

Overview of Quality and Patient Safety at Intermountain Healthcare

2011

Topics

Our patient safety teams work with leaders, nurses and physicians, to identify safety initiatives, system-wide improvements, provide quality care and keep our patients safe. This presentation will review:

- Organizational Structure
- Roles and responsibilities of Patient Safety Teams
- Monitoring and reporting of quality data
- Intermountain's approach to patient events
- How board members can support this process

Intermountain's Patient Safety Vision

With full recognition that healthcare is inherently complex and hazardous, Intermountain leadership is committed to the vision that no patient will be harmed while under our care.

We accomplish this by supporting all members of our care teams in the following ways:

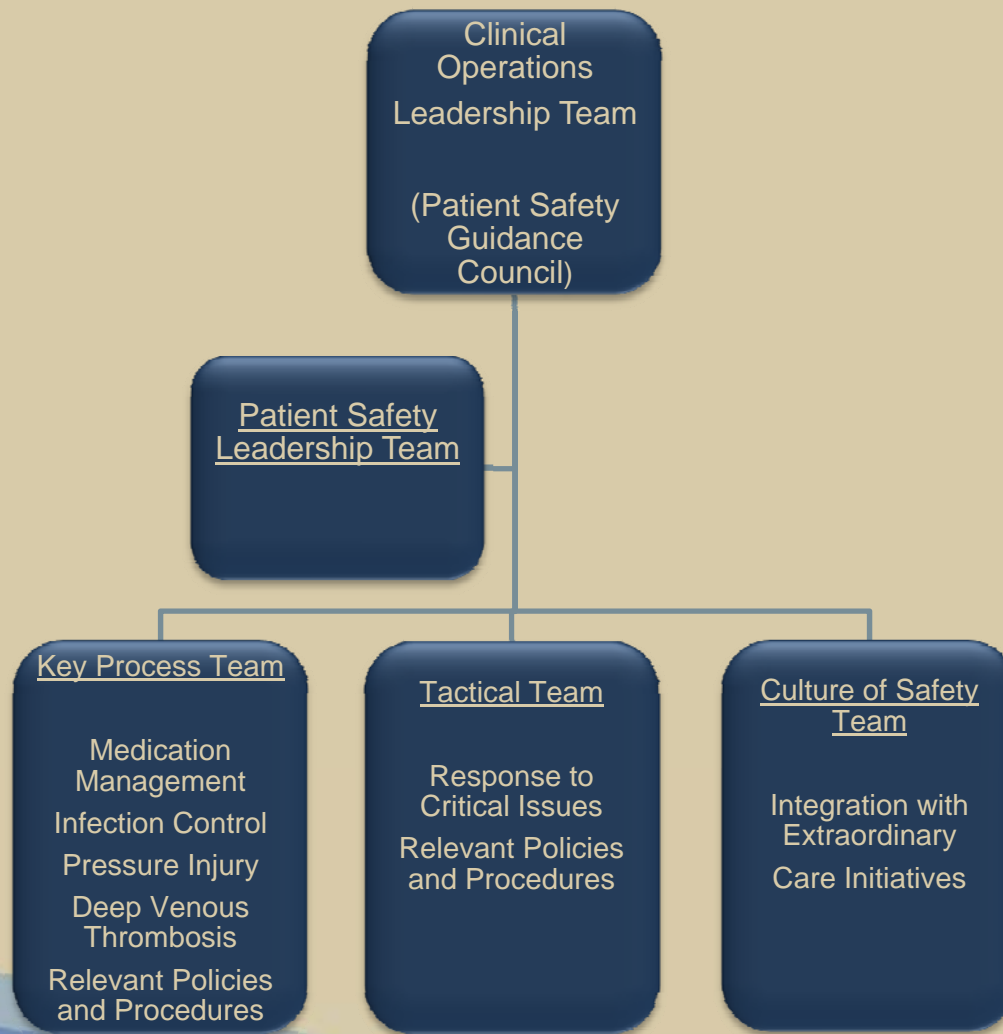
Intermountain Patient Safety Vision

(continued)

- Developing and building on a culture of safety
- Improving systems and processes
- Building on competencies
- Assuring accountability
- Monitoring and utilizing data for improvement
- Applying our values:

Mutual Respect, Accountability, Trust, and Excellence

Intermountain Patient Safety Organizational Model



Clinical Operations Leadership Role

- Prioritize initiatives
- Utilize Decision Rights to facilitate quick approval and implementation of initiatives
- Embrace iterative process
- Support accountability at all levels of the organization
- Embrace systemness when appropriate
- Support cultural transformation

Responsibilities of Patient Safety Teams

- Assign accountability to appropriate teams
- Review and approve reporting team goals
- Facilitate implementation of strategies and initiatives
- Track progress and evaluate effectiveness
- Develop and implement System-wide Learning Initiatives
- Develop and implement relevant Policies and Procedures
- Utilize Decision Rights

Patient Safety Leadership Team Role

- Evaluate reportable event trends
- Ensure implementation of selected improvement strategies to proactively prevent these serious adverse events
- Establish guidelines for communication and education on reportable events
- Assure appropriate accountability for these processes at all levels of the organization

Key Process Team Role

- Identify and prioritize key Quality and Patient Safety processes based on system analysis and national focus
- Collaborate with internal and external entities to lead key clinical Quality and Patient Safety initiatives at Intermountain

Tactical Team Role

- Identify trends and implement action plans from:
 - Internal Quality Survey Results
 - External Quality Survey Results
 - Reportable/Sentinel Events
- Develop responses to critical issues, notices, and/or external requirements based on system analysis and national focus

Culture of Safety Team Role

- Identify system-wide Patient Safety culture assessment, evaluation and improvement initiatives
- Identify and prioritize national initiatives and direction in the culture of Patient Safety

Monitoring and Reporting

- Regular progress reports will be shared throughout the organization and evaluated by Leadership Teams
- An Intermountain Healthcare Clinical Operations' Quality and Patient Safety Executive Summary will be prepared for the Intermountain board and shared with all region and facility boards. This summary includes:
 - *Board, Clinical Program, Quality, and Patient Safety Goals*
 - *CMS, Joint Commission, Core Measures- clinical process or outcomes measures*
 - *Patient Satisfaction*
 - *Accreditation Survey outcomes*

Quality and Patient Safety Role

- The Professional Standards Committee of the Intermountain Governing Board is responsible for oversight of the Intermountain Patient Safety Plan.
- Each region and facility leadership works with their board to assure safe care.
- Each region and facility is accountable for assuring that the Intermountain Patient Safety Goals are met.

Intermountain's Approach to Patient Events

- All events require reporting
- Administration and staff are trained to report events in a timely manner
- There are a specific subset of patient events that, due to their serious nature, require a separate review and must be immediately reported and evaluated for system wide improvement opportunities

Taking Responsibility

We recognize that regardless of our efforts occasionally things go wrong and mistakes happen.

We embrace open and honest disclosure.

We share responsibility and accountability to:

- Discover errors in a timely manner
- Prevent further patient harm
- Identify system issues that need correction
- Involve leadership in decision making
- Position ourselves for greater improvement in patient safety

As a Board Member you can enhance this process by:

- Supporting local leadership involvement
- Becoming familiar with terms related to patient events
- Promoting early reporting to local Risk Management
- Getting involved in local initiatives that promote patient safety in your facilities

Summary

By setting clear direction, Boards can:

- Ensure facility leadership is accountable
- Maintain oversight by reviewing quality reports
- Respond to regulatory or media inquiries confidently
- Support a culture of patient safety

