



Tanvir Hussain, MD, MBA, MSc, MHS, FACP
Chief Quality Officer, AHS



Overview: Regulatory Activity Calendar FY 2019

SBU	CDPH	CMS Complaint Visits	TJC Complaints	TJC Triennial
Acute	74-Surveys 22-Deficiencies	2-Surveys	6 complaints, 2 requiring POC	2 Triennial Visits
Alameda	17-Surveys 5-Deficiencies	1-Survey 4-CoPs: Nursing, Patient Rights, Pharmacy, Governing Body	2 Complaints	No condition level findings
Highland	36-Surveys 12-Deficiencies	1-Survey 5-CoPs: Nursing, Pharmacy, Medical Staff, Governing Body	2 complaints, 1 requiring POC	
San Leandro	21-Surveys 5-Deficiencies		2 Complaints, 1 requiring POC	Condition level findings in Environment of Care and Life Safety
Ambulatory	13-Surveys 2-Deficiencies		1 complaint	
Behavioral Health	43-Surveys 12-Deficiencies	1-Surveys 3-CoPs: Nursing, Patient Rights, Governing Body	3 Complaints, 1 requiring POCs	

CDPH 130 Surveys,
28% Deficiency Rate

Overview: Regulatory Activity Calendar FY 2020

SBU	CDPH	CMS Complaint Visits	TJC Complaints	TJC Triennial
Acute	50-Surveys 6-Deficiencies		1 complaints, 0 requiring POC	1 Triennial Visit at Core: Five Condition Level Findings, PDA
Alameda	8-Surveys 1-Deficiencies			
Highland	24-Surveys 3-Deficiencies		1 complaints	
San Leandro	18-Surveys 2-Deficiencies			
Ambulatory	1-Surveys 0-Deficiencies		0 complaints	
Behavioral Health	21-Surveys 3-Deficiencies	1-Survey 4-CoPs: Nursing, Patient Rights, QAPI, Governing Body	1 Complaint, requiring POC	

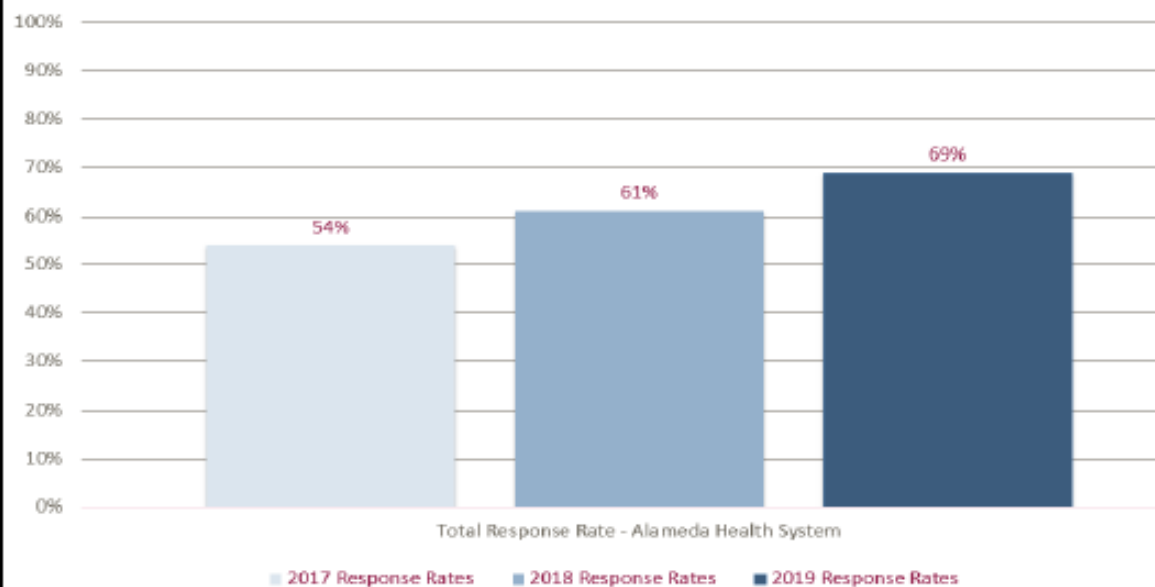
CDPH 72 Surveys,
13% Deficiency Rate

AHS Patient Safety - Adverse Event Management Program: FY19

	Highland	JGPH	Alameda Hospital	San Leandro Hospital
Root Cause Analysis	RFOs (4) Wrong Site Surgery (1) Elopements (2) Medication Error (1) Neonate Death (2) Wound Vac (1) Bradycardic Death (1)	<ul style="list-style-type: none"> • Sexual Assaults (9) • Elopements (1) • Suicide or Attempted (3) • Falls with Injury (3) • Unanticipated Deaths – (3) • Chemical Ingestion (1) 	Stroke Pt. Weight discrepancy between ED and CCU (1) Elopement (3) NGT Death (1)	Elopement (2) Unanticipated Death (2) Inpatient Suicide (1)
Total RCAs	RCAs 12	RCAs 20	RCAs 5	RCAs 5

AHS Patient Safety - Adverse Event Management Program: FY 20				
	Highland	JGPH	Alameda Hospital	San Leandro Hospital
Root Cause Analysis	Unanticipated Death Wrong Site Surgery (2) Unsterilized Instruments Retain foreign object (2)	Attempted Suicide (2) Unanticipated mortality (2) Patient Elopement (1)		Unanticipated Death (1) 5150 Elopement (2)
Total RCA Events	RCAs 6	RCAs 5		RCAs 3

AHS SCORE Survey – Overall Rate



Percent Positive Respondents by SCOR Domain*

3476 respondents in 7 facilities at Alameda Health System Facility Rollup

	Alameda Health System Percent Positive	Alameda Health System Benchmark Percentile [†]
CULTURE		
Improvement Readiness	45% 4% ↓	6th
Local Leadership	47% 4% ↓	9th
Burnout Climate [‡]	28% 7% ↓	7th
Personal Burnout [‡]	44% 6% ↓	3rd
Teamwork	23% 1% ↓	6th
Safety Climate	31% 4% ↓	4th
Work / Life Balance	60% 7% ↓	20th

Overall Hospital STAR Rating Results	Alameda Health System Results			Benchmark
	HGH	SLH	AHD	National Average
Performance Period	3Q2015 - 2Q2018 (Published: 4/2019)			
Star Rating [a]	★ ★	★ ★	★ ★	★ ★ ★

Measure Group Performance	Measure Weight	HGH	SLH	AHD	Performance Highlights
Mortality	22%	Same as the national average	Same as the national average	Same as the national average	<p>Patient Experience: Action Recommended for all facilities</p> <ul style="list-style-type: none"> Overall HCAHPS Summary Star Rating: 2 Star (all facilities) Comm. w Nurses: 2 Stars (all facilities) Care Transition: 2 Stars (HGH, AHD), 1 Star (SLH) <p>Timeliness of Care: Action Recommended for HGH & SLH</p> <ul style="list-style-type: none"> ED 1b Median Time from ED Arrival to ED Departure for Admitted ED Patients. ED 2b Admit Decision Time to ED Departure Time for Admitted Patients Large gap between National Benchmark and facility score for these ED1b & ED2b measures <p>Effectiveness of Care: Watch for HGH & SLH</p> <ul style="list-style-type: none"> Overall score dropped ~30% moving away from National Benchmark, however this is a unique drop for this performance period. Keep watch to see if there are any performance patterns <p>Readmissions: Watch for SLH</p> <ul style="list-style-type: none"> Watch for SLH, relatively significant gap away from National Benchmark
Safety of care	22%	Same as the national average	Worse than the national average	Same as the national average	
Readmission	22%	Better than the national average	Worse than the national average	Same as the national average	
Patient experience	22%	Worse than the national average	Worse than the national average	Worse than the national average	
Effectiveness of care	4%	Worse than the national average	Worse than the national average	Same as the national average	
Timeliness of care	4%	Worse than the national average	Worse than the national average	Same as the national average	
Payment and Value	4%	Same as the national average	Same as the national average	Same as the national average	

[a] A star rating is categorized as one to five whole stars. A greater number of stars indicates better performance. The National Average column shows the average star rating across the nation.

[b] A summary score is used to determine the star rating category and is calculated from each hospital's measure group scores. A higher summary score indicates better performance.

Note: CMS Publicly Reported data on Hospital Compare is retrospective data from four calendar quarters back & older depending on the measure

Based on data from the April 2019 Hospital Compare preview update:

www.medicare.gov/hospitalcompare

Overall Hospital STAR Rating Results	<u>Alameda Health System Results</u>		Benchmark
	HGH/SLH	AHD	National Average
Performance Period	2Q2016 - 1Q2019 (Published: 1/2020)		
Star Rating [a]	★ ★	★ ★	★ ★ ★

Measure Group Performance	Measure Weight	HGH/SLH	AHD	Performance Highlights
Mortality	22%	Same as the national average	Same as the national average	<p>Safety of Care:</p> <ul style="list-style-type: none"> Alameda at the national benchmark for most measures, Highland/San Leandro at national average for all measures except CAUTI <p>Patient Experience: Action Recommended for all facilities</p> <ul style="list-style-type: none"> Overall HCAHPS Summary Star Rating: 2 Star Highland/San Leandro, 1 Star Alameda Comm.about Medications: above 2 Stars (all facilities) Rate 9or 10 and Willingness to Recommend : 3 Stars (HGH/SLH), 1 Star (AHD) <p>Timeliness of Care: Action Recommended for HGH & SLH</p> <ul style="list-style-type: none"> ED 1b Median Time from ED Arrival to ED Departure for Admitted ED Patients. ED 2b Admit Decision Time to ED Departure Time for Admitted Patients Large gap between National Benchmark and facility score for these ED1b & ED2b measures <p>Effectiveness of Care: Watch for HGH & SLH</p> <ul style="list-style-type: none"> Opportunity to improve compliance to Sepsis Care Bundle <p>Readmissions: Watch for AHD</p> <ul style="list-style-type: none"> Alameda Hospital condition specific rate are 1-2% below national average.
Safety of care	22%	Same as the national average	Better than the national average	
Readmission	22%	Better than the national average	Worse than the national average	
Patient experience	22%	Worse than the national average	Worse than the national average	
Effectiveness of care	4%	Worse than the national average	Same as the national average	
Timeliness of care	4%	Worse than the national average	Same as the national average	
Efficient use of medical imaging	4%	Same as the national average	Same as the national average	

[a] A star rating is categorized as one to five whole stars. A greater number of stars indicates better performance. The National Average column shows the average star rating across the nation.

[b] A summary score is used to determine the star rating category and is calculated from each hospital's measure group scores. A higher summary score indicates better performance.

Note: CMS Publicly Reported data on Hospital Compare is retrospective data from four calendar quarters back & older depending on the measure

Based on data from the April 2019 Hospital Compare preview update:

www.medicare.gov/hospitalcompare

Leapfrog Scores

Nearly all of the measures (other than those measures created by Leapfrog) are tracked on our TNM dashboard and have seen significant improvement since we began tracking in QPSC beginning June 2018.

Our Leapfrog score is comprised of 13 process measures and 15 outcome measures.

Process Measures (13):

- Seven measures can only be self-reported by Leapfrog customers.
- Because we were not on EPIC yet for all of 2019, we could not report CPOE.
- Five patient experience measures date back to 2018. We did not begin to see an improvement in patient experience until 2019-2020. This is an area we need to sustain momentum.

Outcome measures (15):

- Ten measures date back to 2016. These data are taken from CMS.
- Five measures date back to 2018. Leapfrog allows paid customers to self-report HAI data.
- Further, smaller facilities such as SLH and AH are impacted significantly by minor changes.
- We anticipate Leapfrog will report SLH and HGH together moving forward.

General information	Survey of patients' experiences	Timely & effective care	Complications & deaths	Unplanned hospital visits	Psychiatric unit services	Payment & value of care
<p>JOHN H STROGER JR HOSPITAL</p> <p>1901 W HARRISON ST CHICAGO, IL 60612 (312) 864-6000</p>  <p>Overall rating  ★ ● ● ● ●</p>		<p>General information</p> <ul style="list-style-type: none"> Hospital type : Acute Care Hospitals Provides emergency services : Yes Able to receive lab results electronically : Yes Able to track patients' lab results, tests, and referrals electronically between visits : Yes 				

This Hospital's Grade

F

SPRING 2020

John H. Stroger Jr. Hospital

1969 W. Ogden
Chicago, IL 60612-3785

[View the full Score](#)

Hospital profile

[Back to Home](#)

General information

Survey of patients' experiences

Timely & effective care

Complications & deaths

Unplanned hospital visits

Psychiatric unit services

Payment & value of care

ZUCKERBERG SAN FRANCISCO GENERAL HOSP & TRAUMA CTR





1001 POTRERO AVENUE
SAN FRANCISCO, CA 94110
(415) 206-8000

Overall rating : ★●●●●

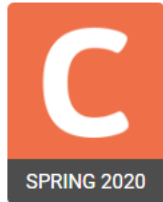
[Learn more about the overall ratings](#)

[View rating details](#)

General information

- Hospital type : Acute Care Hospitals
- Provides emergency services : Yes
- Able to receive lab results electronically : No
- Able to track patients' lab results, tests, and referrals electronically between visits : No

This Hospital's Grade



Zuckerberg San Francisco General Hospital and Trauma Center

1001 Potrero Avenue
San Francisco, CA 94110-3594

[View the full Score](#)

General information

Survey of patients' experiences

Timely & effective care

Complications & deaths

Unplanned hospital visits

Psychiatric unit services

Payment & value of care

KINGS COUNTY HOSPITAL CENTER

451 CLARKSON AVENUE
BROOKLYN, NY 11203
(718) 245-3901



Overall rating : ★●●●●

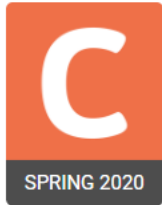
[Learn more about the overall ratings](#)

[View rating details](#)

General information

- Hospital type : Acute Care Hospitals
- Provides emergency services : Yes
- Able to receive lab results electronically : Yes
- Able to track patients' lab results, tests, and referrals electronically between visits : Yes

This Hospital's Grade



NYC Health and Hospitals Kings County

451 Clarkson Avenue
Brooklyn, NY 11203-2097

[View the full Score](#)

General information

Survey of patients' experiences

Timely & effective care

Complications & deaths

Unplanned hospital visits

Psychiatric unit services

Payment & value of care

GRADY MEMORIAL HOSPITAL

80 JESSE HILL, JR DRIVE SE
ATLANTA, GA 30303
(404) 616-4252



Overall rating : ★●●●●

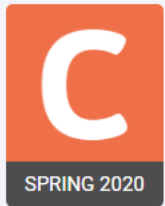
[Learn more about the overall ratings](#)

[View rating details](#)

General information

- Hospital type : Acute Care Hospitals
- Provides emergency services : Yes
- Able to receive lab results electronically : Yes
- Able to track patients' lab results, tests, and referrals electronically between visits : Yes


This Hospital's Grade

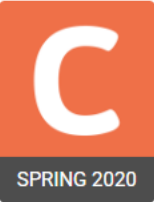


Grady Memorial Hospital Corporation

80 Jesse Hill Jr. Drive SE
Atlanta, GA 30303-3022

[View the full Score](#)

General information	Survey of patients' experiences	Timely & effective care	Complications & deaths	Unplanned hospital visits	Psychiatric unit services	Payment & value of care
<p>HARRIS HEALTH SYSTEM</p> <p>2525 HOLLY HALL HOUSTON, TX 77054 (713) 566-6417</p>  <p>Overall rating ⓘ: ★☆☆☆☆</p> <p>Learn more about the overall ratings</p> <p>View rating details</p>			<p>General information</p> <ul style="list-style-type: none"> • Hospital type ⓘ: Acute Care Hospitals • Provides emergency services ⓘ: Yes • Able to receive lab results electronically ⓘ: Yes • Able to track patients' lab results, tests, and referrals electronically between visits ⓘ: Yes 			

<p>This Hospital's Grade</p>  <p>SPRING 2020</p>	<p>Ben Taub General Hospital</p> <p>1504 Taub Loop Houston, TX 77030</p> <p>View the full Score</p>
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General information

Survey of patients' experiences

Timely & effective care

Complications & deaths

Unplanned hospital visits

Psychiatric unit services

Payment & value of care

HENRY FORD HOSPITAL

2799 W GRAND BLVD
DETROIT, MI 48202
(313) 916-2600



Overall rating : ★★☆☆

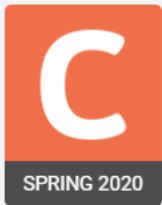
[Learn more about the overall ratings](#)

[View rating details](#)

General information

- Hospital type : Acute Care Hospitals
- Provides emergency services : Yes
- Participates in : [Multispecialty Surgical Registry](#)
- Able to receive lab results electronically : Yes
- Able to track patients' lab results, tests, and referrals electronically between visits : Yes

This Hospital's Grade



Henry Ford Hospital

2799 W. Grand Boulevard
Detroit, MI 48202-2689

[View the full Score](#)



Fiscal Year 2020 True North Metric May Dashboard
Data Current to April 2020

Updated: 5/15/2020

Pillars	STEEEP	True North	Baseline	FY 20 Target	Current Performance		FY20 YTD Results	Desired Direction	Trend
					Timeframe	Results			
Access <i>Time measures in Hour:Minute</i>	T	Ambulatory Appointment: Check-in to Discharge Time-Primary *	NA	NA	Apr 2020	Suspended	1:08	↓	
	T	Ambulatory Appointment: Check-in to Discharge Time-Specialty *	NA	NA	Apr 2020	Suspended	1:17	↓	
	E1,E2	Acute Med/Surg Observed to Expected Length of Stay	1.12	1.1	Apr 2020	1.03	1.13	■	
	T	Median Time from Decision to Admit to Inpatient Bed (HGH ED Admitted Pts)	13:47	8:00	Apr 2020	2:35	5:58	↓	
	E2	Avoidable Days	682	19:12	Mar 2020	246	431		
Quality	S, E1, E2	PRIME Metrics on Target	45	55	Mar 2020	44		↑	
	S, E1, E2	QIP Metrics on Target	20	18	Mar 2020	20		↑	
	E1, E2	Acute: All Cause 30 Day Readmits	12.37%	11.75%	Mar 2020	10.21%	12.34%	↓	
	S	Hospital Acquired Infections Index	6.98	6.29	Mar 2020	0.87	3.62	↓	
	S	Hospital Acquired Harms Index per 1000 discharges	2.22	2.22	Mar 2020	2.73	1.55	↓	
Experience	P	HCAHPS - % Rate Hospital 9 or 10	67.70%	69.20%	Mar 2020	72.4%	69.8%	↑	
	P	CG CAHPS-% Rate Provider 9 or 10	72.80%	74.29%	Feb 2020	76.7%	73.4%	↑	
† Results are annualized to allow for comparison			Performance not at Desired Target						
STEEEP Legend: S=Safe T=Timely E1=Effective E2=Efficient E3=Equitable P=Patient Centered Care			Performance Target Met or Exceeded						
* Baselines and Targets will need to be recalculated once EPIC is live									

