

2023 VIZIENT CONNECTIONS SUMMIT

TOGETHER
we will soar

SEPT. 18–21, 2023
WYNN, LAS VEGAS

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Rising to New Heights: Bold Strategies for Revolutionizing Healthcare



Julie Cerese, PhD, RN, MSN
Group Senior Vice President,
Networks, Performance
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David Levine, MD, FACEP
Group Senior Vice President,
Advanced Analytics and
Product Management, Vizient



Nicole Gruebling, DNP, RN, NEA-BC
Vice President, Member Networks,
Vizient

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Addressing headwinds through collaboration

‘Crisis’ looms as 800,000 more nurses plan to exit workforce by 2027: study

Bari Faye Dean – Thursday, April 13, 2023

Supporting nurses in 2023 looks different — and should — nurses say

Ashleigh Hollowell (Twitter), Wednesday, July 26, 2023

Quality transformation: How hospitals are striking a balance between the bottom line and better care

In Collaboration with Vizient, Friday, June 30, 2023

Exclusive: More Than 70% of Americans Feel Failed by the Health Care System

<https://time.com/6279937/us-health-care-system-attitudes/>

10 figures that show capacity issues’ toll on hospitals

Erica Carbajal, Wednesday, July 26, 2023

Healthcare Executive Turnover Reaching All-time Highs in 2022 – What’s Next for Healthcare Organizations

<https://adaptivemedicalpartners.com/healthcare-executive-turnover-reaching-all-time-highs-in-2022-whats-next-for-healthcare-organizations/>

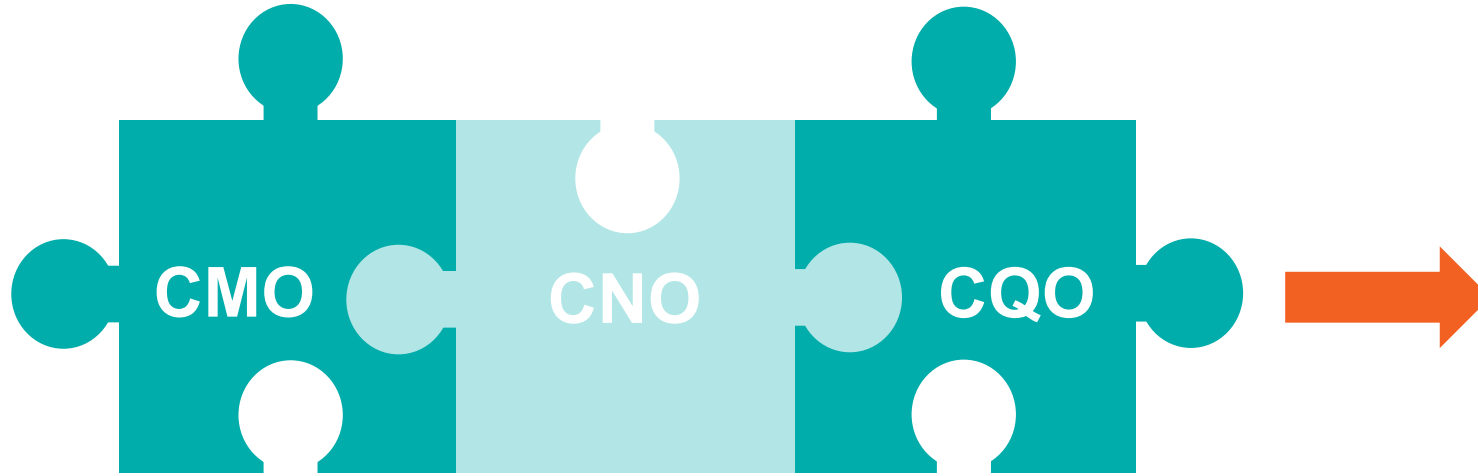
Amid hospital ‘chaos,’ stick to standards to improve quality

Bari Dean and Ashleigh Hollowell, Tuesday, May 9, 2023

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Vizient thanks you



**Setting the standard
of practice**

- Insert Byron and Executive Video here

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Accelerate performance and improve together

Member Networks Experience

Addressing market needs to achieve high performance

C-level Networks

- CEO • CFO • COO • CQO • CHRO
- CNO • CMO • CSO • CPO • CSCO

Performance Improvement Projects

- ~12 projects annually
- Library of past improvement projects

Leadership Series and Education

- 50+ annually
- Continuing education credits available

Data Insights and thought leadership enabled by Vizient

- Clinical Data Base
- Operational Data Base
- Spend analytics
- Sg2
- Kaufman Hall
- Safe & Reliable



Growth strategy

- System of care strategy
- Payor strategy
- Consumer strategy



Care delivery excellence

- Reliable care delivery system
- Engaged, resilient workforce
- Patient care excellence



Expense management

- Spend management
- Pharmacy management
- Resource stewardship

National differentiators

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Active Shooter Preparedness in Hospitals

Active shooter casualties from
2018 – 2022 have risen from 225 to 313

- July 2023 Active Shooter –
NW Portland Hospital, Oregon
- May 2023 Active Shooter –
Northside Hospital Medical Facility, Atlanta
- April 2023 Suspected Active Shooter –
Naval Medical Center, San Diego, California
- March 2023 Suspected Active Shooter –
Albany Medical Center, New York
- January 2023 Suspected Active Shooter –
Hospital in Duarte, Los Angeles, California

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Active Shooter Hospital Preparedness Task Force

Mission Statement

Establish leading practices for healthcare organizations developing active shooter policies and procedures.



Network participation

- 40** | Individual participants: *Medical, Quality and Nursing Executives*
- 27** | Vizient member organizations engaged
- 4** | Vizient staff supporting work

Consensus-based guidelines, resources and references

- Drills and simulations
- Staff responsibilities
- Physical security
- Communication
- Post-event response

Deliverables



Source: Vizient Member Networks 2023

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Member Networks Performance Improvement

2022-member impact from Vizion Member Networks performance improvement programs

- **178** lives saved in just three months and **76K** fewer patient days from our Sepsis Early Recognition Collaborative
- **27K** 30-day emergency department revisits avoided from Health Equity Collaborative
- **5K** ICU days reduced from Mortality Interhospital Transfers Collaborative
- **41M** drug spend (reference + biosimilar) reduced from Optimization of Biosimilar Medications Collaborative
- **\$427.8M** aggregate 2022-member value



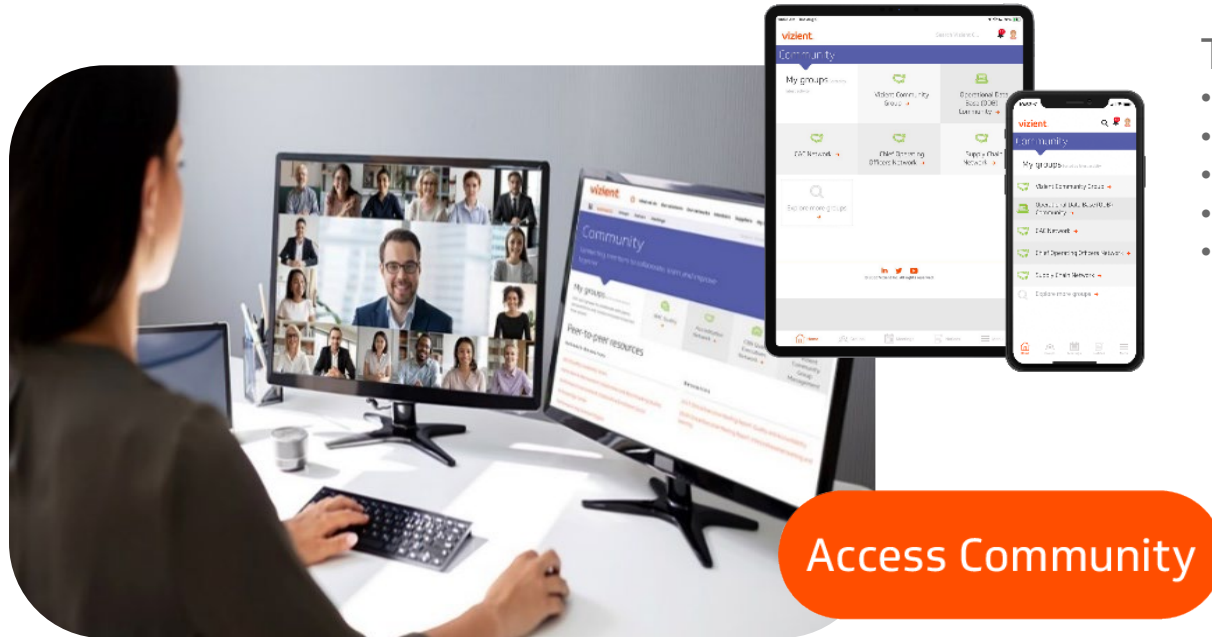
Source: Vizion Member Networks 2023

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Vizient Community

Fulfilling a growing need to connect with your peers via desktop, mobile or tablet



The **Vizient Community mobile app** – collaborate on the go!

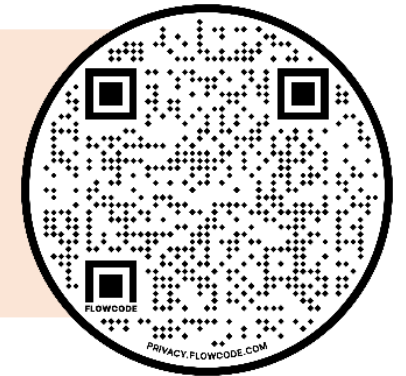
- Easy to log in – biometrics unlock the app
- Quickly review push and in-app notifications – don't rely on emails
- Create a query, respond to peers and more
- Access the power of the Vizient Community in the palm of your hand
- Click the Access Community link below, click on: My Dashboard, Network & Groups and your group name.

Training resources:

[Community 101](#)

[Mobile promo video](#)

[Training video](#)



Key Community features include peer discussion forums and group resources



- Post queries and exchange insights with peers on a secure and trusted platform anytime and anywhere

- Access group resources cultivated by Vizient experts including exclusive presentations, webinar recordings and whitepapers.

- Curated insights and thought leadership sourced from your peers and subject matter experts

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Rising to New Heights: Bold Strategies for Revolutionizing Healthcare

Eric M. Lee, MBA, Senior Director, Strategy & Improvement, Vanderbilt University

Lee Ann Liska, MBA, FACHE, Hospital Chief Operating Officer, Vanderbilt University

Warren Sandberg, MD, PhD., Chief of Staff and Department Chair, Vanderbilt University

Sharla Baenen, MSN, RN, FABC, Chief Operating Officer, Bellin Region, Bellin Health

Lisa Harton, PhD, MBA, MPH, RN, Chief Quality Officer, Bellin Region, Bellin Health

Alisha Alabre-Bonsu, MD, MA, Cardiovascular Medicine Fellow, Cardiovascular Medicine, The Ohio State Wexner Medical Center

Franklin Owusu, MBA, MPA, FACHE, Administrator, Hospital Operations, The Ohio State Wexner Medical Center

Deepak Rai, MD, Area Medical Director, Medical Units University Hospital, The Ohio State Wexner Medical Center

Brian Bosworth, MD, Chief Medical Officer and Patient Safety Officer, NYU Langone

Katherine Hochman, MD, MBA, Director, Division of Hospital Medicine, NYU Langone

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Learning Objectives

- Identify key trends and challenges in the healthcare industry and their implications for care delivery, workforce, and leadership.
- Develop innovative strategies for leveraging technology, data, and collaboration to transform care delivery, enhance workforce satisfaction and cultivate strong leadership skills.
- Apply practical tools and knowledge to drive change and achieve measurable improvements in patient outcomes, workforce engagement and organizational performance.

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Agenda

10:00 a.m. **Member Panel**

Panel Moderator

Sue Nuss, MBA, PhD, RN

Chief Nursing Officer, The Nebraska Medical Center

Chair, Vizient Chief Nurse Executive Network AMC Steering Committee

11:15 a.m. **Executive Brainpower Exchange**

Discussion Facilitator

Niraj Sehgal, MD, MPH

Chief Medical Officer, Stanford Health Care

Co-Chair, Vizient Chief Medical Executive Network AMC Steering Committee

11:45 a.m. **Lunch**

Lafite Ballroom and Sunset Terrace

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Rising to New Heights Bold Strategies for Revolutionizing Healthcare

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Vanderbilt University Hospital

\$2.4B NPS Revenue

726 licensed beds

39k+ surgical procedures

45k discharges

69k emergency visits

6,000 employees

1,000 residents

69 operating rooms

5,300 births

12,000 inbound transfers



Source: Vanderbilt internal source 2023

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Design Matters to Accelerate Results

*“Every system is perfectly designed
to get the results it gets.”*

Attributed to W. E. Deming, Donald Berwick & Dr. Paul Batalden

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SWOT Analysis

Good News

- “Making Health Care Personal”
- USNWR honor roll
- Investment in innovation & novel technologies
- Compassionate & collaborative
- Integration with research
- Strong teaching environment
- Nationally recognized expertise

Opportunity

- Complex system to navigate
- Unclear lines of authority
- Siloed work
- Diffuse accountability
- Structure not aligned to pt. flow
- Processes not connected up and down organization
- Insufficient attention to goals

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Hospital Operating System

The SPOT-ON Framework



Transformed
Experience

ON-Time
Delivery

- Org Structure
- System Interaction
- Committees & Functions

- Accountability
- Daily Mgmt. Systems
- Rounding
- Communication

Pillar Goals
People, Service,
Quality, Growth &
Finance, Innovation

Structure, Process, Outcome framework attributed to Donabedian, A. (2005). *Evaluating the Quality of Medical Care*.

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Our Strategy

Interdisciplinary teams
working together **at all levels**
to **achieve our goals** and
the mission of VUMC

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Continuum Structure

Adult Hospital

Adult Ambulatory

Patient Care Centers

Clinical Service Centers

Liaison Departments

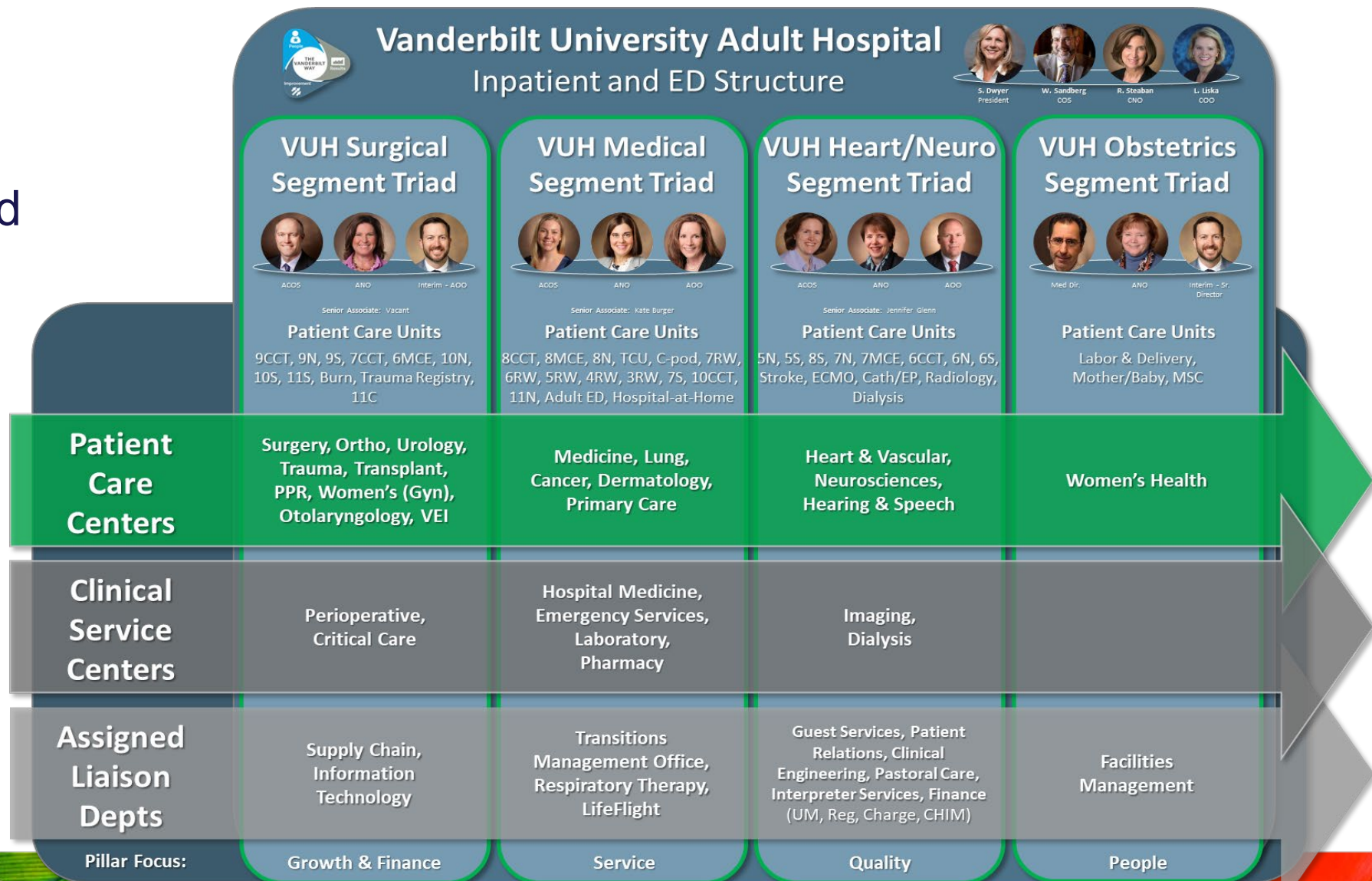
New Structure
for Growth

Need Better
Coordination

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New Adult Hospital Org. Structure

- Four Segments
- Associate Triads
- PCCs/CSCs Aligned
- Liaison Depts.
- Pillar Focus



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Design Organizational Alignment

Clear accountability
at every level

Collaboration
across teams



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Design the Meetings

PX Inpatient	Baseline	Current	Goal Status
Surgery	66.4	69.0	Reach
Heart and Vascular	67.7	68.9	Reach
Cancer	65.9	66.7	Reach
Medicine	61.9	65.0	Reach
Critical Care	64.7	65.0	Reach
Womens Health	68.0	65.8	Threshold
Hospital Medicine	59.5	59.4	Threshold
Neurosciences	65.3	62.2	Below
Orthopaedics	66.9	62.1	Below
Trauma	59.0	56.2	Below
Adult Total	65.7	66.0	Reach



Share Results
Across Teams

Spotlight
Innovations

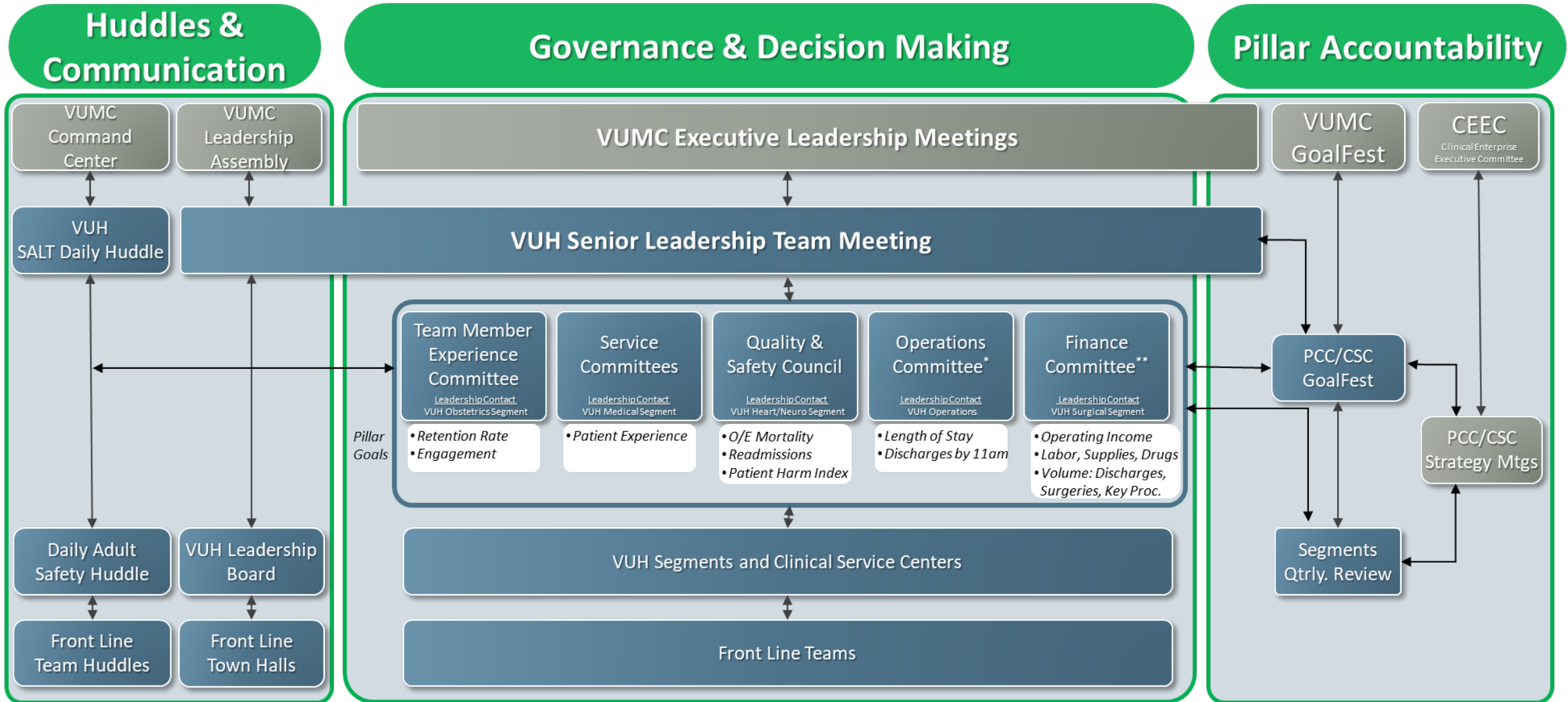
75%
plan to follow up
to learn more

100%
say their leadership
team is aligned

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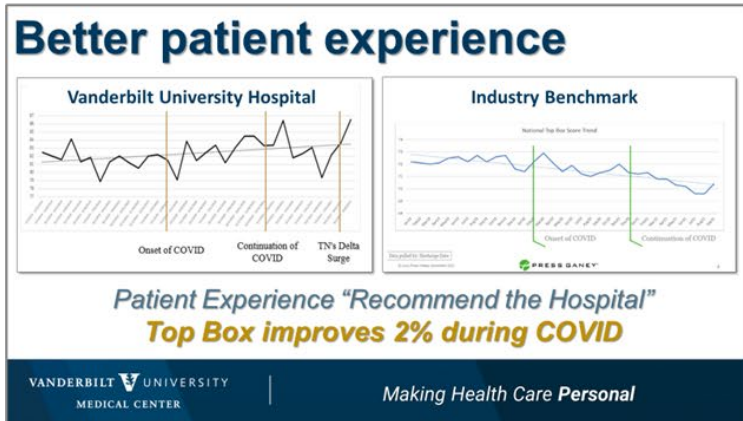
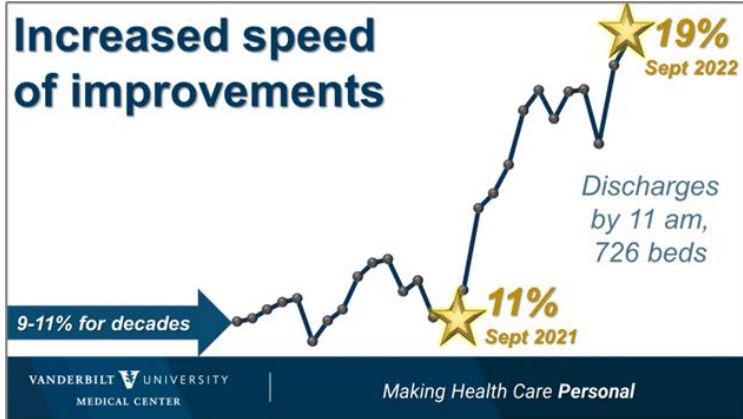
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Design the Connections



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Evaluate the Outcomes

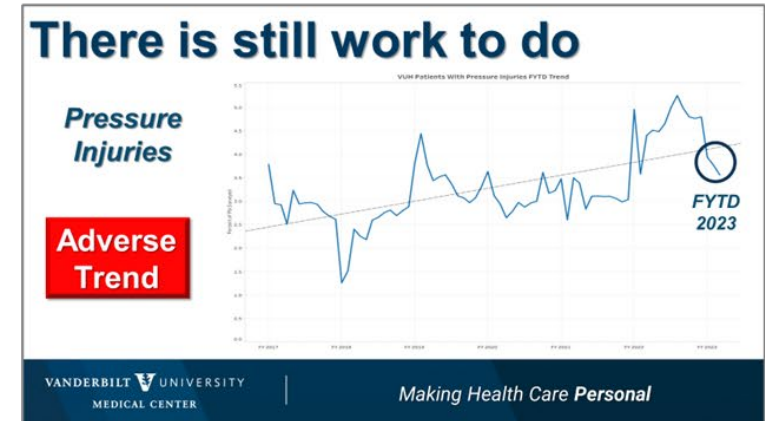


Improved O/E performance

O/E Mortality remains under 1.0

FY2020	0.93
FY2021	0.92
FY2022	0.92
FYTD 23	0.79

VANDERBILT UNIVERSITY MEDICAL CENTER | Making Health Care Personal



Source: Vanderbilt internal source 2023

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Key Takeaways



- **Take time to design**
- **Strategy first, design second**
- **Engage and iterate**

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Lessons Learned

- Sustainability will be successful when team experiences the affects

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Questions

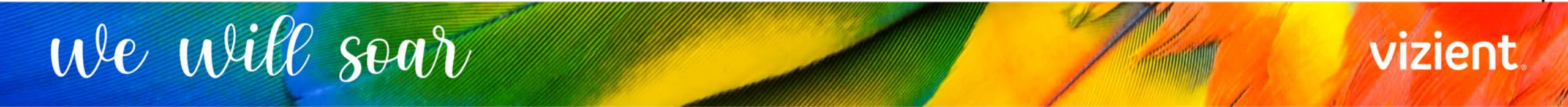
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Rising to New Heights Bold Strategies for Revolutionizing Healthcare

Sharla Baenen, MSN, RN, FABC, Chief Operating Officer, Bellin Region

Lisa Harton, PhD, MBA, MPH, RN, Chief Quality Officer, Bellin Region

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Organizational Overview

Mission

Together, we inspire your best life by relentlessly caring, learning and innovating.

Vision

Leading with love, we courageously commit to a future of healthy people and thriving communities.

SERVING A MARKET OF 636,682 PEOPLE

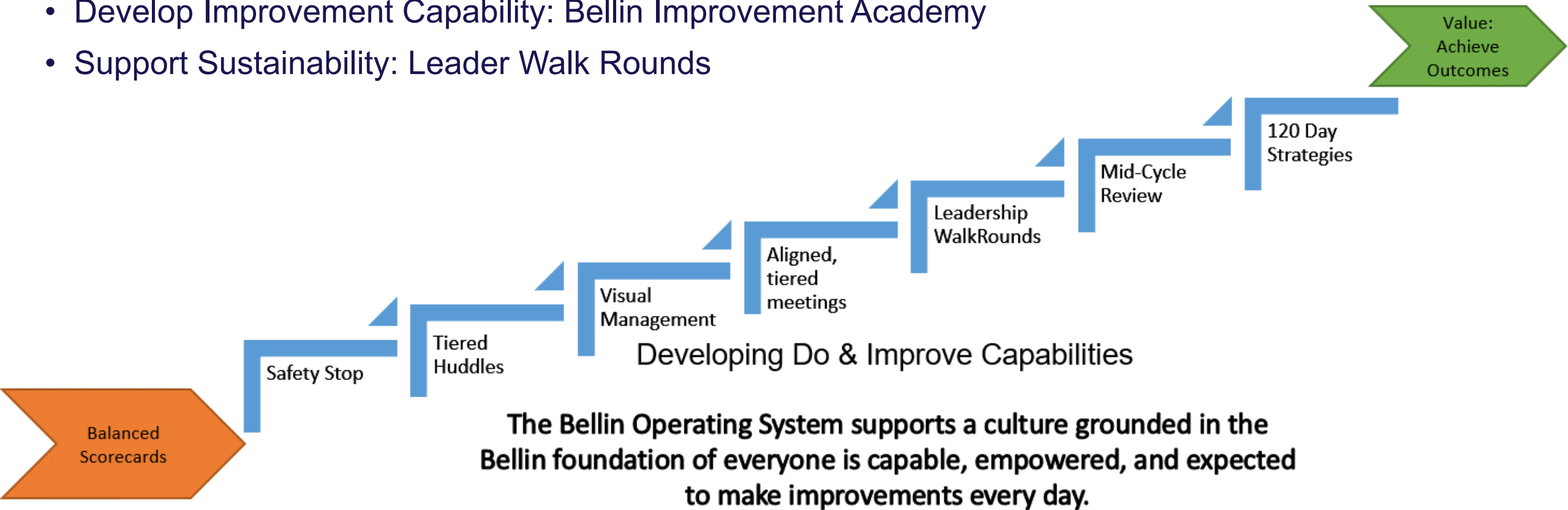
Bellin Hospital: 244-Bed Community Hospital

10 Hospitals and Facilities across MN, IA, WI, MI

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Bellin Operating System: The Link Between Strategy & Execution

- Co-Create a Quality Management System
- Develop Improvement Capability: Bellin Improvement Academy
- Support Sustainability: Leader Walk Rounds



Internal Source: Bellin Health, 2022

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Safety Stop

- Changing Mindsets & Behaviors: Stop the Line AND protect Psychological Safety

T O O L	 SAFETY STOP <i>Speak Up for Safety!</i>		<p>I will know you.</p> <p>I will show you respect.</p> <p>I will go with you on your journey.</p> <p>I am here to help you.</p>
------------------	--	--	--

Safety Stop is a set of standardized behavioral tools that empower all employees and providers to bring immediate attention to any safety or quality concerns and reach resolution before harm or poor quality impacts our patients or teams. Safety stop has two modules - Communicate Clearly and Speak Up for Safety. These tools should be utilized to assist in maintaining a psychologically safe environment by responding respectfully.

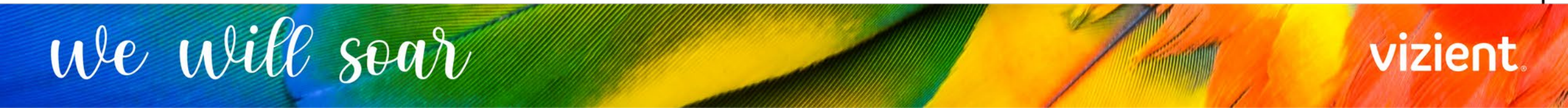
<p>Communicate Clearly</p> <ul style="list-style-type: none"> • Ask Clarifying Questions • Provide Clarifying Information • Repeat Back 	<p>Speak Up for Safety</p> <ol style="list-style-type: none"> 1. Two-Challenge Rule: Assertive statement stating safety concern. If concern not addressed, repeat concern a second time. If no response and harm not addressed, then initiate CUS. 2. CUS: After Two Challenge I am Concerned I am Uncomfortable This is a Safety Issue 3. Escalate to Chain of Command
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Respond Respectfully

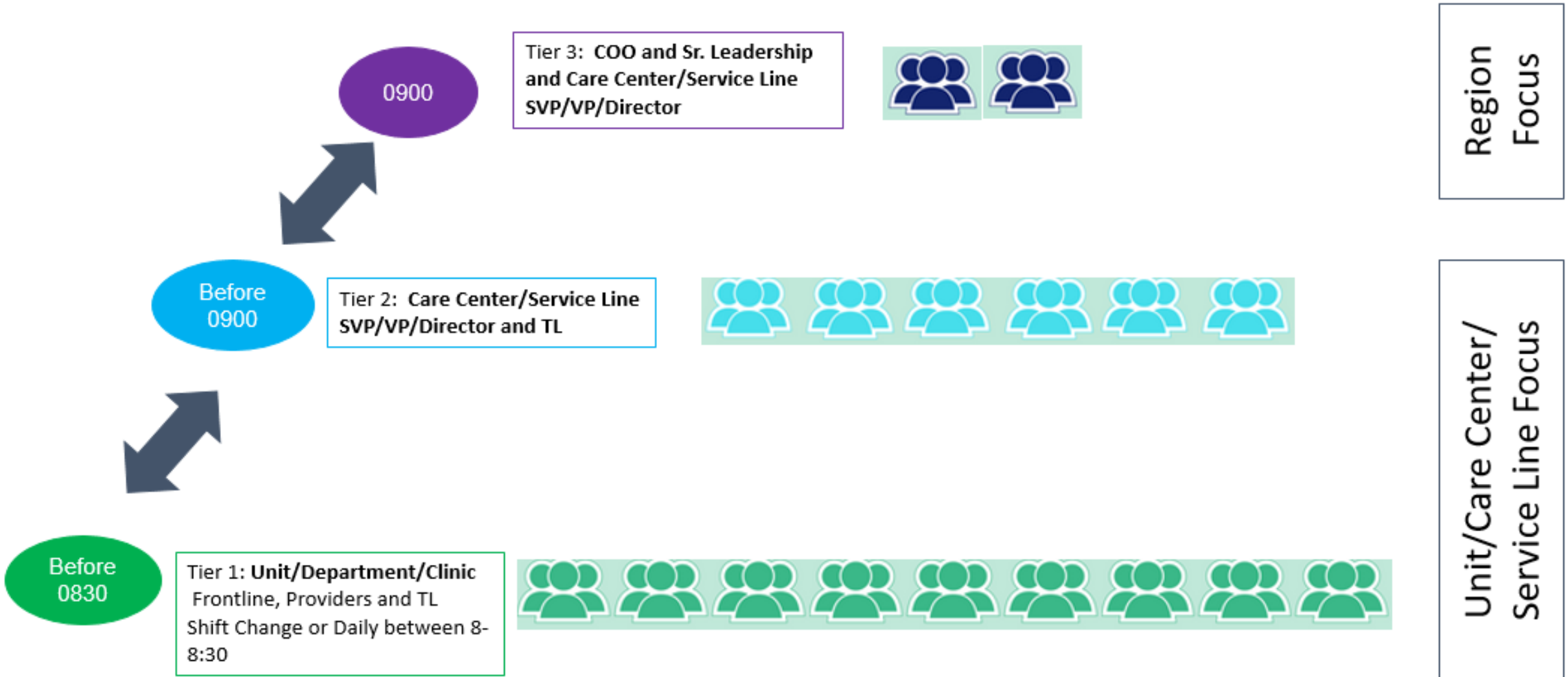
- **Be Self-Aware:** Don't appear to be too busy, build enthusiasm and don't shut down ideas.
- **Be Vulnerable:** Carefully listen, ask for ideas, and be open to feedback. Treat the other person in a way you would want to be treated.
- **If the timing is not right, state:** "I appreciate your concerns, let's have a conversation about this later."

Share your Safety Stop Stories! Submit them to: Patient.Safety@bellin.org

TeamSTEPPS Pocket Guide | Agency for Healthcare Research and Quality (ahrq.gov)



Tiered Huddles



* Internal Source: Bellin Health, 2022

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Visual Management



iCare Card	
Name:	Date:

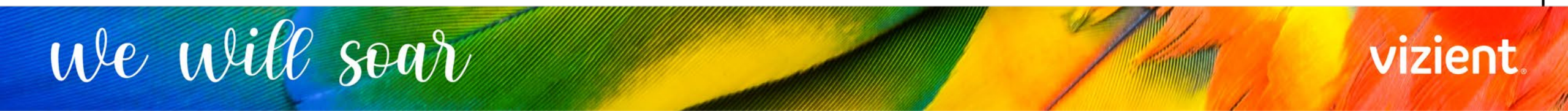
What is the problem?
Why is it happening?
Potential solution:

Strategic Objective (circle one):

- Best People and Teams Best Care and Healthiest Communities
- Best Experience Best Partner

Owner:		
Who	What	By When
Done Date:		

Internal Source: Bellin Health, 2022



Leader Quality & Safety WalkRounds



Internal Source: Bellin Health, 2022

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Improvement Academy: Developing the Skill Set




Internal Source: Bellin Health, 2022

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Project Outcomes

Status	Indicator	Current Value	Target	SPC Alert	Updated
  	 Developing Improvement Capabilities	100%	85%		FY2023 Q3
  	 Leader Walk Rounds: Team Experience Survey	100%	85%		FY2023 Q3
  	 Visual Management Boards Showing Improvement	70	50		Apr 2023

Internal Source: Bellin Health, 2022

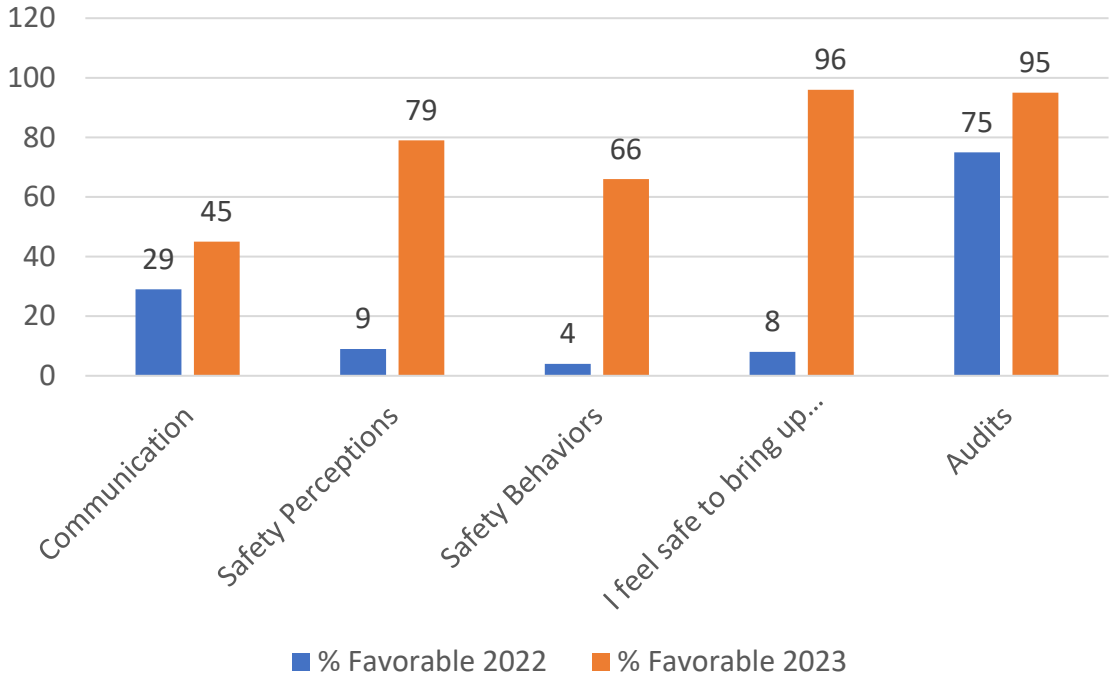
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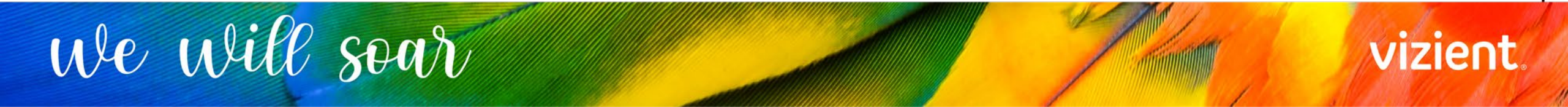
Project Outcomes: Safety Culture

Safety Culture Survey	2021 % Favorable	2022 % Favorable	2023 % Favorable
We are actively doing things to improve patient safety	77%	88%	89%
Mistakes have led to positive changes here	55%	80%	82%
Senior Leadership provides a work climate that promotes patient safety	73%	83%	83%

Using Safety Stop & Visual Management to Improve Safety Behaviors in Surgery



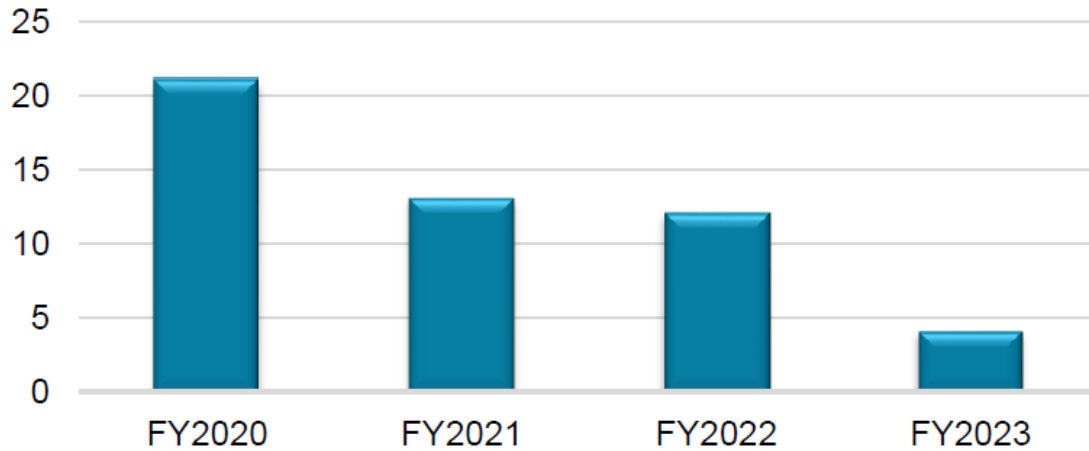
Internal Source: Bellin Health, 2022



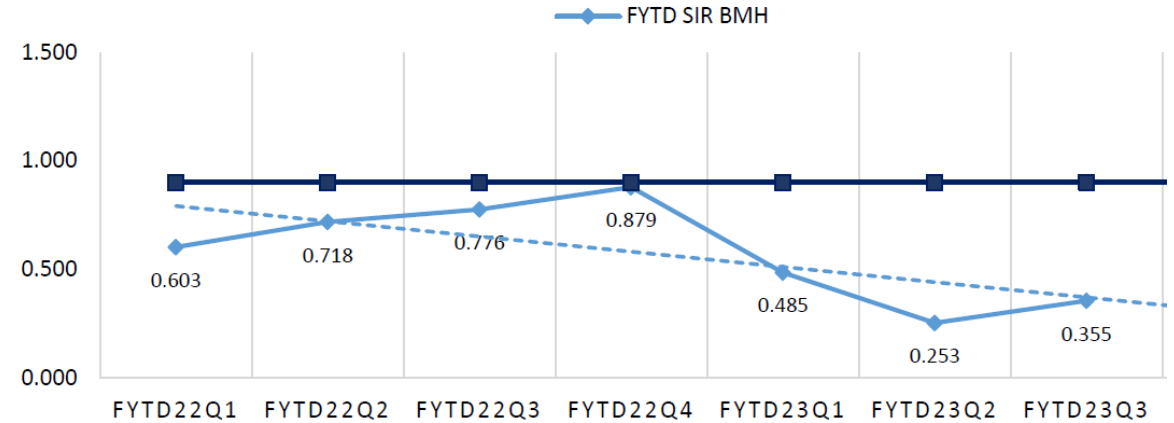
Project Outcomes

Bellin Prioritized Procedure SSIs

CABG, COLO, HPRO, HYST, KPRO



BELLIN PRIORITIZED PROCEDURE SSI SIR



Lives Impacted by SSI FY2023 Q1-Q3	NHSN Expected SSI FY2023 Q1-Q3	Patient Lives Saved from SSI FYTD2023	Estimated Attributable Cost FYTD2023	Estimated Attributable Cost Savings FYTD2023
4	11	7	\$112,876	\$197,533

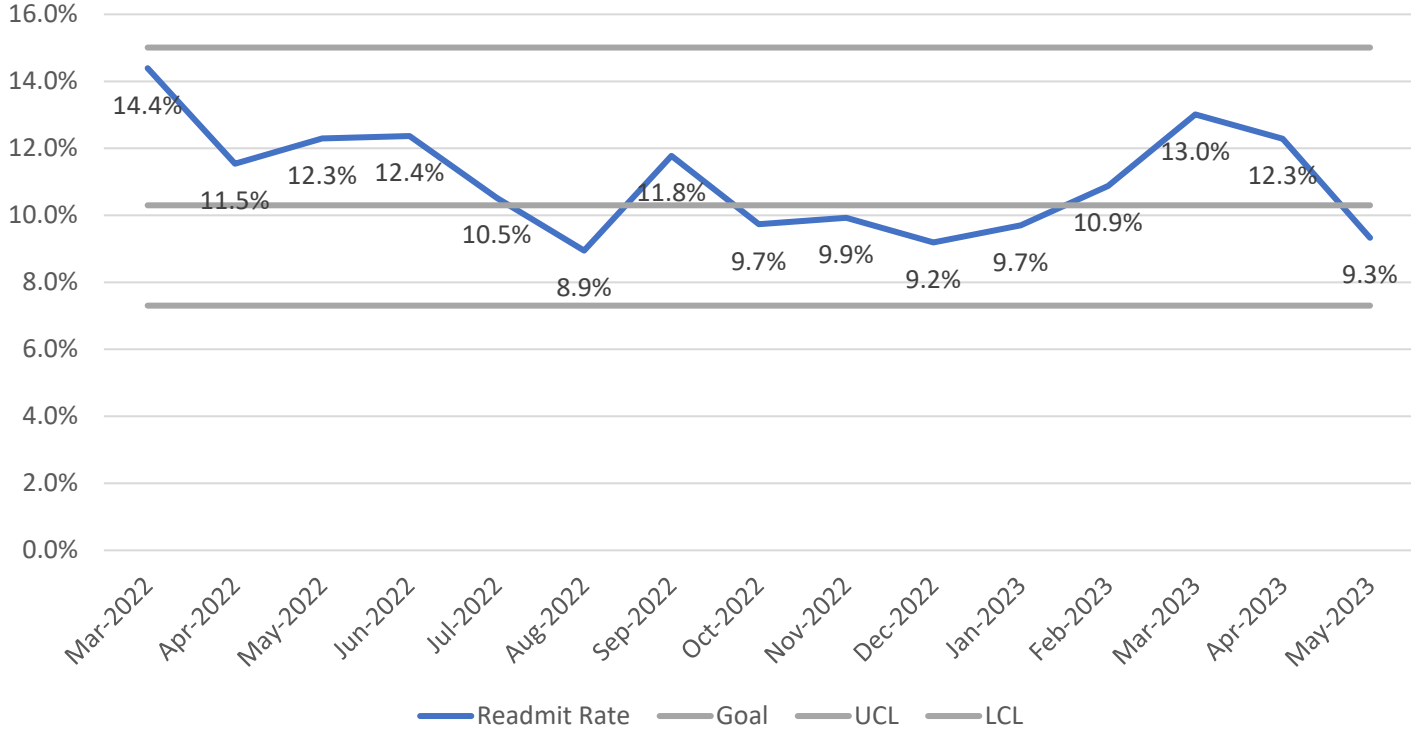
Internal Source: Bellin Health, 2022

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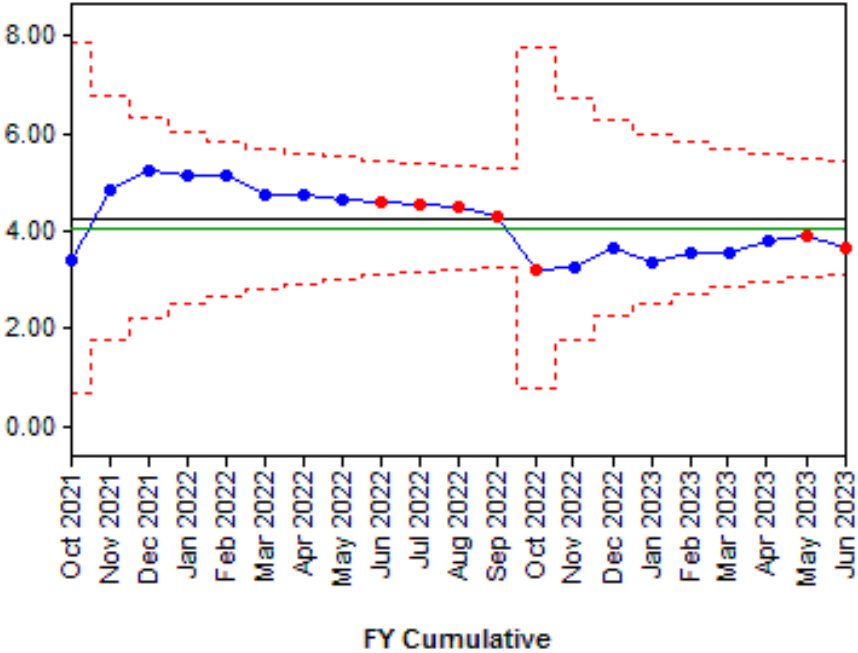
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Project Outcomes

All Cause 30-Day Readmissions



System OSHA Incident Rate SS FY 2023



Internal Source: Bellin Health, 2022

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Lessons Learned

- A Quality Management System will successfully change mindsets and behaviors that enable organizations to achieve outcomes and improve team engagement
- To achieve buy-in from the frontline a quality management system should be co-designed with quality AND operations ensuring input from the front line
- Provide support and require time and space for leaders to be able to learn and execute
- Recognize and celebrate successes

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Key Takeaways

- Start small and leverage early wins to scale successfully
- Engage providers early
- Real time coaching for improvement facilitates rapid improvement

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Questions



Contact:

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THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER



Rising to New Heights: Bold Strategies for Revolutionizing Healthcare

The Ohio State Wexner Medical Center

Naeem Ali, MD, Professor of Medicine and Hospital Medical Director

Alisha Alabre-Bonsu, MD, MA, Cardiovascular Medicine Fellow, Cardiovascular Medicine

Franklin Owusu, MBA, MPA, FACHE, Administrator, Hospital Operations

Deepak Rai, MD, Area Medical Director, Medical Units University Hospital

NYU Langone

Brian Bosworth, MD, Chief Medical Officer and Patient Safety Officer

Katherine Hochman, MD, MBA, Director, Division of Hospital Medicine

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OSU Main Hospital

- The Ohio State University Wexner Medical Center located in Columbus, Ohio
 - comprised of 7 hospitals
 - Central Ohio's major AMC

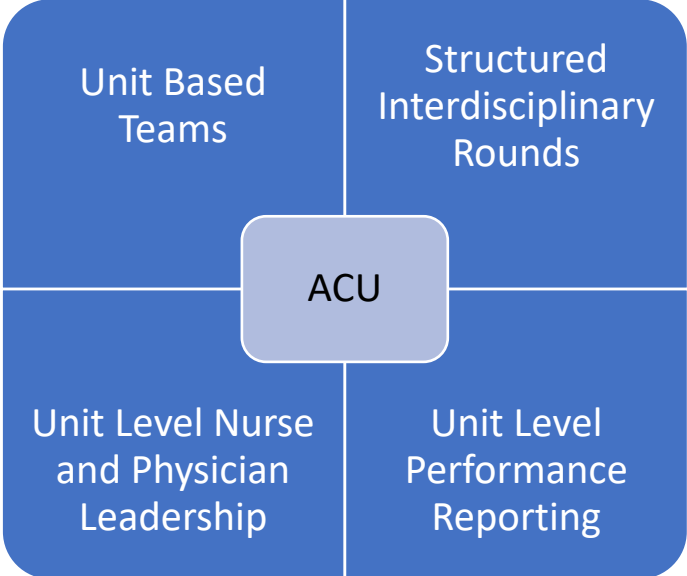
- OSU Main Hospital comprises 460 beds
 - Mix of private and semi-private beds
 - Bed occupancy regularly exceeds 95%

NYU Langone Health

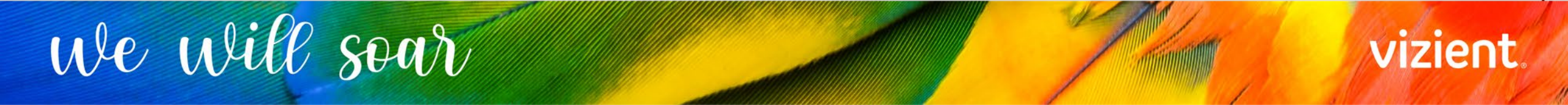
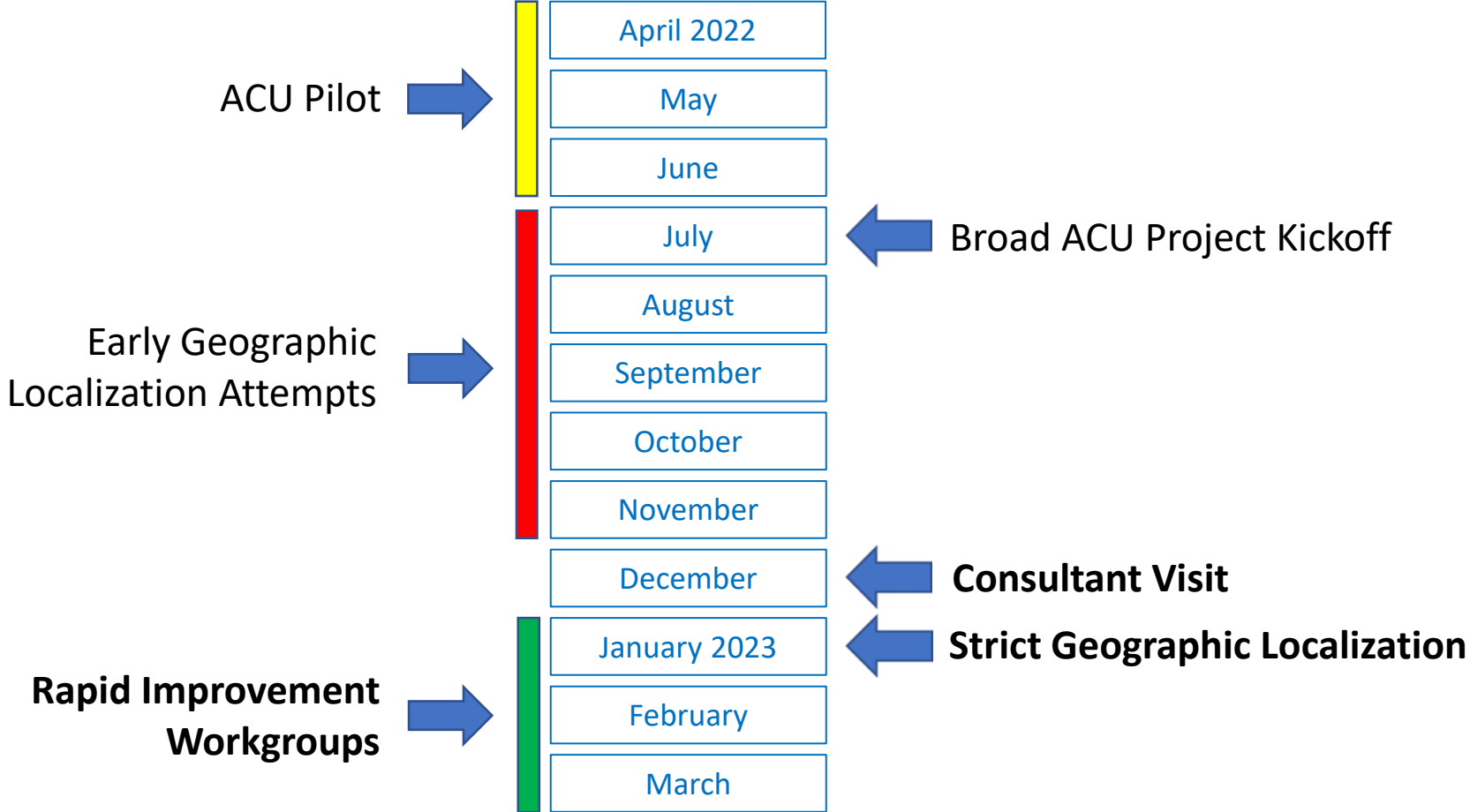
- NYU Langone Health is located in Manhattan, Brooklyn and Long Island in New York
 - comprised of 6 hospitals
 - One of 7 AMCs in NYC

- NYU Langone Tisch/Kimmel Hospital comprises 674 beds
 - Mix of private and semi-private beds
 - Bed occupancy regularly exceeds 95%

Implementation of Accountable Care Units

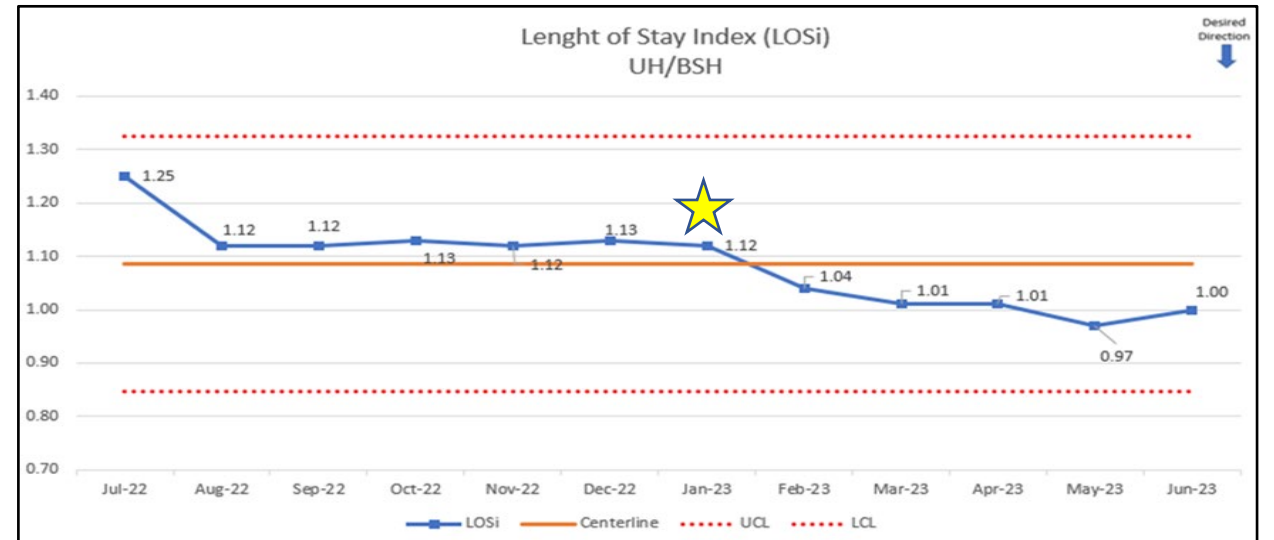


Adapted from: J Stein, J Hosp Med. 2015 Jan;10(1):36-40.



Length of Stay (O:E)

- Challenges in fragmentation caused inefficiency
- ACU implementation went into affect on January 4th
 - Unit based teams
 - Streamlined care coordination, i.e., Joint Rounding, Multidisciplinary DC Huddles



★ Geographic Localization Implemented

Source: OSU internal source 2023

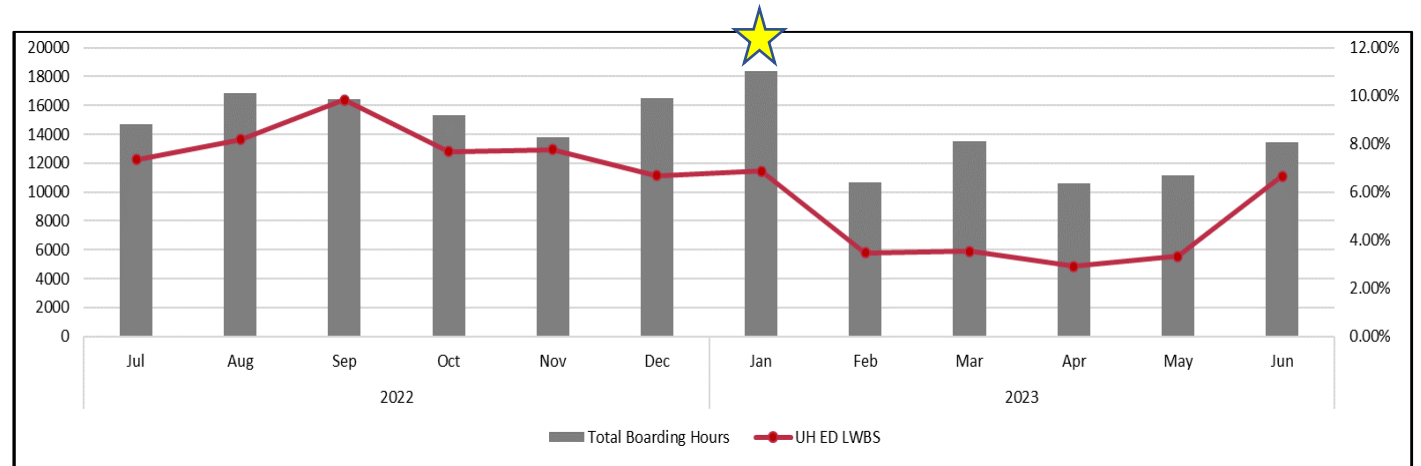
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Emergency Department

An additional initiative was the Front-End Redesign implementation: front-end process within the Main Hospital ED that prioritizes the utilization of a split flow model (1st Quarter FY23)

Since ACU implementation: 19% and 33% monthly improvement of our LWBS and Boarding hours within the Main Hospital ED, respectively compared to FY22



★ Geographic Localization Implemented

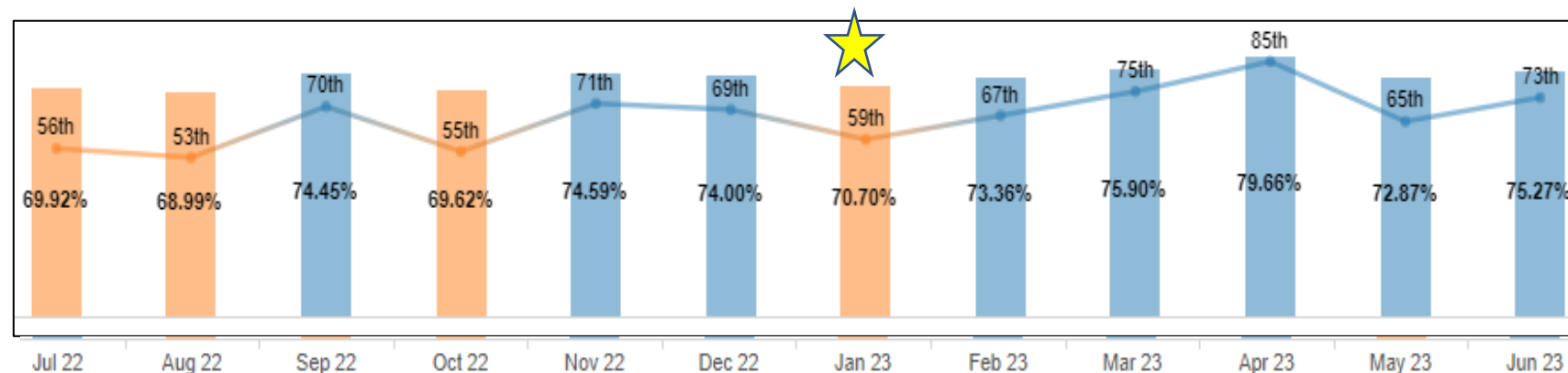
Source: OSU internal source 2023

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Patient Satisfaction (HCAHPS, Recommend)

Positive impact on HCAHPS scores since ACU implementation in January



★ Geographic Localization Implemented

Source: OSU internal source 2023

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Lessons Learned

- ACUs can drive improvements in key clinical outcomes. Implementation must start with geographic localization.
- Benchmarking and subject matter experts can play an important role in providing the focus, understanding, and engagement needed to drive change.
- Properly scoped rapid improvement initiatives can be an important tool in successful change management.

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Key Takeaways

- Culture change requires stalwart leadership with a clear vision, a compelling articulation of the WHY, continuous metric-driven feedback and fair (and rigorous) accountability.

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Questions



Contact:

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Executive Brainpower Exchange

Niraj Sehgal, MD, MPH (Discussion Facilitator)

Chief Medical Officer, Stanford Health Care

Co-Chair, Vizient Chief Medical Executive Network AMC Steering Committee

Leverage the brainpower of your Vizient Clinical Executive Community!

You'll have the opportunity to share your insights and experience during our Executive Brainpower Exchange - where audience participation drives shared learning, collaboration, and inspires actionable solutions to revolutionize healthcare.

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Connect with your Vizient Team and Peers!



Linnea Tolbert, MSN, RN
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Member Networks Director
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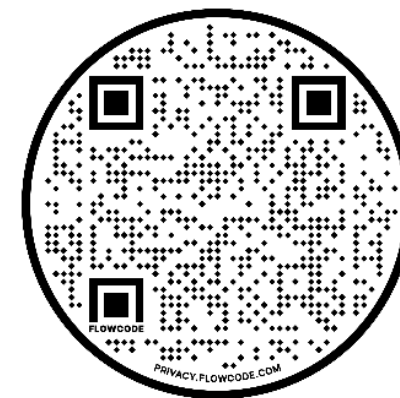
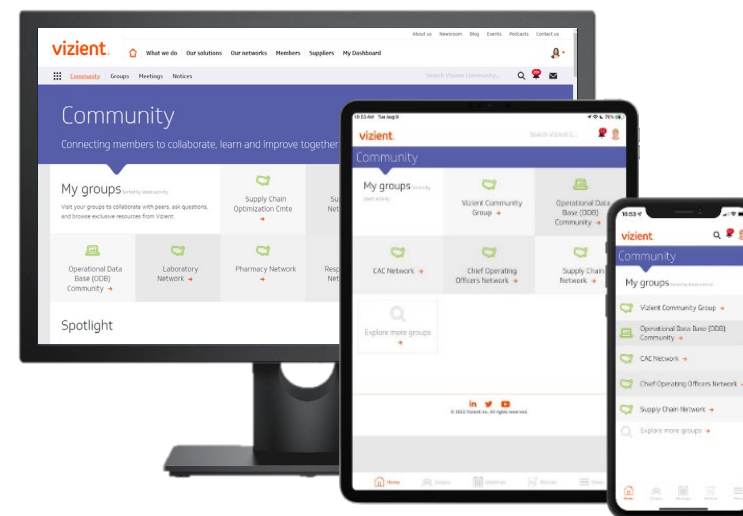


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