Leveraging the Operational Excellence Platform for Improvement: Strengthening Culture of Safety

Rebecca Brookes
Suneela Nayak
Maine Medical Center
Natalia Johnson
Maine Medical Center
Risk and Patient Safety
Maine Medical Center

Follow this and additional works at: https://knowledgeconnection.mainehealth.org/opex

Part of the Quality Improvement Commons

Recommended Citation
Brookes, Rebecca; Nayak, Suneela; Johnson, Natalia; and Patient Safety, Risk and, "Leveraging the Operational Excellence Platform for Improvement: Strengthening Culture of Safety" (2023). Operational Excellence. 46.
https://knowledgeconnection.mainehealth.org/opex/46
**Problem/Impact Statement:**

Senior leaders drive the culture change by demonstrating their own commitment to safety and providing the resources to achieve results. Their consistent and sustained messages about safety help advance a culture of safety. Even with many efforts to improve patient safety, hard events continue to occur, challenging us to innovate additional ways to safeguard patients in our care. The Operational Excellence (OpEx) platform for improvement at Maine Medical Center (MMC) is well positioned to strengthen the Culture of Safety at Maine Medical Center (MMC) by leveraging the mechanism of established Daily Gemba Walks. During each Gemba Walk, leaders have daily face time with care teams, and demonstrate commitment to safety and provide resources to achieve results.

**Scope:**

In keeping the IHI framework for Safe, Reliable, and Effective Care and Amy Edmondson’s guidance, the OpEx team at MMC set out to strengthen the Culture of Safety by incorporating the safety conversations at each stop during daily Gemba Walks. Our specific goals: A. Build Engagement with Improvement work. B. Strengthen communication C. Practice transparency D. Invite stakeholder partnerships in solution finding.

**Baseline Metrics/Current State:**

**Root Cause Analysis:**

<table>
<thead>
<tr>
<th>Action</th>
<th>Owner</th>
<th>Due Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. OpEx team integrate the Safety Question into Gemba Walk leader standard work in partnership with Risk and Patient Safety</td>
<td>MMC OpEx Team</td>
<td>Jun 2018</td>
<td>Completed</td>
</tr>
<tr>
<td>2. Gemba Walk leader standard work updated to include risk communication at each stop along walk route</td>
<td>MMC OpEx Team &amp; Leaders</td>
<td>Jun 2018</td>
<td>Completed</td>
</tr>
<tr>
<td>3. Gemba leader frustrated updated to incorporate the Safety Question</td>
<td>MMC OpEx Team</td>
<td>May 2018</td>
<td>Completed</td>
</tr>
<tr>
<td>4. Action Items are tracked daily, observed during post walk debrief, and escalated before 12 pm same day</td>
<td>MMC OpEx Team &amp; Stakeholders</td>
<td>Jan 2018</td>
<td>Daily work</td>
</tr>
<tr>
<td>5. Prior to the virtual Daily Huddle due to Covid Pandemic, continued to track participation rates</td>
<td>MMC OpEx Team</td>
<td>Mar 2020</td>
<td>Daily work</td>
</tr>
<tr>
<td>6. Post walk debrief process revised to improve access and efficiency in report safety concerns (Teams chat, email)</td>
<td>MMC OpEx Team &amp; Leaders</td>
<td>Mar 2020</td>
<td>Daily work/weekend</td>
</tr>
<tr>
<td>7. Open and closed Safety Action Items announced and reviewed at the virtual Daily Huddle</td>
<td>MMC OpEx Team</td>
<td>Jun 2020</td>
<td>Completed</td>
</tr>
<tr>
<td>8. Safety Action Items are categorized and tracked</td>
<td>MMC OpEx Team</td>
<td>Nov 2020</td>
<td>Completed</td>
</tr>
<tr>
<td>9. Huddle Leader Agenda updated to focus on safety</td>
<td>MMC OpEx Team</td>
<td>Nov 2020</td>
<td>Daily work/weekend</td>
</tr>
<tr>
<td>10. Safety Action Items are categorized and tracked for resolution</td>
<td>MMC OpEx Team &amp; MMC Leaders</td>
<td>Jul 2021</td>
<td>Daily work</td>
</tr>
<tr>
<td>11. Virtual Daily Huddle standard work updated, participants request Post Huddle to address priority concerns real time</td>
<td>MMC OpEx Team &amp; Leaders</td>
<td>Sep 2021</td>
<td>Completed</td>
</tr>
<tr>
<td>12. Key stakeholders/owners of high frequency Safety Action Items invited to report at the virtual Daily Huddle (Supply Chain daily report + MMC OpEx Team + Department Leaders)</td>
<td>MMC OpEx Team &amp; Service Line + Department Leaders</td>
<td>Nov 2021</td>
<td>Daily work/weekend</td>
</tr>
<tr>
<td>13. Safety Action Items raised during the virtual Daily Huddle are identified, escalated, and tracked for resolution</td>
<td>MMC OpEx Team</td>
<td>May 2022</td>
<td>Daily work</td>
</tr>
</tbody>
</table>

**Outcomes**

- **Safety Action Items** (Mar 2020 – Mar 2023)
  - 640 Safety Action Items collected
  - 268 (42%) closed same day
  - 20 (3%) closed at another time
  - 36 (5%) closed after initial attempt

- **704 Daily Huddles (2020 – 2022)**, 10 Post Huddles (since Sep 2021)
  - Priority Safety Concerns addressed:
    - Increased RadioLOGY patients from other hospitals, contract due concern
    - ED Census
    - Hospital Census, Flow Needs
    - Hospital Census, discharges
    - BBCH PICU Census
    - Hospital Census, Flow Needs
    - Insulin syndrome
    - Hospital Census

**Voice of the Customer**

The Gemba Walks and Safety Rounds are a great way for care teams to have face-to-face conversations. This didn’t get us out of safety (that needs immediate attention). I truly enjoy discussing all the good things we are doing to improve quality, safety, and engagement scores.

**Act**

- Continue to purposefully PDSA workflows to escalate and resolve Safety Concerns gathered during the Daily Huddle and Gemba Walks
- Track annual Culture of Safety data to assess impact of this effort to improve our Culture of Safety

**References**

1. 1. [A Framework for Safe, Reliable, and Effective Care.](https://www.ihi.org/resources/Pages/Changes/DevelopaCultureofSafety.aspx)