Pursuing the Perfect Patient Experience:
Transforming Our Beliefs about Our Patients and Our Staff

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Objectives

- Investigate the 21st century patient and gain a clearer understanding of their expectations and how they can be leveraged for improvement throughout an organization.
- Create a clear picture of how their work can inspire patients and improve not only their health but also their quality of life.
- Identify innovative ways to develop a practical structure for patient experience.
Ask your patients…

What do patients and families bring?

- Their knowledge of the illness
- The actual experience of care
- What works for them and what does not
- Another set of eyes, a brain, a voice
- A passion to achieve the same goals we want
- We don’t know what happens daily in our hospitals
- We don’t know what patients and family members want and need
- Patients, families, and staff have many common goals and can achieve dramatic improvements
- Patients want to give back and be involved
- *Navigating Through Healthcare*
Creating Leadership through Patient Empowerment

“Everything is impossible, until it is not”

Nelson Mandela
Inspiration

- 2012 US Para Olympics

For a Rancho patient, humor heals the soul

Jay Cramer has blossomed as a stand-up comedian after a rock-climbing accident.

Photo by Greg & Diane Waskul. Written By Greg Waskul for the Downey Patriot-February 17, 2011

Virginia Mason Medical Center

- Integrated health care system
- 501(c)3 not-for-profit
- 336-bed hospital
- Nine locations
- 500 physicians

- 5,500 employees
- Graduate Medical Education
- Research Institute
- Foundation
- Virginia Mason Institute
Shared Vision

Virginia Mason Medical Center Strategic Plan

Virginia Mason Production System

Aligned Expectations

Physician Compact

Board Compact

Leader Compact
Toyota Production System Values
Shaped VMPS Values

- Problem solving involves continuous organizational learning and improvement
- People and partners must be respected, developed, and challenged
- Process-oriented work eliminates waste
- Philosophy requires long-term thinking

Visible & Committed Leadership

The Virginia Mason Production System

We adopted the Toyota Production System key philosophies and applied them to healthcare

1. The patient is always first
2. Focus on the highest quality and safety
3. Engage all employees
4. Strive for the highest satisfaction
5. Maintain a successful economic enterprise
The Patient is *Always First*

- The patient is at the top of our strategic plan
- Value is defined by the patient
- Patient’s voice is embedded in our improvement activities

Focus on Highest Quality & Safety

- Embedding mistake proofing into everything we do
- Patient Safety Alert (PSA) *creating 5000 safety inspectors!*
- 5S across VMMC
- Standard Work
“Stopping the Line”
Organization-wide Involvement

- Staff identify and report issues and concerns using the Patient Safety Alert System
- Leadership involvement with investigation and resolution
- Board Quality Committee review and approve closure of high-severity issues (Red PSA’s)

Effectiveness of Patient Safety Program:
Total Number of Claims and PSAs Reported

Total number of claims excludes claims closed with no payment
Reduction of Hospital Professional Liability Premiums

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<tr>
<th>Year</th>
<th>Premiums</th>
<th>% Change from Previous Year</th>
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Engage all Employees

- Employees trained in VMPS
- Involve employees in improving their own work with ELI
- RPIW/Kaizen
- Organizational transparency
- Visible leadership

You can’t impose anything on anyone and expect them to be committed to it.
Edgar Schein, Professor Emeritus MIT Sloan School
Safety Culture: Staff Speak Up Freely*

*Question: Staff will speak up freely if they see something that may negatively affect patient safety

People and partners must be respected, developed, and challenged

Am I treated with **dignity and respect** everyday by everyone I work with *(regardless of my position, ethnicity etc.)*?

Do I have the knowledge, skills and tools *(support)* to do my job?

Am I recognized *(appreciated)* and thanked for my contributions?

Leape/O'Neill Construct
**Virginia Mason Medical Center Staff Partnership Results**

![Graph showing Staff Partnership Response Rates and Score over years 2007 to 2012.]

Source: Press Ganey

**Aligning Priorities with Vision**

- **Quality and Safety: Care Delivery Innovations**
  - Delivering Patient-Centered Coordinated Primary Care
  - Optimizing Care Transitions
  - Smoothing Patient Flow
  - Eliminate Healthcare Associated Infections
  - Glycemic Control
  - Prevention of Hospital Associated Infection

- **Quality, Safety, Service, People, Innovation, Respect for People**

- **Service: Patient Experience**
  - Patient Experience
  - Integration of the Patient Experience

- **People: Team Engagement**
  - Transformational Leadership
  - Organizational Transformation

- **Strategies**
  - Integrated T.I.S.: Technology and Care Delivery Partnerships
  - Realizing the Potential of Our Electronic Health Record Framework
    - Update the Enterprise Orders and Documentation Framework
    - Ambulatory CPIC
    - Measure and Improve our Results

Virginia Mason Team Medicine Foundational Elements

- Teamwork
- Integration
- Standards
- Service

Virginia Mason Production System
Shared Success Program

Virginia Mason Medical Center

$ (Millions)


$0.70 $3.20 $12.00 $18.40 $29.40 $49.40 $40.90 $31.70

I am just “a biller”

“I look forward to every Thursday morning at 0730. I look around the room and see people from such different backgrounds, ethnicities, beliefs, cultures, job duties and titles but what I see is a common language, a common goal, common rules. The Strategic Plan is the glue that binds us, that teaches us the common language we speak.”

Amy S.