

Better Safety For Children... National Recognition For Those Who Care For Children



Miami Children's Hospital (MCH) achieved zero near misses and won a national training award for their comprehensive patient safety initiative.

Background

MCH was founded in 1950 and provides dedicated pediatric care in more than 130 sub specialties through its 650 attending physicians.

U.S. News and World Report has selected Miami Children's Hospital pediatric subspecialty programs among the nation's best since 2008. The exceptional care at Miami Children's Hospital has garnered it the designation of Magnet facility by the American Nurses Credentialing Center (ANCC).

The Goal

MCH began implementing the LifeWings patient safety system in 2008 in their OR department. Even though the hospital had an excellent track record, its leaders wanted to go further and implement a proven system to eliminate the potential for any near misses.

Leaders knew they needed better teamwork and communications among the healthcare team to achieve zero near misses. For example, prior to LifeWings, huddles and debriefs around the use of bundles and evidence-based practices were performed intermittently and informally.

MCH knew those communication tools, among others, must be standard in order to reach their goal.

The Implementation Plan

Leaders at MCH understood that the LifeWings patient safety system implements best practices from high-reliability organizations like aviation, nuclear power, and the U.S. military, for hospitals and clinics. The LifeWings program involves a customized series of assessments, leadership development, teamwork training, tools-building, and metrics. Their program was developed by a team of pilots, astronauts, physician, nurses, and Toyota-trained Lean experts, and had been proven to work in more than 160 hospitals around the world at the time they engaged with LifeWings.

The implementation began with LifeWings' safety coaches conducting a site assessment by spending two days on site interviewing personnel and leaders, reviewing key performance indicators, and observing processes of care. Seeing opportunities for specific and measurable improvements, and with full commitment from leadership, MCH embarked on the LifeWings six-step process to help MCH improve patient safety as measured by achieving zero near misses.

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Step. 1 Site Assessment

In this first step, the LifeWings coaches observed personnel and events in the Pre-op, OR, and PACU departments. The assessment analyzed leadership actions, metrics, teamwork and communication behaviors, and processes of care – including bundles, evidenced-based practices, checklists, and handoffs. This step identified the gaps between MCH current practices and the known best practices of high performing organizations.

Step 2. Leadership Development

The purpose of the leadership development training was to equip the MCH leaders with the skills and tools they needed to lead a successful culture change initiative and close the gaps identified in the site assessment. LifeWings has identified 16 high-leverage activities that senior and frontline leaders must do effectively to achieve sustainably results, improve the teamwork and communications of staff to create a culture of accountability, and effectively implement safety tools such as bundles.

These high-leverage activities include:

- Creating clarity and alignment around the desired key results
- Identifying the areas of resistance to change and establishing cohesive policies on how to deal with the inevitable behaviors and conflict all organizations experience in a change initiative of this magnitude

- Coaching low performers
- Conducting leadership safety rounding
- Creating a leadership change team
- Establishing the data collection and analysis program to document and report results.

Maryann Duva, Risk Manager and Program Manager for LifeWings at MCH cites the mandatory reporting requirement as one of the keys to the LifeWings program success. She explained, “Departments that received the LifeWings training have to measure the results of the program and report their outcome to the steering committee. This makes leadership accountable for monitoring the implementation and ensuring staff compliance.”

Step 3. Team Skills Workshop

To change its culture and achieve the key result, physicians and staff had to act differently with each other during daily work life. These new peer-to-peer accountability behaviors required a new set of teamwork and communication skills. The MCH OR team learned these new skills in a series of interactive, experiential, interdisciplinary training sessions based on training curriculum from both AHRQ and commercial aviation: TeamSTEPPS and CRM.

The training curriculum at MCH focused on teamwork and communication tools that

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fostered mutual respect, and that created an environment where it was okay to crosscheck one another and to speak up and stop-the-line when a problem with patient care was perceived.

Approximately 200 staff members from several departments in the OR attended the training.

Step 4. Hardwired Safety Tools

To ensure that the newly acquired teamwork and communication skills were hardwired into daily practice, LifeWings convened a team of subject matter experts from the unit frontlines to revise or create safety tools such as checklists, handoffs, processes, and protocols.

Although bundles that include checklists and other protocols are pervasive in health care, their efficacy has been highly variable. The LifeWings hardwiring methodology is unique in that it gets staff buy-in by using frontline staff to build customized, unit-specific bundles. LifeWings has learned in multiple projects that greater investment by staff in the tool-building process ensures greater compliance and engagement in the use of the final tools.

Extensive training on all tools and bundles was included in this phase of the implementation. All of the tools are constantly being revised and improved, as needed, to reflect lessons learned by front-line users. Linda Wightman, the LifeWings safety coach who led the tools

workshops said, “Compliance with protocols is always a direct result of ownership. We strongly believe that the people best equipped to determine the standards for how work gets done, are the people who actually do the work. Physicians and staff at MCH created these tools to address their specific issues. That’s why they were so successful.”

To ensure the continued improvements from the program, the hospital is rolling out significant, systemic changes through tools and bundles that will ensure patient safety for decades.

“When a clinician is performing a procedure and entering it into the patient’s record, there will be a link directly to the safety tool. This will ensure the consistent availability of these tools across the hospital.”

Maryann Duva, Risk Manager at MCH

They are working towards implementing 260 different safety tools in all departments. All tools and bundles will eventually be hardwired into the hospital’s electronic medical records program. Ms. Duva explained, “When a clinician is performing a procedure and entering it into the patient’s record, there will be a link directly

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to the safety tool. This will ensure the consistent availability of these tools across the hospital.”

Step 5. Measurement plan

A cornerstone of the LifeWings program is establishing key performance indicators, or, Key Results, so that progress can be tracked and documented. Clarity and alignment around the program’s Key Results were initially developed during leadership training. One simple result was chosen by the leadership team to prove the effectiveness of the initiative: eliminate all near misses.

Step. 6 Train-The-Trainer (TTT)

This step of the LifeWings programs ensures that hospitals are not dependent on consultants for continuous optimization and sustainability. The improvement team at the hospital was so impressed with the results in the OR that they dedicated Maryann Duva and two others to travel to the LifeWings’ training academy in Memphis, Tennessee. The training prepared them to be world-class facilitators and certified as TeamSTEPPS Master Trainers. LifeWings safety coaches then worked with the Maryann and the other Master Trainers, mentoring and coaching them as they learned to conduct all steps of the LifeWings implementation process.

Using their own Master Trainers, to date the hospital has implemented the LifeWings program fully in 19 departments with over 1800 staff and physicians trained. The program

training is also built into the hospital’s orientation program for new-hires.

Results

MCH reports zero near misses since the completion of the implementation in the OR (as of 2012).

In addition, MCH was invited to report their results at the Healthcare Process Improvement Network conference in 2010.

The cardiac department’s results were so impressive— 92% of the staff reported a safer department since implementation—that they were invited to present their experience at the Children’s Hospital of Philadelphia, Cardiology Conference in 2012.

Other organizations, outside of healthcare, also recognized the value in what MCH accomplished. The hospital was ranked in the top five of the 125 companies selected for the 2012 Training Top 125— *Training* magazine’s report on excellence in training and employee development. The best organizations in the U.S. compete for high rankings in this report by providing information on their training programs and the results achieved.

In addition to the top-five award, MCH also received special recognition from *Training* magazine for its patient safety initiative with the report’s special designation of an **Outstanding**

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Achievement Award. This exceptional designation specifically recognized the success of MCH's LifeWings patient safety program implementation.

Ms. Duva emphasized the hospital leadership's excitement about these awards, "We found out a few weeks ago that we made it to the top five this year. This is huge for us."

Linda Wightman, the LifeWings Safety Coach for MCH, noted that a committed leadership team enabled the significant success of the program. "A successful implementation with sustainable results is always the outcome of

having leaders that lead. We can coach leaders through the steps of the implementation, but in the end, they have to take the recommended actions."

Ms. Wightman continues, "The biggest difference between successful leaders and unsuccessful leaders is that successful leaders are willing to do what unsuccessful leaders are not. The leaders at MCH were willing to do what it took to be successful."

About LifeWings

LifeWings Partners, LLC is a team of physicians, nurses, Toyota-trained Lean experts, health risk managers, astronauts, military flight surgeons, and flight crews. The team was the first in the U.S. to study the best practices of organizations with high reliability, and successfully adapt their strategies for use in health care. They have distilled the methodology used in commercial aviation, military aircraft carriers, nuclear submarines, and cutting-edge manufacturing into a systemized implementation plan to equip health care leaders to create safe, efficient, high-quality hospitals and clinics.