



IMPERATIVE: CASE STUDY:

Improve Hand Hygiene, Lower HAIs Bay Medical Center

*“When the CEO is looking at you
and points out that you didn’t
watch your hands ... you wash
your hands.”*

– **Robert Campbell**

*Director of Performance Improvement/
Patient Safety/Regulatory Compliance*



Bay Medical Center Fights Healthcare-Associated Infections by Improving Hand Hygiene 300%

In a presumably aseptic environment such as a hospital, diligence of staff washing their hands when moving from patient to patient can easily be taken for granted. Yet, according to The Joint Commission, handwashing failures contribute to healthcare-associated infections that kill nearly 100,000 Americans each year and cost U.S. hospitals \$4 billion to \$29 billion annually to combat. At Bay Medical Center in Panama City, Florida, Compirion Healthcare Solutions, a healthcare consulting firm that was engaged to help improve ED Throughput, Finance and Core Measures compliance, found only 30% of the staff regularly washed their hands between visits with patients.

Handwashing originally fell under the auspices of Infection Control. Instead, Compirion’s initial observations were brought before the Steering Team.

“Out of concern for patient safety, the Steering Team took ownership of handwashing protocols to a very personal level,” said Chief Nursing Officer Lynette Svingen. “CEO acknowledgment of the issue certainly got the ball rolling.”

Of three consulting companies that had been brought in, Compirion was the

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Bay Hand Hygiene ... *(continued)*



first that made changes with real impact. The hospital had had a lot of great ideas but struggled with implementation. Data was collected and reported, but no one took ownership of the idea, no one followed through, and no one was held accountable. To remedy that, the Compirion project leader put together an accountability spreadsheet that named names and then posted it for all to see. That single small act prompted the turning point in the project.

The Steering Team, working closely with Compirion consultants, assigned two phases to the handwashing initiative, Mentoring and Observation. The Mentoring phase involved rounding by select managers, directors and administrators who observed and recorded, but did not report, individual incidents of non-compliance. If non-compliance with handwashing protocols was ongoing with any one person, that person was warned. During the full Observation phase, the CEO, CFO, VP of Human Resources and other members of the leadership team joined in the rounding. As part of their rounding routine, each leader did 10 observations a week. Other individuals who were already rounding regularly became even more visible.

According to Robert Campbell, Director of Performance Improvement, Patient Safety and Regulatory Compliance and head of the Core Measures team, "When the CEO is looking at you and points out that you didn't wash your hands ... you wash your hands."

The baseline was 30%, and the target was set at 80%, but even with the leadership team involved, the numbers plateaued at 76%. In response, an internal marketing campaign was instituted. Following the lead of the CEO, posters were created that started a buzz throughout the hospital. The now famous poster pictured the CEO washing his hands and sported the tagline, "Hand hygiene: So easy, even our CEO can do it!" Rewarding those who demonstrated continual good hand hygiene with pocket sprayers of hand sanitizer provided further incentive. That positive reinforcement added personal gratification and helped motivate others.

Following the CEO poster, efforts focused on the physician groups. Neurosurgery featured a poster with two identical-twin neurosurgeons washing their hands. The tagline read, "Hand hygiene: It's not brain surgery!" The popularity of that new poster prompted other physician groups to get involved in the fun. To keep the goal in sight, only those with continual good hand hygiene could apply to be the subject of a poster. Each physician group elected the subjects. Only the key performers were featured.

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Bay Hand Hygiene ... *(continued)*

The handwashing compliance measure is determined by the number of handwashing observations out of the number of opportunities. In the first four months, compliance increased by 293%. The target was 80%, but scores have remained in the 88-90% compliant range. Accountability is ensured by submitting names of the non-compliant to their immediate managers.

According to CNO Svingen, "Robert Campbell was the true shining star of the project. Robert is innovative, motivated and driven by success and the data. Don Morgan, Bay's COO, was also very supportive, but almost everyone at the leadership level was on-board. It was the support from the administration team that bought into Compirion's whole methodology and mandated it that made the project such a success."

For more information on Compirion's sustainable healthcare solutions, call **1-866-661-4677**, or visit **www.compirion.com/Bayhand**.

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Bay Hand Hygiene ... (continued)

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These Case Studies and others are available for download from our website at www.compirion.com

References also available

Other Case Studies Available:

IMPERATIVE CASE STUDY: Safe, High-Volume Patient Throughput
East Texas Medical Center, Athens

"I believe we think what would have happened if our attack team Compirion had't been here... It is much better, even at these volumes, we had our process 'not improved'"
— Dr. David Williams, Medical Director of the Emergency Department

ETMC, Athens Manages Record H1N1 Volumes While Decreasing Length of Stay

Throughout the month of September, East Texas Medical Center, Athens (ETMC) Athens saw a 42% average increase in number of patients per day due to publicity of the H1N1 virus and took it in stride. Improved efficiencies in the Emergency Department facilitated by a process improvement firm, Compirion Healthcare, allowed the hospital to absorb the volume and still see an improvement in quality. Many other Texas hospitals were caught off-guard and resorted to setting up triage tents and drive-through treatment centers to deal with the influx of cases related to the H1N1 virus. Since April, ten-year people in Texas have died from the H1N1 virus.

Because of the knowledge of ETMC Athens CEO Pat Wallace, Compirion Healthcare Solutions, from Elm Grove, Wisconsin, had been brought in five months earlier to conduct a process improvement project throughout the Emergency Department.

David Williams, Emergency Room Director noted, "We had some issues with Patient Satisfaction and Length of Stay. We needed someone with the resources to help. We called several companies. Compirion was the best fit, and they had the best track record. They also guaranteed that they could get us where we needed to be."

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East Texas Medical Center
H1N1 Surge Management

IMPERATIVE CASE STUDY: New Revenue
Medical Center of Central Georgia, Macon

"Revenue went through the roof enabling Administrative work to expand to health ED's. ED's reduction means the year-over base. ED has got our money's worth."
— Dr. Andrew Davis, Medical Director of Emergency Services

Medical Center of Central Georgia Achieves 40:1 Return

MACON, GEORGIA... The Medical Center of Central Georgia expects to increase its revenues by \$20 - \$24 million this year. After an improvement project in the Emergency Department that began in June 2008, the hospital has consistently increased its billable patient volume every month by 15%. Medical Center Management initiated the project after patient dissatisfaction with wait times in the Emergency Department became evident. Compirion Healthcare Solutions was engaged to assist in the process.

Barb Socol, Senior Vice President and CNO, said, "Emergency Department throughput was higher than the national benchmark. It was more like a holding center than an Emergency Department. We were not fully staffed and we were over capacity. We tried to fix things ourselves but the staff became discouraged, they wanted help."

Dr. Andrew Davis, an Emergency Department physician at the time of the improvement project, commented, "We were aware of the problem but not really the size of it, or that patients were waiting up to 15 hours to be seen. We also didn't know that hospitals of the same size had wait times as short as 2 hours."

To help create a strategy for reducing patient throughput times in the department, hospital leadership hired Compirion Healthcare Solutions. Compirion was selected

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Medical Center of Central Georgia
New Revenue

IMPERATIVE CASE STUDY: Improved Surgical Capacity
Anderson Hospital

"I never realized with Anderson being a great surgery center I was needed to be the best."
— Kim Perry, Director of Perioperative Services

"Compirion provided the diligence and kept everyone on task. They helped bring the house down the project."
— Jim Baumgartner, Chief Financial Officer

Anderson Surgery Center Reduces OR Inefficiencies and Improves Finances

In the midst of hard economic times, Anderson Hospital's Surgery Center is thriving, thanks to the devoted efforts of hospital staff and the assistance of Compirion Healthcare Solutions. While competing hospitals in the area are seeing a drop in utilization of their operating rooms, Anderson Hospital's Surgery Center has seen Volume Hours increase 8.5% over the last six months.

At the end of last year, hospital administration noticed a slide in profitability and began receiving negative feedback from local surgeons. In response, hospital leadership wanted to ensure they were doing everything possible to make the Surgery Center attractive to area surgeons. They also wanted to streamline processes and procedures in the department to handle more volume and to increase profitability.

According to Kim Perry, Director of Perioperative Services, "The Surgical Department had reached status quo. We tried but we weren't moving along with Quality Indicators or Patient Satisfaction. I wasn't satisfied with Anderson being a good surgery center. We needed to be the best."

To assist in the improvement project, hospital President and CEO Keith Page assigned engaging Compirion Healthcare Solutions, a healthcare consulting firm focusing on hospital process improvement. Compirion had recently helped Anderson Hospital with a Patient Throughput improvement project in its Emergency Department that reduced Discharge-Admin time from 5.6 hours to 2.95 hours while increasing Billable Patient Volume 13%. Based on the success of that project, hospital leadership again chose to place their trust in Compirion.

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Anderson Hospital
Surgical Utilization

IMPERATIVE CASE STUDY: Reduced Length of Stay
Henrico Doctors' Hospital

"Overall Length of Stay (Minutes) ... We chose Compirion because we felt they were unique. They worked onsite, side-by-side with hospital staff on a real-time basis. No one else we saw does that."
— Arnold Hahn, Assistant Administrator

Reduced Length of Stay

RICHMOND, VIRGINIA... Henrico Doctors' Hospital is a full service acute care hospital in Richmond, Virginia, closely tied to its competitor St. Mary's Hospital. Early in the year, Henrico's administration noted a marked decrease in volume of patients hospital-wide. Meanwhile, St. Mary's volume was increasing. After investigation, the problem was found to be in the Emergency Department and compounded throughout the facility. About midway through the year, the issue began with a long Emergency Department length of stay, creating staff, physician and patient dissatisfaction. Overall length of stay was 270 minutes for admitted patients, and over 216 for discharged patients on average. Bed hold times for admitted ED patients waiting to be admitted had risen to an average of 1500 hours per month. Calling "scores for patient satisfaction" were at the 1.88 percentile. Patients began leaving without being treated at a rate twice the national average. Hospital administration decided something needed to change.

In March, upon recommendation by the Emergency Department's physician's group, Henrico Doctors' Hospital administration retained the help of Compirion Healthcare Solutions, LLC, a healthcare process improvement consulting firm based in Elm Grove, Wisconsin. Compirion services were engaged from March through October.

According to Assistant Administrator, Arnold Hahn, "We chose Compirion because we felt they were unique. They worked onsite, side-by-side with hospital staff on a real-time basis. No one else we saw does that."

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Henrico Doctors' Hospital
Reduced Length of Stay