

2022



STRONGER

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Vertical and Horizontal Alignment Drive HRO Success

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Learning Objectives

- Describe how vertical alignment of goals and initiatives from the unit level drives organizational improvement.
- Explain how to engage senior leadership in unit-level performance to enhance staff engagement and performance improvement.



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NYU Langone Health by the Numbers

9.6M

Outpatient Visits

6

Inpatient Locations

4

Emergency
Departments

9,503

Births

2,104

Beds

191

Operating Rooms

71,779

Hospital Discharges

183,900+

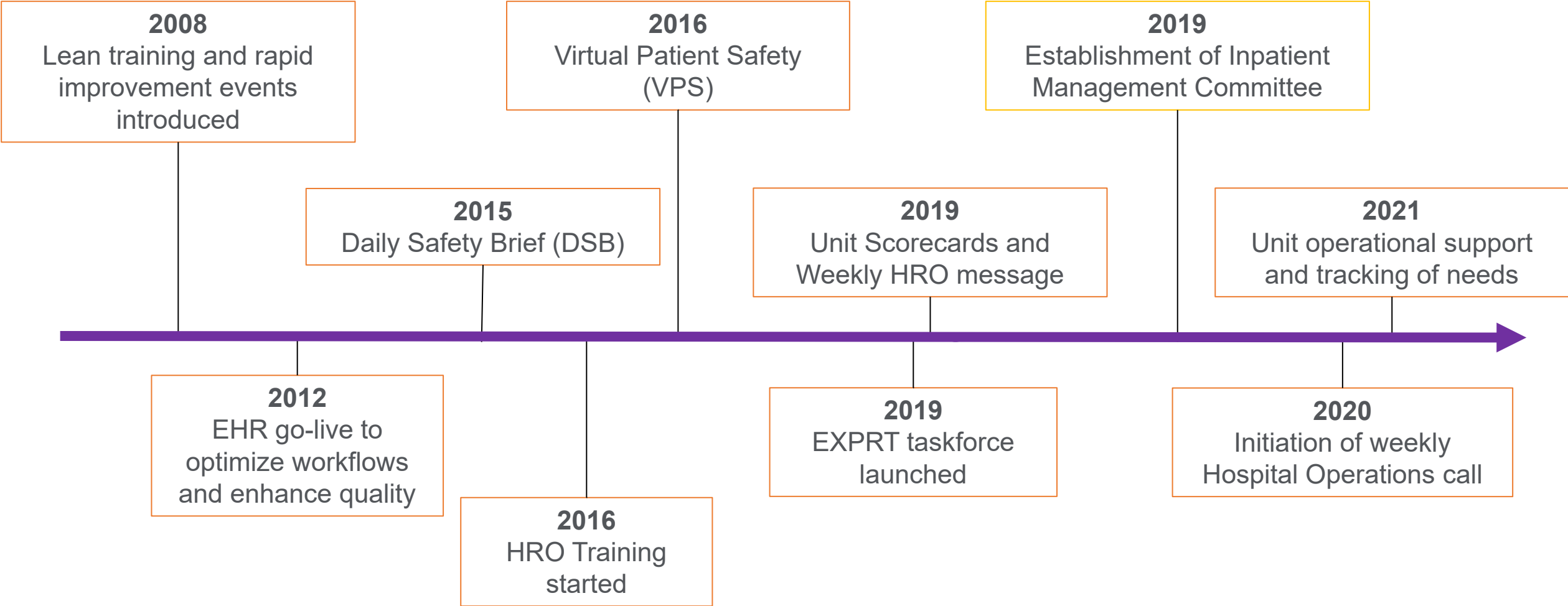
Emergency Department Visits

7.88M+

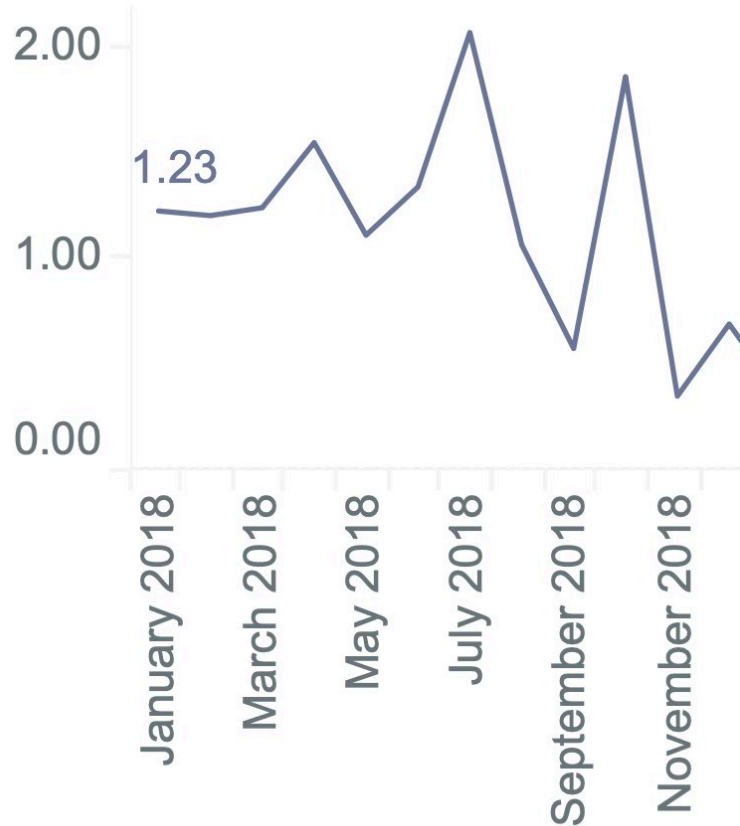
Patients in Our Electronic
Health Record

As of June 2022

Our HRO Journey ... Is Our Journey to Exceptionalism

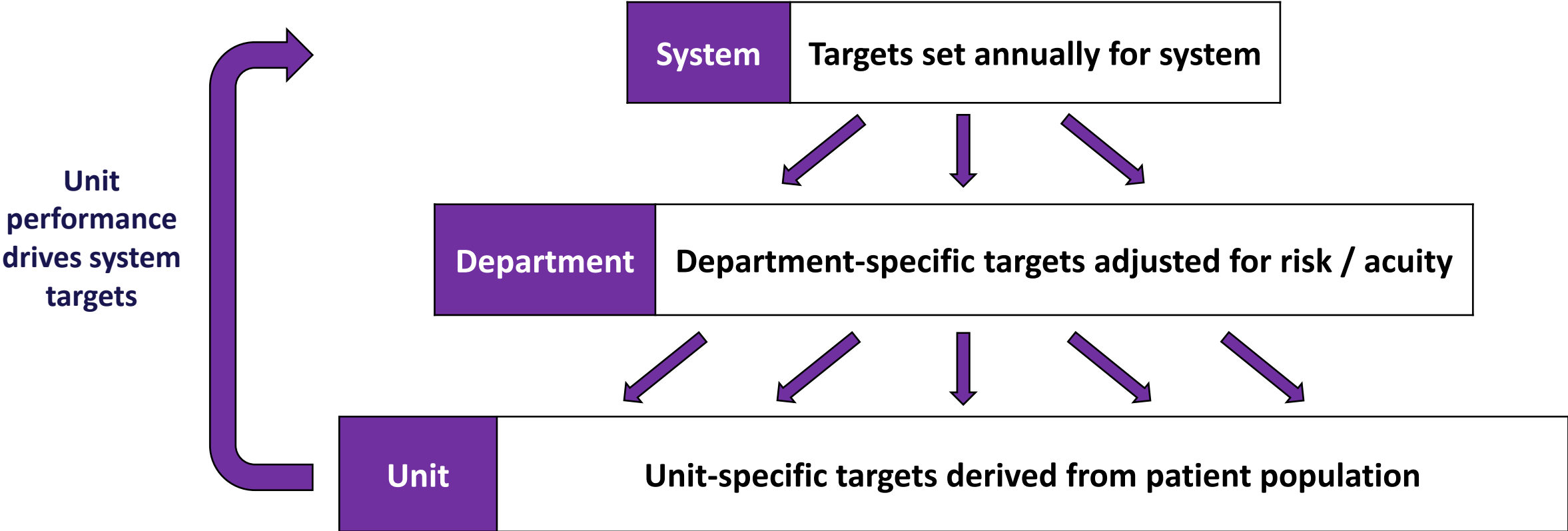


Serious Safety Event Rate (SSER) in 2018



- Serious Safety Events require:
 - Deviation from generally accepted practice or process
 - Harm that reaches the patient
 - Causes severe harm or death
- SSER tracking considered best practice for HRO hospitals

Vertical Goal Alignment



Horizontal Initiative Alignment

Quarterly	Unit leaders present HRO Scorecards to Senior Leadership and receive coaching/feedback at Inpatient Management Committee (IMC)
Monthly	Unit leaders are grouped by Departments to align initiatives and best practices (Core meetings)
Weekly	Unit leadership facilitates HRO Unit Huddles utilizing HRO Scorecard and HRO Script
Daily	Continuous unit-based initiative work



Inpatient Management Committee

Standing Committee Members:

- Chief of Hospital Operations
- Chief Nursing Officer
- Chief Medical Officer
- Chief Quality Officer
- Hospital Epidemiologist
- Sr. Director of Nursing Quality
- Sr. Director of Patient Experience
- Sr. Director of Social Work
- Director of Care Management
- Information Technology Leadership

On Rotating Basis (Quarterly Every Unit:

- Presenters:
 - Nurse Manager
 - Medical Director
- Supportive Leadership
 - Department Chair
 - Service Chief
 - VP of Hospital Operations
 - Sr. Director of Nursing

Format

- Committee meets every 2 weeks
- Units scheduled to present quarterly
- 10 Min presentation per Unit
- 5 Minutes discussion per Unit
- Follow up throughout quarter

HRO Scorecard

Unit

Status Report Date:

Completed by:

Unit Metrics							
Domain	Metric	Target	May 2021	June 2021	July 2021	August 2021	FY21
Operational / Efficiency							
Safety Hospital Acquired Conditions							
Quality Best Practice							
Patient Experience							

Department Leadership	Name
Department Chair	
Service Chief	
Nurse Manager	
Medical Director	
Nursing Senior Director	

Project Tracker	Owner	Date

Unit Updates

Metrics

Leadership

Operational Updates


Initiatives

Current Initiatives/Aims in Progress			
Metric	SMART Aim	Interventions/Date Implemented	Outcomes/Process Metrics

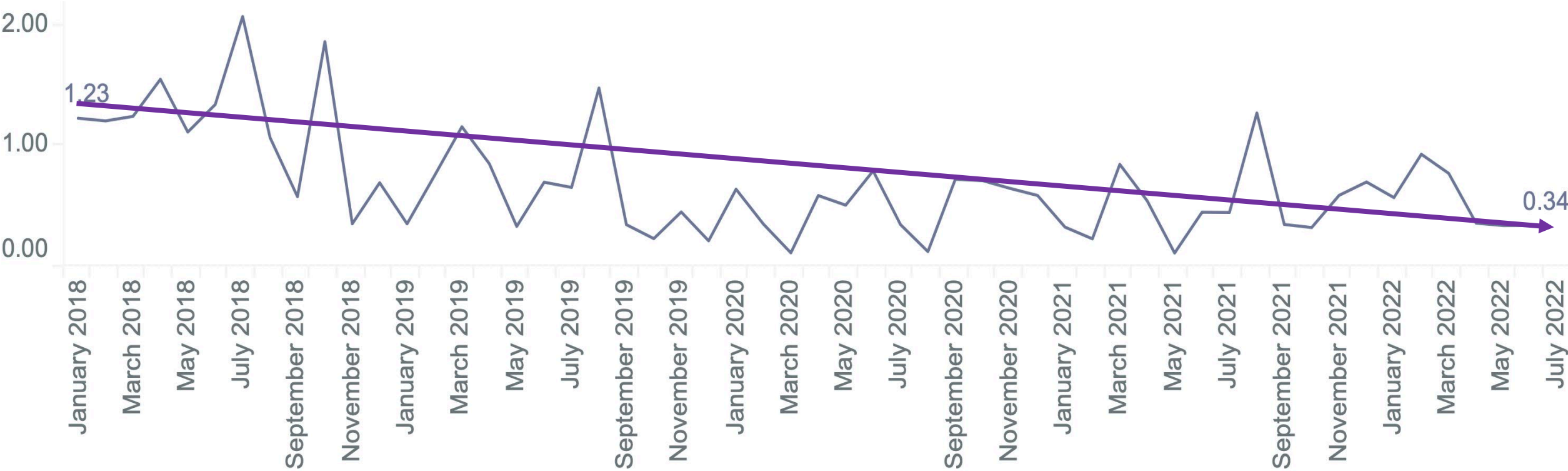
HRO Script

Name Game
Weekly Message
Operational Updates
Review Metrics / Initiatives
Opportunities / Issue Management
Recognition

NYU Langone Weekly Team Meeting 7.17.2022 – 7.23.2022	
1	Team Introductions All: Introduce name and role
2	Weekly Message <p>There are a lot of policies and protocols to be aware of, FOCUS modules to complete, and NYS requirements to follow at NYU Langone. We know that at the heart of them all is our commitment to keep our patients and staff safe — a goal universally shared by us all.</p> <p>Recently we rolled out our guidance and Epic support for prescribing Naloxone (Narcan) and the accompanying patient/family education about how to rescue an individual suffering from an opioid overdose.</p> <p>Last week while in the park, one of our patients who had recently been discharged from KP16 noticed a man next to him slumped over on the bench. He started to perform cpr and, based on the education he recently received, observed that the man “looked like he overdosed”. The patient asked if anyone had narcan. A police officer soon arrived on the scene with narcan but said he wasn’t quite sure how to use it. As the patient had been informed by our team, he was able to appropriately administer it himself. They managed to revive the man in the field by the time paramedics arrived.</p> <p>The work we do here every day, and the best practices we strive to follow impact and save the lives of our patients and others in the community. This is a true example of exceptionalism in action!</p> <p>Fantastic work, KP16!</p> <p>Brian Bosworth, Chief Medical Officer</p>
3	Unit Updates Review: Announcements, upcoming events/surveys, staffing changes, follow up to recent PSIs
4	Review Scorecard Metrics Monthly: Review all unit metrics on scorecard and describe the trend
5	Review Current Initiatives <p>Weekly:</p> <ol style="list-style-type: none">1. State the metric and aim the unit is focusing on2. Read the active interventions, and describe how they relate to the aim3. Review the trend in process metrics and outcome metrics4. Ask the team what challenges they have faced in carrying out new interventions, and what should be done differently to improve the success of interventions.5. Introduce new interventions and phase out interventions as needed
6	Opportunities Follow up on ideas raised last week and encourage individuals to speak up with concerns, questions, or ideas to improve the unit.
7	Staff Recognition Recognize individuals for exhibiting our PRIDE values, outstanding commitment to quality, safety, communication or patient experience in the past week



Our HRO pursuit to “First, Do No Harm”



Serious Safety Event Rate – January 2018 to June 2022

Lessons Learned

- System goals built on unit or service level performance
- Leadership support is essential
- Standardize thoughtfully
- Issue resolution is essential to maintain engagement

Key Takeaways

- System-wide improvement achieved through unit-level performance
- Cadence and routine supports vertical alignment of goals, initiatives and outcomes
 - Daily engagement with initiatives
 - Weekly review of performance metrics
 - Monthly alignment between units
 - Quarterly (or more frequent) engagement with Sr. Leadership
 - Annual reevaluation of targets
- HRO culture essential for continuous improvement and transparent communication
- Maintaining HRO structure requires ongoing commitment and resource allocation

Questions?



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