



Learning Session 5 of the Arizona Surgical Care Improvement Project was held at the HSAG Carter L. Marshall Conference Center on October 15, 2009. Materials from the Learning Session will be available after October 20 at <http://www.hsag.com/azhospitals/scip/events.aspx>.

### Meeting Objectives:

- Understand how successful administrative participation can lead to improved core measure results.
- Discuss collaborative participants' data results.
- Develop strategies that can be implemented within your organization to gain administrative participation in SCIP efforts.

### Meeting Highlights:

- Lorena Rust, MSN-L, MBA, RN, the CNO and CFO at St. Luke's Medical Center, presented strategies that have led her organization to outstanding SCIP results. During her presentation, "Leading the Path to Clinical Excellence," Ms. Rust shared the following:
  - The C-suite is responsible for creating the environment for success. Keys to this include staff education, accountability, continuous monitoring, hands-on executive involvement, and supportive leadership. C-suite leaders should be asking, "What have we done to make our clinicians successful with the core measures?"
  - Processes related to the success of SCIP measures included rounding with purpose to discuss SCIP records, concurrent review of SCIP records, weekly discussions with the charge nurses and directors to discuss core measure negatives, and one-on-one discussion with the clinician responsible for the quality measure.
  - Responsibility and accountability for quality activities is the duty of everyone.
  - Some issues and concerns can only be solved through peer review and the MEC.
  - "It is not only what we do, but also what we do not do, for which we are accountable."—*Moliere*
- Comparative data from hospitals participating in the SCIP collaborative were shared with participants. Participants were challenged to answer two questions: "Are my SCIP rates really that great?" "Will my SCIP results stand over time?" Collaborative hospital data results were compared to other Arizona hospitals and to national results.
- Participants discussed barriers, strategies, and successes with C-suite support and involvement in SCIP activities. Discussion items included:
  - Collect physician-compliance data.
  - Meet with the CEO to discuss results, barriers, solutions, and behaviors that prevent your organization from achieving stellar SCIP results.
  - Have a plan in mind for improvement. Consider a process for MEC involvement when the surgery committee is not willing to support evidence-based measures. Don't stop at the surgery committee—what is your chain of command? To whom does the surgery committee report? If the chain of command is the MEC, get them involved with SCIP.
  - Facts should drive the discussion, not emotion.

- Consider transitions of care when faced with surgeon reluctance to provide post-operative care. Medicare pays surgeons to provide three months of post-operative care to a patient.
- It is difficult to create change from retrospective data. Do you anticipate core measurement requirements while the patient is still hospitalized?
- Present-on-admission coding will help to identify patients with quality-related poor outcomes.
- Lack of follow-up, lack of accountability, and lack of responsibility can lead to concerns being discussed, but not to being resolved.
- Questions to ask yourself: “Who makes the decisions in my organization? What is my plan for action?”
- Ask your board and your CEO, “Are you satisfied with these results, with how we compare to our competition?”
- Do individuals responsible for quality have the resources (time) to perform their quality tasks?
- Dr. Howard Pitluk, HSAG’s Vice President/Chief Medical Officer, reiterated that HSAG is a willing resource for SCIP teams when they need to have a “crucial conversation” with CEOs about SCIP activities. He and Suzanne Anders are willing to initiate a meeting with your CEO to facilitate a discussion of SCIP data results, processes, barriers to success, and the need for SCIP accountability and responsibility at the C-suite level.

**SAVE THE DATE—NEXT SCIP LEARNING SESSION: JANUARY 14, 2010**

This material was prepared by Health Services Advisory Group Inc., the Medicare Quality Improvement Organization for Arizona, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services. The contents presented do not necessarily reflect CMS policy. **Publication No. AZ-9SOW-6.2.3-101509-01**