



QUALITY & SAFETY

ANNUAL REPORT FY 2021

FROM THE CEO



We are pleased to share the NMC Health Fiscal Year 2021 Quality and Patient Safety Annual Report with you.

I realize you trust us to protect and defend you when you seek our care. You also expect us to be reliable, true, and honest. We know your trust is earned and this is something we do not take for granted. Therefore, we want to share with you about our quality of care.

The focus of this report is to demonstrate our care outcomes and to be open with you about how we actually performed. Our report is data driven to accommodate cross-hospital comparisons. We know others such as public agencies are watching us too, so we incorporate some of their expectations into our reports.

I'm proud of NMC Health and the work of our staff to be excellent in service, in clinical outcomes, and in those measures that reflect your satisfaction. Our hospital performs well in its mid-size class and among all hospitals across the U.S. During the timeframe reflected in our report, we earned two coveted Centers for Medicare and Medicaid Services 5-Star awards. We earned the Blue Cross Blue Shield of Kansas Distinctions for Maternity Care and Joint Replacement Surgery outcomes. We were recognized for our overall patient satisfaction survey results, and we were once again bestowed a Top 100 Community and Rural Hospital in the U.S. award. These honors reflect the high quality of care you have come to expect from us.

I hope you enjoy reading about the measures we consider essential to earn your trust. Please be assured of our intentions to be among the best hospitals anywhere.

Thank you for allowing us to serve you.
Sincerely,

A handwritten signature in black ink that reads "Vallerie L. Gleason". The script is elegant and cursive.

Vallerie L. Gleason
President & CEO

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WHO WE ARE

NMC Health Medical Center is a 103-bed, not-for-profit facility dedicated to providing health care services to residents of Harvey and surrounding counties. Formed in 1988, NMC Health has evolved from an established tradition of excellence.

More than a 100 years ago, Dr. John T. and Lucena Axtell founded Newton's first hospital, Axtell Hospital. For four decades, the Axtell's served Newton until they passed on the hospital to the Kansas Christian Missionary Society. At that time, the name was changed to Axtell Christian Hospital, a Christian Church / Disciples of Christ organization.

In the early 1900s, Reverend David Goerz and Sister Frieda Kaufman founded Bethel Deaconess Hospital as a mission of the Mennonite Church. Deaconesses remained a part of the hospital's operations until 1983. On Jan. 1, 1988, the two healthcare groups merged to become Newton Medical Center.

In 2020, Newton Medical Center rebranded to better express its commitment to serving our community. NMC Health now includes family medicine, immediate care, specialty and critical care facilities in Harvey and Sedgwick County.

Mission: To excel in providing healthcare by understanding and responding to the individual needs of those we serve.

Vision: To improve health.

Values: Respect. Excellence. Service. Trust. Transparency.

NATIONAL QUALITY

AWARDS - FY 2021

NMC Health received several distinct quality awards from outside entities this fiscal year.

Top 100 Rural & Community Hospital - The Chartis Center

For 3 years, NMC Health has been one of The Chartis Center for Rural Health's Top 100 Rural & Community Hospitals in the United States. This award is based on iVantage's Hospital Strength INDEX®, healthcare's most complete rating of rural and Critical Access Hospitals.

5-Star Hospital - Centers for Medicare and Medicaid Services (CMS)

Since 2016, CMS has ranked NMC Health as a 5-star hospital. The hospital rating includes measures on Hospital Compare that reflect common issues hospitals treat. On a 5 star scale, the rating shows how well each hospital performed, on average, compared to others in the U.S. The most common hospital rating is 3 stars.

All Around Best of the Best for Newborn Screening Program - KDHE

NMC Health was one of only two facilities in the state to earn this high designation. The Kansas Department of Health and Environment (KDHE), the Kansas Hospital Association, and Kansas Midwives Alliance, partner to recognize hospitals, facilities and midwives who provide newborn screening services.

America's Best Hospitals for Emergency Care - Women's Choice Award

NMC Health was named one of America's Best Hospitals for Emergency Care by the Women's Choice Award, America's trusted referral source for the best in healthcare. The award signifies that NMC Health is in the top 6% of 4,542 U.S. hospitals offering emergency care services.

Star Recognition - Own the Bone (an American Orthopaedic Association Program)

For our fifth year in a row, Star Performer status means NMC Health achieved at least 75% compliance on 5 out of 10 measures that help patients avoid future fractures. NMC Health exceeded compliance in all 10 areas, achieving 100% compliance for many of the measures.

Distinction+ for Maternity Care - Blue Cross Blue Shield

NMC Health's Family Birthing Center has received this elite distinction for the past five years. Great patient safety and many other factors are required to receive this award. Blue Distinction+ facilities take it a step further. These hospitals reach higher standards for efficiently giving this increased level of care. In fiscal year (FY) 2021, new tools were added to our Family Birthing Center, including all new infant warmers, improving patient safety. The latest abilities for the fetal warmers include constant monitoring of temperature and oxygen, and providing additional tools for resuscitation. The fetal monitors provide wireless monitoring for patients. This allows mom to move more freely during labor, while keeping an eye on baby.





Surgery Center

 **NMC** health

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Our goal is to provide safe care for the patients who entrust their care to NMC Health. Through a focused approach that is led by staff leaders and approved by the board, this annual report details NMC Health's focus on quality and process improvements for fiscal year 2021.

Each quarter, NMC Health submits data to Centers for Medicare and Medicaid Services (CMS) for known conditions. This data includes key indicators for how well the patient was treated by the NMC Health staff. The Clinical Quality Indicators below, used by the National Quality Forum (NQF) and CMS, promote best practices within the clinic setting to help prevent and reduce harm. The data range for these responses is Jan 2019-Sept 2020. Below, we have outlined the key indicators for patient treatment. These include sepsis treatment, follow-up screenings for colonoscopies and rate of patient returns to our care after being dismissed, all of which NMC Health has returned better results than both state and national averages. They also include Emergency Department treatment times and MRI treatment without trying other treatments first, all of which are at, below, or near state and national levels.

NMC Health Performance

Clinical Quality Indicators	NMC Health	Kansas Average	National Average
Patients who received appropriate care for sepsis and/or septic shock <i>(Higher percentages are better)</i>	62%	59%	60%
Percentage of patients receiving appropriate recommendation for follow-up screening colonoscopy <i>(Higher percentages are better)</i>	96%	91%	91%
Median time from Emergency Department arrival to departure for discharged patients <i>(Lower number of minutes is better)</i>	124 min.	112 min.	143 min.
Percentage of outpatients with low-back pain who had an MRI without trying recommended treatments first <i>(Lower percentages are better)</i>	43.9%	40.7%	38.5%
Overall rate of readmission after discharge from hospital <i>(Lower percentages are better)</i>	14.5%	Not Reported	15.5%

Source: Hospital Compare

PATIENT SAFETY

Fall Prevention Team

The Falls Team at NMC Health tracks and reviews all patient and guest falls, looks for trends, and reviews policies, all in an effort to improve ourselves and to protect the patients.

During FY 2021, in addition to monthly reviews, the Falls Team launched many new plans:

- Review the findings from leaders and frontline staff to learn about system trends, areas of growth and answers to fall trends
- A peer-reviewed fall scale for patients under the age of eighteen, giving the nursing staff a tool to better locate the youngest patients who may be at an increased risk for a fall during their stay
- A Patient Safety & Staff Responsiveness Bundle was brought before staff, reintroducing hourly rounding, bedside reporting, No-Pass Zone, and AIDET to help patients and family engage with staff and promote patient safety
- Medical and Surgical nursing units started daily shift safety huddles with staff as a way for nursing to discuss high fall risk patients and prevent falls
- Improved post-fall debriefs by creating new interventions in our digital records, a fall risk audit tool, and just-in-time staff learning options
- Expanded the falls toolkit while using best practice reviews to identify any missed chances to improve fall prevention

Nurse managers are able to create and use audit tools that are focused on the patient. Our commitment to patient safety includes teaching NMC Health staff about fall risks. This is key to NMC Health's ability to make great strides in helping safeguard the safety of the patients, guests, and caregivers during their stay.

Medication Safety

NMC Health aligns with the National Patient Safety Goals (NPSG) from The Joint Commission (TJC), a regulating body for hospitals. Our barcode scanning system is reviewed to ensure the right patients receive the right medications, the right dose, via the right route, and at the right time. During fiscal year 2021, there were a total of 831,793 medication doses given to patients, with a 99.996% accuracy rate. While NMC Health performs well with this process, a culture of safety leads to audits to assure process compliance and chances to improve our procedures.

Healthcare-Associated Infections

Healthcare-Associated Infections (HAI) are, as the name implies, acquired while the patient is in the hospital or as a result of their care in a hospital. The HAI are reported in SIRs (Standardized Infection Ratio); a format designed by the Centers for Disease Control and Prevention (CDC).

In FY 2021, NMC Health performed better than the benchmark for many HAI reviewed in SIRs, including CLABSI, CAUTI, MRSA, C-Diff., and VAE. There are still chances to improve efforts to reduce HAI.

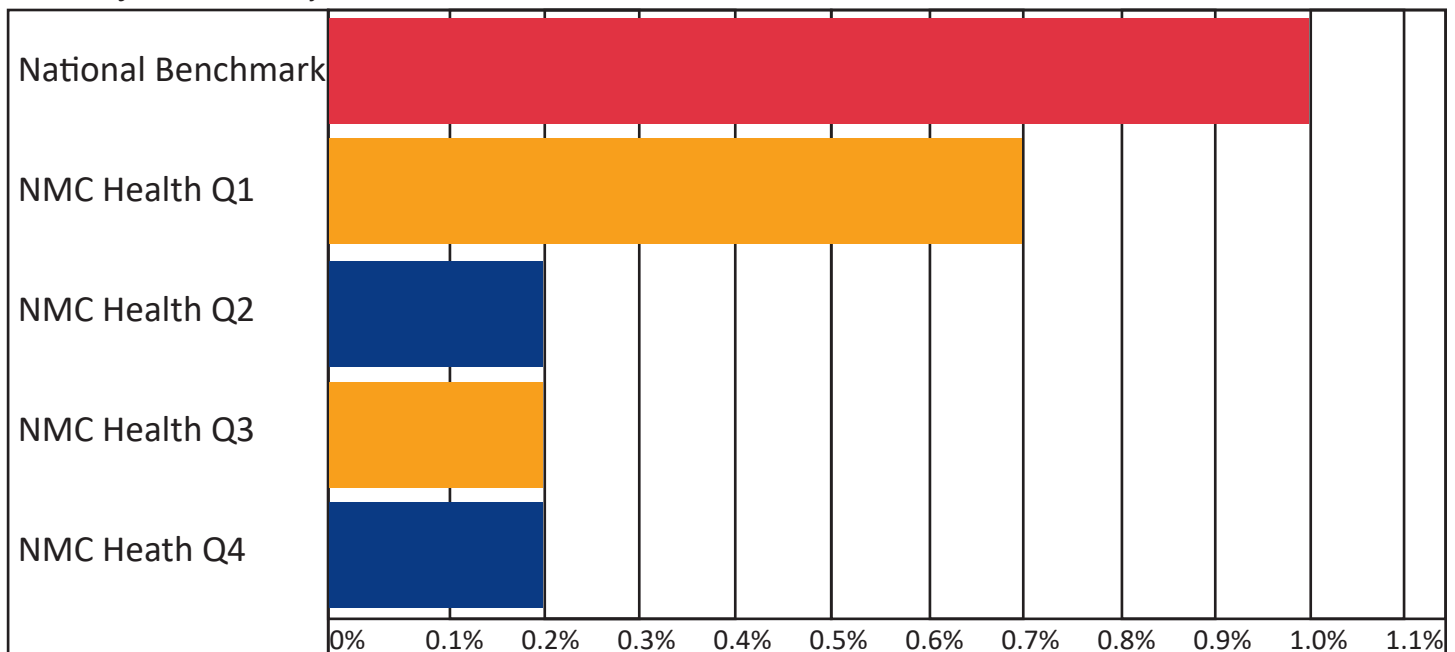
Healthcare Associated Infection	Q1	Q2	Q3	Q4	FINAL
CLABSI	0	0	0	0	<1
CAUTI	0	0	2	0	<1
MRSA-Blood	0	0	0	0	<1
C-DIFF	1.4	0	1.3	0.97	<1
VAE	0	0	0	0	<1

Surgical Site Infections

Surgical Site Infections (SSI) occur after a patient has had a surgery. Patients are watched for 30-90 days after surgery for symptoms. The Infection Control Officer works with key stakeholders to ensure we comply with infection control standards and practices that help prevent a negative outcome for patients. The data for SSI is listed below. According to the CDC and the World Health Organization (WHO), the national benchmark is an SSI rate of less than 1%. NMC Health has a target of zero and any single SSI prompts actions. In FY 2021, there were a total of 10 SSIs out of 2585 cases. This gives NMC Health an SSI rate of 0.38%, which is below the goal of <1%. In the first quarter of FY 2021, NMC Health had an SSI rate of 0.7% and an SSI rate of 0.2% in the last three quarters. This shows our commitment to always improve even while beating national benchmarks.

All SSIs for FY 2021

Includes joints, colon, hysterectomies and C-sections.



COVID-19

NMC Health saw a surge in patients with COVID-19 symptoms at the start of November 2020. In response to the surge, the hospital incident command was formed. From November 2020 - January 2021, NMC Health treated a daily average of 30 patients with COVID-19. Hospitals in the region were not able to accept patients in transfer due to diversion status.

As of July 1, 2021, the Kansas Department of Health and Environment (KDHE) report over 323,385 Kansans have been diagnosed with COVID-19. 11,333 persons have been hospitalized with 5,197 deaths. COVID-19 is a virus in the coronavirus family. Unlike most of these viruses, COVID-19 is highly transmittable and can cause serious illness.



NMC Health responded to the patient surge by taking actions to protect patients and staff. Extra negative airflow rooms were built to meet the added demand. Visitor limits and decreased traffic flow occurred, helping protect staff and patients from potential contact with the virus. Extra clinic staff were hired to support the NMC workforce. Incident command meetings were held three times a day to assess patient flow, test processes and learn staffing needs. Twice a day, surgery updates occurred to align patient needs with bed availability. Chief Medical Officer, Dr. Craig, provided daily written debriefs to the staff. Rapid action task forces were used to prevent VAEs and pressure ulcers for these patients. Starting in December, the infusion team gave Bamlanivimab, a monoclonal antibody for patients with COVID-19 that was diagnosed early.

On December 16, 2020, NMC Health was rationed 315 doses of the Pfizer vaccine. A plan to provide the vaccine was developed for staff that met Phase 1A criteria. By December 21, 2020, 379 vaccines had been given. In January, NMC Health added emotional and mental health support to our staff benefits. EMPAC, an employee assistance program, provides Critical-Incident Debriefing sessions. By the end of January 2021, NMC Health returned to pre-COVID-19 status.

Through it all, NMC Health employees provided excellent care of patients and each other.



By the numbers:

- Ventilator Days: 207.
This is a 146% increase from the prior year.
- COVID-19 tests completed: 13,070
- COVID-19 Patients treated in acute care: 264
- 102 employees treated for COVID-19
- Vaccines administered to NMC Health staff: 494
- Masks used: 139,800
- N-95 masks used: 3,937
- Gloves used: 1,542,450
- Gowns used: 92,452

HVAC

The new heating, ventilation, and air conditioning (HVAC) system replaces 26-year-old technology with a new system that brings improved energy and water efficiency. The modern design improves humidity control, helping to prevent infections. The new system provides automated daily air-pressure tracking and has more air changes with improved air filtration in the highly sensitive environments throughout the hospital.





We're
HERE
For YOU

Giving safe, efficient, customer-focused care is a major goal for hospitals. The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) is one of CMS' major survey tools used to measure patient care and experience. The intent of the HCAHPS is to improve the care of patients. This is achieved through accountability by sharing these scores with the public.

The performance periods for the Survey of Patient Experience data range from January 2019- December 2020.

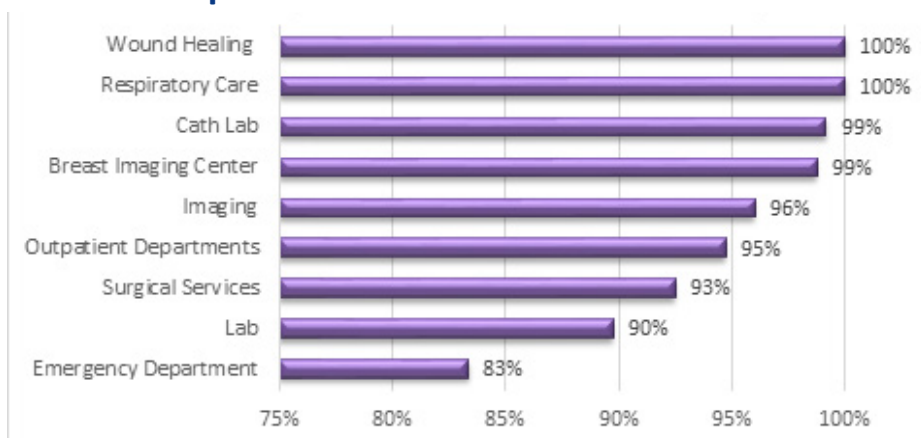
HCAHPS Responses	NMC Health Medical Center	Kansas Average	National Average
Patients who reported 'Yes, they would definitely recommend the hospital.'	72%	78%	72%
Patients who reported, 'Yes, they were given information about what to do during their recovery at home.'	91%	88%	87%
Patients who "Strongly Agree" they understood their care when they left the hospital.	55%	59%	54%
Patients who reported that their doctors "Always" communicated well.	72%	78%	72%
Patients who reported that they "Always" received help as soon as they wanted.	61%	73%	67%

Source: Hospital Compare

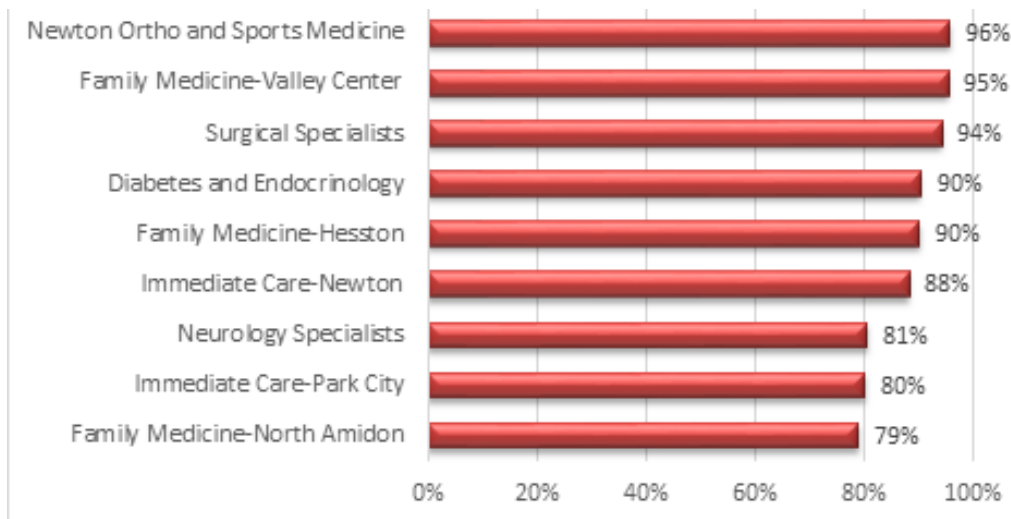
NMC Health's clinics and outpatient centers of care conduct monthly patient surveys using questions from the Consumer Assessment of Healthcare Providers and Systems (CAHPS) standard surveys. These questions, which are focused on outpatient care, family practice, urgent care, and specialty care clinics, assess these centers of care for areas to improve. NMC Health recognizes that when a patient reports they would "recommend without hesitation," it offers a view of the patient's satisfaction with their care and this measure should be tracked.

Below you'll find graphs showing the percent of patients who said they would suggest NMC Health for outpatient and clinic care.

FY 2021 Outpatient Services



FY 2021 NMC Health Clinics



Patient Comments

"I was treated with respect and compassion. Do not change a thing!"

"Maternal unit was hands down the best place to have both of my babies in the past two years. They definitely deserve a great review and the staff is amazing."

"I was very satisfied; [the mammography technologist] always makes me feel very at ease. She is friendly, yet professional."

"Handouts were helpful for home exercises. No suggestions for improvement, everything was exceptional."

"No suggestions, I deeply appreciate the caring and considerate nature of the staff, especially because I have doctor visit anxiety. The person I spoke with when I made the appointment was kind and reassuring."

"Best stay and care at any hospital. I tell everyone about this hospital."

"Great care! Everyone was extremely nice and professional."

"Keep up the good work, smiling faces and friendly caring people. Y'all are like family."

Patient Experience

Patient & Family Advisory Council

NMC Health commits itself to improve quality and safety of care. This is done by working with our Patient and Family Advisory Council (PFAC). This council serves to provide a voice for the patients, family members and caregivers. PFAC assists NMC Health staff to improve the quality of patient care and patient outcomes by:

- Identifying concerns
- Supporting staff and hospital leadership
- Educating staff about the patient and family care perspective

PFAC, led by the Patient and Family Engagement Coordinator, consists of 8 to 10 members. These council members volunteer their time, skills, and ideas to create and enact key projects and programs that impact the patient and family experience.

During the COVID-19 pandemic, PFAC members have kept monthly virtual meetings, helping NMC Health staff comply with social distance guidelines. PFAC helped with a few projects during FY 2021 such as:

- Feedback on the accessibility plan for the Inpatient Rehabilitation Unit (IRU)
- Helped Marketing with the design and layout for the new PFAC brochure
- Further helped Marketing with web design during the NMC Health rebrand project
- Gave input to improve NMC Health's HCAHPS scoring results

Patient & Family Engagement (PFE)

The PFE Steering Committee at NMC Health is made up of department leaders that meets each quarter. This group serves as a guide to PFAC by collaborating in several areas. These areas include patient care projects, and programs that impact NMC Health's patients and families. As a group, the PFE Steering Committee is committed to helping NMC Health deliver the highest standards of healthcare.

The committee enacts this commitment by aligning with NMC Health's Annual Strategic Goals and the Board of Directors' Strategic Plan. Working as a group, they focus on building communication and collaboration amongst key stakeholders, such as:

- Patients
- Families
- Caregivers
- Clinicians
- Staff

Their efforts promote patient and family advocacy and involvement.

The PFE Steering Committee is active in many ways:

- Communicate NMC Health's mission, vision, and values as related to PFE
- Serve as role models for clinicians, staff, and other committees to partner with patients, family members and caregivers to deliver safe and quality care
- Locate opportunities to determine patient and family experiences and collect feedback
- Provide the tools to teach staff about the patient and family perspective and its value for patient care
- Work with and support clinicians and staff to assess and apply the patient and family voice

Community Health Implementation Plan (CHIP)

NMC Health works with the Harvey County Health Department and other healthcare stakeholders in the planning and implementation of a comprehensive plan for addressing the health needs in the county. The most recent assessment was completed in early 2020. The 2020-2023 CHIP was finished in late spring of 2021 due to delays imposed by COVID-19. NMC Health developed the current CHIP for the hospital based on the needs identified in spring of 2020.

These needs for the CHIP were identified through virtual meetings of key stakeholders in the county.

1. Improve Prevalence and Outcomes of Chronic Disease

Diabetes and heart disease, and boosting health knowledge aided by adding digital meetings and data.

2. Increase Mental Health and Behavioral Health Services and Training

Depression and substance misuse were found to be key areas of service from the data.

3. Increase Economic Stability

Areas of service include employment, food and home instability and poverty.

NMC Health showed achievements for the FY 2021 goals as shown by the examples below:

NMC Health - Community Health Implementation Goal	Goal Attainment
Goal of 98.5% of inpatients will be screened and offered appropriate vaccines	Goal met at 99%
NMC Health Family Medicine clinics will develop and deliver a Chronic Disease Health Nurse program in FY 2021	Job descriptions developed Policies established by providers Nurses for this role hired and educated
Provide follow-up referral care for 70% of para-medicine referrals for FY 2021	A new system from Newton Fire and EMS sends an email with referrals on Mondays. Followed up on 100% referrals received.
The Paramedicine Program will be introduced to other EMS services in Harvey County by December 2021	NMC Health is prepared to provide follow up for additional referrals
NMC Health will meet the increased need for Meals on Wheels recognized during the COVID-19 pandemic	The peak number of meals per day reached 95 in FY 2021. For the period of January-March 2021, NMC Health worked with Meals on Wheels to prep and deliver an average of 2,389 meals per month.

Breast Imaging Center

In 2021, NMC Health's Breast Imaging Center purchased new mammography equipment that performs multiple functions to improve the delivery of safe, efficient, and timely patient care.

By adding a Hologic Selina Dimensions system, with Smart Curve Technology, an Affirm biopsy tool, and a specimen imager, we have built the ideal Mammography suite. All of these tools in one suite has removed the need for long compression times during a breast biopsy. This system has allowed us to reduce our procedure times from 90 minutes to 20 minutes on average and lets us ensure a high-quality tissue sample.

As timely and efficient care are crucial to the patient care experience, this state-of-the-art system assists in increasing patient and provider satisfaction in several areas. These include:

- Giving us the ability to schedule more exams and procedures each day
- Improving the procedure time- to-results for the patient and the provider

Through education and development of new skills, the new technology tied to this new unit offers staff more career growth opportunities.

Surgical Services

Greater than 200 cases per year utilize robotic technology for a minimally invasive approach to surgery at NMC Health. Robotic surgery offers many benefits, such as:

- A smaller incision
- Magnified vision of organs
- Shorter recovery time for the patient



About 35-40 operating room (OR) hours per month are held for Da Vinci cases. In Dec. 2020, NMC Health invested in an upgrade to the Da Vinci Xi system. The Xi features an OR table that works with the robot. This upgrade allows the table to tilt, raise, and lower as needed. Having this option removes the need to stop surgery and reposition tools.

By taking away this need, the Xi upgrade helps reduce risk to the patient. It also improves case efficiency. An added feature of the Xi is it allows the surgeon to view more than one area at a time from one table setup. This feature is very useful in complex surgeries.

Quality Assessment & Performance Improvement (QAPI)

NMC Health has made and works to maintain an effective, constant, system wide, data driven QAPI program. The goals of the QAPI program include and are not limited to:

- Healthcare-Associated Infections
- Never events
- Medication errors
- Patient Safety measures
- Patient Outcomes measures
- Process measures
- Patient Experience of Care measures
- Efficiency measures

In FY 2021, NMC Health's hospital plans included focusing on infection control, patient and staff safety, and patient health outcomes in response to COVID-19.

Hand Hygiene

Hand hygiene compliance remains an organizational goal with a target of 93% compliance. Hand hygiene is the practice of all employees washing their hands, utilizing sanitizing foam prior to entering and exiting a patient room, and the proper compliance with glove use. Upon admission, a care contract is offered to patients to encourage observation of hand hygiene practices of staff. Feedback is addressed at the point of concern. In FY 2021, hand hygiene compliance improved to 95.25% and glove use remained consistent at 100%. The Infection Control Committee meets quarterly to review any concerns related to hand hygiene compliance, best practices, and opportunities for improvement.

Influenza Vaccine Compliance

During FY 2021, to ensure patients are adequately immunized for Influenza annually, an average of 99% of all inpatients at NMC Health were assessed for appropriate seasonal immunizations. Prior to discharge, any patient not immunized for appropriate seasonal immunizations, were offered to receive the vaccine. 97.4% of the NMC Health employees received the flu immunization and the remaining 2.6% declined for medical or other reasons and complied with our policies while on duty.

Safe Sharps Committee

As a response to an increase in sharps injuries during 2020, which are defined as needle or instrument injuries that breach the skin, new processes and learning tools were put into place during FY 2021. The Safe Sharps Committee, who review each sharps injury, worked to build a database of sharps used in the NMC Health network and handed out flyers to clinical areas on topics including:

- Blood borne pathogen training
- Training for proper use of safety tools
- Occupational Safety and Health Administration (OSHA) safety training

The number of sharps injuries has evened out in FY 2021, with a downward trend seen throughout the year.

Winter Safety

The "Shake It Don't Break It" bottles contain a mixture of salt and sand used by staff to protect themselves in winter weather. The Employee Health team recommended the use of traction devices for shoes as an extra method to reduce the risk for falls staff during the winter.

While the NMC Health Facilities team is equipped to address adverse weather, staff are encouraged to protect themselves from falls during harsh winter weather events.



"Shake it. Don't Break it." bottle provided to NMC Health staff.

LOOKING FORWARD

TO FY 2022

QAPI initiatives for FY 2022

In an effort to always improve safe patient outcomes, all staff, teams and the governing board have set these goals as key QAPI goals for FY 2022:

- Provide Walkie Talkie Learning walks on the NMC Health Fit Trail
- Attain Quality Awards beyond certifications
- Promote a Culture of Safety, through a Zero Harm Event plan
- Add to the successful use of the CHIP for Harvey County
- Refine non-punitive “close call” report system, referred to as a “Good Catch”
- Take steps through evidence-based practice to achieve benchmarks on all quality measures
- Increase use of NMC Health workplace safety tools that support Zero Tolerance for Workplace Violence: Behavioral Emergency Response Team (BERT) and Techniques for Effective Aggression Management (TEAM)
- Increase PFE and PFAC opportunities in all areas of NMC Health
- Ensure NMC Health Medical Center is prepared for a Hospital Facilities Accreditation Program (HFAP) survey in 2022

Glossary

Abbreviation	Definition
AIDET	Acknowledge, Introduce, Duration, Explanation, Thank You
BCBS	Blue Cross Blue Shield
BERT	Behavioral Emergency Response Team
CAHPS	Consumer Assessment of Healthcare Providers and Systems
CAUTI	Catheter-Associated Urinary Tract Infection
CDC	Centers for Disease Control and Prevention
CDI	Clostridium difficile Infection (C. diff)
CHIP	Community Health Implementation Plan
CLABSI	Central Line-Associated Blood Stream Infection
CMS	Centers for Medicare and Medicaid Services
COVID-19	Coronavirus Disease 2019
EMS	Emergency Medical Services
FY	Fiscal Year
HAI	Healthcare-Associated Infection
HCAHPS	Hospital Consumer Assessment of Healthcare Providers and Systems
HFAP	Hospital Facilities Accreditation Program
HVAC	Heating Ventilation and Air Conditioning
IRU	Inpatient Rehabilitation Unit
KDHE	Kansas Department of Health and Environment
MRI	Magnetic Resonance Imaging
MRSA	Methicillin-resistant Staphylococcus aureus
NQF	National Quality Forum
NPSG	National Patient Safety Goal
OSHA	Occupational Safety and Health Administration
OR	Operating Room
PFAC	Patient and Family Advisory Council
PFE	Patient and Family Engagement
QAPI	Quality Assessment and Performance Improvement
SIR	Standardized Infection Ratio
SSI	Surgical Site Infection
TEAM	Techniques for Effective Aggression Management
TJC	The Joint Commission
VAE	Ventilator Associated Events
WHO	The World Health Organization



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Your Health. Our Focus.

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