ACPH 2019

AMERICAN CONFERENCE ON PHYSICIAN HEALTH

AMA AMERICAN MEDICAL ASSOCIATION

MAYO CLINIC

Stanford MEDICINE

Disclosures

Conflict of interest: CommunifyHealth.

Application of Best Practices from High Reliability Organizations to Advance Overall Wellness of Providers

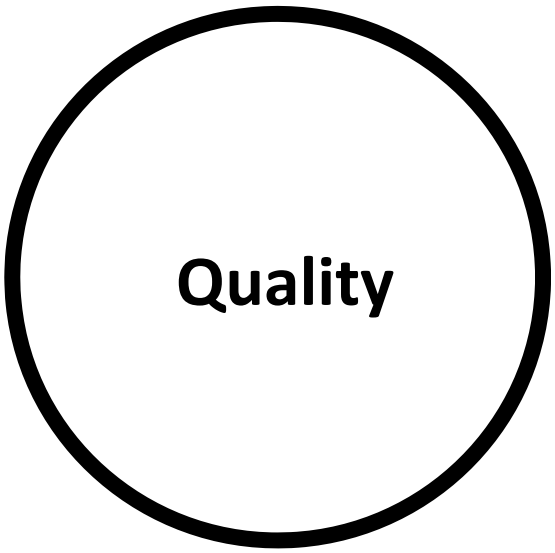
Description of the workshop:

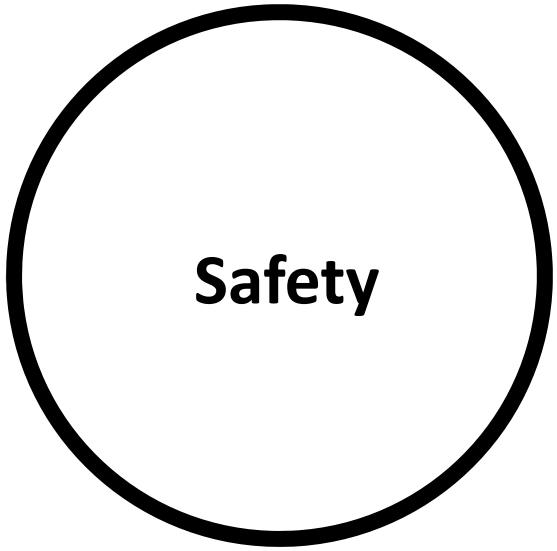
The goal of this workshop is to improve overall wellness of providers through application of formal human factors and barriers management principles to improve patient safety and care delivery processes.

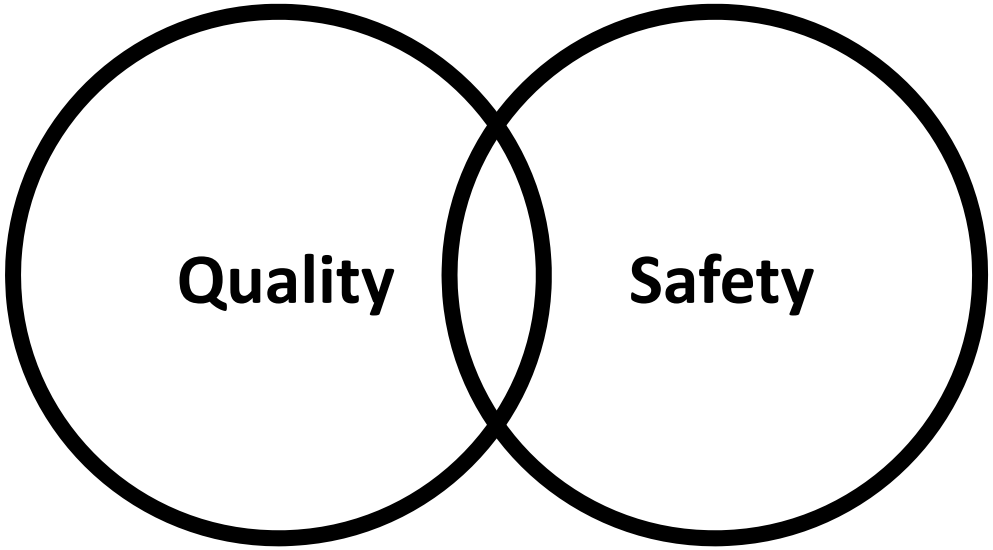
Learning objectives:

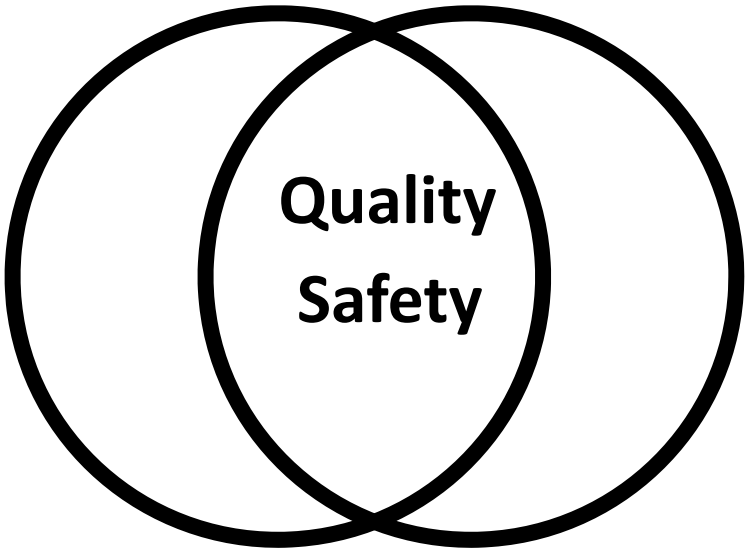
- To develop care delivery processes using barriers management principles, which are defined as the associated process steps, safeguards, and safety barriers.
- Apply human factors engineering and Lean thinking for problem solving to spearhead continuous quality improvement efforts.

Personal Motivation


Quality


Safety


Quality
Safety


Quality
Safety


DELTA
OPERATIONS/CUSTOMER CENTER
DELTA

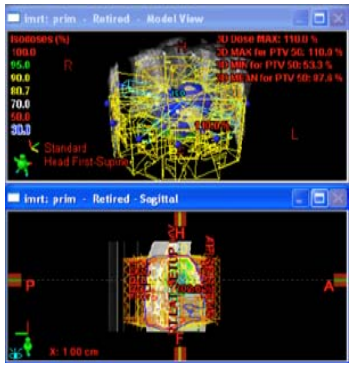

L3

Time-line & Interactions with Computers

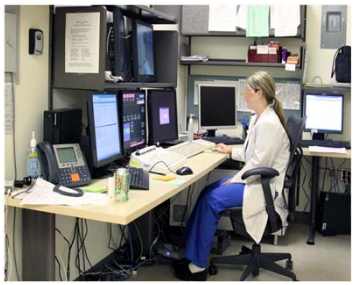
Consultation

Planning

Physics QA

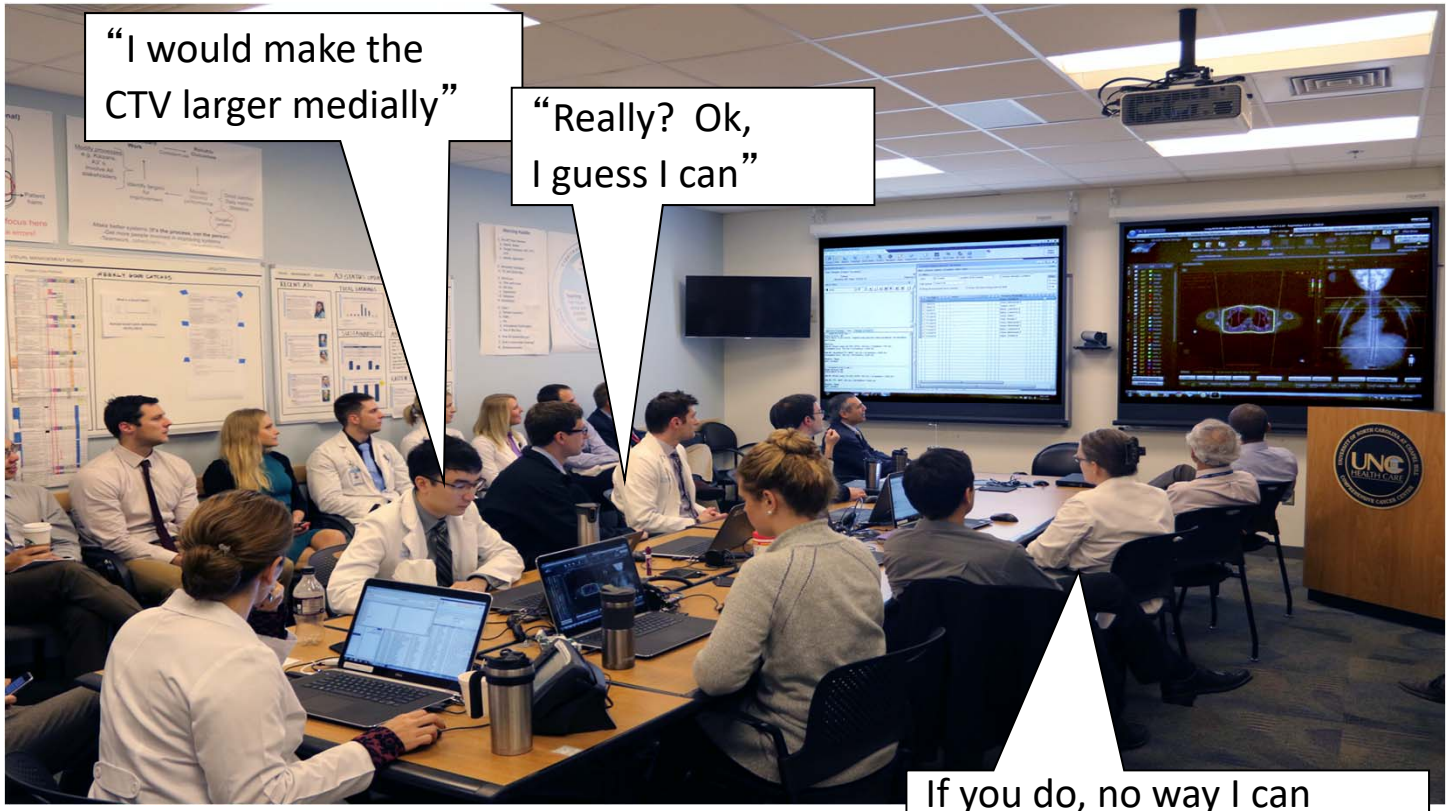


Treatment

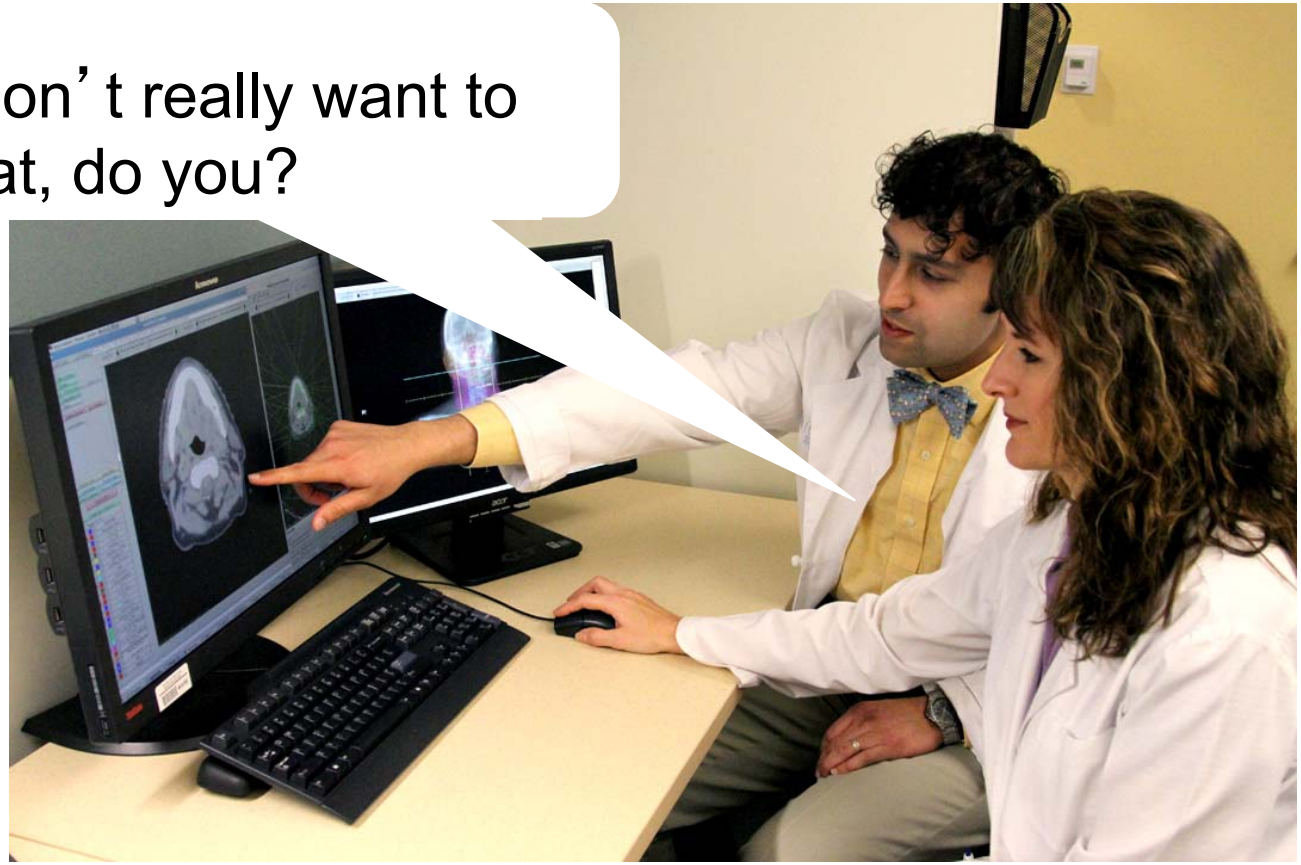


Iterations & Handoffs

IMRT case:
200+ steps,
many hand-offs


"I would make the CTV larger medially"
"Really? Ok, I guess I can"
If you do, no way I can cover it and spare cord

You don’t really want to do that, do you?



Eiji Toyoda, Promoter of the Toyota Way and Engineer of Its Growth, Dies at 100

≈ “Japanese workers use their brains and hands …… providing 1.5 million suggestions a year, and 95 percent of them are put to practical use. There is an almost tangible concern for improvement in the air at Toyota”

Good Catch Program

A { **condition**
defect
event
situation
miscommunication } that could have or did result in { **harm**
delay
rework
waste
an error }

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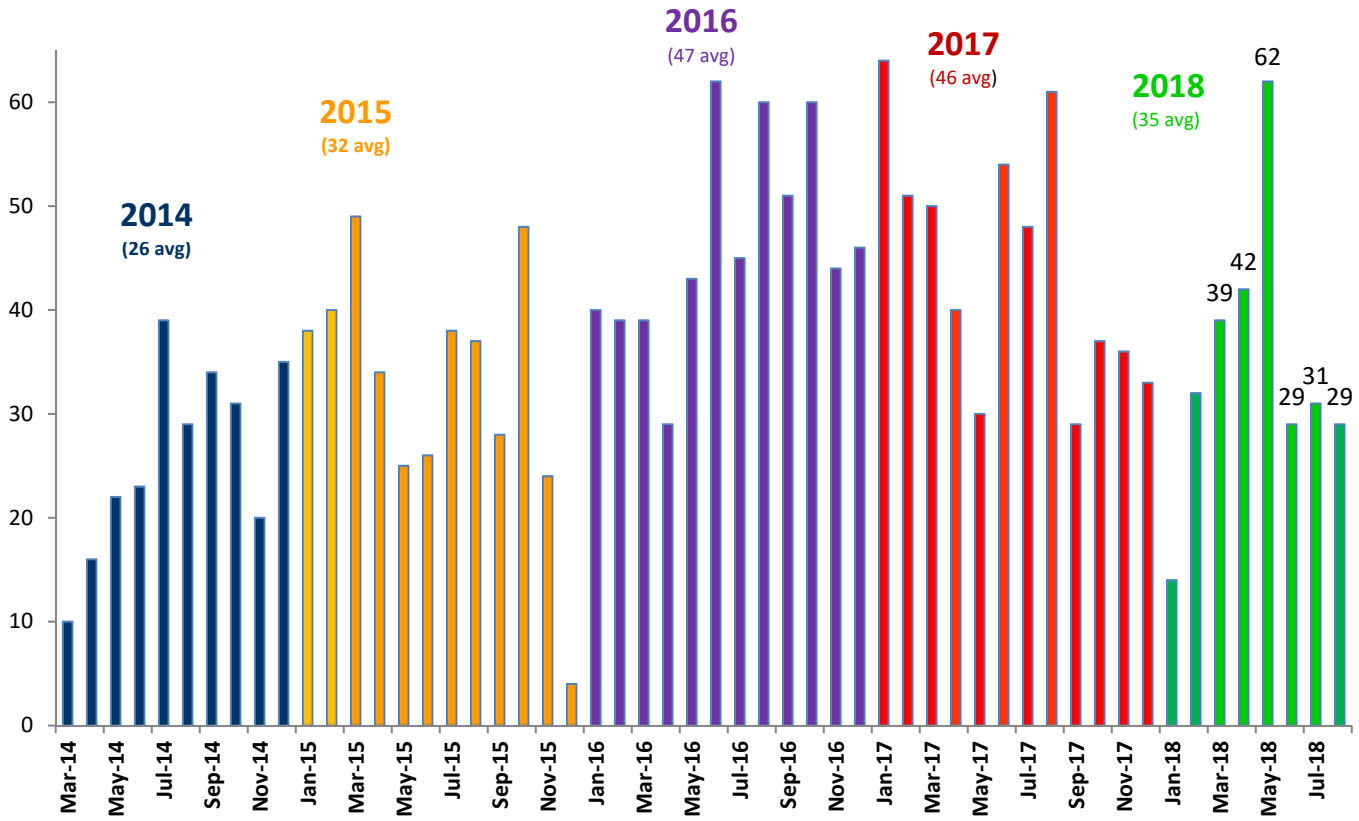
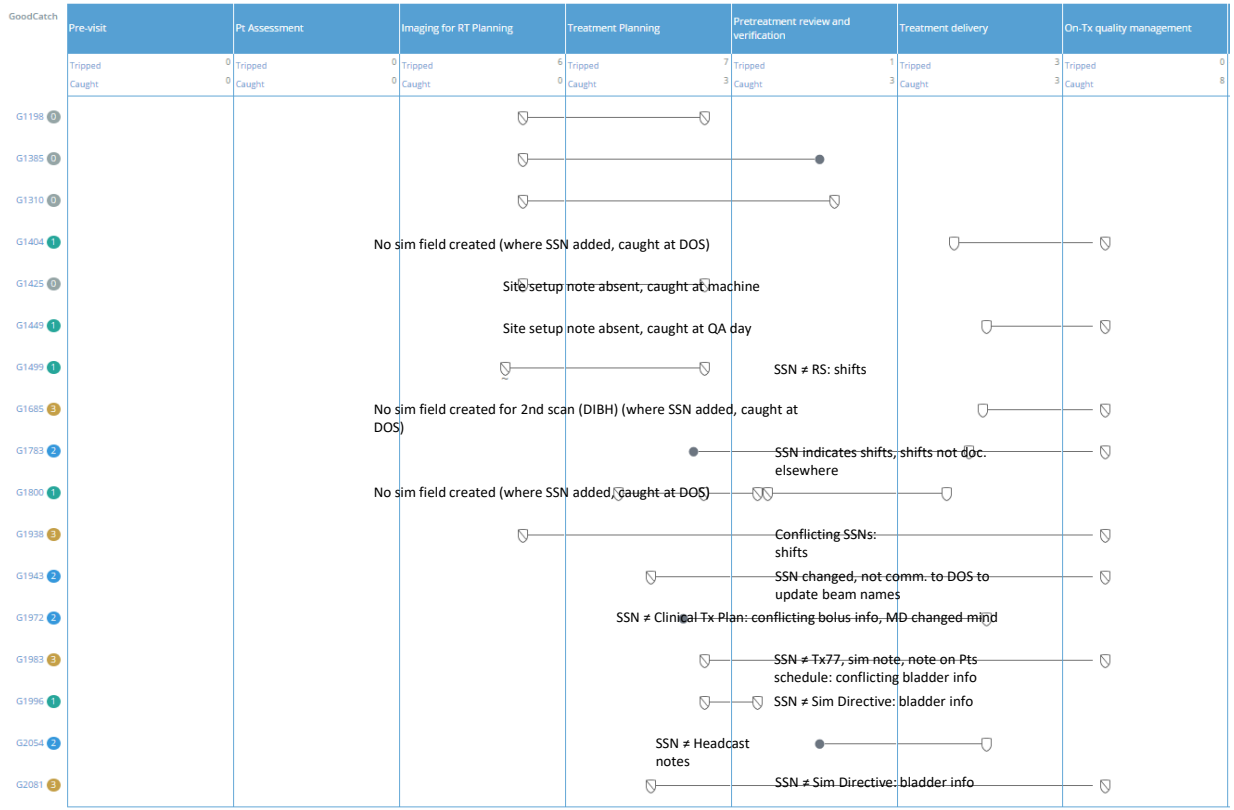
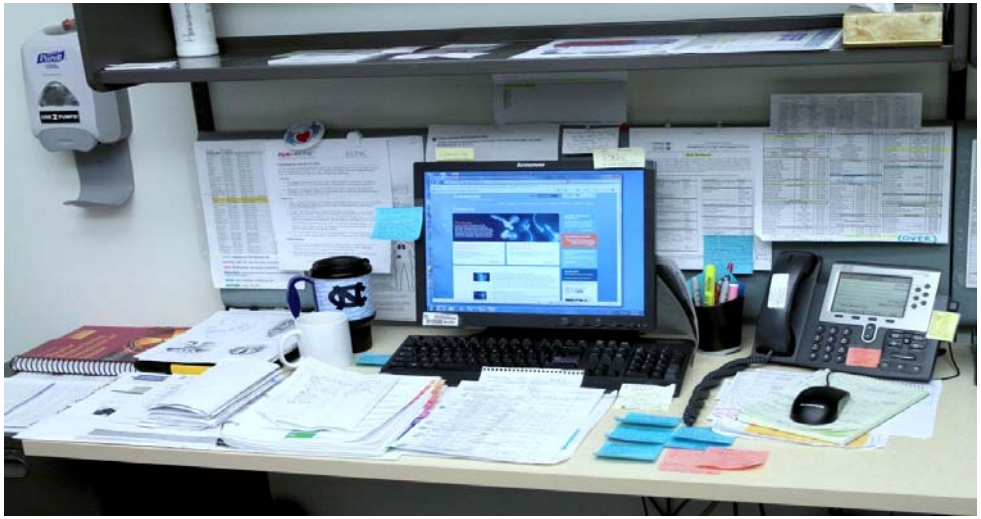
Total Monthly Good Catches



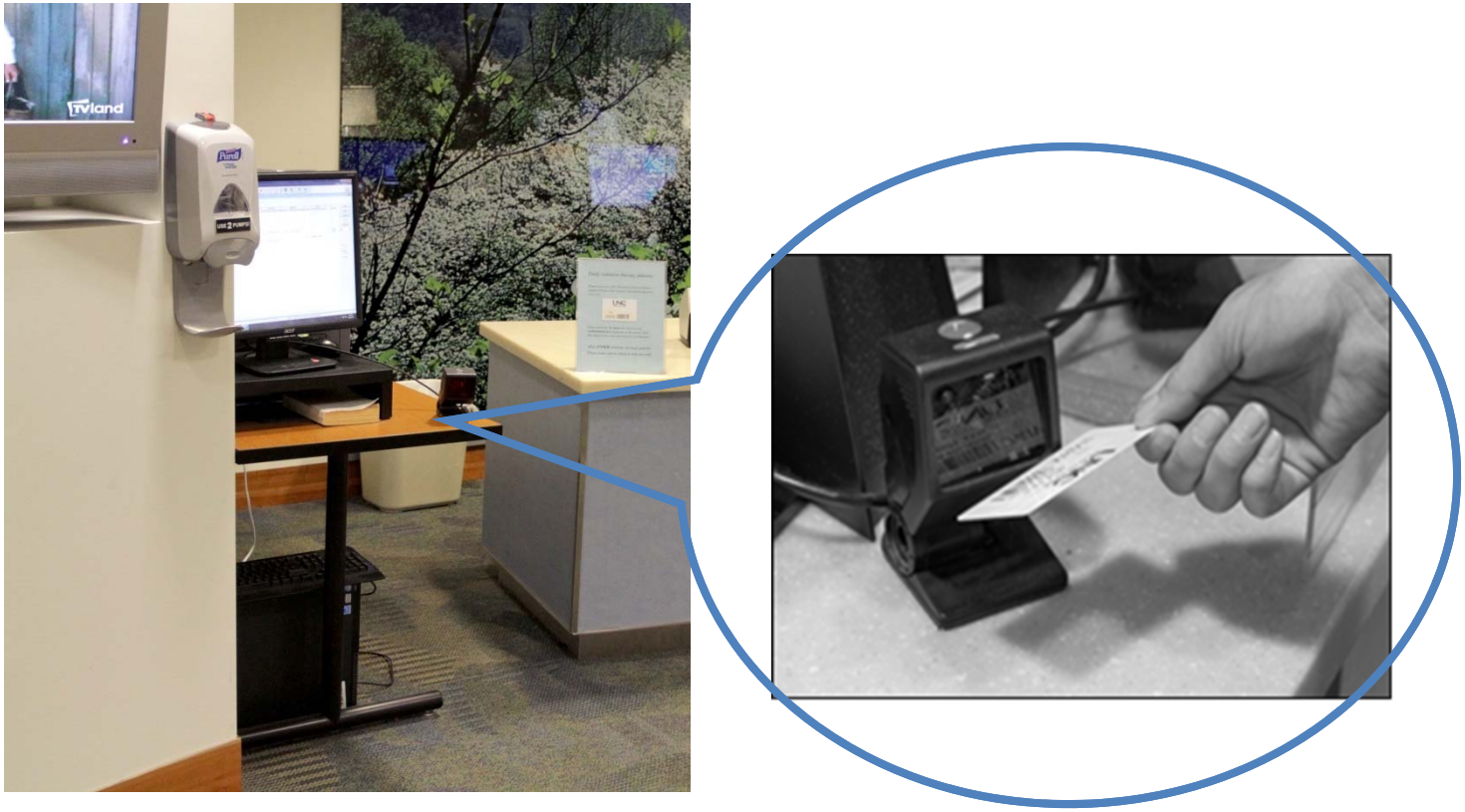
Barrier Analysis & Management



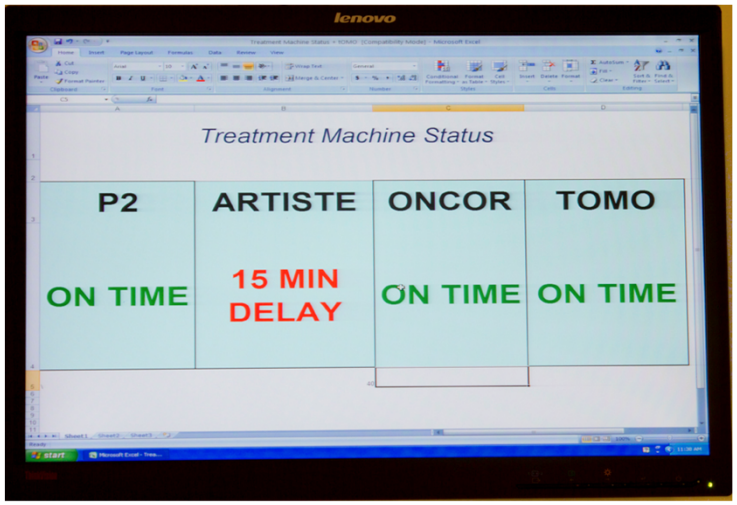


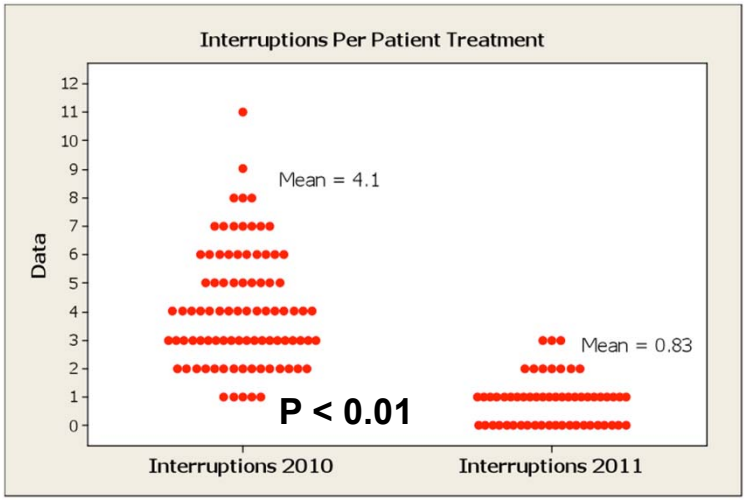

This shared workspace is being used by
Dr. Chera


EXIT
FIRE
SUGGESTIONS
COMMENTS


TVland
Purell

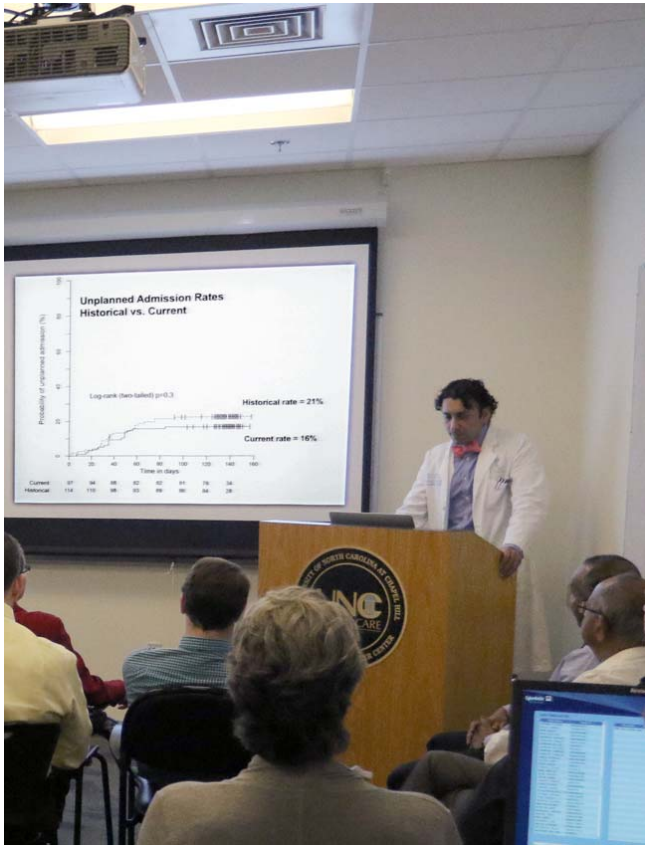
A change in the physical workplace reduced interruptions on the treatment machine





Chera et al, Seminars Rad Oncol 2013

Monthly QA Meetings



To deliver on human reliability, you must...

1. Have leadership commitment, from the highest levels.
2. Understand the scope of factors that influence **human performance**.

3. Attend to all three pillars:
   - Safety & Culture
   - Fitness & Competence
   - **Work System Design**

4. If you don't you are setting people up **to fail (burnout).**
5. Leadership, culture and behavioral solutions cannot overcome **human nature**.
6. Don't ignore the 'hard truths' of work system design and human performance.
7. Be clear and realistic about what you expect.
8. Deliver on your **commitments.**

Ron McLeod,
UNC workshop 2018

Worksheet- Mapping Your Process

Process Step Description		Ownership	Specific	Auditable	Organizational (all 3 checked) vs. Operational	Elements: - Human - Technology

Ron McLeod,
UNC workshop 2018

Process steps – how to write them?

A ***step*** contains cohesive actions with a ***single*** goal.

i. How the goal is accomplished can have multiple parts.

Use following form: PEOPLE VERB details [HOW]

i. Example: MD reviews medication history using EHR

Examples of possible **verbs**:

- Enters - writes, types, speaks, marks
- Checks/Reviews/Compares - check consistency between two sources (in conjunction w/ system, can automate a checklist)
- Verifies - checks with an authority (calls the MD, asks the patient)
- Authorizes/Approves - gives permission
- Assesses - evaluates the state of the patient
- Completes – finishes a previous step

Definitions for controls

- *Ownership:* Is someone clearly responsible for the process step ?
- *Specific:* Is there standard work for the process step?
- *Auditable:* Is the process step auditable to confirm it is working as expected? Is the process step being audited on the regular basis?

Process Step Description		Ownership	Specific	Auditable	Safeguard vs. 'Key' Safeguard (all 'Y')	Elements: - Human - Technology
Administrative assistant collects patient information at registration		Y	N	Y	Step	
Nurse collects information on current and past medications		Y	N	Y	Step	
Nurse checks vital signs		Y	N	Y	Safeguard	- Nurse
Nurse checks for possible allergy-drug interactions		Y	Y	Y	Key Safeguard	- Nurse and EHR
…MD orders laboratory tests		Y	N	Y	Step	

Exercise:
Develop Your Process Map