

# Bringing Quality to Life



## 2010 ANNUAL QUALITY REPORT TO THE COMMUNITY



Washington Hospital Healthcare System  
Investing in the health of the community.



**AT WASHINGTON HOSPITAL,** we are committed to the highest standard of quality and safety. We believe in evidence-based medicine and a meaningful approach to performance improvement. By continuously optimizing the care we provide, we are improving and saving more lives each and every day.

# Mission statement

**AS THE LOCAL HEALTH CARE DISTRICT, OUR MISSION IS TO MEET THE HEALTH CARE NEEDS OF THE DISTRICT RESIDENTS THROUGH MEDICAL SERVICES, EDUCATION AND RESEARCH.**

Within this scope, Washington Township Health Care District is committed to assuming the leadership role in improving and maintaining the health status of the residents by:

- Identifying and assessing community health care needs.
- Developing mechanisms to respond to the identified need within the financial capabilities of the District.
- Committing to a culture of patient safety and accountability.
- Adopting identified best practices.
- Providing access to high quality, cost-effective health services through an integrated delivery system.
- Providing appropriate employee, professional and community educational resources to enhance patient care and health promotion throughout the District.

To support the fulfillment of the mission, the District's strategic vision is to be the regional medical center of Southern Alameda County offering services that span the full range of care within the available financial resources.

*Resolved by the Board of Directors  
Washington Township Health Care District  
May 14, 2008*



**Washington Hospital Healthcare System**

**Investing in the health of the community.**

# Setting our quality goals

**AT WASHINGTON HOSPITAL, OUR QUEST FOR QUALITY HAS AND ALWAYS WILL BE AMONG OUR TOP PRIORITIES.** Never satisfied with the status quo, we constantly look for ways to raise the bar on quality care and safety for our patients. Our Quality Steering Council, made up of representatives from the Board of Directors, Hospital senior leadership, and leaders of the medical staff, sets our direction.

Each year, as part of a continuing process, the Council reviews past achievements and challenges, and looks to the future. They then identify a set of Established Goals to guide our Hospital for the coming year. Because our focus on quality is a never ending process, these goals are connected from one year to the next, and each is an essential part of the overall picture of quality at Washington Hospital.

In addition to our work with leading quality organizations such as The Joint Commission, the Institute on Healthcare Improvement and the Beacon Collaborative, these goals are a critical component of our Hospital's Quality Improvement strategy. In this report, you will find information on how Washington Hospital has worked to meet the following goals established for 2009, while also addressing a wide range of other quality-related issues focused on delivering better patient care:

- Improve patient flow
- Reduce patient falls
- Improve diabetes care
- Analyze and improve response to patient call lights
- Reduce nosocomial (hospital-acquired) infections
- Publish quality data for the public
- Evaluate and improve the patient's experience in the Hospital

## Learn more

You can learn more about how Washington Hospital is bringing quality to life by going to our Web site at [www.whhs.com](http://www.whhs.com) and clicking on the "Learn more about our quality initiatives" button. There, you will also find links to videos of quality presentations given at Washington Township Health Care District Board meetings, including our quarterly Dashboard of Quality Indicators.



# Our total commitment

**WELCOME TO WASHINGTON HOSPITAL'S SECOND ANNUAL QUALITY REPORT TO THE COMMUNITY.** This publication further demonstrates our commitment to promoting a culture of quality and safety in everything we do. For the Hospital's staff and physicians, quality isn't just a buzz word. It is and will continue to be one of our core values, as reflected in our Health Care District's Mission Statement.

At Washington Hospital, quality is everyone's responsibility. The Quality Steering Council leads this ongoing collaboration, monitoring quality improvement processes and procedures, assessing patient outcomes and supporting creative solutions for further progress. Over time, the Hospital has achieved a measurable difference in improving quality and patient safety. It has also enhanced medication safety by consistently applying better procedures and investing in advanced technologies that help avoid medication errors.

Adoption of evidence-based best practices is key to the effectiveness of many of the quality improvement initiatives. Washington Hospital continues to identify other proven approaches and share its successes and lessons learned through close collaboration with leading quality improvement organizations, such as the The Joint Commission, the Institute for Healthcare Improvement and the Beacon Collaborative.

Because quality and safety are fundamental to providing the best care, the Hospital's chief of quality and resource management reports monthly to the Board of Directors on progress, challenges and achievements. These reports are available to the public on the Hospital's InHealth cable TV channel and on our Web site.

Our total commitment to quality and safety means patients who come to Washington Hospital can be confident they are receiving the best standard of care. In this report, you will gain a further appreciation for how the Hospital, its physicians and staff are truly bringing "Quality to Life" for the community we serve.



**William F. Nicholson, MD**  
Chairperson, Quality  
Steering Council  
*Washington Hospital  
Healthcare System*

A handwritten signature in black ink, appearing to read "W. Nicholson". The signature is fluid and cursive, written on a white background.

# Inspiring change through excellence



**Nancy Farber**  
Chief Executive Officer  
Washington Hospital  
Healthcare System

## **WHEN HEALTH CARE PROVIDERS COLLABORATE TO ACHIEVE MEANINGFUL IMPROVEMENTS IN PATIENT CARE, THE HOSPITAL BECOMES AN EXCITING PLACE.**

That's what is happening at Washington Hospital, as our dedicated staff and physicians implement ground breaking initiatives leading to measurable differences in quality and safety for patients.

Not only have we made improvements within our Hospital, we've also attracted the interest of quality improvement organizations and other health care providers locally, nationally and internationally. Several of our initiatives have been accepted for presentation at professional conferences and for publication in journals. We were the only community hospital in the world to present at the International Sepsis Forum in the Netherlands, and we have presented other projects at national meetings of the Institute on Healthcare Improvement, generating inquiries from hospitals in the U.S. and abroad.

During the past year, some of our Hospital's exceptional health care services have also garnered commendation. The Breast Health Program, Stroke Program, Center for Joint Replacement, Community Cancer Program and Diabetes Program have all been recognized for excellence. You will read more about these notable certifications and awards in this report.

In addition, we continue to make substantial progress as our Hospital journeys toward Magnet Recognition Status. This prestigious designation will confirm the level of nursing care provided at Washington Hospital is matched by few others in the Bay Area.

For these reasons, I offer my congratulations to our entire staff. We are all gratified by the recognition we have received and the opportunities to share the results of our work. Nevertheless, our true inspiration comes from knowing we are contributing to the best care for patients and that we are always working to improve that care. By demonstrating that excellence can and does make a measurable impact on patient outcomes, we continue to be true to Washington Hospital's guiding principle, the Patient First Ethic.

A handwritten signature in black ink that reads "Nancy Farber". The signature is written in a cursive, flowing style.

# Collaborating for quality and safety

**THE MEDICAL STAFF IS PLEASED TO WORK WITH WASHINGTON HOSPITAL'S DEDICATED STAFF IN AN ONGOING QUEST TO IMPROVE QUALITY AND PATIENT SAFETY.** Due to excellent leadership and teamwork by both staff and physicians, many of the Hospital's quality initiatives adopted in the last two years are now meeting or exceeding goals. As a result, patients are benefiting from shorter hospital stays, faster recoveries and better overall outcomes. Together, we have made great strides in improving medical care for conditions such as heart attack, heart failure and pneumonia, as well as surgical care.

One reason for the success of these and other improvement efforts is the Hospital's use of technology to create innovative solutions. For example, Hospital experts and physicians collaborated in developing a software program that compiles, updates and reconciles a patient's list of medications. Physicians use the program to complete all discharge instructions and make any changes to the medication list before patients go home. This provides patients with clear, comprehensive instructions, including an accurate list of medications and any necessary prescriptions. The initiative was a monumental undertaking for Hospital staff and is now a highly valuable tool for both physicians and patients.

The many quality improvement efforts now underway at Washington Hospital demonstrate a level of excellence that is rare among community hospitals. Although we have made commendable progress, there will always be further challenges to meet and opportunities to improve. The physicians look forward to continuing our partnership with the Hospital because every achievement raises the bar on quality and safety for our patients and the community.



**Jan Henstorf, MD**  
Chief of Staff  
*Washington Hospital  
Medical Staff*

# Promoting safety

## National Patient Safety Goals

### **WASHINGTON HOSPITAL IS COMMITTED TO PROVIDING SAFE PATIENT CARE.**

We work hard to comply with the annual National Patient Safety Goals developed by The Joint Commission to help hospitals improve patient safety.

To achieve these goals, we must continuously analyze and refine the way we provide care. This requires a serious investment of time and support by administrators and frontline staff, as they work to change not only behavior but our organizational culture. The Hospital's Patient Safety Committee leads this effort, monitoring how the changes we make improve the safety of our patients.

In the past year, reducing the risk of infection was an important patient safety goal. Among other strategies, we initiated a hospital-wide program to promote hand hygiene, the single most important defense against infection. Now, there are hand sanitizer dispensers outside every patient room and in many other places throughout the Healthcare System. We use every opportunity to reinforce the critical importance of hand washing.

Better communication has been identified as a focus for 2010. Communication in hospitals is a complicated process, with many levels and multiple aspects affecting safe care. For example, we are working on ways to improve the timely reporting of critical test results. Another important phase of communication we monitor is the "hand-off," the exchange of information between caregivers, as a patient moves from one area of the Hospital to another or is discharged to another facility.



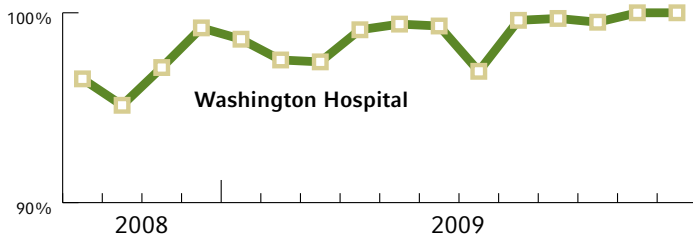
### **2010 National Patient Safety Goals**

- Improve communication
- Identify patients correctly
- Use medications safely
- Prevent infection
- Identify patient safety risks
- Ensure the right procedure is done for the right patient

*Obstetrical nurse Tamra Ragusa, RN, uses one of the many hand sanitizers located throughout the Hospital to help fight infection.*

# Assuring a safe place for patients

## Highlights of our safety initiatives



### **Percent of patients with medication list upon admission**

*Since the beginning of the project late in 2008, nearly all patients have a home medication list completed when they are admitted to Washington Hospital*

### **Bridging the gaps in medication safety**

Medication safety is a top priority at Washington Hospital. Our multidisciplinary Medication Safety Committee, with the involvement and support of our physicians, is responsible for monitoring and improving the entire medication use process.

An important aspect of medication safety is medication reconciliation, which compares a patient's home medications with those ordered during the hospital stay and at discharge. This proven medication

safety initiative has been adopted by The Joint Commission as a National Patient Safety Goal. It requires that patients be given a list of medications they are to continue after their discharge from the hospital. Recognizing that compiling an accurate list of medications and keeping it current is critical to patient safety, our Medication Safety Committee appointed a Medication Reconciliation Team to improve the process. In collaboration with the Hospital's Information Technology Department, the Team developed proprietary software that is used to compile all of the patient's necessary medication reconciliation information and generate a readable medication list for the patient upon discharge.

The process begins when a patient is admitted to the Hospital. At this time, nurses and pharmacy technicians use the software application to prepare a home medication list, which is then reviewed by a licensed pharmacist and a physician. Since we introduced the electronic medication reconciliation application, we have compiled home medication lists for more than 99 percent of our patients upon admission.

### **A foundation for medication safety**

*As part of a patient's admission process, Washington Hospital Pharmacy Technician Virginia DeGuzman reviews and documents all home medications.*



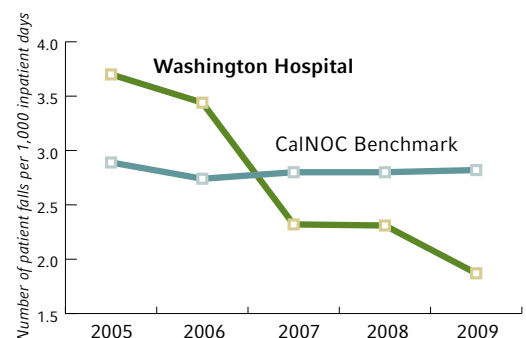
## Highlights of our safety initiatives

The home medication list is updated throughout the patient's hospitalization. When it is time for the patient to leave the Hospital, the physician does a final reconciliation and generates a computerized list of medications and a discharge summary and instructions.

At Washington Hospital, we are continuing to refine our processes to meet the important need for accurate medication reconciliation and a safe, useful medication list for our patients. We recently presented the results of our medication reconciliation initiative at a national meeting of the Institute for Healthcare Improvement, generating much interest from other hospitals.

### Keeping patients safe from falls

Falls are a serious threat to hospitalized patients, especially those who are elderly. With leadership from our multidisciplinary Falls Risk Reduction Team, we implemented a falls reduction protocol, including the use of low-boy beds, non-slip socks, armbands and special room signage for high-risk patients. These and other measures have significantly reduced patient falls, and we have remained well below the national benchmark for the last three years.



### Fewer patient falls

*The rate of patient falls at Washington Hospital has been below the CalNOC (Collaborative Alliance for Nursing Outcomes) standard since early in 2007.*



### Avoiding risk of falls

*Nurses Cheryl Bernal, RN, and Trang Nguyen, RN, attend to an elderly patient on the 3 West Medical/Surgical unit. The Hospital's falls reduction program includes placing high-risk patients in low-boy beds. These specially designed hospital beds can be adjusted to a lower position to help prevent patient falls.*

## Highlights of our safety initiatives

In 2009, we enhanced our preventive measures by improving our call light system, purchasing beds with exit alarms and hiring additional nursing assistants to address patients' toileting needs. A presentation about our successful falls reduction program was well received at the 2009 national conference of the Institute for Healthcare Improvement.

### Getting patients involved

At Washington Hospital, we believe patients and families are key members of the patient care team. For this reason, we encourage them to participate actively in their care.

Guided by recommendations from the Institute for Healthcare Improvement, we have a Rapid Response Team of nurses and respiratory therapists available 24 hours a day to quickly assess and evaluate our patients at the first sign their condition may be worsening. Anyone on the care team, including the patient or family members, can call on this specially trained group at any time.

We also encourage patients and families to ask questions. Our "Please Ask" program advises them to ask about the plan of care, medications, rights and responsibilities, safety and hand hygiene. The involvement of patients and families has a direct impact on the outcome of patient care.

### The importance of communication

*According to The Joint Commission, poor communication – between caregivers or between family and caregiver – is often the cause of adverse events in the hospital. The ability to communicate effectively is key to patient safety.*

Kris LaVoy, RN, MS, Chief of Compliance and Patient Safety Officer



# Focusing on improvement

## Tracking our Core Measure performance

**AT WASHINGTON HOSPITAL, WE CONTINUOUSLY MONITOR AND ANALYZE OUR PERFORMANCE RELATED TO CORE MEASURES SET BY THE JOINT COMMISSION AND THE CENTER FOR MEDICARE AND MEDICAID SERVICES (CMS).** For the past nine years, these organizations have monitored hospital performance related to proven therapies for conditions that contribute to a majority of U.S. hospitalizations. Each measure tracks a combination of evidence-based procedures that, when consistently implemented, have been shown to reduce the risk of complications and recurrences.

Tracking and analyzing these measures helps hospitals improve quality by focusing on the health care delivery process and the results of care. Core measurement areas include heart attack, heart failure, pneumonia and prevention of surgical infections.

Historically, our Hospital has nearly always met or exceeded national and state benchmarks for all Core Measures, often scoring 95 percent or higher. CMS considers hospitals scoring 95 percent or higher on any of the measures to be in the top 10 percent nationwide.

As part of our Hospital's Dashboard of Quality Indicators, we report the latest results of Core Measure tracking to our Board of Directors on a quarterly basis. These reports are available to the public in video format on our Web site [www.whhs.com](http://www.whhs.com). Analysis of the Measures is an ongoing, evolutionary process, and we recognize there is always room for improvement. When a score is not at goal, we review and analyze the root cause and formulate steps we will take to improve.



### Improving our performance

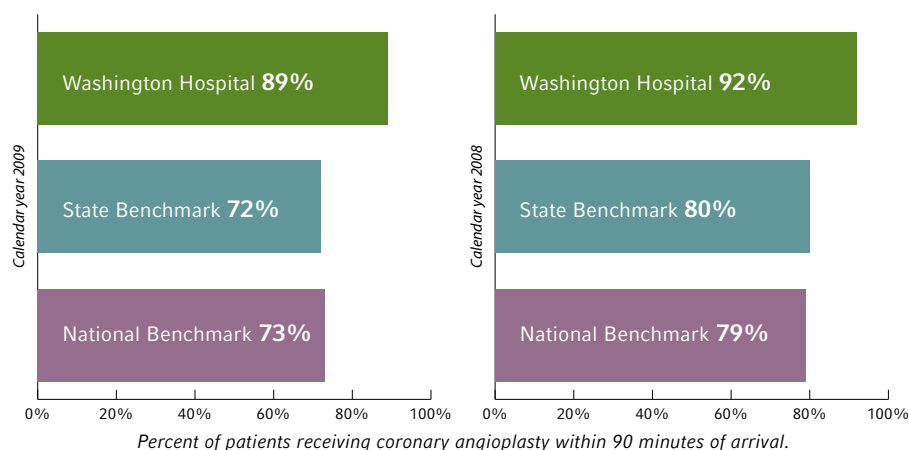
*At Washington Hospital, meeting or exceeding the Core Measure standards set by The Joint Commission is an ongoing, evolutionary process, and there is always room for improvement.*

Stephanie Williams, RN, MHA, CPHQ, NE-BC,  
Chief of Quality and Resource Management

## Tracking our Core Measure performance\*

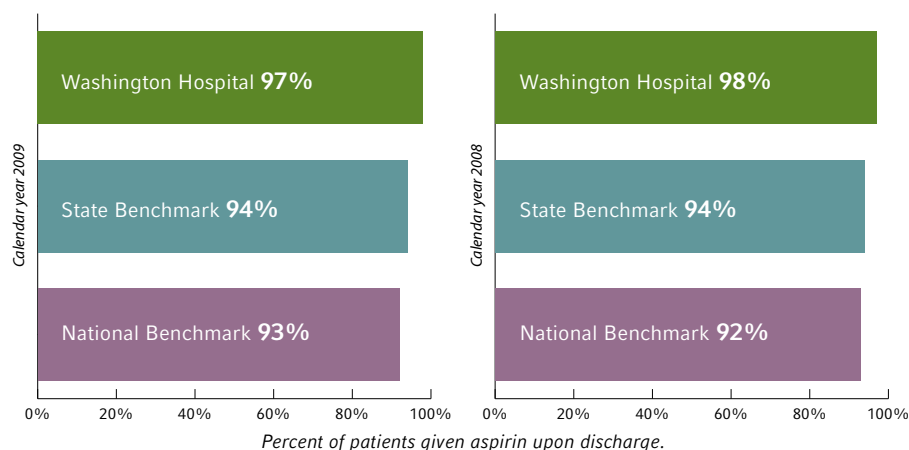
### **Acute myocardial infarction, PCI within 90 minutes of arrival**

Washington Hospital continues to be ahead of state and national standards for conducting coronary angioplasty (PCI) within 90 minutes of patient arrival. PCI is one of the most effective ways to open blocked arteries and prevent further heart muscle damage.



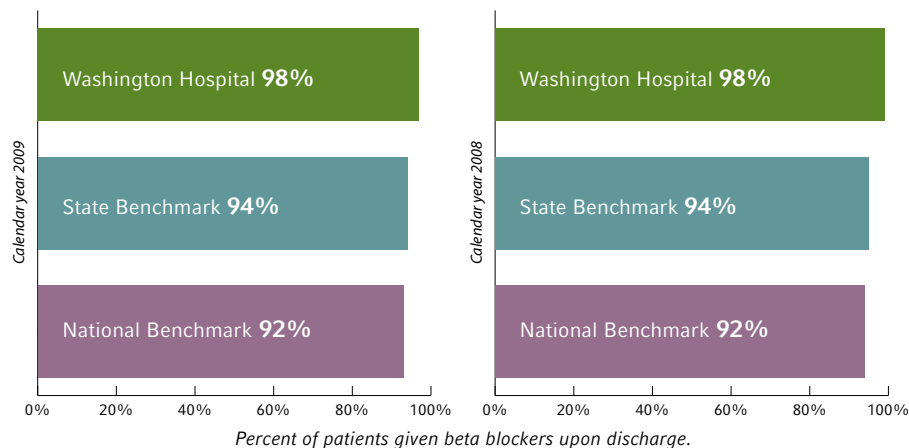
### **Acute myocardial infarction, aspirin at discharge**

For the past two years, the Hospital has exceeded state and national standards for administering aspirin to patients upon discharge. This step helps prevent the recurrence of a heart attack.



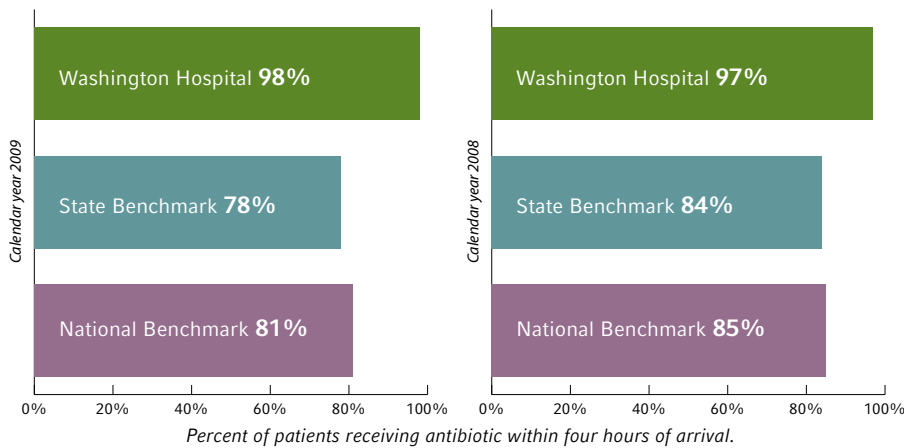
### **Acute myocardial infarction, beta blockers at discharge**

The Hospital remains above state and national standards for prescribing beta blockers to heart attack patients at discharge. Beta blockers slow the heart rate and reduce stress on the heart muscle.



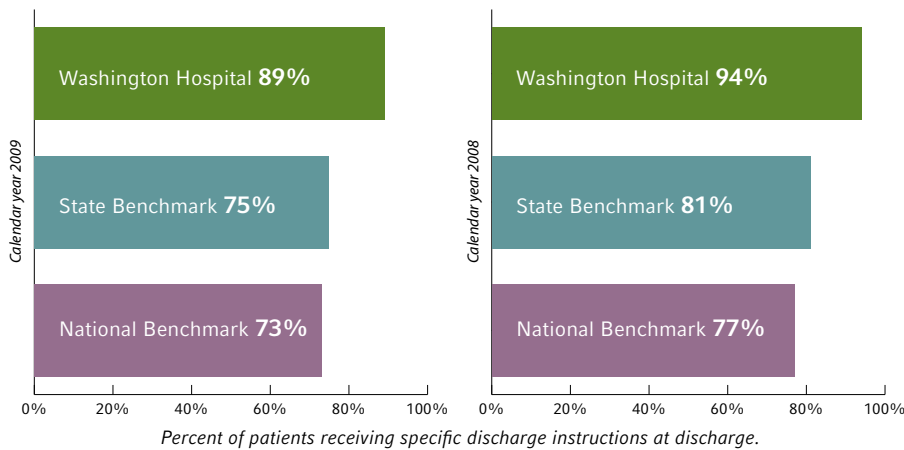
\*The charts on pages 9, 10 and 11 reflect a partial list of Core Measures. Not all Core Measures are included.

# Tracking our Core Measure performance



### **Pneumonia, frequency of pneumococcal vaccine**

*Washington Hospital continues to be ahead of state and national standards for administering the pneumococcal vaccine to patients age 65 or older. The vaccination has been shown to effectively protect against severe infection caused by pneumonia bacteria.*



### **Heart failure, discharge instructions given to patient**

*The Hospital is ahead of state and national benchmarks for providing specific discharge instructions to heart failure patients. This measure has been shown to contribute to better outcomes and fewer re-admissions.*



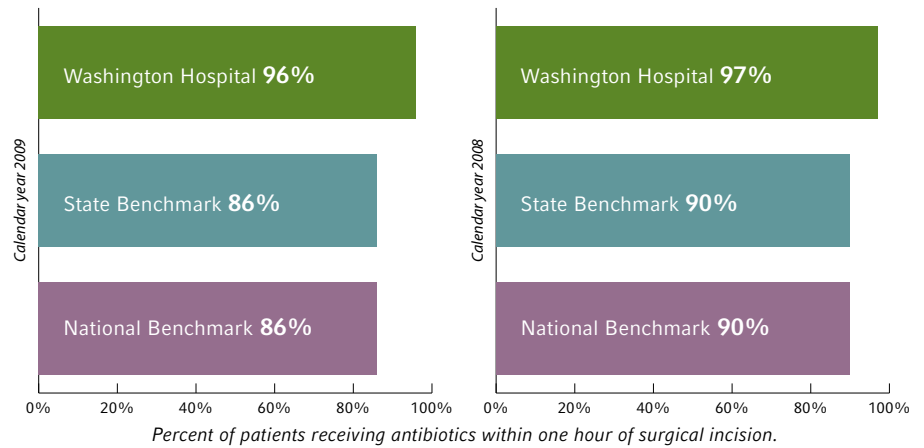
### **Better results for heart attack patients**

*Timothy G. Tsoi, MD, cardiologist and physician champion for the acute myocardial infarction (AMI) initiative, and Neal S. Dickler, MD, emergency physician, are members of Washington Hospital's team that is always ready to intervene when heart attack strikes. Acting quickly to treat heart attack patients can help prevent or limit damage to the heart muscle.*

# Tracking our Core Measure performance

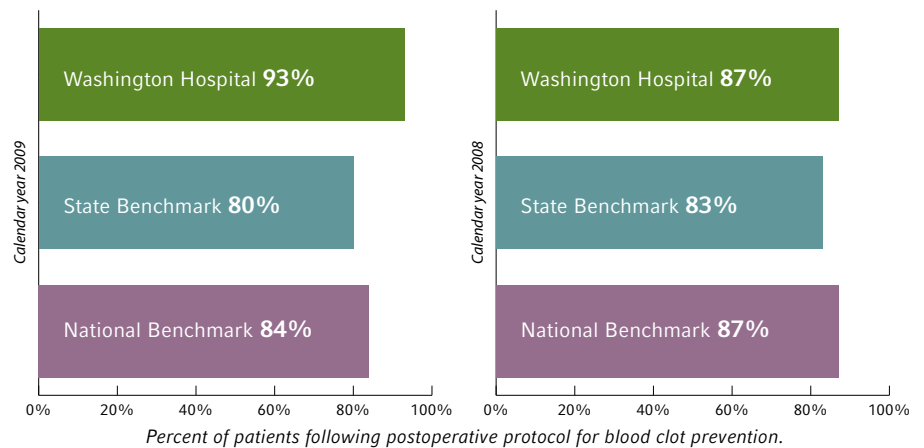
## **Antibiotics within one hour of surgical incision**

Washington Hospital has continued to exceed state and national standards for administering antibiotics to surgical patients within one hour of incision. Part of The Joint Commission's Surgical Care Improvement Project (SCIP), this measure is proven effective in preventing post-operative infection.



## **Prevention of blood clots after surgery**

The Hospital is ahead of state and national standards for preventing postoperative blood clots, also part of SCIP. We encourage patients to walk soon after surgery, and we administer preventive medications and treatments.



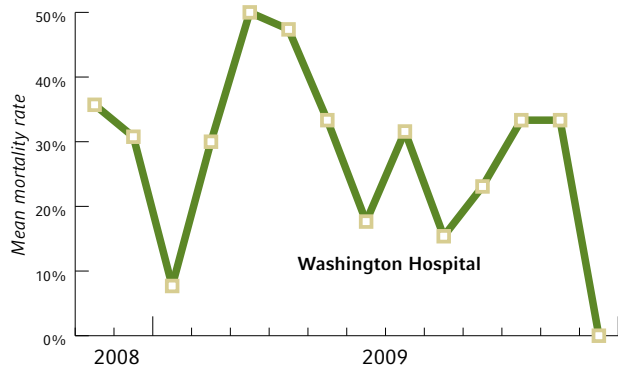
## **Collaborating for improved surgical outcomes**

Surgeon William Dugoni, MD, and anesthesiologist Joseph Andresen, MD, are part of Washington Hospital's surgical team that has worked to improve care by significantly reducing surgical complications.



# Cultivating quality

## Highlights of our quality initiatives



### Severe sepsis mortality

*Application of the evidence-based sepsis initiative beginning in late 2008 has resulted in a dramatic drop in deaths due to severe sepsis at Washington Hospital.*

### Managing severe sepsis

Washington Hospital was an early participant in the battle to save more lives from severe sepsis, a widespread, uncontrolled infection in the body. Two years ago, we developed an evidence-based sepsis initiative in partnership with the Beacon Collaborative, which works to improve patient safety and quality of care. In 2009, we extended this initiative into all of our patient care areas. A multidisciplinary Sepsis Team works to improve our processes for identifying, treating and managing sepsis patients. A grant from the Gordon and Betty Moore Foundation supports education, providing our nurses with the latest information and training.

Last December, we achieved our project goal of reducing hospital-wide mortality due to sepsis by 25 percent, well below state and national benchmarks. This progress has attracted the attention of many other health care organizations and providers. In fact, we were the only community hospital to be invited to present our results at the International Sepsis Forum in the Netherlands. Because sepsis is a serious threat in the community, we also mounted a multifaceted public education program about the importance of recognizing sepsis and getting medical care quickly.

“We want people to know about this potentially life-threatening condition and what to do if it strikes,” says Katie Choy, RN, sepsis project director. “As part of our community outreach, we developed a fun, interactive game that reinforces this information. Now, we’re hoping to take this educational tool to other places in the community.”



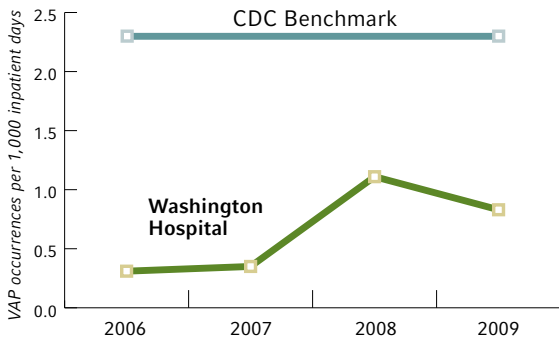
#### *Our sepsis team, first row (left to right):*

- Steve Dring, BS, RRT, RCP, Director of Respiratory Care Services
- Menchu Cruz, RN, Staff Nurse II
- Katie Choy, MS, RN-BC, CNS, NEA-BC, Nursing Director, Patient and Staff Education
- Monica Stanculeanu, MSN, MBA, RN, OCN, Staff Nurse III
- Ann Marie Perez, LVN II
- Jovie De Leon-Luck, RN, MS, CNS-BC, CCRN, CCRC
- William Wong, Pharm.D., FCCM, BCPS, Critical Care Clinical Pharmacist
- Tess Garcia, RN, Staff Nurse IV
- Evangeline Bayani, RN, CCRN, Staff Nurse III
- Babetha A. Corpuz RN, BSN, CCRN, Staff Nurse II
- Joanne Kemp, RN, CCRN, Staff Nurse II
- Brenda Brennan, MS, RN, CNS, CEN, Emergency Clinical Nurse Specialist

# Highlights of our quality initiatives

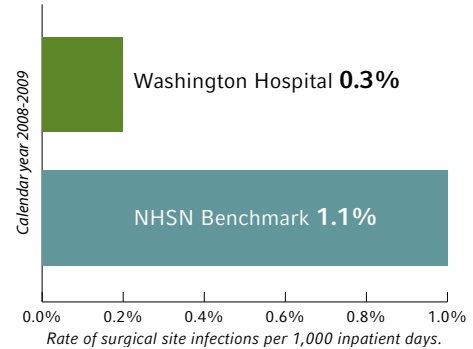
## Fighting hospital-acquired infections

Washington Hospital places a major focus on reducing all types of hospital-acquired infections. We have employed evidence-based procedures to dramatically reduce the incidence of methicillin-resistant staphylococcus aureus (MRSA) infections, central line blood infections, ventilator-associated pneumonia, C-difficile infections, and urinary catheter-associated infections.



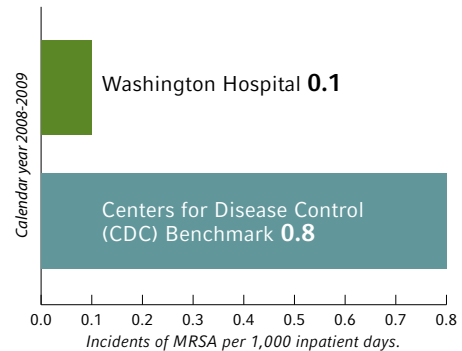
### Ventilator-associated pneumonia (VAP)

By consistently applying evidence-based protocols, Washington Hospital has achieved a ventilator-associated pneumonia rate far lower than the Centers for Disease Control standard.



### Postoperative infection

Adherence to preventive strategies has enabled the Hospital to drop its postoperative infection rate to well below the Centers for Disease Control's National Healthcare Safety Network (NHSN) benchmark.



### Frequency of MRSA

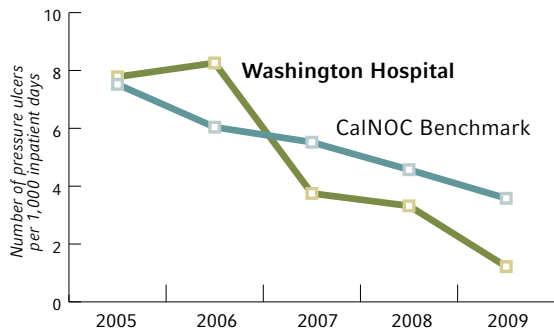
Infection prevention protocols have helped achieve an MRSA infection rate much lower than the CDC benchmark.

## Teaming up to fight infection

Staff and physicians throughout Washington Hospital are committed to working together to prevent hospital-acquired infections. Included here are (from left to right): Lia Estadi, LVN, Infection Control preventionist; Mary Bowron, RN, MSN, Infection Control program coordinator; Dianne Martin, MD, Infectious Disease specialist; Dan Garcia, Environmental Services supervisor; and Nu Anderson, Environmental Services aide.



# Highlights of our quality initiatives



### Reduction in pressure ulcers

*In the past two years at Washington Hospital, the rate of pressure ulcers has decreased significantly and is now well below the national standard set by CalNOC. The organization has one of the nation's largest regional nursing quality databases, reporting nursing-sensitive quality measurements related to hospital performance and patient safety.*

### Preventing pressure ulcers

In pursuit of the Institute for Healthcare Improvement's goal of zero tolerance for pressure ulcers, Washington Hospital has undertaken an aggressive effort to reduce the frequency of this serious condition. Under the guidance of a multidisciplinary task force, we have implemented six evidence-based interventions to prevent pressure ulcers from occurring.

Our evidence-based approach to preventing pressure ulcers includes conducting a pressure ulcer risk assessment with all patients entering the Hospital. For high-risk patients, we follow a set of interventions, including inspecting the skin daily, managing moisture, keeping the skin dry, optimizing nutrition and hydration, and minimizing any pressure on the skin.



### A protocol of prevention

*Anita Delaquenia, RN, adjusts the position of a patient. As part of our pressure ulcer initiative, Washington's nurses are vigilant about turning patients frequently for their comfort and to prevent skin ulcers from forming.*

# Advancing excellence in nursing

## Our journey to Magnet

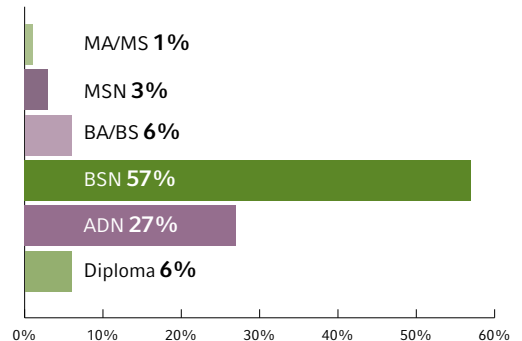
### AT WASHINGTON HOSPITAL, NURSES PLAY A PIVOTAL ROLE IN THE DELIVERY OF SAFE, HIGH QUALITY CARE.

That is why we are dedicated to attracting and nurturing a staff of highly trained and experienced nurses who are passionate about working together to achieve the best possible outcomes for our patients.

As part of our Hospital's journey to achieving the prestigious Nursing Magnet Status, we are transforming the culture of our nursing staff to focus on exemplary professional practice. This mindset and an excellent patient care model are the characteristics of nursing that bring quality care to life. The Magnet Recognition Program® recognizes health care organizations that provide nursing excellence. Evidence shows that Magnet hospitals have better outcomes with fewer complications, lower mortality rates, more satisfied patients and more satisfied nurses.

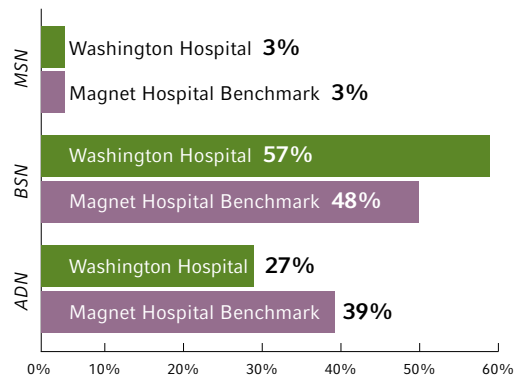
Today, the number of nurses with specialized certificates and advanced degrees at Washington is markedly higher than at most other hospitals. With more extensive knowledge and experience in their area of specialty, our nurses are able to apply a highly developed body of knowledge, keeping our Hospital on the forefront of nursing care.

Many of these nurses have played leadership roles in the safety and quality initiatives we've conducted over the past several years. They have also made major contributions to the effectiveness of our recent evidence-based nursing research projects.



#### Academic degrees held by RNs

The high number of RNs with advanced degrees at Washington Hospital contributes to higher quality care.



#### Magnet hospital RN degrees

We are working to meet or exceed benchmarks for academic degrees held by RNs at Magnet hospitals.

### Where quality matters most

The nurses at our Hospital continue to raise the level of training and expertise they bring to patient care and nursing management. Washington is far ahead of most hospitals in applying the results of evidence-based practice and research to improve nursing care at the bedside.

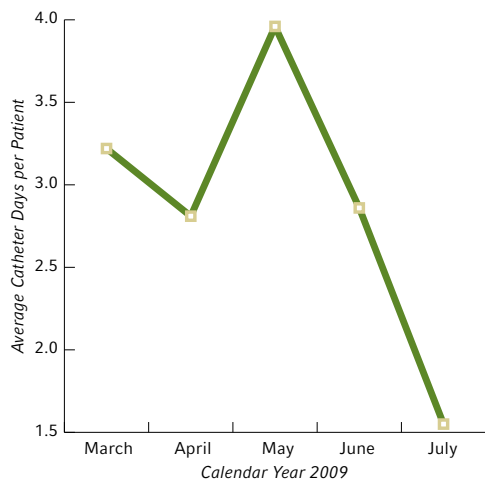
Jan Wood, RN, MPA/HSA,  
Senior Associate Administrator



#### Legend for charts above:

- MA Master of Arts
- MS Master of Science
- MSN Master of Science in Nursing
- BA Bachelor of Arts
- BS Bachelor of Science
- BSN Bachelor of Science in Nursing
- ADN Associate Degree in Nursing

# Connecting evidence-based practice to quality outcomes



## **Fewer patient days on a urinary catheter**

*The evidence-based nursing project on catheter-associated urinary tract infections resulted in a 52 percent decrease in the number of days patients were on a urinary catheter.*

## **AS PART OF OUR FOCUS ON IMPROVING CARE AT THE BEDSIDE, WASHINGTON HOSPITAL EMBARKED ON A UNIQUE EDUCATIONAL PROGRAM FOR NURSES.**

The goal was to instill new knowledge and a spirit of innovation about quality in our nursing staff. Participants went through evidence-based practice training and collaborated in 10 groups to research questions they had identified about patient care on their units. This program brought quality to life for our nursing staff because, through research, they experienced the direct connection between their actions and improved outcomes for patients.

## **6 West catheter-associated urinary tract infection project**

Evidence-based literature shows patients who remain on a urinary catheter for less than two days are less likely to develop a urinary tract infection. Nurses on the 6 West Medical/Surgical unit conducted a five-month, scientific study to determine the impact of nursing practice, as well as education and communication with staff and physicians, on catheter days per patient. The project demonstrated that, by diminishing the length of time with a urinary catheter, quality of care improved and patient stays tended to be shorter. In addition, nurses who participated in the project experienced the importance of teamwork and the positive impact of scientific methods and knowledge on real-life nursing practice.



## **Working together to improve patient care**

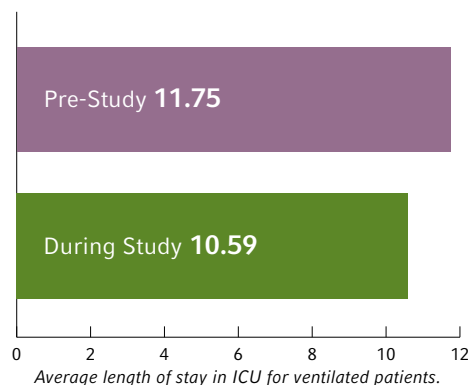
*Maria Ploscaru, RN, nurse champion, and Rao Sunkavally, MD, physician champion, led the urinary catheter-associated infection project. This successful collaboration gave everyone in the group a greater appreciation for the value of teamwork.*

# Connecting evidence-based practice to quality outcomes

## ICU early mobility for ventilated patients program

Nurses in the intensive care unit used an evidence-based approach to test how early mobility for ventilated patients affects length of time on the ventilator and length of stay in critical care. They applied a regimen of five interventions to ventilated patients during the study period and compared outcomes with ventilator time and length of stay for patients previously on the unit. The study concluded that early mobility decreased ventilator time by more than a day and helped to shorten patient stays in ICU.

Our nurses have been invited to present many of these evidence-based nursing research projects at national and state conferences related to quality issues.



### **Proven strategies that contribute to quality**

*Critical care nurses teamed up to apply evidence-based research methods in studying the impact of early patient mobility on quality of care.*

## A new perspective on quality

*The early mobility for ventilated patients program led nurses and physicians to re-assess the value of keeping ventilated critical care patients immobile. Less ventilator time and shorter lengths of stay mean better quality for patients.*



# Teaming up for higher quality and greater efficiency

## OVER THE PAST DECADE, MORE U.S. HOSPITALS HAVE IMPLEMENTED HOSPITALIST PROGRAMS TO HELP MANAGE THE CARE OF PATIENTS.

These highly qualified physicians are experts in their field of specialty, treating patients anytime between admission and discharge.

Washington Hospital has had numerous active and growing hospitalist programs for more than five years. Specialties include:

- Intensivists, who care for the most critically ill patients in the ICU and cardiac care unit
- Medicine hospitalists, who care for ill patients on the medical and surgical units
- Obstetric hospitalists, who assist community physicians in Labor and Delivery and postpartum care at any time of the day or night
- Orthopedic and general surgical hospitalists, who evaluate patients in the Emergency Department, consult on inpatients and care for patients before and after surgery
- Pediatric hospitalists, who care for children and babies

Because they work on-site, hospitalists are readily available, attending to patients and responding to family concerns. They are committed to working with hospital staff to deliver care efficiently and achieve the best possible outcomes for patients. At Washington, hospitalists are valuable partners with referring primary care physicians. They keep doctors informed about the status of their patient's condition and work to initiate a smooth transition back to the primary physician's care upon discharge.



### Close-by for quick intervention

*Hospitalists from a variety of disciplines are available to patients and families 24 hours a day.*

*In the photo (from left to right):*

Geeta Singh, MD, Internal Medicine Hospitalist

Omeed Azizirad, MD, Intensivist

Youssef Youssef, MD, Internal Medicine Hospitalist

Carmencita Agcaoili, MD, Medical Director

Intensivist Program

Vijaya Dudyala, MD, Internal Medicine Hospitalist

Vineet Kapur, MD, Intensivist

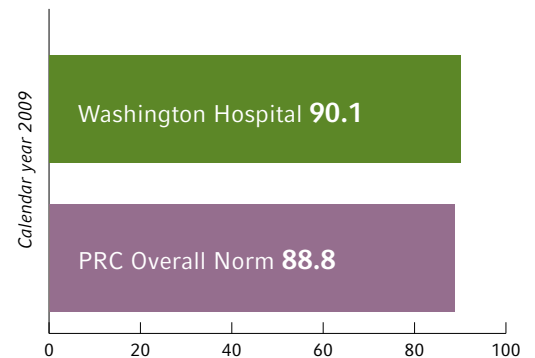
# Learning from our patients

**WASHINGTON HOSPITAL IS COMMITTED TO UNDERSTANDING OUR PATIENTS' EXPECTATIONS AND SATISFACTION ABOUT OVERALL QUALITY AT OUR HOSPITAL.** We gather data and, based on this information, we identify key areas and formulate strategies for improvement.

Our Hospital participates in patient survey programs that utilize a series of questions administered by phone to patients after they have left the hospital. We contract with independent nationwide surveyor Professional Research Consultants, Inc. (PRC) to administer ongoing surveys about the person's experience as an inpatient. The key indicators are included in the Quality Dashboard reported to our Board of Directors. These quarterly reports can be viewed on the Hospital's Web site. PRC surveys hundreds of hospitals around the country, providing us with an overall average for benchmarking.

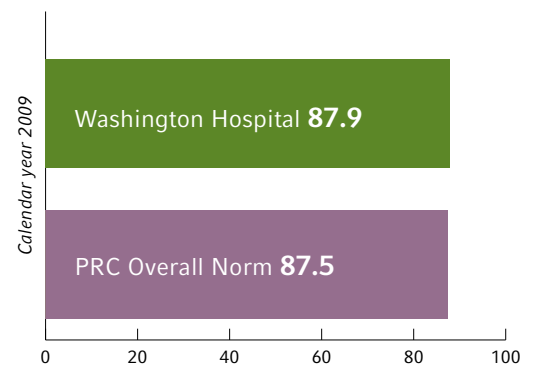
Patients are asked about the overall level of safety they felt while in the Hospital. Last year, from a possible score of 100, Washington received an average rating of 90.1 percent for overall safety. This compares favorably to a norm of 88.8 percent from surveys at 250 other hospitals.

Our patients are surveyed as part of Medicare's Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) program, which collects data from every hospital to provide a national standard for patient satisfaction. Data is also gathered for the California Hospital Assessment and Reporting Taskforce (CHART).



## **Overall perception of safety**

*More patients give Washington a high safety rating.*



## **Recommending our Hospital**

*Patients are more likely to recommend Washington Hospital to others.*

## **Always learning**

*At Washington Hospital, we are always learning – whether it's about our patients' perceptions or how to improve care. In the Nursing Skills Lab, nurse educators use the latest educational equipment and techniques to give nurses and students the best understanding of how their actions impact quality care. Shown here (clockwise from top left): Rene Sy-Su, RN; Elvie Ballar, RN; Jocelyn Love, RN and Winston Asprec, RN.*



# Innovation that builds quality

## Raising the standard of care through research

Washington Hospital's support of ongoing research into the latest modalities contributes to improved quality of care for patients. One example is our participation in clinical trials of the innovative Impella 2.5 Cardiac Assist Device. Led by cardiologist Ash Jain, MD, medical director of the Washington Cardiovascular Institute, the trial enables a cardiovascular interventionist at our Hospital to insert the device, which helps a weakened heart to continue pumping while doctors repair damage from a heart attack.

"With this device, we are raising the standard of care and saving more lives," says Dr. Jain. "The Impella lessens damage to the heart muscle, improving heart function and resulting in better quality of life for the patient. This is especially meaningful for patients who need heart surgery but, otherwise, would not survive because of severe heart failure."

## A leader in comprehensive breast care

The Breast Health Program at Washington Women's Center has earned a full, three-year accreditation from the National Accreditation Program for Breast Centers. We are the first in Northern California to receive this designation, which is only given to comprehensive programs that support continuity of care and participate in a rigorous process of screening, site visits and ongoing review. Accredited programs, such as the one at Washington Hospital, have a patient navigator who acts as a hub of information and support to help individual patients get the care they need.

"We are constantly working to improve the quality of our care and service," says William Dugoni, MD, the Center's medical director. "One of our quality initiatives is to expedite our processes so women don't have to endure long waits for test results and further care."



## Teamwork that delivers quality

*"As a nurse, I understand how effective teamwork leads to better quality care. At the Breast Health Program, I was impressed with the team approach of the doctors and other caregivers. They took time to address all my concerns and to treat me as an individual, not a number going through a system."*

Cheryl Haynes, Breast Health Program patient

# Recognized for quality Excellence in patient programs

**WASHINGTON HOSPITAL HEALTHCARE SYSTEM IS COMMITTED TO CONTINUOUSLY WORKING TO IMPROVE THE HIGH QUALITY CARE AND SERVICE PROVIDED BY ALL OF OUR PROGRAMS.** As a result, these services often receive commendation for excellence. Although we are proud to receive recognition, we gain more satisfaction when we see how quality care makes a real difference in outcomes for our patients.

## Stroke Program

Washington Hospital's Stroke Program has received many accolades for providing high quality, comprehensive stroke care. First certified by The Joint Commission as a Primary Stroke Center in 2007, our program has been recertified, receiving the Gold Seal of Approval with no recommendations for improvement. This past year, the Program was given the American Stroke Association's Silver Performance Award for consistent compliance with its guidelines over a 12-month period. We are a Designated Receiving Center for strokes in Alameda County.

## Diabetes Program

Our Diabetes Program recently received the prestigious American Diabetes Association Education Recognition Certificate. This certificate assures that our program meets national standards for quality diabetes self-management education. The Program is staffed by certified diabetes educators, working individually with people who are at risk, as well as those learning to manage their disease.

### Learning to manage diabetes

*Vida Reed, RN, CDE, Diabetes Education Program coordinator, describes the basics about diabetes and self-management. A hallmark of the Program is teaching people how to identify barriers and set goals for success.*



## Excellence in patient programs

### Center for Joint Replacement

In 2009, the Center for Joint Replacement (CJR) received a Five Star Excellence Award from Professional Research Consultants, Inc. (PRC) for the third year in a row. This designation recognizes CJR for being in the top 10 percent of 250 joint replacement programs across the country to receive a response of “excellent” when patients were asked to evaluate the overall quality of care.

CJR’s comprehensive program has also been designated as a Blue Distinction Center for Knee and Hip Replacement by Blue Shield of California. This commendation is given to programs that have demonstrated expertise in delivering better overall outcomes for joint replacement patients, including shorter length of stay, lower infection rates and less need for prosthesis replacements.

### Community Hospital Comprehensive Cancer Program

Washington Hospital’s Comprehensive Cancer Program was awarded a three-year accreditation with commendation by the Commission on Cancer of the American College of Surgeons. This means our cancer program complies with the commission’s high standards of quality, multidisciplinary, comprehensive cancer care delivery.

Our program also received the 2009 Outstanding Achievement Award, given by the American College of Surgeons in recognition of cancer programs that strive for excellence in providing quality care for cancer patients. In addition to Washington’s multidisciplinary team approach to patient care, this award cited our work giving patients information about ongoing cancer clinical trials and new treatment options, as well as access to prevention and early detection programs, education and support services. Only four programs in California, and no other in Alameda County, received this award.



### Care that improves quality of life

*At the Center for Joint Replacement, Medical Director John T. Dearborn, MD, (left) and orthopedic surgeon Alexander Sah, MD, lead a team dedicated to providing quality care through a compassionate approach to healing. Their objective is to help people achieve a full return to normal, active living.*

## Excellence in patient programs

### Sharing our successes

We believe presenting and talking about the results of our initiatives is an important aspect of health care quality improvement. By sharing our successes with others, we add to the body of knowledge and contribute to best practices. This raises the bar for everyone.

Washington Hospital is proud to have been invited to present several of our initiatives at state, national and international levels. We have shared our work in medication reconciliation and falls reduction at national conferences of the Institute on Healthcare Improvement and statewide meetings of the Beacon Collaborative. In addition, we were the only community hospital to be invited to present the results of our sepsis initiative at the International Sepsis Forum in the Netherlands.

For some of the venues, we developed posters giving an overview of the project, presenting the results in graphic format and listing next steps. Nurses, physicians and other staff members involved in the project have attended the conferences to present the information and answer questions. We are pleased to report that many of these presentations have resulted in inquiries about the details of our projects from hospitals in this country and around the world.

### Innovating safer care

*Kranthi Achanta, MD, physician champion for medication reconciliation at Washington Hospital, reviews the computer application developed by the Hospital's IT Department and Medication Reconciliation Team to improve the safety of medication administration for patients.*



# Raising the bar on quality

**IN HEALTH CARE, THE PURSUIT OF QUALITY IS NEVER ENDING.** Over the past several years, Washington Hospital has made huge strides in adopting a culture of safety and accountability that is bringing about meaningful improvement in outcomes for our patients. We continue to work for positive change while being challenged to care for an aging population and patients whose conditions are increasingly complicated.

Meanwhile, we are optimistic about the recently passed landmark legislation that is intended to make health care reform a reality for our nation.

“We are hopeful the new law will give many more Americans access to badly needed health care services while also focusing on quality to improve health outcomes,” states Washington Hospital CEO Nancy Farber. “However, the specifics of the legislation are still unclear, and it will take time to understand the true impact these changes will have on the American health care system.”

At Washington Hospital, we are excited about the future, as we continue working to bring quality and safety to life for the community we serve. Guided by our Mission and Patient First Ethic, our dedicated staff, physicians and volunteers are committed to change that improves care and saves lives. By collaborating with other organizations and providers and sharing the results of our efforts, we also help raise the bar on quality for people everywhere.

## Production credits

If you would like additional copies of the Washington Hospital Healthcare System Second Annual Quality Report, or for more information, please contact:

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WASHINGTON HOSPITAL HEALTHCARE SYSTEM







Bringing Quality to Life



Washington Hospital Healthcare System

Investing in the health of the community.

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