



Virginia Mason™

**Innovation
in Healthcare—A Journey**

Suzanne T. Anderson, President

Becker's CEO/CFO Roundtable
2019

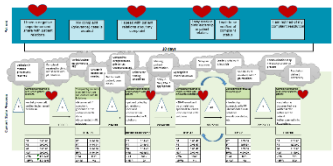
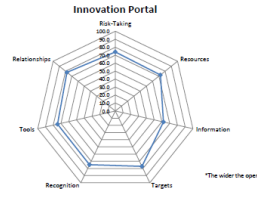
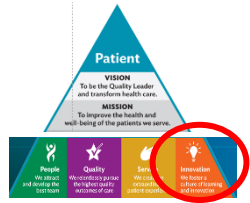
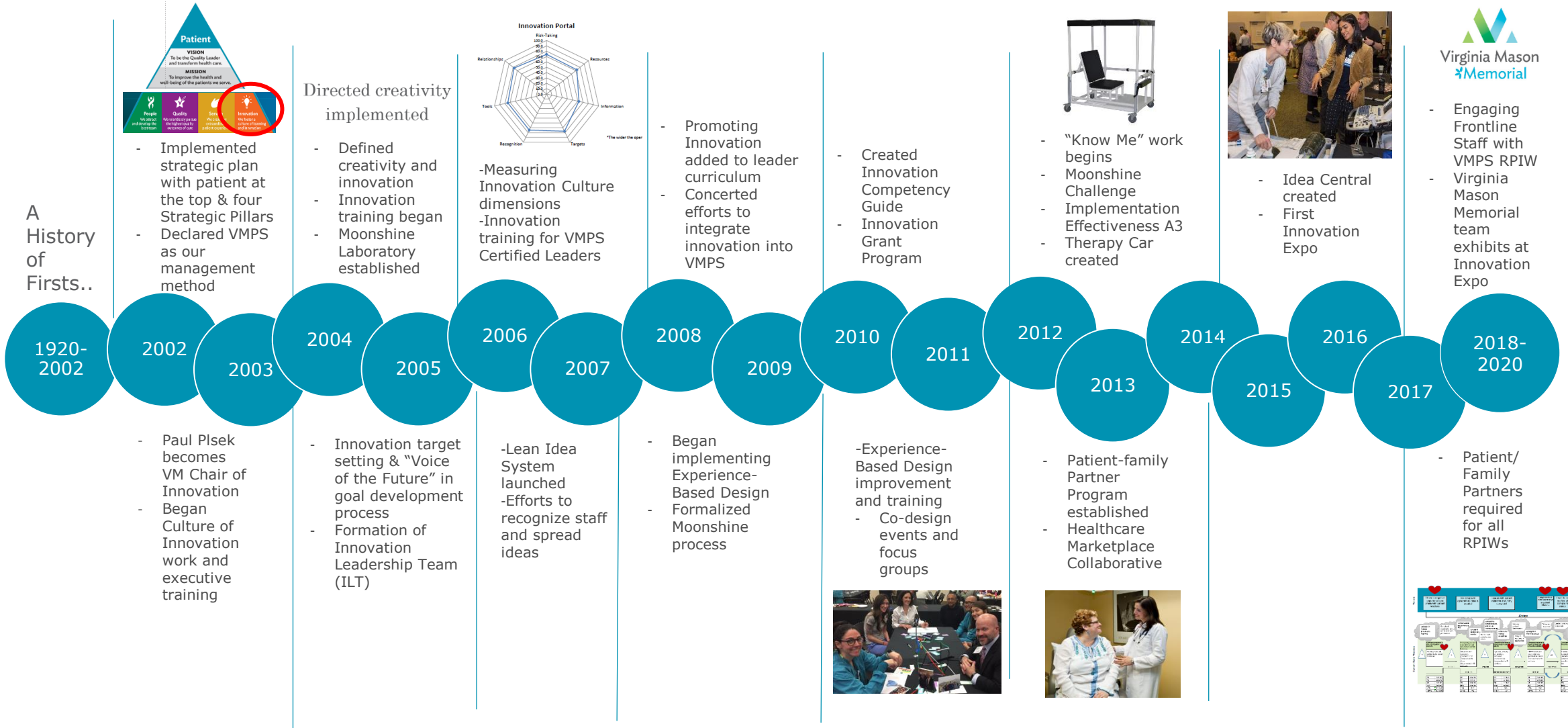
Virginia Mason Health System



- Integrated health care system
- 501(c)3 not-for-profit
- Two hospitals
 - Virginia Mason Medical Center, Seattle
 - Virginia Mason Memorial, Yakima
- 40+ medical clinics
- Graduate Medical Education
- 1,100+ physicians
- 8,400+ employees
- Two philanthropic foundations
 - Bailey-Boushay House
 - Benaroya Research Institute
 - Virginia Mason Institute

Our Innovation Journey

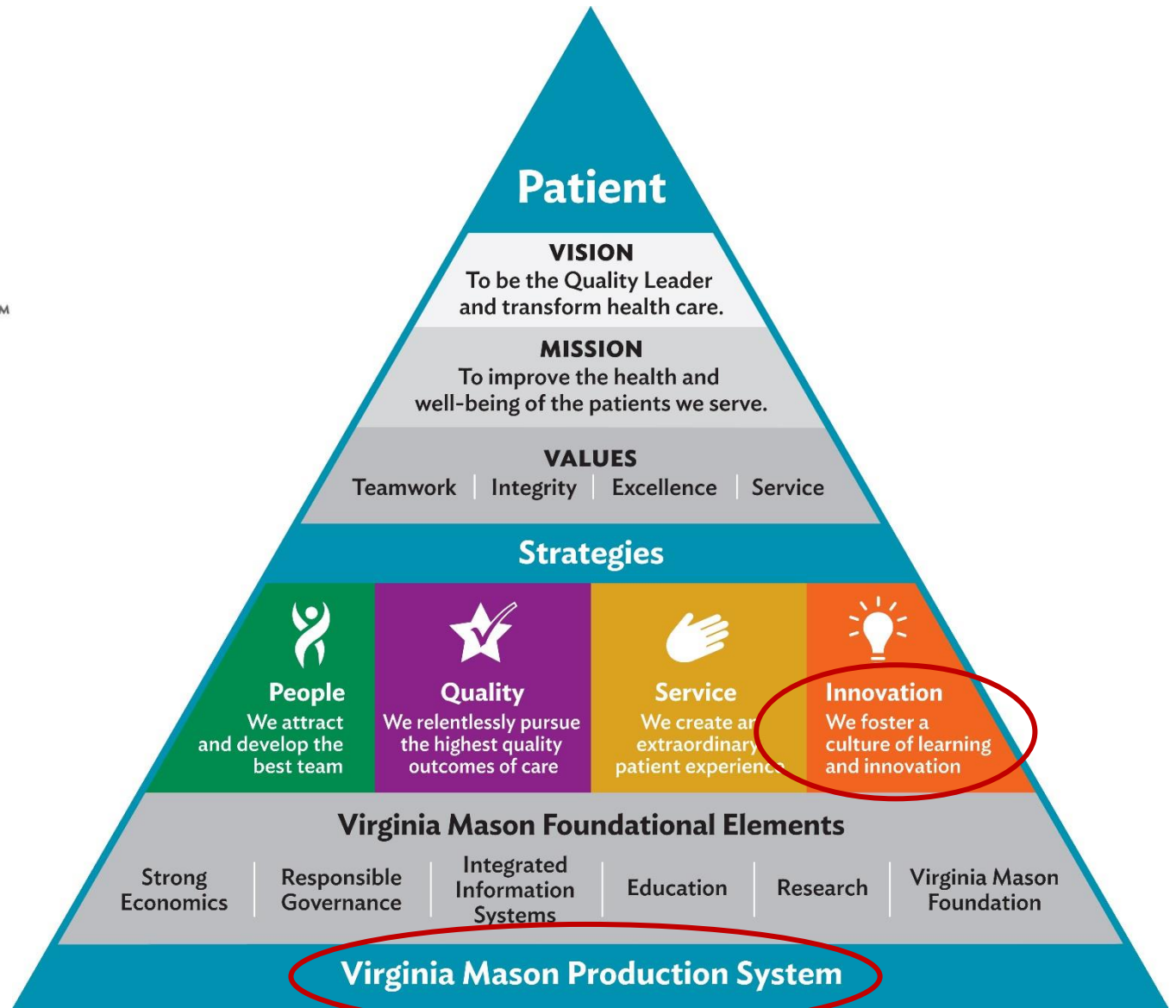
A History of Firsts..





Virginia Mason™

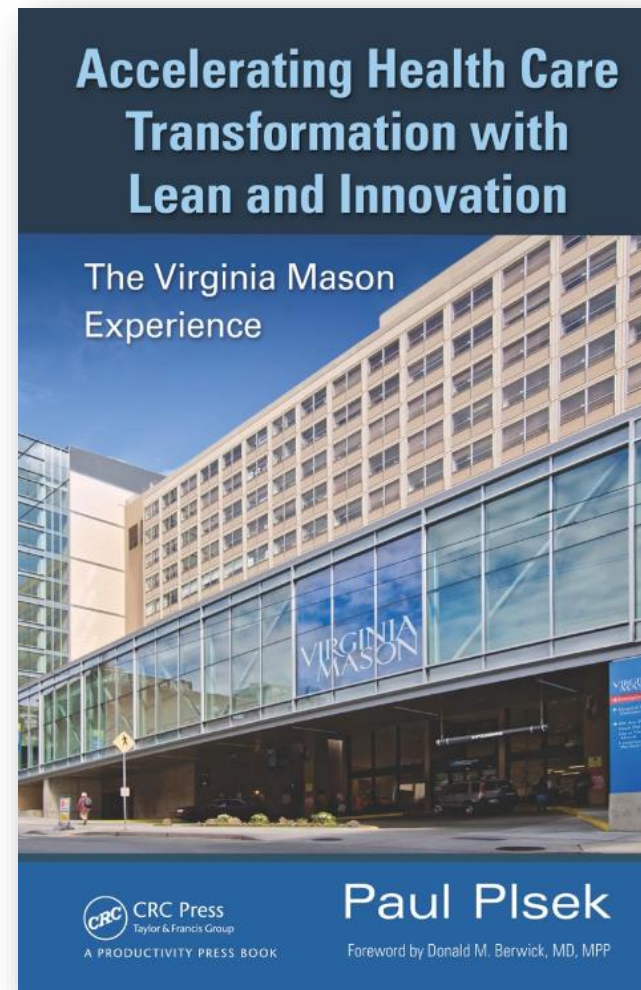
OUR STRATEGIC PLAN



Paul Plsek Chair of Innovation, VMIMC



Consultant, Author
and Developer of
DirectedCreativity™



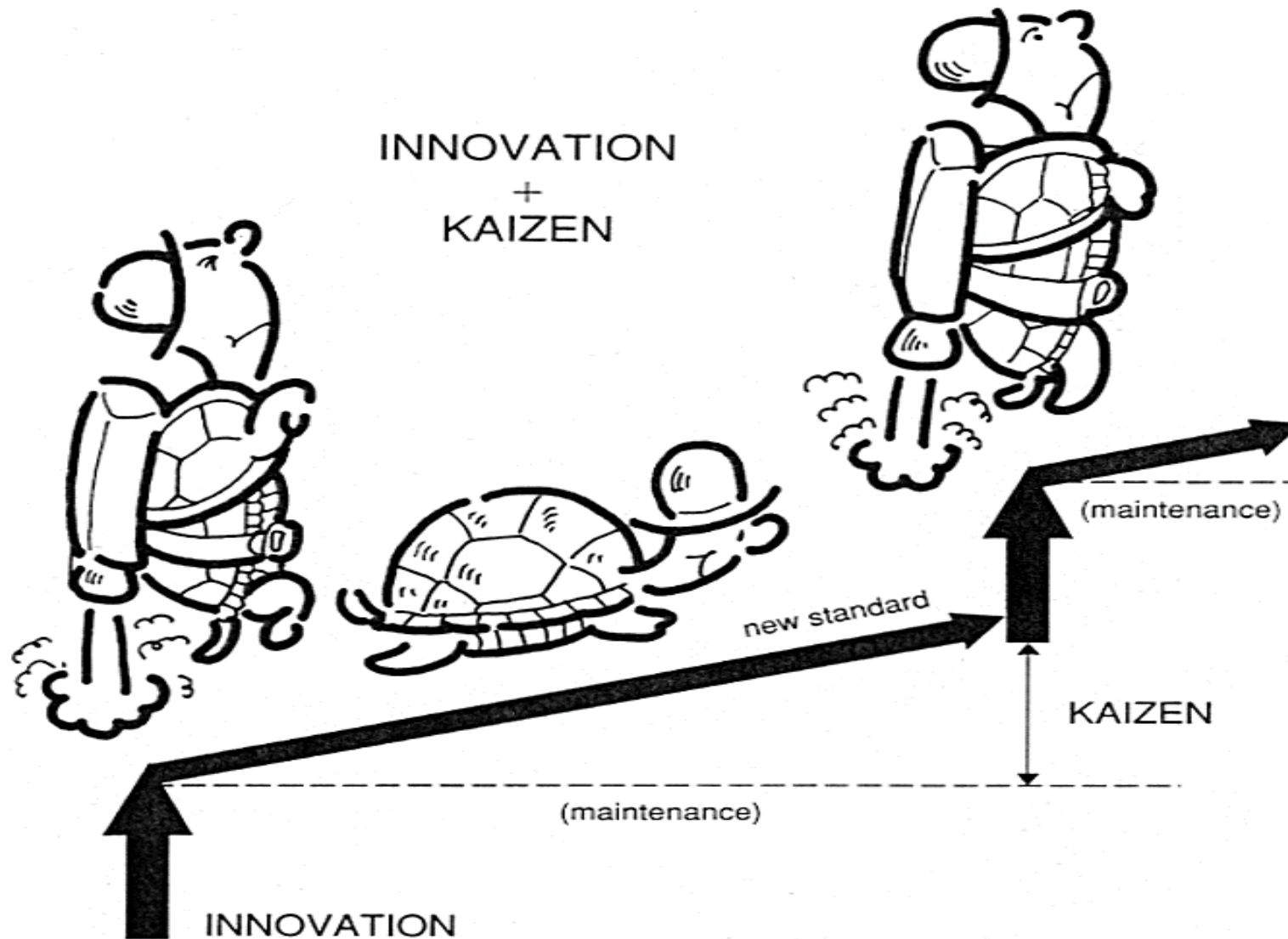
Shingo Prize for Research in
Operational Excellence, 2014



**Virginia Mason
Innovation Definition:**

**Directed Creativity
Implemented**

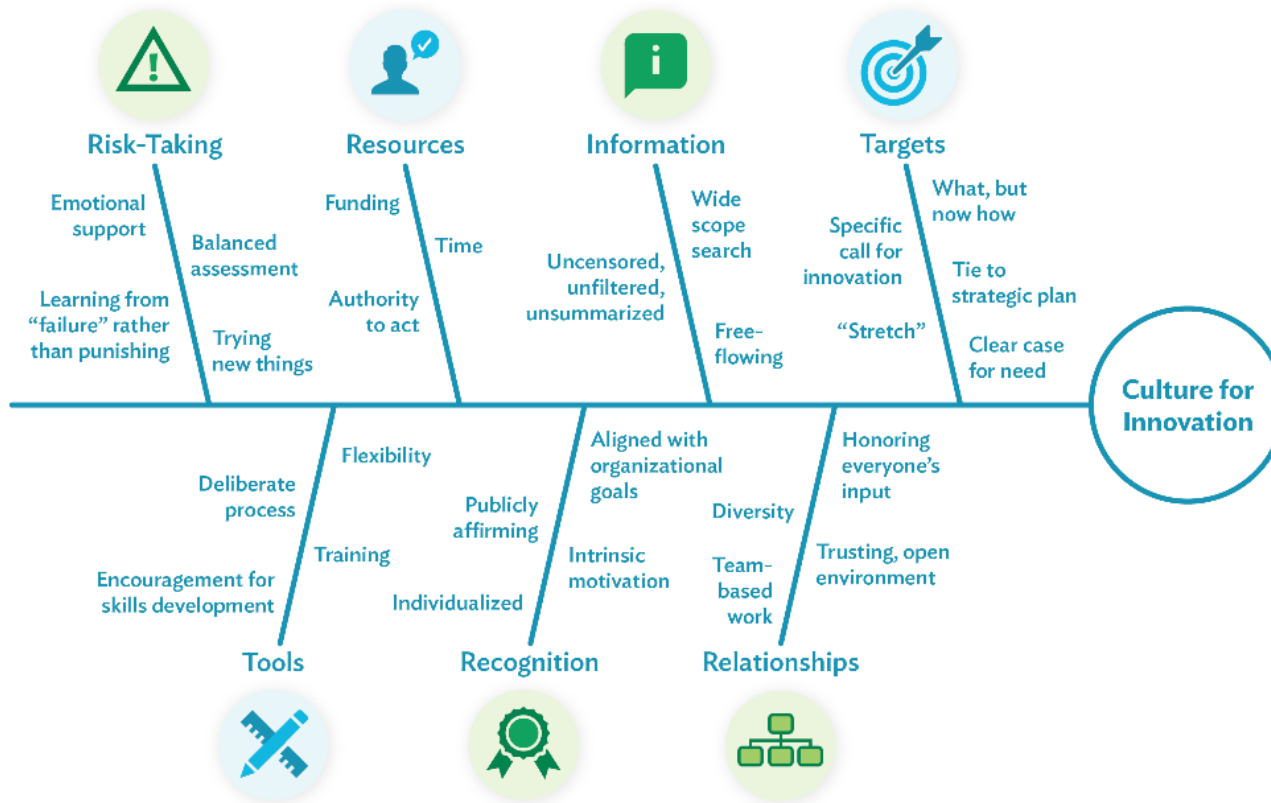
Innovation and Kaizen (Continuous Improvement)



Source: Adapted from Masaaki Imai, *Kaizen* (McGraw-Hill, 1986), p. 27.

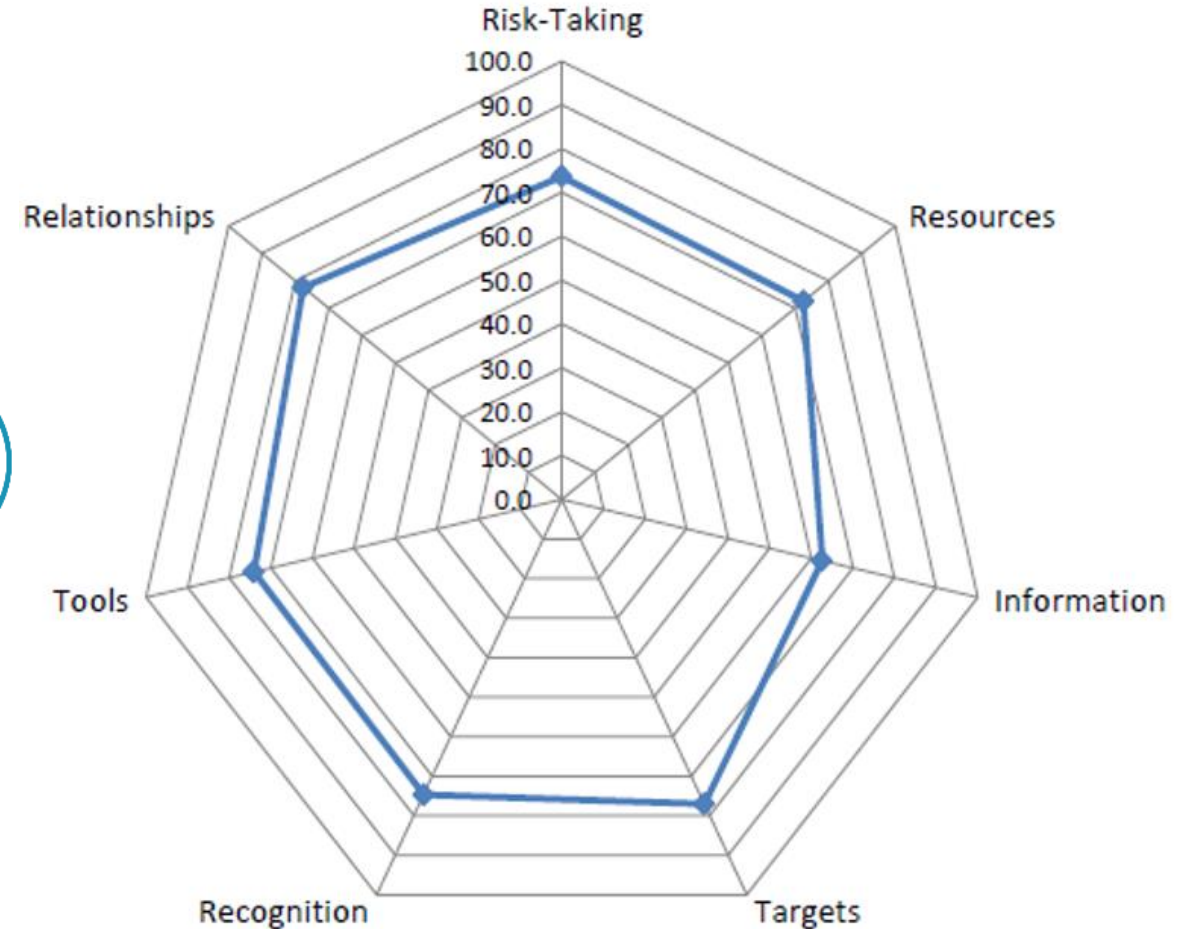
Innovation

Dimensions of a Culture of Innovation



Plsek P, Maher L. Creating The Culture For Innovation. 10th European Forum on Quality Improvement in Health Care; 2005 Apr 13-15; London.

Innovation Portal



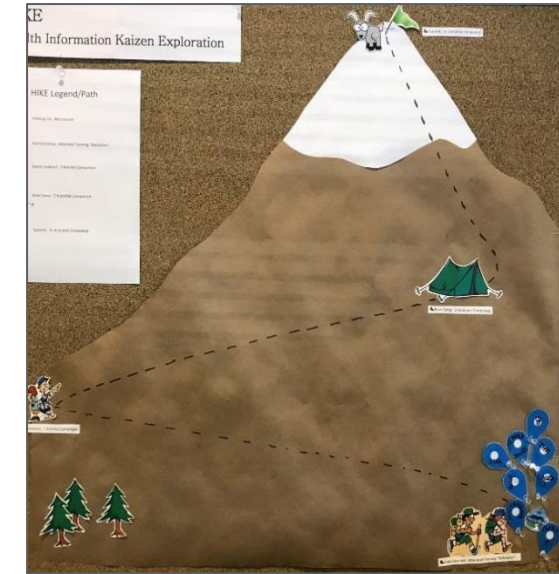
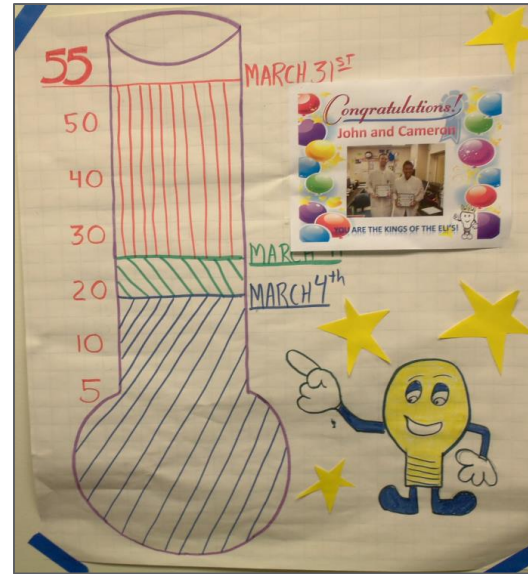
*The wider the opening, the better.

Staff Idea System

Develop Idea Pipeline

Virginia Mason Medical Center EVERYDAY LEAN IDEAS 2008 Idea Template

Idea Title:		Date:	
Problem or Opportunity:	- What happened when you asked "why" 5 times?	Idea:	
How you tested the idea and results you got:	- Put on your detective or scientist hat -- what evidence did you collect to show whether your idea works?	Circle types of waste reduced for patients and/or your team:	
Tips for using idea:			
Contact Information			
Your Name:	Email:	Department:	Employee #
Idea Partner:	Email:	Department:	Employee #
Reviewing Supervisor:	Email:	Department:	Employee #
Have you finished testing and implementing idea?	<input type="checkbox"/> Yes	To share your idea with others and earn idea points, submit it through the idea Supermarket online form or send in this template (email ideasuper@vmmc.org or mailstop G2-KPO). Send any visuals or templates that should be posted with your idea electronically to the email box.	
Supervisor finished reviewing & recognizing idea?	<input type="checkbox"/> Yes		
Remember to report the idea as a Patient Safety Alert if applicable			



Seven Levels of Change

Level 1	Doing the right things. Effectiveness, focus and working on priorities.
Level 2	Doing things right. Efficiency, standards and variation reduction.
Level 3	Doing things better. Improving, thinking logically about what we are doing, listening to suggestions.
Level 4	Doing away with things. Cutting, asking why we do this, simplifying and stopping what doesn't really matter.
Level 5	Doing things other people are doing. Observing, copying, and seeking out best practices.
Level 6	Doing things no one else is doing. Being really different, combining existing concepts, asking "why not?"
Level 7	Doing things that cannot be done. Doing what is commonly thought to be impossible, questioning basic assumptions, breaking the rules, being a little crazy.

Adapted from R. Smith, *The Seven Levels of Change: Different Thinking for Different Results*, 3rd ed.

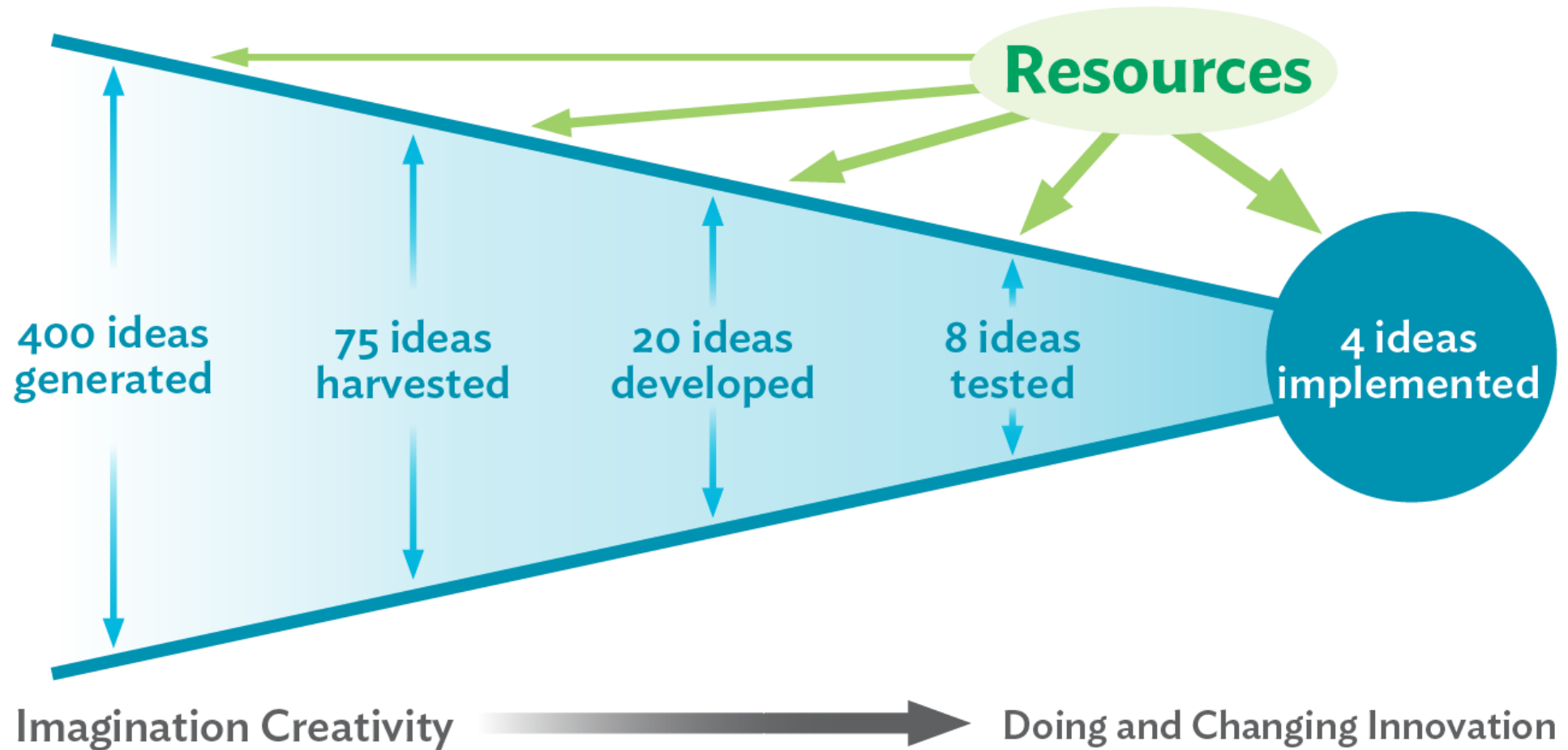
Breakthrough Innovation

A VM-led idea or unique adaptation in healthcare that:

1. Breaks mental models (achieving level 5 “doing things other people are doing” if adapted from outside health care, level 6 “doing something no one else is doing” or level 7 “doing something that can’t be done” of the Seven Levels of Change) AND
2. Has the potential to make a significant impact or change to an important goal in an urgent time

Innovation

Creative thinking concepts and tools



Plsek PE. Creativity, Innovation and Quality, ASQ Quality Press, 1997.

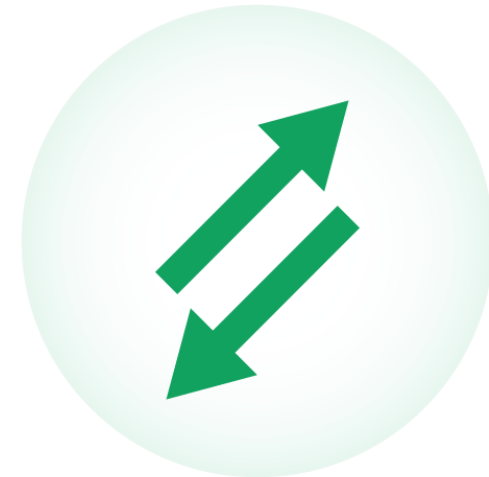
Creative Thinking Involves



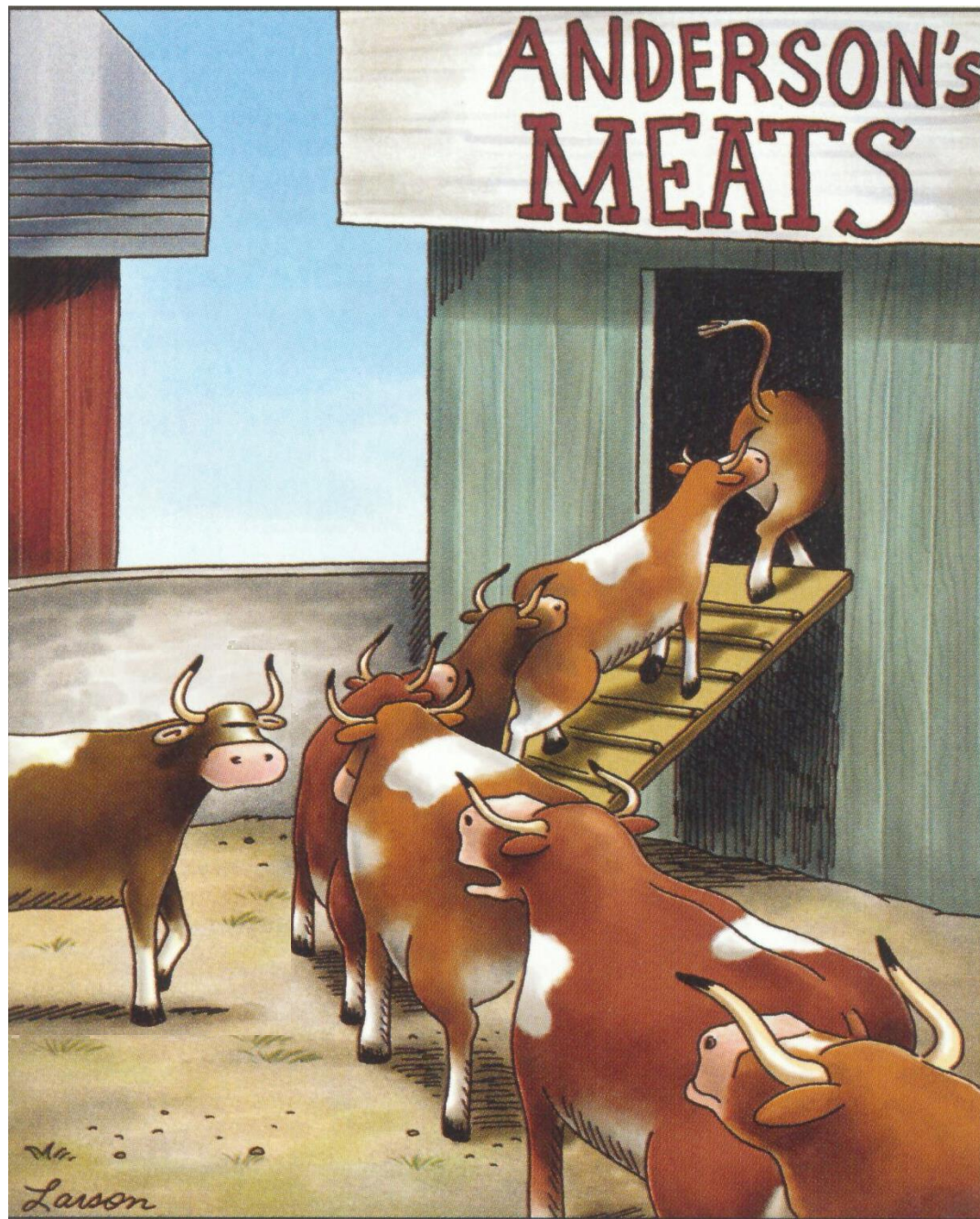
Attention



Escape

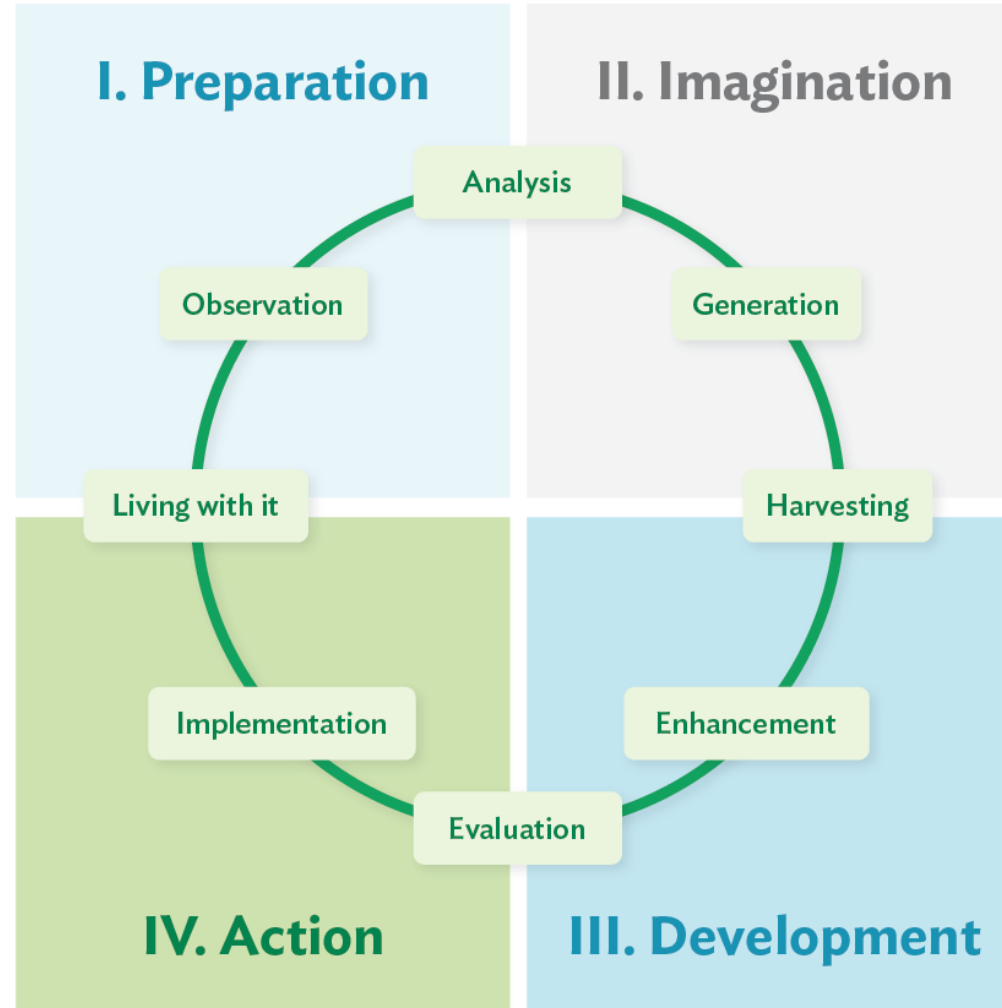


Movement



“Hey! You! ...No cutting in!”

Directed Creativity Cycle



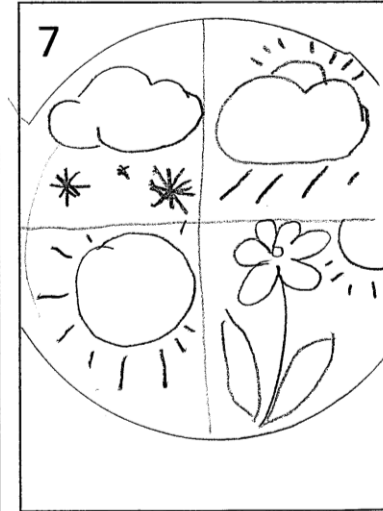
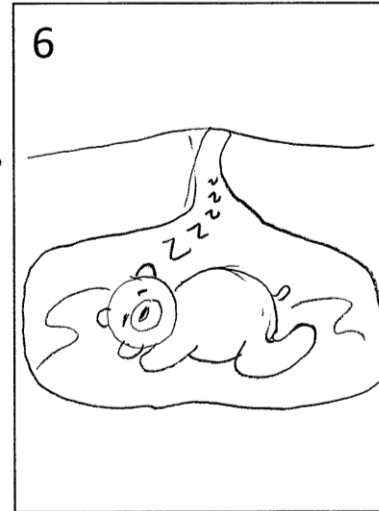
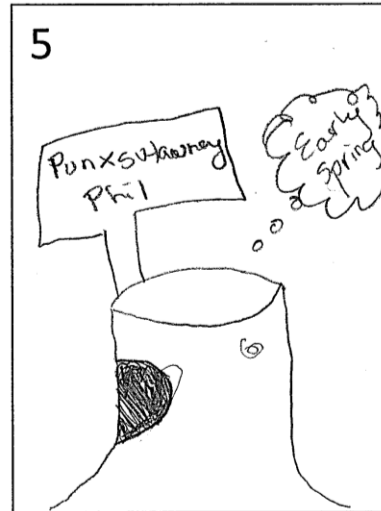
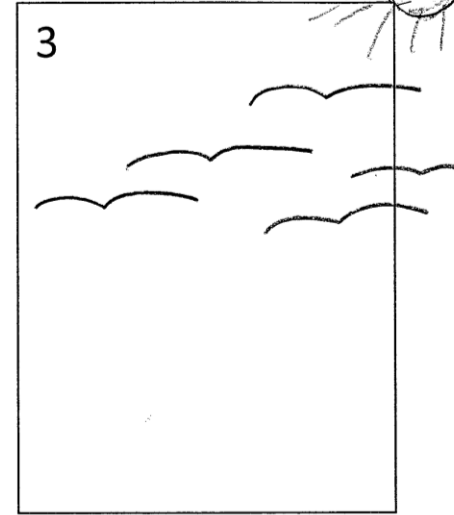
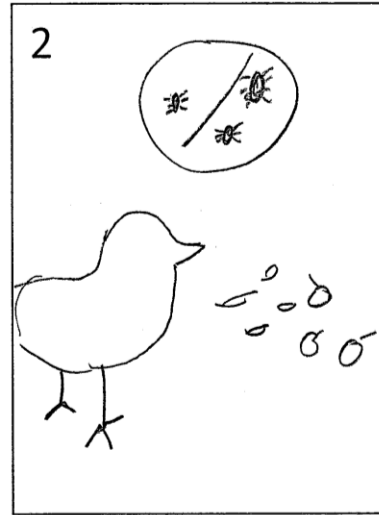
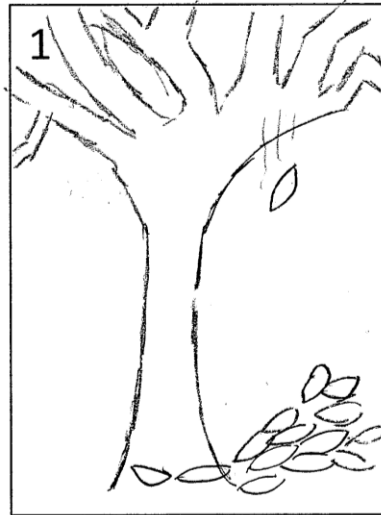
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Example Innovation Tools

- **3P / Innovation / Visioning Sessions**
- **Experience-based design
Co-design**
- **Other tools for use as a part of VMPS**
 - **7 Ways**
 - **Word Play**
 - **Six Thinking Hats™**
 - **Be Someone Else**

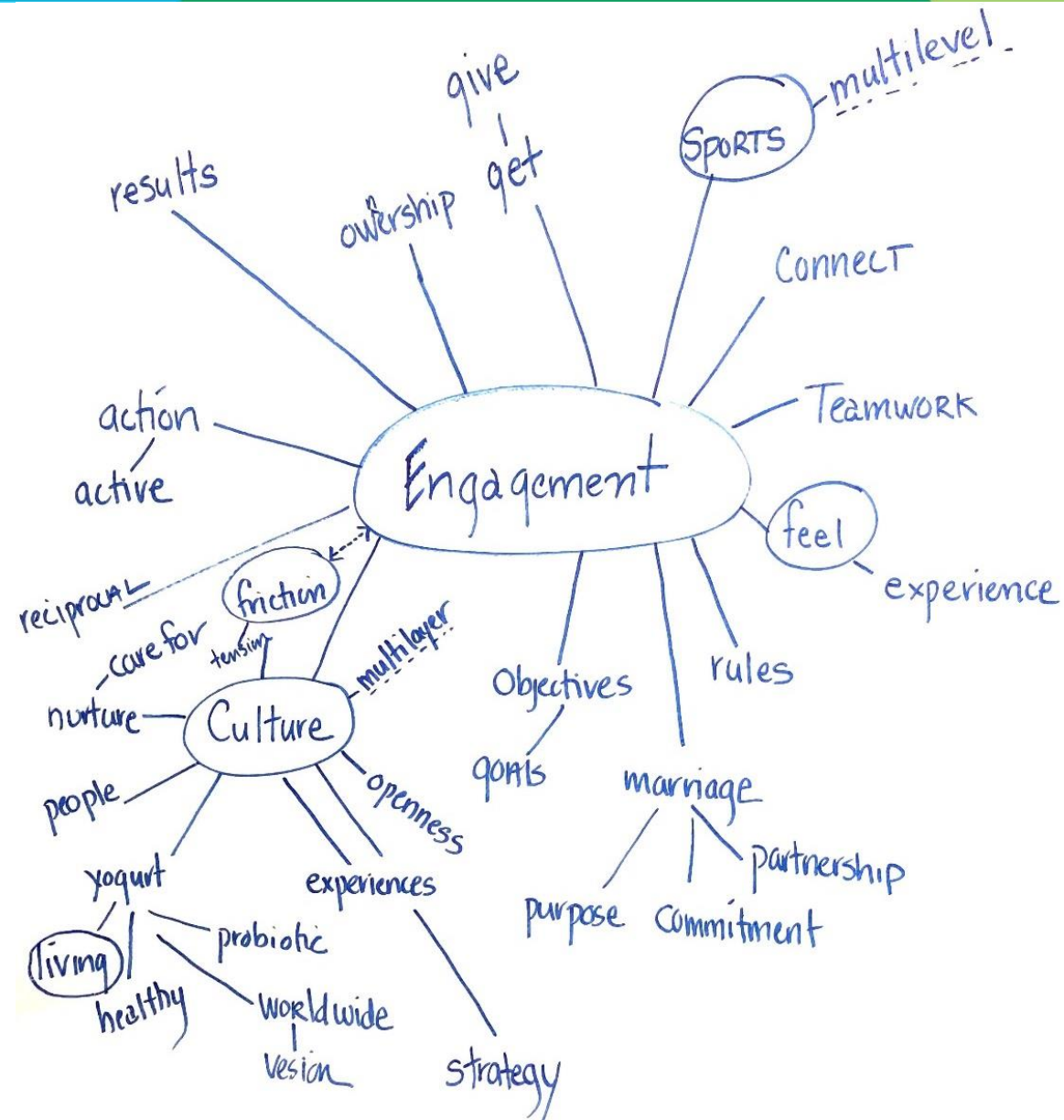
The 7 Ways

**The 7
Ways**
That nature
forecasts

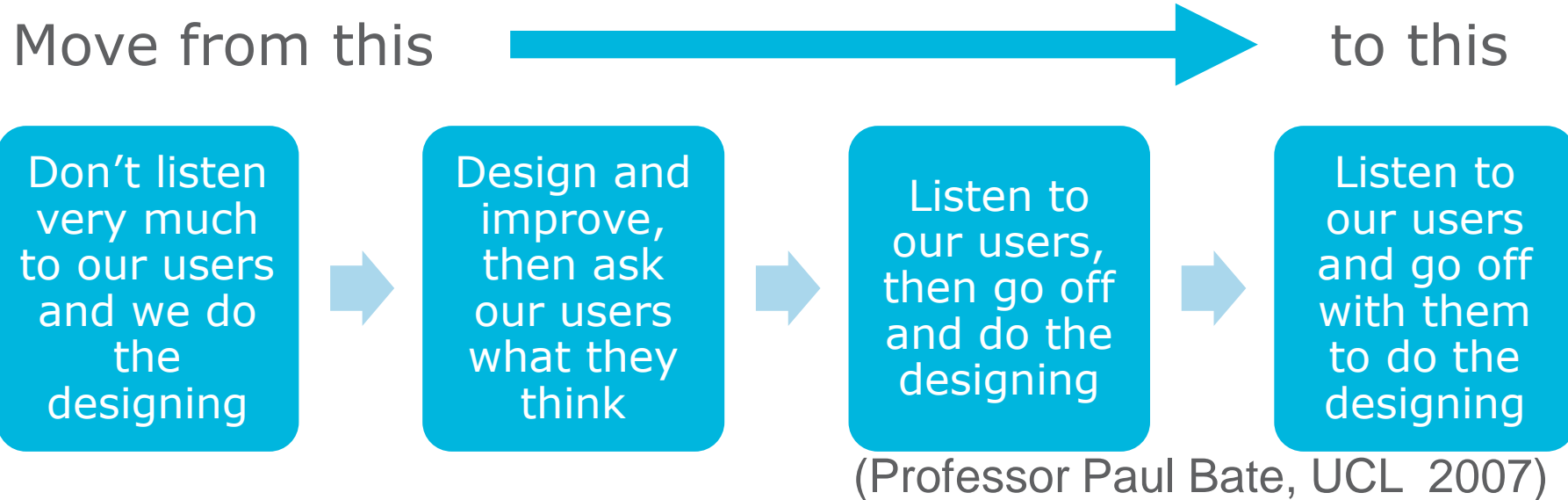


Wordplay

Creativity and innovation



Breakthrough Innovation: The Vision of Customer Involvement



- Become an organization that routinely listens to and deeply understands customers' experiences
- Co-design better services through an active partnership with patients, family and staff

Co-Design = Side by Side = Shoulder to Shoulder

Group Discussion



Idea Generation



Negotiating Priorities

The Impact of Co-Design

Patients and Families are Making a Difference Across Virginia Mason

Coordinating Your Care While You Are in the Hospital

VIRGINIA MASON HOSPITALIST

Welcome to Virginia Mason Hospitalist
During your stay, your care will be coordinated by a hospitalist.

What is a hospitalist?
A hospitalist is a doctor who specializes in the care of patients who are in the hospital. The hospitalist will be your primary doctor during your stay. The hospitalist will work with you to personalize your care.

What does a hospitalist do for you?

- Coordination.** Your hospitalist will coordinate your care while you are in the hospital. We will be responsible for ordering your medications and any tests. Our goal is to make sure that your care runs smoothly.
- Collaboration.** Your hospitalist will work with the other specialists (surgeons, cardiologists, nurses, etc.). As your advocate, we are committed to offering you the benefit of a coordinated team.
- Communication.** Your hospitalist is responsible for answering questions, understanding your care plan, and outlining your plan of care. It is important to ask your questions answered and understand what is going on.

Because of the rotating schedules of hospitalists, your care may be taken care of by more than one hospitalist.

Will I see any physicians in training?
Virginia Mason's tradition of training the next generation of physicians dates back to the 1930s. We include doctors in training who work under the supervision of your hospitalist.

Know me...
(Feel free to use other side of form for additional writing space)

1) **The best way to reach me is:** Email: _____ MyVM: _____
 Home Phone: _____ Cell Phone: _____ Other: _____

2) **Who matters most to me:** _____

3) **My circle of support includes:** _____

4) **My goals are:** _____

5) **My greatest concern is:** _____

6) **My greatest strength is:** _____

7) **Information I would like to share:** _____

8) **My stressors are:** _____

9) **Obstacles to my care are:** _____

10) **At this time, I am:** _____

11) **I feel I understand my condition:** Yes No

12) **I feel I understand my treatment:** Yes No

13) **I feel I understand my hospitalist's role:** Yes No

14) **In the event of an emergency, do you have:** _____

15) **If possible, I would like to:** _____

16) **Do you have any allergies?** _____

17) **How do you prefer to be contacted?** _____

18) **I would like to be contacted by:** _____

19) **My faith/spirituality is:** _____

20) **Please print:**
 Financial
 Transportation
 Internet/Email
 Spiritual/Religious
 Palliative Care
 Hospice
 Nutrition/Dietary

21) **Other information:** _____

PATIENT NAME: _____

ALERT!
Disoriented
Extreme Emotions
Lethargic
Inattentive
Restless
Impulsive
Unpredictable
Memory Loss

Delirium
immediate

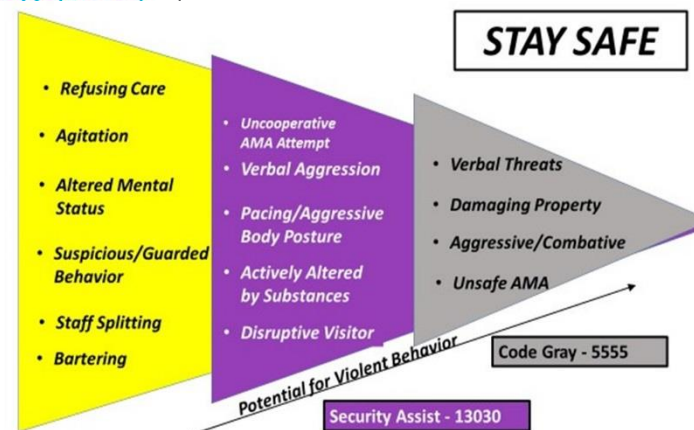
How Bad News Does Make a Difference
10 tips for making a difficult situation from a bad news situation into a good news situation.

Delirium
We believe you became a doctor because you care about people. As patients, we are grateful for your skills, persistence, knowledge and compassion. Thank you!
Barbara

Each Person. Every Moment.

Co-design product examples

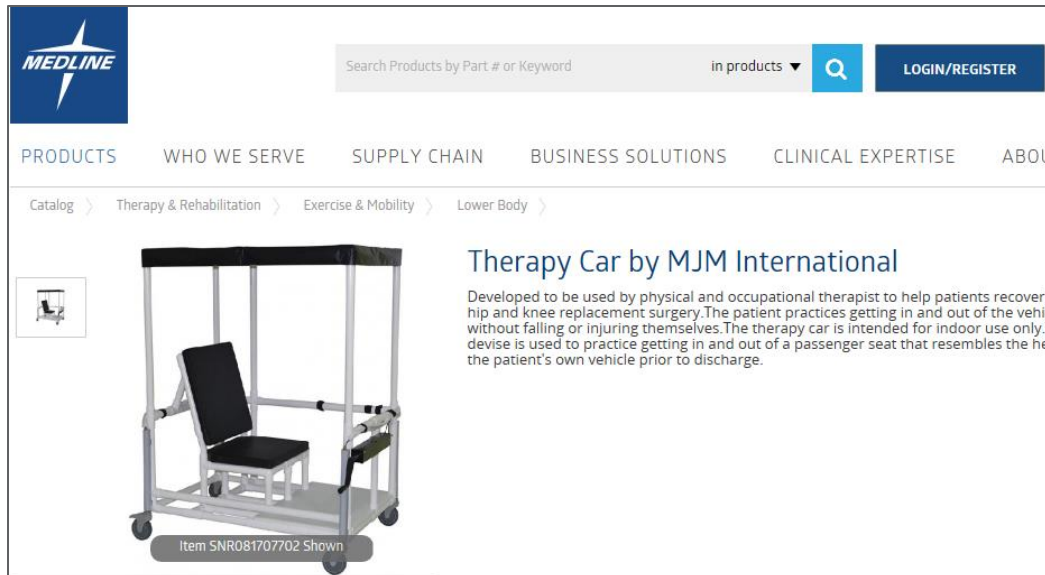
- “Know Me” form and focus
- Delirium alert card
- Peer Partners rounding Informed consent process
- Hospitalist info sheet given to new patient admissions
- Provider training on delivering bad news
- Exercise visuals for inpatient
- Stay safe huddle plan of care



Moonshine

(aka: bootleg, skunkworks, prototyping)

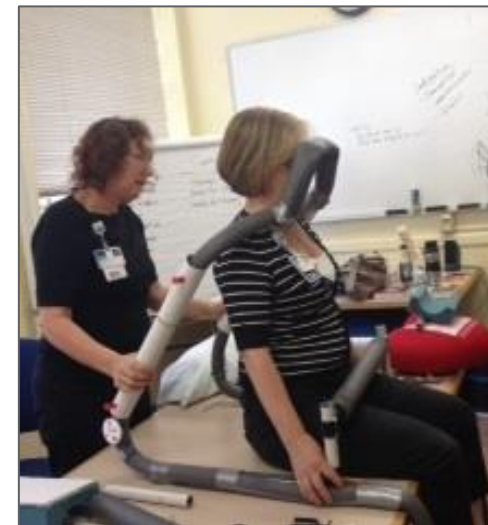
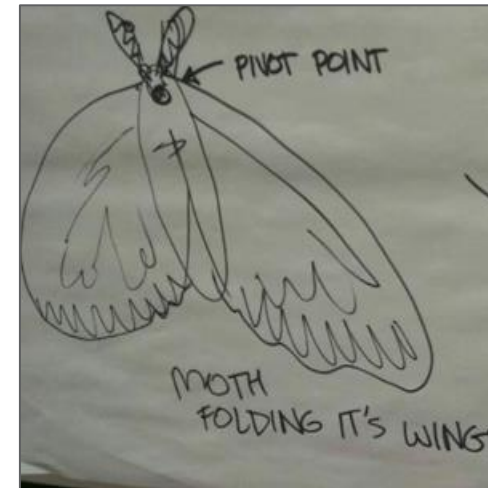
- A fast and inexpensive way of testing a concept or trialing an idea before purchasing.
- We use moonshine and prototyping when a supply or piece of equipment doesn't exist that meets our unique needs or if it is not cost effective



Innovation Expos, Challenges Recognition and relationships

Goals:

- Provide increased exposure and recognition to Virginia Mason innovators and their projects.
- Uncover innovations happening around the organization, including projects with high potential for adoption in other VM locations.



Annual Innovation Expo

Moonshine Challenge

2019 Innovation Expo

You're Invited to Attend!



2019

Virginia Mason
INNOVATION EXPO
OCTOBER 7TH
10:45 AM - 3 PM
VIRGINIA MASON SEATTLE CAMPUS
1201 TERRY AVENUE - LINDEMAN C/D/F/G

A collaborative event from the Jones Learning Center and the Kaizen Promotion Office inspiring, uncovering, recognizing and connecting innovators at Virginia Mason.

The event will kick-off at 10:45 a.m. with Floyd Talk:
Life Hacks for Well-Being by Valerie Black
Open house format exhibits will begin at 11:15 a.m.

Why attend?

- To support Virginia Mason innovators' amazing work
 - To vote for People's Choice Award
 - To enter to win prizes
- To see who wins the Bi-Annual Innovator Award
 - To learn and be inspired

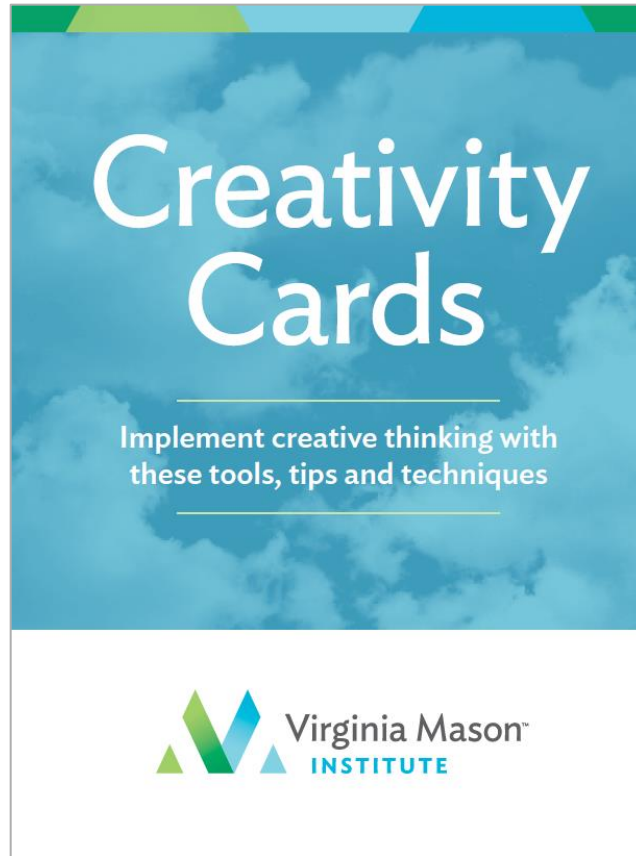
For more information contact VMMC.Kaizen_Promotion_Office@virginiamason.org



Exhibits

- 1 Growing Kaizen Hearts** - Andy Baylor, Ingrid Gerbino, and Shelly Powell
Using fun and interactive workshops to spread the VMPS mindset, demystify tools and techniques and empower Primary Care teams to make local changes that improve the patient and staff experience.
- 2 Ballistic Gel Tissue-Mimicking Phantoms** - Rubal Penna
Developed in the department of Radiology, this is a demonstration of ballistic gel phantom prototypes that simulate soft tissues when imaged with ultrasound. They allow operators to practice needle guidance for targeted biopsies. Creative phantom inclusions mimic a variety of pathology including breast implants, cysts, gall bladder stones, and tumors.
- 3 The Biomimetic Spine for Surgical Planning, Simulation, and Education** - JC Leveque, Raj Sethi, Anna Wright
Several synthetic spine models were created using three-dimensional (3D) printing technology. Because these models accurately mimic individual patient's anatomy, surgeons can use them to practice and potentially change their surgical approach prior to surgery.
- 4 Improving Inpatient Glycemic Management** - Lynn Benz and Alexandra Zaremba
Improving glycemic control for inpatients by scheduled blood sugar testing, correctional insulin and meal delivery within a one hour cycle time for patients with diabetes.
- 5 Having Each Other's Backs** - Doris Miguel and Kiley Nelson
Decreasing the potential for on-the-job back injuries related to bending and squatting during pulling and stocking of commonly used medications in our RxStations.
- 6 How to Make Documentation Fun** - Julie Pattison, Barton Smith, and Lisa Woodley
Improving patient quality of care and reducing the worker burden of work come together through improved auto text navigation and quality.
- 7 Electronic Check-In** - Daniel Bae, Amy Pearson, Cheri Nelson, and Chikako Ryan
Collaboration in Bainbridge between the lab personnel, leadership team and Versus lead to the development of a shared document creating an electronic line for the lab to use to prioritize and manage work.
- 8 Digitizing Patient Questionnaire for Improved Reporting** - Steve Bunin
An application to collect required patient reported outcomes pre- and post - procedure that is linked to the Cardiology Cardio Vascular Information System which uploads directly into the cardiology database. This replaces paper forms, eliminates scanning, and saves administrative time.

Free Download



Wordplay

When to Use:

- Early, when the topic area is still being defined
- Whenever you feel jargon or “usual thinking” has set in
- When you want to engage more analytical thinkers

How:

- Start with the issue or topic as normally stated. Pick out a specialized word or overly specific word and ask what it means. What other words and concepts does it trigger? What are synonyms or other ways of explaining this word? (If you're stuck, pretend you're from Mars and have no clue). Play with the word for a few minutes only, and then move on to a new word. Afterward, ask what new connections or ideas are surfacing that could help with the issue at hand.
- Select a noun at random. This works best after explaining mental valleys and the need for attention, escape and movement. Just throw the random word out there and say, “What does that make you think about? What concepts or images emerge? What attributes and features are associated with the word? Now what ideas does that give you about our topic?” Stress no judgment and the desire for seemingly wild thoughts.

When you can't think of anything else to do to get creativity started, introduce a random noun.

Cultivate breakthrough ideas and teach people how to implement them.
VirginiaMasonInstitute.org

**For a free download, visit:
www.virginiamasoninstitute.org/creativity-cards**



Virginia Mason™

Each Person.
Every Moment.
Better Never Stops.