

TexasAIM Severe Hypertension in Pregnancy
**Hospital Enrollment
Information Packet**



TEXAS
Health and Human
Services

Texas Department of State
Health Services

Table of Contents

Enrollment Introduction	1
Enrollment Checklist.....	2
Determine Your Level of Participation	3
TexasAIM Plus.....	3
TexasAIM Basic	4
Form Your Team	5
Obtain Leadership Support	7
Agreement to Participate.....	8
Complete the Online Enrollment Form	9
Attachment 1: Guidance on Forming Your Team and Team Member Roles.....	10
Creating a Strong, Effective Team	10

Enrollment Introduction

Thank you for your interest in TexasAIM, a statewide effort among Texas birthing hospitals to reduce maternal mortality and severe maternal morbidity, and to provide safe care for every mother.

Rates of severe hypertension in pregnancy (preeclampsia/eclampsia) are increasing, and black women are disproportionately impacted, with rates that are at least 50 percent higher than women of other race/ethnicities.¹ Severe hypertension in pregnancy is a significant contributor to maternal morbidity and is a leading cause of maternal death. It is also among the most preventable causes of pregnancy-related death.² **We need your help in making health care safer for Texas mothers.**

The Alliance for Innovation on Maternal Health (AIM) **Severe Hypertension in Pregnancy patient safety bundle** provides guidance to hospitals to coordinate and standardize the care provided to women with severe hypertension during pregnancy and in the postpartum period. Participation in the TexasAIM Plus **Severe Hypertension in Pregnancy (HTN) Learning Collaborative** allows participants to:

- Network, learn from, and share information and resources with peers across the state
- Access subject matter expertise, coaching and support from a multidisciplinary faculty team and quality improvement experts, and
- Track progress toward shared measures and receive support in using data to drive improvement
- **Enrollment in the TexasAIM Plus HTN Learning Collaborative is open December 2020 through March 15, 2021.***

Hospital participation includes a prework period from January 2021 through March 2021. Collaborative testing and implementation takes place April 2021 through September 2022. Participation in TexasAIM is **voluntary**, and there is **no cost** to enroll. We urge hospitals to enroll as early as possible to be involved in the Learning Collaborative from day one. Enrollment for TexasAIM Plus after March 15, 2021 will be considered on a case-by-case basis. **We look forward to working collaboratively with you and other hospital improvement teams across the state to improve the safety of all Texas women who experience hypertension in pregnancy.**

*** Enrollment in TexasAIM at the Basic level will remain open on a rolling basis.**

¹ Fingar KR, Mabry-Hernandez I, Ngo-Metzger Q, Wolff T, Steiner CA, Elixhauser A. Delivery Hospitalizations Involving Preeclampsia and Eclampsia, 2005–2014: Statistical Brief #222. In: *Healthcare Cost and Utilization Project (HCUP) Statistical Briefs*. Rockville (MD): Agency for Healthcare Research and Quality (US); April 2017. Available: https://hcup-us.ahrq.gov/reports/statbriefs/sb222-Preeclampsia-Eclampsia-Delivery-Trends.jsp?utm_source=ahrq&utm_medium=en-1&utm_term=&utm_content=1&utm_campaign=ahrq_en4_25_2017

² Department of State Health Services. Texas Maternal Mortality and Morbidity Review Committee and Department of State Health Services Joint Biennial Report (2020). Available: <https://www.dshs.texas.gov/legislative/Reports-2020.aspx>

Enrollment Checklist

There are several considerations and decisions your hospital will need to make to enroll in TexasAIM. The below checklist outlines steps you must complete, followed by relevant information you will need to prepare for enrollment. Discuss participation with your hospital's leadership and use this checklist to guide you through the enrollment process.

- Determine Your Level of Participation**
- Form Your Team**
- Obtain Leadership Support**
- Complete the Online Enrollment Form**
- Submit the signed Agreement to Participate to TexasAIM**

Determine Your Level of Participation

Hospitals have two options for participation in the TexasAIM initiative: *Plus* and *Basic*.

TexasAIM Plus

Enrolling as a Plus hospital is **our recommended option** because it provides you with full access and participation in the Severe Hypertension in Pregnancy Learning Collaborative. Participating in a collaborative helps your hospital make meaningful progress over time and forms the foundation to create long-term success. Hospitals have access to interactive educational opportunities, toolkits and resources developed by national partners, **plus** individualized technical assistance, facilitated collaborative learning sessions and action period calls, knowledge sharing and networking opportunities with peers across the state, rapid access to resources, and guided support from experts in maternal safety and quality improvement.¹ Hospitals will also have access to the data center portal to track implementation progress.

Participating in the TexasAIM Learning Collaborative provides a rich network of support to share learning and accelerate improvement.

Feedback from TexasAIM Plus Obstetric Hemorrhage Learning Collaborative participants include:

"We've gotten to know a lot of people from other facilities that we would never have that opportunity (to get to know) before."

"The networking is priceless.... That's how you bring a state to the next level."

"We learned that no matter the size of the facility, we share some of the same problems and we can work together to find solutions."

"I really enjoyed the breakout session to meet and talk with people from other facilities to learn from their processes, carts, and other tools."

"The team that we met with [in a learning session] had already solved our [implementation] problems and we had already solved theirs. It was like we were meant to work together."

TexasAIM Basic

Hospital improvement teams may choose to enroll in TexasAIM at the Basic level. Basic hospitals will form an improvement team and report data into the data center portal, but Basic hospitals agree to work independently within their facilities to implement the AIM Severe Hypertension in Pregnancy bundle without the support of a learning collaborative. Basic hospitals have access to certain educational events, information about publicly available resources, announcements, recordings of action period calls, and basic individualized technical assistance and support related to the bundle upon request. Hospitals may enroll in TexasAIM Basic at any time throughout the TexasAIM Severe Hypertension in Pregnancy initiative.

****Enrollment in TexasAIM at the Basic level will remain open on a rolling basis***

TexasAIM Participation Levels

TexasAIM Basic	TexasAIM Plus	Benefits and Minimum Requirements
✓	✓	Complete Readiness Intake Assessment
✓	✓	Form Improvement Team
✓	✓	Develop Plans/Make Improvements to Implement AIM Bundle
✓	✓	Report Quarterly Measures to Data Center Portal
✓	✓	Quality Improvement Webinars
✓ (upon request)	✓	Access to Technical Assistance
✓	✓	Recognition of Participation
✓	✓	Sign Charter
	✓	Complete Pre-Work and Share Facility Goals
	✓	Attend Interactive Regional Learning Sessions ³
	✓	Attend and Participate in Action Period Calls
	✓	Network with Peers Across the State
	✓	Submit Additional Measures and Monthly Reports
	✓	Engage in Coaching and Training Calls
	✓	Share Learning with Other Hospitals
	✓	Participate in Optional Virtual or Onsite Key Player Meetings
	✓	Receive Targeted Support from Faculty
	✓	Receive Peer-to-Peer Mentoring
	✓	Access to Resources and Partnerships

³ Due to the COVID-19 pandemic, Learning Session 1 will be scheduled as a virtual event. We look forward to safely bringing teams together for in-person learning sessions in the future.

Form Your Team

To successfully implement AIM Maternal Patient Safety Bundles in your care setting, your hospital will form a multidisciplinary Hospital Improvement Team. This team consists of physicians, nurses, administrators and other key stakeholders who contribute their unique perspectives and practice-based expertise. This team will guide the work and execute the tests of change throughout the collaborative. An effective team comprises people who listen and communicate well, are improvement-minded, creative and enthusiastic about change. You can find more information on building an effective multidisciplinary Hospital Improvement Team in **Attachment 1: Guidance on Forming Your Team and Team Member Roles.**

Identifying Your TexasAIM HTN Team

From your Hospital Improvement Team, you will identify members to form your TexasAIM Team. Your TexasAIM Team is made up critical team members and includes at minimum a Project Sponsor, Day-to-Day Leader, Technical Leader and Physician Leader. **These team members will be identified on your TexasAIM Enrollment Form** and will receive communications about key TexasAIM activities and events.

When you enroll online, you will need to identify, at a minimum, the following team members:

- **Project Sponsor:** An executive authority who can coordinate with senior management and across the organization. The sponsor links the project to hospital goals and resources. This leader also supports and encourages the hospital team and is responsible for the sustainability of the team's effective changes.
- **Day-to-Day Leader:** The staff member responsible for driving improvement every day. This leader manages and assures changes are being made and oversees data collection.
- **Technical Leader:** A staff member responsible for coordination of data collection and responsible for assurance of data entry into the AIM data portal. This role has access to the data portal and manages who else has access to it within the hospital.
- **Physician Leader:** A physician who believes in this effort and will support the required change in process. Someone with authority to test processes, implement change and troubleshoot issues. This leader understands the clinical implications of proposed changes across the organization and serves as a role model and champion for change within the hospital system.

Key Contact Person

The **Key Contact** will serve as the **primary team liaison with DSHS**. The DSHS TexasAIM Team will contact this team member regularly about TexasAIM updates and news. They are responsible for coordinating with the full hospital improvement team, sharing important updates and communications, coordinating responses from the team to surveys or inquiries, coordinating team membership, following up on reports, and communicating with the DSHS TexasAIM team as needed.

On your Enrollment Form, you will select one identified team member to also serve as your Key Contact Person.

Note for TexasAIM Plus Teams: When participating in the TexasAIM Plus Severe Hypertension in Pregnancy Learning Collaborative, your team will be responsible for attending three in-person learning sessions⁴ and monthly action period calls. **It's important that the members who attend the in-person meetings and monthly calls are consistent across the life of the collaborative as they will develop expertise on topics and build on past sessions.** When forming your team, identify the three to six members who will travel to in-person (or virtual) learning sessions and consistently participate in action period calls throughout the collaborative.

The Travel Team should have the following members:

- Day-to-Day Leader
- Technical Leader
- Physician Leader,
- and **up to three additional team members** from the following: project sponsor, patient/family advisor, frontline staff nurse, and/or community partner). ***At minimum, the Sponsor must commit to attending a leadership track break out session to be associated with every learning session.***

See Attachment 1: Guidance on Forming Your Team and Team Member Roles for more information on forming your Hospital Improvement team, descriptions of the TexasAIM HTN Team member roles, and information on selecting strong, effective team members.

Carefully consider the best person for each role. Please reach out if you need any assistance forming your team or have questions about the roles of team members.

⁴ Due to the COVID-19 pandemic, Learning Session 1 will be scheduled as a virtual event. We look forward to safely bringing teams together for in-person learning sessions in the future.

Obtain Leadership Support

Committed leadership is critical to your team's success in implementing the Severe Hypertension in Pregnancy bundle and participating in the TexasAIM Learning Collaborative.

Leadership that shows support to, motivates and celebrates the success of hospital teams will enable effective and lasting changes to spread in your hospital and health system, ultimately improving the safety of Texas mothers. We ask that you obtain the full support of your CEO before you decide on the level of participation for enrollment.

This process may look different for every hospital but may involve meeting with hospital leadership to share the information in this packet, discuss the Severe Hypertension Bundle components, goals and objectives, measurement system and reporting requirements, and expectations and responsibilities of team members, including time commitments of staff and timeframes of the collaborative.

Once you have confirmed that executive leadership are ready for this commitment, **please obtain your hospital CEO's signature in the "Agreement to Participate" form on the next page.**

Agreement to Participate

Instructions:

Enrollment in the TexasAIM Plus Severe Hypertension in Pregnancy Learning Collaborative is open until **March 15, 2021**. *Once your hospital has completed the **TexasAIM Enrollment Form**, the CEO must complete the Agreement to Participate within five business days. Choose one of the following options to submit this form:

1. Complete electronically and email it to TexasAIM@dshs.texas.gov
2. Print, sign, scan and email to TexasAIM@dshs.texas.gov

This form verifies the commitment of your hospital leadership, which is critical to your team's success in implementing the Severe Hypertension in Pregnancy bundle and participating in TexasAIM.

Full Hospital Name (as it appears on your facility's website):

Commitment and Level of Participation:

Please check the box to indicate your agreement to the statement below.

- The above hospital agrees to complete a quality improvement project in partnership with Texas Department of State Health Services to implement the Alliance for Innovation on Maternal Health Severe Hypertension in Pregnancy bundle and to build a culture of change to improve safety.

Please select the level of participation for your hospital.

- PLUS.** The above hospital agrees to participate in the TexasAIM Plus Severe Hypertension in Pregnancy Learning Collaborative and the TexasAIM Plus activities as described in the enrollment packet. Hospitals will learn from and share learning with other hospitals across the state while working to implement the Severe Hypertension in Pregnancy bundle. — OR—
- BASIC.** The above hospital agrees to participate in the activities listed for **TexasAIM Basic** and work independently to implement the Severe Hypertension in Pregnancy bundle. As a TexasAIM Basic hospital, information and basic support on bundle implementation is available from DSHS upon request.

Hospital CEO Name:

CEO Signature:

Date:

By signing this form, the CEO commits their organization to participate in the activities associated with implementing the Severe Hypertension in Pregnancy AIM safety bundles. For more details on these activities please contact DSHS' TexasAIM Team at TexasAIM@dshs.texas.gov

Complete the Online Enrollment Form

Enrollment in the Severe Hypertension in Pregnancy Bundle is now electronic. After you determine your level of participation, identify your TexasAIM Team, obtain your leadership's support, and obtain the signed Agreement to Participate, please click [here](https://tinyurl.com/TexasAIMHTNEnrollment) (<https://tinyurl.com/TexasAIMHTNEnrollment>) to complete your online enrollment form. **Your enrollment in TexasAIM is not complete until you complete this online form.**



The screenshot shows a web browser window with the URL surveymonkey.com/r/TexasAIMSevereHypertensionEnrollmentForm. The page features the TexasAIM logo with the tagline "Safe Care for Every Mother" and a decorative line of yellow dots. Below the logo, the title "TexasAIM Severe Hypertension in Pregnancy Enrollment Form" is displayed. The main text states: "Enrollment in the TexasAIM Plus Hypertension Learning Collaborative is open **December 2020 through March 15, 2021**. Enrollment in TexasAIM at the Basic level will remain open on a rolling basis." A reminder follows: "As a reminder, the Agreement to Participate form should be completed by your hospital CEO and **submitted to TexasAIM@dshs.texas.gov within five business days** of submitting your application." A final note says: "If you have questions about the enrollment process, please email us at TexasAIM@dshs.texas.gov." At the bottom left, there is a blue button labeled "OK".

After you complete online enrollment and submit the Agreement to Participate, the DSHS TexasAIM Team will email your team onboarding information.

Thank you for your interest in TexasAIM! If you have any questions about the enrollment process, please email us at **TexasAIM@dshs.texas.gov**.

Attachment 1: Guidance on Forming Your Team and Team Member Roles⁵

In this attachment, we will:

- Share helpful tips and guidance in creating a strong, effective hospital improvement team for implementation of the Severe Hypertension in Pregnancy Bundle in your hospital setting
- Provide detailed descriptions of each team member role for your TexasAIM HTN Team

Creating a Strong, Effective Team

Creating an effective team is crucial to the success of your work. Select team members who strongly value participation and innovation, commit to achievement, adequately prepare for and test changes, take accountability and participate in routine self-monitoring and adaptation throughout the change process. For each potential team member ask the following, is this person:

- **Respected** for their **judgment** by a range of staff?
- Someone who enjoys being a **team player**?
- An **excellent listener**?
- A **good verbal communicator** within and in front of groups?
- A **problem-solver**?
- Not content with the current system and processes and **wants to improve things**?
- Creative, innovative, and **enthusiastic**?
- **Excited** about change?
- What is the person's area of **skill or technical proficiency**?

Hospital Improvement Team Composition

Your **hospital improvement team** is a multidisciplinary quality improvement team tasked with implementing the bundle **at your hospital**.

The team consists of physicians, nurses, administrators and other key stakeholders who contribute their unique perspectives and practice-based expertise to inform Plan-Do-Study-Act cycles, identify barriers, and innovate solutions to problems. **The size of your improvement team will depend on the size of the hospital.**

You may consider selecting members from the following disciplines to participate in bundle implementation at your hospital:

- Anesthesia Provider
- Advance Practice Providers

⁵ The content of this section is adapted from materials of the IHI Breakthrough Series College.

- Bedside Nurse
- Chaplain
- Data Manager
- Simulation Team Member
- Patient/Family Representative
- Emergency Department Provider
- Information Technology/Electronic Medical Records Support Team Member
- Intensive Care Unit Team Member
- Mother-Baby/Postpartum Team Member
- Neonatal Team Member
- Operating Room Team Member
- Patient Care Technician
- Pharmacy Team Member
- Quality and Safety/Risk Management Team Member
- Respiratory Therapy Team Member
- Social Worker
- Other Influential Individuals

Identifying Your TexasAIM HTN Team

After you determine your Hospital Improvement Team, you will identify members to make up your TexasAIM Team. Your TexasAIM Team is made up four critical team members and includes a Project Sponsor, Day-to-Day Leader, Technical Leader and Physician Leader. **These team members will be identified on your TexasAIM Enrollment Form and will receive communications about all key TexasAIM activities and events.** Below you will find detailed information to consider for each role.

Project Sponsor

Every Collaborative team needs to have a sponsor. The sponsor is the leader who is responsible and accountable to their organization for the performance and results of the improvement team. **In the case of the TexasAIM Severe Hypertension in Pregnancy Learning Collaborative, it's recommended that the sponsor is a member of your hospital's Executive Leadership team. At minimum, the Sponsor must commit to attending a leadership track breakout session to be associated with every learning session.** The team's sponsor should:

- **Encourage** the improvement team to set its goals at an appropriate level to meet organizational goals and reach agreement on the team charter;
- **Provide** the team with the resources needed, including staff time and operating funds, and a financial team member to help document the business case and help the improvement team with other cost issues;
- **Make it clear** to the team that they have the time, resources, and authority needed to change organizational systems to accomplish their goal;
- **Ensure** that improvement capability and other technical resources are available to the team;
- **Regularly review** the work of the team; and
- **Develop a plan** to spread the successful changes from the improvement team to the rest of the organization, including:
 - Communicating what is learned from the improvement work in ways that motivate and mobilize the entire organization.

- Designating someone who will be responsible for leading the activities needed to support spread.
- Actively participates in leadership track breakout sessions during Learning Sessions

Day-to-Day Leader

A Day-to-Day Leader is a staff member who knows the subject of severe hypertension in pregnancy intimately and understands the processes of care. They are the critical driving component of the project and ensure that changes are tested and implemented. This person also oversees data collection. It is important that this person understands not only the details of the system, but also the various effects of making change(s) in the system. This person also needs to be able to work effectively with the physician and nurse champion(s), other technical experts, and leaders. **This person might be the Maternal Health Coordinator or someone from the Quality department. Usually, the Day-to-Day leader devotes a significant amount of his or her time to the improvement team’s work, often 30 percent or more.** A Day-to-Day leader should:

- **Have a working knowledge** of the area selected (in this case, experience with prior improvement efforts related to hypertension and maternal health and safety);
- Be able to **carry the work of the improvement team beyond the pilot** unit to spread to units throughout the hospital that may provide services to women during pregnancy and the postpartum;
- **Be able to organize and coordinate a functioning team** that works at an accelerated pace and have time allocated by senior leadership to work on this project;
- **Be motivated and excited** about change and creating new designs.

Technical Leader

A Technical Leader is a staff member who knows the subject of severe hypertension in pregnancy intimately and understands the processes of care. This person is responsible for coordination of data collection and responsible for regular data entry into the AIM data portal. **This role has access to the AIM data portal and decides who else has access to it within the hospital.**

Physician Leader

A Physician Leader is a physician who believes in this effort and will support the required change in process. Someone with authority to test processes, implement change and troubleshoot issues. This leader understands the clinical implications of proposed changes across the organization and **serves as a role model and champion for change within the hospital system.**

Additional Team Members:

Patient/Family Advisor

Patients and families bring another kind of technical expertise to the improvement team. Patients have experience with the system and can identify the needs and wishes of patients from their own perspective. Every hospital improvement team should include a patient or family advisor. We encourage your patient/family advisor to be on your travel team to attend all three Learning sessions. The hospital should cover travel costs for the Patient / Family Advisor.¹

Community Partner

Community Partners are connected and familiar with resources and services available throughout the larger community. Hypertension continues to be a critical concern for many women during the postpartum period. Women need ongoing care in the post-partum period, including self-monitoring of high blood pressure. Community partners work to address the social determinants of health that contribute to chronic health conditions and help link pregnant and post-partum women with ongoing support to reduce health disparities. A community partner can be a valuable asset to your team to support the linkage between the hospital setting and community resources available to support women and their well-being.

Note for TexasAIM Plus Teams: When participating in the TexasAIM Plus Severe Hypertension in Pregnancy Learning Collaborative, your team will be responsible for attending three in-person learning sessions and monthly action period calls. **It's important that the members who attend the in-person meetings and monthly calls are consistent across the life of the collaborative as they will develop expertise on topics and build on past sessions.** When forming your team, identify the three to six members who will travel to in-person (or virtual) learning sessions and consistently participate in action period calls throughout the collaborative.

The Travel Team should have the following members:

- Day-to-Day Leader
- Technical/Data Leader
- Physician Leader,
- and **up to three additional team members** from the following: project sponsor, patient/family advisor, front line staff nurse, and/or community partner). ***At minimum, the Sponsor must commit to attending a leadership track break out session to be associated with every learning session.***

* DSHS will share resources on patient and family engagement during the prework period of the TexasAIM Plus Severe Hypertension in Pregnancy Learning Collaborative.

Contact Information

Texas Department of State Health Services
1100 West 49th Street
Austin, Texas 78756

TexasAIM@dshs.texas.gov

DSHS.Texas.gov/MCH/TexasAIM



TEXAS
Health and Human
Services

Texas Department of State
Health Services

TexasAIM Safe Care for
Every Mother