

WHAT'S HAPPENING

A newsletter for the Maine Medical Center family

Staff Continue to Improve Care With Operational Excellence

Operational Excellence kicked off at MMC in July, 2015 with an expectation that it would improve safety, quality, and experience for patients, families, and ourselves. Now, six months later, participants have achieved 64 KPIs (Key Performance Indicators) across 33 departments, and are eager to continue setting and achieving more goals. See our 2015 achievements "by the numbers" in the graphic below.

"The benefits of Operational Excellence reach beyond completing the KPIs," says Suneela Nayak, Director, Operational Excellence, Center for Performance Improvement. "With daily support from MMC's leaders during the Gemba Walk, front line teams are taking ownership of their care environments by choosing what they want to improve and making the changes needed to get there."

This year, the hospital's aim is to implement Operational Excellence in 80 departments and complete at least 130 KPIs, as laid out in MMC's 2016 Annual Implementation Plan. To help participants plan KPIs and share successes, a new Operational Excellence SharePoint site is now available and fully functional. A redesigned huddle board (which lists daily hospital census and other valuable data) is being launched soon, too.

"Through training and coaching, Operational Excellence is building an army of problem solvers who are making a series of small course corrections to improve our daily work," says Suneela. "This year we look forward to more fully engaging front line teams to push the boundaries of what we can accomplish when we work toward goals in a common framework."

Continued on back

Operational Excellence *By the Numbers*



118
HUDDLES

33

**KPI
BOARDS**



109

**OPEN
KPIs**

4

**GEMBA
WALKS**

64

**CLOSED
KPIs**

5

**WAVES
(TRAININGS)
SUCCESSFULLY
LAUNCHED**

258 walks total
over **26** weeks

116

**CLOSED
ACTION
ITEMS**

47

**SCHEDULERS USING
THE SHAREPOINT TOOL**

128

**MMC LEADERS
PARTICIPATED IN
GEMBA WALKS**

26 Senior Leaders led Gemba Walks
102 MMC Leaders & MH System Leaders
participated as Designated Walkers

MMC Researchers Receive NIH-Funded “Clinical K Grants”

Two researchers, Alexa Craig, M.D., and Teresa May, D.O., at Maine Medical Center’s Research and Neuroscience Institutes were awarded KL2 Career Development Awards through Tufts Clinical and Translational Science Institute. These are Maine Medical Center’s first “clinical K grants” funded through the National Institutes of Health (NIH).

The KL2 awards are aimed at supporting newly trained clinicians for activities related to the development of a successful clinical and translational research career. The award is administratively linked to another project or projects. They’ll provide the scientists with the opportunity to receive advanced training in research design and statistical methods, gain practical experience with the implementation of new studies, and develop essential mentoring relationships that will lead to becoming independently NIH-funded in-

vestigators in the future.

Dr. Craig received a \$325K KL2 grant for a two-year award to continue her research project titled “Delayed Rewarming for Neuroprotection in Infants Following Cardiopulmonary Bypass Surgery: A Safety Study.” Each year, 40,000 babies in the United States are born with Congenital Heart Disease, and one or more surgeries are typically required during the first year of life to correct their heart defects. The project involves slowing down the rate of rewarming in babies with congenital heart disease following surgery. The idea is that slower rewarming will prevent fever and help improve developmental outcomes.

“I believe there are extraordinary opportunities to investigate and foster innovative approaches to the care for our most vulnerable populations of patients — namely, newborns requiring interventions secondary to

neurological and/or cardiovascular disorders,” says Dr. Craig.

Teresa May, D.O., received a \$325K KL2 grant to support her study, “Variation in Sedation and Neuromuscular Blockade Practices on Outcomes After Cardiac Arrest.” The study aims to explore the effect of different sedation regimens on functional and cognitive outcomes during temperature management in survivors of cardiac arrest and to help understand the mechanism between sedation and neurologic recovery. Dr. May has ongoing work focused on the mechanism of shivering management on energy expenditure and cognitive and quality of life outcomes in the neurologic Intensive Care Unit. She is on a national guideline writing committee for Targeted Temperature Management and is the current director for the Neurocognitive Outcomes Project at Maine Medical Center.

*“Operational Excellence”
from front*

Look for more Operational Excellence updates each month in *What’s Happening*.

sharing the extraordinary work and the dedicated people who are behind the KPIs.

Tell us your Operational

Excellence story. Send details, photos, and contact information to mmcnews@mmc.org.

COMING UP AT MMC

Scrub Sale at Bramhall
Tuesday, January 19,
7 a.m. through Thursday,
January 21, 3 p.m.
Open all day and night
Dana Lobby

Scrub Sale at
Scarborough
Friday, January 22
9 a.m. - 2 p.m.
Scarborough Surgery
Center

Research Seminar
Friday, January 22
11 a.m. - Noon
MMCRI 81 Research Dr.,
Scarborough

Maine Children’s Cancer
Program Moonlight
Challenge Ski Race
Friday, January 22
5:30 - 9:30 p.m.
Shawnee Peak

OpEx Presentation
By Paul Plsek
Thursday, February 4
11 a.m. - Noon
Dana Auditorium

**For details on these
and all upcoming
events, check out the
Calendar on the MMC
Intranet.**



WHAT’S HAPPENING IS PUBLISHED WEEKLY BY THE
COMMUNICATIONS AND MARKETING DEPARTMENT

Comments, questions, and story ideas:
Chelsea Miller, Communications Specialist
(207)662-4096 millec7@mmc.org