

Escalating Opportunities:

SCIP Scenario #1

Scenario

Eureka Springs Medical Center (ESMC) is a 150-bed acute-care hospital. It has a large surgical department, averaging 65 cases per day. Nine months ago ESMC introduced computerized physician order entry (CPOE). Two years ago, ESMC staff members were told by their corporate office that they would need to participate in the Centers for Medicare & Medicaid Services (CMS) Surgical Care Improvement Project (SCIP). A SCIP team was formed by the quality improvement department. Mary Peyton has just been hired as the Director of Surgery. The CEO has instructed her to chair the SCIP team and to “whip them into shape.” Originally, the SCIP team was a multidisciplinary team with 18 members, but the team has recently dwindled down to only six members: Sally Drew (the Director of Quality Improvement), Fran Cook and Tom Manning (PACU nurses), Emily Smith (charge nurse of pre-op), Debbie Hargrove (evening charge nurse in Surgery), and Jill Montana (admissions nurse). The team meets every other month at 0700. The team has struggled with implementing improvements and sustaining the improvements they have made.

Mary has reviewed the last quarter results in preparation of the upcoming team meeting. The results include scores of INF-1 86%, INF-2 93%, INF-3 88%, INF-4 96%, CARD-2 74%, and VTE-1 and VTE-2 65%. Mary notes that the results vary quarter to quarter.

Five of the six members of team are present; Debbie is attending for the first time in four months. Mary was unable to locate any team minutes and has asked the team for a recap of recent activities. Tom has begun by telling Mary how well the team is doing. Their results have improved an average of 15 points over the last 9 months. Mary asked the team to describe what keeps them from further improvement.

Emily describes their process for administration of pre-operative antibiotics. She notes that they have had difficulty getting the anesthesiologists to document the antibiotic. They have changed the form twice in the last two years and she laments “they still are not doing it right.” The team is unsure of the factors contributing to INF-2. Jill says that ESMC developed pre-op order sheets for the surgeons to use; however, she notes that only the gynecologists use the order sheets. The team told Mary that the CPOE was built to mirror the national guidelines and recommendations. Tom said that they told the inpatient unit director that she needed to do something about ensuring that the antibiotics are discontinued. He states she came to the one meeting when they told her what needed to be done and she has not come back. Everyone on the team has an opinion about the VTE results. Sally said the doctors don’t like giving their patients anticoagulants, Tom said the nurses upstairs don’t put the SCDs on the patients when they are ordered, and Emily said the surgeons don’t like being told what to do by Medicare.

Mary is learning about the culture within ESMC. The surgeons have been able to “run the show.” When Sally wanted to send the surgeons letters about their SCIP results, the CEO told her to stop because the surgeons had complained about the letters. When Mary asked the Surgery Department Chairperson about SCIP, he said “My patients do just fine without all that nonsense.”

As an outside quality consultant, what advice do you have for Mary?

Please Answer the Questions on the Reverse Side of This Document.

What are the errors of omission?

What are the errors of commission?

What are the errors of execution?

Which errors result from human factor?

Which errors result from willful disregard?

What are some of the causes (refer to slide 7) that contribute to undesirable outcomes? Explain your response.

What are some of the questions you would ask for “Digging Deeper”?

What are some of the barriers from slide 13 that contribute to the situation? Explain your response.

Which of the Institute of Medicine’s proposed solutions would be helpful? Explain your response.

What would be your next steps if you were the central figure in the scenario?