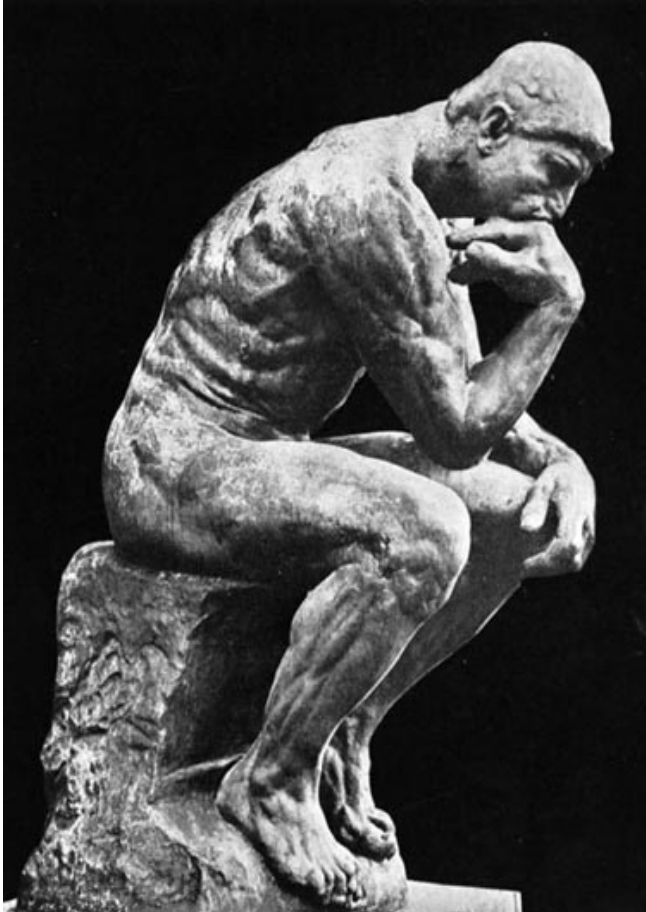# Elaine Carty Process Improvement Award 2019

Swedish Medical Center

Topic:

- Prioritizing issues for fast, appropriate resolution during a disaster event.

Discussion of Issue:

- June 18, 2019 marked the date when all of Swedish was converting over to the Providence One Instance of Epic.

- Everything that Swedish knew of its electronic medical record was changing over all at once.

- Despite training and 24/7 resources, it was anticipated that a lot of issues would be identified and in need of rapid resolution for the sake of safe patient care.

- A process needed to be added to the Hospital Incident Command System (HICS) by which to prioritize incoming issues relevant for 5 hospitals, two ambulatory care centers, and numerous hospital based outpatient departments.

Action Plan/Implementation:

- Remedial Training on HICS to all managers and supervisors.

- Training on the Total Priority Issues Management (TPIM) to prioritize issues for fast and appropriate resolution.

- Designing HICS process at campus and system levels. This involved HICS section briefings around the clock.

- Deploy subject matter and technical experts for providers and staff to address issues directly.

- Identify and disseminate issues across the system for organizational learning.
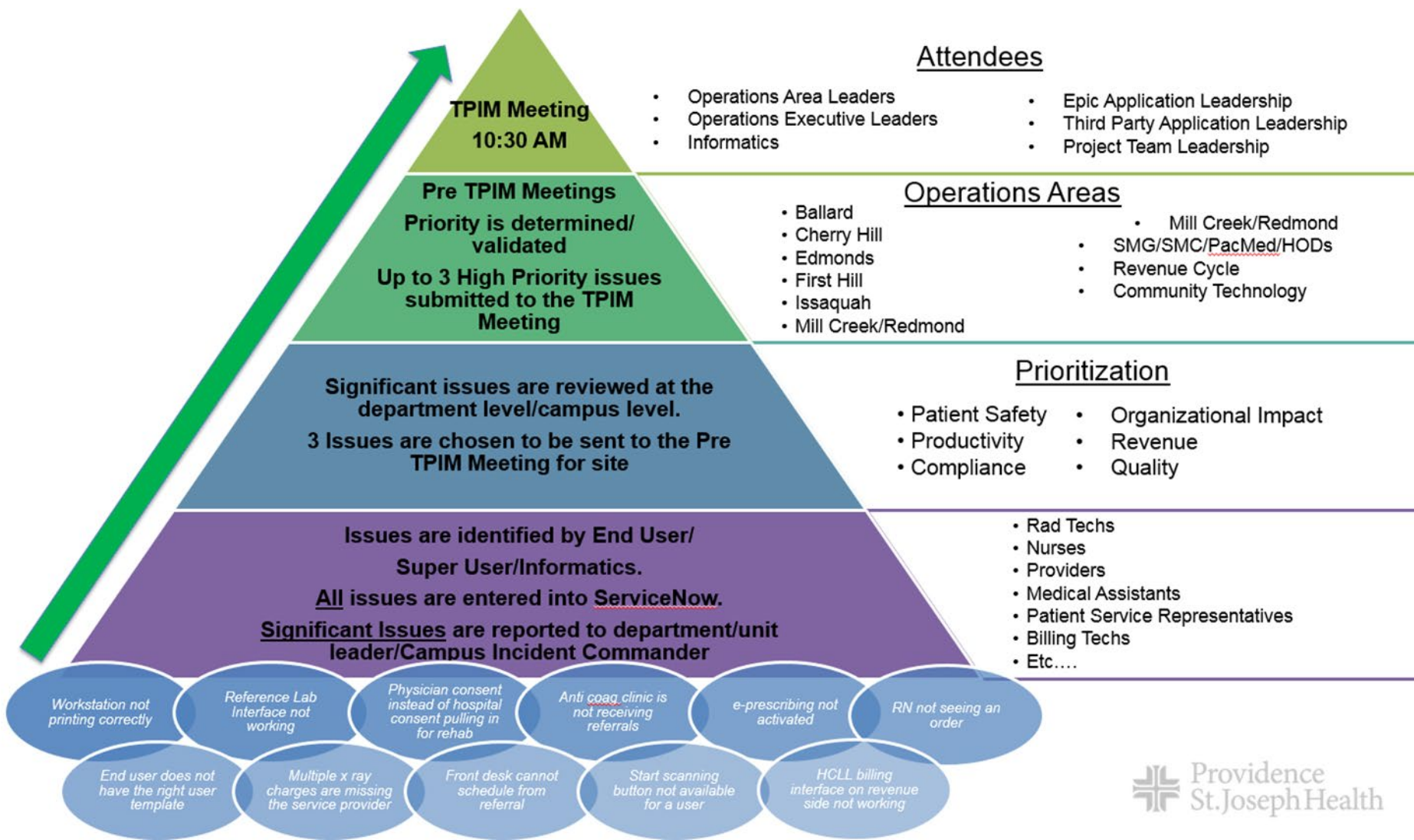
Results/Conclusion:

- All of Swedish converted to the new Epic One Instance **without any patient event.**

- TPIM process was highly successful in prioritizing "the sky is falling" issues to bring control to chaos.

- All TPIM issues were eventually resolved over the next 4 weeks of intense support systems in play.

Progress Report:

- After a year of use, our data has never been better
- Findings are transparent
- Identified issues are easily tracked
- Themes can be easily identified and reported to leadership at whatever interval they choose to see
- We can show DNV that we are tracking AND closing the loop on findings
- Stakeholders feel involved more than ever before
- Unit managers can track issues and own them

Next Steps:

- TPIM was not proactively completed at the time of HICS briefings so took time away from discussion to completing the task. Despite being automated, request was to simplify if possible.

- Variation of TPIM was incorporated into other HICS events in the form of an issues log for tracking and documenting.

TPIM Meeting
10:30 AM

Attendees

- Operations Area Leaders
- Operations Executive Leaders
- Informatics

- Epic Application Leadership
- Third Party Application Leadership
- Project Team Leadership

Pre TPIM Meetings

Priority is determined/ validated

Up to 3 High Priority issues submitted to the TPIM Meeting

Operations Areas

- Ballard
- Cherry Hill
- Edmonds
- First Hill
- Issaquah
- Mill Creek/Redmond

- Mill Creek/Redmond
- SMG/SMC/PacMed/HODs
- Revenue Cycle
- Community Technology

Significant issues are reviewed at the department level/campus level.

3 Issues are chosen to be sent to the Pre TPIM Meeting for site

Prioritization

- Patient Safety
- Productivity
- Compliance

- Organizational Impact
- Revenue
- Quality

Issues are identified by End User/

Super User/Informatics.

All issues are entered into ServiceNow.

Significant Issues are reported to department/unit leader/Campus Incident Commander

- Rad Techs
- Nurses
- Providers
- Medical Assistants
- Patient Service Representatives
- Billing Techs
- Etc....

Workstation not printing correctly

Reference Lab Interface not working

Physician consent instead of hospital consent pulling in for rehab

Anti coag clinic is not receiving referrals

e-prescribing not activated

RN not seeing an order

End user does not have the right user template

Multiple x ray charges are missing the service provider

Front desk cannot schedule from referral

Start scanning button not available for a user

HCLL billing interface on revenue side not working

Providence
St.Joseph Health

Issue Reporting Tool

Top Priority Issue Management												
Area	Name	Department	Issue/Risk Description	ServiceNow Ticket #	Pat Safety	Prod	Compliance	Org Impact	Revenue	Quality	Total Score	Lead Contact - Phone Number
Edmonds	Super Man	Radiology	Description of the issue	#3333333	2	3	0	3	2	4	57	Super Man 206-555-5555
Edmonds	Captain Marvel	Laboratory	Description of the issue	#3333334	0	2	3	2	4	4	58	Captain Marvel 206-555-5556
Edmonds	Captain Marvel	Laboratory	Description of the issue	#3333335	1	1	1	2	3	2	41	Captain Marvel 206-555-5556
Edmonds	Super Women	L & D	Description of the issue	#3333336	2	3	1	2	0	0	34	Storm 206-555-5558
Edmonds	Super Women	L & D	Description of the issue	#3333337	0	2	2	2	0	1	22	Storm 206-555-5558

- There is a tab at the bottom of the spreadsheet for each day
- The spreadsheet will automatically calculate the scores for you
- Important to include: Name, ServiceNow number, Phone number as this worksheet is used by the analyst team to create assignments.
- The **issue statement** in column F only needs to be a **clear problem statement.**
- When all of the top issues are reported, use the filter function to rank the issues from highest to lowest
- Confirm with the meeting attendees that the top issues on the spreadsheet are indeed the ones the group feels comfortable moving forward within this process and remind them that this still means that all issues will be addressed (those reported here and those submitted through our normal ticketing processes.)

Prioritization Tool

Prioritization Properties for Issue Tickets					
Patient Safety	**Weight 8**	**Productivity**	**Weight 4**	**Compliance**	**Weight 4**
4 – Critical	Immediate high risk to patient safety issue. No work around.	4 – Critical	Affecting multiple users in high volume areas.	4 – Critical	Clear CMS or TJC mandate with no exception.
3 – High	Immediate high risk to patient safety. Issue has a work around.	3 – High	Affecting limited user groups in high volume areas.	3 – High	Policy standard.
2 – Medium	Potential low risk to patient safety. No work around.	2 – Medium	Affecting multiple users in low volume areas.	2 – Medium	Standard of care.
1 – Low	Potential low risk to patients. Available work around.	1 – Low	Affecting limited users.	1 – Low	Nice to have.
Organizational Impact	**Weight 1**	**Revenue**	**Weight 4**	**Quality**	**Weight 4**
4 – Critical	System-wide.	4 – Critical	>1 million	4 – Critical	Mortality.
3 – High	Multiple departments with many users.	3 – High	Between 500K – 1m	3 - High	Strategic Priority.
2 – Medium	Multiple department users.	2 – Medium	Between 100K – 500K	2 - Medium	Standard of Care.
1 – Low	Single department.	1 - Low	<100K	1 - Low	Nice to have.

Smartsheet Tracking

Online submission form that anybody can use to populate the sheet. The benefits are that we don't have to get everybody set up with a Smartsheet account to enter data for us and it prevents unintended mishaps with database!

Epic/Alaris HICS Tracker

This tracker will be utilized to capture the key campus/system issues during HICS

Priority *
Please list the Priority level as high, medium, or low via the three color dropdown list

[dropdown]

Date *
Specific date of the incident

[date field]

Incident Type *
Select the specific Incident Type via provided dropdown list

[dropdown]

Campus *
Select the specific Campus where the Incident Type is occurring via dropdown list, select System if the incident is occurring at multiple campuses

[dropdown]

Time Reported *
Specific time the issue occurred

[text field]

Reported By *
Please write your full PSJH given employee name

[text field]

Description of Issue *
Please concisely describe the Incident Type issue with as much detail as needed

[text field]

☐ Send me a copy of my responses

[Submit]

Incident Type *
Select the specific Incident Type via provided dropdown list

- Alaris/Clinical Interface
- Ambulatory Platform
- Cerner Lab
- Community Tech
- Coping
- Downtime
- Epic
- Key Messages
- Medication Pyxis
- Point of Care
- Revenue/Business
- Scheduling/Pt Reg
- Statistics
- Supply Pyxis
- Update and Follow-up from previous report

Campus *
Select the specific Campus where the Incident Type is occurring via dropdown list, select System if the incident is occurring at multiple campuses

- Ambulatory
- Ballard
- Cherry Hill
- Edmonds
- First Hill
- Issaquah
- Mill Creek
- Redmond
- SMG
- System

Insert "X" for the Event