



University of Virginia Health System Reduced HACs and Staff Injuries with Millions in Bottom Line Impact, Guided by a True North Goal of Perfect Safety



Issue:

To be the safest place to receive care and the safest place to work, UVA Health System sought to:

- Fulfill patient needs** on time, every time, without defects or waste
- Bend the cost curve** by improving processes and systems
- Eliminate all forms of waste**, especially harm



Approach:

Systematically and respectfully change the mindset of the entire workforce, rooted in safety.

- Pilots included infection prevention and solving supply chain issues
- Real-time problem solving and help chain structure (up through C-suite) deployed
- Process standard work designed by frontline staff and supervisors
- Daily huddles included senior leaders and situation room, open to all



Results: Significantly reduced patient and staff harm, and cut waste while saving millions of dollars.

- Hospital-acquired infections reduced more than 60%, saving \$6.8 million
- Sepsis deaths reduced 27%, saving \$1.8 million
- Pressure ulcers reduced 17%, saving \$1.7 million
- Falls reduced 22%, saving nearly \$100,000
- Stock-outs reduced 95%, saving \$3.2 million in supply costs, and 29,000 hours of wasted nurse time
- Worker injuries reduced 13%, priceless



Executive Leader Feedback:

“Delivery of perpetual excellence requires complete engagement.” Dr. Richard Shannon, Executive Vice President for Health Affairs (currently CMO & CQO, Duke Health)

“Your boss is not your customer – the patient is.” Dr. Shannon

“The salvation of the American healthcare system rests in grappling with the nearly one-third of our expenditure that is waste.” Dr. Shannon