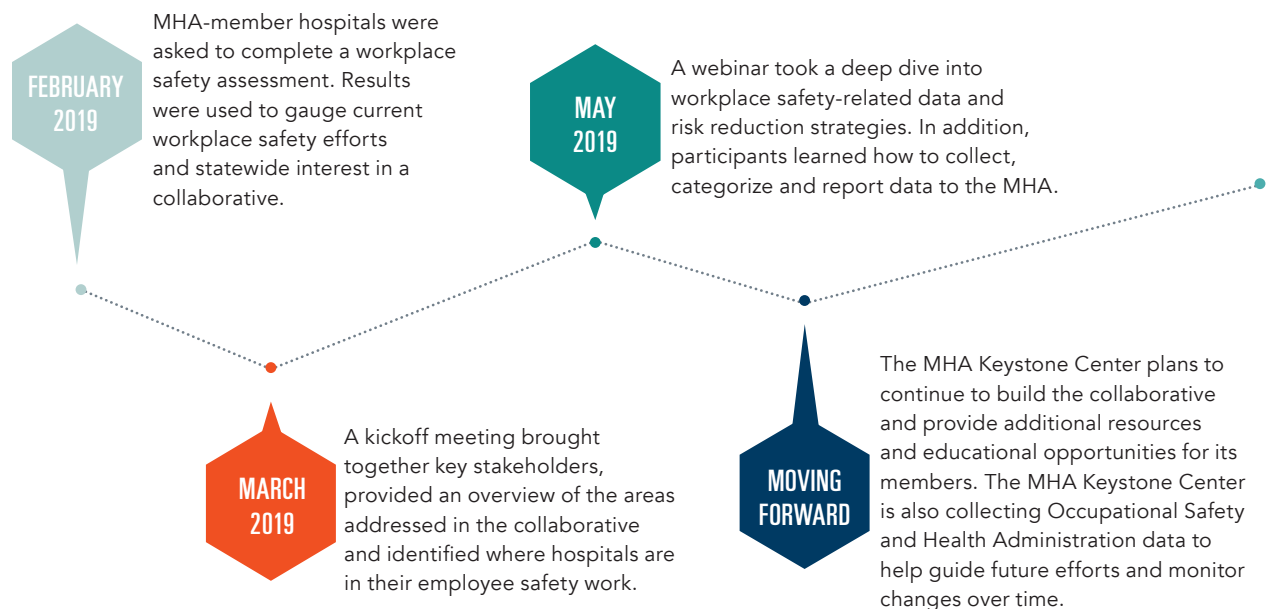
Areas Addressed in the Workplace Safety Collaborative



“

At Beaumont Health, the safety of our patients, staff and visitors is our top priority. In July 2018, we developed a multidisciplinary taskforce that has clinical and nonclinical representation and focuses on process improvements and security technology enhancements. Our collaboration with the MHA Keystone Center has enhanced our resource base, allowed us to share our strategies with other organizations and learn from peers.

– JOHN FRAGOMENI, SYSTEM VICE PRESIDENT OF SUPPORT SERVICES, BEAUMONT HEALTH



ENHANCE OPIOID STEWARDSHIP

Midwest Alternatives to Opioids Program

In 2018, the MHA Keystone Center, as part of the Great Lakes Partners for Patients Hospital Improvement Innovation Network (GLPP HIIN), launched the Midwest Alternatives to Opioids (ALTO) program. The multistate initiative mirrors the ALTO program launched by the Colorado Hospital Association that reduced opioid use in 10 Colorado hospitals by 36% over six months.

The program aims to improve care coordination in the emergency department (ED) and introduce new policies and procedures for non-opioid options.

THE FIRST COHORT OF THE MIDWEST ALTO PROGRAM WAS DEEMED A SUCCESS. FROM JANUARY TO JUNE 2019, DATA SHOWED AN 11.6% DECREASE IN OPIOID ADMINISTRATION AND A 13% INCREASE IN ALTO ADMINISTRATION AMONG ALL PARTICIPATING HOSPITALS, INCLUDING 17 MICHIGAN HOSPITALS.

A second cohort of the Midwest ALTO program will launch in September 2019, with an aim to continue reduction of opioid administration in the ED.

“

In partnership with the MHA, the emergency departments at Spectrum Health have achieved a significant decrease in the amount of opioids administered in just a few short months, while simultaneously moving forward with a number of novel non-narcotic pain control interventions. The access to subject matter experts, literature reviews and foundations for clinical pathways provided by the MHA was invaluable.

— JUSTIN R. DUEWEKE, MD, EMERGENCY MEDICINE,
SPECTRUM HEALTH

ADVANCE HEALTH EQUITY

Defining Health Equity

Source: Healthy People 2020

HEALTH EQUITY

Attainment of the highest level of health for all people.

HEALTH DISPARITIES

A health difference that is closely linked with social, economic and/or environmental disadvantage, such as race, age, sexual identity and disability.

SOCIAL DETERMINANTS OF HEALTH

The range of personal, social, economic, and environmental factors, such as education, income and employment, that influence health status.

Health equity is synonymous with equitable care. Every person, regardless of race, gender or neighborhood, deserves access to the highest level of healthcare.

Barriers to equitable care, such as demographic and socioeconomic factors, lead to health disparities. These barriers are a growing health concern and addressing them is the only way to fully achieve health equity across the entire spectrum. **The MHA Keystone Center is committed to providing its members with various resources, educational and networking opportunities, best practices and lessons learned to ensure the communities they serve receive equitable care.**

The MHA Keystone Center is focusing its work around four key strategies:

- 1 Ensure hospital preparedness to address health disparities through the consistent collection of accurate demographic data.
- 2 Utilization of patient demographic data to identify disparities within each community.
- 3 Development of proper interventions to address identified disparities.
- 4 Deployment of organizational resources needed to sustain the delivery of equitable care.

In addition, the MHA Keystone Center launched the Health Equity Organizational Assessment in early 2019 to evaluate its member hospitals' current efforts around health equity. The assessment evaluated the ability to identify and address health disparities in seven specific areas. Based on the survey results, the MHA Keystone Center identified areas of opportunity, next steps and recommendations to identify and address disparities in care.

Eliminating Disparities in Maternal Health

There is no greater divide in equitable care than that of mothers and infants. Racial and ethnic minorities experience higher rates of maternal and infant mortality than white counterparts – which is largely attributed to barriers, such as access to care and unconscious bias.



**Michigan Maternal Mortality Surveillance Committee, 2011-2015*

MI AIM

MICHIGAN ALLIANCE FOR INNOVATION
ON MATERNAL HEALTH

The MHA Keystone Center is a partner with the Michigan Alliance for Innovation on Maternal Health (MI AIM), a maternal safety and quality improvement initiative. MI AIM collaborates with Michigan hospitals to improve the health outcomes of mothers by equipping clinical staff in labor and delivery units with the education, equipment, protocols and hands-on training required to prevent maternal death and diagnose and treat severe, life-threatening complications that may occur during labor and delivery. The MI AIM initiative builds upon the work that was started in 2009 with the MHA Keystone: Obstetrics collaborative. Funded by Blue Cross Blue Shield of Michigan (BCBSM), the effort supported and guided Michigan hospitals in identifying best practices to eliminate preventable harm to mothers and newborns and to improve the comprehensive delivery of care.

“

Working in conjunction with Michigan AIM has allowed us to make significant strides in improving the recognition and management of post-partum hemorrhage in our patients. We have done this by creating treatment algorithms that help us recognize and manage this complication much earlier and aggressively. This has led to reduced frequency of blood transfusions and improved maternal outcomes.

— DENNY R. MARTIN DO, FACOG, EXECUTIVE
MEDICAL DIRECTOR OF PHYSICIAN PERFORMANCE,
SPARROW HEALTH SYSTEM

Obstetrics Initiative

The MHA Keystone Center is also a supporter of the BCBSM-funded Obstetrics Initiative, a quality improvement project working to support vaginal delivery and safely reduce the use of cesarean delivery among low risk births.

Workshops Address Health Disparities, Social Determinants of Health

Care Transitions – Key to Population Health Statewide Summit

In June 2019, nearly 175 healthcare professionals from across Michigan gathered for the Care Transitions – Key to Population Health Statewide Summit. The event was hosted by the MHA Keystone Center and MPRO, part of the Lake Superior Quality Innovation Network, and discussed the complexity of social determinants of health, the impact on patient outcomes and why collaboration is essential to improvement.

Health Equity Regional Learning Session

The GLPP HIIN hosted a health equity regional learning session in March 2019 that discussed equitable care and how data-driven approaches can evoke change and address health disparities. More than 60 members participated from Michigan, Illinois and Wisconsin.

BUILD A RELIABILITY CULTURE

Simulations

The MHA Keystone Center worked with Patricia Posa, RN, BSN, MSA, FAAN, several years ago to develop training simulations focused on the early identification and treatment of sepsis to improve outcomes and reduce sepsis-related mortality and readmissions.

Each session includes a presentation and hands-on simulation, allowing participants to engage in interactive learning scenarios, observation and debriefing. The simulations also help attendees improve critical thinking skills and apply effective teamwork and communication strategies.

IN 2017, THE MHA KEYSTONE CENTER HELD FIVE SEPSIS SIMULATIONS FOR ITS MICHIGAN HOSPITALS. PRELIMINARY DATA SHOWS 58% OF PARTICIPANTS' FACILITIES DEMONSTRATED IMPROVEMENT IN MORTALITY AND/OR POST-OP SEPSIS FOLLOWING ATTENDANCE.

The success of these events led the MHA Keystone Center to offer additional simulations in 2018 on new topics within the critical care setting. During critical care simulations, subject matter experts provide training and education in the areas of interdisciplinary rounds and the application of the A-F bundle to prevent post-intensive care syndrome and ventilator-associated events.

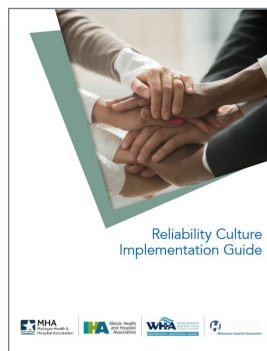


MHA Keystone Center Spring Workshop

Evidence reveals that hands-on learning yields greater retention, engagement and understanding of material. In view of that evidence, the MHA Keystone Center focused its spring workshop on the hands-on training methods of simulations. Participants learned

from nationally recognized subject experts how to train staff and facilitate low-cost simulations within their organizations to enable behavior change.

Reliability Culture Implementation Guide



The MHA Keystone Center partnered with the Illinois Health and Hospital Association, the Minnesota Hospital Association and the Wisconsin Hospital Association to create the Reliability Culture Implementation Guide. The guide was released

in April 2019 and incorporates elements of safety culture, along with the five principles of high reliability organizations – preoccupation with failure, reluctance to simplify, sensitivity to operations, commitment to resiliency and deference to expertise. It has resources for all staff, from the front-line to executive leaders, and helps identify areas of opportunity and advance high reliability work organizationwide.



We were so pleased to be afforded an opportunity to work with the MHA Keystone Center in becoming a site for the Joint Commission Center for Transforming Healthcare's work in high reliability. Further exploring this journey with its valued expertise became a game changer for our organization and we continue to leverage the experience moving forward to become all we can be in the quality and safety arena.

– MATTHEW RUSH, FACHE, PRESIDENT AND CEO,
HAYES GREEN BEACH MEMORIAL HOSPITAL

COLLABORATION LEADS TO PROCESS IMPROVEMENT

The MHA Keystone Center, under the GLPP HIIN, started its relationship with Vlasic & Roth in 2018. The Birmingham, MI-based firm is an operating and consulting partner of healthcare and technology companies.

The collaboration has focused largely on performance improvement and implementation plans for HIIN hospitals, and has already led to improved outcomes and sustainable change.



TO DATE, THE MHA KEYSTONE CENTER HAS PROVIDED SUPPORT WITH VLASIC & ROTH TO 13 MICHIGAN HOSPITALS, CONDUCTING 250+ VIRTUAL MEETINGS AND MORE THAN 40 SITE VISITS.

Specific Outcomes

Michigan hospitals, in partnership with Vlasic & Roth, have worked to break down barriers and change behavior, yielding improved results and reduced costs.



The MHA Keystone Center and Vlasic & Roth will host the Implementation Science: Healthcare Performance Improvement Certification Course in fall 2019. The program will take participants through the framework required to facilitate the implementation process and achieve measurable and sustainable results.

INCREASED MEMBER ENGAGEMENT, PARTICIPATION

MHA Keystone Center PSO Engagement Reports

The MHA Keystone Center Patient Safety Organization (PSO) sends its members biannual engagement reports that highlight involvement in key areas within each organization. The report underscores the importance of activities, such as data submission, safe table participation and other educational sessions, and engagement in culture improvement work through the MHA Keystone Center Speak-up! Award program and culture survey administration.

Just Culture Certification Course

In October 2018, the MHA Keystone Center PSO hosted a two-day Outcome Engenuity Just Culture Certification Course. The event taught participants how to shift focus from errors and outcomes to system design and behavioral choices as well as how to foster a culture of curiosity, shared learning and accountability.

Awards Honor Members Who Foster Safe Culture



The award honors healthcare teams within MHA-member hospitals who provide equitable care; support a learning culture; promote

transparency among care teams, patients, families and community stakeholders; and achieve better outcomes due to a strong culture of safety.

2019 MHA Advancing Safe Care Award Recipient

The MHA presented its 2019 Advancing Safe Care Award to the Grand Rapids-based Spectrum Health sepsis team. The winning team created an initiative to decrease adult severe sepsis/septic shock mortality systemwide.



The MHA Keystone Center Speak-up! Award is presented quarterly to individuals or teams in MHA Keystone Center PSO hospitals who speak up and demonstrate a commitment to the prevention of harm. An annual MHA Keystone Center Speak-up! Award honoree is chosen from the quarterly winners.

2018-2019 MHA Keystone Center Speak-up! Award Recipients

2018 Q2:

Crystal Watson, RN, and Lori Engler, RN, Spectrum Health Lakeland Hospital, Niles

2018 Q3:

Pennye Hinz, CST, and Rebecca Brand, BSN, Helen Newberry Joy Hospital, Newberry

2018 Q4:

Eryn Glerum, CNMT, and Stephanie Pratt, CNMT, Bronson Battle Creek Hospital, Battle Creek

2019 Q1:

Dawn Willoughby, RN, Munson Healthcare Otsego Memorial Hospital, Gaylord

2018 Annual Winners:

Crystal Watson, RN, and Lori Engler, RN, Spectrum Health Lakeland Hospital, Niles

PARTNERS IN HEALTHCARE IMPROVEMENT

SUPERIOR HEALTH QUALITY ALLIANCE

Superior Health Quality Alliance is a new, multistate organization that will help the MHA Keystone Center continue and broaden its quality improvement work. The partnership allows the MHA Keystone Center to collaborate with other organizations to improve the quality of health and healthcare for patients, clinicians, healthcare organizations, consumers and communities. Superior Health is powered by eight organizations with proven success driving achievement of Medicare quality improvement goals – Illinois Health and Hospital Association, MetaStar, MHA, Midwest Kidney Network, Minnesota Hospital Association, MPRO, Stratis Health, and Wisconsin Hospital Association.



The MHA Keystone Center works in close partnership with Safe & Reliable Healthcare (SRH), LLC to lead reliability culture transformation among member organizations. SRH provides a team of safety culture experts who implement cutting-edge survey instruments, conduct robust data analysis and drive change through debriefs and coaching. This partnership also represents an integral part of the MHA Keystone Center's Reliability Culture Improvement Guide, offering a foundation upon which highly reliable organizations are built.

BY THE NUMBERS

MHA Keystone Center member hospitals voluntarily and regularly submit data into the Keystone Data System and the Michigan Inpatient Database. The data is analyzed by MHA Keystone Center staff and used to identify areas of opportunity and help drive improvement.

Michigan HIN Outcomes From July 2018 to March 2019

\$40.6 million
ESTIMATED
COST SAVINGS

3,480
INSTANCES OF HARM
AVOIDED

109
LIVES SAVED

Person and Family Engagement Progress

Person and family engagement (PFE) efforts can make a significant impact on the quality of care delivered to patients if they are properly embedded into organizational functions, such as point of care, policies and protocols and governance.

PFE 1:
PLANNING CHECKLIST

91.3%

PFE 2:
SHIFT CHANGE HUDDLES

92.8%

PFE 3:
RESPONSIBLE PARTY

99.1%

PFE 4:
PFAC/PATIENT ADVISOR ON
QUALITY IMPROVEMENT TEAM

92.8%

PFE 5:
GOVERNING BOARD

80.4%

MHA Keystone Center PSO

116

MHA KEYSTONE CENTER PSO
MEMBERS

5%

INCREASE IN DATA SUBMISSION

140

ROOT CAUSE ANALYSES
SUBMITTED

42

FACILITIES THAT ADMINISTERED
CULTURE SURVEY

1:63

REPORTED SIGNIFICANT
EVENTS TO NO HARM AND NEAR
MISS EVENTS

113

MHA KEYSTONE CENTER
SPEAK-UP! AWARD SUBMISSIONS



OVER THE PAST PROGRAM YEAR, MICHIGAN HOSPITALS HAVE IMPLEMENTED NEARLY 100% OF THE PERSON AND FAMILY ENGAGEMENT PROCESSES AND POLICIES SET FORTH BY THE HIN.

MHA KEYSTONE CENTER COMMUNICATIONS

Digital Outreach and Social Media



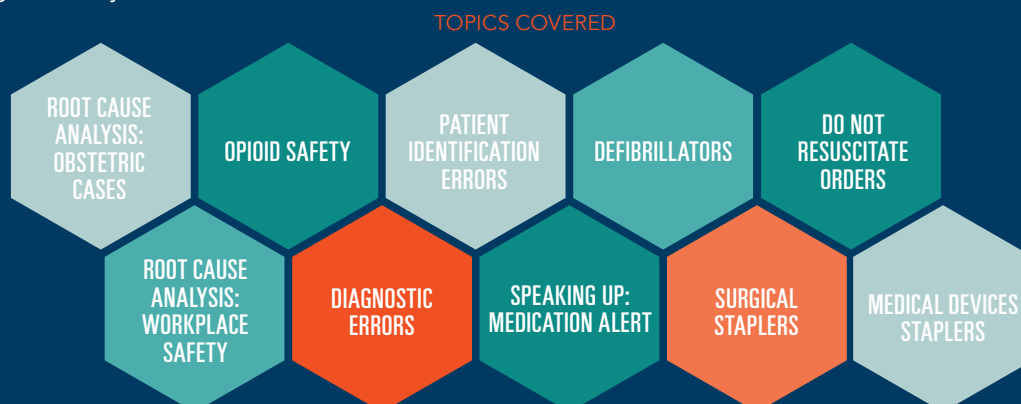
Meaningful Content for Members

Hospital Spotlight

The MHA Keystone Center features success stories of member hospitals and/or healthcare organizations in its monthly newsletter. The stories highlight how organizations have overcome barriers and challenges; tackled issues such as readmissions, falls and health inequities; and improved care for patients statewide.

Monthly PSO Safety Alerts

This year, the MHA Keystone Center PSO sent monthly safety alerts to its members to share key adverse event findings and harm mitigation recommendations. Data submitted to the MHA Keystone Center, along with other national surveillance methods, identify relevant topics and help provide quicker responses to emergent safety issues.



Driving Change Emails

Monthly emails were sent to HIIN members that highlight what has been done to drive change in hospitals and health systems statewide. The emails also provide evidence-based practices and resources to cultivate a culture of continuous improvement.



ACCOMPLISHMENTS



MHA Announces Leadership Change

In October 2018, the MHA promoted Brittany Bogan, MHSA, FACHE, CPPS, to the position of senior vice president of safety and quality. She also assumed the executive director role for the MHA Keystone Center. Former executive director, Sam R. Watson, MSA, MT (ASCP), CPPS, was promoted to the new position of senior vice president, field engagement, MHA.



Healthcare Journal Publishes Article on MHA Keystone Center Speak-up! Award

An article on the MHA Keystone Center Speak-up! Award was published in the April 2019 issue of the Journal of Healthcare Risk Management, an award-winning, quarterly publication produced by the American Society for Healthcare Risk Management.

The article, Improving Safety through Speaking Up: An Ethical and Financial Imperative, was written by Adam Novak, MA, CPPS, director of safety initiatives, MHA Keystone Center, and focuses on the importance of fostering a culture within healthcare organizations that can empower staff to speak up about the quality or safety of patient care.



Roth Recognized for Excellence in Surgery

Gary L. Roth, DO, MBA, FACOS, FCCM, FACS, chief medical officer of the MHA, was the recipient of the 2018 Charles L. Ballinger Distinguished Osteopathic Surgeon Award from the American College of Osteopathic Surgeons (ACOS). The award recognizes commitment to surgery, the profession and patients as either a surgeon, educator and/or researcher.

2018-2019 MHA Keystone Center Board of Directors

Robert Welsh, MD, (Chair) Beaumont Hospital, Royal Oak

Robert Hyzy, MD, (Vice Chair) Michigan Medicine

Brian Peters, (CEO), MHA

Brittany Bogan, FACHE, (Board Secretary), MHA

Bill Jackson, (Board Treasurer), MHA

Eric Borgerding, Wisconsin Hospital Association

Bob H. Connors, MD, Helen DeVos Children's Hospital, Spectrum Health

Loren Hamel*, MD, Spectrum Health Lakeland

Mark Janke, consumer representative

Cheryl Knapp, RN, MBA, CPHQ, CPPS, Bronson Healthcare Group

Kevin McCarthy, business representative

Marjorie Mitchell, consumer representative

Jeffrey Postlewaite, DO, Michigan Osteopathic Association

James E. Richard, DO, Michigan State Medical Society

Matthew Rush, FACHE, Hayes Green Beach Memorial Hospital

Barbara Smith, MS, NHA, Burcham Hills Retirement Community

Shannon Striebich, St. Joseph Mercy Oakland

**One-year term, MHA Health Foundation Board Chairman, 2018-2019*

FOLLOW THE MHA KEYSTONE CENTER ON SOCIAL MEDIA FOR NEWS AND UPDATES



MICHIGANHOSPITALS



MHAKEYSTONECTR



COMPANY/MHA-KEYSTONE-CENTER



USER/MIHOSPITALASSOC



MIHOSPITALASSOC

MISSION

Supporting healthcare providers to achieve excellence in the outcomes desired by the people they serve.

VISION

Achieving the highest quality healthcare outcomes that meet individual outcomes.

VALUES

Excellence. Innovation. Compassion. Teamwork.

was City • Rochester • Ishpeming • Grand Blanc • Manistee • Walker • Saginaw • Adrian • Pigeon • Cadillac • Zeeland • Ontonagon • Hancock • Lagrangeville • East Lansing • Wyoming • Three Rivers • Charlotte • Ironwood • Niles • Eaton Rapids • Bloomfield Hills • Fremont • Standish • Ypsilanti • Gladwin • Grayling • Clare • Hammond • Detroit • Wayne • Huntington • Warsaw • Newport • Plainwell • Cass City • Ionia • Cheboygan • Jackson • Grosse Pointe • Ludington • Macomb • Madison Heights • Alma • Hastings • West Bloomfield • Kalamazoo • South Bend • Marquette • East China • Marshall • Commerce • Michigan • Mt. Pleasant • Battle Creek • Dexter • Newberry • Fort Wayne • South Haven • Novi • Okemos • Carson City • Muskegon • Paw Paw • Holland • Farmington • Reed City • Greenville • Deckerville • St. Ignace • Munising • Farmington Hills • Pontiac • Grand Haven • Sandusky • Manistique • Lakeview • Owosso • Harbor • Big Rapids • Troy • Wabash • Flint • Sault Sainte Marie • Warren • Clinton Township • Harbor Beach • Dearborn • Farmington • Sturgis • Garden City • Northville • Manistee • Walker • Saginaw • Adrian • Pigeon • Cadillac • Zeeland • Ontonagon • Lagrange • Hancock • Saint Joseph • Kentwood • Wyandotte • Bloomfield • Eaton Rapids • Bloomfield Hills • Fremont • Standish • Ypsilanti • Gladwin • Marlette • Ann Arbor • Caro • Grand Rapids • Lansing • Watervliet • Grayling • Plainwell • Cass City • Ionia • Cheboygan • Jackson • Grosse Pointe • Columbia City • Trenton • Kendallville • Sheridan • Laurium • Canton • Ludington • Macomb • Marquette • East China • Marshall • Commerce Township • Midland • Alpena • L'Anse • Bay City • Monroe • Iron Mountain • Beverly Hills • Mount Clemens