

# CASE STUDY

## West Virginia Hospital Association Partners with OpusWorks to Offer Training to Participating Hospitals

"Lean Six Sigma strategies are aimed at decreasing variation, eliminating defects, and promoting operational excellence. We recognize that these strategies align perfectly with our commitment to healthcare quality improvement."  
- Valerie Jividen, Quality Improvement Manager, WVHA

### Executive Summary

**How did the West Virginia Hospital Association (WVHA) utilize government funding to deliver training to members in efforts to improve quality of care and reduce harms?**

WVHA joined with the American Hospital Association's (AHA) Hospital Research and Educational Trust (HRET) to participate in the CMS funded two-year Hospital Improvement Innovation Network (HIIN) contract.

The HIIN contract was used for funding to partner with OpusWorks in order to provide Lean Essentials and Green Belt Training for Healthcare to participating hospitals. WVHA and the training program ultimately created a quality improvement cohort among participants from various hospitals in West Virginia.

### The Challenges

The WVHA sought to provide participating hospitals with the resources to support initiatives for quality improvement and reduction of harm. WVHA upholds a commitment of healthcare quality improvement and recognized the need for Lean and Six Sigma training.

In partnering with OpusWorks, the WVHA was able to deliver a blended e-Learning solution that engaged the front-line staff of participating hospitals and aligned with the association's goals.

### An Effective Partnership

Valerie Jividen, Quality Improvement Manager and Jim Kranz, Vice President of Quality and Data Services at WVHA decided to partner with OpusWorks to fulfill their vision of breaking down silos.

They wanted to build a network of contacts across different hospitals, state-wide, to discuss best practices. Jividen and Kranz also noted that the training will bring value to the community overall – better treatment equates to millions of lives saved.



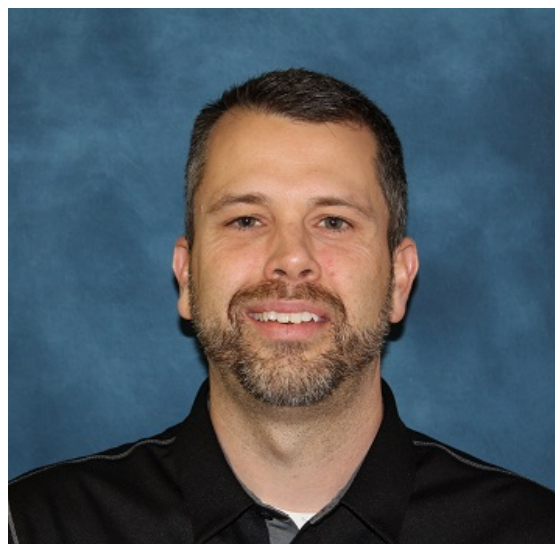
Valerie Jividen, Quality Improvement Manager, West Virginia Hospital Association

WVHA offered free training in Lean Essentials for Healthcare, a prerequisite to the other training class, Green Belt for Healthcare to participating hospital employees. The classes began with an introductory kick off call, followed by the completion of several online, self-paced e-Learning modules, and concluded with a four-day onsite event to review coursework and projects. Throughout the duration of the class, students had access to an OpusWorks Master Black Belt Instructor to answer any questions or to provide guidance throughout projects which addressed the 11 types of hospital-acquired harm.<sup>1</sup>

Participating students particularly enjoyed the self-paced e-Learning modules, as they were less disruptive to the students' work day and allowed for students to pick up where they left off.

<sup>1</sup> Adverse Drug Events (Hypoglycemic episodes, Excessive anticoagulation, Adverse drug events due to Opioids), Catheter Associated Urinary Tract Infections (CAUTIs), Central Line Associated Blood Stream Infections (CLABSIs), Patient falls, Pressure ulcers, Unplanned hospital readmissions, Sepsis, Surgical Site Infections (SSI), Post-operative Pulmonary Embolism (PE)

The blended e-Learning modules also came with a printable guide that contains the same content as the module to cater to different learning styles. Additionally, students have access to all e-Learning content for one year past the end date of class to review and refer to as needed.



Chris Mercer, DPT, and Director of Rehabilitation at WVU Medicine Reynolds Memorial Hospital

Chris Mercer, DPT, and Director of Rehabilitation at WVU Medicine Reynolds Memorial Hospital, was one of the participating students and received a perfect score on his final Green Belt for Healthcare exam. He reported that the training incited immediate application of learned tools and techniques into the growing hospital's processes and improvement processes. Chris reported that without the training program, he would not have had the confidence to suggest a new process to implement with the hospital expansion – electronic-based patient forms to decrease patient wait time.

or Deep Vein Thrombosis (DVT), Ventilator-Associated Events (VAE), Culture of Safety: Worker Safety

## Results and Future Plans

WVHA and participating hospitals have experienced positive results from training. Participants are equipped to execute Lean and Six Sigma projects to improve quality and reduce harm. Additionally, students who participated in class appreciate the network of other participating students to discuss Lean and Six Sigma best practices.

WVHA hopes to work with OpusWorks again in the future to expand the reach of training to more front-line hospital employees. The future plans are contingent upon being awarded the HIIN contract in 2019.



Reynolds Memorial, Broaddus Hospital, Thomas Health, Grant Memorial, Jackson General, Logan Regional, Stonewall Jackson Hospital, Roane General, Potomac Valley Hospital, Preston Memorial, Cabel Hospital, participating partners with WVHA.

“When we set out to bring this training to hospitals in West Virginia participating in the AHA/HRET HIIN, OpusWorks stood out as the group to partner with. Together we were able to create a hospital-focused program that front-line staff can use in their day-to-day work. Ultimately, this partnership will positively impact our friends and families who seek and receive the safest healthcare possible. We couldn’t be more pleased with OpusWorks and hope to work with them again in the future.”

– Valerie Jividen, Quality Improvement Manager, WVHA

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