OBI & Labor Management for the Practicing Clinician

OBI Webinar Series | February 25, 2025

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Jourdie Triebwasser MD and Lisa Kane Low PhD CNM had salary support during the time of this project as members of the OBI program as well as from the National Institutes of Health, Michigan Department of Public Health

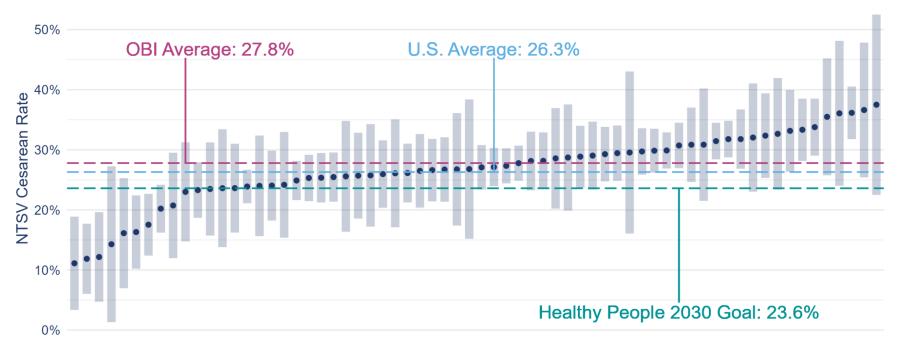




At the conclusion of this webinar participants will be able to:

- Accurately identify the criteria for differing types of labor dystocia and options for documentation of it.
- Discuss strategies for management of labor dystocia and potential for prevention of it.
- Identify opportunities to engage all maternity care team members in strategies to increase compliance with use of dystocia criteria in alignment with the Obstetric Initiative.

We continue to observe clinically unwarranted wide variation in the NTSV cesarean rate in MI



Includes complete cases 01/01/2024 - 09/29/2024

Observed variation is not explained by common medical & social risk factors



Predictions are based on data from 01/01/2024 - 09/30/2024

22 yo G1 presents for induction (IOL) for preeclampsia

- Initial exam 1/long/high
- Received 3 doses of misoprostol and foley balloon
- Exam 3/50/-2 over 12 hours while on pitocin
- Do you recommend a cesarean now?





28 yo G1 presents with painful contractions

- Initial exam 3/50/-2
- Admitted
- Next exam 4 hours later 4/50/-2
- 3 subsequent exams over 12 hours: 5/50/-1
- Do you recommend a cesarean now?

30 yo G1 presents with painful contractions

- Initial exam 3/50/-2
- Admitted
- Next exam 4 hours later 6/75/-1
- SROM to clear fluid soon after exam
- Next exam 4 hours later 6/75/-1
- Do you recommend a cesarean now?





35 yo G2P0 presented in active labor

- Received epidural at 8 cm
- Began pushing 3 hours ago, efforts more effective recently
- Do you recommend a cesarean now?



All four scenarios represent questions for management of dystocia and whether it meets criteria for performance of a Cesarean

Ten Years Ago: New Paradigm for 1st Stage

Prolonged latent phase >24 hours not an indication for CD

OBSTETRIC CARE

CONSENSUS

Safe Prevention of the Primary Cesarean Delivery

Latent phase includes 4 - 6cm of cervical dilation No difference between nulliparas and multiparas

6cm - the threshold for active phase 3 hours for Nulliparous and 2 hours for Multiparous Second Stage

Time intervals for meeting criteria for dystocia: Active Phase Arrest, Failed Induction of Labor, Second Stage: Failure to Descend.

ACOG 2024



NUMBER 8 JANUARY 2024 (REPLACES OBSTETRIC CARE CONSENSUS 1, MARCH 2014)

- General management of "normal labor" and diagnosis of dystocia
- Reinforces the "New" Paradigm

First and Second Stage Labor Management

Committee on Clinical Practice Guidelines—Obstetrics. This Clinical Practice Guideline was developed by the ACOG Committee on Clinical Practice Guidelines–Obstetrics in collaboration with Alison G. Cahill, MD, MSCI; Nandini Raghuraman, MD, MSCI; and Manisha Gandhi, MD; with consultation from Anjali J. Kaimal, MD, MAS. The Society for Matemal-Fetal Medicine (SMFM) supports this document.

PURPOSE: The purpose of this document is to define labor and labor arrest and provide recommendations for the management of dystocia in the first and second stage of labor and labor arrest.

TARGET POPULATION: Pregnant individuals in the first or second stage of labor.

METHODS: This guideline was developed using an a priori protocol in conjunction with a writing team consisting of one maternal-fetal medicine subspecialist appointed by the ACOG Committee on Clinical Practice Guidelines— Obstethics and two external subject matter experts. ACOG medical librarians completed a comprehensive literature search for primary literature within Cochrane Library, Cochrane Collaboration Registry of Controlled Trials, EMBASE, PubMed, and MEDLINE. Studies that moved forward to the full-text screening stage were assessed by the writing team based on standardized inclusion and exclusion criteria. Included studies underwent quality assessment, and a modified GRADE (Grading of Recommendations Assessment, Development, and Evaluation) evidence-to-decision framework was applied to interpret and translate the evidence into recommendation statements.

RECOMMENDATIONS: This Clinical Practice Guideline includes definitions of labor and labor arrest, along with recommendations for the management of dystocia in the first and second stages of labor and labor arrest. Recommendations are classified by strength and evidence quality. Ungraded Good Practice Points are included to provide guidance when a formal recommendation could not be made because of inadequate or nonexistent evidence.

First and Second Stage Labor Recommendations 2024

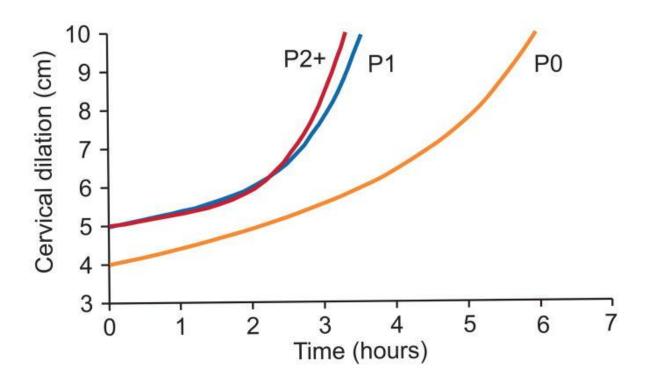
Reaffirms:

- No specific definition of latent phase labor*
- Recommendation of 6 cm as start of active phase
- Suggests active phase arrest definition is unchanged
- Recommends definition of prolonged second stage of labor is defined as more than 3 hours of pushing in nulliparous individuals and 2 hours of pushing in multiparous individuals.
- Tailored counseling if moving beyond 2 or 3 hours second stage labor





Normal Labor Progress



Six is the New Four

Cervical Dilation (cm)	Parity=0 Median (95 th percentile) N=25624	Parity=1 Median (95 th percentile) N=16755	Parity=2+ Median (95 th percentile) N=16219
3-4	1.8 (8.1)		
4-5	1.3 (6.4)	1.4 (7.3)	1.4 (7.0)
5-6	0.8 (3.2)	0.8 (3.4)	0.8 (3.4)
6-7	0.6 (2.2)	0.5 (1.9)	0.5 (1.8)
7-8	0.5 (1.6)	0.4 (1.3)	0.4 (1.2)
8-9	0.5 (1.4)	0.3 (1.0)	0.3 (0.9)
9-10	0.5 (1.8)	0.3 (0.9)	0.3 (0.8)
2 nd stage with epidural analgesia	1.1 (3.6)	0.4 (2.0)	0.3 (1.6)
2 nd stage without epidural analgesia	0.6 (2.8)	0.2 (1.3)	0.1 (1.1)

What about Induction of Labor?

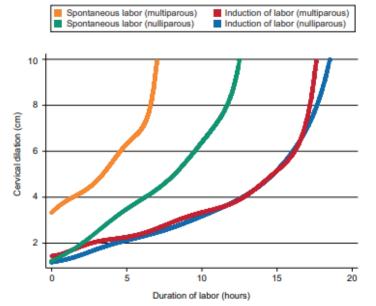


Fig. 1. Average labor curves stratified by parity and type of labor onset.

- Latent phase is slower with IOL
- Active phase at 6 cm
- Active phase slope similar to spontaneous labor

ACOG Guideline Summary Continued

For Spontaneous Labor:

- Continue to support admission in active labor (> 6 cm), considering discharge home if not in active labor upon presentation at hospital
- Once admitted promote labor progress through support techniques including mobility, position changes and comfort measures
- Select appropriate fetal assessment strategy
- Promote continuity of care and labor support and engage Doula or Family support
- Encourage pushing once complete, and consider a variety of positions as indicated, while continuing to assess fetal rotation and descent

Lessons from the Literature & OBI

Does following the ACOG Labor Guidelines Matter?

Implementing Dystocia Criteria (Site 1)

OBSTETRIC CARE

Safe Prevention of the Primary Cesarean Delivery

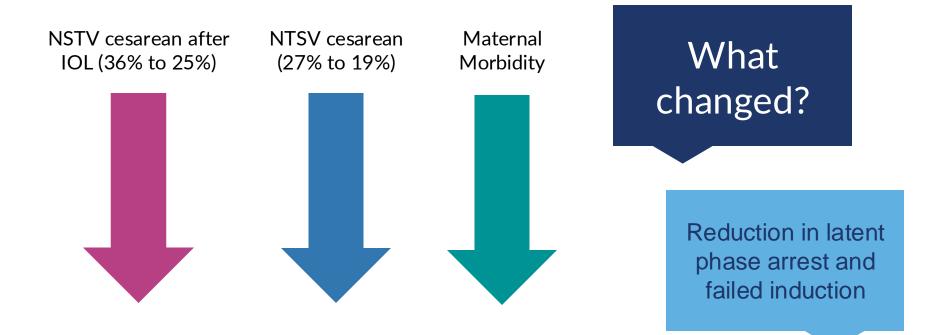


Original Research

Reduction in the Cesarean Delivery Rate After Obstetric Care Consensus Guideline Implementation

Jonas G. Wilson-Leedy, MD, Alexis J. DiSilvestro, MD, John T. Repke, MD, and Jaimey M. Pauli, MD

Dystocia Guidelines Reduced Cesarean



Implementing Dystocia Criteria (Site 2)

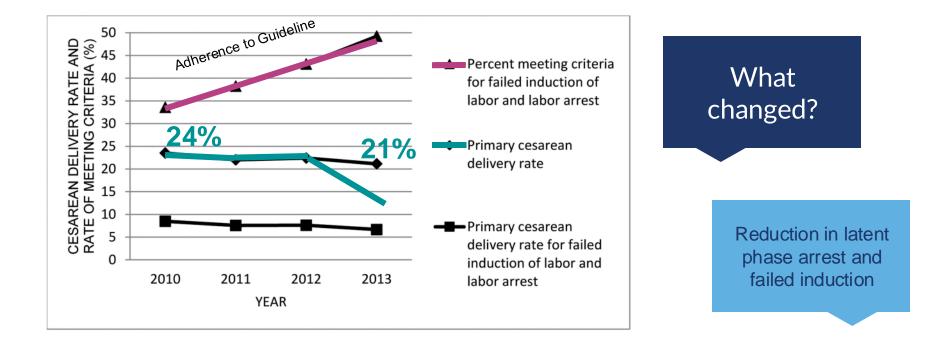
2012 NICHD "Preventing the First Cesarean Delivery"



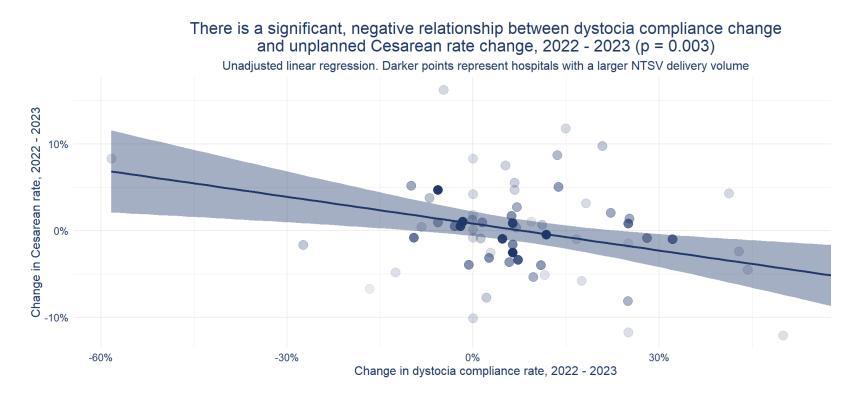
Adherence to Definitions of Labor Arrest Influence on Primary Cesarean Delivery Rate

Jessica T. Greenberg, MD^{1,2} Sarah N. Cross, MD^{1,3} Cheryl A. Raab, MSN⁴ Christian M. Pettker, MD¹ Jessica L. Illuzzi, MD¹

Dystocia Guidelines Reduced Cesareans



OBI's Experience Promoting Dystocia Compliance



Doing the Dance with Dystocia: The Steps

Prevention

- Early identification
- **Diagnosis**
- Response or Treatment



Keeping Labor Normal

- Be a constant presence
- Create a positive, respectful atmosphere
- Arrange the room for patient's comfort
- Give support, comfort, reassurance
- Use touch, massage, physical support as desired and consented to by the patient
- Promote being upright and moving
- Promote comfort consistent with the patient's desires and preferences
- Assess for progress over time and identify opportunities to encourage the labor process

Specific Practices to Prevent Dystocia

- Childbirth preparation classes
- Continuous labor support by RN, midwife, doula* or family
- Walking, movement
- Hydrotherapy* (active labor)
- Position changes
- Intermittent FH auscultation when eligible
- Use of wireless EFM when continuous monitoring indicated
- Spinning babies*
- Use of peanut balls*
- Comfort assessment and management



The Use of "Magical" Balls

Expert Review

ajog.org

Check for updates

Birthing balls to decrease labor pain and peanut balls to decrease length of labor: what is the evidence?

Jessica M. Grenvik, MD; Laniece A. Coleman, DNP, CNM; Vincenzo Berghella, MD

- A recent systematic review and meta-analysis found that the use of the peanut ball compared with no peanut ball is associated with a significantly decreased first stage of labor (mean difference, 87.42 minutes; 95% confidence interval, 94.49 to 80.34) and an 11% higher relative risk of vaginal delivery (relative risk, 1.11; 95% confidence interval, 1.02e1.22; n 669).
- More Randomized Controlled Trials are needed: ACOG no recommendation

Adequate Nurse Staffing

Nursing Outlook 73 (2025) 102346

	Contents lists available at ScienceDirect	
	Nursing Outlook	
ELSEVIER	journal homepage: www.nursingoutlook.org	

Relationship between nurse staffing during labor and cesarean birth rates in U.S. hospitals

Audrey Lyndon, PhD, RN, FAAN^{a,a,1}, Kathleen Rice Simpson, PhD, RN, FAAN^{b,2}, Gay L. Landstrom, PhD, RN, FAAN^{c,3}, Caryl L. Gay, PhD^{d,4}, Jason Fletcher, PhD^{a,5}, Joanne Spetz, PhD^{e,6}

*New York University Rony Meyers College of Nursing, New York, NY *Mercy Hospital St. Louis, St. Louis, MO *Trinity Health, Livonia, MI *Department of Family Health Care Nursing, School of Nursing, University of California San Francisco, San Francisco, CA *Phila R. Lee Institute for Health Policy Studies, University of California San Francisco, CA

ARTICLE INFO

ABSTRACT

Article history: Received 7 September 2024 Received in revised form 20 December 2024 Accepted 29 December 2024 Available online xxxx Keywords:

Nursing staff

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Hospital

Hospitals

Pregnancy Maternal health services

Workforce

Inpatients

Obstetric nursing

Cesarean section Vaginal birth after cesarean Background: Cesarean birth increaser risk of maternal morbidity and mortality. Purpose: Examine the relationship between labor and delivery staffing and hospital cesarean and vaginal birth after cesarean (VBAC) rates. Methods: Survey of USA. labor nurses in 2018 and 2019 on adherence to AWHONN nurse staffing standards with data linked to American Hospital Association Survey data, patient discharge data, and cesarean birth and VBAC rates. Findings: In total, 2,786 nurses from 193 hospitals in 23 states were included. Mean cesarean rate was 27.3% (SD 5.9, range 11.7%–47.2%); median VBAC rate 11.1% (UBR 1.78%–20.2%; range 0%–40.1%). There was relatively high adherence to staffing standards (mean, 3.12 of possible 1–4 score). After adjusting for hospital

characteristics, nurse staffing was an independent predictor of hospital-level cesarean and VBAC rates (IRR 0.89, 95% Cl 0.84-0.95% and IRR 158, 95% Cl 1.25-1.99, respectively). Discussion: Bettern nurse staffing predicted lower cesarean birth rates and higher VBAC rates. Conclusion: Hospitals should be accountable for providing adequate nurse staffing during childbirth. © 2024 Elsevier Inc. All rights are reserved, including those for text and data mining. Al training, and similar technologies.

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Moving our Mamas (MOMs) Labor Support Training

- Labor Support Tip Sheets
- Posters with Photos



Counter Pressure

- Counter-pressure consists of steady, strong force applied to one spot on the lower back during contractions using the heel of the hand, or pressure on the side of each hip using both hands.
- Counter-pressure helps alleviate back pain during labor, especially in those women experiencing "back labor."

Hip Squeeze

 The hip squeeze pushes the pelvis back into a relaxed position, which both relieves the pressure of the stretch and causes the pelvis to flare out slightly, allowing the baby room to move around and down.





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FIFTH EDITION



SIMKIN'S **LABOR** PROGRESS HANDBOOK

EARLY INTERVENTIONS TO PREVENT AND TREAT DYSTOCIA

EDITED BY

LISA HANSON EMILY MALLOY PENNY SIMKIN

- "More time" does not mean not doing anything during that time
- Identifying opportunities to promote labor progress
- Again: Being there makes a difference
- Role of continuous labor support
- Doulas
- Nursing Staffing

Diagnosis of Dystocia

Active Phase Arrest ≥6cm	 No improvement in cervical dilation with rupture of membranes &: ≥ 4 hrs of adequate uterine contractions Or ≥ 6 hrs of oxytocin administration with inadequate uterine contractions 	
Arrest of Descent	Second stage of labor with rupture of membranes $\& \ge 3$ hrs of pushing	
Failed Induction	Cervical dilation of < 6 cm & oxytocin administration for ≥ 12-18 hrs after rupture of membranes	

What happened to Latent Phase Labor?

- Prior use of CMQCC Definition
 - Cervical dilation <6cm and moderate or strong contractions on palpation were present for at least 12 hours without improvement in cervical dilation
- Smallest frequency of dystocia diagnosis leading to cesarean
- Requires management of latent phase labor
 - Decision to move to augmentation of labor
 - Decision to move to discharge home post comfort care management
- 2025 Diagnosis of Latent Phase Labor for Cesarean is noncompliant



28 yo G1 presents with painful contractions

- Initial exam 3/50/-2
- Admitted
- Next exam 4 hours later 4/50/-2
- 3 subsequent exams over 12 hours: 5/50/-1
- Do you recommend a cesarean now?

Latent Phase Labor

- Patient education regarding labor progress, active labor definitions and strategies to support delayed admission until active labor
- For birthing person in latent labor options include delayed admission, support at home, use of Doula, "walking paths" and promotion of comfort measures
- If prolonged latent labor is being experienced after admission (greater than 16 hours or 95% tile for admission to active labor time in Spong et. al) consider induction/augmentation and follow induction of labor management or discharge home

22 yo G1 presents for induction (IOL) for preeclampsia

- Initial exam 1/long/high
- Received 3 doses of misoprostol and foley balloon
- Exam 3/50/-2 over 12 hours while on pitocin
- Do you recommend a cesarean now?



Induction of Labor & Dystocia

- Interval from initiation of the induction process and < 6cm
 - Oxytocin administration at least 12-18 hours after membranes are ruptured
- If >6 cm dilated, follow the criteria for arrest of active phase
 - Arrest of Active Phase Labor: Membranes ruptures and:
 - At least 4 hours of adequate contractions without change or
 - At least 6 hours of oxytocin use with inadequate contractions and no change



Labor Induction Process (or latent labor not progressing)

- Refer to Best Practice Guidance for Induction Agents: High or Low Dose Oxytocin is appropriate
- Early amniotomy is strongly recommended (high quality evidence)
- Failed Induction of Labor is when Oxytocin administration is at least 12-18 hours after membranes are ruptured
- Follow criteria for dystocia management of spontaneous labor once in active labor (>6cm)

30 yo G1 presents with painful contractions

- Initial exam 3/50/-2
- Admitted
- Next exam 4 hours later 6/75/-1
- SROM to clear fluid soon after exam
- Next exam 4 hours later 6/75/-1
- Do you recommend a cesarean now?





ACOG Recommendations for Spontaneous Labor

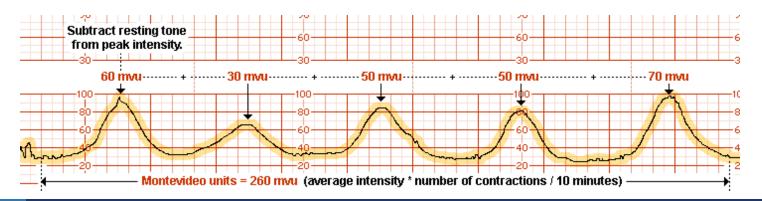
- Continue to support admission in active labor (> 6 cm), considering discharge home if not in active labor upon presentation at hospital
- Once admitted promote labor progress through support techniques including mobility, position changes and comfort measures
- Select appropriate fetal assessment strategy
- Promote continuity of care and labor support and engage Doula or Family support

2024 Updates: Management of Dystocia in First Stage Labor Recommendations

- Recommends amniotomy for patients undergoing augmentation or induction of labor to reduce the duration of labor.
- Recommends either low-dose or high-dose oxytocin strategies as reasonable approaches to the active management of labor to reduce operative deliveries.
- Using intrauterine pressure catheters among patients with ruptured membranes to determine adequacy of uterine contractions in those with protracted active labor or when contractions cannot be accurately externally monitored.

2024 Updates: Management of Dystocia in First Stage Labor Recommendations

- The only direct measure of uterine quality is with an internal pressure catheter
- Strength of contractions measured with Montevideo units (mvu)
 - 200 mvu generally considered "adequate"



Management of Active Phase Labor Arrest/Dystocia

- Recommends performing a Cesarean in patients with active phase arrest
- Suggests assessment for operative vaginal delivery before performing a cesarean for second stage arrest



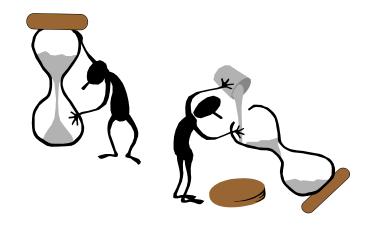


35 yo G2P0 presented in active labor

- Received epidural at 8 cm
- Began pushing 3 hours ago, efforts more effective recently
- Do you recommend a cesarean now?

Consensus Statement 2nd Stage Duration

- At least 2 hours for multiparous women
- At least 3 hours active pushing for nulliparous birthing people
- Longer durations may be appropriate on an individualized basis...e.g., epidural, fetal malposition



Second Stage Labor Pushing to Manage (Prevent) Dystocia

New Recommendation:

Pushing commence when complete cervical dilation is achieved

Normal Second Stage

		Spontaneous Labor		Induced or Augmented Labor	
Cervical Dilation (cm)	n	Median Station (95% CI) (n=1,796)	n	Median Station (95% CI) (n=2,822)	Р
0	3	-3 (-3 to -3)	162	-3 (-3 to -2)	.62
1	22	-2.5 (-3 to 0)	471	-3 (-3 to -1)	<.01
2	70	-2 (-3 to 0)	654	-3 (-3 to -1)	.03
3	231	-2 (-3 to 0)	1,222	-2 (-3 to -1)	<.01
4	428	-2 (-3 to 0)	1,520	-2 (-3 to 0)	.95
5	520	-1 (-3 to 0)	1,281	-1 (-3 to 0)	.47
6	511	-1 (-3 to 1)	951	-1 (-3 to 1)	.31
7	469	0 (-3 to 1)	695	0 (-2 to 1)	.02
8	520	0 (-2 to 1)	661	0 (-2 to 1)	.03
9	432	0(-2 to 2)	614	1(-1 to 2)	02
10	1,770	2 (0–2)	2,772	2 (0–3)	.59

Cl, confidence interval.

Median station adjusted for parity, maternal body mass index, and birth weight greater than 4,000 g.

Fetal Station	Spontaneous Labor (n=1,796)	Induced or Augmented Labor $(n=2,822)$	Р
-2 to -1	0.3 (0.03-2.1)	1.2 (0.2–9.9)	<.01
-1 to 0	0.2 (0.03–2.2)	0.6 (0.1–5.4)	<.01
0 to +1	0.2 (0.03–2.1)	0.4 (0.04–3.3)	<.01
+1 to +2	0.1 (0.02–0.8)	0.2 (0.02–1.1)	<.01
0 to +1 +1 to +2 +2 to +3	0.05 (0.01–0.2)	0.1 (0.02–0.4)	.03

Data are median hours (95% confidence interval) unless otherwise specified.

Median times adjusted for parity, maternal body mass index, and birth weight greater than 4,000 g. No adjustment for maternal age, diabetes, or regional anesthesia, which were not significant in the final model.

Most patients will be at least 0 station at complete, even in setting of IOL (Median is +2)

Second Stage Management

Longer second stage = higher risk of maternal and neonatal morbidity

 Consistent data across multiple large observational cohorts

Outcomes	Immediate (n=1200)	Delayed (n=1204)	RR (95% CI)
SVD	1031 (85.9%)	1041 (86.5%)	0.99 (0.96-1.03)
PPH	27 (2.3%)	48 (4.0%)	0.60 (0.3-0.9)
Chorio	80 (6.7%)	110 (9.1%)	0.70 (0.66-0.9)

Delayed pushing in nulliparous patients with epidural

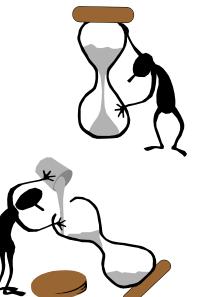
- No benefit, + Harm
- OMSS trial stopped early due to futility (for SVD) and harm signal
- pH <7.1 and suspected neonatal sepsis also increased with delayed pushing
- No impact on pelvic floor morbidity

Evidence-Based Management of Second Stage Labor

- Laboring down with an Epidural no Longer Encouraged (Cahill et al)
- Open Glottis, Self Directed Pushing not Coached (may be tailored)
- Upright Positions, Freedom of Movement to Change Positions
- Evaluate progress in descent and ROTATION
- Assess for Need to Change Process: Fetal Position, Presentation
- Close Fetal AND MATERNAL Assessment

Updated ACOG Statement: Second Stage

- New: Individualized decision making when making no progress prior to 2 hours in a multiparous individual and 3 hours in a nulliparous individual (strong evidence)
- "Arrest in the second stage can be identified earlier if there is lack of fetal rotation or descent despite adequate contractions, pushing efforts, and time. (GOOD PRACTICE POINT)"*



*Ungraded Good Practice Points are incorporated when clinical guidance is deemed necessary in the case of extremely limited or nonexistent evidence. They are based on expert opinion as well as review of the available evidence.

New OBI Labor Dystocia Compliance Measure Specifications

Scan the QR Code

or visit

https://tinyurl.com/2025Dystocia

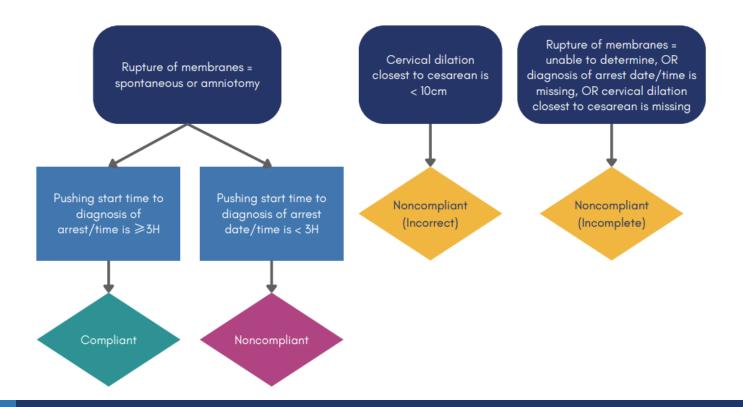


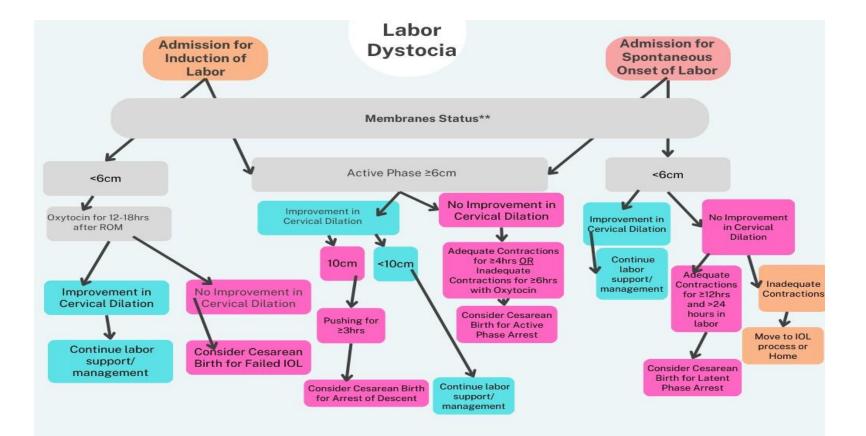




Primary Indication for Cesarean Delivery: Arrest of Descent







Strategies to Improve Dystocia Compliance

- Multidisciplinary Education
- ACOG/SMFM Guidelines Posted, Badge Buddies
- Use of Checklists, EMR, Dot Phrases
- Patient Centered Huddles, Team Review, CS Review
- Non-Compliant Cases or Fall Out Case Reviews

OBI Safely Averting NTSV Cesarean Births Toolkit



About Y Our Initiatives Y OBI Members Y Events Y Q

Home / Quality Initiatives / Safely Averting NTSV Cesarean Births

Safely Averting NTSV Cesarean Births



OBI Safely Averting NTSV Cesarean Births Toolkit

OBSTETRICS

Clinician Engagement

OBI Criteria Badge Buddy A two-sided. 4"x 3" inch badge buddy that can be used as a fast reference reminder for Labor Dystocia compliance criteria and Category II FHR monitoring interventions. Consider printing these for all members of your clinical team!	Active Phase Arrest ≥6cm	No impro membran o 2 o (i
Training Slide Deck Template	Arrest of Descent	Second s & ≥ 3 hrs
Moving our Mamas (MOMs) Labor	Failed Induction	Cervical administ

obstetricsinitiative.org

ACOG/SMFM Labor Dystocia Criteria

And can be used ystocia monitoring	Active Phase Arrest ≥6cm	 No improvement in cervical dilation with rupture of membranes &: ≥ 4 hrs of adequate uterine contractions Or ≥ 6 hrs of oxytocin administration with inadequate uterine contractions
ر ب	Arrest of Descent	Second stage of labor with rupture of membranes $\& \ge 3$ hrs of pushing
or 🖕	Failed Induction	Cervical dilation of < 6 cm & oxytocin administration for ≥ 12-18 hrs after rupture of membranes

https://tinyurl.com/OBINTSVToolkit

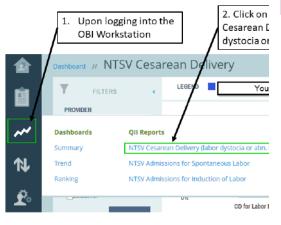


Guide for Calculating Labor



NTSV Performance Report

SAMPLE REPORT



About this report

- · This report is limited to Nulliparous, Term, Singleton, Vertex (NTSV) births
- This report contains data on the most recent 12 months of cases abstracted within the OBI registry. The delivery date is between 03-31-2022 and 03-31-2023, unless otherwise specified.
- Please note that results for 2023 are preliminary and subject to change as additional quarters of data are reported.

Information about your site

🚴: Staffing

Midwives: 18; L&D Nurses: 130; OBs: 134; Family Physician: 0

🔮: QII Choices

- 2023: Management of Category II Fetal Tracings

- 2022: Management of Category II Fetal Heart Rate Tracings

- 2021: Early Labor Admission Screening Checklist

📲: Hospital

NICU: Yes; Teaching: Yes; 2022 Singleton Delivery Volume: 6538

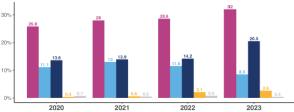
Note: Staffing and QII choices are from OBI declaration form; Hospital information is from the American Association (NICU and Teaching status) and Michigan Birth Certificate data (Delivery Volume)

Indications for Unplanned Cesarean Among NTSV Patients Over Time

OBI Insights

- At the top performance sites, the overall unplanned cesarean rate among NTSV patients was 22.4%. Among unplanned cesareans, the dystocia rate was 9.7%, the abnormal FHT rate was 10.8%, the maternal request rate was 1.0%, and the other rate was 0.9%.
- Top Performer sites were defined as those with the lowest quartile NTSV Cesarean rates (median 25%) in the most recent 12 months, and a delivery volume >1000/yr (to ensure reliable Cesarean rate estimate).

Indications for Unplanned Cesarean Among NTSV Patients: Your Site Over Time 2020-Jan-01 to 2023-Mar-31







Thank You!

Questions?



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