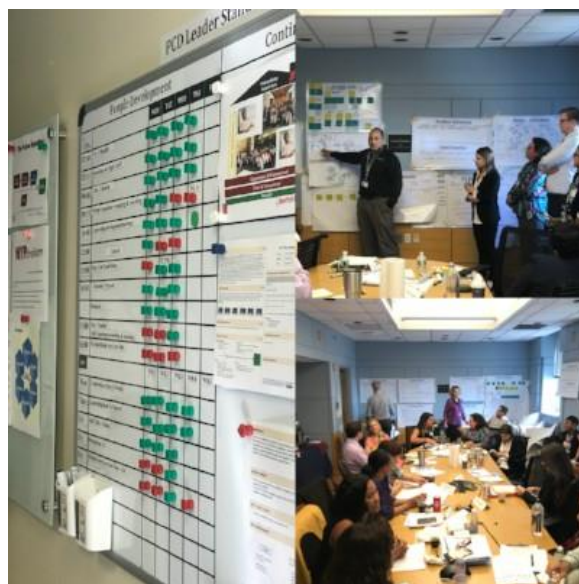


Perioperative Orthopedic Quality & Safety Newsletter

A Quarterly Newsletter from the Columbia Orthopedics Quality Team

Happy October! Over the past few weeks, the Columbia Ortho team has had the privilege of hosting Mike Spencer to provide lean leader training to senior management staff within the department. This included case studies applying structured A3 problem solving to the department, as well as working with NYP Nursing's Emily Jackson and Jeffrey Hammond to understand the value of daily management systems in sustaining improvement. The importance of a shared language for improvement across the entire spectrum of patient care, from appointment scheduling, to billing, to clinical care delivery, can't be emphasized enough, as we look forward to delivering value to our patients, both outside and within the hospital.

Kevin Wang, Director, Quality & Value
Dr. Michael Vitale, Vice-chair, Strategy & Quality
Dr. William Levine, Chairman, Orthopedic Surgery



[The Importance of Change Management in Leadership](#) - Former ONC director & current leader for the Commonwealth Fund, Dr David Blumenthal, provides insights into how change management efforts helped transform Partners healthcare and national healthcare IT infrastructure.

[Applying Implementation Science for Surgeon Behavior Change](#) - Insights from the Annals of Surgery on how the Theoretical Domains Framework can be tied to evidence-based behavior change techniques to improve value, with examples including hand hygiene, opioid prescriptions, and prostate cancer imaging.

[Predictors of Long-term Opioid Use Following Spine Surgery](#) - One of the goals for Columbia Ortho is addressing and standardizing pain management protocols across all divisions. Conolly et al found that duration of opioid use, refusal surgery, and depression were all predictors for long term opioid use risk.

[Predicting Individual Risk as a Path to Precision Surgery](#) - While prospective registries are key to benchmarking programs and informing QA/QI programs, more needs to be done to translate this data into predictive risk scores and allow for greater proactive optimization and prevention of avoidable complications. This is critical work and a top priority within Columbia Orthopedics as a 2017-18 Quality Goal.

[Preferred Post-Acute Care Networks reduce Readmissions](#) - As value-based care strategies become more common, it is essential for providers to consider the entire episode of care for patients. Part of this requires aligning post-acute care providers, such as physical therapy, home care nursing services, and skilled nursing facilities. This has been a key strategy in the hip & knee bundled payments and spine programs at Columbia Orthopedics and is being extended to include other divisions including sports medicine.