

2024 VIZIENT CONNECTIONS SUMMIT

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HEALTH SYSTEM**


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Digital Visual Management System Accelerates Engagement in a High-Reliability Culture

Todd L. Allen, MD, SVP & CQO, The Queen's Health System

Mary Bedell, Director, High Reliability & Quality Academy, The Queen's Health System

Jeffrey Kuhlman, MD, MPH, VP, CQO & CSO, AdventHealth

David George, BSN, CCRN-K, Director HRO Unit Culture, AdventHealth

Allan Frankel, MD, Managing Principal, Vizient Safe and Reliable Healthcare (Moderator)

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Learning Objectives

- Discuss high-reliability principles in the context of digital visual management systems.
- Describe transparency in problem-solving as a method of issue resolution.



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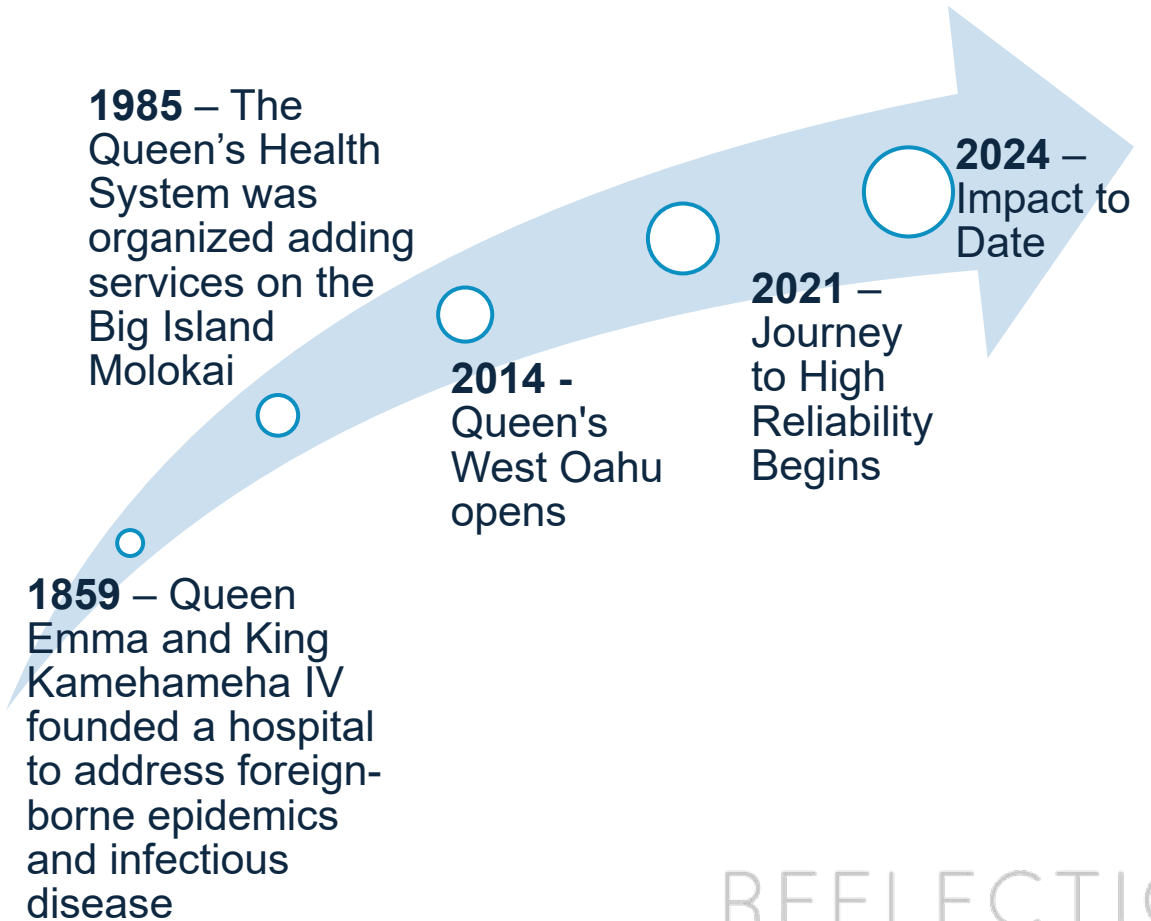
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The Queen's Health System

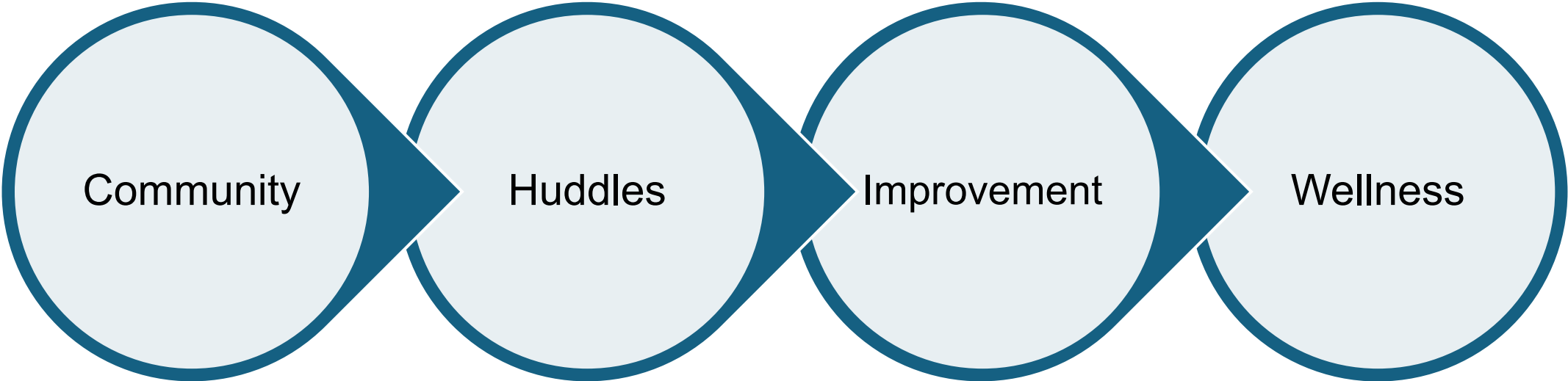


Key Components of Our Digital Management System



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Our Process



A Cultural Foundation and Platform (not technical)

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95,000+
Team Members

16,000+
Credentialed Providers

8+ million
Patient Interactions

53
Hospitals



27+
Post-Acute Sites



100+
Ambulatory Sites



480K+
Discharges Annually

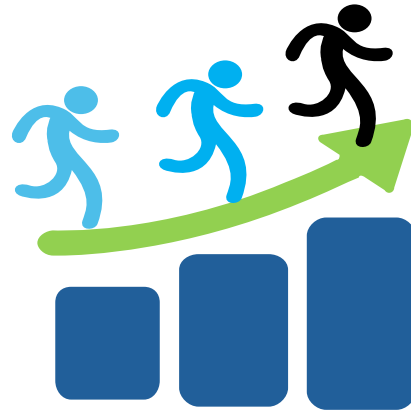


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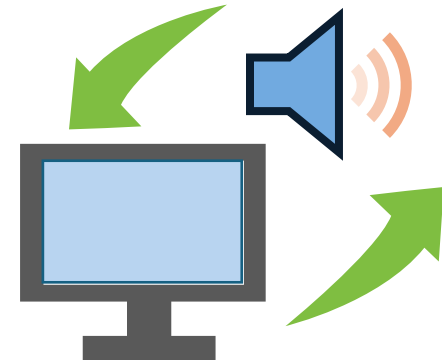
Clinical Workforce and HRO Unit Culture



Everyone has a voice.



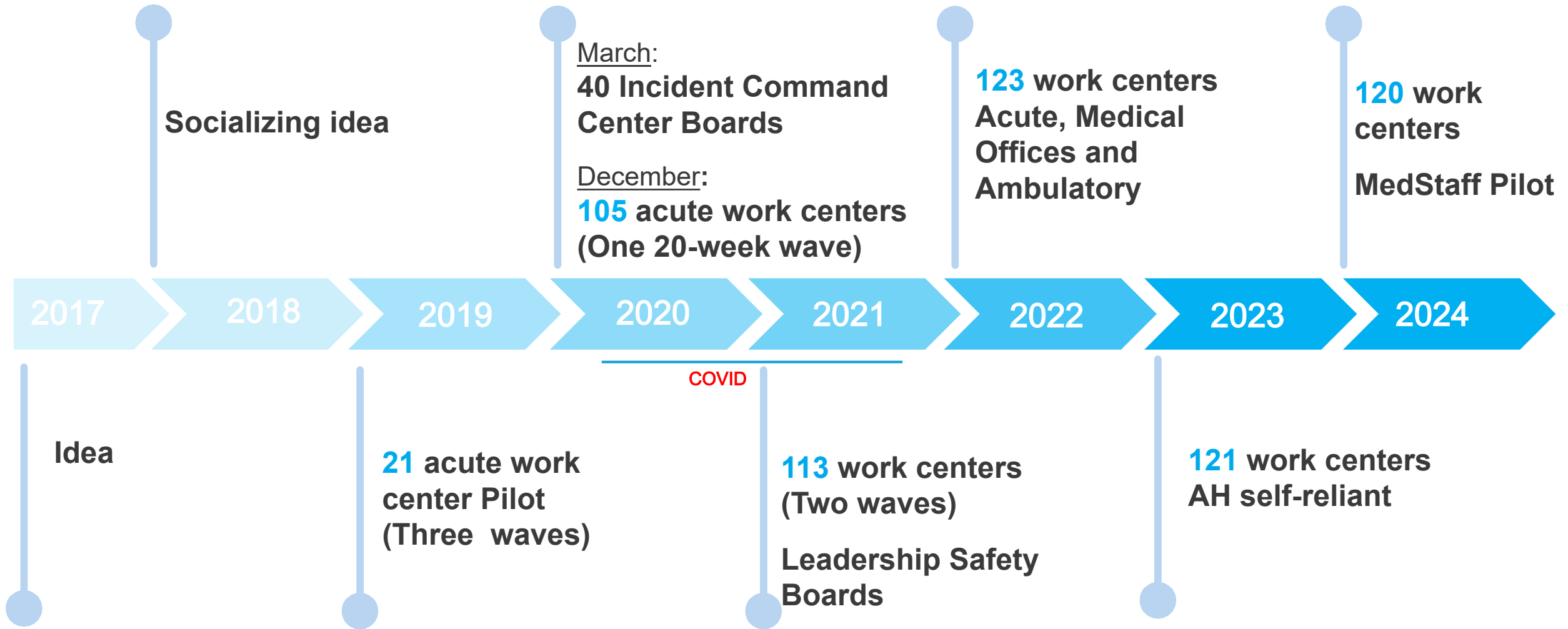
Empowered teams that together identify, fix, and share defects.



Technology that helps capture ideas, amplify voice and promote closed-loop communication.

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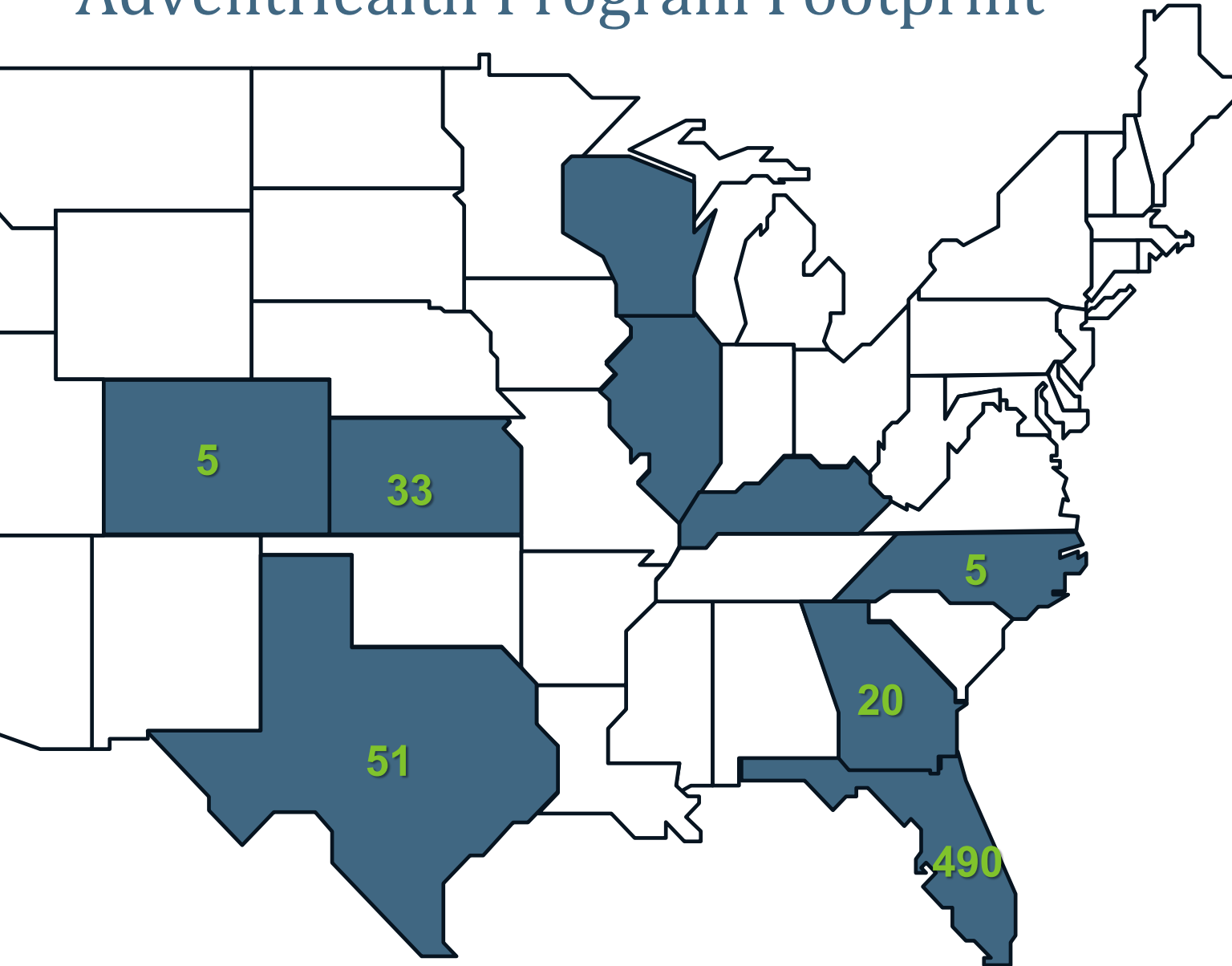
HRO Program Timeline






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AdventHealth Program Footprint

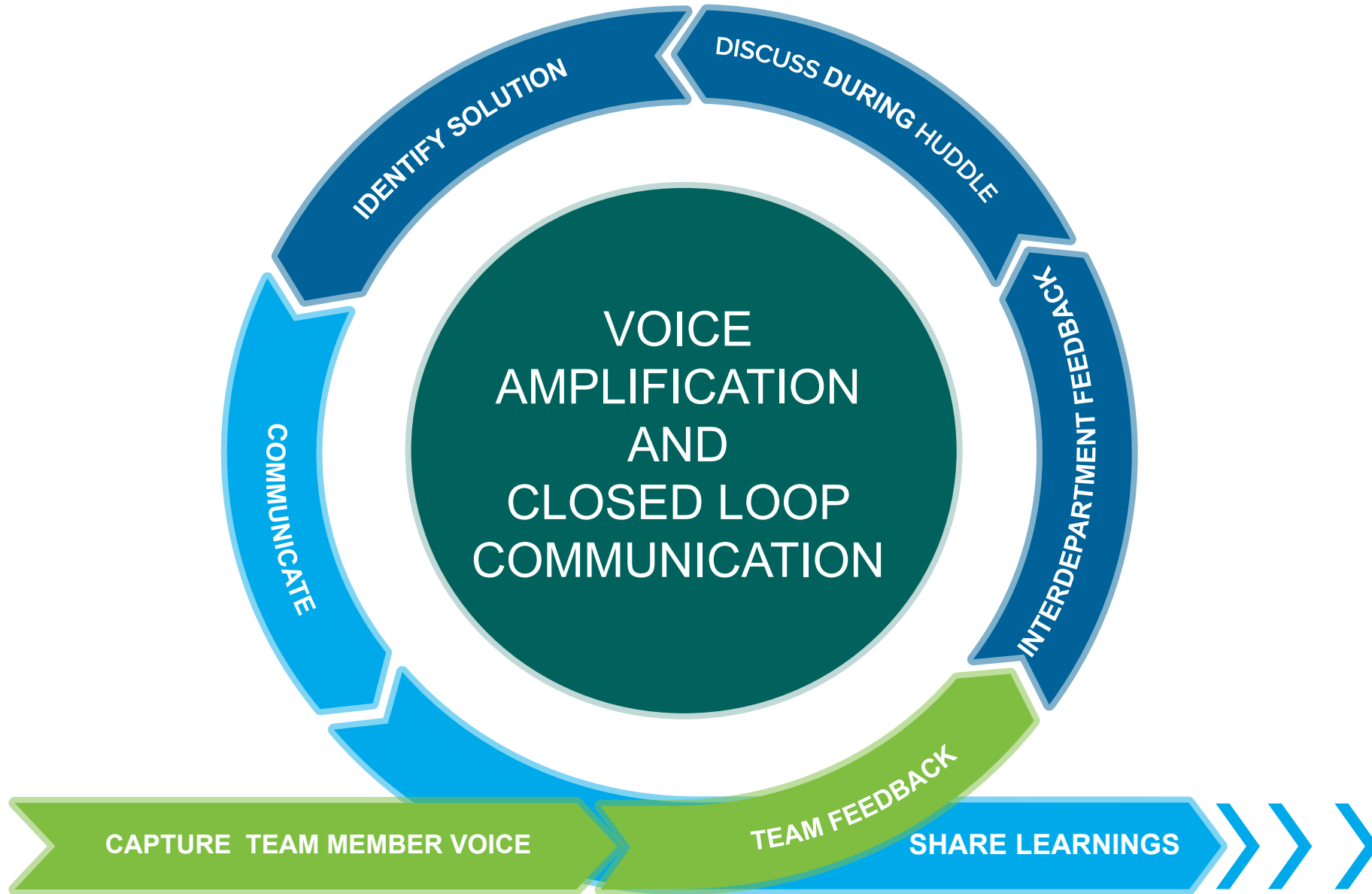
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604 Work Centers

- 363  Nursing
- 138  Ancillary
- 46  Ambulatory
- 10  Med Staff
- 37  Leadership Safety
- 10  Other

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Queens Lessons Learned

- Leadership drives culture – culture drives metrics.
- Never take culture for granted – tend to it every day.
- Wellness is the result of an environment that is safe and values the voice and growth of each team member.
- Digitally enabled management systems are an important tool that can accelerate high reliability across an organization – but they are just tools that must fit in the larger framework.

Queens Key Takeaways

- Embrace the journey to high reliability, commit to it for the long term, consistently discuss and utilize the framework (skills, activities, and behaviors).
- To achieve high reliability, it is crucial to integrate the framework into daily work.
- Recruit local champions who will passionately embrace, take ownership of, and drive the work forward.
- Leadership culture and engagement is a critical foundation.
- Provide an environment of psychological safety.
- Find the right tools that help you achieve your goals.

AdventHealth Lessons Learned

- Start with senior leadership
- Having a “Playbook” is essential
- Describing ROI is not easy
- Don’t go into a unit that is not ready
- Building internal expertise takes 1-2 years
- Local ownership and facilitators are key
- Structured High Reliability Huddles are required
- Uniformly structured management system layouts improve aggregation of information

AdventHealth Key Takeaways

- High Reliability Culture change takes time.
- Executive leaders first, and then all levels of leadership must buy in and participate in the work.
- Structured High Reliability Huddles are essential.
- A digital visual management system is a critically important tool in capturing and amplifying voices and closed-loop communication.

Questions?



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