# State Quality Collaborative Leaders Panel: National Perspectives on Improving Perinatal Care

State Quality Collaborative Leaders





### **State Quality Collaborative Leaders Panel**

- Lisa Kane Low, PhD, CNM, FACNM, FAAN

  Michigan's Obstetric Initiative (OBI)
- Susan Ford, MSN, RN
   Ohio Perinatal Quality Collaborative (OPQC)
- Shannon Pursell, MPH

  Virginia Neonatal Perinatal Collaborative (VNPC)







The Obstetrics Initiative (OBI) is a state-wide data-driven quality improvement project comprised of 75 Michigan maternity hospitals. We lead statewide collaboration to create optimal maternity care experiences for all Michigan families.

We were launched in 2018 and initiated projects in 2019. OBI is a Collaborative Quality Initiative (CQI) funded by Blue Cross Blue Shield of Michigan/Blue Care Network.

Our first initiative is supporting physiologic vaginal birth and safely lowering the cesarean delivery rate among low-risk (for cesarean delivery) patients.



27.4 %

OBI Collaborative **BASELINE** cesarean birth rate (January – November 2020)

24.7 %

AIM: 10% relative reduction in OBI collaborative wide NTSV Cesarean Birth rate from 27.4% to 24.7% by December 2022.

# How we will measure:

Calculated collaborative-wide cesarean birth rates using NTSV cases submitted to the OBI Workstation.

Control charts to monitor ongoing changes and a mean rate for Jan-December 2022 cases will be calculated in May 2023 when 2022 cases are final.



# Organizational Structure

Leadership Team Coordinating Center

Program Management

Nursing:

Quality, Outreach, Data Management

**Analytics** 

Clinical Data Workstation Site Level OBI Champion Team

Lead: Provider and Quality

Multidisciplinary Membership

Communication

Clinical Data Abstractors



Measure #	Weight	Measure Description	Points
1	5%	OBI Hospital Survey	5
	070	Complete the 2022 Undisturbed Labor and Birth (ULaB) Survey	5
2		Attendance at the OBI Collaborative SemiAnnual Meetings*	10
	10%	At least one Multistakeholder Team Member attends both SemiAnnual Collaborative Meetings (April 15, 2022 & November 4, 2022)	
		Clinical Data Abstractor (CDA) or designee attends both SemiAnnual Collaborative Meetings (April 15, 2022 & November 4, 2022)	5
		Maternity Unit Culture	5
3	5%	>50% labor and delivery (L&D) staff completed the labor culture survey by June 1, 2022	5
	0,0	>30% L&D staff completed the labor culture survey by June 1, 2022	2
		Education	10
		Peer-to-Peer Engagement: Video Workgroups	
4	10%	Attend 6 out of 6 monthly video peer-to-peer workgroups	7
		Webinars*	3
		Disseminate each of the 3 OBI Webinars to unit staff	3
		Nulliparous, Term, Singleton, Vertex (NTSV) Case Selection Audit Accuracy	10
		>97% Case Selection Accuracy	10
5	10%	92 - 97% Case Selection Accuracy	6
		< 92% Case Selection Accuracy	2
		No Audit Participation	0
		Dystocia Compliance Measure	20
6	20%	60% compliance or above	20
•	2070	40-59.9% compliance	
		0-39.9% compliance	0
		Assessment of Fetal Well-Being and Patient Engagement QI Implementation	
		Choose one of the following projects:	
		1. Implementation of RPC IA Bundle	40
		2. Management of Category II Fetal Heart Rate Tracings	
		3. Continue or Initiate TeamBirth	
7	40%	Scores 95 - 100 points on selected QII	40
		Scores 81 - 94 points on selected QII	35
		Scores 70 - 80 points on selected QII	30
		Scores 60-69 points on selected QII	25
		Scores 1 - 59 on selected QII	15
		No implementation	0
	100%	TOTAL	100
		*CME and CEU available	
		Indicates Participation Measures	
		Indicates Performance Measures	

Annually we develop the Pay for Participation/Performance Score Card

Hospitals receive compensation based on their score on the card

The initial emphasis was on participation and has transitioned to performance measures since 2021



OBI strategy roadmap – building QI capacity

2022

2019

2021

 Dystocia: Cesarean birth utilization review

 Patient centered huddles: Team Birth

 Year 1 of pay for performance process measures

QI Curriculum

Admission checklist

Labor progress bundle

Pay for participation

Dystocia compliance

Fetal assessment QI options

Expanded birth equity

Patient reported experiences

Repeat Labor Culture Survey

2020

Clinically abstracted data

 Shared decisionmaking education and training

Labor Culture Survey

 Expanded QI focus with workgroups



# MIAIM

# MICHIGAN ALLIANCE FOR INNOVATION

ON MATERNAL HEALTH (A) I M



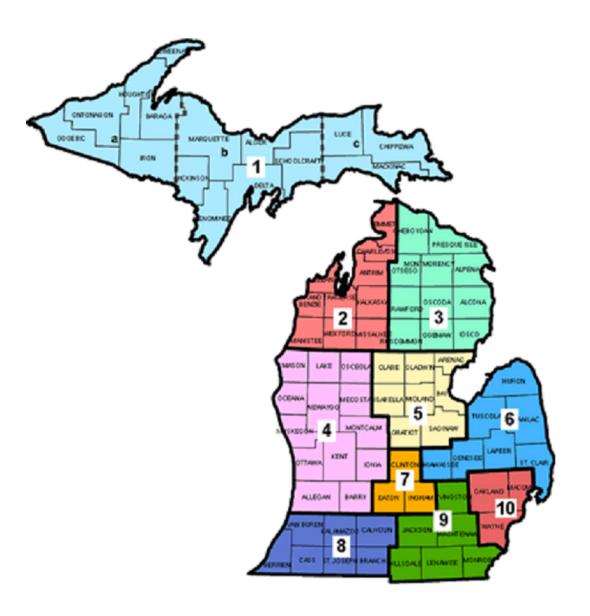






2016-2022 **Bundle Focus** 

Hemorrhage Hypertension OBI: Reducing Primary Cesarean Sepsis



Michigan Perinatal Quality Collaborative:
State-Wide with Regional Representation
Organized by Prosperity Regions

Multistakeholder
Community Membership Requirement
Supports for Community Membership
Engagement

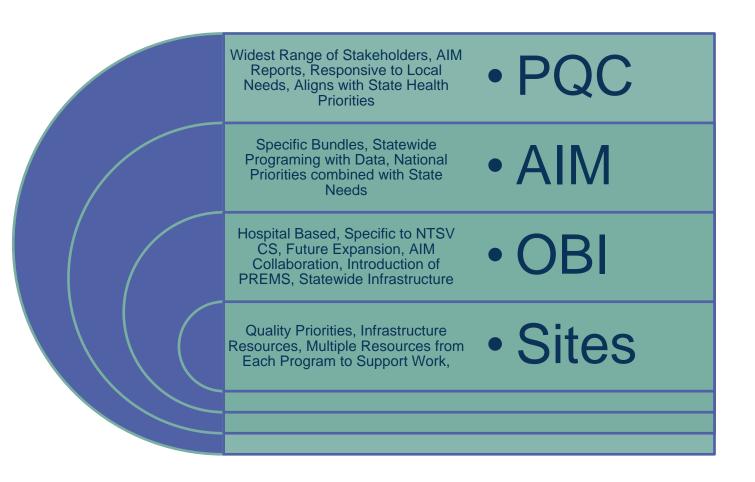


# Quality Improvement Projects Tailored to Local Needs Guided by State MIHE Plan

- Birth Equity/Implicit Bias/Health Equity
- Expanding and improving access to care and support throughout the pregnancy and postpartum period
- Universal Screening for Behavioral and Mental Health Trauma informed care
- Smoking Cessation
- Home Visiting Programing
- Perinatal Substance Use Disorder
- Doula Workforce
- Community AIM program: Transitions in PP Care



#### Coordination and Synergies between Perinatal Quality Improvement Initiatives









#### MI AIM 2021 Designation Criteria CALENDAR YEAR 2021

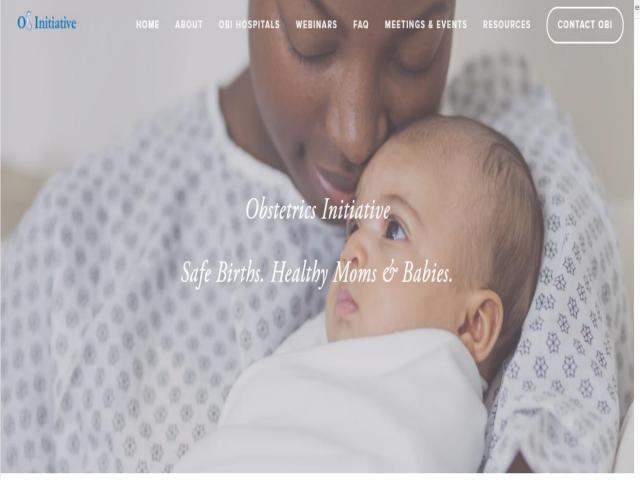
Measure Name	Measure Description			
	Commitment document signed and returned by one member of hospital administration, one member of data or quality, and one member of OB team. Due by September 15, 2021 *Required	5		
	Combination of meeting and webinar attendance			
	<ol> <li>At least one member of the hospital team attends the June 28-29, 2021 Mother Infant Health Summit.</li> </ol>			
	<ol> <li>At least one member of the hospital team attends two Regional Perinatal Quality Collaborative meetings and participate actively.</li> </ol>	5 points (5 bonus		
	<ol> <li>At least one member of the hospital team attends at least 4 educational webinars</li> </ol>	points for all three)		
Participation in MI AIM completed via	*Hospital receives 5 points for attendance at TWO of the above or 10 points (5 bonus points) for attending all THREE events.			
attestation	*attestation survey			
form on www.miaim.us	Provider Education			
	Completion of Implicit Bias Training for health care professionals (including medical staff and trainees): 50% of OB health care professionals 5 points or; 75% of OB health care professionals 10 points or; 100% of OB health care professionals 15 points (5 bonus points) *attestation survey			
	Sign up for the MI AIM Technical assistance list serve and have at least one person of the hospital team participated in a Maternal Health Safety Session (if available).  *attestation survey			
Total Points for Participation in MI AIM	Combination of meeting and webinar attendance (may 10 nts 5 honus noint			

Measure Name	easure Name Measure Description			
	Complete structure survey by September 15, 2021 in KeyMetrics.  (The MHA will send a notification for survey to hospitals in July, when survey opens)			
2021 Data Reporting (20 pts)	Report monthly process measures (Jan '21 – Dec '21)  Submit monthly data no later than two months after the end of each month (data deadlines within KeyMetrics). [One point for each month an additional +3 points for 12 months of on time data.] *attestation survey			
	Hemorrhage (20 pts)			
	Average of ≥80% of deliveries have a PPH Risk Assessment completed once on admission into L&D and on admission to Postpartum; 20 chart abstractions per month [10 vaginal deliveries and 10 c-section deliveries or query all deliveries]			
	Average of ≥80% of all deliveries have QBL; 20 chart abstractions per month [10 vaginal deliveries and 10 c- section deliveries or query all deliveries]	10		
	Severe HTN (20 pts)			
	Average of >80% of cases time to treat severe range BP's < 60 minutes (include all cases that equal 160/110); 20 chart abstractions per month [10 vaginal deliveries and 10 c-section deliveries or query all deliveries]			
	OR	-		
Implementation (55 pts)	Show improvement in time to treat severe range BP's < 60 minute from calendar year 2020 (include all cases that equal 160/110); 20 chart abstractions per month [10 vaginal deliveries and 10 c-section deliveries or query all deliveries]			
	Sepsis			
	Attestation that hospital has implemented a policy for maternal sepsis for screening, protocol for diagnosis, and prompt treatment. *attestation survey	10		
	Submit Sepsis Bundle metrics into KeyMetrics through 2021			
	OBI (5 pts)			
	Average of > 60% of NTSV primary cesareans performed for dystocia meet ACOG/SMFM (this information is received by individual hospital from OBI and then hospital submits to MI AIM via attestation survey) *attestation survey	5		
otal Points Data Reporting and mplementation	Combination of data reporting (20 points), Hemorrhage Bundle Implementation (20 points), Severe Hypertension Bundle Implementation (20 points), Sepsis Bundle Initiation (10 points), Sepsis bundle data submission (5 bonus points), and OBI engagement (5 points).	75 (+5 bonus points)		
Total		100 (+15 bonus points)		

### Efforts to Reduce Primary Cesarean Delivery







es-tools

#### Resources

PUBLISHED RESOURCES & TOOLKITS

#### OBI HOSPITALS RESOURCES & TOOLS

QI WEBINARS

LITERATURE REVIEW

COVID-19 RESOURCES FOR MATERNAL AND INFANT HEALTH

#### **OBI Hospital Resources & Tools**

OBI supports the dissemination of strategies shown to support vaginal births and safely reduce cesarean delivery rates for low-risk births. This page is for our OBI hospitals to share their best practices, tools, and resources. Tools are categorized and credit is given to the hospital that created and shared it.



**OBI Checklist** 



Promoting Spontaneous Progress in Labor Bundle



Labor Partnership/Birth Plan



**CD Pre-Operative Checklist** 



**Hospital Admission** 



**CD Review Form** 



Doulas



Patient Education



First Stage of Labor Support







OBI supports vaginal births and *safely* reducing cesarean deliveries for "low-risk" pregnancies in Michigan hospitals.

# ILPQC 10<sup>th</sup> Annual Conference

Ohio Perinatal Quality Collaborative
Susan Ford, MSN
October 27, 2022

## The Ohio Perinatal Quality Collaborative Team

Funding from Ohio Department of Medicaid and Ohio Department of Health coordinated through Cincinnati Children's James M. Anderson Center for Health Systems Excellence Learning Networks Program



Mona Prasad, DO, MPH
Maternal Fetal Medicine &
Addiction Medicine Faculty



Kamilah Dixon, MD
OB Faculty,
Diversity and Equity



Carole Lannon, MD, MPH Collaborative Science Lead



John Morehous, MD
Pediatric Faculty



Heather Kaplan, MD, MSCE Neonatal & QI Faculty



Nichole Nidey, PhD, MS

Maternal Child Health

Epidemiologist



Susan Ford MSN, RN
Quality Improvement
Specialist



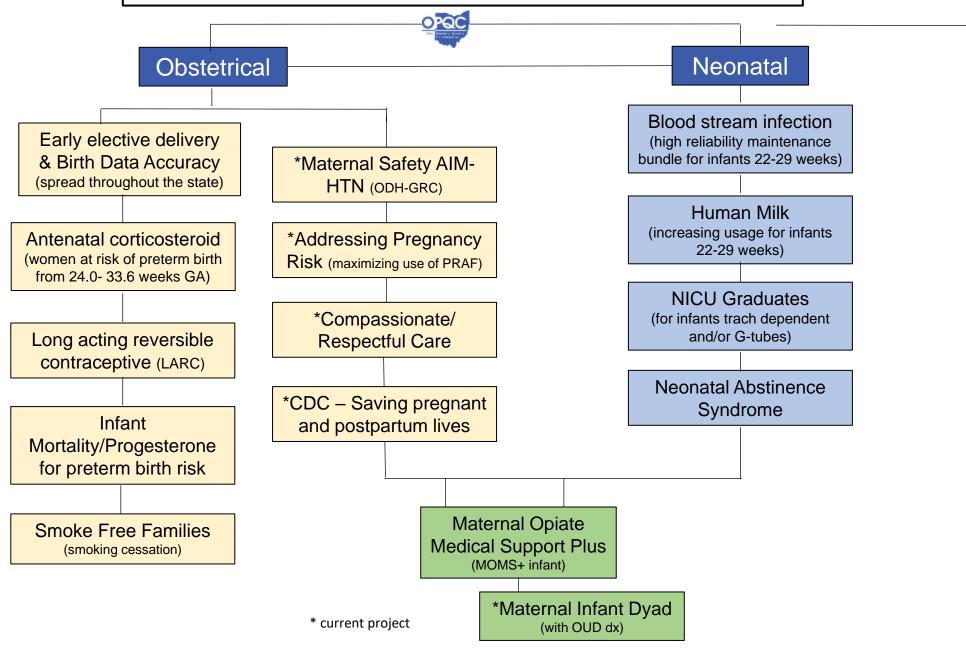
Sandra Fuller MEd
Director of Quality
Improvement Learning
Networks



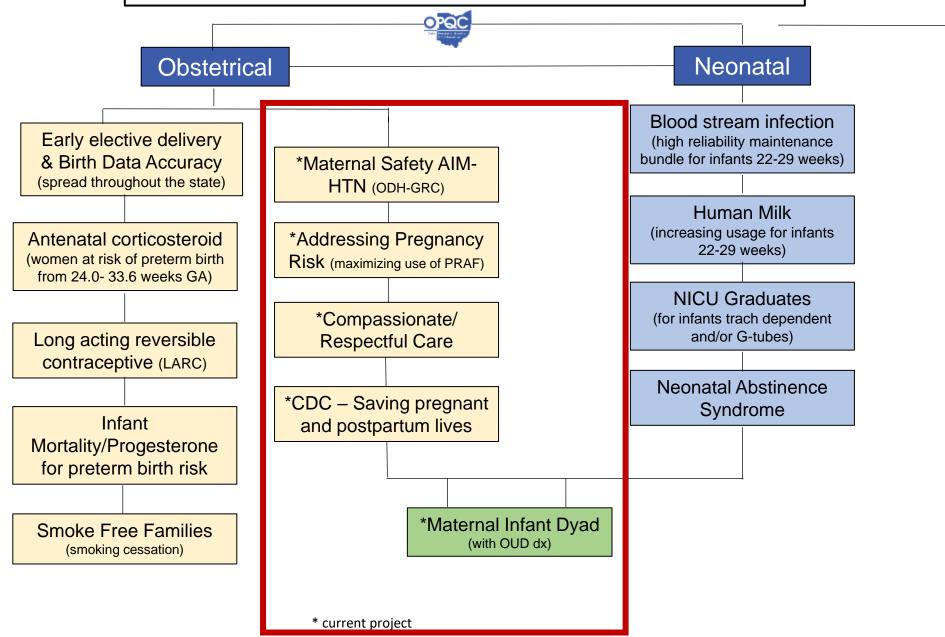
Kristen Hale, BSW
Project Management
Specialist



#### Ohio Perinatal Quality Collaborative Projects



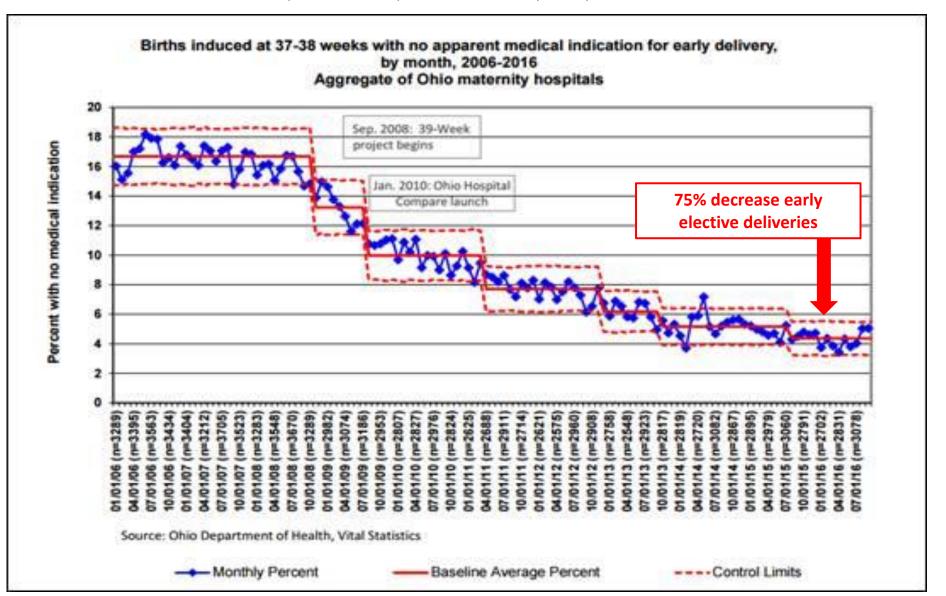
#### Ohio Perinatal Quality Collaborative Projects





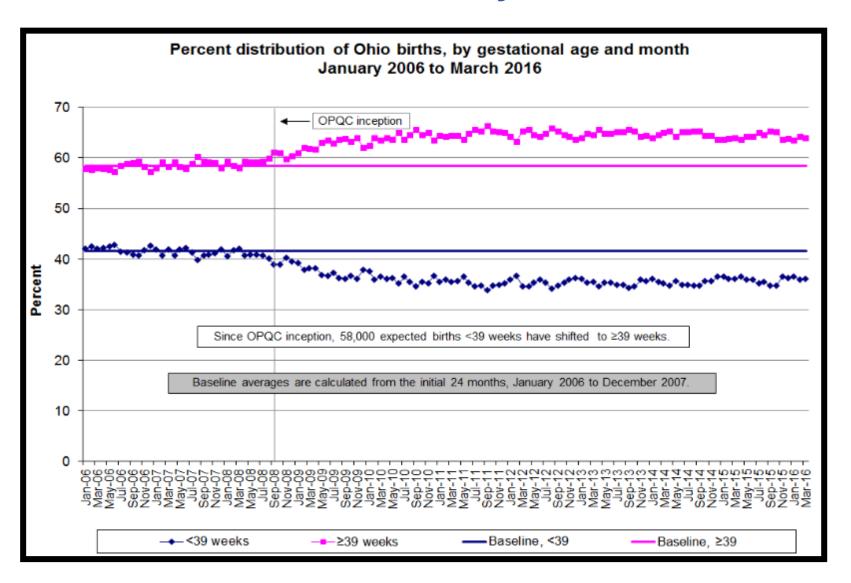
# **OPQC Early Elective Delivery Project**

(2008-2014) 108 maternity hospitals





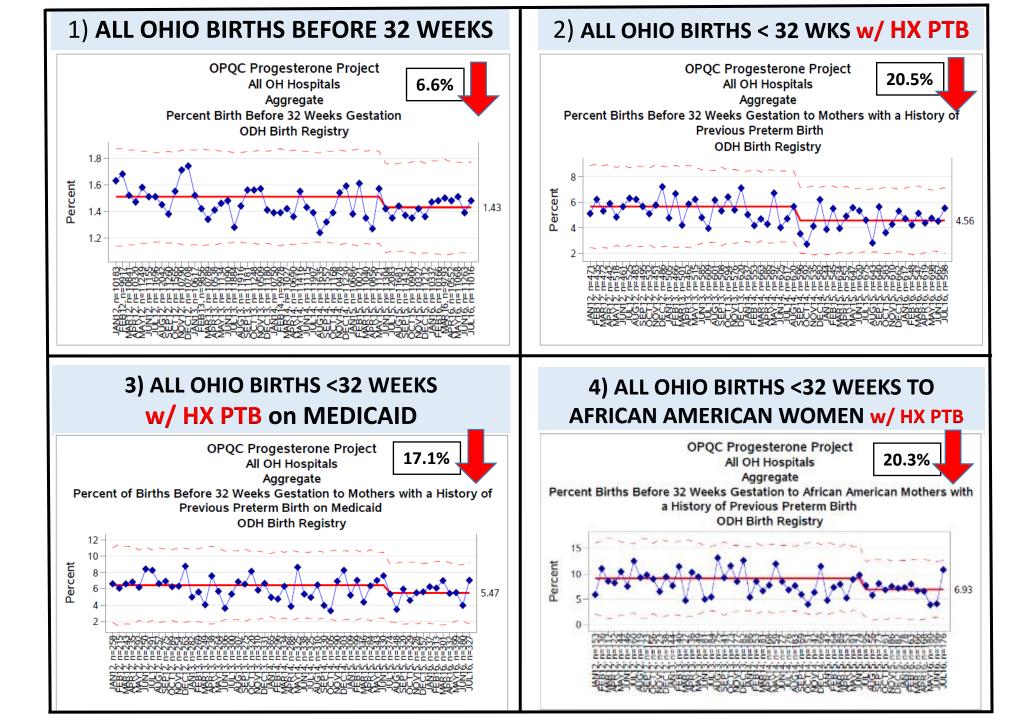
# Between September 2008 and March 2016, >58,000 births shifted to term





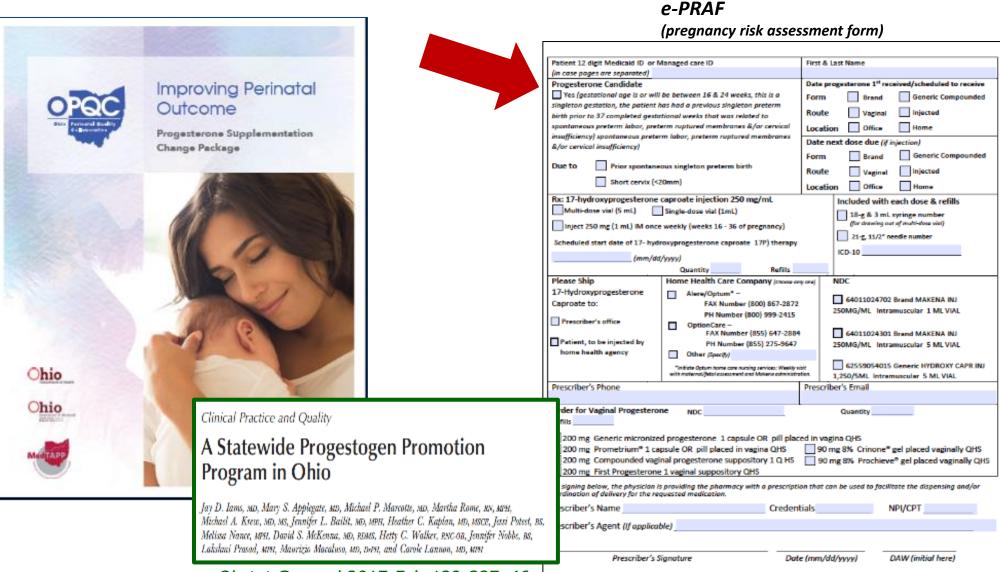
# Addressing Infant Mortality/Prematurity The Progesterone Project

**Practice + Systems Change** 





## Progesterone Project Outcomes





# Neonatal Abstinence Syndrome Protocol

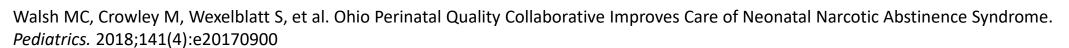
- Non-Pharmacologic Bundle:
  - Swaddling, Clothed Cuddling, Quiet Room, Feeding
- Pharmacologic Therapy Bundle:
  - Morphine or Methadone
  - Escalate, Stabilize, Wean

After 9 months, length of *pharmacologic* treatment decreased by 9% from 13.4 to 12 days, and the LOS decreased by 9% from 18.3 to 17 days.

Further reductions in LOS following test of non-pharmacologic therapy (optimal feeding) from 17 to 16.3 days

Total = 2 days reduction in LOS

In 2017, avoidance of 846 hospital days; estimated savings of almost \$1m/year (and better mother/infant connection)

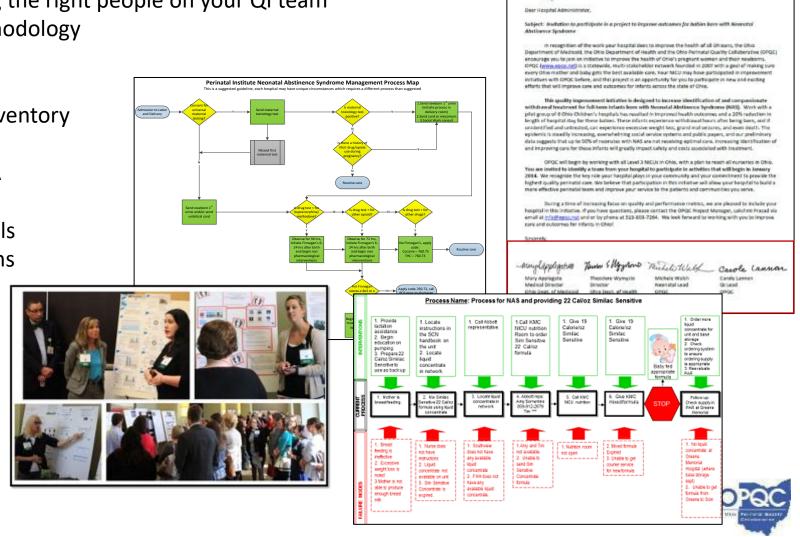


# Current OPQC Projects

Project title	Description	Partners
Maternal Safety	Working with state partners to improve safety of women during pregnancy and early postpartum (using AIM bundles)	Ohio Department of Health Ohio Government Resource Center
Addressing Pregnancy Risk	Working with Ohio Medicaid to ensure that risk factors affecting maternal safety during pregnancy (and infant health) are addressed	Ohio Department of Medicaid
Maternal/Infant Dyad	Working with Ohio Medicaid to identify optimal care for women with Opioid Use Disorder and their Infants during the first year postpartum	Ohio Department of Medicaid
Compassionate Care	Developing a plan to address compassionate care of women of color during pregnancy and birth	Ohio Department of Health
MaternalHealthCARE	Piloting strategies to improve maternal health and advance racial equity	March of Dimes
Saving pregnant and postpartum lives	Significantly reduce the % of pregnancy-associated deaths due to opioid overdose; supporting maternity care practices and birth hospitals in facilitating provision of Narcan to pregnant and postpartum women with OUD	Centers for Disease Control and Prevention

# QI strategies used when working with hospitals

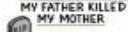
- Encouraging senior leadership buy-in
- Highlighting importance having the right people on your QI team
- Utilization of QI tools and methodology
  - Model for Improvement
  - AIM statement.
  - Measurement/Systems Inventory
  - PDSAs
  - Process flow charts, FMEA
- All Teach All Learn
  - Monthly Action Period Calls
  - Bi-annual Learning Sessions
  - Regional Meetings



EMPOWERING MOTHERS, PROVIDERS AND OTHERS TO WEIGH IN AS EXPERTS IN RESEARCH

#### EMPOWER JOURNEY MAP PROJECT

A VISUAL RUMMARY OF OUR PATIENT PARTNER'S EXPERIENCES WE THANK THEM FOR COURAGEOUSLY SHARING THEIR STORIES



BOTH MY PARENTS WERE ADDICTS

MY LIFE WAS

MY LOVE WAS DRUGS

I HAD TO LET GO OF THE PEOPLE FROM MY ADDICTED LIFE TO MOVE ON

I HAD TO GIVE UP MY LIFESTYLE FOR MY BABY

AT FIRST I GOT CLEAN FOR MY CHILD ...

DETERMINED

THEN I HAD TO DO IT FOR ME



MY CHILD'S

COMMITTED

FATHER

SUICIDE

I WAS IN AN ABUSIVE RELATIONSHIP

WE WERE TRYING TO LIVE ON \$ 20 A WEEK

MY BOOTS AND COAT GOT STOLEN AT THE HOMELESS SHELTER



#### THE SCARLET LETTER OF ADDICTION

I'M NOT TRUSTED



STOOD BY ME EVEN AFTER MY PREGNANCY



THE DOCTOR TOOK THE TIME TO GET ME INTO A PROGRAM THE VERY NEXT DAY

MY COUNSELOR IS A FORMER ADDICT SO HE UNDERSTANDS

THE NURSE AT MOM'S GROUP TOOK THE TIME TO ANSWER DUR QUESTIONS

MY SOCIAL WORKER RESPECTS ME

YOU'RE TRYING

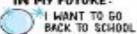
TO STAY STRAIGHT

BUT YOU'RE STILL

LEARNING HOW TO

BE NORMAL!

#### IN MY FUTURE:



I WANT MY CHILD TO GO TO A GOOD SCHOOL

WE'RE GETTING MARRIED

I WANT TO BE A NURSE

#### THE SYSTEM FAILED ME AND MY CHILD



I WALKED IN THE RAIN AND SHOW

MY CHILD IS DISABLED BECAUSE OF THIS SYSTEM

Statistic Plates, Pict, and Stephane Stebas; Phys. MPH co-lead. the Empowering Mothers and Propings and Other Onlysholders for Weight in an Experts of Sensoral (SSM CWSR) property This work is autoparted by the Patient-Cartering Guston to Season Francis (RCOS) Regagnered Award 8569 (RSOS and the Asstone: Censer for Advancing Francistional Sciences of the Hesteral Institution of Health, under instead reporter 2011/2000/075-0941. Captiferred by Laufer Yorker, Captions/Sec. co.m. White Nationally: to Bythe / sometime shoots. B. 1503 Distance of Philosophy Regular Medical Geller Many or recover-

I HAD SO MANY APPOINTMENTS I HAD TO KEEP!

I DON'T HAVE A DRIVERS LICENSE

DON'T HAVE A



RECOMMENDED REHABS WOULDN'T TAKE PREGNANT WOMEN . UPDATE THE LIST /

I'M SO STRESSED TRYING TO KEEP MY DUCKS IN A ROW TO KEEP CPS AWAY



CONTRADICTORY INFORMATION FROM DOCTORS, NURSES 4 CHILD PROTECTED SERVICES EXACERBATED THE STRESS



THE NURSES ARE THE WILD CARD

CLINICIANS WERE BARRIERS IF THEY WEREN'T KNOWLEDGABLE ABOUT ADDICTION PROTOCOL

I DON'T THINK MY FEELINGS WERE EVER CONSIDERED



#### RESOURCEFUL

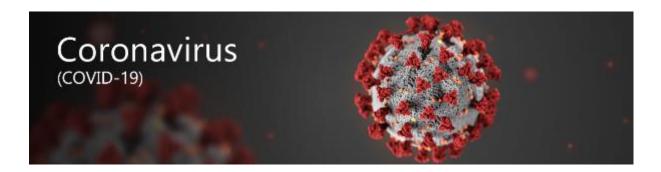
FACEBOOK GROUPS PROVIDE VALUABLE PEER SUPPORT



I WANT TO SHARE WHAT I'VE LEARNED



# Impact of Covid



- OPQC hosted 7 COVID specific webinars "COVID-19: What Maternity and Neonatal Care Providers Are Learning" from March – June 2020
- The impact of the COVID pandemic has been huge on our hospitals
  - Staffing reallocation, resignation, prn/travel staff, FMLAs...
  - Some QI work needed to be paused or halted

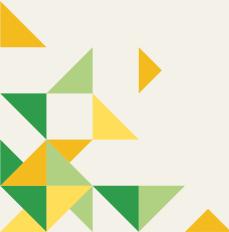
# Impact of Covid

- How do we now work with teams to "meet them where they're at"?
- The context of covid challenges highlighted the strength of our teams as well as our own strengths within OPQC



# Virginia Neonatal Perinatal Collaborative: Initiatives, Challenges and Lessons Learned

Presenter: Shannon Pursell, Director of the VNPC



# **Navigation Page**



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6	QI Projects
7	Prenatal and Postpartum Care
8	QI Development Lessons
9	QI Implementation Lessons
10	<u>Contact Information</u>

### Virginia Neonatal Perinatal Collaborative

- Established in 2017, with seed funding from General Assembly
- Moved from DOH to Virginia Commonwealth University (VCU) in 2020
- Launched the Maternal Quality Care Alliance (MQCA)
- Established a social media presence on Twitter, Facebook, Instagram and YouTube
- Monthly Webinars
- Hired an additional FTE in June 2022
- Created a Maternal Disparities Dashboard in partnership with VHHA
  - Have paid for 40+ hospitals to receive one year access at no cost to them
  - Continue to pay for access for all hospitals participating with QI projects
- Life QI data platform



289,578

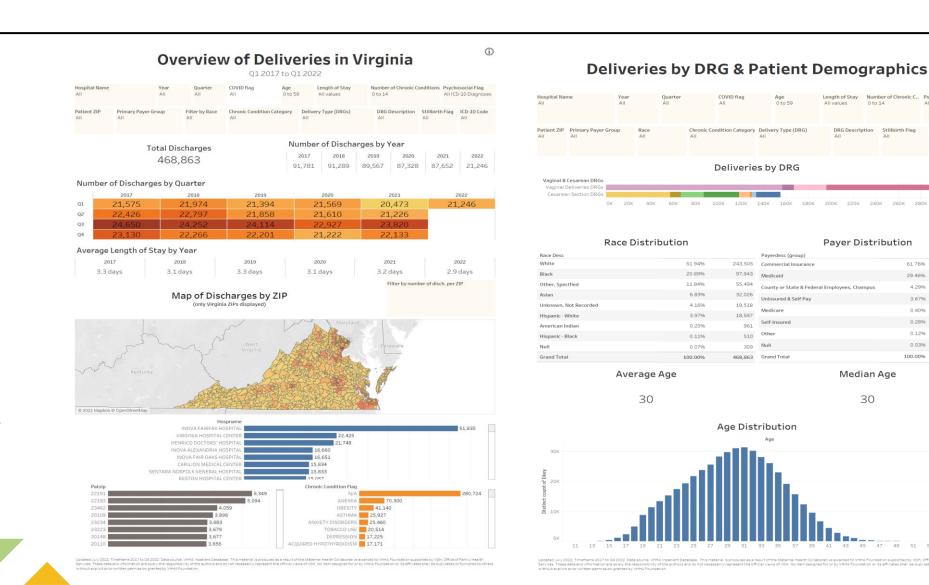
17,197

1.858

1,297

142 468.863

#### Maternal Health Dashboard



### Strategic Plan for the VNPC

#### Strategic Priority #1: Health Equity

Ensure all pregnant and parenting people and families receive quality care reflective of their needs and desires before, during, and after pregnancy.

#### **Strategic Priority #2: Communities**

Strengthen relationships and build trust to engage diverse communities, that reflect the pregnant/parenting populations, in the work of the Collaborative.

#### Strategic Priority #3: Data

Increase access, understanding, and utilization of perinatal and infant care data.

#### Strategic Priority #4: Communication

Share a vision of success that mobilizes our community to action and change.

### **VNPC QI Projects**

- Prenatal and Postpartum Care—(name change underway)
- Eliminating Bias in the Dyad Care (EBDC)
- Antibiotic Stewardship
- Project LOCATe



### Prenatal and Postpartum Care—(name change underway)

VNPC Prenatal and Postpartum Care Workplan						
	Early Prenatal (1 <sup>st</sup> & 2 <sup>nd</sup> Trimester)	Late Prenatal (3 <sup>rd</sup> Trimester and Admission)	Delivery—All pregnancy outcomes (Admission to Discharge)	Early Postpartum (Discharge to 3 weeks postpartum)	Late Postpartum (4 weeks to 6 months postpartum)	Transition (6-12 months postpartum)
	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6 (Transition)
Goal	*Screening *Risk assessment *Awareness of changes to body and new baby *Discuss culturally relevant aspects of patient care (e.g. religious practices).	*Coordination of care, *Shared decision making *Planning for changes as a dyad	*Preventative care *Education *Individualized identification of risk factors—appropriate levels of follow-up care	*Policy & system changes * Dyad lenses/focused care *Connection to community resources	*Optimization of patient referrals to specialty providers *Facilitate telehealth visits as a preferred method *Utilize technology to improve screening, tracking of long-term health and education	*Decision to be made with patient and provider *Establish a medical home for mom and baby dyad *Provide access to tele-health visits as needed

#### Lessons Learned for Developing QI Projects

- Apply the Institute for Healthcare Improvement (IHI) principals
  - Attend IHI Breakthrough Series (BTS) if possible
- Take 6-12 months to develop the QI project
- Establish a Subject Matter Expert(SME) Team of 10-15 people
- Hold at least two 4-6 hour planning meetings
- Meet monthly with SME team to work through challenges



#### Lessons Learned for Implementing QI Projects

- Pilot the project in a SMALL select number of hospitals
- Develop a 6 week intensive "boot camp" for hospitals selected to implement project
  - How to create storyboards
  - What are PDSA cycles
  - How to develop a workplan
  - How to use data from the Maternal Health Dashboard to inform AIMs
  - How to enter data into Life QI
  - How to collect/find baseline data
  - How to establish a team, who should be on the team
  - How to engage Senior Leadership and gain their buy-in
  - What topics are needed for Technical Assistance
  - Establish 1:1 check-ins with teams



- Children's Hospital of Richmond at VCU
- https://vnpc.chrichmond.org/
- @thevirginianpc on Facebook, Instagram, and LinkedIn