

# *The Journey from a Great Idea to Sustained Improvement*

Janice Piazza, MSN, MBA  
AVP , GME Ochsner Health System

Ron Amedee, MD, FACS  
DIO, Ochsner Health System

# Disclosure

Janice Piazza, MSN MBA

No Disclosures

Ron Amedee, MD

- No disclosures
- Volunteer member ACGME Institutional Review Committee (IRC)
- Volunteer member AIAMC Board – Current President
- Content of this presentation represents only my current institutional GME practices as DIO of Ochsner Health System



# Ochsner Health System

Located in New Orleans, serving the Gulf South Region

- 12 Hospitals
- 40 Clinic locations
- 4 Fitness Centers
- 900 employed physicians/ 80 medical specialties
- 16,000 Employees
- 1.4 Million Patient Contacts annually
- 400,000 Unique Patients
- \$2 Billion in Net Pt Revenue
- \$41Million IM +DGME

- 375 Residents in 27 programs
- 600 Residents Rotators from joint / affiliate programs
- UGME : 800 student months
- Nursing : 1000 students
- Allied Health : 400 students
- Ochsner Clinical School, University of Queensland – 240 students at Ochsner

# Objectives

- Understand how our thinking limits our ability to sustain change or approach problems differently
- Establish a different perspective of engagement in quality
- Develop three simple rules to enhance sustainability

# The Tricks that our Minds and Mental Models Play

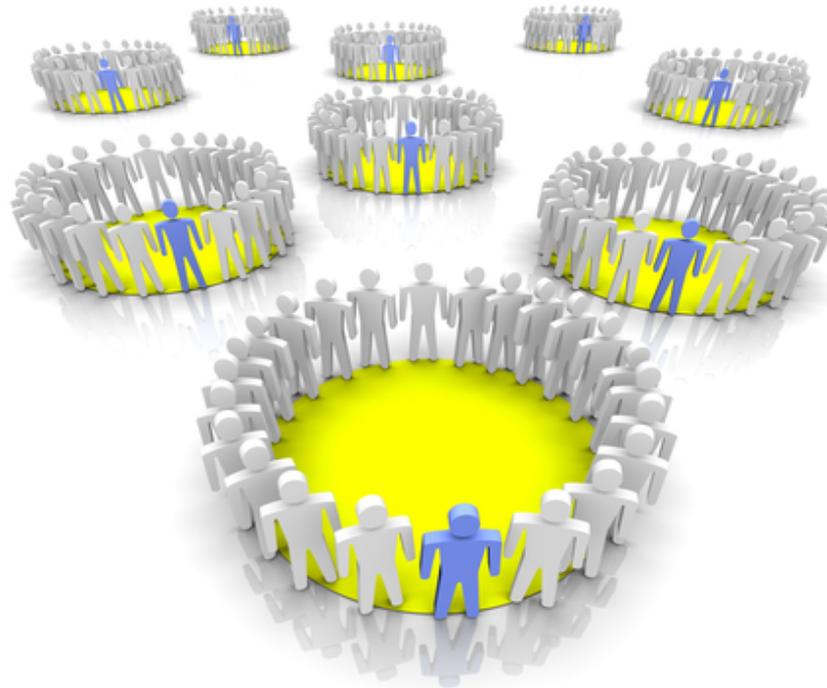
Slumber Bed Night Dream

Quiet Pillow Blanket

Pajamas Nap Snooze



- When I say Resident Quality Council
  - You think \_\_\_\_\_



# Mind Grooving

- Shared mental models
  - Value
  - Barrier
- Influence
- Satisfysing
- How do we get out of the “Groove”



# The Ochsner Resident Quality Council Journey

- Formed in April 2010
  - Original Objectives :
    - ⦿ Increase General Knowledge of Safety and Improvement Science
    - ⦿ Increase House Staff Reporting of adverse events
    - ⦿ Inter-professional engagement to address issues
- 2013 – less engagement, loss of champions
- 2014-15 – Let's try something new !
- 2015- 16 – Still not quite where it needs to be

So are we succeeding or are we failing in our efforts ?





We even have a logo !

# Do we have the Right Tools – Do we have the Right Vision



- Impact of :
  - CLER
  - NAS
  - Organization  
Strategic Vision
  - Curriculum  
Integration

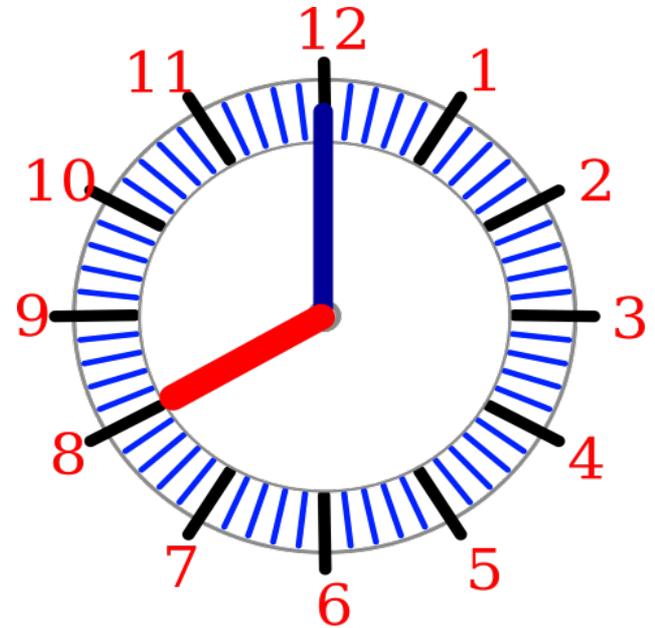
*Lets think about this differently*

# View from the lens of complexity

- We live and work in a complex adaptive system ( CAS )
- Can we lead / manage in the “machine” mode when we live in a CAS ?
- Laws of complexity are derived from Nature – so we need to take a “biologic” approach
- Delusional thinking:
  - We can plan our way out of this
  - We can control all of the component parts
  - Predicting when and where the next sea change will come is futile
  - We need to think more in terms of patterns and general rules



# Leading with Swarm Ware or Clock Ware



# *Pick Promising Pine Cones*

- Nature doesn't put all of its resources into one or two seedlings
- Start where you will have the most impact over the least amount of time



# Create a Good Enough Vision

*Would we be better off with minimum specifications and a general sense of direction*

*Leave the rest to flexibility, adaptability, and creativity*



## *Lessons from The BOIDS*

<https://www.youtube.com/watch?v=QbUPfMXXQIY>



What are your simple rules ?

# *It Doesn't take a Wizard !!*

- Think though what it is you are really trying to do
- Provide access to the needed resources
- Write your 3 simple rules
- Share your rules
- Watch what happens !



Thank you for your participation  
and kind attention !!

Questions ?



# Contact Information

Ronald G. Amedee, M.D., FACS  
Designated Institutional Official  
Ochsner Health System  
504-842-3640  
[ramedee@ochsner.org](mailto:ramedee@ochsner.org)

Janice Piazza, MSN, MBA  
Assistant Vice President, GME  
Ochsner Health System  
504-842-2717  
[jpiazza@ochsner.org](mailto:jpiazza@ochsner.org)

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