Abstract

INTRODUCTION: Providence and Providence Park Hospitals embarked on their journey to become a high reliability organization in 2010. In the initial 2 years of the work they experienced significant improvements. There was a >50% reduction in the serious safety event rate. They implemented many of the processes recommended by experts in the field of patient safety. However, by 2012 there was a noticeable lack of momentum toward the continuing efforts. There was a sense that “we had arrived.”

METHOD: In an effort to regain momentum, galvanize the staff and solidify the preeminence of the patient safety work we embarked upon the safety strategic planning process.

RESULTS: As a result of implementing a safety strategic plan we have seen a 63% reduction in our serious safety event rate. We have implemented additional safety leadership behaviors and regained momentum toward our goal of eliminating preventable harm from the organization.

Background

Providence and Providence Park Hospitals
- Tertiary care hospitals in SE Michigan
- Member of St. John Providence Health System
- Member of Ascension Health

Safety Efforts Started in 2010
- Trained over 4000 staff and physicians
- Implemented many of the process changes
- Dramatic decrease in serious safety events noted

Plateau Noted in 2012
- Partly as a result of our success
- Due to competing priorities
  - Value based purchasing
  - Meaningful Use
  - HCAHPS
- Plateau and then increase noted (see Fig. 1)
- “Journey” felt like an initiative completed

Figure 1
Serious Safety Event Rate Chart 2010-2012

Project Aim

Multidisciplinary Safety Strategic Planning Process
- Regain momentum
- Refocus physicians and staff
- Continue to reduce our serious safety event rate over time

Project Design

October 2013 – Safety Strategic Planning Process
- Convened group of formal and informal leaders
  - Risk management
  - Nursing
  - Patient safety quality
  - Medical staff
- Afternoon strategic planning retreat
  - Patient safety vision statement developed
  - Served as the foundation of strategic plan
- Three year strategic safety plan drafted
- Participants tasked with
  - Presenting the draft to constituent groups
  - Gathering feedback

Clinical Safety and Risk Management Committee
- During regularly scheduled meetings
- Plan was revised and final plan drafted (Fig. 2)
- Final approval for the safety strategic plan
- Due to competing priorities
  - Value based purchasing
  - Meaningful Use
  - HCAHPS

Approval Process
- Executive leadership team
- Board quality committee
- Board of Trustees
- Final approval April 2014

Changes Made

- Daily safety huddles redesigned
- Emphasize anticipation rather than mitigation of potential harm events
- Discuss the safety behavior of the month
- Communication to other system hospitals of potential safety concerns
- New safety dashboard (Fig. 3)
- Executive Safety Leadership Rounds
  - Conducted on all units monthly
  - Members of the executive team
  - Emphasize to the staff that patient safety is preeminent in our hospitals
  - Serve as an educational tool
  - Executives reinforce the safety behavior of the month

Outcomes

November 2013
- Discussion within the organization about a safety strategic plan
- Stabilization of our serious safety event rate noted
- April 2014
- Final approval for the safety strategic plan
- 63% decrease in the serious safety event rate (Fig. 4)

Lessons Learned

- Training is a foundational but insufficient tool to drive continuous improvement
- To sustain effort requires a vision and plan
- Creating a vision and plan
  - Hard work
  - Requires input from all stakeholders
- Leadership involvement and behaviors
  - Essential drivers of success
  - Define organization priority
- Safety Strategic Plan
  - Requires daily attention
  - Must be a living document
  - Plan that sits on the shelf is worse than no plan
- Powerful tool if used wisely
  - Fosters and aligns the organization
  - Creates buy-in and builds consensus
- Requires constant vigilance

Figure 2
Draft Safety Strategic Plan

Figure 3
Safety Dashboard

Figure 4
Serious Safety Event Chart 2010-2014

Providence Hospital and Medical Center / Providence Park Hospital