

# ROUNDUP

UI Health |  

Hospital & Clinics | November 2023

## Quality & Safety Transformation

# QST



How We're Creating Excellent Outcomes  
& An Excellent Patient Experience

## How We're Creating Excellent Outcomes & an Excellent Experience

As we approach a new calendar year, it's vital that all of us at UI Health understand what the Quality & Safety Transformation (QST) is, what it is focused on achieving, and what roles and responsibilities we all have in working and delivering care in an environment that is centered around safety and quality — always.

### QST FRAMEWORK

The QST focuses on excellence in quality, excellence in safety, and excellence in service so that we deliver excellent outcomes and an excellent experience to our patients.

Accountability to our work and supporting a Culture of Safety set the tone for the Quality & Safety Transformation.

Everyone at UI Health, in every area of UI Health, impacts patient safety. To deliver safe, quality care, we all must be accountable to every aspect of our job duties. We must:

- Be accountable for adherence to all care processes
- Be accountable for the integrity of all information
- Be accountable for a safe care and work environment for all
- Be accountable for clear communication with everyone
- Be accountable for the presentation of a welcoming and professional environment for our patients and each other
- Be accountable for the successful execution of each of our responsibilities always

These accountabilities apply to everyone at UI Health. We all should look at this list, identify where certain accountabilities align with our roles, and then reinforce that accountability in our work.

This helps us improve, support, and sustain a Culture of Safety at UI Health.

Care delivery at UI Health should be an ecosystem where safety is first, quality is paramount, and improvements are continuous, so that excellent outcomes and excellent experiences are the standard — always. We don't *achieve* this, *per se*. It is something we *improve, sustain, and support* through:

- Best practices of performance
- Implementing quality and safety recommendations
- Adopting a structured interprofessional approach to improving quality outcomes

Of course, our Culture of Safety also is structured around accountability:

- We have systems in place to prevent errors and near misses, and to prevent reoccurrences. These systems allow for staff to learn from errors if they do occur.
- Errors are identified and mitigated before harm occurs.
- We do not punish people for human mistakes. But healthcare professionals are held accountable for unprofessional conduct.

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## QST (continued)

This sets clear expectations for delivering highly reliable, safe, quality care — and improving our processes and protocols along the way.

### QST EXPECTATIONS, ACTIONS, PERFORMANCE

Broadly, the goal of our quality and safety efforts is to reduce both adverse patient safety events and adverse staff safety events and improve the healthcare experience for our patients. Those outcomes, at a macro level, improve our external grades and ratings, elevating the perception of UI Health. By improving quality and safety, we will deliver better care and a better experience, and that will improve our reputation.

But poorly defined performance goals — too broad, too many — reinforce existing siloed work and do not provide us with the ability to achieve sustained results. So, we align our improvement efforts in the same direction to achieve goals and improve grades and ratings. These “True North” outcomes help guide us in the direction we need to go to become better.

Since FY23, we have focused many of our True North outcomes around procedural care and processes, in alignment with the opening of the Specialty Care Building (SCB). This was an important area in which to begin, as it established foundational quality and safety infrastructure across both the main hospital operation room and the SCB.

The rollout of our Operating Room Red Rules, including the SANDPO workflow, were foundational elements of the QST and our goals of creating an excellent experience and excellent outcomes for every patient, every time.

During the first half of FY24, we’ve focused on sharing expectations and performance for actions to drive improved outcomes, and escalating accountability for expected performance. Prioritizing quality and safety, ensuring integrity and consistency of care-delivery actions, and, above all, accountability have driven workflow changes.



[WATCH: Operating Room Red Rules](#)



[WATCH: What We Can Learn from RFOs](#)

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## QST (continued)

In certain areas, this involves committees driving strategy, accountability, and establishing expectations for efficiencies, quality, and safety. But throughout the organization, it simply involves adhering to quality and safety best practices — including “Red Rules,” the events we must always follow, such as:

- Patient Identification: Everyone uses two patient identifiers with every patient every time.
- Universal Protocol: Pre-procedure verification (SANDPO) and timeout.
- Resolution of surgical counts prior to close with the entire team.

The result is we’ve seen improvement and goal achievement in some of our True North Outcomes — including postoperative respiratory failure, perioperative PE/DVT rate, and postop sepsis, to name a few.

**But we have more to do.**

### **MANDATORY ANNUAL TRAINING: Nov. 20 – Jan. 31**

Our annual mandatory trainings ensure all staff are educated, prepared, and compliant with policies and protocols that ensure a safe workplace and care environment. Annual training modules are now available in Empowers.

**All trainings must be complete by Jan. 31, 2024.**

## **2024: WHAT’S NEXT WITH THE QST**

As we move into the new calendar year, we will be implementing new methods for learning, sharing, and taking action to improve quality and safety. We will be conducting more town halls, introducing new tools for huddles to help amplify important safety information, and creating more learning opportunities, so quality and safety expectations are clear and required actions are understood.

Until then, we should be talking about quality and safety — all the time, in everything we do.

### **• What is the Quality Safety Transformation?**

- How do you define it? How do you explain it to others?

### **• Reiterate what the organization is asking us to do.**

- Improve performance around True North outcomes
- Improve accountability around True North outcomes

### **• Support a Culture of Safety**

- Begin every meeting with a safety story and share your safety stories.
- Talk about near misses.
- Learn. Follow best practices. Implement recommendations.

### **• Be Accountable**

- What can you do to improve quality and safety?
- What can you do to deliver excellent outcomes and an excellent experience? ■



## Message from Mark

### Defining Our Roles in the QST

When I began my new role as Interim CEO in September, I shared in my [introductory message](#) that “no initiative is more important than our Quality & Safety Transformation,” a belief I also emphasized in this space last month:

*As we work toward the goals and initiatives we have set forth for the next year, I want to emphasize the importance of our Quality & Safety Transformation. Our patients and communities deserve exceptional care, exceptional outcomes, and an exceptional experience. Quality and safety are the foundations for all that our hospital does for our patients.*

We talk a lot about the importance of the QST — and it is important! — but what will make the QST both successful and sustainable for the long term is a clear understanding amongst all of us at UI Health about what it is and why we’re undertaking this initiative.

**The Quality & Safety Transformation is UI Health’s shared accountability to provide our patients with the highest quality and safest care — always.**

Every UI Health patient *deserves* safe, quality care, and an excellent experience — every patient, every time. And because we are entrusted to deliver that care and experience, we must be accountable to quality, safety, and reliability processes in every aspect of our work.

Quality and safety are intrinsic to each of our roles. The hospital and our clinics are places of healing. Everything we do supports that — inside the clinic and out, at the bedside and at our front entrance, delivering care or delivering supplies. Every role — administrative, clinical, operational, support — makes an impact.

While UI Health is ultimately evaluated using a number of broad measures, including our organizational True North outcomes, leading to various ratings and grades, we recognize that these outcomes are truly a reflection of the thousands of important decisions and actions that individuals and teams take each day while delivering care to our patients. The QST is creating the culture, infrastructure, systems, and processes that support excellent, high-quality care, but holding ourselves accountable to implementing and following these elements is essential to the success of the QST.

**So, I ask each of you to consider and act upon this question: What is your accountability and role in our QST?**

This week, I began CEO WalkRounds in the Hospital & Clinics, visiting units to speak with frontline staff to hear about their accomplishments and listen to their concerns. When I visit your unit, it’s possible I may ask about your role in the QST. I’m excited to hear your answers, and I’m eager to learn more about how I can help all of you — all of us — put quality and safety at the forefront of our work. ■

**OPERATIONS**

## AcuityPlus: New Patient Acuity Tool Coming to UI Health!

AcuityPlus, a transparent classification system and acuity-based nurse staffing solution, providing evidence-based methodologies to determine the quantity of care (acuity) and type of care (complexity) required for each patient. The process of transparent classification takes real time documentation by our nursing staff and translates it into AcuityPlus; our new workload measurement tool.

Through the process of transparent classification, we will be to do the following:

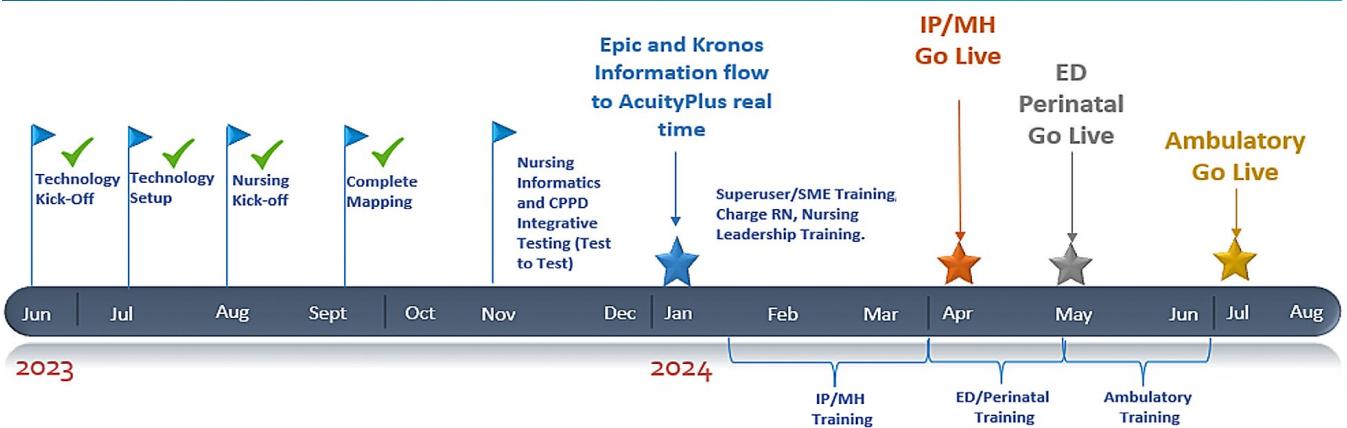
- Track patient population trends; including acuity, length of stay, and discharge patterns.
- Monitor workload fluctuations and staff productivity.

- Accurately determine nurse staffing requirements based on levels and patterns of patient workload.
- Benchmark with other institutions within the AcuityPlus hospital consortium database.

Department go lives are scheduled this spring through summer for our inpatient, emergency, perinatal, behavioral health, and ambulatory divisions of nursing.

We are excited for and confident in what this new platform can bring to our organization. To learn more about this exciting FY24 strategic initiative, please visit the Intranet > Select the Nursing Services Hyperlink > Select the AcuityPlus tile. ■

### UI HEALTH ACUITY PLUS IMPLEMENTATION TIMELINE



## OPERATIONS

### Eye Care at UI Health Featured on WGN's Spotlight Chicago

On Oct. 27, Dr. Paul Chan, head of the Department of Ophthalmology and director of the Pediatric Retina and Retinopathy of Prematurity (ROP)



Service at UI Health, joined WGN's "Spotlight Chicago" to talk about eye health for the whole family. From LASIK to cataracts, Illinois Eye & Ear at UI Health

provides comprehensive, world-class eye care in a world-class setting.

With the opening of the Specialty Care Building & Bruno and Sallie Pasquinelli Outpatient Surgery Center, Illinois Eye & Ear at UI Health is home to some of the most advanced laser technology for vision-correction surgeries like LASIK. With one of the largest varieties of laser vision correction procedures, patients can get nearly customizable treatment at Illinois Eye & Ear.

UI Health staff can call **312.996.EYES** to schedule an appointment and learn if they are a candidate for laser vision correction surgery. Learn more at [Eyes.UIHealth.Care](https://Eyes.UIHealth.Care). ■

## SERVICE LINE UPDATES

### Innovation In Epilepsy Care & Surgery

November is Epilepsy Awareness Month. In the United States, 3.4 million people are living with people may have drug-resistant epilepsy. Advancements in technology and surgical techniques have revolutionized our ability to diagnose and treat complex neurological conditions.

Stereo-electroencephalography, or SEEG, is one such innovative surgery that the Epilepsy Program at UI Health offers to help improve the lives of individuals with difficult-to-treat epileptic seizures. SEEG can help to locate and pinpoint the area of the brain that is causing epileptic seizures when patients have used two or more medications. Our comprehensive team of neurologists and neurosurgeons are highly specialized in the treatment of epilepsy.



Learn more at [Epilepsy.UIHealth.Care](https://Epilepsy.UIHealth.Care). ■

ENGAGEMENT

## CDC Director Visits UI Health, Talks About the Importance of Vaccination



Monday, Nov. 6, Dr. Mandy K. Cohen, director of the Centers for Disease Control and Prevention (CDC), toured UI Health and visited vaccination clinics in the University of Illinois Hospital and Specialty Care Building to urge Chicagoans to get the latest COVID-19, flu, and RSV vaccines. The vaccination event was held in partnership with the Chicago Hispanic Health Coalition.

The event was aimed to reduce barriers and increase Hispanic community access to vaccination. UI Health provided vaccinations to uninsured patients at no cost. This is one of many such vaccination events UI Health has hosted in partnership with community and government organizations to help increase vaccination rates across Chicago and Illinois over the past few years.

*CDC Director Dr. Mandy K. Cohen (center), visited with several of UI Health's leaders, and stopped by its vaccination-event clinics on Nov. 6.*



There's still time to get the flu shot before seasonal gatherings start and exposure to viruses like the flu, COVID-19, and RSV increase. UI Health offers the COVID-19 at primary care clinics throughout Chicago. UI Health patients can also get the flu shot at UI Health outpatient pharmacies and clinics. For more information, visit [Vaccine.UIHealth.Care](https://Vaccine.UIHealth.Care). ■



## QUALITY & SAFETY

### A Record-setting Quality & Safety Fair

The organization's focus on transforming quality and safety was on full display at the annual Quality & Safety Fair held Nov. 8. Nearly 150 participants submitted a record-setting 51 posters for this year's fair, which was our 13th annual event.

The purpose of Quality & Safety Fair is to promote system-wide and department-/unit-level quality and safety efforts, and acknowledge the teams contributing to improved patient outcomes, patient safety, and other positive effects.

Kudos to the Quality Performance Improvement fair team for putting on a great event and thank you to the poster judges and Dr. Rosenblatt for presenting the winners. ■



## SERVICE LINE UPDATES

### November is Lung Cancer Awareness Month

**Lung cancer is the leading cause of cancer deaths in the country.** It's important that people know who is eligible for screening and when to get screened.



Timely screening for lung cancer significantly enhances the likelihood of detecting cancer at its initial stages, enabling a broader range of treatment choices and substantially increasing survivorship. All year, UI Health hosts lung cancer

screening events in our community to help individuals assess their risk and if eligible schedule an appointment on the spot for a low dose CT scan that can help detect cancer.

You may be at risk for lung cancer and eligible for a screening if you are between

50 and 80 years old, were or are an active smoker, have a family history of lung cancer, or if you have been exposed to second-hand smoke, air pollution, or toxic substances.

In fact, the WHO reports that approximately 85% of lung cancer cases are in those who have a history of smoking. For those struggling to quit smoking, UI Health also has a robust tobacco cessation program to help people take control of their health and reduce their cancer risk.

Earlier this month, Dr. Kevin Kovitz, director of Interventional Pulmonology, visited WGN's "Spotlight Chicago" program to raise awareness for lung cancer screening. Those interested in getting a lung screening can call 312.996.3300 or visit [Lung.UIHealth.Care](https://Lung.UIHealth.Care) to learn more about the screenings. ■

## RECOGNITION

### Paying Tribute to Pregnancy & Infant Loss Awareness Month

Health Social Work and the Neonatal Intensive Care Unit (NICU) hosted the 6th Annual Perinatal Loss Memorial Service on Oct. 12, in recognition of Pregnancy and Infant Loss Awareness Month. We recognize the unique grief of bereaved parents and seek to honor their children and demonstrate our support as an organization.

Yearly, we invite UI Health families, past and present, who have suffered a loss to attend the memorial. Sarah Davey, family support specialist, opened the event and welcomed families, followed by the Rev. Denise Henley from Pastoral Care, who shared uplifting remarks. Social workers Jackie Bellefontaine and Andrea Davis-Korneff delivered a Litany of Remembrance both in Spanish and English. Minerva

Esparza, social work manager, and social worker Lesa Williams led the candle lighting ceremony, where each child's



name was read aloud, and a candle is lit in their memory. The families in attendance also were given an opportunity to speak and share. Throughout the service, UIC student music group "Notes to Share" paid tribute to the babies we have lost with inspirational songs. Donated by Ashland Addison Florist, a lovely bouquet of purple flowers was provided to each family with a memory candle graciously handmade by UI Health NICU nurse Christina Rivera. ■

**RECOGNITION**

## Congratulations to Our UI Health Service Years Honorees!



**35 Years**  
Sabrina Coleman

### 30 Years

Debra Palmore  
Katherine McBride  
Yolanda Rubio  
Sandra Hunter-Fields

Jana Moffett  
Alethia Covington  
Nathaniel Bowman  
David Chabala

Socorro Amparo  
Venus Whitiker  
Kim Featherston

### 25 Years

Rosalinda Pineda  
Tisa Welch  
Effie Economopoulos  
Gabriela Jacquez-Jimenez  
Maria Gracia Delosreyes  
Antonia Oliva-Calalay  
Gloria Sims  
Dawnmarie Cicero  
Ruth Crane Schmit  
Joseph Sabatino  
Gisela Cedilio  
Romelle Gillespie  
Stephanie Rodgers  
Vanessa Harmon

Alexander Guyan  
Rita Smaw  
Maria Dominguez  
Sharon Midcalf  
Evelyn Dejesus  
Mary Applewhite  
Annabel Valadez  
Olga Rivera  
Jeannie Rodriguez  
Olena Shoorgot  
Larisa Fishchuk  
Galina Panko  
George Vanderford  
Luciano Curiel

Alexia Johnson  
Michael Fitzgerald  
Dawn Sargis  
Henry Taylor  
Angelina Garcia  
Michael Wells  
Anna Delos Santos  
Sadel Guy  
Maria Ayala  
Yesenia Alverio  
Janeth Zuno  
Veta Kelley-Henry  
Sandra Young  
Phyllis Humphrey

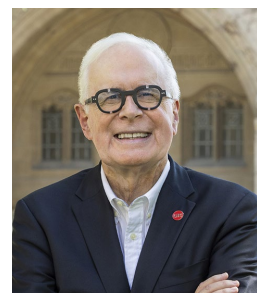
Courtney Thorson  
Kurt Nykaza  
Diane Lepsi  
David Balinao  
Eliza Palmiano  
Jorge Mena  
Maria Gonzalez  
David Marder  
Roxanne Masibay  
Carolyn Brown ■

**RECOGNITION**

## New Named Deanship in College of Medicine

A gift from University of Illinois College of Medicine alumnus Dr. G. Stephen Irwin has established a new named deanship for the college.

College of Medicine Executive Dean Dr. Mark I. Rosenblatt became the first holder of a named deanship at UIC. Rosenblatt, who was named executive dean of the College of Medicine in 2019 and currently is the Interim CEO of the University of Illinois Hospital & Clinics, officially assumed the G. Stephen Irwin Deanship on Sept. 22. An investiture to celebrate the gift took place Nov. 1.



Rosenblatt said the gift will allow him and all future deans to fulfill the college’s mission to advance health for all and promote outstanding education, research and clinical care.

“I am forever grateful to Dr. Irwin for his continued generosity toward the College of Medicine and UIC,” Rosenblatt said. “I am tremendously honored and humbled to be named the G. Stephen Irwin Executive Dean.” ■

## WELLNESS

Employee Wellness Initiative & Movement Challenge!

# Health for the Holidays



**Health for the Holidays is designed to get you moving more and feeling great this holiday season. Competition runs Dec. 4 through Jan. 13**, and is open to all interested UI Health employees. Online registration is required and runs through Dec. 11. Visit [UIHealthWellness.com](https://UIHealthWellness.com) to opt-in. Don't forget to download the "Health for the Holidays" user app (IOS, Google Play) to keep track of your progress during the competition.

Whether you're finishing the year strong or wanting to start 2024 anew with healthier sustainable habits, we look forward to participating in this wellness journey together. Good luck to all participants! ■



Scan the QR code to opt in through Dec. 11.

## SAVE THE DATE: UI Health Revitalize Webinar on Dec. 7

Please join us for a wellness webinar on Dec. 7 from 12-12:30 pm. UI Health Registered Dietitian Anna Titcomb, MS, RD, CSSD, LDN, Registered Dietitian will lead the webinar on "Healthy Winter Breakfast Ideas." Anna will share suggestions on how to structure a healthy breakfast on the go along with how to best utilize winter fruits and vegetables.

Watch the Intranet for more details or [join the webinar here on Dec. 7.](#) ■

## Vitalant Blood Drive

In the spirit of giving this holiday season, please consider giving the gift of life through blood donation: **Wednesday, Dec. 20, from 9 am - 2 pm in Hospital Conference Room 1020.** Presenting donors will receive a long-sleeve Vitalant T-shirt (redeemable via email) and will receive enough bonus points in their donor account to redeem for a \$15 gift card of choice through Vitalant's donor-recognition program. Donors must first have an account and be opted-in to the recognition program to receive points.

**Appointments Recommended. Walk-ins Welcome.** To schedule, scan the QR code or visit [Vitalant.org](https://Vitalant.org) and use group code ORD0797B. ■



## ENGAGEMENT

### Miracle on Taylor Street: Time to Sign Up!

Our annual employee holiday gift drive supports organizations in our surrounding communities by providing toys, clothing, reading materials, and more for children/individuals in need.

**SIGN UP:** Visit the Miracle on Taylor Street intranet tile to fill out the sponsorship form. Questions: Email [Miracle2@uic.edu](mailto:Miracle2@uic.edu).

**Sponsored Gift Drop-off: Thursday, Dec. 7  
EEI Building (1855 W. Taylor St.), 7 am – 3 pm**

*Accessible through Wood Street Garage Bridge to EEI, 1st floor, Room 1070. ■*



## RECOGNITION

### Celebrating Native American Heritage Month



As we celebrate Native American Heritage Month this month, we invite staff, patients, and community members to participate by supporting various events and initiatives throughout our UI Health/UIC community that honor Native American culture and heritage.

Learn more about these events at [Celebrate.UIHealth.Care](https://Celebrate.UIHealth.Care). ■

### Thank you, Veterans

UI Health recognizes the service and courage of all our military personnel. With Veterans Day celebrated this month (Nov. 11), we especially commend our employee veterans for their sacrifices and resilience. Thank you for all you've done to keep this country safe.

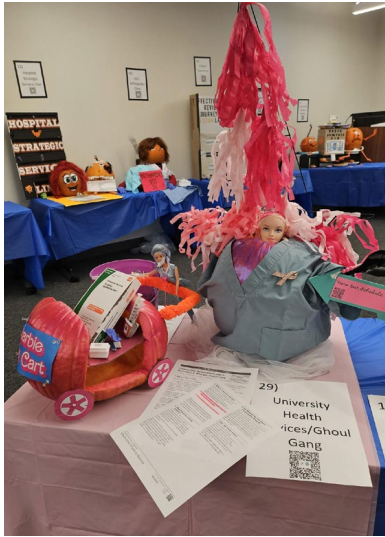
In honor of Veterans Day, UI Health delivered over 680 handwritten notes to the Jesse Brown Veterans Medical Center. Thank you to all our employees who participated in this meaningful card donation. A special shout-out to our Perioperative team, who completed a large portion of the cards. ■



## ENGAGEMENT

### Congrats to our Fall Fest Pumpkin Patch Winners!

On Oct. 25, our Employee Engagement team hosted the Third Annual Employee Fall Fest and Pumpkin Decorating Contest. Employees enjoyed a tasty seasonal treat as they viewed and voted for their favorite UI Health team pumpkin. We had over 2,800 votes. Thank you to all our participants and voters! ■



**1st Place** University Health Services, *Ghoul Gang*

**2nd Place** Hospital Admissions

**Highest Honorable Mention** IS - Access & Revenue Systems

### Pediatrics Halloween Parade Returns after a Two-year Absence!

Thank you to everyone who came out and helped make a fun Halloween for our Pediatric patients — and everyone else! ■

