Colorado Health Matters 2013

Quality Report: Rural Hospitals

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How to Choose Your Hospital

Hospitals are complex places where hundreds of patients receive hundreds of different procedures every day. Given the scope and complexity of hospital operations, it can be easy to view the occurrence of medical errors as an unavoidable aspect of hospital care; however this is untrue. The rate of avoidable harm to patients is lower at some hospitals than others. On average, one out of four patients admitted to a hospital in the U.S. will experience harm as a result of an avoidable medical error. The quality and safety practices featured in this report have been proven to minimize the occurrence medical errors and the needless suffering and loss of life that can result.

The ratings featured in this report reflect hospitals' adoption and use of standardized protocols and practices known to minimize patient harm. This approach to risk management is not new. In fact, from public transportation to manufacturing, mandatory safety reporting and standardized protocols have been used to minimize risks in nearly every corner of American industry. In health care, however, it is on a voluntary basis that hospitals elect to adopt these methods and report on compliance.

Safety reporting and standardized procedures reduce accidents and save lives. The Colorado Business Group on Health applauds those Colorado hospitals that voluntarily participate in the Leapfrog Hospital Survey. We urge consumers to use these reports when selecting a hospital.

- Begin with the Hospital Safety Score. The Hospital Safety Score assigns A, B, C, D, and F patient safety ratings to hospitals. These grades represent the basic building blocks of hospital safety, such as hand washing and nurse staffing.

- For further hospital safety measures refer to the Leapfrog Hospital Survey ratings. These measure provide safety and quality ratings on specific areas and processes of hospital care.

- Use this information to discuss patient safety with your doctor and choose a facility that provides the safest care possible.

Quality information can be complex, especially when it comes to health care. Fortunately with the Hospital Safety Score, understanding patient safety ratings is easier than ever.

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Hospital Safety Scores

Whether you or a loved one is scheduling a high-risk surgery or preparing to have a baby, choosing a hospital is an important decision. The Hospital Safety Score is one piece of information to help you make sure your decision is the right one.

The Hospital Safety Score reflects the basic building blocks of safe care such as hand washing, computerized medication control and nursing staff levels. Determine the Hospital Safety Score of your local hospital and use this information to talk to your doctor about patient safety.

The Hospital Safety Score is intended as research tool and guide for planned events. Never refuse care in an emergency based on a hospital's grade on the Hospital Safety Score.

For more information visit www.hospitalsafetyscore.org or download the free Hospital Safety Score app to compare hospitals near you.

Getting the Grade

Hospital Safety Scores are determined using the best publicly available measures of available. Scores are not dependent on hospital participation in the Leapfrog Hospital Survey, however, when available, survey results are included in the score.

If a hospital submits a Leapfrog Hospital Survey, will their safety score improve? There are no guarantees that a hospital participating in the survey will score better. Hospitals not reporting to the Leapfrog Hospital Survey should consider reporting on their practices to earn points toward their Hospital Safety Score, and for the public recognition of doing what is right for patients.

Why issue scores for non-reporting hospitals?

"The Leapfrog Group is strategically expanding its focus to get consumers to use information on quality and safety that can save lives. The Hospital Safety Score's letter grading system allows consumers to quickly asses the safety of their local hospital and will help them choose the best hospital to seek care."

- The Leapfrog Group

Leapfrog reviewed data for all general acute care hospitals. Some general hospitals did not have sufficient data available, and therefore did not receive a safety score. Hospitals excluded from receiving a score include critical access hospitals, specialty hospitals, and pediatric hospitals.

Hospital Safety Scores: Fall 2013

Hospital	City	Fall 2013 Grade
Arkansas Valley Regional Medical Center	La Junta	C
Boulder Community Foothills Hospital	Boulder	C
Boulder Community Hospital	Boulder	A
Centura Health-Littleton Adventist Hospital	Littleton	A
Centura Health-Penrose-St. Francis Health Services	Colorado Springs	B
Centura Health-St. Francis Medical Center	Colorado Springs	A
Centura Health-St. Anthony Hospital	Lakewood	C
Centura Health-St. Anthony North Hospital	Westminster	A
Centura Health-St. Mary Corwin Medical Center	Pueblo	C
Centura Health-Avista Adventist Hospital	Louisville	A
Centura Health-Porter Adventist Hospital	Denver	A
Centura Health-St. Thomas More Hospital	Canon City	C
Centura Parker Adventist Hospital	Parker	B
Community Hospital	Grand Junction	B
Delta County Memorial Hospital	Delta	A
Denver Health Medical Center	Denver	A
Exempla Good Samaritan Medical Center	Lafayette	C
Exempla Lutheran Medical Center	Wheat Ridge	C
Exempla St. Joseph Hospital	Denver	B
Longmont United Hospital	Longmont	C
McKee Medical Center	Loveland	A
Medical Center of Aurora	Aurora	C
Medical Center of the Rockies	Loveland	B
Memorial Hospital	Colorado Springs	C
Mercy Regional Center of Durango	Durango	A
Montrose Memorial Hospital	Montrose	C
North Colorado Medical Center	Greeley	A
North Suburban Medical Center	Thorton	B
Parkview Medical Center	Pueblo	C
Platte Valley Medical Center	Brighton	A
Poudre Valley Hospital	Fort Collins	B
Presbyterian-St. Luke's Medical Center	Denver	B
Rose Medical Center	Denver	A
San Luis Valley Regional Medical Center	Alamosa	C
Sky Ridge Medical Center	Lone Tree	A
St. Mary's Hospital and Medical Center	Grand Junction	B
Sterling Regional MedCenter	Sterling	B
Swedish Medical Center	Englewood	B
University of Colorado Hospital	Aurora	A
Valley View Hospital	Glenwood Springs	B

Public Reporting in Hospital Care

The Leapfrog Group

"Consumers who choose hospitals identified by Leapfrog as having begun to implement patient safety practices will likely find hospitals with better processes, quality, and lower mortality rates."

-Dr. Ashish K. Jha, Harvard School of Public Health

The Leapfrog Survey has become the gold standard for comparing hospital performance on national standards of safety, quality, and efficiency. The Leapfrog Group, a non-profit organization, was formed in response to a report released by the Institute of Medicine in 1999 on the alarming occurrence of medical errors in American hospitals. The report, titled *To Err is Human,* estimated hospital deaths from avoidable medical errors at 98,000 annually. Revised estimates currently place that number between 280,000 and 440,000 lives lost every year to preventable hospital errors. Hospital errors currently rank as the third leading cause of death in the United States, surpassed only by heart disease and cancer. This means more deaths occur every year from hospital errors than from vehicle accidents, breast cancer, and AIDS combined, making the need for independent, non-profit advocates of patient safety greater than ever.

The Leapfrog Group initially identified four quality and safety measures to reduce hospital errors. These measures are referred to as the four Leaps. If every hospital in the U.S. were to implement just the first three of Leapfrogs four "Leaps," over 57,000 lives could be saved, more than 3 million medication errors could be avoided, and up to $12 billion in medical spending could be saved.

When it comes to patient safety, not all hospitals are the same. In an effort to better inform Americans about which hospitals are safest, the Leapfrog Group launched the Hospital Safety Score in 2012. Using letter grades of "A", "B", "C", "D", or "F," the Hospital Safety Score rates the patient safety efforts and outcomes of more than 2,500 general acute care hospitals in the U.S. Scores for 40 Colorado hospitals can be found on page 4.

The Leapfrog Group continues to strive for increased transparency in healthcare, enabling purchasers and consumers to make better informed, value-based decisions when it comes to health care.

For information on the Leapfrog Group and hospital quality visit www.leapfroggroup.org.

Mission:

The mission of the Leapfrog Group is to activate leaps forward in the safety, quality, and affordability of healthcare by making the American public aware of a small number of compelling and easily understood advances in patient safety

The Leapfrog Hospital Survey and the Hospital Safety Score

The Leapfrog Hospital Survey is an important safety and quality improvement tool. For example, the Safe Practices are checklists of items all hospitals should do regularly.

Hospitals that report to the Leapfrog Group in the annual Hospital Survey do so voluntarily. The quality ratings provided in this report are dependent on hospital participation and can not be provided for hospitals unwilling to report.

Non-Reporting Rural Hospitals

Area	Hospital
La Junta	Arkansas Valley Regional Medical Center
Aspen	Aspen Valley Hospital District
Fort Morgan	Colorado Plains Medical Center
La Jara	Conejos County Hospital
Delta	Delta County Memorial Hospital
Rifle	Grand River Hospital District
Gunnison	Gunnison Valley Hospital
Haxton	Haxtun Hospital District
Salida	Heart of the Rockies Regional Medical Center
Cheyenne Wells	Keefe Memorial Hospital
Burlington	Kit Carson County Memorial Hospital
Holyoke	Melissa Memorial Hospital
Craig	Memorial Hospital of Craig
Kremmling	Middle Park Medical Center
Trinidad	Mt. San Rafael Hospital
Pagosa Springs	Pagosa Springs Medical Center
Meeker	Pioneers Medical Center
Lamar	Prowers Medical Center
Rangely	Rangely District Hospital
Del Norte	Rio Grande Hospital
Alamosa	San Luis Valley Regional Medical Center
Julesburg	Sedgwick County Health Center
Springfield	Southeast Colorado Hospital District
Walsenburg	Spanish Peaks Regional Health Center
Leadville	St. Vincent General Hospital
Vail	Vail Valley Medical Center
Eads	Weisbrod Memorial County Hospital
Wray	Wray Community District Hospital
Steamboat Springs	Yampa Valley Medical Center
Yuma	Yuma District Hospital

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Leap 1
Medication Errors

Computerized Physician Order Entry

Computerized Physician Order Entry (CPOE) system allows doctors and nurses to enter and receive medication orders through a computer network. CPOE systems eliminate the need for handwritten prescription instructions and have been shown to reduce medication errors by more than 50%.

Over three million medication errors occur annually in U.S. hospitals. These errors include administering the wrong drug, drug overdoses, and overlooked interactions and allergies. Computerized Physician Order Entry systems eliminate many of the reasons serious medication errors occur, including illegible handwriting and decimal point errors.

Understanding the Score

The Leapfrog CPOE ratings reflect each hospital's institution and use of a computerized ordering system.

The quartile scores seen here represent the percentage of total hospital prescriptions ordered through a CPOE system.

Computerized Physician Order Entry (CPOE)

Area	Hospital	CPOE Results
Rural	Animas Surgical Hospital	No Inpatient CPOE System
Rural	Centura Health-St. Thomas More Hospital	
Rural	East Morgan County Hospital	
Rural	Mercy Regional Medical Center of Durango	
Rural	Montrose Memorial Hospital	No Inpatient CPOE System
Rural	Southwest Memorial Hospital	
Rural	St. Anthony Summit Medical Center	
Rural	Sterling Regional MedCenter	
Rural	Valley View Hospital	

Willing to Report
25–49%
50–74%
75% or greater

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Leap 2
High Risk Surgeries

Evidence-Based Hospital Referral

Each year, millions of Americans undergo elective surgery. For many of these procedures patients should be able to expect low risks regardless of where the surgery is performed. However, when it comes to high-risk surgeries, choosing the right hospital can mean the difference between life or death.

Over 100 clinical studies have demonstrated better patient outcomes for high-risk procedures at hospitals where these procedures are routinely performed.

Understanding the Score

Leapfrog hospital scores for each of the high risk surgeries listed under Evidence-Based Hospital Referral are composite scores based on procedure specific hospital

mortality rates, adherence to clinical practices or processes known to improve patient outcomes and hospital volume (i.e. how many times the particular procedure is performed at that hospital in a given year).

High Risk Elective Procedures

Aortic Valve Replacement – The aortic valve connects the heart to the body's largest artery. Failure of the aortic valve to function properly is often a result of aortic valve disease or patient birth defect.

Abdominal Aortic Aneurysm – An aneurysm occurs when weakness in the blood vessel wall leads to an abnormal widening or ballooning of an artery. In the case of an abdominal aortic aneurysm, surgery is performed to prevent a potentially fatal rupture.
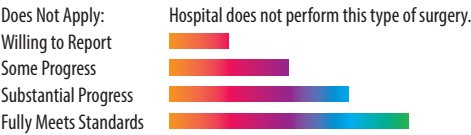
Aortic Valve Replacement

Area	Hospital	AVR Quality
Rural	Animas Surgical Hospital	Does Not Apply
Rural	Centura Health-St. Thomas More Hospital	Does Not Apply
Rural	East Morgan County Hospital	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	Does Not Apply
Rural	Montrose Memorial Hospital	Does Not Apply
Rural	Southwest Memorial Hospital	Does Not Apply
Rural	St. Anthony Summit Medical Center	Does Not Apply
Rural	Sterling Regional MedCenter	Does Not Apply
Rural	Valley View Hospital	Does Not Apply

Abdominal Aortic Aneurism Repair

Area	Hospital	AAA Quality
Rural	Animas Surgical Hospital	Does Not Apply
Rural	Centura Health-St. Thomas More Hospital	Does Not Apply
Rural	East Morgan County Hospital	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	�
Rural	Montrose Memorial Hospital	Does Not Apply
Rural	Southwest Memorial Hospital	Does Not Apply
Rural	St. Anthony Summit Medical Center	Does Not Apply
Rural	Sterling Regional MedCenter	Does Not Apply
Rural	Valley View Hospital	Does Not Apply

Pancreatectomy – The full or partial remove of the pancreas is most commonly performed in treatment of pancreatic cancer. The pancreas is highly integrated with other organs making a full or partial pancreatectomy a demanding procedure with a high risk of complication.

Esophagectomy – A total or partial removal of the esophagus is most commonly performed in the treatment of cancer.

Pancreatectomy

Area	Hospital	Pancr Quality
Rural	Animas Surgical Hospital	Does Not Apply
Rural	Centura Health-St. Thomas More Hospital	Does Not Apply
Rural	East Morgan County Hospital	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	Does Not Apply
Rural	Montrose Memorial Hospital	Does Not Apply
Rural	Southwest Memorial Hospital	Does Not Apply
Rural	St. Anthony Summit Medical Center	Does Not Apply
Rural	Sterling Regional MedCenter	Does Not Apply
Rural	Valley View Hospital	Does Not Apply

Esophagectomy

Area	Hospital	Esoph Quality
Rural	Animas Surgical Hospital	Does Not Apply
Rural	Centura Health-St. Thomas More Hospital	Does Not Apply
Rural	East Morgan County Hospital	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	Does Not Apply
Rural	Montrose Memorial Hospital	Does Not Apply
Rural	Southwest Memorial Hospital	Does Not Apply
Rural	St. Anthony Summit Medical Center	Does Not Apply
Rural	Sterling Regional MedCenter	Does Not Apply
Rural	Valley View Hospital	Does Not Apply

Does Not Apply: Hospital does not perform this type of surgery.
Willing to Report
Some Progress
Substantial Progress
Fully Meets Standards

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Leap 3
ICU Physician Staffing

An intensive care unit (ICU) is designed to provide patients with acutely life threatening diseases or injuries with specialized around-the-clock care. ICUs staffed by doctors trained in critical care medicine have shown a reduction in ICU patient deaths by up to 40%.
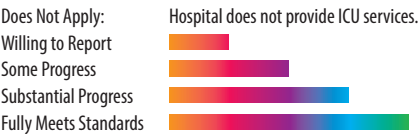
Understanding the Score

Hospitals fulfilling the ICU Physician Staffing Standard operate adult or pediatric general medical and/or surgical, or neuro, ICU(s), that are either managed or co-managed by intensivists who:

1. Are present during daytime hours and provide clinical care exclusively in the ICU, and;

2. When not present on-site or via telemedicine:

   i) Returns notification alerts within five minutes at least 95% of the time, and;

   ii) Arranges for a physician, physician assistant, nurse practitioner, or FCCS certified nurse to reach ICU patients within 5 minutes.

ICU Physician Staffing (IPS)

Area	Hospital	IPS Results
Rural	Animas Surgical Hospital	Does Not Apply
Rural	Centura Health-St. Thomas More Hospital	
Rural	East Morgan County Hospital	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	
Rural	Montrose Memorial Hospital	
Rural	Southwest Memorial Hospital	
Rural	St. Anthony Summit Medical Center	Does Not Apply
Rural	Sterling Regional MedCenter	
Rural	Valley View Hospital	

Does Not Apply: Hospital does not provide ICU services.
Willing to Report
Some Progress
Substantial Progress
Fully Meets Standards

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Leap 4
Safe Practices Scores

The Safe Practices Scores measure a range of hospital scores that contribute to the overall quality and safety of care received. These score reflect basic hospital practices such as infection prevention and medication management that significantly impact patient safety and quality of care.

Understanding the Score

Leapfrog scores hospitals' progress on eight safe practice areas.

Safety Culture
- Establish leadership structure and systems
- Invest in performance improvement
- Teamwork training and skill building to promote patient safety
- Identify and mitigate risks and hazards
- Nursing staff meets patient's needs

Preventing Infections
- Comply with CDC hand-washing guidelines
- Provide proper interventions for all patients on ventilators

Prevent Medication Errors
- Patient medication list is updated and reviewed with new orders

Each practice area is assigned an individual weight that is factored into the overall score. Hospitals are ranked by level of compliance from Willing to Report to Fully Meets Standards.

In order to achieve the highest level of recognition, a hospital must be in the top quartile of respondents reflecting real progress in those practices considered most significant by expert panels.

Safe Practice Score

Area	Hospital	Safe Practices Score
Rural	Animas Surgical Hospital	
Rural	Centura Health-St. Thomas More Hospital	
Rural	East Morgan County Hospital	
Rural	Mercy Regional Medical Center of Durango	
Rural	Montrose Memorial Hospital	
Rural	Southwest Memorial Hospital	
Rural	St. Anthony Summit Medical Center	
Rural	Sterling Regional MedCenter	
Rural	Valley View Hospital	

Willing to Report
Some Progress
Substantial Progress
Fully Meets Standards

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Choice and Transparency

Citizens for Patient Safety, a Mother's Fight for a Better System.

Patty Skolnik

Founder & Executive Director, Citizens for Patient Safety

International Trainer and Presenter

Citizens for Patient Safety (CPS) is a Denver-based patient advocacy organization working to represent the voices of patients and families in health care. For Patty Skolnik, founder of CPS, the fight for increased transparency and accountability in health care is personal. In 2004 Patty lost her son, Michael Skolnik, to complications from medical errors that occurred during an unnecessary surgery. The Skolnik family later discovered the performing surgeon had little experience performing Michael's procedure and had previously been sued for malpractice in Georgia. Michael was 25 when he passed away.

In the wake of her family's loss, Patty has worked tirelessly to educate patients and their families and to improve transparency in healthcare. In 2013, Patty's work came to fruition with the passing of the final bill of the Michael Skolnik Medical Transparency Act. The legislation requires health care professionals in Colorado to disclose publicly both their credentials and professional history, including any malpractice claims, suspensions of practice, terminations of employment, or convictions.

Initially passed in 2007, the bill applied only to physicians. However, with the final passing of the bill in 2013, public disclosure of practice history is required of individuals working in any of 49 healthcare professions. From chiropractors to specialist physicians, this information is available through the Colorado Department of Regulatory Agencies website under the Healthcare Professions Profiling Program.

Patient advocacy begins with patient education. Thanks to sponsoring hospitals across Metro Denver, CPS has provided hundreds with training and education through the organization's Patient Safety 101 curriculum. In addition, CPS recruits retired physicians, nurses, and other volunteers to further educate and expand patient advocacy outreach in Colorado.

For more information on Citizens for Patient Safety, or to find out more about Michael's story, visit www.citizensforpatientsafety.org

Profile information and practice history for Colorado health care professionals can be found at dora.colorado.gov under Healthcare Professional Profiling Program.

Recently appointed to the National Advisory Council for the Agency for Healthcare Research and Quality, Patty Skolnik is a patient safety expert and an advocate for shared decision-making, informed consent and dignity for the patient, as well as patient-provider relationships. Patty founded Citizens for Patient Safety to promote such conversations in healthcare settings. Patty travels worldwide to educate consumers, train medical professionals, and advise lawmakers about how to foster relationships and incorporates environment where Shared Decision-Making and Informed Consent is the working platform. Named one of CNN's "Intriguing People," Patty was also invited to the White House to discuss health care. She is the proud recipient of the National MITTS HOPE Award, the Colorado Patient Safety Coalition Patient Safety Leadership Award, the Transparent Health Leadership Award and The Colorado Trial Lawyers Consumer Protection Award in honor of her son. She is featured in the book *Take Back your Government* by Colorado State Senator Morgan Carroll. She sits on the Board of Governors for the National Patient Safety Foundation, the National Quality & Patient Advisory Council for MedStar Health (Washington, DC/Maryland), the Consumers Union Safe Patient Project and the Board of Trustees for Colorado's 9Health Fair, among others.

Contact information for Patty and Citizens for Patient Safety is:
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Email: patty@citizensforpatientsafety.org
Phone: 303-226-5526

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Managing Serious Errors
Never Events

"Never Events" are serious medical errors that should never happen. In 2011 the National Quality Forum (NQF) released a revised list of 29 extremely rare medical events that should never occur. Often termed "never events," these include errors such as surgery performed on the wrong body part or patient, leaving a foreign object inside a patient after surgery, or death resulting from contaminated devices or drugs.

Medical errors and adverse events in health care are a common occurrence in United States hospitals. The 29 events listed by the NQF are not intended to capture all of the adverse events or medical errors that could happen in medical facilities. Rather, these are identifiable and measurable events that can be reduced by establishment of protocols, policies and procedures within a healthcare organization.

While Never Events are rare occurrences it is important to recognize that humans do make mistakes and that processes sometimes fail. The Never Events measure recognizes hospitals willing to take the right steps in the rare event that a serious adverse event occurs in their facility.

These steps include:

1. Apologize to the patient.
2. Report the event.
3. Perform a root cause analysis.
4. Waive costs directly related to the event.
5. Provide a copy of the hospital's policy to patients and payer upon request.

Never Event errors include:

- Surgery performed on the wrong body part

- Patient death or serious disability associated with the misuse or malfunction of a device

- Newborn discharged to the wrong person

- Maternal death or serious disability associated with a low-risk pregnancy

- Patient suicide, or attempted suicide, resulting in serious disability

- Patient death or serious disability associated with the use of restraints or bedrails

- Death or serious disability from failure to identify jaundice in newborns

- Stage 3 or 4 pressure ulcers acquired after admission to a health care facility

- Unintentionally leaving a foreign object inside a patient after a procedure or surgery

To see a complete list of all 29 Never Events go to www.qualityforum.org

Never Events

Area	Hospital	Never Events Results
Rural	Animas Surgical Hospital	
Rural	Centura Health-St. Thomas More Hospital	
Rural	East Morgan County Hospital	
Rural	Mercy Regional Medical Center of Durango	
Rural	Montrose Memorial Hospital	
Rural	Southwest Memorial Hospital	
Rural	St. Anthony Summit Medical Center	
Rural	Sterling Regional MedCenter	
Rural	Valley View Hospital	

Willing to Report
Some Progress
Substantial Progress
Fully Meets Standards

Never Events Leapfrog Measure Description

Hospital ratings for Never Events reflect hospitals' adoption and implementation of the Leapfrog Never Events Policy. The policy requires that hospitals commit to taking the five actions listed above should a Never Event occur within their facility. In agreeing to this policy hospitals commit to acknowledging, reporting, and evaluating any occurrence of the one or more of the 29 medical errors listed as a Never Event.

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Managing Serious Errors
Hospital-Acquired Conditions

Hospital Acquired Central Line Associated Blood Steam Infections (CLABSI)

Area	Hospital	CLABSI Results
Rural	Animas Surgical Hospital	Does Not Apply
Rural	Centura Health-St. Thomas More Hospital	Unable to Calculate Score
Rural	East Morgan County Hospital	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	▮
Rural	Montrose Memorial Hospital	Unable to Calculate Score
Rural	Southwest Memorial Hospital	Unable to Calculate Score
Rural	St. Anthony Summit Medical Center	Does Not Apply
Rural	Sterling Regional MedCenter	Unable to Calculate Score
Rural	Valley View Hospital	Unable to Calculate Score

Hospital Acquired Catheter Associated Urinary Tract Infections (CAUTI)

Area	Hospital	CAUTI Results
Rural	Animas Surgical Hospital	Does Not Apply
Rural	Centura Health-St. Thomas More Hospital	▮▮▮▮
Rural	East Morgan County Hospital	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	▮▮
Rural	Montrose Memorial Hospital	▮▮▮
Rural	Southwest Memorial Hospital	▮▮▮▮
Rural	St. Anthony Summit Medical Center	Does Not Apply
Rural	Sterling Regional MedCenter	Unable to Calculate Score
Rural	Valley View Hospital	▮▮▮

Understanding the Score:

Leapfrog scores for Central Line Associated Blood Stream Infections and Catheter Associated Urinary Tract Infections are performance measures. Ratings for these measures assess hospital performance for minimizing each hospital-acquired condition based on a hospital's standardized rate of infection.

Pressure Ulcers and Injuries Results

Area	Hospital	Pressure Ulcers Results	Injuries Results
Rural	Centura Health-St. Thomas More Hospital	▮▮▮▮	▮
Rural	East Morgan County Hospital	Does Not Apply	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	▮	▮
Rural	Montrose Memorial Hospital	▮▮▮▮	▮▮▮▮
Rural	Southwest Memorial Hospital	▮▮▮▮	▮▮▮▮
Rural	Sterling Regional MedCenter	▮▮▮	▮▮▮▮
Rural	Valley View Hospital	▮▮▮▮	▮▮▮▮

Does Not Apply:	Hospital is not rated on this metric.
Willing to Report	▮
Some Progress	▮▮
Substantial Progress	▮▮▮
Fully Meets Standards	▮▮▮▮

Understanding the Score

Minimizing hospital acquired conditions begins with documenting and reporting errors when they occur. Leapfrog quality ratings for Pressure Ulcers and Injuries focus on hospitals' process of reporting these incidences.

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East Morgan County Hospital
2013 Leapfrog Top Hospital

*"All hospitals list patient safety as a central focus of their mission.
At East Morgan County Hospital we have turned those words into action."*

Cynthia Mason, RN, MBA, CPHQ

**Quality Senior Manager -
East Morgan County Hospital
in Brush**

About the author:

Cynthia Mason, RN, MBA, CPHQ is the Quality Senior Manager at East Morgan County Hospital in Brush. She has worked there nearly two years and a total of 13 years at Banner Health. Prior to working in Brush, she worked in Banner facilities as an acute care nurse at McKee Medical Center in Loveland, Colo., and in the Quality Department at North Colorado Medical Center in Greeley, Colo. Cynthia has a bachelor's degree in biology, an associate's degree in nursing and a master's degree in business administration: health care management. She is a certified professional in healthcare quality.

In December 2013, The Leapfrog Group named East Morgan County Hospital to its annual list of Top Hospitals. The 1,324 hospitals that participated in the annual survey were evaluated across all aspects of their business, including patient care in the hospital, outcomes after the patient goes home and how hospitals work to continually improve their processes. Of the 22 top rural hospitals, 55 top urban hospitals and 13 top children's hospitals, East Morgan County Hospital was the only Colorado hospital to make the list.

Part of the reason the team at East Morgan County Hospital was able to achieve this recognition is because that team extends beyond the walls of the hospital and the borders of Morgan County. East Morgan County Hospital is part of Banner Health, a national health care system with 24 hospitals in seven states and a large multi-specialty physicians group. Banner Health helps to provide the necessary tools; the staff and leaders at East Morgan County Hospital have implemented those tools to achieve success.

For example, East Morgan County Hospital has achieved Stage 7 in the implementation of electronic medical record.

This includes a Computerized Provider Order Entry that uses alerts such as medication dose alerts and drug interaction alerts that often require clinician assessment and possible intervention in order to prevent patient harm. East Morgan County Hospital also benefits from the sharing of evidence-based practices across the health care system. Teams of experts at the corporate level continually review patient outcomes and identify what works and what doesn't. Then, Banner Health sets initiatives, strategies and goals for each of its hospitals to target. The initiatives include reducing patient falls, improving patient satisfaction scores and implementing safe surgery processes. Facilities then work to make sure front-line hospital staff members use these strategies with every patient at every encounter to make sure everyone is receiving the highest level of care.

East Morgan County Hospital has reported quality measures to The Leapfrog Group since 2010 and completed the Computerized Provider Order Entry portion for the first time in 2013. Recognition from The Leapfrog Group validates the hard work that every staff member has made to implement evidence-based practices to improve patient safety and quality care.

The final component to achieving success in providing quality safe patient care is having a leadership team that creates an engaging atmosphere in which to work. East Morgan County Hospital has aimed to build an environment where people enjoy what they do and feel a part of the Banner Health mission to make a difference in people's lives through excellent patient care.

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Maternity Care
Early Elective Deliveries and Maternity Care Process

Labor induction in the U.S. has become an increasingly popular alternative to natural delivery. Unfortunately, with the rise of labor induction early elective deliveries also became more commonplace despite the known risks to both mother and child.

Early elective deliveries are births scheduled between 37 and 39 completed weeks of gestations without medical reason. Studies show newborns are at serious risk when they are delivered early without a medical reason.
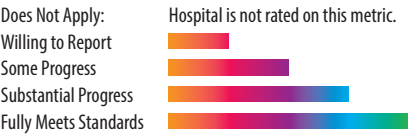
Early elective deliveries have been denounced by the American Congress of Obstetricians and Gynecologists as unacceptable due to the high risks to both mother and child.

Risks associated with early elective deliveries include:
- Increased rate of conditions resulting in admission to the neonatal intensive care unit
- Increased rate of neonate and infant mortality
- Increased rate of still birth

Studies have also shown long term developmental effects associated with early elective deliveries such as lower reading and math performance in the third grade.

Early Elective Deliveries

Area	Hospital	Early Delivery Results
Rural	Animas Surgical Hospital	Does Not Apply
Rural	Centura Health-St. Thomas More Hospital	
Rural	East Morgan County Hospital	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	
Rural	Montrose Memorial Hospital	
Rural	Southwest Memorial Hospital	
Rural	St. Anthony Summit Medical Center	
Rural	Sterling Regional MedCenter	
Rural	Valley View Hospital	

Does Not Apply: Hospital is not rated on this metric.
Willing to Report
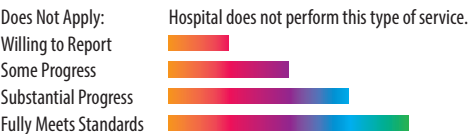Some Progress
Substantial Progress
Fully Meets Standards

Understanding the Score

Ratings for this measure reflect hospital compliance with the Leapfrog standard for Early Elective Deliveries. Hospitals are assessed based on the percentage of elective deliveries performed between 37 and 39 completed weeks of gestation without medical necessity.

Hospitals reporting an early elective delivery rate of 5% or less fully meet Leapfrog standards.

Maternity Care

Area	Hospital	Maternity Care Process
Rural	Animas Surgical Hospital	Does Not Apply
Rural	East Morgan County Hospital	Does Not Apply
Rural	Montrose Memorial Hospital	
Rural	Southwest Memorial Hospital	
Rural	St. Anthony Summit Medical Center	
Rural	Sterling Regional MedCenter	
Rural	Valley View Hospital	

Does Not Apply: Hospital does not perform this type of service.
Willing to Report
Some Progress
Substantial Progress
Fully Meets Standards

Understanding the Score

Maternity care quality ratings reflect hospital's reported adherence to care processes.

Processes include:
- Screening newborns for jaundice prior to discharge
- Preventing blood clots in women undergoing a cesarean section

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Hospital Efficiency

Not all hospitals are equal when it comes to patient safety and the quality of care provided. Some are safer than others and similarly, some are more efficient. In the world of health care an inverse relationship often exists between cost and quality. Low quality care often leads to increased rates of complication, high rates of readmission, and excessive resource use, all of which contribute to increased costs.

Historically, the efforts of the Leapfrog Group have been focused on issues of patient safety and bringing to light the variation in care across hospitals. As health care costs continue to rise, the next step is to focus on hospital efficiency in providing quality care. In doing so, the same method of reporting, intervention and measurement that has proven successful in reducing the incidence of avoidable harm at participating hospitals, is being applied. The Leapfrog Group aims to reduce inefficient care by highlighting and evaluating variations in efficiency across hospitals.

Length of Stay (LOS) Summary Score

Area	Hospital	LOS Result
Rural	Animas Surgical Hospital	Does Not Apply
Rural	Centura Health-St. Thomas More Hospital	
Rural	East Morgan County Hospital	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	
Rural	Montrose Memorial Hospital	
Rural	Southwest Memorial Hospital	Does Not Apply
Rural	St. Anthony Summit Medical Center	Unable to Calculate Score
Rural	Sterling Regional MedCenter	
Rural	Valley View Hospital	

Readmissions Summary Score

Area	Hospital	Readmission Results
Rural	Animas Surgical Hospital	Does Not Apply
Rural	Centura Health-St. Thomas More Hospital	
Rural	East Morgan County Hospital	Does Not Apply
Rural	Mercy Regional Medical Center of Durango	
Rural	Montrose Memorial Hospital	
Rural	Southwest Memorial Hospital	Does Not Apply
Rural	St. Anthony Summit Medical Center	Unable to Calculate Score
Rural	Sterling Regional MedCenter	
Rural	Valley View Hospital	

Understanding the Score:

For specific conditions, the Leapfrog Group evaluates hospital efficiency with consideration for both hospital quality ratings and resource use scores. Scores for these measures reflect both reporting practices and hospital outcomes.

Does Not Apply: Hospital is not rated on this metric.
Willing to Report
Some Progress
Substantial Progress
Fully Meets Standards

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Why Employers Need to Collaborate to Improve Health Care

Bob Jamieson, President,
Colorado Business Group on Health

Director of Benefits,
Boulder Valley School District

Colorado ranks high on many health indicators, yet health care costs are not lower in Colorado. Every dollar spent on "not helpful" health care detracts from our core business' missions. Virtually every employer has a common need for community care to improve. However, no individual employer or health plan, regardless of size, can effectively create or incentivize sustainable improvements at the community level by themselves. **Employers, working together, are in the best position to engage providers to make these changes.**

The Colorado Business Group on Health (CBGH) has been working for 17 years to improve health care, improve health, and lower health costs in Colorado. CBGH is an employer led non-profit organization that is the state-wide leader in improving the value of health care for Colorado employers and their employees through education, practical purchasing tools and innovative programs. CBGH occupies a unique position in the health care conversation because it is directly involved with helping employers understand the issues and implement practical solutions.

My community of Boulder almost always ranks near the top of national and state health rankings, but clearly that is not enough to keep health costs under control. In my organization, Boulder Valley School District (BVSD), the success of our efforts to improve health care, improve health, and reduce health costs directly impacts our ability to provide a high quality education for all students. A ten percent increase in health care cost means thirty fewer teachers in BVSD.

Even though each employer has unique needs based on its unique employee population, and employers have to address individual needs in a way that works for their culture, our district's involvement with CBGH has been critical to successfully managing our health care costs. We cannot simply cost shift our way out of this challenge.

The overarching objective is engaged employees with access to better, safer, well-coordinated, and less-expensive health care. Employees, providers, health plans, consultants, and employers all play a part in coordinating efforts for a better
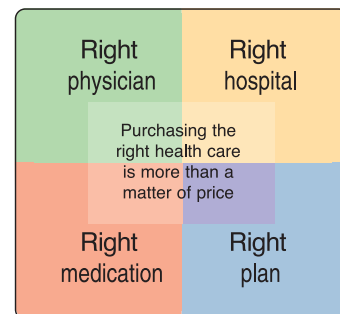
functioning healthcare system. Physicians and hospitals in Boulder Valley have shown great leadership in collaborating with each other in diverse and independent practices to develop a more coordinated health care delivery system and have developed an organized structure, the Boulder Valley Care Network (BVCN) to help facilitate improvement. In order to be successful, these efforts require an extra level of commitment by our physicians and hospital leaders and direct involvement by local employers.

BVCN and integrated Physician Network (iPN) physician, Dr. David Ehrenberger, uses the phrase— "All and only the care that a patient should receive" to describe this new, patient-centered stewardship of healthcare services—in a value based context rather than the current system that simply rewards more care. Working together with other employers allows our community to start to develop common quality standards, sustainable improvement measures and new payment models.

We have a long way to go to connect some of these dots, but we have made significant progress, and we need your voice.

Right physician	Right hospital
Purchasing the right health care is more than a matter of price	
Right medication	Right plan

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Creating a State of Quality

Right physician | Right hospital
Right medication | Right plan

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Your Partners in Quality

The Colorado Business Group on Health is a non-profit coalition representing large purchasers of one of your most important benefits—health care services. By working together, we can assure that consumers have the best possible information on health care quality. CBGH and Colorado health plans have been working on the "big picture" of health care quality since 1996. Health care is a service that is delivered locally; therefore the only way to successfully incorporate value-driven principles is to act locally.

www.ColoradoHealthOnline.org • 303-922-0939

Members

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Boulder Valley School District
City of Colorado Springs
Colorado Public Employees'
   Retirement Association (PERA)
Colorado Springs School District 11
Colorado Springs Utilities
Elward Systems Corp
Pinnacol Assurance
Poudre School District
St. Vrain Valley School District
TIAA-CREF
University of Colorado

Association Members

Aurora Chamber of Commerce
Denver Metro Chamber of Commerce
Mountain States Employers Council
Rocky Mountain Healthcare Coalition
South Metro Denver Chamber
   of Commerce

Affiliate Members

Aetna
AspenPointe
AstraZeneca
Boehringer Ingelheim
Centura Health
CFMC
CNIC Health Solutions
Colorado Permanente Medical Group
Colorado Springs Health Partners
Craig Hospital
Ethicon Endo-Surgery
   (part of Johnson & Johnson)
Foothills Health Solutions

Integrated Physicians Network (IPN)
Jefferson Center for Mental Health
Lilly USA
Memorial Health System
Merck & Co., Inc.
New West Physicians, P.C.
Penrose—St. Francis Health Services
Pfizer, Inc.
Rocky Mountain Cancer Centers
Sanofi U.S.
The Denver Hospice
Vivus, INC

What does CBGH do?

We engage the health care marketplace through leadership and active participation, driving positive change to address quality and realize savings.

Here's how we are doing this:

• Restructuring and reforming health care delivery systems

• Creating uniform standards of care

• Improving accountability and data about providers and hospitals

• Improving accountability and data from insurance plans and carriers

• Providing data about high performing providers and hospitals so lower performing entities are inspired to improve

• Focusing on key strategies for managing cost such as wellness, demand management, and incentive design; developing incentives and benefits focused on rewarding quality

• Advancing use of technology to reduce redundancy, increase quality, improve patient outcomes, and engage employees in their own health

• Engaging consumers/employees in purchasing decisions based on quality and price

• Reducing redundancy and the risk of medical errors

• Improving the health of our employees.

Why should employers join CBGH?

• To step up and lead positive changes in the health care marketplace locally and regionally to address the above areas

• To stay up to date on developments in health care reform; be at the front of the curve

• To engage your employees and consumers about the importance of quality in the purchasing decision

• To unite together in joint purchasing projects with other employers in order to leverage purchasing opportunities and our influence on the health care market

• To collaborate, prioritize, and leverage those initiatives that have the greatest impact on health care cost management and quality

• To add quality to your arsenal, providing a fundamental strategy for cost management

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## CBGH publications are available at no cost at www.ColoradoHealthOnline.org
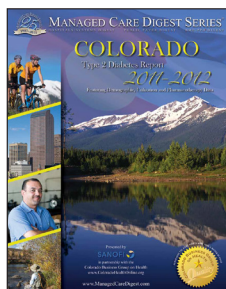
Colorado Type 2 Diabetes Report 2011

An analysis featuring demographic, utilization, charges, and pharmacotherapy data. The report also provides state and national benchmarks.
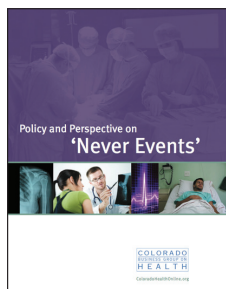
HPolicy and Perspective on Never Events

Thousands of patients die each year from preventable medical errors, but there are things employers can do.
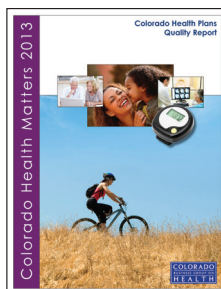
Colorado Health Matters 2012-13 Quality Reports

With all the health plan offerings in Colorado, it can be difficult to decide which plan would benefit you or your employees the most. *Health Matters Quality Report: Health Plans* aids in evaluating health plans by presenting key information for Colorado plans in a comparative, graphical, and numerical format.

Colorado Health Matters Quality Report: Physicians recognizes those Colorado physicians that work on improving the health of their patients and gives guidance on how consumers can proactively improve their health. *Colorado Health Matters Quality Reports* leaves a Coloradan with the know-how to make informed decisions regarding his or her health care.

Colorado Health Matters Quality Report: Hospitals displays ratings that focus on improving hospital quality, safety and efficiency. The report defines "Never Events": which are those events in hospitals that result in bad outcomes for patients, and what hospitals, health plans, and consumers can do to prevent a Never Event. *Quality Report: Hospitals* provides savvy consumers with objective and credible help in selecting safe and high quality patient care.

Please view our library of Colorado Health Matters Quality Reports at www.ColoradoHealthOnline.org.
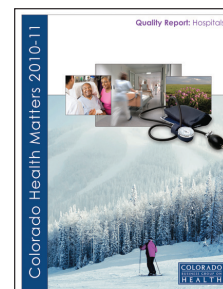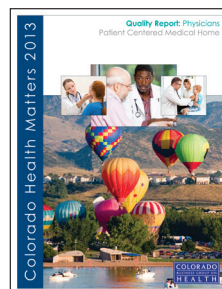
What is quality health care?

Quality health care is more than just having a health plan, a certain provider, or a particular treatment. It's more than a matter of cost. Quality means getting what benefits you most—balancing risk, cost, and quality of life.

It's effective—the right kind of care for your health condition based on up-to-date scientific knowledge about what works best.

It's efficient—using precious resources wisely, not wasting time and effort.

It's safe—delivered without error and avoiding harmful results.

It's timely—getting the most effective care without delays.

It's focused on the individual—provided in a manner respecting a person's individual characteristics, needs and concerns.

It's equitable—delivered without discrimination based on income, ethnicity, culture, or beliefs.

Important aspects of quality health care are measured in different ways. Health Matters provides you with the information necessary to make cost-effective decisions regarding your health care.

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