Integrating Quality Improvement and Graduate Medical Education Into Your Hospital’s Strategic Mission

AHA Webinar
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The AIAMC National Initiatives

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Executive Director, Alliance of Independent Academic Medical Centers (AIAMC)
About the AIAMC

- The Alliance of Independent Academic Medical Centers (AIAMC) is a national membership organization made up of 80 major academic medical centers and health systems. AIAMC members:
  - Operate independently of medical school ownership or governance while maintaining major medical school affiliations.
  - Regard medical education and research as strategic assets in providing patient-centered care.
About the AIAMC

- The mission of the AIAMC is
  To assist members in achieving the highest standards of patient care through the integration of medical education and research into their clinical missions.

- And, our vision is that
  The AIAMC will be an essential national resource for developing and sharing best practices in medical education and research.
Why A National Initiative?

- BOD Planning committee formed in 2006
- The public and profession acknowledge quality and safety are falling short.
- Hospitals and healthcare systems are seeking rapid improvements in patient care.
- Residents play an important role in patient care at teaching institutions.
- Resident quality improvement efforts, shared across multiple programs, have the potential to improve care more quickly and effectively. N I I 03/2007
Residents have always been aware and responsive to efforts to improve quality of care and patient safety.

Residents have not generally been visible in these efforts.

“On the national level, residents are invisible in the patient safety journey”
– Jim Conway, Former Sr. Vice President, Institute for Healthcare Improvement
Overview of NI Process

- Requirement– Meeting with C-suite
- Align with Institutional Goals
- 18 Months
- 19– 35 Institutional Participants
- 4 On–Site Meetings
- Monthly Conference Calls
- Academic Publications
Topic covered in NI

- Hand Offs 1,2 & 3
- Infection Control 1,2
- Transitions of Care 1,2 & 4
- Communication 2
- Readmissions 2
- Faculty development 3
- Resident Quality Council 3 & 4
- Patient Safety 1,2,3 &4
- Quality improvement 1,2, 3 & 4
- Professionalism 4
National Initiative Evolution

NI I: *Individual* Leaders

NI II: *Team Project*

NI III & IV: *Build a Sustainable QI Program Housewide*
Lessons Learned

- Projects Intentionally Aligned with Institution’s Strategic Goals
- Just Do It – get started
- Team Approach and Focus – have to be part of the team
- C-suite and Program Director buy-in are key
- Involve resident in the “operations”
- Goal setting bi-directional with institution
Integrating Quality Improvement and GME into Virginia Mason’s Strategic Mission

Gary S. Kaplan, MD
Chairman and CEO
• 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
Sense of Urgency: Health Care Challenges

• Poor quality health care = 3% defect rate and costs the U.S. billions of dollars

• Health care is unaffordable and unavailable to millions of people

• Health care workers are negatively impacted by unreliable systems
Virginia Mason Strategic Plan

Vision:
To be the Quality Leader and transform health care.

Mission:
To improve the health and well-being of the patients we serve.

Values:
- Teamwork
- Integrity
- Excellence
- Service

Strategies:
- People: We attract and develop the best team
- Quality: We relentlessly pursue the highest quality outcomes of care
- Service: We create an extraordinary patient experience
- Innovation: We foster a culture of learning and innovation

Virginia Mason Foundational Elements:
- Strong Economics
- Responsible Governance
- Integrated Information Systems
- Education
- Research
- Virginia Mason Foundation

Virginia Mason Production System

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The Virginia Mason Quality Equation

\[ Q = A \times (O + S) \]

**Q**: Quality  
**A**: Appropriateness  
**O**: Outcomes  
**S**: Service  
**W**: Waste
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

- Patient is at the top of our strategic pyramid
- GME integrates with “Patient First” approach
  - “Four Habits” training: residents along with faculty
  - Improvement events embed patient experience
  - Systems based practice elective time with patient relations team
  - Resident projects
    - Example: Patient Satisfaction with Information in the Hospital
Guiding Vision: Hippocratic Oath

First, do no harm

Priority  Zero  Defects

First priority, zero defects

Henry Otero MD
Focus on Quality and Safety

- Embedding mistake proofing into everything we do
- Patient Safety Alert (PSA)
- Standard Work
Resident Involvement in PSAs

Residents Reporting

- Awareness
- Culture of safety
- Mentorship

2013 - Patient Safety Alerts Submitted by VM Residents

REPORTING

RESOLUTION TEAMS
Resident Participation in Patient Safety and Quality Improvement

- Systems Based Practice Elective: Understanding larger system of health care – enrollment increasing exponentially
  - Delivery systems (appropriateness)
  - Resource use for quality care (Quality Metrics, Transparency)
  - Patient Advocacy (Patient Relations)
  - Improving care (VMPS Management Method)

- Goal: 100% participation in RPIW or Kaizen Event by graduation
Widespread Resident Participation in Improvement

- Clinical Pathways Esophagectomy
- Patient Safety Alert Communication Process
- Inpatient Sepsis
- Prescription Refill
- Performance Feedback
- Early Recovery after Liver and Pancreatic Surgery
- Pre–op Carbo Loading
- Order Flow
- Clinical Pathways: Low Risk Chest Pain
- Standardizing Discharge Summaries
- Glycemic Control Real–time Improvement
- GI Bleed Clinical Value Stream
- Improving Flow of Operators in Hospital Admission Center
Teaching Improvement

An effective quality improvement curriculum for residents

Presented by
Camille Johnson, MD
Why is QI important to residents?

![Graph showing percentage increase](image)


THE HUFFINGTON POST
Resident Projects and Results

After Kaizen

- Electronic communication to Residents
  - Sorting tool
  - Standard formatting
  - Newsletter

<table>
<thead>
<tr>
<th>Time from message sent to read</th>
<th>Percentage of times the message was never read</th>
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<tbody>
<tr>
<td>3 Days → 3 Hours</td>
<td>50% → 0%</td>
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AIAMC National Initiatives

- NI 1: Handoffs
- NI 2: Attestation Time Out
- NI 3: Feedback
- NI 4: Health Literacy
Handoffs

- Internal Medicine and Surgery Resident Teams develop shift to shift handoff tool

- Spread to operations

- Embedded in Electronic Medical Record
“Would you tell me if I were going to operate on the wrong lung?”

“No.”

“I don’t know you that well. You might yell at me.”

This really happened…

Attending Surgeon

Anesthesia Resident

Surgery Technician
Attestation Time Out

- New Process
  - Engaged entire team
  - Each team member introduces self, responsibility and attests to what they know about the procedure
  - Spread to all procedural areas
- Scholarly Presentations and Publication
- Joint Commission Surveyors
  - Best Procedural Pause ever observed. “You should patent and sell it!”
Lessons Learned

- Align the educational and operational value streams and goals
- Foster resident learning of improvement methods
- Encourage/enable residents to implement quality improvements
- Residents are leaders and drivers of quality improvement and patient safety
Engage all staff... People must be respected, developed, and challenged

- Provide opportunities for voices to be heard

- Visible leadership

- Organizational transparency

- Staff involved in improving their own work

**Respect for People**

**Top 10 Ways to Show Respect**

1. **Listen to understand.** Good listening means giving the speaker your full attention. Nonverbal cues like eye contact and nodding let others know you are paying attention and are truly present for the conversation. Avoid interrupting or cutting others off when they are speaking.

2. **Keep your promises.** When you keep your word you show you are honest and you let others know you value them. Follow through on commitments and if you run into problems, let others know. Be reliable and expect reliability from others.

3. **Be encouraging.** Giving encouragement shows you care about others and their success. It is essential that everyone in your team understands that contributions have value. Encourage your coworkers to share their ideas, opinions, and perspectives.

4. **Connect with others.** Notice those around you and smile. This acknowledgment, combined with a few sincere words of greeting, creates a powerful connection. Practice courtesy and kindness in all interactions.

5. **Express gratitude.** A heartfelt “thank you” can often make a person’s day and shows from you notice and appreciate their work. Use the VM appliance system, a handwritten note, verbal praise, or share a story of “going above and beyond” at your next team meeting.

6. **Share information.** When people know what is going on, they feel valued and included. Be sure everyone has the information they need to do their work and know about things that affect their work environment. Sharing information and communicating openly builds trust and respect others.

7. **Speak up.** It is our responsibility to ensure a safe environment. Everyone at VMVI not only feels physically safe but also a mental and emotional safety. Create an environment where we all feel comfortable to speak up if we see something unsafe or feel unsafe.

8. **Walk in their shoes.** Empathize with others; understand their point of view, and their contributions. Be considerate of their time, job responsibilities, and workload. Ask before you assume your priorities are their priorities.

9. **Grow and develop.** Value your own potential, committing to continuous learning. Take advantage of opportunities to gain knowledge and learn new skills. Share your knowledge and expertise with others. Ask for and be open to feedback to grow both personally and professionally.

10. **Be a team player.** Great teams are great because team members support each other. Create a collaborative environment where help is happily offered, asked for, and received. Trust that team members have good intentions. Anticipate other team members’ needs and clearly communicate priorities and expectations to ensure the work load is balanced.
“In times of change, learners inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists.”

Eric Hoffer