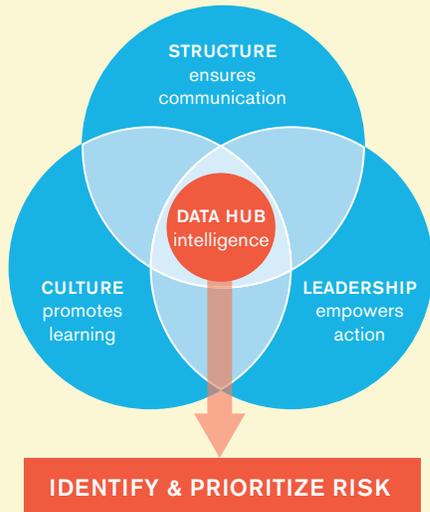


Client Case Study

# Beth Israel Deaconess Network



### THE RAP PROCESS AT BETH ISRAEL DEACONESS NETWORK

The RAP was a three-month project that leveraged one-on-one interviews and focus groups with a cross-section of leadership and front line staff and clinicians from the network. The purpose of these interviews was to gain a validating “view from the front lines” and systematically investigate key themes related to each site’s ability to deliver the safest care possible, and successfully integrate care in the ambulatory setting and across the growing BID network.

Strategies consultants explored three key dimensions of each entity’s patient safety profile: structure, culture, and leadership.

Armed with insights from nearly 200 interviews across the system, CRICO Strategies identified individual strengths and opportunities at each network location, and opportunities for enhanced collaboration and resource sharing across the network.

As a result of the assessment, Strategies recommended that BID Network leaders:

- Prioritize improvement of safety culture at one particular network site, improving patient safety reporting and energizing the community in safety and quality efforts,
- Increase physician engagement in quality and safety at one particular network site, and
- Develop a systematic, coordinated, continuous approach to patient safety surveillance and education across the enterprise.

## Beth Israel Deaconess Network at a Glance\*

Beth Israel Deaconess Medical Center  
Main Campus, Boston MA

- 6,000 staff
- 800+ physicians
- 1,000+ nurses
- 649 beds

### Affiliated Locations

- Beth Israel Deaconess Needham (41 beds)
- Beth Israel Deaconess Milton (88 beds)
- Beth Israel Deaconess Plymouth (155 beds)
- Ambulatory Practice Group (APG)  
(locations throughout greater Boston)

\*as of 2012

After acquiring a suburban community hospital and with plans for continued growth, Beth Israel Deaconess Network engaged CRICO Strategies in 2012 to conduct a Risk Appraisal and Plan (RAP) to understand and address the patient safety implications of ongoing expansion.

Beth Israel Deaconess Medical Center (BIDMC), recognized nationally for its excellence in clinical care, had undergone significant growth in recent years through the acquisition of small community hospitals outside the Boston metropolitan area. Its leadership engaged CRICO Strategies to conduct a Risk Appraisal and Plan (RAP) process to understand and address the patient safety implications of ongoing network expansion.

#### THE CHALLENGE

Beth Israel Deaconess (BID) Network leaders needed to evaluate their community hospitals' capacity to deliver the same safe, high-quality care for which BIDMC was known, and understand the steps they should take to build a unified patient safety strategy across their growing hospital network.

#### OUR APPROACH

CRICO Strategies conducted a RAP to identify and understand vulnerabilities that may impact clinical care and patient safety at each site and evaluate readiness for building a network-wide patient safety structure.

Interviews with a cross-section of nearly 200 clinicians and staff in all hospitals across the network explored each site's patient safety infrastructure, safety culture, and leadership's approach to patient safety and provided insights into each hospital's ability to reliably deliver on BID's promise to provide the highest quality care in a community setting.

#### RESULTS AND ACTION

*Unifying the network's patient safety strategy:* The RAP revealed network-wide readiness to collaborate in developing a comprehensive approach to patient safety surveillance and education. Based on this feedback from CRICO, BID Network leaders built strategic alignment for patient safety and risk

reduction across the system, starting with a network-wide collaborative safety intervention: Development of a network-wide guideline for peri-procedural anticoagulation management.

*Increasing system-wide capture and analysis of safety events:* RAP findings validated the prioritization of capturing patient safety data system-wide. With new collaborative relationships in place, BID leaders implemented new and upgraded patient safety reporting systems across the network and developed standardized event collection for system-level event analysis and data trending.

*Increasing employee and physician engagement in safety and quality:* The RAP revealed two BID Network locations struggling to engage staff and physicians in organizational safety efforts. Without their engagement, these hospitals could miss critical safety vulnerabilities. In response, BID Network leaders implemented Qstream, a fun and unique way to deliver online patient safety education to staff. Over 3,100 (since 2013) people have participated in over a dozen courses that support learning and retention of patient safety principles.

*Assessing safety culture:* Conducting culture of safety surveys on a regular basis has become a routine part of the quality and safety agenda network-wide, with some hospitals performing several surveys each year. Survey results are analyzed, discussed among leadership teams, focus groups, and staff, and appropriate responses are developed as needed. The surveys have proven to be an excellent tool for identifying areas in which improvements can be made.

#### CONTINUED GROWTH & LEARNING

While too early to capture hard data on changes in safety culture, leaders from across the network report improved communication and a collective sense that cultural barriers have been broken, replaced instead by bridges.



## Providing Solutions. Promoting Safety.

Strategies is a division of the Risk Management Foundation of the Harvard Medical Institutions, a CRICO company. A recognized leader in evidence-based risk management, CRICO is a group of companies serving the Harvard medical community. Its mission of improving patient safety is extended nationally, as Strategies offers risk solutions that deliver the highest degree of insight and data integrity.

Strategies community of peers, representing more than 400 hospitals and 165,000 physicians, share dialogue and comparative analyses of claims data and effective patient safety practices.



### CONTACT US TODAY TO GET STARTED

Gretchen Ruoff, 617-450-5500,  
or [gruoff@rmf.harvard.edu](mailto:gruoff@rmf.harvard.edu)

Visit our website: [www.rmf.harvard.edu](http://www.rmf.harvard.edu)

 [facebook.com/cricostrategies](https://facebook.com/cricostrategies)

 [twitter.com/cricostrategies](https://twitter.com/cricostrategies)

## What people are saying about the RAP...

*As a result of our enterprise-wide RAP, we recognized opportunities to work collaboratively with patient safety leaders across our enterprise to develop clinical best practices, conduct and share culture surveys, and standardize our approach toward event reporting. We now meet monthly with Chief Quality Officers, and Directors of Quality, Risk and Patient Safety across all the organizations within our "family." As a result, we have learned a lot from each other and are developing stronger working relationships among the hospitals as we focus on strategic efforts to improve patient safety across the enterprise.*

—Patricia Folcarelli

Director of Patient Safety & Health Care Quality  
Beth Israel Deaconess Medical Center

CRICO | strategies

A division of the Risk Management Foundation  
of the Harvard Medical Institutions, Inc.

[www.rmf.harvard.edu/strategies](http://www.rmf.harvard.edu/strategies)