Reveal the Skeletons in Your Closet
Invite Customers to the Workshop Table as Equals
Amy Tufano and Amy London
Results Washington October 2019
Lean Transformation Conference
Today’s Objectives

1. Describe how Virginia Mason adapted and applied experience-based design to their lean culture

2. Share our evolution of co-design

3. Identify methods that help shift from “designing for” to “designing with” patients and families

4. Share challenges and successes, tips and lessons

5. Build a plan for getting started at your organization
Virginia Mason

- Integrated health care system
- 501(c)3 not-for-profit
- 336-bed hospital
- Nine locations
- Graduate Medical Education
- Research Institute
- Foundation
- Virginia Mason Institute
OUR STRATEGIC PLAN

VISION
To be the Quality Leader and transform health care.

MISSION
To improve the health and well-being of the patients we serve.

VALUES
Teamwork | Integrity | Excellence | Service

Strategies
People
We attract and develop the best team

Quality
We relentlessly pursue the highest quality outcomes of care

Service
We create an extraordinary patient experience

Innovation
We foster a culture of learning and innovation

Virginia Mason Foundational Elements
Strong Economics | Responsible Governance | Integrated Information Systems | Education | Research | Virginia Mason Foundation

Virginia Mason Production System
The Challenge of Health Care

- Poor Quality................................. 3% defect rate
- Impact on individuals................... 100% defect
- Cost of poor quality....................... Billions of dollars
- Cost of health care......................... Unaffordable
- Access........................................... Millions
- Morale of workers............................. Unreliable systems
Requirements for Transformation

One Improvement Method

Technical and Human Dimensions of Change

Sense of Urgency

Visible and Committed Leadership

Shared Vision

Aligned Expectations
The Beryl Institute’s Definition

The sum of all **interactions**, shaped by an organization’s **culture**, that influence patient **perceptions** across the **continuum** of care.
Virginia Mason Production System

Virginia Mason Production System

Respect for People

Safe and Respectful Environment

- Patients as Partners
- Engage Individuals and Teams

Improving the Flows of Health Care

Continuous Improvement

- Quality Leader
- Accelerate the Impact

BUILD A STRONG FOUNDATION

World Class Management
VMPS Principles, Tools and Methods

Make it our own, for our patients, team members and communities

Master the basics

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Flows of Health Care

Patient Experience

Operators

Information Repository
(continuously updated)

Patient loyalty, trusting us with all of their health care needs
Culture of Respect

Our Foundational Behaviors

1. Be a team player
2. Listen to understand
3. Share information
4. Keep your promises
5. Speak up
6. Connect with others
7. Walk in their shoes
8. Be encouraging
9. Express gratitude
10. Grow and develop
Create full partnership with patients and families to improve and transform our delivery of care.

Customers define value

Do we really know what matters?

Understanding customer experiences stimulates creative thinking and breakthrough innovation.
Define the Vision

Move from this to this

Don’t listen very much to our users and we do the designing

Design and improve, then ask our users what they think

Listen to our users, then go off and do the designing

Listen to our users and go off with them to do the designing

- Become an organization that **routinely listens** to and deeply understands customers’ experiences
- Co-design better services through an **active partnership** with patients, family and staff

-Professor Paul Bate, UCL 2007
Implementing Co-design

1. Define the customer
2. Define the vision
3. Prepare the soil
4. Prepare the customers
5. Recruit for inclusion
6. Define a recruitment process
7. Develop rules of engagement
8. Define process for two-way feedback
9. Keep at it and tell stories
Where It Began

• Emerged from U.K. National Health Service’s Institute for Innovation and Improvement
• Imported to VM by our Innovation Chair, Paul Plsek
• Began learning and developing VM capabilities in 2009
• Integrating into VMPS to deepen focus on customer
• Several innovation events spawned the Patient-Family Partner Program in 2012
What really matters to our customers?

And how do you know?
# The Value of Emotion Words

## Emotion Word List

<table>
<thead>
<tr>
<th>Afraid</th>
<th>Enthusiastic</th>
<th>Ignored</th>
<th>Resentful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angry</td>
<td>Frustrated</td>
<td>Insecure</td>
<td>Sad</td>
</tr>
<tr>
<td>Compassion</td>
<td>Grateful</td>
<td>Jealous</td>
<td>Safe</td>
</tr>
<tr>
<td>Confident</td>
<td>Great</td>
<td>Joyful</td>
<td>Satisfied</td>
</tr>
<tr>
<td>Depressed</td>
<td>Guilty</td>
<td>Loyal</td>
<td>Secure</td>
</tr>
<tr>
<td>Disgusted</td>
<td>Happy</td>
<td>Okay</td>
<td>Sense of Accomplishment</td>
</tr>
<tr>
<td>Disrespected</td>
<td>Hatred</td>
<td>Optimistic</td>
<td>Successful</td>
</tr>
<tr>
<td>Empowered</td>
<td>Hopeful</td>
<td>Peaceful</td>
<td>Valued</td>
</tr>
<tr>
<td>Enjoyment</td>
<td>Hopeless</td>
<td>Pleased</td>
<td></td>
</tr>
</tbody>
</table>
Principles of Good Design

Experience Aesthetics (Usability/Comfort)

Performance (Functionality)

Engineering (Reliability/Safety)
Methods

1. Observations

2. Interviews

3. Experience Questionnaires

4. Co-design
Percent negative and neutral responses

- “How did you feel during your first week of seeing patients?”

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>82%</td>
<td>0%</td>
</tr>
</tbody>
</table>
With Them

Move from this to this

Don’t listen very much to our users and we do the designing

Design and improve, then ask our users what they think

Listen to our users, then go off and do the designing

Listen to our users and go off with them to do the designing

-Professor Paul Bate, UCL 2007
Develop of Program
Group Discussion

Idea Generation

Negotiating Priorities
Diversity of Opportunities

Involvement Opportunities

Review-Design **Educational Material**

**Peer Partner** Rounding

**Gift Shop** Volunteer

**Focus Group** or panel member

**Patient-Family Liaison:** Emergency Room, Outpatient Infusion

**Improvement Team Member:** Kaizen Event, Experience-based Design, Innovation

**Clerical** support

**Volunteer Companion:** visiting hospitalized patients and family

**Concierge Cart:** providing items of comfort

**Health System Committee** Member

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Stop Over-processing

Coordinating Your Care While You Are in the Hospital

Welcome to Virginia Mason
During your stay...

What is a hospital
A hospital is a care center where patients who are not well are treated.
What does a hospital do
- Coordination: To reach quality, best care is needed. So good care is needed.
- Collaboration: To achieve quality, the best care is needed. So good care is needed.
- Communication: To achieve quality, the best care is needed. So good care is needed.
- Collaboration: To achieve quality, the best care is needed. So good care is needed.

What is Virginia Mason
Virginia Mason is a not-for-profit healthcare organization.

Virginia Mason Hospitalist Team

Linda Nam, MD, FACP
Karen E. Schenke, MD, FACP
Michael M. Cheng, MD
Tanya F. Kaul, MD
Valerie Li, MD
Joseph A. Sacco, MD
Jennifer L. Thompson, MD

Know me...

How Bad News is Delivered Does Make a Difference

10 tips for making the best of the situation from a patient’s perspective

We believe you become a doctor because you care about people. As patients, we are grateful for your skills, persistence, knowledge and compassion. Thank you!

Virginia Mason Medical Center


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## Shifts in Organizational Mindset

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>One patient on the team</td>
<td>Half patients, half staff</td>
</tr>
<tr>
<td>Designing for patients</td>
<td>Designing with patients</td>
</tr>
<tr>
<td>Voice of one</td>
<td>Voice of many</td>
</tr>
<tr>
<td>Convenient sampling</td>
<td>Broader sampling</td>
</tr>
<tr>
<td>Conventional surveys</td>
<td>More qualitative data</td>
</tr>
<tr>
<td>Collecting data for events only</td>
<td>Creating a habit of listening</td>
</tr>
<tr>
<td>FROM</td>
<td>TO</td>
</tr>
<tr>
<td>-------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Deficit</td>
<td>Strength</td>
</tr>
<tr>
<td>Illusion of certainty</td>
<td>Discovering together</td>
</tr>
<tr>
<td>Disease focus</td>
<td>Quality of Life</td>
</tr>
<tr>
<td>Individual</td>
<td>Family / community</td>
</tr>
<tr>
<td>For / to me</td>
<td>With me</td>
</tr>
<tr>
<td>Spectator</td>
<td>Team Member</td>
</tr>
<tr>
<td>Isolation / closed</td>
<td>Inclusion / open</td>
</tr>
<tr>
<td>Hierarchy</td>
<td>Equal Partners</td>
</tr>
</tbody>
</table>
## Mindset of Virginia Mason Leaders

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anxious</td>
<td>Readiness</td>
</tr>
<tr>
<td>Knower</td>
<td>Learner</td>
</tr>
<tr>
<td>Fixer</td>
<td>Listener</td>
</tr>
<tr>
<td>Closed Minded</td>
<td>Open &amp; Receptive</td>
</tr>
<tr>
<td>For / to them</td>
<td>With them</td>
</tr>
<tr>
<td>Fear</td>
<td>Humility</td>
</tr>
<tr>
<td>No way / it won’t work</td>
<td>Let’s try it</td>
</tr>
<tr>
<td>Vulnerable</td>
<td>Vulnerable</td>
</tr>
</tbody>
</table>
A Few Pointers

Spread the word

Opportunity Ahead
Our Next Steps

• Diversify our patient-family partner panel
• Keep adding to ways for PFPs to get involved
• Get better at storytelling to influence our organization
• Building competence
  – Methods
  – People
• Reliability of the process for recruitment and feedback
Where Do You Want to Be in 1 Year?

Define the customer

Define the vision

Prepare the soil

Prepare the customers

Recruit for inclusion

Define a recruitment process

Develop rules of engagement

Define process for two-way feedback

Keep at it and tell stories
Questions
Experience-Based Design for Integrating the Patient Care Experience Into Healthcare Improvement: Identifying a Set of Reliable Emotion Words

Using Experience-Based Design to Improve the Care Experience for Patients With Pancreatic Cancer

Using Experience-Based Design to Understand the Patient and Caregiver Experience with Delirium
Russ, Lauren; Phillips, Jennifer; Ferris, Val; London, Amy; Kendall, Logan; and Blackmore, Craig (2019) "Using experience-based design to understand the patient and caregiver experience with delirium," *Patient Experience Journal*: Vol. 6 : Iss. 1 , Article 7. Available at: https://pxjournal.org/journal/vol6/iss1/7