

Hanh Phuc International Hospital

GEMBA POWER WALK 1st TIME IN HEALTH CARE

'GEMBA POWER WALK': PATIENT SAFETY EXCALIBUR FOR HOSPITAL

Background: A challenge exists to achieve excellence in 'Patient Safety Culture'. The hospital conducted AHRQ patient safety culture survey in 2018, encouraging result still a wake-up call for improvement. The CEO, Ms **Nguyen Thuc Anh** called for action to design a project to institute 'empathy' and 'Zero Harm' practice. Brainstorming sessions, literature reviews were conducted to identify the tool and finally, the 'Gemba Walk' [Japanese word, means "the real place"] was selected. However, the 'Gemba Walk' was applied in all industries except healthcare. After doing research and PDCA [Plan-Do-Check-Act], the 'Gemba' converted into '**Gemba Power Walk**' by adding 46 criterions of patient safety and 10 criterions of facility inspection. Finally, CEO decided to trial testing '**Gemba Power Walk**' on twelve dimensions of patient safety culture.

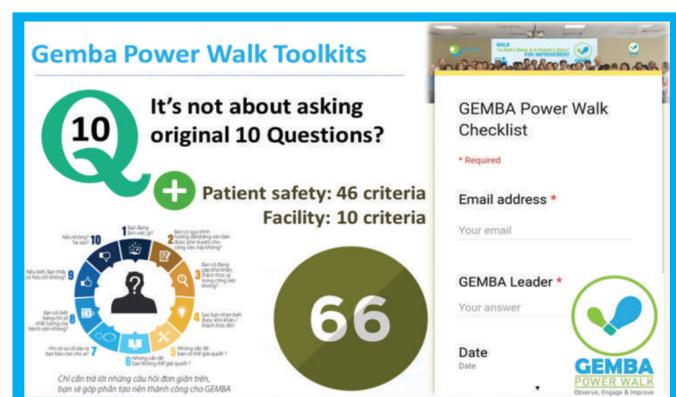


Figure-1: 'Gemba Power Walk' Toolkits

Measurement (Fig. 1): The hospital measured 12 dimensions of patient safety culture and findings: [1] Overall Perceptions-78% [2] Communication openness-65% [3] Frequency of event reported-79%, [4] Teamwork across units-75%, [5] Staffing-56%, [7] Handover and transition-72%, [8] Non-punitive Response to Error-65%. The overall outcome was 5% in 'Excellence' and 75% in 'Very Good' but CEO was thriving for excellence. Hence, the 'GEMBA Power Walk' conducted all departments and repeated the cycle. The gaps identified based on 66 criterions; categorized action plan: [1] Immediate- 2 months, [2] Short term-6 months], [3] Long term-more than 6 months. The AHRQ survey followed to compare the impact of 'Gemba Power Walk'. A watchdog was structured to observe resistance.

Activity (Fig. 2): The CEO inspired staff on "empathy" thru 'GEMBA Power Walk' for continuous improvement and sustainable safety practice. The project was launched with newsletter, kick-off meeting, workshop, training, and video to desensitize staff anxiety. The first PDCA conducted in operation theatre [OT] to enforce surgical safety compliance. The walk started at 06:30H, 'Gemba' leader tailed the process and interviewed staff. Two associated projects were launched to overcome resistance: [1] Open Communication: "Radio Hanh Phuc" and 'Hanh Phuc Family fan page' to understand staff emotion, [2] HM115: Mobile apps incident reporting system to ensure 100% feedback to reporter. The HM115 impacted 71% more reports.



Figure-2: Gemba Power Walk workshops on Empathy

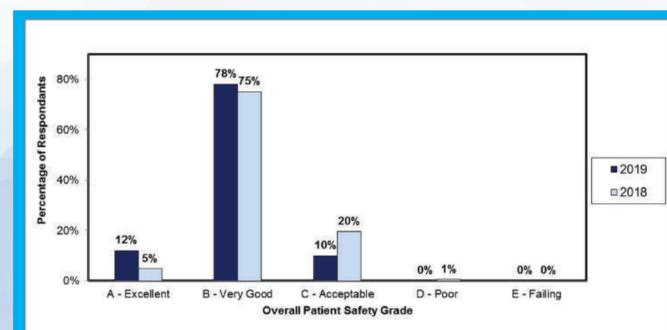


Figure-3: Result of Gemba Power Walk: Patient safety survey between 2018 [before] and 2019 [after]

Results (Fig. 3, 4): The first round 'Gemba Power Walk' found 96 observations, of which 14% [n=13] hospital-wide and 84% [n=83] department issues, followed by 39% [n=38] to professional practices, 18% [n=16] to safety culture and 44% [n=42] to facility issues. Key changes observed: [1] overall patient safety improved: 'Excellent'-12%, 'Very good'-78%. [2] Teamwork- 94%; Manager expectation-89%, [3] Organizational learning-86%; Management support-87%, [4] Overall perception -80%; Communication-82%, [5] Surgical Safety compliance 100%. Total 113 projects identified- completion rate of immediate-95% [n=45], short-term 60% [n=62], and 90% long-term projects [n=6] are in progress. Impacted positive changes and continued to achieve 100% safety culture in hospital.

Closing Argument: The CEO took a challenging decision to practice 'Gemba Power Walk' which never tested in healthcare. Calculative analysis, risk reduction strategy worked perfectly well and achievements were: [1] Zero resistant from staff and CEO role model to go out from office and put her into staff shoes, [2] surgical safety 100% sustain. [3] Staff empathy upsurge, [4] high openness of communication due to non-punitive [5] Positive impact on 12 dimensions of AHRQ survey. That's why, 'GEMBA Power Walk' designed to "Go to the Place-Look at the Process-Talk with the people". The cost of project was less than dollars but return of impact is significant. Although the tool has not been tested before, the sequels survey indicates progressive impact on safety.

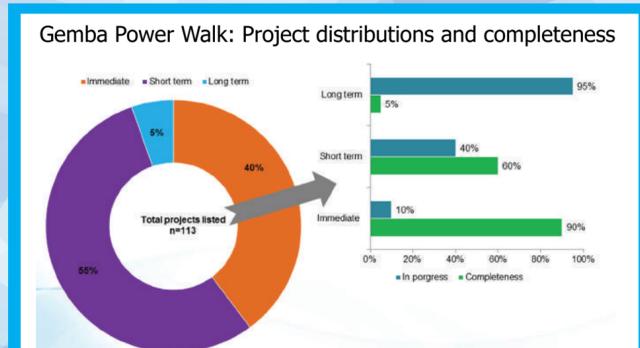


Figure-4: Gemba Power Walk Project distributions and completeness