

## **On the Campaign Trail...The Campaign Blog**

### **Monday, October 29, 2007: Holy Cross Community Hospital: A Home Away from Home**

“...After our tour, we were brought to a large conference room and in front of us was another row of smiles. We were greeted warmly and took our seats intent on listening to all the great work that had been taking place. I was amazed to hear that the staff, after some frustration with the system as it was, went to the management and the board with a case for change. And boy, did the board and management react. They went out and found the 100,000 Lives Campaign and Life Wings. Life Wings is a quality system that was developed from the field of aviation, much like the lean work we have learned from the Toyota model. Borrowing tools from aviation safety standards and techniques, Life Wings coupled with the Campaign has really transformed the way care is given at Holy Cross. The management and board mandated that everyone in the hospital comply and observe the new processes and interventions, along with a mandatory training even for the board!

We heard accounts of how communication and innovation were the cornerstone of their improvement efforts. They took SBAR and tweaked it to fit their own organization better. They had a system in place that empowered everyone so that no problem, small or large, would go unchecked. “See it, say it, fix it” has become their motto and it is working. Everyone now has a stake in the improvement of their community’s hospital. They to live there, too; Holy Cross is the only hospital within 60 miles; they see themselves as a family and it shows in their work.

Briefings before each day and debriefs after each surgery have led to daily problem solving, and fast spread of information and safety techniques. The team had also collected a lot of data to determine just how they were doing in certain efforts. For example, they went from marking the surgical site 30% of the time to 100% of the time by empowering nurses to help their doctors remember. They created procedure cards that have helped every level of care and are now at 99% utilization. They have been without a pressure ulcer for six months!! They created a system for tool stations (using trays) that drastically improves making sure that each tool is in its place when needed.

After leaving the hospital and all the warm faces, we had another trek through the wonderful scenery that was New Mexico. Surely if anything can be said about our trip, it’s clear that you are apt to get warm, safe, patient-centered care at Holy Cross.”

-- Jake Auger

*IHI Campaign Blog. Progress in the 5 Million Lives Campaign. Cambridge, MA: IHI. (Available on [www.IHI.org](http://www.IHI.org).)*