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An Independent Chapter of the American College of Healthcare Executives

TWO VITAL INDUSTRY EVENTS CO-LOCATED MAY 18-20, 2016 | GEORGE R. BROWN CONVENTION CENTER | HOUSTON, TEXAS

Making Sense of Performance Transformation Methodologies

An ACHE Face-to-Face (Category I) Session – 1.5 Hours CEUs

Moderator: Anne-Claire France, PhD, FACHE

Panelists: Carla Braxton, MD, MBA, FACS

John Cramer, CSSMBB

W. Keith Neeley, MBA, FACHE

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Learning Objectives

- The methodology's impact on organizational culture
- Lessons learned regarding cultural change
- Deployment/initiative rollout
- Lessons learned regarding operations
- Outcomes — including financial benefits
- Use of these methodologies — each independently vs. integrated



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Introduction

As healthcare organizations are challenged to maximize clinical, operational and financial performance, many hospitals have chosen to employ transformation process improvement initiatives. These efforts include Six Sigma, Lean, Work-Out™ and Change Acceleration Process among others. Understanding the practical differences, barriers to use, and realized organizational benefits can be challenging. Practitioners versed in the use of various performance transformation methodologies will provide an overview of the methodology and share their experience regarding the use of these approaches.



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Current Trends in Performance Transformation Methodology

High Reliability Fundamental to Strategic Plan

- **High Reliability Organizations:**
 - Commercial Aviation
 - Nuclear Submarines
 - Disney and Universal Studios Shows
- **High Reliability Organizations (HROs) “operate under very trying conditions all the time and yet manage to have fewer than their share of accidents”.**

Managing the Unexpected

Karl Weick and Kathleen Sutcliffe



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Defining High Reliability

1. The measured capability of an object to perform its intended function in the required time under specified conditions (System Engineering).
2. The probability of a product's performing without failure a specified function under given conditions for a specified period of time (Quality Control)
3. **The extent of failure-free operation over time.**

Five Principles to Achieve High Reliability

Three Principles of Anticipation: *Stay Out of Trouble*

Preoccupation with Failure

Operating with a chronic wariness of the possibility of unexpected events that may jeopardize safety by engaging in proactive and preemptive analysis and discussion

Sensitivity to Operations

Paying attention to what's happening on the front-line

Reluctance to Simplify Interpretations

Taking deliberate steps to question assumptions and received wisdom to create a more complete and nuanced picture of ongoing operations

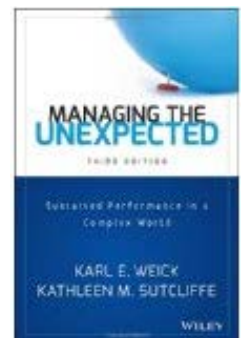
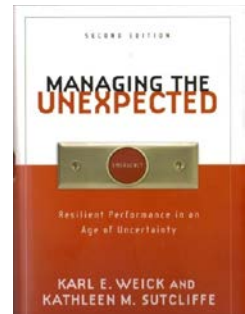
Two Principles of Containment: *Get Out of Trouble*

Commitment to Resilience

Developing capabilities to detect, contain, and bounce-back from events that do occur

Deference to Expertise

Pushing decision making down and around to the person with the most related knowledge and expertise



Getting to High Reliability via Process Improvement Initiatives

Traditional State of Improvement

- Usual approaches: best practices, toolkits, protocols, checklists, “bundles”
 - Describe specific set of process steps that must be followed to solve a problem
 - ICU central line protocol, VAP bundle
- The “one-size-fits-all” best practice produces good results in limited circumstances
 - Process varies little from place to place
 - Causes of failure are few and common



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Getting to High Reliability via Process Improvement Initiatives

New State of Improvement

- Complex processes require more sophisticated problem-solving methods
- Three crucial and consistent findings:
 - Many causes of the same problem
 - Each cause requires a different strategy
 - Key causes differ from place to place
- Next generation of best practices will use **process improvement methodologies** to produce solutions – *customized to most important causes*



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Getting to High Reliability via Process Improvement Initiatives

Compilation of PI Tools and Techniques that:

- Pay diligent attention to processes and procedures
 - Increase quality by eliminating system variation (Six Sigma)
 - Eliminate waste (Lean)
- Analyze/improve every process step across entire span
 - Use structured methods to reveal opportunities for improvement and brainstorm team solutions (Work-Out)
 - Learn from data generated with small tests of change (PDSA)
- Engage leaders, physicians and employees in change
 - Prepare for organizational change: $E = Q \times A \times A$



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Transformational Process Improvement and High Reliability

We improve reliability and safety by the right mix of:

- Process
- People
- System Design

Biography – Moderator



Anne-Claire France, Ph.D., CPHQ, MBB, FACHE, is President/Owner of Houston Health Innovations, LLC (HHI), an organization specializing in improving performance in healthcare systems using Robust Process Improvement methodologies. Dr. France has trained and coached over 150 Master Black Belts, Black Belts and Green Belts in Lean Six Sigma; before becoming a Lean Six Sigma professional, she served as Director of the Center for Healthcare Improvement at Memorial Hermann Health System, where she actualized the process improvement ideas of front line clinical staff. Her focus within healthcare is achieving high reliability via the improvement of patient safety, clinical outcomes, customer and staff satisfaction and savings. Anne-Claire's nearly 30 years of healthcare experience include twenty years of applied research and process improvement experience. Her clients include multi-hospital health systems, physician organizations and group practices as well as the pharmaceutical industry and small rural hospitals.

Before founding Houston Health Innovations LLC in 2001, Anne-Claire held a number of leadership positions in healthcare organizations. She has taught applied research, statistics, and psychology. She served as Adjunct Faculty at the Center for Health Studies, Houston Baptist University as well as academic appointments at the University of Texas Health Science Center at Houston Schools of Medicine and Nursing and Northern Illinois University. In addition to certifications as a Six Sigma Master Black Belt, Health Care Administration, and a Healthcare Quality Professional, Anne-Claire holds a B.A. from the University of Colorado (Boulder), a M.A. and a Ph.D. from Vanderbilt University, and a Post-Doctoral Fellowship from the University of Texas Health Science Center at Houston Medical School. Anne-Claire is a fellow of the American College of Healthcare Executives.

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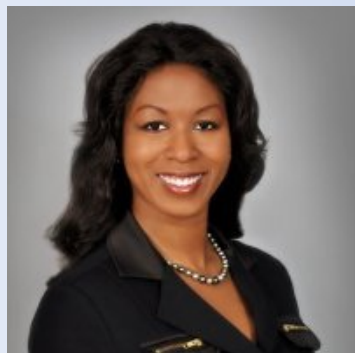
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Biography – Panelist



**Carl Braxton, MD,
MBA, FACS.**

Dr. Carla Braxton is the Chief Quality Officer (CQO) for Houston Methodist West Methodist St. Catherine Hospitals. In this role, Dr. Braxton oversees a comprehensive quality and patient safety program and incorporates Medical Staff Leadership into the program. She oversees the development of an approach to integrate Quality, Patient Safety, Performance Improvement, Risk Management and Infection Control into the daily operations of the Hospitals. She is responsible for developing annual objectives, long-range goals and strategies for the Hospital Quality and Patient Safety Program. Dr. Braxton also works with the CQO's of all of the Houston Methodist Hospital System entities to integrate Quality programs throughout the System.

Dr. Braxton is clinically active as a general surgeon and Critical Care (ICU) specialist. Prior to arriving at Houston Methodist in mid-2015, Dr. Braxton held a Baylor faculty appointment as an Associate Professor of Surgery and served as the Director of Perioperative Services at the Michael E. DeBakey VA Medical Center. Dr. Braxton's collaborative approach to leadership resulted in sustained improvements in operating room efficiency, reduction of injuries from sharps and needles, coordinated prevention to avoid retained surgical items, improvement in surgical purchasing, and implementation of streamlined pre-surgical assessment processes. Her research interests include incorporation of lean methodology into performance improvement models.

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Biography – Panelist



John Cramer is the System Director - Organization Effectiveness/Lean Six Sigma /1115 Waiver DSRIP for Memorial Hermann Health System. He brings with him 13 years of experience in Quality and Process Improvement, directing business operations and building effective Continuous Improvement programs. John is actively engaged in system-wide, strategic improvement initiatives, including nine 1115 Waiver DSRIP projects and a CMS Graduate Nurse Education Demonstration.

Before that, John spent 14 years in Information Technology, managing large scale software development and business process reengineering programs. John's business background includes experience in the automotive, manufacturing, distribution and supply chain, insurance, and healthcare industries. John is a Certified Six Sigma Master Black Belt, a Senior Member of the American Society for Quality, and former Chairperson of the Corporate Community Relations Committee of the Houston Lean Six Sigma Professionals Association.

In addition to his "day job", John is a professional violinist who performs in several area performing arts organizations. John holds a Bachelor of Arts degree in Music with a minor in German literature from Illinois State University.

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Biography – Panelist



W. Keith Neeley, MBA, FACHE has been Vice President, Operations; Support Service at CHI Baylor/St. Luke's Medical Center since November 9, 2015.

Prior to his appointment, Mr. Neeley served in Chief Operating Officer roles in the Veterans Health Administration in Arkansas and Florida from 2010 to 2015.

Keith has held a myriad of progressive leadership roles in the VA and private industry. His healthcare administration background includes roles in executive operations management, surgery administration, research, strategic planning, process improvement, healthcare facility activation, and contracted food & environmental services.

He is a Veteran of the United States Army; commissioned as a Regular Army officer, Keith served in a myriad of combat arms command and staff roles in the United States and overseas before honorably discharging from the Army in 1993.

Keith holds a Bachelor of Science degree from Florida State University and an MBA from Houston Baptist University. He is a graduate of the VHA's Executive Career Field Development Program and is Board Certified in Healthcare Administration as a Fellow in the American College of Healthcare Executives (FACHE). He is a Black Belt in Lean/Six Sigma performance improvement for healthcare. He is also FEMA trained through the Healthcare Emergency Preparedness leadership course at the training center in Anniston, AL.

Keith is married with 2 daughters. His wife is a cardiac care RN. He enjoys all sports & fitness activities, reading, and spending time with family & friends.

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Questions?



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Thank you for attending this session