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Data, Dialogue, and Trust: Driving Quality Improvement

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Learning Objectives



- Identify successful strategies to collect and disseminate performance metrics using a multi-pronged approach.
- Explain methods used to significantly impact performance improvement across service lines.

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Memorial Hermann Health System

MEMORIAL
HERMANN

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THE POSSIBILITIES



117 YEARS
SERVING THE COMMUNITY



1.8 MILLION
PATIENT ENCOUNTERS



4,200+
LIFE FLIGHT MISSIONS



30,215
BABIES DELIVERED



200,155
SURGERIES



781,683
EMERGENCY
ROOM VISITS



974,117
DIAGNOSTIC &
THERAPEUTIC VISITS



193,029
INPATIENT
ADMISSIONS



4,443
LICENSED BEDS



34,000+
EMPLOYEES



6,500+
ACTIVE MEDICAL STAFF



260+
CARE DELIVERY
SITES



14,000+
LICENSED
REGISTERED NURSES



\$470 MILLION
COMMUNITY CONTRIBUTION
(total amount provided in FY23)

Data



- A successful performance improvement program utilizes robust data to effectively communicate to stakeholders the strengths and opportunities.
- Use data that is as free of bias as possible.
- Use data that is reflective of either the entire population or a significant representative sample size of the population.
- Use comparison data to top performers to highlight efforts that are working and where continued focus is needed.

Data



- Identify the data that you will share on a regular basis with a variety of stakeholder groups that will help drive improvements to patient outcomes, reduction of complications, and experience.
- Stakeholders groups likely include:
 - Executive Leadership (System & Facility)
 - Unit and Service Area Leaders (Clinical & Non-Clinical)
 - Service Line Groups (Med Staff Sections)
 - Teams with specific focus (i.e. HAI reduction, Lab-based measures)
- Share data that is clear and concise. Should tell a story and lead to dialogue and actions.

Mortality Example



	Unit of Measure	Q&A year			2024 Scoring Performance
		2022	2023	2024	
		Metric performance (Z-Score)			
Mortality - Vascular surgery	O/E Ratio	0.55 (-0.98)	0.86 (0.00)	0.37 (-1.03)	



Vascular Surgery Mortality O/E for FY25 to date: 0.21

Deaths	% Observed Mortality	% Expected Mortality	Mortality Index
1	0.40	1.91	0.21

- There is 1 patient mortality in FY25 to date for this Service Line.
- Good job managing these cases and capturing co-morbidities for cases.

Source: Vizient Clinical Data Base. Irving, TX: Vizient, Inc.; 2023. <https://www.vizientinc.com>. Accessed 7/2/25.

Length of Stay Example



	Unit of Measure	Q&A year			2024 Scoring Performance
		2022	2023	2024	
		Metric performance (Z-Score)			
LOS - Vascular surgery	O/E Ratio	0.70 (-1.36)	0.72 (-1.18)	0.71 ▼ (-1.00)	



Vascular Surgery LOS O/E for FY25 to date: 0.76

Encounters	LOS Mean Observed (days)	StDev LOS (Obs)	LOS Mean Expected (days)	LOS Index	LOS Variance (days)	% ICU Encounters (ICU File)	Mean ICU Days (ICU File)
251	4.62 **	4.46	6.06	0.76	-361	31.87	1.93

- Slight deterioration in managing LOS for this Service Line in FY25 to date.
- Consider reviewing critical care (ICU) cases for opportunities as well as cases with lower acuity.

Source: Vizient Clinical Data Base. Irving, TX: Vizient, Inc.; 2023. <https://www.vizientinc.com>. Accessed 7/2/25.

Consider Use of Internal Data Systems



Mortality O/E, cumulative

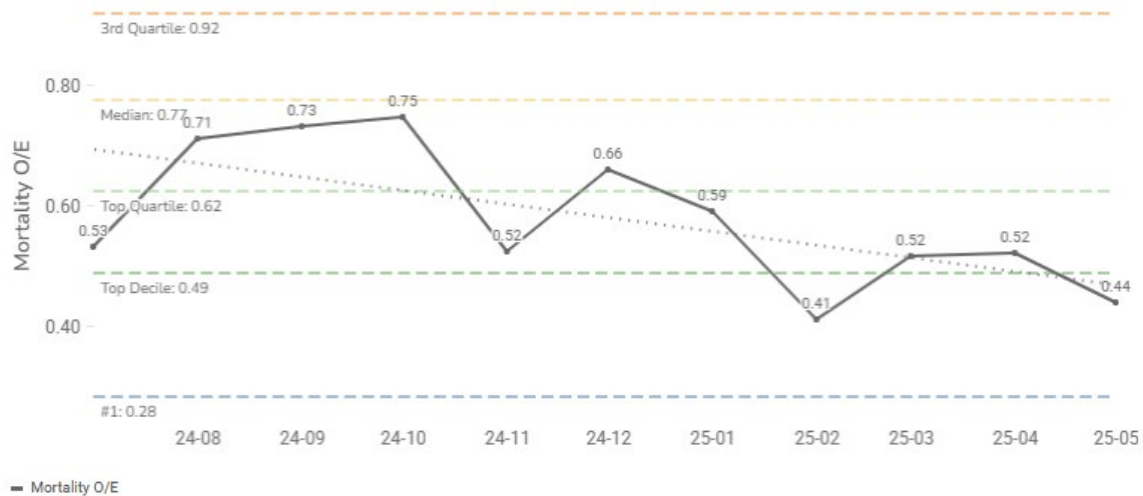
0.58

Mortality O/E, last month

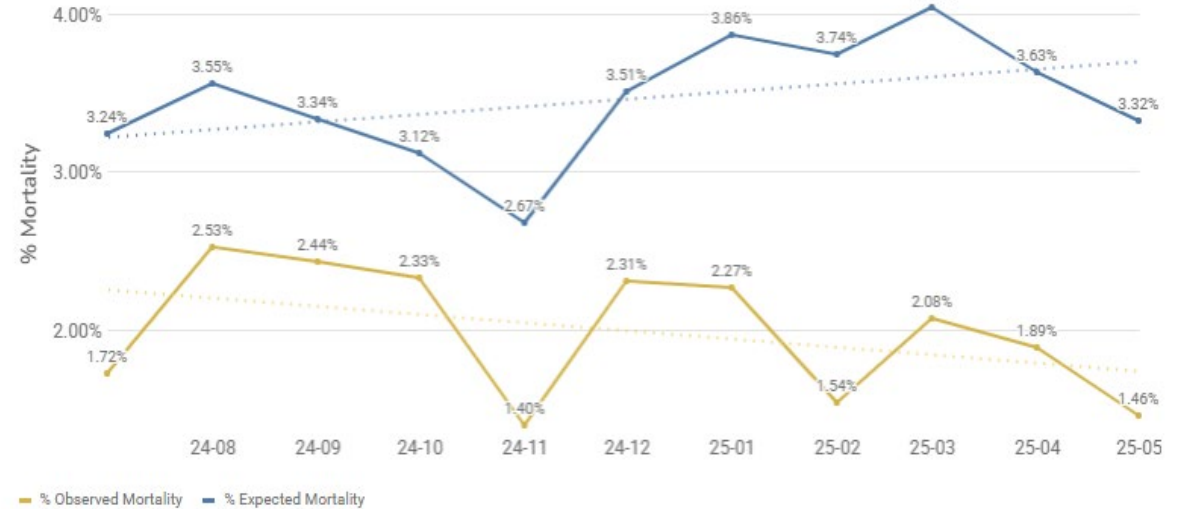
0.44

↓ 15.4% May vs Apr, 2025

Mortality O/E

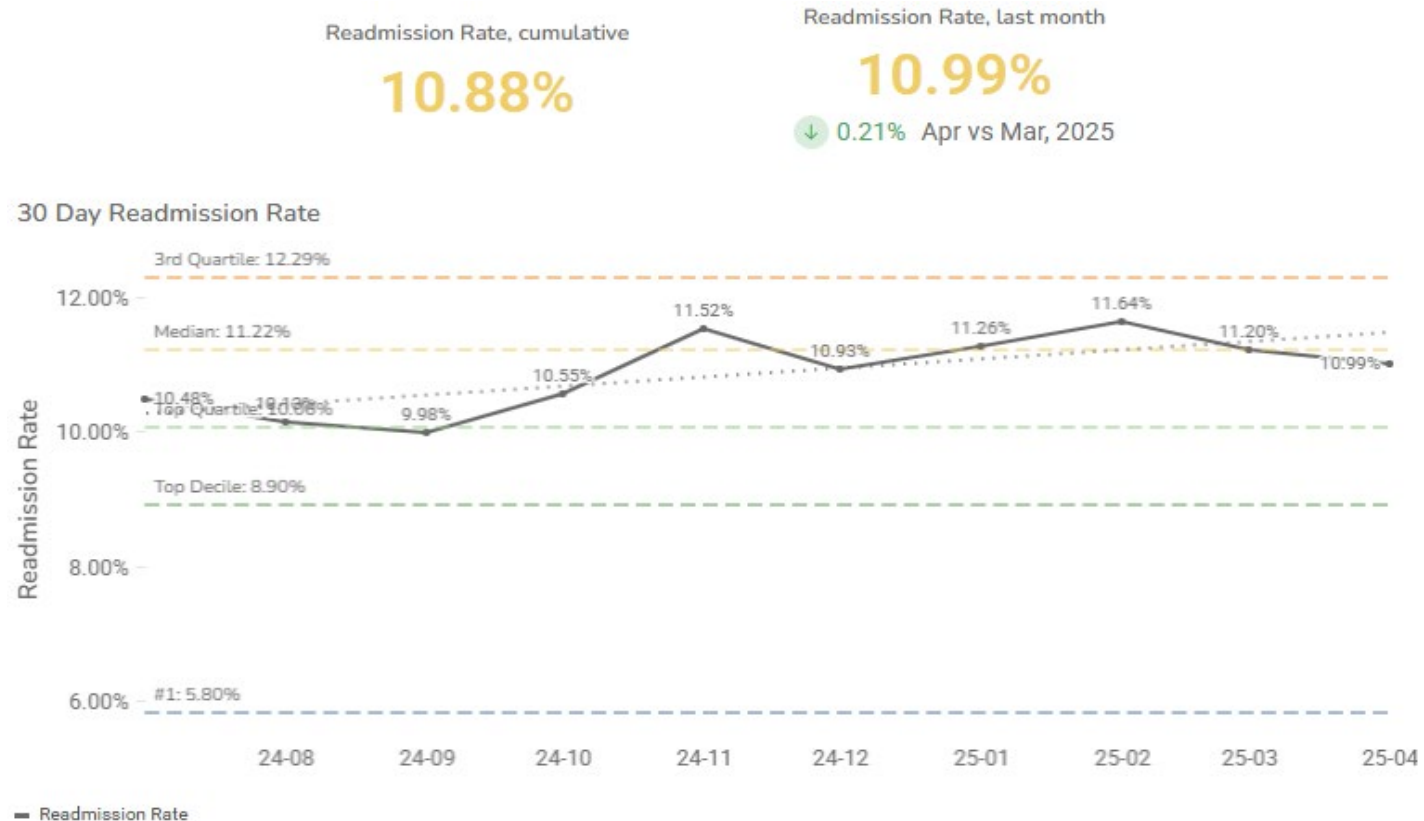


% Mortality



Source: Memorial Hermann internal data. Accessed 7/2/25.

Share Data with Opportunities, Offer Solutions, and Seek Active Engagement of Stakeholders



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Share Data with Opportunities, Offer Solutions, and Seek Active Engagement of Stakeholders



	Unit of Measure	Q&A year			2024 Scoring Performance
		2022	2023	2024	
		Metric performance (Z-Score)			
Readmission - Neurosurgery	Rate %	5.80 (-0.50)	7.21 (-0.15)	6.98 ▲ (-0.23)	

Neurosurgery Readmission rate for FY25 to date: 9.3%

Total Index Encounters	Revisit Inpatient Cases	Revisit Obs Cases	Revisit ED Cases	Total Revisits	PCT HWR Inpatient
162	15	3	15	33	9.3

Source: Vizient Clinical Data Base. Irving, TX: Vizient, Inc.; 2023. <https://www.vizientinc.com>. Accessed 7/2/25.

Dialogue

- Identify the key stakeholders and talk to them.
- Listen carefully and acknowledge concerns.
- Be respectful and collegial in your approach.
- Be honest about the current strengths and opportunities.
- The goal of our work is to enhance patient safety and to attain the best possible outcomes.



Agree on this “Wildly Important Goal” with stakeholders and the door of opportunity will open to allow for growth, improvement and sustained results.

What Do Our Patients Want?



Don't Hurt Me **(Safety)**

Heal Me **(Quality)**

Be Nice to Me **(Satisfaction)**

High Reliability



3 Characteristics of Anticipation (Stay out of trouble):

Preoccupation with failure

- HROs know that weaknesses which contribute to small errors can also contribute to larger errors.

Reluctance to simplify

- HROs are aware that the operating environment is very complex, so they look across system boundaries to determine the path of problems (where they started, where they may end up) and value a diversity of experience and opinions.

Sensitivity to operations

- HROs are continuously sensitive to unexpected changing conditions.
- Paying attention to what is happening on the front-line.

2 Characteristics of Containment (Get out of trouble):

Commitment to resilience

- HROs develop the capability to detect, contain, and recover from errors.

Deference to expertise

- HROs defer to person(s) with expertise to solve the problem.

Trust



- Developing trust starts with following through on what you have agreed to do for an individual and/or the team.
- Delivering more to stakeholders than what is asked sends the message that you are all-in on problem solving and enhances trust.
- Understand and be able to relay to stakeholders the trends that we need to pay close attention to and why.
- Design your performance improvement program with the intent to sustain the gains and grow the opportunities.
- ***Change happens at the speed of trust!***

Lessons Learned

- An excellent culture of safety is key to driving quality of care, fewer patient safety events, and excellent comparison to peers.
- Change agents include physicians and nurses but remember there are many other disciplines that will help you on this journey.
- It is easy to focus on areas of opportunity but it is just as important for the team to celebrate successes.
- As quality champions, we may have great ideas to address opportunities, but remember to encourage and involve front-line staff in dialogue, implementation, and ongoing monitoring.

Key Takeaways

- Organize and share data in such a way that it is easy to understand and tailored to your stakeholders.
- The combination of internal and external data is powerful and provides a strong position to influence positive change.
- Engage with stakeholders in a collegial manner and be honest about current strengths and opportunities.
- Attaining consistently excellent results requires understanding our customers, listening to our stakeholders, practicing high reliability characteristics, and consistently driving positive change.

Questions?



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