Memorial Hermann Healthcare System

Cultural Transformation from Board to Bedside & Community

Dan Wolterman President and CEO
The Burning Platform

2003 President’s Council

Decision Point
2006 Leadership Meeting
Reaching Our Summit Through Execution Excellence
Vision
Best of the best

Brand Promise
We create the best possible clinical outcomes with exceptional patient care experiences
Our Culture

Vision
Best of the best

Brand Promise
We create the best possible clinical outcomes with exceptional patient care experiences

Culture

Operating Principles
- Patient-Centered
- Evidence-Driven
- Measurable Excellence
- Operational Discipline
- Systemness

Behaviors
- Accountable
- Competent
- Innovative
- Collaborative
- Compassionate
- Respectful
Our Strategies

Vision
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Strategies
Quality & Safety
Patients
Physicians
People
Operational Excellence
Growth
Our Brand Pyramid

Vision
Best of the best

Brand Promise
We create the best possible clinical outcomes with exceptional patient care experiences

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Strategies
Quality & Safety
Patients
Physicians
People
Operational Excellence
Growth

Major Initiatives

Our Mission
Our Values
Transformation to a High Reliability Organization

August 14, 2006

A Call to Action on Patient Safety

Transfusion Errors

Serious Safety Events
Board Quality Structure

Delegated authority to approve actions on behalf of the Board of Directors

MEMORIAL HERMANN HEALTH CARE SYSTEM
BOARD OF DIRECTORS

MEMORIAL HERMANN HOSPITAL SYSTEM
BOARD OF DIRECTORS

SYSTEM QUALITY COMMITTEE

CENTRAL / SOUTHWEST QUALITY COMMITTEE

SYSTEM QUALITY AND PATIENT SAFETY COUNCIL

NORTH / WEST QUALITY COMMITTEE

MEDICAL EXECUTIVE COMMITTEES of:

Memorial Hermann University Place
Memorial Hermann Northeast Hospital
Memorial Hermann Sugar Land Hospital
Memorial Hermann Southwest Hospital
Memorial Hermann TIRR
Memorial Hermann Texas Medical Center Hospital
Memorial Hermann Children’s Hospital
Memorial Hermann Southeast Hospital

MEDICAL EXECUTIVE COMMITTEES of:

Memorial Hermann The Woodlands Hospital
Memorial Hermann Memorial City Hospital
Memorial Hermann Katy Hospital

Memorial Hermann PaRC
Memorial Hermann Ambulatory Surgical Centers
Memorial Hermann Northwest Hospital
Memorial Hermann Home Health
• Step 1: Set Behavior Expectations
  Define Safety Behaviors & Error Prevention Tools proven to help reduce human error

• Step 2: Educate
  Educate our staff and medical staff about the Safety Behaviors and Error Prevention Tools

• Step 3: Reinforce & Build Accountability
  Practice the Safety Behaviors and make them our personal work habits
Speak Up.
It is Your Job to be Concerned.

Your Most Important Step is a Stop.

Wash Up.
Their Safety is in Your Hands.
Red Rules
Absolute Compliance

1. Patient Identification
2. Time Out
3. Two Provider Check
MHHS Safety Culture Training

Hospital Training Complete

>14,000 Employees Trained

>1,000 Physicians Trained

>540 Safety Coaches Trained

>$18M Expense
Zero Hemolytic Transfusion Reactions (92,000 T+Cs)
Hospital Acquired Infections

HAI Prevention Campaign

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<tr>
<th></th>
<th>Jan-07</th>
<th>Feb-07</th>
<th>Mar-07</th>
<th>Apr-07</th>
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Door to Percutaneous Coronary Intervention (PCI) Time

Time to Primary PCI

July 2005  September 2008

PCI Month
Hospital Standardized Mortality Ratio (HSMR)

2008 MHHS YTD HSMR: 57.1
2008 US National HSMR: 70.5

534 “lives saved”
## Leadership Accountability
### On-Line Core Measures

![Core Measures Report](http://mhweb/enterprise_apps/Clinical_Indicators/istart_monthly2.asp)

### Core Measures Report: Northeast

<table>
<thead>
<tr>
<th>Core Measures</th>
<th>Prior FY</th>
<th>Apr '08</th>
<th>May '08</th>
<th>Jun '08</th>
<th>Jul '08</th>
<th>Aug '08</th>
<th>Sep '08</th>
<th>Oct '08</th>
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<th>Jan '09</th>
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<td>Oxygenation assessment*</td>
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<td>Pneumococcal vaccination*</td>
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<td>Blood culture prior to init Abx *</td>
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<td>Adult smoking cessation advice/counsel*</td>
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<td>Abx selection for ICU/non-ICU patients*</td>
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<td>85.71</td>
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<td>Influenza vaccination (Oct-Mar only)*</td>
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### + Congestive Heart Failure

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<th>May '08</th>
<th>Jun '08</th>
<th>Jul '08</th>
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<td>ACE inhibitor prescribed at discharge*</td>
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<tr>
<td>Adult smoking cessation advice/counsel*</td>
<td>100.00</td>
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### + Acute Myocardial Infarction

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<tbody>
<tr>
<td>Aspirin at arrival*</td>
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<td>92.80</td>
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<tr>
<td>Aspirin prescribed at discharge*</td>
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<tr>
<td>ACE or ARB for LVSD*</td>
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<tr>
<td>Beta blocker prescribed at discharge*</td>
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<tr>
<td>Beta blocker at arrival*</td>
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<tr>
<td>Thrombolytic agent w/in 30 min of arr*</td>
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<td>100.00</td>
<td>85.21</td>
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<td>Primary PCI within 90 minutes of arr*</td>
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Leadership Accountability
On-Line Balanced Scorecard
QUALITY

Efficiency of Hospital Operations
Memorial Hermann Katy has adopted the Institute for Healthcare Improvement (IHI) bundles to reduce the incidence of catheter-related bloodstream infections (CR-BSI), ventilator-associated pneumonia (VAP) and the surgical care improvement project. The results are very positive.

Ventilator-Associated Pneumonia
Logging more than three years without a case of ventilator-associated pneumonia demonstrates our ongoing commitment to patient safety and quality of care, and is testament to the excellent treatment provided by our top-notch team of physicians, nurses and clinical support.

Catheter-Related Bloodstream Infections
Since March 2007, we have had two cases of CR-BSI.

Hospital Standardized Mortality Ratio (HSMR)
In 2008, our hospital scored a 34.44, recognized as a distinguished score that puts Memorial Hermann Katy in the upper 5th percentile among U.S. hospitals.

OPERATIONAL EXCELLENCE

Emergency Center Improvements
Patient Throughput Process: Emergency department began a new Patient Throughput process with a goal to place the patient in front of a physician in 30 minutes or less.
Quick look: assess every patient within an average of five minutes
Door-to-Doctor: A board-certified emergency physician assesses the patient within an average of 30 minutes
Welcome Assistant Medical Director Aimr Zegar, M.D., and six new emergency physicians.
Pharmacist in the ED: An ED Clinical Pharmacist pilot was implemented in March 2008 to maximize core measure compliance and complete home medication reconciliation for admitted patients. The Pharmacist works peak ED periods to facilitate the early identification of myocardial infarction and pneumonia patients, and ensure timely, evidence-based care. The pilot has yielded positive results with 100 percent of goals reached on most indicators in three months. The clinical pharmacist reconciled 478 medication lists. Of these cases, 35 percent required complex reconciliations in which the work-up required more than basic patient/family interviews.

Patient Safety Initiatives
Patient Safety initiatives continue to focus on patient identification, allergy and DNR bundling, I.V. site and tubing labeling, unacceptable/rejected samples and patient safety rounds by the CDO/CPCO.
Breakthrough in Patient Safety (BPS): Three-hour educational program focused on how to reduce hospital errors and create a safer environment for our patients, families and staff. The objectives are to understand the importance of
Public Transparency
MH Katy Community Report

2008 ACCOMPLISHMENTS

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Transformation of a Healthcare System

1909
Baptist Sanitarium

2009
Memorial Hermann Healthcare System