

Daily Continuous Improvement Program: Safety Culture at the Front Line

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Medical Safety Officer

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2011: Lean-based ED Performance Improvement Program



We Finally
Improved
Door-to-
Floor times!

Reality sets in... Again.

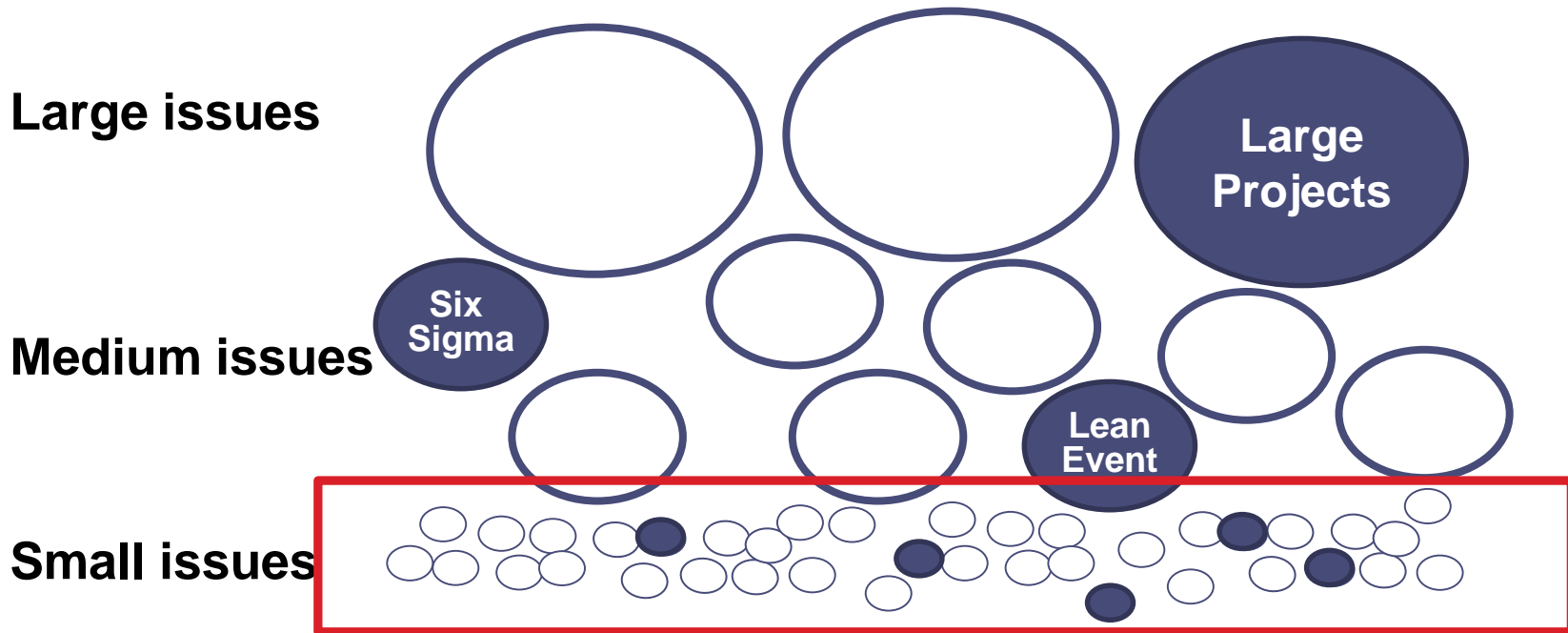


2012: Learning Partnership with ThedaCare



- **Early adopter of Lean in Appleton, Wisconsin.**
- **ThedaCare addresses sustainability by developing culture of DAILY continuous improvement FIRST**

Different Levels of Process Improvement



Focus of Daily CIP

Adapted from: "The Toyota Way Fieldbook" by Liker and Meier

Manager Daily Status Sheet



Red = Required Questions (in some form)

SickKids		avenues to excell (A2E) Daily Status st		Date
Red = Required Questions (in some form)		Mon	Tues	
Safety	What known or anticipated safety risks for patients, families or staff worry you the most today?			
	Tell me about any safety reports that have been completed in the last 24 hrs (follow up plan)			
	What are our concerns related to infection transmission and/or isolation status? (staff and patients)			
	How can we improve hand hygiene on 7B today?			
Quality	Do you foresee any barriers to providing excellent care today?			
	Tell me about our wait times			
	What is our plan for bed management?			
	Actual/potential discharges and/or transfers			
Notes	Any potential discharges/ transfers delays?			
	What challenging/complex family situations should we be aware of?			
	Opportunities for improving pain management?			
	Any issues with equipment and or supplies? (plant)?			
Action Items	Monday:	Tuesday:	Wednesday:	
	Monday:	Tuesday:	Wednesday:	
	Monday:	Tuesday:	Wednesday:	
	Monday:	Tuesday:	Wednesday:	
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	How can we improve hand hygiene on 7B today?			
Do you foresee any barriers to providing excellent care today?				



Unit Scorecard: Driver & Watch metrics

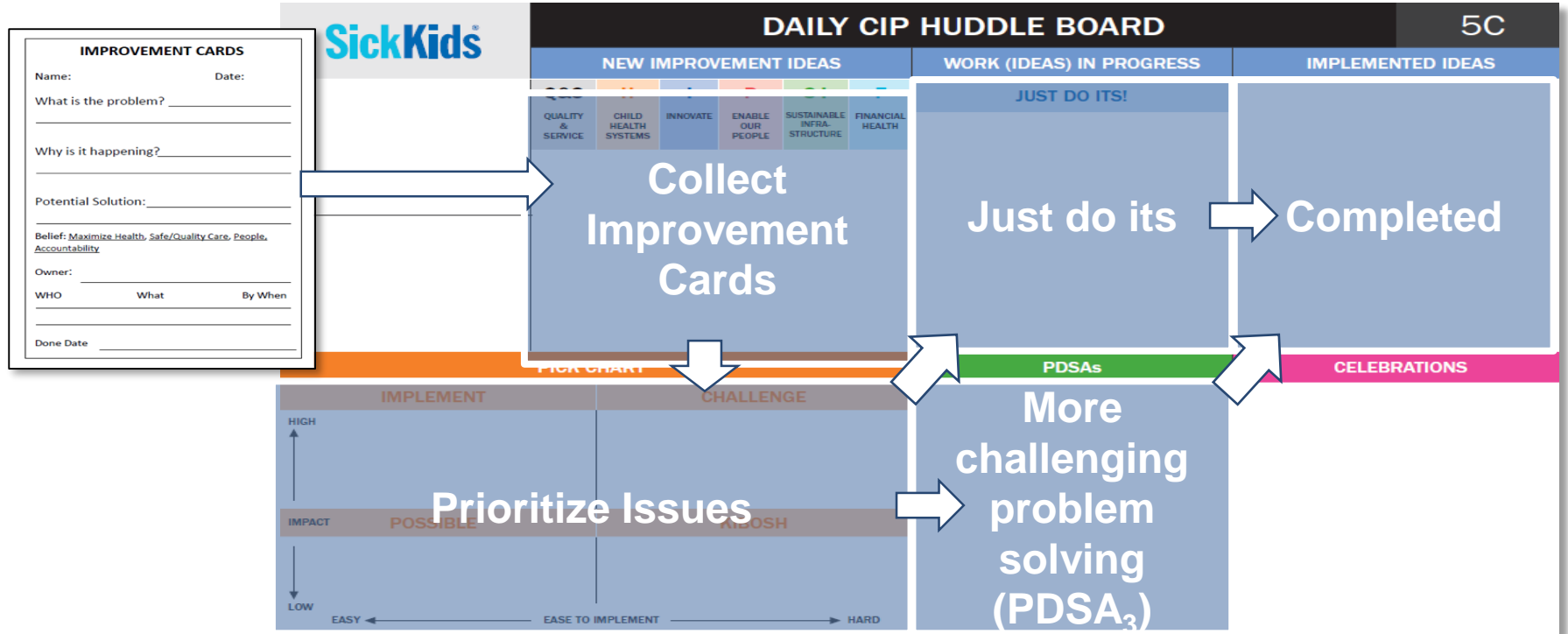
	Indicator	Indicator Definition	Metric Lead	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Prior YTD	2019/20 Target	Target Category	Variance	
DRIVERS	Q&S	Percentage Discharge by 14:00	Sheila & Susan	57.0%	59.6%	61.7%	45.0%	56.0%								55.9%	55.8%	55% (min)	Unit Target	0.1%	
	Q&S	Medication Reconciliation on Admission Compliance	Mahendra & Sabrina	84.4%	78.9%	71.1%	63.9%	81.1%								75.9%	76.0%	80% (min)	Corporate Target	-0.2%	
	Q&S	Medication Reconciliation on Transfer Compliance	Mahendra & Sabrina	80.0%	60.0%	60.0%	22.2%	42.9%								49.0%	53.0%	75% (min)	Corporate Target	-8.1%	
	Q&S	Hand Hygiene Compliance	Megan & Mary	77.0%	76.0%	76.0%	73.0%	74.0%								75.2%	76.5%	80% (min)	Corporate Target	-1.7%	
WATCH INDICATORS	Q&S	Pain Management Satisfaction Score	Patti & Dorothy														74.80%	80.0% (min)	Corporate Target		
	Q&S	Inpatient Satisfaction Score	Jennifer														64.70%	68% (min)	Corporate Target		
	Q&S	Percentage ED Admissions within 8 hours Neurosurgery		73.2%	82.1%	85.7%	63.9%	85.3%								78.0%	67.5%	50% (min)	Corporate Target	13.5%	
	Q&S	Percentage ED Admissions within 8 hours Neurology		46.7%	25.0%	37.5%	33.3%	50.0%								38.5%	33.8%	50% (min)	Corporate Target	12.2%	
	Q&S	Percentage ED Admissions within 8 hours Trauma			100.0%											100.0%	78.6%	50% (min)	Corporate Target	21.4%	
	Q&S	Patient Fall Safety Reports		1.0	1.0	1.0										3.0	0.68	0.50	Corporate Target	0.77	
	P	Health and Safety Compliance - N95	N95 Mask Fit Testing Compliance			86.0%		89.0%									87.5%	86.0%	100.0%	Unit Target	1.7%
	P	Job Engagement	Job Engagement survey results representing employees' perceived relationship with their day-to-day work														75.0%	75.4% (min)	Corporate Target		
	P	Organizational Engagement	Organizational Engagement survey results representing employees' perceived relationships with the organization														72.7%	72.8% (min)	Corporate Target		
	F	Nursing Grasp Compliance	The percentage of completed workload measurements per patient per shift		79.0%	75.0%	72.0%	66.0%	72.0%								72.8%	79.0%	100.0%	Corporate Target	-8.5%
	F	Hours Per Patient Day (HPPD)	Hours per patient day															10.50	Unit Target		
	F	Cost per Patient Day	Definition TBD																YTD +/-	Unit Target	

24% of unit scorecard metrics related to safety

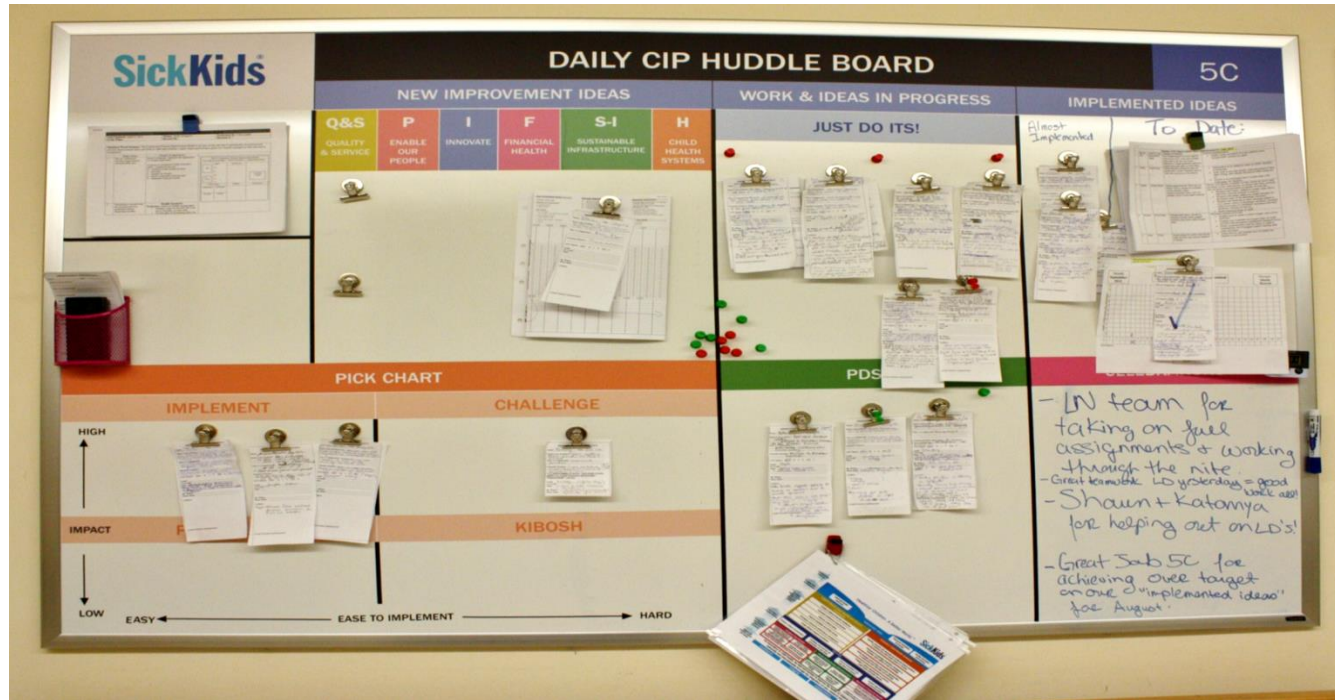
Daily Improvement huddle: MWF 1:15-1:30



Daily Improvement Board

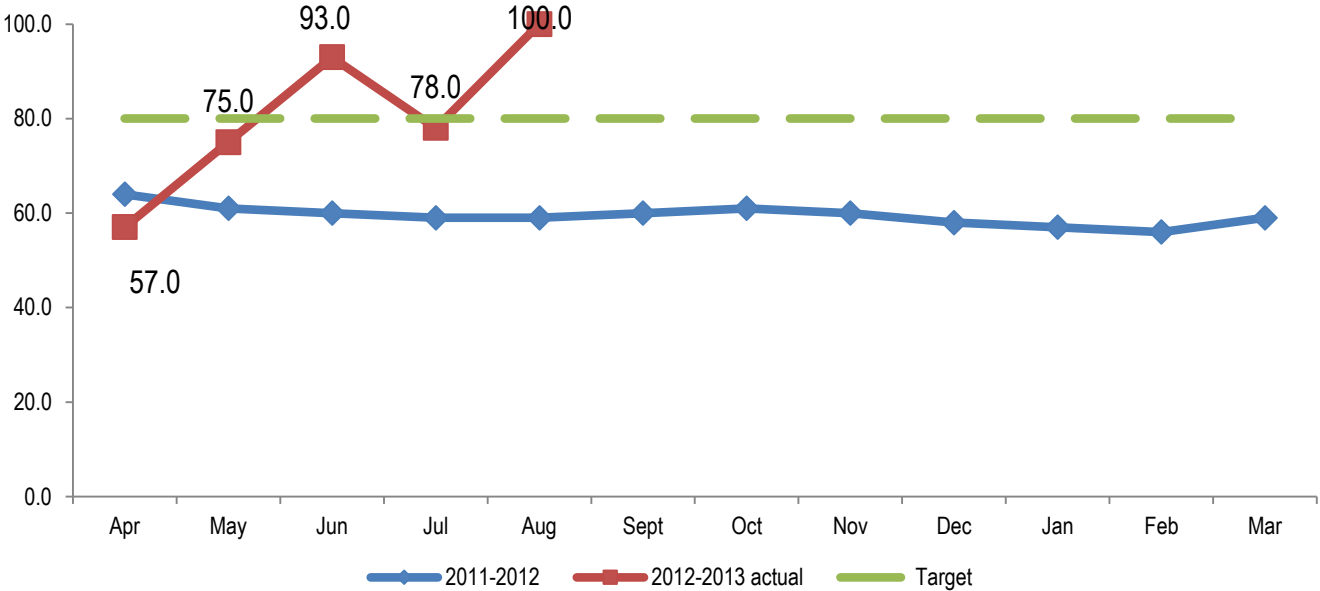


Daily Improvement Huddle Board

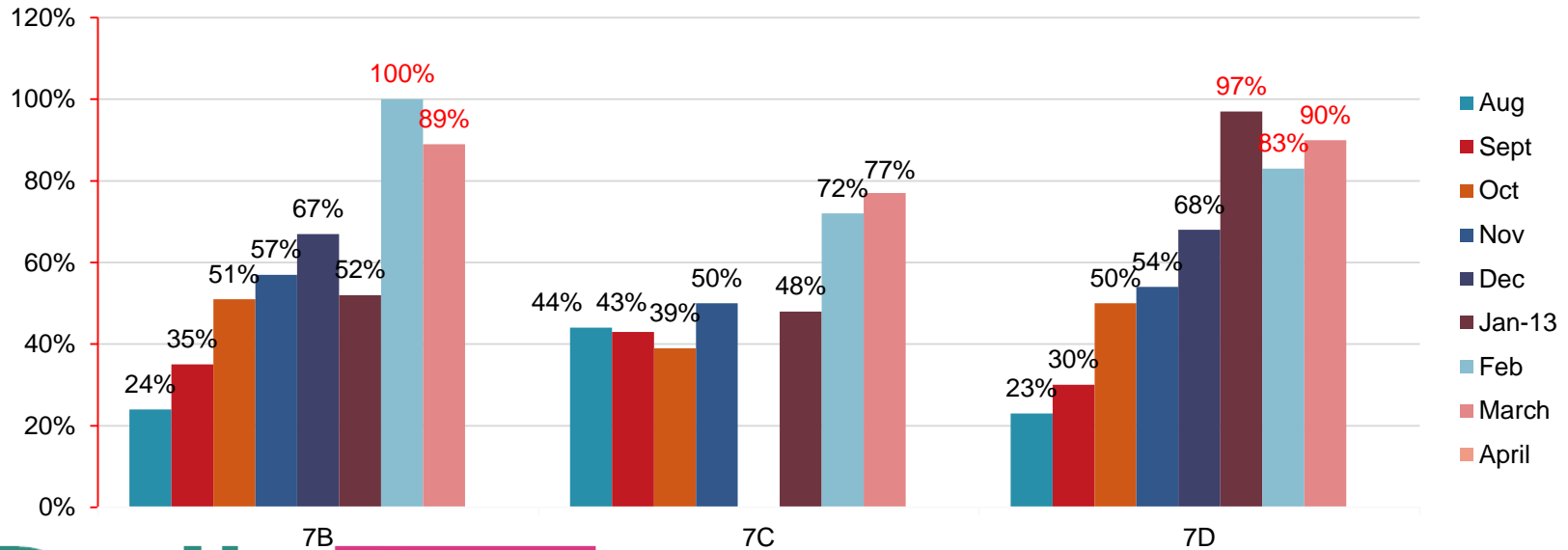


Daily CIP's Goal:
**Develop people to solve
problems and improve
performance**

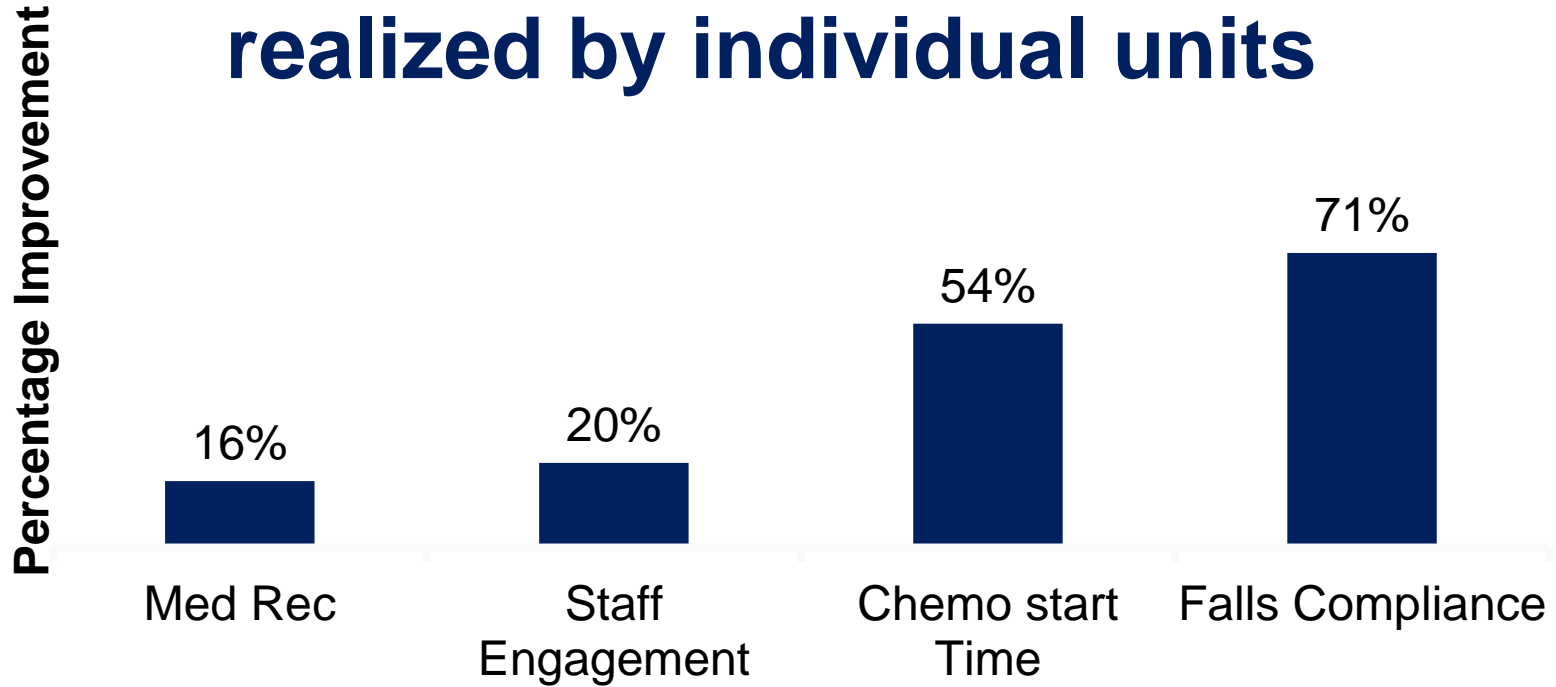
Early success: hand hygiene compliance



Falls, Entrapment, Strangulation, Entanglement documentation



Sample performance gains realized by individual units



Maturing the Program Relationship to Safety Culture

- **Reporting Culture +**
- **Just Culture ?**
- **Informed Culture ?**
- **Learning Culture ?**

Acknowledgments

SickKids nursing and operational leaders:

Kate Langrish, RN, Lynn Mack, RN, Linette Margallo, RN, Dinarte Viveiros, RN

SickKids Office of Process Improvement:

Shiraz Bhajwa, MBA, Travis Beamish, MBA, Ali Shahzada, MBA

Executive sponsor:

Jeff Mainland, EVP Strategy, Performance, Quality and Communication