

# 2011-2012 ANNUAL REVIEW



The Dallas-Fort Worth Hospital Council Foundation strives to continually improve the community's health by promoting safe, high quality, cost effective, accessible and equitable healthcare and by strengthening the healthcare workforce through education, research and collaboration.



[www.dfwhcfoundation.org](http://www.dfwhcfoundation.org)



**Kristin Jenkins**

JD, FACHE  
President, DFWHC Foundation



**Harvey L. Fishero**

LFACHE  
Chair, DFWHC Foundation Board

# Direction, Work and Learning

*If you don't know where you are going, you might wind up someplace else.*

- **Yogi Berra**

**IN TIMES OF CHANGE, IT BENEFITS PEOPLE TO CHOOSE** opportunities and goals to hold on to as the world moves quickly around them. Energy and hard work is not enough unless you know where you are going.

In 2011-2012, the Dallas-Fort Worth Hospital Council Foundation (DFWHC Foundation) focused on finding new opportunities to match the organization's goals. The team has adopted a "Theory of Change" model outlining key goals for the next five years related to: community health improvement in diabetes; reduction of hospital acquired conditions and readmissions; workforce planning partnerships; introduction of electronic clinical information into the DFWHC Foundation; and supporting our partners in achieving meaningful use of electronic medical records. We hope to provide knowledge for these initiatives to help participants achieve measureable outcomes.

*Even if you're on the right track, you'll get run over if you just sit there.*

- **Will Rogers**

Mr. Rogers' timeless comment really says it all. It takes work, but it also takes direction. Your best advisers have provided us with information to put us on the right track, but success comes from acting in accordance with these plans.

The entire community is working to embrace coordination of care, best practice and cost effectiveness, even as reimbursement and margins decrease. Broad community initiatives have been difficult to coordinate leading to moments of frustration when efforts are not as fruitful as initially hoped. This year, we have made steps in each of the goals outlined above with the initiation of the Texas Quality Initiative, the CMS Hospital Engagement Network and the Regional Workforce Planning Tool. We have also continued the successful efforts in Community Health, Research, the North Texas Regional Extension Center and the Information and Quality Services Center. You will see many details in the following pages of our 2011-2012 Annual Review.

*If at first you don't succeed, then skydiving definitely isn't for you.*

- **unknown**

Thank goodness we're not skydivers as we certainly don't know it all. But working together, our community knows what it will take to improve the health of North Texans. The DFWHC Foundation appreciates your voice and guidance. Whether providing time on a committee, attending educational sessions or funding initiatives, we are grateful. Every moment of your time and expertise is used to improve our service to the community.

It has been an honor in 2011-2012 to be steered in productive directions by the most dedicated and intelligent of community leaders. Your seemingly effortlessly work as the path changes in front of us is admirable. Together, we will adjust as we work together over the coming years. With sincere thanks, best wishes for an outstanding 2012-2013.

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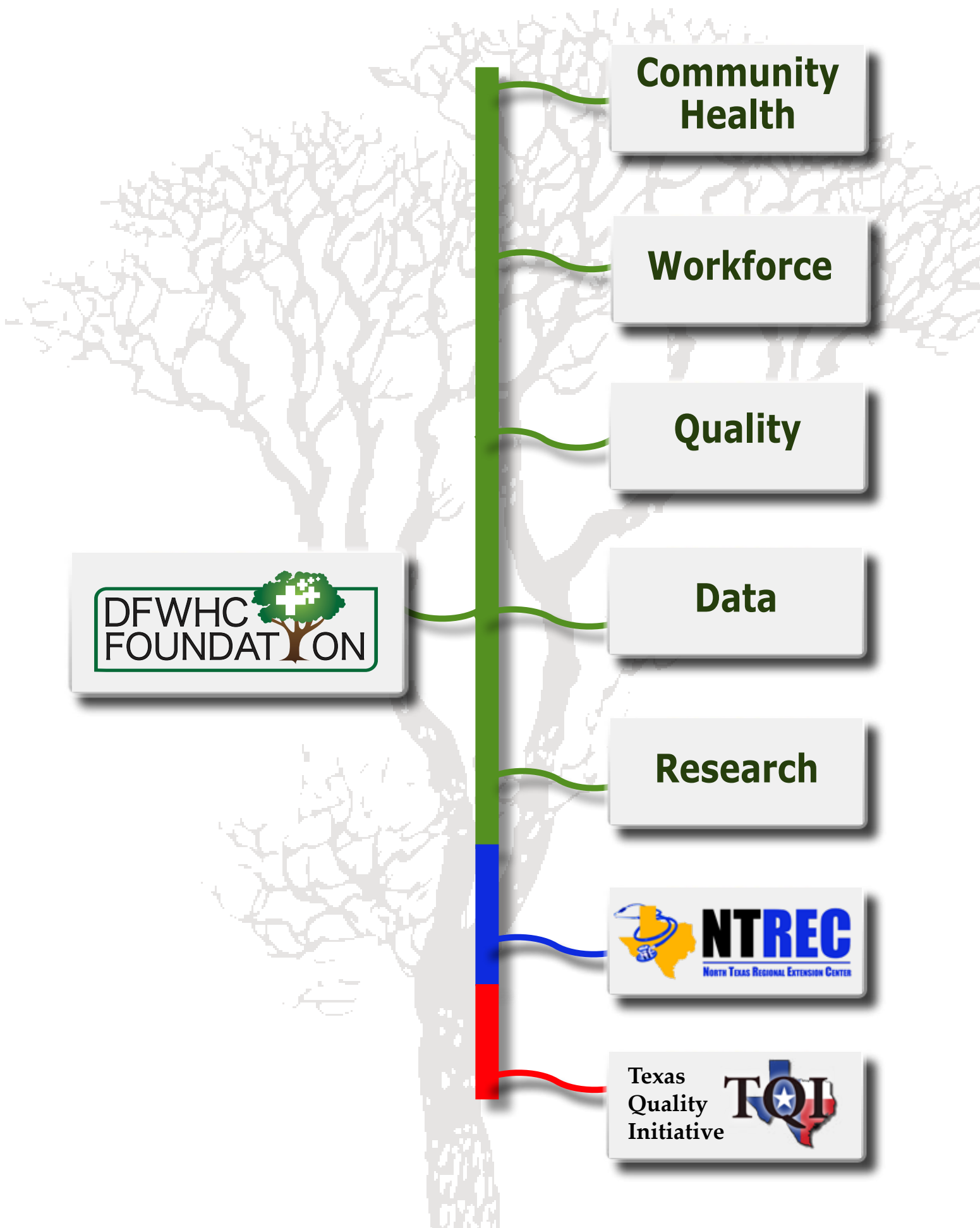
**Dr. Ferdinand Velasco**  
Texas Health  
Resources

# About the DFWHC Foundation

- The DFWHC Foundation was established in 1968 as a non-profit corporation to promote safe, high quality, cost effective, accessible and equitable healthcare by strengthening our healthcare workforce and improving the community's health.
- It is a 501(c)(3) tax exempt organization.
- The DFWHC Foundation operates under the Dallas-Fort Worth Hospital Council umbrella. Established to answer the growing need in healthcare for high quality, standardized data to measure improvement, the DFWHC Foundation today has expanded to include community health, research and workforce initiatives.
- The DFWHC Foundation is made up of seven departments including Community Health, Workforce, Quality, Data, Research, the North Texas Regional Extension Center and the Texas Quality Initiative.

## DFWHC Foundation Departments

- The **Community Health Department** empowers healthcare organizations through the use of data to create health programs that benefit the community and provides the information and assistance that helps create positive action plans to improve population health.
- With a shortage of nurses in North Texas hospitals, the **Workforce Center** is developing programs linking nurses and hospitals to fill these areas. These programs increase the number and quality of nurses in each hospital.
- The **Quality Department** provides representatives from area hospitals the opportunity to meet and collaborate in order to address regional hospital quality and patient safety issues. Participants seek to identify and maximize best practices as well as develop initiatives and education to address areas for improvement.
- Through the collaboration of area hospitals, patient visits are recorded in a regional data base. The **Data Center** helps transform this information into knowledge to improve the care patients receive.
- The **Research Department** works with stakeholders and researchers towards improving community health through research and knowledge dissemination. They utilize available resources to investigate community health practices. This department works with universities, health departments and hospitals.
- Created in 2010, the **North Texas Regional Extension Center (NTREC)** provides assistance to primary care providers in overcoming the major barriers of "Meaningful Use" of Electronic Health Records. NTREC has assisted more than 1,500 providers to meaningful use over the last two years.
- **The Texas Quality Initiative's (TQI)** mission is to improve the quality of cardiothoracic care, identify and define best practices, and reduce cost to the patient and healthcare system as a whole. TQI allows leaders to share detailed clinical information within a certified Society for Thoracic Surgery registry with one another in an un-blinded manner (as to hospital and physician), utilizing unique business intelligence tools.



**Community Health**

**Workforce**

**Quality**

**Data**

**Research**

**DFWHC FOUNDATION**



**NTREC**  
NORTH TEXAS REGIONAL EXTENSION CENTER

Texas Quality Initiative **TOI**

**community@dfwhcfoundation.org**



# Community Health

## Trends and patterns of child abuse

**IN 2011, THE DALLAS-FORT WORTH HOSPITAL COUNCIL FOUNDATION** (DFWHC Foundation) became an active member in both the Dallas County Child Death and the Dallas County Adult Intimate Partner Fatality Review Teams. These local teams were formed as a result of legislation created to build knowledge and understanding of the causes and incidence of child deaths in the North Texas community. It is the goals of these review teams to identify procedures within interconnected healthcare, legal, education, enforcement and social service agencies to reduce the number of preventable deaths of children and intimate adult partners. An additional goal is the promotion of public awareness to reduce preventable deaths in Dallas County.

The DFWHC Foundation serves as an asset to the initiative by bringing the substantial regional health data and resources to the committees, which allows for regional identification of trends and patterns in North Texas. These multidisciplinary and multiagency

review teams provide an important opportunity to utilize hospitalization patterns and trends to prevent unnecessary deaths of children and adults as a result of abuse and neglect.

By further developing strong relationships with hospital and community partners, the DFWHC Foundation is uniquely positioned to facilitate important discussions on the importance of safety and health while serving as a conduit for recommendations of novel programs and policies that will improve the lives of our most vulnerable community members. Many research studies have identified detrimental health outcomes such as chronic pain, depression and post-traumatic stress disorder for those exposed to intimate partner violence and abuse. Hence, the DFWHC Foundation continues to pursue its mission of community health improvement by actively participating in these fatality review teams and leveraging organizational resources in education, research and collaboration to reduce injury and violence in Dallas County.

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# Workforce

## Supporting the needs of healthcare

### **Employee of the Year Luncheon**

Annually, the Dallas-Fort Worth Hospital Council Foundation (DFWHC Foundation) recognizes approximately 100 hospital employees nominated by their hospitals for the great job they do in making a difference in providing healthcare. Non-management employees, physicians and healthcare students are acknowledged for outstanding contributions. This year marked the 16th annual event, with more than 50 hospitals represented and 12 winners selected. The theme was "Healthcare Champions Among Us" with guest speaker former Dallas Cowboy, Drew Pearson.

### **Regional Workforce Planning Collaborative**

North Texas hospitals systems have been on a journey this past year to develop the region's most robust healthcare workforce tool with capabilities to help determine workforce gaps issues and how to address them. The DFWHC Foundation Workforce Center

project kicked off in 2011 after choosing technology partner, OrcaEyes. Hospital partners to date include Baylor Health Care System, HCA North Texas Division, Texas Health Resources and Parkland Health & Hospital System. Regional data is being examined to understand needs for the healthcare workforce. This workforce tool is moving into its second phase with a new version implemented in February 2012.

### **North Texas Nursing Resource Center**

The North Texas Nursing Resource Center was created from grant funding from the Texas Team for the Future of Nursing Coalition to Advance the Health of Texans and Perot Foundation. This serves as a tool for regional clinical placements, a faculty resource center and a website for communication. The DFWHC Foundation Workforce Center has supported the project from the beginning. Check out the website at [www.texasnrc.org](http://www.texasnrc.org).

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# Quality



## Patients healing without complications

**IN DECEMBER, 2011, THE CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS)** awarded \$218 million to 26 state, regional and national hospital system organizations to serve as Hospital Engagement Networks (HEN). The contracts were part of the Partnership for Patients, a nationwide collaboration sponsored by the U.S. Department of Health and Human Services (HHS) to keep patients from being harmed while in the hospital and heal without complication once discharged.

The goals of the Partnership for Patients are:

- Keep patients from getting injured or sicker. By the end of 2013, preventable hospital-acquired conditions would decrease by 40% compared to 2010.
- Help patients heal without complication. By the end of 2013, preventable complications during a transition from one care setting to another would be decreased so that hospital readmissions would be reduced by 20% compared to 2010.

These goals are in line with the mission of the

Dallas-Fort Worth Hospital Council Foundation (DFWHC Foundation) and the Patient Safety and Quality Committee. The DFWHC Foundation will be expected to conduct training events for hospitals addressing adverse drug events, catheter-associated urinary tract infections, central line-associated blood stream infections, injuries from falls or immobility, obstetrical adverse events, pressure ulcers, surgical site infections, venous thrombosis, ventilator-associated pneumonia and preventable readmissions.

The DFWHC Foundation's training events will be rooted in establishing and measuring ongoing improvement projects in local hospitals. The educational activities will be designed to achieve reductions in the ten core events and produce measurable improvements. Hospitals within the North Texas area and beyond are participating to meet these aims. The DFWHC Foundation has provided four successful Patient Safety Summits with increasing attendance. This year's Patient Safety Summit will be in collaboration with other HENs and Region 6 CMS to reach more attendees both live and through online streaming.



**DataHelp@dfwhcfoundation.org**



# Data

## New ways to deliver technology

**AS A DATA SERVICES PARTNER, THE DALLAS-FORT WORTH HOSPITAL COUNCIL FOUNDATION** Information and Quality Services Center is constantly seeking new ways to deliver technology. This year has been successful when improving capabilities for data cleansing, warehousing and business intelligence.

### **DATA CLEANSING**

Over the last 12 years we have made available to our hospitals a data cleansing tool known as Data Quality Analyst (DQA). This tool is used to clean data before submission into our warehouse and to the Texas Health Care Information Collection Agency (THCIC). DQA has robust features for reporting and editing, but could cause delays during import. Today, technology for web-based services has improved significantly. Beginning in March 2012, we were able to deploy our first "web-based" data cleansing tool QEdit, raising the bar for processing claims. Previously, when importing claims, it would take a minimum of 10 minutes per 1,000 claims. Now we can import 1,000 claims per minute and users do not have to wait before working on data correction. We also developed the tool so hospitals could import an ANSI 4010 electronic billing file format and get out a THCIC ANSI 5010 electronic billing format to meet state submission requirements.

### **DATA WAREHOUSING**

Since 1999, we have accumulated 28 million patient visits into our data warehouse, though it was not created to handle this considerable size. In 2011, we hired a vendor to analyze our warehouse. We were able to implement a new data warehouse that automated many of the manual processes. We now have the ability to take in monthly data submissions instead of the standard quarterly submissions. This will improve turnaround times and move us closer to a real-time environment.

### **BUSINESS INTELLIGENCE**

Our goal through Business Intelligence (BI) has been to provide tools supporting good decision-making and aid in improving patient safety and quality of care for healthcare. Through select processes, methodologies and technologies we are able to transform raw data within our new data warehouse into meaningful information. We are able to disseminate this information through our online analytical processing tools. In October 2011, we released the new BI Tool MyIQ Analytics, which is built on a new innovative platform called Qlikview. Through the MyIQ Analytics, we are able to consolidate relevant data into a single application, enable real-time collaboration, provide dashboards, improve performance and visualize data with state-of-the-art graphics.

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# Research

## Healthy and Independent Living

**THE HEALTHY AND INDEPENDENT LIVING PROJECT** (HAIL) is a joint venture with the University of North Texas Health Science Center to meld United Way programs to support "aging in place" — helping seniors remain at home, healthy and independent by reducing hospital and nursing home stays.

The HAIL project is an opportunity to design and pilot new services and programs with voluntary participation. The programs include Resources for Enhancing Alzheimer's Caregiver Health II (REACH II), conducted by the Alzheimer's Association of Fort Worth, a multi-component psychosocial behavioral intervention to reduce burden and depression among family caregivers of persons with Alzheimer's or related disorders; The Easter Seals Program's Respite Care providing caregivers time off by offering an alternate source of care for the disabled; the Senior Citizen Services of Tarrant County's Stanford Chronic Disease Self Management, educating

seniors on how to modify their lifestyle to improve and avoid diabetes; and Meals on Wheels' Diabetes and Nutrition Screening and Counseling, a service provided to participants in their home on a weekly basis.

Results have been strong, with REACH II assisting 651 people. The Easter Seals Program's Respite Care has assisted 355 people and kept 156 people from being admitted into a nursing home. The Senior Citizen Services of Tarrant County's Stanford Chronic Disease Self Management has educated 651 people while screening 3,723 people, with a 40% decrease in hospital readmissions and 10% reduction in emergency room services. The Meals on Wheels' Diabetes and Nutrition Screening and Counseling has educated 1,331 people while screening 5,618, with a 42% decrease in total hospital readmissions. To date, the program has assisted 12,329 people in Tarrant County over the past 21 months.

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# North Texas Regional Extension Center

## NTREC to continue through 2014

**THE NORTH TEXAS REGIONAL EXTENSION CENTER (NTREC) ANNOUNCED IN 2012** it will continue to offer electronic health records (EHR) services through 2014.

Funded by a grant from the Office of the National Coordinator for Health IT (ONC), U. S. Department of Health and Human Services, the project was originally intended to be a two-year program from 2010-2012 to assist primary care providers with the adoption of EHR. Funding for two additional years was officially approved following NTREC's success in achieving its goals.

"The grant was evaluated to determine eligibility to funding for two more years," said Mike Alverson, executive director of NTREC. "We're pleased to announce this rigorous biennial evaluation resulted in a positive outcome. ONC's support validates NTREC's strong impact in accelerating the implementation and meaningful use

of EHR in North Texas."

NTREC anticipates offering additional state-subsidized services to specialists who accept Medicaid and offering access to additional services to enhance practices.

Established by the Dallas-Fort Worth Hospital Council Foundation in 2010, NTREC was funded by an ONC grant to assist physicians in 42 North Texas counties in implementing EHR. It officially enrolled 1,498 providers - achieving 100 percent of its enrollment goal - by the end of 2011. NTREC was the first group in Texas to achieve its complete goal.

NTREC has received the endorsements of the Southwest Physician Associates, the Texas Osteopathic Medical Association, the Texas Organization of Rural and Community Hospitals and the Patient Physician Network of Plano. For more information, visit [www.NTREC.org](http://www.NTREC.org).

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# Texas Quality Initiative



## Care for cardiovascular surgery patients

**THE DALLAS-FORT WORTH HOSPITAL COUNCIL FOUNDATION** (DFWHC Foundation) has approved the formation of the Texas Quality Initiative (TQI). TQI's mission is to improve the quality and safety of care for cardiovascular surgery patients, create the capability to merge robust and risk adjusted clinical data with comprehensive administrative data and leverage this capability to provide long-term comparative, cost effectiveness and quality outcomes research.

The TQI is led by administrative representatives and cardiothoracic surgeons affiliated with the Baylor, HCA North Texas, Texas Health Resources and UT Southwestern health and hospital systems. Baron Hamman, MD, Co-Chair of the TQI Board, sits as a member of the DFWHC Foundation Board of Trustees. Two TQI subcommittees now exist – the Business and Technology Committee and Scientific and Research Committee.

Leadership and committee members have combined all Society for Thoracic Surgeons' Registry information from each of the participating systems into a single regional registry. This permits the TQI to evaluate regional performance in CABG and other surgical interventions and to compare results to one another as well as national benchmarks. The group

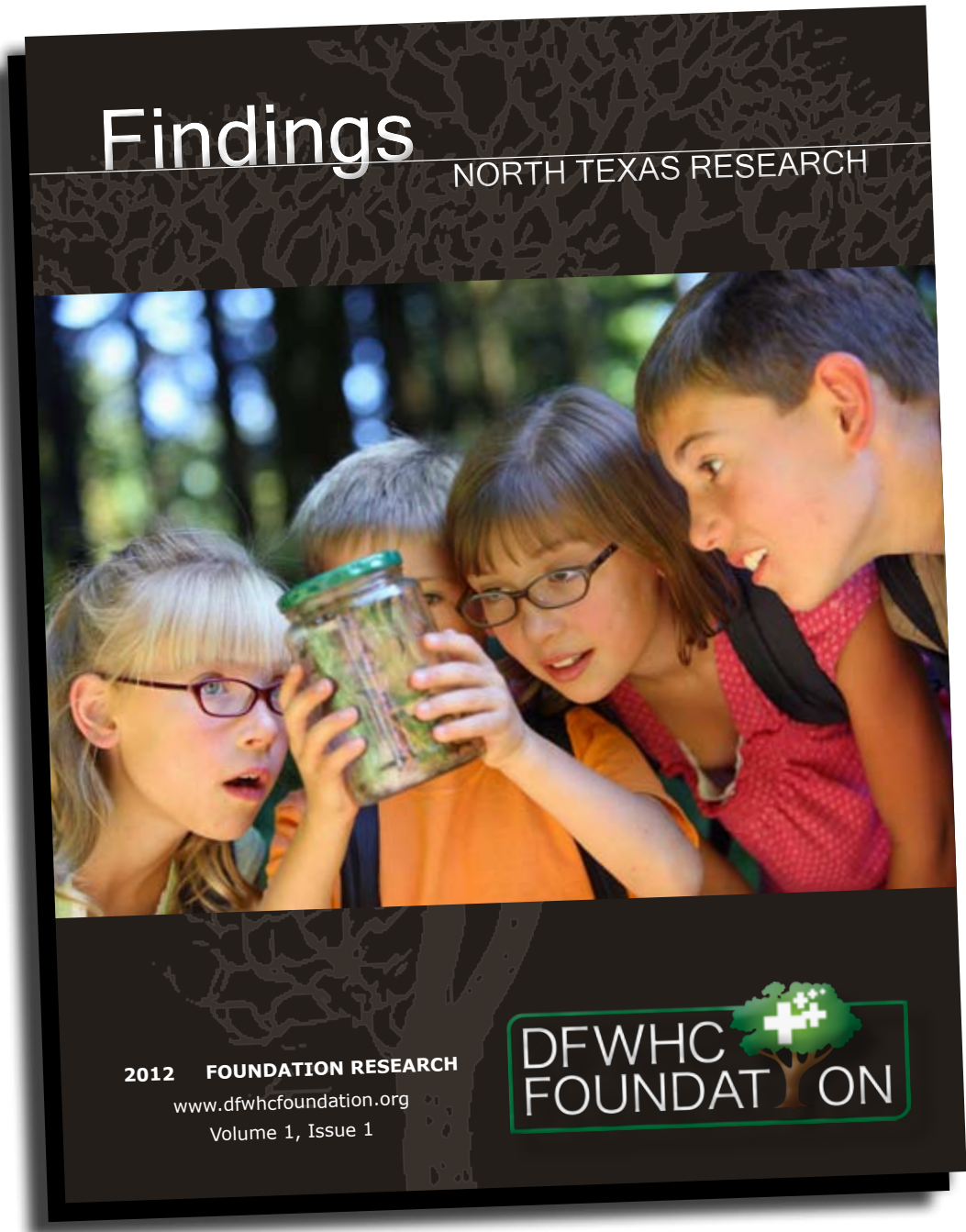
has agreed to share the information with one another to identify best practices and enhanced outcomes to improve care across North Texas.

Initial information has been loaded into the registry and analysis of care trends has begun. It is anticipated that a local meeting to review the information collectively will be held before the end of 2012 with the participation of leadership and individual surgeons from across the region. Future plans include:

1. Expansion into regions across Texas;
2. Combining DFWHC Foundation hospital claims data with registry information to evaluate longitudinal care pattern, readmissions and costs of care;
3. Combining the matched claims and registry information with additional relevant registries;
4. Application for unique research projects as approved by the owners of the data.

This is an exciting start to a new project in clinical informatics and 2013 will likely lead to additional improvements in the care of our cardiovascular patient population in North Texas due to the vision of the surgeons and service line administrators active in this project.

# FIND OUT about North Texas HEALTH

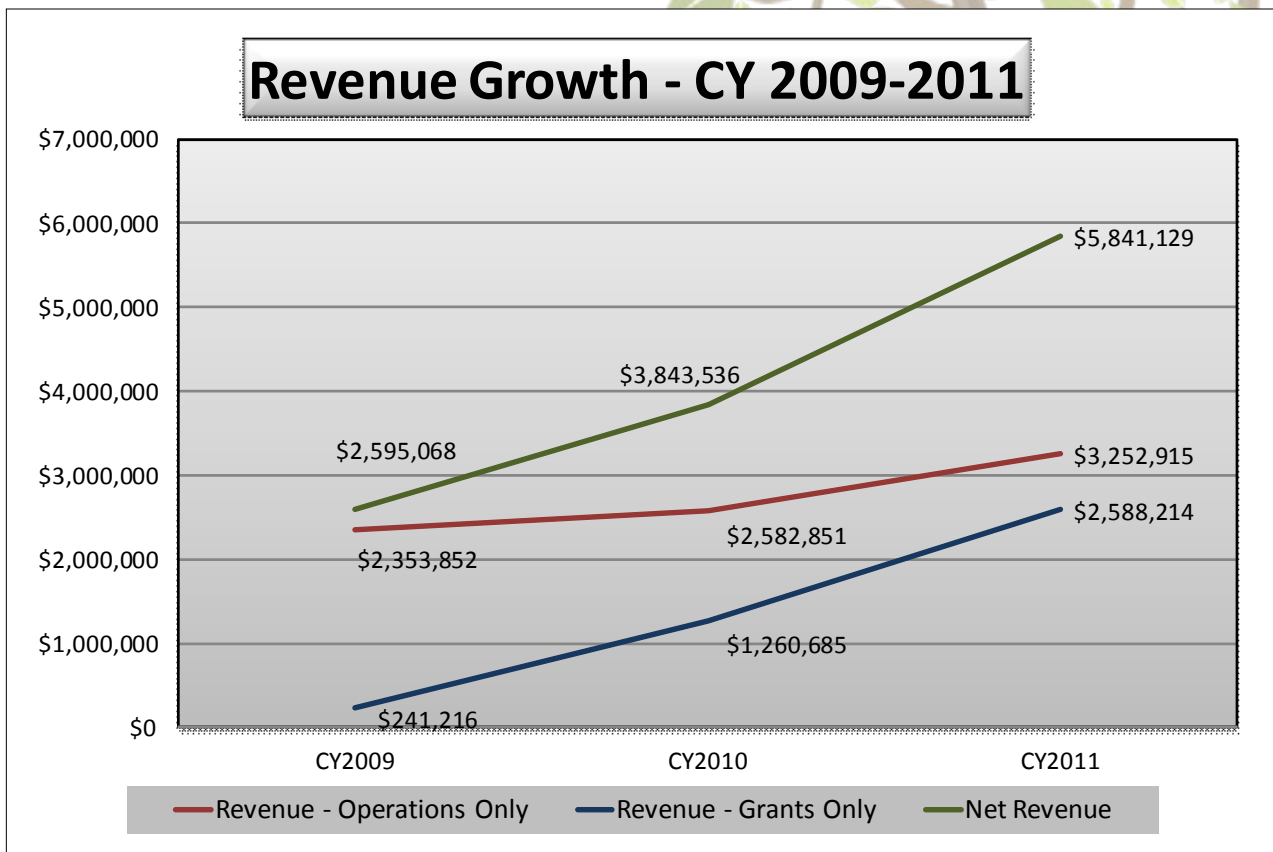


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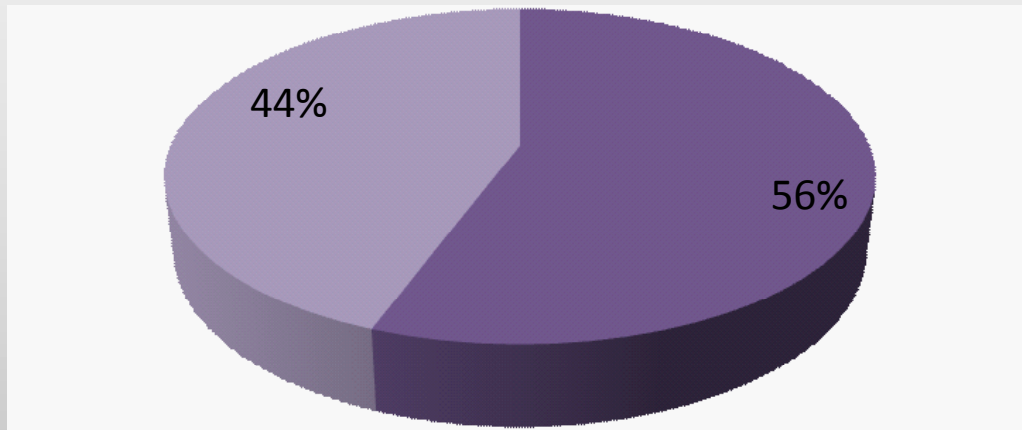
# Financials

**IN 2011-2012, THE DALLAS-FORT WORTH HOSPITAL COUNCIL FOUNDATION** (DFWHC Foundation) successfully enhanced its grant funding opportunities through the North Texas Regional Extension Center and from multiple research opportunities from other partners. In 2011-2012, the DFWHC Foundation recorded the highest level of grant and gift funding in the organization's history. The DFWHC Foundation believes this is a demonstration of the generosity of North Texas leaders and their interest in improving the healthcare within the region through information.

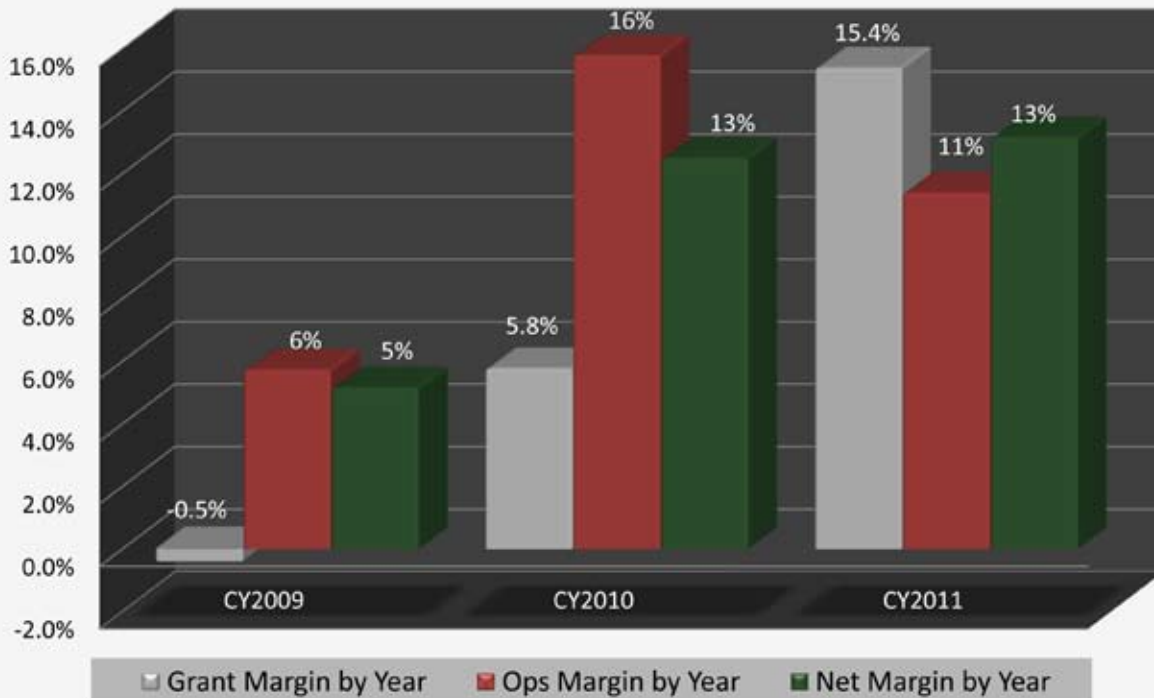


# Percentage of Revenue from Grants and Other Operations

■ Operating Revenue ■ Grant Revenue



## Margin Comparisons CY 2009-2011



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