



VHHA Center for  
Healthcare Excellence

# **Organizational Overview**

June 2015

## **Background**

The Virginia Hospital & Healthcare Association (VHHA) consists of 30 member health systems, representing 107 community, psychiatric, rehabilitation and specialty hospitals throughout Virginia. The mission of VHHA is as follows:

*“Working with our members and other stakeholders, the association is to transform Virginia’s care system to achieve top tier performance in safety, quality, value, service and population health. The Association’s leadership is focused on: principled, innovative and effective advocacy; promoting initiatives that improve health care safety, quality, value and service; and aligning forces among healthcare and business entities to advance health and economic opportunity for all Virginians.”*

In 2010 the VHHA Board of Directors chose as its top strategic priority for Virginia hospitals and health systems to demonstrate top-tier quality and safety performance (top 10%/top five states per nationally accepted metrics). Since that time, improvements have been achieved in several of the leading metrics. Central line associated bloodstream infections have steadily declined, readmission rates have declined and patient satisfaction scores have increased. While progress has been made, the ultimate goal of top-tier performance has not been achieved.

In 2014 the VHHA Board of Directors reaffirmed its commitment to a collective pursuit of top tier performance in quality, safety and service excellence by all Virginia hospitals. The board also approved the establishment of a Center for Healthcare Excellence within the VHHA to support the collective work and to increase the pace of improvement. The Center serves as a focal point for purposeful coordination of existing and new efforts within the Association that support top tier performance.

## Vision and Mission Statements

In the fall of 2014 the VHHA Board of Directors adopted the following vision and mission statements for the Center for Healthcare Excellence:

### Vision

#### *Imagine a Virginia That . . .*

- *Delivers high value care (top-tier quality at the lowest cost)*
- *Ensures a safe environment for all patients, families, staff and visitors in health care organizations*
- *Achieves zero harm to all patients*
- *Provides an optimal patient and family experience, always*
- *Understands and adopts reliability as an operating system in healthcare*
- *Designs and implements health care work processes to reflect best practices*
- *Influences and reinforces behavior accountability of individuals, teams and organizations*

### Mission

To improve the safety and quality of health care in Virginia by assisting VHHA member organizations in achieving top-tier performance in quality, safety and service.

Specifically, the Center will:

- (1) Support and encourage adoption of best practices in patient care and service by all Virginia hospitals and health systems,
- (2) Facilitate effective collaborations among Virginia hospitals, health systems, health care providers and key stakeholders, and
- (3) Serve as a coordinating center for seeking, procuring and administering funding to support patient safety and health care quality initiatives in Virginia.

## **Organizational Structure**

The VHHA Center for Healthcare Excellence is a distinct unit within the VHHA structure. The Center is comprised of several components, some of which operate through the VHHA and others which operate through the Virginia Hospital Research and Education Foundation (VHREF). VHREF is the non-profit organization that sponsors educational programs and conferences for VHHA member organizations. The mission and activities of the Center will align with the existing mission of VHREF, which is to improve the health of the people of Virginia by training health career personnel and the promotion of scientific knowledge and research in the field of health care.

The VHHA Center for Healthcare Excellence will utilize the following functional components and activities in pursuit of its mission:

- Patient Safety Organization (PSO)
- Annual Patient Safety Summit
- Quality and patient safety data monitoring, trending and analysis
- Quality and patient safety policy guidance and advocacy
- Quality and patient safety communications and publications
- Quality and patient safety education, training and learning collaboratives
- Forums and partnerships

## **Governance**

The VHHA Board of Directors created an Advisory Council for the Center for Healthcare Excellence. The Advisory Council is chaired by a member of the Board of Directors and reports directly to the Board of Directors. The Advisory Council will participate in making strategic decisions concerning projects and initiatives for the Center and VHHA member organizations as well as set goals and objectives for projects and initiatives.

Initially the Advisory Council will be comprised of representatives from VHHA member organizations. In the future, external stakeholders who can offer innovative advice and dynamic perspectives on the activities of the Center will be added to the Council.

## **Goals and Deliverables for 2015**

A significant portion of the 2105 agenda for the Center has been influenced by the work of the VHHA Board of Director's 2014 Quality, Safety & Service Excellence Task Force as well as the CMS funded Partnership for Patient's Hospital Engagement Network (HEN) initiative that the VHHA participated in. Below is a list of goals and deliverables for the Center for 2015:

1. Facilitate a statewide initiative designed to support VHHA members' collective pursuit and adoption of high reliability principles and practices, with specific focus on the use of a consistent serious safety event rate.
2. Support a statewide initiative to improve the patient experience in all member organizations, potentially measured by HCAHPS scores.
3. Lead and support efforts to reduce avoidable readmissions and improve care transitions.
4. Fully establish the new Virginia PSO and engage participating members in specific patient safety improvement initiatives.
5. Partner with other stakeholders to address specific clinical areas determined to require focused and collaborative interventions (i.e., health care acquired infections, infant mortality, blood management issues, etc.).
6. Undertake efforts to enhance quality and safety data monitoring, analysis and reporting capabilities, with particular emphasis on updating the statewide performance report.
7. Identify a national scorecard that provides statewide comparative data that can serve as a reference for monitoring Virginia statewide performance improvement.

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