
Quality? I Thought We Canceled all Meetings?

Novant Health Quality Improvement During COVID

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Novant Health Matthews Medical Center

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Mission

Novant Health exists to improve the health of communities, one person at a time.

Vision

We, the Novant Health team, will deliver the most remarkable patient experience in every dimension, every time.

Values

Compassion
Courage
Diversity, Inclusion and Equity
Excellence
Safety
Teamwork

Our people

We are an inclusive team of purpose-driven people inspired and united by our passion to care for each other, our patients and our communities.

Our promise

We are relentlessly pursuing remarkable care every day — so you can expect the compassionate, expert, personal experience you deserve.

Our principles

Access for All • Human-Centered
Purposeful Innovation • World-Class Quality



Our Vision

Our Strategic Aspiration

Our vision guides how we measure success for those we serve.

We, the Novant Health team, will deliver the most remarkable patient experience in every dimension, every time.

Safety	Quality	Authentic Personalized Relationships	Voice & Choice	Easy for Me	Value
A culture and an environment in which both patients and caregivers are not injured by the care delivered and which is guided by the principle: “First, do no harm”	Healthcare services that deliver superior outcomes as measured against national, state and regional benchmarks, peer data bases, internal standards, and the patient family experiences It includes prevention, early detection, treatment and ongoing health across all venues of care	Caregivers who know their patients and see the world from their perspective, delivering personalized care based on each patient’s needs during and beyond care encounters, always from a place of compassion	A system that gives patients information necessary to make knowledgeable and confident choices — if they choose to — and caregivers that approach patients as true partners, valuing patient perspectives and engaging in genuine dialogue	A convenient and seamless experience that integrates our caregivers and services into a system of care where unnecessary waits and hassles are eliminated, and necessary waits are filled in ways that add value to the patient	Commitment to develop a system of care that provides value, as judged by our patients and their payors, while achieving sustained financial performance Novant Health will compare favorably to a select group of top performing health systems. Our sustained financial strength will allow us to grow strategically and invest to meet the needs of the communities we serve

How We Deliver Value

Our Strategic Imperatives

Novant Health brings unique capabilities, expertise and focus. We commit to building on our strengths to differentiate us and best serve our patients and communities.

High-performing, change-ready and resilient team

Our culture will be known for resilience and innovation. Our diverse and inclusive team will have the mindset, tools and skills to anticipate and manage rapid change, ensuring that we continue to grow and thrive as a system.

Improving health

Assuring equity for all, we will provide the highest quality of care and value to each individual patient while partnering with others to develop systems of care that focus on improving health of communities.

Operational excellence

We will deliver outcomes to exceed our patients' expectations of a remarkable patient experience with an emphasis on safety and quality.

Technology, innovation and advanced analytics

We will optimize and expand our technology and advanced analytics capabilities to provide actionable and secure information and innovate to drive organizational results.

Consumer-driven products and pricing

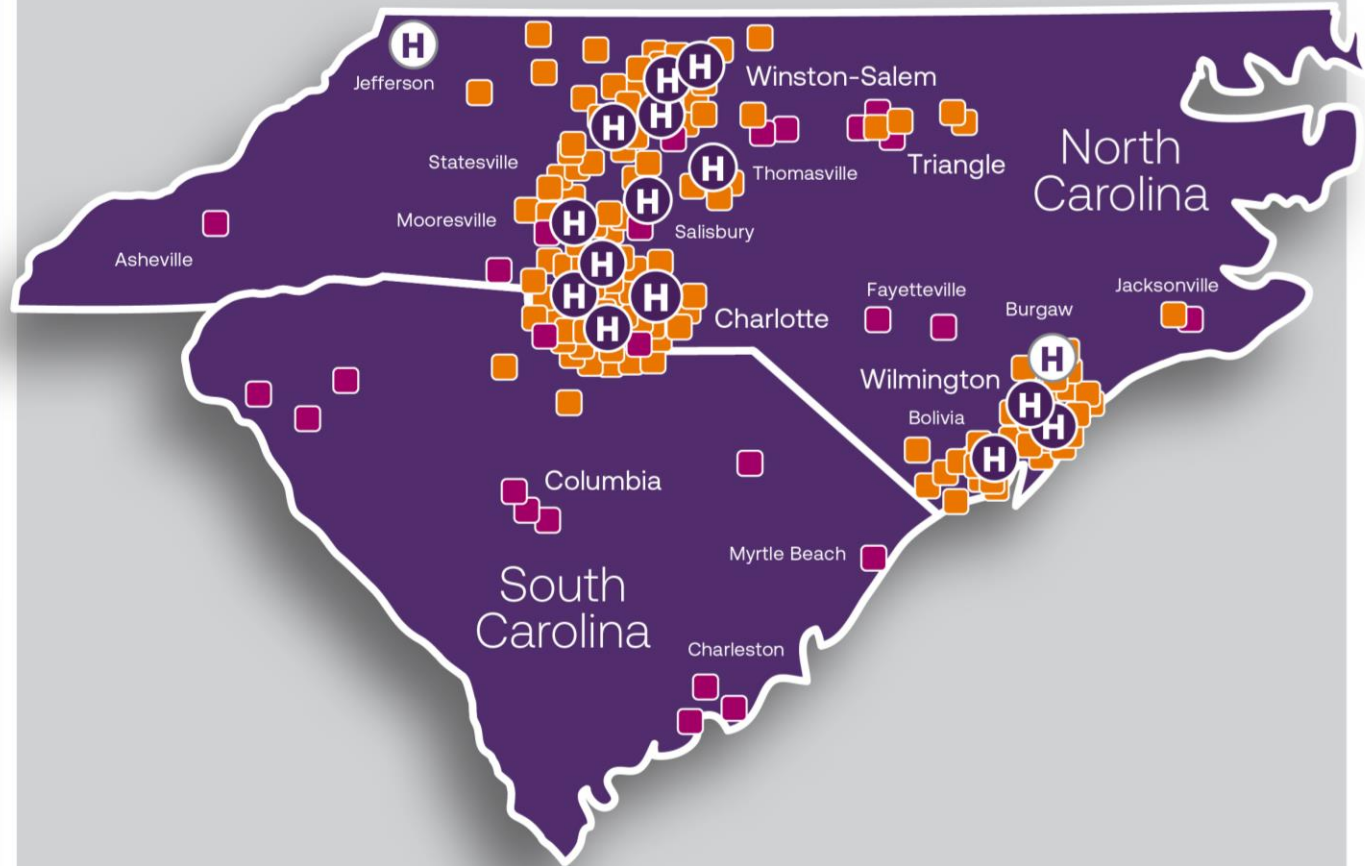
We will develop products, pricing and partnerships that anticipate and respond to the needs of our patients, employers, communities and payors.

Industry leadership and growth

We will provide industry leadership and advocacy, and build strong community relationships as we grow locally and into a multi-state "super-regional" system.

-  Medical Centers
-  Managed Medical Center
-  Physician offices
-  Imaging centers

Note: Markers are for geographic illustration only
and do not necessarily represent individual clinics.



Novant Health Matthews Medical Center



Novant Health Matthews Medical Center is a not-for-profit 157-bed hospital offering emergency services, maternity care, surgery, cardiac and cancer services. Additionally, the hospital offers outpatient services and advanced diagnostic capabilities.

Services include:

- Cardiovascular
- Surgery
- Oncology
- Hospice
- Neurology
- Orthopedics
- Acute Care / OP Rehabilitation
- Women's Services
- Bariatrics
- Advanced Imaging

There are 33 Beds in the ED with 35,500 patient visits in 2022 and 6 operating rooms with 5,404 surgeries in 2022



	2020	2021	2022
Average Census	119	139	127.5
Babies delivered	2,465	2,613	2,611
Visits to ED	38,252	38,649	35,500
Patient Days	43,554	50,586	46,543
COVID patients	342	974	610
OP Encounters	87,148	96,763	98,510
Surgeries	5,397	5,811	5,404

New Tower

Groundbreaking June 2022
 \$170M, 150,000 sq ft expansion
 58 new beds, new surgical suite, new cath labs
 2025 new services begin

Awards

Money's Best Maternity Hospitals for 2022
 High Performing Award from U.S. Best News Hospitals for 2022
 Press Ganey: Culture of Engagement Award to Novant Health
 Bariatric Center of Excellence – 2022
 CMS 5 Star Rating

Certifications/Accreditations:

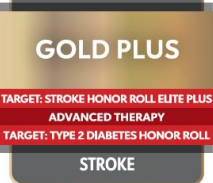
Primary Stroke TJC Certification
 Mammography Accreditation
 Baby Friendly Designation
 Magnet Recognition by ANCC

Healthgrades:

America's 50 Best Hospitals - 2022, 2021, 2020
 America's 100 Top Hospitals - 2022
 Pulmonary Care Excellence - 2022
 Patient Safety Excellence - 2022

American Heart Association:

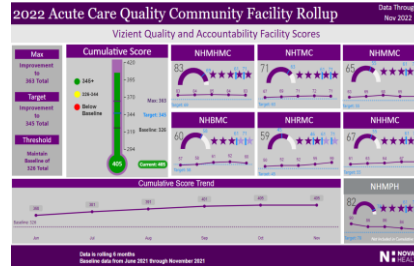
GWTG Gold Plus Target: Stroke Elite Honor Roll" - 2022
 GWTG Gold Plus Target: Heart Failure Honor Roll - 2022, 2021
 GWTG Gold Plus HF: Type 2 Diabetes Honor Roll - 2022, 2021
 US News and World Report ACC/NCDR Chest Pain-MI Registry Gold - 2022
 NCDR AMI Gold Achievement – 2022



Novant Health **Safety** & Quality | How it is being delivered

Board Level Report

- All Metrics



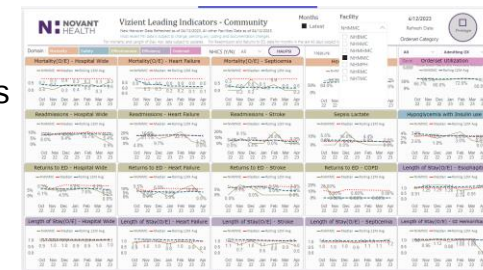
Facility Level Dashboard

- All Facility Specific Metrics by Domain
- w/drill thru



NHMMC Leader Level

- Leading indicators w/drill thru

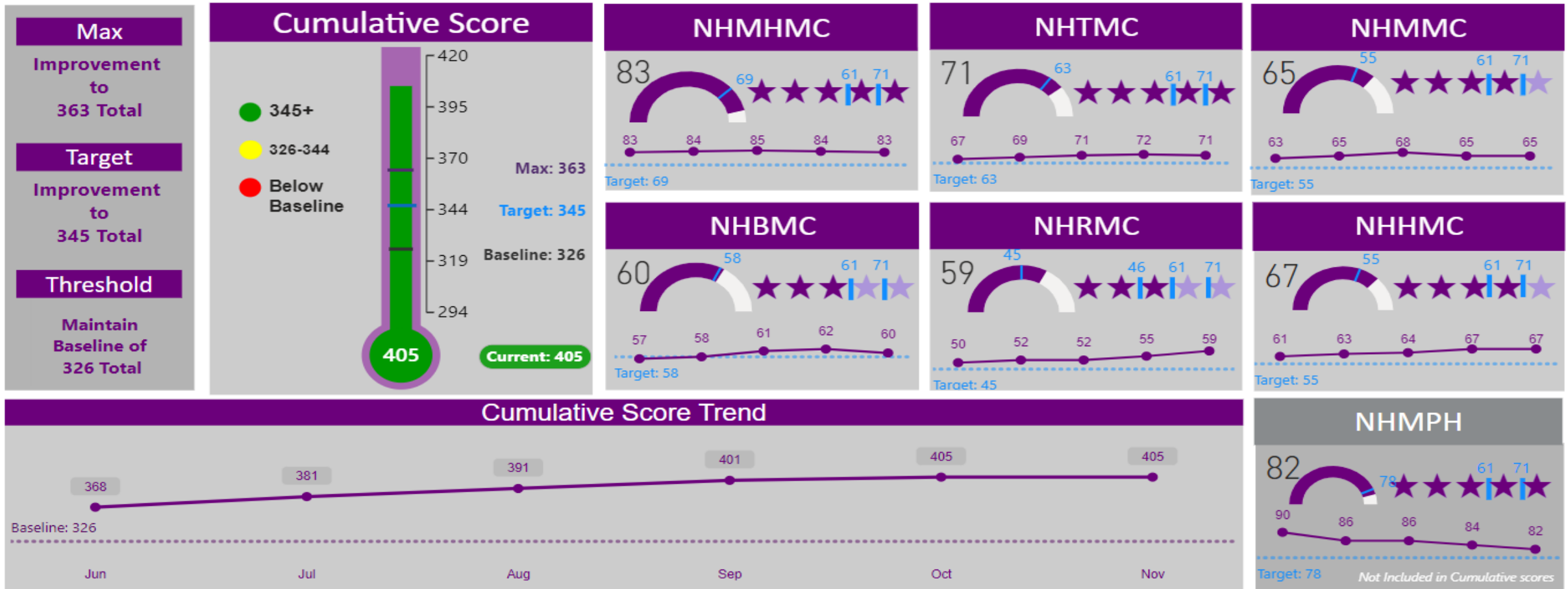


Safety and Quality | Acute Care - Community Facilities

2022 Acute Care Quality Community Facility Rollup

Data Through
Nov 2022

Vizient Quality and Accountability Facility Scores



Data is rolling 6 months
Baseline data from June 2021 through November 2021

Safety and Quality | Acute Care – Facility dashboard



2023 Acute Care Quality Community Data

Novant Health Matthews Medical Center Quality Scorecard

Facility Selection

NHMMC

Data Through

Jan 2023



President: Jason Bernd
Chief Clinical Officer: Sid Fletcher
Vice President of Clinical Affairs: Byron Dixon
Chief Nursing Officer: Robyn Barrieffe
Hospitalist Medical Director: Gautam Patel
NH Inst. of Safety & Quality Dir: Meredith Beam

Licensed Beds: 157
Operating Rooms: 6

Date of Last SSE: 04-Aug-2022
SSE Rate: 0.18
Team Members Injury

CMS Star Rating July 2022
★★★★★

Leapfrog Fall 2022
Letter Grade

A

Leapfrog Fall 2022
Safety Score
3.1782

Vizient Q&A

Rank

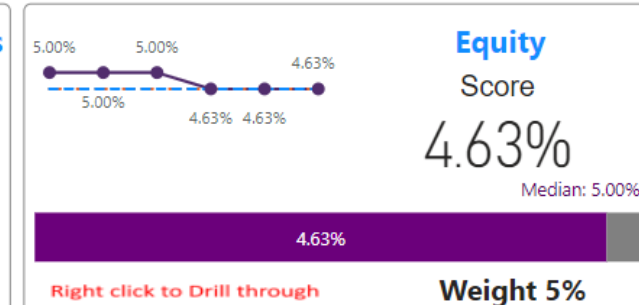
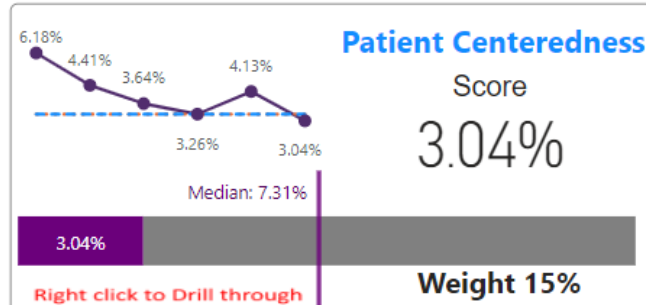
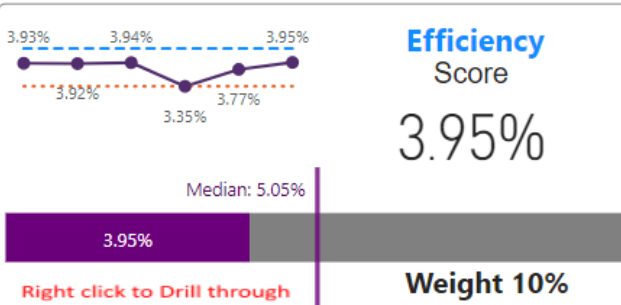
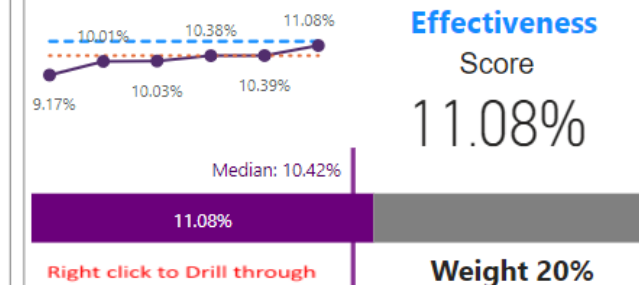
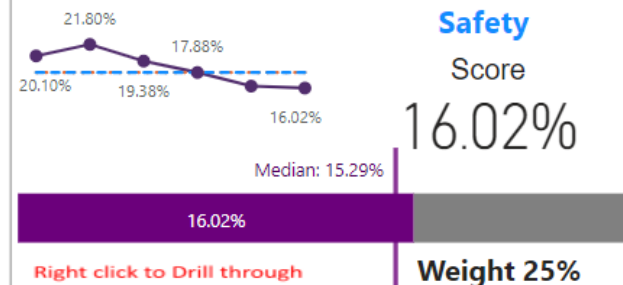
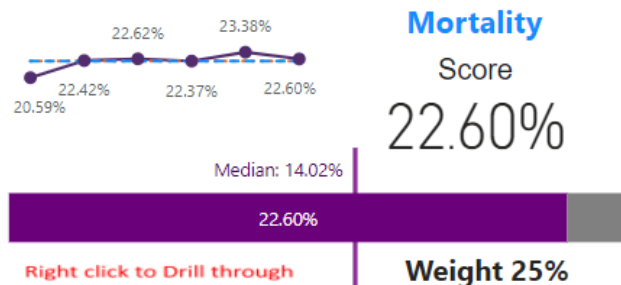
89 of 302

Score

61
Jan 2023

Q3 2022-Q4 2022

Baseline: 62



Organization Priority and Alignment

Clinical Support Executive Team - CSET

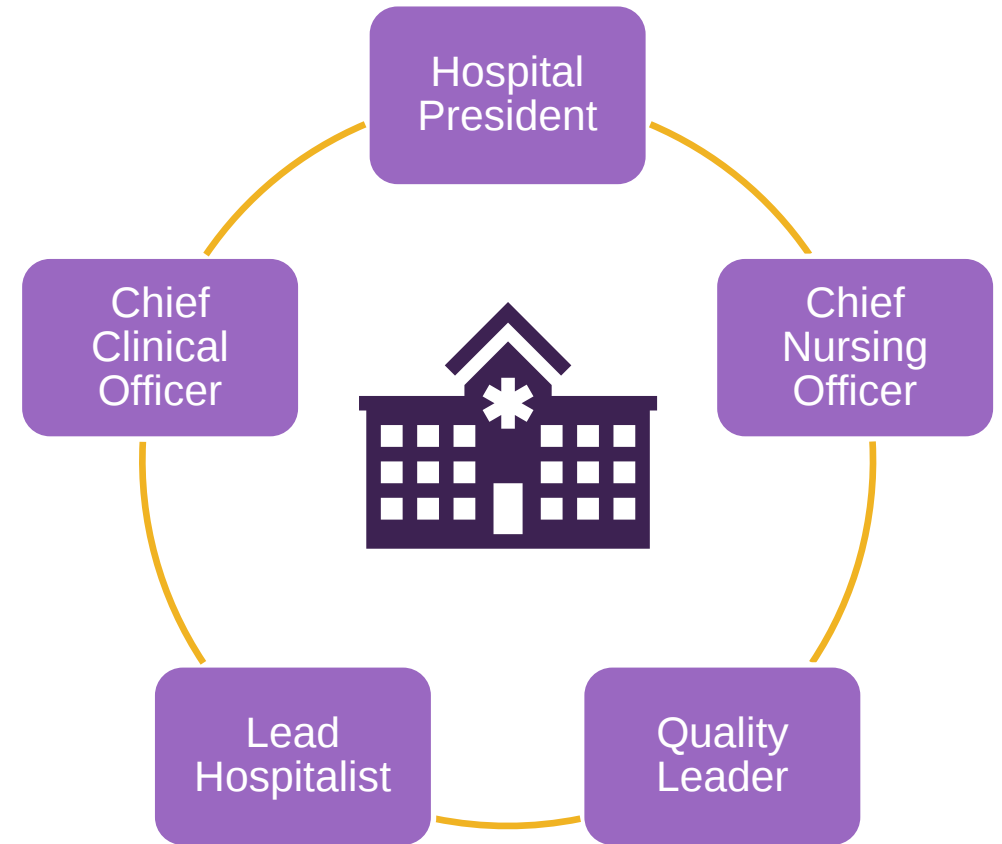
- System weekly meeting
- Strong partnership with facility leaders and system support teams
- Review current Annual Dashboard, HAI's, Safety Events and Analytic Insights
- Facility spotlight
- System team updates



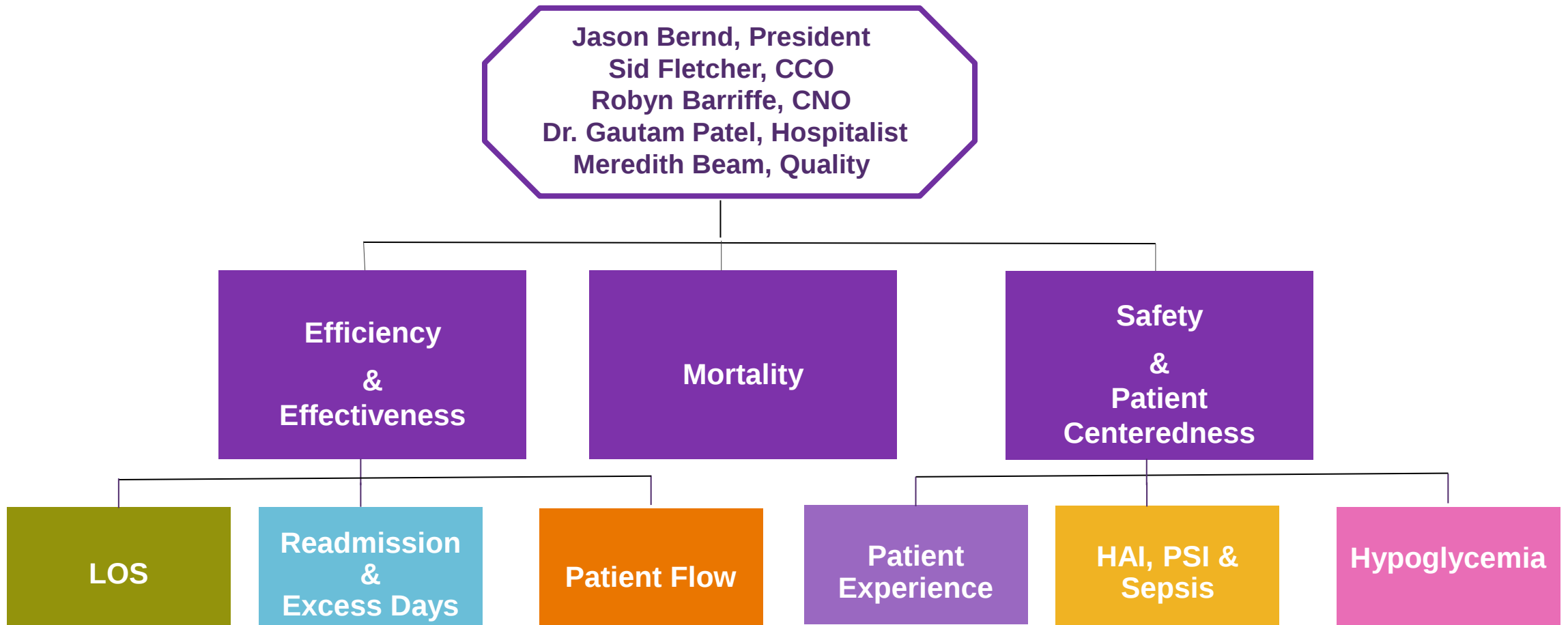
Organized for improvement

Facility-based quality teams

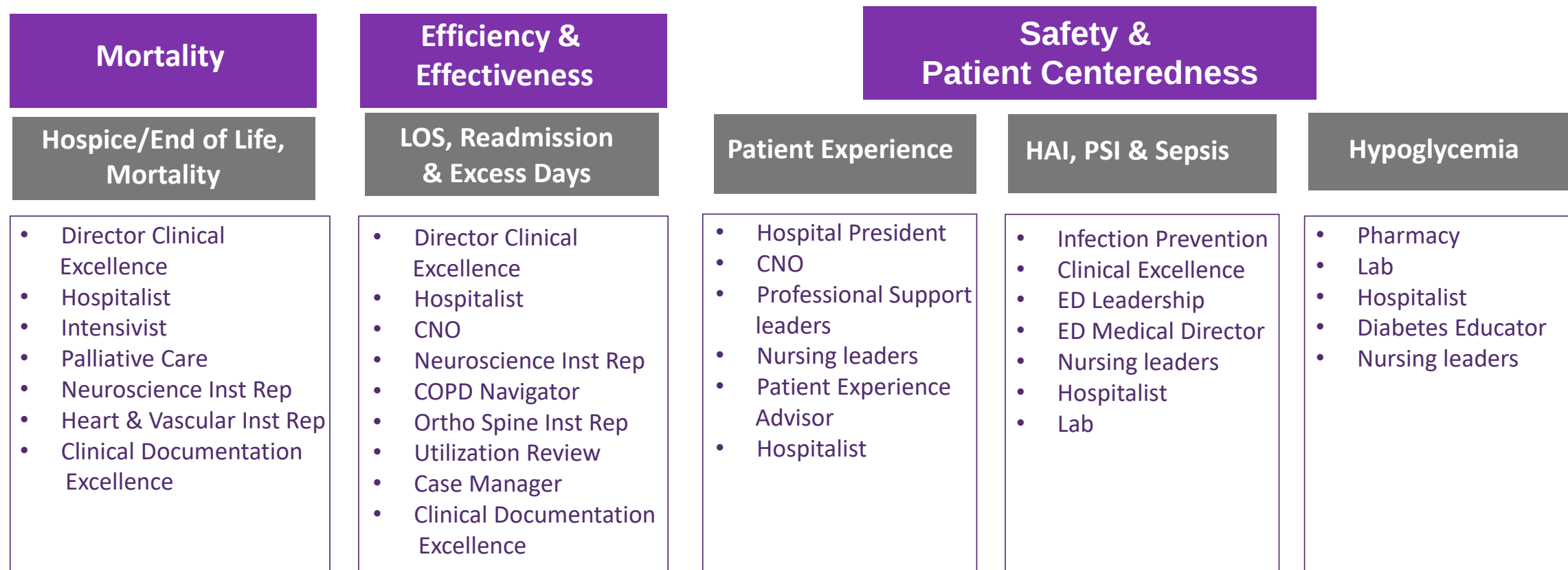
- Weekly meetings
- Assigned workstream teams
- Focused action plans
- Strong partnership with analytics and informatics



Organized for improvement

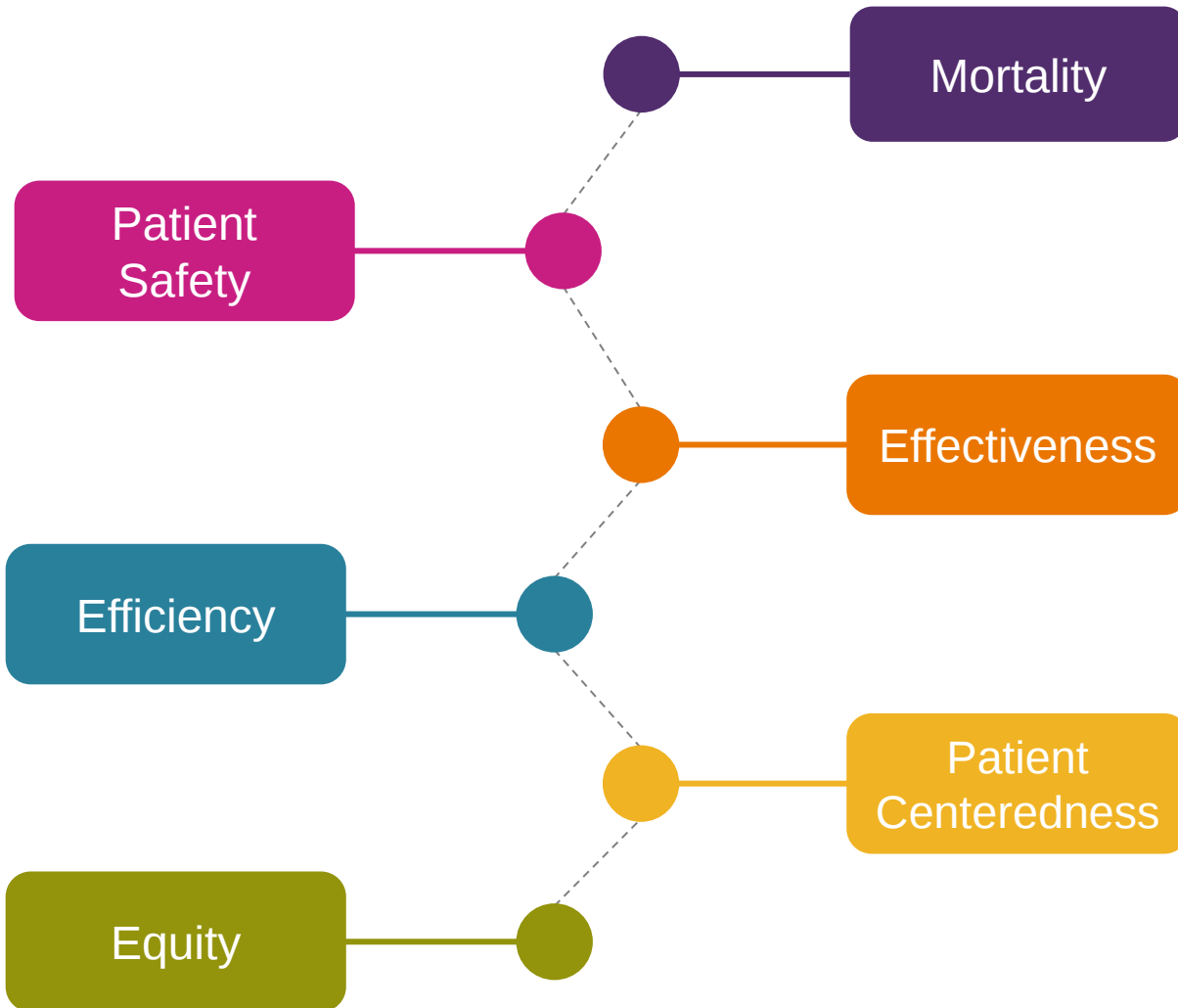


Organized for improvement



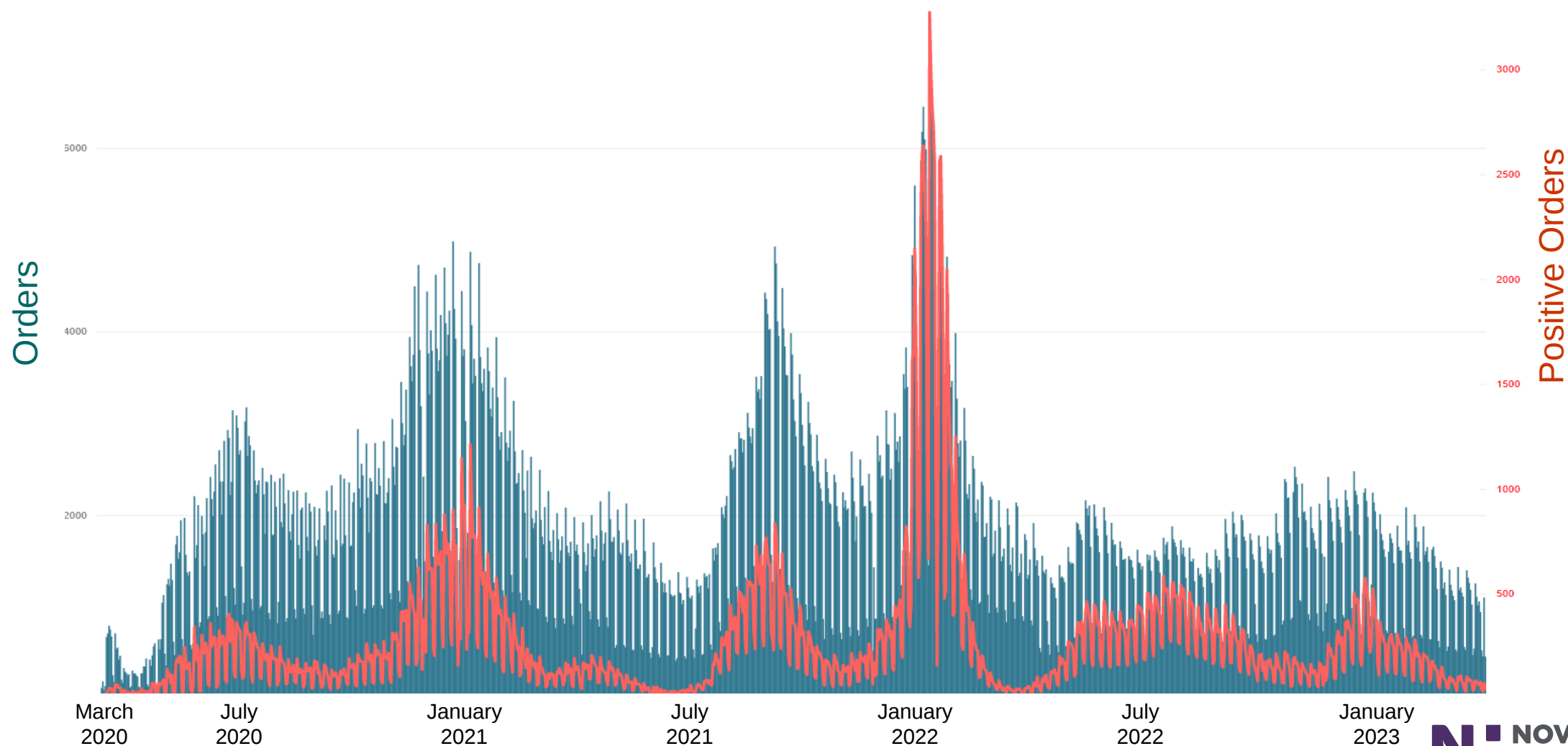
Novant Health Matthews Medical Center

Vizient Quality Domains

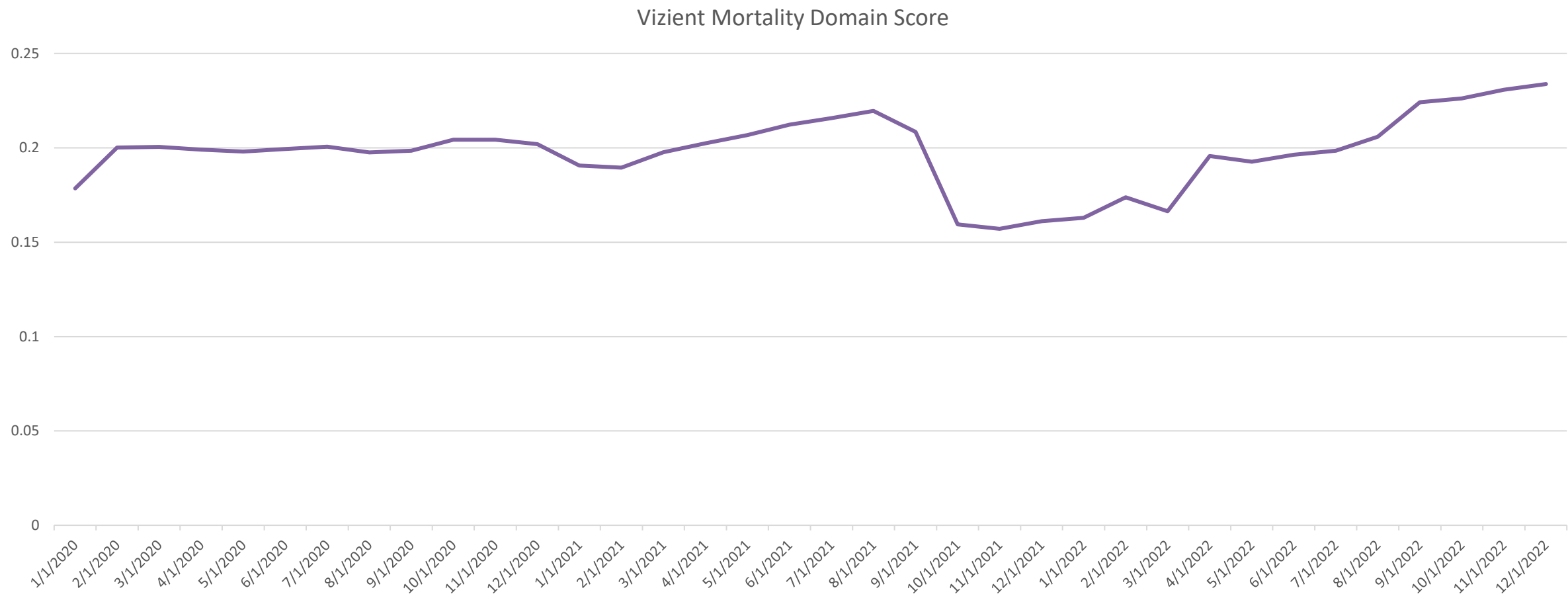


- **Overall score improvement to 61**
 - Baseline of 51
- **Mortality +6.66%**
- **Patient Safety +6.36%**
 - 50% reduction in CLABSI events
 - 90% reduction in CAUTI events
- **Efficiency +1.12%**
 - Implemented Patient Progression Rounds in February 2022

Novant Health COVID Testing and Positive Cases

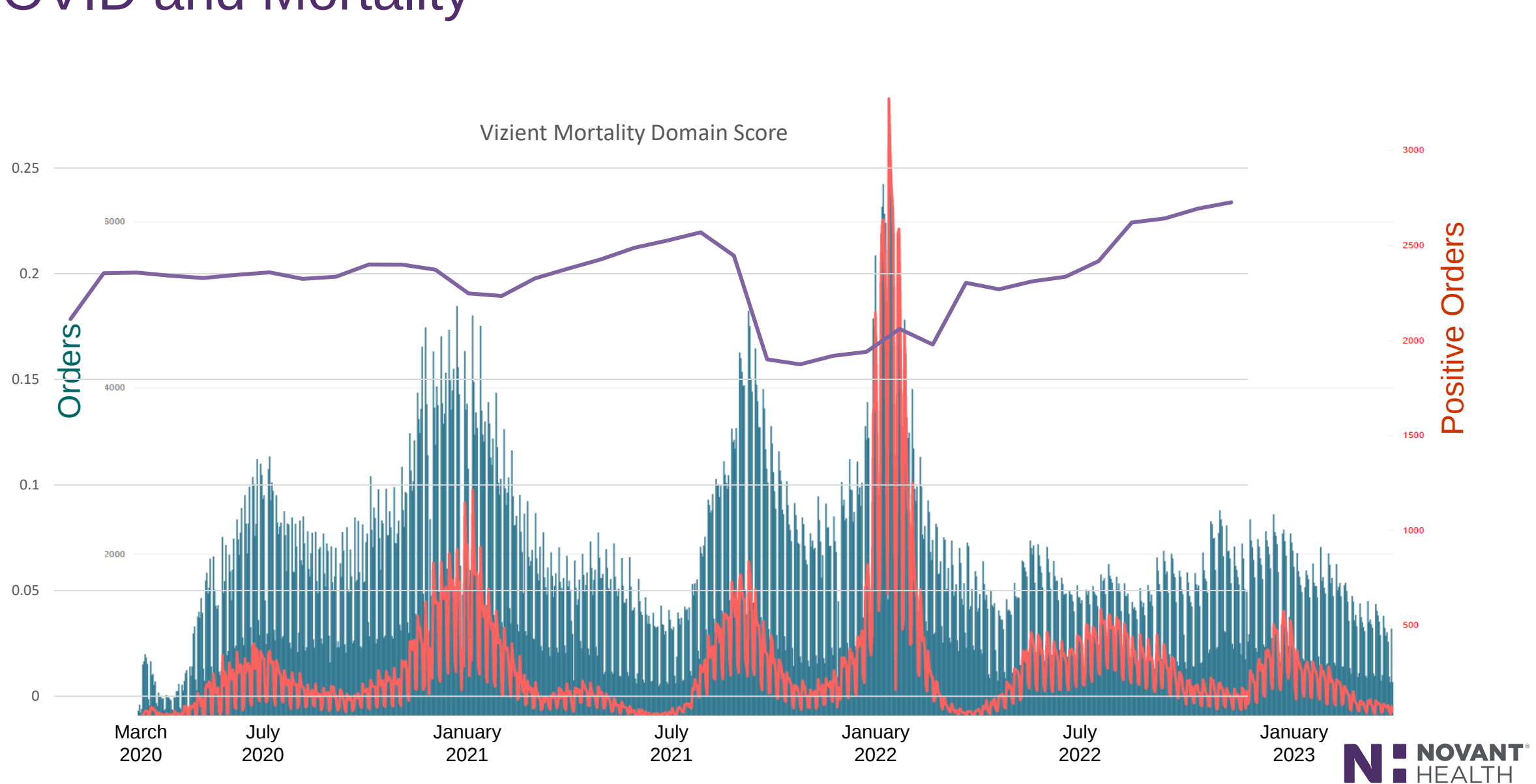


Novant Health Matthews Medical Center Mortality

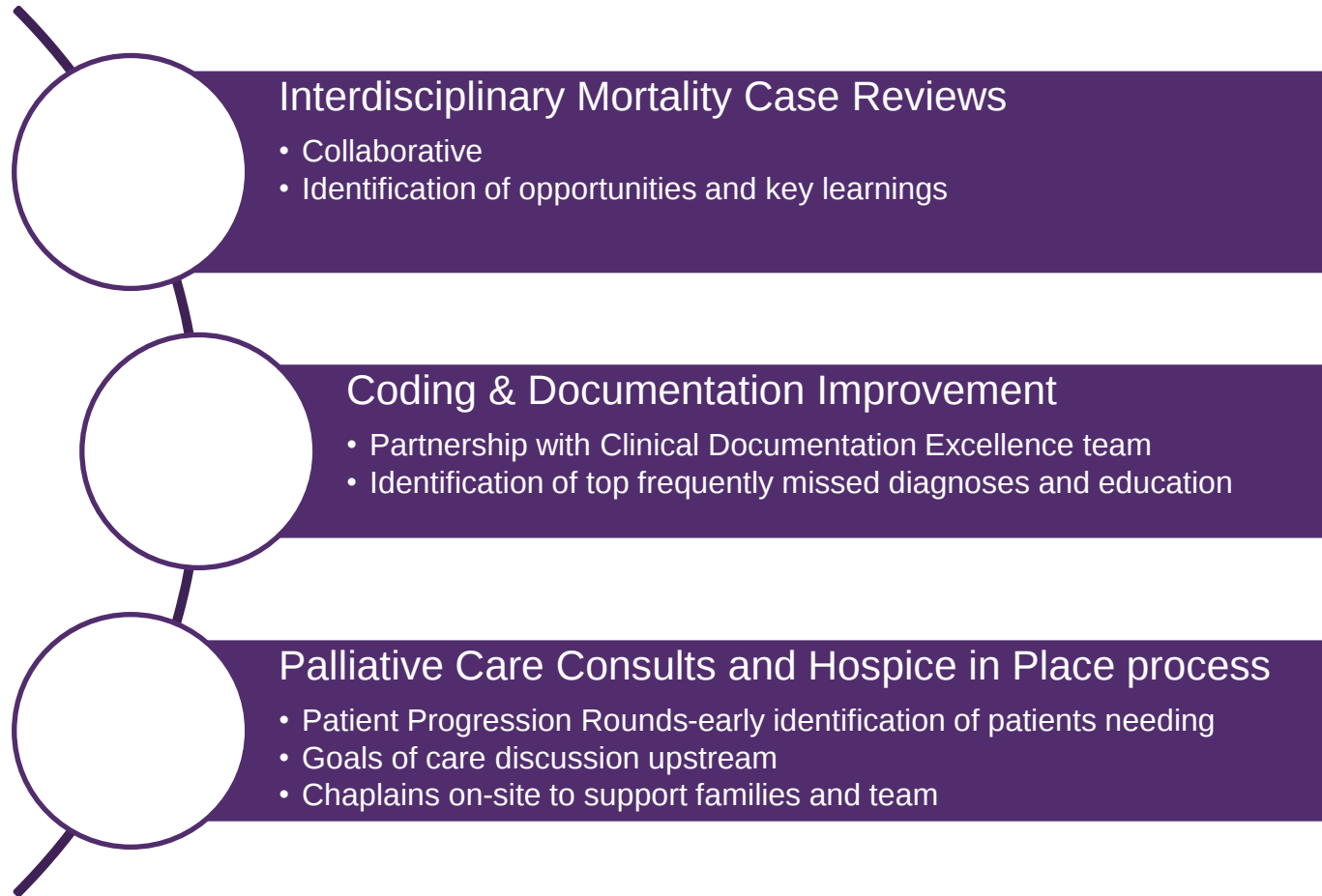


Note: Higher score reflects better outcomes for patients

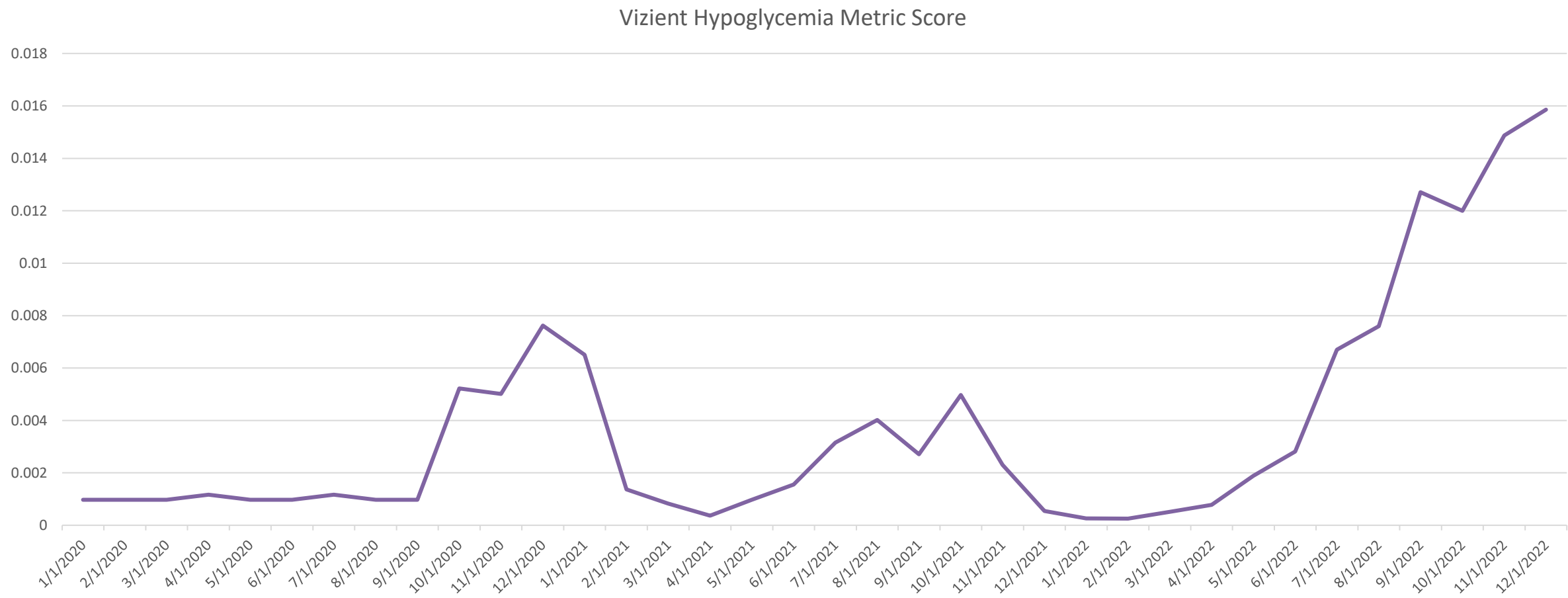
COVID and Mortality



Mortality Improvement Initiatives

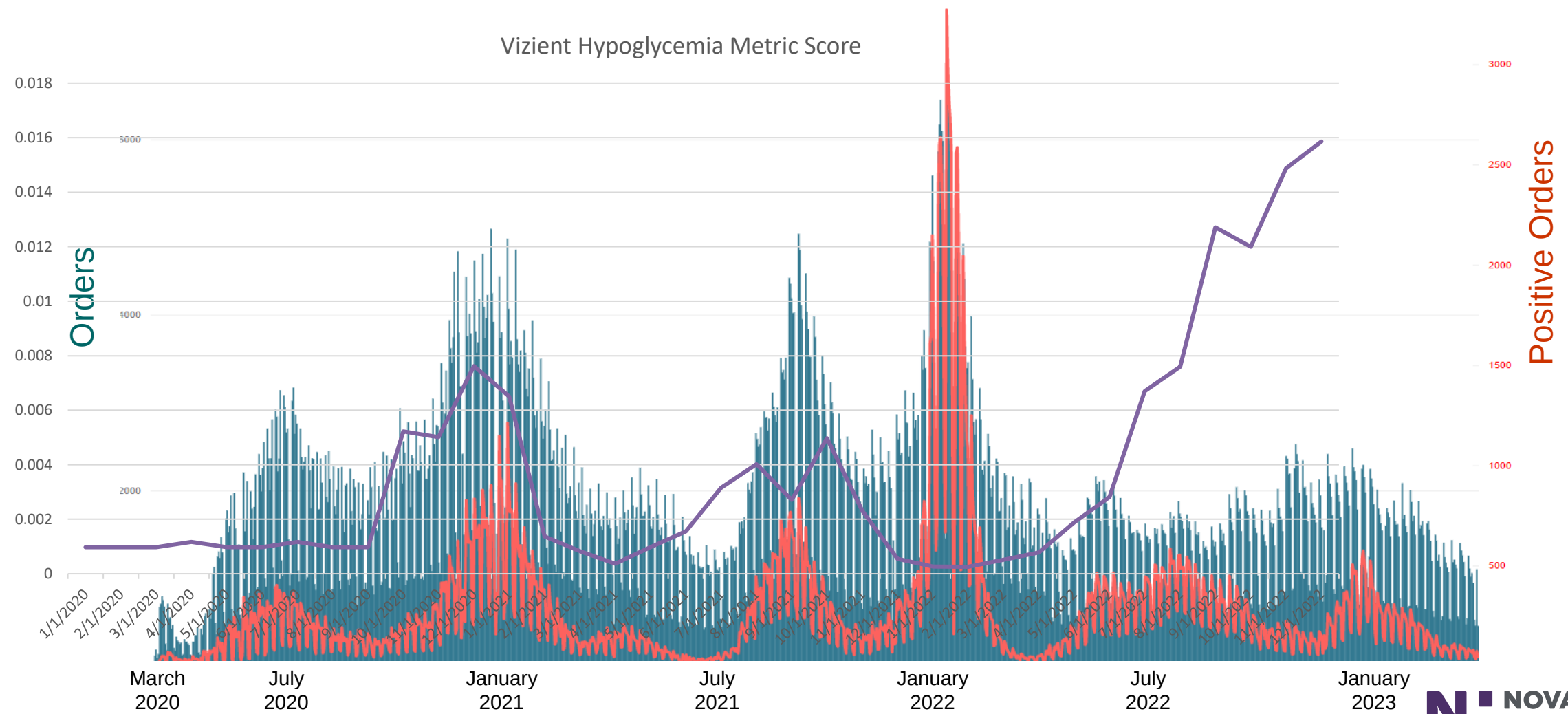


MMC Safety – Managing Hypoglycemia



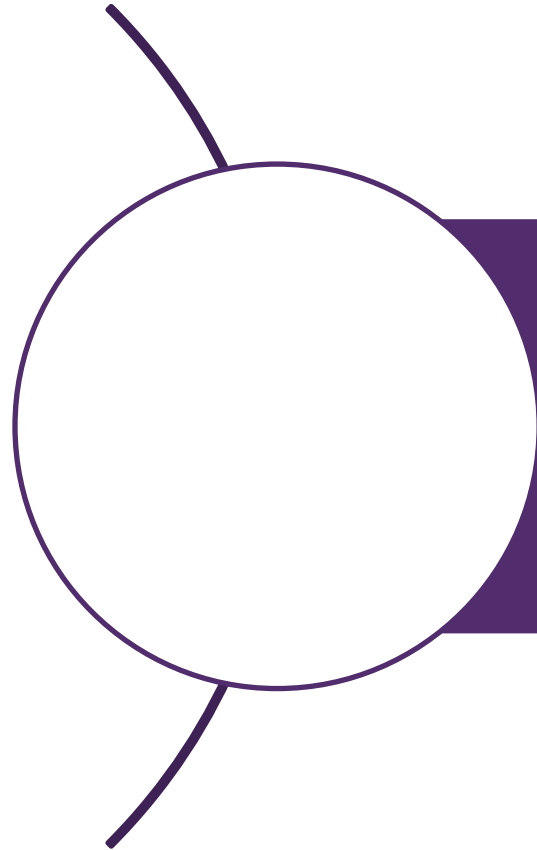
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COVID and Hypoglycemia



Note: Higher score reflects better outcomes for patients

Patient Safety Improvement Initiatives



Hypoglycemia

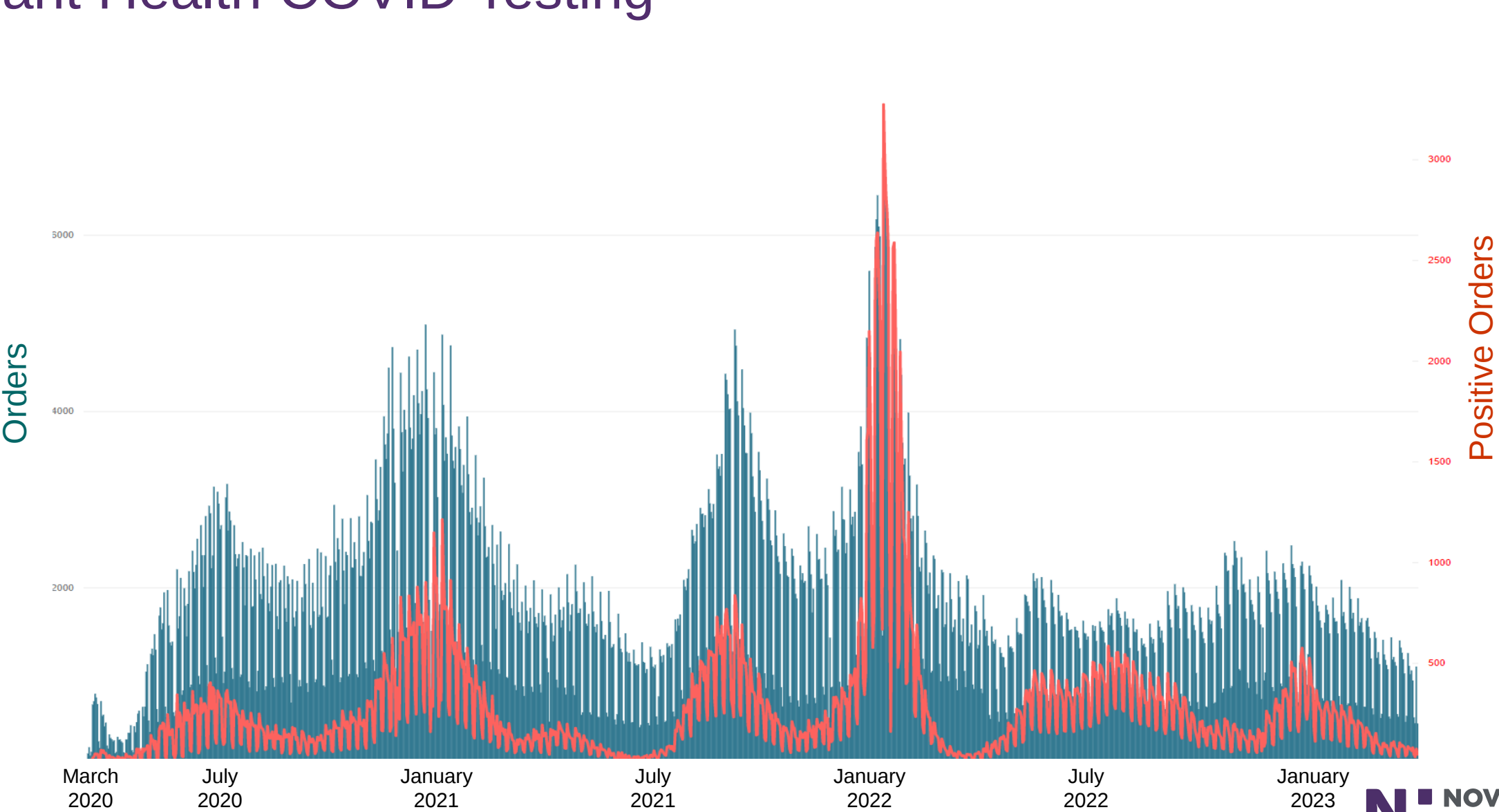
- Interdisciplinary workgroup created
- Event case review deep dives-opportunities to track and trend
- Pharmacy review daily of patients on insulin <80
- Daily reporting of patients <80 at safety huddle
- Partnership with dietary to increase the variety of 30 gram carb evening snacks to increase patient compliance
- Shift from Glucommander to system wide orderset

Novant Health Matthews Medical Center

Patient Safety: Reducing Hospital Acquired Infections

	2018	2019	2020	2021	2022
CLABSI	1	1	1	4	2
CAUTI	2	3	3	10	1
C. diff	17	7	13	10	5
MRSA Bacteremia	0	0	0	2	2
MRSA all	1	3	3	1	3
SSI COLO	2	7	6	6	5
SSI HYST	3	2	2	3	1
SSI HPRO	-	-	-	1	0
SSI KPRO	-	-	-	0	0

Novant Health COVID Testing



Patient Safety Improvement Initiatives



Overall

- Stopped rapid onboarding of travelers, full orientation provided
- Create cheat sheets on all units for all policies and procedures to reinforce evidence-based practice
- Reviewed each HAI at hospital, market, and system level

CLABSI

- Patient Progression Rounds- early device removal
- Reinforce best practices

CAUTI

- Patient Progression Rounds- early device removal
- Appropriate Urine Culturing with Leader Signoff
- Validation of Pericare Practices

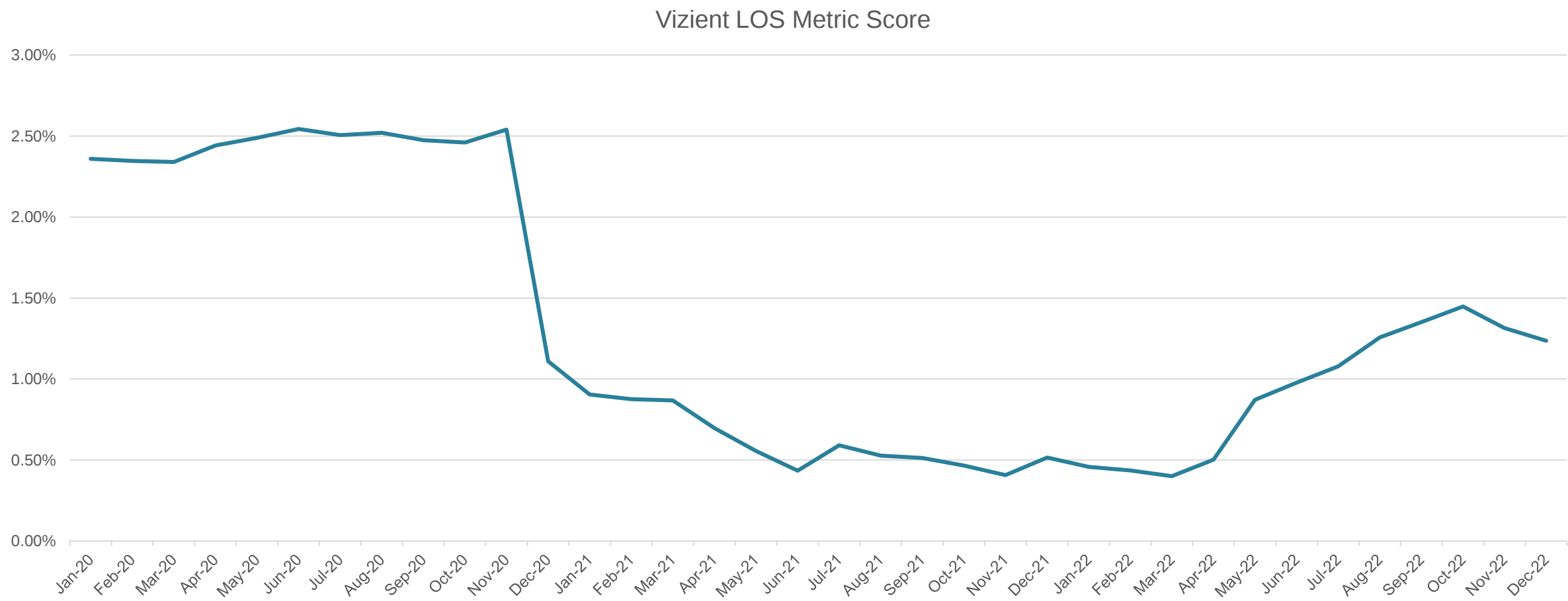
C. Diff

- Hand hygiene RFID tracking with Swipe Sense
- Lab double checks protocol followed prior to running the specimen

SSI Colon and Hysterectomy

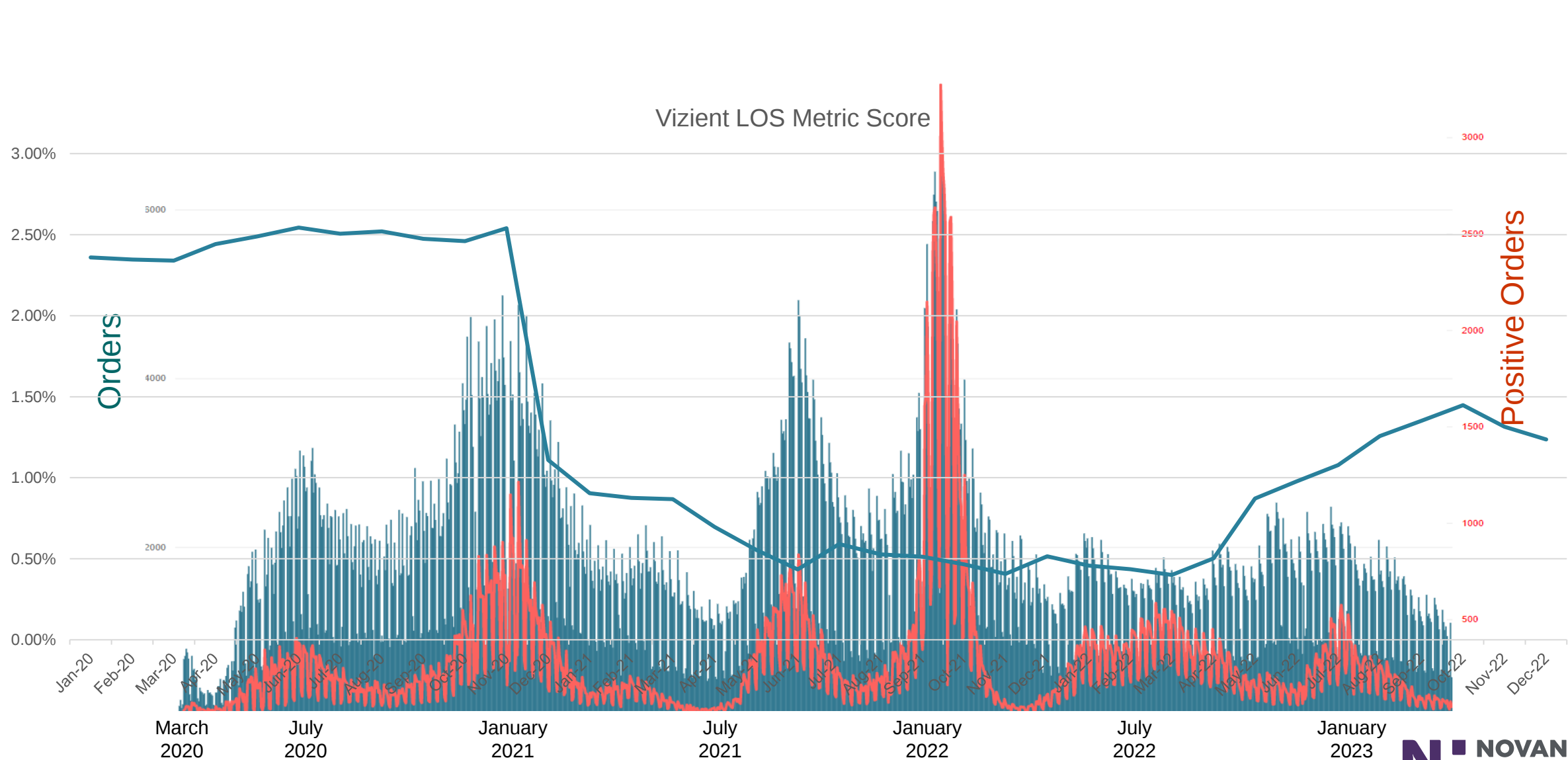
- Surgical Infection Prevention Bundles
- Case Review of 100% surgical site infections

MMC Efficiency – Managing Length of Stay



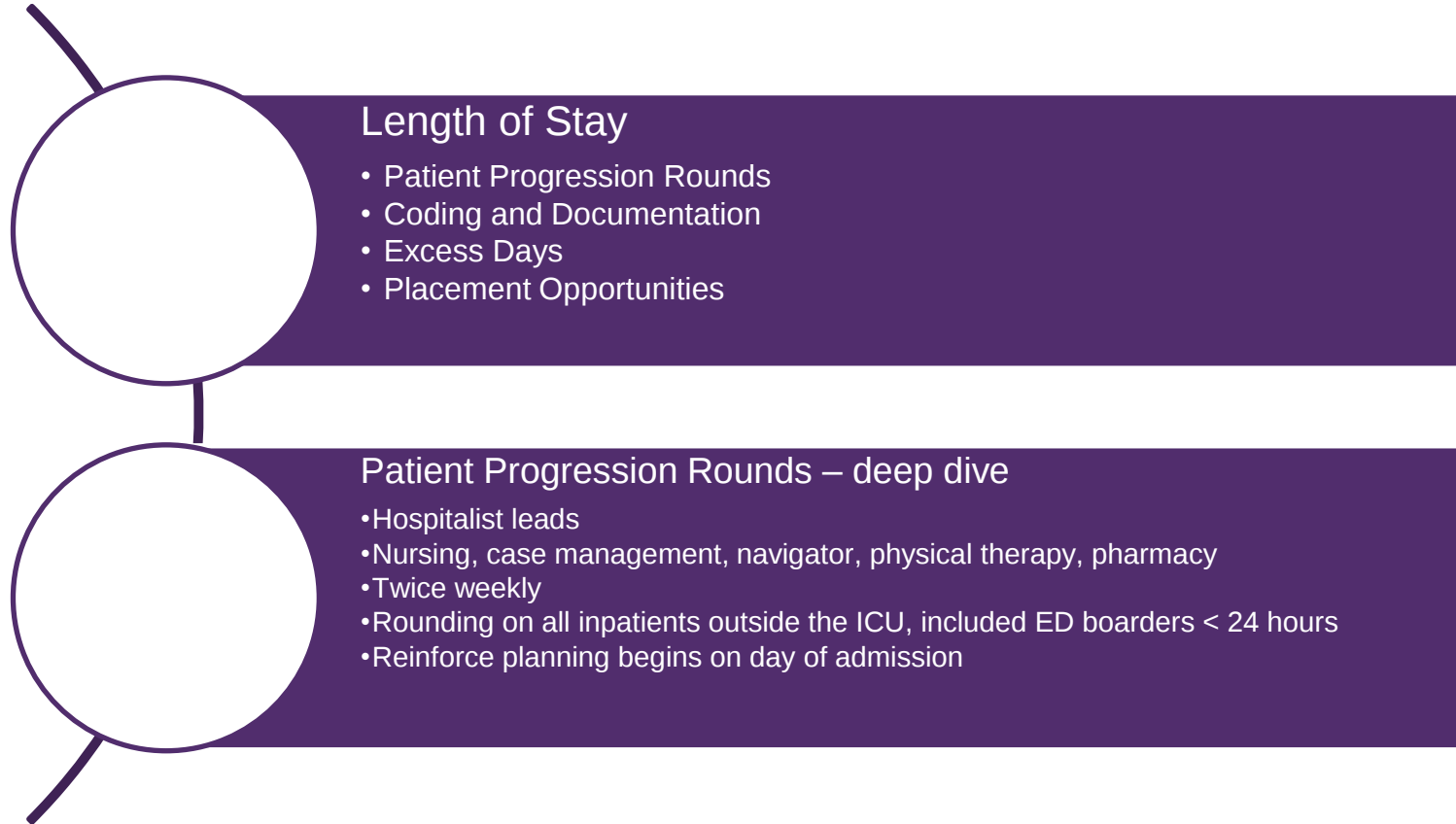
Note: Higher score reflects better outcomes for patients

COVID and LOS



Note: Higher score reflects better outcomes for patients

Efficiency Improvement Initiatives



Summary – Novant Health **Safety** & Quality

- **System resourcing and best practice sharing**
 - Democratization of Data
 - Cadence and accountability
- **Local ownership and implementation**
 - Multi-disciplinary planning
 - Iterative improvement cycle

Questions?