Cary Hospital

After celebrating its 25th anniversary in December 2016, Cary Hospital continued delivering on its promise to the community by adding new services and making several facility upgrades, including the renovation of SC Medicine. Throughout the year, the enterprise celebrated a number of accomplishments:

• The Trauma Program celebrated their 30th anniversary and received Level I re-designation from the N.C. Office of Emergency Services as well as – for the first time – verification from the American College of Surgeons.
• Consumer Reports ranked the hospital 7th in the nation for low C-section rates.
• For the third time in a row, our Rehab Hospital completed their CARF reaccreditation survey recommendation-free – a truly exceptional feat!
• Our Level IV NICU was recertified by NIDCAP for providing developmentally-supportive care to our tiniest patients.

The enterprise also welcomed new leaders Becky Andrews, senior vice president & administrator, Raleigh Campus, and Chantal Howard, RN, vice president of nursing, completing the leadership team – which also includes Chuck Harr, MD, chief medical officer, Gina Whitman, director of finance, Sarah Hoffman, director of operations (pictured above with executive assistants Mary Ellen Stevens and Monica Johnson).

North Hospital

At North Hospital, it was a year of growth and change, all of which will help position the enterprise well for the future. In February, the facility established a hospitalist team and began welcoming male patients. The enterprise also grew surgery volumes and expanded their services to include GI procedures. To meet growing demand, WakeMed obtained a Certificate of Need to expand the emergency department, a project scheduled to begin next year. In March, Karen Bash, MD, joined the leadership team as chief medical officer.

Raleigh Campus

It has been a busy year at Raleigh Campus, which saw high patient volumes, expanded services and numerous facility upgrades, including the renovation of SC Medicine. Throughout the year, the enterprise celebrated a number of accomplishments:

• The Trauma Program celebrated their 30th anniversary and received Level I re-designation from the N.C. Office of Emergency Services as well as – for the first time – verification from the American College of Surgeons.
• Consumer Reports ranked the hospital 7th in the nation for low C-section rates.
• For the third time in a row, our Rehab Hospital completed their CARF reaccreditation survey recommendation-free – a truly exceptional feat!
• Our Level IV NICU was recertified by NIDCAP for providing developmentally-supportive care to our tiniest patients.

The enterprise also welcomed new leaders Becky Andrews, senior vice president & administrator, Raleigh Campus, and Chantal Howard, RN, vice president of nursing, completing the leadership team – which also includes Chuck Harr, MD, chief medical officer, Gina Whitman, director of finance, Sarah Hoffman, director of operations (pictured above with executive assistants Mary Ellen Stevens and Monica Johnson).

Ambulatory Facilities and WakeMed Physician Practices

WakeMed Physician Practices continued to grow in key strategic areas, welcoming 43 new physicians and 37 advanced practice providers. We opened 13 new practice locations – expanding our presence from Holly Springs to Rolesville – and broadened our specialty offerings to include pediatric cardiology, pediatric orthopaedics, orthopaedic urgent care and rheumatology. Additionally, volumes increased in office visits, surgical procedures, hospital medicine encounters and deliveries!

Our Healthplexes continue to serve an important role by providing convenient access to high-quality care throughout Wake County.

• The Apex Healthplex Emergency Department averaged 54 patients per day and welcomed WakeMed Heart & Vascular Physicians. Work also began on a pediatric multispecialty practice, which will open in early 2018.
• At the Brier Creek Healthplex, Pulmonology came to town and the Emergency Department averaged 58 patients per day.
• It was a busy year at Garner Healthplex, where the Emergency Department saw an average of 90 patients per day and the physician practices continued to see high volumes.
Aspirational Goal Metric | 2017 Target | Result
---|---|---
**Value Leader**
Total operating expense per adjusted discharge | $11,145 | $12,450**
Medicare readmission rate for acute myocardial infarction (AMI) | 8.0% | 6.2%
Medicare readmission rate for total joint replacement (hip and knee) | 2.0% | 2.7%

**Quality**
Leapfrog Group scores
- Raleigh: A; Cary: A | Raleigh: B; Cary: A
- Reported serious preventable harm events | 16 | 58
- CAUTI cases | 0 | 82
- CLABSI cases | 0 | 48
- Reported patient falls | 425 | 792
- PRC survey “Overall Safety” (percentile) | 56.7 | 57.6
- Lost work days due to workplace injury | 90 | 85

**Culture of Safety**
Employer of Choice ranking on employee survey | 92.0% | 95.2%
Employer of Choice ranking on MD/App survey | 80.0% | 85.2%
Staff turnover rate | 11.0% | 10.9%

**Healthy Community**
Savings tied to Community Case Management program | $1,500,000 | $6,070,000
Percent of deliveries via C-section | 23.9% | 21.6%

**Wake Way**
PRC survey “Quality of Doctor” (percentile) | 65 | 44.7
PRC survey “Willingness to Recommend” (percentile) | 63 | 58.3
Departments earning PRC 5-Star Awards | 10 | 10

**Innovation**
Investments in external ventures that support our mission | 4 | 6
Employees involved in WW2E work | 800 | 1,186
Staff provided formal training in WW2E tenets & behaviors | 208 | 262

**Preferred Partner**
Donations to the WakeMed Foundation | $2,900,000 | $3,929,605

**Financial Health**
Medicare readmission rate for acute myocardial infarction (AMI) | 75.0% | 80.5%
Operating cash flow margin | 11.3% | 12.2%

**Highest Ethics & Standards**
Ethical Employer rating on MD/App engagement survey | 75.0% | 82.8%
Ethical Employer rating on employee engagement survey | 79.0% | 86.0%

As with all data reporting, numbers vary based on when data is pulled and/or made available from various sources.

As we continue to embrace a more open compliance culture that leverages employee engagement, we introduced a new, more interactive Code of Conduct and implemented an easy-to-search, web-based policy management system.

Further supporting our patients and their families, WakeMed’s amazing volunteers contributed more than 125,000 hours of service and raised $73,900 to support equipment purchases, projects and programs.

In many ways, our third year of the Wake Way 2 Excellence journey was the most exciting. We introduced two new value streams – Pharmacy Services and Emergency Services – and conducted 11 RPIWs. Several physician practices adopted the ‘ambulatory flow’ model, bringing greater efficiency and communication to their daily work. Dozens of leaders completed the WW2E for leader training, bringing the grand total to 67 leaders who have completed the classroom training.

**FY 2017 Rapid Process Improvement Workshops**
- **Surgical Services**
  - Surgical Scheduling
  - In-Room until Incision Efficiency
  - OR Turnover Efficiency
- **Pharmacy Services**
  - Medication Deliveries from Central Pharmacy
  - Admission Medication Reconciliation
- **WakeMed Physician Practices**
  - Refill Process Outside of an Office Visit
  - Appointment No-Shows and Cancellations
  - Hospital Transition to Follow-up Appointments
- **Emergency Services**
  - Imaging Turnaround Times for ED Patients
  - Admission Times for ED Patients via Hospitalist Service
  - Bed Request to Bed Ready Times for ED Patients Going to 3E
With the engagement of staff, physicians and other partners, we have made great strides in quality, patient safety and the delivery of valued-based care. WakeMed Key Community Care, our accountable care organization (ACO), re-entered the Medicare Shared Savings Program in January and earned shared savings through a Centers for Medicaid & Medicare (CMS) program and with other major insurers. These successes are just one example of how these population health strategies are providing value for our patients.

Raleigh Campus was the only hospital in the Triangle not to have a readmission penalty from Medicare for heart failure, pneumonia, COPD and acute myocardial infarction. Cary had a small penalty but improved compared to last year. We also saw continued improvement in mortality and complication rates – achieving significant reductions over the past four years. The WakeMed eICU Service ranked number 1 among all of the eICU services in the world for adherence to Philips’ best-practice quality standards.

To make it easier for staff to track and view performance against key metrics, quality boards were installed on all patient care units. We continued to focus on reducing falls as well as hospital-acquired infections, such as CLABSI, CAUTI and others. Some successes include:
- New central line dressing change kits make it easier to keep the IV site protected from bacteria.
- The four-month long Hospital Acquired Infection Prevention Initiative (HAPI) helped reduce CLABSI, CAUTI and C.difficile during the pilot period.
- Falls
  - Goal: <50%
  - Achieved: 10%
  - Falls with Injury: 23%

This summer, WakeMed conducted our annual Hospital Survey on Patient Safety – with nearly 500 good catches reported (up from 420 last year). To make it easier to report good catches and other patient safety concerns, WakeMed transitioned to a new online reporting system called RL Solutions.

WakeMed continually strives to transform the way health care is delivered by leveraging innovation and research. To that end, WakeMed’s Clinical Research Institute (CRI) was restructured to better provide oversight and governance for pharmaceutical, biotech and medical device studies conducted at WakeMed. We also introduced a number of new procedures and advancements to better care for our patients, including:
- Lung Cancer CT: A noninvasive, painless procedure that can detect smaller nodules or cancer better than a traditional chest X-ray.
- CorPath GRX: A state-of-the-art robotic system that features increased precision and improved capabilities to expand the range of cardiovascular procedures that can be performed robotically.
- Intra-arterial mechanical thrombectomy: A minimally invasive procedure that, when performed in conjunction with t-PA administration, can stop a stroke in its tracks.
- LifeFlow: WakeMed was an early evaluation partner and pilot site for this device, which delivers 500 milliliters of fluid in less than two and a half minutes.
- RapidConnect: A pilot in the Children’s Hospital was so successful that this easy-to-use, HIPAA compliant, communications platform was deployed system-wide.

In our third year of using Epic system-wide, we continue implementing improvements and optimizing the functionality of this important tool. MyChart Bedside was rolled out at North Hospital, allowing patients to track their progress during their stay and receive pertinent patient education. We continued to track utilization of WakeMed MyChart and CareEverywhere. Unfortunately, we are not where we need to be with our key performance indicators – particularly our activation rate, which decreased from last year:
- Activation rate: 23 percent (FY16: 33 percent)
- Messages from patients: 36,256
- Appointments scheduled online: 7,623
- Bills paid electronically: 78,950
- CareEverywhere records exchanged: 3.4 million

WakeMed’s robotics team continues to expand the use of innovative robotics-assisted surgeries, providing numerous benefits for patients.
WakeMed Health & Hospitals
3000 New Bern Avenue
Raleigh, NC 27610

Awards & Accolades

Leapfrog Safety Scores

<table>
<thead>
<tr>
<th>Spring</th>
<th>Fall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raleigh Campus</td>
<td>B</td>
</tr>
<tr>
<td>Cary Hospital</td>
<td>A</td>
</tr>
</tbody>
</table>

Local Recognition
- Triangle Business Journal Healthy Employer
- Triangle Business Journal Leader in Diversity
- Triad Business Journal Women in Business
- Joanna Burgess, BSN, RN, CWOON, Ed
- Keating, BSN, RN, and Brian Klausner, MD
- Triangle Business Journal Health Care Heroes
- Montana Wagner-Gillespie
- Cary Magazine Movers & Shakers

Dascomb Award
Duncan Phillips, MD (Pediatric Surgery)

Great 100 Nurses
- Harriet Stephenson, MSN, BA, RN-BC
- Tonya Harrell, RN-BC

PRC Recognition
Top Performers
- Mobile Critical Care Services
- Outpatient Lab – North Hospital

Five Star Winners
- Apex Healthplex – Emergency Department
- Apex Healthplex – Imaging Services
- Brier Creek Healthplex – Emergency Department
- Brier Creek Healthplex – Imaging Services
- Cary Hospital – Outpatient MRI
- North Hospital – Women’s Pavilion & Birthing Place
- North Hospital – Outpatient Services
- Outpatient Therapy – Kraft YMCA Cardiac Rehab
- 21 Physicians received Physician 5 Star Awards

The Joint Commission
- Advanced Primary Stroke Center – Raleigh Campus
- Primary Stroke Center – Cary Hospital

CARF Accreditation
- General Rehab
- Specialized Programs: Stroke, Amputation, Spinal Cord Injury, Brain Injury

American Heart & Stroke Association
- Raleigh Campus
  > Get With The Guidelines-Stroke® program Gold Plus Achievement
  > Get With The Guidelines-Resuscitation® program Silver Achievement
  > Target: Stroke Honor Roll Elite Plus
  > Mission: Lifeline STEMI Referring Center Silver Plus
  > Cary Hospital
  > Mission: Lifeline STEMI Referring Center Gold

Partnering for a Healthier Community

WakeMed is dedicated to helping make Wake County a healthier place to live by partnering with others in the community. After nearly two years of discussion, we announced two formal collaborations with Duke Health – Cancer Care Plus and Heart Care Plus+ - that will bring together our complementary strengths and resources and allow us to deliver a broader scope of services, greater value and more coordinated health care. As part of Heart Care Plus+, this fall we welcomed a new specialty practice to bring advanced care and capabilities in the treatment of congestive heart failure to Wake County patients. Some other key partnerships that are helping us reach our aspirational goals include:
- Our primary blood products supplier changed from the Red Cross to The Blood Connection.
- We welcomed Raleigh Radiology as the official provider of professional and interpreting services for all WakeMed imaging studies.
- Holly Springs Surgery Center, a joint venture with Novant physicians, opened successfully.
- A new partnership with Transitions Life Care to expand the availability of palliative care for our patients.
- To better serve individuals with behavioral health and substance use disorders, we formed a collaboration with Southlight Healthcare.

In addition to providing exceptional care to all who seek our services, WakeMed is also working hard to improve the health and well-being of the most vulnerable in our community:
- A population health project led by Brian Klausner, MD, and utilizing Epic’s Healthy Planet, has helped improve access and health outcomes among the high-utilization, homeless population – decreasing emergency department visits by 59 percent and hospital admissions by 78 percent.
- Community Case Management launched a Mobile Medication Service, coordinating med tech daily home visits for high-risk, high-utilizing behavioral health patients to encourage medication compliance with the goal of increasing stability for patients by maintaining care in the least restrictive environment.
- WakeMed began an intensive opioid stewardship project to ensure opioids are being correctly prescribed and monitored across the system to prevent addiction issues in patients.

WakeMed was out and about in the community throughout the year hosting a variety of community events, including the Live Life Young at Heart series at the healthplexes, a Heart Center Open House, Ladies Day at North Hospital, Men’s Health Night at Cary Hospital and much more. We also continued our presence at community events such as Go Red for Women day, SAS Championship, the March of Dimes, Heart Walk, JDRF, and others.