Evaluation

Organization Name:
Colorado Center for the Advancement of Patient Safety (CCAPS)
7335 E. Orchard Road
Greenwood Village, CO 80111-2582
John Savage, Director of Quality Improvement and Patient Safety

Project Title:
Safe Deliveries Colorado

Grant Duration:
24 months + 12 months no-cost extension

Your Participants:

GRANT OBJECTIVE:
Reduce low birth weights in Colorado by engaging a group of Colorado hospitals and OB providers (OB/Gyn and Family Practice physicians and midwives) to prevent preterm births, reduce low birthweight deliveries and improve infant outcomes.

GOAL TOTAL NUMBER OF PARTICIPANTS TO ACHIEVE GRANT OBJECTIVE:
1,760

ACTUAL TOTAL PARTICIPANTS:

<table>
<thead>
<tr>
<th>Participant Type</th>
<th>Projected Number</th>
<th>Actual Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pregnant Patients</td>
<td>1,760</td>
<td>1,935</td>
</tr>
<tr>
<td>Providers</td>
<td>0</td>
<td>36</td>
</tr>
<tr>
<td>Staff Members</td>
<td>0</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,760</strong></td>
<td><strong>2,031</strong></td>
</tr>
</tbody>
</table>

PRIMARY GRANT PERFORMANCE METRIC RESULTS:
High-risk expectant women deliver babies weighing more than 5.5 lbs in 250 participants.

NUMBER OF PARTICIPANTS TO ACHIEVE PRIMARY GRANT METRIC RESULT:
250
Results

Number of program participants that achieved primary metric result:

At this ending period of the grant, 13 of the 19** grant participating hospitals achieved values lower than the Colorado state average for babies delivered weighing 5.5 lbs or less for the 2014, 2015 and 2016 calendar years.

Cumulative data for these 13 aforementioned hospitals is listed below. This table illustrates the Colorado state average for each respective grant year, as well as the number of deliveries below the Colorado state average 13 of the 19 participating hospitals had for the respective year.

<table>
<thead>
<tr>
<th>Colorado State Average</th>
<th>2014: 9.0% or 5,992 deliveries</th>
<th>2015: 9.2% or 6,196 deliveries</th>
<th>2016: 9.2% or 6,163 deliveries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of deliveries below the Colorado state average for 13 of 19** Anthem Safe Deliveries hospitals.</td>
<td>256 deliveries</td>
<td>294 deliveries</td>
<td>269 deliveries</td>
</tr>
</tbody>
</table>

Success of secondary metric goals and results:

CCAPS accomplished its secondary metric goals and results and was able to educate staff and providers about the role of 17P progesterone supplementation for the prevention of preterm labor in patients with a history of preterm labor and delivery.

CCAPS was able to accomplish this goal as a result of the partnerships CHA developed with community and professional organizations that supported the goal of education throughout the process, not just with the endpoint in mind. CCAPS partnered with the following organizations: the March of Dimes (MOD), the Colorado Perinatal Quality Collaborative (CPCQC), the Colorado Department of Public Health and Environment (CDPHE), The American College of Obstetricians and Gynecologists (ACOG), the Association of Women’s Health, Obstetric, and Neonatal Nurses (AWHONN), the American College of Nurse Midwives (ACNM), Families Forward Resource Center, the Metro Area Rural Connection and Lumara Health™ (a division of AMAG Pharmaceuticals).

A Safe Deliveries committee was convened that included multiple providers, including doctors in maternal-fetal medicine, certified nurse midwives, a neonatal nurse practitioner, a nursing administrator and the Maternal and Child Health Director at the MOD. The professional relationships forged during this project will provide many opportunities for collaboration moving forward, as well.

Additionally, the Safe Deliveries cohort hospitals had lower rates of primary C-section when compared with the Colorado state average.

<table>
<thead>
<tr>
<th>Primary C-section Rate</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado state average</td>
<td>16.6% (11,001)</td>
<td>16.5% (11,112)</td>
<td>16.4% (10,986)</td>
</tr>
<tr>
<td>Anthem Safe Deliveries hospital average</td>
<td>15.9% (4,569)</td>
<td>15.8% (4,579)</td>
<td>15.8% (4,611)</td>
</tr>
</tbody>
</table>
Results continued

Rank overall primary metric success
ACHIEVED MODERATE SUCCESS
Thirteen of 19 cohort hospitals experienced success. For these hospitals the rate of delivery of infants weighing less than 5.5 lbs or less was lower than the Colorado state average, and two of the remaining six hospitals had rates below the Colorado state average for two of the three grant years. Three of the hospitals experienced rates above the Colorado state average for all three of the grant years. NOTE: one of the hospitals did not sign a release for CCAPS to receive their data.

Impediments:
A February 2011 ACOG Committee Opinion originally recommended the use of antenatal steroids for fetal lung maturation between 24 0/7 and 33 6/7 weeks gestation, including women with PROM and/or multiple gestations. However, an October 2016 ACOG Committee Opinion reflected the benefit of corticosteroids for pregnant women at high risk of late preterm birth, between 34 0/7 and 36 6/7 weeks as a result of the Antenatal Late Preterm Steroids (ALPS) trial. The ALPS trial was a double-blind, placebo-controlled, randomized clinical trial designed to evaluate the use of antenatal betamethasone for pregnant women at high risk of delivery in the late preterm period.

Given the changing clinical guidelines, CCAPS changed the grant approach from three-pronged where antenatal steroids, preterm labor assessment and progesterone supplementation were addressed to a two-pronged approach in order to focus on preterm labor assessment and progesterone supplementation. The primary result was therefore impacted by this course of events.

Work to improve future results:
In site visits at cohort hospitals, one of the topics of discussion that repeatedly arose was the desire/need to simplify progesterone access. Navigating payor approval systems was identified as a barrier to access. One identified solution is a centralized progesterone phone number and person(s) for the state of Colorado to help ensure patients that are eligible to receive 17P for the prevention of preterm labor are able to receive it without delay caused by inability to pay or difficulty navigating the “system” for obtaining 17P. In the most simple sense, Colorado providers advocated for a more simple navigation solution, a “one stop shop,” for obtaining 17P approval for their patients. Such a system has proven successful in Ohio. CHA intends to work with Anthem Foundation to leverage this understanding and preliminary success in Ohio in a future initiative.
Goals

Goals for media and public awareness/publicity:

• Press release distributions at the project start and completion noting the project purpose, grant funder (Anthem Blue Cross and Blue Shield Foundation), project partners, participating hospitals and the value to the community (progress/impact). This will be distributed to media statewide (by CHA) and locally (by hospitals) and promoted on social media.

• Headline on front page of CHA.com with the above information at the start of the project.

• Progress updates and materials (handouts, infographic, etc.) shared with Colorado hospital leaders via the Association’s daily e-newsletter and CHA.com.

• A banner provided to each participating hospital noting the hospital’s commitment to quality of care for moms and babies and acknowledging the support provided by Anthem Blue Cross and Blue Shield Foundation.

• Recognition of Anthem Blue Cross and Blue Shield Foundation’s support in social and other media managed by CHA.

• The Director for Quality Improvement and Patient Safety will provide:
  - Regular reports to the CHA Board of Trustees regarding the project, including acknowledgement of Anthem Blue Cross and Blue Shield Foundation as the project funder.
  - Annual reports to quality leaders at all Colorado hospitals via the CHA Patient Safety Newsletter.

Achievement of comprehensive public awareness goals:

CCAPS was very successful in meeting its comprehensive awareness goals. CCAPS distributed press releases, and its parent organization, CHA, hosts a project webpage dedicated to the project. CCAPS conducted face-to-face site visits with providers and relevant staff members, provided timely updates regarding project progress to relevant parties, conducted multiple educational webinars and held three one-day conferences presented by national and local experts where topics covered strategies for prevention of preterm birth and low birthweight infants. Participating hospitals prominently displayed a Safe Deliveries banner, project updates were provided through the CHA e-newsletter for hospital leaders and via the e-newsletter for quality leaders across Colorado, a project newsletter was distributed monthly to contacts at participating hospitals, progress reports were presented at CHA Clinical Excellence Council and Board of Trustees meetings, and formed lasting partnerships with professional, as well as, community organizations.

Safe Deliveries project posters were presented at the March of Dimes Prematurity Prevention Conference in September 2015 and at the International Forum on Quality and Safety in Healthcare in April 2016.

Additionally, this project was presented to approximately 200 conference participants by one of the nurse consultants for the project and two other nursing leaders at the AWHONN national conference in New Orleans in June 2017.
Safe Deliveries Colorado FAQs – Original

What is “Safe Deliveries Colorado?”
Safe Deliveries is an initiative aimed at reducing preterm births and low birthweight deliveries in hospitals across Colorado. It was created in partnership among Colorado Hospital Association (CHA), Colorado Perinatal Care Quality Collaborative (CPCQC), March of Dimes Colorado/Wyoming Chapter and Anthem Blue Cross and Blue Shield Colorado.

Why this initiative?
Preterm birth is one of the most significant challenges to maternal-child health in the United States. It complicates one in nine deliveries and accounts for more than 85 percent of all infant mortality. Infants who are born preterm are at greater risk of dying in the first year of life. Of those who survive, there is increased risk of repeated hospital admissions and adverse outcomes, including cerebral palsy and long-term disability, creating a lifetime of challenges for the infants affected and difficulties for families and communities.

Who is participating?
All 51 Colorado hospitals that provide birthing services are being invited and encouraged to participate along with physicians, midwives and other who provide obstetrical services. A number of hospitals, both large and small, have already joined.

What is expected of participating hospitals?
Hospitals that choose to participate in the initiative are being asked to:
• Work with OB providers on staff at the hospital to implement best practices supported by the initiative.
• Identify a physician champion who help to communicate to the OB providers and enlist their adoption of best practices.
• Collect data when requested to evaluate the progress of the initiative.

What is expected of providers?
Providers are being asked to standardize their use of antenatal clinical guidelines endorsed by ACOG and other national medical associations. Initially, work will focus on antenatal administration of 17OHP for patients with a prior history of premature rupture of membranes and preterm delivery, as well as use of the March of Dimes premature labor assessment toolkit.

How will hospitals and physicians be supported in this work?
Hospitals and OB providers will have access to education, clinical guidelines, quality improvement resources and data analytics to support this important work. They will have the opportunity to network with others to share best practices.

How will this work address the needs of special populations?
According to the National Center for Health Statistics, Colorado preterm birth rates in 2012 were highest for African-American infants (13.2 percent), followed by Asians (11.3 percent), Hispanics (11.2 percent), Native Americans (10.8 percent) and Caucasians (9.7 percent). Because of this disparity, the initiative will pay special attention to reducing preterm births among minority populations and will look for opportunities to provide additional support services to minority women.

What do we do if we want to join?
To join the initiative, we ask that you complete and sign the attached letter. We are asking for your CEO’s signature to demonstrate recognition of the importance of this work in your hospital.

Who should we contact if we have questions?
Please contact Nancy Griffith at Colorado Hospital Association at 720.330.6067 or Nancy.Griffith@cha.com.
SAFE DELIVERIES COLORADO / ANOUNCEMENTS

Right Time, Right Size
SEPT 2017

Announcing New CHA Director of Quality

The Safe Deliveries team has a new member, John Savage, who joined CHA on May 30 as the Director of Quality. John recently retired from the VA as a hospital administrator. He had worldwide assignments including as the Chief of the Medical Support Operations Division of the VA in Washington, D.C. Prior to that assignment, he had various positions in Air Force hospitals including CDON positions at the NMC Health in Aurora, Italy and Global Health with the Global War on Terrorism. John has an MA from the University of California Irvine and a certificate as a Project Management Professional (PMP) and Certified Medical Practice Executive (CMPE). Contact Joe Hurt on 800.426.4736 ext. 241 for assistance.

SAFE DELIVERIES COLORADO / ANOUNCEMENTS

Right Time, Right Size
JULY 2017

Follow-Up Site Visits

Be connecting with CHA to schedule a site visit with you and discuss any opportunities to sustain and maximize your progress or任何需要帮助的医院来安排该活动。

SAFE DELIVERIES COLORADO / ANOUNCEMENTS

Right Time, Right Size
MAY 2017

SAFE DELIVERIES COLORADO / ANOUNCEMENTS

Right Time, Right Size
JULY 2017

New CHA Safe Deliveries Fall Conference – REGISTRATION IS NOW OPEN

This one-day program will focus on key topics for improving pregnancy outcomes, including: Preterm Labor Assessment Results: We are pleased to announce that each hospital that submitted phase 2 data will have received a letter of follow-up and the results with your providers. The Safe Deliveries team has a new member, John Savage, who joined CHA on May 30 as the Director of Quality. John recently retired from the VA as a hospital administrator. He had worldwide assignments including as the Chief of the Medical Support Operations Division of the VA in Washington, D.C. Prior to that assignment, he had various positions in Air Force hospitals including CDON positions at the NMC Health in Aurora, Italy and Global Health with the Global War on Terrorism. John has an MA from the University of California Irvine and a certificate as a Project Management Professional (PMP) and Certified Medical Practice Executive (CMPE). Contact Joe Hurt on 800.426.4736 ext. 241 for assistance.

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SAFE DELIVERIES COLORADO / ANOUNCEMENTS

Right Time, Right Size
MAY 2017

SAFE DELIVERIES COLORADO / ANOUNCEMENTS

Right Time, Right Size
APRIL 2017

Important Notice: Safe Deliveries Leadership Transition

Though the Safe Deliveries project is continuing through the end of 2017, the leadership is transitioning due to the retirement of Nancy Griffith. After April 1, the project leadership will be shared by Janie Lanyon and Mary McMahon. Please welcome them to the new role and contact them for any questions or issues you need support with.

The Numbers Are In

Webinar: Preterm Labor Assessment Results

Join us on Wednesday, April 26 at 12:00 – 1:30 pm to review the results of the Phase II data. We will have the results from each hospital and you can learn more about the data. Use this link to register for the webinar: http://attendee.gotowebinar.com/register/1408934154998

Phase II Fetal Assessment Data Reports

Phase II Data Collection for PTL Assessment

Participants have completed data collection for assessment and management of preterm labor patients. A report has been sent to each hospital that submitted phase 2 data. We highly encourage you to review your hospital’s report, compare your results from baseline to phase 2 and share the results with your providers.

SAFE DELIVERIES COLORADO / ANOUNCEMENTS

Right Time, Right Size
JULY 2017

SAFE DELIVERIES COLORADO / ANOUNCEMENTS

Right Time, Right Size
SEPTEMBER 2017

SAFE DELIVERIES COLORADO / ANOUNCEMENTS

Right Time, Right Size
JULY 2017

SAFE DELIVERIES COLORADO / ANOUNCEMENTS

Right Time, Right Size
SEPT 2017

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Safe Deliveries Colorado

The Colorado Hospital Association (CHA) is partnering with Anthem Blue Cross and Blue Shield Colorado, the March of Dimes Colorado/Wyoming Chapter and the Colorado Perinatal Care Quality Collaborative to create the Safe Deliveries Colorado collaborative. This two-year initiative aims to achieve the following goals:

- Reduce low-birthweight deliveries to no more than 8 percent of live births
- Reduce preterm births to no more than 9.6 percent of live births

Nineteen Colorado hospitals are participating in the collaborative, along with OB and family practice health care providers from across the state. CHA is providing education, quality improvement resources and data analytics to support the providers and hospitals in this important work. Hospitals have the opportunity to network with each other and share best practices as well as learn about best practices from national and local leaders.

Preterm birth is currently the most significant challenge to maternal-child health in the United States. It complicates one in nine deliveries and accounts for more than 85 percent of all infant mortality. Infants who are born preterm are at greater risk of dying in their first year of life. Of those who survive, there is an increased risk of repeated hospital admissions and adverse outcomes, including cerebral palsy and long-term disability, creating a lifetime of challenges for the infants affected and difficulties for families and communities.

Click here for the news release. For more information, please contact the patient safety department.

Participating Hospitals

- Avista Adventist Hospital (Louisville)
- Good Samaritan Medical Center (Lafayette)
- Heart of the Rockies Regional Medical Center (Sáilda)
- Littleton Adventist Hospital (Littleton)
- Longmont United Hospital (Longmont)
- Lutheran Medical Center (Wheat Ridge)
- Platte Valley Medical Center (Brighton)
- Rose Medical Center (Denver)
- Saint Anthony North Health Campus (Westminster)
- Saint Joseph Hospital (Denver)
- San Luis Valley Regional Medical Center (Alamosa)
- St. Francis Medical Center (Colorado Springs)
- St. Mary-Corwin Medical Center (Pueblo)
- St. Thomas More Hospital (Canon City)
- The Medical Center of the Aurora (Aurora)
- University of Colorado Hospital (Aurora)
- Valley View Hospital (Glenwood Springs)
- Wray Community District Hospital (Wray)
- Yampa Valley Medical Center (Steamboat Springs)

Pictures

2017 AWHONN National Conference Presentation of Safe Deliveries Project by Mary McMahon, RN and two other nurse leaders

Steve Holt, MD, with the cohort hospital banner at a site visit

Steve Holt, MD, and Mary McMahon, RN, at March of Dimes Prematurity Prevention Conference in September 2015

Three of the six speakers at March 4, 2017 Conference (left to right):
- Helen Feltovich, MD: Measuring the Cervix: Why and How
- Cheryl Larry-Osman, RN, MS, CNM: Healthcare Equity: Advocating for Moms and Babies
- Ronald Gibbs, MD: Antenatal Late Preterm Steroids (ALPS): Benefits and Barriers
Pictures continued

Valley View Hospital Glenwood site visit

Wray Hospital 2017 – Mary McMahon, Heather M. Hasenauer & Jennifer Livingston at site visit
Safe Deliveries Partnerships

Primary Partnerships
- Anthem Blue Cross and Blue Shield Foundation
- Colorado Hospital Association (CHA)
- March of Dimes (MOD)
- Colorado Perinatal Care Quality Collaborative (CPCQC)
- Colorado Department of Public Health and Environment (CDPHE)

Professional Organizations
- American College of Obstetrics and Gynecology (ACOG)
- Association of Women’s Health, Obstetric, and Neonatal Nurses (AWHONN)
- American College of Nurse Midwives (ACNM)

Community Organizations
- Families Forward Resource Center
- Metro Area Rural Connection

Other
- Lumara Health™ (A division of AMAG Pharmaceuticals)
Safe Deliveries Members

Safe Deliveries Project Steering Committee
Jessica Anderson, CNM
Sasha Andrews, MD
Laurale Cross, RN
Jacqueline Garrard, MD
Tracy Heaberlin, NNP
Joe Hurt, MD PhD
Karen Trierweiler, CNM
Nicole Wong, MS

Safe Deliveries Project Team
John Savage, CHA
Anna Morris, CHA
Joe Hurt, MD PhD, University of Colorado Hospital
Mary McMahon, RN, CPCQC and CHA Nurse Consultant
Jennifer Livingston, RNC-OB, CHA Nurse Consultant

Colorado Perinatal Care Quality Collaborative (CPCQC) Executive Committee
Jaime Cabrera
Executive Director
Mandy Bakulski
Liaison; Maternal Health at Colorado Department of Public Health and Environment
Pat Bohling-Smith, MS, RN
Executive Committee Administrator; Maternal Child Nurse (retired)
Carrie Cortiglio, ScM
Executive Committee Member; Deputy Director at Health Care Policy and Finance
Laurale Cross, NNP-BC, MS
Executive Committee Member; Administrative Director of Women’s Services, Valley View Hospital
Megan Donnelly, MD
Executive Committee Member; Maternal Fetal Medicine Physician at University Hospital
Ed Donovan, MD
Executive Committee Member; Neonatologist (retired), but active in national boards
Kathy Gaines, RN
Executive Committee Member; Colorado Department of Public Health and Environment (retired)
Sandra Gardner, RN, MS
Treasurer; Neonatal Nurse (retired), and author of neonatal handbook
Jacqueline Garrard, MD
Executive Committee Member; Obstetrician in private practice in San Luis Valley

Nancy Griffith, RN, MSN
Executive Committee Member; Colorado Hospital Association (retired)
Tracy Heaberlin, MSN, NNP-BC, MBA
Executive Committee Member; Neonatal Nurse Practitioner and Past Chair of CPCQC
Mary McMahon, MSN, RN
Executive Committee Member; Perinatal and Informatics Nurse Leader, RN Consultant at Colorado Hospital Association
Torri Metz, MD, MS
Executive Committee Member; Maternal Fetal Medicine physician at Denver Health and University Hospital
Alfonso Pantoja, MD
Executive Committee Member; Neonatologist at St. Joseph Hospital
Karen Trierweiler, MS, CNM
Executive Committee Member; Colorado Department of Public Health and Environment (retired)
Nicole Wong, MS
Executive Committee Member; Director of Maternal Health at March of Dimes
Rachel Wright, MD
Chair-elect; Neonatologist and Chair of CPCQC
Safe Deliveries Webinars

Safe Deliveries Overview – August 2015


Preterm Labor Assessment and Management Guidelines – March 2016

Low Birth Weight and Prematurity – May 2016

Colorado Preterm Birth Recommendations – August 2016

Teen Hospital Stays for Childbirth – September 2016

Precious Loss Video – February 2017

Safe Deliveries Data Review – April 2017