# System Work *is* Culture Work

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nrc HEALTH | HUB23

# Prisma Health

***Comprehensive health company that exists to improve the state of health in South Carolina***

**6** Specialty hospitals

**12** Acute hospitals

**$6B** Total revenue

**29.7K** Team members

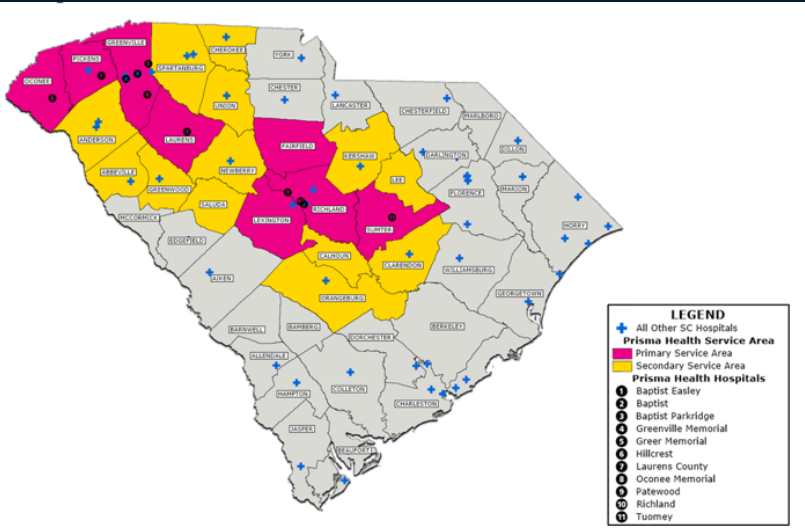
**3.4K** Employed providers

**5.3K** Providers in our CINs

**116K** Inpatient discharges

**8.7M** Outpatient and practice visits

**391K** Covered lives in value-based contracts

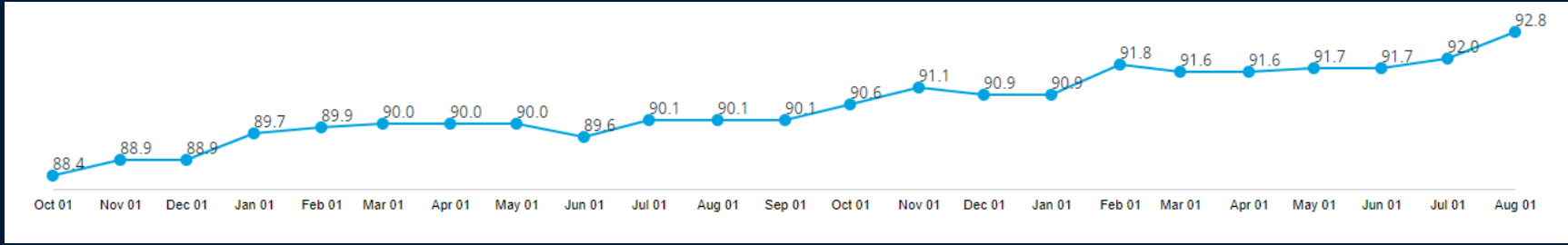



**2,827** licensed beds
**208** NICU bassinets
**2** Level 1 Trauma Centers
**2** Comprehensive Stroke Centers
**2** affiliated medical schools

**2** affiliated nursing schools
**60+** residency & fellowship programs
**680** residents/fellows
**1,175+** clinical research studies
**550** clinical trials

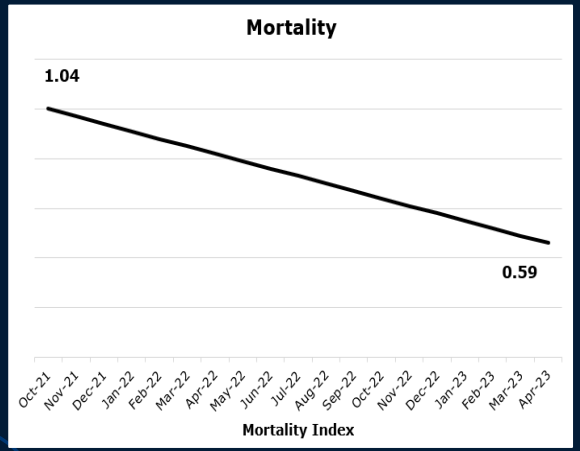
**We significantly improved all domains of clinical outcomes, efficiency, and team engagement during the most difficult operating environment in healthcare's recent history and shouldn't have…**

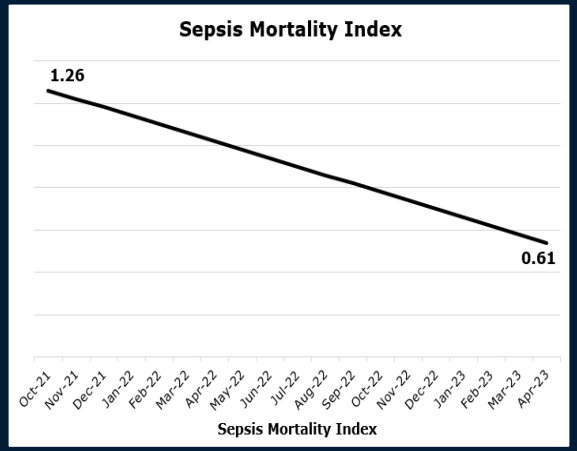
# Building trust with the communities we serve…

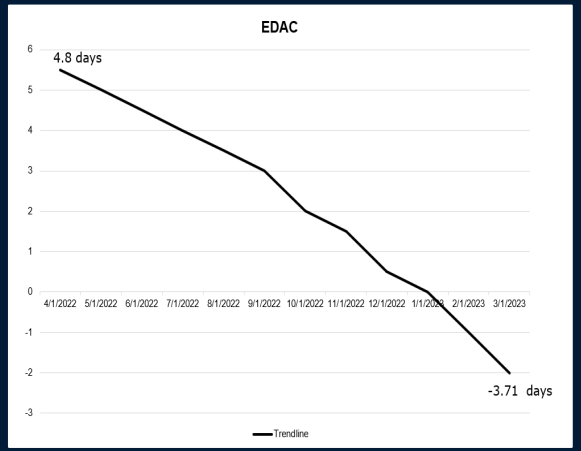



305-Practice Medical Group improved ‘Likelihood to Recommend’ from the 50th PR to the 77th PR in 18 months

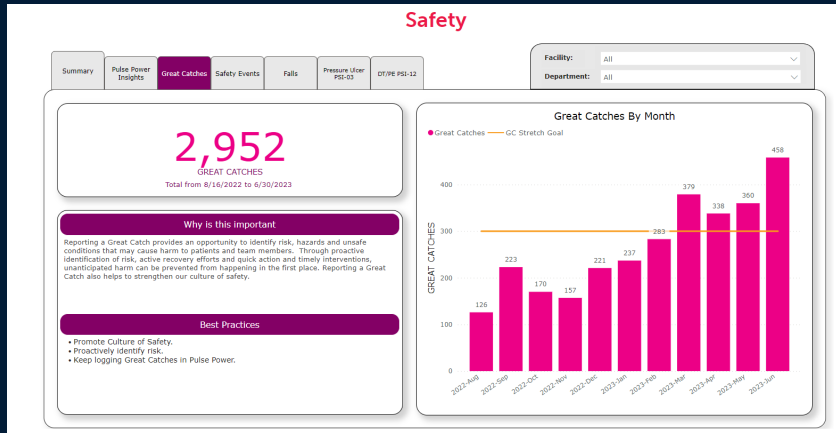
# Saving lives and improving clinical outcomes…

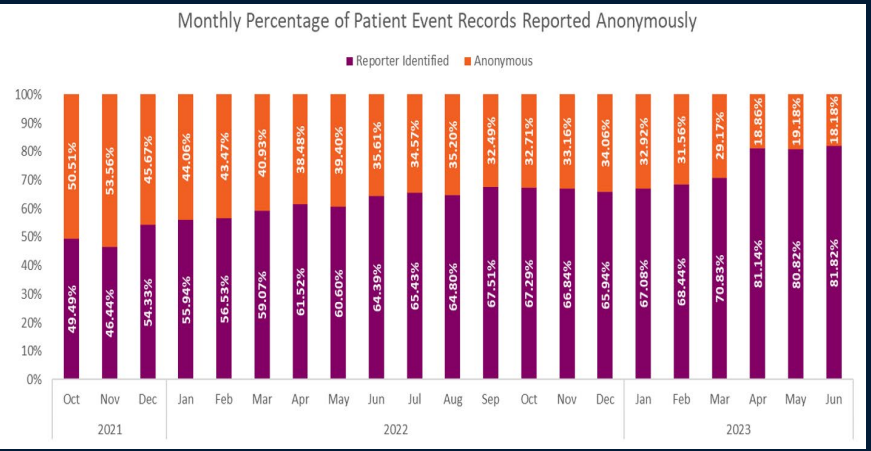


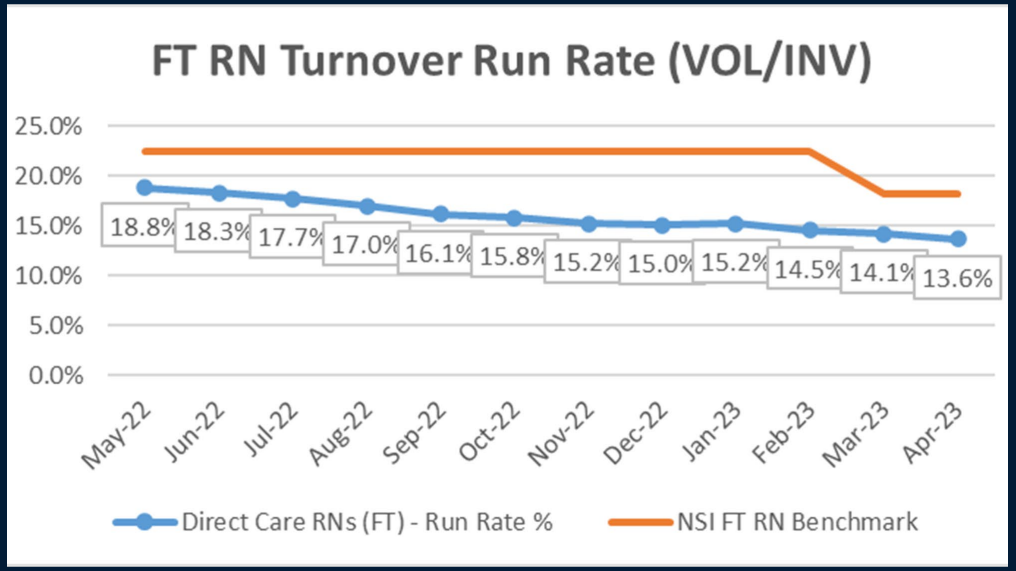



# Becoming a learning organization…



# And becoming a better place to work



# How did we do this?

# Historical view of improvement…

**People**

Tools

**Culture**

**People**

Tools

Systems

**Operating Systems**

Systems

Tools

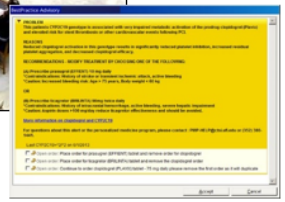
People

**Proliferation of Technology**

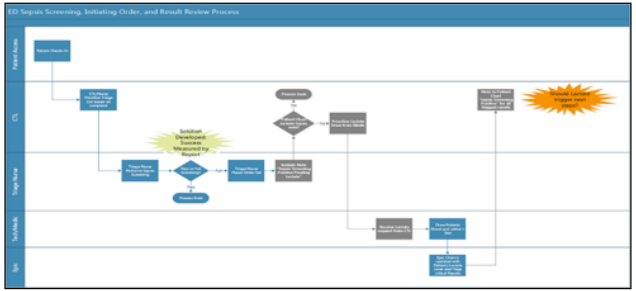
## Committee Plan

Systematic Reviews

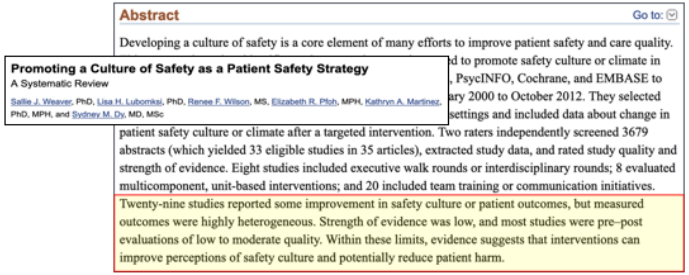
Nonantimuscarinic treatment for overactive bladder: a systematic review



## Improvement Methodology Plan




## Culture Plan


Abstract

Go to:

Developing a culture of safety is a core element of many efforts to improve patient safety and care quality.

Promoting a Culture of Safety as a Patient Safety Strategy

A Systematic Review

Sallie J. Weaver, PhD, Lisa H. Lubomksi, PhD, Renee F. Wilson, MS, Elizabeth R. Pfoh, MPH, Kathryn A. Martinez, PhD, MPH, and Sydney M. Dy, MD, MSc

d to promote safety culture or climate in
, PsycINFO, Cochrane, and EMBASE to
ary 2000 to October 2012. They selected
settings and included data about change in
patient safety culture or climate after a targeted intervention. Two raters independently screened 3679 abstracts (which yielded 33 eligible studies in 35 articles), extracted study data, and rated study quality and strength of evidence. Eight studies included executive walk rounds or interdisciplinary rounds; 8 evaluated multicomponent, unit-based interventions; and 20 included team training or communication initiatives.

Twenty-nine studies reported some improvement in safety culture or patient outcomes, but measured outcomes were highly heterogeneous. Strength of evidence was low, and most studies were pre–post evaluations of low to moderate quality. Within these limits, evidence suggests that interventions can improve perceptions of safety culture and potentially reduce patient harm.

Social Systems Approach

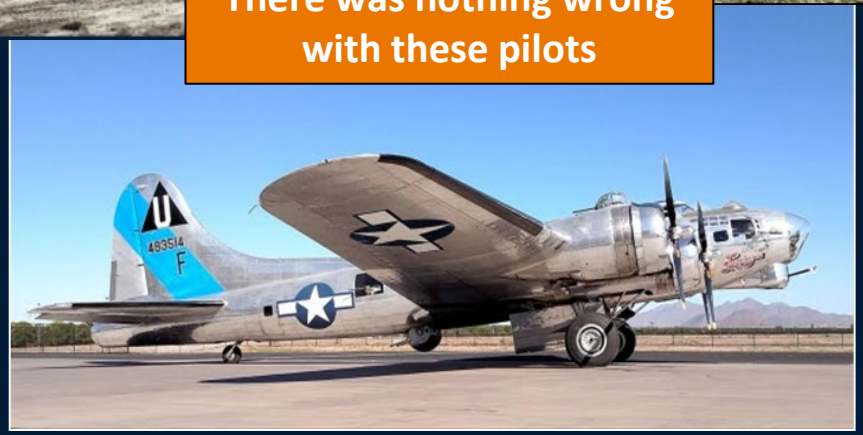
# Core Concept #1

Your people are *AMAZING*!

# Core Concept #2

Healthcare is Sociotechnical Work

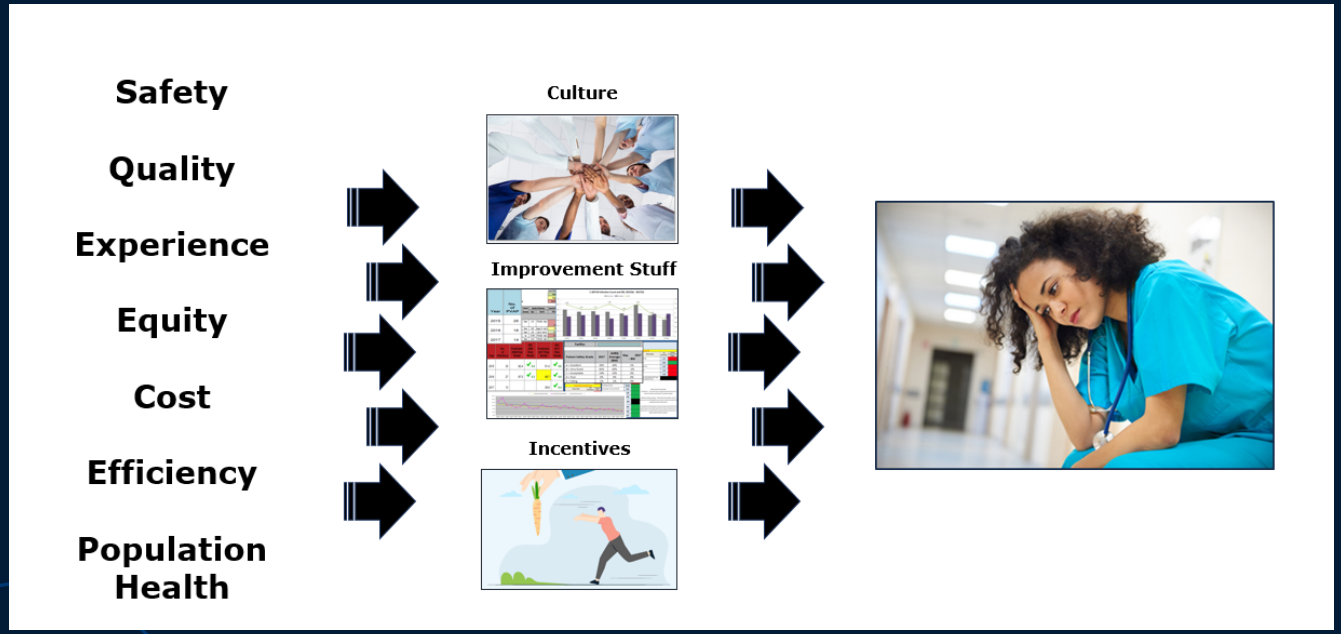
**There was nothing wrong with these pilots**



# Core Concept #3

Healthcare has adopted a fragmented approach to improvement

# The Current System is Costly and Broken



# Build the system from Sara out!

Operating System

- Safety
- Quality
- Experience
- Equity
- Cost
- Efficiency
- Population Health

# Core Concept #4

Create an *AWESOME* experience

for your team!

# ORIGINAL GOAL

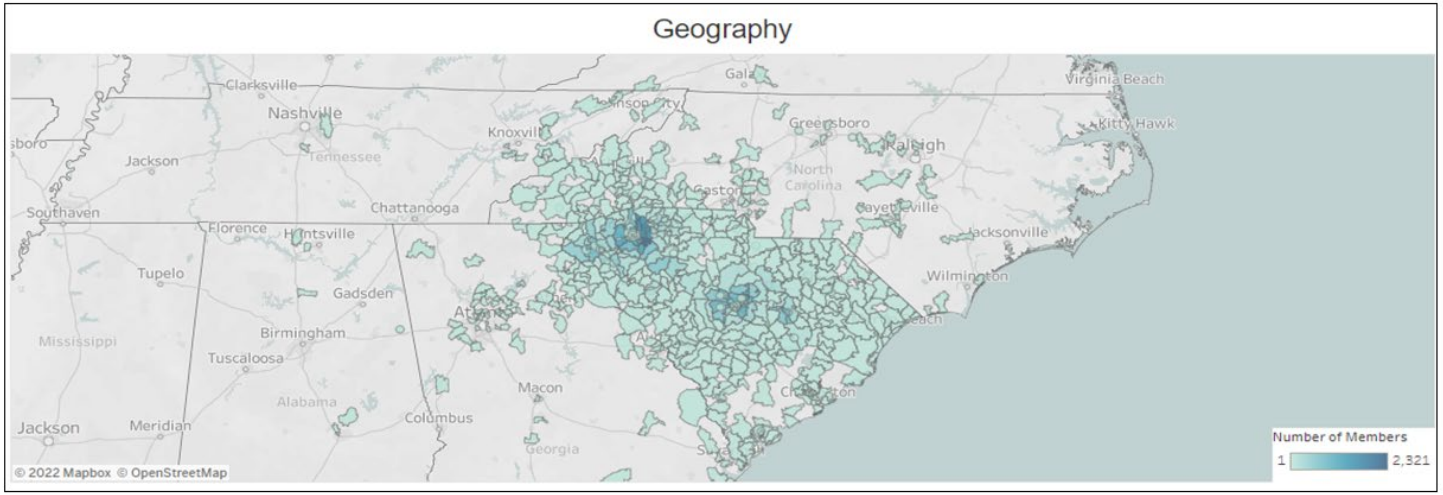
**Build a highly visible and dynamic safety, quality and experience management program that enables outstanding results and an elite culture**

I can come to work at Prisma Health and make the organization better

# Building it ***WITH*** our patients…

Online Patient Advisory Community (PAC)
Opt-in Through Survey

70,000+



# Building a System

| Category | FY 2019 | FY 2020 | FY 2021 | % Difference FY20 and FY21 |
|---|---|---|---|---|
| CAUTI | 1.01 SIR | 0.79 SIR | 0.72 SIR | 8.9% |
| CLABSI | 0.83 SIR | 0.68 SIR | 0.61 SIR | 10.3% |
| C-diff | 0.47 SIR | 0.30 SIR | 0.25 SIR | 16.7% |
| MRSA | 0.94 SIR | 0.97 SIR | 1.18 SIR | 21.6% |
| SSI - Colon * | 0.87 SIR | 0.72 SIR | 0.67 SIR | 6.9% |
| SSI - Abd Hys * | 1.16 SIR | 0.57 SIR | 0.96 SIR | 68.4% |

Epic

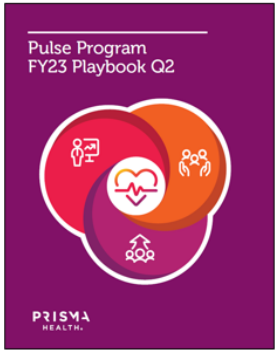
nrc HEALTH

riskonnect.

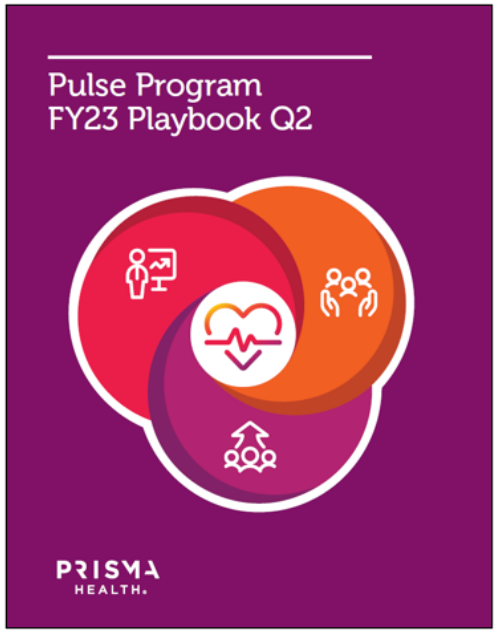
PREMIER

vizient.

CipherHealth



# System + Culture = Improvement

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PRISMA HEALTH®

JUST CULTURE
Algorithm

# Pulse Program

## Learning and Improvement System

### Safety Management System

- Escalating Tiered Huddle Program
- Pulse Power
- Just Culture & Safety Culture Algorithm
- Root Cause Analysis (RCA)
- Infection Prevention Program
- Culture of Safety Survey
- Communication & Resolution Program
- Great Catch Program

### Clinical Advancement Program

Clinical Specialty Councils

- Safety
- Quality
- Experience
- Service
- Value
- Population Health
- Health Disparities

### Experience Management Program

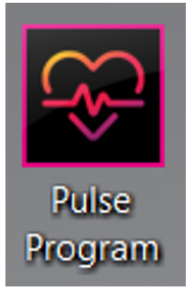
- Experience Insights
- Pulse Rounding
- Experience Coaching Program
- Experience Learning Collaboratives
- Patient Voice (PFAC/PAC)
- Patient Advocacy

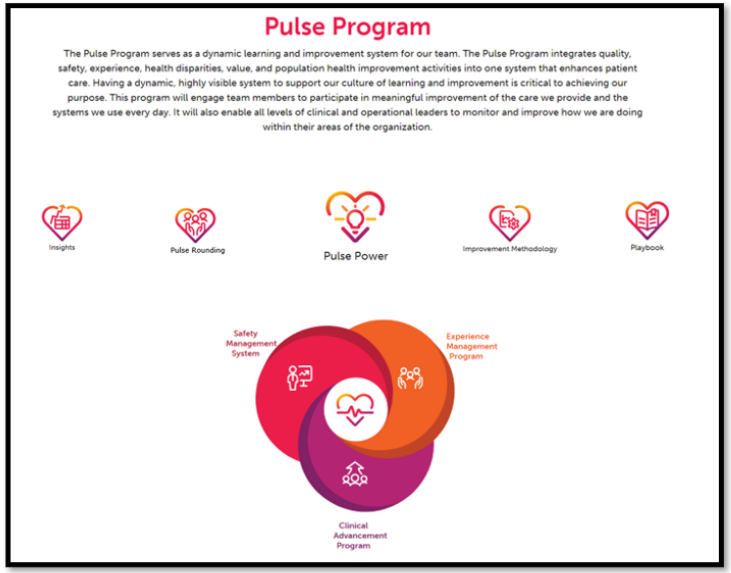
### Foundational Elements

- Pulse Insights
- Prisma Health Improvement Methodology (ADTP)
- Impact Boards & daily management
- Recognition Program

# Pulse is accessible for *EVERYONE*!

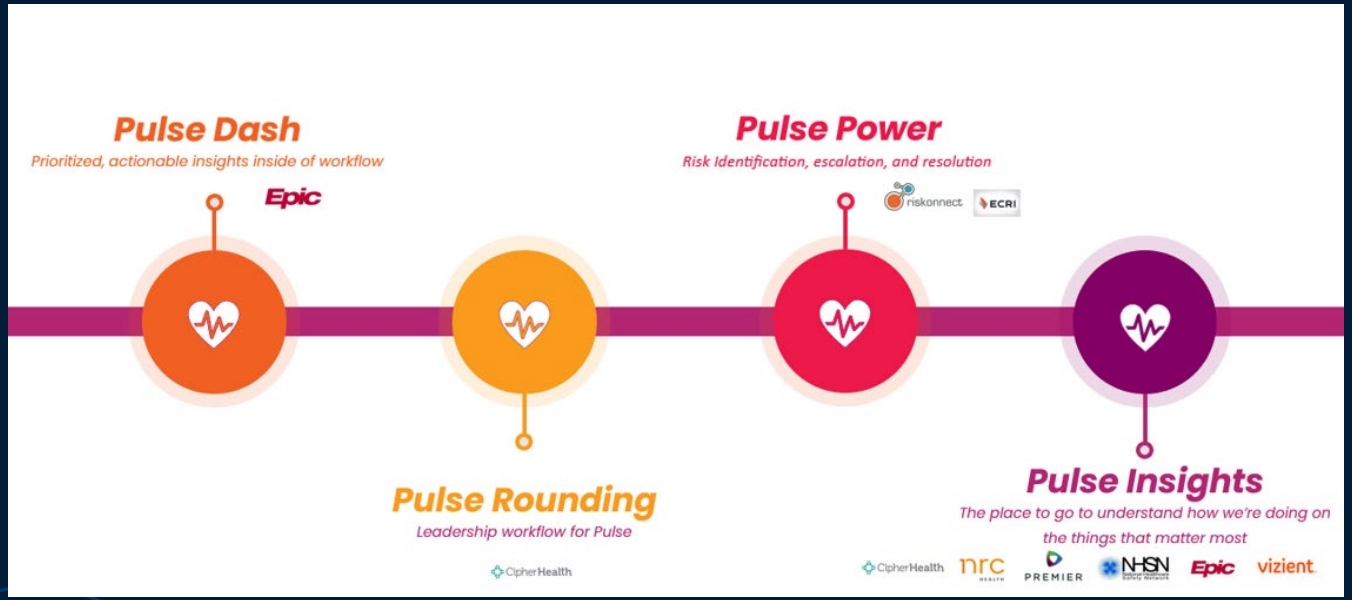
**Desktop Icon**



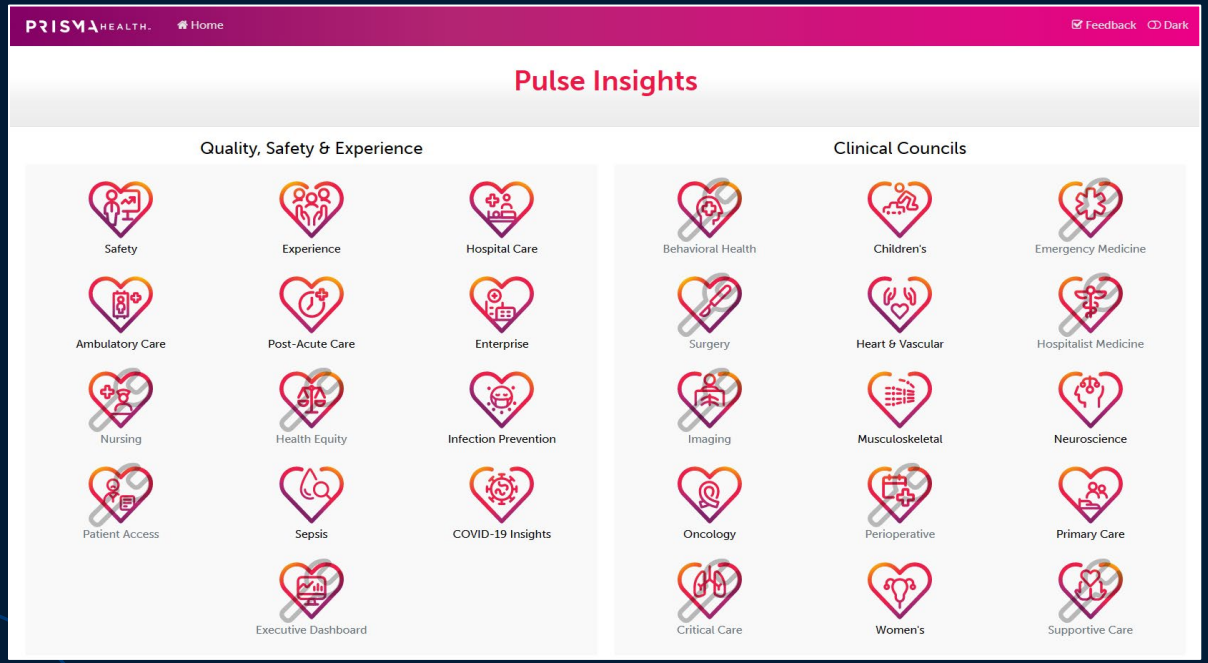



# Pulse Tech Stack

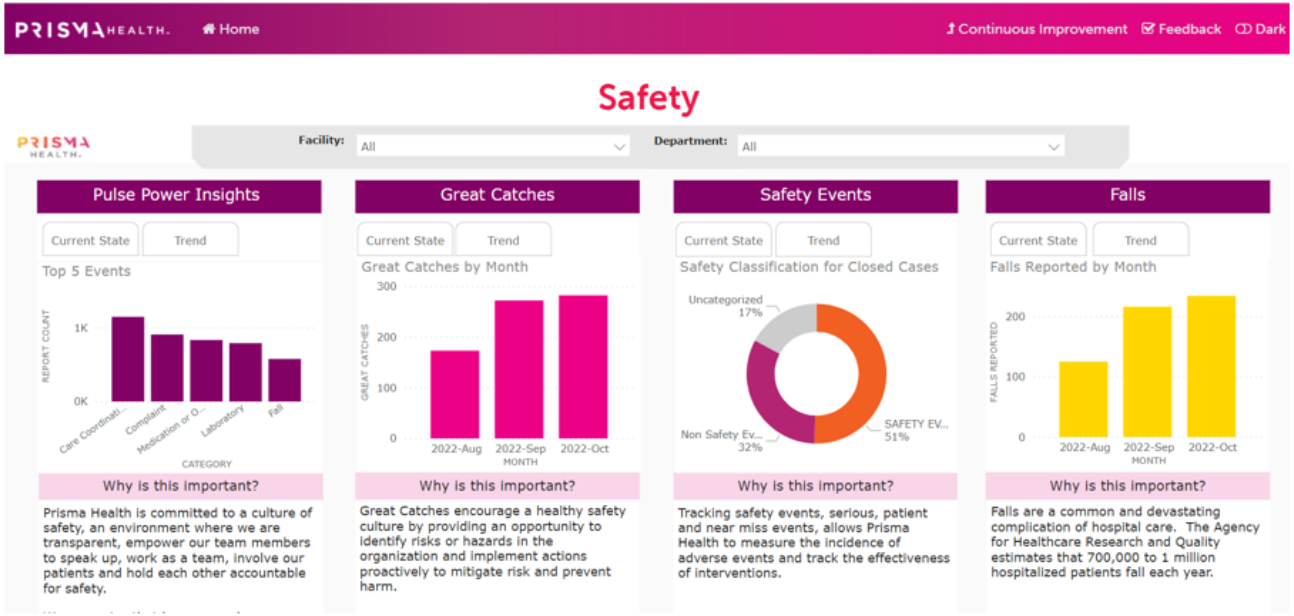
## Platform Enabled



# One place to go to know how we are doing on the things that matter ***MOST***…



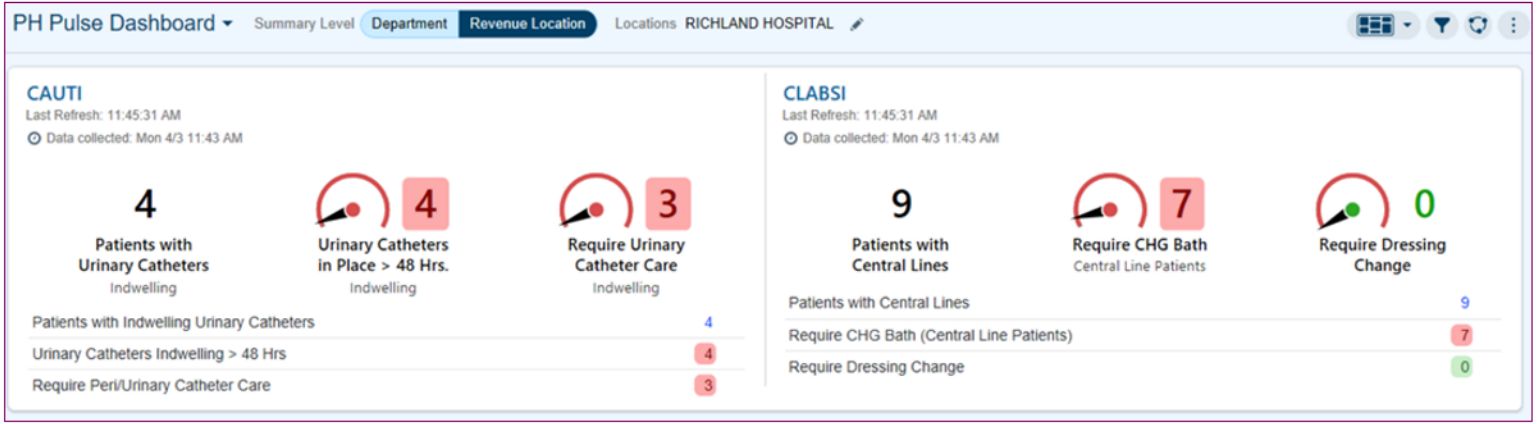
# Pulse Insights




**High level insights for system and facility level awareness**

# Pulse Dash

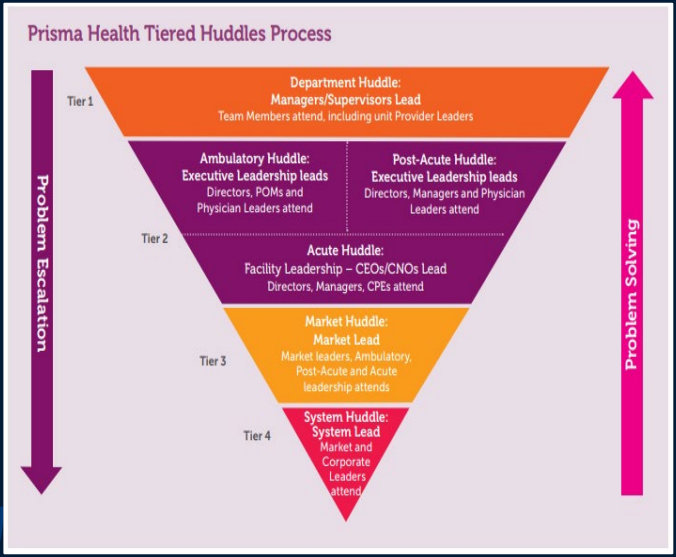
## Insights Inside of Workflow

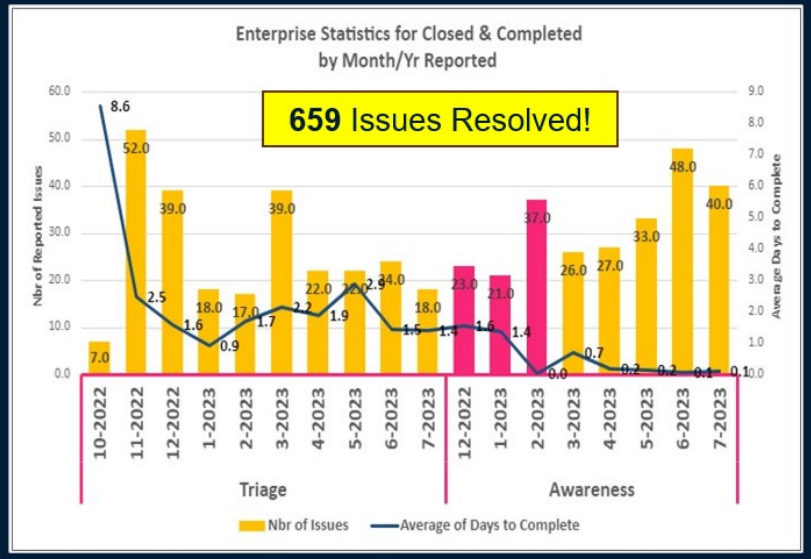



***Department level actionable data to drive improvement***

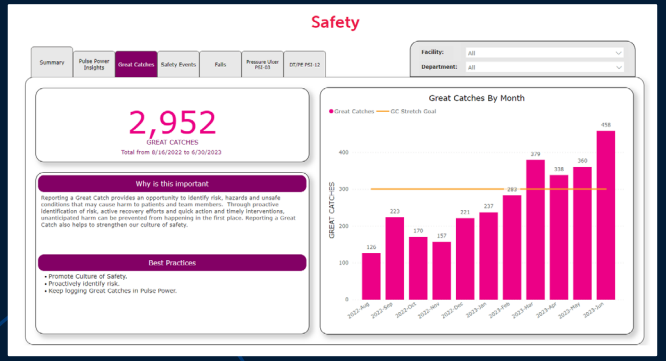
# Tiered Escalation Huddles

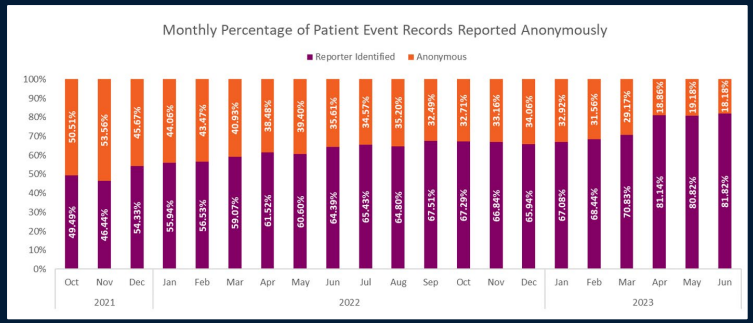
## Solving today's problems today



# Great Catch and Safety Reporting Improved, Anonymous Reporting Down



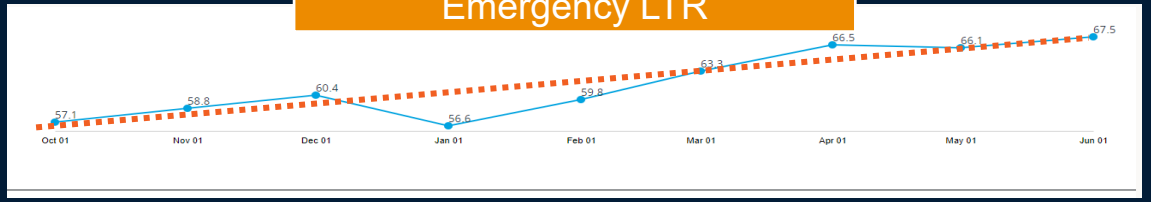



# Learning Collaboratives

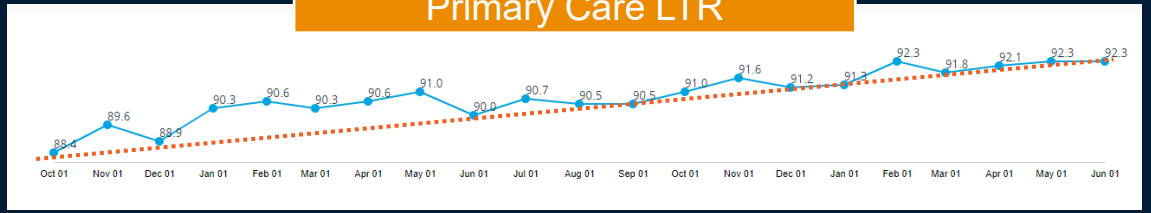
## Structured Approach to Problem Solving

180 completed or in progress in <2 years!

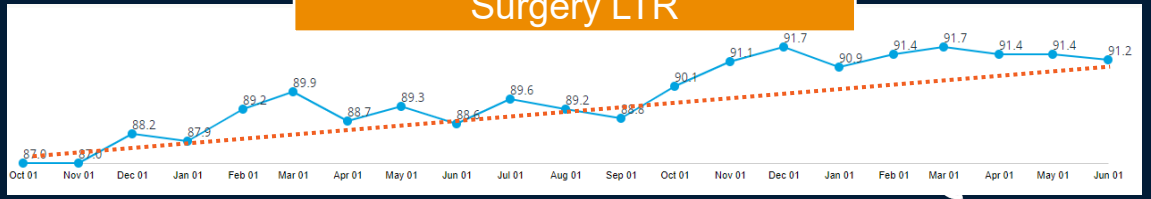
### Emergency LTR



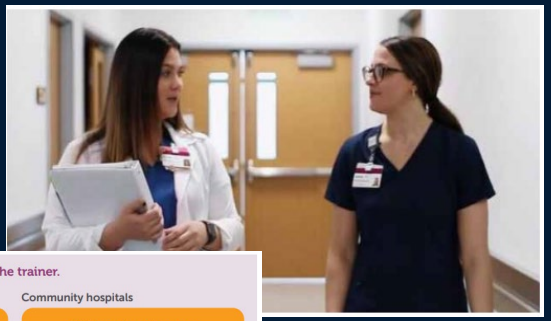

### Primary Care LTR




### Surgery LTR



# Direct Observation Coaching



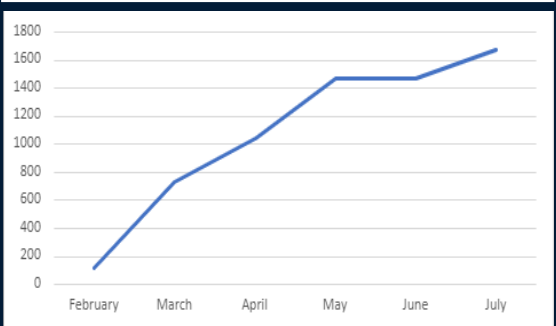
Focused structured team member, leader, physician and APP direct observation coaching.

# Pulse Rounding

Learning system for leaders to capture real time care gaps, identify and resolve service recovery opportunities, recognize team members and improve patient and team member engagement.

# Direct Observation Coaching and Pulse Rounding

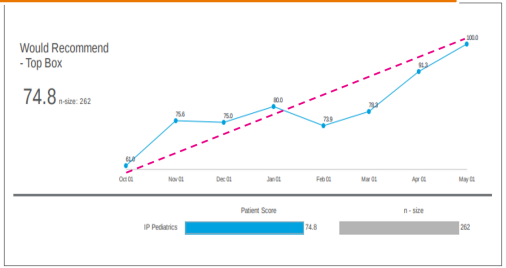
## Direct Observation Coaching




## System LTR

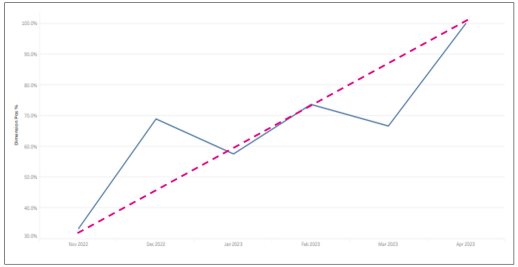
## Peds Adolescent

- Highly engaged in Purposeful Rounding never cancels consultant coaching sessions
- 18 PR/DOC rounds logged in April
- Consistently completing Patient/Leader Rounding




## Med Surg

- Highly engaged in Direct Observation Coaching/Purposeful Rounding
- 24 PR/DOC rounds in April
- 32 PR/DOC rounds in March
- Consistently over 80% in Patient/Leader Rounding



# Programmatic Care Transformation

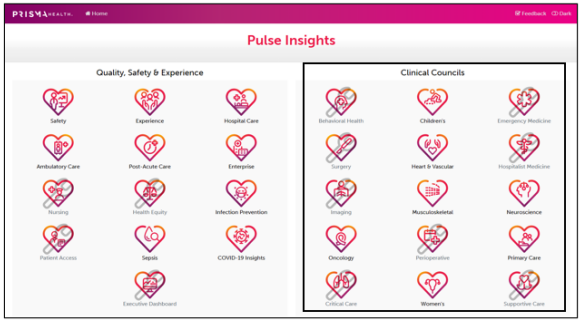
## Clinical Advancement Program

The **Clinical Advancement Program** enables clinical experts to collaborate with patients to move the needle on **quality, safety, experience, value, health disparities, and population health across our enterprise**.

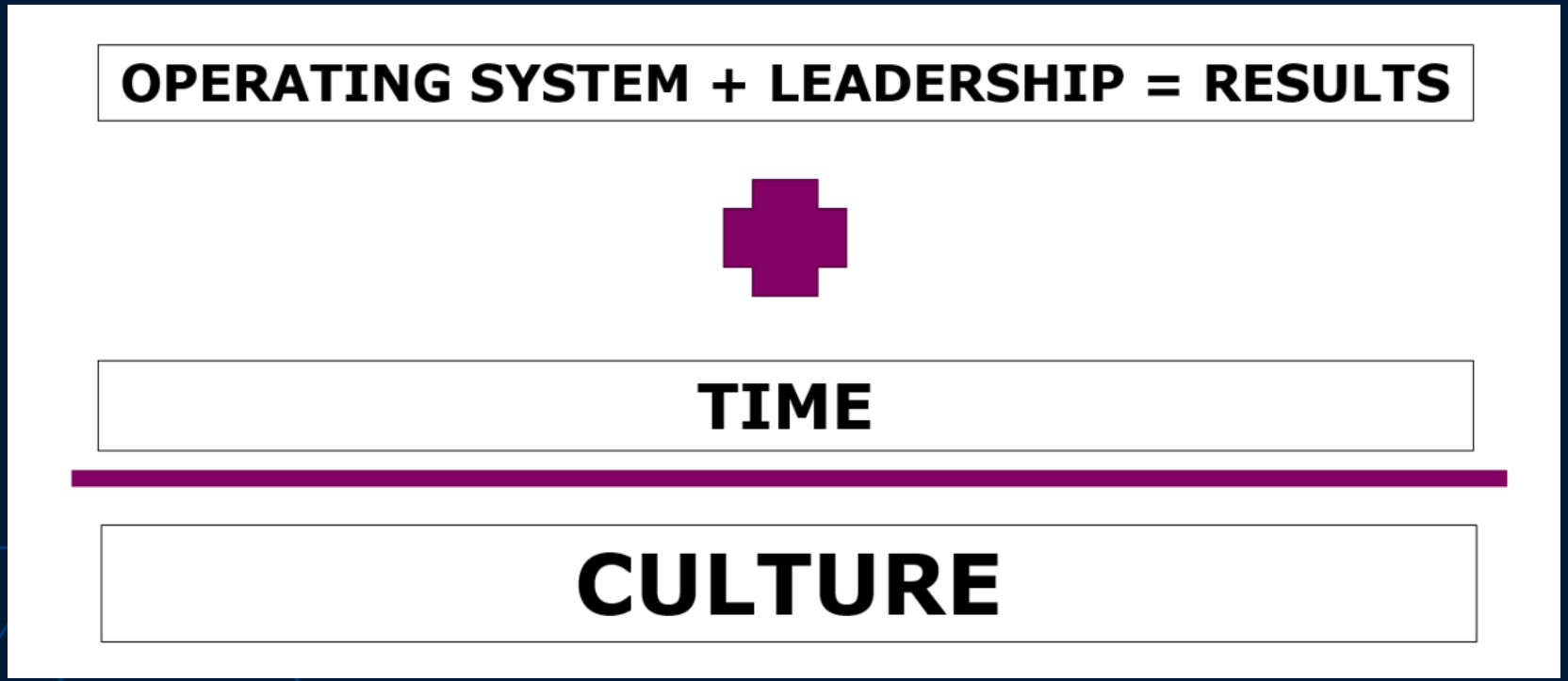
### Inaugural Clinical Councils

- Behavioral Health
- Primary Care
- Children's
- Women's
- Supportive Care
- Oncology
- Neuroscience
- Heart and Vascular
- Nursing

### Clinical Specialty Council Membership



# Formula for Rapid Transformation…



# Organizing Thoughts…

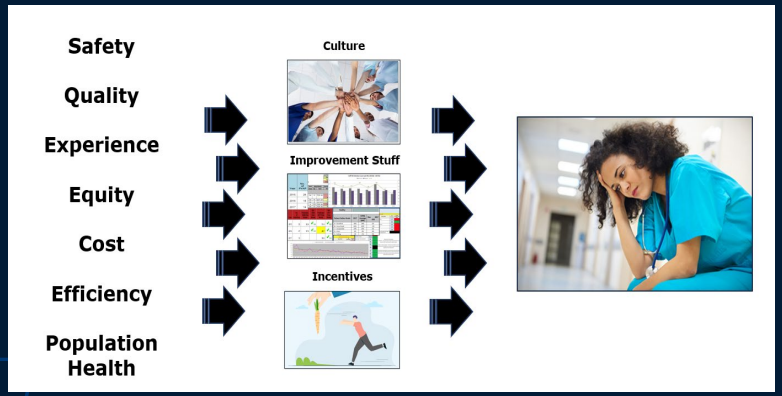
- Experience leads to ***TRUST*** and trust leads to better health outcomes
- Our teams are amazing – we don't need new people
- We are an OPERATING company - NOT a holding company
- Leaders model that this *IS* the work
- Leaders expect *ALL* team members to engage in the clinical operating system

# How do you actually do this?

- Own your problem – it’s your problem to solve as a leader
- Give them a vision for one system
- Build your system with your team - don’t democratize critical design elements
- Win enough on the front end - start with your early adopters
- Celebrate winners and ignore the losers for the first several months
- Shift to accountability when people are winning
- Stay organized and disciplined
- Brand it. Defend it.

# It’s about Sara

The beneficiaries are our patients!



I can come to work on a Tuesday and make Prisma and Healthcare better

# Thank you

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