

3rd Quarter Special Guest Speaker: Dr. Michael Shabot

ACHE-SETC's 3rd Quarter Educational Session, August 9, featured keynote speaker Dr. M. Michael Shabot, MD, FACS, FCCM, FACMI, Executive Vice President and System Chief Clinical Officer of Memorial Hermann Health System. Dr. Shabot's presentation topic was "Leveraging Leadership for High Reliability Safe Care."

Dr. Shabot began his presentation with comparing how healthcare is different from many other industries and pointed out that one of the differences is the issue of medical errors that unfortunately rank as the third leading cause of death in the United States. He provided a relevant quote by Charles Vincent that "If healthcare was an airline, only dedicated risk takers, thrill seekers and those tired of living would fly on it." Dr. Shabot shared Memorial Hermann's journey to high reliability in addressing this problem head-on, and as it began with setting a goal of "zero harm." Once the goal was set, the leadership really took a close look at various operational processes and determined that the success really depends on organizational culture. Dr. Shabot shared that it took full board and leadership commitment to safety as a priority. Safety became the institution core value. Dr. Shabot provided many examples, such as hospital daily safety huddle that discusses safety indicators, such as days since last serious safety event (SSE), days since last employee OSHA recordable injury, days since last patient fall. The entire staff took safety culture training that included several steps: setting behavior expectations, educating about safety behaviors and error prevention tools, and reinforcing and building accountability.

Dr. Shabot discussed practice of self-checking with STAR (stop, think, act, review), supporting each other with CUSS words (concerned, uncomfortable, safety, stand up and stand together), and red rules of absolute compliance (patient identification, time out, two provider check). In addition, he shared how LEAN, Six Sigma, and Change Management methods have been utilized to improve quality outcomes and how changing "standard work" or what we do every day depends on culture. In order to achieve robust process improvement and high reliability, it was necessary to change culture to really focus it on safety. A compact between the institution and its physician members was created that included such items, as practicing evidence-based medicine, report quality data, collaborate with colleagues and hospitals, and share ideas. MHMD Clinical Programs Governance Council started working and produced 327 evidence-based practice recommendations in 2017 alone. Some examples of selected MED-approved CPC & SQC safety and quality guidelines included: real-time ultrasound for central line insertion, real-time ultrasound for Cath lab central punctures, OB safety training, prevention of retained foreign bodies policy, moderate and deep sedation privileging, clinical escalation policy, and postoperative pulse oximetry monitoring.

Dr. Shabot shared the amazing results that Memorial Hermann Achieved as a result of these initiatives. These included zero acute hemolytic transfusion reactions in 1,344,000 transfusions. The “Secret Shopper” approach to monitor hand hygiene policy adherence increased compliance from 44% to >90%. Another impressive achievement was zero iatrogenic pneumothorax during a reporting period of 12 consecutive months. The institution introduced the High Reliability Certified Zero Award for achieves of zero harm events for 12 consecutive months. Zero retained foreign bodies during procedure was achieved for a period of 72 months. Zero central line associated blood infections hospital-wide was achieved for a period of 12 months in 2015. Zero catheter-associated urinary tract infections hospital-wide for 12 months was achieved in 2017. Zero manifestations of poor glycemic control for a period of 24 months was achieved in 2016. In total from 2011 to 2018, 304 High Reliability Certified Zero Awards were awarded at Memorial Hermann Health System. The institution hospitals score straight A’s in Leapfrog Safety Grades. In 2013, Memorial Hermann received John M. Eisenberg Patient Safety and Quality Award from the Join Commission; and in 2016, Memorial Hermann Sugar Land Hospital was honored to be the recipient of the Malcolm Baldrige National Quality Award. This award is the only formal recognition of both public and private organizations given by the President of the United States.