



QUALITY  
PERFORMANCE

2017

OUR LADY OF THE LAKE REGIONAL MEDICAL CENTER



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# INTRO

At Our Lady of the Lake, we are committed to always improving. We do so by listening to patients, studying clinical outcomes, analyzing our processes, and adopting evidence-based treatments and best practices.

Honoring that commitment means sharing with the community we serve objective data about Our Lady of the Lake's performance. In this way, the Quality and Performance Report is your window into how we're doing.

This annual report presents measures of quality based on nationally accepted standards in patient outcomes and hospital safety. The report also includes results of independent, voluntary surveys patients take after they're discharged. It also provides updates about what we've done recently to improve quality, and details about our recent accomplishments and achievements.

## Highlights of our quality performance in 2017 include:

Our Lady of the Lake teamed up with LSU's College of Engineering and created an elite collaboration that uses engineering know-how to improve healthcare quality.

U.S. News & World Report ranks Our Lady of the Lake's ear, nose and throat services No. 37 out of more than 4,500 medical centers evaluated nationwide in 2017-2018.

Our Lady of the Lake Regional Medical Center earned a "high-performing" designation across six adult procedures and conditions in the 2017-18 U.S. News & World Report rankings. Those areas include:

- + Chronic Obstructive Pulmonary Disease (COPD)
- + Colon cancer surgery
- + Heart bypass surgery
- + Heart failure
- + Hip replacement
- + Knee replacement

Our Lady of the Lake, along with the other hospitals in the Franciscan Missionaries of Our Lady Health System, switched to Epic, a new, integrated medical records system that helps improve patient safety by enabling more effective monitoring and tracking of patient care.

Press Ganey scores in Our Lady of the Lake Children's Hospital continue to show an overall great patient experience – improving in 8 of the 10 areas measured.

Overall readmission rates at Our Lady of the Lake Regional Medical Center dropped by 1 percent and were lower than expected levels in 4 of the 5 areas measured.



## Top-tier ENT care

U.S. News & World Report ranks ear, nose and throat care at Our Lady of the Lake among the top 50 best in the country.

Our Lady of the Lake's ENT services ranked No. 37 out of more than 4,500 medical centers evaluated nationwide in 2017-2018. ENT care is under the direction of Daniel Nuss, MD, FACS, chief of ENT and Physician Director for the Head and Neck Program at Our Lady of the Lake.

Besides supporting strong academic programs, Our Lady of the Lake's team of highly specialized ENT surgeons are skilled at treating some of the most difficult conditions affecting the head and neck including cancer, benign tumors, facial deformities, congenital malformations, disturbances of hearing and balance, problems of the voice and airway, swallowing disorders and life-threatening infections of the nose and sinuses.

U.S. News & World Report is well known for its annual list of America's Best Hospitals list. Our Lady of the Lake routinely makes the list for overall quality of care, including in 2017-2018.

Our Lady of the Lake Regional Medical Center earned a "high-performing" designation across six adult procedures and conditions.

Those areas include:

- + Chronic Obstructive Pulmonary Disease (COPD)
- + Colon cancer surgery
- + Heart bypass surgery
- + Heart failure
- + Hip replacement
- + Knee replacement

Out of 208 hospitals in Louisiana, Our Lady of the Lake ranked No. 2 overall in the state.

## Measuring Quality

The quality of hospital care is not a vague concept, but is determined by carefully measuring universally accepted parameters and principles of care. According to the Institute of Medicine, quality care is determined by outstanding performance in six essential areas:

- + EFFECTIVENESS
- + SAFETY
- + EFFICIENCY
- + PATIENT-CENTEREDNESS
- + EQUITABILITY
- + TIMELINESS

Standard and accepted measurements of quality care include using evidence-based best practices, mortality (death rates), hospital readmissions (preventable returns to the hospital within 30 days of discharge), and complications.

# CLINICAL INNOVATION

## LSU Engineering Collaboration

In 2017, Our Lady of the Lake teamed up with LSU's College of Engineering to create an elite collaboration that uses engineering know-how to improve healthcare quality.

Improving healthcare using process engineering concepts is relatively new. In fact, Our Lady of the Lake's collaboration with LSU is on par with similar partnerships at top medical centers and universities such as Johns Hopkins, Mayo Clinic and Georgia Tech.

As a science, healthcare systems engineering produces better methods of patient care delivery by incorporating efficiency



and reliability into evidence-based medicine. The Healthcare Systems Engineering program at LSU will introduce students and healthcare professionals to system fundamentals of industrial

engineering. This partnership creates a continuous learning environment in which students and clinical teams will work together to improve processes to improve the quality of care.

## North Baton Rouge Emergency Department

On Nov. 15, 2017, Our Lady of the Lake answered a call to fill a gap in healthcare service in and around North Baton Rouge by opening a state-of-the-art Emergency Room.

Our Lady of the Lake North Emergency Room is an ideal complement to its neighbor at 5439

Airline Highway, LSU Health Baton Rouge North Clinic, which already provides urgent care, infusion services, as well as primary and oncology care to area patients.

It's an innovative and nationally recognized solution to meeting a community's vital medical needs,

said Scott Wester, CEO. "This unique facility provides patients with services for primary care, urgent care and emergency care all under one roof. The model is defining best practices, and others across the country are looking to Baton Rouge as an example of progressive healthcare."



## Epic improves quality and safety

On March 4, 2017, Our Lady of the Lake switched to a new, integrated medical records system designed around a guiding principle: keep patients safer and improve the quality of their care. Our Lady of the Lake helped lead hospitals of the Franciscan Missionaries of Our Lady Health System successfully to switch to the new system, called Epic. Epic provides accurate, connected information in real time and empowers physicians and clinicians to make more informed decisions about treatment.

Epic improves patient safety by enabling more effective monitoring and tracking of patient care. It also



ensures better continuity of care while encouraging patients to be more involved in their care and care planning.

Switching to Epic represented a \$315 million investment for our health system. Thousands of new computers, mobile workstations, hand-held printers and custom mobile phones are now in daily use throughout the system.

Teams throughout our organization continue to improve and perfect our Epic system, identifying new ways to improve safety and care quality. For example, during the opening of Our Lady of the Lake North Emergency Room, which is adjacent to LSU's North Baton Rouge Urgent Care Clinic, Epic enabled us to implement a seamless triage flow between the two, allowing our caregivers to transition their patients from urgent to emergency, and vice versa, based on the patient's clinical presentation. We continue to develop additional situations and locations where similar processes will improve safety and quality.

- + A total of 18,700 team members, nurses and physicians in our statewide system were trained to use the new system
- + Our nurses carry customized iPhones outfitted with barcode scanners, enabling them to scan patients' hospital arm bands, helping to reduce medical errors.
- + Epic has allowed for patient records to easily be exchanged between other healthcare facilities. This allows doctors to obtain better information on the patient, like recent lab work, instead of ordering repeat tests. This provides better care for the patient and in a shorter amount of time.
- + Epic has resulted in a 95 percent decrease in having doctor's notes being transcribed. Instead, doctors dictate directly into Epic, making the notes immediately available and reducing possible transcription errors.
- + Doctors are Eprescribing medicines more frequently - up to 49.5 percent versus 2.3 percent prior to Go Live with Epic. This allows doctors to see all medications the patient is taking, as well as helps contain narcotics prescribing, which is a local and national priority.



## Direct Admits/Patient Referral Center

A common way patients come into our care at Our Lady of the Lake is when their physician sends them directly from their office to the hospital for admission. These patients are admitted quickly because they bypass the Emergency Department admissions process. Directly admitting these patients has the added benefit of shortening wait times for patients who are awaiting emergency care in the Emergency Department.

In 2017, we assembled a team of leaders, physicians, quality specialists and frontline team members whose mission was to further streamline this process. Their goal was to make it easier

than ever for community physicians to admit their patients into Our Lady of the Lake. As a result of their work, the Patient Referral Center opened in April 2018, quickly reducing by

half the number of steps for direct admissions. Today, patients are admitted in an average of 40 minutes compared to 210 minutes previously.





# RESULTS

## We strive to give patients the best medical treatment and the best possible experience.

The most effective way to measure healthcare quality is to ask patients to evaluate their experience. The national standard for gauging and comparing patient satisfaction is a survey administered by the Hospital Consumer Assessment of Healthcare Providers and Systems Survey, or HCAHPS.

All patients are asked to complete the survey shortly after their stay. Developed by the Centers for Medicare and Medicaid Services (CMS) and the Agency for Healthcare Research and Quality (AHRQ), the survey measures patients' perceptions of their hospital experience.

# PATIENT SURVEY RESULTS



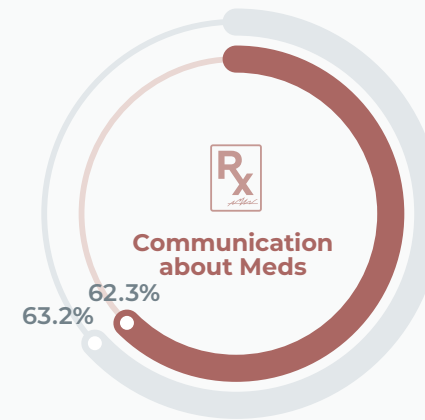
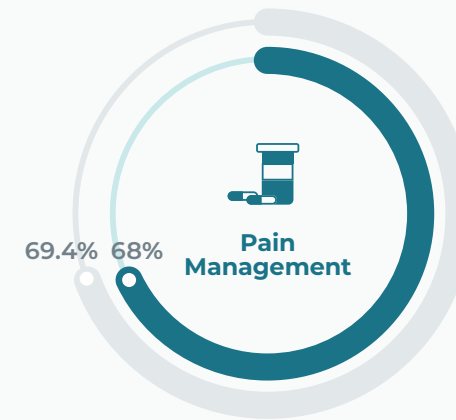
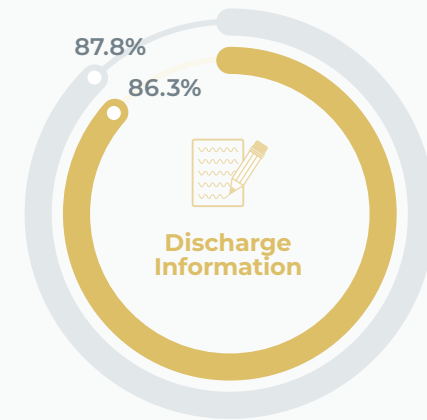
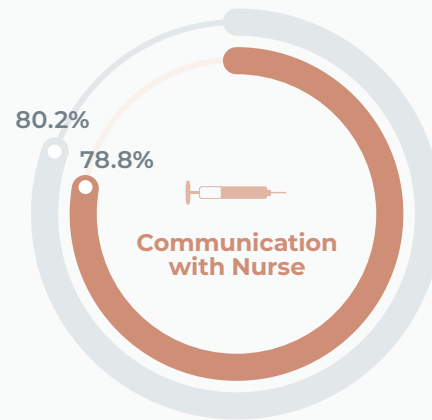
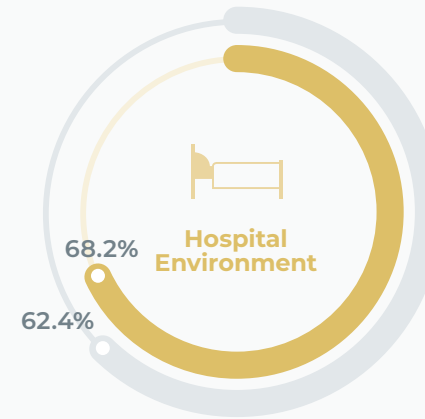
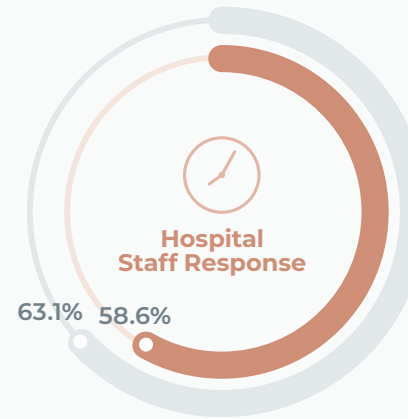
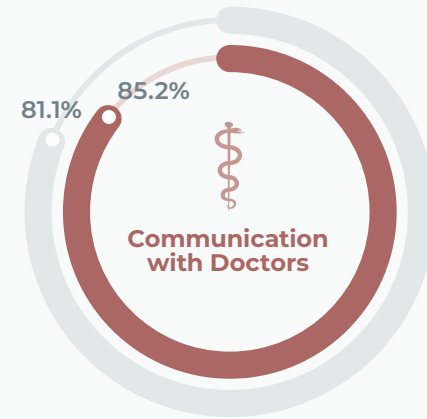
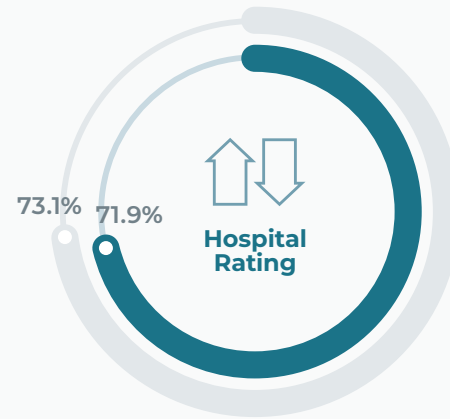
Our Lady of the Lake Scores

○ HCAHPS Average, 600+ Bed Group

The HCAHPS survey measures perceptions of patients' hospital experiences in eight categories. The data show Our Lady of the Lake's satisfaction score, as well how the hospital compares nationwide to other hospitals with 600 or more hospital beds.

HCAHPS measures our overall hospital rating and our patients' satisfaction levels in communication with doctors, communication with nurses, discharge information, the hospital environment, pain management, communication about prescriptions, and hospital staff response.

SOURCE: Press Ganey



# DELIVERING HIGHEST LEVEL OF PEDIATRIC CARE

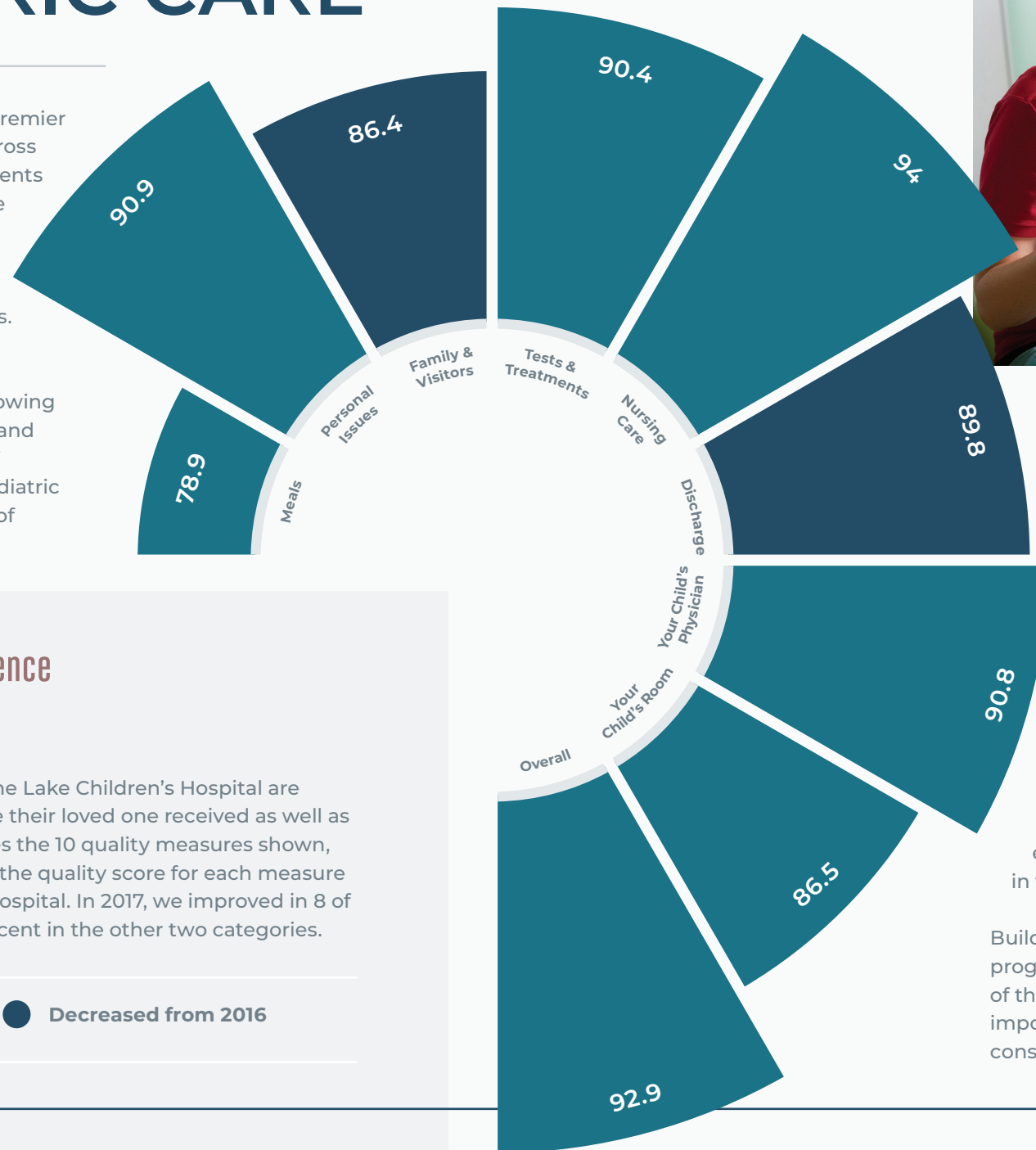
Our Lady of the Lake Children's Health is a premier provider of children's healthcare services across Louisiana, caring for more than 100,000 patients each year. Our main campus in Baton Rouge stands at the center of a statewide network of specialized care that includes more than 80 specialists, pediatricians and satellite clinic services in more than 25 subspecialties. With the construction of our freestanding children's hospital, set to open in the fall of 2019, the 66 acre campus, along with our growing statewide network, will transform our state and enable us to become a destination center of excellence delivering the highest level of pediatric care, thereby raising a healthier generation of children to adulthood.

## Children's Hospital Patient Experience

SOURCE: Press Ganey

Families of children treated at Our Lady of the Lake Children's Hospital are surveyed about their perceptions of the care their loved one received as well as their overall experience. The survey evaluates the 10 quality measures shown, with a top score of 100. Each bar represents the quality score for each measure for 2017 at Our Lady of the Lake Children's Hospital. In 2017, we improved in 8 of the 10 measures, and decreased only 0.1 percent in the other two categories.

● Increased from 2016      ● Decreased from 2016



## Accreditation of Child Life Intern Program

Certified child life specialists play an important role at Our Lady of the Lake Children's Hospital by helping children understand their illnesses in age-appropriate ways, calming their fears during medical procedures, and assisting families in coping with potentially traumatic events. Now the hospital's child life team is also playing a significant role in shaping the future of the child life profession.

The Child Life Clinical Internship Experience at Our Lady of the Lake

Children's Hospital recently earned accreditation by the Association of Child Life Professionals, becoming one of only 33 hospitals worldwide and the only hospital in Louisiana to earn this distinction. Child Life Council Clinical Internship Accreditation recognizes those institutions that meet the requirements established for clinical preparation programs in child life and promote the child life profession through continuous quality improvement of learning and professional practice.

## Using Virtual Reality and Augmented Reality to Improve Care Quality

Long before its steel skeleton climbed six stories up from a sandy knoll along Interstate 10 in South Baton Rouge, the freestanding Children's Hospital was well familiar to planners, physicians, clinicians and team members who by then had thoroughly explored the future hospital in vivid, virtual detail.

Building Information Modeling programs have enabled Our Lady of the Lake planners to make important improvements before construction began.

Team members wear 3-D goggles to make virtual explorations of the space. Design improvements have been made throughout thanks to these virtual reality and augmented reality technologies.

Surgeons, for example, got to experience the proposed layout of unbuilt operating rooms and were able to suggest important design changes that will enable them to operate more efficiently and safely.

Among the toughest design challenges is arrangement and placement of the seemingly infinite tangle of wires, ducts and pipes that make up the mechanical,

electrical and plumbing systems. By "building out" those systems in the virtual environment, planners developed smarter configurations and were able to prevent clashes and bottlenecks.

Even after the freestanding Children's Hospital opens in late 2019, our teams will continue using virtual reality technology to improve the quality of care. When maintenance staff are asked to make a repair, they'll first locate it using a detailed 3-D computer model. They'll be able to quickly locate valves hidden within walls as well as ideal access points for making various repairs.





## Patient/Family Advisory Council

No one knows a hospital's worth more than its patients and their families. Knowing and understanding their experiences are essential to improving our care. In October 2017, Our Lady of the Lake Regional Medical Center deepened our commitment to listening to patients by creating the Patient and Family Advisory Council.

We modeled it after a similar council that serves Our Lady of the Lake Children's Hospital. Now in its third year, the panel of parents has given a strong and informed voice to advocate for improved care for children.

Our Lady of the Lake Regional Medical Center's new Patient and Family Advisory Council is comprised of former and current hospital patients.

In only its first six months, the council already has contributed to important improvements. For example, the council helped redesign whiteboards found in all patient rooms. Now, the whiteboards are easier to read and understand, and they show information patients and family members want to know. The council even met with Our Lady of the Lake's chief medical officer to describe how patients and families prefer physicians communicate with them.

The Patient and Family Advisory Council is passionate about helping improve our care. As one member put it, "You truly care about how we, the patients and family, feel, and you actually implement some of our suggestions so others can experience improved care."

The council's work has only just begun. We will add 10 additional patient members in August 2018, and another 10 members the following year. By 2020 we will have up to 40 patients and former patients deeply engaged in this ongoing initiative.

## Quality and Safety Day Presentations

Our Lady of the Lake held its 3rd annual Quality and Safety Day in October 2017 in which clinicians and team members presented posters detailing innovations and new ways to improve patient safety and care quality.

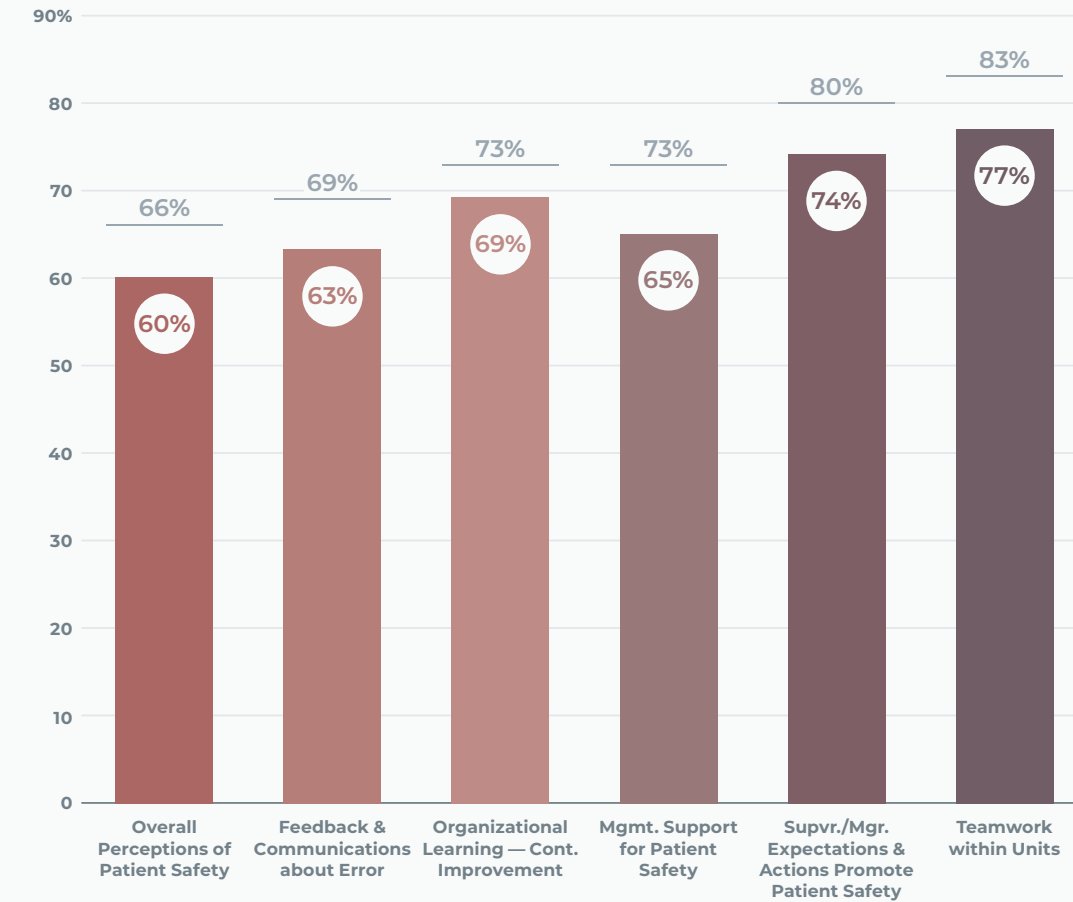
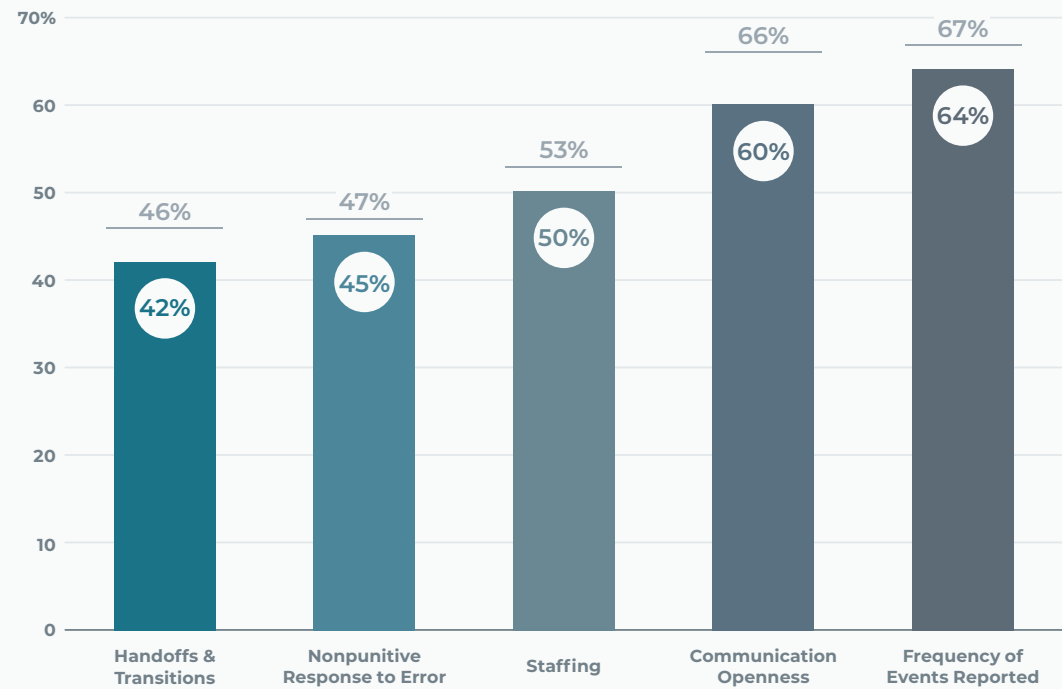
This year's presentations covered a wide range of subjects directly affecting patients, such as recognizing and managing secondary traumatic stress among nurses in the ICU and ER; developing a safe, effective oncology electronic medical record for chemotherapy treatment plans; and improving testing and diagnosis of Clostridium Difficile, or C.Diff, a potentially life-threatening infection.



# PATIENT SAFETY MEASURES

● ● Actual  
 AHRQ 2017 Median

This chart shows the 12 key measures for patient safety. The colored bars represent our scores compared to the national averages reported by the Agency for Healthcare Research and Quality, which are shown with grey lines.



# REDUCING HOSPITAL READMITS

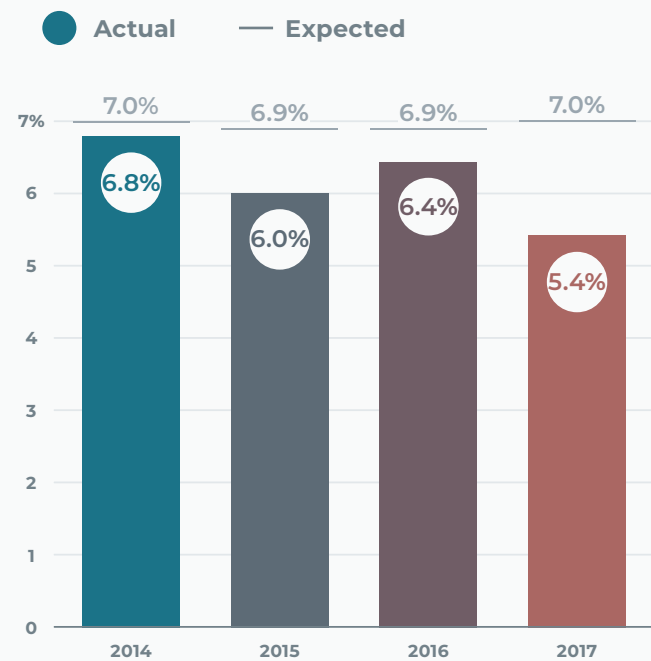
In a small percentage of cases, patients find themselves back in the hospital within 30 days for the same condition.

Our Lady of the Lake carefully tracks readmissions and works to reduce their occurrence. Among these, rates are measured and reported for five serious conditions: acute heart attack, heart failure, pneumonia, chronic obstructive pulmonary disease (COPD) and stroke. These charts provide comparisons of the actual 30-day readmission rates for Our Lady of the Lake with what would be expected for patients. The goal is to have fewer actual readmissions than expected. Our Lady of the Lake has outperformed expected readmission rates for the past eight years.

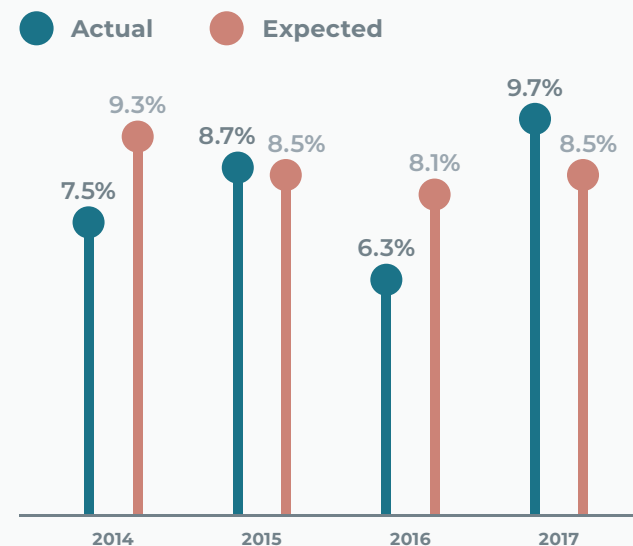
Expected rates are based on risk standardization models that account for variables affecting mortality rates such as age, gender, and overall health status.

Source: *Comparison, January 2014 – December 2017*

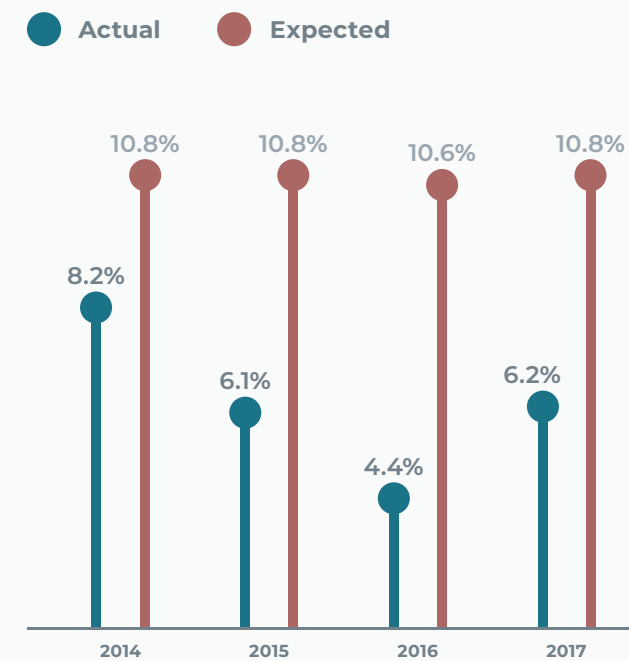
## Overall Readmissions Lower numbers are better.



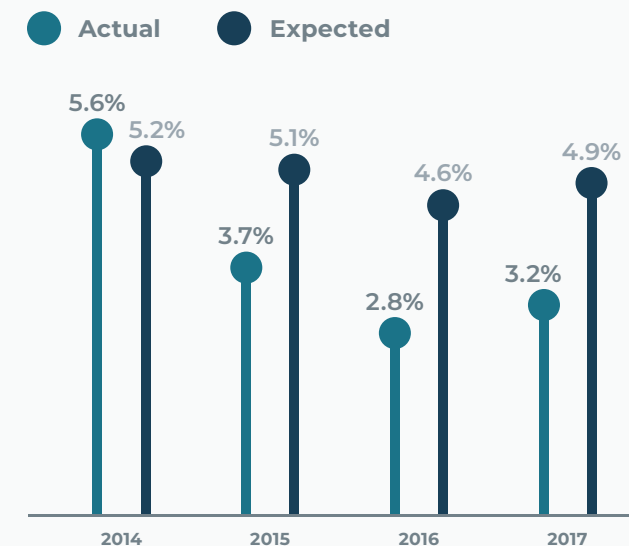
## Heart Attack Readmissions



## COPD Readmissions



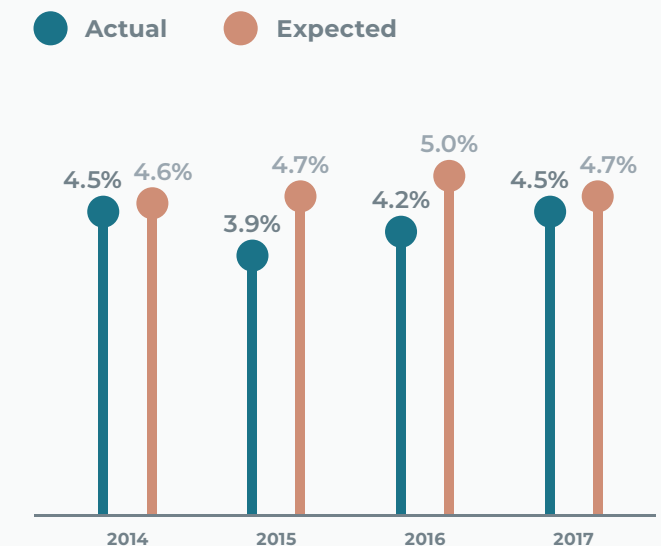
## Pneumonia Readmissions



## Congestive Heart Failure Readmissions



## Stroke Readmissions



# REDUCING HOSPITAL ACQUIRED INFECTIONS

As part of our ongoing work to reduce infection rates, in 2017 we continued to focus on decreasing the amount of time patients have central venous (central lines) and indwelling urinary catheters.

Central lines deliver medication to major veins in the body, which for some patients is vital to their treatment or recovery. Indwelling urinary catheters provide unobstructed drainage and measurement of urine output.

However, the presence of these lines in a patient poses a greater risk of infection if it's not carefully maintained, or if left in place too long. A team of physicians, nurses, and administrators worked closely to develop better line practices and standards as well as relevant training to our clinicians.

Efforts have focused on proper insertion and removal of lines, as well as on the maintenance and cleaning of devices. We were able

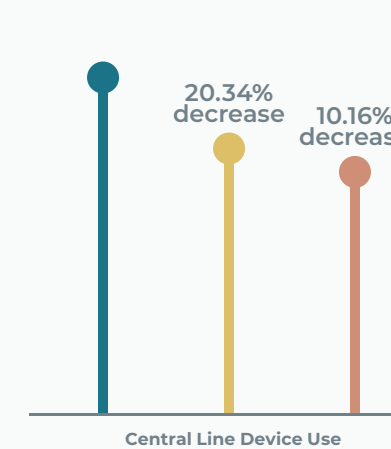
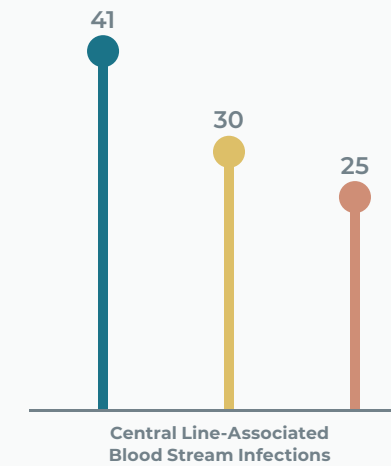
to reduce by 20 percent the use of central lines in 2015 – 2016. In 2017 we reduced their use by another 10 percent. In real numbers, it means 2,700 fewer central lines in our patients each year. We reduced urinary catheter days 29 percent since 2015 resulting in over 10,000 fewer urinary catheter days.

For 2017, Our Lady of the Lake achieved a 16.7 percent reduction in central line infections, which was on top of a 26.8 percent reduction in 2015-2016. Urinary catheter infections decreased 26 percent since 2015.



## Central Lines

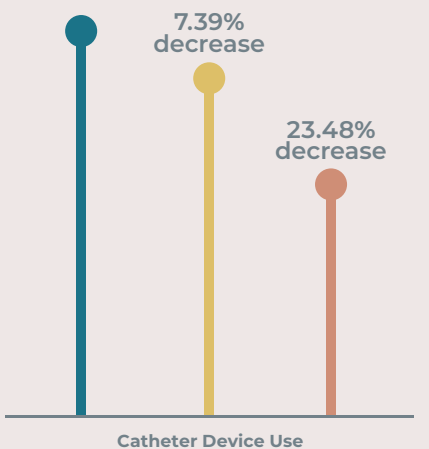
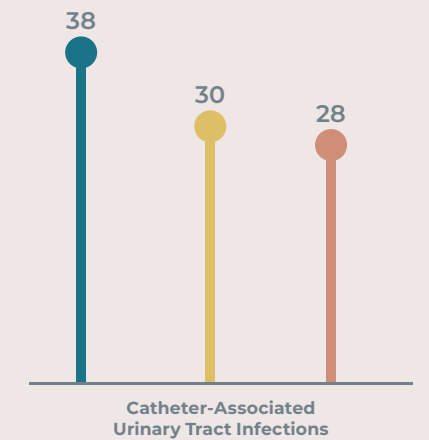
● 2015 ● 2016 ● 2017



Overall decrease in infections of 39% since 2015.

## Urinary Catheters

● 2015 ● 2016 ● 2017



Overall decrease in infections of 26% since 2015.

# REDUCING PATIENT MORTALITY



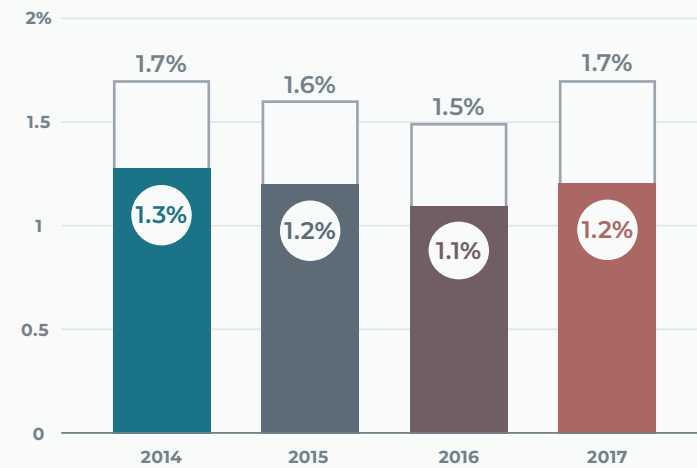
Our Lady of the Lake has significantly improved patient mortality since 2008, and is .5 percent ahead of expected rates. Our Lady of the Lake treats some of our community's most critically ill and injured patients, making these accomplishments all the more notable. Expected mortality rates are based on risk-standardization models that account for variables such as age, gender and overall health status.

SOURCE: Comparion, January 2014 to December 2017

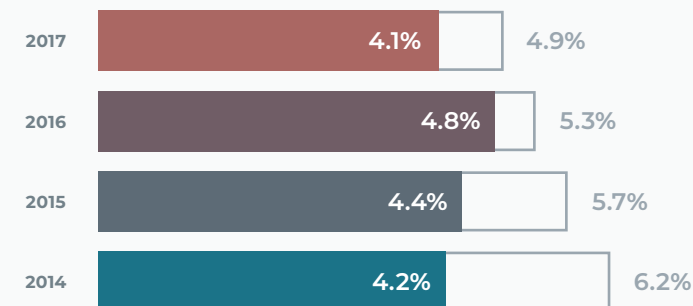
Lower numbers are better.

■ Actual  
— Expected

## Lowering Overall Mortality Rates



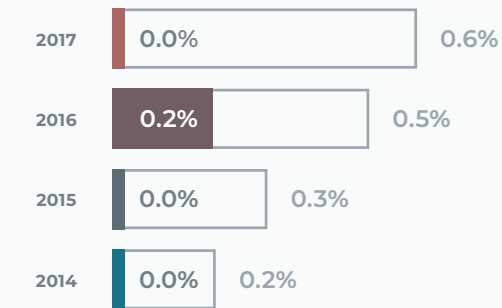
## Heart Attack Mortality Rate



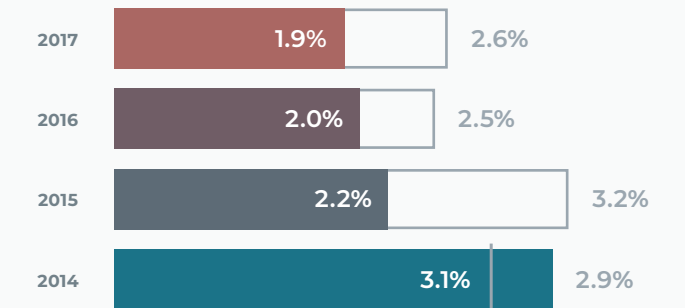
■ Actual □ Expected

Lower numbers are better.

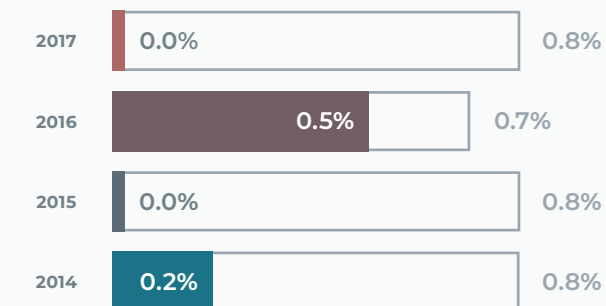
## COPD Mortality Rate



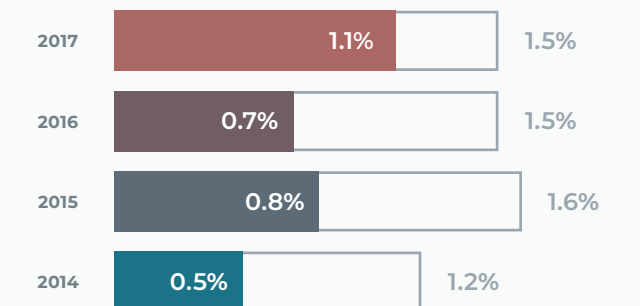
## Stroke Mortality Rate



## Pneumonia Mortality Rate



## Heart Failure Mortality Rate





# HONORS & AWARDS

Our Lady of the Lake earned the **Quality Achievement Award for Stroke Care** from the American Heart Association/American Stroke Association.

Our Lady of the Lake earned re-accreditation as a **Comprehensive Center for Metabolic and Bariatric Surgery** from the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program.

Our Lady of the Lake earned **Cardiac MRI Accreditation** from the American College of Radiology for excellence in heart imaging.

Our Lady of the Lake, which organized an independent project to improve knowledge, attitudes and behaviors about healthcare disparities among resident physicians, was one of only 29 hospitals nationwide to successfully complete **“National Initiative V: Improving Community Health and Health Equity through Medical Education.”**

Denise Dugas, executive director of mental and behavioral health for Our Lady of the Lake, was selected for the **American Hospital Association’s Section for Psychiatric & Substance Abuse Services National Advisory Council.**

U.S. News & World Report recognized Our Lady of the Lake as one of the nation’s **Best Hospitals in 2017** for excellence in treating the most challenging medical conditions. Our Lady of the Lake is ranked **best in Baton Rouge** and **No. 2 in Louisiana.**

Our Lady of the Lake is improving quality of life in our community by driving healthier lifestyles across Louisiana through 110 WellSpot locations designated by the Louisiana Department of Hospitals. A WellSpot is a place, space or organization that implements voluntary changes to make healthy living easier for Louisiana residents. Our Lady of the Lake has **more WellSpot locations** than any organization in the program.

Registered respiratory therapist Tracy Marquette has been appointed to a two-year term on the **national Association of Asthma Educators board of directors.** Tracy, who has 30 years experience at Our Lady of the Lake, improves the quality of life among asthma patients by providing patient and family education.

Health Centers in Schools, Our Lady of the Lake’s subsidiary that provides medical care in the East Baton Rouge School System, was recognized for its passion in improving access to healthcare among underserved children. Health Centers in Schools was recognized for making outstanding contributions to service-learning in higher education. Health Centers in Schools’ work earned designation of **Gulf South Summit’s 2017 Outstanding Community Partner Contributions.**



# LEADERSHIP

## 2017 Board of Directors

### *Chair*

John Selser

### *Vice Chair*

Donald Daigle

### *Secretary*

Yolanda Dixon

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William E. Balhoff  
Sr. Helen Cahill, FMOL  
Michael Crapanzano, MD  
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Richard Koubek, PhD  
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Benton Oubre, MD  
Henry J. "Skip" Philips, Jr.  
Sr. Eileen Rowe, FMOL  
K. Scott Wester

## Medical Executive Committee

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### *Vice Chief of Staff*

Louis Barfield, MD

### *Secretary/Treasurer*

Diane Kirby, MD

### *Executive Member at Large*

Robert Landry, MD

### *Member at Large*

Craig Greene, MD

### *Member at Large*

Michael Teague, MD

### *Surgical Division*

Brent Allain, MD

### *Medical Division*

James Westerfield, MD

### *Pediatric Division*

Roberta Vicari, MD

### *Immediate Past Chief of Staff*

Denzil Moraes, MD

### *In-House Physician Member*

Kelechi Iheagwara, MD

## Achieving Everyday Excellence

Embedded within our mission is the responsibility for quality. Our team members, physicians, students, partner organizations and governing boards alike seek clinical excellence, support outstanding performance, and promote the continual improvement of care. We honor accomplishment without rest for what our teams have yet to achieve as an organization. Within our ministry we share the gifts and talents that have been given to each of us by God, considering it our privilege to be of service.

## Mission

Inspired by the vision of St. Francis of Assisi and in the tradition of the Roman Catholic Church, we extend the healing ministry of Jesus Christ to God's people, especially those most in need.

We call forth all who serve in this healthcare ministry to share their gifts and talents to create a *Spirit of Healing* — with reverence and love for all of life, with joyfulness of spirit, and with humility and justice for all those entrusted to our care.

We are, with God's help, a healing and spiritual presence for each other and for the communities we are privileged to serve.







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