2007 National Influenza Vaccine Summit
Immunization Excellence Awards

Virginia Mason Medical Center’s Mandatory Vaccination Campaign

4-20-07
Flu Summit  Atlanta, Georgia
Virginia Mason Health System

- Main clinic and hospital in Seattle
- Multi-specialty group practice
  - 480 physicians
  - 5000 FTEs
- More than 1 million outpatient visits per year
- 16,000 inpatient admissions per year
- 336-bed tertiary care hospital
Virginia Mason Medical Center Strategic Plan

Our Vision: to be the Quality Leader

Our Mission: to Improve the Health and Well-Being of the Patients We Serve

Our Values: Teamwork, Integrity, Excellence, Service

STRATEGIES

PEOPLE
WE WILL Recruit and Retain the Best Physicians and Staff

QUALITY
WE WILL Relentlessly Pursue the Highest Quality Outcomes of Care

SERVICE
WE WILL Unequivocally Insist on Extraordinary Patient Service

INNOVATION
WE WILL Promote a Culture of Innovation

Program Priorities: Cancer and Cardiovascular Services

Foundational Elements:
- Strong Economics
- Responsible Governance
- Integrated Information Systems
- Research and Education
- Virginia Mason Foundation

Virginia Mason Production System
In 2002 we adopted the Toyota Production System philosophies and practices and applied them to healthcare:

- Customer first
- Highest quality
- Obsession with safety
- Highest staff satisfaction
- A successful economic enterprise
Rapid Process Improvement Workshop: A VMPS Tool

• 7-10 staff off line for 5 days (MD, nurse, MA, managers, others)
• Patient on the team when possible
• Take a process and reengineer, using cycles of plan, do, check, act. Improved process should be:
  - Patient centered
  - Have waste and waits eliminated
VMMC Policy: How it came about

• In the summer of 2004 we ran three RPIW workshops looking at ways to improve our delivery of flu shots to patients and to staff.

• After reviewing the literature two things were clear:
  - Immunizing health care workers can result in a safer environment for patients.
  - Voluntary programs to immunize health care workers by and large have not been effective.
As a Result of the Workshops and Reviewing the Data

• VMMC did not feel that 30-50 percent rate of health care worker immunization was good enough.

• Actions:
  - Annual respiratory campaign for staff
  - Influenza immunization policy for staff
    • Policy approved by the Management Committee and Board in August 2004
Comprehensive Fitness for Duty Policy

The policy affects all employed staff (including physicians) and other individuals who work in our facility like, community physicians, vendors, volunteers and contingent labor.
Fitness for Duty

- Staff can request an accommodation on religious or medical grounds.
- If approved, staff wear a mask at work during the influenza season.
- Requests for accommodation are evaluated on a case-by-case basis in consultation with Employee Health, Human Resources and the medical director of the VM Infectious Disease Department.
Methods Utilized

Comprehensive change management methods were also utilized to engage the organization. Management and staff meetings included open forums to discuss the program. Teams utilized Edward DeBono’s “Six Hats” discussion techniques to gather input from staff throughout the organization.
Accomplishments

For the past 2 years VMMC has achieved a 98% vaccination compliance rate, setting the bar across the nation for this important safety measure.

We were the first vertically integrated health Care delivery system in the U.S. to accomplish this!!
Collaborative Efforts Included:

- A campaign kick-off “tailgate” party with the NFL’s Seattle Seahawks
- Ground rounds presentations by Dr. Greg Poland and an ethicist from the UW
- Dr Poland & Patti Crome RN, MN our VMMC SVP, co-taught an educational session at the National Patient Safety Council in 2006
- Presentations to regional and national AOHP groups by supervisor of Employee Health
- Informational articles in HEH journal, and the teams work has been mentioned in numerous safety and infectious disease prevention journals.
FluMist® Tailgate Party

Join the fun
Tuesday, Nov. 15

11 a.m. to 2 p.m.
Volney Richmond Auditorium

10:30 p.m. to midnight
Hospital Correa C

Join star Seahawks players Isaiah Kicyvenski and J.P. Darce and the Sea Gals as we kick off the influenza vaccine campaign at Virginia Mason. Seahawks will be present for the daytime party only.

Lots of food and festivities will be enjoyed by all, and you’ll have an opportunity to get FluMist administered to you onsite.

Special thanks to the Seahawks, Johnsonville Sausage and Caffe Apassionato for making this event a success.

Visit V-Net! Headlines for the latest information on the flu immunization program.
• First in the country to have mandatory policy for all staff and other individuals who work at the facility
• First in the NW to implement drive through vaccination clinics for patients and staff
• Partnered with Tully’s Coffee to promote the “double shot” campaign
Drive Through Flu Clinic

Protecting Our Patients
Protecting Our Staff
Protecting Our Community

Virginia Mason Drive Through Flu Clinic
OPEN 9 AM - 2 PM
DEC 3 & DEC 10
Virginia Mason Drive Through Flu Clinic

OPEN 9 AM - 2 PM
DEC 3 & DEC 10
Held celebrity vaccinations with Seattle Seahawks and Seagals (NFL cheerleaders) during our tailgate party to highlight the importance of vaccination. We provided lunch for staff and activities for those attending the kickoff, plus take home souvenirs (photos with players, autographs, t-shirts, buttons, bracelets etc.)
• Promoted a “Name the campaign” contest with VMMC staff. The winning slogan, “Save Lives – Immunize” was printed on bracelets and lanyards that were given to staff at the time of vaccination.
Save Lives – Immunize
• Developed a teaching video that used humor and moving personal stories from VMMC staff to emphasize the importance of influenza immunizations to keep patients, staff and the community safe from influenza.

• Utilized nurse and physician “Flu Champions” to educate staff
Originality cont…

- Utilized peer vaccinators (some of whom donned nursing garb from the historic archives)
- Deployed staff with mobile “flu carts” to roam the hospital units and clinics during all shifts
- Designed and built wall-mounted and stand-alone respiratory kiosks that were strategically placed at all entrances and on hospital units to promote and support respiratory etiquette and hand hygiene.
• Provided on line educational modules, quizzes and a Web site to support staff education. Participation in quizzes and early vaccination allowed staff to be eligible for prizes.

• Created a multi-disciplinary team that met weekly to provide support and drive the campaign. Team was recognized as an “Outstanding Team” in the organization’s 2006 Outstanding Staff and Teams program.
Virginia Mason’s Flu Team
Winner of the Outstanding Team Award
Originality cont…

• Utilized concepts, methods and “Lean” tools, as well as the Virginia Mason Production System to create innovative ideas and elicit staff and management support.

• Provided compassionate and evidence-based accommodations for staff who chose not to receive vaccinations (<2%)
Challenges

- Dealing with the bargaining unit
- Managing medical/religious accommodations
- Allergy screening (developed a process for screening with the A&A dept that was very successful and free to employees)
- Debunking common myths
- Vaccinating 5000+ individuals in a limited time frame
Unionized Hospital Nurses: The Current Situation

- Immunization Requirement: Grievance Filed
  - Arbitrator’s decision that requirement be bargained under collective bargaining agreement on appeal to Federal court of Appeals

- Infection Control Requirement: Unfair Labor Practice Charge filed
  - NLRB Judge rules that VM can require nurses to wear masks as part of the infection control policy. Judge determines that this is a matter within employer’s rights and not a required subject of bargaining
Opportunities

We have the opportunity to monitor staff illness rates and analyze the impact of staff vaccination and patient mortality rates.

It is our goal to inspire the nation’s health care delivery system community to implement mandatory influenza vaccination programs and to improve the health of the communities we serve!!
Protecting Our Patients, Our Families and Our Community
“If you are dreaming about it… you can do it.”

Chihiro Nakao, Chairman and CEO
Shingijutsu International

November 4, 2003
“There are risks and costs to a program of action. But they are far less than the long-range risks and costs of comfortable inaction.”

- John F. Kennedy
References


References


Contact Information

Beverly.hagar@vmmc.org