



Building a Culture of Transparency: Advancing Performance & Safety



Franciscan
Missionaries
of Our Lady
HEALTH SYSTEM



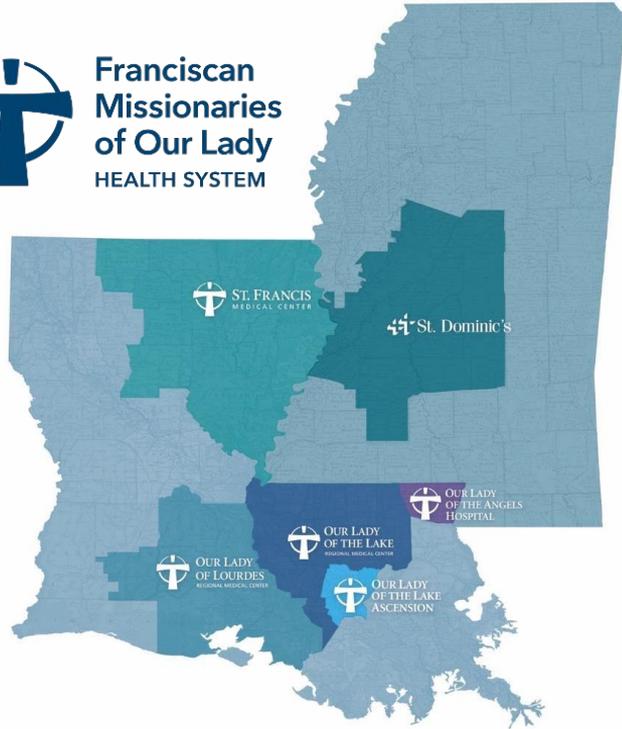
Lindsey Booty

Supervisor Performance
Improvement

Foundation



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HEALTH SYSTEM



Our Lady of the Lake Health



Level 1 Trauma Center



1,020 Licensed Patient Beds



36,213 Inpatients



2,800+ Medical & Clinical Students



26 Academic & Residency Programs



275+ Clinical Trials



Early 2015: began utilizing KaiNexus as a PI Repository

2015

Start of 2 Paths

LakeLean
Department founded
+ initial KaiNexus
repository use for
PMO portfolio and
“TeamWorks
Suggestions”

2017

PI Training Integration

Creation of Problem
Solving Storyboards
(A-3) Template into
KaiNexus and into
triannual PI &
Change Management
Trainings

2023

100 Day Work Outs

Leveraged KaiNexus
as the repository for
Health System
100DWO Cycles with
focuses on
Throughput, HAI's
Accreditation, and
Engagement

2023

SAFER™ Matrix

Integration of TJC's
SAFER™ Matrix into
KaiNexus to facilitate
Patient Safety
Rounds efficiencies

2025

New Product Request Process

Health System new
product request
process facilitated via
KaiNexus milestones



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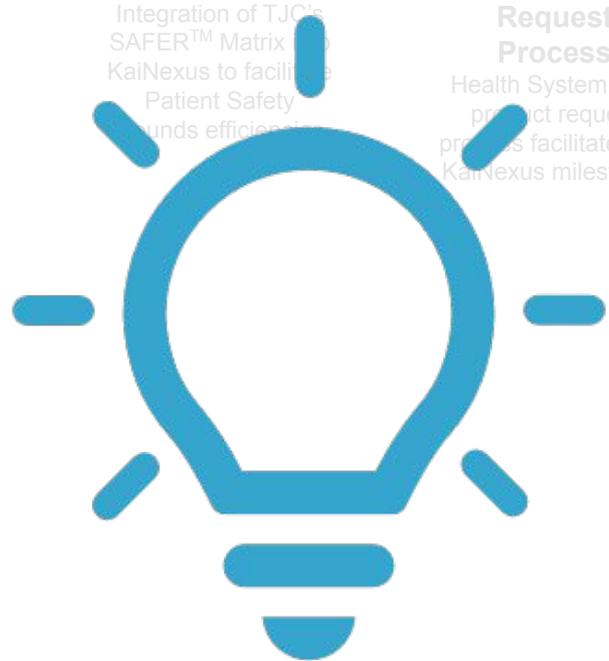
SAFER™ Matrix

Integration of TJC's SAFER™ Matrix into KaiNexus to facilitate Patient Safety rounds efficiencies

New Product Request Process

Health System new product request process facilitated via KaiNexus milestones

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100 Day Work Outs

SAFER™ Matrix Integration of T.JC's

New Product Request

EXAMPLE: Onboarding Communication #16784

Completed

Publishing Storyboard | Follows | Resolution | Comments | Tasks | Charts | Timeline | Other

Start: Dec 31, 2017 | Last Updated: Apr 22, 2018

WHAT IS THE PROBLEM?
The process of communicating with new hires during onboarding causes confusion for the hires, scheduling errors and mistakes, and delays in getting new hires to the job site.

BACKGROUND DATA/BUSINESS CASE
Avg over 5 months with a range of 8-12. Escalated difficult to recruit positions.
Increased all of communication with new hires. 18
Avg start date delay but communication cases: 21 days for 6 months studied

CURRENT CONDITION
Text 2

ROOT CAUSE ANALYSIS

- New hires asked for same documentation multiple times
 - Why? Multiple departments need documents
 - Why? Multiple departments required to obtain quality and no internal sharing
- Control not fully conveying and consistent information
 - Why? Multiple disconnected functions communicating with hire
 - Why? No coordinated approach
 - Why? No single point of accountability
 - Why? Automated system sending out of date emails
 - Why? Automated email function onboarding system turned on but not monitored
 - Why? Individual responsible for updated email and accountability not transferred
- New hires confused about who to contact for what
 - Why? Multiple contacts listed with vague descriptions across communications
 - Why? No coordinated approach
 - Why? No single point of accountability

GOAL CONDITION

SOLUTIONS

- Identify a SPA for new hire communication process overall.
- Review policies for updates needed to clarify responsibilities for new hire documentation.
- Create standard work for AI coordinated email times and all communication of new hires. 18 Sharing of new hire documentation. 18 Contact information
- Cut off automated emails.
- Test primary and backup user users in automated system.

PILOT TEST
Reviewed new communication plan with requirements for input and improvement. Suggestions incorporated

IMPLEMENTATION PLAN

2	Status	Template	Title	Key People	Key Dates
Complete	Task	18	Communicate SPA for new process	Responsible: Lindsay Body	Complete: Dec 22, 2017 Last Updated: Dec 22, 2017
Complete	Task	18	Provide standard work for communication	Responsible: Leanne Teague	Complete: Aug 17, 2018 Last Updated: Aug 17, 2018

BENEFIT/EFFORT IMPACT

Outcome:
None

Impact: **Time Savings**
 - Hours/Day: 0.5 Days per Month
 - Calculation: Based on daily onboarding email sending. Reduce Paperwork Orientation cycle. Orientation system is always open other weeks.
 - 6 Days Total (email automated)

STUDY & ACTION PLAN
 - 18 (Implementation Success) usually apply the results from responsible team weekly, monthly. Document additional actions, adjustments, and track based on follow-up.

17

Cohorts

271

Problem Solving Storyboards



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New Product
Request
Process
Health System new
product request
process facilitate
clinical
improvement

2025

BRM Plan Counter - 696 Expected Plans			100 Day Work Out Team Impact - Validated		
BRM Total Active Plans	BRM Total Plans Resolution Submitted for Validation	BRM Total Validated Plans	Cost Savings	Revenue Generation	Time Savings (Soft Savings)
118	25	357	\$2,968,718.20	\$983,000.00	\$515,600.62
			Patient Safety	Staff Safety	Time Savings (Hours)
			70	18	17,321h
			Quality Improvement	Patient Engagement	Team Member Engagement
			131	88	111

100 Day Work Outs
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Feedback
collected directly
from frontline
teams

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Action items
manually captured
& ranked per
SAFER™ Matrix
scoring



Shared via Email &



No clarity on
problem resolution

2023

100 Day Work
Outs

Leveraged KaiNexus
as the repository for
Health System
100 Day Workouts with
1000+ cycles with
a Health System
Lack of Market &
System Leadership
Transparency



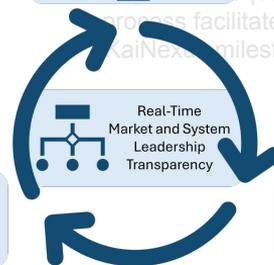
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New Product
Request

Feedback collected directly
from frontline teams



Real-Time
Market and System
Leadership
Transparency

Timely Issue
Resolution



OI's are captured,
assigned, and
created from the
create screen

SAFER™ Matrix Integration of TJC's SAFER™ Matrix into KaiNexus to facilitate Patient Safety Rounds efficiencies

<p>(1) LIMITED (CEO, COO, CNO, CMO, VP, DIR, Dept, Leader)</p> <p>HIGH</p> <p>Title: Key People: Created On: Due Date: +Specialist (Anesth) - PACU (C) Chris Thomas Responsible: Feb 28, 2024, Mar 28, 2024</p> <p>Q ICU & TRNC - Handoff from OR Responsible: Mar 29, 2024, May 19, 2024 Responsible: Beckie Marfano</p> <p>Q HSD - Handoffs Responsible: Mar 29, 2024, Apr 27, 2024 Responsible: Sonya Mills</p> <p>Q BURD - Handoffs from ED Responsible: Apr 23, 2024, May 23, 2024 Responsible: Karen Covert</p> <p>Q ICU & TRNC - Handoff from OR Responsible: Aug 05, 2024, Aug 31, 2024 Responsible: Jason Rogers</p> <p>Q ED - Handoffs - Call to Responsible: Feb 05, 2024, Mar 07, 2024 Responsible:</p>	<p>(9) PATTERN (CEO, COO, CNO, CMO, VP, DIR, Dept, Leader)</p> <p>HIGH</p> <p>Title: Key People: Created On: Due Date: Cocology - Handoff Responsible: Jan 25, 2024, Mar 28, 2024 Responsible: Logan Austin</p> <p>Q HSD - Handoffs from OR Responsible: Feb 29, 2024, May 19, 2024 Responsible: Beckie Marfano</p> <p>Q HSD - Handoffs Responsible: Mar 29, 2024, Apr 27, 2024 Responsible: Sonya Mills</p> <p>Q BURD - Handoffs from ED Responsible: Apr 23, 2024, May 23, 2024 Responsible: Karen Covert</p> <p>Q ICU & TRNC - Handoff from OR Responsible: Aug 05, 2024, Aug 31, 2024 Responsible: Jason Rogers</p> <p>Q ED - Handoffs - Call to Responsible: Feb 05, 2024, Mar 07, 2024 Responsible:</p>	<p>(2) WIDESPREAD (CEO, COO, CNO, CMO, VP, DIR, Dept, Leader)</p> <p>HIGH</p> <p>Title: Key People: Created On: Due Date: Ends - No connections patients Responsible: Jul 23, 2024, Aug 21, 2024 Responsible: Chris Thomas</p> <p>Q Tower OR - Commentaries Responsible: Dec 04, 2024, May 31, 2025 Responsible: Taha Sultany</p> <p>Q Checklist/Default Responsible:</p>
<p>(2) LIMITED (Director, Dept, Leader)</p> <p>MODERATE</p> <p>Title: Key People: Created On: Due Date: Q ICU & TRNC - Final monitor for OR Responsible: Aug 01, 2024, Jan 02, 2025 Responsible: Beckie Marfano</p> <p>Q ICU - attend not familiar with monitor in room Responsible: Feb 01, 2024, Mar 02, 2024 Responsible: Angela Bennett</p> <p>Q ICU - equipment not connecting to an A/B/M/R Responsible: Feb 19, 2024, Mar 21, 2024 Responsible: Angela Bennett</p> <p>Q ICU - this equipment to give meds to start in CC change Responsible: Feb 01, 2024, Mar 02, 2024 Responsible: Sarah Wilson</p> <p>Q ICU - this equipment to take pain meds to Day 1 due to OR equipment not having access to those meds. Responsible: Feb 01, 2024, Mar 02, 2024 Responsible: Emily Johnson</p> <p>Q ICU - Responder Responsible: Apr 30, 2024, May 30, 2024 Responsible:</p>	<p>(8) PATTERN (VP, Director, Dept, Leader)</p> <p>MODERATE</p> <p>Title: Key People: Created On: Due Date: Q UTU - Spine Issue - Inpatient Responsible: Feb 05, 2024, Mar 02, 2024 Responsible: Veda Bethley</p> <p>Q Neuro - Epic orders for back brace/CRS custom- Responsible: Mar 28, 2024, Apr 27, 2024 Responsible: Jeffrey Hufferd</p> <p>Q COM - Communication from patient units. Responsible: Apr 25, 2024, May 25, 2024 Responsible:</p> <p>Q Language/Careplan - Security Concerns Responsible: May 31, 2024, Jun 30, 2024 Responsible: Thomas Shokat</p> <p>Q INOT - Pivotal Support Responsible: Aug 08, 2024, Sep 07, 2024 Responsible: Chris Thomas</p>	<p>(5) WIDESPREAD (VP, Director, Dept, Leader)</p> <p>MODERATE</p> <p>Title: Key People: Created On: Due Date: Q HSD - AMPHIBIITY Equipment Responsible: Jan 02, 2024, Feb 21, 2024 Responsible: Marcia Harris</p> <p>Q Loka Pharmacy - Communicator gaps with OME Responsible: May 23, 2024, Jun 02, 2024 Responsible: Chris Thomas</p> <p>Q Other - EVS Concerns Responsible: Jun 27, 2024, Jul 07, 2024 Responsible: Paul Robinson</p> <p>Q Ends - Missing admin orders Responsible: Jul 23, 2024, Aug 24, 2024 Responsible: Chris Thomas</p> <p>Q SNU - Prep for Operative Responsible: Aug 06, 2024, Sep 07, 2024 Responsible: Chris Thomas</p> <p>Q HSD - Consents on Day 1 Responsible: Aug 06, 2024, Sep 07, 2024 Responsible:</p>
<p>(4) LIMITED (Dept, Leader)</p> <p>LOW</p> <p>Title: Key People: Created On: Due Date: Q Accusation-ED-RRR changes - Missing Items Responsible: May 02, 2024, April 07, 2024 Responsible: Terriy O'Connor</p> <p>Q 1 Month Handoff from Units Responsible: Apr 23, 2024, May 23, 2024 Responsible: Nijah Mason</p> <p>Q 18 Neurology - Gab Batts Responsible: Jun 20, 2024, Jul 20, 2024 Responsible: Beatty Pezdek</p> <p>Q Displays - List of available Responsible: Jun 20, 2024, Jul 20, 2024 Responsible: Beatty Pezdek</p>	<p>(4) PATTERN (Dept, Leader)</p> <p>LOW</p> <p>Title: Key People: Created On: Due Date: Q ICU - Codes called from CCMU Responsible: Feb 08, 2024, March 09, 2024 Responsible: Ryan Landry</p> <p>Q HSD: PICC documentation Responsible: Apr 25, 2024, May 25, 2024 Responsible: Stacie Agnew</p> <p>Q UTU - EHR lab testing not being coded Responsible: Jul 05, 2024, Aug 04, 2024 Responsible: Jim Topple</p> <p>Q SNU - Medical Responsible: Aug 08, 2024, Sep 07, 2024 Responsible: Stacie Agnew</p> <p>Management not assigned to Responsible:</p>	<p>(6) WIDESPREAD (Director, Dept, Leader)</p> <p>LOW</p> <p>Title: Key People: Created On: Due Date: Q Neurology - EVS Responsible: Jun 20, 2024, Jul 20, 2024 Responsible: Paul Robinson</p> <p>Q Gyn (Dist Flow Rehab) - Flow documentation of patient therapy productions Responsible: Jul 18, 2024, Aug 17, 2024 Responsible: Stacie Agnew</p> <p>Q Radiology - Lab Delays Responsible: Jul 25, 2024, Aug 24, 2024 Responsible: Jim Topple</p> <p>Q EVS - Damaged Item in circulation Responsible: Aug 29, 2024, Oct 28, 2024 Responsible: @pagg Doctor</p>

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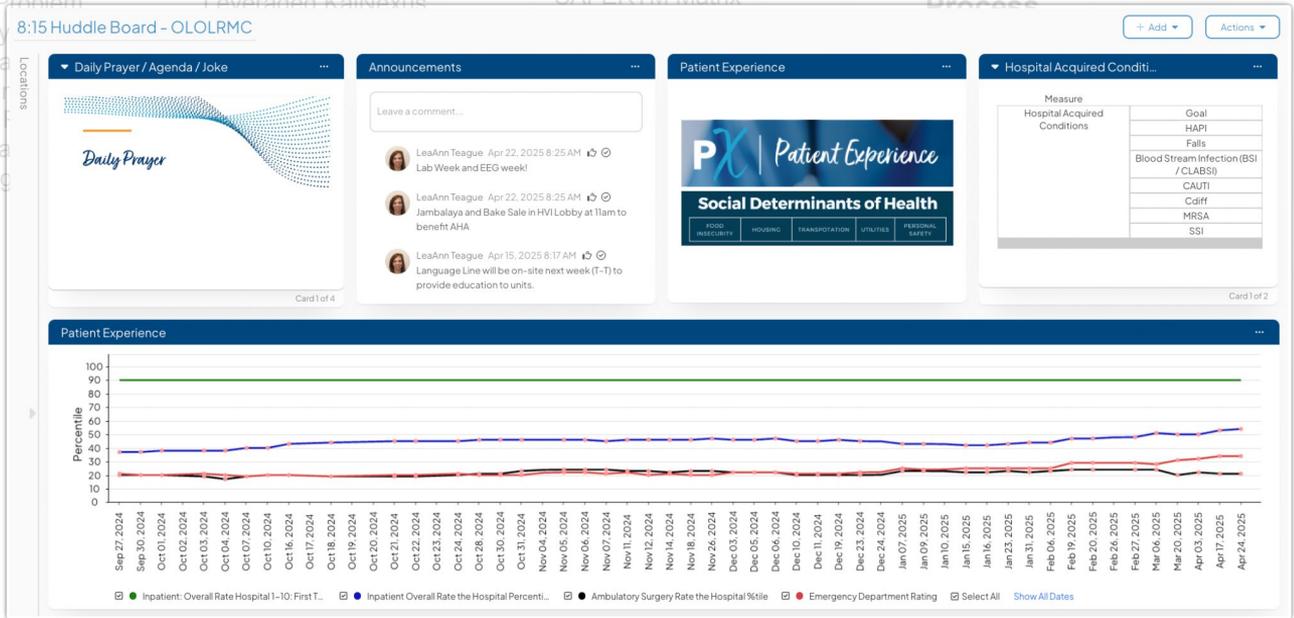
New Product

Request

Process

Daily Operations Briefings via Tiered Huddles

Key inputs in safety and operations reported to up to Market President by 9:15am daily



Overall Impact

