

HQIC Community of Practice Call

Promoting Zero Harm Through Tiered Briefs

February 9, 2023

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Introduction



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Welcome!

Agenda

- Introduction
- Today's topic
 - Promoting Zero Harm Through Tiered Briefs

Presenter:

Scott Brady, Executive Director, Quality Excellence
Medical University of South Carolina
Health Services Advisory Group

- Open discussion
- Closing remarks

As You Listen, Ponder...

- What impactful actions can you take as a result of the information shared today?
- How are you able to increase engagement within your facilities to ensure a true change in patient safety?
- Based on what you heard today, what activities do you currently have underway that can leverage immediate action over the next 30, 60 or 90 days?

Meet Your Speaker



Scott Brady, MBA, CLSSMBB, PMP
Executive Director, Quality Excellence
Medical University of South Carolina

Promoting Zero Harm Through Tiered Briefs



Changing What's Possible | [MUSC.edu](https://www.musc.edu)



Scott Brady, MBA, LSSMBB, PMP
Executive Director, Quality Excellence

MUSC HEALTH BY THE NUMBERS

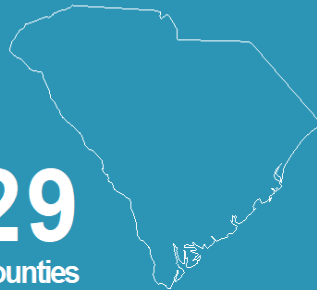
1.6+
MILLION
Patient Encounters Annually



100,000+
Covered Lives



Largest Academic Health
Sciences Center in SC



29
Counties

25,000+
Employees



1,351+
Physicians



2.4+ Total Operating Revenue
BILLION

2.3+ Total Assets
BILLION



14
Hospitals



750+
Care Locations



2,404
Licensed Beds



10
Pharmacies



637+
THOUSAND
Active
MyChart Accounts



7.3+
MILLION
Visits to
MUSC Health Websites





CURRENT STATE OF OUR ENVIRONMENT



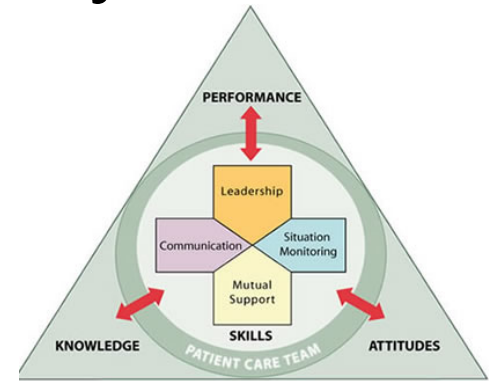
IMPROVE Management System

Daily Management System that incorporates Lean, Six Sigma, Change and Project Management principles

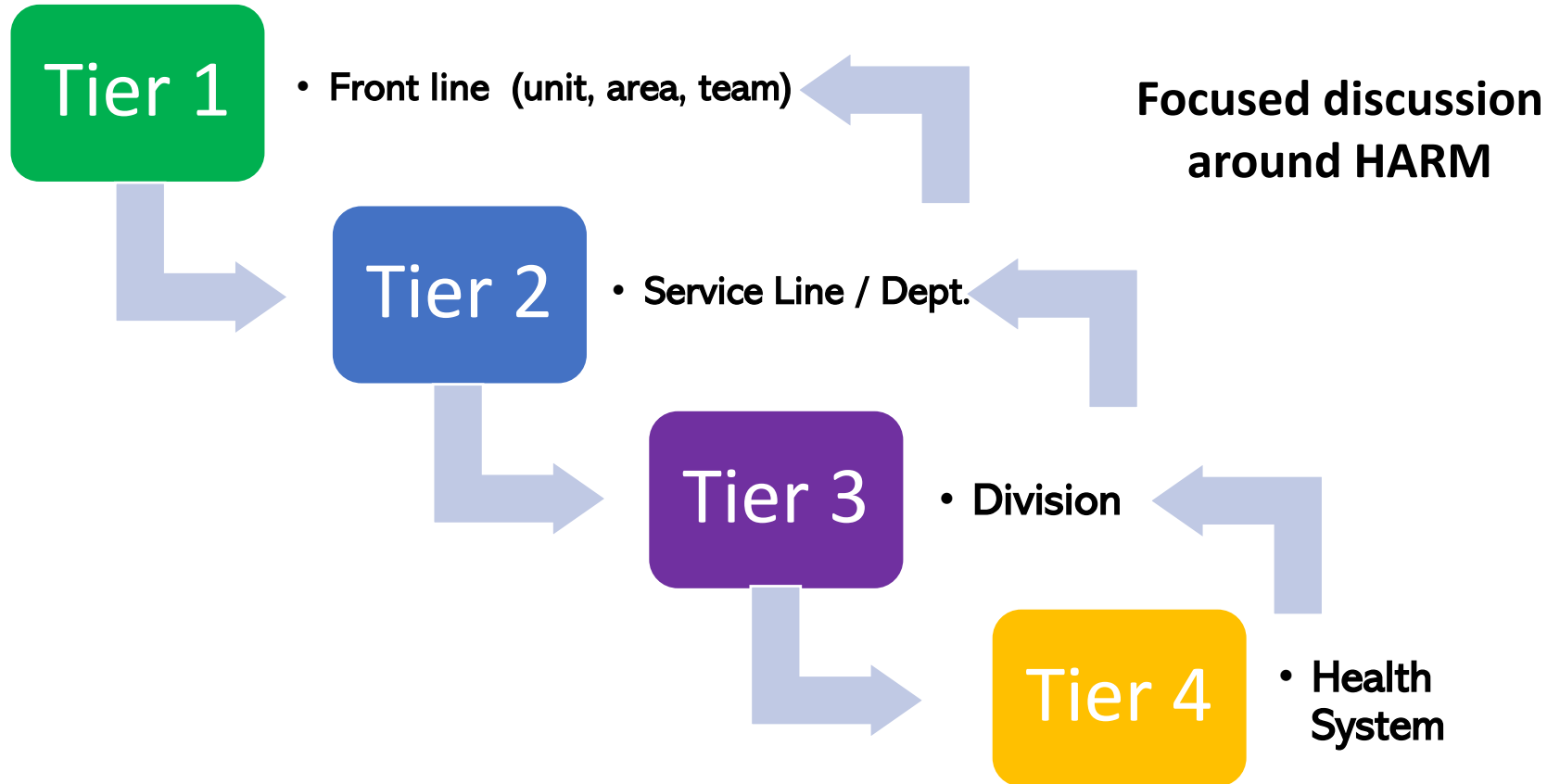
- **MISSION:** Transform our culture to deliver higher value through collaboration, education, and experimentation
- Provides a platform in our journey to ZERO HARM

Tiered Briefs – What Are They?

- **Driven by the Executive Leadership Team**
- **Brief, focused daily huddles (<15 min) TeamSTEPPS**
- **Creates a dedicated line of communication from front-line staff to Boardroom**
- **Structured for a consistent approach to problem solving**
- **Critical issues are escalated within hours**
- **Communication is bi-directional**



How Do Tiered Briefs Work?



Teams Channel - Tiered Briefs

Tier 3 Visual Board

The screenshot shows a Microsoft Teams interface with a channel named 'Tier 3 CHARLESTON'. A PowerPoint slide titled 'Tier 3 Visual Board' is shared in the channel. The slide content is as follows:

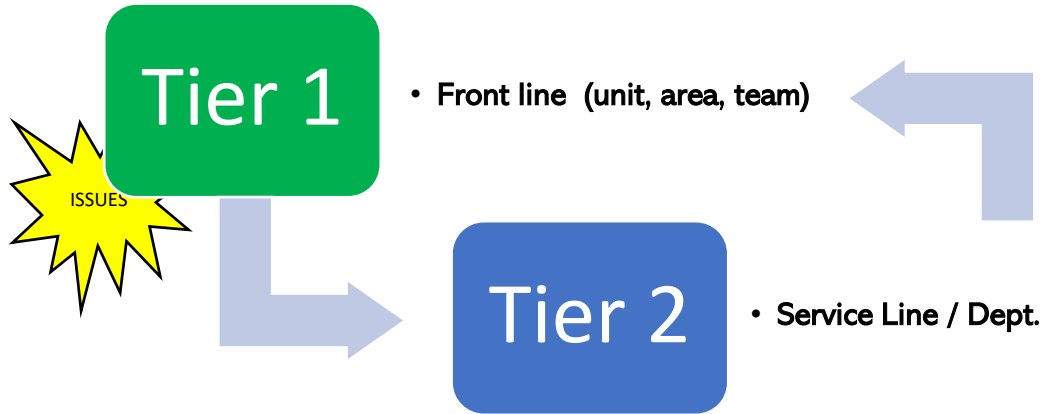
MUSC Health - Charleston Division TIER 3 BRIEF Days Since Last Serious Safety Event: 21 Today: 10/3/2022

The PURPOSE is to communicate and solve issues in a timely manner which could cause harm to our patients or each other. The GOAL is ZERO HARM- Report POSSIBLE Harms and lessons learned within 48 hours

1. Administrator on Call (AOC)	2. Fellow on Call (FOC)	3. Bed Management	4. Admit Transfer Center (ATC)
Normal operations; cot sign out, please return; ART Dave Dolan; MH- Brittany Sona?; Our Day goes live at NOON!! 985-1000; Service now for OURDAY support; HEOC in NT247 with Teams link.	10.3: 8 active issues, 0 being high-priority, 2 issues completed <24 hours. **Requesting Updates - Skin Stapler Shortage CBI 1422, 1951 & 1952 butterfly, 1685 yellow bags - low on central supply IOP 210 down for window frame	Census: 750 Admissions: 24 Boards: 11	21 Requested, 19 Accepted, 2 denied 32 Bed Needs; 47 D/C ART 3 signed, 18 potential=21 MAIN 8 signed, 18 potential= 26 What are our discharge barriers and how can w

5. Patient-Focused ICCE		6. Collaborative ICCE / Partners		7. Ancillary Departments	
ICCE	Status	ICCE	Status	Department	Status
CH&W	CLABSI X2- review and report back	Pathology & Lab Services		Perioperative Services & SPD	leak in west campus;
Heart & Vascular	Fall 3W- lessons learned when available; ART rm 10 Cath lab- room down; ART 1 clinic- short on flu vaccines?	Pharmacy Services	controlled substance- 84% overall; flu vaccines- ART 1 clinic- Eileen Sandlin	Ambulatory Operations	
Transplant	RO membrane still coming- have back up- not patient critical; leak in RT 932 clinic- reported- could impact patient care	Radiology Services	SJCH may have delays due to staffing	Facilities	follow up with blocked rooms; elevators- waiting on assessment
Oncology	No quality or safety issues	Anesthesia		BioMed	Charlie
DHEM		MUSC Health at Home		Information Solutions	Comcast outage in a patient room and will be on site on Monday 10/3; thank you

Escalation Pathway



VIR Tier 1 Brief						
Date: 10/5/22				Days since last SSR: 25		
Tier 1 Brief is focused on bi-directional communication to escalate issues quickly, provide high level care, fix problems, mitigate risk, and improve safety						
Department Wins, Recognitions, & Announcements: Reminder to look at TEAMS task planner for updates on all items being worked on. If no recent updates available, please post in chat and I will share updates with the entire department. Make sure you fill out paper!						
Operations:						
Location	Outpatient Cases Scheduled	Inpatient Cases Scheduled	Total Cases completed the day prior	Cancellation Rate for day prior	Staffing	Ancillary Needs:
MH	43	25	28	5%	CALL OUTS: 2 staff with COVID	Linen: Missing blankets
ART	23	32	14	2%		Facilities: water leak in MH409
SICH	3	4	2	0%		
Health East	5	0	2	0%		
					Status?	
						EVS: Turnaround time <15min
ON TIME CASE START	# of cases	# of on time starts	% on time	Notes		
MH	45	41	91%		Supply Chain: Outbacks are on BO with no ETA CODA BALLOONS are on BO 10/7 and 10/2 10mm Snare BO no ETA15cm Duoglide temp HD BO 9/29Tulip retrieval BO no ETA15	
ART	32	30	94%		Abre stents consigned at Main in stent room various sizes. Cook PVA discontinued. Boston Sci PVA will be replacement when reorder needed.	
SICH	4	4	100%		Bio Med:	
HEALTH EAST	5	5	100%			
Missed Charges				PHARMACEUTICAL		SAFETY CONCERNS/HARM EVENTS
				Contrast bottles can no longer to be multi dosed. To have the Omnicell refilled at MH page 1-7112 with the specific contrast or drug that needs to be restocked.		
Escalate to Tier 2 Brief:						

Tier 1 Brief

- Occurs in person OR as a Teams Brief (0700)
- Both utilize visual boards where items are captured
- Issues are worked through A3 Thinking /PDCA
- Issues are initiated in Task Planner or other mechanism

Tier 1 Brief Visual Boards

ART OR Tier 1 Brief

Tier 1 Brief is focused on bi-directional communication to escalate issues quickly, provide high level care, fix problems, mitigate risk, and improve safety.

Date: **8-10-22**

PROCESS MEASURES: **OR 9-0838 in room - waiting for help OR 3-Dr. talking to pt. OR 6-Dr. meeting in am.**

Wins & Recognitions: **ALL OR RN POSITIONS FILLED + ALL TRAVEL POSITIONS FILLED**

Number of Scheduled Cases: **18**

First Case Start delays: **089-0838 in room - waiting for help OR 3-Dr. talking to pt. OR 6-Dr. meeting in am.**

Turn Over Times:

Transplant Cases: **0** COVID cases: **0**

Number of PACU Boarders: **2**

Bed needs: **CVICU - 1 15-6book**

CVICU Beds Avail: **1**

Plan: **NO ISSUES**

SPD/Tray Quality: **NO ISSUES**

Need Thompson Ret. - ON ORDER

Announcements: **Aug 15-Dur Day My Quest Lessons will be loaded For Perfusion: Use 30,000 units of heparin per call server instead of citrate - team pos**

Supply Chain: **WHO TO CALL AFTER HOURS? EMAILED SARAH + ASHLEY**

Any Harm in last 24hrs (Pt/employee): **NONE**

Escalate to Tier II:

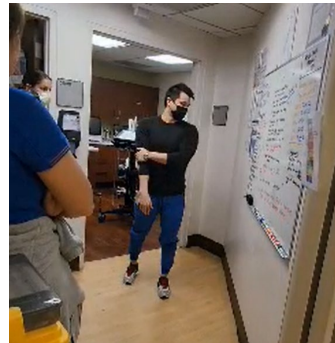
OR Staffing Call Outs (R/T): **NO CALLOUTS 1 went home - COVID**

COVID: **Circle one** ● ● ●

Nurses: **NO CALLOUTS 1 went home - COVID**

ORAs:

ORLs:



Date: 8/14

44 East tiered brief

Today:

Headlines:

Needs Attention:

Date: 5-5 AM

Census: 47

Staff Recognition: **Wiss - Richard Sachalichon, Willapa - Elizabeth, 90.5% through April**

Parking Concerns: **Unlocked sail side door - 2 years ago, Ascum Issues - Base needed in Area 4, Garden & Garden # for Emergencies, Call bells on baby side in Conellia**

NOT SPOTS: MS, DZ

Concerns: **Difficulty using Policy Tech, iPads not syncing to GetWell, Some patient care computers do not have Epic login**

Updates: **2/11/22, 2/14/22, 4/29/22**

CENSUS: **Patients - 15, Discharges - 1-2, PC transfers - 2-5, Caths - 0, Admits - 0**

BRAGGING RIGHTS: **Heart Center - 4th in the nation! #1 in outcomes! Likely to recommend 100% > 6 months!**

GROWING PAINS: **We need a Skin Champion! Volunteers?**

HEADLINES: **X Burnout, Retention, & Wellness Survey has been emailed out - Please complete! Connect bags are back!**

NEEDS ATTENTION: **10cc & 3cc syringes out... multiple calls made. Food options for after hours admits??**

Tiered Briefs Task Planner

T1 IR Task Planner

Group by Bucket ▾ Filter ▾ List Board

Pre Auth

+ Add task

Patient 1
ITP trial 10/26
PP placement 11/177



10/10



Patient 2
Ilioinguinal NB 10/24



10/03



Red

Patient 3
9/8 if approved Acetabular sacralplasty, She was finally approved before ad wanted to hold off.

09/06



Department Needs

+ Add task

Trackers for equipment such as
Ultrasound machines

Due



Lead



Tent makers for main hospital



Due



Broken US for RM 7- Sequoia



Due



Laptops for PCC's



Supply Chain ART

+ Add task

Need size 7 and 7 1/2 Sterile Gloves
(Orange Box)

Due



Completed tasks

53



Supply Chain MH

+ Add task

.035 4mm Nester Coil REF #: G47352



Due

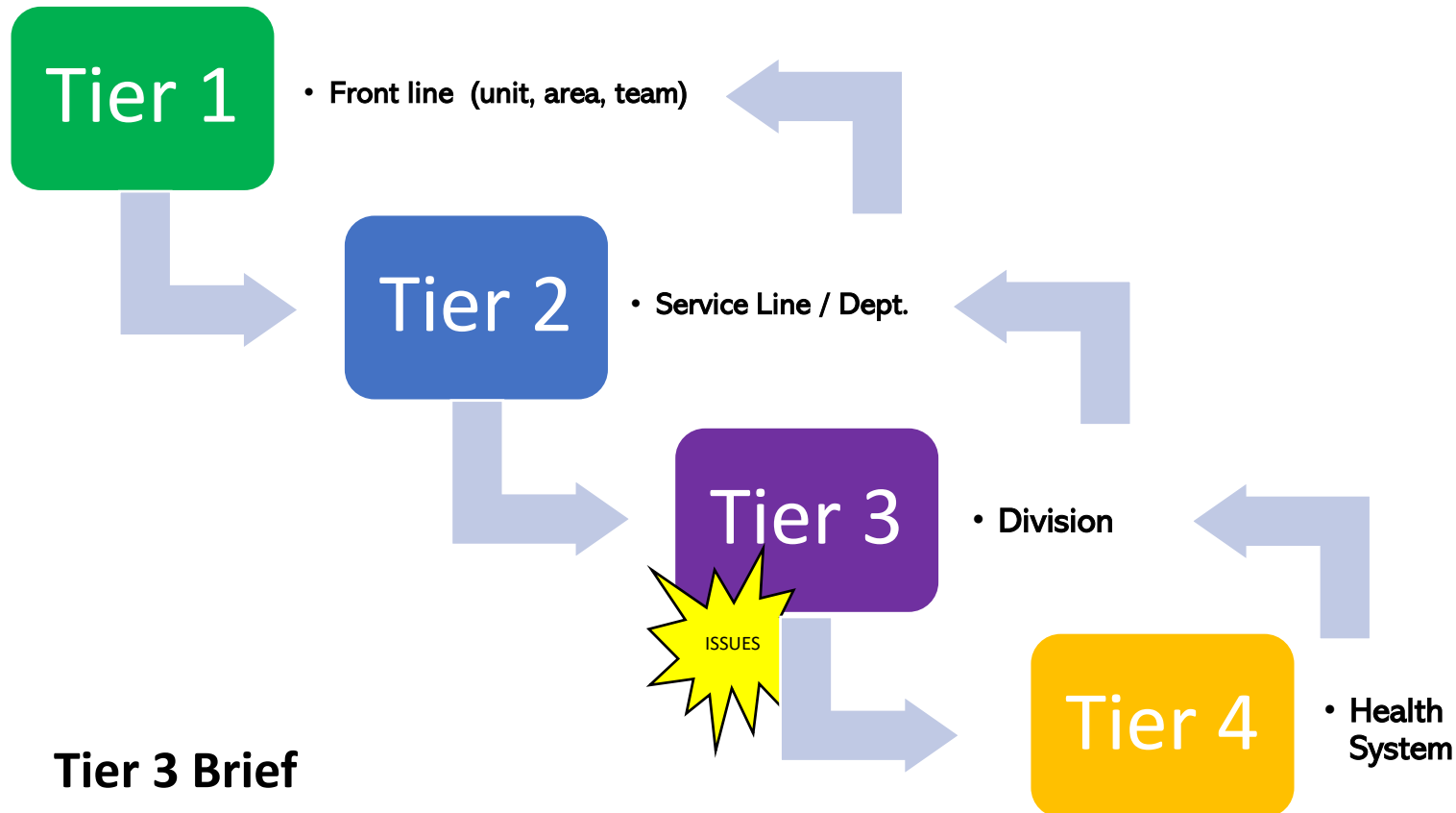


Completed tasks

41



Escalation Pathway



Tier 3 Brief

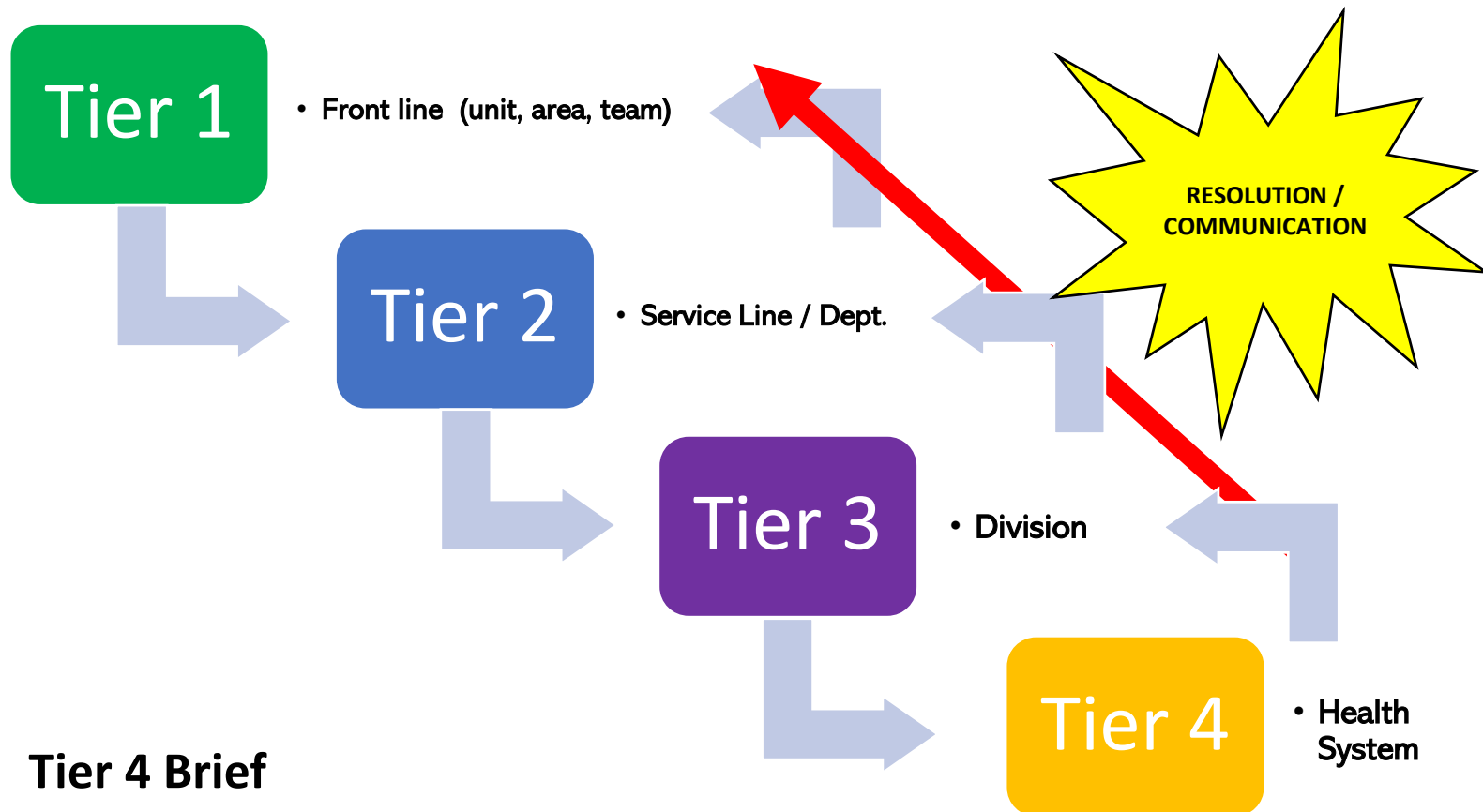
- Occurs as a Teams Brief (1045)
- Issues captured on Visual Board
- Unresolved issues moved to next Tier Task Planner

Tier 3 Brief Visual Board

MUSC Health - Charleston Division TIER 3 BRIEF		Days Since Last Serious Safety Event:	23	Today: 10/5/2022	
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Normal operations;	10.5: 11 active issues, 0 being high-priority, 3 issues completed <24 hours. **Requesting Updates - CH&W Supply Issues at Shawn Jenkins		Census: 804 Admissions: 37 Boarders: 22	27 Requested, 26 Accepted, 1 denied 64 Bed Needs, 58 D/C ART 11 signed, 22 potential=33 MAIN 16 signed, 28 potential= 44 HIV 4 SO, 15 pot= 19 GI 5 SO, 6 P= 11 ONC 2 SO, 1 P= 3 Med 5 SO 9 P=14 GS 0 SO, 3P = 3 Neph 0 SO, 3P = 3 Neuro 5 SO, 7 P=12 Ortho 6 SO, 6 P=12	
What are our discharge barriers and how can we help?					
5. Patient-Focused ICCE		6. Collaborative ICCE / Partners		7. Ancillary Departments	
ICCE	Status	ICCE	Status	Department	Status
CH&W	CLABSI X2- review and report back	Pathology & Lab Services		Perioperative Services & SPD	10/5- MH OR pharmacy- out of lidocaine with Epi;
Heart & Vascular	ART Prep & Recovery has not been stocked with blankets today - linen department has been called. Requesting assistance	Pharmacy Services	Marsha will contact Jennifer	Ambulatory Operations	RT2 manager- no instruments in ENT- SPD help? Regina Randall
Transplant		Radiology Services		Facilities	
Oncology	Nothing Bundt Award Main 7W: Taylor Corwin, while walking to her car after shift, responded to patient who fell 1.5 blocks from campus. Recently discharged amputee with AMS, Taylor initiated 911 response and patient was transported back to ED, admitted.	Anesthesia		BioMed	
DHEM		MUSC Health at Home		Information Solutions	
Neuroscience	Need two kangaroo pumps in NSICU- placed order in OneStop yesterday	MUSC Rehab		Quality	10/5/22: COVID inpatients: 7. Safety Rounds: ART 2nd Floor Nuclear Med and Ultrasound.
Musculoskeletal	blankets			Security	
ACT & ED		Messages: 1) Tuesdays: OMNICELL Compliance Response 2) ALL please update information daily in your area's space on this visual board prior to report out REMINDER to cascade relevant information to all frontline CTMs		Supply Chain Management	NaCitrate tubes- standby BD; impella researching; working on sourcing for disposable pillows- still working on; order in; try to reduce and reallocate if possible; skin staplers in; AICU/MICU follow up with supplies; low on peds o2 sensors;
S3	10W- out of yellow linen bags			Therapeutic Services	peds RT at SJCH reallocation of staff?
Primary Care				Waste Management / EVS	MSK- 10W; ART Prep and Recovery
Mental Health				Food & Nutrition	Healthcare Food Service Week!!!! Thank our CTMs- intermittent cash register issues- go to a manned cash station if problems- requested onsite vendor support
Thank you for your continued support and collaboration during and after this call. Have a great day!					



Bi-directional Communication

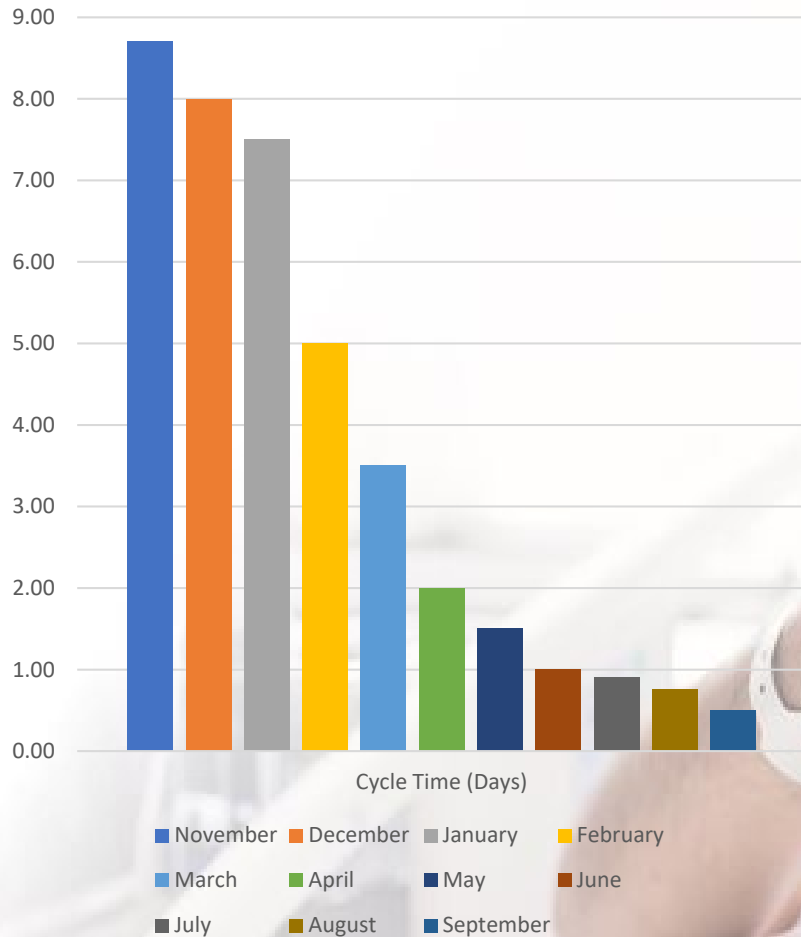


Tier 4 Brief

- Occurs as a Teams Brief (1245)
- Issues captured on Visual Board
- Resolution and communication cascaded downstream

Outcomes

Cycle Time of Problems Resolved



“Better communication”
“Improved collaboration”
“Problems fixed much faster”
“Staff are more satisfied”
“Quicker responses from support teams”
“Better accountability”
“Vast improvement in throughput”
“I feel supported now”





Lessons Learned

- Senior leadership must first be willing to change
- Engagement, support and encouragement must come from the top
- Senior leadership provides the vision
- Development and execution lives closer to the frontline
- Leaders should coach, not manage
- Encourage and allow people to design something that works for them
- Coach people, empower them and get out of the way!

Application

1) True north is “Do No Harm”

2) Principles and Behaviors

- Leader Standard Work
- Coaching
- Humble Inquiry
- Gemba walks
- Reflection
- PDCA/PDSA

3) Model cell

- Local leaders/team members develop processes, KPIs and accountability- Define harm
- Empower team members to solve problems

4) Tiered Briefs- Include categories:

- Outcome metrics
- Process metrics
- Operational
- Wins/Recognition
- Problem solving (A3 Thinking)

IMPROVE Principles

- 1) Respect Everyone
- 2) Constancy of Purpose
- 3) Celebrate Success
- 4) Create a Learning Organization
- 5) Ensure a Just Culture
- 6) Focus on Process Improvement



Thank you!

Scott Brady
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Discussion

- What impactful actions can you take as a result of the information shared today?
- How are you able to increase engagement within your facilities to ensure a true change in patient safety?
- Based on what you heard today, what activities do you currently have underway that can leverage immediate action over the next 30, 60 or 90 days?

Final Thoughts

Join Us for the Next Community of Practice Call!



Join us for the next
Community of Practice Call on March 9, 2023
from 1:00 – 2:00 p.m. ET

We invite you to register at the following link:

https://zoom.us/webinar/register/WN_ASI_I3p_TEyX_VY_YYFFeA

You will receive a confirmation email with login details.

Thank You!



Your opinion is valuable to us. Please take 4 minutes to complete the [post assessment](#).

We will use the information you provide to improve future events.