

# Children's Medical Center

CHAT: Culture Journey  
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# Children's Health, Children's Medical Center

Children's Health offers a full continuum of care, beyond just critical care.

- **Three hospitals**
  - 592 licensed beds
  - 7<sup>th</sup> largest pediatric system in licensed beds and 2<sup>nd</sup> busiest emergency department
  - 7,000+ employees, 1,000+ medical and dental staff
- **7 Specialty Centers** with 50+ specialties
- **20 Pediatric Group** locations
- Outpatient **pediatric imaging** and **surgery centers**
- **Home Care** and **Virtual Health/TeleMedicine**
- **Education and Training**
  - 250+ pediatric residents and fellow
  - 840 residents and fellows on rotation
  - 2,000 students for clinical rotations
    - 65 colleges and universities



# Patient Safety Culture Journey



# 2013 - 2014

- Launched Just Culture
- Joined Solutions for Patient Safety (SPS)
  - Share safety successes and failures
  - Learn from and teach other about network goals
  - Ensure every child is safe in our care
- Incorporated HAC prevention bundles
- Began reviewing HACS and events with harm through bedside reviews and RCAs



Children's Hospitals'  
Solutions for  
**Patient Safety**  
Every patient. Every day.



# April 2015

- Launched YES to safety. NO exceptions.
  - Standard communication strategies and self-checking tools
  - Step-by-Step tools to escalate to leaders
  - Ultimate aim to decrease human error and mistakes



# August 2015

- Began Daily Safety Briefings
  - Provide leadership awareness
  - Identify clinical patients at risk
  - Act as a forum
    - Learning status of operations
    - Identifying problems
    - Identifying issue resolution
    - Ensuring focus and priorities for the day





# 2016

- Implemented Safety Coach Program
- Implemented training to all Childrens Health Pediatric Group staff and providers
- Required all physician, residents and fellows to take the training



- All leaders and team members – clinical and non-clinical – will have to attend the YES to safety. NO exceptions. class
- Leaders continue their education by taking the Leadership Methods class
- All new hires take the class upon hire date

Patient Safety Toolkit		
Commitment	Related Tool	
<b>Everyone Makes a Personal Commitment to Safety</b>  <i>"We do the Right Thing"</i>  <i>Unwavering integrity</i> <i>Selfless Service</i>	1. <b>AIDET</b> - Always introduce yourself and know who you're working with  2. <b>ARCC</b> for team member checking and coaching Ask a question Request a change Concern – voice a concern Chain of Command	3. Pay attention to detail using <b>STAR</b> Stop Think Act Review
<b>Everyone is Accountable for Clear and Complete Communication</b>  <i>"We are One Team"</i>  <i>Commitment to Excellence</i>	1. Use <b>SBAR</b> to communicate concerns requiring action <b>Situation:</b> What is the problem, Patient or project? <b>Background:</b> What is important to know? <b>Assessment:</b> What is your evaluation? <b>Recommendation:</b> What action needs to take place?  2. <b>3-Way communication</b> with 1 or 2 clarifying <b>questions</b> to confirm and communicate routine, but important information. A clarifying question can be numeric (15, one-five) or phonetic (alpha, beta)	3. Use a <b>Standardized Handoff</b> method to transition assignments
<b>Everyone Supports a Questioning Attitude</b>  <i>"We Get Results"</i>  <i>Commitment to Excellence</i> <i>Passionate Advocacy</i>	1. <b>QVW</b> – Question and confirm when you're unsure about something. <b>Qualify</b> the source (do I trust this source) <b>Validate</b> the content (does it make sense to me) <b>Verify</b> your action (check it with an expert)  2. <b>Stop and resolve</b> – Don't proceed in the face of uncertainty	




# Continuing the Patient Safety Journey

- Safety Cards
- Staff Safety



# Key Learnings

- Steady drumbeat for safety!
- Transparency



**YES** to safety.

**NO** exceptions.

## High Risk Patients are at Risk for SERIOUS SAFETY EVENTS

**Take Action to Reduce This Risk**

Issue: Items that may be used for self-harm

**Target Audience:**  
Nursing, Medical and Clinical Leaders, Quality Improvement, Patient Safety, Legal/Risk Management, Clinical Educators and Organizational Leaders

**Resultant Harm to the Patient:**

**Event 1:** A patient presented to the ED for intentional ingestion was admitted and placed on CVO. Once admitted, the patient was observed by a caregiver to be "moving his hands under the covers". Upon inspection, additional packages of an unknown medication were found in the patient's pant pocket.

**Event 2:** A patient presented to the ED for Altered Mental Status and history of self-harm behaviors (cutting) was admitted and placed on CVO. On hospital day #2, two (2) razor blades were found hidden in the patient's undergarments.

In the above situations, each patient is high risk due to suicidality (self-harm). When this risk is present, patients should be assessed for items that may be used for self-harm, e.g., drugs, razors, etc.

**Fundamental Issues:**

**Event 1:** An inspection of the child's clothing, e.g., pockets, etc. was not performed upon arrival or upon transfer to another patient care area.

**Event 2:** A comprehensive head-to-toe skin assessment and clothing inspection (as above) was not performed upon arrival or upon transfer to another patient care area.

**Actions to Mitigate Risk:**

- Reinforce the importance of: 1) performing a thorough head-to-toe skin assessment, 2) inspecting clothing (including clothing the patient is wearing) and other items with the patient at time of arrival and upon subsequent transitions in care, and 3) documenting that these assessments were performed. Continue to check all items brought into the patient room and explain to why we do this – to keep the patient safe.
- Because of the sensitive nature of the above assessments, implement the use of two people to perform these assessments. The second person may be a parent, if appropriate, or another staff member (preferably the same gender as the patient)
- Assess compliance with the above expectations to keep patients safe and immediately address any deviation.
- Be on the lookout for additional information on this topic.

**What can I do with this Alert?**

- Forward this Alert to the recommended target audience for evaluation
- Include in your Daily Safety Brief
- Share with staff during staff meetings and huddles

**Resources**


- CPP 6.91 Safety for Patients with High Risk Behaviors
- CVO Guidelines for Critical Care Services, Acute Care Services, Heart Center, and Center for Cancer and Blood Disorders
- Guideline- Management of Patient With Mental Health Complaints in the Emergency Department


**Contacts**

- Jane LeVieux, Manager, Inpatient Psychiatry
- Tracey Green, Psychiatry Social Worker
- Jennifer Brown, Clinical Educator/PPMAB instructor



# BALLOONBEAT





## WELCOME TO OUR NEW HOME

[You're invited to the Children's Health Specialty Center at Cityville Southwestern Medical District Open House.](#) All team members are welcome to join us tonight from 5:30 to 7 p.m. for a tour of the new facility, while enjoying light refreshments. Cityville provides rehabilitation and therapy services, including a state-of-the-art therapy pool and robot to assist our patients.

**Quality Update.** Read this week's Quality Update from Rustin Morse, M.D., Vice President of Quality and Chief Quality Officer, for an overview of Toyota's philosophy and how it applies to our initiatives. Also included is data on safety card reliability for August.

**Team Member Spotlight - Lauren Allen.** Join us in recognizing Lauren Allen, Team Leader, Cardiology, for always putting others first, especially team members and patient families.

**Final day to enroll in the Full Plate Weight Loss program.** Registration closes tonight at midnight for the Full Plate Weight Loss program. This is the final program session for the year.

**LiveWell Mindfulness Series at Trinity Towers tomorrow.** From noon to 1 p.m., participate in the final LiveWell Mindfulness class on Moments, Movements & Methods. It will address staying focused in the midst of chaos in daily life.

**Do you have a story you would like to see featured?** If so, please submit content to [balloonbeat@childrens.com](mailto:balloonbeat@childrens.com).

# Key Learnings

- Continuous Improvement
  - Daily Safety Briefing
  - Leadership Methods Training
  - YES to safety. NO exceptions training
- Celebrate!
- Leadership Engagement



Plano celebrates three patient safety milestones

Tuesday, August 22, 2017

EXCELLENCE QUALITY



# Thank you!

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