

Lancaster General Health



# Evaluating the Impact of Patient Safety Culture Initiatives: The experience of a multiple setting hospital system

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**Track:** SOPS Survey Administration & Interpretation of Results

**Session:** Unit-Bases Hospital SOPS Administration and Improvement Priorities

**Date & Time:** April 20, 2010, 9:30 am

**Track Number:** SOPS T1 – S1

# Lancaster General Health



# About Lancaster General Health

- Not-for-profit healthcare system
  - System includes three hospitals, outpatient centers and physician practices, and other services
  - Region a mix of urban and rural communities
  - “Profits” re-invested into system’s technology, facilities and services
  - Over \$1.5 billion in revenues
  - Over 7,500 employees

# About Lancaster General Health

## Mission

- *To advance the health and well-being of the communities we serve*

## Vision

- *To create an extraordinary experience...every time*

# About Lancaster General Health

## Values

- *Personal Integrity*
- *Quality*
- *Respect for the Individual*
- *Service*
- *Teamwork & Trust*



# Lancaster General Health - today

- 541 bed acute care hospital
- 99 bed women and babies hospital with Level III NICU
- 8 ambulatory care centers
- 21 physician and specialty practices



# Historically

- Utilized the AHRQ Hospital Survey on Patient Safety Culture in the 5 high risk areas
  - Emergency Department
  - Intensive Care Unit
  - Surgical Services
  - Labor and Delivery
  - Medication Management

# 2009 Survey

- Participation:
  - 2,914 respondents completed the survey
  - 82% response rate
  - Participants were direct care givers and assigned to 1 of 16 uniform departments
  - Web based survey conducted by ECRI Institute
- Scores calculated by determining the percent of positive responses
- A positive response includes the 2 most positive answers (Strongly Agree and Agree)

# Survey Measures

The Hospital Survey on Patient Safety Culture is designed to measure:

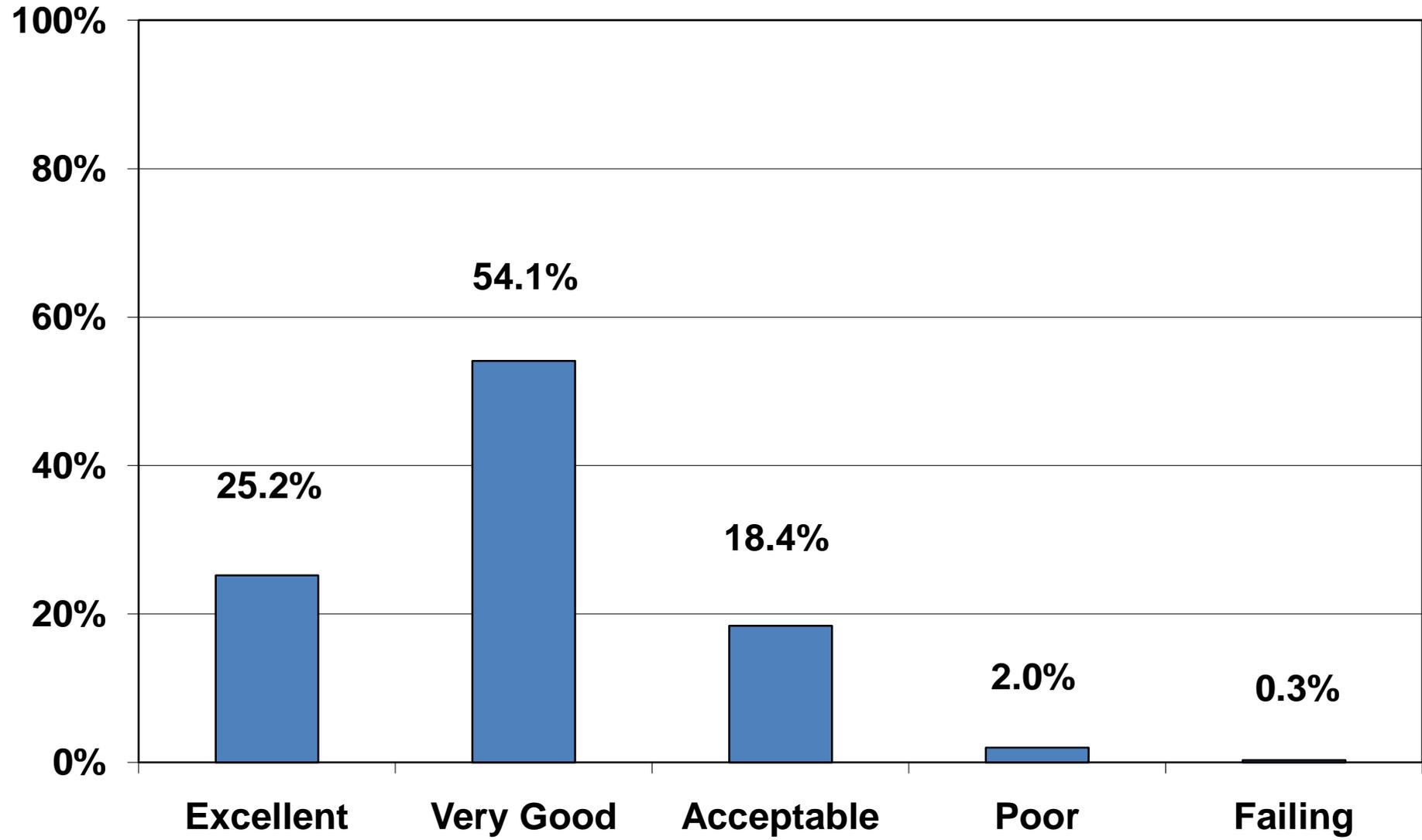
***Four overall patient safety outcomes:***

1. Overall perceptions of safety
2. Frequency of events reported
3. Number of events reported
4. Overall patient safety grade

# **10 Dimensions that are analyzed:**

- 1. Supervisor/manager expectations & actions promoting patient safety**
- 2. Organizational learning – continuous improvement**
- 3. Teamwork within units**
- 4. Communication openness**
- 5. Feedback & communications about error**
- 6. Non-punitive response to error**
- 7. Staffing**
- 8. Hospital management support for patient safety**
- 9. Teamwork across hospital units**
- 10. Hospital handoffs and transitions**

# Overall Grade for Patient Safety



# LG Health Key Area Results

## High Performance Categories

<u>Category</u>	<u>% Ranking</u>
Organizational learning/Cont. improvement	86 <sup>th</sup>
Teamwork within units	75 <sup>th</sup>
Overall perceptions of patient safety	75 <sup>th</sup>
Management support for patient safety	70 <sup>th</sup>
Non-punitive response to error	70 <sup>th</sup>

# LG Health Key Area Results

## Opportunity for Improvement

<u>Category</u>	<u>% Ranking</u>
Frequency of events reported	15 <sup>th</sup>
Handoffs & transitions	34 <sup>th</sup>
Feedback and communication about errors	38 <sup>th</sup>
Teamwork across the units	40 <sup>th</sup>

## Corporate Key Area Comparative Report

Printed: June 10, 2009

Sorted by Respondent Count

Facility: Lancaster General Health

Survey: Hospital Survey on Patient Safety Culture

	Respondent Count	Response Rate	Communication Openness	Feedback and Communication about Error	Frequency of Events Reported	Handoffs & Transitions	Management Support for Patient Safety	Nonpunitive Response to Error	Organizational Learning/Continuous Improvement	Overall Perceptions of Patient Safety	Staffing	Supervisor/Manager Expectations & Actions Promoting Patient Safety	Teamwork Across Units	Teamwork Within Units
Lancaster General Outpatient Services	148	86	68	61	56	38	79	48	72	81	63	74	51	83
Lancaster General Health Campus	312	88	72	71	61	34	82	57	81	78	65	81	57	84
Lancaster General Women and Babies Hospital	369	75	60	51	47	46	74	43	79	67	50	75	49	83
Lancaster General Hospital	2,065	77	62	59	52	38	75	46	79	69	59	75	55	82
National Average*			62	63	60	44	70	44	71	64	55	75	57	79

Respondent count represents completed individual surveys in each facility.

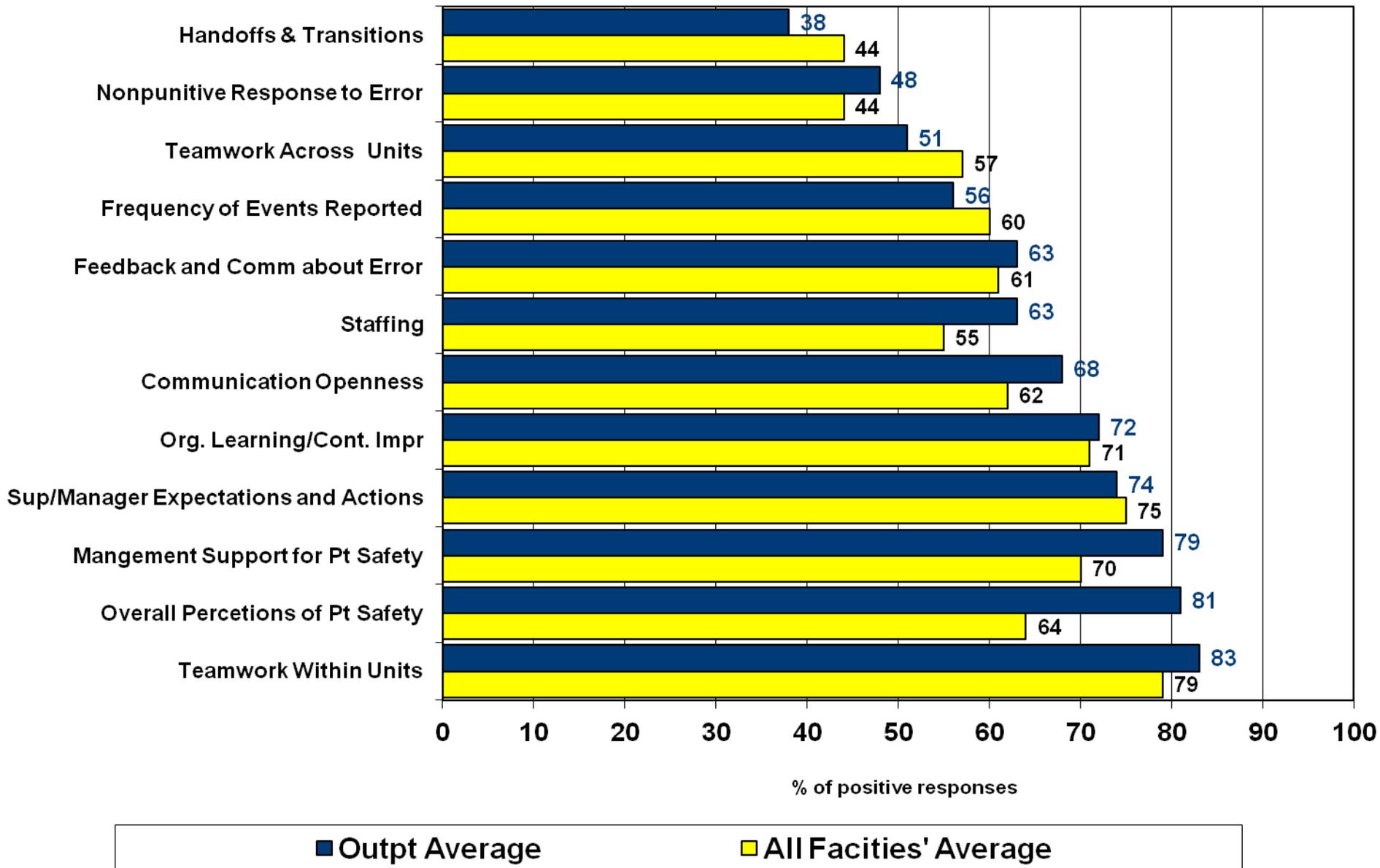
Priority Key

Blue - above the National Average

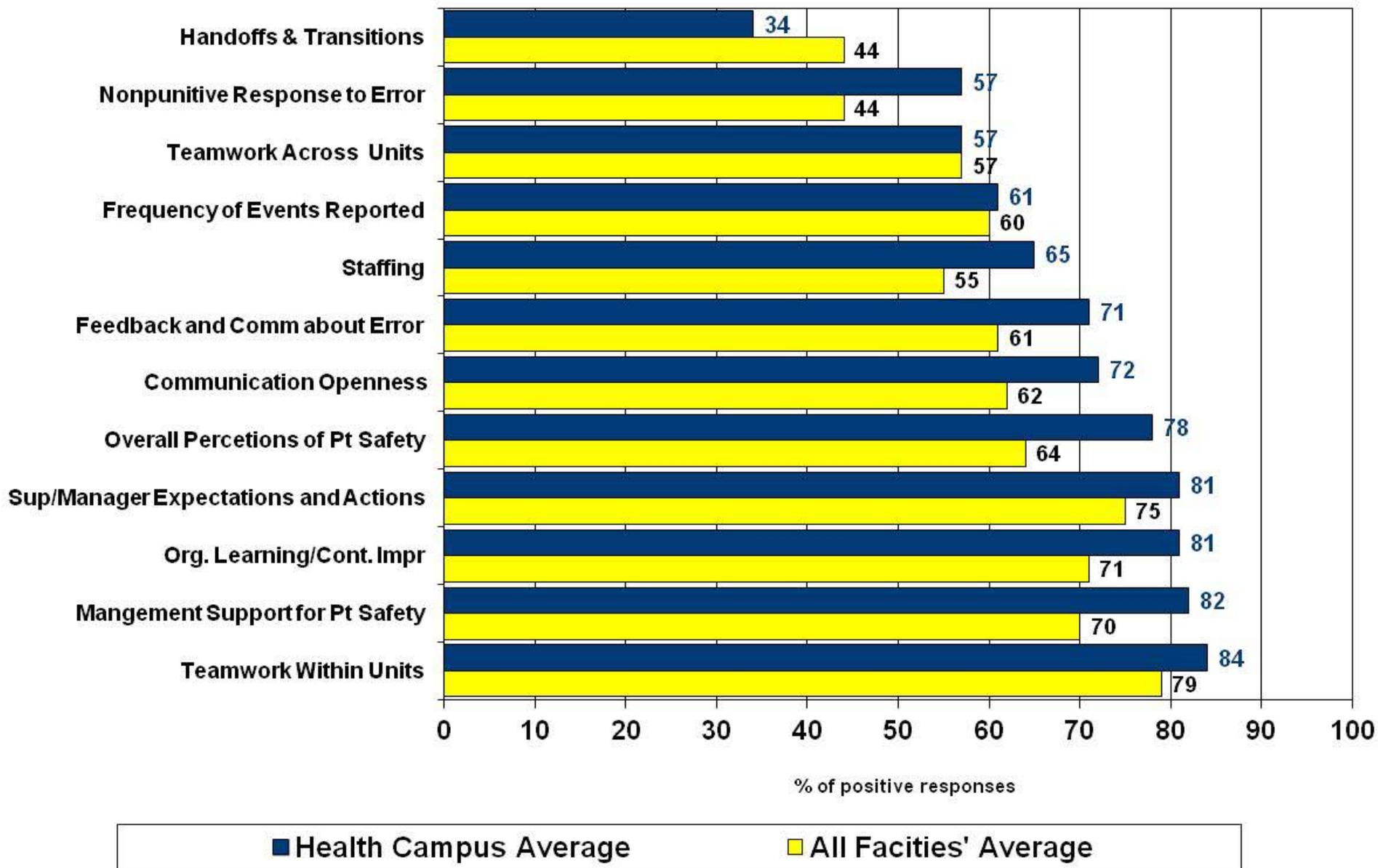
Green - equals the National Average

Yellow - below the National Average

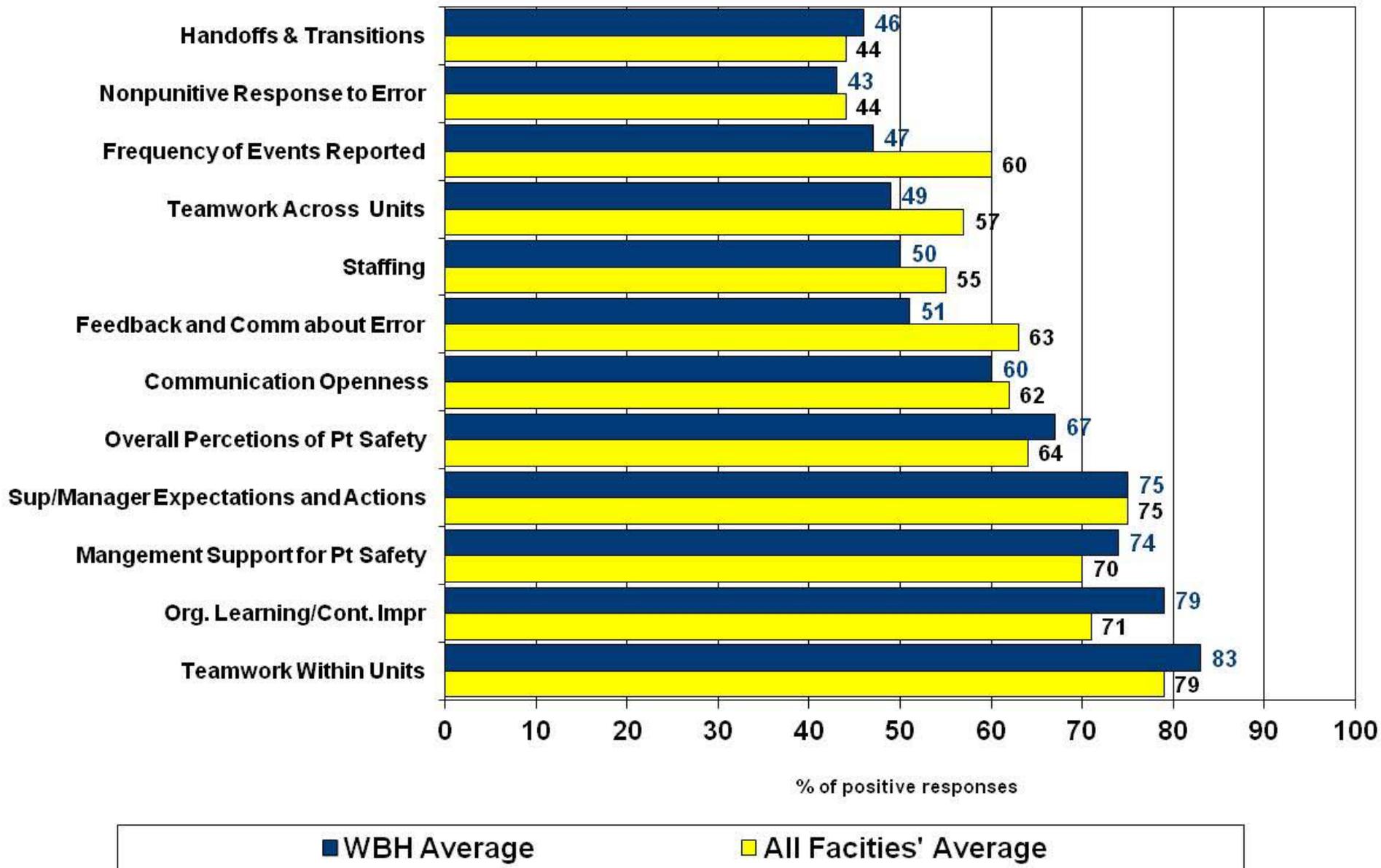
# Outpatient Services Key Area Comparative Analysis



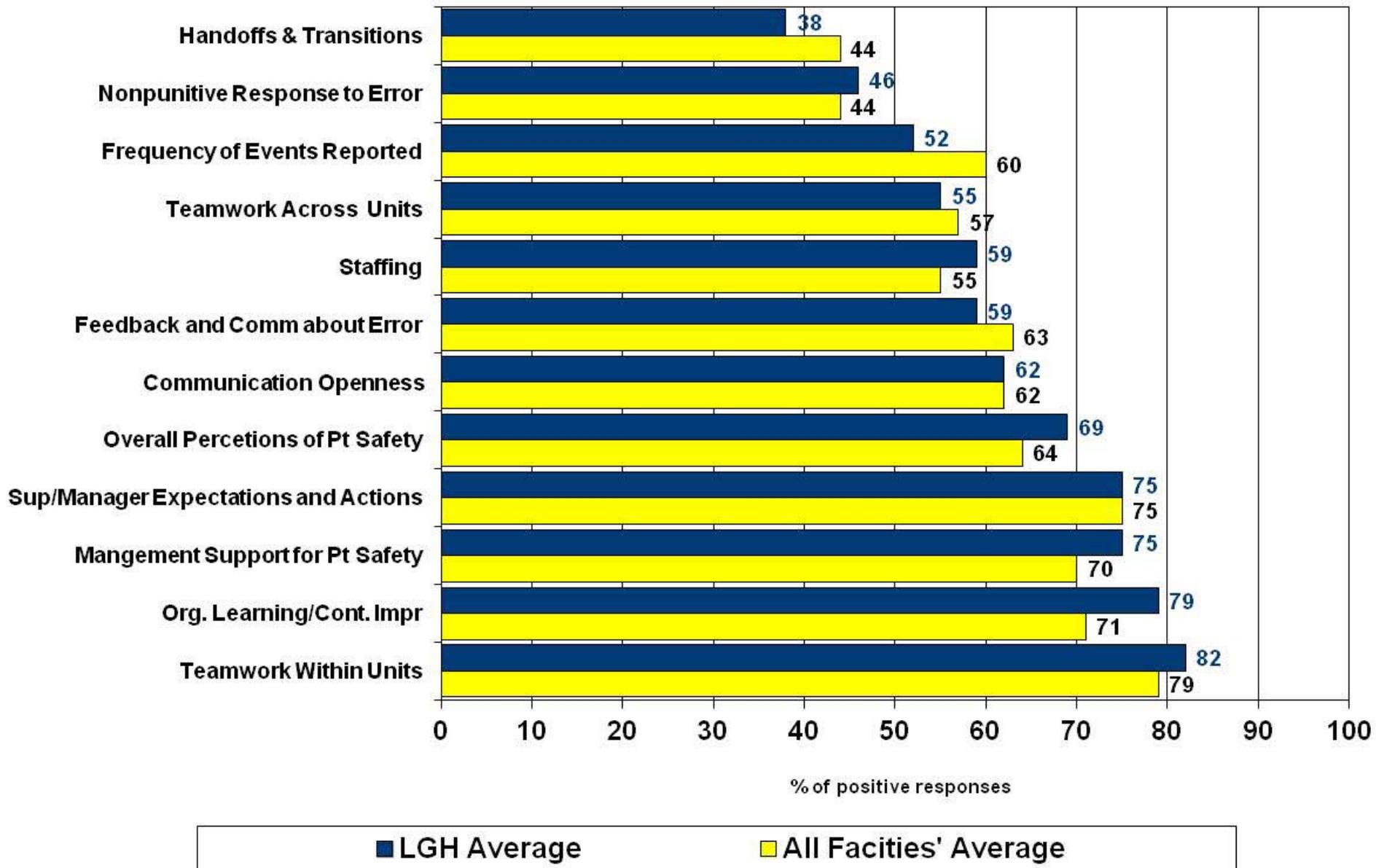
# Health Campus Services Key Area Comparative Analysis



# WBH Key Area Comparative Analysis

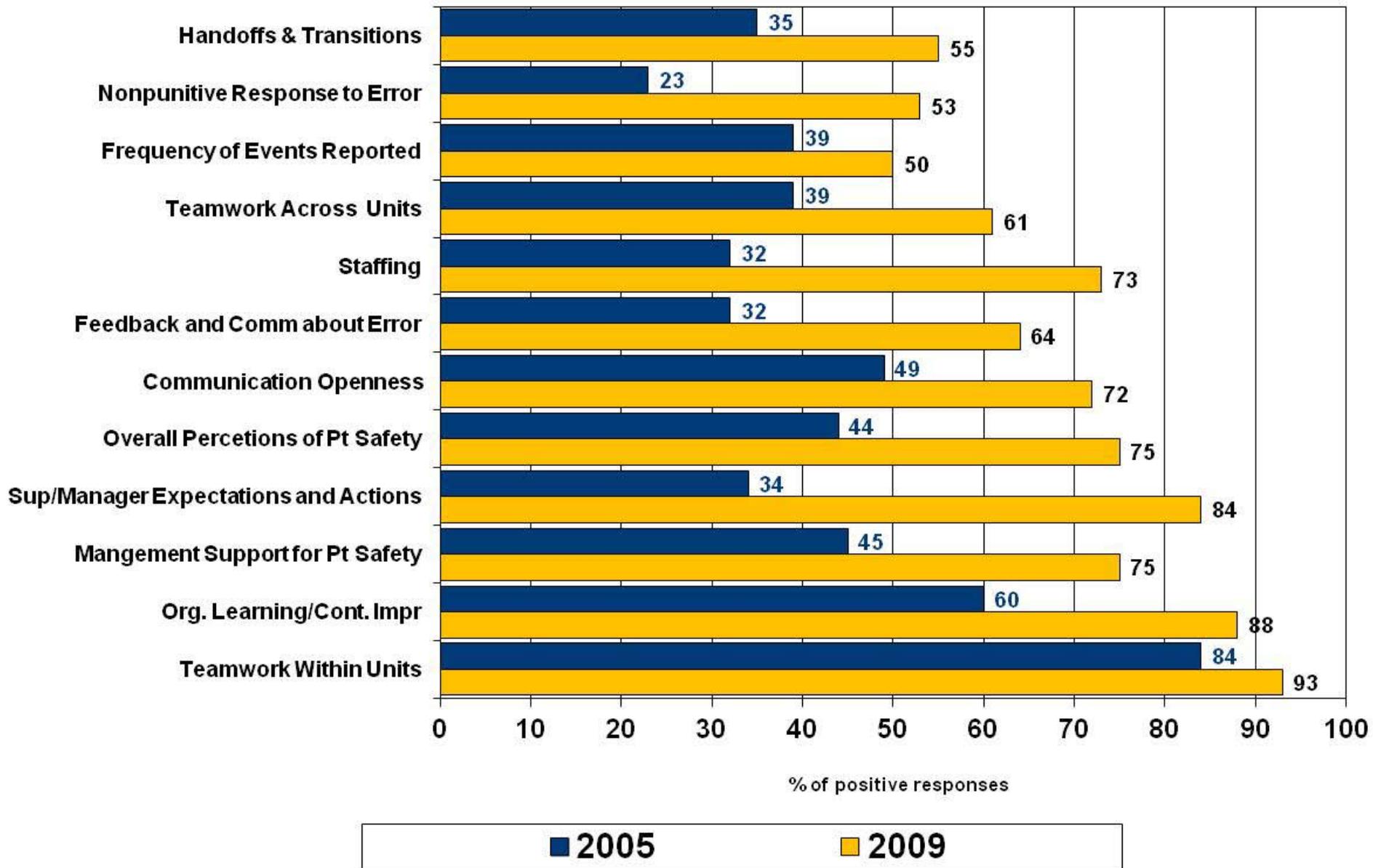


# LGH Key Area Comparative Analysis

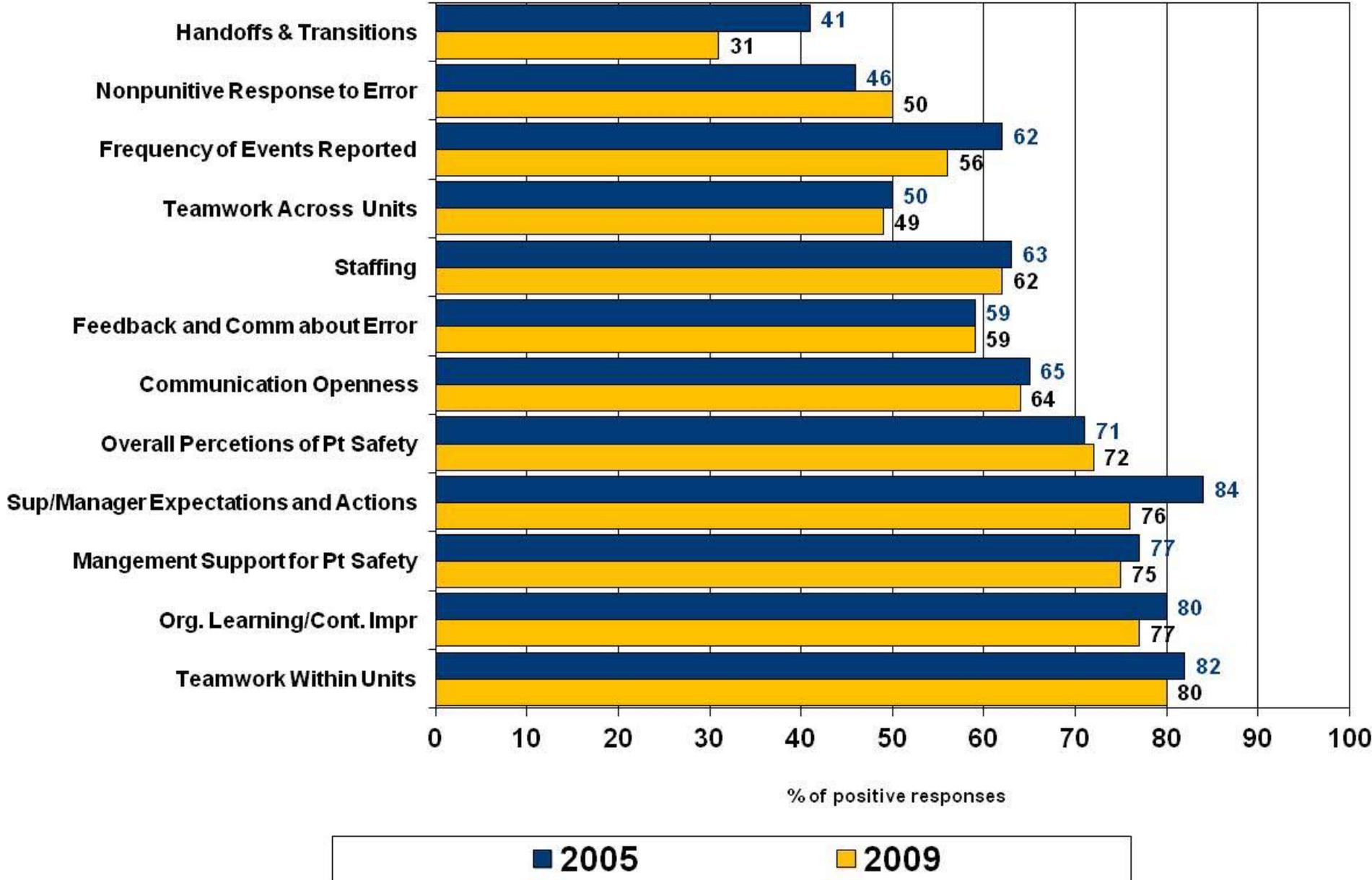


**2005 to 2009 Comparisons**  
***Gains and Opportunities***

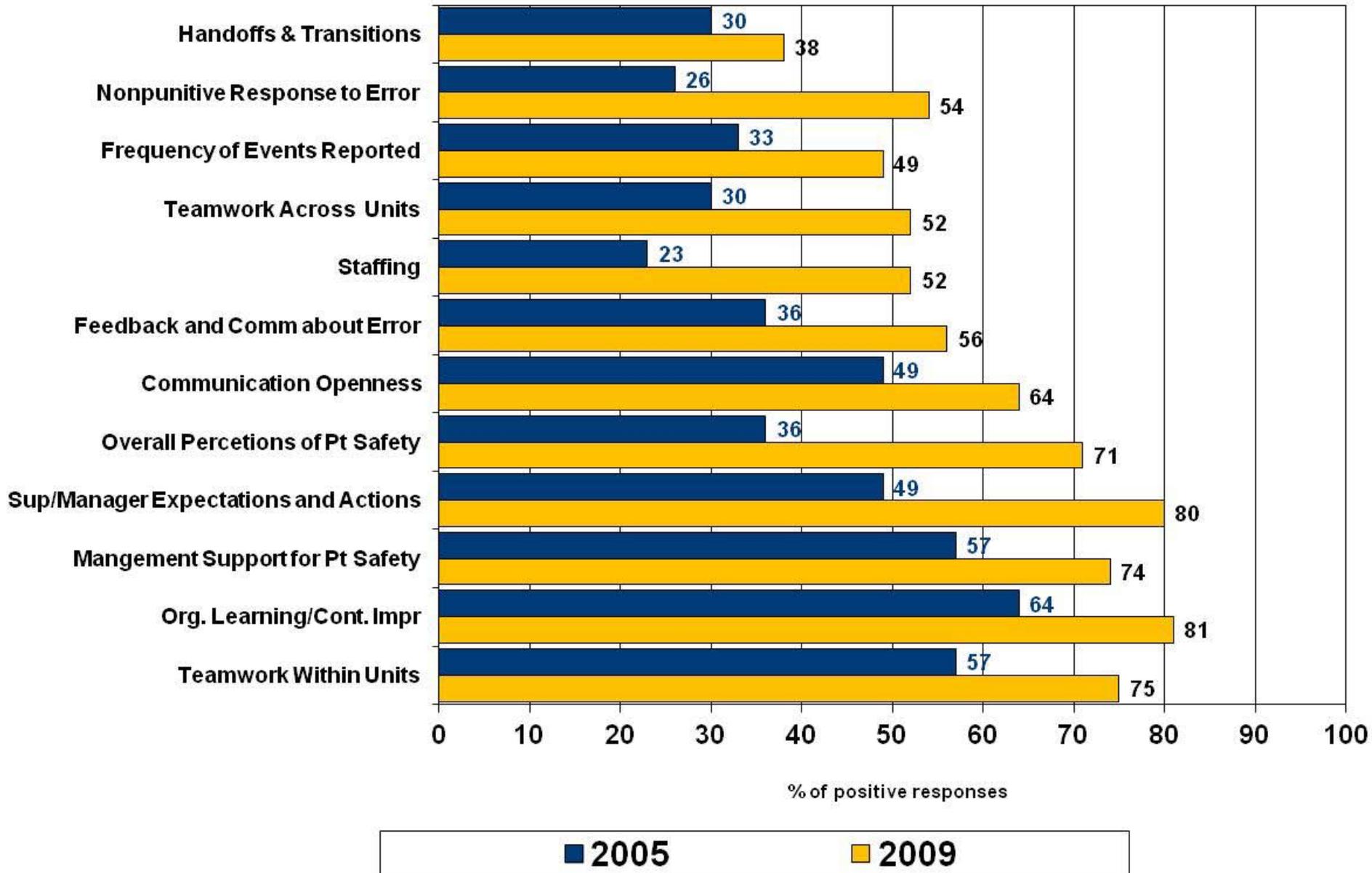
# Critical Care Comparison



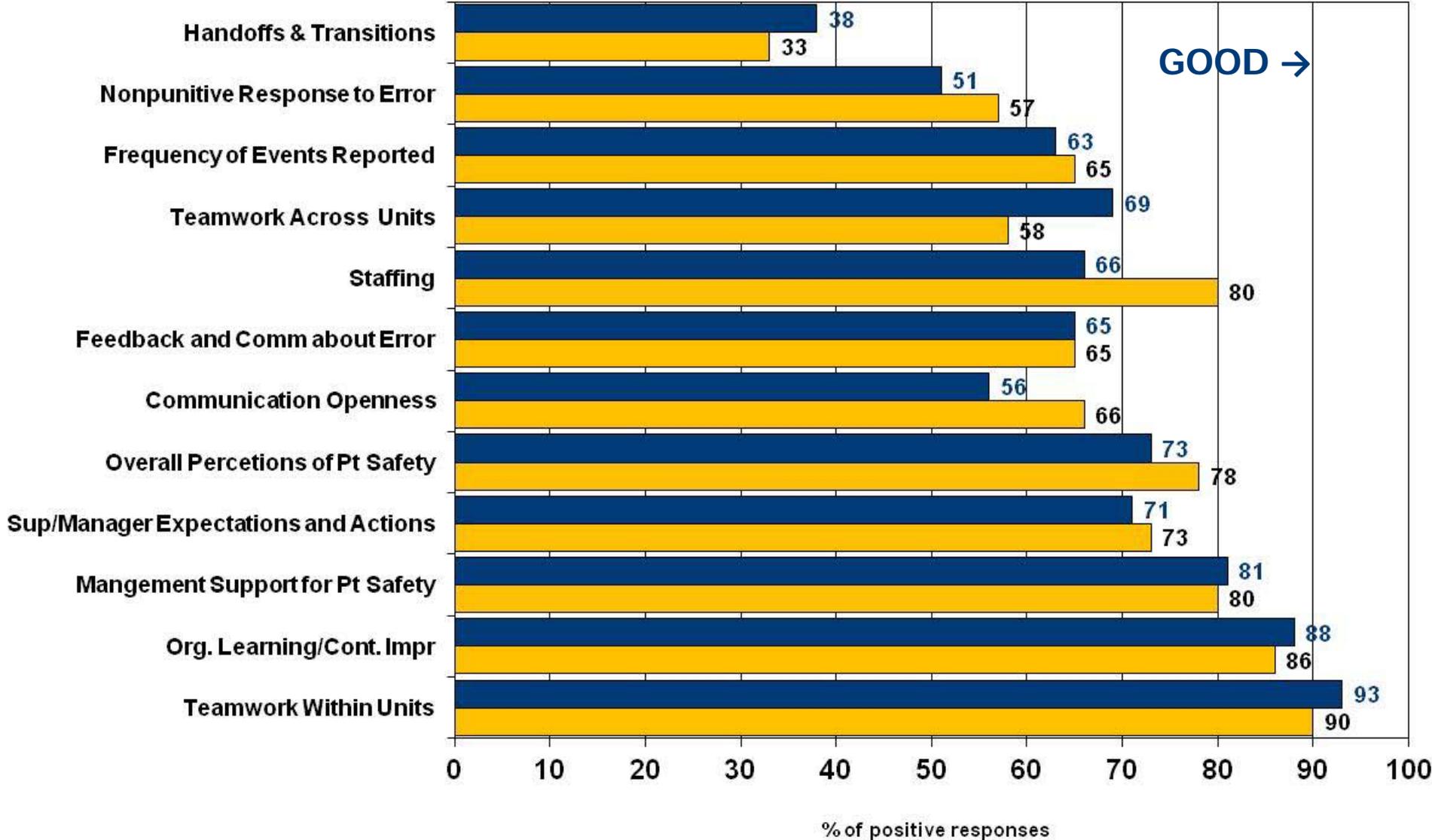
# LGH Perioperative Comparison



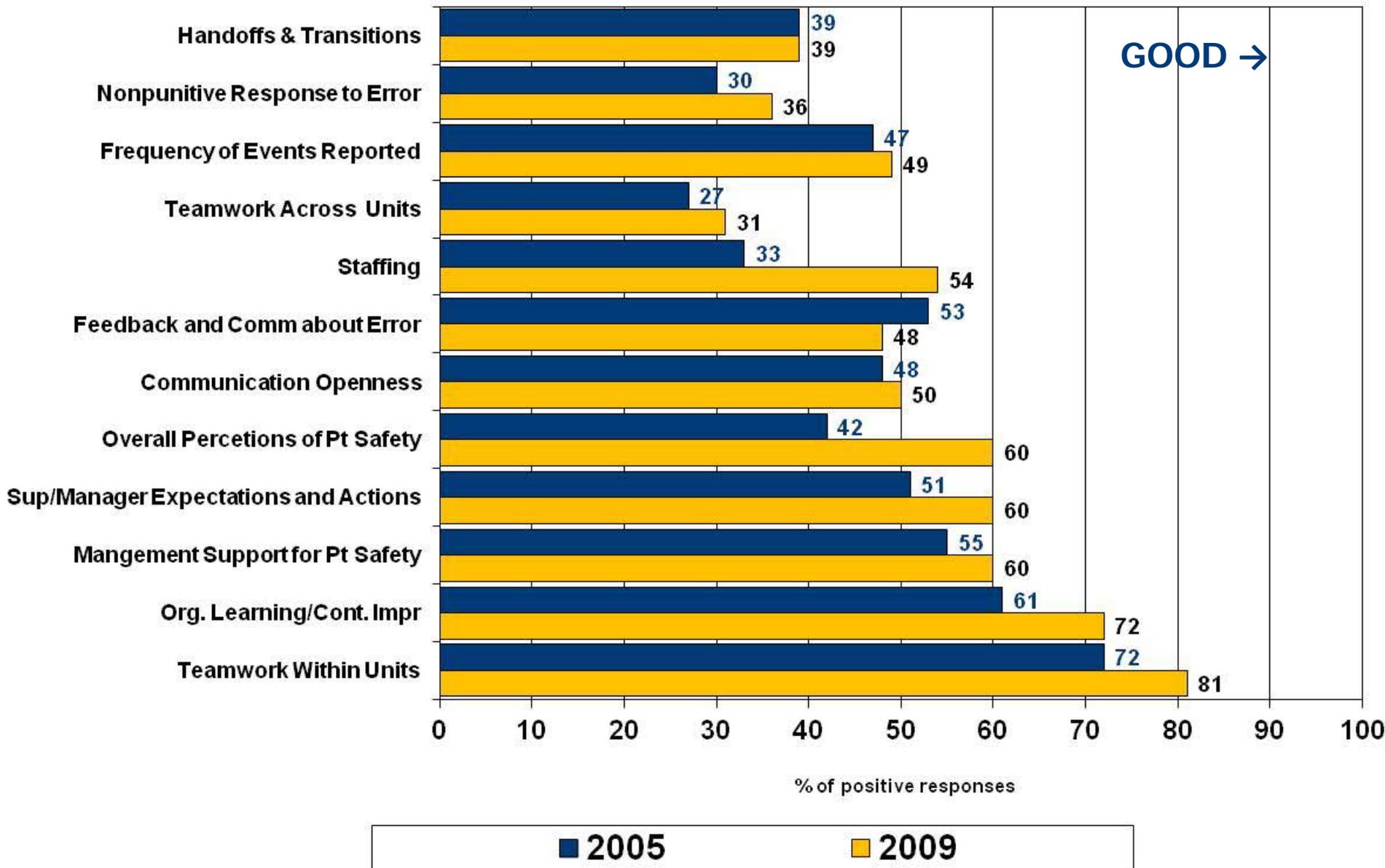
# WBH Perioperative Comparison



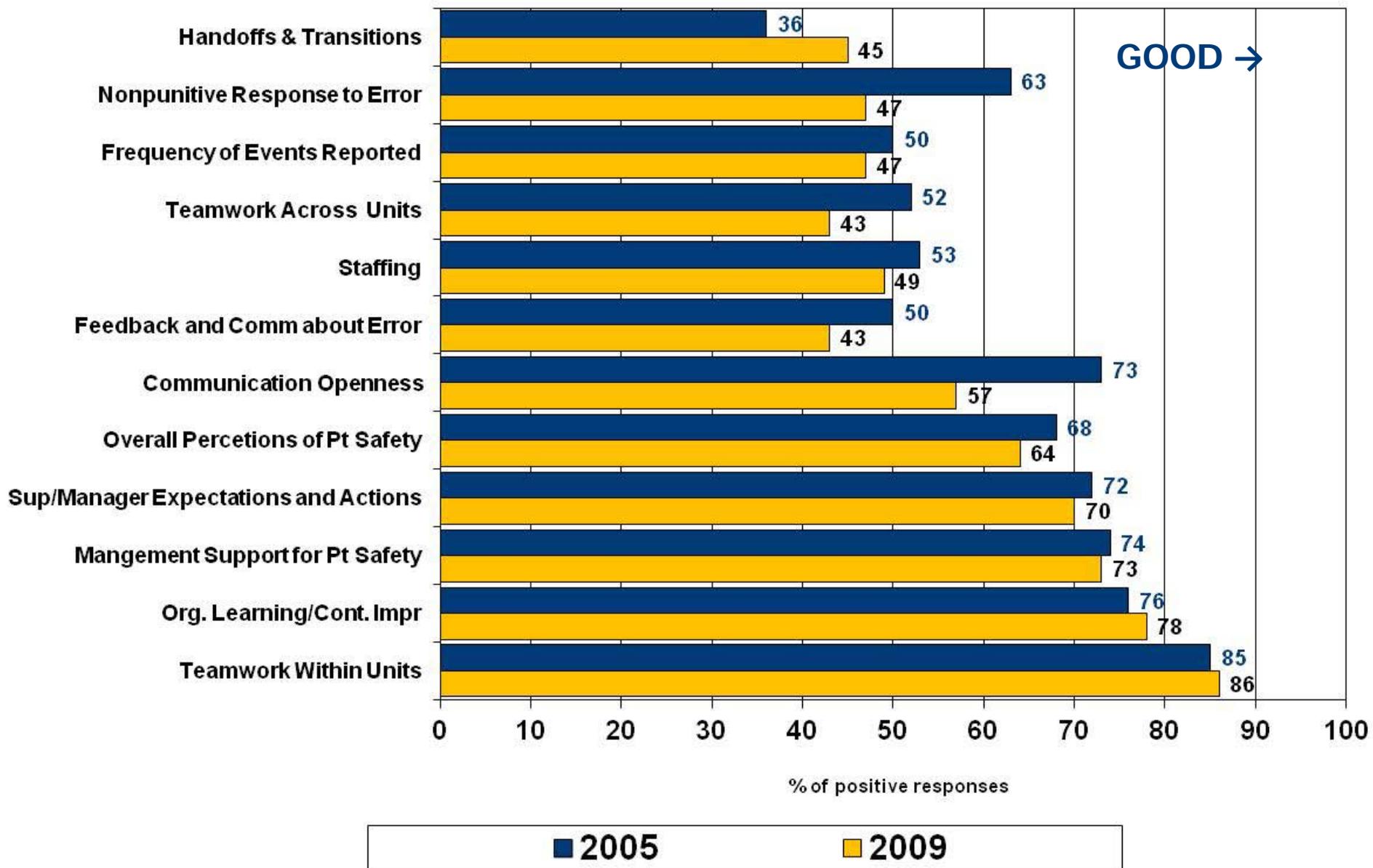
# HC Perioperative Comparison



# Emergency Department Comparison



# WBH Labor and Delivery Comparison



# Key Points

- **Analyze the results**
  - Focus on the areas that provide the largest opportunity
- **Establish the ability to drill down to specific positions and work units**
- **Develop customized reports and action plans to improve patient safety**
- **Re-survey focus areas to evaluate impact of improvement initiatives**



# Questions

