



SPS Year in Review

2023

Children's Hospitals'
Solutions for
Patient Safety
Every patient. Every day.

2023 IMPACT



140+
Pediatric Hospitals.

25,000
Children Spared From Harm

\$533
Million Estimated in Savings

Numbers reflect since SPS work began.

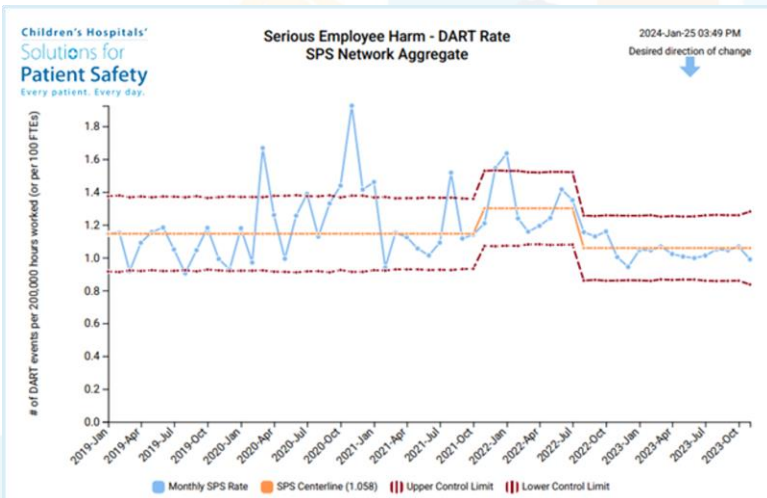
Celebrating 25,000 Children Spared from Harm

The Solutions for Patient Safety (SPS) network reached new heights in 2023 because of our **140+** participating hospitals' collaboration. In November, we celebrated **25,000 children spared from harm** since our work began in 2009! Additionally, this significant safety milestone brings us to an **estimated savings of \$533 million** in healthcare costs.

View our 25,000 children spared from harm celebration video, with special messages from patients and parents:

WATCH NOW

Serious Employee Harm (DART) Centerline Shifts Down – First Time Since Work Began!



18.6 **+** SPS strives to reduce employee/staff harm, in addition to patient harm, **Percent Decrease** across children's hospitals in North America and Canada. In 2023, the network experienced its first DART centerline shift down since launching the Employee/Staff Safety (ESS) portfolio in 2016!

As shown in the chart (left), an incredible **18.6% DART rate reduction** started in August 2022 – this is an impactful reduction to recognize.

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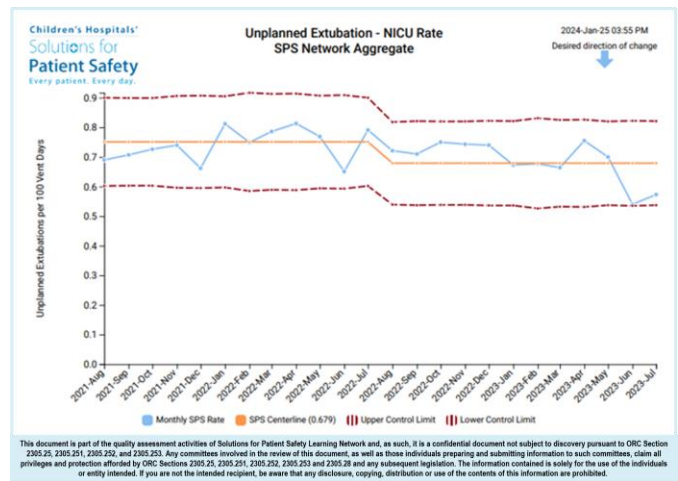
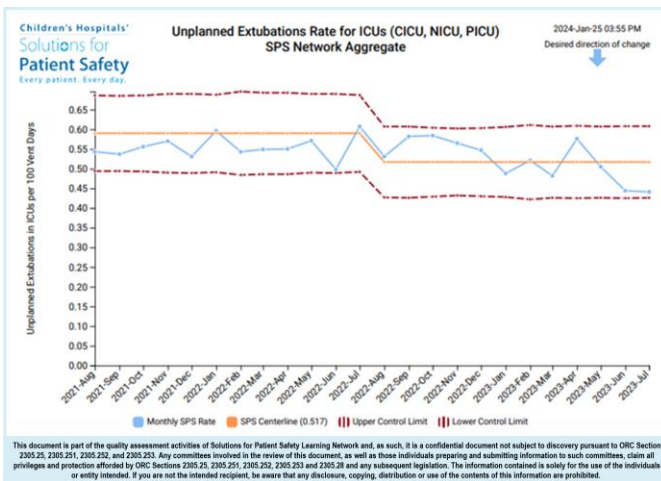
2023 IMPACT

Unplanned Extubations (UE) Centerline Shifts



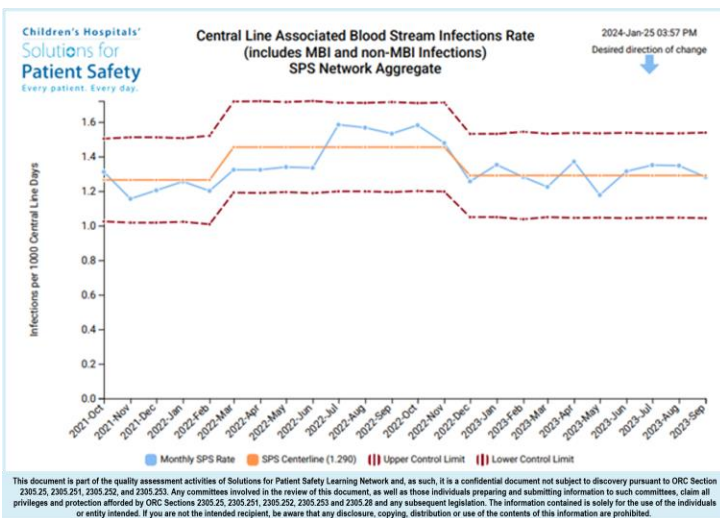
We are excited to share that we shifted our UE-ICU and UE-NICU charts. UE-ICU had a shift of 0.590 to 0.517 (**12% reduction**), and UE-NICU had a shift of 0.751 to 0.679 (**9% reduction**)!

The UE-ICU reduction equates to approximately **462 fewer children harmed** in the 12 months since the shift (Aug. 2022 – July 2023)! SPS is reaching out to the hospitals that contributed to the shifts to learn more in 2024.



Central Line-Associated Blood Stream Infections (CLABSI) Investigation Learnings

In 2023, the SPS CLABSI work continued to evolve with the support of our network. Together we accomplished:



- The Today's CLABSI Climate webinar series that **averaged nearly 100 attendees per webinar** (between Oct. 2022 and Sept. 2023).
- SPS had **52 hospitals** participate in the CLABSI Hem-Onc Pioneer Cohort that wrapped up in June 2023.
- A special cause investigation revealed a decrease in the network **CLABSI rate of approximately 11%** (between Dec. 2022 and July



2023). The investigation exposed that the shift down is partially attributed to recovery from an earlier CLABSI rate increase from March to October 2022. Additionally, a subset of network hospitals have achieved notable improvements in CLABSI over time and have had a positive impact on the overall network CLABSI rate.

EVOLVING SAFETY

SPS Introduces Proactive Safety Focus to Network in 2023, Looking Forward to Integrating Concept in 2024

As the complexity of our healthcare systems, patients, workforce staffing, and environment continue to evolve, the approach we take toward safety must also evolve. Proactive Safety is a concept that combines various traditional and modern safety theories and concepts. Whereas safety has historically been defined by the absence of harm events, Proactive Safety shifts our thinking to measure and define safety in terms of the system's capacity to work and provide care safely.



SPS developed **four Proactive Safety Playbooks** to introduce new tools to our network hospitals: Learning Teams, Proactive Safety Huddles, Language for Leadership Rounds, and Walk-Through Talk-Through. During the Spring National Learning Session, SPS held a Proactive Safety Pep Rally, where we launched a summer challenge to test Proactive Safety tools. A Game Time Coaching Call Series to support teams ran through the summer; **73 network hospitals** attended the call series, and **39 sites** reported their experience testing a Proactive Safety tool!



Learning continued at the SPS Fall Virtual Learning Series, a five-part call series with **four expert guest speakers** from industries outside of healthcare, including, BP (oil/gas), KeolisAmey Docklands (transportation), Quanta Services (infrastructure), and Flight Safety Foundation (aviation).

Looking forward to 2024, SPS will continue integrating Proactive Safety knowledge and tools into existing workstreams and re-imagining what culture work looks like. Our quality improvement specialists are integrating Proactive Safety language, tools, and concepts into their workstreams' theory for improvement. Learn more about the key building blocks for our future work below:

KEY BUILDING BLOCKS FOR FUTURE PROACTIVE SAFETY WORK

EVERYDAY WORK FOCUS

Commit to learning from the reality of normal everyday work; leverage opportunities for system enhancement to better support the frontline

KNOWLEDGE

Build understanding of Proactive Safety theory and application at all levels, e.g., "work-as-imagined" vs "work-as-done"

ENGAGEMENT

Communicate the benefits of Proactive Safety, build and share success stories, and involve people in helping to shape and implement it



PRIORITIZATION

Allocate time to Proactive Safety work, specifically focusing on areas that have the potential to deliver maximum safety benefit

ACCESSIBLE

Identify work that can be applied broadly among our network hospitals



2023 HIGHLIGHTS



In-Person and Virtual Learning Opportunities

A successful Spring National Learning Session was held in St. Louis, MO with **nearly 600 attendees!** In the fall, learning continued at the Virtual Learning Series, a five-part series with **more than 1,300 attendees!** Additionally, **30+ CEOs and Top Pediatric Leaders** gathered in Plano, TX for the CEO/Top Pediatric Leader Convening!

New Research Publications

SPS published **five new publications in 2023**, most of which can be viewed [here](#). One of these exciting publications is titled “Racial and Ethnic Disparities in Common Inpatient Safety Outcomes in a Children’s Hospital Cohort,” which publishes results from the SPS PHARE cohort.



Call for New Work

SPS received and explored **13 proposals** for new or related focus areas!

SPS Welcomes New Associate Clinical Director

The network welcomed Lara Wood, MN, RN, CPN, CPPS to the SPS Leadership Team. Learn more about Lara [here](#).

Hospitals Assessed Readiness via Ambulatory Foundations Gap Analysis

We shared an executive summary with the network in July 2023 to reflect on the Ambulatory Gap Analysis responses from **111 hospitals (78.7%)**. Looking forward, SPS has set an aim for **60% of hospitals** in roadmap phase one to achieve milestones consistent with roadmap phase two and **60% of hospitals** in roadmap phase two to achieve milestones consistent with roadmap phase 3 by December 2024. To support hospitals with the key elements of the roadmap, SPS is hosting a webinar series in 2024.



New Listserv Networking Tool

The Quality Leaders Listserv launched for network members to connect, share information, and pose questions via email to others in the same role at their hospitals.



Overexertion (OE) Improvement Cohort

SPS launched the new cohort in June 2023, bringing together executive, senior, and microsystem leaders from **12 network hospitals**. The cohort is committed to enhancing organization alignment and resourcing in support of local OE prevention. Cohort participants share candidly and generously to move this critical work forward in their hospitals. In 2024, the cohort will continue its efforts toward building reliable hospital infrastructures that prioritize employee safety and support OE prevention.

SPS Connecting with Members on LinkedIn


We created a LinkedIn community of **872+ members** (since the account was launched in Feb. 2023)! Hospital safety stories, team member highlights, and other helpful resources are shared via this account. The SPS account was recognized as “Best New Digital Platform” through the Cincinnati Public Relations Society of America Blacksmith Awards.

GOAL REFLECTIONS & 2024

Network Interim and Three-Year Goal Update


On the path toward accomplishing our [2022-2024 network goals](#), our first interim goal period closed on June 30, 2023. SPS continues to focus on our three-year goals as we work toward the Dec. 31, 2024 goal period deadline.

By June 30, 2023: 75% complete Safety Disparities Milestones




To assess readiness, the network strived to use the SPS Patient Definition for Race and Ethnicity and data submission guide to submit hospital 2022 CLABSI and/or UE-ICU data by the end of the June interim goal period. SPS had **43 hospitals** meet this goal, and as of January 2024, **77 hospitals** have submitted at least one month of data. Additionally, SPS received gap analyses from **114 hospitals (81.4%)!** This data is hugely helpful as we determine strengths and opportunities for this work.

By June 30, 2023: CEO/TPL joins two executive opportunities for Employee Safety Culture



We held our first in-person CEO/Top Pediatric Leader Convening in over five years and shared some incredible learnings with our network's senior leaders. We also offered three CEO webinars. **Nearly half of our network hospitals** ensured their CEO/TPL attended two opportunities to meet this goal.

By June 30, 2023: >80% submit stratified DART data



Nearly **90 hospitals** started submitting their stratified Days Away, Restricted or Transferred (DART) data to SPS. This enhanced visibility to serious employee harm across the network will help SPS target our strategies and interventions for keeping employees of our children's hospitals safer.

2024

Notable Progress Toward Dec. 31, 2024

Network Goals (as calculated between Oct.-Dec. 2023)

87 hospitals submitted data

30% decrease in Serious Safety Event Rate (SSER)

43 hospitals have seen reductions

75% of hospitals achieving 10% reduction in CLABSI

39 hospitals have seen reductions

75% of hospitals achieving 20% reduction in UE-ICU

59 hospitals have seen reductions

75% of hospitals achieving their Hospital Selected Goal

GOAL REFLECTIONS & 2024

Regional Goal Progress

The 2023 regional goal for the network asked each region to participate in a milestone-based safety improvement challenge. All **13 regions** successfully aligned on a Plan-Do-Study-Act (PDSA) test to collaborate on and enact in their hospitals. In 2024, regions will continue to submit data for their region's shared measured and determine the effectiveness of the PDSA.



A Glimpse into 2024 with SPS

Unplanned Extubations NICU Improvement Cohort is kicking off early 2024 with 70 participating hospitals.



New Patient Behavioral Event (PBE) improvement opportunities.

SPS is planning for a new Network and Regional Goal Period to begin in 2025.



All 13 regions will continue testing shared improvement ideas, submitting data to understand their test's effectiveness and will codify and share their learnings.

The Nephrotoxic Acute Kidney Injury (NAKI) Improvement Cohort will kick-off in Jan. 2024 with 32 participating hospitals.



In the Spring, SPS will launch a new Safety Disparities Cohort to the network.

Two additional listservs will launch for Safety Disparities and the NAKI Cohort.



ABOUT SPS

2024 SPS Board of Directors



Rick W. Merrill*, President and CEO, Cook Children's Healthcare System | SPS Board of Directors Chair

Steve Davis, MD, MMM, President & CEO, Cincinnati Children's | SPS Board of Directors Vice Chair

Kevin Churchwell, MD, President & CEO, Boston Children's Hospital

Patricia M. DePompei, RN, MSN, President, UH/Rainbow Babies & Children's Hospital

Carole Hemmelgarn*, MS, Senior Director, Executive Master's Program for Clinical Quality, Safety and Leadership at Georgetown University

Marissa Kiefer*, Senior Vice President & CEO, Children's Memorial Hermann Hospital

Tim Robinson, CEO, Nationwide Children's Hospital

Alicia Schulhof*, MHA, FACHE, President, Johns Hopkins All Children's Hospital

Paul S. Viviano, President & CEO, Children's Hospital Los Angeles

Terri Von Lehmden, Vice President of Human Resources, Toyota North America

**SPS welcomes Rick W. Merrill to the position of Board Chair, and three new members to the Board of Directors as of Jan. 1, 2024.*

Special Thanks to the Following Outgoing Board Members

Marcella (Marcy) L. Doderer, FACHE, President & CEO, Arkansas Children's | Outgoing SPS Board of Directors Chair

Madeline Bell, President & CEO, Children's Hospital of Philadelphia

Katy Welkie, CEO, Primary Children's Hospital

Beth Daley Ullem, President, Quality and Safety First

Our Clinical Leadership



Anne Lyren, MD, M.Sc. | SPS Clinical Director



Lara Wood, MN, RN, CPN, CPPS | SPS Associate Clinical Director

Connect with SPS

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