

Five Critical Success Factors for Implementing a Patient Blood Management Program in a Multi-Facility Health System

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By Evelyn 'Len' Guevara Lat, R.N., M.A., CNOR, manager, Huron Healthcare and Diane Karagory, R.N., managing director, Huron Healthcare

PATIENT BLOOD MANAGEMENT: "IT'S TIME TO WAKE UP!"

Patient blood management (PBM) is an evidence-based, multidisciplinary approach to optimizing the care of patients who might need transfusion. PBM has documented benefits, including reducing the need for transfusions and decreasing healthcare costs.¹

The core concepts of PBM have been proposed for years as a new standard of care to avoid potential complications of transfusion and control costs. The World Health Organization adopted PBM in 2010 as a principle to improve transfusion safety. But despite increasing agreement on the effectiveness of PBM programs, transfusion practices still vary widely and few PBM programs have been started in the U.S., prompting one study's authors to declare the lack of PBM programs "a wake-up call for physicians, hospital administrators, and regulators."²

Baptist Memorial Health Care, working with Huron Healthcare, saw an opportunity to improve patient outcomes and reduce costs by implementing a PBM program throughout their multi-facility healthcare system. This report describes the process of developing, implementing, and monitoring a new PBM program at Baptist Memorial Health Care, including critical success factors and questions to assess readiness for other healthcare organizations considering PBM.

THE OPPORTUNITY AT BAPTIST MEMORIAL HEALTH CARE

Baptist Memorial Health Care (BMHCC), a healthcare network based in Tennessee with hospitals in Arkansas, Mississippi, and Tennessee, is one of the largest not-for-profit healthcare systems in the nation, with 14 affiliated hospitals and over 4,000 affiliated physicians. BMHCC leadership recognized an opportunity to spearhead a PBM program. Objectives of the PBM program were to reduce clinical variation in transfusion practices, improve patient outcomes, reduce costs associated with the processing and procuring of blood, and decrease hospital stays, readmissions, and perioperative complications of transfused patients.

Using a collaborative approach involving multiple departments, BMHCC developed new criteria for adult and pediatric blood transfusions. Dr. Matt Dress, a pathologist, served as the Baptist System Medical Director for the Patient Blood Product Management Program. Dr. Dress presented the criteria to clinicians across the healthcare system for input and feedback. The criteria are currently being sequentially embedded into electronic health records, thereby automating the process and helping ensure compliance.

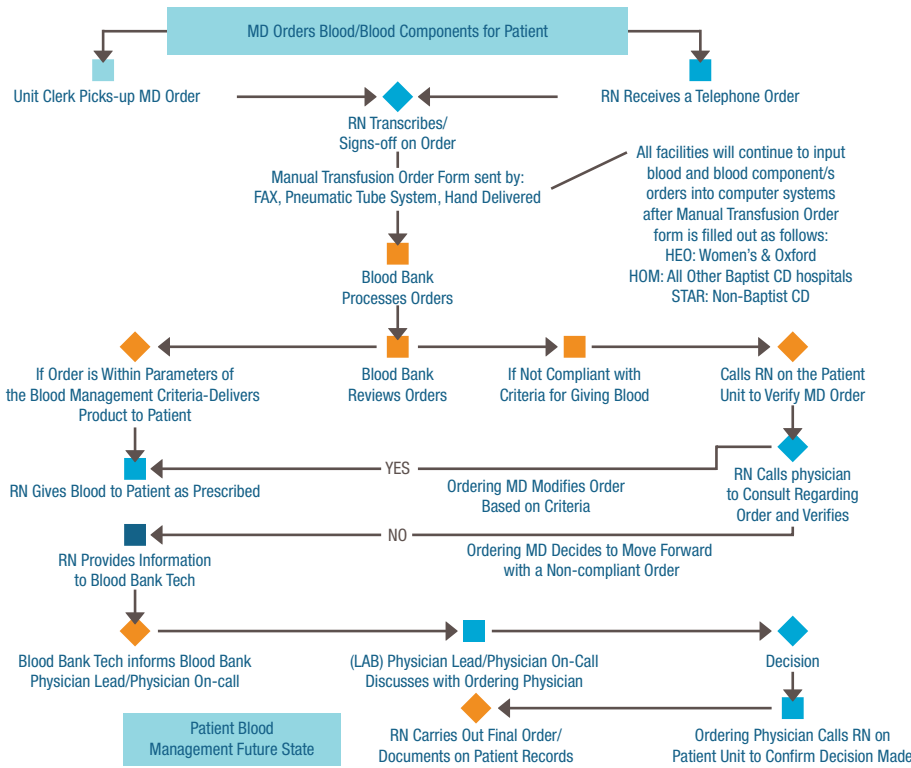
The team also developed a new workflow for clinicians involved in patient blood management (see Figure 1). The new workflow emphasizes decision-making based on best practices for blood management. Though the project is still in process, early results show an improvement in efficiency, including a streamlined ordering process for blood products and reduced staff time and resources spent on procuring blood products. The team hopes to begin showing measurable decreases in transfusions, length of stay, and readmissions.

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manager, Huron Healthcare

FIVE CRITICAL SUCCESS FACTORS

Figure 1. Blood Management Workflow at BMHCC



Source: Huron Healthcare

FIVE CRITICAL SUCCESS FACTORS FOR IMPLEMENTING A PBM PROGRAM

Throughout the design and implementation of the PBM program at BMHCC, there were five critical factors that determined its ultimate success.

1. Leadership Commitment. Before the project began, BMHCC leadership decided they were committed to the effort. “We knew that developing a patient blood management program had many potential benefits,” said Dr. Paul DePriest, Executive Vice President and Chief Operating Officer. “Since we are strongly committed to our patients’ safety and outcomes, we knew we wanted to partner with Huron’s experts to design and implement new blood management criteria. We formed a system-wide team of physician champions led by a pathologist, Dr. Matthew Dress who serves as the System Medical Director for the Patient Blood Management Program.”

Strong leadership ensured an appropriate level of resources and support for the project through completion. BMHCC executives were instrumental in setting goals, monitoring progress, bringing outside partners and resources to the project when necessary, and delegating implementation to appropriate personnel.

2. Collaborative and Inclusive Approach. Huron Healthcare worked with BMHCC in a collaborative process to develop new clinical criteria for PBM. The process was designed to get input and support on a regular basis from physicians, as well as nursing, pharmacy, laboratory, and blood bank personnel on the new PBM criteria. “Our approach was particularly successful because we emphasized buy-in from all the different groups involved in patient blood management, especially the front-line physicians ordering transfusions,” said Dr. Matthew Dress-System Medical Director for PBM, BMHCC.

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Diane Karagory, R.N.

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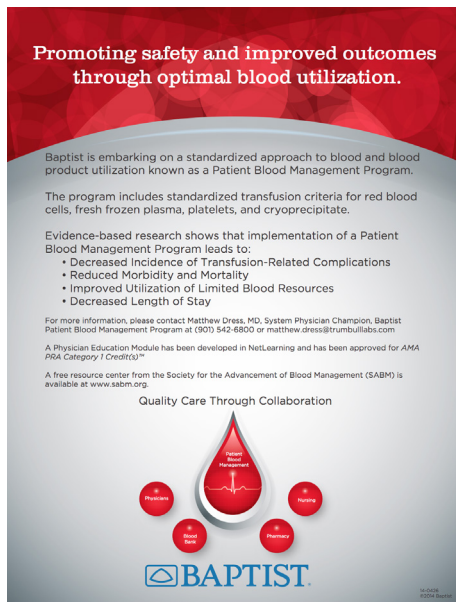
FIVE CRITICAL SUCCESS FACTORS

One especially important piece was working with the Quality Management department at each hospital and appointing a physician leader for the initiative. The medical director for the program had frequent communication with front-line physicians, encouraging their input and addressing their concerns while presenting the best practice literature to physicians as requested. These rich conversations are continuing even as the processes are being implemented.

3. Broad, Incentivized Participation.

To ensure clinicians understood the new PBM criteria, Huron Healthcare worked with BMHCC's corporate office to launch an internal campaign educating clinicians about the new criteria. Physicians were offered continuing education credits for participating in PBM education modules. The team developed and disseminated educational posters that invited clinicians to learn more by contacting the Physician Champion and to sign up for a Physician Education module.

Figure 2. PBM Program Promotional Poster



Source: Baptist Memorial Health Care

4. Automated Implementation. The PBM team worked with the IT department to embed new PBM criteria into Epic, BMHCC's electronic health records system. Epic is being sequentially rolled out across the 14-hospital system, with a completion date in the summer of 2015. The new guidelines will appear in the Epic dashboards when physicians order blood products, providing guidance and a "hard stop" on transfusions when necessary.

5. Ongoing Monitoring and Education.

The team will use the new dashboards in Epic to monitor providers' compliance with PBM criteria. If necessary, the team will offer additional education to providers who transfuse regularly outside the established criteria.

ASSESSING READINESS FOR PBM

There is an emerging consensus in the literature, as well as an increasing number of success stories at institutions like BMHCC, indicating that PBM programs can have a positive impact on patient outcomes and healthcare costs.

When considering a PBM program, healthcare organizations should consider the following:

- How can a PBM program improve patient safety, patient experience, quality of care, and healthcare costs at our institution?
- What is our level of leadership commitment for a PBM initiative?
- Do we have personnel available across multiple departments to coordinate and implement the program, or do we need outside support?
- Do we have access to a proven methodology for PBM implementation and tools for ongoing monitoring?

Adhering to evidence-based guidelines for improved patient outcomes is imperative in today's healthcare environment. A PBM program can be a critical component for multi-facility healthcare systems looking to improve care processes, contain costs, and provide excellent patient care.



FIVE CRITICAL SUCCESS FACTORS

ABOUT HURON HEALTHCARE

Huron Healthcare is the premier provider of performance improvement and clinical transformation solutions for hospitals and health systems. By partnering with clients, Huron delivers strategy and solutions that improve quality, increase revenue, reduce expenses, and enhance physician, patient, and employee satisfaction across the healthcare enterprise. Clients include leading national and regional integrated healthcare systems, academic medical centers, community hospitals, and physician practices.

To see how Huron Healthcare solutions can empower your mission, contact us at 1-866-229-8700 or visit huronconsultinggroup.com/healthcare.

ADDITIONAL RESOURCE

SABM-Society for the Advancement of Blood Management, <http://www.sabm.org/>

REFERENCES

1. AABB. Patient Blood Management. Available at: <http://www.aabb.org/pbm/Pages/default.aspx>.
2. D. R. Spahn, O. M. Theusinger, & A. Hofmann. (2012) Patient blood management is a win-win: A wake-up call. British Journal of Anaesthesia. Volume 108 (6), pp. 889-892. Available at: <http://bj.a.oxfordjournals.org/content/108/6/889.full>.

CONTACT

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THANK YOU

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