

# 2012 QUALITY REPORT

## Delivering the Best Care



**Brock Nelson**  
President and CEO  
Regions Hospital

When you ask people why they like working at Regions Hospital, an answer that inevitably comes up is that we are passionate about delivering the best care and best experience to everyone in our community.

Passion about serving every patient who needs care is part of our roots as a community hospital that was founded more than 140 years ago. Delivering what we call the Best Care Best Experience is a more recent focus. The quality of care at Regions has always been state of the art, but patient satisfaction was not. So in 2004, we began to implement initiatives that deliver the highest quality care and the best experience.

That focus is paying off. We've received numerous awards and recognition for clinical quality. In addition, our patient satisfaction scores have climbed steadily over the years; moving from the bottom 16 percent to the top 10 to 25 percent in the nation. This report outlines some of the ways we deliver the best care and experience.

We're proud of these accomplishments. And when you ask the people who work here why it's important, many answer that it's because of what it means to our patients: **care and experience that is simply the best.**

*Brock Nelson*

**Brock Nelson**  
President and CEO  
Regions Hospital

# Patient and family experience

## Advisory Council provides input from patients and families

Official surveys are one way to gauge patient satisfaction. Regions also takes a proactive approach through our Patient and Family Advisory Council. Founded in 2006, 10 members of the council meet monthly to provide input on issues from the visiting policy and specific patient care policies to helping design our new care areas. Regions uses this feedback to design improvements in care and experience.

## Care boards improve patient communication

Patient communication with doctors and nurses is highly correlated to patient satisfaction. To provide patients with key information about their care, each patient room at Regions includes a care board which lists who the patient's care team is, what the key priorities are for the day and goals to accomplish to be discharged.

## No Pass Zone improves response time to patient call lights

The call light can be a lifeline for patients. A timely response is one of the top factors of patient satisfaction, and it can also affect quality of care. To ensure that all call lights are answered as quickly as possible, Regions piloted a program in 2012 called the No Pass Zone in which every employee takes responsibility to answer a call light. This resulted in a 12 percent improvement in lights responded to within two minutes and a 39 percent improvement to the survey question: *How often do you get help as soon as you want it?* This program is expanding hospital-wide in 2013.

## AIDET

Gaining patient trust is critical to patient satisfaction, and it can also help improve clinical outcomes. Since 2006 Regions has used a best practice to establish trust known as AIDET, which is an acronym for:

- Acknowledge with eye contact and smile
- Introduce yourself
- Duration of tests, procedures, appointments
- Explain what is going to happen
- Thank the patient, and ask "Is there anything I can do for you before I leave?"



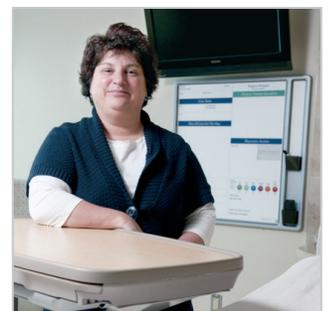
**Susan Hield, Guest Experience Representative**

Regions commitment to delivering an excellent experience includes greeting all patients and visitors.



**Lisa Smith**

Lisa is a member of the Patient and Family Advisory Council which assists in Regions care model design.



**Cheryl Laine, Nurse Manager**

Cheryl led a team that implemented care boards and bedside handoffs.

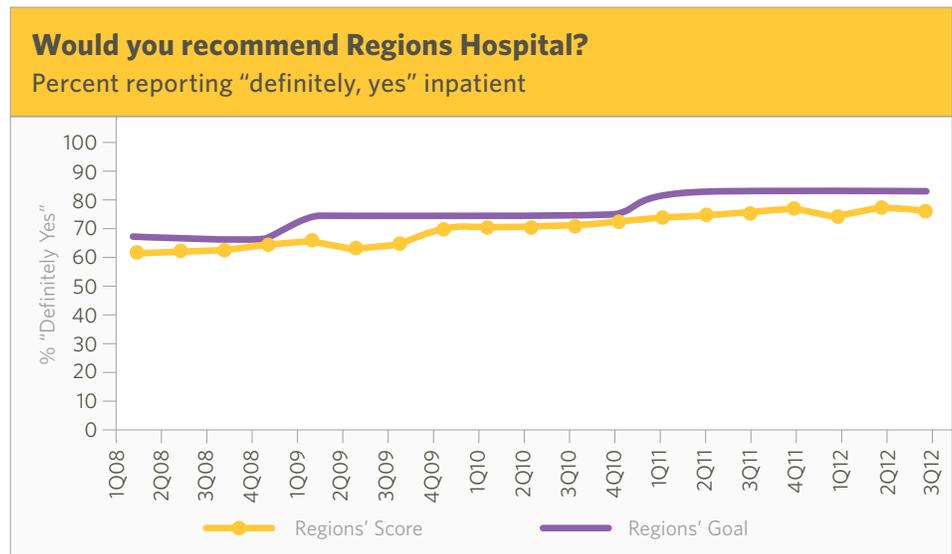


**Miguel Ruiz, MD**

with Maureen Reinhart,  
Physician Shadow Coach

## Would you recommend Regions Hospital?

That question is the litmus test for hospital patient satisfaction. The Centers for Medicare and Medicaid Services use the question in the patient satisfaction survey HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems). Since 2008, the percentage of patients at Regions answering “definitely, yes” has risen from 60 percent to 79 percent.



## Leader rounding supports patient experience

Many hospitals use rounding to proactively communicate with patients. Regions takes rounding one step further. In addition to intentional hourly rounds by our nursing staff, nurse leaders devote a minimum of one hour every weekday to also talk with patients.

## Physician shadow coaching

Regions uses an innovative model known as shadow coaching to improve the physician-patient experience. Trained coaches observe a physician for a day and provide them with tips on 10 different best practices, such as use of AIDET. Studies have shown 75 percent of physicians who participated in shadow coaching increased their individual provider experience scores.

## Best care

### National accreditations

- Verified Burn Center
- Advance Certification as a Primary Stroke Center
- Certified Joint Replacement program
- In 2012, Regions became one of the first hospitals across the country to receive Advanced Certification for Palliative Care
- Regions Hospital/Rehabilitation Institute is CARF accredited

### Top performing hospital for quality and safety

- Regions earned recognition in 2012 as one of America's 100 best hospitals for pulmonary, stroke and critical care, according to HealthGrades, an independent organization that evaluates quality of care at hospitals nationwide.
- The Joint Commission, the nation's major hospital accreditation board, ranked Regions among the best in the nation in 2012 for heart attack, heart failure, pneumonia and surgical care.

### Licensed interpreter services ensure high-quality care

Regions serves one of the most diverse patient populations in Minnesota. About one-third of our patients are from racially or ethnically diverse communities. Although the most common languages are Spanish, Hmong, Somali, Vietnamese, and Karen, every year we care for patients who speak about 50 different languages.

### Reducing health disparities

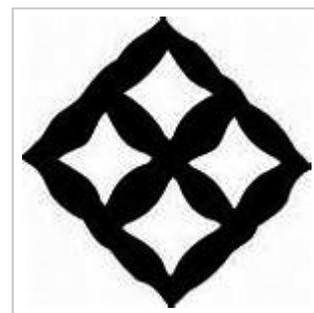
To address health issues in the ethnic communities we serve, HealthPartners Institute for Education and Research collaborated with HealthPartners Clinics, its hospitals, and community partners on a project called EBAN. Initiatives include increasing immunization rates in children from East Africa, increasing colorectal and breast cancer screening in communities of color and decreasing readmission rates for minority and limited-English-proficient patients.



**Thomas Yacovella, MD**

with Georgina Hankerson,  
Spanish Interpreter

Nearly 90 professional staff interpreters at Regions Hospital and four HealthPartners Clinics serve patients by removing language barriers.



### EBAN

EBAN is a symbol from Ghana which means security, safety and trust.

## Culture of safety

### Leapfrog Grade 'A'

Regions earned a grade A, the highest grade possible, from Leapfrog's 2012 Hospital Safety Score. The grade is based on 26 safety measures including keeping patients safe from infections, injuries, and medical and medication errors.

### Safe labor and delivery

The Leapfrog Group recognized Regions for having one of the lowest rates in the nation (1 percent) of elective early inductions of labor.

### Time-Out towel

In 2008, Regions Hospital began using a simple tool to prevent serious, but avoidable, surgical errors. The Time-Out towel covers surgical instruments until everyone on the surgical team confirms the correct patient and procedure, and counts items that will be used to ensure that all are removed before closing incisions. A similar version of the Time-Out towel is now available to hospitals nationally.

### WHO Surgical Safety Checklist

Regions is among hospitals around the world that use a 19-item check list developed by the World Health Organization. Use of the checklist reduced surgery complications by more than one-third and deaths by almost half, according to a 2010 study in the New England Journal of Medicine.

### Patient Safety Excellence Awards

Regions Hospital has earned all five safety awards from the Minnesota Hospital Association for preventing pressure ulcers, falls, wrong-site surgical or other invasive procedures, foreign objects unintentionally left behind during labor and delivery and during surgical procedures.



**Gary Collins, MD**

Associate Medical Director for quality in surgery programs, explains the Time-Out towel to Kathleen Sebelius, Health and Human Services Secretary.



**Time-Out towel**



**WHO Surgical Safety Checklist**

## Quality control

### Good catch program in OR strengthens patient safety net

The safety net at Regions is stronger with the Good Catch program that is helping to create a culture of safety. It gives staff at every level a voice to catch and report potential problems.

Since the program was implemented, staff have identified more than 300 opportunities to improve care. Joan Gorowsky, a pre-operative nurse contributed one award winning example. She noticed that multiple patient arm bands were being printed in an unexpected order. That increased the risk of putting the wrong arm band on a patient. A simple correction fixed this problem and the effort earned her the 2012 Good Catch for Patient Safety award from the Minnesota Hospital Association.

### Reducing death from sepsis

About 80 percent of Regions patients with sepsis are admitted through the emergency room. That's why Regions implemented a rapid intervention program in the ER. For the sickest of these patients, prompt delivery of antibiotics is critical to improving their chances of surviving. The program provides sepsis alerts in the electronic medical record if two or more key clinical indicators are abnormal. As a result of this and other initiatives, the average delivery time of antibiotics to patients with sepsis has been reduced by more than 30 minutes.

### Preventing infection from 'superbugs'

An innovative partnership between Regions and HealthPartners Clinics is preventing infection from the antibiotic resistant organisms MRSA (Methicillin-resistant Staphylococcus aureus) and MSSA (methicillin-susceptible Staphylococcus aureus). The program screens patients undergoing neurosurgery, neurospine surgery and non-trauma hip and knee replacement before they are admitted to the hospital. Patients who test positive for MRSA or MSSA are treated with an antibiotic and skin cleaner for five days. Preliminary results show a reduction in MRSA and MSSA postoperative wound infections. Regions is expanding the program to additional surgical procedures in early 2013.



**Joan Gorowsky**

Charge Nurse  
Good Catch for Patient Safety  
award winner



**Richard Mahr, MD**

Medical Director for  
quality and safety

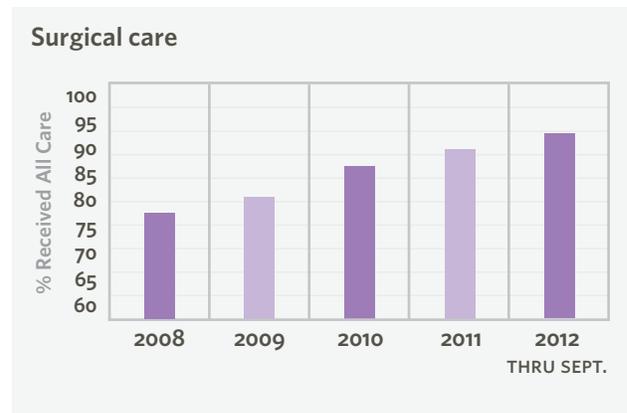
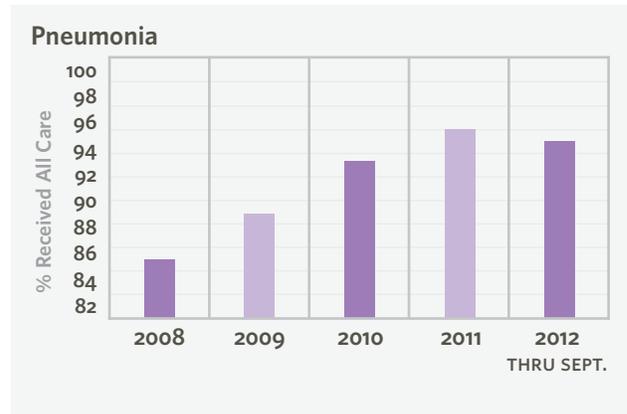
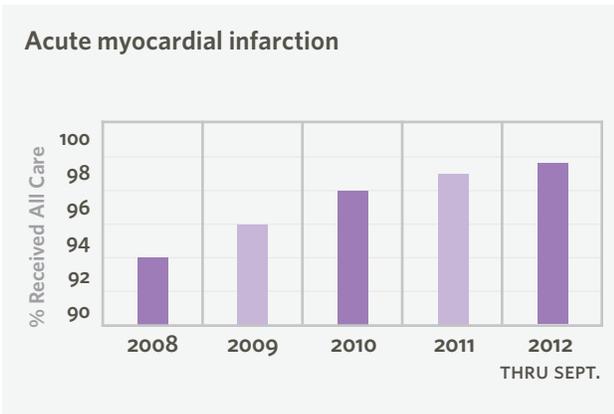
### Reducing hospital-acquired infections

Regions performs better than the national average on preventing central line-associated-bloodstream infections (CLABSI).

### Improving outcomes, patient satisfaction for heart care and pneumonia

Regions delivers quality care using proven treatments for acute myocardial infarction (AMI) heart failure (HF) and pneumonia. Care includes a set of processes called Core Measures. These were developed by The Joint Commission and the Centers for Medicare and Medicaid Services.

#### Regions patients who received all Core Measures of care



# Transforming health care through innovation

## Deep brain stimulation

Regions Hospital is a leader in the use of deep brain stimulation (DBS), a surgical procedure to ease tremors for patients with Parkinson’s disease. Under leadership by Jon McIver, MD a HealthPartners neurosurgeon, Regions has become one of the largest non-academic deep brain stimulation programs in the Upper Midwest with about 60 DBS lead placements in 2012.

The treatment is part of a comprehensive Parkinson’s program at Regions that also includes occupational therapy, speech therapy, nutrition counseling, yoga and support groups.

## New model of care for mental health

In 2012, Regions opened an eight-story building with 100 private rooms for mental health care. During construction, Regions engaged patients and families to develop a patient-centered care model that includes more treatment options, expanded programming, and more patient involvement in care plans. HealthPartners is the largest provider of mental health services in the east metro area, and among the largest in the state. In addition to inpatient mental health, the comprehensive program includes chemical dependency treatment, outpatient care, crisis stabilization, and residential living facilities.

## Same-day discharge for non-emergency heart procedures

An overnight hospital stay has been standard practice in the U.S. for patients who undergo procedures to open blocked heart arteries. Patients at Regions are recovering at home instead of spending the night in the hospital thanks to a same-day discharge program for non-emergency percutaneous coronary intervention (PCI) procedures such as balloon angioplasty or stent placement.

### Same day discharge



**Jon McIver, MD**  
Neurosurgeon



**Regions Hospital**  
Mental Health Building



**Timothy Kroshus, MD**  
Cardiovascular surgeon

In addition to being safe and effective, medical costs for same-day discharge patients are about half of the medical expenses of patients who stay in the hospital overnight ( more than \$1,100 less per patient), according to a 2010 study in the *Journal of American Cardiology*.

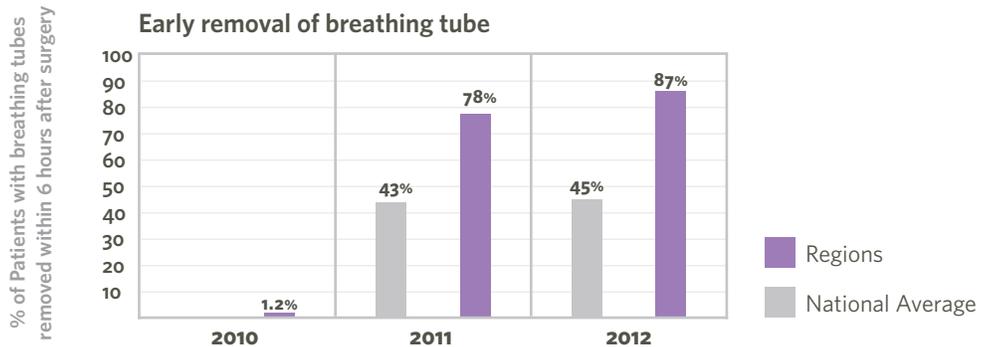
### Early removal from ventilator after heart surgery improves care and lowers medical costs

Overnight ventilation and time in intensive care units increases the risk of pneumonia and other hospital-acquired infections among heart surgery patients. Improvements in anesthesia and system changes can reduce the need for extended ventilation for most patients. Under the leadership of Timothy Kroshus, MD, a HealthPartners cardiovascular surgeon, Regions implemented a program to safely remove breathing tubes within six hours after surgery.

This program reduced medical expenses by \$2,000 per patient.



**Charlene McEvoy, MD**  
is a pulmonary medicine physician and research investigator in the AIR2 Trial for bronchial thermoplasty.



### Bronchial thermoplasty

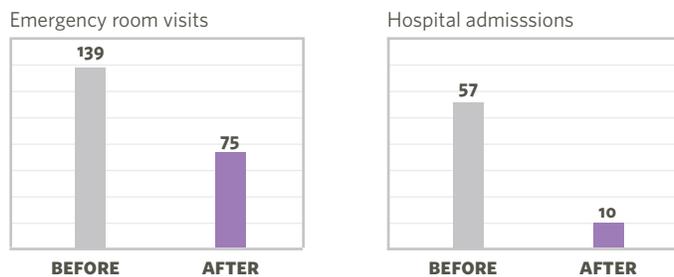
Regions was one of 39 sites that participated in an international clinical trial of a groundbreaking treatment for patients with severe asthma. Bronchial thermoplasty delivers thermal energy through a tube in the airway to shrink excess smooth muscle that restricts airways. Results of the AIR2 Trial, published in the *American Journal of Respiratory and Critical Care Medicine*, show that patients who have the treatment experience significant improvement for at least two to five years including:

- A 32 percent decrease in severe asthma attacks
- An 84 percent decrease in emergency room visits for respiratory symptoms
- A 66 percent decrease in days lost from work/school or other activities due to asthma
- A 73 percent reduction in hospitalizations for respiratory symptoms

## Reducing preventable hospital visits among frequent users

A program at HealthPartners and Regions Hospital improves care for patients who frequently visit the emergency room. The program, which was named Most Innovative by the Society of Hospital Medicine in 2012, creates individual care plans in the electronic medical record to increase access to primary and specialty care. Alerts flagged as a high priority ensure that information is visible to providers and staff at HealthPartners five hospitals and 25 medical clinics.

### Individual care plans\*



\$20,000 Estimated average cost savings per patient

*\* Data for 35 high risk patients two months before/two months after care plans implemented*

## Geriatric Fracture Program prevents ER visits and hospital admissions

About 60 percent of elderly patients with non-operative fractures are able to be treated in the nursing home or facility where they live and avoid a trip to the hospital thanks to HealthPartners Geriatric Fracture Program. The patient’s primary care provider orders a mobile x-ray technician to the facility to take digital images of a suspected fracture which are transmitted over the internet and reviewed by an orthopaedic surgeon. If the fracture doesn’t require hospitalization, patients can be treated in their residence by a HealthPartners geriatric nurse practitioner.

## New treatment for what was untreatable

Regions Hospital was one of the first hospitals in the nation to begin performing transcatheter aortic valve replacement (TAVR), a less invasive procedure to replace diseased heart valves. TAVR is the first new treatment for approximately 30 percent of patients with severe aortic stenosis who are too frail or too old for open heart surgery.

### Regions Hospital success in preventing hospital readmissions

Multiple strategies across HealthPartners have contributed to a decrease in all-cause readmissions. Regions rate of readmissions\* has fallen from 11.5 percent in 2009 to 9.7 percent, lowering medical costs by an estimated average of \$9,600 for each avoided admission.

	Cases	Readmissions	Readmission Rate	Readmission likely at 2009 rate	Readmissions Avoided	Cost Savings to Health Care System
2009	21,346	2,465	11.55%	2,465	0	\$0
2010	21,969	2,605	11.86%	2,537	-68	-\$653,347
2011	21,717	2,383	10.97%	2,508	125	\$1,198,488
2012	20,901	2,057	9.84%	2,414	357	\$3,423,477
<b>TOTAL</b>	<b>85,933</b>	<b>9,510</b>	<b>11.07%</b>	<b>9,923</b>	<b>413</b>	<b>\$3,968,617</b>

### Improving access and flow

Regions continues to improve patient access to the hospital as well as patient flow within the hospital.

Successful initiatives include:

- Low diversion rate. Regions diversion rate is consistently near 1 percent.
- Streamlining admissions and consults. Regions Direct Transfer Center has streamlined connections to admitters and improved consultation response time to within a few minutes for the 500 calls received per month.
- Operating Room smoothing. A new scheduling process is increasing access, improving the patient experience and reducing delays.
- Discharge medication delivery. Ninety-nine percent of discharge medications are delivered to the patient’s bedside within one hour of order, helping to ensure that patients can be discharged in a timely manner.
- Safe and timely transport. Regions started a new partnership with St. Paul’s Emergency Medical Services Academy, to patients who are transferring to nursing homes or to their home. This program is also helping to increase diversity among EMS technicians and will expand in 2013 to include wheelchair transports.

## Leveraging technology

### Simulation based clinical education

The HealthPartners Clinical Simulation and Learning Center at Regions Hospital is the only accredited center of its kind in the upper Midwest. The center provides hands-on learning using computer-driven adult, child, and infant human patient simulators and realistic equipment.

### Most wired hospital

For three years in a row, HealthPartners and Regions are among health care's "Most Wired," according to *Hospitals & Health Networks* magazine. Health information technology highlights include:

- Remote telemetry to monitor vital signs from a central location.
- Wi-Fi at all hospitals
- PACs, (picture archiving and communications systems) for sharing x-rays electronically across all HealthPartners sites and with referring providers
- Bar code scanning for lab specimen collection to increase security and safety

### Instant voice communication saves steps and time

In 2005, Regions became one of the first in the state to adopt a voice technology system from Vocera Communications. The Vocera device enables instant voice communication over a wireless network. The system improves communications among care providers and even allows staff to respond to patient call lights.





**Beth Heinz**  
Chief Quality Officer,  
Regions Hospital



**Kenneth Holmen, MD**  
Chief Medical Officer,  
Regions Hospital

## Electronic Health Records

Regions has used electronic health records since 2006 to improve care and efficiency. Benefits include:

- Order sets to standardize care and improve core measures.
- Provider notifications to identify when certain medications should be considered, to identify patients who require individual care plans, or patients who on legal hold.
- Care coordination between Regions, three other hospitals and HealthPartners Clinics. Providers at more than 70 sites can access a patient’s medical record.
- Hard stop order sets increase medication safety and effectiveness. Order sets include alerts to indicate medication for venous thromboembolism (VTE), a common, but preventable cause of hospital deaths. As result compliance increased from as low as 66 percent in 2007 to 98 percent in 2012.

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“HealthPartners and Regions Hospital are proud to be part of the Institute for Healthcare Improvement’s Triple Aim initiative to develop models of care that simultaneously accomplish three objectives:—improves health in our community, delivers an excellent patient and family experience and reduces the cost of care.”

— BETH HEINZ, CHIEF QUALITY OFFICER, REGIONS HOSPITAL

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## About Regions Hospital

Regions Hospital is a Level I Trauma Center for adults and for children serving Minnesota and western Wisconsin for more than 140 years. A private, nonprofit, teaching hospital, Regions ([www.regionshospital.com](http://www.regionshospital.com)) provides outstanding care in heart, cancer, surgery, orthopaedics, neuroscience, burn, emergency care, mental health, OB/GYN and more. Regions is part of the HealthPartners ([www.healthpartners.com](http://www.healthpartners.com)) family of health care companies serving more than 1.4 million medical and dental health plan members nationwide. It includes a multispecialty group practice of more than 1,700 physicians; five hospitals; 44 primary care clinics; 18 urgent care locations; 20 dental clinics; and specialty practices in Minnesota and Western Wisconsin. HealthPartners is the largest consumer-governed, nonprofit health care organization in the nation providing care, coverage, research and education to improve the health of members, patients and the community.

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