

tst

TARGETED SOLUTIONS TOOL™



The Joint Commission's Targeted Solutions Tool™



Joint Commission Center
for Transforming Healthcare





TST: A unique online application

Developed by the Joint Commission Center for Transforming Healthcare, the Targeted Solutions Tool™ (TST) is a unique online application that helps Joint Commission accredited organizations solve some of the most persistent health care quality and safety problems.

Through a step-by-step process, the TST guides organizations in accurately measuring their actual performance, identifying their barriers to excellent performance, and then directing them to proven solutions that are customized to address their particular barriers.

While the TST initially contains information on improving hand hygiene compliance and reducing the risk of wrong site surgery, it will be expanded in the future to include solutions for other Center projects, including hand-off communications, surgical site infections, heart failure hospitalizations, safety culture, and falls.

The TST also provides tips and guidance for sustaining a comprehensive improvement process.

The TST ...

- is easy to use
- is confidential
- has instructive implementation guides
- saves time and resources
- provides instantaneous data analysis
- allows organizations to work at their own pace
- is accessible via Joint Commission Connect™, accredited health care organizations' secure extranet

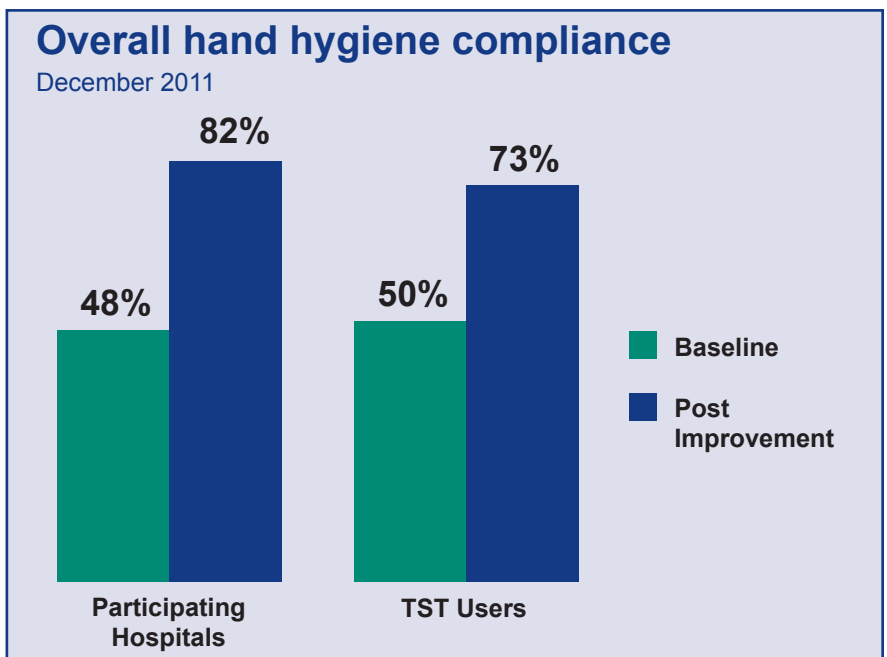
TST: Hand hygiene

The first set of targeted solutions was created by eight of the country's leading hospitals and health care systems, which worked closely with the Center's team to tackle hand hygiene using systematic process improvement methods to identify the targeted solutions. These hospitals and health care systems have achieved and continue to show major and sustained gains in hand hygiene. At the start of the project in April 2009, they were surprised to learn that their rate of hand hygiene compliance averaged 48 percent. By June 2010 they had reached an average rate of 82 percent that had been sustained for eight months.

Many other hospitals across the country – small, medium and large – collaborated with the Center to test the work of the original hospitals and provide guidance on the development of the TST for Hand Hygiene. These hospitals experienced the same gains as the original eight. Since its launch on September 13, 2010, the TST has collected nearly 400,000 hand hygiene observations. The TST data collected demonstrate that health care organizations are significantly improving their hand hygiene compliance rates throughout the U.S. On average, organizations have improved 46 percent over their baseline measurements and are sustaining those results. In addition, some organizations have linked use of the TST to a reduction in health care-associated infections.

Hand hygiene participating hospitals

Cedars-Sinai Health System, California
Exempla Lutheran Medical Center, Colorado
Froedtert Hospital, Wisconsin
Johns Hopkins Hospital and Health System, Maryland
Memorial Hermann Healthcare System, Texas
Trinity Health, Michigan
Virtua, New Jersey
Wake Forest University Baptist Medical Center, North Carolina



TST: Wrong site surgery

Launched in February 2012, the TST for Wrong Site Surgery was created to help organizations identify, measure and reduce risks in key processes that can contribute to a wrong site surgery. These risks can be evaluated across the organization's surgical system, including scheduling, pre-operative and operating room areas. Since the occurrence of wrong site surgery is rare, with most organizations going years without an occurrence, it could take a long time to monitor the incidence of wrong site surgery for a project. However, it is possible to monitor surgical cases for weaknesses that might result in a wrong site surgery, and that is exactly what the TST for Wrong Site Surgery does.

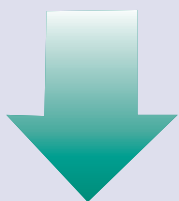
Since the project's launch in July 2009, the original participating organizations were able to reduce the number of cases with risks by 46 percent in the scheduling area, by 63 percent in pre-op, and by 51 percent in the operating room. Many other hospitals and ambulatory surgery centers across the country collaborated with the Center to test the work of the original organizations that participated in the project and provide guidance on the development of the TST for Wrong Site Surgery. These organizations experienced the same gains as the original participating organizations.

Wrong site surgery participating hospitals and ambulatory surgery centers

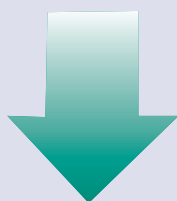
AnMed Health, South Carolina
Center for Health Ambulatory Surgery Center, Illinois
Holy Spirit Hospital, Pennsylvania
La Veta Surgical Center, California
Lifespan-Rhode Island Hospital, Rhode Island
The Mount Sinai Medical Center, New York
Seven Hills Surgery Center, Nevada
Thomas Jefferson University Hospitals, Pennsylvania

Wrong site surgery cases with decreased risks

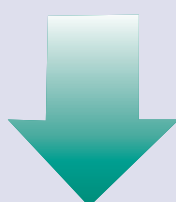
46% in scheduling



63% in pre-op



51% in the OR



Targeted solutions: How they are identified

The Center for Transforming Healthcare is developing solutions through the application of the same Robust Process Improvement™ (RPI) methods and tools that other industries have long relied on to improve quality, safety and efficiency. RPI is a fact-based, systematic, and data-driven problem-solving methodology. It incorporates tools and concepts from Lean Six Sigma and change management methodologies. The Center participants – which include some of the nation’s leading hospitals and health systems – have a great deal of experience using RPI concepts and tools. Using RPI, the project teams measure the magnitude of the problem (or, in the case of wrong site surgery, specific problems that increase the risk of this event), pinpoint the contributing causes, develop specific solutions that are targeted to each cause, and thoroughly test the solutions in real life situations.

TST: How it works

- An organization’s CEO or Joint Commission coordinator/liaison provides selected staff with access to the TST via their Joint Commission Connect extranet site.
- The organization selects a targeted solutions project for hand hygiene or wrong site surgery – or both!
- Staff are selected to be observers – to anonymously observe peers and to record performance.
- Data from the observers are typed into the TST to measure and track actual staff performance.
- The TST automatically generates three types of charts to track progress and target problem areas.
- After just 10 days of data collection, staff can start to see how they are doing.
- After about two weeks, the organization begins to implement solutions that are targeted to the barriers they have identified through data collection and measurement.
- Observers continue to observe and collect data and just-in-time coaches begin coaching and supporting staff as they begin to change behaviors and improve performance.
- The time to complete a project depends on the organization’s resources and experience. Typically, the entire process takes between six to 12 weeks for the hand hygiene project. For the wrong site surgery project, an organization can begin to see improvements in as little as eight weeks, with most organizations completing the project in 14 to 16 weeks.
- Continuous improvement is measured and tracked through the TST.

An instructive video about using the TST is available on the Center website at <http://www.centerfortransforminghealthcare.org/tst.aspx>.



The Joint Commission Center for Transforming Healthcare

Established in 2009, the Joint Commission Center for Transforming Healthcare aims to solve health care's most critical safety and quality problems. In keeping with its objective to transform health care into a high reliability industry, The Joint Commission shares these proven effective solutions with the more than 19,000 health care organizations it accredits and certifies. The Center for Transforming Healthcare is a 501(c)3 not-for-profit affiliate of The Joint Commission.

The Center is grateful for the generous leadership and support of:

American Hospital Association
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Cardinal Health
Ecolab
GE Healthcare
GlaxoSmithKline (GSK)
Johnson & Johnson
Medline Industries

As well as the support of:

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GOJO Industries, Inc.
The ARAMARK Charitable Fund

For more information:

Call Joint Commission Customer Service at (630) 792-5800 or send an e-mail to tst_support@tcthc.org.

www.centerfortransforminghealthcare.org