



Virginia Mason™

Three Dimensions
of Resilience and Fulfillment
Virginia Mason Medical Center

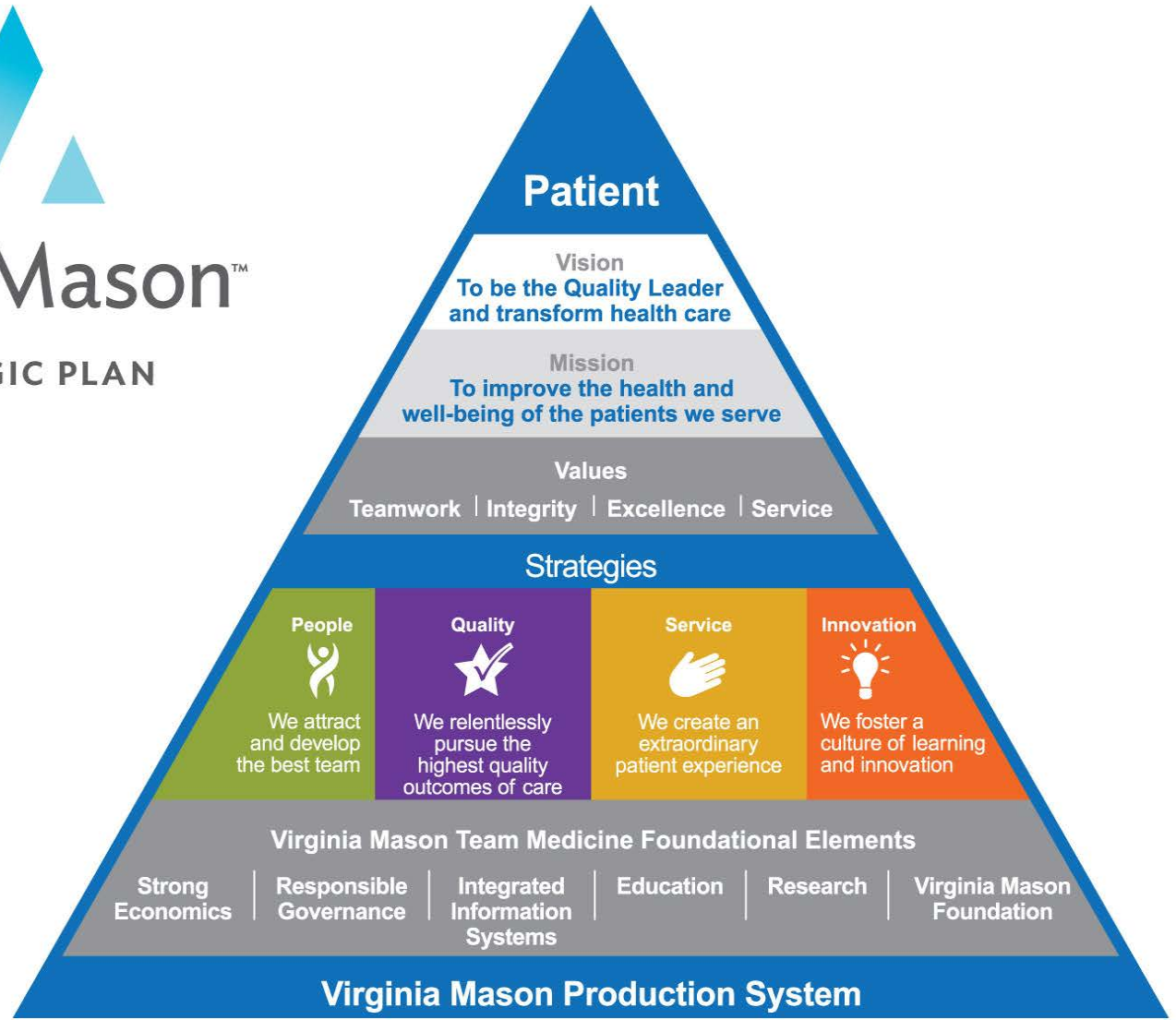
April 5, 2018

Gillian Abshire, RN; Joyce Lammert, MD, PhD; Ryan Pong, MD



Virginia Mason™

OUR STRATEGIC PLAN



Joy and Meaning in the Work



Stanford WellMD



Virginia Mason Provider Engagement

Efficiency of Practice

- Inpatient Rounding Process: current state
 - Chaotic
 - Waste-filled process
 - Waste on all levels:
 - Patient/Family
 - Housestaff
 - Nursing/rest of care team
 - Attending/Consultants

Flow disruption:
sick or
complicated
patient

Some rounds
remain to be
completed in
afternoon

% VA:

~X4

"Running

762 CURR

Center Prep

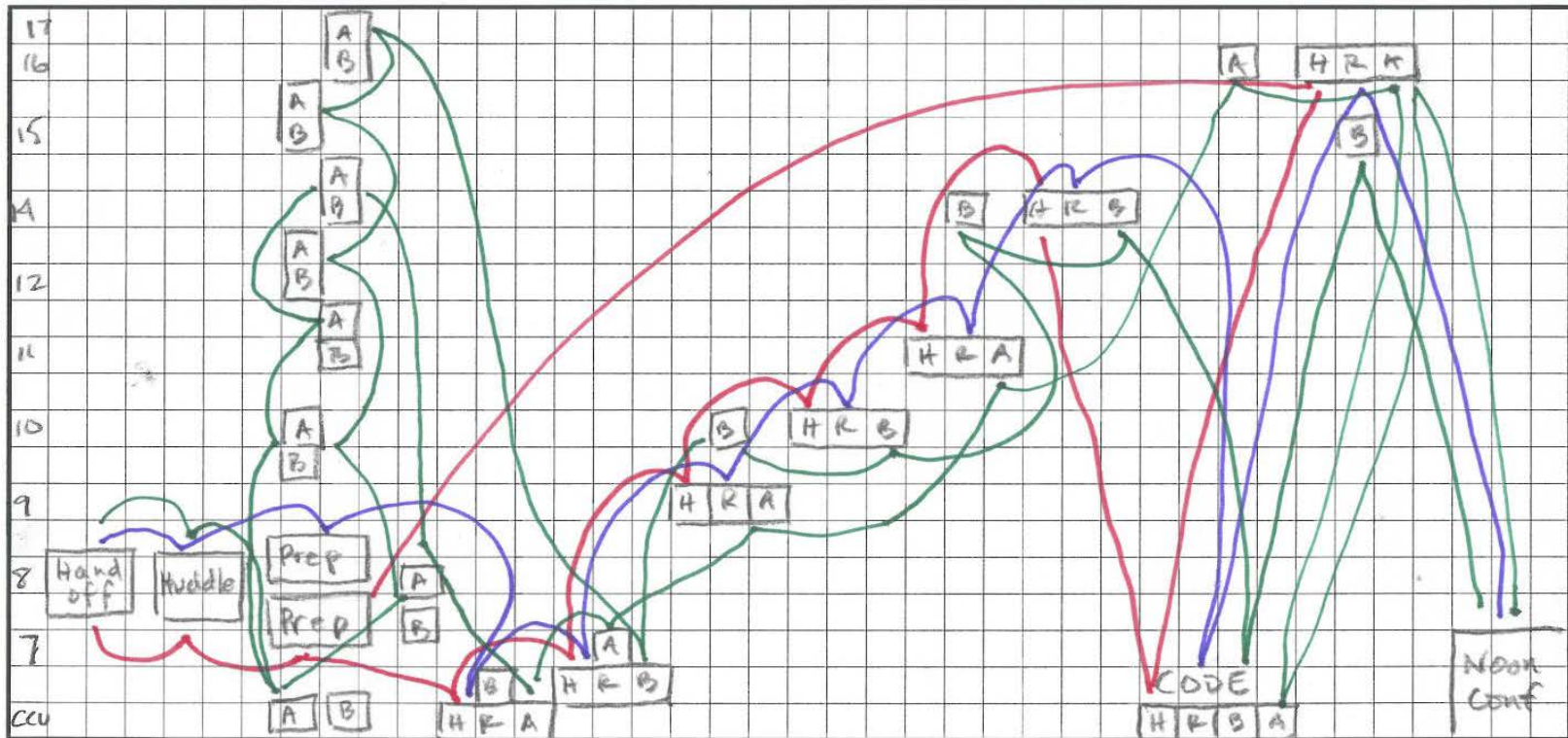
Running Order
List not used or not
standardized

CL	0.0000
VA	0.1100

Standard Work Sheet

Process Boundaries							
From	Hand off Am start	Process	Teaching Svc	Time Available		Date	9/23/11
To	Noon Conference	Cycle	Start-End	Demand		Time	7am - 1230
Area	Hospitalist	Operator Title	Hospitalist	Takt Time		Completed by	Pittenger

Quality Check		Safety Check		SWIP		WIP		Flow Depicted	<input type="checkbox"/> Patients <input type="checkbox"/> Providers <input type="checkbox"/> Information <input type="checkbox"/> Supplies <input type="checkbox"/> Equipment <input type="checkbox"/> Family/Relationships <input type="checkbox"/> Medications <input type="checkbox"/> Process Engineering
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- Intern A or B
- Hospitalist
- Resident

The VMHC Quality Equation

$$Q = A \times \frac{(O + S)}{W}$$

Q: Quality

A: Appropriateness

O: Outcomes

S: Service

W: Waste

The VMHC Quality Equation

$$\text{Quality} = \text{Appropriateness} \times (\text{Outcomes} + \text{Service})$$

How do we define and achieve it?

Q

= A × (O + S)

Did we do the right things at the right times?

(O + S)

Did the patient do as well or better than expected?

Was the patient treated with Respect and dignity?

The product of numerous factors

Appropriate care has a multiplier effect on quality

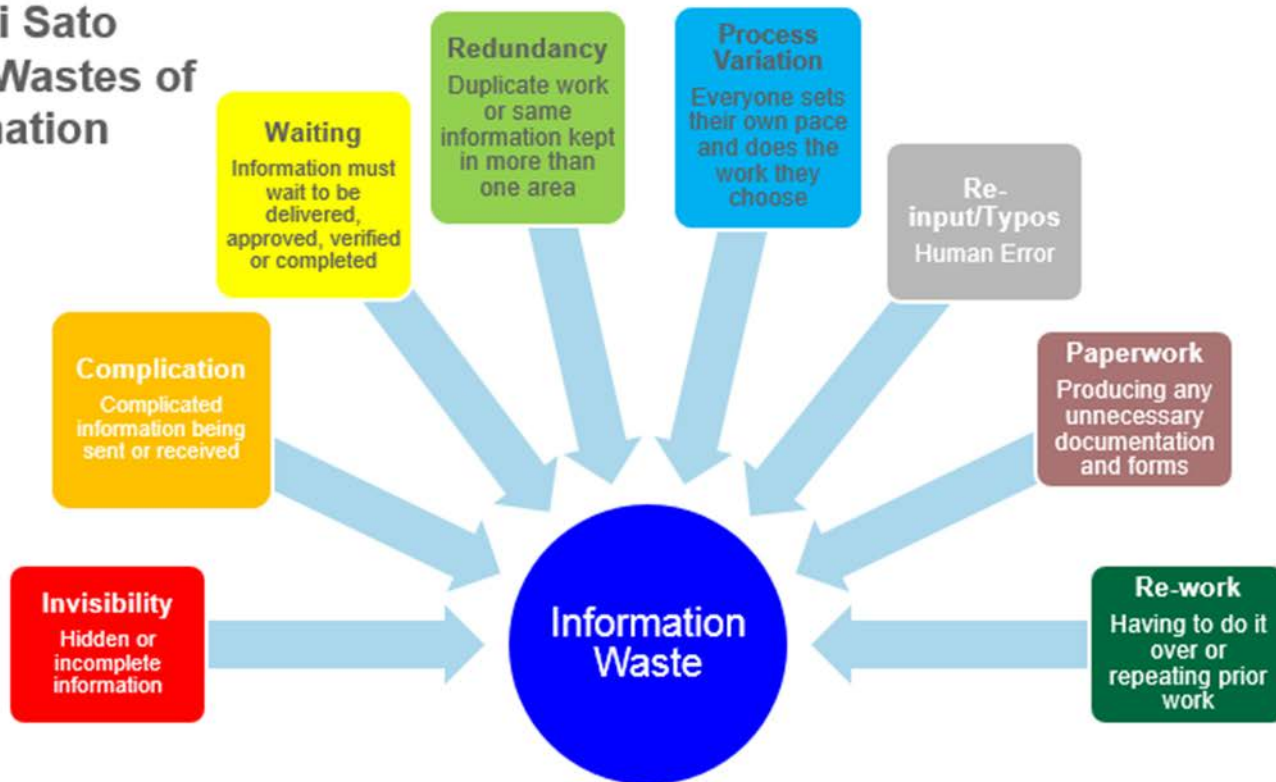


Waste reduces the final level of quality.

Taiichi Ohno's Seven Wastes



Sensei Sato Eight Wastes of Information



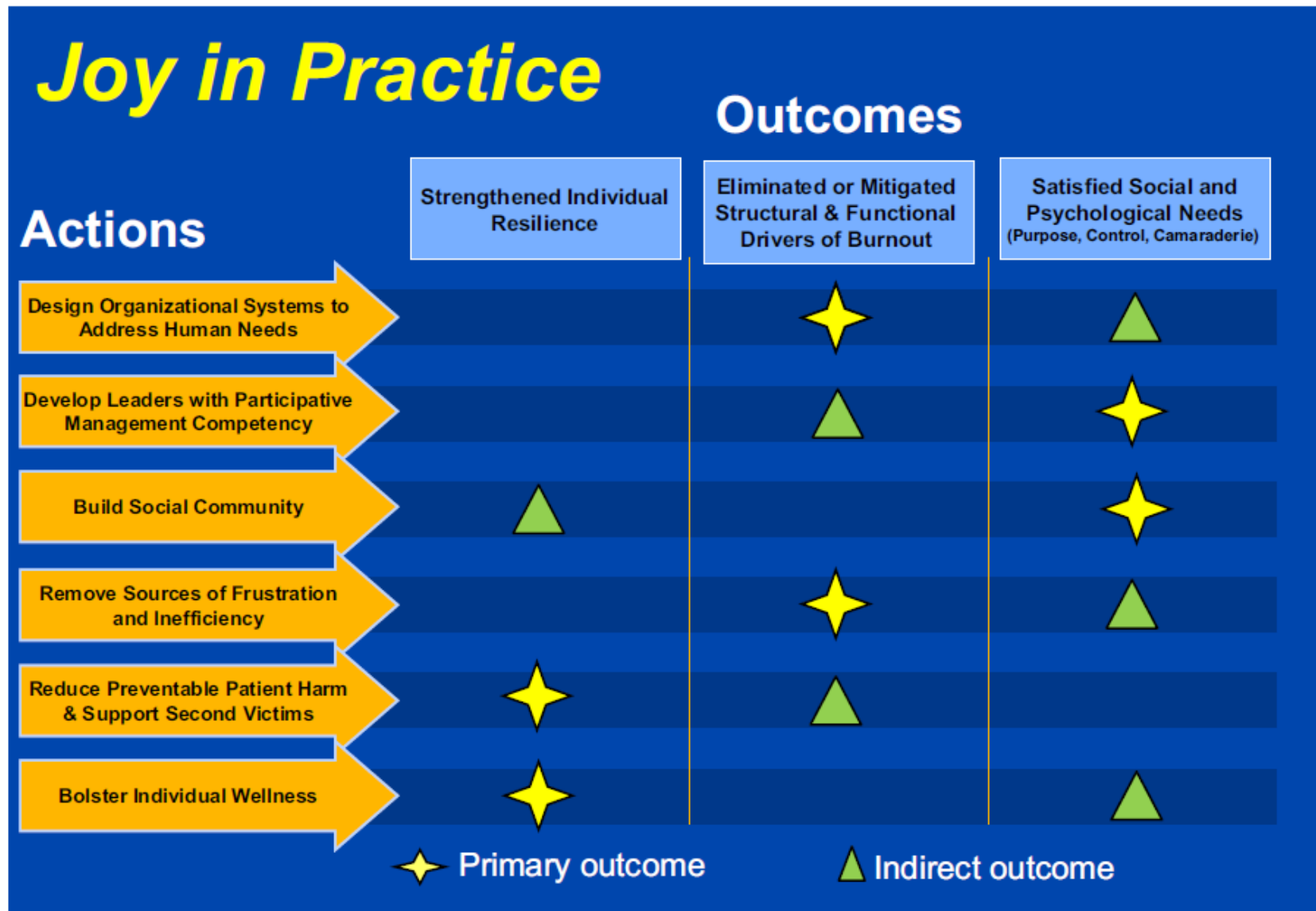
Home Team Application

Culture of Wellness

- 36 y/o female presents for malfunctioning dialysis catheter
- ESRD from Type 1 DM
- No complete dialysis runs for a week
- In the OR anesthesia is induced
- ANAPHYLAXIS
- 35 minutes of CPR, no ROSC
- Usual OR staff, Code Team, Patient Relations
- Family wants to go the OR
- What to do?

Home Team Application

Six Evidence-Based Actions to Achieve Three Primary Outcomes for Joy in Practice



An Organizational Framework to Reduce Professional Burnout and Bring Back Joy in Practice

Stephen J. Swensen, MD, MMM; Tait Shanafelt, MD; The Joint Commission Journal on Quality and Patient Safety 2017



Virginia Mason™

Each Person.
Every Moment.
Better Never Stops.