

Keck Medicine of USC

KECK MEDICINE OF USC'S CULTURE JOURNEY

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We all know that health and wellness are vital components of our everyday existence. In today's world, full of new and complex challenges, maintaining physical and mental well-being are important for our personal and professional growth. Of course, the ways that we can strengthen the human condition are top of mind for health care providers. But, when it comes to world-class patient care, what is most important? It is a question that many of us at Keck Medicine of USC receive and consider every day. Is it our technology? Our facilities? Or perhaps the talents and diversity of our workforce?

The answer is culture – a culture dedicated to making the seemingly impossible, possible. In health care, a strong, positive culture is imperative. Numerous examples of evidence-based literature clearly demonstrate the correlation between patient safety and the organization's culture. The fact is culture is the cornerstone for any high-reliability organization, and is essential to delivering quality care.

For us at Keck Medicine, when this culture is put into practice we are limitless. To be limitless means never settling for the convenient or easy solution. Since our very beginnings as a medical enterprise, our workforce has understood the importance of never allowing the weight of adversity to prevent us from progressing forward. It is something we have prided ourselves on, and is a mission that we have taken great care to nurture.

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Our story begins in 2009, when USC acquired the USC University Hospital and USC Norris Cancer Hospital. In 2011, USC received a naming gift from the W.M. Keck Foundation, and the medical enterprise officially became Keck Medicine of USC. Unlike many industries, health care is an arena where the balance of life and death is dealt with every day. There is a tremendous responsibility for us to provide the highest quality of medical care to our communities; the key word here being “community.”

Too often, a culture is shaped by individuals and circumstances far removed from the employee workforce. While walking the halls of a facility, an employee may see communications that read “Our culture is this...,” or “You are that....” Here, the employee has no say in the development of a culture, and must adapt or fall to the wayside. We know that for a culture to be meaningful and successful, it needs to be shaped by the entire Keck Medicine community. That is why our goal was to involve all caregivers in creating a safety culture for both employees and those seeking our help.

To accomplish this goal, the Keck Medicine leadership team adopted a philosophy that would lay the groundwork for all of the enterprise's future success. The main tenets of this philosophy include positive energy; teamwork and collaboration; and maintaining a high-trust environment. These professional pillars helped to ignite our culture journey, and have allowed it to burn bright to the present day. Importantly, this philosophy would shape many of our most vital employee engagement processes and programs. These include our rewards and recognition programs, and our performance evaluations.

After the 2011 naming gift, Keck Medicine got to work ensuring that the highest quality of care would be provided to our patients. During this time of transition, many of our caregivers would receive comments from patients such as “I feel like a number, instead of a patient.” The enterprise was determined to eliminate this sentiment from our patient population. With the help of our Patient Experience team, the organization implemented a number of programs to benefit all those visiting our facilities. These included patient advocacy programs, concierge services, volunteer services, and amenities such as welcome rounds, an entertainment library, and patient and family resource centers. Additionally, Patient Experience developed the system's mission, vision and value statements to further guide employee actions around patient care. This included the enterprise's service credo called our KNOWN Service Standards. The acronym KNOWN stands for: Kind Greeting; Notice Needs; Own it; Wow them; and Next steps.

Then in 2015, Keck Medicine further enhanced its approach to patient care and employee/physician engagement by initiating its process-improvement journey through the Lean Management strategy.

The program enables individuals, including managers, change agents, operations team leaders, and frontline staff to reflect on the way they work, discover new tools and approaches, and obtain expert advice to improve customer satisfaction and employee engagement while operating more efficiently. Our adoption of Lean Management allowed for multiple organizational improvement initiatives, as well as research and benchmarking on best practice operating systems. It also empowered our caregivers to directly improve their own processes.

This resulted in us initiating the Keck Operating System. The Keck Operating System is a system of interconnected tools and supporting structures which enable Keck Medicine to achieve shared goals using management standards and common problem-solving methodology. Some of the programs and strategies that were a direct result of the Keck Operating system were the formation of daily tiered huddles; the implementation of a strategy review process; and worksite reviews.

The organization was now poised to take its culture journey to the next level.

Keck Medicine's Professionalism Program

In June of 2016, Keck Medicine progressed in its culture journey by engaging Vanderbilt University Medical Center (VUMC) to determine the organization's readiness to meet the standards required to become a member of VUMC's Center for Patient and Professional Advocacy (CPPA). Keck Medicine was assessed in the following domains: Leadership commitment; resource commitment in the areas of Patient Experience and Risk Management; and overall cultural readiness for change. It was this assessment that determined that Keck Medicine was well positioned to become a member of the CCPA—once we met one important challenge.

At the time, we did not have a statement of professional standards; nothing around which our organization could align with and that reflected what professionalism meant to Keck Medicine.



To address and develop a statement of professional standards, Keck Medicine partnered with Vanderbilt University to launch the Keck Professionalism Program, including the creation of the Keck Commitment. Vanderbilt's CPPA was built on the philosophy that

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professionals want to be professional, and given the opportunity to receive feedback on flawed behavior in a work environment, professionals will reflect and self-correct. With this in mind, Keck Medicine's Professionalism Program facilitates the delivery of patient and coworker complaints through a peer-to-peer coaching system that offers the professional the opportunity to self-correct. Here, the peer-to-peer coaching system features trained peers to share information with colleagues. Today, Keck Medicine has over 100-trained peer physician coaches. Also, Keck Medicine's success rate with peer coaching and holding colleagues accountable for their actions is beating the national average.

Additionally, in September 2019, Keck Medicine became the first health system in the nation to pilot a professionalism program for nursing with the launch of the Keck Nursing Professionalism Program at Keck Hospital, USC Norris Cancer Hospital, and USC Verdugo Hills Hospital.

The foundation for the Keck Professionalism Program is the Keck Commitment, which is a statement of professional standards. The Commitment reads, "We commit to delivering high-quality care with kindness and consideration. We will do this by exhibiting excellence in all we do, incorporating sound judgement in our decisions, practicing civility in our interactions, and communicating with respect to patients, families, and coworkers."

Over 1,800 members of the Keck Medicine community contributed to the development of the Keck Commitment. Its philosophy is not the product of a marketing or advertising agency. It contains the words and sentiments of our people, and the values which are most dear in their hearts and minds.



In December 2017, our journey continued with the official launch of our Culture of Safety (COS) initiative, as well as an executive steering committee. Leaders from all enterprise entities, integrated offices, and physician practices were selected as committee members and tasked with guiding the growth and development of programs that support trust, professionalism, and a just culture.

The mission of the COS initiative is to implement a systemic and integrated program predicated on evidence-based research and aimed at preventing and reducing errors. It also increases faculty and staff perceptions of safety and institutional support, and provides the

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2009



USC acquires the USC University Hospital and USC Norris Cancer Hospital.

2011



USC receives a naming gift from the W.M. Keck Foundation, and the medical enterprise officially became Keck Medicine of USC.

2012-2014



Patient Experience team implements a number of programs including patient advocacy programs, concierge services, volunteer services, welcome rounds and an entertainment library. They also develop the system's mission and value statements, including our KNOWN Service Standards.

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2015

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Keck Medicine implements Lean Management strategy to further enhance our approach to patient care and employee engagement.

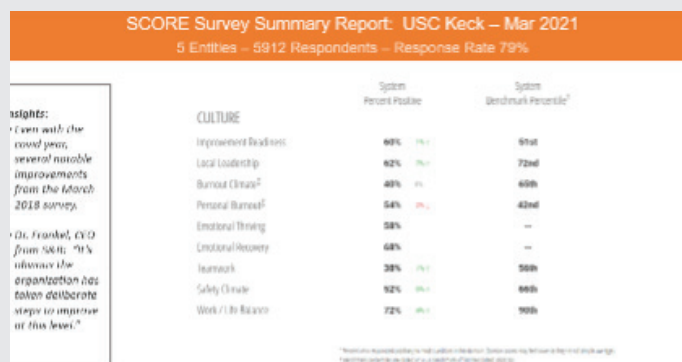


foundation for Keck Medicine's status as a high-reliability organization. The COS initiative is comprised of several key components:

I. The SCORE Survey



In March 2018, the COS executive steering committee endorsed a move to utilize the new SCORE (Safety Communication Operational risk Resilience Engagement) tool. SCORE is an integrated survey instrument with uniquely powerful psychometric properties that enable health care leaders to identify challenges and barriers to delivering high-reliability patient care. The survey received about 4,400 respondents enterprise-wide. After the roll-out, work teams conducted department debriefs of the survey results and action planning meeting with department leaders. The actions taken by the COS committee led to tremendous improvements when the enterprise initiated a second SCORE survey in 2021.



Dr. Allan Frankel, CEO of Safe and Reliable Healthcare Group, the organization responsible for overseeing and calculating the results of the SCORE survey, had this to say:

"There are broad and thematic improvements in the 2021 USC Keck's culture survey when compared to the results obtained in 2018. In our experience this only occurs when an organization

2016



Keck Medicine engages with Vanderbilt University to develop the Keck Medicine Professionalism Program and the Keck Commitment.

2017

Keck Medicine launches its Culture of Safety (COS) initiative, which includes the SCORE survey; TeamSTEPS; Standards for Sensitive Exams; and Care for the Caregiver.



2018



Keck Medicine implements daily tiered huddles as a direct result of the Keck Operation System.

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focuses a concerted effort to improve the cultural environment of its workforce. Congratulations.”

II. TeamSTEPPS

Then, in August 2018, Keck Medicine engaged LifeWings, LLC to help bring TeamSTEPPS® (Strategies and Tools to Enhance Performance and Patient Safety) communication and teamwork training to its perioperative areas at Keck Medical Center. TeamSTEPPS® is an evidence-based teamwork system designed to improve communication and teamwork skills for health care professionals. The solution was developed by the U.S. Department of Defense's Patient Safety Program in collaboration with the Agency of Healthcare Research and Quality (AHRQ) and is rooted in more than 20 years of research and lessons from the application of teamwork principles.

The three-phased approach (site assessment, implementation, sustainment) aims to create and sustain a culture of safety by producing highly-effective medical teams that optimize the use of information, people, and resources to achieve the best clinical outcomes for patients. TeamSTEPPS® launched in the Keck Medical Center perioperative areas, and included:

- Completion of three days of on-site assessments, and facilitation of three 8-hour days of leadership training and planning
- Training of 922 staff and faculty with nineteen 3.5-hour training workshops
- Facilitation of two 10+ hour workshops for developing tools, and the development of 3 tools
- Production of four training videos, and the roll out of two-new tools in the perioperative space

III. Standards for Sensitive Exams

In August 2019, Keck Medicine also launched a chaperone policy, called the Sensitive Health Exam project, with a 2-day information site visit to the University of Michigan and summit event at Keck Medicine. Relevant stakeholders from across the enterprise, as well as the Keck School of Medicine and the University Park Campus, formed a steering committee tasked with developing best practices for sensitive health exams.

IV. Care for the Caregiver

As the COVID-19 pandemic hit in March 2020, USC and Keck Medicine quickly pivoted priorities to launching Care for the Caregiver services more than a year ahead of schedule. Care for the Caregiver is a

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2020



Keck Medicine launches the Office of Diversity, Equity and Inclusion.

Keck Medicine submits for validation in the BETA HEART® (healing, empathy, accountability, resolution and trust) domains. BETA HEART® is a coordinated program that helps participating member organizations create a reliable, sustainable and transparent culture of safety.



2021

2022



Keck Medicine launches its 5-Star Experience Framework

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comprehensive program designed to ease potential work environment stress, create work environments that align with Keck Medicine values, and return employees to the same level of comfort and care they supply to patients and families. One of the programs of Care for the Caregiver, Keck Kindness, is designed to provide rent when household incomes have been reduced due to the pandemic; cover funeral costs for family members; buy groceries; provide child care for single parents with little or no support; and offer escape from situations of domestic violence. Also, since July 1, 2021, more than \$700,000 grant dollars have been provided with more than 1,800 grants awarded to employees.

In 2020, the Care for the Caregiver program won the Los Angeles Business Journal's "Program of the Year" award. Additionally, Steven Siegel, MD, chief mental health and wellness officer for Keck Medicine, was awarded the U.S. News & World Report Hospital Hero Award for his work with the Care for the Caregiver group.

Emotional well-being services have also been a priority for the Care for the Caregiver program. In July 2022, the UniHealth Foundation awarded Keck Medicine \$2 million to study solutions to combat physician burnout. A 2022 survey done by medical staffing organization CHG Healthcare found that 43 percent of physicians changed jobs and 8 percent retired during the pandemic; 3 percent left medicine to pursue non-clinical careers. The funding will allow Keck Medicine to conduct a randomized clinical trial that will explore several approaches to improve the mental health and job satisfaction of clinicians.

V. Diversity and Inclusion

Also in 2020, Keck Medicine added to our Culture of Safety by focusing on diversity and inclusion matters. The enterprise is dedicated to identifying and addressing implicit and explicit prejudice within our work environments. In an effort to move our enterprise towards greater organizational change, we created the Office of Diversity, Equity, and Inclusion to help guide our new diversity initiatives and take responsibility for continual progress.

To date, we have initiated numerous listening sessions and confidential surveys; the input of which has already helped to shape our approach to creating a more diverse and inclusive workspace. Most notably, we have established six Employee Resource Groups (ERGs). ERGs are voluntary, employee-led associations where our Keck Medicine workforce can join together in light of common demographics, backgrounds, and interests. These efforts mark the beginning of a long and meaningful journey, one in which providers,

faculty, employees, and students from across the enterprise will play an essential part.

We are also thrilled that in September 2022, Keck Medicine welcomed its first chief diversity and inclusion officer Shannon Bradley, who will ensure that the key tenets of our diversity and inclusion strategy are fully integrated across the system and that metrics are in place to measure the rate of success.

VI. BETA HEART

Creating such a culture requires changes throughout the organization. As we know, adverse events and patient harm impact not only patients but patients' families and clinical staff, who strive to provide safe, high-quality care. That's why in March 2021, Keck Medicine submitted for validation in the BETA HEART® (healing, empathy, accountability, resolution and trust) domains. BETA HEART® is a coordinated program that helps participating member organizations create a reliable, sustainable and transparent culture of safety.

BETA HEART® is designed to help an organization develop and promote an empathic and clinically appropriate process that supports healing of both the patient and clinician. It ensures accountability for creating reliable systems that support the delivery of safe care. And it provides a mechanism for early, ethical resolution when harm occurs as a result of medical error or inappropriate care. By instilling this comprehensive, systematic and principled approach to responding to harm, BETA's holistic effort results in improved relationships and renewed trust between patients, patient's families and members of the healthcare team. In September 2022, five out of five domains were awarded (Care for the Caregiver was awarded in October 2021) with a total malpractice premium reduction of 8%.

In just over a decade, Keck Medicine has achieved what many would view as impossible for such a young medical Enterprise:

- Keck Medical Center ranked in the top 20 hospitals in the nation by *U.S. News & World Report*.
- Quadrupled our employee base to more than 7,000.
- Grown outpatient visits by 10-fold — from 56,000 to more than 575,000.
- Expanded into markets such as Bakersfield, Las Vegas and Orange County.
- Acquired USC Verdugo Hills Hospital and USC Arcadia Hospital

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Also in July 2022, we laid out our health system goals for our COS initiatives moving forward:

- Consolidating existing work practices into a health system wide policy for Just Culture
- Meeting Standards for the Sensitive Health Exam compliance monitoring program milestones
- Completing refresher trainings for TeamSTEPPS at Keck Medical Center
- Improving in at least half (8 out of 10) of SCORE Culture and Engagement Survey domains

Our Journey Has Just Begun

Although the COVID-19 pandemic has challenged us all, it has also enabled our Keck Operating System to further refine its strategies and capabilities. These include transitioning into virtual daily huddles; and utilizing the operating system to send and receive key, time-sensitive communications.

Also, in 2022, Keck Medicine launched the next evolution in its mission and strategic pillars with its 5-Star Experience Framework. The 5-Star Experience Framework are 5-simple principles Keck Medicine caregivers use in their every day work interactions. These include:



- Prioritizing safety and quality
- Teamwork and building trust
- Upholding the Keck Commitment and practicing our KNOWN service standards
- Continuously improving to be efficient
- Communicating compassionately, clearly, and consistently

We also continue to make employee engagement a top priority, and uphold our 5-Star Experience Framework, through our recognition and rewards programs. These include our Employee of the Month and Physician and Resident of the Month programs, as well as our Trojan Points program. The goal of these programs are to reward excellence that exemplifies our Keck Service Culture, including our mission, credo, values and service standards.

Additionally, we understand just how vital communication is when it comes to maintaining a strong culture. That's why we've developed a robust internal communications strategy to inform, inspire and

educate our system workforce. Some of these items include our dedicated intranet sites; our Daily Huddle and KeckStart newsletters; and our Health System Highlights publication, which spotlights the many accomplishments of our talented caregivers.

At the heart of our culture journey is the way we identify and empathize with our patients and each other. It is this empathy that enables us to provide extraordinary patient care, move our organization forward, and unleash groundbreaking innovations. Whether during times of calm or when facing a global pandemic, we don't shy away from the hard cases and always welcome the challenge of solving them.

Behind all of our success is the support of the University; a collaboration we cherish. We know that the mission of USC is the development of human beings, and society as a whole, through the cultivation and enrichment of the mind and spirit. This rewarding approach to culture has attracted some of the brightest minds from around the world, and its impact is something we recently learned about first hand.

On October 13, 2022, the organization hosted its Years of Service event; honoring employees celebrating a milestone of 5, 10, 15, 20, 25, 30, 35, and 40 years with the enterprise. One of our 40-year honorees, Ana Najera, an employee in the Ambulatory Infusion Center, had an especially deep connection to USC. Ana's story with USC began when she was 9-years old and living in Mexico. At that time, her father Alejandro received a promise-of-work letter from USC and the family emigrated to the U.S. Alejandro worked for USC for 33 years until his death. During her adolescent years, Ana would often walk with her father through the campus and he would say, "This is your future if you work hard. The inheritance I'm leaving you is a USC education. The day you graduate from USC, my sacrifice will be paid off."

In 1987, Ana fulfilled her father's dream and graduated from USC with a bachelor's degree in Nursing and Public Administration. Because of USC's culture and influence, for the last four decades she's been able to serve our communities to the fullest. Ana said, "Thanks to my father's hard work, and his dream of seeing his children graduate from USC, I'm able to continue his legacy of giving back to my communities. I love helping to make a difference in people's lives each and every day."

It's important to remember that the next chapter of Keck Medicine's story will not be written by the number of buildings we construct, or the geographical areas we move into. Rather, it will be shaped by people like Ana, whose talents, dedication, and endless sense of creativity are forever improving the world around us. Our caregivers are the authors of Keck Medicine's destiny, and it's because of them that our enterprise and culture will continue to thrive.