#### Guidelines for Improving Safety and Quality

Elliott R. Haut, MD, PhD, FACS
Vice Chair of Quality, Safety, & Service
Associate Professor of Surgery, Anesthesiology &
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@elliotthaut

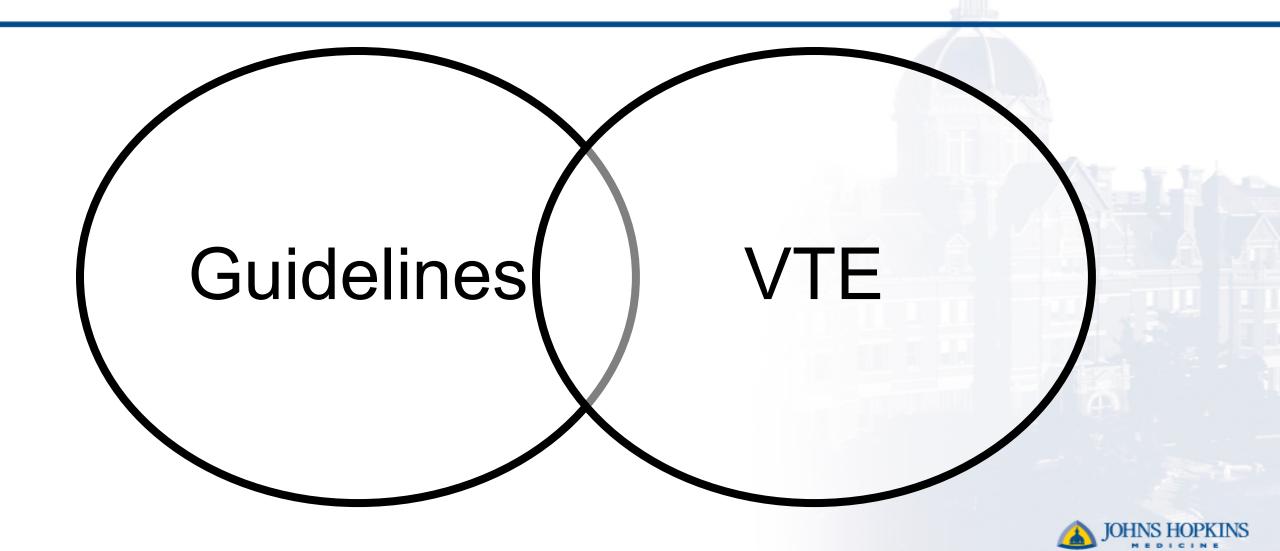


#### **Disclosures**

- Paid author of a paper commissioned by NASEM
- Research funding from PCORI, AHRQ, NIH, DOD
- Board member of the National Blood Clot Alliance (NBCA) - unpaid



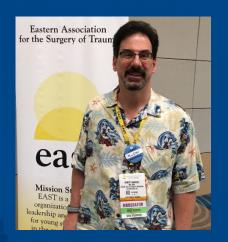
#### **My Agenda for Today**













# **EAST Practice Management Guidelines** and the Perpetual Quest for Excellence

Elliott R. Haut, MD, PhD, FACS

President, Eastern Association for the Surgery of Trauma



#### How can we make trustworthy guidelines?

- Request from Congress
- Develop standards for rigorous, trustworthy guidelines



#### How can we make trustworthy guidelines?

- "Clinical Practice Guidelines We Can Trust"
- Includes 8 standards
- Published in 2011
- http://www.iom.edu/Reports/2011/Clinical-Practice-Guidelines-We-Can-Trust.aspx
   Graham, et al. IOM, 2011







#### **Benefits of Guidelines**

# The Journal of the American Medical Association

### IOM Sets Out "Gold Standard" Practices for Creating Guidelines, Systematic Reviews

- Reduce inappropriate practice variation
- Speed translation of research into practice
- Improve care, safety, and quality
- Reduce disparities
- Cut costs

Kuehn, JAMA 2011



### **Institute of Medicine (IOM) Standards for Trustworthiness**

- 1. Transparent process
- 2. Conflicts of interest
- 3. Guideline development group composition
- 4. Systematic reviews
- 5. Evidence quality and recommendation strength
- 6. Articulating recommendations
- 7. External review

Ranshoff, JAMA 2013

8. Updating



### Grading of Recommendations Assessment, Development and Evaluation

- G grading of
- R recommendations
- A assessment
- D development
- E evaluation



www.gradeworkinggroup.org



### > 100 international organizations endorse GRADE













































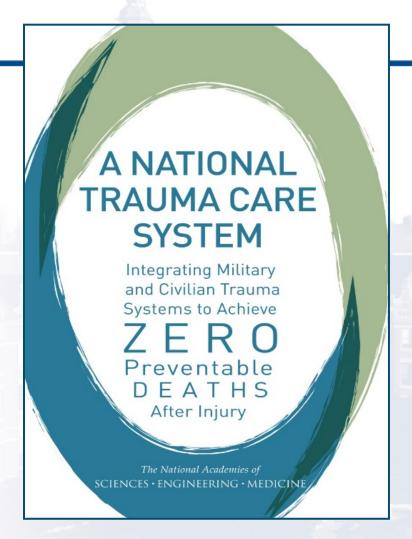


#### **A National Trauma Care System**

Integrating Military and Civilian
 Trauma Systems to Achieve ZERO

 Preventable DEATHS After Injury

nas.edu/TraumaCare





### Military Trauma Care's Learning Health System: The Importance of Data Driven Decision Making

Elliott R. Haut, M.D., Ph.D. (Johns Hopkins University School of Medicine and the Johns Hopkins Bloomberg School of Public Health)

N. Clay Mann, Ph.D., M.S. (University of Utah School of Medicine)

Russ S. Kotwal, M.D., M.P.H. (Uniformed Services University of the Health Sciences and Texas A&M Health Science Center)

Commissioned by the National Academies of Sciences, Engineering, and Medicine Committee on Military Trauma Care's Learning Health System and Its Translation to the Civilian Sector

Haut, NASEM 2016



# Practice Management Guidelines as a Framework for Improving Care

Clinical medicine changes rapidly, requiring physicians to spend many hours just trying to keep up with the most current care expectations. Clinicians have countless resources to choose from and often unable to keep up the astounding amount of published data on which to base evidence-based clinical decisions. This rapid growth in medical literature drove the evidence-based medicine movement to help busy clinicians apply the best evidence when making clinical

The importance of dissemination cannot be underestimated. A guideline that no one reads, adopts, and uses is not beneficial to patients. The rapid dissemination of PMGs via the routine publishing in mainstream peer-reviewed setting is necessary, but may not be sufficient to change practice. More rapid sharing of new scientific knowledge is spreading faster due to the world of social media. Many publishers are taking note of alternative individual article-level

Haut, NASEM 2016



#### The Optimal Use of Integrated Data

- "This case represents an appropriate use of a learning health system to ensure seamless transitions of care between care teams, resulting in the best possible outcome for a severely injured patient."
  - "A real-time clinical decision support tool prompts the field medic to....."
  - "Analysis of all the data and active surveillance of decision support tools by the MCC computer and EMS physician lead to......"
  - ".....in accordance with an evidence-based clinical practice guideline that summarizes the medical literature on the topic."

Haut, NASEM 2016



# Can a Systems Approach Improve VTE Prevention and Outcomes?



# What approaches can improve VTE prophylaxis?

- "Passive dissemination of guidelines is unlikely to improve VTE prophylaxis practice."
- "A number of active strategies used together, which incorporate some method for reminding clinicians to assess patients for DVT risk and assisting the selection of appropriate prophylaxis, are likely to result in the achievement of optimal outcomes."

Tooher, A Systematic Review of Strategies to Improve Prophylaxis for Venous Thromboembolism in Hospitals. Ann Surg 2005.



# Improving VTE Prophylaxis at The Johns Hopkins Hospital

Lessons from the Johns Hopkins Multi-Disciplinary Venous Thromboembolism (VTE) Prevention Collaborative

BMJ 2012;344:e3935

Michael B Streiff associate professor of medicine<sup>12</sup>, Howard T Carolan quality and innovations project administrator<sup>3</sup>, Deborah B Hobson patient safety clinical specialist, surgical intensive care nurse and coordinator<sup>34</sup>, Peggy S Kraus clinical specialist for anticoagulation<sup>5</sup>, Christine G Holzmueller senior research coordinator II, medical writer and editor<sup>36</sup>, Renee Demski senior director, quality and safety<sup>3</sup>, Brandyn D Lau medical informatician<sup>7</sup>, Paula Biscup-Horn clinical pharmacy specialist, anticoagulation management<sup>8</sup>, Peter J Pronovost professor, director, senior vice president for patient safety and quality <sup>63910</sup>, Elliott R Haut associate professor of surgery<sup>346911</sup>



# Improving VTE Prophylaxis at The Johns Hopkins Hospital

**Paper Order Sets** 

Streiff, BMJ 2012

Prevention of Venous Thromboembolism (VTE)
Adult Order Form – GENERAL SURGERY, SURGICAL
ONCOLOGY, UROLOGIC, OR VASCULAR SURGERY

Patient Identification

#### PILOT WORKSHEET

Allergies:	Weight:Kg		Serum Creatinine <sup>4</sup> :					
INDICATE RISK FACTORS (Check all that apply)								
Serious Risk Factors  Current, active cancer Previous DVT and/or PE <sup>2</sup> Stroke within the past 3 months (non-hemorrhagic) Trauma (major or lower extremity) Heart or respiratory failure undergoing acute treatment		Other Risk Fac  Other Risk Fac  Immobility (bedrest/sitting ≥ 3 days) or paralysis  Central venous catheterizations  Acute medical illness or sepsis  Myeloproliferative disorder  Inflammatory bowel disease  Nephrotic syndrome		ctors    Obesity (BMI > 30 kg/M²)³     Smoking (active, not history)     Estrogen use (OC or HRT)     Selective estrogen receptor modulators (SERMs)     Varicose veins				
RI	ISK CA	TEGORIES						
Low Risk  □ Minor surgery (< 30 min), Age <40 years, with NO additional risk factors OR □ Vascular surgery with NO additional risk factors OR □ Laparoscopic procedures with NO additional risk factors OR □ Low risk urologic procedures (TURP, etc.)  Moderate Risk¹ □ Minor surgery (<30 min), age <40 years, WITH any additional risk factors OR □ Minor surgery (<30 min), age <40-60 years, with NO additional risk factors OR □ Major surgery (>30 min), age <40 years with NO additional risk factors OR □ Laparoscopic surgery WITH any additional risk factors (one or more)	ors fa	Any surgery age > 60 yearctors  Minor surgery (<30 min dditional risk factors (one Major surgery (>30 min dditional risk factors (one WITH OUT any Major vascular surgery actors (one or more)	OR ), age 40-60 years cor more) OR ), age < 40 years Vec or more); OR ag additional risk fac	WITH any WITH any e 40-60 years tors (one or more)	Very High Risk <sup>1,2</sup> □ Major surgery (>30 min) at any age WITH any SERIOUS RISK FACTORS  OR  □ Major surgery (>30 min), age >60 years WITH any additional risk factors (one or more)			
ORDER								
Low Risk  □ No pharmacologic prophylaxis is indicated; Early and persistent mobilization recommended; Please specify ambulation plan  Moderate Risk □ Heparin 5,000 Units SC Q12 hours With the option to add □ TED <sup>6</sup> □ SCD <sup>6</sup>	s <sup>3</sup>	High Risk  Heparin 5,000 Units SC  With the option  SCD <sup>6</sup>	Q8 hours <sup>3</sup>	□ Heparin 5,000 □ Enoxaparin 40 (Trade-off: fewer	High Risk Units SC Q8 hours³ OR mg SC QDay³.4.5 PE with more bleeds) 4ND  □ SCD6			
CON	NTRAIN	NDICATIONS <sup>1</sup>			ORDERS1			
□ Active aneurysm (cerebral or aortic dissecting) □ Bacterial endocarditis or pericarditis □ Active peptic ulcer disease, ulcerative GI lesions □ Malignant hypertension □ Severe head trauma □ For Enoxa prior to dose;		ombocytopenia (platelet count < 30,000)		If contraindication present: (Check one or more) Discontinue orders above Early and persistent mobilization Please specify ambulation plan TED/SCD <sup>5</sup>				

- 2. Patients undergoing major cancer surgery who are >60 years, or patients with previous DVT/PE, post-discharge prophylaxis for 2 to 4 weeks is recommended.
- 3. Manipulation of epidural catheter should be undertaken at the nadir (trough) of anticoagulant effect. With enoxaparin remove the catheter at least 10-12 hours after the dose and wait 2 hours to redose. If catheter is to remain in place, heparin use is strongly recommended, with redose > 1 hour after removal. If blood is present with catheter manipulation or multiple punctures employed, wait 24 hours to re-start any pharmacologic thromboprohylaxis.
- 4. Patients with CrCL (<30) ml/min, heparin is strongly recommended over enoxaparin. If enoxaparin is used, the manufacturer recommends 30mg SC QDay.
- 5. For morbidly obese patients (BMI>40 kg/M) following bariatric surgery, enoxaparin 40mg SC Q12 hours was more effective than 30mg SC Q12 hours in an open trial.
- . TED and SCD are most effective when properly applied to the patient and are operating for > 23 hours per day.

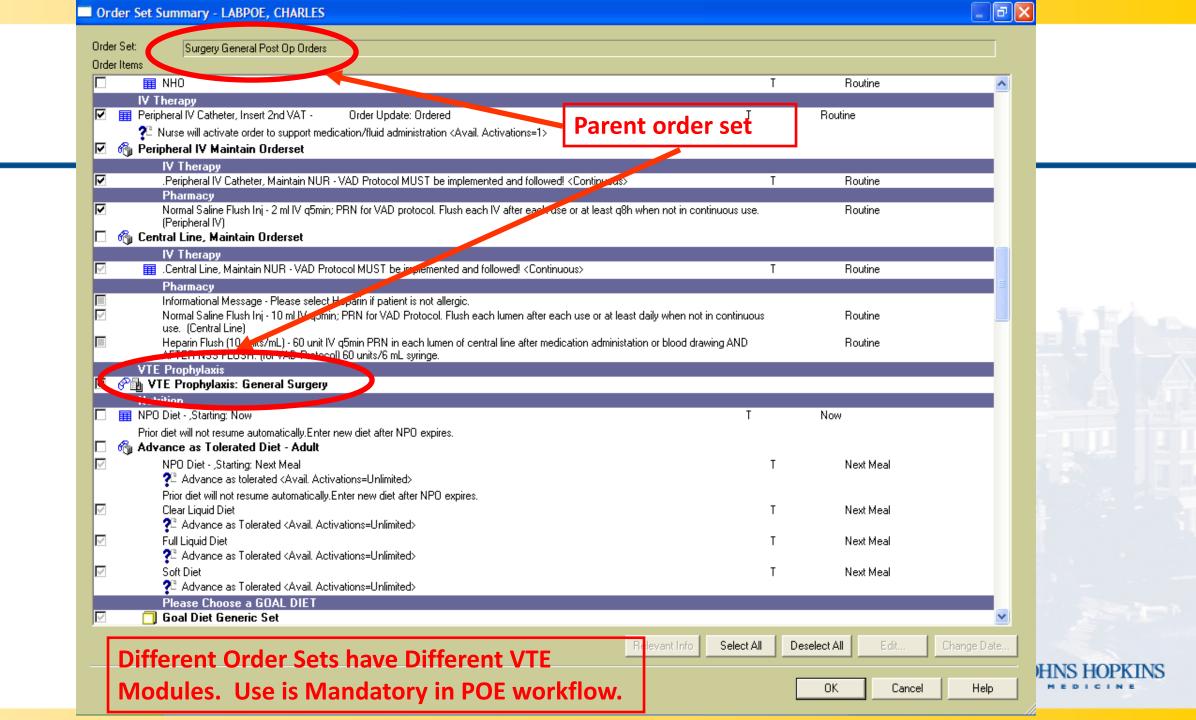
Date	Time	MD Signature		MD Name (printed)	MD I.D Number
Order Note	d	Date	Time	Signature	Name (printed)



# Improving VTE Prophylaxis at The Johns Hopkins Hospital

- Mandatory VTE risk stratification tool into the computerized provider order entry (CPOE) system
- Advanced computerized clinical decision support (CDS)



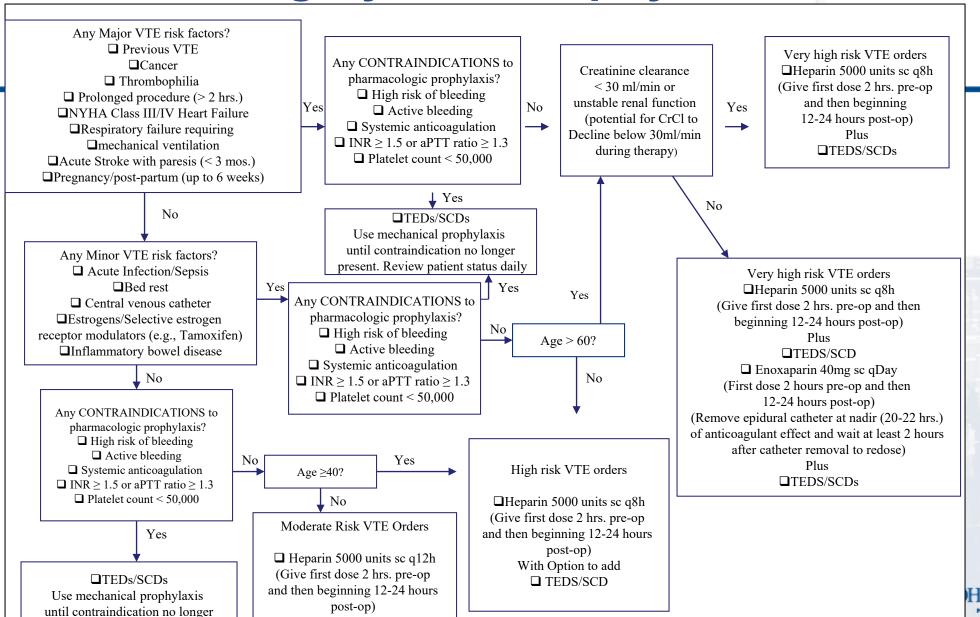


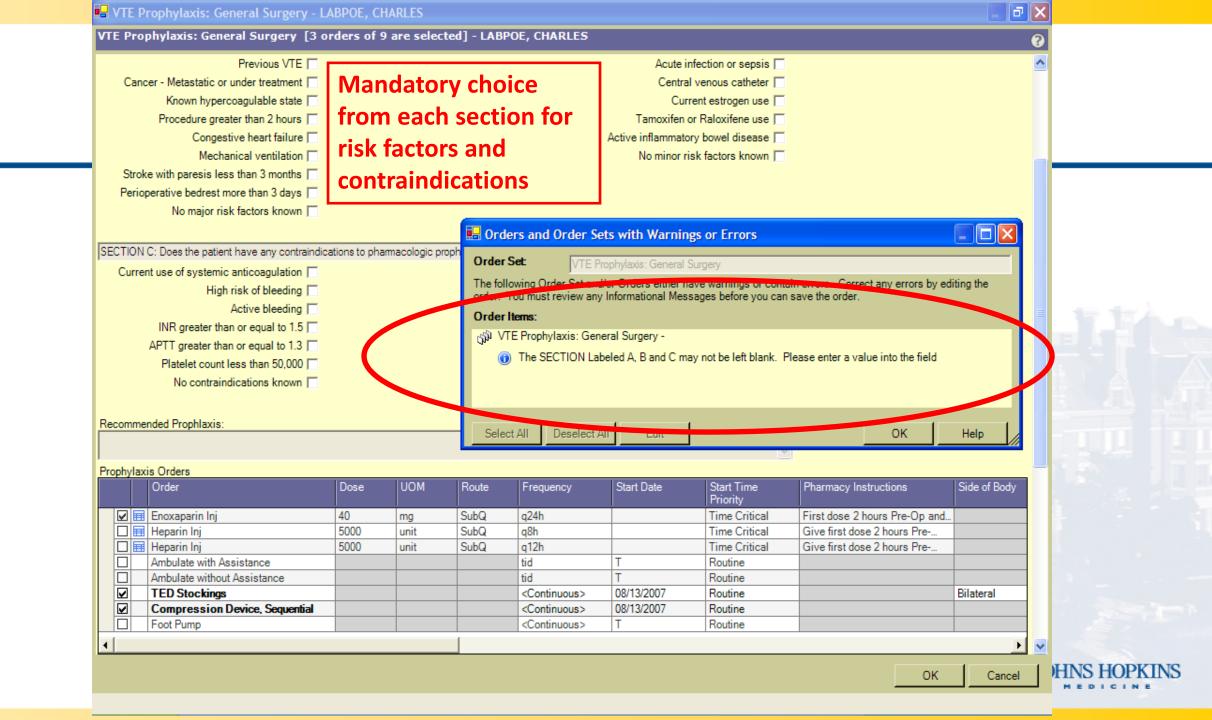
#### **General Surgery VTE Prophylaxis**

With option to ADD

☐ TEDs/SCDs

present. Review patient status daily





# Benefits of the Computerized VTE Prevention System

- Puts VTE prevention into the work flow
- Enables rapid, accurate risk stratification and risk-appropriate VTE prophylaxis
- Applies evidence directly to clinical care
- Allows for performance monitoring/reporting



#### **Keys to Success**

- Multidisciplinary team
  - Physicians, Nurses, Pharmacists, Informatics
- Leadership buy-in
- Collaborate with service teams
- Educate front-line providers
- Measure baseline performance
- Conduct ongoing performance evaluations



### Does Improving Prophylaxis Change Outcomes?

•YES

- 2 examples
  - -Johns Hopkins Trauma Surgery
  - -Johns Hopkins Internal Medicine



### Does Improving Prophylaxis Change Outcomes? The JHH Trauma Example

#### **BUILDING A SURGICAL EXPERTISE IN INFORMATICS**

Improved Prophylaxis and Decreased Rates of Preventable Harm With the Use of a Mandatory Computerized Clinical Decision Support Tool for Prophylaxis for Venous Thromboembolism

Elliott R. Haut, MD; Brandyn D. Lau, MPH; Franca S. Kraenzlin, MHS; Deborah B. Hobson, BSN; Peggy S. Kraus, PharmD, CACP; Howard T. Carolan, MPH, MBA; Adil H. Haider, MD, MPH; Christine G. Holzmueller, BLA; David T. Efron, MD; Peter J. Pronovost, MD, PhD; Michael B. Streiff, MD

Arch Surg. 2012;147(10):901-907

Haut, Arch Surg 2012

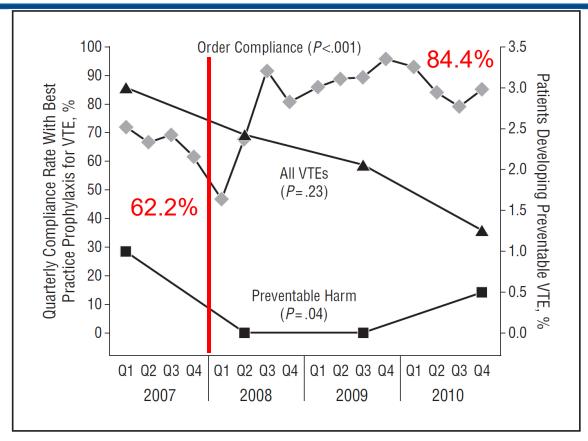


### Does Improving Prophylaxis Change Outcomes? The JHH Trauma Example

- Single Center (Johns Hopkins Hospital)
- Pre/Post Intervention Study
- 1-year PRE vs. 3-years POST
- Retrospective data collection
- IRB approved



### Does Improving Prophylaxis Change Outcomes? The JHH Trauma Example



- Significant increase in VTE prophylaxis
- Significant drop in preventable harm from VTE
  - 1.0% vs. 0.17% (p=0.04)

Haut, Arch Surg 2012



### Does Improving Prophylaxis Change Outcomes? The JHH Medicine Example

- Retrospective Review (PRE v. POST)
- Patients: 1,000 PRE v. 942 POST
- Patients prescribed Optimal Prophylaxis
  - -65.6% v. 90.1% (p<0.0001)
- Patients prescribed NO prophylaxis
  - -23.6% v. 4.4% (p<0.0001)



### Does Improving Prophylaxis Change Outcomes? The JHH Medicine Example

**TABLE IV. Clinical Outcomes** 

	Preimplementation $N = 1,000$	Postimplementation $N = 942$	<i>P</i> -value
Total VTE episodes	25 (2.5%)	7 (0.7.%)	0.0022
Preventable harm from VTE	11(1.1%)	0 (0)	0.001
Total in-house VTE	5 (0.5%)	5 (0.5%)	1.0000
Total 30-day post-discharge VTE	9 (1.1%)	2 (0.3%)	0.0300
Total 90-day post-discharge VTE	20 (2.7%)	2 (0.3%)	0.0003
Fatal PE	2 (0.2%)	1 (0.1%)	1.000

Zeidan, Am J Hematology 2013



### ZERO Preventable VTE – A Realistic Goal

**TABLE IV. Clinical Outcomes** 

	Preimplementation $N = 1,000$	Postimplementation $N = 942$	<i>P</i> -value
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Total 90-day post-discharge VTE	20 (2.7%)	2 (0.3%)	0.0003
Fatal PE	2 (0.2%)	1 (0.1%)	1.000

Zeidan, Am J Hematology 2013



### VTE Prophylaxis-Computerized Decision Support



www.natfonline.org

**Latest News and Updates** 

Consensus Statement:
Call To Action On

NATF

DVTeamCare<sup>TM</sup> Hospital Award

DVTEAM<sup>TM</sup> CARE HOSPITAL AWARD WINNER

Tell Us How You Fight

The Johns Hopkins Hospital

DVTeamCare<sup>TM</sup> Hospital Award

Award Nomination Deadline October 15, 2010

The North American Thrombosis Forum is proud to have been selected by Eisai, Inc. to help develop the DVTeamCare(TM) Hospital Award. The DVTeamCare<sup>TM</sup> Hospital Award is a new award providing national recognition to hospitals that have made significant commitment to preventing DVT and its potentially fatal complications. NATF has been engaged to identify judges for the award, who also developed appropriate criteria.\* The applications from the 22 hospitals nominated for the 2009 DVTeamCare<sup>TM</sup> Hospital Award are currently being reviewed by a three-judge panel was selected by NATF. Winners will be announced shortly



### Preventing Hospital-Acquired Venous Thromboembolism

#### A Guide for Effective Quality Improvement



#### Three Examples of Effective Implementation and Clinical Decision Support

The following are examples of effective order set design and implementation. They illustrate the central importance of implementation and clinical decision support techniques across disparate hospital settings and VTE risk assessment models.

The **Johns Hopkins** collaborative team used the "translating research into practice" (TRIP) model to implement mandatory VTE risk assessment and risk-appropriate prophylaxis.<sup>5</sup> The TRIP model is consistent with the principles presented throughout this guide. Important steps included summarizing the evidence from a centralized steering group; identifying barriers through pilot testing, good measurement, and feedback; and reinforcing appropriate prophylaxis through staff engagement, education, regular evaluation, good clinical decision support in order sets, and layered interventions to reinforce the protocol.<sup>6</sup>



### CDC Healthcare-Associated VTE Prevention Challenge Champions

#### 2015 CDC HA-VTE PREVENTION CHALLENGE CHAMPION



#### **ORGANIZATION:**

The Johns Hopkins Hospital | Baltimore, Maryland

#### **PATIENT POPULATION:**

- 50,000 inpatient admissions in 2014
- 951 staffed beds



### The Johns Hopkins Venous Thromboembolism Collaborative: Multidisciplinary Team Approach to Achieve Perfect Prophylaxis

Michael B. Streiff, MD, FACP<sup>1,2,3\*</sup>, Brandyn D. Lau, MPH, CPH<sup>3,4,5,6</sup>, Deborah B. Hobson, BSN<sup>3,4,7</sup>, Peggy S. Kraus, PharmD, CACP<sup>8</sup>, Kenneth M. Shermock, PharmD, PhD<sup>1,8,9</sup>, Dauryne L. Shaffer, MSN, CCRN<sup>4,7</sup>, Victor O. Popoola, MBBS, MPH, ScM<sup>4</sup>, Jonathan K. Aboagye, MBChB, MPH<sup>4</sup>, Norma A. Farrow, MD<sup>4</sup>, Paula J. Horn, PharmD, BCACP<sup>10</sup>, Hasan M. Shihab, MBChB, MPH<sup>4</sup>, Peter J. Pronovost, MD, PhD, FCCM<sup>3,6,11,12</sup>, Elliott R. Haut, MD, PhD, FACS<sup>3,4,6,11,13</sup>



# Can a Systems Approach Improve VTE Diagnosis?



### Pulmonary Embolism Evidence-Based Diagnostic Guideline

#### Pulmonary Embolism (ED & OP)

Clinical likelihood of diagnosis

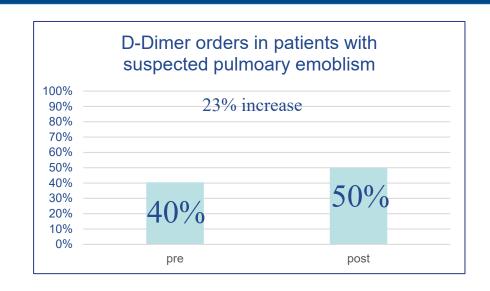
- > Low
  - PERC
  - If PERC fails → Wells
- Moderate
  - Wells, D-dimer
  - Wells >4 or (+) D-Dimer for CTA
- ➤ High → CTA

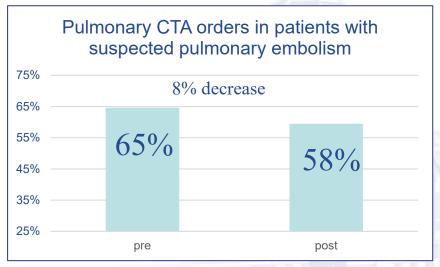
#### **Outcomes**

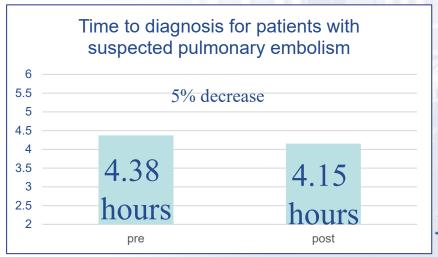
- CTA imaging yield
- Clinical effectiveness in ED
- Hospital admissions
- Longitudinal outcomes
- Cost of care



### Pulmonary Embolism Evidence-Based Diagnostic Guideline







Preliminary data at Johns Hopkins courtesy of Pamela Johnson



### Delayed and/or Missed Diagnoses of PE







#### My Doctors Missed My Almost-Deadly Blood Clot



By Everyday Health Guest Contributor For My Health Story





MARCH 29, 2018
Reading Time: 5 minutes





By the bioMérieux Connection Editors

Meeting John Scirica in August of 2012, it would be hard to accept that he was 64-years-old, let alone that he was near death from a rare case of bilateral pulmonary embolism. The condition left the pulmonary arteries in both of his lungs blocked from blood clots that very likely traveled there from his leg.





Tags: Blood Clot. Factor V Leiden.

MY DOCTOR SAID I WAS FINE, MY INTUITION SAVED MY LIFE: CHRISELDA'S STORY

During my first pregnancy at 15 years old, I started to have intense burning and numbness on my left side groin and hip region that my OB/GVM stated was normal pregnancy pain. After giving birth, I followed up with my primary doctor and neurologist. All of my doctor's visits concluded with no diagnosis. My second pregnancy caused the pain to intensify to the point that walking, sitting, and laying on my side were extremely painful Again, my OB/GVM brushed off my concern, so I adjusted to the new level of pain and carried on with life. At this point, I knew something had to be wrong, but no one would listen to my

### For More Info @elliotthaut (Twitter) or <a href="mailto:ehaut1@jhmi.edu">ehaut1@jhmi.edu</a>

- Hopkins VTE Website
  - http://www.Hopkinsmedicine.org/Armstrong/bloodclots



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- Haut ER, Mann NC, Kotwal RS. "Military Trauma Care's Learning Health System: The Importance of Data Driven Decision Making." Paper commissioned by the National Academies of Sciences, Engineering, and Medicine used to support the report titled "A National Trauma Care System: Integrating Military and Civilian Trauma Systems to Achieve Zero Preventable Deaths After Injury." 2016. Washington, DC: The National Academies Press. <a href="http://www.nationalacademies.org/hmd/~/media/Files/Report%20Files/2016/Trauma-Care/Importance-of-Data-Driven-Decision-Making-CP.pdf">http://www.nationalacademies.org/hmd/~/media/Files/Report%20Files/2016/Trauma-Care/Importance-of-Data-Driven-Decision-Making-CP.pdf</a>
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