Health Research & Educational Trust

Making an Impact in 2011
For Additional Information
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In 2011, the health care field continued to face challenges from multiple environmental forces. But at hospitals and health systems throughout the nation, health care executives, managers, and front-line staff are not only meeting the challenges presented but also continuing their commitment and work to advance quality, safety, and efficiency in patient care.

As the research and educational affiliate of the American Hospital Association (AHA), the Health Research & Educational Trust (HRET) remains committed to our vision and mission of leveraging research and education to create healthy communities and providing hospitals with the knowledge, strategies, and tools to transform health care. In partnership with the AHA, other AHA affiliates, national stakeholders, allied hospital associations, and our funders, HRET has expanded work on national projects, helped disseminate tools and resources to the field, and offered opportunities for leadership development in challenging times.

Through *Hospitals in Pursuit of Excellence*, the AHA's strategic platform to accelerate performance improvement in health care, we released six new guides in 2011, covering topics that include understanding and managing variation, caring for vulnerable patient populations, and striving for equity in health care.

At HRET, our 50-plus-member team is committed to continuous performance improvement in health care and in our own organization. This past fall, HRET received a site visit and feedback from the Lincoln Foundation for Performance Excellence, a statewide organization in Illinois that promotes an organizational performance improvement model patterned after the Malcolm Baldrige national criteria. We are using the Baldrige framework at HRET to improve our work processes and better serve our customers, partners, and constituencies.

In 2012, we know health care will remain a much-discussed topic. At HRET, we will keep sight of our mission as we all work together to improve the delivery of health care. Thank you for your work and for the opportunity to collaborate with you to further our mission.

Maulik Joshi, DrPH  
President, HRET  
Senior Vice President, AHA

Alfred G. Stubblefield  
Chair, HRET Board of Trustees  
President, Baptist Health Care
HRET Making an Impact in 2011

As we work toward our mission to transform health care through research and education, here are some of the ways we are making an impact:

- Central line-associated blood stream infections reduced by 33 percent in more than 750 hospitals.

- More than 2,000 individuals from more than 850 hospitals participated in face-to-face or online trainings on the Quality Indicators, Door-to-Doc, Project RED, and TeamSTEPPS. More than 700 individuals received certification as TeamSTEPPS master trainers.

- More than 40,000 downloads of Hospitals in Pursuit of Excellence guides in 2011 on topics that include implementing strategies and competencies to create hospitals and care systems of the future, understanding and managing variation, and reducing preventable mortality. Since 2010, downloads of HPOE guides and reports total nearly 67,000.

- A total of 290 fellows have participated in the AHA-NPSF Comprehensive Patient Safety Leadership Fellowship.

- Nine HPOE webinars reached more than 1,600 participants.

- The Hospitals in Pursuit of Excellence website highlighted more than 1,200 links to case studies, resources, and tools.

- Online toolkits on collecting race, ethnicity, and language data, HIV testing in emergency departments, and calculating cost and reimbursement for HIV testing and screening were viewed nearly 87,000 times. Since 2010, page views for these toolkits total nearly 180,000.

- Data analysis and performance profiling conducted at the state, health system, and hospital level.

- Health Services Research journal reached more than 5,400 individual and institutional subscribers.

- Peer-reviewed articles by HRET researchers were published in the American Journal of Managed Care, the Journal of the American College of Radiology, and other journals.

- One hundred percent of HRET’s customers and partners rated HRET an 8, 9, or 10 about the likelihood to work together again, based on a satisfaction survey.
HRET in Partnership with AHA and Other Organizations

HRET provides vital support to the AHA and its members. Through *Hospitals in Pursuit of Excellence*, HRET disseminates information and shares resources to accelerate performance improvement in health care. HRET also provides staff support to several AHA committees: Committee on Research, Committee on Performance Improvement, and Equity of Care Committee. HRET supports the Dick Davidson Quality Milestone Award for Allied Association Leadership, which recognizes outstanding efforts among allied hospital associations to improve quality.

In addition to the AHA, HRET partners with other organizations and professionals to carry out our mission and to design, implement, and disseminate applied research and performance improvement initiatives.

### 2011 Customers
- American Hospital Association (AHA)
- Agency for Healthcare Research and Quality (AHRQ)
- American Health Quality Association (AHQA)
- American Institutes for Research (AIR)
- American Society for Healthcare Risk Management (ASHRM)
- Center for Medicare & Medicaid Innovation (Innovation Center)
- Centers for Medicare & Medicaid Services (CMS)
- The Commonwealth Fund
- Institute for Safe Medication Practices (ISMP)
- Kaiser Family Foundation
- National Association for Healthcare Quality (NAHQ)

### 2011 Partners
- State, regional, and metropolitan hospital associations
- Academic institutions
- National societies and associations
- American Hospital Association affiliates (AHA Solutions, American Organization of Nurse Executives, Center for Healthcare Governance, Health Forum, Institute for Diversity in Health Management, Personal Membership Groups)

Hospitals in Pursuit of Excellence (HPOE)

HPOE is the AHA’s strategic platform to accelerate performance improvement in the nation’s hospitals and health systems.

VISIT: [www.hpoe.org](http://www.hpoe.org)

**IMPACT:** The HPOE website includes more than 1,200 links to case studies, resources, and tools. The top five case studies have been downloaded more than 4,300 times.
National Projects

**Comprehensive Unit-Based Safety Program**

HRET has led *On the CUSP: Stop BSI*, a national improvement project funded by the Agency for Healthcare Research and Quality, for three years. The project goal is to reduce the rate of central line-associated bloodstream infections (CLABSI) nationwide. National partners are the Johns Hopkins University Quality and Safety Research Group and the Michigan Health & Hospital Association (MHA) Keystone Center for Patient Safety & Quality.

From 2009–2011, 46 hospital associations and one umbrella group have committed to leading the project in their states. These groups have recruited more than 1,055 hospitals and 1,775 hospital teams to participate in the project.

In November 2011, HRET received a one-year, $4 million contract from AHRQ to support a nationwide initiative to reduce catheter-associated urinary tract infections (CAUTI) in hospitals, an expansion of work to reduce CAUTI in 2009–2010. By mid-December, 402 hospitals in 19 states had registered to participate in the project. Key national partners include the MHA Keystone Center, the University of Michigan, St. John Hospital and Medical Center in Detroit, and Johns Hopkins.

About 60 face-to-face meetings for CLABSI and CAUTI combined were held in 2011, and HRET had an in-person or virtual presence at all of these meetings.

VISIT: [www.onthecuspstophai.org](http://www.onthecuspstophai.org)

**Call to Action to Eliminate Health Care Disparities**

The AHA has joined four leading health organizations in *Equity of Care*, a national call to action to eliminate health care disparities and improve quality of care for every patient. This initiative focuses on three areas: (1) increasing the collection of race, ethnicity, and language preference data and facilitating its use, (2) increasing cultural competency training of clinicians and support staff, and (3) increasing diversity in governance and management. HRET is supporting the AHA’s work, which includes disseminating free resources and sharing best practices on the *Equity of Care* website. National partners include the Association of American Medical Colleges, the American College of Healthcare Executives, the Catholic Health Association, and the National Association of Public Hospitals and Health Systems.

VISIT: [www.equityofcare.org](http://www.equityofcare.org)

**IMPACT:**

Reports from hospital adult ICUs in 32 states and territories and more than 750 hospitals show a decrease in CLABSI rates by an average of 33 percent. Many of these units had CLABSI rates below the national mean and were still able to reduce their rates through project participation.
Improving Infection Control Practices
The National Opportunity to Improve Infection Control in ESRD (end-stage renal disease), or NOTICE, initiative brings together HRET and project partners from the Kidney Epidemiology Control and Cost Center and the Renal Network of the Upper Midwest. The NOTICE partners have developed an infection control worksheet that will be implemented in 36 dialysis facilities recruited from 11 states. Results will be analyzed and revisions incorporated in an infection sheet planned for rollout nationwide. This project is funded by the Agency for Healthcare Research and Quality, with expert representation from the Centers for Disease Control and Prevention and the Centers for Medicare & Medicaid Services.

VISIT: www.hret.org/esrd-facilities

Implementation of AHRQ Patient Safety Tools and TeamSTEPPS Training
HRET has worked closely with state hospital associations and several national organizations to promote and support the successful implementation of tools and resources from the Agency for Healthcare Reach and Quality. Topics of patient safety trainings have included addressing preventable readmissions, improving communication and teamwork, and improving emergency department throughput. National organizations that worked on this project include the Medical Group Management Association, the National Association of Public Hospitals and Health Systems, the Society for Healthcare Consumer Advocacy, and the National Association for Healthcare Quality.

Building on this project, HRET has begun work on two new projects funded by AHRQ. HRET will support the promotion of AHRQ’s TeamSTEPPS—Team Strategies and Tools to Enhance Performance and Patient Safety—program. HRET will coordinate the efforts of a network of national TeamSTEPPS training centers, facilitate a learning network and national conference, and update and expand free TeamSTEPPS materials for provider use. For another project, HRET will partner with state hospital associations and other provider and practitioner organizations to participate in Patient Safety Learning Networks. The learning networks will address specific patient safety and quality needs through use of AHRQ products.

VISIT: teamstepps.ahrq.gov

Employer Health Benefits Survey
Since 1999, HRET and the Kaiser Family Foundation have conducted an annual survey to provide current information about the nature of employer-sponsored health benefits in the United States. Key findings from the 2011 survey, which reflect 2010 health benefit information, show increases in the average annual single and family premiums for health insurance, as well as higher enrollment in high-deductible health plans with savings options.

For a complete summary of findings, go to http://www.hret.org/employee-health-benefit-survey.
Applied Research Projects

Evaluating Medication Safety
The Institute for Safe Medication Practices, in collaboration with HRET, released the ISMP Medication Safety Self Assessment in 2011 for hospitals and health systems to evaluate their medication safety practices, identify opportunities for improvement, and compare experiences with demographically similar organizations.

For more information, visit www.ismp.org/selfassessments.

Assessing ACO Readiness
Although accountable care organizations have the potential to increase quality of care while containing expenses, it is unclear whether providers currently have the capabilities to participate in ACOs or the knowledge of how to develop those capabilities. A recent HRET study sought to determine hospitals’ readiness to participate.

Benchmarking Data on Diversity and Disparities
The Institute for Diversity in Health Care Management released a benchmarking survey in late 2011 to learn more about hospitals’ and systems’ efforts to address health care disparities and improve diversity management. HRET collaborated on this project and will help analyze survey results.

For more information, visit www.diversityconnection.org.

Hospital and Health System Databases
HRET has pooled information from the AHA annual survey and the Centers for Medicare & Medicaid Services Hospital Compare data system to assess hospital and health system performance and state performance on several key measures: process of care quality, patient satisfaction, readmissions, and mortality.

IMPACT: These reports provide assessments of overall performance for more than 300 health systems and are used for performance improvement.
Fellowships

**Comprehensive Patient Safety Leadership Fellowship**
Now entering its 11th year, the AHA-NPSF Comprehensive Patient Safety Leadership Fellowship is a yearlong, intensive learning experience that develops leadership competencies and promotes a transformational model for patient safety and quality improvement. The CPSLF’s curriculum was redesigned in 2011 to include new topics emerging from health care delivery system transformation as well as the program’s traditional focus on core patient safety knowledge. Fellows complete an Action Learning Project—a major improvement project for their organization—and have opportunities to connect with current fellows and with alumni and nationally recognized experts for mentoring.

VISIT: www.ahafellowships.org

**Health Care System Transformation Fellowship**
In 2011, HRET helped inaugurate the AHA Health Care System Transformation Fellowship. Developed for C-level suite executives and senior executives from finance, operations, strategy, and physician relations/medical leadership, this six-month, highly interactive program provides a road map of how to design and plan for new care delivery and payment models. Fellows attend in-person learning retreats and webinars, learn from organizations that have developed and executed these models, and begin to implement their own project. Peer group networking with current fellows and faculty is encouraged and facilitated.

VISIT: www.AHACareTransformationFellowship.org

Guides and Reports
Through *Hospitals in Pursuit of Excellence*, the AHA and HRET provide guides and resources that disseminate knowledge, share proven practices, and spread innovation to support health care at the local level. Guides and reports published in 2011 are highlighted in the following pages.

In addition, the 2011 edition of *Hospitals in Pursuit of Excellence: A Compendium of Action Guides* includes several of the latest HPOE guides on equity, variation, health and wellness, patient safety, and financing. The 2011 and 2010 compendiums are available in free digital and mobile editions. Readers can navigate easily through the compendium via embedded search tools, download the guides, share information through email and social networking sites, and bookmark pages for future reference.

Download the app on your iPhone, iPad, or Adroid by visiting the Android Market or Apple App Store and searching for “HPOE.”

**IMPACT:** Since 2001, 290 health care professionals representing 188 organizations have participated in the CPSLF. The curriculum has been utilized by clinicians in hospitals in the United States and abroad.

**IMPACT:** In 2011, 18 participants from 16 organizations were part of the inaugural group of this fellowship. About 95 percent of these fellows are continuing to implement their projects, and many will be asked to present their work to fellows during Class 2 sessions in 2012.
Health Care Leader Action Guide: Understanding and Managing Variation

Provides hospitals with a resource to help reduce unwarranted variation, which in turn can improve efficiency, safety, quality, and patient satisfaction. Includes practical steps to understanding and managing variation and a list of best practices and case studies for hospital leaders to use for implementing key interventions.

Improving Health Equity Through Data Collection AND Use: A Guide for Hospital Leaders

Identifies key strategies that hospitals have used to streamline the collection of race, ethnicity, and primary language data. Also highlights leading practices for using this data to meet the needs of diverse patient populations.

Health Care Leader Action Guide: Reducing Preventable Mortality

Provides a broad overview of key steps that hospital and system leaders should take in developing an organization-wide strategy for reducing preventable deaths. Includes a summary of best practices, case studies, tools, and other resources on the topic.

Striving for Top Box: Hospitals Increasing Quality and Efficiency

Featuring the work of three health care systems working toward improving quality and efficiency, this guide describes cultural characteristics, key strategies, and successful practices that are common across these systems and can be implemented by other organizations.

Building a Culturally Competent Organization: The Quest for Equity in Health Care

Offers recommendations for providing care to patients with diverse values, beliefs, and behaviors, including tailoring health care delivery to meet patients’ social, cultural, and linguistic needs. Provides self-assessment checklists for hospital leaders and a list of relevant resources on cultural competency.
**Allied Hospital Association Leadership for Quality**

Describes key elements of implementing effective performance improvement initiatives among hospitals and health systems, with examples of success stories from 18 allied hospital associations.

**IMPACT:** Nearly 600 copies downloaded to date.

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**Hospitals and Care Systems of the Future**

from AHA Committee on Performance Improvement

Identifies 10 “must-do” strategies and core competencies that can help hospital and health system leaders navigate their organizations through a rapidly changing health care environment and also includes specific examples from hospitals.

**IMPACT:** About 2,600 copies downloaded to date.

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**Caring for Vulnerable Populations**

from AHA Committee on Research

Outlines core elements of successful programs that manage care for vulnerable patient populations, such as “dual eligibles,” and provides case studies and additional resources.

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**TRUST Award**

For nine years, HRET has presented its annual TRUST Award to honor individuals who have exhibited visionary leadership in the health care field and who symbolize HRET’s vision of leveraging research and education to improve policy and practice. Atul Gawande, MD, MPH, general and endocrine surgeon at Brigham and Women’s Hospital in Boston, associate professor at Harvard Medical School and Harvard School of Public Health, and acclaimed author, was the 2011 TRUST Award recipient.

Visit [www.hret.org/trust](http://www.hret.org/trust) to view photos from the 2011 TRUST Award reception in San Diego and to see a list of past TRUST Award recipients.
HRET’s flagship publication and an official journal of AcademyHealth, Health Services Research (HSR) publishes outstanding articles that report the findings of original investigations that expand understanding of the wide-ranging field of health care and help improve the health of individuals and communities. In 2011, HSR published a theme issue on global health services research supported by Yale University and a special issue, “Using State-Level Evidence to Inform National Policy: Research from the State Health Access Reform Evaluation (SHARE) Program,” supported by a grant from the Robert Wood Johnson Foundation to the State Health Access Reform Evaluation (SHARE) Program at the State Health Access Data Assistance Center (SHADAC), University of Minnesota School of Public Health.

Co-editors: José J. Escarce, MD, PhD, and Jacqueline S. Zinn, PhD

VISIT: www.hsr.org

IMPACT: HSR has more than 5,400 individual and institutional subscribers and an impact factor of 2.293, a measure of the frequency that articles in a journal have been cited. In the 2010 Thomson Reuters Journal Citation, HSR is ranked 12 of 56 in health policy and services and 18 of 71 in health care sciences and services. HSR is published six times a year with two special supplements.

Visit www.hret.org for more information on HRET and all of our research projects and educational activities.

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