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Truman Medical Centers
Quality Resources Department

Report for Ai Certification

AIFT Training Dates and Location

March 22-25, 2011 – Kathy Becker and Cheri Torres
Kansas City, Missouri

My Ai project was with the Quality Resources Data Team at Truman Medical Center. Katie Chepulis assisted me with my project.

Truman Medical Centers (TMC) is a multi-site hospital system serving the Kansas City area. One hospital serves the urban core, the other hospital serves in a community setting. TMC also has outpatient and outreach facilities. The Quality Resources Department has 52 staff members. Teams under the umbrella of Quality Resources are: Accreditation, Continuing Medical Education, Core Measures, Data Team, Documentation Specialists, Patient Safety, Performance Improvement, Case Management, Utilization Management, and Care Continuity Services. The Data Team services the entire TMC network.

Data Team members:

Melissa Peterson, Manager
Neha Doshi, Sr. Data Coordinator
Alisha James, Data Coordinator
Florence Adegoke, Data Coordinator
Karen Richard, Biostatistician

Documentation attached:

“Data Team Ai Presentation”

Please note that the presentation is an accumulation of the three times this group met.

“Data Team Interview Questions”

“Script for facilitators”

“Life Giving Forces List and top five themes”

“Tree and Provocative Proposition”

Positive Topic:

Method used to Identify Topic: Conducted a two-hour Ai seminar to give an overview of Ai. We used a few activities so the group could have participation in the process. We started by having several objects on the table they could use to change their appearance. We only stated to the partnered teams to make three changes in their appearance. Then we had them make five changes. A few used the items on the table. They had a lot of fun with this exercise and we talked about change; did they take away or add from their appearance, did they think out the box. Another activity was having them partner up again to discuss what they wanted MORE of in a person in their life. We concluded the presentation by having them partner one more time for interviewing each other. Katie and I based the interview questions from our generic question list.

1. Tell me about an experience you had at TMC, a time when you felt most enthusiastic, involved, engaged and excited about work in Quality Resources. What made it such a positive or best

experience for you? What was your contribution to this experience? Who else was involved and what was their contribution?

2. What do you value most about yourself? Your work? Your organization?
3. What do you think gives energy to the Quality Resources Department (QR)? What is the core value of QR? How do you experience this core value in your department?
4. What three wishes would you make to heighten the vitality of the Data Team/Quality Resources Department?

We brought the team back together and discussed the summary interview questions and ended with them verbalizing their wish list. There was a lot of positive energy and participation from the discussion.

Provocative Proposition

We met with Data Team a second time to choose a theme from their Life-Giving Force s list. I had typed up all their comments from the first session for everyone. Each person chose five themes from the list, wrote them on post-it notes, and put them on the board. Five themes emerged from the group:

- Education
- Feedback with customers
- Interpersonal Relationships
- Laptops
- Flexible Hours

The Data Team chose Education as their focus. Katie and I had them create a visual image. See attached photo of their drawing. I was quite impressed. They did an outstanding job with their drawing; they were so creative. The drawing depicts a woman with her tool belt of data tools (software programs) she needs to do her job. The peg board has more tools on it, some they use currently and some that need additional education. The people are their customers they educate on inputting data which in turn helps the data team use that data. They called their drawing "Expanding Our Data Tool Kit."

Next we had them develop their Provocative Proposition.

"We are sought after experts, truth seekers and validators who provide reliable data. We always take personal ownership of data integrity while keeping patient experience and outcomes as our key values and driving force."

We used the tree to work through their Provocative Proposition. "Optimal Data Tool Use" was their trunk. They chose several educational roots for their tree and the outcomes for their leaves. (See attached tree.)

Katie and I gave the team about five weeks to work on their "Optimal Data Tool Use" project.

Impact and Results

We met a third time with the Data team to discuss the impact and results of their project. I gave them the questions I would ask about two weeks before we met. Questions were:

- What attitude, process or structure changes have you made as you moved toward realizing the Provocative Proposition?
- What progress have you made toward your strategic intention or initiatives or pilot projects?
- What stories of success can you share?

Data Team outcomes from the roots on their tree were discussed.

- Networked with more departments at TMC
- Participated in a free software webinar
- Achieved access to a new tool – further helping them in doing their jobs
- Continued to cross-train each other and update each other with new methods of using their tools
- Working on getting a laptop for the team to use when they go out into the hospital to work with customers

What attitudes or processes have you made?

- Remained positive through data challenges
- Have each others' backs when it come to data ownership of our data integrity
- Have confidence in each other –know that the work each one does can be relied on to be accurate

What progress have you made?

- Data Team has more exposure with strategic initiatives
- Customer education improved. The customers now input better data for the Data Team to use for their piece of the project for meeting core standards that improve patient quality of care.
- New PSN database – another tool to use for their data reports
 - Participated in the setup
 - Recommended what data was to be in the database
 - Were taught how to use the data
 - Now can pull data from PSNs to use in other reporting areas
- Learned to use more analysis tools with SAS software – continue to work on updating everyone

Success Stories

The team had four success stories to share.

1. The team worked with the Infection Prevention Department (IP) to help them with their data. IP now has access to data that they never had before. This allows them to work more efficiently resulting in better safety for the patients and creating better reports of their data.
2. Case Managers can now receive patient lists in their email on Saturday and Sunday. This helps them know which cases they need to work with. They had not been able to access the system to get to the information before. The data team worked on a process for them to get the patient list quicker and more efficiently saving the Case Managers a lot of time. The old method took a lot longer for them to access their information.
3. They now have a process in place to get data by disease and add the classification.
4. Networked with the lactation consultants on breast feeding to identify gaps in the charting. They were able to work with IT to give them more fields to help them chart important information that was needed on the patient.

Overall the team felt they have helped their customers document better on the front end so the team could use the data on the back end which ultimately improves patient care.

One of the Data Team members, Neha, who is also a Lean Six Sigma Black Belt, uses Ai concepts when she leads a Root Cause Analysis meeting that deals with a Sentinel Event at the hospital. These meetings are usually very stressful for everyone. Using some of what she learned about Ai, she asks the questions “What happens when the processes work?” and “What went well in this situation?” Neha is changing the paradigm shift from looking only at the problem to looking at the positives aspects of the process. She ends the session on a positive note so that the participants know how valuable their input was in finding ways to continue to improve the safety of our processes that give better outcomes for our patients.

The Data Team discussed having a weekly five-minute huddle to talk about sharing their stories of success. They felt it would be a good motivator for them. I was able to make a large print of their Provocative Proposition and Tree which they have hung in their work area to remind them of their goals and accomplishments. I will be meeting with the Data Team quarterly to check in with their progress on the data tool education project.

I truly enjoyed the whole Ai process with this team. They were great to work with and it was very rewarding to hear how they had used Ai to make positive changes for themselves as well as positive changes for other staff members/departments around the hospital. I was impressed with the number of success stories they had to share. One member stated she liked how the process brought about positive change instead of looking at a problem.

My wish was that the Ai process be successful, which it was. I learned that I really like presenting Ai to others and sharing this positive method for change. I have a music education degree and used it for 25 years as a church choir director but have not done it for over 10 years. I missed teaching and conducting. Being an Ai facilitator has allowed me to be a teacher again. I would like to move away from my Senior Administrative Assistant position to doing more Ai facilitating at TMC and around my community.

The Data Team has given permission to share their stories.