

# Transforming Healthcare Reflections on the Journey

**Gary S. Kaplan, MD**

**CEO Emeritus, Virginia Mason Franciscan Health**

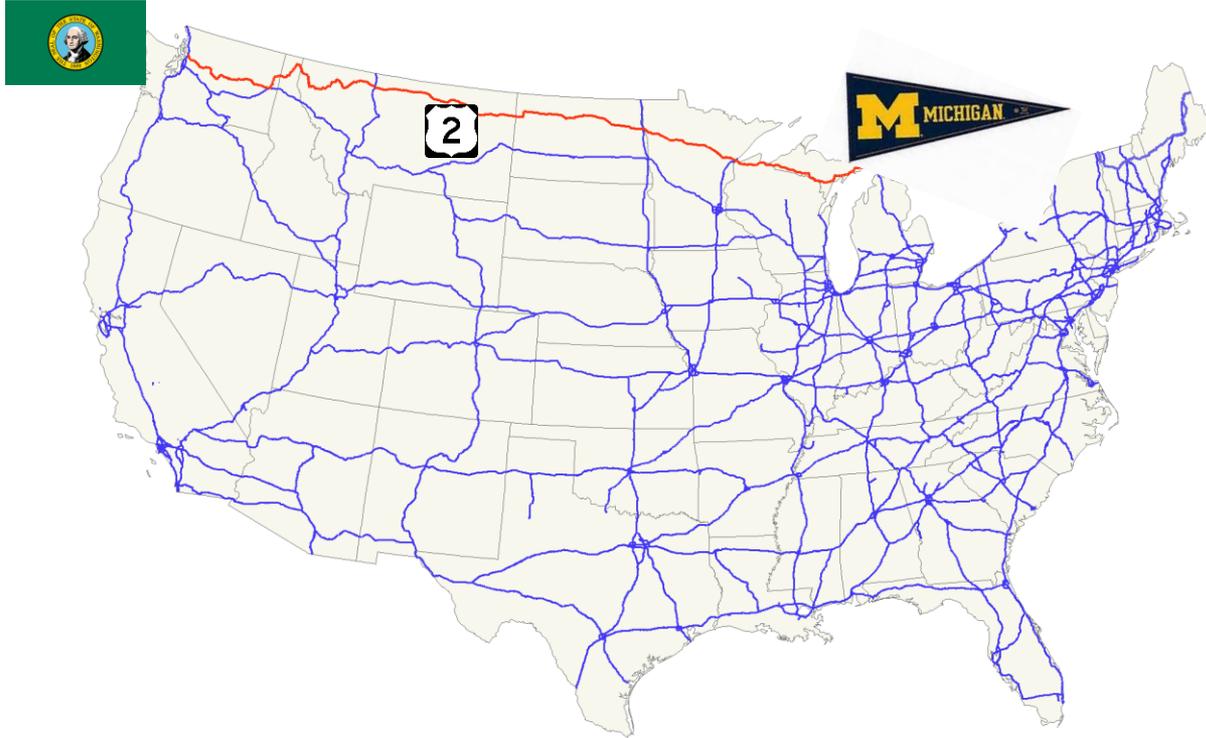
**March 2, 2023**

**Catholic University of Sacred Heart**

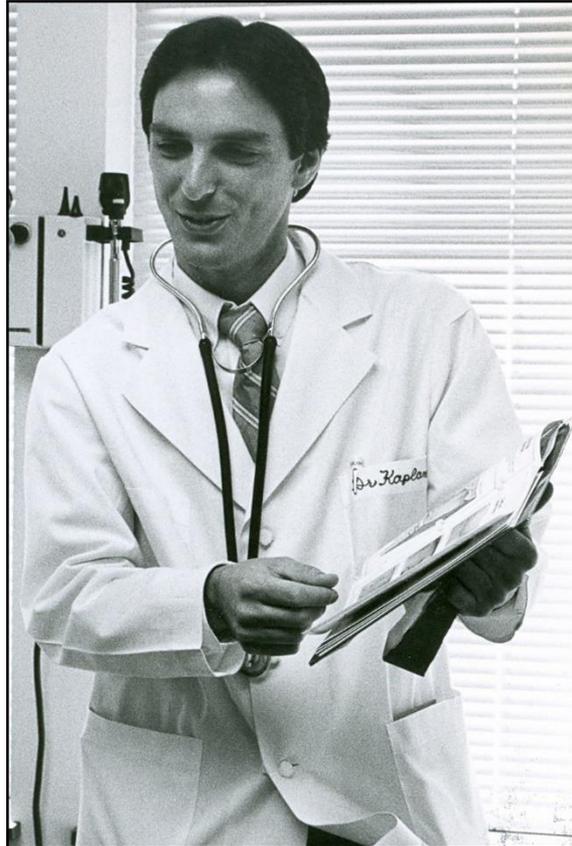
**ALTEMS**



# The Journey Begins



# The Joy of Patient Care



**“System science and innovation is the next massive major opportunity to advance human well-being and health.”**

**Atul Gwande, MD**

# Virginia Mason Franciscan Health

- Integrated health care system
- Founded January 1, 2021
- 501(c)3 not-for-profit
- 11 hospitals
- Total of 1,500 beds
- 300 sites of care
- 5000 physicians
- 18,000 employees
- Graduate Medical Education
- Two philanthropic foundations
- Bailey-Boushay House
- Benaroya Research Institute
- Health Resource Services, LLC
- Networx Health Consulting
- Virginia Mason Institute

# Virginia Mason Franciscan Health

-  Hospitals
-  Outpatient Centers
-  Urgent & Prompt Care Clinics
-  Franciscan Hospice House, Bailey-Boushay House
-  Benaroya Research Institute



# Urgency for Change – VMMC 2000

## Issues

- Survival
- Retention of the Best People
- Loss of Vision
- Build on a Strong Foundation

Leadership change

A Defective product

# Urgency for Change at VMMC

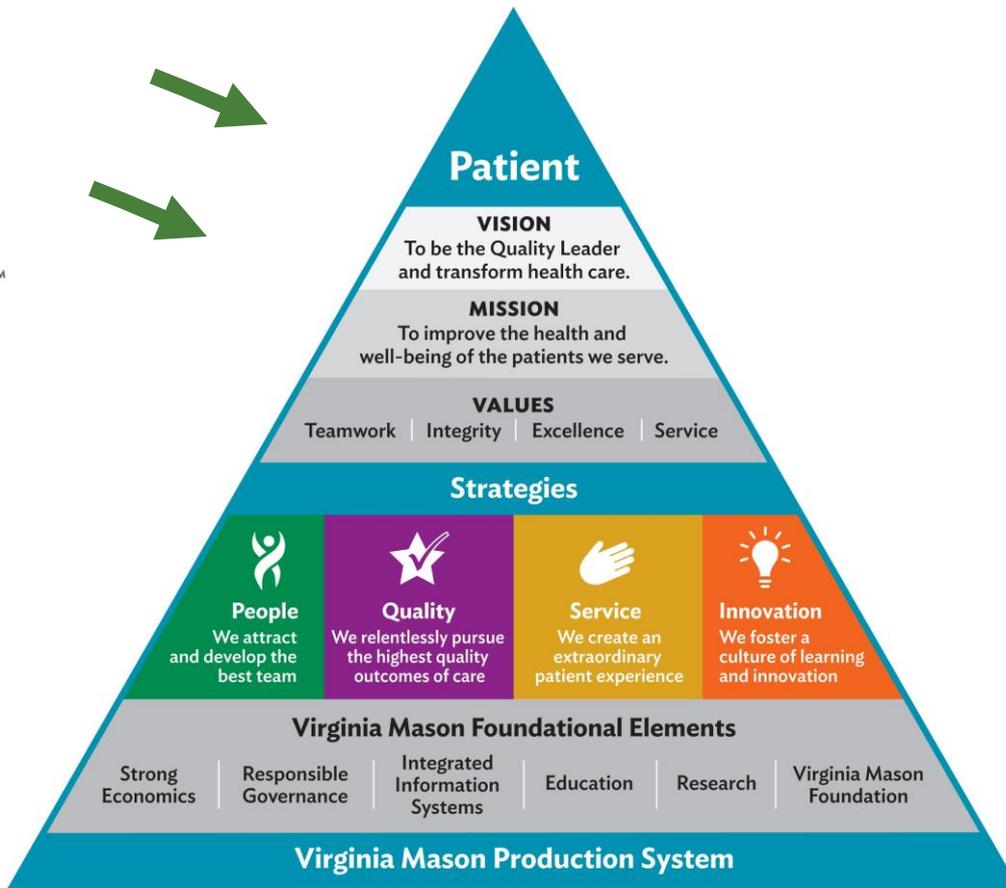
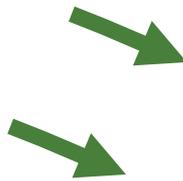
“We change or we die.”

— Gary Kaplan, VMMC Professional Staff Meeting,  
October 2000



# Virginia Mason™

## OUR STRATEGIC PLAN



# 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

# Aligned Expectations

## Physician Compact

VIRGINIA MASON MEDICAL CENTER PHYSICIAN COMPACT	
<p><b>Organization's Responsibilities</b></p> <p><b>Focus on Excellence</b></p> <ul style="list-style-type: none"> <li>Recruit and retain superior physicians and staff</li> <li>Support career development and professional advancement</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>Continuously improve 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>Limit no-fee/low-fee 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>Test all members with respect</li> <li>Demonstrate the highest levels of ethical and professional conduct</li> </ul> <p><b>Believe in a manner consistent with group goals</b></p> <ul style="list-style-type: none"> <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>Supplement 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>

## Leader Compact

VIRGINIA MASON MEDICAL CENTER LEADERSHIP COMPACT	
<p><b>Organization Responsibilities</b></p> <p><b>Focus on Excellence</b></p> <ul style="list-style-type: none"> <li>Recruit and retain the best people</li> <li>Allocate the most resources to patient care and the organization</li> <li>Provide opportunities for growth of leaders</li> <li>Continuously focus on the quality of care, safety and 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 on patient care, financial and efficiency</li> <li>Manage and lead organization with integrity and accountability</li> <li>Respect confidentiality and patient privacy</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 career dialogue</li> <li>Ensure regular feedback and written evaluations are provided</li> <li>Encourage balanced between work life and the 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>Leader Responsibilities</b></p> <p><b>Focus on Patients</b></p> <ul style="list-style-type: none"> <li>Provide a culture where the patient comes first in everything we do</li> <li>Continuously improve quality, safety and compliance</li> </ul> <p><b>Provide Team Medicine</b></p> <ul style="list-style-type: none"> <li>Develop exceptional working together relationships that achieve results</li> <li>Communicate the highest levels of ethical and professional conduct</li> <li>Believe in 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>Continuously seek 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>Clear understanding of individual's impact on the economics</li> <li>Continuously develop own's ability to lead and implement the VM Production</li> <li>Participate in and actively support organizational initiatives</li> <li>Monitor an organizational perspective when making decisions</li> <li>Continuously identify oneself as a VM leader</li> </ul> <p><b>Force Change and Develop Others</b></p> <ul style="list-style-type: none"> <li>Provide resources and coaching regarding training</li> <li>Coach individuals and learn to effectively manage transitions</li> <li>Communicate frequently to receiving encouragement and opportunities</li> <li>Provide, develop and reward performance only</li> <li>Accept mistakes as part of learning</li> <li>Be empathetic and energetic others</li> </ul>

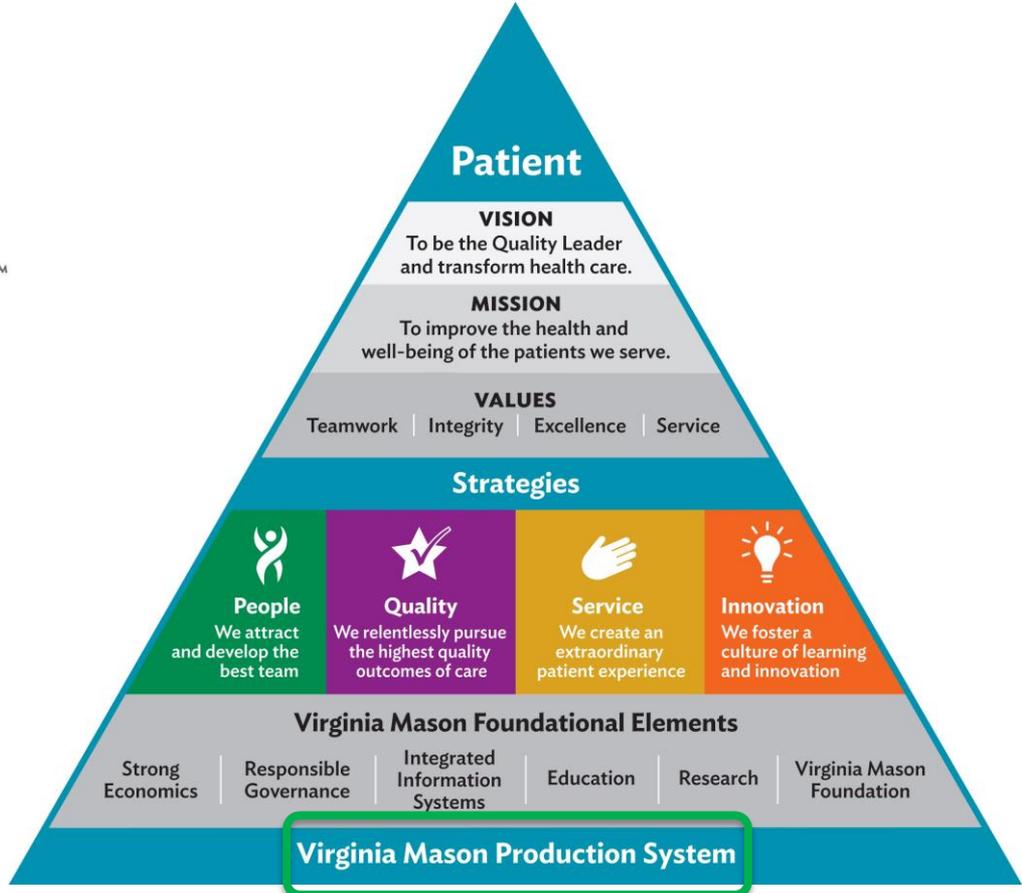
## Board Compact

VIRGINIA MASON MEDICAL CENTER BOARD MEMBER COMPACT	
<p><b>Organization's Responsibilities</b></p> <p><b>Focus on Excellence</b></p> <ul style="list-style-type: none"> <li>Facilitate the recruitment and retention of superior board members</li> <li>Provide process for the election, written evaluation and feedback through annual board self-evaluation</li> <li>Provide a thorough overview of the care 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>Request regular on implementation of strategic plan and achievement of specific board objectives</li> <li>Participate in and actively support organizational initiatives</li> <li>Provide resources to members necessary for informed decisions making including difficulty 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 relevant 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 structure and its global dimensions</li> </ul> <p><b>Lead</b></p> <ul style="list-style-type: none"> <li>Manage and lead organization with integrity and accountability</li> <li>Communicate the highest levels of ethical and professional conduct</li> <li>Practice conflict with openness and empathy</li> <li>Respect confidentiality and privacy of patient care, services and efficiency</li> <li>Respect safe and healthy environment and systems for patients and staff</li> </ul>	<p><b>Board Member's Responsibilities</b></p> <p><b>Know the Organization</b></p> <ul style="list-style-type: none"> <li>Learn 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 finance trends and best practices practices</li> </ul> <p><b>Focus on the Future</b></p> <ul style="list-style-type: none"> <li>Spent three fourths of every meeting focused on the future</li> <li>Continuously maintain a current and vision 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 its 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 of Safety oversight</li> <li>Make an annual, personal financial contribution to the organization, according to personal means</li> <li>Serve on board committees to best ability</li> </ul> <p><b>Force Change and Develop Others</b></p> <ul style="list-style-type: none"> <li>Coach individuals and learn to effectively manage transitions</li> <li>Communicate frequently to receiving encouragement and opportunities</li> <li>Provide, develop and reward performance only</li> <li>Accept mistakes as part of learning</li> <li>Be empathetic and energetic others</li> </ul>



# Virginia Mason™

## OUR STRATEGIC PLAN



# Virginia Mason Quality Equation

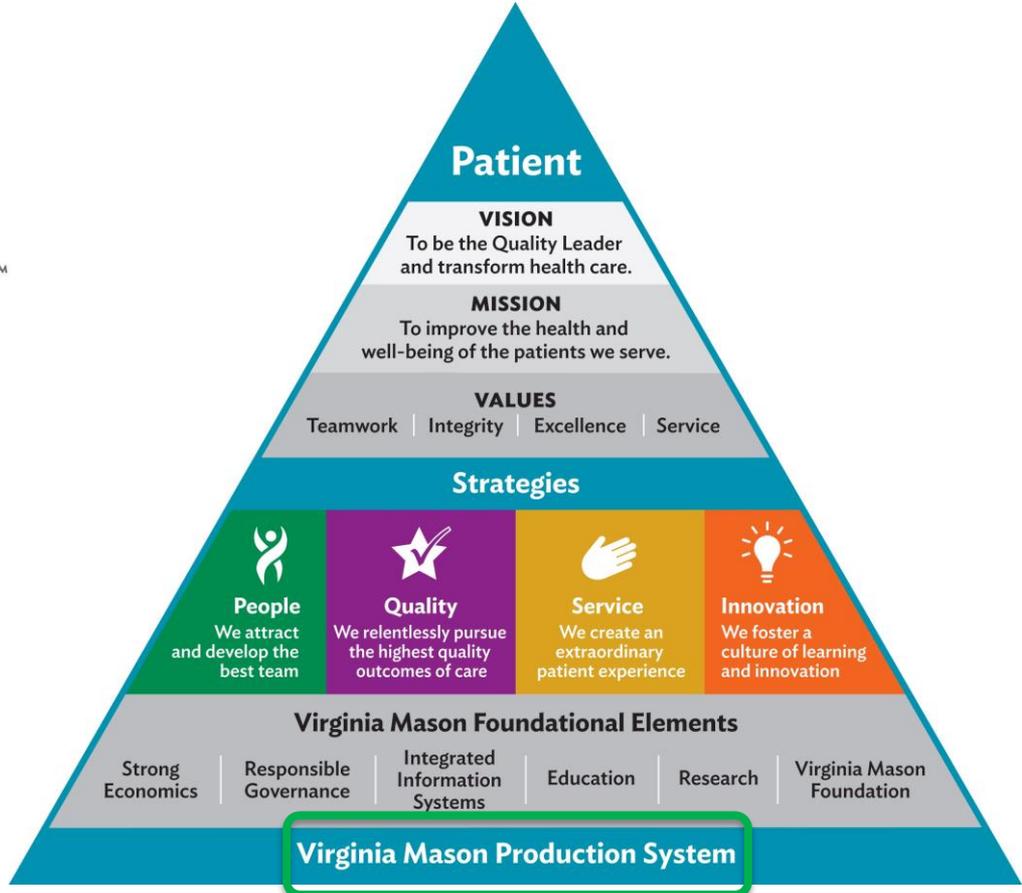
$$Q = A \times \left( \frac{O + S}{W} \right)$$

- Q:** Quality
- A:** Appropriateness
- O:** Outcomes
- S:** Service
- W:** Waste



# Virginia Mason™

## OUR STRATEGIC PLAN



# Think Different

½ the human effort

½ the space

½ the equipment

½ the inventory

½ the investment

½ the engineering hours

½ the new product development time

# Seeing with our own eyes – Japan 2002



Leaders reviewing the flows of manufacturing at the Hitachi Air Conditioning Plant

# Virginia Mason Production System

**We adopted the Toyota Production System key philosophies and applied them to health care**



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

# Stopping the Line

Using failure to create urgency and improve



# Focus on the Quality & Safety

- Everyone is a safety inspector
- Patient Safety Alert (PSA) and Response system
- Embedding root cause analysis and mistake proofing into everyone's work
- Using failure to improve

Over 120,000 PSAs reported



120,000<sup>th</sup> PSA reported in Sep 2020



# Changing the Culture

## Learning from Failure



### What we've learned

1. We must never put potentially lethal substances which look exactly the same as x-ray contrast onto an angiogram table during an angiogram procedure. Sponges and swabs, not solutions that can be injected, are to be used for cleansing of skin.
2. We must treat all chemicals and solutions with the same cautions that we would any medication: All cups, syringes, basins or other containers with ANY solution must be labeled. If a solution or medication is not labeled it should NEVER be used.
3. Like most medical errors, this was a "systems" problem. The people involved are highly trained, highly experienced, excellent care providers.
4. While no single person is responsible, all of us are responsible. Many were aware of the hazard in the system that could lead to injection of the wrong solution and aware of a simple method to prevent this occurrence. No one took action to change the process before this tragedy occurred.
5. There was variation in the procedure of preparing the skin among persons involved in the procedure. Variation is a common background for errors. Standard practice clearly reduces errors.
6. A Patient Safety Alert, part of our quality assurance process, was activated within hours of this occurrence and processes have been mistake-proofed where this event occurred. But a similar error could easily occur again today in other units: operating rooms, cardiac catheterization labs, endoscopy suites, the dialysis unit or exam rooms. Look around your work place. Is every solution, every medication, every syringe appropriately labeled?

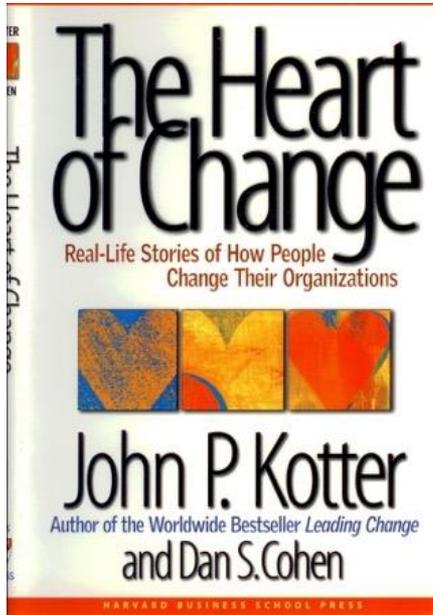
# The Gravitational Pull of Status Quo



The invisible hold of the status quo—even if it’s dysfunctional—is *very* strong:

- The current way is known
- The “new way” raises fear and anxiety. The threat of loss looms large
- The cost of maintaining the status quo is rarely given life

# Increase Urgency: See, Feel, Change

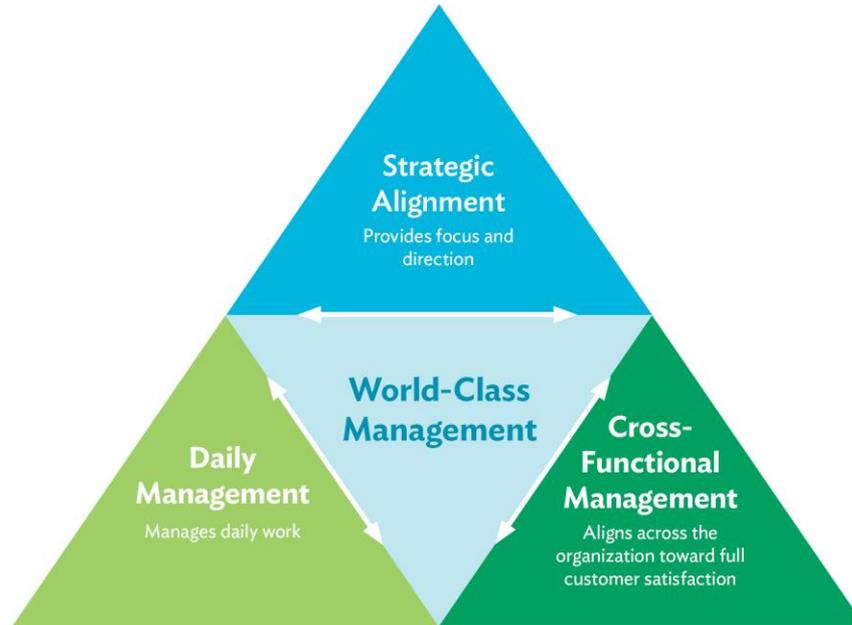


“People change what they do less because they are given *analysis* that shifts their *thinking* than because they are *shown a truth that influences their feelings.*”

- Kotter and Cohen

# 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.





# Cross-Functional Management

Creating accountability across a value stream

## Orthopedic Value Stream



Home



Clinic



Hospital and/or  
Emergency Department



Home



Throughout the patient's experience we will improve

Home → Access to Clinic → Clinic Day of Visit → ED Length of Stay → Acute Length of Stay → Home

### Quality of Care

- Surgical variability (smoothing patient flow)
- Falls with injury
- Readmissions
- Hospital-induced delirium
- Glycemic control
- Sepsis
- Hypertension

### Supply Chain

- The right supplies are available when and where they are needed – just-in-time (JIT).

### Daily Management

- The system we use to perform daily activities – standardize operations and identify and eliminate waste with root-cause analysis. Our system uses data to ensure we are continuously improving our business.

# Daily Management

## Leaders have two jobs:

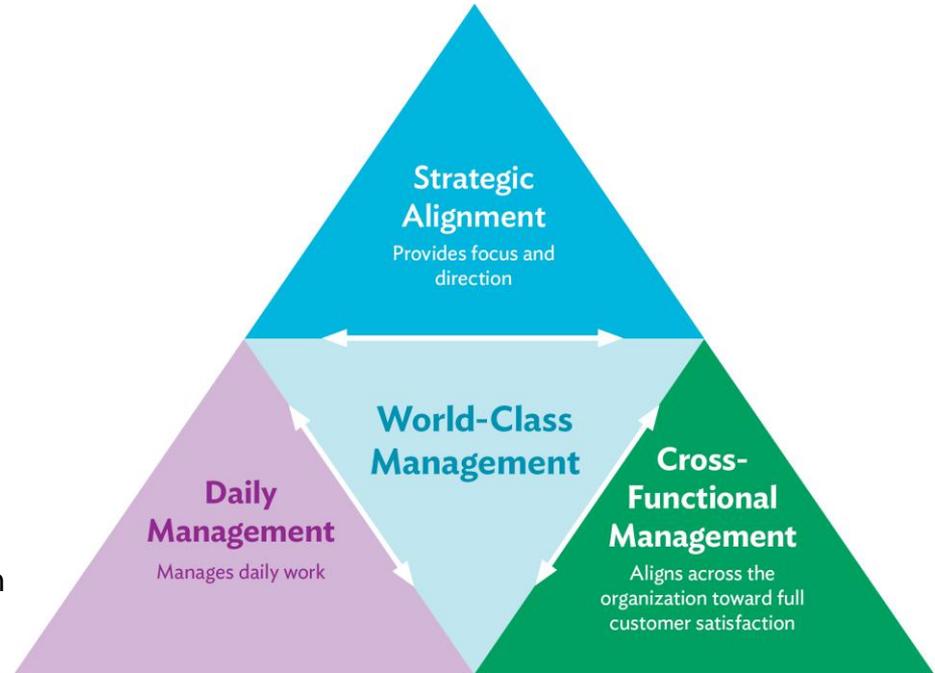
1. Run your business
2. Improve your business

### Creating stability and reliability

Leaders engage in daily activities and behaviors to identify abnormal conditions and ensure customer demand is met.

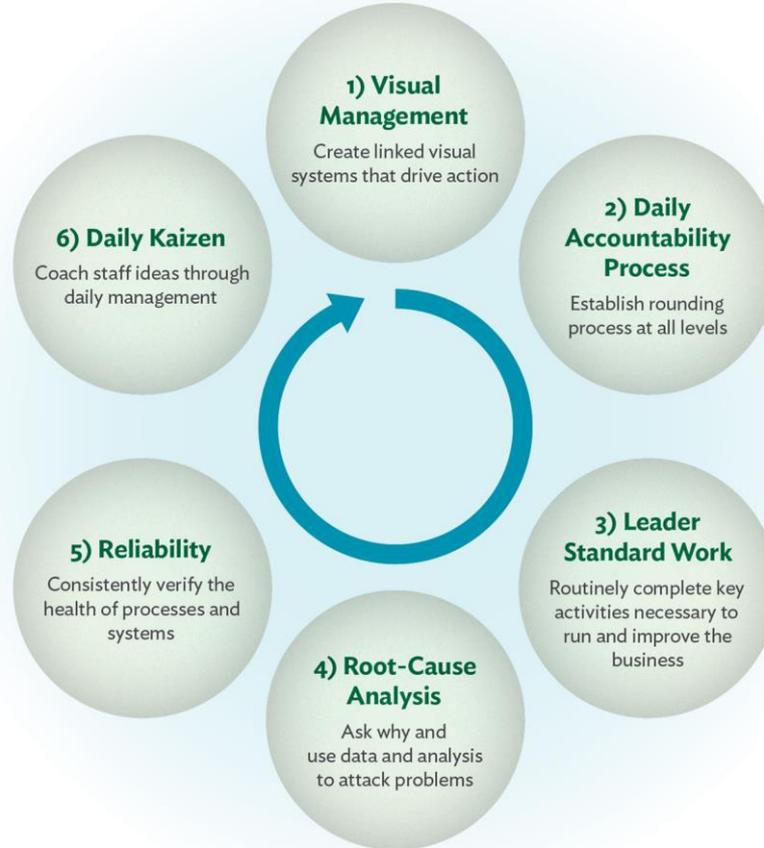
### Leading improvement and innovation

Leaders create kaizen plans, lead improvement and innovation events and activities, and coach everyday lean ideas.



# Daily Management

Know, run and  
improve your business



# Daily Management

Daily or weekly team huddles to share information on improvement activity, status of work, goal work, and countermeasures required



**Example: Laboratory**

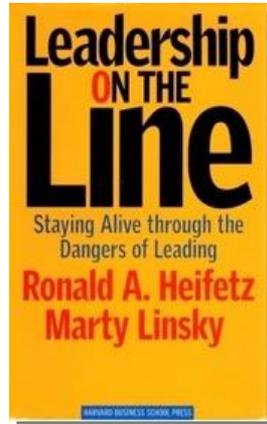
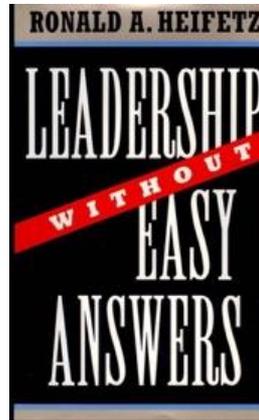


**Example: Health Information Services**

# Insight on Change: Ronald Heifetz

## Technical

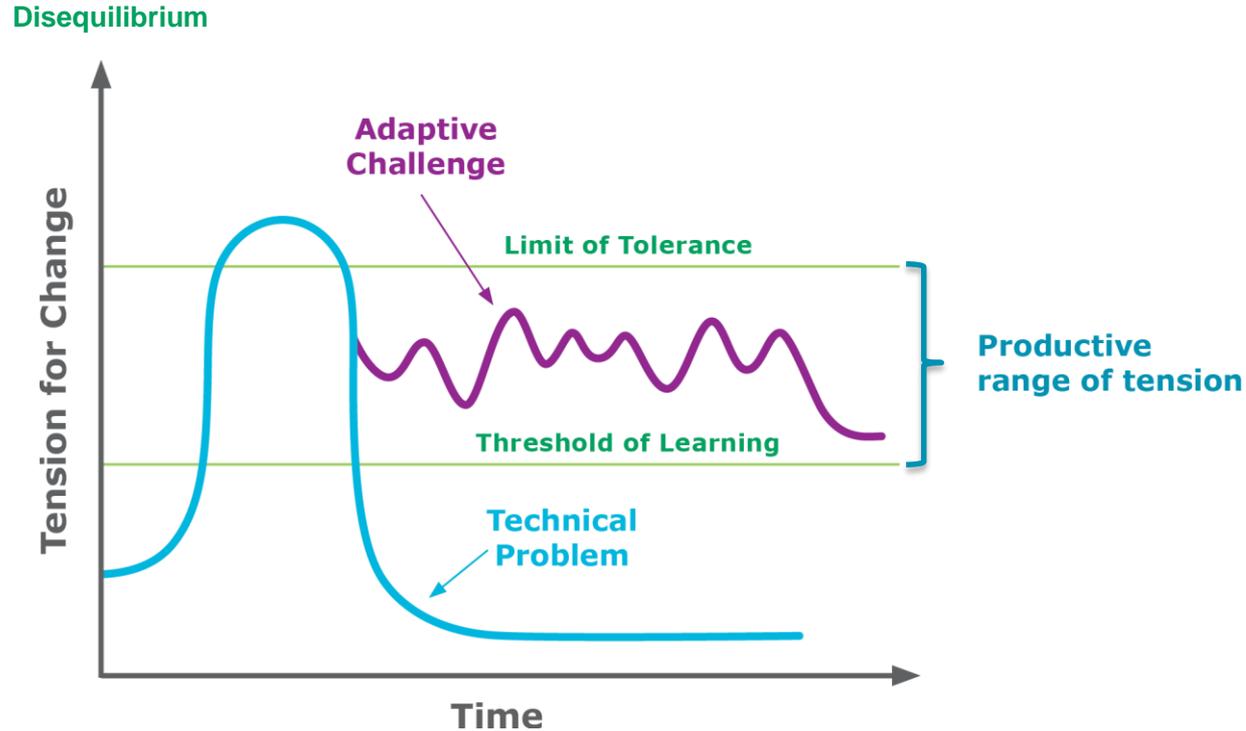
- Problem is well defined
- Solution is known can be found
- Implementation is clear



## Adaptive

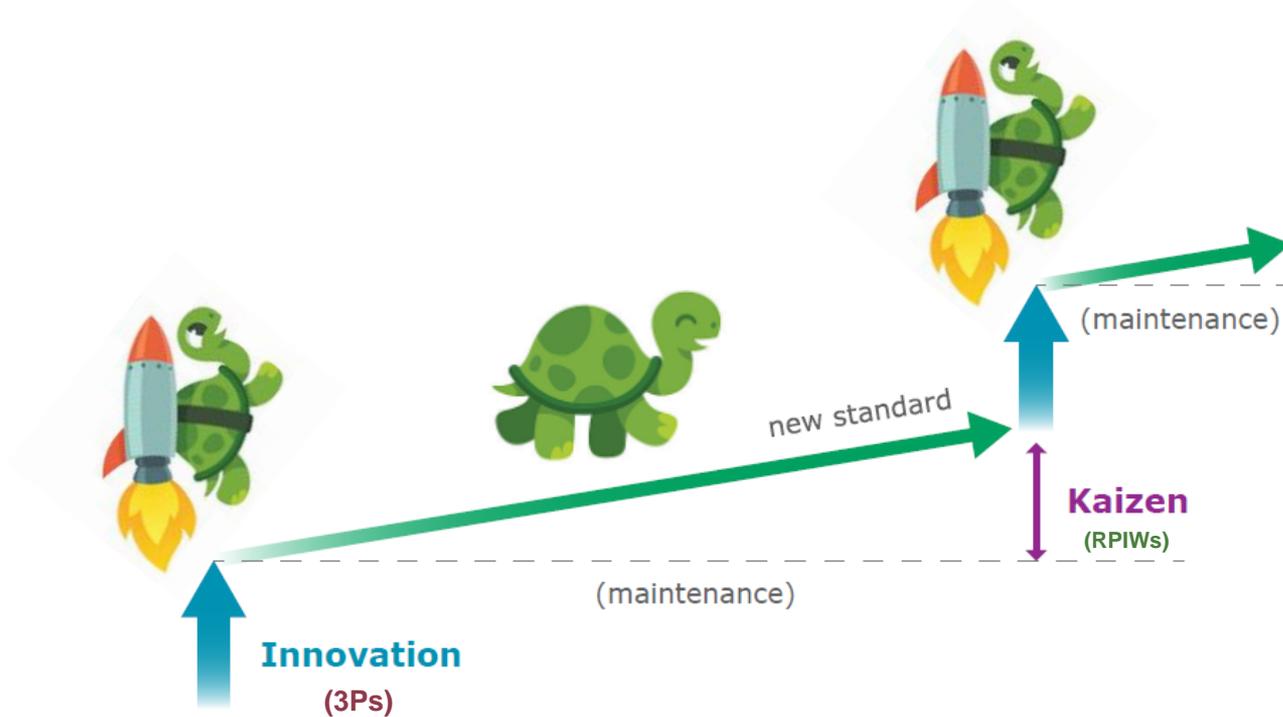
- Challenge is complex
- To solve requires transforming long-standing habits and deeply held assumptions and values
- Involves feelings of loss, sacrifice, anxiety, betrayal to values
- Solution requires learning and a new way of thinking, new relationships
- Triggers avoidance of uncomfortable issues

# “Distress” and Adaptive Work



Heifetz, Ronald A. and Marty Linsky. *Leadership on the Line*, Harvard Business School Press, 2002, p 108.

# Innovation and Continuous Improvement



# Engage all Team Members

- All team members trained in improvement methods and tools
- Everyone involved in improving *their own* work with PDSAs and improvement events
- Multi-disciplinary improvement teams



Virginia Mason Medical Center 2008 Idea Template

Idea Title	Date
100% Patient Safety	1/1/11

Problem or Opportunity	Value
100% Patient Safety	100% Patient Safety

Team Lead	Project Sponsor	Project Manager	Project Champion
100% Patient Safety	100% Patient Safety	100% Patient Safety	100% Patient Safety

Team Name	Team Purpose	Team Mission	Team Vision
100% Patient Safety	100% Patient Safety	100% Patient Safety	100% Patient Safety

Have you finished testing and implementing idea?  Yes  No

Remember to report the idea on a Patient Safety Event if appropriate

# Respect for People

- Am I treated with dignity and respect every day by everyone I work with (*regardless of my position, ethnicity etc.*)?
- Do I have the knowledge, skills and tools (support) to do my job?
- Am I recognized (appreciated) and thanked for my contributions?



**Paul O'Neill**

Former US Secretary of the Treasury  
Former Chairman, Alcoa & RAND Corporation

# Strive for the Highest Satisfaction Levels

- Remove the burden of the work
- Skill/task alignment
- Developing your people
- Teamwork

Listen to understand

Keep your promises

Be encouraging

Connect with others

Express gratitude



## Top 10 Ways to Show Respect for People Foundational Behaviors of Respect

- 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 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 your organization understands 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 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; 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 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.

Learn how to apply **Respect for People** at your organization:  
[Creating a Culture of Patient Safety](#)

Speak up

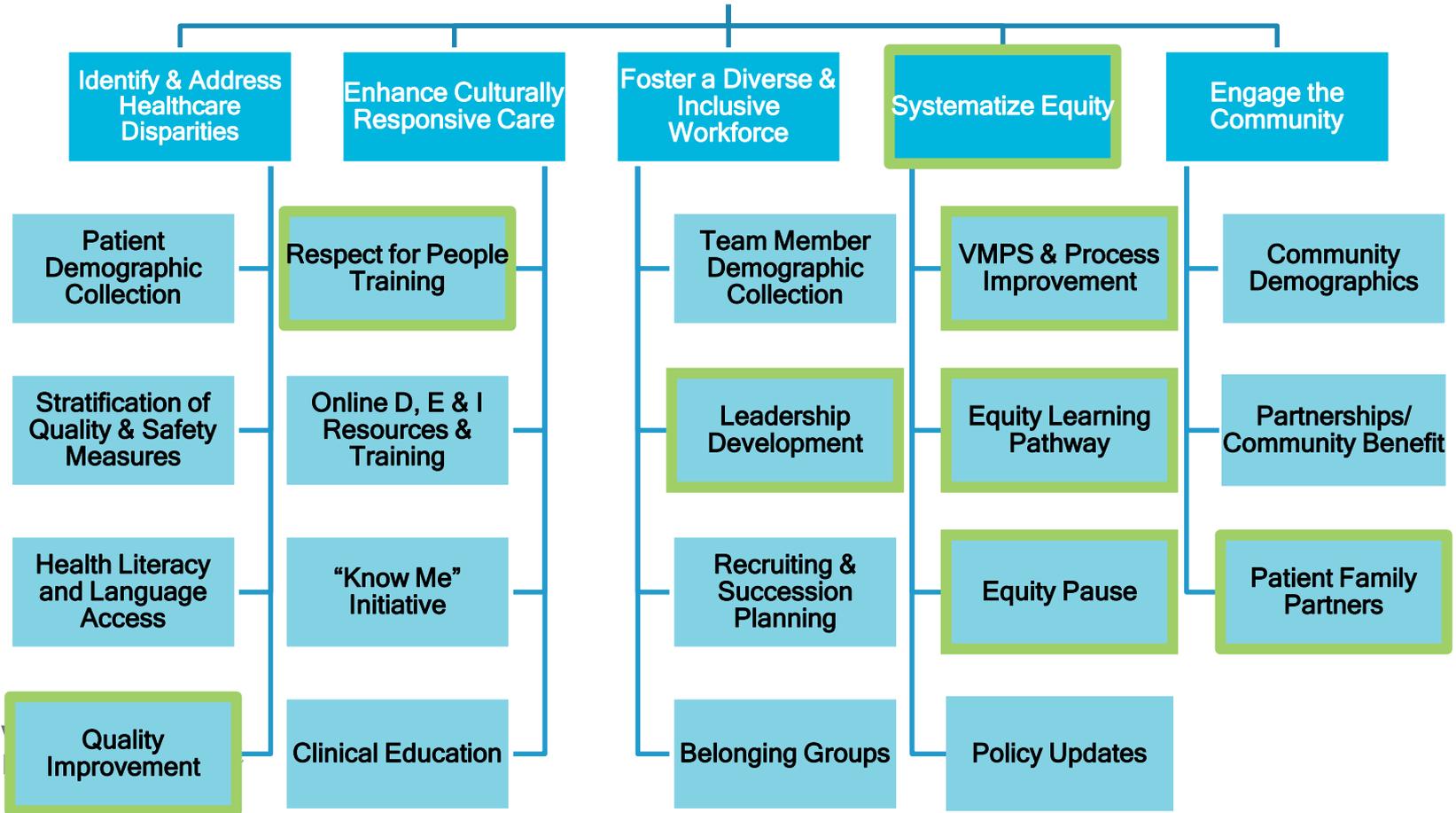
Walk in their shoes

Grow and develop

Be a team player

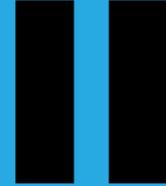
Share information

# Health Equity, Diversity, Equity & Inclusion VMHC Workstreams



# What is an **equity pause**?

An intentional opportunity to:



- Reflect and share our learning related to equity
- Remind ourselves of our shared goals/practices and
- Identify what we might do better to support health equity, inclusion, diversity, belonging, psychological safety and more

# Equity Pause Types

## Spontaneous Equity Pause

“Hold on - let’s take a few minutes and discuss this further to be sure we’re considering equity.”

## Planned Equity Pause

“How can we increase equity in our work?”

# Equity Pause Toolkit Topics

- Diversity
- Inclusion
- Implicit Bias
- Self-Awareness
- Psychological Safety
- Racism and Anti-Racism
- Health Equity

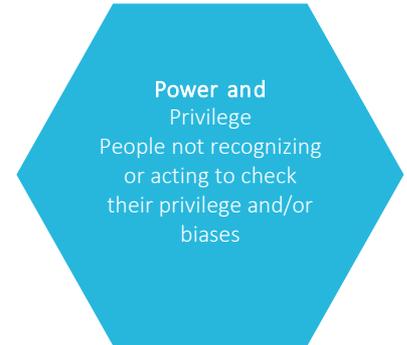


# Equity Pause Examples: Finance and Patient Relations

Frontline team members felt empowered to initiate equity pauses to facilitate:

- Improvement in finance recruiting process
- Ongoing team discussions re: privilege

**Inequity wastes that were addressed  
and mitigated:**



# Support for Patients, Families & Caregivers

- **Synchronized Ongoing Support (SOS)** for Patient Families and Caregiver
- Allows our front line to activate a **response mechanism** for immediate attention when there is serious physical or emotional harm
- Triggers standard process for **ongoing support**



## PSA Activates 3 Pathways

Event Analysis  
and Review

Ongoing  
Communication  
with Patients  
and their  
families

Care for our  
Caregiver  
Colleagues

# Guiding Principles

## **Guiding principles after unanticipated clinical events**

- We will strive to see through the eyes of our patients.
- We will commit to investigating the situation when there is a perception of poor quality.
- We will support the emotional needs of the patient, family, and caregivers.
- We will keep communication open and flowing.
- We will tell patients and families what we know to be true when we know it.
- We acknowledge humans are fallible even within reliable systems and we will approach our response with just culture principles and respect for people.

# Clinician Autopause

Automatic: self assessment/leader assessment

For healing, reflection & support

For clinicians most impacted

Activate when death or serious harm coupled closely with an individual action

Variable duration and timing



# Experience-Based Design Is...

A philosophy and set of methods focused on an understanding of the experiences and emotions of those who are involved in receiving and delivering healthcare services, striving to understand what people *naturally do and feel*.

***What really matters to our customers?***

# Experience-Based Design Is...

- A philosophy and set of methods focused on an understanding of the experiences and emotions of those who are involved in receiving and delivering healthcare services, striving to understand what people *naturally do and feel*.

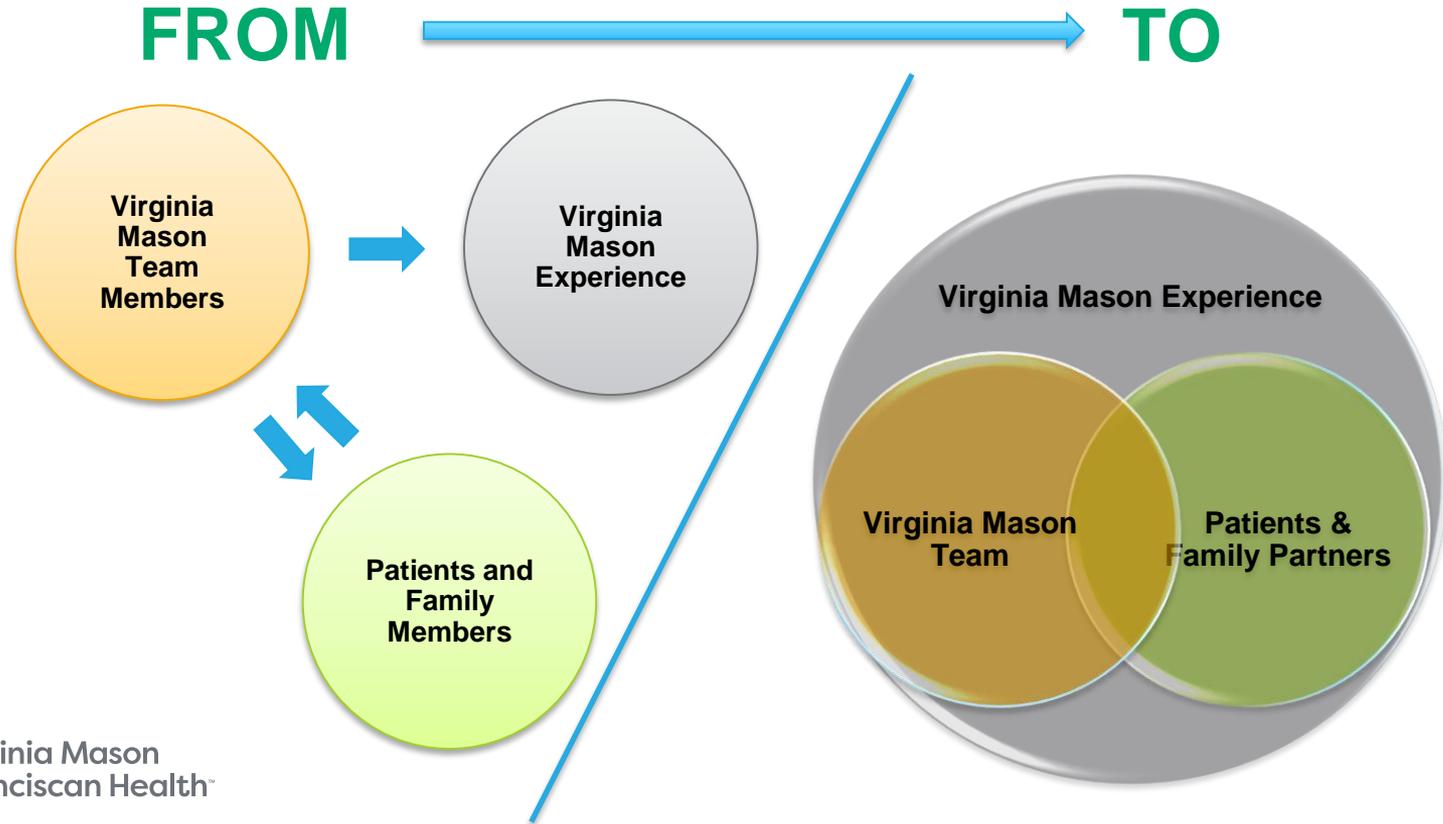
***What really matters to our customers?***

# The Value of Emotion Words

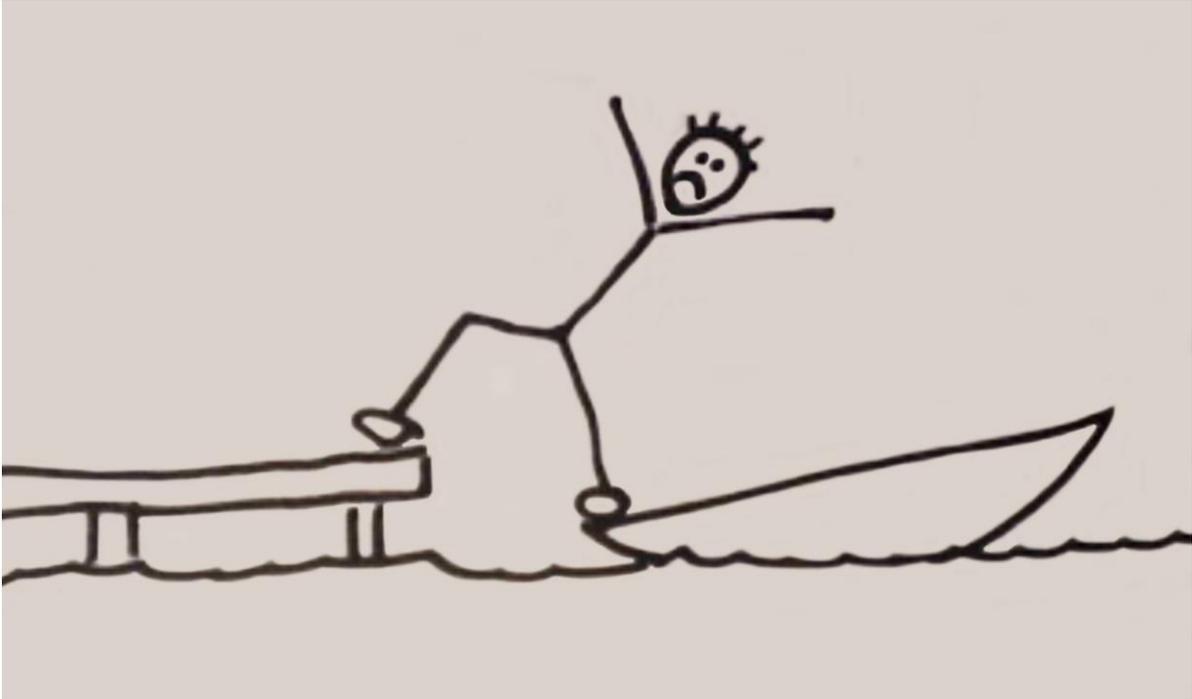
Afraid	Disrespected	Great	Ignored	Optimistic	Satisfied
Angry	Empowered	Guilty	Insecure	Peaceful	Secure
Compassionate	Enjoyment	Happy	Jealous	Pleased	Sense of accomplishment
Confident	Enthusiastic	Hatred	Joyful	Resentful	Successful
Depressed	Frustrated	Hopeful	Loyal	Sad	Valued
Disgusted	Grateful	Hopeless	Okay	Safe	

Russ LR, Phillips J, Brzozowicz K, et al. Experience-based design for integrating the patient care experience into healthcare improvement: Identifying a set of reliable emotion words. *Healthc (Amst)*. 2013; 1(3-4): 91-99. <http://dx.doi.org/10.1016/j.hjdsi.2013.07.004>

# Redrawing the Boundaries



# What's Happening Now



# Overview: Virginia Mason's Centers of Excellence and Bundled Care

- Launched 1<sup>st</sup> bundled care contract in 2013 with Walmart
- Focus on clinical appropriateness
- Controlled and predictable costs (remove variability)
- Improve outcomes, patient satisfaction
- **Today:**
- **Many Employers:** Walmart, Lowes, McKesson, Jet Blue, etc.
- **Bundles include:** Cardiac surgery, orthopedic, spine (including complex), bariatric, gynecology and general surgery.
- **Third Party Administrators:** (EdisonHealth, Employer Direct, Health Design Plus)
- Care for patients from across the United States



# Case Study: Spine Clinic

Transforming Back Pain Care through Implementation of  
Clinical Value Stream: Improved Quality with Lower Costs

# Redesigning Health Care

## Tools of the Virginia Mason Production System

### 1. Value-stream mapping

Care from the patient's perspective

### 2. Evidence-based medicine

Care that works

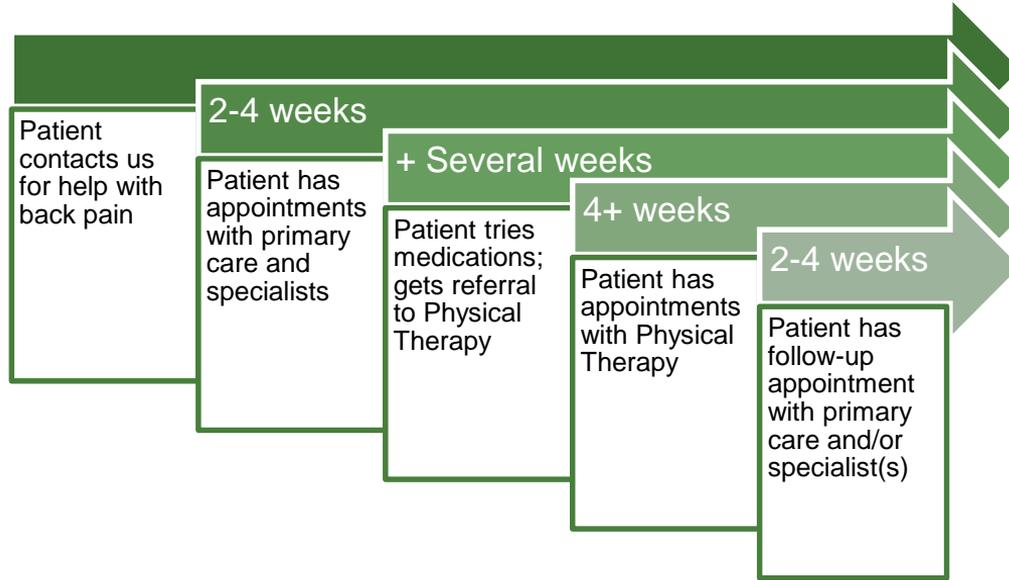
### 3. Skill-task alignment

The right provider for the clinical task

### 4. Lead time reduction

No waits or delays

# “Usual” Care for Back Pain



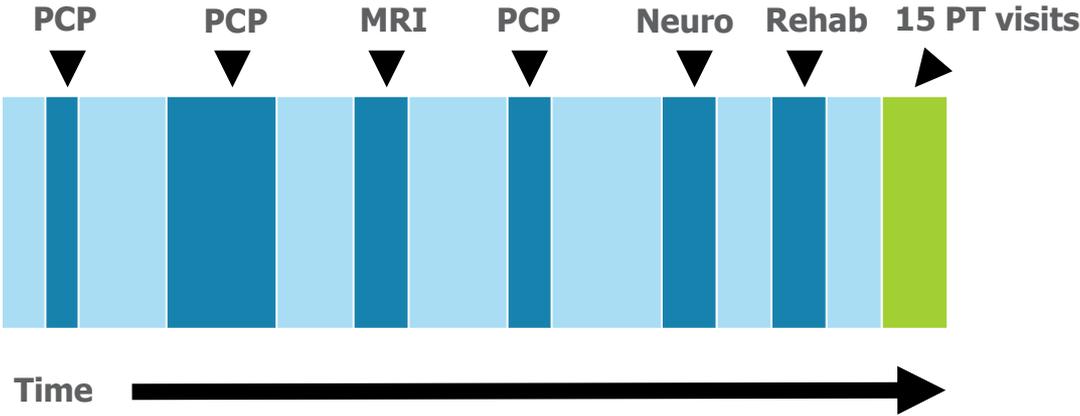
## Goals for Spine Clinic:

- Quick access for the patient
- The ‘right’ care at the ‘right’ time
- Evidenced based care
- High patient satisfaction
- Quick return to function
- Win for patient, win for employer, win for payer and win for us

# Value Stream Mapping

## Back Pain: Patient Perspective

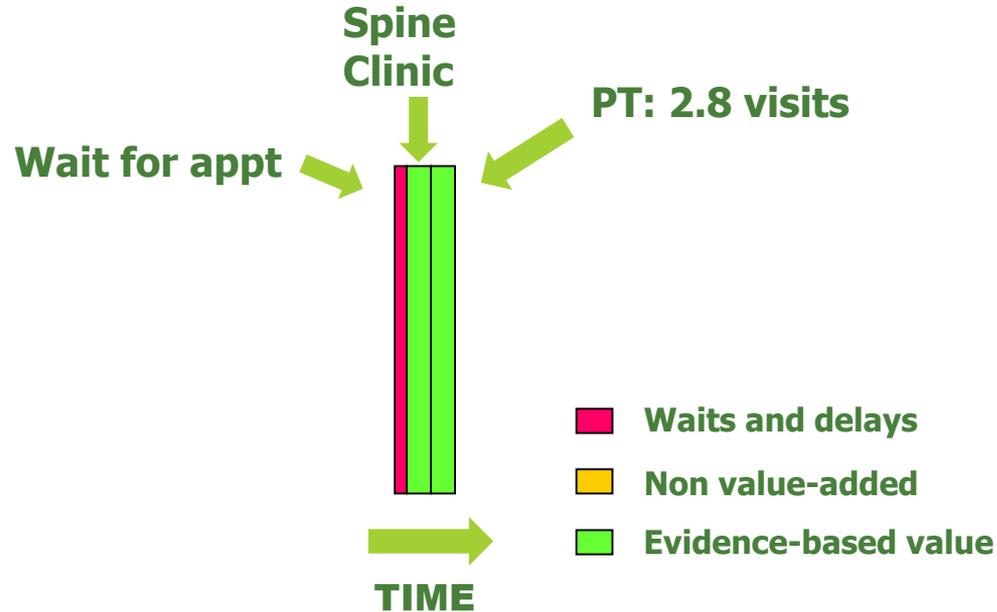
### Before Systems Re-engineering



- Waits and delays
- Non value-added
- Evidence-based value

# Value Stream Mapping

## Right Process: Care of Back Pain Redesigned



# A Business Plan That Works



## Patients

50% less work loss  
Better functional improvement  
Satisfaction: would you recommend?  
4.9/5.0



## Employers

23% less imaging  
50% less Physical Therapy  
50% less absenteeism



## Providers

Lower cost of producing care

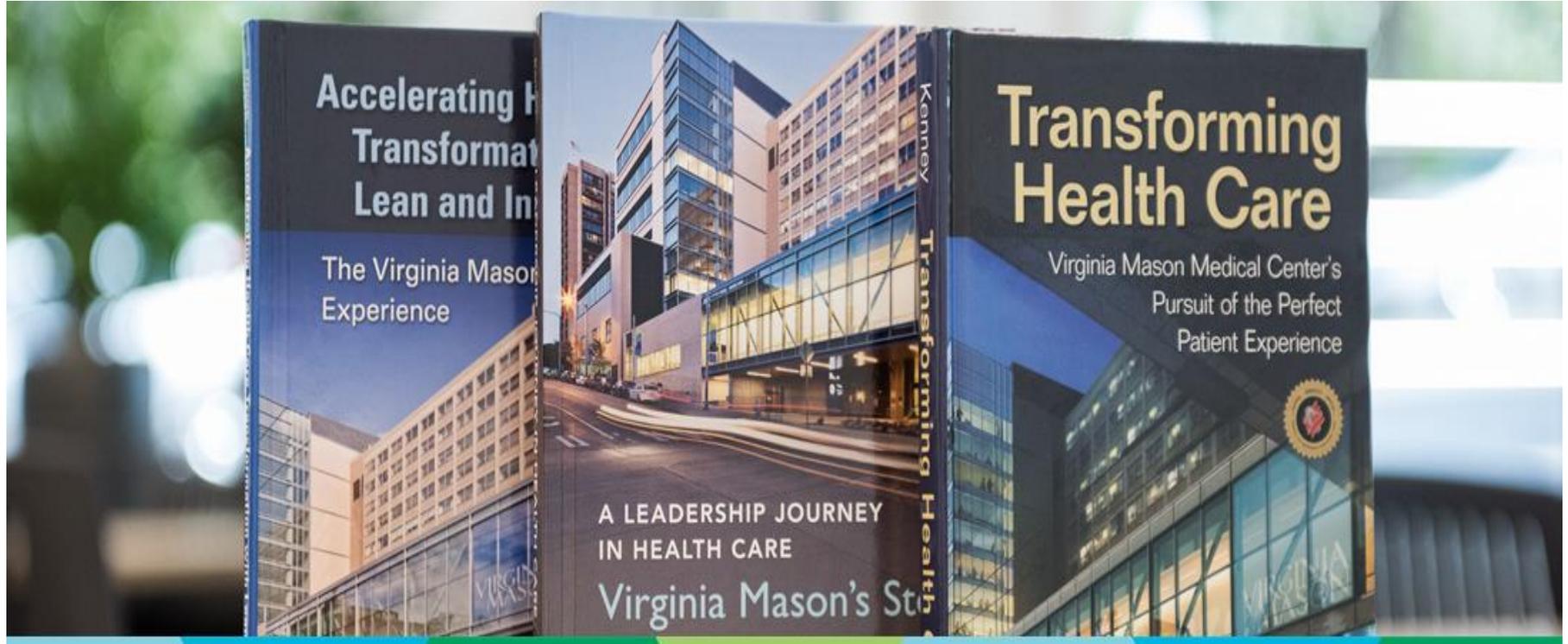
**Cost Reduction for All Stakeholders**

# Using VMPS<sup>®</sup> to Increase Value

## Doing the Right Thing: High Frequency, High Cost Conditions

1. Screening and prevention
2. Back pain
3. Joint pain
4. Headache
5. Upper respiratory infection
6. Breast symptoms
7. Diabetes
8. Depression/anxiety
9. Asthma
10. Abdominal pain
11. Chest pain
12. Bladder infection
13. Dyspepsia
14. Hypertension
15. Hypercholesterolemia
16. Total joint surgery
17. Spine surgery
18. Coronary artery bypass graft

# Transforming Health Care



# VMPS Publications from our Experts

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- Kaplan GS. Defining a New Leadership Model to Stay Relevant in Healthcare. *Frontiers of Health Services Management.* 2020;36(3):12-20. [doi:10.1001/jama.2015.9431](https://doi.org/10.1001/jama.2015.9431)
- Kaplan GS. Health care scheduling and access: A report from the IOM. *JAMA.* July 30, 2015 (online). [doi:10.1001/jama.2015.9431](https://doi.org/10.1001/jama.2015.9431)
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# Independent Study of NHS-VMI Partnership

## Warwick Business School



Upcoming 65-page independent study of NHS-VMI partnership led by Dr. Nicola Burgess and colleagues at Warwick Business School based on evaluation between January 2018 and July 2021.

### Topics include:

- Continuous improvement infrastructure
- Partnership ways of working
- Organizational culture
- Strategic, operational and organizational impact
- Shaping pandemic response

### Key findings:

- “Analysis of qualitative data supports the notion that our five CEOs have adapted their leadership behaviours in important ways.”
- “[The Transformation Guiding Board] was remarkable for its openness, honesty, and for being referred to by all members as ‘the best day of the month.’”
- “As well as delivering ‘rapid improvement’, or ‘quick wins’, RPIWs provide an important opportunity for cross-functional collaboration, boosting staff morale and fostering employee empowerment.”

### Leadership voices:

- *“We produced a £13.6 million surplus last year. It doesn’t matter how we got there, that’s what we produced. We wouldn’t have done that if we hadn’t have been doing this. People are thinking differently ... they’re reviewing what they’re already doing with the resources that they’ve got. That wouldn’t have happened before.”* - (CEO, SASH, interview August 2018)
- *“Many of us have got to where we are by being problem solvers, but now I recognize that it’s the people who do the work that know how to improve the work. We need big ears, big eyes, little mouth.”* - (CEO, UHCW)

# Growing Leaders to Transform Health Care



Develop Respectful,  
Productive People and  
Process Coaches at All  
Levels of Leadership



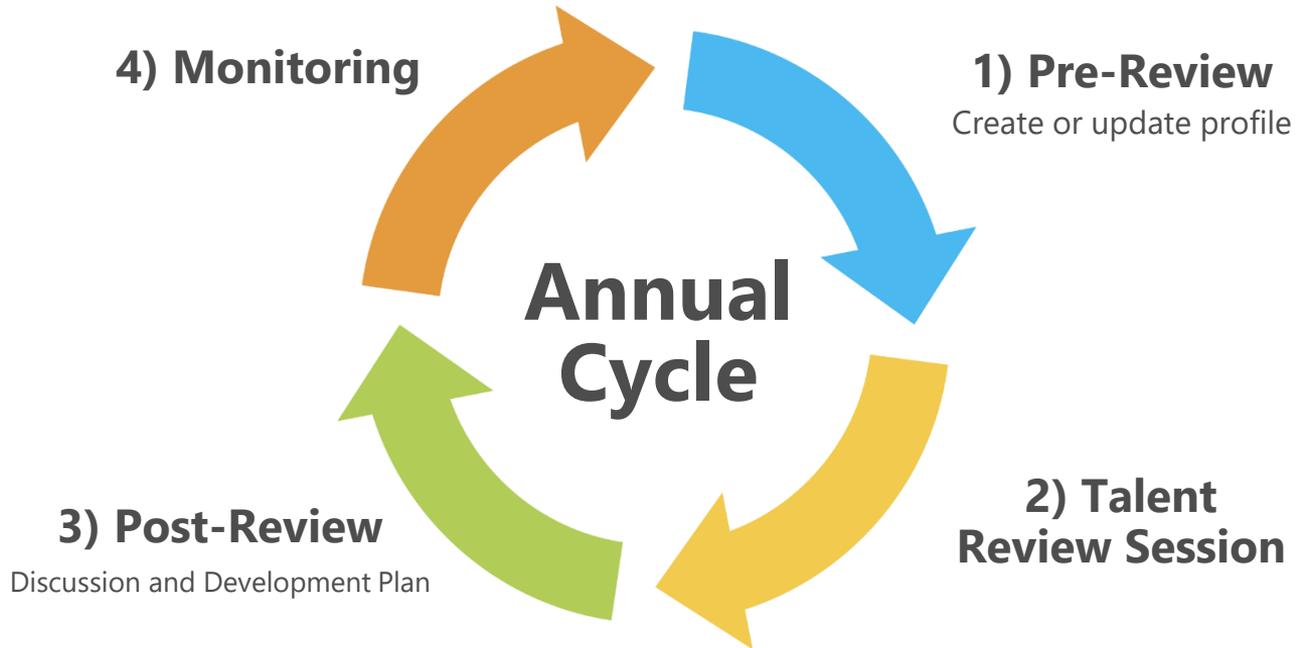
Focus on Executive and  
Leader Capabilities that  
Drive High Engagement,  
Quality and Safety



Continually Have Ready-  
Now Leaders in Our  
Pipeline



# Talent Review



# Talent Review

## Guiding Principles

Talent is an **organizational** resource

Please listen with a **growth mindset**

Assessment is **broad-based** and supported with **specific** behavioral examples

Executive leadership is responsible for ensuring we have a pipeline of **“ready-now”** candidates

## Talent Review Session



## Talent Review Cycle



# Talent Review Guiding Principles

- Talent is an organizational resource
- Executive leadership is accountable for developing the talent
- Assessment of leadership talent is broad-based and supported with specific behavioral examples
- Executive leadership is accountable for “ready now” candidates

# Superhero Leadership Doesn't Work



# Leadership Behaviors that get in the way

Fear of failure  
and fear of  
discussing  
failures

Lack of  
presence

Not listening to  
what is impacting  
the front line

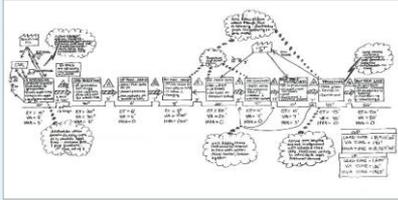
Weak or no  
accountability

Not being  
transparent

Setting too  
many  
priorities



# The New Leaders



System thinker



Coach



Problem framer



“Go and see”



Learner

GENBA	
AIM	Follow-Up
30-60 Day	Review Issues Board for items in ORANGE status
90+	These items are:
Complete Rounding Form	- New Issues
Quality Check (Did they fill out EPB?)	- Have updates/Changes
Signatures	- Require Assistance
Notes:	
	Transparent Management Questions:
	- What is working well for you?
	- Are there any barriers I can remove?
	- What is not working well for you?
	- Do these appear (should recognize for good work)?
	- How are your ELP coming?
	- May I help you with your ELP?

Follows leader standard work



# Genchi Genbutsu

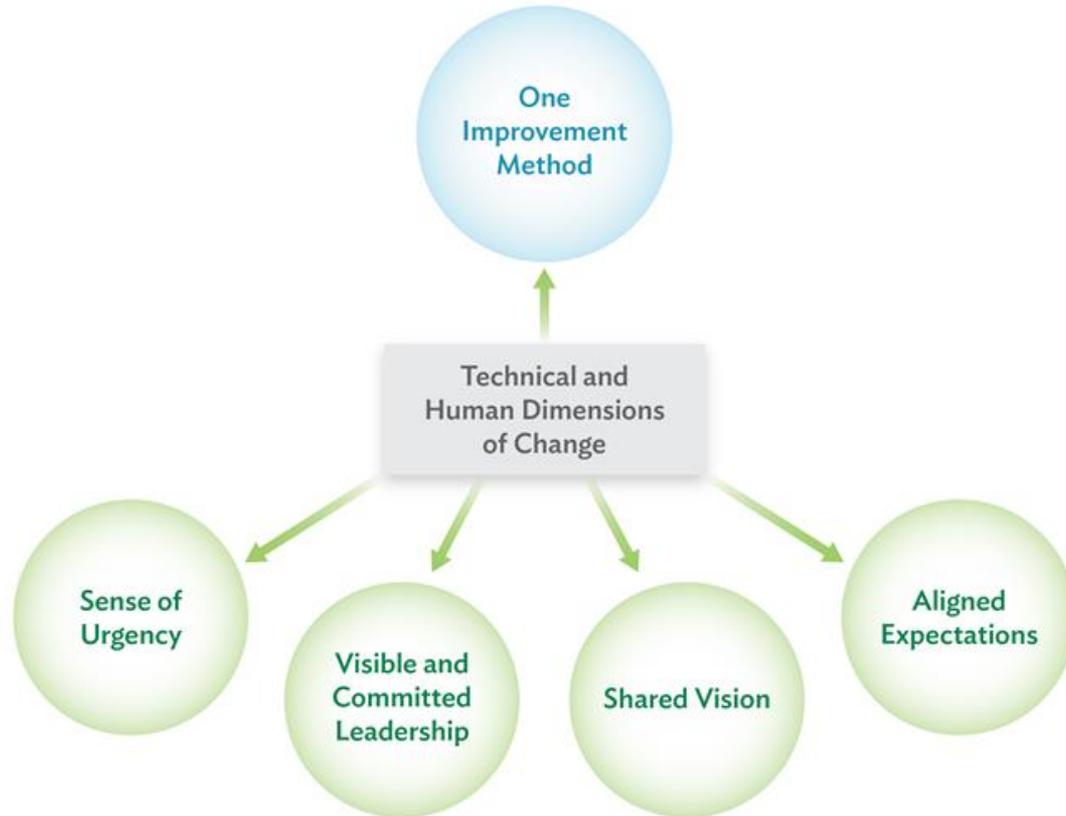
- “It’s all lies”
- Go where the action is
- Know your people and let them know you
- Vulnerability is ok
- Connect the dots

# In Partnerships Worldwide

Transforming healthcare across the globe



# Requirements for Transformation

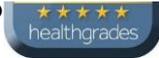


# Virginia Mason's Journey

Executives to Japan



Healthgrades Distinguished Hospital Award



Virginia Mason Institute Formed

Leapfrog Top Hospital of the Decade



Respect for People Training

Daily Kaizen introduced



Virginia Mason and Franciscan Health merger

First Advanced VMPS Cohort



VMFH declares VMPS as Management System

2002      2004      2006      2008      2010      2012      2014      2016      2018      2020      2022

Mrs. McClinton



Kaizen Fellowship Program



KPO Established



Super-flow RPIWs

Model Line Standards Formed



Experience Based Design training

Can You Tell Us About Your Experience with Heart Surgery?		Always	Frequently	Sometimes	Rarely	Never	Don't Know
How often do you see your doctor?							
How often do you see your nurse?							
How often do you see your pharmacist?							
How often do you see your physical therapist?							
How often do you see your occupational therapist?							
How often do you see your dietitian?							
How often do you see your social worker?							
How often do you see your case manager?							
How often do you see your respiratory therapist?							
How often do you see your speech therapist?							
How often do you see your behavioral health provider?							
How often do you see your patient care representative?							
How often do you see your patient care advisor?							
How often do you see your patient care specialist?							
How often do you see your patient care coordinator?							
How often do you see your patient care manager?							
How often do you see your patient care supervisor?							
How often do you see your patient care director?							



Patients as Partners with our improvements

Partnered with Amazon on COVID 19 SuperVax



Healthgrades America's 50 Best Hospitals Award



Exploring scaling VMPS across CommonSpirit  
CommonSpirit

# Thinking Differently

## Changing our Hearts and Minds

**From**  **To**

### Provider First

- Waiting is good
- Errors are to be expected
- Diffuse accountability
- Add resources
- Reduce cost
- Retrospective quality assurance
- Management oversight

### Patient First

- Waiting is bad
- Defect-free medicine
- Rigorous accountability
- No new resources
- Reduce waste
- Real-time quality assurance
- Management on site



**“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**