

Ohio Children's Hospitals'
Solutions for
Patient Safety
Every patient. Every day.



Launching a National Children's Hospital Learning Network
Focused on Patient Safety 2012

How one children's hospital cut surgical site infections by 60 percent

April 24, 2012

Surgical site infections are a nasty and persistent problem throughout the U.S. healthcare system, affecting as many as 5 percent of patients who undergo surgery.

And with the rise of "superbugs," or drug-resistant infections, the problem doesn't appear to be going away any time soon. The cost to the U.S. health system of each surgical site infection averages more than \$25,000, according to a report in *Infection Control Today*.

But a group of eight children's hospitals in Ohio has banded together to fight surgical site infections (SSIs) and achieved impressive success: a collective 60 percent reduction in SSIs. The project focused on children undergoing some of the most complicated types of surgery, such as spine or brain, said Dr. Ann Lyren, director of quality and ethics with University Hospitals Rainbow Babies & Children's Hospital in Cleveland.

"These are some of the most compromised children, so the likelihood of them getting a post-surgical infection is significant," Lyren said.

Lyren shared a few tips on how Rainbow Babies & Children's cut its rate of SSIs that could be useful to other hospitals exploring ways of taking a bite out of this vexing problem. "It's not just as simple as washing your hands," she said. "Some of these bacteria are formidable foes."



Collaboration is key: Improvement at individual hospitals wouldn't have happened without collaboration. That enabled all eight hospitals to pool their data and have a much larger amount of cases to study. "It's sort of hard to learn just from inside one organization," Lyren said.

It won't happen without strong leadership: If a group of hospitals that typically compete is going to collaborate on best practices, strong buy-in from all the hospitals' leadership is a must. Leaders from the Ohio children's hospitals reached an agreement that they wouldn't compete on safety, Lyren said.

Don't forget the antibiotics: In terms of process improvement, hospitals need to put in place clear measures that ensure patients are receiving antibiotics

when appropriate before, during and after surgeries. Most hospitals do this right most of the time, but it's important to establish procedures that lead to doing it right every time. "These are very complex surgeries with lots going on and lots of people involved," Lyren said. "Who owns the process? How are you sure it's not going to be forgotten?"

Establish rigorous processes around skin scrubbing and preparation: This again sounds like basic blocking and tackling, but the key is putting in place an easily replicable process that is followed for each and every surgery.

Children's Hospitals Collaboration Aims to Prevent Unnecessary Costs

By Kelsey Brimmer
April 17, 2012



COLUMBUS, OH – Eight children's hospitals across Ohio are finding that collaboration has improved overall care quality, and they are now spreading their findings to 25 other children's hospitals nationwide this year.

After teaming up in 2009, the eight participating hospitals in the non-profit corporation, Ohio Children's Hospitals' Solutions for Patient Safety (OCHSPS), saw surgical site infections drop 60 percent and adverse drug reactions fall 40 percent, according to Jessie Cannon, project director of OCHSPS.

Moreover, the collaborative efforts have saved more than 7,700 children from unnecessary harm and prevented \$11.8 million in unnecessary costs since the pediatric partnership began.

"Back in 2009, we launched the partnership with eight hospitals and Cardinal Health in Columbus, Ohio. We were working on reducing medical errors at children's hospitals and

figuring out what was driving costs," said Cannon. "We were particularly successful with dropping surgical site infections and adverse drug reactions. From there, we decided we wanted to go broader in scope to decrease these areas of harm in many more hospitals."

Following such success, the state's children's hospitals are leading national efforts now to improve hospital care and patient safety by expanding to 34 hospitals nationwide this year and adding another 75 by the end of 2013, to create the OCHSPS National Children's Network, said Cannon. The Cardinal Health Foundation has provided \$3 million so far in support of these efforts. They are also establishing definitions for pediatric harm measures, which the Centers for Medicare & Medicaid Services will consider adopting.

The OCHSPS National Children's Network is being funded through the Partnership for Patients initiative, a public-private collaboration to improve the quality, safety and affordability of healthcare for all Americans, led by the U.S. Department of Health and Human Services (HHS). OCHSPS is one of 26 Hospital Engagement Networks (HENs) funded under this initiative, and is the only effort in the nation that is focused on pediatric care and reducing Medicaid costs associated with care for children.

"It's energizing and inspiring to be engaging leaders—ranging from fellow CEOs and individual members of boards of trustees to clinicians and quality experts—from across the country to launch an effort that has the potential to save thousands of lives and millions of dollars," said Michael Fisher, president

and CEO of Cincinnati Children's Hospital Medical Center and chair of OCHSPS, in a written statement. "The fact that the children's hospitals in Ohio are the leaders of this effort is testament to the collaborative nature of our hospitals and the proven track record of success we have worked hard to create in our state."

Hospitals participating in the OCHSPS National Children's Network will be working together to achieve specific goals by Dec. 31, 2013, including reducing serious harm in participating institutions by 40 percent; reducing readmissions by 20 percent; and reducing serious safety events by 25 percent.

To achieve the network's goals, participating hospitals will be learning from high reliability industries - such as nuclear power and aviation - that achieve high levels of safety in the face of considerable hazards and operational complexity. In addition, participants will focus on transparent sharing of data; development and use of standardized pediatric measures and process bundles; and the use of common tools and techniques to address organizational culture.

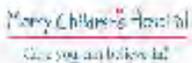
Ohio children's hospitals set the standard

April 15, 2012

I have made previous mention of the progressive attitude and approach to patient quality and safety that exists in Ohio. The annual Central Ohio Patient Safety Conference, for example is organized by a number of hospitals in the area who decided years ago that "we compete on everything, but we don't compete on safety." Likewise, Cincinnati Children's Hospital Medical Center has long had a goal of "pursuing perfect care" and has an extensive commitment to transparency of clinical outcomes.

Now comes a group of children's hospitals that has established a truly audacious goal -- eliminating all serious harm in Ohio's children's hospitals. The coalition, called Solutions for Patient Safety, is described here. Their vision is to make Ohio the safest place in the nation for children's care.

But this is no mere slogan. Supported by Cardinal Health Foundation, the group will focus on eliminating Serious Safety Events (SSEs) in Ohio children's hospitals. Complete transparency is an important element of this effort, and they are committed to inter-institutional data sharing to foster an "all teach all learn culture." The group is developing a patient harm index to capture all elements of harm occurring at children's hospitals across the state. Here are the participants:



The group has a top-to-bottom philosophy:

Every one of the 30,000 employees in Ohio's children's hospitals will receive patient safety training—whether they are CEO, clinician, administrative support or janitorial staff.

I can't begin to tell you how exciting and admirable all this is. These folks are adopting, in a collaborative learning environment, audacious goals, process improvement techniques from other industries, and transparency of clinical outcomes. There is nothing they are doing that every hospital in the country cannot adopt -- given sufficient leadership. There is nothing they are doing that cannot be accomplished by consortia of hospitals in other regions. They are not being forced to do it by government regulators or insurers. They are doing it because they want to hold themselves accountable to the standard of care in which they believe.

Let me include this excerpt from a press release about the Ohio program to give more information about what is possible if people decide to "just do it":

To achieve the network's goals, participating hospitals will be learning from high reliability industries - such as nuclear power and aviation - that achieve high levels of safety in the face of considerable hazards and operational complexity. In addition, participants will focus on transparent sharing of data; development and use of standardized pediatric measures and process bundles; and the use of common tools and techniques to address organizational culture. Specifically, the network will be working to reduce harm in 11 healthcare acquired conditions, including:

- Adverse drug events (ADE)
- Catheter-associated urinary tract infections (CAUTI)
- Central line-associated blood stream infections (CLABSI)
- Injuries from falls and immobility
- Pressure ulcers
- Surgical site infections
- Ventilator-associated pneumonia (VAP)
- Preventable readmissions
- Obstetrical adverse events
- Venous thromboembolism
- Serious safety events (SSE)

OCHSPS will also be leading the network's efforts to develop definitions for the above mentioned pediatric domains of harm that will be considered for use by The Centers for Medicare and Medicaid Services (CMS) as national definitions for pediatric harm measures.

When you see this kind of thing, all of the arguments raised by naysayers and skeptics about the potential for safety and quality improvement in America's hospitals, and the accompanying efficiency and cost improvements, drop away. But we have to ask: Where are the boards of trustees in other hospitals in America? Where are the CEOs? Where are the clinical leaders? Where are the medical schools?

I'll tell you. Unfortunately. They live in a self-satisfied, sometimes arrogant world, where they have decided that "these things happen." They have implicitly committed themselves to the idea that it is all right to continue to kill and maim hundreds of thousands of people per year. In other venues, that would be considered a criminal act. In these venues, it is, quite simply, a tragedy of national dimensions.

Ohio Children's Hospital Network Homes In On Patient Safety

By David Pearson
April 10, 2012

Ohio's eight children's hospitals are spearheading a national effort to improve quality of care and patient safety in pediatric hospitals.

In March, the group hosted leaders from 34 U.S. children's hospitals at Cardinal Health in Columbus to launch their initiative. The work is being funded through Partnership for Patients, a public-private collaboration set up and led by the U.S. Department of Health and Human Services.

The Ohio Children's Hospitals' Solutions for Patient Safety (OCHSPS), the nonprofit formed by the "Ohio eight," is one of 26 Hospital Engagement Networks (HENs) funded under the HHS-led initiative. OCHSPS said it is

the only effort in the U.S. focused on reducing Medicaid costs associated with care for children.

Hospitals participating in the OCHSPS National Children's Network will work together to achieve specific goals by Dec. 31, 2013. These include reducing serious harm in participating institutions by 40 percent, reducing readmissions by 20 percent and reducing serious safety events by 25 percent.

To hit these targets, participating hospitals will draw from "high reliability industries" such as nuclear power and aviation that "achieve high levels of safety in the face of considerable hazards and operational complexity," the group said. In addition, participants will focus on transparent sharing of data, development and use of standardized pediatric measures and process bundles and the use of common tools and techniques to address organizational culture.

The network will work to reduce harm in 11 healthcare-acquired conditions, including adverse drug events, catheter-associated urinary tract infections, central line-associated blood stream infections and ventilator-associated pneumonia.

The group tipped its cap to the Cardinal Health Foundation, which has provided \$3 million in support of these efforts so far, and said the national network plans to add an additional 50 children's hospitals in 2013.

Children's Hospitals Pool Efforts Partner On Better Safety, Research

April 7, 2012

Children's hospitals in Dayton, Cincinnati and across Ohio are establishing a track record of successful collaboration that has recently earned millions in state funding and new national recognition.

Ohio's eight children hospitals formed in 2009 the nonprofit organization Ohio Children's Hospitals' Solutions for Patient Safety.

So far, the collaboration has led to a 60 percent reduction in surgical site infections and a 34.5 percent drop in adverse drug reactions, according to the organization.

That work expanded during the past year to focus on eliminating serious harm. It captured the attention of the state's business community, federal government leaders and state lawmakers, said Nick Lashutka, president of Ohio Children's Hospital Association. And it led Ohio Gov. John Kasich to pledge to fund a future collaborative project of the hospitals, he said.

Fast forward to March and two announcements have been made weeks apart that all eight Ohio children's hospitals will partner with 25 other U.S. hospitals to focus on eliminating serious harm, and six of the Ohio hospitals formed a research

collaborative that received \$2 million in state funds to study children's asthma and newborns with drug addictions.

Work on both initiatives will help raise results of child patients, which also helps reduce health costs, Lashutka said.

"It's the spirit of how we've been working together on quality and patient safety that gave the governor confidence," Lashutka said.

Ohio will be a national leader to export and expand the work on patient safety and quality, he said.

The state's children's hospitals will lead the national children's hospital learning network by developing definitions for pediatric harm measures.

The Centers for Medicare and Medicaid Services will consider using the Ohio-made definitions, the state hospital association announced March 15.

The goal is that by Dec. 31, 2013, participating institutions reduce serious harm by 40 percent; reduce readmissions by 20 percent; and reduce serious safety events by 25 percent.

The research collaborative was announced March 27. Doctors at southwest Ohio's hospitals -- the Children's Medical Center of Dayton and Cincinnati Children's Hospital

Medical Center—as well as Nationwide Children's of Columbus, Rainbow Babies & Children's Hospital of Cleveland, ProMedica Toledo Children's Hospital and Akron Children's Hospital, will each collect data and samples for the research on asthma and newborns.

Dr. Arnold Strauss, director of Cincinnati Children's Research Foundation, said it's hoped this is the beginning of similar kinds of research partnerships.

The state money can also be leveraged for more private and federal funding, Strauss said.

"Being able to assess similarities and differences across the whole population is a much more powerful research approach," he said. "It's the scale and the scope."

David Kinsaul, president and chief executive officer of Dayton Children's, said working with other children's hospitals has a local benefit of improving patient care results and enhancing the knowledge base.

"As far as I know we are the only state where the children's hospitals have come together to do something like this," Kinsaul said.

"Rather than each of us trying to go out and duplicate efforts, we're learning and sharing," he said.

Children's Hospitals Pool Efforts, Earn National Recognition

By Chelsey Levingston
April 7, 2012

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Providers of Change

March 31, 2012

If you've heard it once, you've heard it a dozen times that the United States spends the most money on health care (\$2.6 trillion in 2010) and yet on many measures its health outcomes are not much better than in other industrialized countries. The mismatch between results and the cost to deliver care is spurring wide-ranging partnerships to find ways to deliver care that are more effective and less costly. In Ohio and across the country, professionals in health care, policymakers, medical schools, consumer and business groups are re-examining medical practice.

Rising costs offer an imperative to change. So does the obligation to relieve pain and do no harm. The lead taken by the network of Ohio's children's hospitals to improve the quality of care for children is a bright example of the pragmatic trend now driving change in the health-care system. Since 2009, Ohio's eight children's hospitals, including Akron,

and the hospitals' state association, have been working in collaboration with the Cardinal Health Foundation and the Ohio Business Roundtable on an initiative "to make Ohio the safest place in the nation for children's health care."

The participants in the Ohio Children's Hospitals' Solutions for Patient Safety have taken up the essence of the reform challenge. Hospitals are in the spotlight over high rates of medical errors, hospital-acquired infections and rising costs. Children's hospitals face, in addition, rising rates of obesity, Type 2 diabetes and other ailments not typically prevalent among children.

To deliver care that is effective, efficient and affordable, the network of children's hospitals defined specific, measurable goals: Reduce surgical-site infections, adverse drug reactions and central line blood-stream infections. They agreed to share data on practices and outcomes, both good and bad, the better to teach and learn from one another. Akron Children's Hospital, for instance, has implemented new procedures with a record of effectiveness in other industries, such as a checklist (or "time out") before any surgical procedure and safety training for every employee.

The initial results have been impressive. The network reports a 60 percent reduction in surgical site infections; adverse drug events are down nearly 35 percent, with nearly \$12 million saved. More vindication, the network has won a large federal award to scale up the initiative to 50 more hospitals in 2013, the foundation of a national learning network for children's hospitals.

To echo David Ignatius of the Washington Post on today's Commentary page, an overhaul of the health-delivery system already is proceeding, regardless how the Supreme Court resolves the battle over the Affordable Care Act. That is not to diminish the loss to the nation if the court were to block the federal law along with the incentives that are pushing the pace of transformation.

Ohio's Pediatric Hospitals Launch National Patient Safety Initiative

Ohio health-care leaders to launch initiative nationwide to protect patients

By Cheryl Powell
March 14, 2012

Everyone makes mistakes.

But when it comes to providing medical care to kids, Ohio's pediatric hospitals have decided even a single error is one too many.

A group of more than 100 leaders from children's hospitals across the nation are coming to Ohio today to learn how Akron Children's and other pediatric hospitals in Ohio are working together to improve patient safety and save lives.

Since the Ohio Children's Hospitals Solutions for Patient Safety initiative launched in 2009, the eight participating facilities estimate they have collectively saved more than 7,700 children from harmful errors and avoided \$11.8 million in unnecessary health-care costs.

"Our vision is to make Ohio the safest place for kids to get health care, period," Nick Lashutka, president of the Ohio Children's Hospital Association and the Ohio Children's Hospitals Solutions for Patient Safety.

Along with Akron Children's, participating hospitals include Cleveland Clinic Children's, Rainbow Babies and Children's in Cleveland, Cincinnati Children's, the Children's Medical Center of Dayton, Nationwide Children's in Columbus, Promedica Toledo Children's and Mercy Children's in Toledo.

The initial projects have focused on ways to decrease narcotic medication errors and reduce surgical site infections for cardiac, neurosurgery and orthopedic procedures, said Dr. Michael Bird, vice president for medical services and patient safety officer at Akron Children's.

"The philosophy has changed in the past five or 10 years, where getting to zero is our ultimate goal," said Bird, who serves on the steering committee for the state collaborative.

The federal government has awarded the partners a two-year, \$4.3 million contract to roll out the safety initiative nationwide at 75 children's hospitals—25 this year and 50 the following year.

Representatives from 34 hospitals in the project are attending a kickoff event today in the Columbus area at the corporate headquarters of Cardinal Health Foundation, which has provided \$3 million for the pediatric safety initiative.

Bird, Akron Children's Hospital President and Chief Executive William Considine and other leaders from Akron's pediatric hospital are expected to be among those at the meeting to share success stories.

The partnerships' standards to avoid surgical-site infections include using a recommended surgical prep solution, giving patients a preventive antibiotic an hour before surgery and shaving with surgical clippers instead of safety razors to reduce skin irritation, said Debbie Hawk, clinical coordinator of orthopedics in surgery at Akron Children's.

Since adopting those recommendations, Akron Children's has reduced surgical-site infections for cardiac, spinal and neurological surgeries from 14 in 2009 to two last year, Bird said.

In addition, the eight hospitals worked together to develop standards and extra safety checks to avoid moderate or serious "adverse drug events" for morphine and other high-risk opioid medications. These events can include everything from constipation to overdosing.

Since last year, all 30,000 employees in Ohio's pediatric hospitals—everyone from the janitorial staff to the CEO—also have been receiving training about how they can protect patients and avoid serious patient safety problems from happening.

The training encourages everyone to work together, communicate, be accountable and welcome questions, Bird said.

"Everyone makes a personal commitment to safety," he said.

To develop the training, the hospitals consulted with industries that have enhanced safety procedures, such as nuclear power plants and aviation companies.

"Our goal is to eliminate all the harm," Lashutka said. "It's both an understanding that everybody is responsible and accountable and everybody can have an impact."



Debbie Hawk, RN, talks about the Ohio Children's Hospitals' Solutions for Patient Safety program implemented at Akron Children's Hospital on Wednesday in Wadsworth. Dr. Mike Bird, MD, VP of Medical Services and Patient Safety Officer listens at the left. The program uses a team effort to reduce patient mistakes. (Paul Tople/Akron Beacon Journal)

Ohio's Pediatric Hospitals Kept 7,700 Patients Safe

By James Ritchie
March 16, 2012

A patient safety effort by Cincinnati Children's Hospital Medical Center and seven other Ohio pediatric hospitals claims to have saved 7,700 children from harm and avoided nearly \$12 million in health care costs.

And now hospitals across the country are seeking to imitate the success.

Problems that children face while in the hospital include infection at the site of a surgery and adverse reactions from medication—most often side effects such as constipation.

The partnership, called Ohio Children's Hospitals Solutions for Patient Safety, is working with clinical teams from 34 children's hospitals throughout the U.S. this year and will add 50 more hospitals in 2013. The effort is funded through a two-year, \$4 million contract with the U.S. Department of Health and Human Services. The group was the only one to receive a contract focused on pediatric efforts.

The hospitals have borrowed quality improvement concepts from industries such as aviation and manufacturing, said Michael Fisher, CEO of Cincinnati Children's. Fisher also serves as chairman of the Ohio Children's Hospital Association's quality work.

"This is a complex environment in which to give perfect care," Fisher said. "But that is what we aspire to do and we decided to collaborate, not compete, on quality."

Fisher said both patients and taxpayers benefit, since half of the patients in Ohio's children's hospitals rely on Medicaid.

In all, the Ohio hospitals achieved a 60 percent reduction in surgical-site infections in designated cardiac, neurosurgery and orthopedic procedures. They also saw a 40 percent reduction in adverse drug events, such as bad reactions to medications.

Key to reducing surgical-site infections were protocols related to prophylactic antibiotics, meaning they're given before procedures. For example, a new field in the computer screen used by surgical schedulers identifies procedures for which antibiotics are required. The reminder is visible to nurses and anesthesiologists.

Fitting the criteria

Dublin-based Cardinal Health, which distributes pharmaceuticals and medical products, contributed \$2.5 million initially to the project, and it added \$500,000 for the national rollout. Other partners include Medical Mutual, American Electric Power, the George Gund Foundation, the Health Foundation of Greater Cincinnati, AK Steel, Humana and the Ohio Children's Hospital Association.

"We wanted to do something where the outcomes could be quantified, with a leadership component and the potential for spread," said Dianne Radigan, spokeswoman for Cardinal Health. "This project fit all those criteria."

CEOs from 25 children's hospitals across the country will gather in Columbus on March 15 to hear how the Ohio hospitals achieved the results.

The effort, which involved sharing data-collection techniques and processes, started in 2009.

"The idea of rigorous training, good teamwork, taking a time-out before a process, making sure you have all the right equipment and supplies before you begin, these are concepts that have great impact and are relatively straightforward," Fisher said.

Steps taken to reduce surgical-site infections at Ohio's pediatric hospitals:

- New field on computer screen used by surgery scheduler and in operating room identifies procedures requiring antibiotics.
- Referring surgeon must specify antibiotic when the operating room is booked.
- Medication nurse confirms on day of surgery that pharmacy has sent the right antibiotic.
- Nurse puts an orange bracelet on the child as a reminder to the anesthesiologist.
- Administration of antibiotic is confirmed during the surgical "time-out" before the procedure.



March 15, 2012

Cincinnati Children's Hospital and seven other children's hospitals in Ohio are seeing dramatic results as a result of new safety procedures.

Medication errors are down 35-percent and surgical infections have been reduced by 60-percent. Others are noticing. Cincinnati Children's has helped put together a national network of hospitals, all dedicated to improving safety.

The kick-off meeting is Thursday in Columbus. Children's Vice President of Safety Dr. Steve Muething says the hospitals are in it for the long-term.

"We're not in this for the short run. This network plans to be together for years and as long as it takes to eliminate harm. And at all of our hospitals there's harm going on right now including right here at Cincinnati Children's. Still unfortunately we've harmed too many children and so although people look to us to be a leader and want to come together and learn from us, none of us believe we are there yet."

Muething expects more and more hospitals to put competitiveness aside and join forces to share best practices.

Representatives from Texas and California hospitals are coming to the meeting with hopes of starting networks in their states.

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Federal Contract Enables Ohio Pediatric Patient Safety Work To Go National

March 16, 2012

The Ohio Children's Hospitals Solutions for Patient Safety initiative held a kickoff event this week on an effort to take the work done in Ohio and spread it across the nation (*Source: "Ohio's pediatric hospitals launch national patient safety initiative," Akron Beacon Journal, March 15, 2012*).

Since its launch in 2009, the initiative has led to the avoidance of potentially harmful errors on more than 7,700 children and has saved \$11.8 million in unnecessary health-care costs. And now, through a \$4.3 million, two-year federal contract, the initiative will be rolled out nationwide, starting with 25 hospitals this year and 50 hospitals next year.

Pediatric hospitals participating in the initiative include Akron Children's, Cleveland Clinic Children's, Rainbow Babies and Children's in Cleveland, Cincinnati Children's, the Children's Medical Center of Dayton, Nationwide Children's in Columbus, Promedica Toledo Children's and Mercy Children's in Toledo.

Children's Hospitals Work Together To Avoid Harm

February 4, 2012

A recent "Other viewpoints" editorial reprinted in The Dispatch from the St. Louis Post-Dispatch made the hard-to-swallow point that "despite the best intentions of the people and hospitals that care for the sick, it turns out to be harder to avoid hurting patients than one might think."

As the chief executive officer of one of the largest children's hospitals in our state and also a physician myself, I can honestly say that is one of the most difficult things to come to terms with as a health-care professional. However, at Nationwide Children's Hospital and my peer institutions throughout Ohio—Akron, Cincinnati, Cleveland Clinic, Dayton, Mercy, Promedica Toledo and Rainbow Babies—we may come to terms with it, but we will not accept it as inevitable.

That's why we joined efforts in a unique public-private partnership with the Cardinal Health Foundation (which has contributed \$2.5 million to date to the cause) to make Ohio the safest place in the nation for children to receive care, through the Ohio Children's Hospitals Solutions for Patient Safety program.

We've already achieved significant results together: a 60 percent reduction in surgical-site infections in designated cardiac, neurosurgery and orthopedic procedures and a 40 percent reduction in overall adverse drug events. These efforts have saved more than 7,700 children from harm and avoided \$11.8 million in health-care costs. Our next initiative is working to eliminate all serious preventable harm in our hospitals. Because half of the patients in Ohio's children's hospitals rely on Medicaid, both patients and taxpayers are benefitting from these efforts.

Earlier this year, Ohio Children's Hospitals' Solutions for Patient Safety was awarded a multimillion-dollar contract through the U.S. Department of Health and Human Services' Partnership for Patients initiative to develop a network that will spread the knowledge and skills we have learned to children's hospitals across the nation. It was the only contract in the country that will be focused on pediatric efforts.

The work we are doing is not a promise. It's not a pilot. It's a proven track record of helping to eliminate serious preventable harm in our hospitals. And, we're not keeping it a secret here in Ohio—we're spreading our knowledge and best practices nationwide.

Ohio's children's hospitals have demonstrated that by working together, we not only can help sick children and avoid harm while caring for them, but we can help lead the nation to a higher standard of quality care that saves both lives and dollars.

DR. STEVE ALLEN
Chief executive officer, Nationwide Children's Hospital, Chairman, Ohio Children's Hospital Association

Ohio Business: Children's Hospitals Aim To Improve Care

March 17, 2012

Officials from 34 children's hospitals in the country met this week at Cardinal Health to begin a nationwide effort to improve quality of care and patient safety.

The work is being funded through the Partnership for Patients initiative, a public-private partnership led by the U.S. Department of Health and Human

Services. The Ohio Children's Hospitals' Solution for Patient Safety is one of 26 hospital engagement networks funded under the program. The Ohio Hospital Association and the Ohio Patient Safety Institute are leading a second Ohio-based program.

"Ohio's children's hospitals have demonstrated that when you put the best minds behind the best possible efforts—the results are revolutionary," Gov. John Kasich said in a release.

"That's why the rest of the nation is looking to Ohio's institutions to blaze the trail for children's hospitals nationwide, because they are saving lives and saving dollars through a collaborative effort that is truly the first of its kind. That's what we do in Ohio—we don't just make improvements, we raise the bar."

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Children's Hospitals Launch Patient Safety Initiative

Written by Jaimie Oh | March 15, 2012

Social Sharing        

The Ohio Children's Hospitals' Solutions for Patient Safety has launched an initiative through which participating hospitals will work together to reduce serious harm and readmissions.

Read the full report in *Becker's Hospital Review* on the [Ohio Children's Hospitals' Solutions for Patient Safety](#).

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Ohio Children's Hospitals Lead National Patient Safety Effort

March 15, 2012

A national patient safety effort kicked off in Columbus Thursday as leaders from 34 children's hospitals across the country gathered to discuss ways to improve quality of care and patient safety in pediatric hospitals.

A coalition of Ohio's eight children's hospitals has been involved the effort through the Ohio Children's Hospitals' Solutions for Patient Safety (OCHSPS), which formed in 2009 as a partnership between the hospitals and the business community to improve quality and reduce costs. The coalition said the effort has achieved a 60 percent reduction in surgical site infections in cardiac, neurosurgery and orthopedic procedures and a 40 percent reduction in overall adverse drug events, which it said has saved 7,700 children from unnecessary harm and avoided \$11.8 million in unnecessary health care costs.

That effort has led to a national movement, with OCHSPS National Children's Network receiving funding from the Partnership for Patients initiative, a public-private collaboration to improve the quality, safety and affordability of health care, led by the U.S. Department of Health and Human Services. Along with a program led by the Ohio Hospital Association and the Ohio Patient Safety Institute, it is among the 26 Hospital Engagement Networks funded under the initiative.

The hospital leaders met in Columbus Thursday at Cardinal Health, whose foundation has provided \$3 million toward the effort.

"It's energizing and inspiring to be engaging leaders—ranging from fellow CEOs and individual members of boards of trustees to clinicians and quality experts—from across the country to launch an effort that has the potential to save thousands of lives and millions of dollars," said Michael Fisher, president and CEO of Cincinnati Children's Hospital Medical Center and chair of the OCHSPS. "The fact that the children's hospitals in Ohio are the leaders of this effort is testament to the collaborative nature of our hospitals and the proven track record of success we have worked hard to create in our state."

Hospitals participating in the OCHSPS National Children's Network will be working to achieve specific goals by Dec. 31, 2013, including reducing serious harm in participating institutions by 40 percent; reducing readmissions by 20 percent; and reducing serious safety events by 25 percent, the coalition said. The network will add an additional 50 children's hospitals in 2013.

To achieve the network's goals, the coalition said participating hospitals will be learning from high reliability industries—such as nuclear power and aviation—that achieve high levels of safety in the face of considerable hazards and operational complexity. In addition, participants will focus on transparent sharing of data; development and use of standardized pediatric measures and process bundles; and the use of common tools and techniques to address organizational culture.

The coalition said the network will be working to reduce harm in 11 health care-acquired conditions, including adverse drug events; catheter-associated urinary tract infections;

central line-associated blood stream infections; injuries from falls and immobility; pressure ulcers; surgical site infections; ventilator-associated pneumonia; preventable readmissions; obstetrical adverse events; venous thromboembolism; and serious safety events.

OCHSPS will also be leading the network's efforts to develop definitions for the above mentioned pediatric domains of harm that will be considered for use by The Centers for Medicare and Medicaid Services (CMS) as national definitions for pediatric harm measures.

The effort received praise from Gov. John Kasich and U.S. Sens. Sherrod Brown (D-OH) and Rob Portman (R-OH).

"Ohio's children's hospitals have demonstrated that when you put the best minds behind the best possible efforts—the results are revolutionary," Kasich said in a statement. "That's why the rest of the nation is looking to Ohio's institutions to blaze the trail for children's hospitals nationwide, because they are saving lives and saving dollars through a collaborative effort that is truly the first of its kind. That's what we do in Ohio—we don't just make improvements, we raise the bar."

Leaders From Children's Hospitals Convene to Launch Patient Safety Initiative

By Jaimie Oh
March 15, 2012

Leaders from 34 children's hospitals from across the country gathered at Cardinal Health in Columbus today to launch a national effort to improve quality of care and patient safety in pediatric hospitals.

The meeting was convened by the Ohio Children's Hospitals' Solutions for Patient Safety, which is one of 26 Hospital Engagement Networks and the only effort in the nation is focused on pediatric care and reducing Medicaid costs associated with care for children.

Hospitals participating in the OCHSPS National Children's Network will be working together to achieve specific goals by Dec. 31, 2013, including reducing serious harm by 40 percent; reducing readmissions by 20 percent; and reducing serious safety events by 25 percent. In total, the network will be working to reduce harm in 11 healthcare acquired conditions.

Participating hospitals will be provided with resources from other industries, including the nuclear power and aviation industries, to achieve their goals. In addition, participants will focus on transparent

sharing of data; development and use of standardized pediatric measures and process bundles; and the use of common tools and techniques to address organizational culture.

Related Articles on Patient Safety:

- Ohio Legislation Calls for Medicaid Quality Measures for Value-Based Purchasing
- 10 Organizations Receive Grants to Study Medical Errors
- Improving Patient Quality Care Scores



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Hospital
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Issue: Week of March 12, 2012

Ohio Children's Hospitals Launch National Effort to Improve Quality and Patient Safety

March 15, 2012

The Ohio Children's Hospitals' Solutions for Patient Safety (OCHSPS), a nonprofit corporation established by Ohio's eight children's hospitals, have launched a national effort to improve quality of care and patient safety in pediatric hospitals.

As one of 26 Hospital Engagement Networks (HENs) funded under Partnership for Patients initiative, including a second Ohio-based program that is led by the Ohio Hospital Association and the Ohio Patient Safety Institute, OCHSPS is the only effort in the nation that is focused on pediatric care and reducing Medicaid costs associated with care for children.

According to the news release, OCHSPS was well positioned to work with CMS to create the National Children's Network based upon previous successes in Ohio, including a 60 percent reduction in surgical site infections in designated cardiac, neurosurgery and orthopedic procedures and a 34.5 percent reduction in overall adverse drug events.

Hospitals participating in the National Children's Network will be working together to achieve specific goals by December 31, 2013, including reducing harm, readmissions and serious safety events. The network will add an additional 50 children's hospitals in 2013.

For more details, view the OCHSPS news release or visit the website. Additional information about Partnership for Patients is available at www.healthcare.gov/partnershipforpatients. (Rosalie Weakland)



UH Rainbow Babies and Children's Hospital Participating in National Effort to Improve Children's Hospital Care and Patient Safety

March 16, 2012

UH Rainbow Babies and Children's Hospital is one of 34 children's hospitals in the country participating in a national effort to improve the quality of care and improve patient safety in pediatric hospitals in the form of a Hospital Engagement Network (HEN). The network officially launched on March 15, 2012 in Columbus, Ohio, at a kick-off meeting that included CEOs, individual hospital board members, clinical leaders and others from all 34 participating hospitals.

The Ohio Children's Hospitals' Solutions for Patient Safety (OCHSPS) National Children's Network is part of the Partnership for Patients initiative, a nationwide public-private collaboration to improve the quality, safety, and affordability of health care for all Americans, led by the U.S. Department of Health and Human Services (HHS). The OCHSPS National Children's Network is the only effort in the nation that is focused on improving pediatric care and reducing Medicaid costs associated with care for children.

Dr. Ethan Leonard, Vice-Chair for Quality at UH Rainbow and Babies Children's Hospital, says, "Rainbow is proud to have been among the eight Ohio children's hospitals that have successfully collaborated to reduce harm and looks forward to the opportunity to both mentor and learn from the 26 additional hospitals joining this crucial effort as it spreads throughout the nation."

The OCHSPS National Children's Network will be working to achieve specific goals by Dec. 31, 2013, including reducing serious harm in participating institutions by 40 percent; reducing readmissions by 20 percent; and reducing serious safety events by 25 percent. The network will add an additional 50 children's hospitals in 2013.

To achieve the network's goals, participating hospitals will be learning from high reliability industries such as nuclear power and aviation that achieve high levels of safety in the face of considerable hazards and operational complexity. In addition participants will focus on the transparent sharing of data; development and use of standardized pediatric process bundles; and the use of common tools and techniques to address organizational culture to reduce harm in 11 healthcare acquired conditions, including:

- Adverse drug events (ADE)
- Catheter-associated urinary tract infections (CAUTI)
- Central line-associated blood stream infections (CLABSI)
- Injuries from falls and immobility
- Pressure ulcers
- Surgical site infections
- Ventilator-associated pneumonia (VAP)
- Preventable readmissions
- Obstetrical adverse events
- Venous thromboembolism
- Serious safety events (SSE)

The network also will be working to develop definitions for the above mentioned pediatric domains of harm that will be considered for use by the Centers for Medicare and Medicaid Services (CMS) as national definitions for pediatric harm measures.

The National Children's Network is being led by OCHSPS, a non-profit corporation of eight children's hospitals in Ohio that, through statewide collaborative efforts, has already achieved a 60 percent reduction in surgical site infections in designated cardiac, neurosurgery and orthopedic procedures and a 34.5 percent reduction in overall adverse drug events. These efforts have saved more than 7,700

children from unnecessary harm and avoided \$11.8 million in unnecessary health care costs since the work began in 2009.

"At some point in our lives many of us are going to need hospital care and we need to be confident that no matter where we live, we're going to get the best care in the world," said HHS Secretary Kathleen Sebelius. "The Partnership for Patients is helping the nation's finest health systems share their knowledge and resources to make sure every hospital knows how to provide all of its patients with the highest quality care."

For more than a century, University Hospitals Rainbow Babies & Children's Hospital has been dedicated solely to the care of children. As one of the most renowned pediatric medical centers and a principal referral center for Ohio and the region, Rainbow physicians will receive more than 200,000 patient visits annually. The 244-bed hospital is home to 850 pediatric specialists and 40 special care centers including Centers of Excellence in oncology, neonatology, neurology and endocrinology. As a teaching affiliate of Case Western Reserve University, Rainbow will train more than 100 pediatricians annually and consistently ranks among the top children's hospitals in research funding from the National Institutes of Health.

More information about Partnership for Patients is available at www.healthcare.gov/partnershipforpatients. More information about the Ohio Children's Hospitals' Solutions for Patient Safety is available at www.solutionsforpatientsafety.org.

Children's Hospitals Launch National Patient Safety Initiative

By Cheryl Powell
March 14, 2012

AKRON, OHIO—Everyone makes mistakes.

But when it comes to providing medical care to kids, Ohio's pediatric hospitals have decided even a single error is one too many.

A group of more than 100 leaders from children's hospitals across the nation are coming to Ohio Thursday to learn how Akron Children's and other pediatric hospitals in Ohio are working together to improve patient safety and save lives.

Since the Ohio Children's Hospitals Solutions for Patient Safety initiative launched in 2009, the eight participating facilities estimate they have collectively saved more than 7,700 children from harmful errors and avoided \$11.8 million in unnecessary health care costs.

"Our vision is to make Ohio the safest place for kids to get health care, period," Nick Lashutka, president of the Ohio Children's Hospital Association and the Ohio Children's Hospitals Solutions for Patient Safety.

Along with Akron Children's, participating hospitals include Cleveland Clinic Children's, Rainbow Babies and Children's in Cleveland, Cincinnati Children's, the Children's Medical Center of Dayton, Nationwide Children's in Columbus, Promedica Toledo Children's and Mercy Children's in Toledo.

The initial projects have focused on ways to decrease narcotic medication errors and reduce surgical site infections for cardiac, neurosurgery and orthopedic procedures, said Dr. Michael Bird, vice president for medical services and patient safety officer at Akron Children's.

"The philosophy has changed in the past five or 10 years, where getting to zero is our ultimate goal," said Bird, who serves on the steering committee for the state collaborative.

The federal government has awarded the partners a two-year, \$4.3 million contract to roll out the safety initiative nationwide at 75 children's hospitals - 25 this year and 50 the following year.

Representatives from 34 hospitals in the project are attending a kickoff event Thursday in the Columbus area at the corporate headquarters of Cardinal Health Foundation, which has provided \$3 million for the pediatric safety initiative.

Bird, Akron Children's Hospital President and Chief Executive William Considine and other leaders from Akron's pediatric hospital are expected to be among those at the meeting to share success stories.

The partnerships' standards to avoid surgical-site infections include using a recommended surgical prep solution, giving patients a preventive antibiotic an hour before surgery and shaving with surgical clippers instead of safety razors to reduce skin irritation, said Debbie Hawk, clinical coordinator of orthopedics in surgery at Akron Children's.

Since adopting those recommendations, Akron Children's has reduced surgical-site infections for cardiac, spinal and neurological surgeries from 14 in 2009 to two last year, Bird said.

In addition, the eight hospitals worked together to develop standards and extra safety checks to avoid moderate or serious "adverse drug events" for morphine and other high-risk opioid medications. These events can include everything from constipation to overdosing.

Since last year, all 30,000 employees in Ohio's pediatric hospitals—everyone from the janitorial staff to the CEO—also have been receiving training about how they can protect patients and avoid serious patient safety problems from happening.

The training encourages everyone to work together, communicate, be accountable and welcome questions, Bird said.

"Everyone makes a personal commitment to safety," he said.

To develop the training, the hospitals consulted with industries that have enhanced safety procedures, such as nuclear power plants and aviation companies.

"Our goal is to eliminate all the harm," Lashutka said. "It's both an understanding that everybody is responsible and accountable and everybody can have an impact."

THE SACRAMENTO BEE

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Ohio's children's hospitals share solutions for safety

By Holly Pupino
March 26th, 2012



The whole nation is looking to Ohio when it comes to keeping kids safe when they need to be hospitalized.

Akron Children's Hospital and the seven other pediatric hospitals in the state have teamed up to improve the quality of care and reduce adverse safety events. Their collaboration since 2009 has resulted in a:

- 60 percent reduction in surgical site infections in cardiac, neurosurgery and orthopedic procedures.
- 40 percent reduction in overall adverse drug events.

These efforts have saved more than 7,700 children from unnecessary harm and have avoided \$11.8 million in unnecessary healthcare costs, such as the added days children have to stay in the hospital if they develop a surgical site infection.

In January 2009, Ohio Children's Hospitals' Solutions for Patient Safety was formed with the help of a grant

from the Cardinal Health Foundation. In December 2011, the organization was awarded a multi-million dollar contract with the U.S. Department of Health and Human Services to spread its safety efforts nationwide. It is the only contract focusing on pediatric efforts and reducing Medicaid costs.

"Ohio's children's hospitals' first experience in collaborating on patient safety efforts happened in 2006 when we worked together to establish rapid response teams," said Mike Bird, MD, vice president for medical services and patient safety officer at Akron Children's. "These teams are now available to respond immediately any time, day or night, a patient's condition is deteriorating and rapid assessment and treatment are needed. A level of trust was established among the institutions during that project and we decided we're not going to compete on patient safety issues. We're going to do what's right for kids."

On March 15, chief executive officers, board members and senior administrative and medical staff leaders from 25 leading children's hospitals around the country gathered in Columbus to learn from the Ohio experience.

Clinical teams from the Ohio children's hospitals will continue to work with these hospitals and then, in 2013, another 50 hospitals will be added to the collaborative.

So what were the solutions to reducing errors?

Clinical teams from the eight hospitals met every three months to discuss best practices, research and ways to standardize care.

According to Debbie Hawk, an OR nurse on the committee investigating surgical site infections, their goal was to adopt "care bundles" that would be consistent among all the surgeons and their teams.

These included giving patients a preventative antibiotic within an hour before the incision, using a recommended surgical prep solution and removing hair with surgical clippers instead of razors to reduce skin irritation.

Since adopting these procedures, Akron Children's has reduced surgical site infections for cardiac, spinal and neurological surgeries from 14 in 2009 to two last year.

In addition, every hospital employee, from janitors to the CEO, participated in a three-hour error prevention training session. The training addressed topics such as how employees should speak up if they notice a colleague doing something that could cause harm to a patient.

"We encourage a questioning environment and hope to break down hierarchies in health care," said Dr. Bird. "No one should be afraid to speak up."



Cincinnati Children's In The News

By Cincinnati Children's News Team
March 19, 2012

This is a recap of recent health news featuring Cincinnati Children's Hospital Medical Center. We hope you enjoy this week's edition of collected news, and please feel free to offer comments below—we really do listen!

Low Carb Diets Help Kids, But Hard To Follow

MSNBC via Reuters, The Chicago Tribune, WCPO, Medical Xpress
Diets low in carbohydrates can help obese kids control their weight, but sticking with the low-carb approach can be a challenge, according to a new Cincinnati Children's study.

Researchers, led by Dr. Shelley Kirk of the Heart Institute at Cincinnati Children's, studied 100 obese 7- to 12-year-olds, assigning them to one of three eating plans: one that followed portion control; a low-carb diet; or a reduced glycemic load plan that cut back on carbs that cause surges in blood sugar, like white bread, sweets and white potatoes.

Over one year, all three plans worked equally well in controlling kids' weight gain, but kids had a tough time sticking with the low-carb diet.

Grieving Children Want School Support

USA Today
In a first-of-its-kind-study, many grieving children say their schools are not giving them the support they need.

The New York Life Foundation and the National Alliance for Grieving Children polled children and teens at community bereavement centers who had lost a parent or sibling. Nearly half the kids gave their schools "C" grades or lower for helping them deal with their losses; nearly one in four gave their schools "Fs."

"The reality is that most educators have no training specifically directed at how to help students who are grieving," says Dr. David Schonfeld, director of the National Center for School Crisis and Bereavement at Cincinnati Children's. "Many are afraid they are going to say the wrong thing, and as a result they say nothing."

Cincinnati Children's Leads Patient Safety Effort

WVXU, WMUB, Business Courier
Cincinnati Children's and seven other children's hospitals in Ohio are seeing dramatic results as a result of new safety procedures. And now hospitals across the country want to follow their lead.

Common problems faced by hospitalized children include surgery site infections and adverse medication reactions. Since the new procedures have been in place, the hospitals have seen a 35-percent reduction in medication errors and a 60-percent drop in surgical site infections.

The partnership, called Ohio Children's Hospitals Solutions for Patient Safety, is working with clinical teams from 34 children's hospitals throughout the U.S. this year and will add 50 more hospitals next year.

Children With Crohn's Disease and IBD Benefit From ImproveCareNow

News Medical, Medical Xpress
Many children with Crohn's disease and ulcerative colitis who received treatment through ImproveCareNow, a national quality improvement and research network, are seeing improved outcomes, according to a new study.

Crohn's disease and ulcerative colitis—also called inflammatory bowel disease (IBD)—are gastrointestinal disorders that lead to intestinal inflammation as a result of an overactive immune reaction. Despite therapeutic advances in the treatment of pediatric IBD, there has been limited improvement in outcomes over the last several decades.

The study showed patients stopped having symptoms and no longer needed to take steroids for disease management when they took part in ImproveCareNow. Children with Crohn's disease saw remission rates improve from 55 to 68 percent, with a similar improvement in ulcerative colitis patients.

The ImproveCareNow Network, formed in 2007 to improve the care and outcomes of children with Crohn's disease and IBD, has grown to include 33 centers with 300 gastroenterologists and 10,000 patients.

Children's Hospital Works To Prevent Pre-Term Births

WVXU
Cincinnati Children's is at the forefront of an effort to reduce premature birth rates—and DNA may hold the key to which mothers are at risk of early delivery.

Researchers at the newly established Center for Prevention of Preterm Birth will compare the DNA of mothers who delivered prematurely with mothers who carried full-term babies.

The director of the center, Dr. Lou Muglia, says it could take 5–10 years to find new genetic markers to identify those at risk and design new therapies to prevent it.

While most Cincinnati neighborhoods see premature birth rates around 12-percent, that number soars to 25-percent in some low-income areas. Premature birth ranks as the leading cause of infant mortality in the U.S.

"Health Care Heroes" At Cincinnati Children's

Business Courier
The Cincinnati Business Courier honored members of the Greater Cincinnati health care community recently with its 2012 Health Care Heroes awards. The 15th annual program recognized people and organizations working to make a difference in the local community.

Among them the winner of the "Innovator" category was, Dr. Punam Malik, Program Leader of the Molecular and Gene Therapy Program at Cincinnati Children's. Under Dr. Malik's leadership, the scientists at Cincinnati Children's are on the brink of a gene transfer therapy breakthrough that will end the symptoms of sickle cell disease.

Dr. Ronald Levin was named a finalist in the Health Care Heroes "Provider" category. Dr. Levin established the Center for Infants and Children with Special Needs at Cincinnati Children's to provide a medical home for children who require complex care from multiple physicians and agencies. Though Levin retired in December, he plans to continue his advocacy work as an adviser for the Family Resource and Advocacy Center at Cincinnati Children's.

Ohio Leads Efforts to Prevent Medical Errors in Children

*On behalf of Novak & Pavlik L.L.P.
posted in Medical Malpractice on
Monday, March 26, 2012*

We have previously explored many of the ways in which mistakes in medical contexts can endanger the lives of patients. Fortunately, Ohio's pediatric hospitals have made prevention of these medical errors a priority and hospital administrators from around the nation are following their lead.

Earlier this month, over 100 top administrators from children's hospitals nationwide traveled to Ohio to learn how the state's pediatric hospitals are preventing medical errors and improving patient care.

Driving the effort to reduce harm to Ohio's youngest patients is an initiative which was launched three years ago. The "Ohio Children's Hospitals Solutions for Patient Safety" has since become a model for care in other states.

Since the initiative launched in eight hospitals across Ohio, an estimated 7,700 children have been spared from preventable mistakes. Additionally, an estimated \$11.8 million has been saved in related healthcare costs.

The president of the Ohio Children's Hospital Association, who is also leading the efforts outlined in the initiative, has characterized the vision of the initiative: "to make Ohio the safest place for kids to get health care, period."

However, healthcare providers in other states have similar goals and seek to learn from Ohio's efforts. Initial projects targeted by the initiative have included reducing surgical site infections for orthopedic, cardiac and neurosurgery procedures and decreasing medication errors related specifically to narcotics.

The initiative has an explicit goal of decreasing preventable medical errors in children's hospitals in Ohio to zero. Such a bold initiative can only be beneficial for Ohio's smallest patients.

Source: Bellingham Herald, "Children's hospitals launch national patient safety initiative," Cheryl Powell, Mar. 14, 2012