



Children's Minnesota Leaders “See” the Current State of Systems and Gaps, Launch Plan to Build Capabilities to Identify and Solve Problems Throughout CMN



Issue:

This independent, multi-site healthcare system faced challenges with fragmented systems, a leadership team with limited tenure, and a desire to provide safe, equitable, effective, efficient, patient-centered, and timely care. Led by the CEO and COO, the Children's MN team embarked on a transformative journey in this initial phase called “See.”



Approach:

21 key leaders, including CEO Marc Gorelick and COO Jennifer Olsen, led an assessment to understand the current state through direct observations, hands-on exercises and immersive learning experiences

- Assess and enhance current work, improvement, and management systems
- Gained valuable insights into care delivery processes and problem occurrences



Results:

- Identified critical gaps in their existing systems
- The See-phase team (executives, Chief of Surgery, VPs, directors, managers and frontline) developed innovative experiments to drive change in three target areas
- Tiered huddle structure (frontline through CEO) to proactively plan and solve problems, promoting learning by applying Plan-Do-Study-Act thinking
- Departments pioneering real-time problem-solving practices identified 106 problems and solved 25% to root-cause during the 3-week pilot
- System-wide approach to sharing solutions, removing barriers and established help chain



Next Steps:

With measurable goals, tested standards, and a willing and structured help chain, leaders of Children's Minnesota were well positioned to spread learning and the continuous improvement system throughout the health system to engage everyone, every day.