



The health care field continues to face challenges from multiple environmental forces. But at hospitals and health systems throughout the nation, health care executives, managers, and frontline staff are not only meeting the challenges presented but also continuing their commitment and work to advance quality, safety and efficiency in patient care.

Below are some of the ways American Hospital Association (AHA) is helping accelerate performance improvement.

Guides and Webinars



Hospitals in Pursuit of Excellence (HPOE), the AHA's strategic platform to accelerate performance improvement in health care, released 12 guides in 2013 on topics ranging from hospitals of the future, population health, equity of care, value-based contracting and patient safety. In addition, HPOE hosted 17 webinars on related topics. These guides, along with case studies on advanced strategies in performance improvement, can be accessed at www.hpoe.org.

National Projects

AHA/HRET Hospital Engagement Network

The AHA and the Health Research & Educational Trust (HRET), an AHA affiliate, are leading national improvement efforts that are changing the way hospitals provide care for patients. Through the Centers for Medicare & Medicaid Services' (CMS) Partnership for Patients campaign and the Hospital Engagement Network (HEN) program, AHA and HRET are assisting hospitals with the adoption of best practices with the goal of reducing inpatient harm by 40% and readmissions by 20%. HRET provides education and training for the more than 1,500 hospitals recruited by its 31 state hospital association partners in support of their quality improvement efforts. Over the first two years of the program, significant improvements in quality were made in key clinical areas:

- An 18% decrease in catheter-associated urinary tract infections (CAUTIs);
- A 23% decrease in central line-associated bloodstream infections (CLABSIs) in intensive care units (ICUs);
- A 57% decrease in early elective deliveries;
- A 26% decrease in pressure ulcers;
- A 6% decrease in all cause readmissions; and
- A 6% decrease in surgical sites infections.

Together these improvements resulted in better care for more than 69,000 patients with associated cost savings of nearly \$202 million. The program has helped the hospital field develop the infrastructure, expertise and organizational culture that will support further improvements for years to come. In addition to accelerating improvement nationally, patients are benefiting every day from the spread and implementation of best practices.

Comprehensive Unit-based Safety Program (CUSP)

The AHA and HRET also are helping the field embrace and learn best practices in patient care – in particular, use of the Comprehensive Unit-based Safety Program (CUSP), a customizable program that helps hospital units build their foundation for how clinical teams care for patients. It combines clinical best practices with an understanding of the science of safety, improved safety culture, creating a learning culture and an increased focus on teamwork.

On the CUSP: Stop CAUTI has the primary goal of reducing the CAUTI rate in participating hospital units over an 18-month initiative across multiple cohorts throughout the four-year project. Secondly, this project seeks to make decreased CAUTI rates sustainable by fostering a culture of safety in participating units. By the end of 2013, the project had registered more than 890 hospitals, 1,440 inpatient units (both ICU and non-ICU) and 110 emergency departments. The project has reduced CAUTIs by 16% for participating hospital units.

TeamSTEPPS

In 2013, the implementation of TeamSTEPPS program trained more than 1,300 individuals. The annual national conference alone had attendance of more than 500 individuals, which is expected to rise again this year to more than 600. Developed by the Agency for Healthcare Research and Quality (AHRQ) and the Department of Defense, TeamSTEPPS is a set of evidence-based, practical tools that help hospitals and other health care providers strengthen teamwork among caregivers with the goal of improving patient safety by functioning as a safe and effective team. TeamSTEPPS improves communication and teamwork skills among health care professionals. It includes a comprehensive set of ready-to-use materials and a training curriculum to successfully integrate teamwork principles into any health care system.

Equity of Care

In 2011, the AHA along with America's Essential Hospitals, the Association of American Medical Colleges, American College of Healthcare Executives and the Catholic Health Association of the United States launched a National Call to Action to Eliminate Health Care Disparities. In 2013, the Call to Action also released goals for improvement with milestones through 2020 to guide the work and measure its success, based on diversity and disparities survey of all hospitals. With a focus on three core areas: increasing the collection and use of race, ethnicity and language preference data; increasing cultural competency training; and increasing diversity in leadership; the partnership is committed to helping the field ensure equitable care for all. In addition, the inaugural AHA Equity of Care Award was launched this year to recognize leaders in the area of equity and to increase visibility on this important issue. This information and many more free resources can be accessed at www.equityofcare.org.

Fellowships

The AHA and HRET also offer two fellowships that accelerate quality improvement work nationally in the areas of performance excellence and bring together alumni and nationally recognized experts for mentoring. Now entering its 13th year, the AHA-National Patient Safety Foundation Comprehensive Patient Safety Leadership Fellowship is a year-long, intensive learning experience for clinical

Committees

The AHA works to provide leadership and current research to its members through AHA board-level committees: The Committee on Performance Improvement (CPI) and The Committee on Research (COR). The CPI provides guidance to AHA's strategy to support performance improvement across the membership, including further development of HPOE; and to support improved quality as defined by the Institute of Medicine's six aims (safe, effective, efficient, equitable, timeliness and patient-centered care). In 2013, the CPI commissioned a report, *Managing an Intergenerational Workforce:*

Health Forum: Advancing Excellence

Health Forum is a strategic business enterprise of the AHA that develops and delivers information and innovative services to help health care leaders achieve organizational performance excellence and sustainability.

Publications

Three titles, *Hospitals & Health Networks*, *Trustee and Health Facilities Management*, help leaders create delivery systems of the future by delivering vital and timely information on a daily basis. Whether facing governance and leadership challenges or new codes and standards for hospital design and construction, Health Forum's publications give C-suite level executives and purchasing decision makers the insight they need to transform their hospitals in an ever-changing environment. All three publications have e-newsletters as well as related websites.

Education

Health Forum's educational programs, including the Health Forum/AHA Leadership Summit and the Rural Health Care Leadership Conference, offer cutting-edge insights to guide health care organizations in the post-reform era. Speakers Express also has a tremendous roster of distinguished health care leaders and experts available for management and board meetings.

Symposium for Leaders in Healthcare Quality

In April 2014, AHA launched a new forum to streamline and leverage the quality and patient safety initiatives and resources facilitated and produced by AHA and HRET. Members of this forum, the Symposium for Leaders in Healthcare Quality (SLHQ), enjoy access to cutting edge resources and education, innovative professional development opportunities and a robust peer-to-peer network to share best practices. SLHQ will host the 2nd annual Quality & Patient Safety Roadmap July 19-20, 2014 in San Diego. The Roadmap session will focus on engaging patients and families in eliminating harm across the board and will feature keynote speakers, panels and storyboard sessions. For more information on SLHQ and the Quality & Patient Safety Roadmap, visit: www.aha-slhq.org.

teams and strategic leaders dedicated to improving quality and patient safety results. In addition, the Health Care Transformation Fellowship is a nine-month program to provide health care leaders with skills to help their organizations implement innovative delivery and payment system transformation models.

Strategies for Health Care Transformation, on how hospital and care system leaders can leverage common and unifying characteristics across all generations to create efficient teams. The COR has annual and triennial tasks that focus on developing the AHA Research Agenda. In 2014, it released *Your Hospital's Path to the Second Curve: Integration and Transformation* to provide a path to successfully transform for the future. For more, visit www.aha.org and click on "Research & Trends."

Data

Health care leaders depend on AHA Data for a comprehensive understanding of the health care market, competitive marketplace analysis and benchmarking. This data is essential for health care business and product development. The data group also offers the UB04 Data Specifications Manual and the complete UB-04 Electronic Data Set, the official source of billing codes for health care providers. In addition, the data group manages the Most Wired awards, which help assess technological development in hospitals.

Coding

The AHA's Central Office serves as the official U.S. clearinghouse for medical coding (ICD-9-CM, ICD-10-CM and ICD-10-PCS) and provides officially sanctioned coding guidelines and advice. In addition, the Central Office provides advice on CPT codes for hospital prodders and certain level II HCPCS codes. These coding systems serve an important function for quality review and hospital reporting, and also ensure timely payments to hospitals, health care systems and other providers.

For more, visit www.healthforum.com.