2 Techniques for Sustainment

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Tony Gorski, BSIE, MBA

Tony Gorski is CEO of Safer Healthcare. Mr. Gorski is an award-winning speaker, published author and recognized subject matter expert in helping hospital boards, CEOs and management teams transform operational performance and creating High Reliability Organizations (HROs). Mr. Gorski is also driving the launch of www.MyRounding.com, an iPad Leadership Rounding application for directors, managers and frontline staff. Mr. Gorski holds a Bachelor of Science in Engineering from Marquette University and a Masters of Business Administration from the University of North Carolina in Chapel Hill. Mr. Gorski currently resides in Denver, CO.
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Speaker Name: Both Disclose No Conflict

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Objectives

1. To understand the use and importance of Dashboards to inculcate behaviors post-process improvement
2. To learn the importance of Leadership Rounding as a method to sustain success.

2 Techniques Great Leaders use for Sustainment

Tony Gorski BSIE, MBA
Tuesday, September 10th, 2013
In this webinar we will discuss 2 techniques that Great Lean Leaders use to help change stick and sustain improvements:

Great Lean Leaders:
- Make the invisible ........ visible. Dashboards drive direction and turn subjective views into objective data.
- Know that most of the work is after the Improvement Event takes place. Leading organizations leverage Leadership Rounding post-conversion to drive sustained improvements months/years after conversion.

2 Techniques used for Sustainment

Perfect Patient Index
1. Identify the key elements that drive a successful case that has no surprises
2. Use simple ‘Yes / No’ logic
3. Capture data for every case
4. Create graphical depiction
5. Post results and discuss in daily huddle

Hospital Case Study
- 9 elements defined
  - Pre-Surgical Testing
  - H&P
  - Consent
  - Block Request Accurate
  - Case Scheduled Correctly
  - Briefing
  - Timeout
  - Debriefing
  - Case Start

Make the invisible ........ visible.
Dashboards drive direction and turn subjective views into objective data.
Best Practices in Leadership
Sustaining Process Improvements through Transformational Rounds

Leadership Rounding

In the Context of Transformation
Leadership Rounding

“The practice of leadership rounding in hospitals should be embedded as a standard of care in all organizations.”

“Leadership rounding programs help reduce patient anxiety and increase levels of patient satisfaction and employee engagement.”

Leadership Rounding: What is it?

“Leadership rounding is the practice of structured conversations and questions to engage physicians, staff and patients a regular basis to improve the culture and service of an organization as well as to identify opportunities for improvement.”
Current Practices

Leadership Rounding

Why do it?

The single biggest problem with communication is the illusion that it has taken place.

George Bernard Shaw
Leadership Rounding: Why do it?

- Senior Leader and Management Visibility
- Physician, Staff and Patient Engagement
- Break Down Organizational and Hierarchical Barriers
- Organizational Cohesion
- Hardwire Process Improvement
- Transform the Culture of Care

Who is Currently Doing it?

How many organizations are currently using the following rounding practices?

1. Executive Leaders
2. Vice President Levels
3. Department Directors
4. Department Managers
5. Front Line Staff

How Frequently are You Rounding?

What is the frequency of the rounding within your organization?

1. Executive Leaders
2. Vice President Levels
3. Department Directors
4. Department Managers
5. Front Line Staff

- Never
- Yearly
- Quarterly
- Monthly
- Weekly
- Daily
- Hourly
Leadership Rounding
Key Considerations and Foundational Elements

1. Planning and Execution
2. Project Management (Who and How)
3. Tools and Templates
4. Accountability
5. Reporting
6. Sustainment
7. Continuous Improvement

BENEFITS
Rounding Supports Culture, Service, Patient Safety and Quality Goals

1. Builds Culture of Service
2. Enhances Employee Relations
3. Identifies Opportunities for Improvement
4. Increases Levels of Satisfaction
5. Shines a Light on Patient Safety
Rounding for Rounding Sake vs. Rounding for Results

1. What's going well?
2. Who is deserving of recognition?
3. What one thing can I do to support you?
4. What resources do you need to do your work?

BENEFITS

Rounding Supports Culture, Service, Patient Safety and Quality Goals

1. Serves to retain staff / physicians
2. Builds employee relations and morale
3. Creates recognition opportunities
4. Documents resource needs

HCAHPS Results (12 months of Rounding)

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<thead>
<tr>
<th>Questions</th>
<th>Pre</th>
<th>Post</th>
<th>Gain</th>
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<tbody>
<tr>
<td>Communication w/Nurses (% always)</td>
<td>73%</td>
<td>82%</td>
<td>9%</td>
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<tr>
<td>Communication w/Doctors (% always)</td>
<td>76%</td>
<td>80%</td>
<td>4%</td>
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<tr>
<td>Responsiveness of Hospital Staff (% always)</td>
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<td>67%</td>
<td>10%</td>
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<tr>
<td>Pain Management (% always)</td>
<td>67%</td>
<td>74%</td>
<td>7%</td>
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<tr>
<td>Communication about Medicines (% always)</td>
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<td>59%</td>
<td>4%</td>
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<td>79%</td>
<td>12%</td>
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<td>Quietness of Hospital Environment (% always)</td>
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<td>54%</td>
<td>4%</td>
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<tr>
<td>Discharge Information (% yes)</td>
<td>78%</td>
<td>83%</td>
<td>5%</td>
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<tr>
<td>Overall Rating (% 9 &amp; 10 rating)</td>
<td>60%</td>
<td>82%</td>
<td>22%</td>
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<tr>
<td>Willingness to Recommend (% yes: definitely)</td>
<td>64%</td>
<td>84%</td>
<td>20%</td>
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</table>
Focus on Patient and Associate Safety
- Evidenced based standard work and decision-making
- Blame-free culture with accountability and transparency
- Shared knowledge with effective RCA process

Continuous Improvement Principles of “Lean”
- All associates empowered to make changes and “stop the line”
- Increase quality, decrease waste, decrease cost, increase satisfaction
Appreciation
(Recognition & Rewards)

• People love specific & positive feedback
• Behavior that is recognized positively will be repeated
• Pay is way down the list of employee motivation factors…recognition at the top
• Complimenting takes getting used to!

Leadership Rounding Worksheet
Take the time to Structure your rounds…

- Do you have a rounding strategy?
- How frequently do your different levels Round?
- Do you have a set calendar / schedule?
- Is there a standardized checklist / questionnaire?
- How do you record / gather information?
- Method of follow-up?
- Designated individual

Provide Quick Tips to the Team…

- Introduction – quick tips
- Pulse Check & Collect Actionable Data
- Closing the loop

Create Custom Rounding Templates…

- Scripts
- Question Sets
- Data completion methods
Leaders Identify the Missing Link

Your Takeaways...

- **Feel**
  - Have I used Dashboards to drive awareness?

- **Think**
  - What items should be on our Dashboard?
  - Do we have ‘structured rounding’ discipline?
  - Can we create a Rounding Dashboard?

- **Do**
  - Determine the key elements of your Perfect Patient Index
  - Create your PPI Dashboard
  - Develop a ‘structured rounding’ template to conduct consistent Transformational Rounds