
Christiana Care Value Institute

Improving the Health of Delawareans



CHRISTIANA CARE
HEALTH SYSTEM

Christiana Care Value Institute

BACKGROUND:

THE CURRENT NATIONAL DISCUSSION on health care reform has revealed the urgent need for a practical, population focused approach toward redesigning American health care to assure that it delivers true value to the people it serves. This concept of “value” is not an academic abstraction, but rather measurable improvement in the quality of life of individuals who receive specific health care services at costs that the individual and society can afford. Too much of the health reform debate has focused on “health insurance” issues. While access to care through universal insurance is critically important, the Massachusetts experiment has shown that such an approach is inadequate. “Health insurance” reform without “health care” reform carries a cost that is unsustainable by families and the nation. True “health care” reform will require much greater knowledge of how “what we do” in medicine affects those we serve. Christiana Care is uniquely poised in the nation to answer such questions.►

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unsustainable by families and the nation.

Demographically, Delaware is a microcosm of the nation. Our 850,000 citizens have the same ethnic diversity, the same urban/rural distribution, the same per capita income level and the same problems as citizens throughout the United States as a whole. Christiana Care's 11,000 employees and 1,450 doctors plus 500 intermediate level providers form the largest health care organization in the state. The services of the organization span the entire state. Fully 50% of adult hospital admissions in the state are to Christiana Care hospitals. Our hospitals admit more than 55,000 patients per year and perform more than 50,000 operations. Christiana Care home health nurses make 325,000 visits per year and are in 750 households per day. Our emergency departments serve 150,000 people per year.

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In our mission of service Christiana Care is not simply focused on the treatment of acute illness. Our preventive medicine programs reach into the schools of the state through onsite wellness programs. And our innovative chronic illness programs work to help assure that those with conditions requiring ongoing care, like diabetes and congestive heart failure, receive services that help them to stay active and functional at home.

Christiana Care has a long history of educational excellence and research achievement. A major site of the clinical training for Jefferson Medical College students, 300 members of the Christiana Care medical staff hold professorial appointments at Thomas Jefferson University. At any time, more the 50 medical students learn their profession onsite at Christiana Care facilities. ►

Beginning July 1, 2011 Christiana Care became a participating hospital in the Delaware branch campus of Thomas Jefferson Medical College, when 11 third year students started their final two clinical years solely at our campuses. Each year we will add additional third and fourth year students to our branch campus with the expectation of educating 50 full time 3rd and 4th year Jefferson students at Christiana Care.

More than 1,000 nurses are educated annually at Christiana Care through affiliations with the University of Delaware and other universities. Christiana Care receives more than \$14 million annually in externally funded research grants. The Christiana Care Center for Outcomes Research has achieved national recognition for its work in helping determine the appropriate use of expensive medical treatments such as cardiac stents. Finally, Christiana Care has embraced the most advanced educational techniques through the use of “team training” methods developed in the airline industry and in the incorporation of sophisticated medical simulation as a key tool in educating professionals through “doing” rather than simply listening.



Christiana Care’s commitment to Safety and Excellence has resulted in dramatic measurable improvements in the care of individuals over the last six years. The organization has achieved national recognition for these efforts, such as national ranking by *US News & World Report* and the granting of the prestigious Codman Award by the Joint Commission in recognition of extraordinary achievements in improving patient safety.

Christiana Care’s size and the manageable scale of Delaware afford unique advantages for program development and access to external resources. In addition to the partnerships with Thomas Jefferson University and the University of Delaware, Christiana Care has joined with A.I. duPont Hospital for Children in the formation of the Delaware Health Sciences Alliance (DHSA). The DHSA is a unique ►



multi-institutional collaboration that focuses on leveraging the respective strengths of its member organizations to focus on developing important contributions to medical science and interdisciplinary education. With the creation of the Delaware branch campus of Jefferson at Christiana Care, we have joined the ranks of states with their own medical school—an impressive achievement for such a small state. Christiana Care has extraordinary access to local, state and national political leaders. Christiana Care leaders’ opinions are regularly sought by the Governor, State Legislators and the Delaware Congressional Delegation. Christiana Care leaders are leaders nationally. The immediate Past President of the American Heart Association, the Chairperson of the national Residency Review Committee for Family Medicine, a Regent of the American College of Physicians and a Board member of the Council of Teaching Hospitals (which comprises all the major academic medical centers of the United States) are all Christiana Care leaders.

Finally, Christiana Care’s achievements are the achievements of talented professionals with an obsessive passion for clinical excellence and a boundless commitment to community. The record of community service outside of medicine is extraordinary. Members of the leadership team serve in vitally important board roles in the major service organizations of the State. Service is simply a way of life for a Christiana Care professional.

VISION STATEMENT:

THE CHRISTIANA CARE VALUE INSTITUTE'S VISION is to create a culture of care delivery within our Health System and within our State that can provide a model for the nation and that accepts nothing less than perfect care for the individual and for health care populations with the most rational and thoughtful use of resources to provide that result.

MISSION STATEMENT:

THE CHRISTIANA CARE VALUE INSTITUTE'S MISSION is to support the redesign of systems of care to be measurably more valuable to the patients that Christiana Care is privileged to serve. The Institute is committed to make care more effective, more evidenced based, and more efficient resulting in better health outcomes and lower costs. The results of this innovative work will benefit all Delawareans in ways which can be shared with the nation.

STRUCTURE FOR THE INSTITUTE:

THE INSTITUTE WILL COMPRISE FOUR CENTERS: The Center for Outcomes Research, The Center for Safety and Quality, The Center of Operational Excellence and The Center for Health Care System Delivery Science. Each of these Centers will be comprised of practicing clinicians and national-caliber researchers from the Christiana Care staff. ►



4 CENTERS OF THE INSTITUTE

- **The Center for Outcomes Research:** The purpose of this Center is to study the effectiveness and efficiency of major health care technology and treatments. This Center already exists under the leadership of William Weintraub, M.D., John H. Ammon Chair of Cardiology. The Center is composed of researchers and biostatisticians. It serves as a “core facility” for study design and statistics for all of Christiana Care. The Center has achieved national recognition for its evaluation of the employment of medical technology and clinical approaches to care. Dr. Weintraub is internationally known and a frequent commentator on health care issues in the national press. The Center currently is supported by approximately \$500 thousand per annum in internal funding from Christiana Care and by substantial external funding.
- **The Center for Safety and Quality:** Christiana Care has a very extensive and well organized Safety and Quality Department under the Direction of Sharon Anderson, RN, MBA. Under her leadership, Christiana Care has achieved national recognition for its safety and quality programs. Christiana Care has a quality reporting data system second to none. The further development of the efforts of the current “department” as a Center will enable quicker learning from the clinical innovations that are introduced and the sharing nationally of the lessons learned.
- **The Center for Health Care System Delivery Science:** Currently health care systems are ill-designed. Much of the “waste” in health care is due simply to systems of care that are poorly organized to focus on the needs of the individual patient, populations of patients and chronic disease across the continuum of care. Research in this vital area of health care reform is sparse. Christiana Care intends to recruit scientists of national caliber to lead the development of a Center devoted to understanding how changing processes, reducing overuse and waste, maintaining steady improvement in quality and safety and engaging all members of the health care system and community can create better outcomes for less resource utilization. ►

We already have a foundation of young clinician-investigators interested in this challenge but they require mentoring and nurturing and this Center will provide for that.

- **The Center for Organizational Excellence:** Over the past three years, Christiana Care has developed an organization-wide effort to “transform” the way we practice medicine through redesigning critical systems of care. A Department of Operational Excellence was established. “Lean” process design principles were applied to some of our most poorly functioning units. The resulting improvements to date have been “transformative” in their impact. A 60 percent decline in Emergency Department waiting time is a specific example of “clinical transformation” through system redesign. The development of the Center for Organizational Excellence will permit us to more rapidly develop these innovations and share our learnings. This type of “system based” learning and improvement is critically important for the country to be able to afford health care in the future. ❖