

Session 9: Lessons Learned

Applying a Three-Systems Approach to Improving Surgical Outcomes

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1. Cultural transformation takes time.

In order to drive a major quality improvement initiative forward, the organization's culture must embrace a non-punitive, mutually supportive environment. Clinicians and staff members who share the organization's vision are more willing to adapt to change. If an organization's existing culture does not support change, work must be done to build a culture that promotes learning, effective teamwork, and patient-centered care. This takes time.

2. It is critically important to build relationships.

In order to keep patients safe, maximize quality, and lower costs, it will take a uniquely interdisciplinary effort, one in which doctors, nurses, pharmacists, administrators, and others forge new types of relationships founded on a culture of quality improvement. This relationship-building starts with those leading the improvement initiative.

3. Multi-disciplinary teams are critical to success.

As the complexity of healthcare grows and the pace of change accelerates, the profession of medicine is going through a fundamental shift from a traditional craft-based practice to a more sophisticated multidisciplinary team-based style of practice. While it has always been true, medicine is now becoming even more of a team-based endeavor.

4. A physician champion is essential.

To drive quality improvement and patient safety forward, the passionate engagement of physician champions is essential. Organizations need to implement physician engagement strategies that allow them to optimize clinical outcomes and provide care as efficiently as possible.

5. Data is essential to determine the truth.

Arguably, healthcare is the most data-intensive industry in the world. Clinicians cannot deliver and sustain high-quality, safe care without reliable information. Measurement is the basis for assessing and sustaining potential improvements in healthcare quality. Deming once said, "In God we trust, all others must bring data." In order to know whether a change is an improvement, an analytic system is absolutely essential.

Choose at least one thing that you've learned today that you will share or do differently as a result of listening to this presentation. Write this down below and the date to accomplish it.

Goal(s) or Learning(s)

Date