



# Managing To Create Problem-Solvers

 **Lean Transformation**  
Summit 2017  
Carlsbad, CA | March 7-8, 2017

# Scripps Health: Reflections from a Nurse and a Doc on the Challenges of Leading System-Wide Change

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# Scripps Health: Who We Are



- Not-for-profit, integrated health care system in San Diego, California
- Founded in 1924 by philanthropist Ellen Browning Scripps
- Ranked among the top 15 health systems in the nation
- Treat 700,000 patients annually
- Four hospitals on five campuses
- More than 3,000 affiliated physicians
- 15,000 employees
- \$2.9 billion in revenue



# Scripps Health: Who We Are



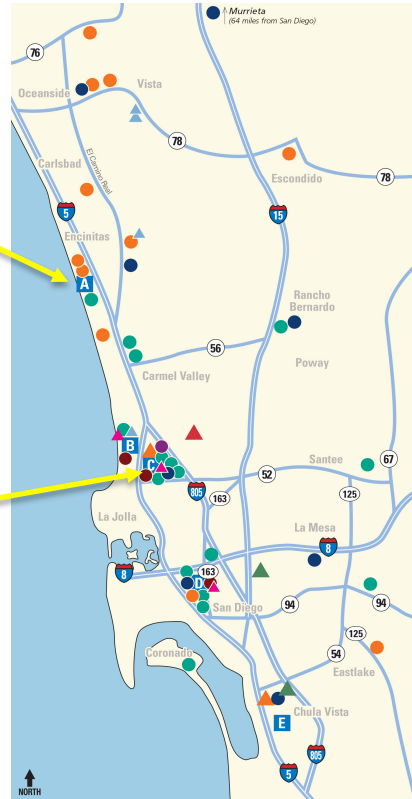
## Scripps Health Locations

- A** Scripps Memorial Hospital Encinitas
- B** Scripps Green Hospital
- C** Scripps Memorial Hospital La Jolla
  - Prebys Cardiovascular Institute
- D** Scripps Mercy Hospital, San Diego
- E** Scripps Mercy Hospital, Chula Vista
- Scripps Cardiovascular and Thoracic Surgery Group (3 locations)
- Scripps Clinic (16 locations)
- Scripps Coastal Medical Center (12 locations)
- Imaging Centers (8 locations)
- ▲ Scripps Drug and Alcohol Treatment Program
- ▲ Scripps Proton Therapy Center
- ▲ Radiation Therapy Center (4 locations)
- ▲ Scripps Whittier Diabetes Institute (2 locations)
- ▲ Well Being Center (2 locations)
- ▲ Breast Care Centers (3 locations)
- Walk-in Care Center (1 location)

**A** Scripps Memorial Hospital Encinitas



**C** Scripps Memorial Hospital La Jolla





# What Problem Are We Trying to Solve?

- Successful by so many measures, but we know there are still so many problems
- We're good .... How do we become great?

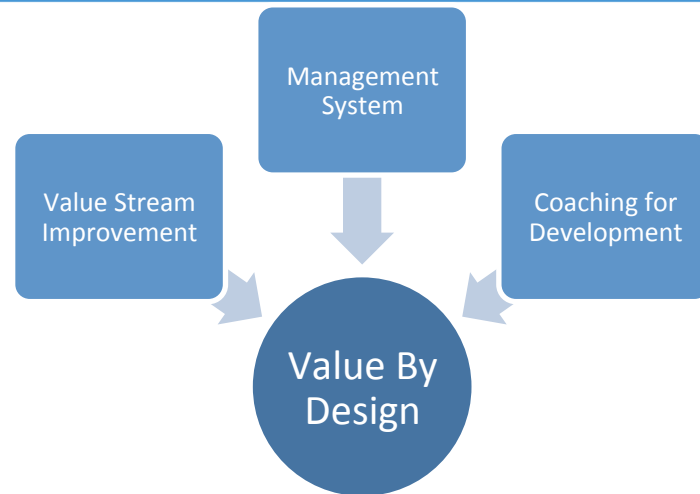


- We keep solving the same problems
- How do we share the learnings?



# Our Solution ... Value By Design

- Become ONE Scripps in our outcomes and processes
- Develop our people to solve problems and improve performance
- Engage front line expertise



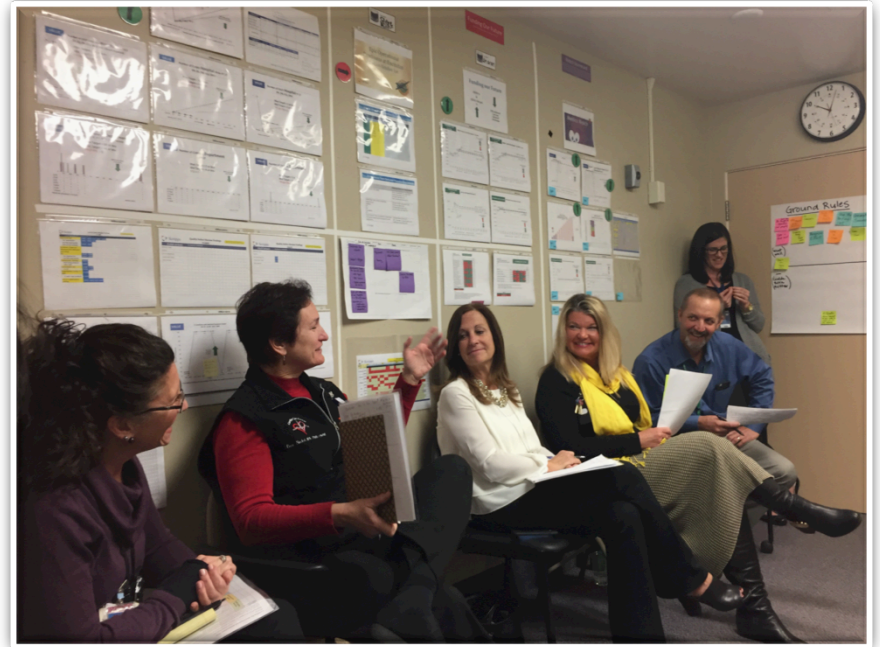
2013	2014	2015	2016	2017
<ul style="list-style-type: none"> <li>• Inpatient VS (LJ)</li> <li>• Primary Care Redesign (Clinics)</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing VS</li> <li>• Pharmacy VS</li> <li>• OR VS</li> </ul>	<ul style="list-style-type: none"> <li>• Inpatient VS (ENC)</li> <li>• Implement Management System</li> </ul>	<ul style="list-style-type: none"> <li>• Open Heart Surgery VS (LJ)</li> <li>• Orthopedics VS</li> <li>• MDI in 160 departments</li> </ul>	<ul style="list-style-type: none"> <li>• Throughput VS (SD)</li> <li>• Home Health VS</li> <li>• MDI sustainment</li> </ul>



# How Did We Create Problem Solvers?

Lean concepts helped transform the work, people, place, and culture:

- Value Stream Improvement
- Transparency
- Standard Work
- Management System
- Stat Sheets
- Coaching for Development
- Visual Management



# Design the Process – Value Stream

- Focus on our biggest, most challenging issues
- Multidisciplinary, team-based A3 problem solving

## Inpatient Value Stream

Admit Patient

Care for Patient

Discharge Patient



# Engage the Customer – Transparency

- Involving patients in value stream events to redesign care delivery





# Engage the Front Line – Standard Work

- Involve the whole care team
- Make the process visual
- Organize the team's workflow
- Standardize language to minimize variation
- Promote problem solving in all team members



**Multidisciplinary Bedside Rounds 2.0 Standard Work**  
Care Team: Physician, Nurse, Care Manager, Pharmacist

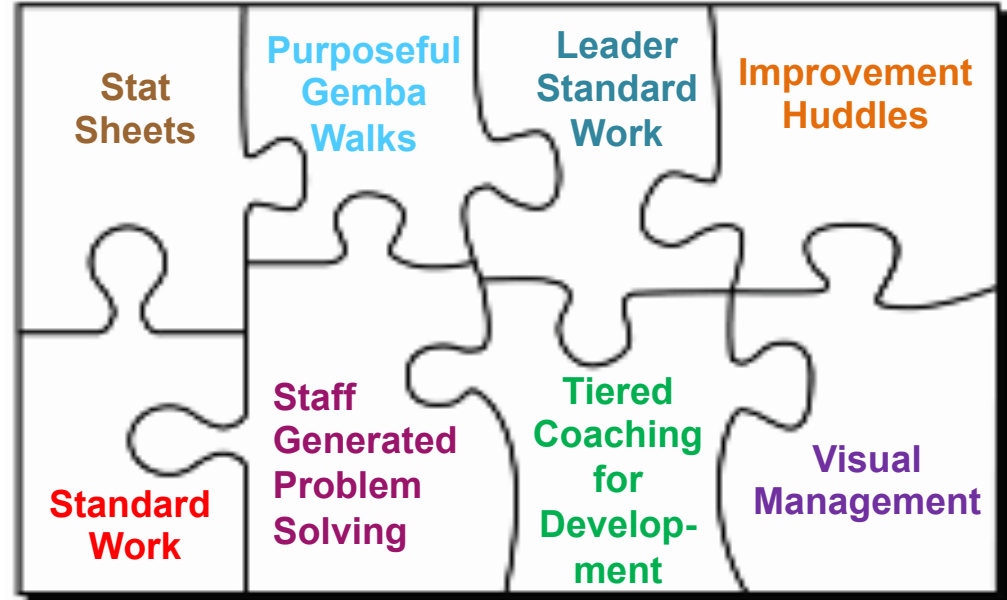
Pre Rounds	Process	Examples	Time
<ul style="list-style-type: none"> <li>Set expectations</li> <li>Understand patient goals</li> <li>Brief team on sensitive issues</li> </ul>	<p>Night Shift Nurse, Patient</p> <p>Plan to report right with bedside rounds, nurse education plan to report with patient to manage expectations</p>	<p>Mr. Smith is your primary care provider. We will have our care team rounds with members of your care team. We will report updates about your care and work together as you to create a plan of care for the day. <b>What are the top 3 things we expect to happen today?</b> <b>What are your concerns?</b> In other rounds we can help clarify your questions and concerns.</p>	As long as needed
<p>Day Shift Nurse, Patient</p>	<p>After AM assessment, nurse educates patient about rounds. Collects information about the patient's goal for day and writes on care board.</p>	<p>I will be presenting to rounds with your care team, and it is important that we have your <b>input on your daily care</b> and that <b>update your goals on the care board</b> after we are gone for today?</p>	As long as needed
<p><b>STOP</b></p>	<ul style="list-style-type: none"> <li>Team identifies sensitive issues</li> <li>Nurse provides update about any sensitive issues or concerns the team should be aware of</li> </ul>	<p>Mr. Smith is upset about the lack of communication about his test results yesterday. He didn't get along well with yesterday's doctor and nurse and felt like they didn't listen.</p>	15 minutes
<p><b>Rounds</b></p> <ul style="list-style-type: none"> <li>Team Update</li> <li>Assess Patient</li> <li>Identify Goals</li> <li>Plan for Day</li> <li>Discharge Planning</li> </ul>	<ul style="list-style-type: none"> <li>Team enters a room</li> <li>Physician introduces care team members by name and role</li> </ul>	<p>Good morning, Mr. Smith, we are your care team today. I'm Dr. A, you know your primary nurse, Grace, and this is your pharmacist, Fred. Debbie is your care manager. She will help you with discharge plans and assist in <b>making care you have a good understanding of the things you are responsible for in completing your health care</b> you have the best chance.</p> <p>After our rounds report, we will set up a time when I can <b>listen carefully to you</b> in case you have more <b>questions</b>. Nurse, Nurse Grace is going to update you on your care.</p>	1-30 seconds
<p><b>Team Update</b></p>	<p>Nurse</p> <ul style="list-style-type: none"> <li>General update:                             <ul style="list-style-type: none"> <li>PI trends and primary active diagnosis</li> <li>Significant overnight events</li> <li>Check the vital and lab (only report pertinent abnormal values)</li> </ul> </li> <li>Review Quality and Safety indicators:                             <ul style="list-style-type: none"> <li>Foley Catheter</li> <li>Central Line</li> <li>VTE prophylaxis</li> <li>Pressure ulcers &amp; stage</li> </ul> </li> <li>Identify barriers:                             <ul style="list-style-type: none"> <li>Consent</li> <li>Therapies</li> <li>PT/OT/ST/RT</li> <li>Lab</li> <li>Imaging</li> <li>Participate in patient care to address the issues that are impacting PPOD POC. Follow up with today.</li> </ul> </li> <li>Noting requests</li> </ul>	<p>Stand morning, Mr. Smith, we are your care team today. I'm Dr. A, you know your primary nurse, Grace, and this is your pharmacist, Fred. Debbie is your care manager. She will help you with discharge plans and assist in <b>making care you have a good understanding of the things you are responsible for in completing your health care</b> you have the best chance.</p> <p>Mr. John Smith is a 60 y.o. old male admitted for CHF. Last 2 rounds we did overnight in the ED that responded to IV furosemide, O2. His vitals improved to 2.0 from 1.5 yesterday.</p> <p>Mr. Smith has <b>high</b> concern in his dx/ECG. Has wanted him on <b>500mg</b> for DVT prophylaxis, no previous events, is full risk and bed alert is on, core measure <b>q</b> for CHF, med rx is updated.</p> <p>It did not get his white done and it was ordered yesterday.</p>	< 60 seconds
		<p><b>Standard Work</b></p> <ul style="list-style-type: none"> <li>Phosphorus</li> <li>Surgenic</li> <li>Discharge Planning</li> <li>Diabetic</li> <li>PT specific needs</li> </ul>	



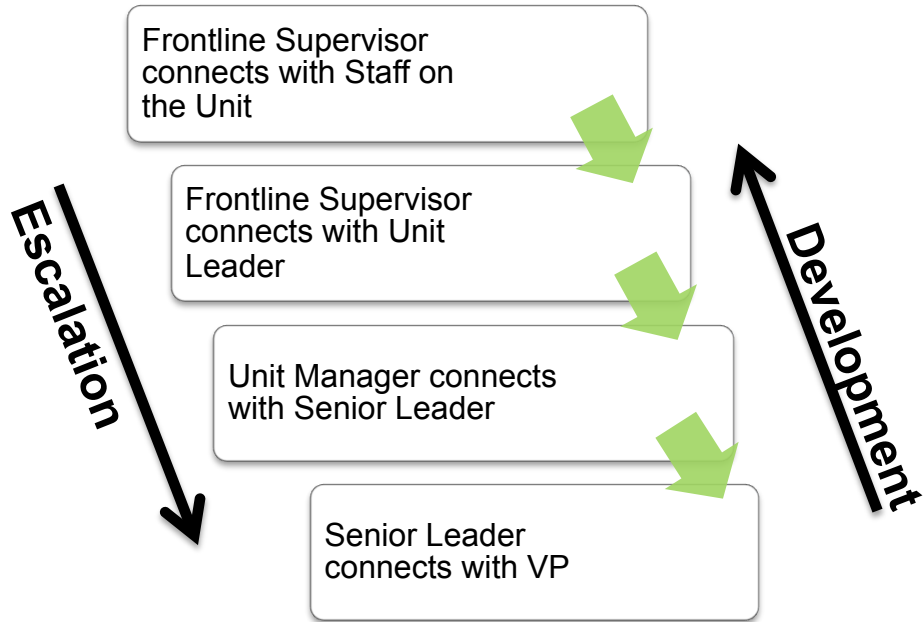


- Routines to hardwire improvements
- Spread A3 problem solving across the organization
- Engage the front line
- Align efforts to True North

## Routines for Managing Improvement



# Live the Process – Stat Sheets



# Coach the Process – Coaching for Development Scripps

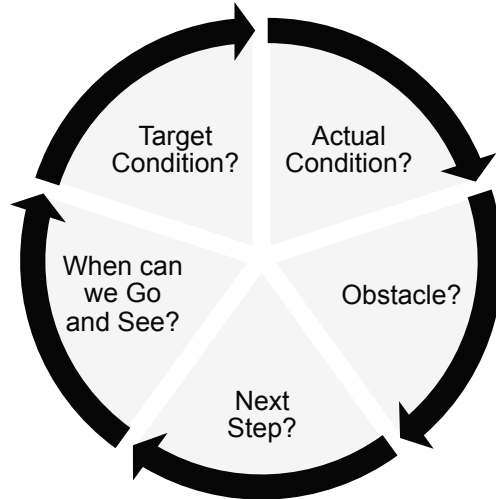
## 1. Establish Coaching Relationship



## 2. Ask Questions



## 3. Conduct the Coaching Cycle



# See the Process – Visual Management

- Visual management and team huddles in public





## The power of asking questions



“We have met the enemy [barrier] and he is us.”





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