MTQIP Meeting

Change Management

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Underlying Axioms

- The "system" is the dynamic interface between imperfect people and imperfect process

- Perfection is not compatible with the human condition

- Complexity is the enemy

- Teamwork is the antidote to complexity

- Technical competency is unlikely to be the problem

Veteran Experience

- Reject assertions of terminal uniqueness

- Learn from others experience as if they were your own

- No matter what your performance is, you can do better

- Don't collect data you don't use, use the data you collect

- Safety is hard bc it takes 100% of the people 100% of the time and that is a leadership issue

- Be disarming with your transparency

- What is your method for organizational improvement?
    - Reject Policy changes, education, and computer fixes
    - Focus on certification of std work, observation/auditing

Medical Error and Harm By the Numbers:

- **98,000**
- **5 minutes, 22 seconds**

- **200,000**
- **2 minutes, 38 seconds**

3rd-6th Leading Cause of Death!

5
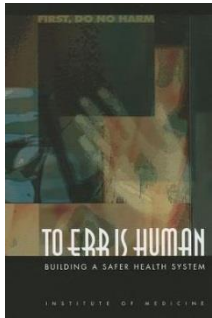
Why Are You Here?

To Do Meaningful Work that Makes A Difference in the Lives of Others

Why Are You Here?

We are all here on earth to help others; what on earth the others are here for I don't know.

--W.H. Auden

Stand [And Stay Standing] If. . . .

- You have been a patient and experienced preventable harm

- You have a close friend or family member who has experienced preventable harm

- You have been part of a case where someone experienced preventable harm

- You would call our ER if the person closest to you had a serious condition and you would want to make sure particular doctors and nurses, and staff were involved in their care

Why Am I Here?

Why Am I Here?

- The system is broken

- I am part of the system

- Therefore, I must change if the system is to achieve meaningfully different results

Change Is Hard—That's Why You Need to Go First

- If You want to change the world, you must first change the conversation.

- The world is listening—what are you going to say?

- Inspiration is the work of leadership

- We are the leaders

Change is Hard—Leaders Need to Go First

- Is your culture passively or actively managed?

- How big is the gap between what you say and what you do?

- What is the purpose of your budget?

- How do you know what you think you know?

- Standardize the things that matter

- Are you inspiring or chasing with a clipboard?

Change Competency

- Occupy the moral high-ground

- Tap into mission motivation

- Lead by example

- Take leadership risk and do things the culture doesn't expect

- Show leadership humility

- Build teamwork until it is not possible to get it wrong via in situ simulation.

Managing the Conversation

- Use a "tightening ring of nausea"

- Local leaders lead

- Ask the staff and the providers the same questions and look for the difference in responses

- Dismantle the authority gradient by giving permission and expectations

- The hard part begins when the presentation ends

Tobacco Kills 443,000 Annually

Poll the audience

- Who thinks safety behavior is an important and meaningful part of our job that makes a difference to patients?

- Who thinks doctors think this is an important part of their job and makes a difference to patients?

- Who thinks doctors and staff *should* have similar expectations and accountability as it relates to safety?

- Who thinks doctors and staff *will* have similar expectations and accountability as it relates to safety?

- Who has been rewarded and recognized for "stopping the line" when they had a concern? Even if it was unfounded?

Harm Happens

- We don't just work here, we live here

- Harm can happen to anyone

- Harm affects everyone including the care team

- Preventable harm happens on our watch

- Simple, easily performed behaviors and habits can prevent the majority of harm

- High functioning multi-disciplinary teams are the antidote to complexity

- Teamwork is a trained skill that gets practiced until you can't get it wrong.

Will Seamless Integration of Digital Information Systems Make Healthcare Safer?

The EHR Will Fix That??

- A fool with a tool…

- Computers breed work-arounds like poverty breeds theft

- Nexus will make error propagation frighteningly efficient

- Humans will become less likely to verify information contained within the tool

- Electronification reduces the demand for human congregation and conversation

- We need Nexus…AND so much more

- **Great Reads:** Digital Doctor by Wachter, The Patient Will See You Now by Topol

Key Messages

- *Preventable* harm happens here on our watch

- No one is doing anything TO us, WE are doing this FOR ourselves

- It is amazing what people will tell you if only you ask

- Real leaders dismantle power distance and find and fix issues aggressively

- Whether or not we want to take this on, this work will get done and it will be done under the hot white light of public scrutiny. I don't like the odds of me against the world.

- Great work has happened and we have great people. This is an opportunity to focus and deliver even better results because at the end of the day, we don't just work here, we live here.

What Do We Know?

Safety is hard because it takes 100% of people 100% of time

Success Is A Balance of Inspiration And Perspiration

- Perhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done, whether you like it or not.

    --Thomas Henry Huxley

- Whatever we learn to do, we learn by actually doing it: men come to be builders, for instance, by building and harp players by playing the harp. In the same way,…by doing brave acts, we come to brave.

    --Aristotle

- When you were born you cried while the world rejoiced. Live your life in such a way that when you die the world cries while you rejoice.

    --Robin Sharma