

2023 VIZIENT CONNECTIONS SUMMIT

TOGETHER
we will soar

SEPT. 18–21, 2023
WYNN, LAS VEGAS

vizient®



Journey to Improving on a National Quality Scorecard

we will soar

vizient.

PANELISTS

David P. Bernard, MBA/MHA, FACHE

Chief Executive Officer/Senior Vice President

Shawn Tittle, MD

Chief Quality/Medical Officer

Katia Hinds, RN, JD, BSN, CPHQ

Director, Quality & Outcomes

Houston Methodist Baytown Hospital



Mangla S. Gulati, MD, FACP, SFHM

Chief Quality and Safety Officer

Medstar Washington Hospital Center, Washington, DC (formerly at University of Maryland Medical Center)

Kristin Seidl, PhD, RN

Clinical Data Scientist

Megan Tripoli, BA

Senior Manager, Clinical Decision Support

Jennifer Murphy, RN

CDI Site Manager

University of Maryland Medical Center

we will soar

vizient

Disclosure of Financial Relationships

Vizient, Inc., Jointly Accredited for Interprofessional Continuing Education, defines companies to be ineligible as those whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients.

An individual is considered to have a relevant financial relationship if the educational content an individual can control is related to the business lines or products of the ineligible company.

No one in a position to control the content of this educational activity has relevant financial relationships with ineligible companies.

we will soar

vizient.

Learning Objectives

- Describe a targeted approach to improving performance in the Vizient Quality and Accountability Study.
- Identify how a mortality review process and strategies to improve documentation and quality can positively affect scores.

we will soar

vizient.



Journey to Improving on a National Quality Scorecard

we will soar

vizient.

PANELISTS

David P. Bernard, MBA/MHA, FACHE

Chief Executive Officer/Senior Vice President

Shawn Tittle, MD

Chief Quality/Medical Officer

Katia Hinds, RN, JD, BSN, CPHQ

Director, Quality & Outcomes

Houston Methodist Baytown Hospital



Mangla S. Gulati, MD, FACP, SFHM

Chief Quality and Safety Officer

Medstar Washington Hospital Center, Washington, DC (formerly at University of Maryland Medical Center)

Kristin Seidl, PhD, RN

Clinical Data Scientist

Megan Tripoli, BA

Senior Manager, Clinical Decision Support

Jennifer Murphy, RN

CDI Site Manager

University of Maryland Medical Center

we will soar

vizient

HOUSTON METHODIST BAYTOWN

we will soar

vizient.

Houston Methodist Baytown Hospital

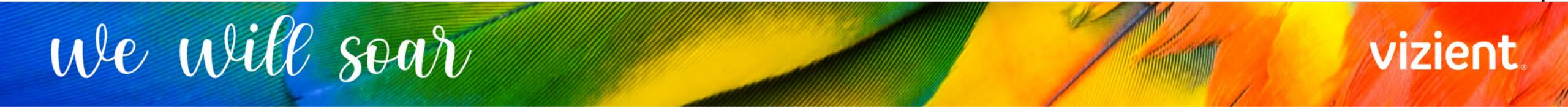
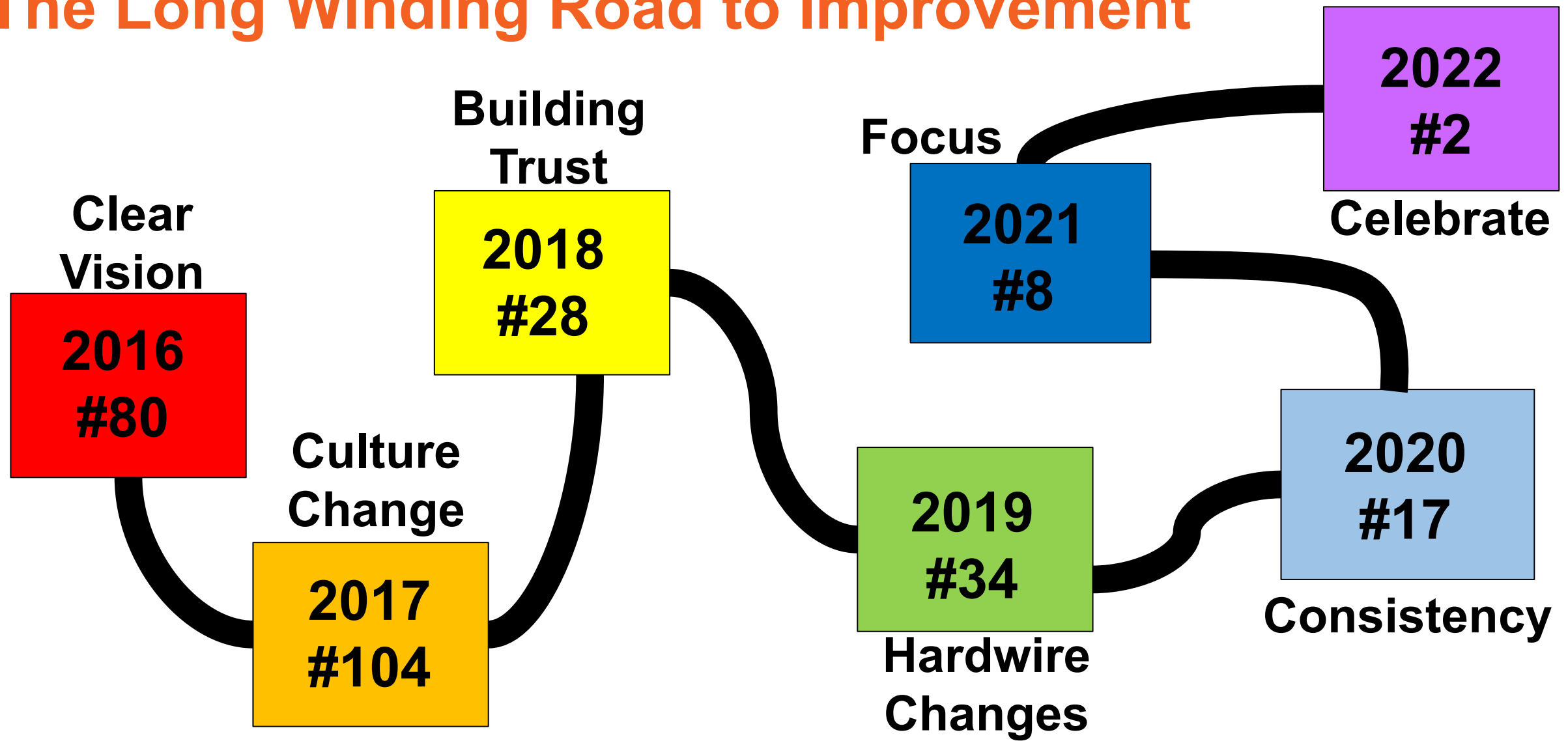


Vizient Q & A Rank	
2022	#2
2021	#8
2020	#17
2019	#34
2018	#28
2017	#104
2016	#80

we will soar

vizient

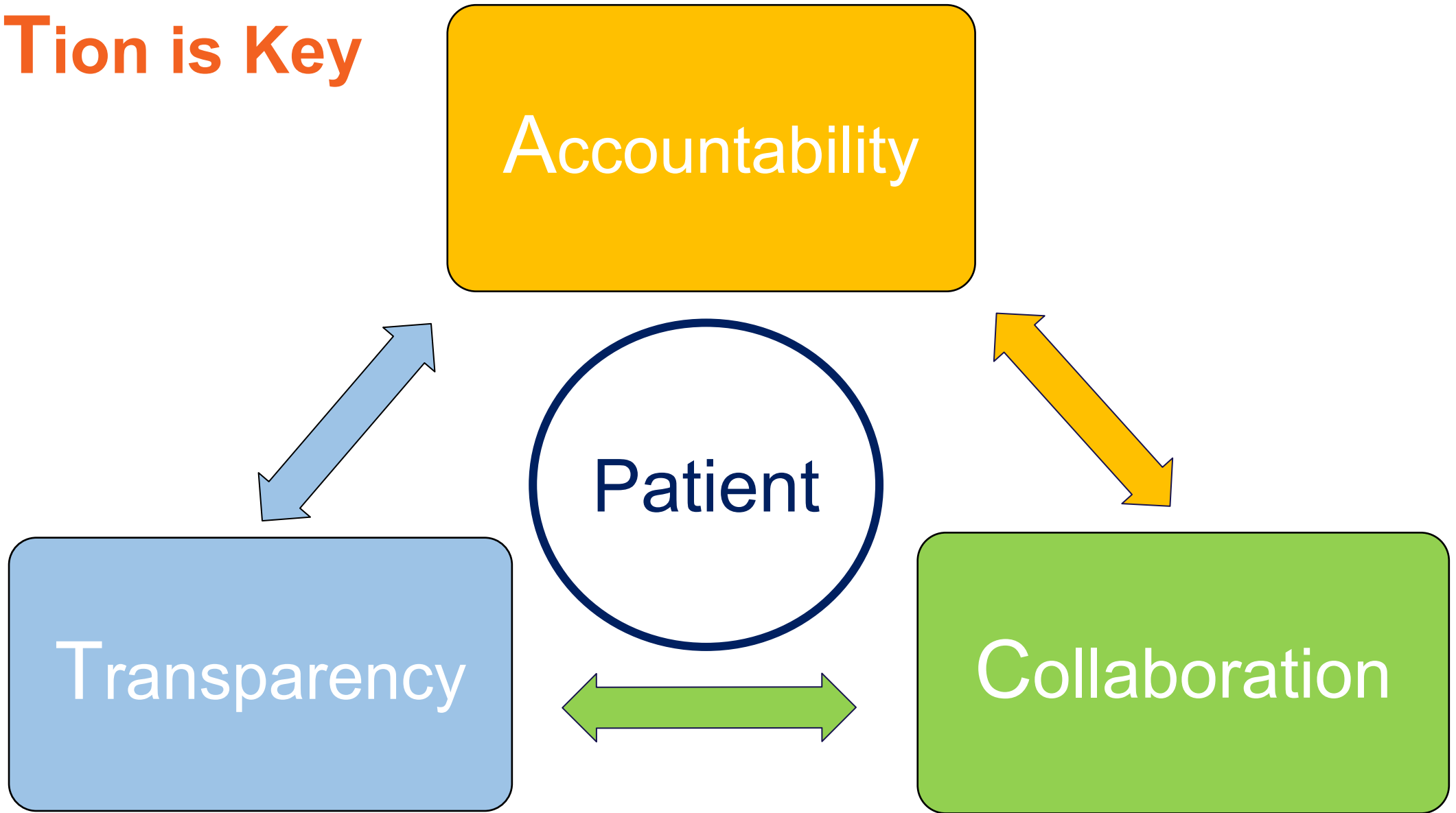
The Long Winding Road to Improvement



we will soar

vizient.

ACTion is Key



we will soar

vizient.

Hardwiring Change

Mortality

- 100% review of all inpatient mortality
 - 2 step: RN then MD
- Differentiation between process and people issues
- Appropriate documentation
- Palliative care

Hospital Acquired Conditions

- Evidence based policies/ procedures
- Learn from a Defect tool
- Detailed corrective action plans with assigned accountability
- Reporting to existing committee

we will soar

vizient.

Lessons Learned

- Developing a culture to drive performance takes patience and resilience; it won't happen overnight.
- Focus on the fundamentals and adjust your plan and timeline; the ranking will follow.
- Medical staff and executive leadership must be aligned to drive the changes needed to produce results. Building trust, transparency and open communication is key to achieving alignment.
- Create an objective, nonthreatening reporting structure that focuses on outcomes and processes. Make it easy for everyone to see the gains, misses and gaps.

we will soar

vizient.

Key Takeaways

- Know the key drivers of your current Vizient ranking and use the calculator to prioritize the biggest opportunities to drive change.
- You can't fix everything at once. Fix the easy stuff quickly and prioritize the more difficult issues.
- Culture can eat strategy. Assess your culture for its level of readiness for change and have open, honest conversations.
- Think about the hard choices you need to make and prioritize them.
- Empower your quality and performance improvement team.
- Take every opportunity to celebrate.

we will soar

vizient.

Questions?



Contact:

David Bernard, dpbernard@houstonmethodist.org

Katia Hinds, kmhinds@houstonmethodist.org

Shawn Tittle MD, stittle@houstonmethodist.org

*This educational session is enabled through the generous support of the
Vizient Member Networks program.*

we will soar

vizient.



UNIVERSITY *of* MARYLAND
MEDICAL CENTER

UNIVERSITY OF MARYLAND MEDICAL CENTER

we will soar

vizient.

University of Maryland Medical Center Downtown Campus



Medical Staff Profile	
998	Physicians (SOM Faculty)
93	Specialty Training Programs
709	Residents
210	Fellows

FY 2023 Hospital Statistics	
8,246	Employees
739	Licensed Beds FY23
24,496	Admissions
4,015	Observation Visits
18,431	Surgical Cases
48,157	Emergency Room Visits
284,467	Outpatient Visits
1,874	Births

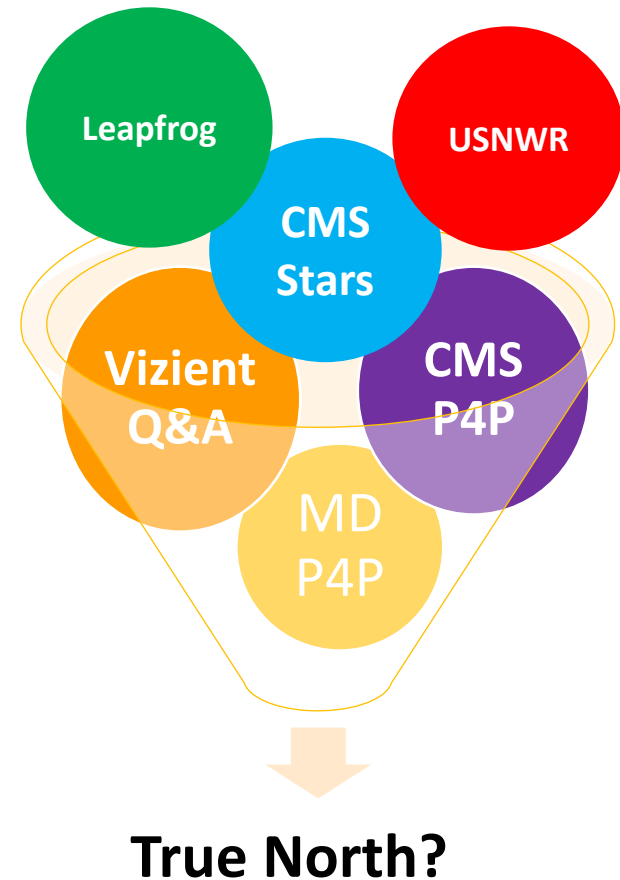


we will soar

vizient

Multiple Competing Priorities

- UMMC mission and patient populations
- State of Maryland Pay for Performance programs (MD P4P)
- Multiple national quality and safety rating programs
- Potential for improvement across all quality programs
- Difficult to identify genuine quality opportunities



we will soar

vizient.

Focused Strategic Planning

- Network with 5-star Vizient hospitals
- In depth understanding of Q & A Methodology*
- 5-year Vizient Road Map
- Targets and strategies identified for each domain
- Quality Board approval



Vizient Roadmap

Quality & Safety Five Year Strategic Plan (FY22 - FY26)	
Vizient Domain (Weight):	Mortality (25%)
Current Rank*:	38/101
FY 22 Target Rank:	<= 30
FY23 Target Rank: <small>(tentative based on FY22 performance)</small>	<=27 <small>(10% improvement from FY22 target)</small>
FY24–26 Target Rank: <small>(tentative; to be revisited each year)</small>	maintain <=25

Five Year Strategic Plan

Mortality



Quality & Safety Five Year Strategic Plan (FY22 - FY27)				
Inpatient Mortality				
Sponsors	Initiatives Underway	Year 1 Opportunities	Year 2 Opportunities	Year 3 - 5 Opportunities
<ul style="list-style-type: none"> Executive Sponsor (Accountable) – Chief Medical Officer SOM Physician Sponsor (Informed) - Chair of PISC Leader Driver (Responsible) - Director of Quality and PI Subject Matter Expert (Consulted) - Mortality Review Committee/Resuscitation Committee 	<ul style="list-style-type: none"> Electronic mortality review process Peer review, Quality of care (QOC) review Trended improvement opportunities Clinical documentation opportunities Data comparisons for service line opportunities Hospice Palliative care RESCUE Code blue button Sepsis 	<ul style="list-style-type: none"> Cardiology (Interventional) Neurology (Stroke) 	<ul style="list-style-type: none"> Target each service with documentation opportunities based on risk models 	<ul style="list-style-type: none"> Any service with an O/E greater than .95 OR Any service with a z score greater than 0.5 Clinical Documentation Improvement Project to improve provider documentation and decrease the volume of queries to providers Work with coding to understand risk adjusters

*Vizient Quality & Accountability Study

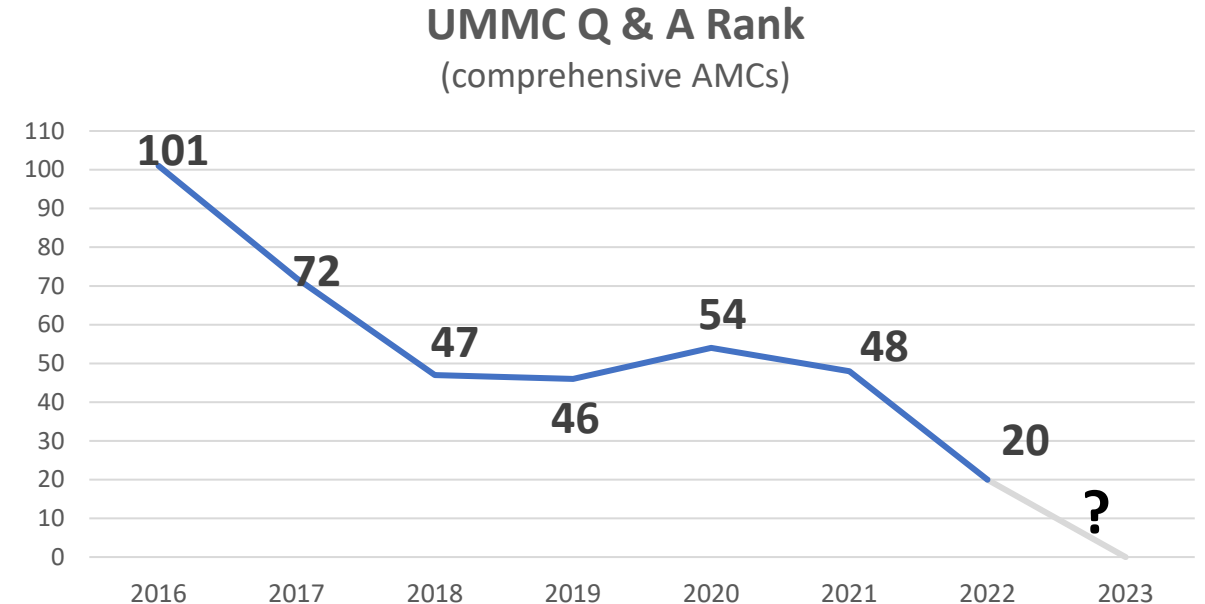
we will soar

vizient

Lessons Learned

- Leverage existing structures and processes
- Frequent and consistent communication of performance
- Monthly feedback and course correction
- Education and reinforcement of measurement
- New and evolving partnerships
- Perseverance and focus

*Vizient Quality & Accountability Ranking



we will soar

vizient.

Key Takeaways

- Quality Board “on-board”
- Focused and ongoing education for all stakeholders
- Frequent communication about our journey and reiteration of the strategic plan
- Celebrate incremental improvements
- Sustainability of gains
- Target setting for ongoing opportunities



we will soar

vizient.

Questions?



Contact:

Mangla Gulati, Mangla.S.Gulati@Medstar.net

Kristin Seidl, kseidl@umm.edu

*This educational session is enabled through the generous support of the
Vizient Member Networks program.*

we will soar

vizient.