

Medical City Uses PDCA to Accelerate Improvement



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Medical City Dallas Hospital and Medical City Children’s Hospital have a long history of the pursuit of excellence. As a 2006 Texas Award for Performance Excellence recipient, we acknowledged the value of using the Baldrige criteria for performance excellence as one of our methods for achieving our vision of excellence.

In October of 2007, our leadership team reviewed our current process improvement model and decided it was time to explore changing our current model to one that would help us accelerate our improvement efforts to match the trajectory of our goals. We chose the **PDCA** Plan-Do-Check-Act model because of its simple, yet proven success and we focused on using multiple rapid cycles of change to get us where we wanted to go faster.

We built training around the model to include the three questions:

1. What are we trying to improve?
2. How will we know we had improvement?
3. What changes will we make to get improvement?

An implementation team was established under our Category 6 (Process Management) Team Lead who also serves as our Chief Nursing Officer, and included our Quality Management Director and Director of Organizational Development. We planned a roll- out to our leadership team that included a 2 - hour training session and fit our organizational culture of being fun and fast- paced! Our CEO, Britt Berrett, played a key role in setting the direction for the change to PDCA and even did a little role playing himself during a skit that we used to send the message that we were doing away with our old PI model and re-energizing our efforts with the PDCA model. We used the theme from Donald Trump’s TV show ,The Apprentice, and our own Britt Berrett played the part of “The Donald” to “fire” our old way of doing things and “hire” PDCA (played by our own VP of Quality). We have a lot of talented and creative people at Medical City; so we also had a group of employees put a song and dance act together to the tune of YMCA, substituting the words for PDCA, of course.

After this initial kick off, we used a variety of methods to deploy our new model to all levels of the organization including: training for supervisors and team leads and just-in-time training for the front-line staff in our PDCA teams. We developed a template for reporting PDCA efforts which makes it more visible to the staff and allows them to see how the work they do fits into this cycle of improvement. We recently celebrated National Patient Safety Week with a poster contest highlighting improvements that have been made using the PDCA model. Some of our results are listed below:

- 10% improvement in the completion of stat (urgent) laboratory results within 30 minutes
- Percentage of surgical patients receiving an antibiotic within one hour of incision has improved from 76% to 100% and has been sustained for several months
- Notification of the physician for a critical lab value within 60 minutes has improved from 60% to 91%

Today, PDCA is embedded into the way we work to improve care and services at Medical City, and we contribute our success of the adoption of this model to several things, including senior leaderships' role in setting the direction for the change, making the kick off event fun and memorable, and front-line staff involvement in our teams.