Baylor Health Care System
Dallas, Texas

Vision 2015: Transforming Health Care at a Faith-Based, Voluntary Non-Profit Health System
To be trusted as the best place to give and to receive safe, quality, compassionate health care

- 15 owned, leased, affiliated hospitals
- Six short-stay hospitals
- 18,000 employees
- 485 employed physicians (HealthTexas Provider Network)
- 3,000 independent physicians connected to us
35 total programs

- 18 BUMC sponsored ACGME Approved
- 3 shared with UTSW
- 10 TMB/ADA/Board Specialty Approved

210 current house staff

- 191 ACGME/ADA Approved
- 7 Shared with UTSW
- 12 TMB Approved
What is the ideal care process?

**Prevention:** Primary, Secondary, Tertiary
- Risk appraisal;
- Preventive schedules;
- Health information;
- Patient access to medical record;
- New therapy information;
- Protocol review

**Health Care that is:**
- S afe
- T imely
- E ffective
- E fficient
- E quitable
- P atient-Centered

**Outpatient Care:** Primary & Specialty
- Seamless access to scheduling, Payer support, Rx refills, Specialty Referrals;
- Pre-operative education; Embedded leading practices; Staff workflow tools; Reminders; Medication list sharing; Results sharing

**Inpatient care:** Emergency, Elective
- Easy registration;
- Reduced redundancy;
- Home med clarification pre and post hospitalization;
- Patient/family care maps; Improved consultant communication; Best practice care management;
- Embedded leading practices

**Post Acute:** Skilled Home Care
- Complication prevention protocols; Placement support; Portal communication across clinicians
Training caregivers at Baylor to give “ideal care”

- Hired Chief Quality Officer and created Institute for Health Care Research & Improvement (David Ballard, M.D., Ph.D. 1999)
- BHCS Board of Trustee Quality Resolution 2000
- Formed Best Care Committee 2001
- Coined “STEEEP” acronym representing 6 “aims” of Institute of Medicine 2001
- Advice and consultation with Brent James, M.D. Intermountain Health Care (2004)
- Hired Chief Medical Officer (Paul Convery, M.D. 2005)
- Hired Chief Nursing Officer (Rosemary Luquire, R.N., Ph.D. 2007)
Components of the Institute for Health Care Research and Improvement

Center for Health Care Improvement
Leads ABC Baylor rapid cycle improvement training and process and outcome of care measurement and improvement

Office of Patient Safety
Leads implementation of evidence-based patient safety practices and advancement of patient safety culture across BHCS

Office of Patient Centeredness
Leads efforts across BHCS to measure and improve dimensions of patient-centeredness, including patient satisfaction

Office of Health Equity
Leads efforts across BHCS to define and reduce disparities in health care processes and outcomes

BHCS Best Care Physician Champions
Lead improvement efforts across BHCS in their areas of clinical expertise

BHCS Clinical Scholars
Conduct research on health care quality and effectiveness in their clinical areas of expertise

Center for Health Care Research
Supports the design, conduct, and publication of clinically important research

Quantitative Sciences
Develops and applies quantitative methods to improve health care and research processes and outcomes across BHCS
New model of education for caregivers

1. Continued Healthcare improvement
   - Training via BHCS IHCRI

2. Clinical & Staff Training
   - Medical/Nursing Education
   - Non-clinical staff
   - Learn evidence-based practice
   - Focus on Improving Measured Outcomes

3. Post-Graduate Practice Options for Clinicians
   - HealthTexas
   - Independent Private Practice
   - Hospitalists
   - Emergency Care

4. Become Physician Champions
   - Attend ABC Baylor
   - Lead Deployment of Evidence-Based Medicine Protocols

Communities We Serve

CLINICAL TRANSFORMATION  E.H.R.
• $23 million investment in medical education

• $10 million annual investment in Institute for Health Care Research and Improvement ($8 million Quality; $2 million Patient Safety)

• 800 BHCS-affiliated people have completed the 60-hour face-to-face ABC Baylor or 12-day Intermountain Health Care Advance Training Program in rapid cycle process improvement

• 80 Paid Physician Champions (30 HealthTexas Provider Network, 50 non-HTPN); $3 million annually
• HealthTexas patients receive significantly more clinically necessary preventative services (Rising from 62% actual delivery of United States Preventive Services Task Force endorsed services in 2001 to 84% actual delivery in 2008)

• BHCS reduced its overall risk-adjusted in-hospital mortality rates by 17.2% from FY 2004 to FY 2006

• In fiscal year 2007, further improvement of 7.8%

• In fiscal year 2008, further improvement of 8.3%
2008 National Quality Healthcare Award – National Quality Forum

2007 Leapfrog Patient-Centered Care Award – The Leapfrog Group

Magnet Award for Excellence in Nursing Services – American Nurses Credentialing Center
- Baylor University Medical Center at Dallas
- Baylor Jack and Jane Hamilton Heart and Vascular Hospital

2008/2009 Consumer Choice Award, Dallas Region – National Research Corporation
- Baylor University Medical Center at Dallas

16 consecutive years in U.S. News and World Report “America's Best Hospitals” Guide
- Baylor University Medical Center at Dallas ranked in five specialties
- Baylor Institute for Rehabilitation only nationally ranked rehabilitation hospital in North Texas

Texas Health Care Quality Improvement Award – TMF Health Quality Institute
- Seven Baylor hospitals awarded

The Joint Commission Gold Seal of Approval for Stroke Care
- Baylor University Medical Center at Dallas