



Healthcare Organization Commitment

Contact Details

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Position

Chief Transformation Officer, MemorialCare Health System (So California)

Organization Name

Memorial Health Care System

Organization Address

17360 Brookhurst Street
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Participants

Helen Macfie, Chief Transformation Officer

Type of Facilities run by Organization

Ambulatory Surgery Centers, Clinic, Medical office, Hospital System, Integrated Delivery Network, Rehabilitation Center, Urgent Care, Other

If Other, please indicate

We JV with a series of surgical centers, imaging sites, dialysis sites and most recent physical therapy centers

Commit to Zero

Have you reviewed the Patient Safety Movement Foundation's Actionable Patient Safety Solutions (APSS)?

It takes a spark to ignite a flame. And it takes leadership to unite people, tap into their passion, and show them the way. That by working together towards a common goal, we can make a huge impact on countless lives. Thanks to the spark of Joe Kiani and the Patient Safety Movement's leadership, thousands of hospitals, healthcare organizations and patient advocates have united to achieve a vital goal: ZERO preventable deaths. At MemorialCare, and as a prior 5* recipient, we are pleased to publicly reaffirm our commitment to saving lives and eliminating all preventable patient deaths and harm. MemorialCare is a nonprofit health system offering both adult and pediatric hospital care, as well as a growing ambulatory network with primary care, imaging, surgery centers, urgent care, breast health, dialysis and physical therapy, located throughout Orange and Los Angeles counties. Our 10,300 staff and 2,600 physicians serve more than 1.7 million patients annually, with 60,500 admitted to our hospitals last year. Our mission is to improve the health and well-being of individuals, families and our communities. A critical component is ensuring the safety of everyone we serve. 24 years ago, we established the Physician Society, a multi-disciplinary collaboration of doctors and practitioners with the sole purpose to establish, implement and refine best practice care. Together, in 2005, we initiated our "Bold Goals" for safety. This laser focus has resulted in an 84% reduction in "Harm Across the Board", 10% lower readmissions, 71% more people surviving sepsis, 50% fewer infections, and all three of our birthing hospitals making the California Honor Roll for reducing NTSV C-Sections. Every year, Barry Arbuckle, MemorialCare's CEO, announces our annual "Lives Touched" at our systemwide governance summit. In 2020, that number was 27,620 lives (now totaling 184,851 since 2007). And he reminds us that there is more harm to avoid and much more work to do. In 2019, we learned about the Actionable Patient Safety Solutions and felt the immediate connection to our Bold Goals and beyond. I went right up to Joe and pledged for MemorialCare to join the Movement. A year later, we are humbled to be the sixth health system to have earned the 5-Star Hospital designation. The work isn't finished—when it comes to patient safety, it never will be. By uniting with the Movement and adopting the APSS, we are really pleased to be part of a community that is eager to embrace transparency, share best practices, and implement and evolve solutions that will save lives. The Movement is the spark. Now MemorialCare—along with all of you—has the important obligation to keep this flame alive as we continue our journey to zero preventable patient deaths and harm. Thank you.

Clinical Transformation

Do you commit to eliminating harm from medical error by aligning your organization with these three critical components?

Yes

Commitment Details

What is your organization doing to establish a person-centered culture of safety?

We have been using the Outcome Engenuity framework for over 10 years now, and have built it into our training programs for all managers. Partnering with Quality, Risk and HR, we use the framework to assess any issues or errors and help us assure we take the best most considered path to resolving the issue using their step model. We believe if our staff and doctors can feel safe reporting errors, we then get to learn from all the treasures those reports unearth. We've also revised our reporting system to make it friendly and easier for all to submit a report as one barrier we found was the time it was taking to submit and then assess. And finally we do a survey of all staff to gain their opinions on how we are doing (we use the AHRQ survey), then generating "heat maps" by department and area to help our managers see where they can continue to improve in their leadership of the culture. This is a journey to be sure and takes constant feeding and tending as new managers come in, leadership changes and even the model itself evolves. Happy to speak more on this but these are the top level thoughts.

Where on the continuum do you feel your organization stands in establishing a person-centered culture of safety?

Proficient

What is your organization doing to establish a holistic, continuous improvement framework?

Every year we set our Bold Goals for Quality and Safety across MemorialCare, striving for every higher benchmarks either externally or compared to our own historical best, to get to ZERO harm. These are approved by our Board and then systematically reviewed and actioned by our Quality Committee of the Board (systemwide and at each hospital and the Medical Foundation - clinics) and a system-wide leadership group called our Quality Close with our c-suite and quality leadership. We are supported by a series of clinical Best Practice Teams (15 this year - for example Emergency Medicine, Pulmonary/Critical Care, Women's Health and others - as well as our Executive Quality Leadership Value Added Team which meets monthly to keep all the moving pieces on track. This framework to plan, think and activate "across and down" helps us shepherd the many important safety initiatives forward. And then finally we have a shared dashboard (we call it the PI Radar - keeping our eye on the patterns and trends) across the system as well as for each entity so that we can track our progress and where we need to action further. Again, happy to share more.

Where on the continuum do you feel your organization stands in establishing a holistic continuous improvement framework?

Expert

What is your organization doing to sustain an organizational development approach?

MemorialCare has adopted Lean as our framework for Mindset, Management System and Methods. All managers are training in Lean and Facilitative Leadership - and we are revising

our process for training with COVID to be more on-line and interactional, with mentors. We do a lot of "just in time" training for our teams, workshops, and rapid process improvement events, bringing in staff, doctors and patients real-time to help us co-design solutions and implementation plans. We also offer coaching support through our Lean Resource Office so that any manager or leader can get additional help to think through an issue and design the "best" approach to solving.

Where on the continuum do you feel your organization stands in sustaining an organizational development approach?

Expert

Reporting

Which of the following patient safety challenges is your organization planning to continue working on?

- Foundational - Person and Family Engagement
- Foundational - Hand-Off Communications
- Foundational - Patient Safety Curriculum
- Head - Mental Health
- Head - Delirium
- Head - Pain Management
- Head - Restraint Safety
- Chest - Airway Safety
- Chest - Ventilation Management
- Chest - Embolic Events
- Chest - Cardiopulmonary Emergencies
- Chest - Patient Blood Management
- Belly - Enteral Tube Safety
- Belly - Obstetric Safety
- Belly - Neonatal Safety
- Body - Healthcare-Associated Infections
- Body - Sepsis
- Body - Safe Surgery
- Body - Prevention of Skin Breakdown
- Body - Falls and Mobility
- Body - Medication Management