Your Name/Title: Karen Wolk Feinstein, Ph.D., president and CEO

Address: 24th Floor, Centre City Tower
Pittsburgh, PA 15222

Web site www.prhi.org

Geographical Area Served: Primarily western Pennsylvania

Year Established: 1991

Patients/Providers of Focus: Pittsburgh Regional Health Initiative (PRHI) serves as a neutral convener of southwestern Pennsylvania’s healthcare stakeholders and provides training and support for clinical demonstrations aimed at improving healthcare safety and quality through the use of industrial process engineering methods. It also advocates for state and federal policy changes to support quality and the use of evidence-based practices.

Today, PRHI and its partners are engaged in some 20 different demonstrations, including nine in infection control, and others encompassing cardiac care, and care for chronic illnesses, such as diabetes and long-term care.

Staff Size: Approximately 30

Key Contact(s) for other Conference Participants:

Karen Wolk Feinstein, president and chief executive officer Jewish Healthcare Foundation and Pittsburgh Regional Health Initiative, feinstein@jhf.org; Pamela Gaynor, director of communications & external relations, Jewish Healthcare Foundation and Pittsburgh Regional Health Initiative, gaynor@jhf.org; Peter Perreiah, Pittsburgh Regional Health Initiative applications center director, pperreiah@prhi.org; Mimi Priselac, Pittsburgh Regional Health Initiative Learning Center director, mpriselac@prhi.org; Harold Miller, reimbursement reform consultant, Miller.Harold@GMail.com; Michael Forlenza, director, Strategic Research Group, Jewish Healthcare Foundation, forlenza@jhf.org;

Stakeholders Involved (Board Composition):

Business, government and civic leaders; senior-level health system executives and representatives of the health insurance sector
**Mission (Purpose and Major Goals):**

PRHI’s vision is to transform the region’s healthcare system by supporting excellence at the point of care—where best practices determine quality and efficiencies determine cost. Through demonstrations involving quality engineering principles that it adapted for healthcare from the Toyota Production System, PRHI hopes to create replicable models for improving care. It sets zero as the goal for medical errors and deviations from best practice and aspires to develop the methods for achieving those goals with committed institutional partners and individual practitioners who champion evidence-based care. PRHI aims to help the Pittsburgh region and the state of Pennsylvania become recognized leaders in perfecting patient safety and treatment, and to share worldwide the learning from projects that lead to that accomplishment.

**Major Accomplishments:**

PRHI was one of the earliest community greenhouses to experiment with transferring ideas from industry to improve safety and quality in healthcare.

- The Pennsylvania Health Care Cost Containment Council (PHC4) has transferred many PRHI measures statewide, and is currently working with PRHI on an infection control pilot in six hospitals.
- The Joint Commission on Accreditation of Healthcare Organizations, the Centers for Disease Control and Prevention (CDC), the Centers for Medicare and Medicaid Services (CMS) and the Agency for Healthcare Research and Quality (AHRQ) have supported PRHI’s work and in many cases, have woven it into their quality improvement platforms.
- The Institute for Healthcare Improvement (IHI) reiterated much of PRHI’s early infection control work into its nationally lauded 100,000 Lives Campaign.
- A PRHI-led collaboration in infection control brought about a 68% decline in one type of bloodstream infection across the region—with some hospital units virtually eliminating the infection.
- Regional collaboration also led to the establishment of one of the largest and most robust regional registries of coronary artery bypass graft surgery data.
- A PRHI-supported demonstration at the VA Pittsburgh Health System inspired and informed the launch of the Department of Veterans Affairs’ nationwide effort to combat MRSA infections.

PRHI has helped many hospital units and community health centers to streamline their work and eliminate waste and error using its own Perfecting Patient Care System™ (PPC). In order to make the methodology widely available to healthcare workers, PRHI developed a first-of-its-kind curriculum to teach PPC in a five-day “university” course.

**Major Challenges:**

At its outset, when PRHI set zero as the only acceptable goal for infections and medical errors, it faced skepticism in some quarters of the healthcare industry and outright incredulity in others. Over time, the logic of this target has become more broadly understood, if not accepted.

In addition, “perverse incentives’ in the reimbursement of healthcare militated against quality. With a better understanding, PRHI is working on several fronts: documenting the financial impact of perverse incentives, advocating for policy changes aimed at developing adequate reimbursement for high-quality, evidence-based care and working with insurers to redesign incentives.
The conference will be a success if...

Conferees come together in ways that build on and leverage each other’s regional healthcare quality improvement strategies and set an agenda to use these initiatives to inform and reshape national healthcare policy, particularly in the area of healthcare reimbursement.

Please provide a short description of what your regional effort is doing in each of the following areas and/or attach a short program description which can be made available to other participants.

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<th>Area</th>
<th>Description</th>
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<td>Data sharing &amp; measurement</td>
<td>PRHI has convened key stakeholders and experts to understand the benefits of and the obstacles to developing electronic health records and interoperable data systems, with a view toward moving this dialogue to an action agenda.</td>
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<td>Engaging consumers</td>
<td>PRHI works alone and in concert with the Pennsylvania Healthcare Cost Containment Council, an independent agency charged with collecting healthcare cost and quality data, to heighten awareness of healthcare-acquired infections and other healthcare quality issues.</td>
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<td>Improving healthcare delivery</td>
<td>PRHI engages clinicians in demonstrations designed to show the value of industrial quality engineering disciplines in healthcare and to create replicable models for improving care. PRHI also offers training in these disciplines through its PPC University, which teaches the principles of Perfecting Patient Care™ to senior healthcare administrators and clinical leaders. Additionally, with its organizational partner, Health Careers Futures, PRHI offers frontline workers and their managers training in organizational skills, such as teambuilding and problem solving aimed at workforce engagement and stabilization. This training is funded through the state’s Workforce Investment Board.</td>
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<td>Aligning finances/insurance</td>
<td>PRHI is developing groundbreaking data to illustrate how perverse incentives may penalize against vigorous efforts to eliminate healthcare acquired infections. This work is being done with a view toward documenting the actual costs of adopting best practices and the opportunities for positive cost/benefit tradeoff that are missed in the current system.</td>
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