

2009 Showcase in Excellence Award Recipient

Scottsdale Healthcare Medical Center Shea “Care of the High Risk Maternal and Neonatal Population”



Company Information:

Highest Ranking Official:
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Type of work: Scottsdale Healthcare Medical Center Shea is a designated Magnet, not-for-profit hospital with 405 beds. The hospital is served by 1,500 community-based physicians and provides medical/surgical, critical care, obstetrics, Level III Neonatal Intensive Care Unit (NICU), pediatrics, surgery, oncology, orthopedics, cardiovascular services, sleeping disorders studies, wound management services, and is a Bariatric Surgery Center of Excellence.

Workforce: 2,672 employees

Testimonial of Value of the Arizona Performance Excellence Award Program

“Scottsdale Healthcare is honored to be selected as a recipient for the 2009 Showcase in Excellence Award. The award acknowledges our commitment to our non-profit community-based mission to provide the highest quality and most compassionate care for all individuals. The Performance Excellence Award Program supports Scottsdale Healthcare in “Living our Vision” to set the standard for excellence in personalized healthcare. Our participation in the Showcase Program provided the opportunity for external review of the care provided to our high risk maternal and neonatal patients with feedback from trained examiners to reinforce results-based performance excellence. I would recommend participation in the Arizona Performance Excellence Award Program for any organization striving for exceptional performance through innovation, comparison to external benchmarks, and ongoing cycles of learning and improvement.”

-Tom Sadvary, CEO, Scottsdale Healthcare

Highlights of Organizational Process:

Quality and performance results:

- Achieving the Core Strategy of “Best Clinical Outcomes and Patient Experience” is central to living our vision.
- SHC uses the Press Ganey Patient Satisfaction survey to evaluate our patient’s perception of quality of care, service and value. While the obstetrical (OB) unit has consistently received high marks from satisfied customers, the level of patient satisfaction in the past two years has been remarkable. From 2007 through 2009, the OB unit scored in the top 1% in the national survey of hospitals of similar size.
- Outstanding outcomes are recognized and appropriately celebrated through mechanisms such as SHC’s quarterly

“Living the Vision” award, which recognizes excellent performance reflected on the Scottsdale Healthcare Balanced Scorecard and is directly related to our core strategy to achieve the best clinical outcomes and patient experience. The OB department has received a “Living the Vision” award every quarter since the program’s inception in April 2008.

- Implementation of the OB hospitalist program, a program that provides OB physician coverage 24 hours/day seven days a week, has significantly reduced unattended deliveries by 80%.
- Ninety eight percent compliance with bilirubin screening has contributed to a 50% reduction in newborn readmission for hyperbilirubinemia within the first week of life.
- Longer ventilator times contribute to extended hospital stays, increase the cost of care and, most importantly, increase an infant’s risk of developing ventilator-associated pneumonia. Standardization of practice decreased ventilator use from 50% to 35%.
- Evidence-based elective induction guidelines were developed using American College of Obstetrics and Gynecology practice recommendations. Application of the guidelines reduced the cycle time for length of labor for a first time mother from fifteen hours to eleven hours and for a mother who has had more than one child from twelve hours to nine hours.

Processes:

Providing safe, timely, effective, efficient, equitable, and patient-centered care to the high risk patient is ensured on a daily basis by the following work processes:

- Daily multi-disciplinary antepartum rounds and discharge planning.
- Daily nurse manager or supervisor rounds to solicit input from patients and families and proactively address issues in real time
- Communication between nurses and physicians and shift-to-shift communication consistently occurs using a systematic process with SBAR (Situation, Background, Assessment and Recommendation).
- Utilization of preprinted and standardized order sets reduces error and eliminates waste.
- The NICU online discharge process begins with admission of the newborn into the NICU. This electronic charting system associates a color-coded screen with each of three phases in a defined pathway of care:
 - **Red = Admission, stabilization, minimal stimulation;**
 - **Yellow = Caution, Growing & developing, Kangaroo care**
 - **Green = Preparing to go home**

Developed by bedside nurses, this innovative process incorporates the patient’s plan of care and standardized criteria that must be met before the newborn graduates to the next level (color), and is ultimately discharged home. Families have welcomed this process because it allows them to see progress at a glance.

- Creation of the "Red Dot" nurse role provides for daily designation of an expert nurse who is readily available to assist in emergent situations.
- Development of a process to communicate concerns or adverse events through a formalized Chain of Command was established.
- Scottsdale Healthcare provides support for the new mother and infant(s) in our community in a variety of ways that extend our commitment to the best clinical outcome and patient experience. Some of the programs include Moms on the Move, Paradise Valley Moms of Multiples, Patient and Family Advisory Council, Bereavement support, Annual NICU reunion, Kids Developmental Clinic, and Little Legends.