



PVB Monthly Webinar: Creating Buy-In

February 22th, 2021

12:30-1:30 PM

Introductions



- Please enter for yourself and all those in the room with you viewing the webinar into the chat box your:
 - Name
 - Role
 - Institution
- If you are only on the phone line, please be sure to let us know so we can note your attendance



Overview

IL PQC

Illinois Perinatal Quality Collaborative

- Housekeeping items
- PVB Baseline Data Review
- Guest Speaker
 - Strategies for Engagement and Success in Promoting Vaginal Births, Dr. Karen Bruder, FPQC
- ILPQC Team Talk
 - Sara Polonsky & Blake Thoren, NorthShore University Evanston Hospital
- PVB Next Steps
- PVB Data Corner: Commonly asked Q&A?
- PVB after Office Hours
 - Join us after the call to ask specific data questions!



WE INVITE YOU TO

MARK YOUR CALENDARS!

for the 2021 Virtual Face to Face Conference

MAY 26, 2021 | OBSTETRIC DAY MAY 27, 2021 | NEONATAL DAY



REGISTRATION COMING SOON! VISIT ILPQC.ORG



Baseline Data





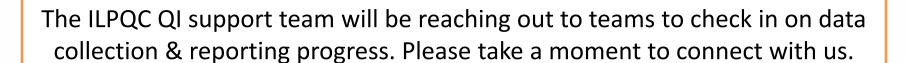
Thank you to teams who completed and submitted their baseline data!!



Patient Level Data: 71 (76%) teams reporting

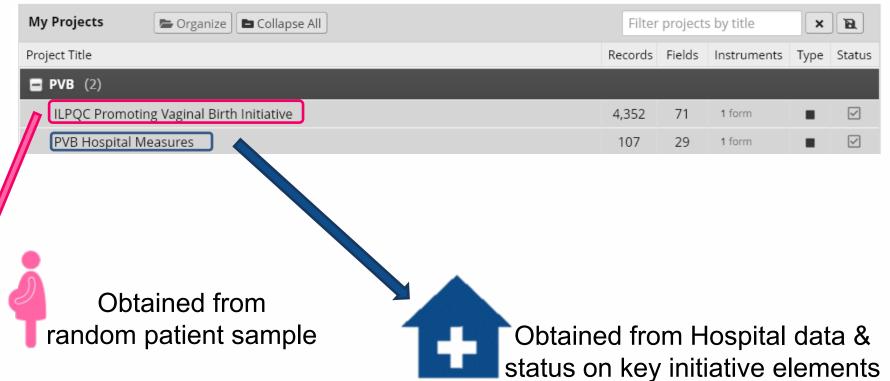
Hospital Level Data: **58** (62%) teams reporting

Make sure to submit your hospital-level data to track structure measures!



PVB Data Collection: Two Data Forms





Patient-level Data

Vaginal Deliveries

NTSV c/s Deliveries **Hospital-level Data**

NSTV hospital data

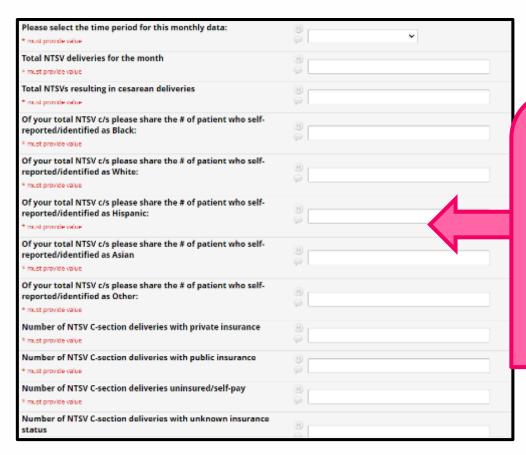
Structure Measures

PVB Data Collection-REDCap





Hospital-level Data



Make sure you are including Race/Ethnicity Data for ALL NTSV c/s deliveries for the month, not just the random sample of patients

PVB AIMs & Measures



Overall Initiative Aim

70% of participating hospitals at or below 24.7% C/S delivery rate (Healthy People 2020) among NTSV births

Overall state C/S rate among NTSV births at or below 24.7%

Structure Measures

Implement provider and nurse education and other strategies to achieve buy-in.

Implement standardized protocol/processes for induction, labor support management and response to labor and fetal heart rate abnormalities.

Implement and integrate PVB order sets, protocols and documentation into the EMR.

Implement cesarean decision checklist using ACOG/SMFM labor guidelines.

Implement decision huddles and/or decision debriefs with appropriate care team to standardize use of ACOG/SMFM guidelines and checklist.

Implement workflow process using ACOG/SMFM cesarean decision checklist through shared decision making with patient (decision huddle with provider, nurse and patient to review treatment options, risk/benefits, and ACOG/SMFM guidelines).

Implement standardized patient education with positive messaging promoting vaginal birth strategies and techniques for women and families.

Integrate process to review and share data that includes provider-level data with clinical team.

Process Measures

Percentage of providers and nurses receiving standardized education regarding:

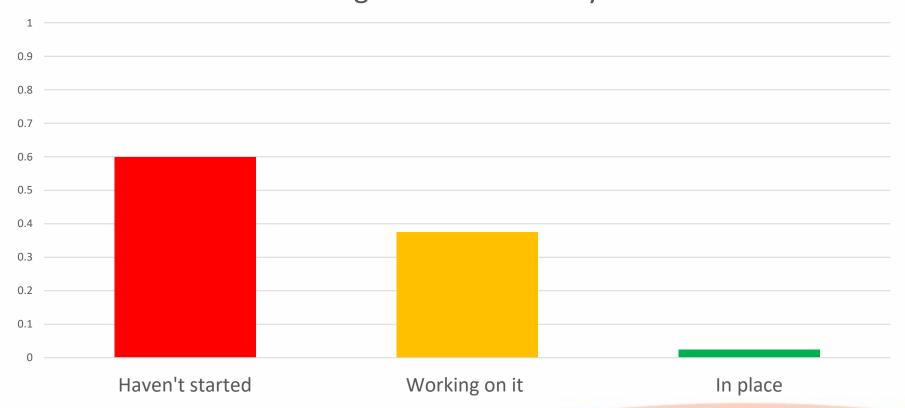
- a) ACOG/SMFM labor guidelines
- b) labor management strategies/response for labor challenges
- c) protocol for facilitating decision huddles and/or decision debriefs

80% of cesarean deliveries among NTSV births meeting ACOG/SMFM criteria for cesarean (based on random sample of deliveries):

- a) NTSV spontaneous labor arrest/labor dystocia/FTP/CPD;
- b) NTSV induced labor management;
- c) FHR abnormalities

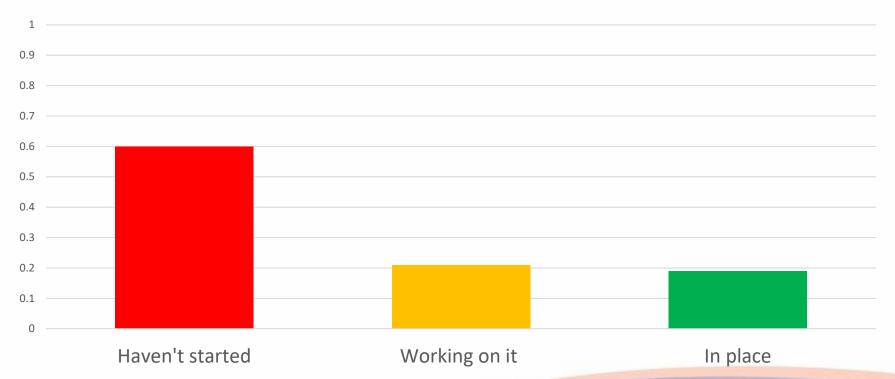


Implemented provider and nurse education and other strategies to achieve buy-in



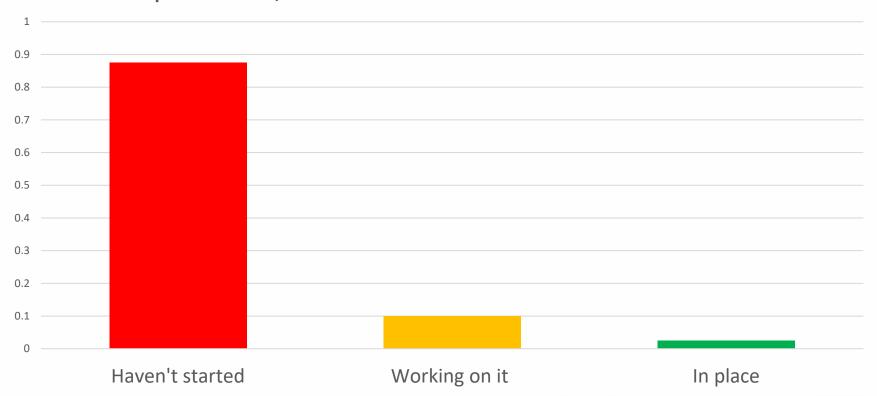


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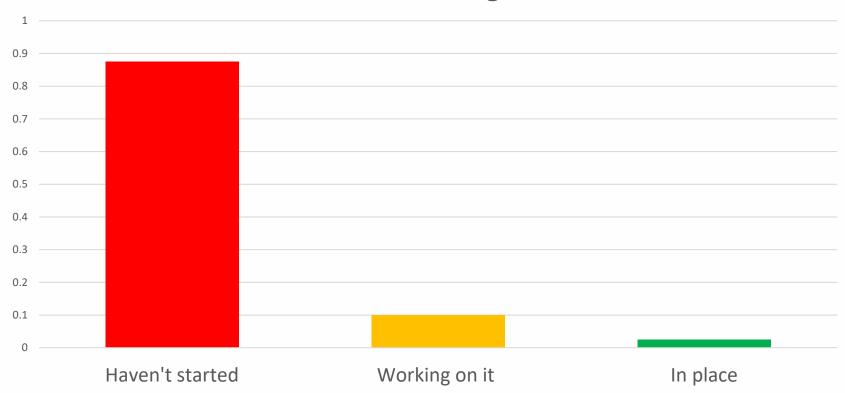


Implemented and integrated PVB order sets, protocols, and documentation into the EMR.





Implemented cesarean decision checklist using ACOG/SMFM labor guidelines.



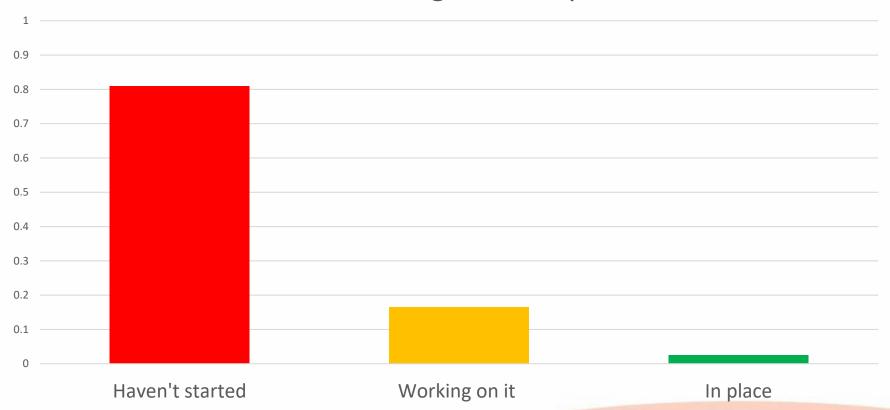


Implemented decision huddles and/or decision debriefs with appropriate care team to standardize use of ACOG/SMFM guidelines and checklist.



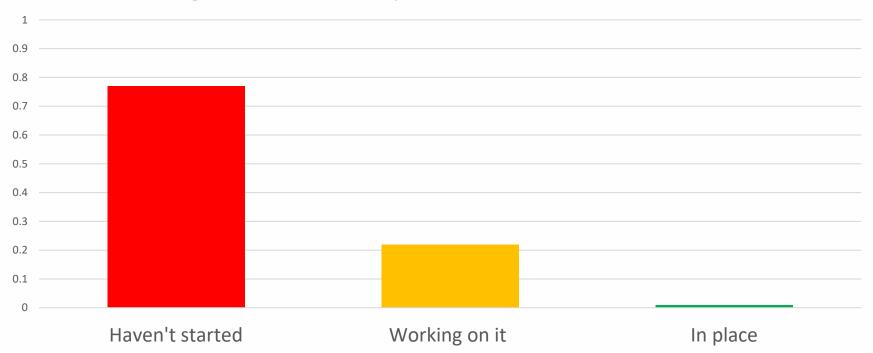


Implemented workflow process to incorporate shared decision making with the patient



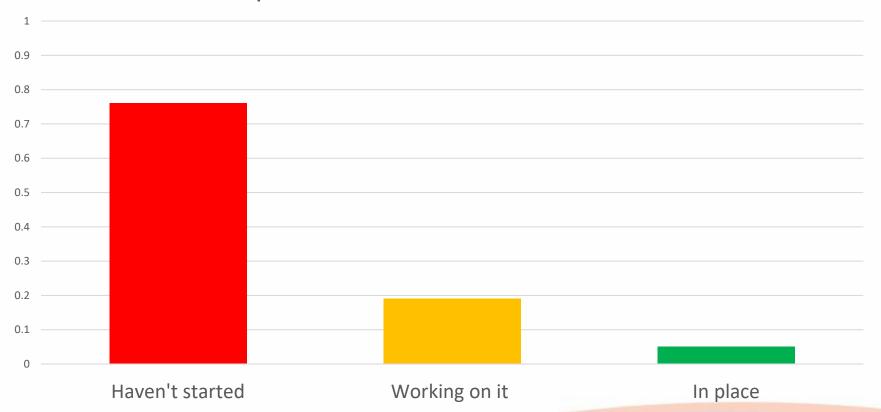


Implemented standardized patient education with positive messaging promoting vaginal birth strategies and techniques for women and families.





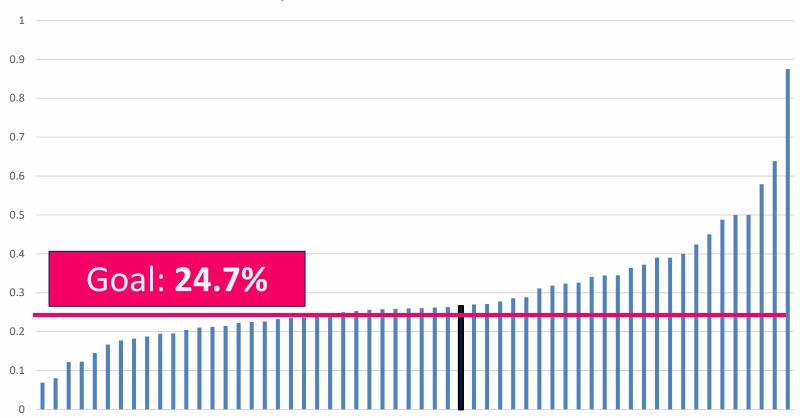
Integrated process to review and share data that includes provider-level data with clinical team.



NTSV C-Section Rates



ILPQC Baseline Data: NTSV C Section Rate

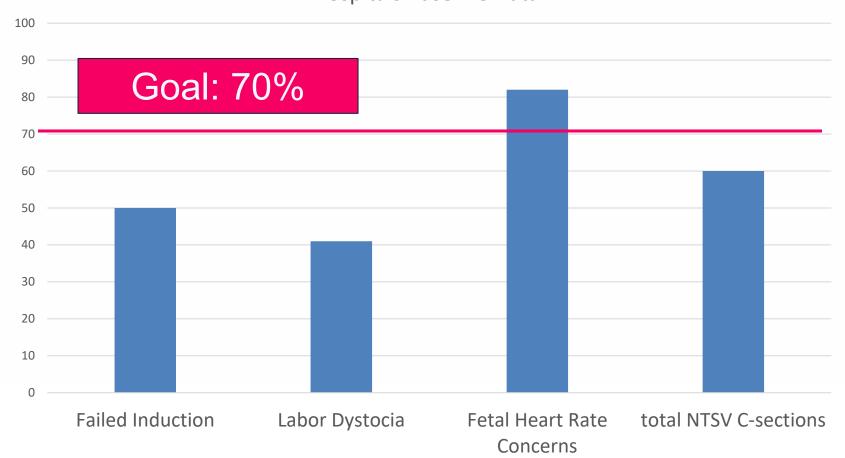


Total ILPQC rate: 26.9%

NTSV C-Sections Meeting ACOG/SMFM Criteria



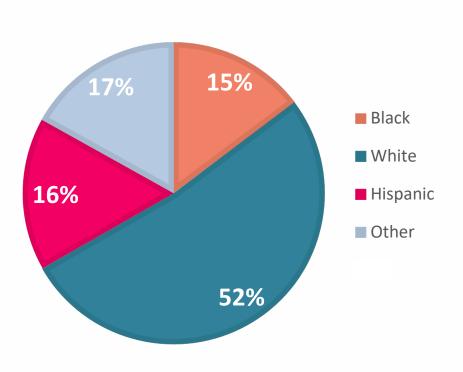
% of NTSV C-Sections Meeting ACOG/SMFM Criteria for ILPQC Hospitals Baseline Data



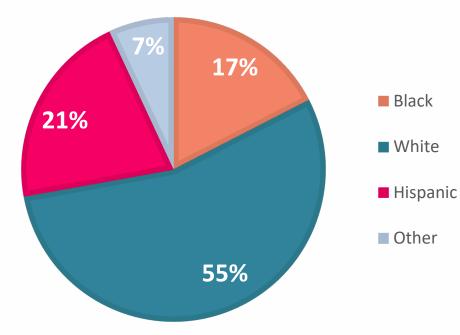
NTSV C-Section by Race & Ethnicity Baseline Data



ILPQC HOSPITAL TEAMS NTSV C-SECTIONS



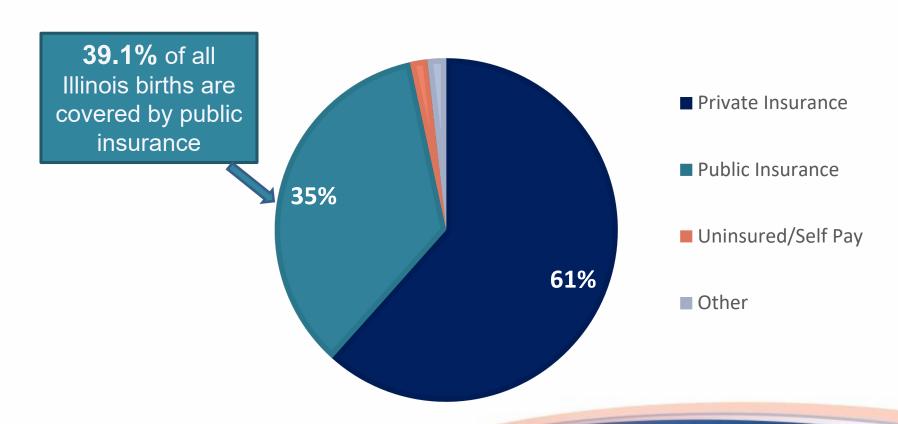
OVERALL ILLINOIS BIRTHS



NTSV C-Sections by Insurance Status Baseline Data



NTSV C-SECTIONS BY INSURANCE STATUS



PVB - Improvement opportunities for all hospitals



How is participating in PVB initiative beneficial for teams with low NTSV C-section rates?

Equity:
Understand PVB
data by race,
ethnicity, &
Medicaid status

Implement and use systematically ACOG/SMFM guidelines

Identify ways to optimize patient centered decision making

Access to labor management support for nurses and providers

Learn strategies for continued sustainability of your success.

Promoting Vaginal Birth Key Driver Diagram

Drivers

1. Facilitate clinical culture change that promotes, and supports vaginal birth

2. Develop standardized processes for induction and labor support

3. Develop standardized protocols for identification and response to labor challenges / abnormalities

IL PQC

Illinois Perinatal

Quality Collaborative

AIM

To support vaginal

birth and reduce

primary cesareans to reach the Healthy

People goal for low

risk cesarean section

target rate of 24.7% by December 2022

Strategies

- 1. Create a QI team of providers, staff & administrators to lead the effort & cultivate buy-in
- 2. Conduct the Labor Culture Survey to understand current attitudes and beliefs of labor and delivery staff and unit norms.
- **3.** Educate physicians/midwives and nurses on ACOG/SMFM labor management guidelines and labor support techniques
- **4.** Develop patient education with positive messaging to women and families about intended vaginal birth strategies/techniques that prevent cesareans through prenatal classes and patient education
- 5. Utilize care team huddles/debriefs to identify and review delivery decisions for consistency with process flows/protocols/checklist
- **6.** Integrate order sets, protocols, and documentation for the safe reduction of primary cesareans into EMR
- **7.** Share provider-level measures with department with the goal of working to transparency/open data
- 8. Implement policies, protocols and support tools for women who present in latent (early) labor to safely encourage early labor at home
 - **9a.** Implement policies and protocols for encouraging movement in labor and intermittent monitoring for low-risk women
 - **9b.** Implement policies and protocols for induction of labor
 - 9c. Implement policies and protocols for pain management and labor support
- **10.** Implement standard criteria for diagnosis and treatment of labor dystocia, arrest disorders and failed induction
 - 11. Develop checklist for ensuring ACOG/SMFM criteria for c/s is met
- **12a.** Implement training/procedures for identification and appropriate interventions for malpositions (e.g. OP/OT)
- 12b. Implement standardized assessment, and response to fetal heart rate concerns
 - 13. Develop checklist for ensuring ACOG/SMFM criteria for c/s is met
- 14. Implementation of a workflow process for shared decision making (decision huddle with provider, nurse and patient to review treatment options, risk/benefits, and ACOG/SMFM guidelines)





- Important first step!
- Making sure your OB providers and Nurses are aware of the PVB Initiative, that they are supportive of the initiative and they know what they need to do to help your hospital achieve its PVB goals
- Ongoing process



DR. KAREN BRUDER- FPQC



Strategies for Engagement and Success in Promoting Vaginal Births

Karen L. Bruder, MD
Associate Professor,
USF Morsani College of Medicine, Department of

Clinical Co-Lead FPQC PROVIDE Initiative

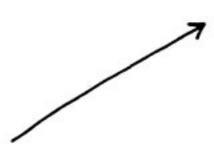
OB/GYN

Partnering to Improve Health Care Quality for Mothers and Babies

The PROVIDE Experience

Success

Success



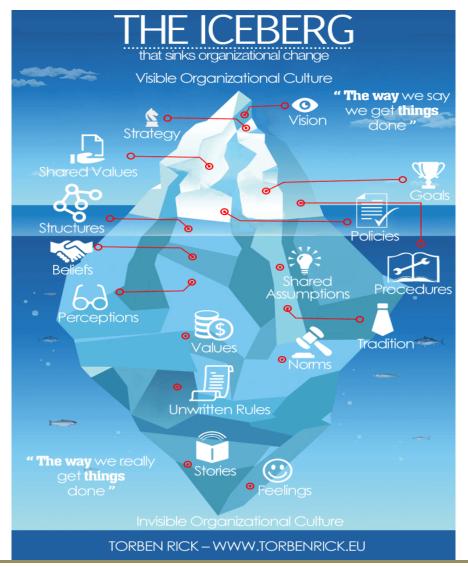


what people think it looks like what it really looks like





Structural vs. Cultural change

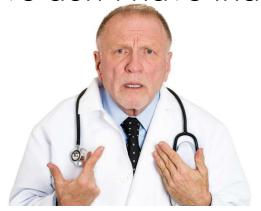






What you will hear....

- It's not a good time
- It's been done
- It's NEVER been done
- It's not in our policies
- It's not the way we do it here
- We don't have that



- This doesn't apply to my "high risk" patients
- My patient's won't like it
- You can't tell me what to do with my patients
- My liability will be increased
- My productivity will suffer
- The doctors won't like it
- I don't want to get in trouble



What all that means....

NO WAY IS THAT GOING **IAPPEN!!!**





Classic reasons to resist change

FEAR and EMOTIONS

- Scared of transition, not idea- Fear of the unknown, confusion
- I feel like I have no say/how do I fit in?
 Fear of rejection, powerlessness
- What am I going to give up? Fear of loss
- What if my job changes? Fear of failure
- I'm fed up with PHONY change that goes nowhere. Cynicism! Exhaustion!





How do managers react to resistance?

- Take it personally
- Address behaviors directly with arguments, rather than reasons
- Blame other people for not changing (character, personality)

VS.

If we don't change, we had a valid reason





What is UP with the doctors???

- Learn the craft of medicine, "craft based autonomy", not "cookbook medicine"
- Surgeons "fix" things (want permanent fix vs improvement)
- Very competitive
- We "own" mistakes, pride in personal competence
- Aren't taught that errors are systemic and do not reflect personal competence





What we give and what we get

Give:

- years of training
- debt
- sacrifices in personal life
- acceptance of liability

Get:

- autonomy
- control over professional life
- respect



- business pressures
- regulatory agencies
- doing more for less with increasing risk
- peers deciding what we do (AKA best practices)
- process management (QI/QA)
- Patient satisfaction







Engaging physicians

- Involve them early, make them part of the team
- Put the patient in the center
- Share your data, be transparent (no one wants to be an outlier)
- Change culture, not "stuff"
- Value physicians time
- Changes should make their lives/jobs easier Less time at the hospital, less liability, fewer hassles, minimize meetings
- Be generous with praise
- Help them see reality and be proactive

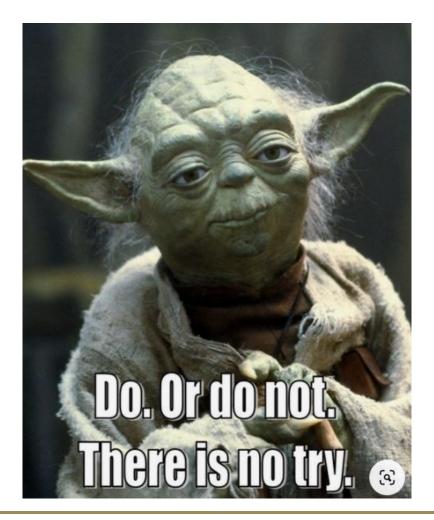




Changing your culture to value vaginal birth

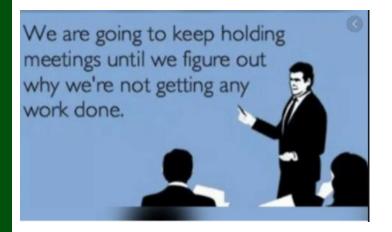
- GET STRONG CHAMPIONS! Change them if you need to or have more than one
- Recognize that different types of provider practices will have different concerns/solutions
- Have achievable, stated goals
- Give everyone tools- algorithms, order sets, new policies, patient education materials, labor support workshops, peer based education on best practices
- Engage in patient education,
- Practice shared decision making Improve Health Care Quality

Specific Strategies





Meetings/Communication



- Make sure meetings are organized and succinct to decrease the impact on available time
- Offer meetings at multiple times; consider web-based meetings/education for those who may be off site
- Utilize regularly scheduled department meetings to highlight project and results-be succinct
- Be prepared to answer questions







Education

- Peer based education
- Use ACOG, ACNM, AWHONN best practices
- Provide high quality peer-reviewed research and evidence to support change, data from CMQCC
- Invest in web-based learning
- Leverage education opportunities that exist because of students at institution
- Be prepared for new research and how it may affect practice parties.

Induction of Labor

The goal of induction is to have a vaginal birth!

- Educate patients
- Use an Induction Scheduling Che
- Focus on cervical ripening.
 - Outpatient
 - Multiple simultaneous induction agents
 - Sequential agents
- Make admission easier or more timely so less doctor time in the hospital (example: order sets for cytotec dosing)





Labor Dystocia

- Labor Support workshop
- Changes in position
- Intermittent auscultation
- Resist admission in early labor





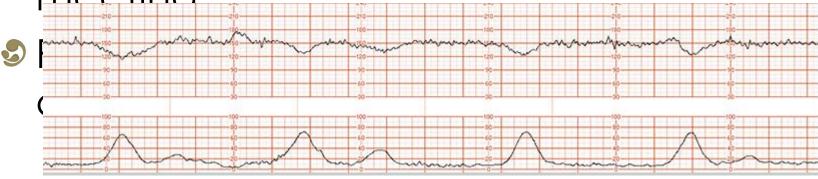
- Empower nurses to advocate for patients in early labor
- Non-pharmacologic strategies for pain control
- Doulas





FHR concerns

- Nurses and providers mandated to take same courses (online) to standardize discussion
- Strip review- at bedside rounds, safety huddle, 5 minutes at department meeting







Cesarean section checklist

Pre-Cesarean Huddle Form



Patient name/MRN or sticker

The intent of this form/huddle is to define criteria for arrest of dilatation, failed induction and interventions for NRFHT's as defined by the FPQC. It is also meant to explore safe options to prevent cesarean sections in an interdisciplinary setting on the OB unit.

Huddle should occur when a c/s is being considered due to labor dystocia, failed IOL or NRFHT's. Huddles can occur for other reasons as deemed necessary by the providing team.

* *	Date and time of huddle- G's and P's and Gestational age- Current room
٠	ROM time Last Cervical Exam Length of time since exam changed
۰	Attendees- list names
	Attending physician*required
	Safety Nurse &/or Charge Nurse* 1 required
	· · · · · · · · · · · · · · · · · · ·
	Bedside provider (CNM/Resident) *1 required
	Primary RN (if available)
	Anesthesia (if available)
۰	Reason for huddle- (circle all that apply)
٠	
	C/S being considered- Labor Dystocia(Arrest of dilatation) Failed IOL NRFHT Maternal Condition Other
۰	Labor Dystocia- (<6cm cannot be labor dystocia) only applies to spontaneous labor- not IOL's
	 Is the patient 6 – 9.5 cm? Has the patient had <u>adequate</u> to for at least 4h or 6h if <u>inadequate</u> to? If not, she needs more time.
	 Is the gt 10cm? - Prime- should push for minimum 3h, 4h with epidural. Multiparous- push for minimum 2h, 3h with
	epidural. If not, she needs more time
٠	Failed IOL- If the patient was an IOL on admission, she will not be considered labor dystocia- she is a failed IOL.
	 If the gt is <6cm- were there at least 12h of oxytocin after ROM? If no, needs more time. If the gt is 6 – 10 cm- was there at least 4h adequate or 6h inadequate ctx with oxytocin? If not, she needs more time.
	o 10 cm- at least 3h of pushing, 4h with epidural. If not, needs more time.
٠	FHT agreed upon interpretation at the time of huddle- Baseline Variability
	Decels present (circle all that apply) - Early Variable Late Prolonged
	Accels present- Yes / No Category of tracing- 1 2 3
٠	Interventions done thus far (circle all that apply) - *Reposition *IVF bolus for hypotension *O2 *Terbutaline
•	interventions done that for talled an that appropriate reposition in the bolds for hypotension of the bolds for hypotension of
	*Decrease Pitocin *Stop Pitocin *Amnioinfusion for variable decels *Remove Cervidil
۰	*Remove balloon/Cook *Vaginal exam/VAS to elicit fetal response for minimal variability Birth Outcome: Apgars pH Vag or C/S
*	See back of page for FHR Algorithm diagram and explanations. Please document huddle in Progress note-obhuddle
	See back of page for this Algorithm diagram and explanations.





Data Transparency

- Post NTSV CS rates for MDs or practices
- Consider increasing transparency gradua anonymous rates first, then name top
- Recognize individual success, use positive reinforcement ribbons or buttons "Ask me about my cesarean section rate"
- Use Data
 - holds us accountable for our own performance,
 - creates examples of how our practice can be better
- Fully transparent data allows competitive encouragement among team members
- Introduce reality: Advise that CS rates will become available to the public soon!



ASK ME ABOUT

MY C-SECTION

RATF!

Key Messages

- Keep patients in the center
- Find effective champions (physician, CNM, nurse, administrator)
- Educate with reputable sources.
- Use checklists in each of the focus areas. Particularly effective is a "pre-cesarean" checklist
- Post provider and/or practice level data
- Meet the people where they are
- Don't try to change everything at once





Questions?



- www.FPQC.org
- FPQC@usf.edu
- Kbruder@usf.edu







Sara Polonsky & Blake Thoren, NorthShore University Evanston Hospital

TEAM TALK



NorthShore University HealthSystem

ILPQC Promoting Vaginal Birth Monthly Webinar

February 22, 2021

Healthcare for what's > next.



Background



- 1. 3520 births per year
- 2. Location: Evanston, IL
- 3. Perinatal level III
- 4. One hospital in a 6 hospital Health System 4 with L&D
- 5. Multiple medical groups

Our Team



Evanston Hospital

OB Chair	Emmet Hirsch, MD
OB Medical Director	Mark Neerhof, DO
Project Team Lead	Sara Polonsky, RN, MPH
OB Provider	Jennifer Kim, MD; Miriah Plawer, MD; Emma Clear, MD
	Diana Campbell, RN; Blake
OB Nurse Champion	Thoren, RN
Family Practice Champion	Emily White VanGompel, MD
Patient/Family Member/Community Member	Malik Turley, CD
Midwife	Gaye Koconis, APN-CNM
QI	Marci Adams
Other Team Members	Josie Nowak, RN; Janice Hopson, RN; Suzanne Guy, RN; Caroline MCGowan

Getting Started With PVB

- Promoting Vaginal Birth OBGYN Grand Rounds Nov. 18th
- Scheduled meetings with NorthShore team (currently 3 hospitals):
 - Oct. 13th: Kick-off
 - Dec. 18th: Clarification of roles, data collection and analysis, review of ACOG recommendations, prioritizing interventions, work process, 30/60/90 day goals
 - Jan. 15th: Deadlines and responsibilities, Hospital Level Data Form
 - Feb. 19th
- Baseline data entry
- 30/60/90 day goals

30/60/90 Day Goals for 1/15/21

30

Overall Goal:

Administer the Labor Culture Survey – assess attitudes toward C/S among L&D staff

TASKS TO ACHIEVE GOAL:

RESPONSIBLE PARTY:

- 1. Emily send survey link to teams Emily
- 2. Distribute survey to L&D staff Hospital team leads
- 3. Advertisement at Grand Rounds Sara

60

Overall Goal:

Institute a uniform C/S checklist throughout NorthShore hospitals – be assured that each labor is evaluated subjectively before C/S

TASKS TO ACHIEVE GOAL:

RESPONSIBLE PARTY:

- 1. Swedish to share checklist M
 - Michaela/Sara
- 2. Individual hospitals meet
- Hospital Teams
- 3. Combine or create protocols
- NS Wide PVB Team Meeting

90

Overall Goal:

Institute educational strategies to address needs to be identified by Labor Culture Survey

TASKS TO ACHIEVE GOAL:

RESPONSIBLE PARTY:

- 1. Review results of survey
- Emily and PVB team

2. Decide next steps

- ∘ PVB Team
- 3. Attend ILPQC training sessions PVB Team Meeting for ideas

Labor Culture Survey Launch

- Because Emily White VanGompel, MD is on our team, we were able to pilot the Labor Culture Survey
- Survey launched via email and fliers with QR codes on 1/5/21
- Survey link and explanation about PVB initiative mentioned in the Weekly Update distributed to all staff
- Word of mouth
- Staff informed of survey launch and importance of participation

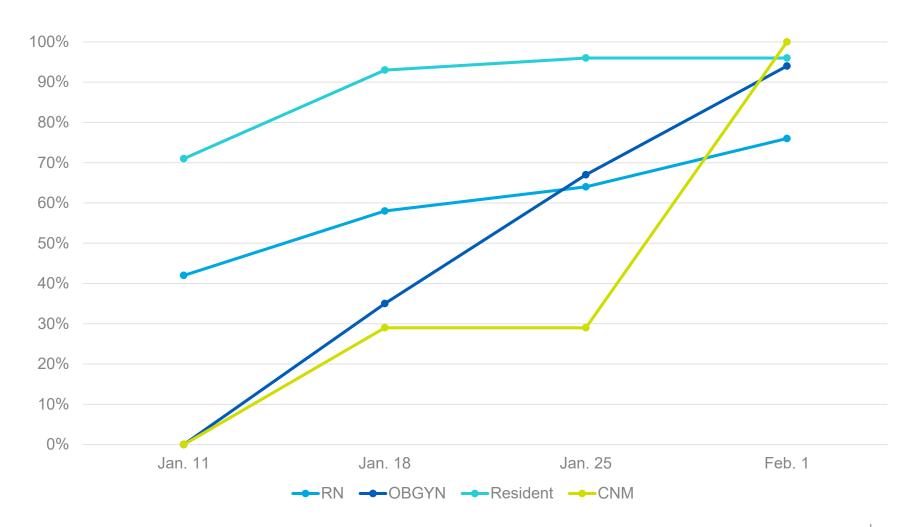
Labor Culture Survey Launch Barriers

- Initial low participation among attending physicians
 - Survey championed by Emmet Hirsch, MD among physicians
 - Emails sent out to all residents, fellows and providers
- Anesthesiologist participation
 - Who should participate?
 - Email was sent to head of anesthesia asking for link to be distributed

Labor Culture Survey Launch Successes

- Fliers posted in nurse's lounge, at nurse's station, in resident room
- Promoted during launch email, weekly follow-up emails, and at every shift report with nurses
- Email with survey sent to physicians and residents by OB Medical Director
- Promoted at OBGYN Grand Rounds and endorsed by OBGYN Department Chair
- Championing among attendings and residents

Labor Culture Survey Completion by Staff



Labor Culture Survey Pilot Key Takeaways

Get medical leadership buy-in

Use a variety of modalities for advertising

 Use updates on survey completion to problem solve and reach out to groups who may not be engaged

Questions?





NEXT STEPS FOR ALL PVB TEAMS

Keeping on track with PVB IL@PQC



- Scheduled regular QI Team meetings and start thinking about Buy In for providers/nurses
- Complete baseline data collection for Q4 2019
- Submit monthly data collection started Jan 2021
- Complete LCS REDCap Inquiry Form- <u>Due TODAY!</u>
- Develop a plan to launch Labor Culture Survey

Successfully launching your Labor Culture Survey (LCS)



- Determine launch strategy with your QI Team
- Create plan to obtain buy-in and inform administration to assist with
- After ILPQC survey link is received- share with staff by using the ILPQC LCS Resources (see next slide)

LCS Resources Available



Administration Buy-in Email

 Sample language for teams to share with administration to assist with buy-in and help with LCS distribution

Labor Culture Launch Email

 Explanation of LCS and instructions that can be used for all clinical staff

LCS Follow-up Email #1

Sample email that can be personalized to assist with LCS completion

4. LCS Follow-up Email #2:

 Sample email that can be personalized to share your breakdown and nurse and physician participation

LCS Flyer

 Post around your unit in break rooms, bathrooms, nurses stations, physician workrooms etc.

Calling ALL Labor & Delivery Clinicians and Staff: Complete your Labor Culture Survey today!

What: A quick survey that provides unique opportunity for our team to gain a deeper understanding of our current labor & delivery clinical culture. All entries will remain anonymous.

Who: All nurses, doctors, midwives and other clinical staff should participate and complete the survey. When: Complete the survey between Date and Date

How: Follow the directions below to complete your survey now in 10-15 minutes. Remember all survey entries will remain anonymous.



Complete your survey now:

- . Step 1: Scan the QR code
- Step 2: Choose your hospital from the drop-down menu
- . Step 3: Answer the questions and submit



Questions? Please contact:
LLQPC Centra: info@lipqc.org
Francesca Carlock: FCarlock@northshore.org
Dr. Emily White VanGompet: EWhiteVangompel@northshore.org



Resources will be sent via email and are available on the ILPQC website!



PVB DATA CORNER

PVB FAQs



- 1. If a patient comes in with SROM, but is not contracting, would they be considered an induction or an augmentation?
- 2. How do I decide whether to enter the delivery is a failed induction, labor dystocia or FHR concern if multiple c/s reasons are indicated in the chart?

 Stay on the line after this call if you have additional questions

PVB Grand Rounds



ILPQC is excited to announce that we are now taking requests to schedule ILPQC facilitated

Virtual Grand Rounds!

Email ILPQC to schedule a meeting for your hospital providers today!

BOOK NOW

Email ellie.suse@northwestern.edu to schedule

PVB Wrap-up



- Submit your LCS Inquiry form- Due TODAY!
- Have a LCS Distribution plan with QI team in place
- Complete <u>data submission</u> from baseline -Jan 2021
- Hold your <u>QI team meeting</u> and discuss hosting an ILPQC Grand Rounds
 - QI team leads- be sure to check out the PVB newsletter for a sample agenda!

Upcoming Monthly Webinars IL PQC 4th Monday of the Month



Date	Topic
Monday, March 22 nd 12:30-1:30	Developing and implementing an ACOG/SMFM checklist and used a shared decision-making approach
Monday, April 26 th 12:30-1:30	Labor Management Support
May 26 th (VIRTUAL)	Virtual Face-to-Face

Register and Join here:

https://northwestern.zoom.us/j/91684580832?pw d=eXo3U3VsTIVTOHI5QjRvUjdQeWRtdz09





We want to hear from you

- Unmute your line to ask a question
- We will be available for 30 minutes after this call for Office Hours
- Get answers to your questions live!













JB & MK PRITZKER Family Foundation

In Kind Support

M Northwestern Medicine *NorthShore





