



Safety Spotlight

July 2020

AMBULATORY NEWSLETTER

IN THIS ISSUE

Cherish Your Struggles

by Author - unknown

One day, a girl came upon a cocoon, and she could tell that a butterfly was trying to hatch. She waited and watched the butterfly struggle for hours to release itself from the tiny hole. All of a sudden, the butterfly stopped moving—it seemed to be stuck.

The girl then decided to help get the butterfly out. She went home to get a pair of scissors to cut open the cocoon. The butterfly was then easily able to escape, however, **its body was swollen and its wings were underdeveloped.**

The girl still thought she had done the butterfly a favor as she sat there waiting for its wings to grow in order to support its body. However, that wasn't happening. The butterfly was unable to fly, and for the rest of its life, it could only move by crawling around with little wings and a large body.

Despite the girl's good intentions, she didn't understand that **the restriction of the butterfly's cocoon and the struggle the butterfly had to go through in order to escape served an important purpose.**

As butterflies emerge from tight cocoons, it forces fluid from their body into their wings to prepare them to be able to fly.

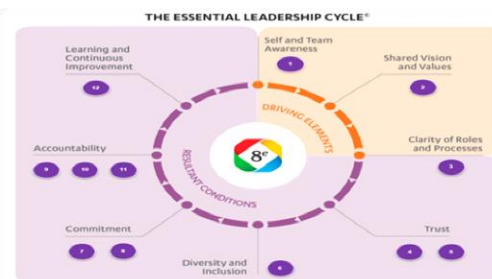
The Moral:

The struggles that you face in life help you grow and get stronger. There is often a reason behind the requirement of doing hard work and being persistent. When enduring difficult times, you will develop the necessary strength that you'll need in the future.

Without having any struggles, you won't grow—which means it's very important to **take on personal challenges for yourself** rather than relying on other people to always help you.

A NOTE TO OUR HEROES:

Sometimes heroes need a little encouragement or inspiration to keep rolling. You have done an amazing job in responding to and taking care of each other in addition to our patients throughout this pandemic! Your heroic hard work has not gone unnoticed. We are growing and learning from this experience, and writing history. We will persevere and come out stronger for it. Thank you for your focus, courage, compassion, and dedication.



Accountability and Commitment

A high level of trust amongst team members typically leads to granting positive intent, which reduces friction and develops successful communication. What is our part to play?

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Online Coffee Hour

Settle in with your morning choice of pick-me-up for a thoughtful and self-divulging experience amongst strangers. This short story brings to light different perspectives and experiences others are going through with the 2020 pandemic.

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Too Hot to Handle!

by Dr. Terri Stone, DVM

Heat stroke happens when your pet's core body temperature rises (usually above 104° F) and the pet is no longer able to lower their temperature by natural means (panting and sweating through foot pads and nose). Elevated temperatures (>106° F) can result in permanent cellular damage and if sustained will result in rapid death.

Signs of heat stroke:

- Rectal temperature >104° F, if over >106° F immediate action is required.
- Rapid breathing, will not stop panting.
- Difficulty breathing.
- Dark red gums.
- Increased salivation, often thick.
- Disorientation, inability to walk.
- Collapse, coma.

Plan of Action:

- Remove your dog from the sun, into a cooler area.
- Offer cool water.
- If your pet has collapsed – immediately immerse or hose them off with room temperature water –

not an ice bath (extremely cool water will cause the surface capillaries to constrict which impairs heat exchange and the dog will not be cooled as effectively).

- Place cool rags under the arms, between legs, around the neck, and on the foot pads.
- If your pet is >106° F, start to cool your pet while a friend calls or helps transport you and your pet to the veterinarian.

How to prevent heat stroke:

- Never leave your pet in a car on a warm day >75° F even if the windows are down.
- Avoid vigorous exercise during the hot times of the day.
- If your pet stays outside – always give them access to cool water and shade.
- With extreme heat - make



arrangements for outdoor pets to stay inside (crate).

- Take special precautions even in milder weather for brachycephalic breeds.

ABOUT THE AUTHOR

Dr. Terri Stone is a Doctor of Veterinary Medicine. She is the owner of Silverlake Animal Hospital in Pearland, TX.

WEBSITE:
<http://www.pearlandvets.com/>



ABOUT THE AUTHOR

Megan Wagner is a PTA for the Sports Medicine and Rehabilitation division at Memorial Hermann Health System.

Peace in the midst of a storm

by Megan Wagner, PTA

Remember January? It was so normal. Now our new normal is lack of normalcy. In ambulatory services, we are unique in that we are not essentially essential. Important enough that we should work, but who knows how much, how often? Humans tend to do better in situations where they have semblance of control and expectation. We do not know this world.

How do we make the best of it? Extra patience and communication is key. Remember that we are a team. We have to slow down, listen to one another, be open, and collaborate. Maybe you constantly hate one co-worker's ideas; really listen to what they are saying and be open to it. It may still be bad, but listening and collaborating can

ease the tension of what we are going through.

Self-care sounds indulgent, but is needed. Take a moment to let your feelings out. It's tempting to deny your feelings to be strong, but it's possible to do both. Let it out whether it is a frantic writing out your feelings or speaking with a professional or trusted person. Hotlines are also available via phone/text.

AT A GLANCE



It's Joint Commission Year!

Memorial Hermann Health System is entering into The Joint Commission survey window this year. Be on the lookout for more information from your leadership as the year progresses. We will be leaning heavily on all Safety Champions to conduct their monthly site audits and ensure that sites are fully compliant. If you have any questions about your audit, please reach out to your auditor.



Coming Soon!

Memorial Hermann Health System is transitioning to a new Safety Data Sheet database in the next two months. Be on the lookout for communication and information on training. We all have a responsibility to understand safety data sheets as it is an OSHA and Joint Commission regulation.

FAST FACTS

90%

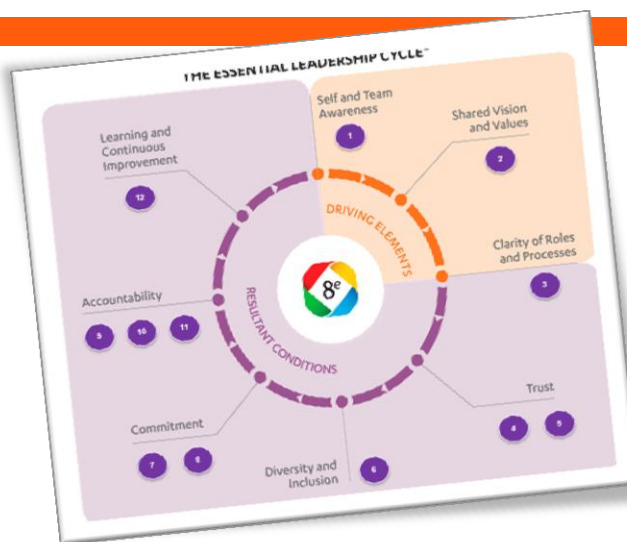
Teamwork: 90% of the survey participants said that they work well with their team mates.

76%

Perception of Safety: 76% of survey participants agreed that they feel safe in their work environment.

FOR MORE INFORMATION

Thank you to those that submitted your Emergency Management surveys. We heard you and will be working with leadership to make improvements with your suggestions in mind!



A shout out to Matthew Peebles for being the first site to have 100% participation in E-colors!

— SMR Sienna Plantation

Accountability and Commitment

by Dr. Jeff Feltzer, D.M.D and CEO of Equilibria in Healthcare

When we ask our clients what they want from their team and from a new hire, they almost always say, "Accountability and Commitment". Those attributes are not achieved immediately or independently. In order to realize the potential of every person, Accountability and Commitment come as a result of the organization's leadership ensuring that each essential is strongly embraced by themselves and their team members. The Essential Leadership Cycle which contains the 8 Essentials of High Performance Teams can be accessed through Equilibria in Health Care's coaching process. Teams and organizations need to begin with the "Driving Elements" first in order to achieve the desired "Resultant Conditions".

Self & Team Awareness.

This is where it all starts. A heightened awareness of self and team will allow individuals to manage their tendencies and become effective team players. This step can never be undermined, as it is a key enabler for the rest of the pyramid to function.

Shared Vision and Values.

Once team members know themselves and each other, the next logical step when aiming for high performance is to have a shared vision and set of values. Organizational wide vision and values will shape this essential.

Clarity of Roles and Processes.

This Essential explores the need to have well defined and agreed upon individual roles and team processes to set the foundation for

some of the other Essentials. Building Trust and Owning Accountability are highly impacted by this essential being established or not.

Trust.

Trust is a multiplier in any organization; it can multiply the power of teams as well as increase the benefit of organizational processes such as feedback. A high level of trust amongst team members typically leads to granting positive intent, which reduces friction and develops successful communication.

Respect for Diversity of Thought.

When bringing people together there are always going to be some inherent challenges. Unconscious and conscious bias is the norm. A common dysfunction when analyzing this Essential is fear of healthy conflict and discussion. This is key to watch out for when integrating new people into a functioning organization,

Commitment.

This Essential looks into how personal participation leads to team commitment and how people need to participate in the decision-making process in order to commit to the final decision. It explores the notion that 100% consensus is rarely achievable but that 100% commitment is achievable, provided that all team members have their say and are listened to.

Owning Accountability.

High performance teams have high levels of accountability amongst team members. This applies to the team leader holding team members accountable for results and to peer-to-peer accountability. This accountability does not just revolve around results, but around the actions and behaviors that lead to those results.

Learning & Continuous Improvement.

High performance teams regularly debrief, reflect, learn from their experiences and share their knowledge with one another. High performing teams have an ethos of learning and continuous improvement.

At Equilibria in Health Care we ask every member of your team (and patients) to take the PDI online. Available at [eqinhealthcare.com](https://www.eqinhealthcare.com) with the orange call to action button "Discover your E-colors". Armed with this information, everyone is then able to realize what their natural

tendencies are and what usually causes them to react rather than respond.

According to a Harvard Business Review simulation, Self and Team awareness will result in immediate improvement with decision quality, coordination and decreased conflict.

Utilizing the Essential Leadership Cycle and coaching teams on Shared Vision and Values, and Clarity of Roles and Processes will enable your organization to realize even greater improvements than what we see in the simulation. Once the driving elements are in place, it is then reasonable to begin benefiting from the desired resultant conditions, like: Trust, Diversity in Inclusion, Commitment, and Accountability. Those attributes will also require coaching and increased understanding. Our easy to use tools are termed "Actionable Intelligence". Easy to learn. Easy to perpetuate.

The "Actionable Intelligence", which are our core coaching tools are numbered 1 through

12. When an entire organization is fluent in these tools, the desired benefits are quickly and easily attained. These were designed for all types of personalities and learning styles. Organizations that embrace our coaching tools will experience a "paradigm shift" that empowers every team and individual to realize their potential.

ABOUT THE AUTHOR

Dr. Jeff Feltzner is the CEO of Equilibria in Healthcare. He is also a Medical Doctor of Dentistry.

TO LEARN MORE ABOUT E-COLORS GO TO:
<https://www.eqinhealthcare.com/>

Lessons from a Working Mom

by Francesca Gino

"I don't know how you do it!"

The statement always surprises me. My answer is "I don't!" — at least not perfectly and sometimes not even well. Like many, I have been juggling a lot since the Covid-19 crisis started. For minor struggles, I've come to believe that the difference between going to bed content or disappointed at the end of the day has a lot to do with expectations we set for ourselves.

Go for happy, not perfect.

Those who become preoccupied with perfection set themselves up for failure and psychological turmoil. Instead of aiming for perfection, we need to aim for happiness.

Accept mistakes with curiosity.

On a busy night at a restaurant a sous chef jumped in to make desserts. As he

assembled the lemon tarts, one accidentally fell to the ground. The owner saw the mess but instead of getting upset, he was inspired. Today, the most popular desert on the menu is called "Oops! I dropped the lemon tart." It is carefully constructed to look like a mess. Strive to look at mistakes and accidents with a curious mind.

Focus on what makes sense for you.

All the advice we hear about getting a good night's sleep, well, I can't remember the last time I slept uninterrupted or beyond 6 AM. And that's ok: I now laugh at the recommendations on sleep, since they don't apply to me right now.

Find time for laughter.

Everyone enjoys a good laugh, but who actually makes time for it? We all may agree that listening to a funny joke, talking to people with a good sense of humor, and watching comedies are all pleasant activities, but do we block out space in our calendar for them? Especially during crises we should do just that because amusement has lots of



benefits. So many situations are out of our control. But we do have choices about how we approach each day and the expectations we set for ourselves.

Now is the time to follow these principles and find a little more peace.

ABOUT THE AUTHOR

Francesca Gino is a behavioral scientist and the Tandon Family Professor of Business Administration at Harvard Business School.

TWITTER:
[@francescagino](https://twitter.com/francescagino)



Solutions to the Problem are...

by Mark Galley, President and Certified Reliability Engineer

In 2017, there were zero fatalities due to commercial plane crashes. None. That's almost 9 million consecutive flights without a death. That same year, there were an estimated 40,000 automobile fatalities in the U.S., according to the National Safety Council. Granted, there are millions of cars and only thousands of planes, but flying a plane is incredibly complex. Planes fly because of wings and checklists. Plus, there is a challenge-response exchange on the checklist, requiring both pilots to confirm a step has been completed. So even if each pilot has an error rate of 1 in 1,000, the error rate of that challenge-response process is 1 in 1 million.

This is why performing tasks repeatedly without error cannot focus solely the people.

The design, documentation and teaching of the work process is just as critical. Everyone's job consists of specific steps to be performed in a particular way and order. Problems are often attributed to a person. While it's true the person made the error, the solution to prevent the error is a change within that work process.

This isn't limited to commercial airlines or the transportation industry. An error can occur within medication delivery, but the patient doesn't necessarily receive the wrong dose if it's caught at the next verification point in the work process. Highly reliable organizations (HROs) see problems as breakdowns in work process. The reliability of an organization's work process should not be based on people trying to remember better. Errors are made by people, but they're prevented by the process.

Our Most Valuable (And Overlooked) Assets

This HRO approach requires diligence in following work processes. It also requires the people who perform the tasks to be involved in defining, critiquing and refining those tasks. Just because an organization has a written procedure doesn't mean it's effective. When a problem occurs, it's normal to hear that a task was confusing. Problems

don't happen because the steps were too clear. Just as a new medication must be tested and evaluated, your work processes, procedures and checklists need to be tested and refined too.

Details, Details, Details

Problems pinpoint the specific step where the work process needs to change. Frequently, people think a process focus removes accountability from those doing the work but establishing clear and thorough work processes sets a specific expectation for how a task should be done.

The devil is in the details!

That detail is also where the best solutions are found. And they're frequently provided by the frontline—the people who do the work. They know what's confusing, unclear and not going well go well. Highly reliable organizations with significantly low error rates are not made of perfect people who never make errors. They're made of normal people who recognize the incredible leverage of a work process bias.

Discover more about Process Improvement and High Reliability at ThinkReliability.com.

ABOUT THE AUTHOR

Mark Galley is the President of Think Reliability. He fulfills the roles of Instructor, Investigator, and is a Certified Reliability Engineer.

Mark and his team work closely with Memorial Hermann Health System's Quality and Patient Safety division.

EMAIL:
Mark.Galley@ThinkReliability.com

AROUND TOWN



Matthew Peebles

Matt has been an amazing asset this past year at Sienna Plantation as he has taken the leadership of both the Safety Champions and CEM performance. I have been very impressed with his weekly safety emails as they are well thought out and have relevant information compared to some of the more basic concerns that we were presenting previously. Our CEM scores have improved significantly this year and Matt has been a big reason for this! – *Geoffrey Wilson*



Marquis L. Evans

Marquis is an outstanding team player with exceptional patient care. He takes the time to go the extra mile and takes pride in following up with his patients. Marquis embodies the Memorial Hermann core values by providing a world-class experience to his patients! – *Mike Timko*



Patricia (Patti) Louvet

Patti has been instrumental in ordering, sorting, and organizing delivery of critical supplies for our Ambulatory sites throughout the pandemic. We appreciate her hard work and dedication to delivering excellent customer service to our sites in addition to leading the Partners In Caring committee. Thank you for all you do Patti!

Online Coffee Hour

by Kathleen Montemayor, Author

Laura stares out the second-floor window of her cramped, one-bedroom apartment. It's eerily quiet. The background traffic noise is a distant memory. The only other human she sees is a man, leaning on the railing of his balcony across the way, watching the world go by. Perhaps, like she, he's searching for signs of life in this city that only a month ago was bustling and vibrant.

This is not the way her life was supposed to go. She became a nurse because she loved people. Science and medicine had always fascinated her. Here she was, twenty-two years old, quarantined in her small space due to contact with a patient suffering from Covid-19. Waiting for the results wasn't the worst part. It was the loneliness. If it weren't for Facetime, she would have no interaction with her friends and family.

Laura's phone beeps and she looks at the notification. She's been invited to an online coffee hour. She doesn't drink coffee but she's bored, so she logs on to the social media site.

Five people have joined. She turns up her speaker to hear what they have to say.

First is Gina. She's a sixty-something woman with kind eyes that reminds Laura of her grandma. Her smile is warm, but tinged with worry. Between coughing fits she reveals her husband, a heart patient, is in the hospital on a ventilator. She can't visit him because she's quarantined as well.



Misty is next.

She's the mother of a twelve-year-old boy. She works at a pharmacy and her husband is a trucker, transporting medical supplies all over the state. There is no



work-from-home for them. Their son spends the long days alone. When she gets home she is too exhausted to read through the plethora of emails from his teacher. She knows he's falling behind, choosing Fortnite over schoolwork.

Stephen is concerned. He has a job that isn't exactly critical, but can't be done from home. His boss is pressuring him to come to work, but they have a one-month old, and his wife is a nurse at a hospital stretched to its limits. Rumors of lay-offs and furloughs abound. He hopes and prays when this lockdown ends he will still have a job.

Pat's nervous. Her son, David, is a senior in high school. With school cancelled, his part-time grocery store position has morphed into sixty-hour work weeks. She hates to send him out every morning to deal with stressed people who aren't always kind. David, though young and healthy, has suffered with asthma most of his life. She can't allow herself to think about the possibility of him getting sick.

Don owns a small decorating store. This week he let his entire staff go. He has worked his whole life to build his business, and now, a microscopic organism he has no control over, has destroyed it.

Speaking with the others hasn't changed Laura's situation one bit. She's still isolated in her apartment but she's not alone. Although her life has been upended, she knows they will all get through this and be stronger for it.

ABOUT THE AUTHOR

Kathleen Montemayor is an Ultrasound Tech in the OPID division for Memorial Hermann Health System. She loves to read and write in her spare time. Kathleen is the OPID safety champion for Spring CCC.