



Virginia Mason™

**Seeking Perfection in Healthcare:  
Applying the Toyota Production System to Medicine**  
**Gary S. Kaplan, MD**

---

Lehigh Valley Business Coalition on Healthcare

May 8, 2015

# Virginia Mason Medical Center

- Integrated health care system
- 501(c)3 not-for-profit
- 336-bed hospital
- Nine locations
- 500 physicians
- 6,000 employees
- Graduate Medical Education
- Research Institute
- Foundation
- Virginia Mason Institute



# The Challenge of Healthcare

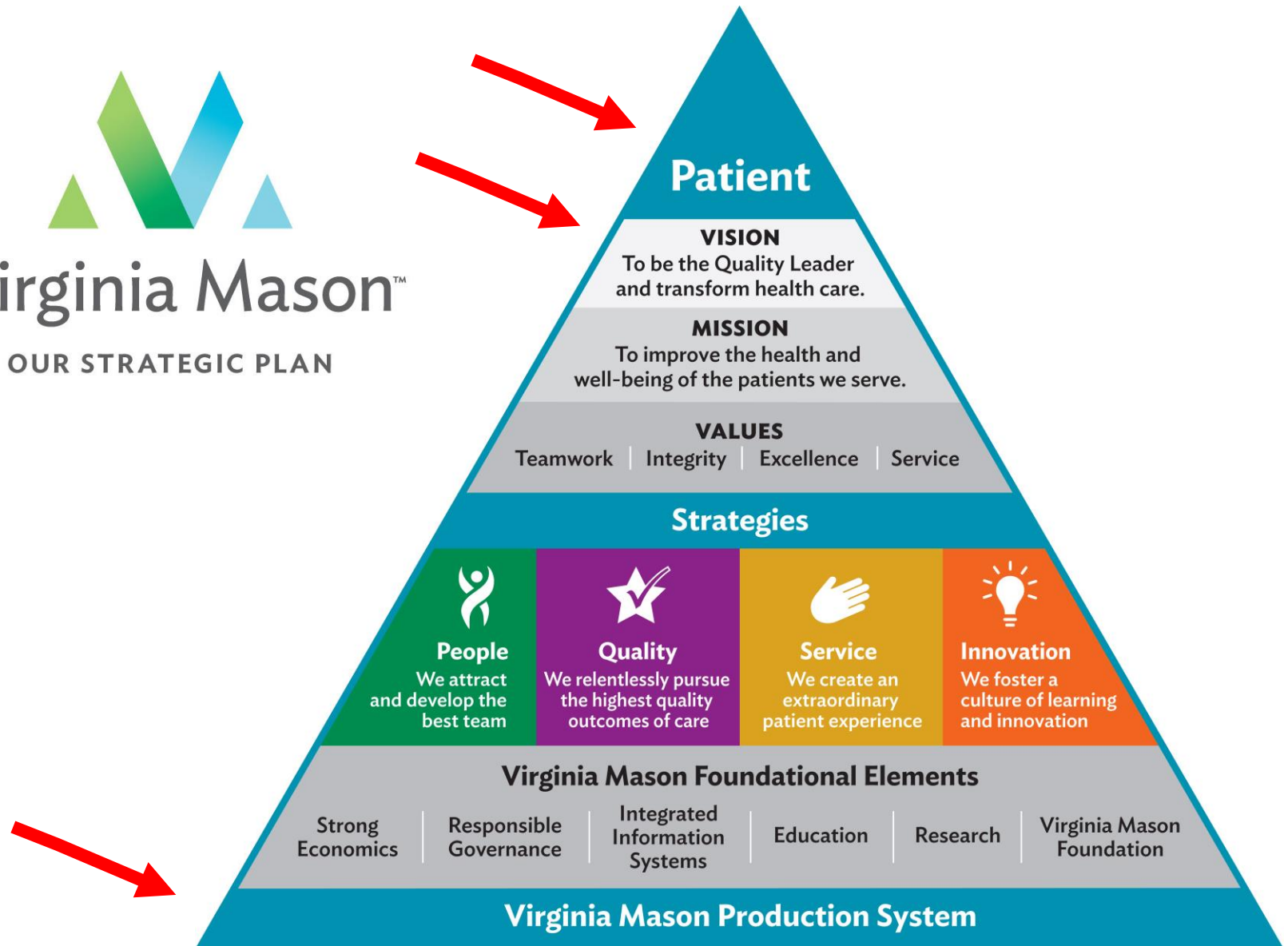
- Poor Quality.....3% defect rate
- Impact on individuals.....100% defect
- Cost of poor quality.....Billions of dollars
- Cost of healthcare to those who pay.....Unaffordable
- Access.....Millions
- Morale of workers.....Unreliable systems

# An Embarrassingly Poor Product

The March 16, 2003 edition of The New York Times Magazine front cover reads, “Half of what doctors know is wrong.”

The lead story is titled “The Biggest Mistake of Their Lives” and chronicles four survivors of medical errors.

The article goes on to say that in 2003, as many as 98,000 people in the United States will die as a result of medical errors.



# Why is Change So Hard?

Culture

Lack of Shared Vision

Misaligned Expectations

No Urgency

Ineffective Leadership

# Clash of “Promise” and Imperatives

## Traditional “Promise” Legacy Expectations

- 
- Autonomy
  - Protection
  - Entitlement

## Imperatives

- 
- Improve safety/quality
  - Implement EHR
  - Create service experience
  - Be patient-focused
  - Improve access
  - Improve efficiency
  - Recruit/retain quality staff

# Virginia Mason Medical Center

## Physician Compact

### Organization's Responsibilities

#### **Foster Excellence**

- Recruit and retain superior physicians and staff
- Support career development and professional satisfaction
- Acknowledge contributions to patient care and the organization
- Create opportunities to participate in or support research

#### **Listen and Communicate**

- Share information regarding strategic intent, organizational priorities and business decisions
- Offer opportunities for constructive dialogue
- Provide regular, written evaluation and feedback

#### **Educate**

- Support and facilitate teaching, GME and CME
- Provide information and tools necessary to improve practice

#### **Reward**

- Provide clear compensation with internal and market consistency, aligned with organizational goals
- Create an environment that supports teams and individuals

#### **Lead**

- Manage and lead organization with integrity and accountability

### Physician's Responsibilities

#### **Focus on Patients**

- Practice state of the art, quality medicine
- Encourage patient involvement in care and treatment decisions
- Achieve and maintain optimal patient access
- Insist on seamless service

#### **Collaborate on Care Delivery**

- Include staff, physicians, and management on team
- Treat all members with respect
- Demonstrate the highest levels of ethical and professional conduct
- Behave in a manner consistent with group goals
- Participate in or support teaching

#### **Listen and Communicate**

- Communicate clinical information in clear, timely manner
- Request information, resources needed to provide care consistent with VM goals
- Provide and accept feedback

#### **Take Ownership**

- Implement VM-accepted clinical standards of care
- Participate in and support group decisions
- Focus on the economic aspects of our practice

#### **Change**


- Embrace innovation and continuous improvement
- Participate in necessary organizational change

# Aligned Expectations

## Physician Compact

**VIRGINIA MASON MEDICAL CENTER PHYSICIAN COMPACT**

<p><b>Organization's Responsibilities</b></p> <p><b>Foster Excellence</b></p> <ul style="list-style-type: none"> <li>Recruit and retain superior physicians and staff</li> <li>Support career development and professional satisfaction</li> <li>Acknowledge contributions to patient care and the organization</li> <li>Create opportunities to participate in or support research</li> </ul> <p><b>Listen and Communicate</b></p> <ul style="list-style-type: none"> <li>Share information regarding strategic intent, organizational priorities and business decisions</li> <li>Offer opportunities for constructive dialogue</li> <li>Provide regular, written evaluation and feedback</li> </ul> <p><b>Educate</b></p> <ul style="list-style-type: none"> <li>Support and facilitate teaching, GME and CME</li> <li>Provide information and tools necessary to improve practice</li> </ul> <p><b>Reward</b></p> <ul style="list-style-type: none"> <li>Provide clear compensation with internal and market consistency, aligned with organizational goals</li> <li>Create an environment that supports teams and individuals</li> </ul> <p><b>Lead</b></p> <ul style="list-style-type: none"> <li>Manage and lead organization with integrity and accountability</li> </ul>	<p><b>Physician's Responsibilities</b></p> <p><b>Focus on Patients</b></p> <ul style="list-style-type: none"> <li>Practice state of the art, quality medicine</li> <li>Encourage patient involvement in care and treatment decisions</li> <li>Achieve and maintain optimal patient access</li> <li>Insist on seamless service</li> </ul> <p><b>Collaborate on Care Delivery</b></p> <ul style="list-style-type: none"> <li>Include staff, physicians, and management on team</li> <li>Treat all members with respect</li> <li>Demonstrate the highest levels of ethical and professional conduct</li> <li>Behave in a manner consistent with group goals</li> <li>Participate in or support teaching</li> </ul> <p><b>Listen and Communicate</b></p> <ul style="list-style-type: none"> <li>Communicate clinical information in clear, timely manner</li> <li>Request information, resources needed to provide care consistent with VM goals</li> <li>Provide and accept feedback</li> </ul> <p><b>Take Ownership</b></p> <ul style="list-style-type: none"> <li>Implement VM-accepted clinical standards of care</li> <li>Participate in and support group decisions</li> <li>Focus on the economic aspects of our practice</li> </ul> <p><b>Change</b></p> <ul style="list-style-type: none"> <li>Embrace innovation and continuous improvement</li> <li>Participate in necessary organizational change</li> </ul>
--	--


  
 © Virginia Mason Medical Center, 2011

## Leader Compact

**~VIRGINIA MASON MEDICAL CENTER LEADERSHIP COMPACT~**

Organization Responsibilities	Leader Responsibilities
<p><b>Foster Excellence</b></p> <ul style="list-style-type: none"> <li>Recruit and retain the best people</li> <li>Acknowledge and reward contributions to patient care and the organization</li> <li>Provide opportunities for growth of leaders</li> <li>Continuously strive to be the quality leader in health care</li> <li>Create an environment of innovation and learning</li> </ul> <p><b>Lead and Align</b></p> <ul style="list-style-type: none"> <li>Create alignment with clear and focused goals and strategies</li> <li>Continuously measure and improve our patient care, service and efficiency</li> <li>Manage and lead organization with integrity and accountability</li> <li>Resolve conflict with openness and empathy</li> <li>Ensure safe and healthy environment and systems for patients and staff</li> </ul> <p><b>Listen and Communicate</b></p> <ul style="list-style-type: none"> <li>Share information regarding strategic intent, organizational priorities, business decisions and business outcomes</li> <li>Clarify expectations to each individual</li> <li>Offer opportunities for constructive open dialogue</li> <li>Ensure regular feedback and written evaluations are provided</li> <li>Encourage balance between work life and life outside of work</li> </ul> <p><b>Educate</b></p> <ul style="list-style-type: none"> <li>Support and facilitate leadership training</li> <li>Provide information and tools necessary to improve individual and staff performance</li> </ul> <p><b>Recognize and Reward</b></p> <ul style="list-style-type: none"> <li>Provide clear and equitable compensation aligned with organizational goals and performance</li> <li>Create an environment that recognizes teams and individuals</li> </ul>	<p><b>Focus on Patients</b></p> <ul style="list-style-type: none"> <li>Promote a culture where the patient comes first in everything we do</li> <li>Continuously improve quality, safety and compliance</li> </ul> <p><b>Promote Team Medicine</b></p> <ul style="list-style-type: none"> <li>Develop exceptional working-together relationships that achieve results</li> <li>Demonstrate the highest levels of ethical and professional conduct</li> <li>Promote trust and accountability within the team</li> </ul> <p><b>Listen and Communicate</b></p> <ul style="list-style-type: none"> <li>Communicate VM values</li> <li>Courageously give and receive feedback</li> <li>Actively request information and resources to support strategic intent, organizational priorities, business decisions and business outcomes</li> </ul> <p><b>Take ownership</b></p> <ul style="list-style-type: none"> <li>Implement and monitor VM approved standard work</li> <li>Foster understanding of individual/team impact on VM economics</li> <li>Continuously develop one's ability to lead and implement the VM Production System</li> <li>Participate in and actively support organization/group decisions</li> <li>Maintain an organizational perspective when making decisions</li> <li>Continually develop oneself as a VM leader</li> </ul> <p><b>Foster Change and Develop Others</b></p> <ul style="list-style-type: none"> <li>Promote innovation and continuous improvement</li> <li>Coach individuals and teams to effectively manage transitions</li> <li>Demonstrate flexibility in accepting assignments and opportunities</li> <li>Solicit, develop and reward performance daily</li> <li>Accept mistakes as part of learning</li> <li>Be enthusiastic and energize others</li> </ul>

©Virginia Mason2003      leadership\_compact\_final.doc approved 10.21.03

## Board Compact

**VIRGINIA MASON MEDICAL CENTER BOARD MEMBER COMPACT**

Organization's Responsibilities	Board Member's Responsibilities
<p><b>Foster Excellence</b></p> <ul style="list-style-type: none"> <li>Facilitate the recruitment and retention of superior board members</li> <li>Provide a process for regular, written evaluation and feedback through annual board self-evaluation</li> <li>Provide a thorough orientation process for new board members</li> <li>Support governance excellence with adequate board resources</li> </ul> <p><b>Listen and Communicate</b></p> <ul style="list-style-type: none"> <li>Share information regarding strategic intent, organizational priorities and business decisions</li> <li>Offer opportunities for constructive dialogue</li> <li>Report regularly on implementation of strategic plan and achievement of specific board objectives</li> <li>Disclose to and inform board on risks and opportunities facing the organization</li> <li>Provide materials to members necessary for informed decision making sufficiently in advance of board meetings</li> </ul> <p><b>Educate</b></p> <ul style="list-style-type: none"> <li>Provide information and tools necessary to keep members informed and educated on local and national health care issues</li> <li>Provide educational and training opportunities to maintain a high level of board member effectiveness and knowledge</li> <li>Educate board members about organization, its structures and its guiding documents</li> </ul> <p><b>Lead</b></p> <ul style="list-style-type: none"> <li>Manage and lead organization with integrity and accountability</li> <li>Create clear goals and strategies</li> <li>Continuously measure and improve patient care, service and efficiency</li> <li>Resolve conflict with openness and empathy</li> <li>Ensure safe and healthy environment and systems for patients and staff</li> </ul>	<p><b>Know the Organization</b></p> <ul style="list-style-type: none"> <li>Know the organization's mission, purpose, goals, policies, programs, services, strengths and needs</li> <li>Keep informed on developments in the Health System's areas of expertise, and on health care policy and future trends and best governance practices</li> </ul> <p><b>Focus on the Future</b></p> <ul style="list-style-type: none"> <li>Spend three fourths of every meeting focused on the future</li> <li>Continuously maintain a current and vital strategic plan</li> </ul> <p><b>Listen and Communicate</b></p> <ul style="list-style-type: none"> <li>Actively participate in board discussions</li> <li>Participate in educational opportunities and request information and resources needed to provide responsible oversight</li> <li>Provide and accept feedback</li> <li>Represent the board to the organization and be an advocate for the organization in the community</li> </ul> <p><b>Take Ownership</b></p> <ul style="list-style-type: none"> <li>Attend meetings</li> <li>Ask timely and substantive questions at board and committee meetings consistent with your conscience and convictions</li> <li>Prepare for, participate in, and support group decisions</li> <li>Understand and participate in approving annual and longer range financial plans and Quality &amp; Safety oversight</li> <li>Make an annual, personal financial contribution to the organization, according to personal means</li> <li>Serve on board committees or task forces</li> </ul> <p><b>Promote Effective Change</b></p> <ul style="list-style-type: none"> <li>Foster innovation and continuous improvement</li> <li>Pursue necessary organizational change</li> </ul>

©2004 Virginia Mason Medical Center

# The VMMC Quality Equation

$$Q = A \times \frac{(O + S)}{W}$$

Q: Quality

A: Appropriateness

O: Outcomes

S: Service

W: Waste

第37回新技術現場改善  
37TH SHINGIJUTSU GEMBA KAIZEN

# Finding a Method



Seeing with our Eyes Japan 2002

# Hitachi Air Conditioning

Team Leader Kaplan reviewing the flow of the process with Drs. Jacobs and Glenn





# What we learned

How are air conditioners, cars, looms and airplanes like health care?

- Every manufacturing element is a production processes
- Health care is a combination of complex production processes: admitting a patient, having a clinic visit, going to surgery or a procedure and sending out a bill
- These products involve thousands of processes—many of them very complex
- All of these products involve the concepts of quality, safety, customer satisfaction, staff satisfaction and cost effectiveness
- These products, if they fail, can cause fatality

# The Virginia Mason Production System

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



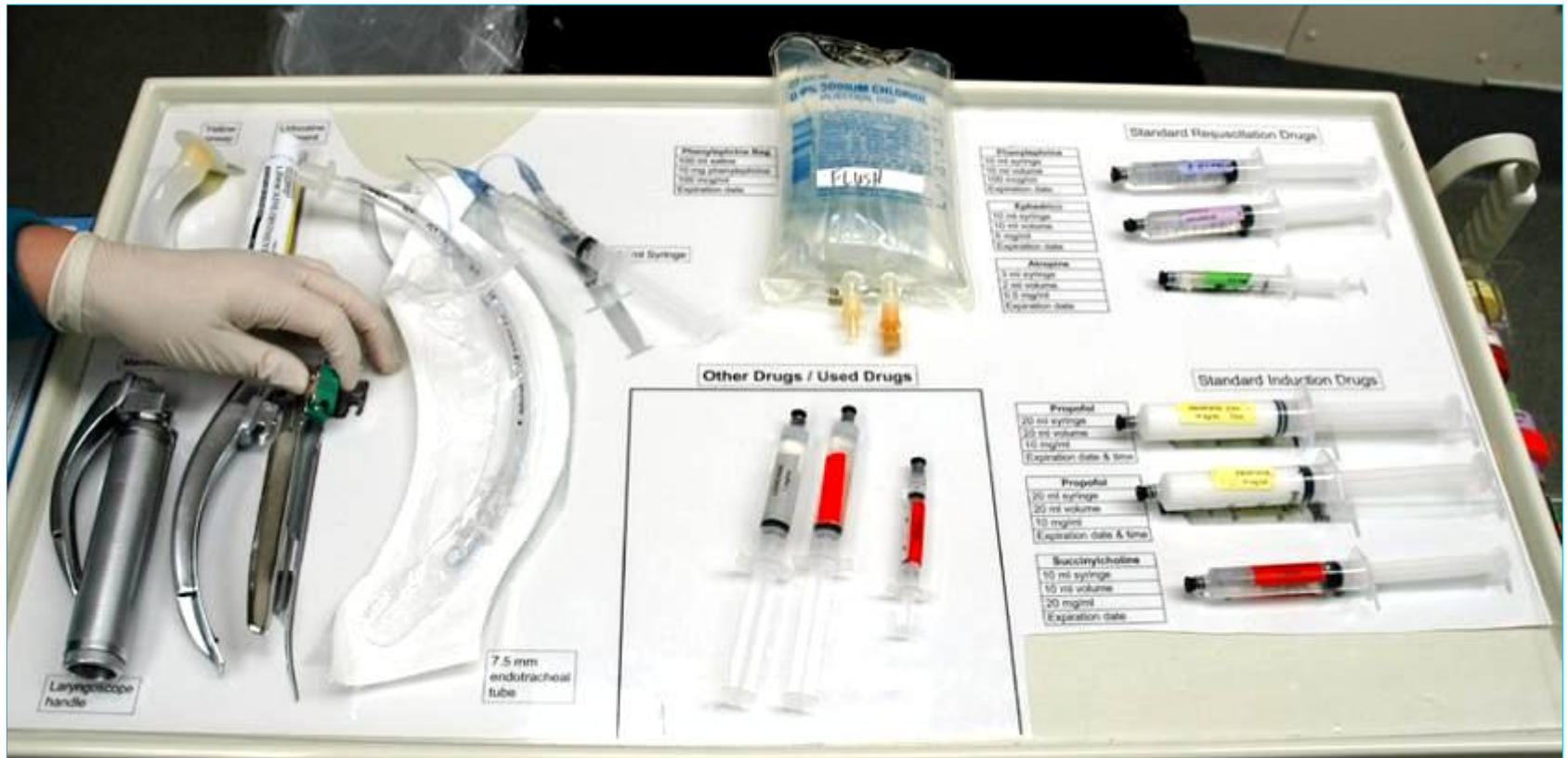
- The patient is at the top of our strategic plan
- Value is defined by the patient
- Patient's voice is embedded in our improvement activities

# Visual Control for Safety



**5S Anesthesia Shadow Board - Before**

# Visual Control for Safety



5S Anesthesia Shadow Board - After

Stopping the Line <sup>TM</sup>

*Virginia Mason's Patient  
Safety Alert System <sup>TM</sup>*

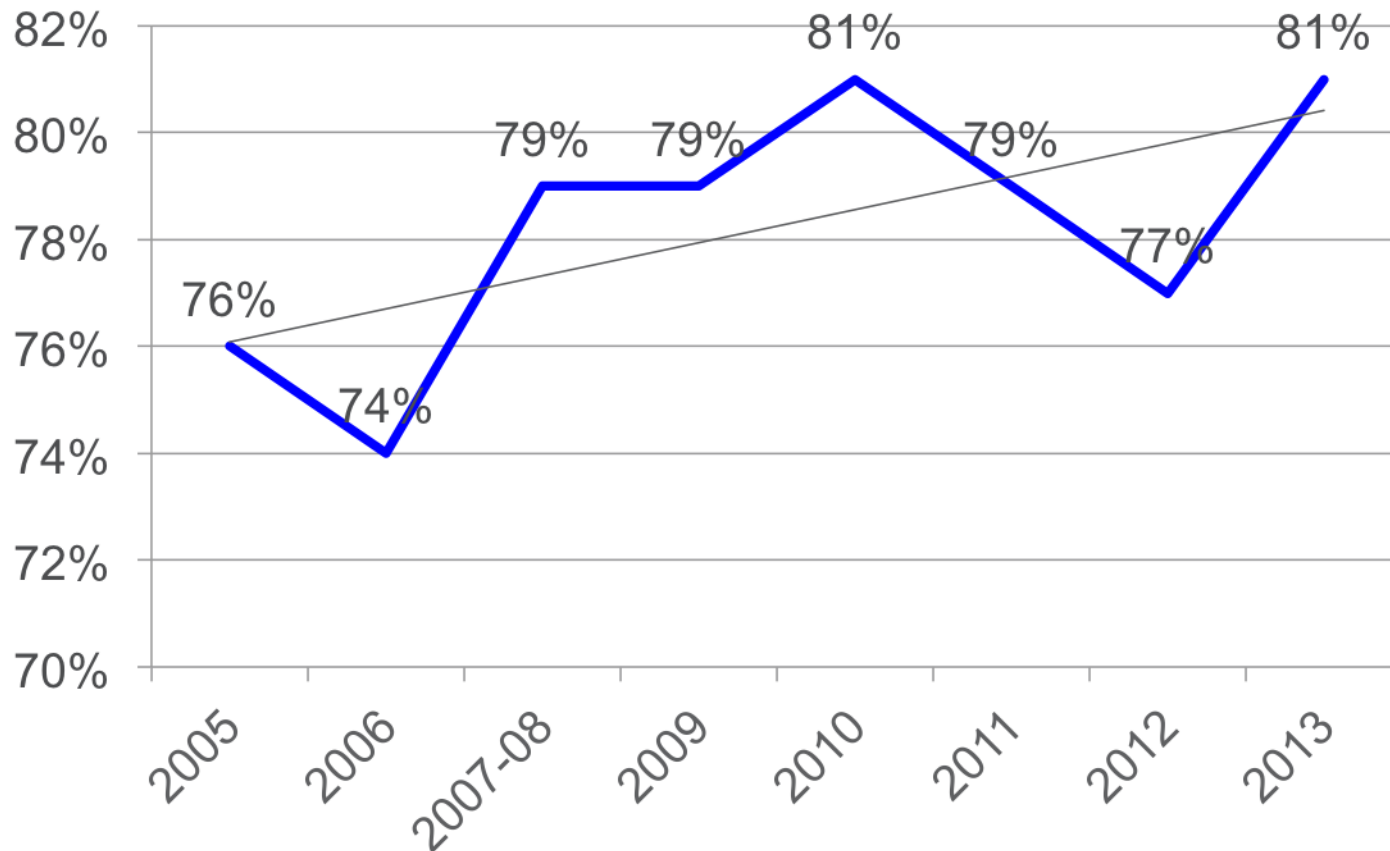
# Patient Safety Alert Process <sup>TM</sup>

Created August 2002

- Leadership from the top
- “Drop and run” commitment
- 24/7 policy, procedure, staffing
- Legal and reporting safeguards



# Safety Culture Question – Staff Speak Up Freely\*



\*Question: Staff will speak up freely if they see something that may negatively affect patient safety

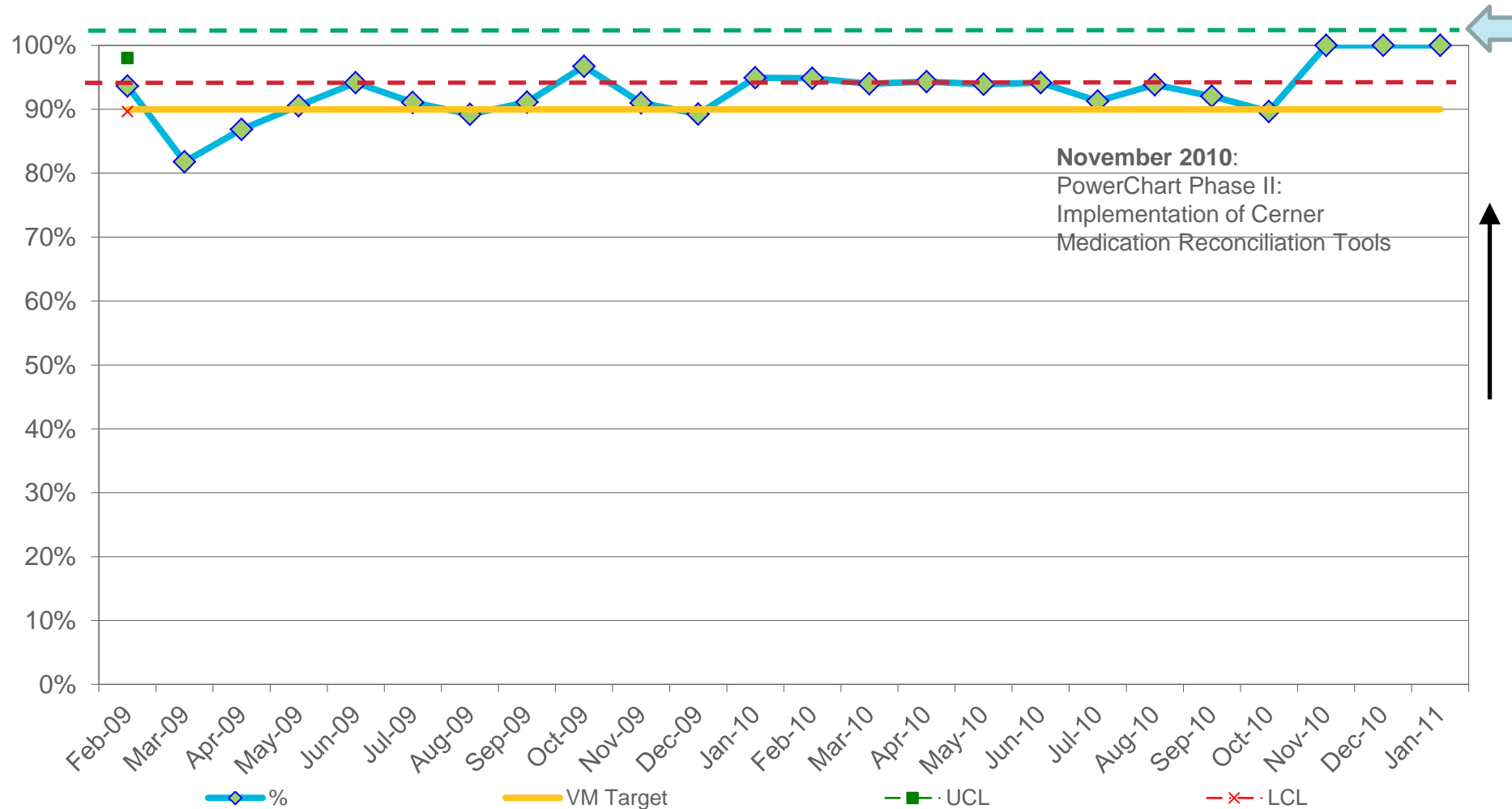
# A Turning Point for Virginia Mason

- In 2004, a medical error caused the tragic death of Mary L. McClinton, a VM patient.
- This event and the decision for full public transparency was a defining moment for the organization.



# 2011 Mary McClinton Safety Award Medication Reconciliation

Percent of Reconciled Medications on Discharge



# "Good Catch!" Safety Award



**Safety in Action:**  
Improving Safety  
Through Reporting.



# Safety Innovation


## Patient Safety Risk Register

TEAM VIRGINIA  
MEDICINE

April 2013

Quality and Safety Outcomes | Quality and Compliance

 7,469 PSAs reported in 2012  
1,319 PSAs with recorded injury  
42% reporting increase over 2011

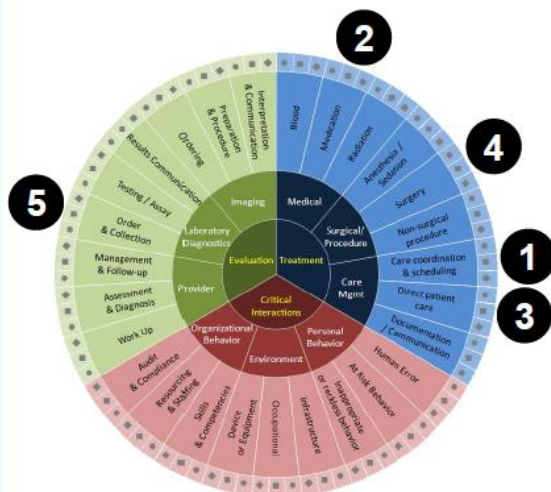
 \$865,860 total cost to VM  
\$564,599 in waived fees  
\$301,261 in indemnity payments

The top five risks to patients represent

70% of recorded injury

71% of total costs

56% of all reported events



Highlights

- 1 Coordination & Scheduling**  
Highest volume of harm.  
Second highest number of events.  
115 patients had injury.  
The most common theme was a defect or delay in responding to an urgent or emergent clinical condition.
- 2 Medication issues**  
Highest reporting rate.  
369 patients had injury.  
More than half of these events were detected after the medication was given or after the intended delivery time.
- 3 Direct Patient Care issues**  
31% of total known costs.  
320 patients had injury.  
The most common themes and reasons for cost were Falls, Aspiration, and Monitoring concerns.  
Almost all events (89%) occurred either on the hospital ward or at

Information sources  
Patient Safety Analytics  
Financial Services Claims

## Staff Safety Risk Register

TEAM VIRGINIA  
MEDICINE

April 2013

Quality and Safety Outcomes | Quality and Compliance

 10,957 reports in 2012  
1,547 staff exposed to risk  
497 staff reported physical injury  
100 staff reported emotional injury

 \$544,461 in medical treatments

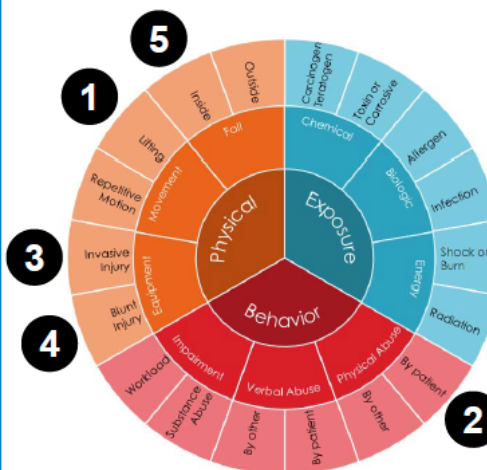
 2,361 days lost to work

The top five risks to staff represent

63% of recorded injury

76% of total costs

85% of days lost to work



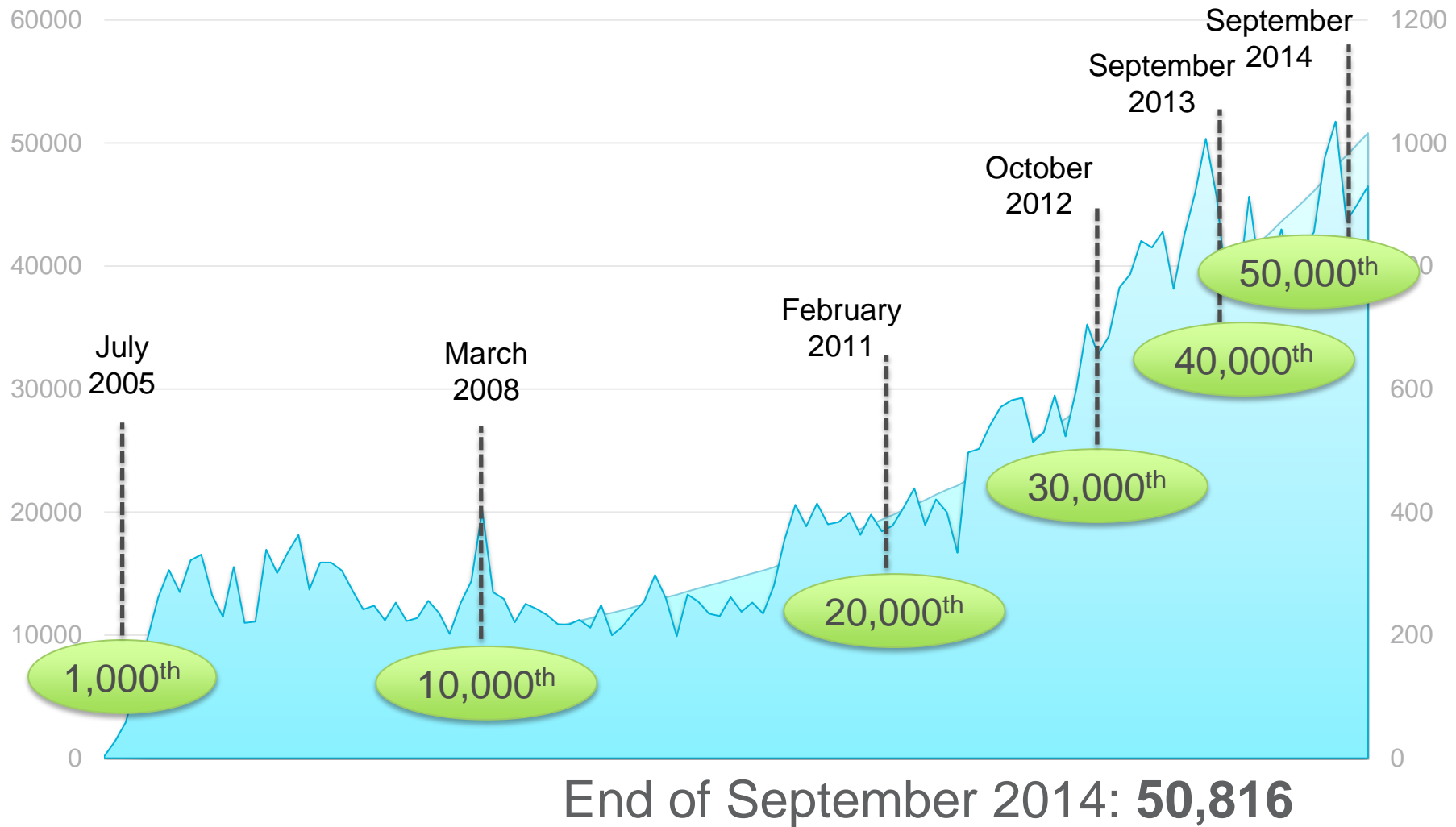
Highlights

- 1 Lifting**  
Highest cost for treatment (\$280,875).  
Most days lost to work (1,449).  
97 staff members reported lifting injuries.  
Last year also #1 for cost and days lost to work.
- 2 Physical abuse by patients**  
Most reported events in a specific category (137).  
Half resulted in a physical injury to a staff member.
- 3 Invasive injuries**  
Mostly involved needles and blades.  
Largest number of staff injuries (98).

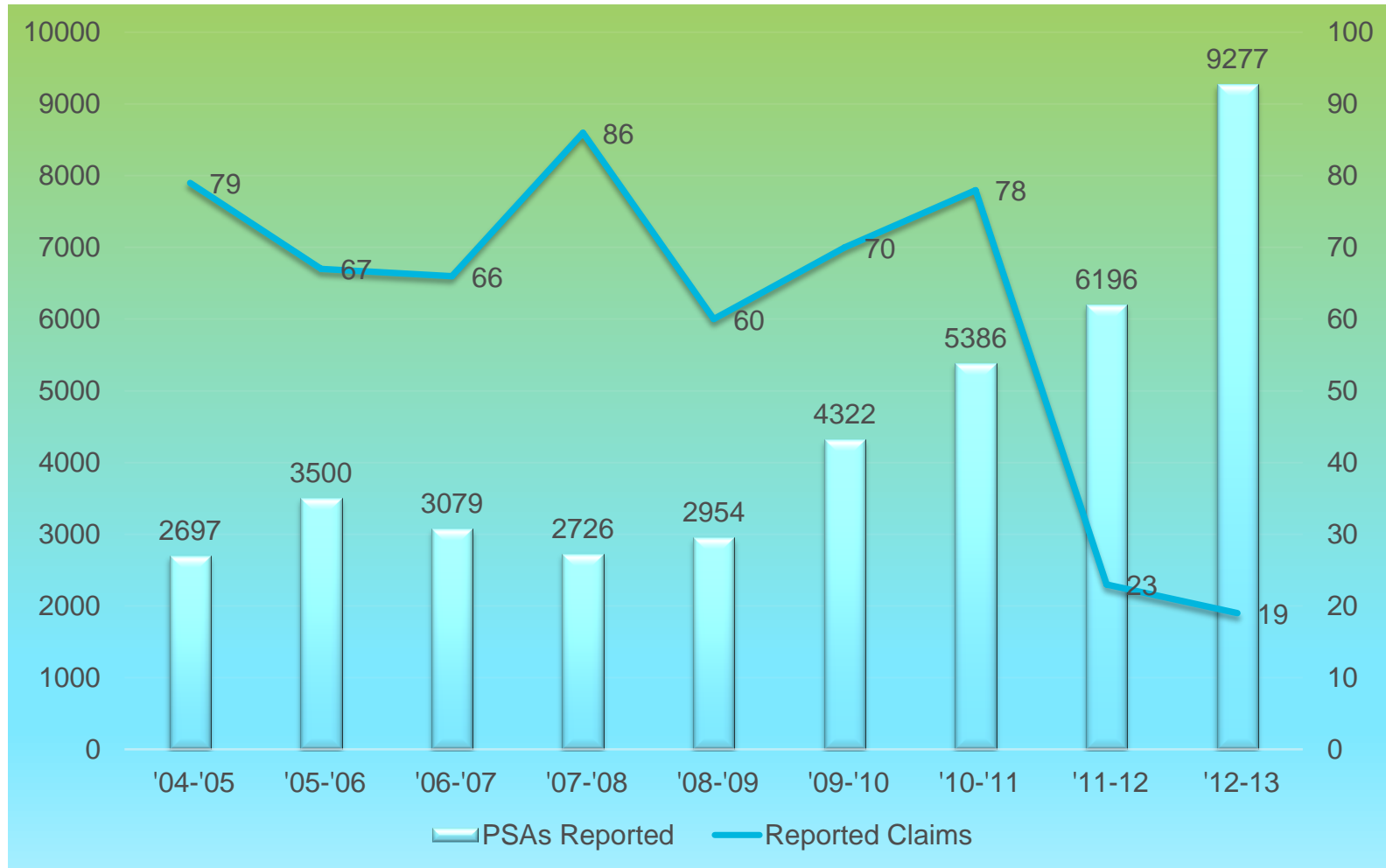
Information sources

Employee Health Human Resources Security  
Patient Safety 3rd Party Providers

# 50,000<sup>th</sup> PSA Reported

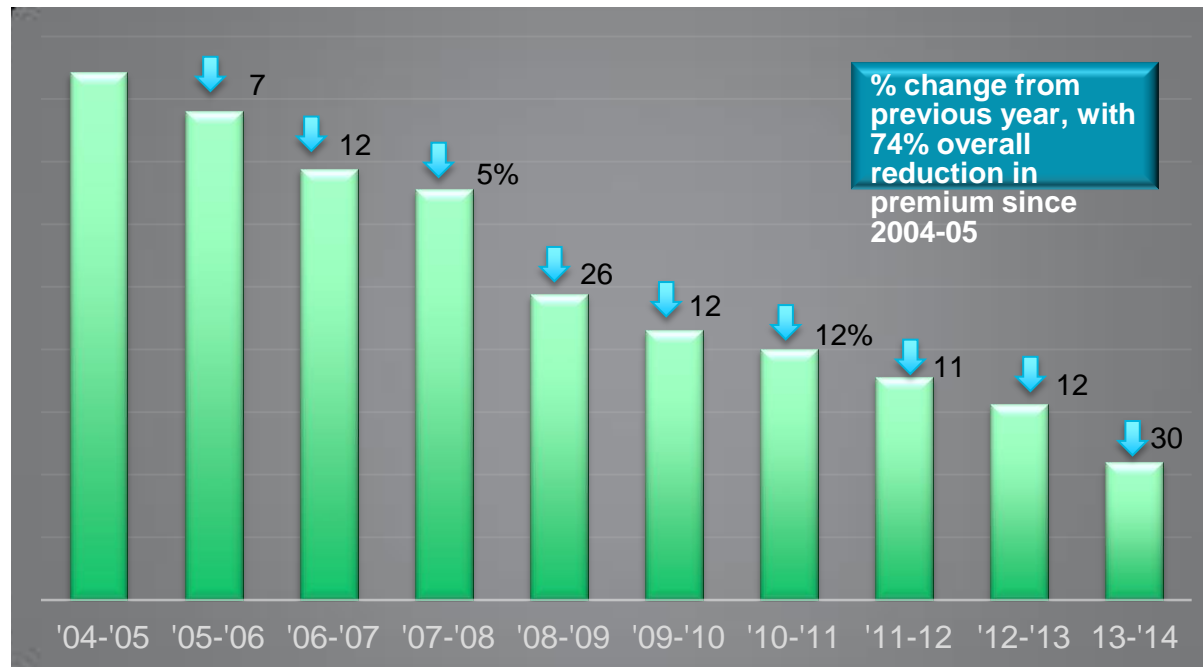


# Effectiveness of Patient Safety Program



*Excludes claims without payment*

# VMHS Hospital Professional/General Liability Insurance Premiums



# "Nursing Cells" – Results > 90 days

RN time available for patient care = 90%!

Before

- RN # of steps = 5,818
- PCT # of steps = 2,664
- Time to the complete am cycle of work = 240'
- Patients dissatisfaction = 21%
- RN time spent in indirect care = 68%
- PCT time spent in indirect care = 30%
- Call light on from 7a-11a = 5.5%
- Time spent gathering supplies = 20'

After

846

1256

126'

0%

10%

16%

0%

11'

# One Piece Flow: Documentation in Room or Close to Patients



# Standard Work: Bedside Report

WHY:

Introduction of oncoming caregivers

Involves the patient in discussion

Builds in safety

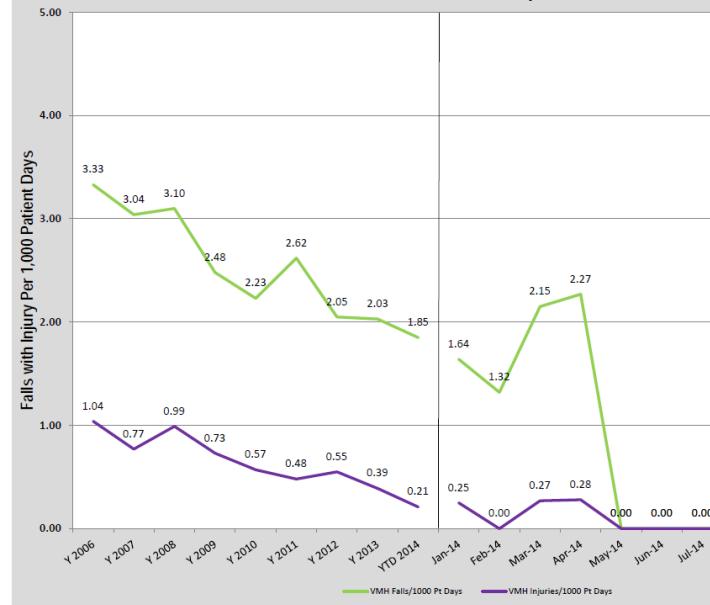
Adds time with patient



Bedside Handoff Checklist	
<b>1 Introduction</b>	
	<ul style="list-style-type: none"><li>➤ Name of oncoming RN and assistant</li><li>➤ Explains handoff process</li><li>➤ Inquires how patient is feeling</li></ul>
<b>2 Background (Basics)</b>	
	<ul style="list-style-type: none"><li>➤ Age, MD, reason for admission</li><li>➤ Isolation</li></ul>
<b>3 Current status</b>	
	<ul style="list-style-type: none"><li>➤ Brief history</li><li>➤ Functioning prior to admission</li><li>➤ Key medications</li><li>➤ Tests for the day</li></ul>
<b>4 Assessment</b>	
	<ul style="list-style-type: none"><li>➤ Patient identification</li><li>➤ High risk meds</li><li>➤ IV</li><li>➤ Physical assessment</li><li>➤ Precautions/Skin/Wound</li><li>➤ Patient input</li></ul>
<b>5 Recommendations</b>	
	<ul style="list-style-type: none"><li>➤ Plan of the Day</li><li>➤ Safety concerns</li><li>➤ Patient issues</li></ul>
<b>6 Closing</b>	
	<ul style="list-style-type: none"><li>➤ "Is there anything you need at this time?"</li><li>➤ Determine when will return</li></ul>

# Surrogate Markers: Kaizen

Falls & Falls with Injury / 1,000 Patient Days  
Overall VM Hospital

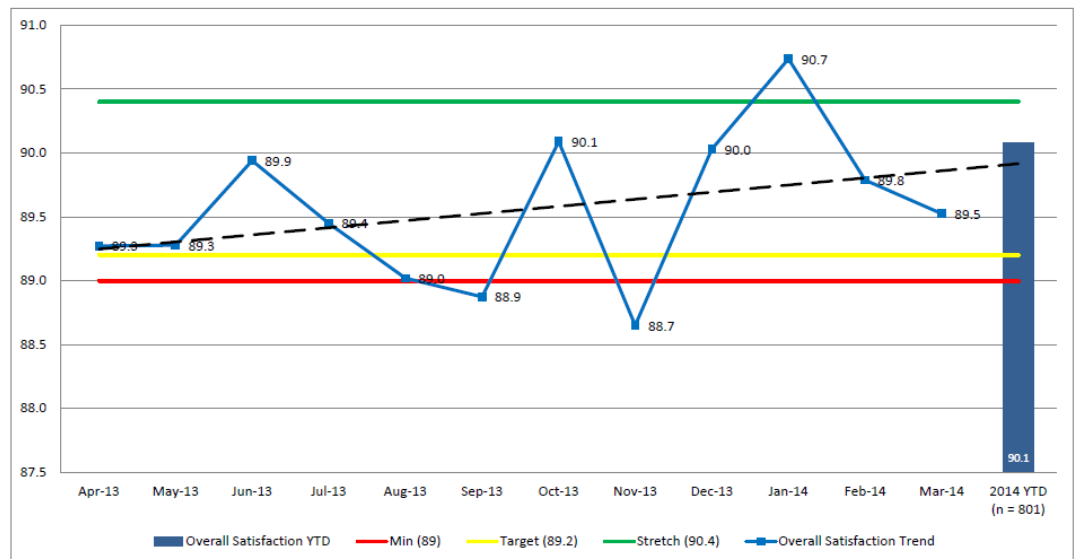


Created by: Analytics x36061  
Project Manager: Christina Long x10009

\*Confidential Quality Assurance 8



VM Hospital  
Overall Patient Satisfaction Trend  
Rolling 12 Months



# VMPS Method: One Piece Flow

## Flow Stations



# Team Based Care: Skill /Task Alignment

## Medical Assistant:



- Standard rooming sequences
- Review Health Maintenance Module
- Shared documentation
- Coordinating provider “flow” through the day

## RN:



- Patient assessment
- Empowerment of patient for self care
- Protocol driven-teaching and coaching for chronic conditions
- Nursing procedures

## Pharmacist:



- Medication management for chronic conditions
- Advanced protocols for disease state management

## Provider:



- Diagnosis and treatment of new problems
- Oversight of complicated problems
- Minor surgical and diagnostic procedures
- Mentor and coach for team based care

# VMPS Method: Mistake Proofing The Health Maintenance Module

**PowerChart Office - ( and a low to do) Health Maintenance**

Task View Patient Chart Clinic Health Maintenance Help

As Of: 12:22

PCP: Pittenger MD, Kim R \*\* Allergies \*\*

**Pending Expectations Present - April 2009** ☒ Show satisfiers Sort by: Approximate Due Date

Expectation	Status	Satisfy Type	Administration ...	Satisfy Reason	Priority	Last Satisfied By	Approximate D...	Comments
CA Breast Cancer Screen High Risk (40-100yrs)	High Due	03/01/09						
CV Lipids AT GOAL <100 High Risk (18-100yrs)	High Refused	02/24/09						
CV Diabetes Monofilament Foot Exam (18-100yrs)	High Refused	01/17/09						
CA Cervical Cancer Screening (21-65yrs)	High Overdue	08/07/08						
CV Diabetes HbA1c not at goal (18-100yrs)	High Overdue	05/25/08						

**Recently Satisfied Expectations July 2004 - Present** ☐ Show all canceled records

Expectation	Status	Satisfy Type	Administration ...	Satisfy Reason	Priority	Last Satisfied By	Approximate D...	Comments
CA Breast Cance...	Satisfied	Manual	03/01/08		High	Axley, Tiffany L		right sided mam...
CA Cervical Canc...	Satisfied	Result	08/08/05		High			
CA Colon Cancer...	Satisfied	Manual	09/22/08	Routine Screening	High	Petterson, Kev...		
CV Diabetes HbA...	Satisfied	Result	02/25/08		High			
CV Diabetes HbA...	Satisfied	Result	08/31/07		High			
CV Diabetes HbA...	Satisfied	Result	02/26/07		High			
CV Diabetes HbA...	Satisfied	Result	08/05/06		High			
CV Diabetes HbA...	Satisfied	Result	04/03/06		High			
CV Diabetes HbA...	Satisfied	Result	12/31/05		High			
CV Diabetes HbA...	Satisfied	Result	06/13/05		High			

Ready OSWALD, JACQUELINE S PROD ESTKRP 17 January 2009 12:23

Start Novell Group... Mail From: An... Ginsberg, Am... P:\ Microsoft Po... Address Book PowerChart ... 12:23

# Results: Quality and Net Savings

- 13.3% cost savings achieved for patients enrolled  $\geq$  six months, when compared to case-matched control population

Quality Measure	Medium Target	Max. Target	VM IPC Performance	Quality Goal Exceeded
% of patients with poorly controlled diabetes (Lower=Better)	24.91%	20.19%	9.8%	Yes
% of patients with cardiovascular condition who have well controlled LDL (Higher=Better)	64.74%	69.59%	70.59%	Yes
% of patients with hypertension who have well controlled blood pressure (Higher=Better)	64.97%	72.26%	71.58%	Yes

# Build to Order Vision

700 tons of instruments  
= nine 737's



## Our Vision: Build-To-Order Instrument Sets

Did you know that the Sterile Processing team processes **52,271 surgical instruments per day**? Many of these instruments are not even used during an operation. The rule is, if it travels into the OR, it must be sterilized. Once processed the instrument set returns to a shelf in what looks like a huge warehouse, to sit for days, weeks, or months.

It is the future vision of “Build-to-Order” that instrument sets will be customized for the surgeon and procedure to ensure that the OR team receives only what they want for each case. In February a 3P event was held to begin designing this future state. Build-to-Order is a multi-year goal, and ultimately it will reduce our instrument pan inventory by 70% - or 700 tons – the equivalent of 100 elephants! Next steps for this major project include data collection on surgeon preference for each case with a pilot phase planned in Neurosurgery.



*Our current state: Instrument sets stored on rows of shelving*

# BTO in Sterile Processing and Operating Room (3 KEs)

Focus	Results
Decrease assembly time of surgical instruments along with surgical instrument set-up time in the OR	Decrease instrument assembly time by up to 42%
Decrease inventory of instruments for Laminectomy cases	Inventory of the Laminectomy case reduced by 26% (\$16k to \$11.8k)
Specific focus of events: <ul style="list-style-type: none"><li>• BTO information flow for Laminectomy cases KE</li><li>• External set-up for Craniotomy KE</li><li>• External set-up of the Minor Set KE</li></ul>	Instrument set-up time reduced significantly: <ul style="list-style-type: none"><li>• Minor set (19 mins to 20 secs)</li><li>• Craniotomy (24:09 to 2:34)</li><li>• Laminectomy case (24:09 to 2:29)</li></ul>



# Build To Order Results

EVENT	OLD	NEW
<b>Craniotomy</b>	SPD Set Up = 34:00 min	SPD Set Up = 18:27 min
	OR Set Up = 24:09 min	OR Set Up = 2:34 min
<b>Laminectomy</b>	SPD Set Up = 34:00 min	SPD Set Up = 20:15 min
	OR Set Up = 24:09 min	OR Set Up = 2:29 min
<b>Minor Set</b>	OR Set Up = 19:21 min	OR Set Up = 0:20 sec

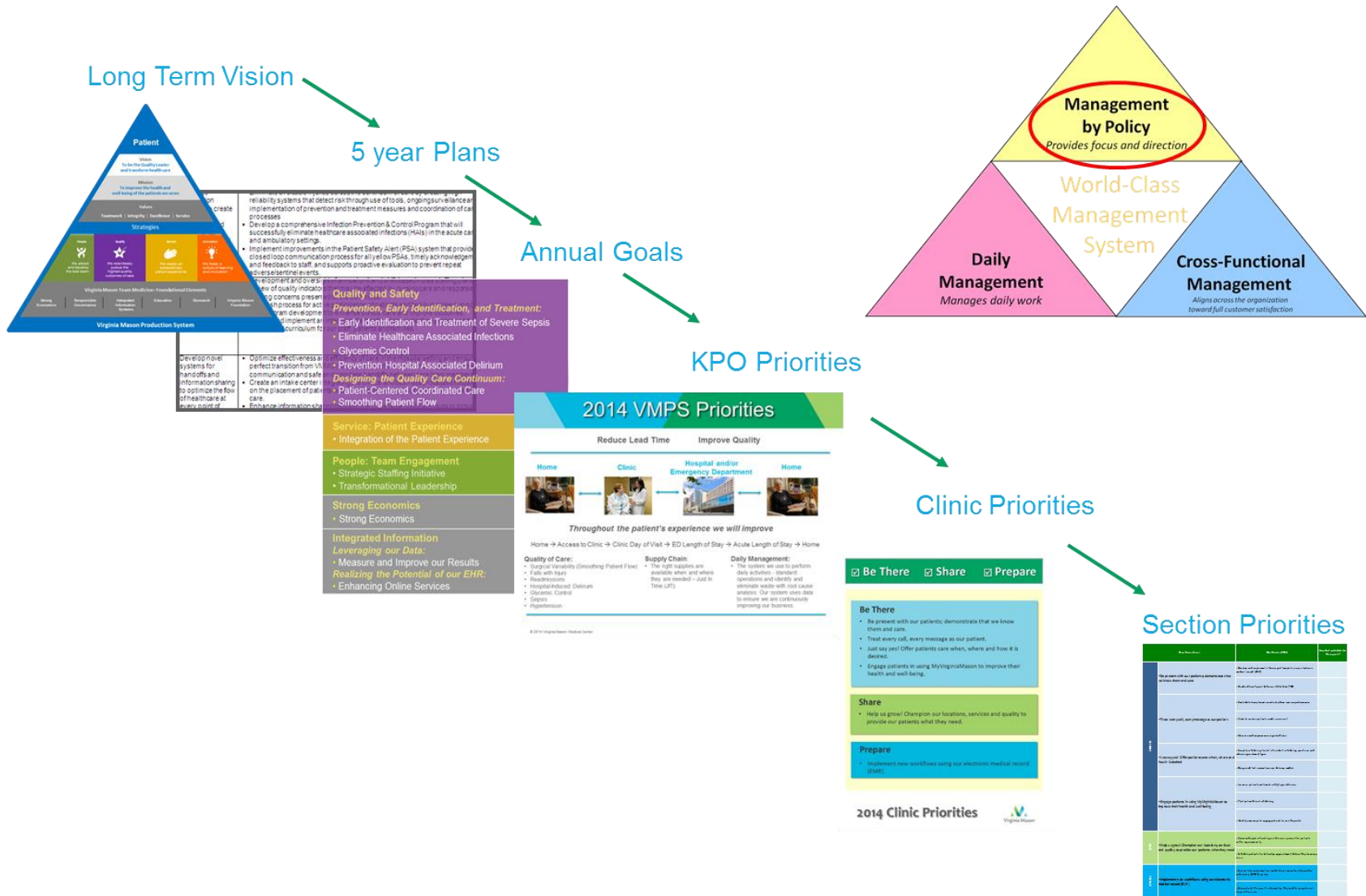
# Leadership Requirements:

## *Sustaining the Transformation*

1. Set priorities that align with the vision
2. Use VMPS tools & methods
3. Lead change
4. Allocate resources to VMPS
5. Require accountability
6. Implement standard work for leaders



# Set Priorities that Align with the Vision



# World-Class Management

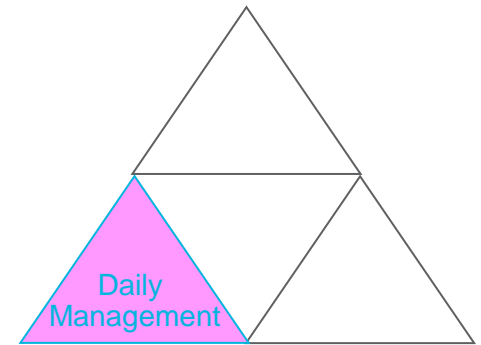
The World-Class Management System is a leadership system that provides focus, direction, alignment, and a method of management for daily work



# World-Class Management

## Daily Management: Leaders Have Two Jobs

1. Run your business
2. Improve your business



# Visual Controls

## ED production board



# Daily Accountability

## Have daily huddles with your team



Example: Health Information Services

Example: Inpatient Orthopedics



# Standard Work for Leaders

Specifies the actions to be taken each day to focus on the processes in each leader's area of responsibility.

## Clinic Supervisor Daily List

VM LYNNWOOD DAILY CHECKLIST-  
SUPERVISOR -

NAME:	DATE:
TASK	INSTRUCTIONS
GENBA	Follow-Up
AM	Round to direct reporting areas
Mid-Day	Ensure that needs are being met. Review:
PM	<ul style="list-style-type: none"><li>Review yesterday's work - note issues</li></ul>
Complete Rounding Form	<ul style="list-style-type: none"><li>Yesterday complete? If not, why?</li></ul>
Quality Check	<ul style="list-style-type: none"><li>New issues throughout the day</li></ul>
Applause	<ul style="list-style-type: none"><li>Solutions/action items - note below</li></ul>
NOTES:	<ul style="list-style-type: none"><li>Resources needed - note below</li><li>Ideas for Improvements</li></ul>
	Transparent Management Questions
	<ul style="list-style-type: none"><li>What is working well for you?</li><li>Are there any barriers I can remove?</li><li>What is not working well for you?</li><li>Is there anyone I should recognize for good work?</li><li>How are your ELI's coming?</li><li>May I help you with your ELI's?</li></ul>
<input type="checkbox"/>	Return this completed form at the end of the day to the Director

## Director Daily List

VM LYNNWOOD DAILY CHECKLIST-  
Director/VSM Manager

NAME:	Week:
TASK	INSTRUCTIONS
M Tu W Th F	Follow-Up
	8AM Huddle w/ AdminAsst
	8:55AM Huddle w/ EyeClinic
	9:30AM Huddle w/ Super Prod Brds
	Check Cerner for messages
	1PM Huddle w/ Super Prod Brds
	Initial and note time on all brds
NOTES:	<ul style="list-style-type: none"><li>Review yesterday's work - note issues</li><li>Yesterday complete? If not, why?</li><li>New issues throughout the day</li><li>Solutions/action items - note</li><li>Resources needed - note</li><li>Ideas for Improvements</li></ul>
	Transparent Management Questions
	<ul style="list-style-type: none"><li>What is working well for you?</li><li>Are there any barriers I can remove?</li><li>What is not working well for you?</li><li>Is there anyone I should recognize for good work?</li><li>How are your ELI's coming?</li><li>May I help you with your ELI's?</li></ul>
<input type="checkbox"/>	Return this completed form at the end of the day to the Director

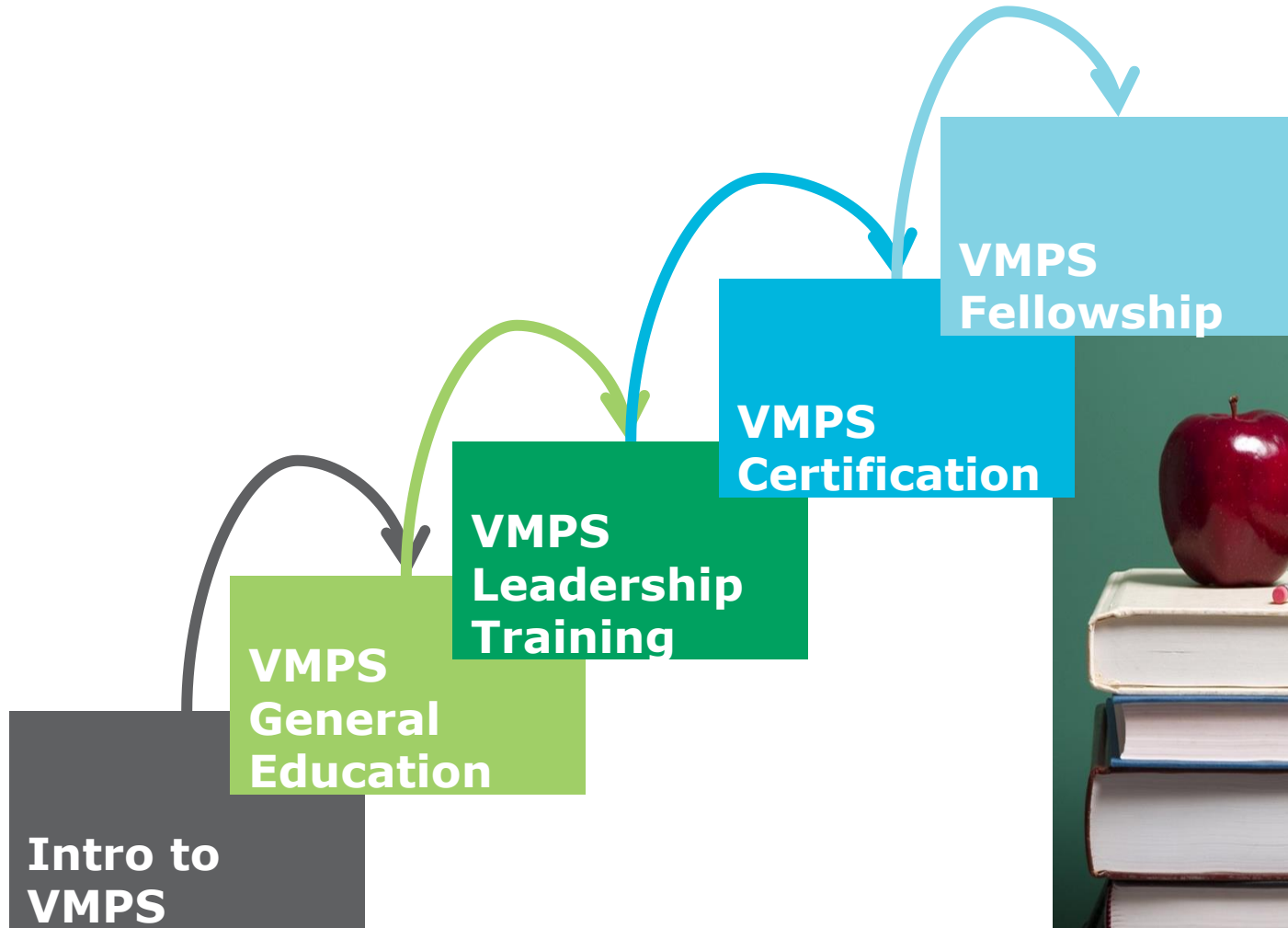
# Leaders Need to Be Idea Coaches

- Support staff in working on their ideas, but don't do it for them
- Encourage root cause thinking
- Be straightforward with feedback
- Ask lots of questions to draw out creativity and critical thinking

This will be a big shift for some managers (i.e. being a coach and not the key problem-solver and rescuer!)



# VMPS Education



**Respect for People  
refers to how we treat  
each other as we work  
together to create the  
perfect patient experience.**

# Respect for People

## FOUNDATIONAL BEHAVIORS OF RESPECT



## Top 10 Ways to Show Respect to People

1. **Listen to understand.** Good listening means giving the speaker your full attention. Non-verbal cues like eye contact and nodding let others know you are paying attention and are fully 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 at VM understand their contributions have value. Encourage your co-workers to share their ideas, opinions and perspectives.
4. **Connect with others.** Notice those around you and smile. This acknowledgement, 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 show them you notice and appreciate their work. Use the VM Applause 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 signals you trust and respect others.
7. **Speak up.** It is our responsibility to ensure a safe environment for everyone at VM; not just physical safety but also 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 by 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 work environment where help is happily offered, asked for and received. Trust that teammates have good intentions. Anticipate other team members’ needs and clearly communicate priorities and expectations to be sure the work load is level loaded.

# VIRGINIA MASON NAMED AMERICA'S TOP HOSPITAL OF THE DECADE.



## National rating based on patient safety, high quality.

Virginia Mason Medical Center is one of only two hospitals in the United States – the other is the University of Maryland Medical Center in Baltimore – to earn the title of Top Hospital of the Decade by The Leapfrog Group rating organization. The Leapfrog Group is a coalition of public and private purchasers of employee health benefits founded a decade ago to work for improvements in health care safety, quality and affordability. Both Virginia Mason and UMMC were cited for their strong public com-

mitments and major achievements in reducing medical errors and for innovations in patient safety and quality.

In announcing the honor, The Leapfrog Group Board Chair David Knowlton described the efforts of the two hospitals as "extraordinary in every sense of the word."

He said they chose to commit themselves to change, accountability and transparency. Virginia Mason has proved that providing high quality health care at a lower cost is not only achievable, but should be an expectation. "They've done the work that others must now undertake."

## A commitment to continuous improvement.

Virginia Mason's climb to the top began about ten years ago and has been a steady, deliberate effort.

At the turn of this young century, leadership at Virginia Mason became convinced the future depended not only on national policy changes and sweeping reforms, but also on factors closer to home – such as eliminating waste, cutting costs, and improving the quality of services.

And, most important, always putting the patient first, above all.

After looking in vain for outstanding examples of progress to learn from within the U.S. health care industry, Virginia Mason leadership ventured very far outside the box.



Gary S. Kaplan, MD, FACF, FACME, FAOPE  
Chairman and CEO of the Virginia Mason Health System

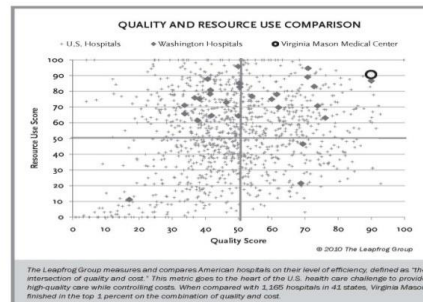
Their search took them across the world, to Japan, and across industries, to Toyota, where they studied concepts and processes at automobile plants. Medicine and health care are obviously quite different than manufacturing cars (or anything else), but management concepts such as continuous improvement and zero-defect processes can be applied to a wide range of human activities.

Virginia Mason began to apply some of those principles to health care management and organizational structure. Over the years, Virginia Mason leaders crafted what now is known as the Virginia Mason Production System – VMPS.

## Real changes. Real results.

Results of VMPS over the last decade tend to startle many health care professionals: nurses at Virginia Mason Medical Center now can spend on average 90% of their time with patients, compared with an average of 35% elsewhere; physicians see *more patients* during the day, with *more time to focus on the patient during the visit*; the time to report lab test results to the patient has been reduced by 85%; the hospital has saved \$1 million in supply expense in a single year; with increased patient safety and quality professional liability insurance cost decreased 48.9% from 2004 to 2009; the pharmacy has improved medication distribution from the moment of physician-order to availability for administration from 2.5 hours to ten minutes.

Success at Virginia Mason has attracted national attention. For each of the last five years, it has been ranked high among Leapfrog's Top Hospitals. Hospital administrators from around the world have expressed interest in VMPS, and hundreds have traveled to Seattle to learn more. To accommodate them, Virginia Mason established an Institute with a mission to help other health care professionals understand and apply the same or similar principles in their own organizations. The idea is better health care for more patients at a lower cost. Now.



## Learn more.

You are invited to find out more about Virginia Mason Medical Center's continuing efforts to improve health care for all at [VirginiaMasonInstitute.org](http://VirginiaMasonInstitute.org) or [VirginiaMason.org](http://VirginiaMason.org).

To find more information about The Leapfrog Group, visit [leapfroggroup.org](http://leapfroggroup.org).



© 2010 Virginia Mason Health System

December 2010

# Chosen By Businesses:



# Surgical Warranty

## Hip and Knee Replacement Surgery

- Virginia Mason first in region to offer this protection
- Kicked off with business leaders, media at Seahawks game
- Expands opportunity for more businesses to access our high-quality, bundled care

# Flu Vaccination “Fitness for Duty”

Do we put patient first?

Compelling science

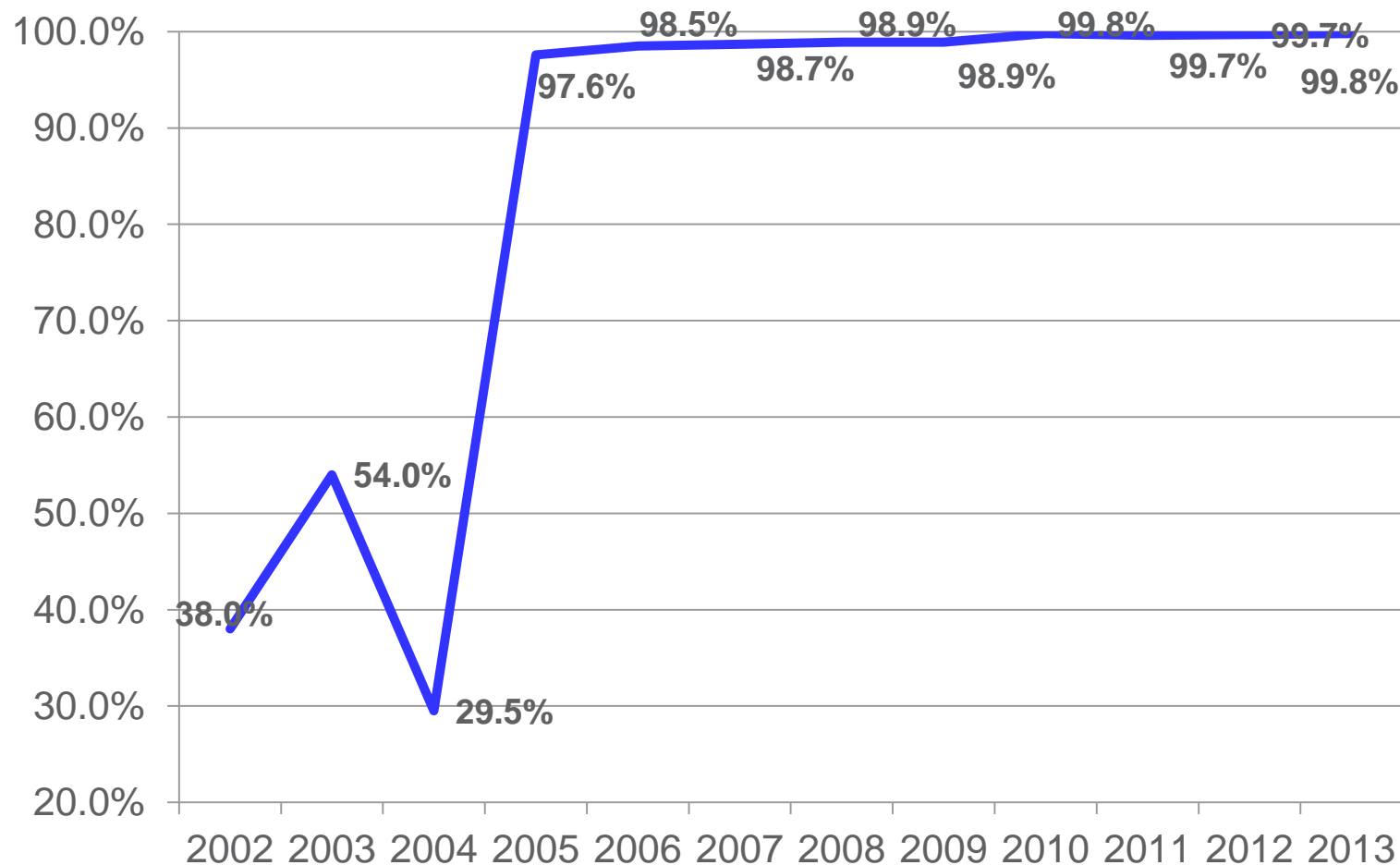
Staff resistance

Staying the course

Organizational Pride



# VMMC Influenza Vaccination Rates



# Transforming Healthcare

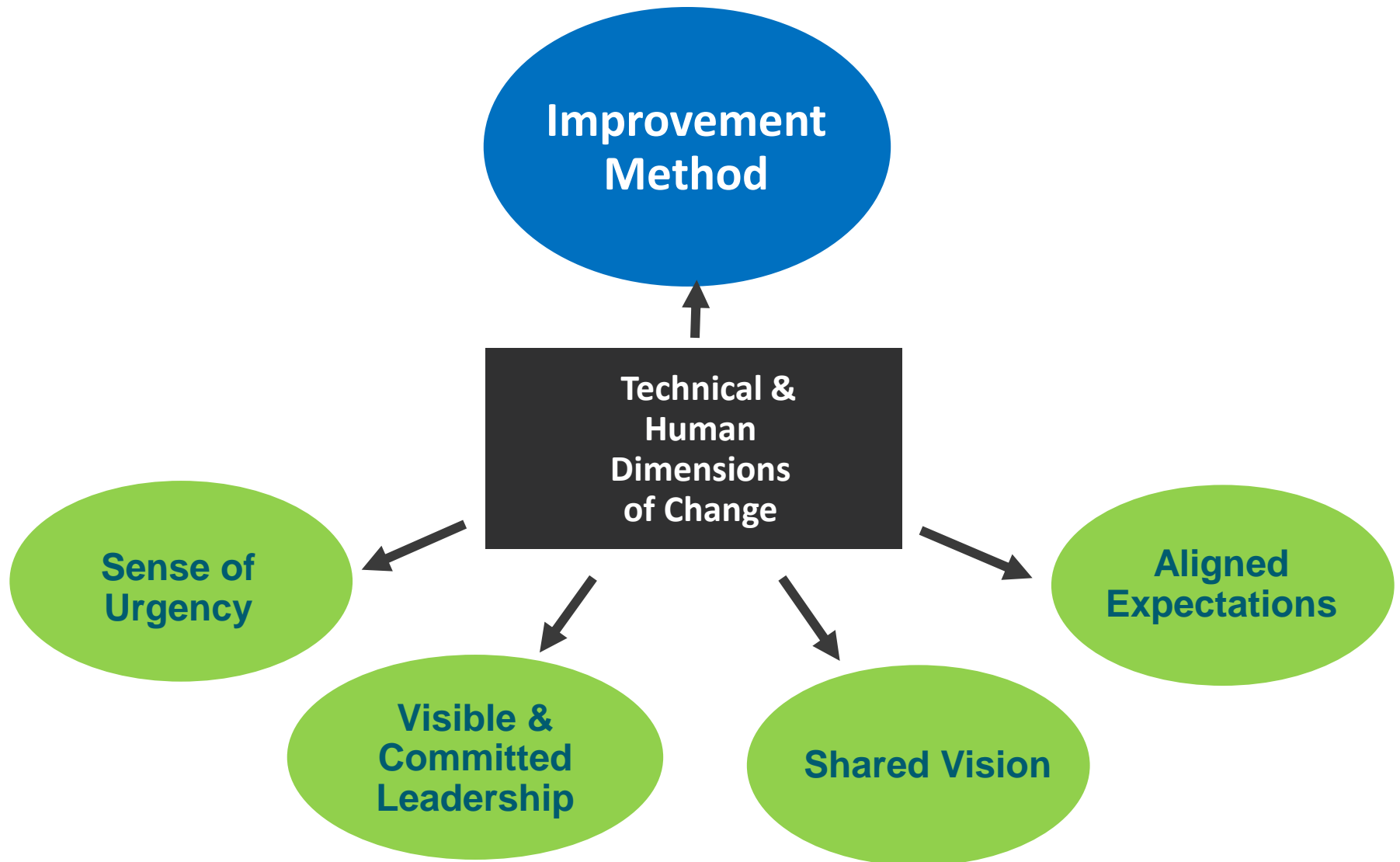
**From**



**To**

- Provider First
  - Waiting is Good
  - Errors are to be Expected
  - Diffuse Accountability
  - Add Resources
  - Reduce Cost
  - Retrospective Quality Assurance
  - Management Oversight
  - We Have Time
- Patient First
  - Waiting is Bad
  - Defect-free Medicine
  - Rigorous Accountability
  - No New Resources
  - Reduce Waste
  - Real-time Quality Assurance
  - Management On Site
  - We Have No Time

# Requirements for Transformation





*"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



Virginia Mason™

Each Person.  
Every Moment.  
**Better Never Stops.**