Learning Points:

1. Describe how to produce culture change using a top-down approach where “train the trainer” is successful.
2. Utilize a design map.
3. Demonstrate teamwork using huddles, podding, bedside handoffs and handoffs to inpatient units.
4. Formulate a sustainability plan.
Mission:
- Improve the health of the communities we serve

Vision:
- We are committed to a common purpose of better patient care, better community health, and lower cost

Values:

Stats
- Six hospitals with Six Emergency Departments
- 187,176 ED visits annually
- Five urgent care sites
- 11,300 total Employees
  - 600 employed physicians representing 60 specialties
- 195 primary care sites
  - 850,000 primary care visits per year
Carilion Clinic Emergency Department exists to serve our community by providing safe, compassionate, and quality care.

- Level I Trauma Center
- EMPLOYMENT:
  - 2A
  - CA

- EMT: 27
- ED Attendees: 527
- Residents: 21
- 60,000 patients seen

- 54 beds including 2 dedicated trauma bays with 15 additional "hallway spaces" for overflow
- 82,879 patients (FY 13)
- 3 air ambulances
- 40 general ambulances

Where were we?

Culture

What was going on?
What was going on?
- Silos department. No relationships with IP units
- High KN turnover
- High NEC rate
- Inability to deal with issues
- RCA
- Moral failure
- No trust
- No one knew who was in charge
- "Dark Times"

Changing Culture
Patient Experience Culture

The Change

- Patient safety first
- Transparency
- Clear leadership hierarchy
- Transformed resisters
- Clear department culture expectations
- Team Huddles
- Bedside Handoff
- Poddling
- Engaged staff and providers
- Handoff to IP units
- Purposeful Rounding
Overall Quality of Care

Of 62,879 total patients seen in FY2013, 47.2% would have said excellent for a total of 39,119 customers. A jump of 5265 patients.

Lessons Learned

Quality Standards

"Smile and a cup of coffee"

Transform resistors

Train the trainer

Non-negotiables

Provider engagement

Empower with a Purpose

Accountability is 200%

• 100% Yours

• 100% Mine
worker for many years. His love of trains was lifelong, and he could often
name an engine by sound alone.
Mr. Hodges, along with his wife, cared for his daughters and grand children
and modeled for them the highest of moral and ethical standards, as well as a
strong work ethic. The greatest gift to their daughters was an unwavering
faith in Jesus Christ and Him crucified. His life counted and he leaves behind
a great legacy in the many lives he touched.
The family would like to express their gratitude to the nursing staff (11th
floor) of Roanoke Memorial Hospital, and especially Don Crook, RN of the
emergency department, Dr. Fnu Keshav and Dr. Shravan Gaddam for their
reverence as well as their gentle care. They understand the importance of
dying well. Thank you in helping my daddy die well. The family would also
like to thank the staff and residents of Our Lady of the Valley. My daddy
loved you all and you made these last few years easier for daddy and mama.
In lieu of flowers, memorial contributions may be made to Our Lady of the
24016 or St. Jude Children’s Research Hospital, 501 St. Jude Place,