Learning to See

Maureen Bisognano
President and CEO
IHI

Chinese Proverb

不闻不若闻之，闻之不若见之，见之不若知之，知之不若行之；学至于行之而止矣

“I hear and I forget; I see and I remember; I do and I understand”

-Confucius
Today's Busy Life

- Frenetic schedules
- Too little sleep
- Pathologic addiction to devices

Challenges for Today

- Seeing the whole system
- Seeing data and using to predict
- Seeing all the assets the patients and families bring
- Seeing outside the walls
- Seeing across the data
A Global View

“Global Health is the goal of improving health for all people in all nations by promoting wellness and eliminating avoidable diseases, disabilities, and deaths. It can be attained by combining clinical care at the level of the individual person with population-based measures to promote health and prevent disease. This ambitious endeavor calls for an understanding of health determinants, practices, and solutions, as well as basic and applied research concerning risk factors, disease, and disability.”


Four Themes

- Reliability
- Resilience
- Empathy
- Promises
JetBlue – A Great Start and Challenges

- Founded in 1999
- Mission: “to restore humanity to air travel” and to provide the best overall travel experience including safety and affordability (sounds like the IHI Triple Aim!)

JetBlue

- Valentine’s Day Storm (14 February 2007)
A Storm of Problems

- On 14 February 2007, an ice storm headed for New York City. The ice was supposed to change to rain, so JetBlue continued to let passengers board flights and have those flights taxi out on the runways.

- The ice never changed to rain and planes were not allowed to take off.

- Only 17 of JetBlue’s scheduled 156 flights took off from JFK that day.

- Passengers were stranded on the runway for 6 hours, and the ripple effect led to days of cancellations (normal operations resumed 6 days later).

- Estimated cost of the storm’s disruptions was $41 Million.

Recovery…and On to Thrive

- “Naming the problem” and simplicity
  - Prediction
  - IROPs (Irregular Operations)
  - Cancel, recover, communicate

- Engage the front line in solutions
  - Meetings
  - Mapping (“bewildering complexity”)
  - Issues (pink and yellow)
  - Metrics
Value Stream Map Example

Recovery…and On to Thrive

- Build empathy and mindfulness
  - Trained all in what customers experience
  - Walk through cancellations, wheelchair access, flying with children, etc.
  - Customer “bill of rights”
  - Manage handoffs
  - Quick wins and low-resolution prototypes (QI capability)
Results

- One of the strongest airline brands in the U.S.
- Consistent records for customer satisfaction
- Staff satisfaction ("IROPs is just another day.")
- JetBlue faced a much bigger storm in 2012 (Hurricane Sandy), but they came through with minimal disruptions and a cost of only $500,000

Data, Prediction, and Planning

- North Shore-LIJ Center for Emergency Medical Services
North Shore-LIJ Center

- Provides ambulance service in the 1700 square miles of New York City, Nassau and Suffolk Counties. Employs more than 500 Emergency Medical Technicians and Paramedics who operate over 40 response units each day transporting over 55,000 patients annually.

High Reliability Principles

- Preoccupation with failure
- Reluctance to simplify
- Sensitivity to operations
- Commitment to resilience
- Deference to expertise

Your Homework

- Study your next meeting
- Ask yourself, “Are you looking back at the past? Or are you looking to the future, to predict and prevent problems?”

Four Themes

- Reliability
- Resilience
- Empathy
- Promises
A Tale of Two Patients

Jess

- Team rounds
- Patient drives goal-setting
- No “visitors” – all are welcome
- Daily planning with Jess, her family, and team, with tollgates
- Discharge planning and support
Jess

Bill

- 4 hour journey in surgery with “wait two hours”
- “Who let them in?”
- No whiteboard; no daily plans; no team communication
- Sudden discharge
A Tale of Two Patients

Learning to See

Ask not “what’s the matter?”

Ask “what matters to you?”

Your Homework

- Sit in on patient rounds

Four Themes

- Reliability
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- Empathy
- Promises
Empathy and Mindfulness

- Each team member learned how to speak up – to ask questions – to offer suggestions

- They taught empathy by teaching their teams how to see

Empathy

- Can we teach empathy? (Yes! And we must!)

- Research shows we are “unteaching” empathy in our care givers
An Empathy Deficit

- Hypotheses for further study:
  - Students are seeing themselves at the “bottom of the hierarchy”. The systems they are in lower their self-esteem and they then question their relevance.
  - For self-protection, students put up barriers and learn “selective empathy”.
  - The “hidden curriculum”

Empathy

http://www.youtube.com/watch?v=cDDWvj_q-o8

Teaching Empathy to the Next Generation

http://www.ihi.org/offerings/IHIOpenSchool/overview/Pages/default.aspx
Beth from Minnesota

- A quiet, friendly woman in her mid-40’s
- Diagnosed with breast cancer this year
- Serious osteoarthritis and bilateral knee replacements in 2009
- Depression
- Overweight
- Sexually abused throughout childhood
- Alcoholic from age 16-27 and now sober for almost 20 years
- In a loving relationship with a partner, now accepted by her family
- Working in a job she loves

What matters to Beth?

Lessons for Health Care

- With the front line, leaders need to build reliable processes and build in resilience for when processes fail

- Learn about high reliability and safety, and take these lessons home
Your Homework

- Navigate a whole patient journey
- Ask yourself, “Do all the ‘pieces’ fit together?”
- Do we know “what matters to you”
The Next “Blockbuster” Drug

New Era Of Patient Engagement

Pharmacist Medication Reconciliation at Home
5000 Hours


http://www.ihi.org/offerings/ihiopenschool/resources/Pages/TrevorAndThePerksOfDiabetes.aspx
Your Homework

- Sit in on a patient visit
- Ask yourself, “Is it designed for Trevor? Or would it have let Beth down?”

Four Themes

- Reliability
- Resilience
- Empathy
- Promises
“If I could reduce my message to management to just a few words, I’d say it all has to do with reducing variation.”

- W. Edwards Deming

Diffusion of Innovations

A theory for understanding how people respond to innovation…

…and how to use those responses to drive needed change.
Adoption is a SOCIAL thing!

A better idea… …communicated through a social network… …over time

Clarify “Where” We Spread

What is your level of our ambition?
- Every unit or ward in a hospital?
- Every service line (clinical & operations)?
- Every hospital in a system or region?
- All primary care clinics?
- All inpatient and outpatient mental health?
- All levels of care across a population?
- Throughout Sweden?
PCMC Readmission Intervention Complex Case Management Meeting

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<th>2012</th>
<th># Post-CCM Readmits</th>
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<tr>
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<td>Jul</td>
<td>Aug</td>
<td>Sep</td>
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<td>x</td>
<td>x</td>
<td>x</td>
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* x = Hospital Admission  
* CCM = Complex Care Conference
Caring for the Socially Complex

MEDICAL REPORT

THE HOT SPOTTERS

Can we lower medical costs by giving the neediest patients better care?

BY ATUL GAWANDE

In Camden, New Jersey, became the first American community to lower its medical costs, it will have a powerful tool to thank. At nine-fifty on a February night in 2001, a twenty-two-year-old black man was shot while driving his Ford Taurus station wagon through a neighborhood on the edge of the Fermi Plastics plant. The victim was a resident of Camden, where the social and economic conditions are among the worst in the United States. The area is home to one of the poorest neighborhoods in the country, with a high crime rate and a low birth rate. The community has been struggling to improve its health care system, which has been characterized by fragmented care and lack of coordination.

5X Scale-up – Dr. Brenner

<table>
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<th>Number of people</th>
<th>Infrastructure issues to address</th>
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<tbody>
<tr>
<td>5</td>
<td>1. Form a team of volunteers</td>
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<tr>
<td></td>
<td>2. Find people through referrals</td>
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<tr>
<td>25</td>
<td>1. Full time team “borrowed”</td>
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<td></td>
<td>2. Redesign of one practice</td>
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<td></td>
<td>3. Cooperation of hospitals for data</td>
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<tr>
<td></td>
<td>4. Assess outcomes</td>
</tr>
<tr>
<td>125</td>
<td>1. Grant funding for operations</td>
</tr>
<tr>
<td></td>
<td>2. Consistent population outcomes</td>
</tr>
<tr>
<td>625 - 1000</td>
<td>1. ? (perhaps replication in a few local practices, regularized financing)</td>
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Experience of Care

Per Capita Cost

Health of a Population

Remember Today’s Busy Life

- Frenetic schedules
- Too little sleep
- Pathologic addiction to devices

- You need to take care of you, so that you can take care of others
Now That You’ve Learned to See…

- Remember Jess, Bill, Beth, and Trevor
- Go visit and learn more about the assets and needs of your patients and their families
- It takes a face to change a heart

Tak!

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