

NQF National Quality Healthcare Award Celebration

MARCH 3, 2010

Honoring

**North
Shore LIJ**

*The 2010 NQF National Quality Healthcare Award
is presented in partnership with*

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NQF

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Because health matters

NQF

NATIONAL QUALITY FORUM

Every American deserves high-quality, patient-centered, safe care. We must never lose sight of the fact that we are treating someone's mother, sibling, child, or best friend — our efforts affect the lives of real people every single day. Systems and individuals across the country are making extraordinary efforts to ensure we're providing patients with the highest-caliber care.

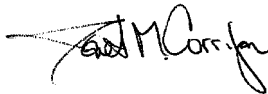
That is why I am so proud to have an opportunity to present the 17th annual NQF National Quality Healthcare Award, the first award of its kind to recognize outstanding quality-driven healthcare organizations. Each year, we recognize an institution that has gone the extra mile in focusing on measurement, enabling a culture of transparency, and raising the bar of health system performance to achieve consistently high levels of safe, patient-centered care for all who come through their doors.

I congratulate this year's winner, North Shore-Long Island Jewish (LIJ) Health System. North Shore-LIJ Health System's commitment to quality and transparency has resulted in improved patient outcomes across the continuum. They've achieved commendable results through implementation of some impressive programs — from weekly post-discharge calls with heart failure patients to a public reporting program on hand-washing compliance. North Shore's commitment to improving quality and patient safety and reducing disparities in its healthcare systems is something worth emulating.

A high-quality healthcare system measures healthcare's performance — standardized performance measures play an important role in benchmarking a set of high expectations for the care provided to patients no matter where they live. Reporting on this information shows us where we must do better and allows patients and families to become more engaged in managing their care. Finally, acting on what we've learned will improve the quality and affordability of care.

The National Quality Forum is grateful to members of the Program Committee for orchestrating this magnificent celebration, both of North Shore-LIJ Health System's achievements and of the quality community's continued efforts at making real improvements in America's healthcare.

Thank you — each of you — for your continued support of the National Quality Forum. And congratulations to North Shore-LIJ Health System on winning this prestigious honor.



Janet M. Corrigan, PhD, MBA
President & CEO
National Quality Forum

North Shore's commitment to improving quality and patient safety and reducing disparities in its healthcare systems is something worth emulating.

2010 NQF National Quality Healthcare Award Celebration

2010 Program Committee

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Joseph R. Swedish (CHAIR)
Trinity Health

Daniel J. Wolterman (CHAIR)
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Joel T. Allison
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National Center for Healthcare Leadership

John Tara
Pfizer

Sue M. Widner
Abbott

2010 NQF Award Celebration Reception and Dinner Program

6:00 PM

Award Networking Reception

7:00 PM

Award Presentation

Welcome and Opening Remarks

Joseph R. Swedish,
President & CEO, Trinity Health and
2010 Award Program Chair

Introduction of Award Partner & Acknowledgments

Janet M. Corrigan,
President & CEO, National Quality Forum

Fawn Lopez
Vice President-Publisher, *Modern Healthcare*

Introduction of 2010 Award Recipient

Daniel J. Wolterman,
President & CEO, Memorial Hermann Healthcare System,
2009 Award recipient, 2010 Award Program
Committee Chair and Jury Chair

Recipient Presentation

Michael J. Dowling,
President & CEO, North Shore-LIJ Health System

Concluding Remarks

Janet M. Corrigan,
President & CEO, National Quality Forum

7:35 PM

Award Dinner

2010 NQF National Quality Healthcare Award

The 2010 NQF National Quality Healthcare Award recognizes a healthcare organization that is an exemplary model for:

- successful use of performance measurement to drive quality improvement and manage care for patients with chronic conditions across settings and over time;
- fostering a culture of transparency and accountability to patients and the local community; and
- raising the bar of health system performance to achieve safe, efficient, patient-centered, timely, and equitable care for individual patients and populations.

This juried award is selected through a blinded review process using a uniform set of scoring criteria to evaluate the extent to which the applicant's approach is systematic, well deployed, effective, innovative, sustainable, and replicable. Applicants must demonstrate achievement in five areas: (1) setting priorities for performance improvement; (2) well-designed and deployed dashboard to measure and manage whole system performance; (3) use of performance measurement to drive improvements in patient care, particularly in those populations with chronic care needs; (4) commitment to publicly report data on clinical performance; and (5) consistently achieving high results on public reports of clinical quality. Each application is reviewed and scored independently by at least three jurors; top performers advance to the full jury for selection of the award recipient.

The NQF National Quality Healthcare Award was created in 1993 as the first award of its kind to recognize outstanding quality-driven healthcare organizations. For 17 years, first through the National Committee for Quality Health Care and now through the National Quality Forum, the award has provided encouragement for improvements in quality through public recognition of organizations' accomplishments.

The 2010 NQF National Quality Healthcare Award is presented in partnership with Modern Healthcare.

Modern Healthcare



2010 NQF National Quality Healthcare Award Jurors

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Joel T. Allison (VICE CHAIR)
Baylor Health Care System

Tanya Alteras
Consumer-Purchaser Disclosure Project
National Partnership for Women & Families

Rhonda Anderson
Cardon Children's Medical Center

Lawrence M. Becker
Xerox Corporation

Carolyn M. Clancy
Agency for Healthcare Research and Quality

Peter Lanser
The Natural Way, LLC

Richard Popiel
Horizon Blue Cross Blue Shield of New Jersey

Carolyn C. Scott
Premier, Inc.

Kathleen Shoemaker
Lilly USA, LLC

Sunil K. Sinha
VA Maryland Healthcare System

Prior Award Recipients

2009 **Memorial Hermann Healthcare System**,
Houston, TX

2008 **Baylor Health Care System**, Dallas, TX

2007 **HealthPartners**, Minnesota, MN

2006 **Brigham and Women's Hospital**, Boston, MA

2005 **Northwestern Memorial Hospital**, Chicago, IL

2004 **Trinity Health**, Novi, MI

2003 **Lehigh Valley Hospital and Health Network**,
Allentown, PA

2002 **Carilion Health System**, Roanoke, VA

2001 **Catholic Health Initiatives**, Denver, CO

2000 **Munson Medical Center**, Traverse City, MI

1999 **BJC Health System**, St. Louis, MO

1998 **University of Pennsylvania Health System**,
Philadelphia, PA

1997 **St. Luke's Hospital**, Kansas City, MO

Special Recognition:
Shadyside Hospital, Pittsburgh, PA

1996 **Intermountain Health Care**, Salt Lake City, UT

Special Recognition:
Ohio State University Medical Center, Columbus, OH
St. Luke's Hospital, Kansas City, MO

*Honorable Mention for Progress Targeted
to Special Populations:*

Independence Blue Cross, Philadelphia, PA
Touchette Regional Hospital, Centreville, IL

1995 **Evanston Hospital Corporation**, Evanston, IL

Honorable Mention:
Our Lady of the Lake Regional Medical Center,
Baton Rouge, LA

1994 **Henry Ford Health System**, Detroit, MI



IT'S NOT JUST THAT WE WON THE 2010 NQF NATIONAL QUALITY HEALTHCARE AWARD

IT'S THAT WE'VE BEEN JUDGED BY A JURY OF OUR PEERS

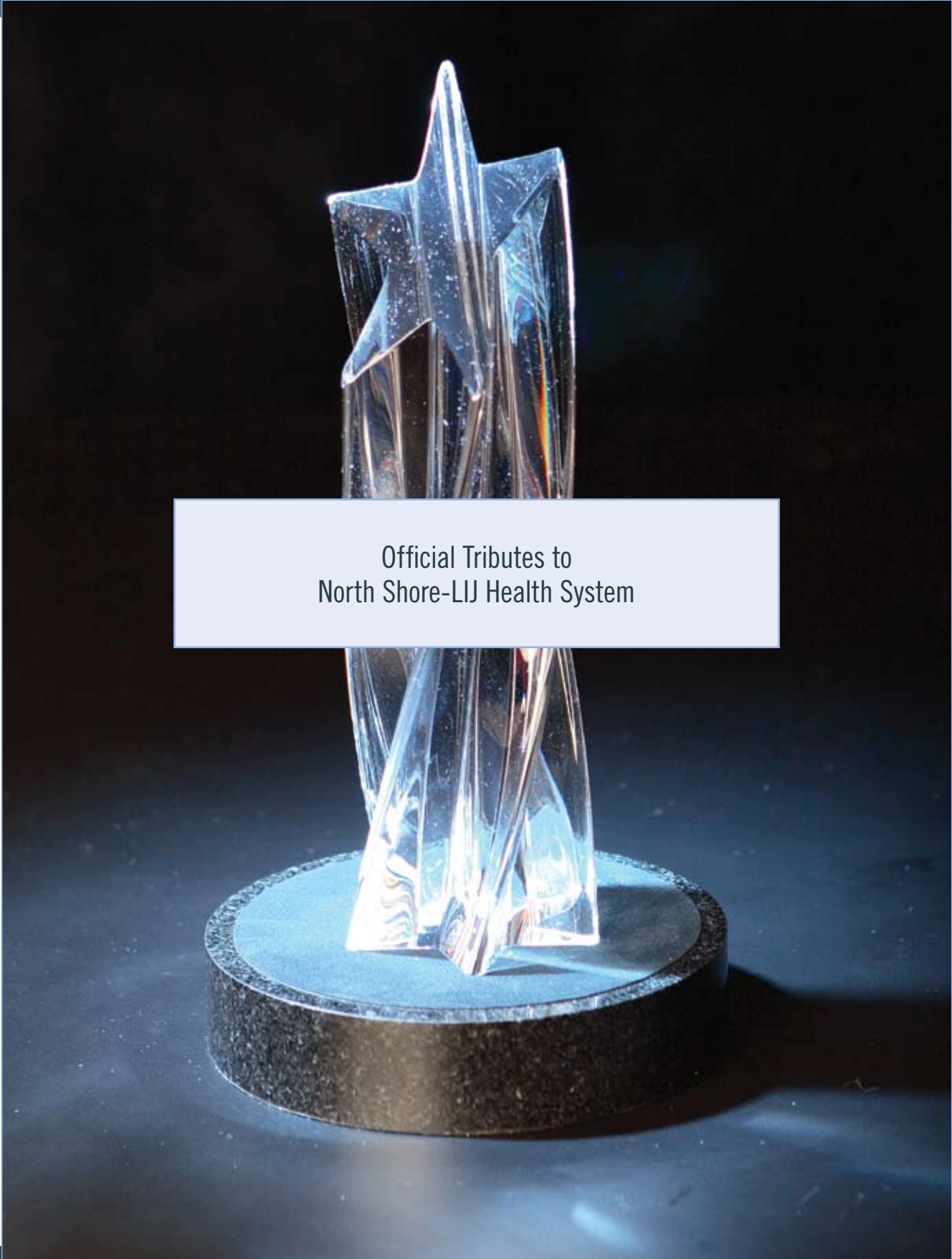
The North Shore-LIJ Health System thanks the National Quality Forum for recognizing our efforts in providing high-quality, transparent, patient-centered healthcare.

“In order to succeed as a healthcare organization and strengthen public trust, the health system recognized that quality must be a top priority for every employee, regardless of their level of interaction with our patients. We’re truly honored to accept this prestigious award as a testament to the commitment of every one of our team members.”

Michael J. Dowling
President and CEO
North Shore-LIJ Health System

**North
Shore LIJ**





Official Tributes to
North Shore-LIJ Health System



STATE OF NEW YORK
EXECUTIVE CHAMBER
ALBANY 12224

DAVID A. PATERSON
GOVERNOR

January 15, 2010

Michael Dowling
President & CEO
North Shore-LIJ Health System
145 Community Drive
Great Neck, New York 11021

Dear Mr. Dowling:

I am delighted to send warm congratulations to you and the North Shore-Long Island Jewish Health System community on receiving the 2010 National Quality Healthcare Award – a tremendous, well-deserved honor that highlights a true leader within our State's healthcare system.

The Empire State places the highest priority on superior healthcare and values those institutions that ensure its delivery with distinction and compassionate dedication. Since its inception, NSLIJ has served as a national paragon for high-quality, transparent, and patient-centered care and has been an invaluable resource to Long Island, the metropolitan region, and the entire State.

On behalf of all New Yorkers, congratulations again on this extraordinary recognition. I commend you and your outstanding staff for your many valuable contributions to the medical community and to our State and extend best wishes for continued excellence.

Warmest regards.

Sincerely,

A handwritten signature in cursive script that reads "David A. Paterson".

David A. Paterson

KIRSTEN E. GILLIBRAND
New York



UNITED STATES SENATOR

March 3, 2010

Dear Friends,

I am pleased to have this opportunity to send my greetings to the doctors, nurses, and staff of North Shore Long Island Jewish Health System. I would also like to extend my congratulations for your recent National Quality Healthcare Award given by the National Quality Forum.

As the first New York Metropolitan Area hospital to receive this prestigious award, I commend North Shore Long Island Jewish Health System for their work to provide quality health care for the people of New York. The tireless effort of the doctors and staff has helped New York maintain the highest standard of quality health care for its citizens. Every day, people depend on your expertise and knowledge to help them live healthier, happier lives. Each of you has made a difference through your commitment to providing health care in a caring and compassionate environment.

I send my congratulations to the honorees and my best wishes to everyone for a wonderful evening.

Sincerely,

A handwritten signature in blue ink that reads "Kirsten E. Gillibrand".

Kirsten E. Gillibrand
United States Senator





United States House of Representatives

CAROLYN MCCARTHY
Fourth District
New York

January 4, 2010

Mr. Michael Dowling, CEO
North Shore – LIJ Health System
270-05 76th Avenue
New Hyde Park NY 11040

Dear Mr. Dowling,

I am pleased to recognize and congratulate the North Shore-Long Island Jewish Health System on receiving the 2010 National Quality Healthcare Award. What an honor!

I commend the North Shore-LIJ Health system for your dedication to outstanding, quality-driven health care and thank you for your commitment to the residents of the greater metropolitan New York area, including Nassau County, Long Island.

Congratulations again, and best wishes for the future.

Sincerely,

CAROLYN MCCARTHY
Member of Congress

Congratulations

NORTH SHORE-LONG ISLAND JEWISH HEALTH SYSTEM

Winner of the 2010 NQF National Quality Healthcare Award

Modern Healthcare is the industry's most trusted, credible and relied-upon news source. In print and online, *Modern Healthcare* examines the most pressing healthcare issues and provides executives with comprehensive information they need to make the most informed business decisions and lead their organizations to success. For this reason, *Modern Healthcare* is a "must-read" by the who's who in healthcare.

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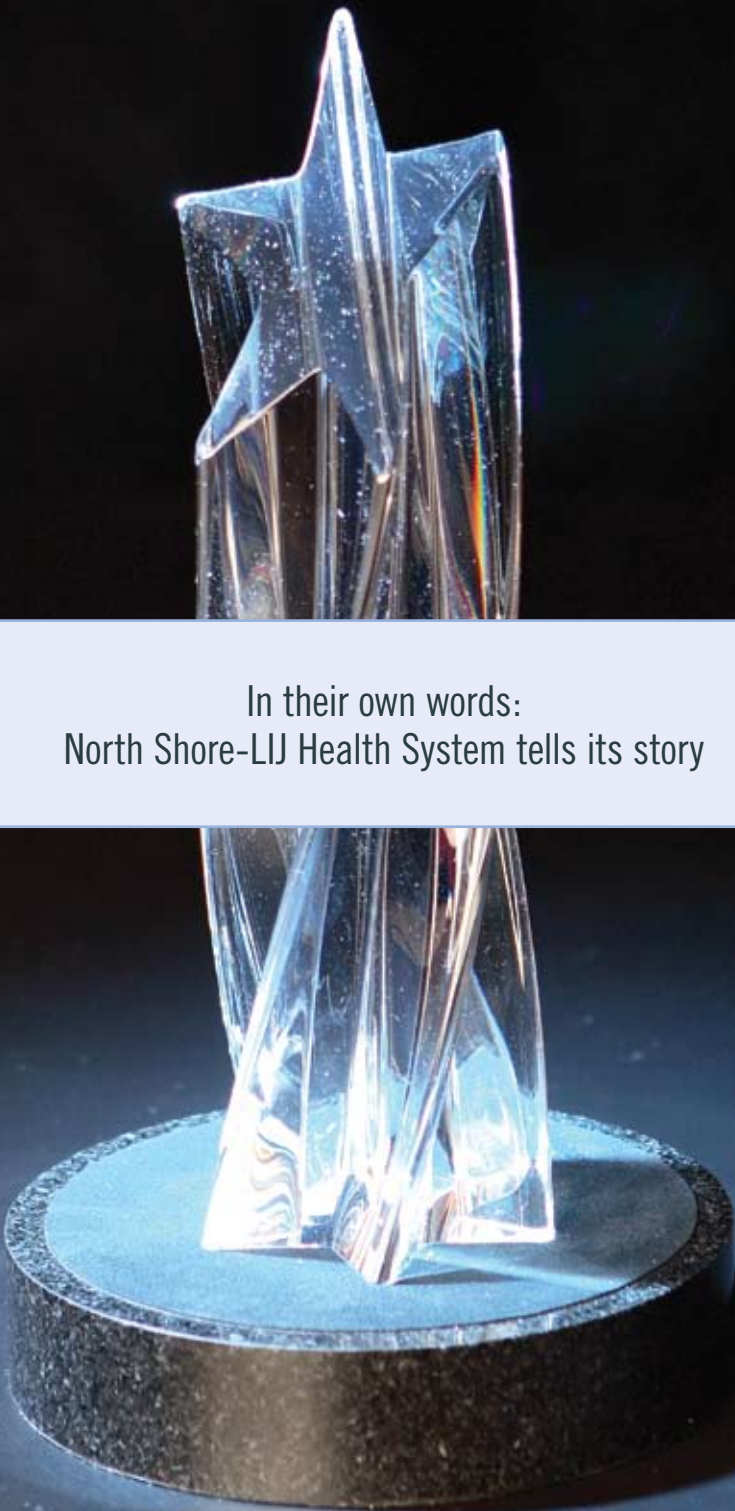
Cardinal Health would like to congratulate
North Shore Long Island Jewish Health System,
recipient of the 2010 NQF National Quality Healthcare Award



Cardinal Health is focused on helping healthcare professionals reduce unnecessary costs, while at the same time supporting critical care giving activities. Working together to improve the cost-effectiveness of the healthcare system is essential to maintaining high-quality care for today and tomorrow.

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Together, we are *Essential to care*™.



In their own words:
North Shore-LIJ Health System tells its story



"Quality is not a department. It's not just one process. It's not just the responsibility of people with designated quality titles. It is everyone's business. You want it to be part of the DNA of the organization."

*—Michael J. Dowling, president and CEO
of North Shore-Long Island (NY) Jewish Health System*

Every Monday, Michael J. Dowling, president and CEO of North Shore-Long Island (NY) Jewish Health System, spends the first two hours of his day meeting with new employees during their orientation. That's 60 to 70 people each week, thousands in a year. He guesses he's missed two meetings in nine years.

His central message: Quality. "I tell staff, 'You don't have a job here. You have an obligation and a responsibility. The obligation and responsibility is to provide the best care to everyone who comes to us because those people have put their trust in us,'" Dowling says.

At the orientation meetings, he goes over the system's quality improvement dashboard, which lays out the organization's quality measures, performance targets, and results. He does this with all new staff, from administrative leaders to the environmental staff, whom he describes as quality ambassadors.

"Quality is not a department. It's not just one process. It's not just the responsibility of people with designated quality titles. It is everyone's business. You want it to be part of the DNA of the organization."

This system-wide dedication to quality is one reason the National Quality Forum named North Shore-LIJ Health System the winner of its NQF National Quality Healthcare Award for 2010. The annual award recognizes a healthcare organization for its proactive and exemplary response to the national call for quality improvement and accountability.

North Shore-LIJ Health System takes a multi-pronged approach that includes quality measurement, best practices, public reporting, internal communication of results, physician and employee empowerment, and continuous staff education and development.

The central organization sets the priorities and goals with input from physicians and staff but gives its facilities the freedom to personalize implementation to meet local needs.

"We've struck a nice balance between central coordinating of quality and still allowing people the autonomy and pride in their local environment," says Lawrence Smith, MD, the system's chief medical officer and dean of the

Hofstra University School of Medicine, being developed in partnership with the North Shore-LIJ Health System. Leadership keeps everyone on track without micromanaging, he explains, but doesn't accept excuses for not reaching quality goals.

Acceptance of unified standards of what is and isn't high-quality care has been one of the biggest culture shifts at the organization, says Kenneth J. Abrams, MD, MBA, the system's senior vice president of clinical operations. "We've really changed the dialogue by saying, 'Let's not argue about how things should be done. Let's argue about what should be done.' Once we've figured out the 'what,' we will locally figure out the 'how.'"

In some cases, such as the effort to prevent central line infections, hospitals came to the same conclusion that national standards work best, Dr. Smith says. In other cases, such as the initiative to prevent rehospitalization of congestive heart failure patients, hospitals came up with different ways to implement the core principles because of differences in their local situations.

For example, at one hospital, leaders were talking to the nurses about how to make sure heart failure patients got a follow-up call within 72 hours after discharge, Dr. Abrams says. The post-anesthesia care nurses said they had time on their hands early in the morning before the first cases came out of the operating room. They volunteered to make the calls. In their talks with patients, the nurses discovered that patients needed a better understanding of their medications once they get home, he says. Now in their follow-up calls, the nurses go over medications with patients in addition to making sure they're weighing themselves properly. That hospital has reduced the readmission rate for heart failure patients from a high of about 32 percent to 9 percent. That's an excellent example of local ownership, Dr. Abrams says.

The system's leaders have stuck religiously to the principle that the only way to change culture is to keep the focus on improving care, Dr. Smith says. "If there is one message we've learned, it's that it's never about cost cutting. It's never about efficiency. It's always about best care."

"If there is one message we've learned, it's that it's never about cost cutting. It's never about efficiency. It's always about best care."

— Lawrence Smith, MD

A hand-hygiene pilot project begun in January 2009 provides evidence that doctors and staff are best motivated when the focus is kept on patients. The initiative in an ICU at North Shore University Hospital in Manhasset involves video cameras used to monitor physician and staff compliance with hand-hygiene protocols. The percentage of people in compliance is updated every five to 10 minutes and posted on an LED screen in the unit for staff, patients, and families to see.

"If you start to make it about punishing people, then it's 'Big Brother,'" Dr. Smith says. "If it's all about how the biggest risk to the patient coming into the hospital is nosocomial infections and this is about better patient care, people get it."

Physicians and nurses not only have embraced the program, they've become very competitive. "Every shift wants to have the highest compliance. If they're at 94 percent, they say, 'who screwed us up? Who didn't wash their hands?'" Dr. Smith says.

Through a video-monitoring program in which hand-washing compliance statistics are on display for patients and hospital staff to see, North Shore-LIJ has increased hand-washing compliance by 81 percent. Even more important, in the initiative's first nine months, the unit's *Clostridium difficile* infection rate fell from 1.74 percent to 0.95 percent, and the Methicillin-resistant *Staphylococcus aureus* infection rate dropped from 0.35 percent to 0.07 percent, he says. Because of this success, the system is working on a plan to roll out the program to other ICUs.

The willingness to boldly display the hand-hygiene compliance percentage in the unit is indicative of the system's commitment to transparency. The number of days without a central line infection also is posted publicly in ICUs, Dr. Abrams notes. "The nurses love changing the numbers and

North Shore-LIJ Health System, continued

watching them grow. What has happened is, now when they do get a central line infection, they kind of get depressed, but they analyze why that happened so intensely to figure out what could have been done differently,” he says.

The North Shore-LIJ Health System also was among the first in the nation to voluntarily report performance measures publicly as part of the Centers for Medicare & Medicaid Services’ Hospital Compare initiative. It was the first nonprofit health system in the state to publicly disclose hospital infection rates.

Central to the health system’s focus on quality is its investment in staff development and education. A case in point is its Center for Learning and Innovation, a corporate university created in 2002. The center features full-scale patient simulators comprised of computer-based, interactive technology and digitally enhanced mannequins. North Shore-LIJ investigated the safety processes put in place by the aviation industry and worked with the airline company JetBlue Airways in developing the system, Dowling notes. The center’s staff can program any patient scenario into the simulator. If an error occurs at a facility, they can plug it in and run it to train physicians and staff. Multidisciplinary teams, typically doctors and nurses, use

the simulator. Sessions are videotaped and reviewed by participants afterward so they can discuss what they did right and what they can improve.

“It’s so powerful to learn in that modality,” says Dr. Smith. “It’s the vividness of it and the emotional engagement. It isn’t passive learning.” Because the training is multidisciplinary, it reinforces the team environment that the health system emphasizes, he adds.

The health system’s commitment to this philosophy also is evident in its implementation of TeamSTEPPS™, an evidence-based system aimed at optimizing patient outcomes by improving communication and teamwork skills among healthcare professionals. The program was developed by the Department of Defense in collaboration with the Agency for Healthcare Research and Quality. More than 20,000 care providers at North Shore-LIJ Health System have undergone TeamSTEPPS™ training.

Now that doctors and nurses think of themselves as a team, they identify problems that prevent them from working as a team and offer solutions, Dr. Smith says. “All of the sudden people on the frontlines are helping you improve the system.”

FAST FACTS: North Shore-LIJ Health System

SERVICE AREA: More than five million people in Long Island, Queens, and Staten Island

FACILITIES: 14 hospitals, 17 long-term care facilities, the Feinstein Institute for Medical Research, three trauma centers, five home health agencies, the Hospice Care Network, and dozens of outpatient centers

BEDS: 5,000 system wide

EMPLOYEES: More than 38,000 — the largest employer on Long Island and the ninth-largest in New York City

PROVIDER NUMBERS: About 10,000 nurses and more than 7,000 affiliated physicians

MEDICAL EDUCATION: North Shore-LIJ is partnering with Hofstra University to develop a new medical school

The North Shore-LIJ Health System isn't just investing in its people to improve quality. It's investing in technology. The organization is spending \$400 million on an electronic health record (EHR) system for the inpatient and outpatient setting with the goal of improving care coordination and quality.

The organization has committed to subsidizing EHR purchase for its physicians through two programs, which launched in November 2009. One is the connected program, which will give community physicians access to the EHR. The health system will subsidize 50 percent of doctors' technology acquisition costs.

The second is the integrated program, under which physicians are not only linked electronically, but they also agree to share their performance on quality measures with the health system. The subsidy will cover up to 85 percent of the acquisition cost.

In the integrated program, North Shore-LIJ will provide physicians with feedback that shows where their performance falls in comparison to doctors nationwide and in their community, Dr. Abrams says. The idea is "to take that data and use them to build our improvement program." So far, most community physicians who have accepted the offer have gone with the integrated program, Dr. Abrams says. All faculty physicians are involved in the integrated program.

Dowling says the technology spending will pay off: "If you want to improve quality, you have to make investments in people, process improvement, culture change, and technology."

The health system is "delighted" to have received the NQF award, Dowling says. "But whatever we've accomplished is only the beginning. We have not succeeded. Success is a journey, and we've begun the journey."

SPONSORS

NQF wishes to thank *Modern Healthcare* for its generous support of the 2010 NQF National Quality Healthcare Award, a year-long program culminating in the award presentation.

Modern Healthcare

NQF also thanks the following 2010 Award Celebration Sponsors:

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Owens & Minor salutes
North Shore-LIJ Healthcare System,
the 2010 recipient of the NQF Quality Healthcare Award,
for its commitment to healthcare quality.



The American Hospital Association

Congratulates

North Shore-LIJ Health System

2010 Recipient of the

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EMORY HEALTHCARE acknowledges and salutes the outstanding work done by the National Quality Forum and the 2010 National Quality Healthcare Award recipient, North Shore-LIJ Health System President and Chief Executive Officer Michael Dowling.

Mr. Dowling, we thank you for your commitment and leadership.

It is through the work of extraordinary visionaries, like you, that we can transform patient care nationally and globally.

Advancing the Possibilities®

Baylor Health Care System

would like to congratulate the

North Shore LIJ Health Team

for receiving the

2010 NATIONAL QUALITY HEALTHCARE AWARD

*from the National Quality Forum for
providing high quality, transparent,
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on receiving the

2010 National Quality Healthcare Award

and proudly supports

The National Quality Forum

on the occasion of its

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Korn/Ferry congratulates North Shore LIJ on receiving the 2010 NQF National Quality Healthcare Award


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AND CONGRATULATES NORTH SHORE-LIJ HEALTH SYSTEM
ON RECEIVING THE 2010 NATIONAL QUALITY HEALTHCARE AWARD

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THE CATHOLIC HEALTH ASSOCIATION
THE UNITED STATES

Congratulates

**North Shore-Long Island
Jewish Health System**

*for its dedication to the
communities it serves and its
commitment to providing the
highest quality clinical care.*

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North Shore - Long Island
Jewish Health System

Recipient of the 2010 National Quality Healthcare Award

Mission

We serve together in Trinity Health, in the spirit of the Gospel, to heal body, mind and spirit, to improve the health of our communities and to steward the resources entrusted to us.

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AWARDED
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HIGHEST HONOR**

**Congratulations to the 2010
National Quality Healthcare Award Recipient
North Shore-Long Island Jewish Health System**

We share your commitment to quality healthcare
and applaud your success.

**MEMORIAL
HERMANN**
Breakthroughs every day

2009 Recipient of the NQF Award

NQF Membership

NQF is a unique organization — a national membership organization where your participation makes a direct impact on the quality of healthcare in America. Improving healthcare is a matter of critical importance to everyone, and it requires that we all work together. Healthcare leaders from every part of the industry are involved in NQF’s work.

NQF members take part in a national dialogue that sets national priorities, endorses the measures we will use to assess healthcare quality, and reports the findings to consumers, purchasers, providers, policymakers, industry representatives, and others.

Why join NQF? NQF priorities, measures, and actions guide national policy and impact all healthcare organizations.

Benefits of membership also include:

A leadership role in setting and implementing national priorities in healthcare

- NQF is a premier leader in setting the nation’s priorities on healthcare. NQF members have an integral role to play in that process and in working together to implement the priorities.

A voice in setting national standards for healthcare

- Each member organization has the right to comment and vote on national voluntary consensus standards for healthcare.
- Each member organization has the opportunity to nominate experts for selection to critical expert panels and committees.

Opportunities to make connections with leaders in healthcare quality

- Members collaborate with other healthcare and community leaders to develop national solutions to quality concerns.
- Members have the opportunity to network face to face during the annual membership meeting.
- Members connect with the nation’s policymakers and leading visionaries in healthcare quality at the spring policy meeting.
- Members have the opportunity to build strong relationships with peers in their industry through NQF’s unique Member Council structure.

Access to the best thinking on healthcare quality

- Members receive regular, advance updates on NQF activities, including upcoming comment periods and votes.
- Members get access to Members-only content on the website.
- Members have access to an NQF calendar of votes and meetings.
- Members get invitations to special Members-only meetings and events.
- Members enjoy substantially reduced registration fees for NQF meetings.

If you aren’t yet a member, visit our website — www.qualityforum.org — or contact us for more information at members@qualityforum.org. And thank you for joining us tonight to celebrate the achievements of North Shore-LIJ Health System.

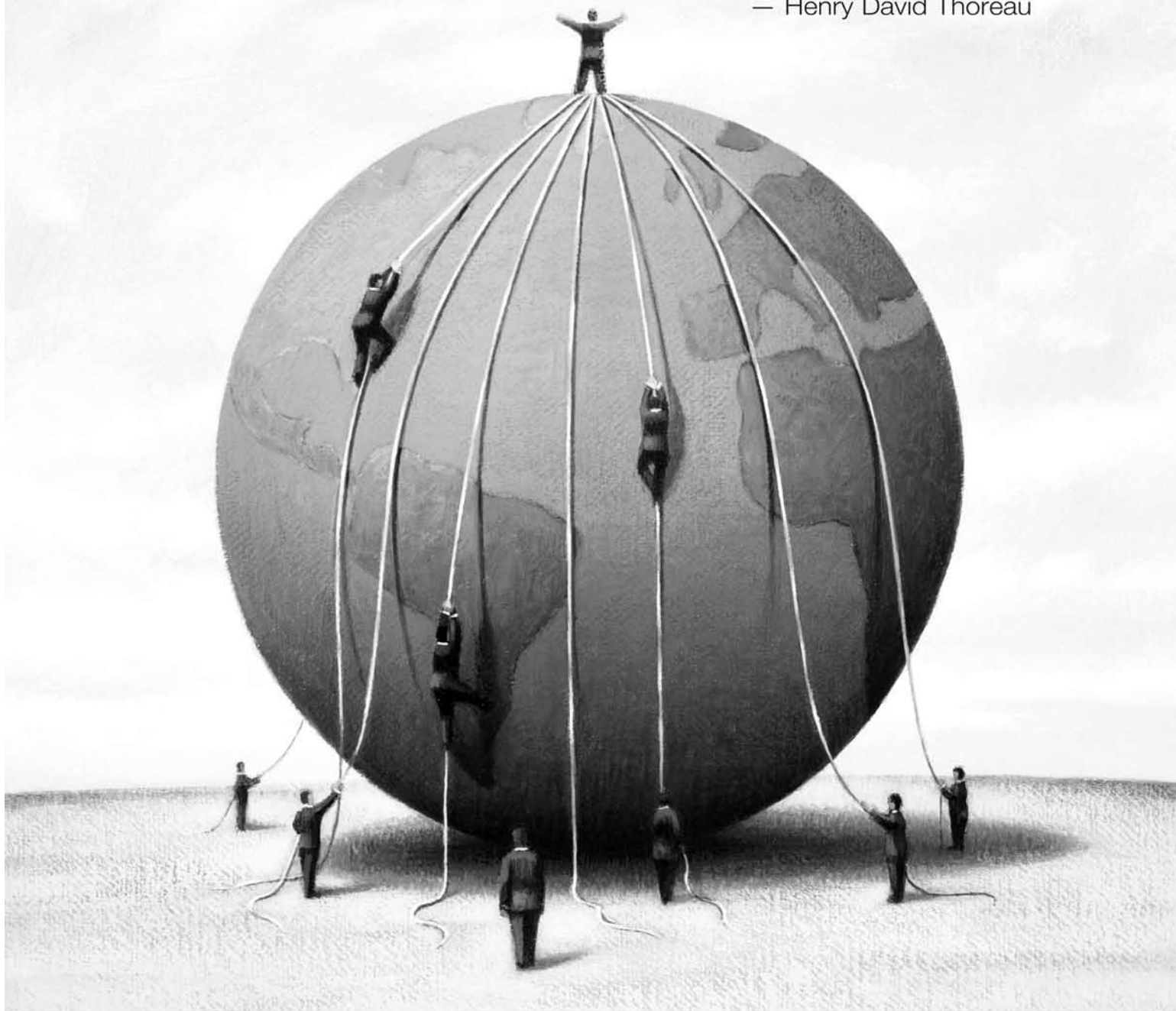
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Notes

If you live your beliefs,
You can turn the world around.

— Henry David Thoreau



We congratulate North Shore-LIJ Health System on
receiving the 2010 National Quality Healthcare Award.

About NQF:

The mission of the National Quality Forum is to improve the quality of American healthcare by setting national priorities and goals for performance improvement, endorsing national consensus standards for measuring and publicly reporting on performance, and promoting the attainment of national goals through education and outreach programs.

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