



PATIENT SAFETY Central Maine Health Care: Central Maine Medical Center, Bridgton Hospital and Rumford Hospital

In recognition of organization-wide commitment to quality improvement and reducing readmissions



Reducing Readmissions By Improving Continuity of Care and Optimizing the Transitions of Care (TOC) Program

BACKGROUND

Central Maine Healthcare (CMH) is an integrated healthcare delivery system serving 400,000 people living in central, western, and mid-coast Maine. CMH's hospital facilities include Central Maine Medical Center in Lewiston, Bridgton Hospital, and Rumford Hospital. CMH also supports Central Maine Medical Group, a primary and specialty care practice organization. Other system services include the Central Maine Heart and Vascular Institute, a regional trauma program, LifeFlight of Maine's southern Maine base, the Central Maine Comprehensive Cancer Center, and other high-quality clinical services.

Central Maine Health Care made an organization-wide commitment to quality improvement. The system actively participates in both the HQIC and QIN-QIO work. CMH willingly shares best practices and lessons learned to further community improvement. They have been an active participant in IPRO's Sepsis Affinity group and have shared their learnings in the IPRO forums, including presentations at the PFE Learning Event (6/22), Partnership for Community Health Coalition Leader Forum (9/23), and Advancing the Culture of Safety: Preventing Pressure Injuries (10/23). CMH is committed to the communities it serves. The Central Maine Medical Center's emergency room was already at capacity on the night of October 25, 2023. Within minutes, it was cleared for incoming victims of a mass shooting that claimed the lives of 18 people and injured 13 others. The CMH team responded to the crisis and supported the community through this horrific event.

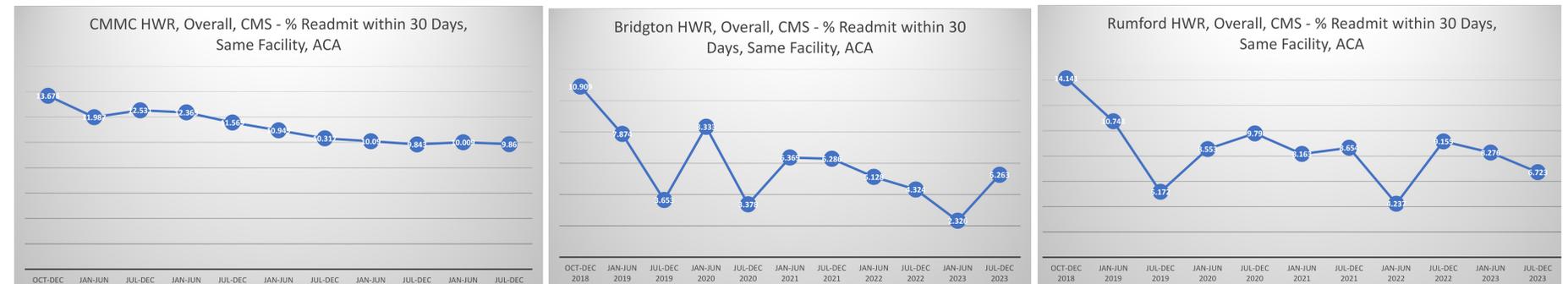
APPROACH

Working with both the IPRO QIN-QIO and HQIC, the CMH team focused on:

- Improving the case management readmission risk assessment process using BOOST (8Ps)
- Optimizing its transitions of care management program by
 - Initiating a Remote Patient Monitoring Program
 - Attending Safe Discharge Committee and Palliative Care Committee meetings
 - Making referrals to outpatient care management professionals within the network
 - Holding daily readmission huddles
 - Hardwiring follow-up calls to discharged patients
- Developing change pathways for congestive heart failure, chronic obstructive pulmonary disease, diabetes, and palliative care
- Improving its medication reconciliation process
- Improving sepsis care

RESULTS

CMH reduced readmission rates from 18.0% (10/18-9/20) to 14.8% (9/22-8/23), achieving a relative improvement rate of 18.1%. They also reduced hospital-acquired pressure injuries from 5 to zero in 6 months (12/21) and sustained this for more than two years.



	FY 21 Goal	FY 21 YTD	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
CMS Readmit Rate	10.45%	11.14%	9.67%	11.07%	8.70%	11.40%	11.69%	12.27%	11.26%	12.29%	10.71%	11.88%	11.61%	10.99%

CONCLUSIONS

As a system, the CMH team developed a priority matrix and then worked with IPRO to focus on those priority areas. CMH's success is attributable to its willingness to form collaborative relationships with both IPRO and its peers. CMH's enthusiastic participation with IPRO QIN-QIO and HQIC affinity groups, focused on sepsis and health equity, contributed to the organization's achievements in reducing readmissions and improving care for their patients. In turn, CMH is committed to sharing its best practices and lessons learned with its peers and has presented at IPRO QIN-QIO and HQIC educational programs on patient and family engagement and sepsis.

As further evidence of the impact of CMH's quality improvement work, both Rumford and Bridgton Hospitals won 2023 Rural Health Performance Awards: Rumford for Patient Perspective and Bridgton for Outcomes.

Impact of Dealing with a Disaster

The mass shooting in October 2023 brought a national spotlight on CMH and highlighted its emergency preparedness efforts. Its capable response to this mass casualty event further strengthened its bonds with the local community.

ACKNOWLEDGEMENTS

Multidisciplinary team members contributed to CMH's overall achievement. This included:

- Exec sponsor- Senior VP and Chief Operating Officer
- Project leader- VP Clinical Integration
- VP Clinical and Support services
- System Director of Quality
- System Director of Care Management
- ACO Clinical Programs Manager
- Transitions of Care Team members
- Clinical Quality Public Reporting Coordinator
- RMO support
- Ad hoc support through Nursing, Providers, IT, Data & Analytics and Pharmacy

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