

MaineHealth

MaineHealth Knowledge Connection

Operational Excellence

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Leveraging Improvement Capacity for Organization Strategy Deployment

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Problem/Impact Statement:

Every 3 years, Maine Medical Center releases a Strategic Plan outlining high level priorities. This guides decision making, resource allocation and invites a call to action for engaged participation from providers and staff. Operational Excellence at MMC is leveraging a stable Daily management System to strengthen strategy deployment by coaching teams and leaders to link local improvement initiatives with high level strategic priorities.

Scope:

In Scope: MMC Daily Management System: Daily safety huddle, Gemba walks, Improvement (KPI) boards, Safety Action item tracking

Out of Scope: Departments and activities outside of MMC

Goal/Objective:

Leverage the MMC Op Ex Daily Management System to advance the 2020-2023 Strategic Plan by coaching Executives, Frontline Leaders and Teams to link local improvement work (KPIs) and Department Goals with larger organizational and strategic goals.

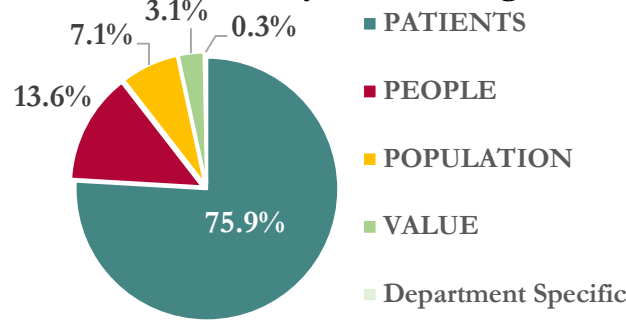
Baseline Metrics/Current State:

Plan

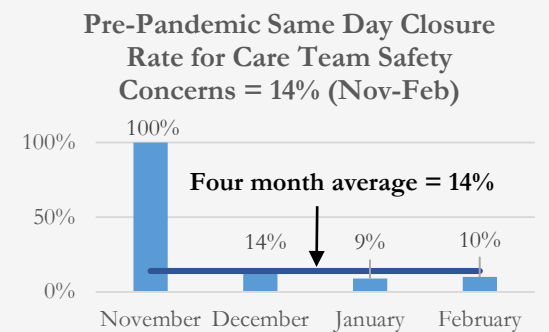
DAILY HUDDLE and GEMBA WALKS

- Strategic Objectives not directly linked to content of Daily Huddle (MaineHealth Standard).
- Executives on Gemba Walks focused on local improvement initiatives; did not intentionally recognize or reinforce strategy deployment

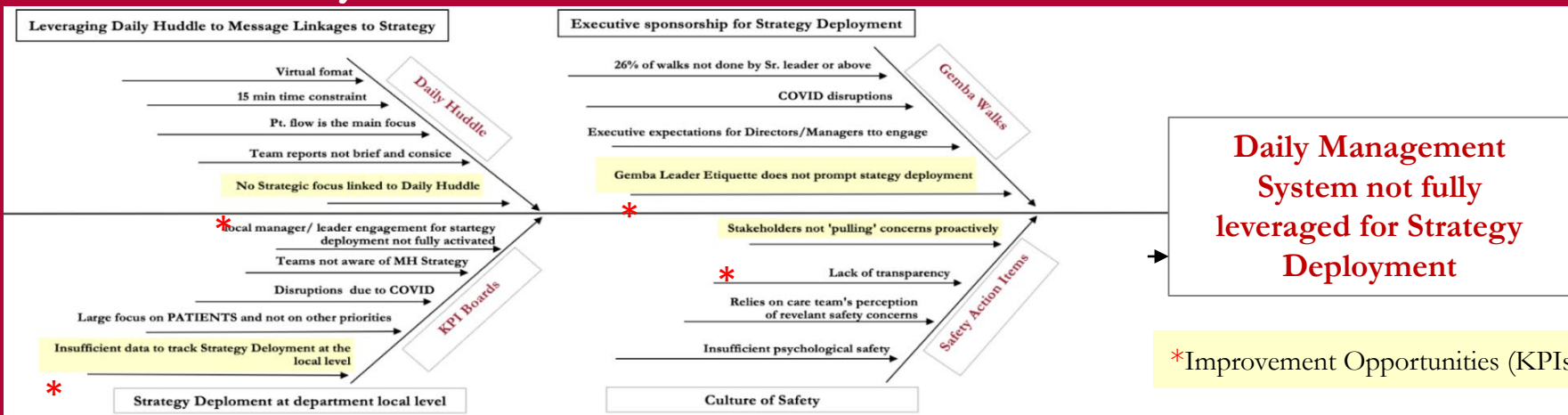
KPIs linked loosely with Strategic Goals



Responsiveness to SAFETY CONCERNS



Root Cause Analysis:



Countermeasures


Do

Action	Owner	Due Date	Status		
1. Track and report duration of huddle- create OpEx team KPIs	Op Ex Team	Aug 2021	Complete		
2. Daily Huddle focuses on Patient Flow and Capacity Management every day. Develop strategies to focus on People, Populations, and Value. Initiate PDSA #1: detailed below. PDSA#2 to start in Nov-Dec 2021.		Dec 2021	Ongoing		
PATIENTS/ Culture of Safety	Risk & Safety Team	Risk and Patient safety	Op Ex Team, Risk & Patient Safety	Aug 2021	Complete
PEOPLE/ Engagement, Recruitment, DEI	HR Leaders	Human Resources Departments	OpEx Team, Andre Eason, Katherine Davis, Miranda Chadbourne	Oct 2021	Complete
PATIENTS/VALUE	Patient Experience/Finance	Patient experience/financial update	Op Ex Team, Melissa Retter, Chris Coon	Sept 2021	Complete
PATIENTS/Capacity Management	Surge Plan Team	Patient flow, Surge and Capacity Management	OpEx Team, CNO, COO, One Call Central	March 2022	Ongoing
3. Build on existing Daily Management Infrastructure to more fully implement Cascading Huddles					
<ul style="list-style-type: none"> • Recognize Huddle reporters for deploying cascading huddles to bring information to the Huddle • Cascading information shared at Huddle back with their teams. 	Suneela Nayak Op Ex Team3.	June 2022	Ongoing		
4. 100% of departments will use Department Scorecards by Sep 2022. Increase participation quarterly: *25% by Dec 2020 * 50% by Mar 2021 * 75% by June 2021 * 100% by Sep 2021 *	Op Ex Team	Sept 2022	Ongoing		
5. Update Gemba Etiquette and monitor Op Ex Program Metrics:					
<ul style="list-style-type: none"> • Leaders will encourage and reinforce KPIs linked with Department and Organizational Strategic Goals • Leaders will listen and ask questions to understand, engage and coach teams, and help to remove barriers • Op Ex Team will track Program Metrics and report these to Executives q-month during virtual Gemba Walks <ul style="list-style-type: none"> ➢ Length of Daily Huddle (Target & Standard= <15 min) ➢ Use of updated Gemba Walk Leaders Etiquette (Target 100% Gemba Walk Leaders reinforce Strategy) ➢ Same Day Action Item closure rate (Target = 60% or better) ➢ % Teams live with Department Scorecards (Target: 25% live each quarter for 12 months) 	Op Ex Team	<ul style="list-style-type: none"> ✓ Q4 2021 ○ Q1 2022 ○ Q2 2022 ○ Q3 2022 ○ Q4 2022 Reassess 	Ongoing		

Outcomes: Leveraging Strong Daily Management System as precursor for strategy deployment

Study

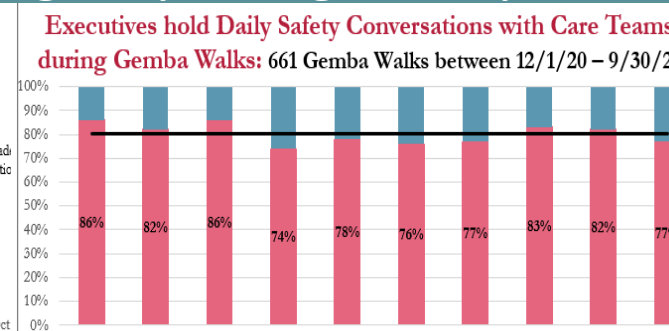
Sustained Interprofessional Leader participation at Daily Huddle



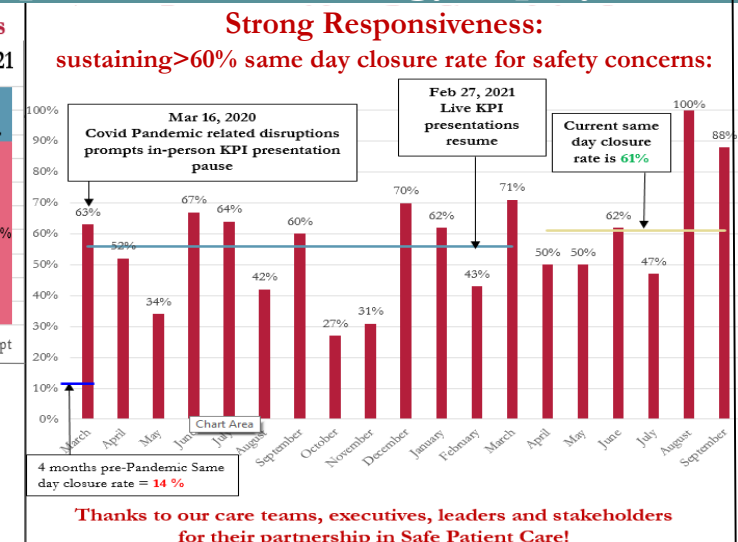
Target = 85 Interprofessional Leaders

- Increase in Nurse Leads
- Improved data collection with TEAMS

Executives hold Daily Safety Conversations with Care Teams during Gemba Walks: 661 Gemba Walks between 12/1/20 – 9/30/21



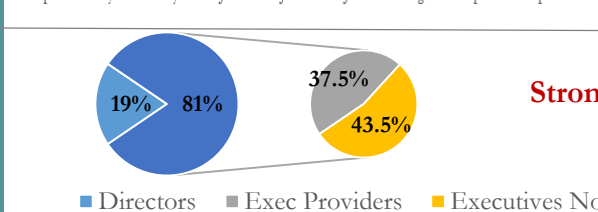
Strong Responsiveness: sustaining >60% same day closure rate for safety concerns:



Current same day closure rate is 61%

Thanks to our care teams, executives, leaders and stakeholders for their partnership in Safe Patient Care!

Strong Provider AND Executive participation as Gemba Leaders 12/1/20 – 9/30/21



Category	Percentage
Directors	19%
Exec Providers	81%
Executives Non-Providers	37.5%
Executives Non-Providers	43.5%

Next Steps

Act

Program metrics suggest advancing strategic deployment, problem solving capacity, improving organizational metrics, and transforming culture. Next steps include strengthened executive sponsorship, continued adoption of Department Scorecards, identification of PDSA opportunities to advance our Strategy Deployment journey.