



2007 National Influenza Vaccine Summit Immunization Excellence Awards

Virginia Mason Medical Center's
Mandatory Vaccination Campaign

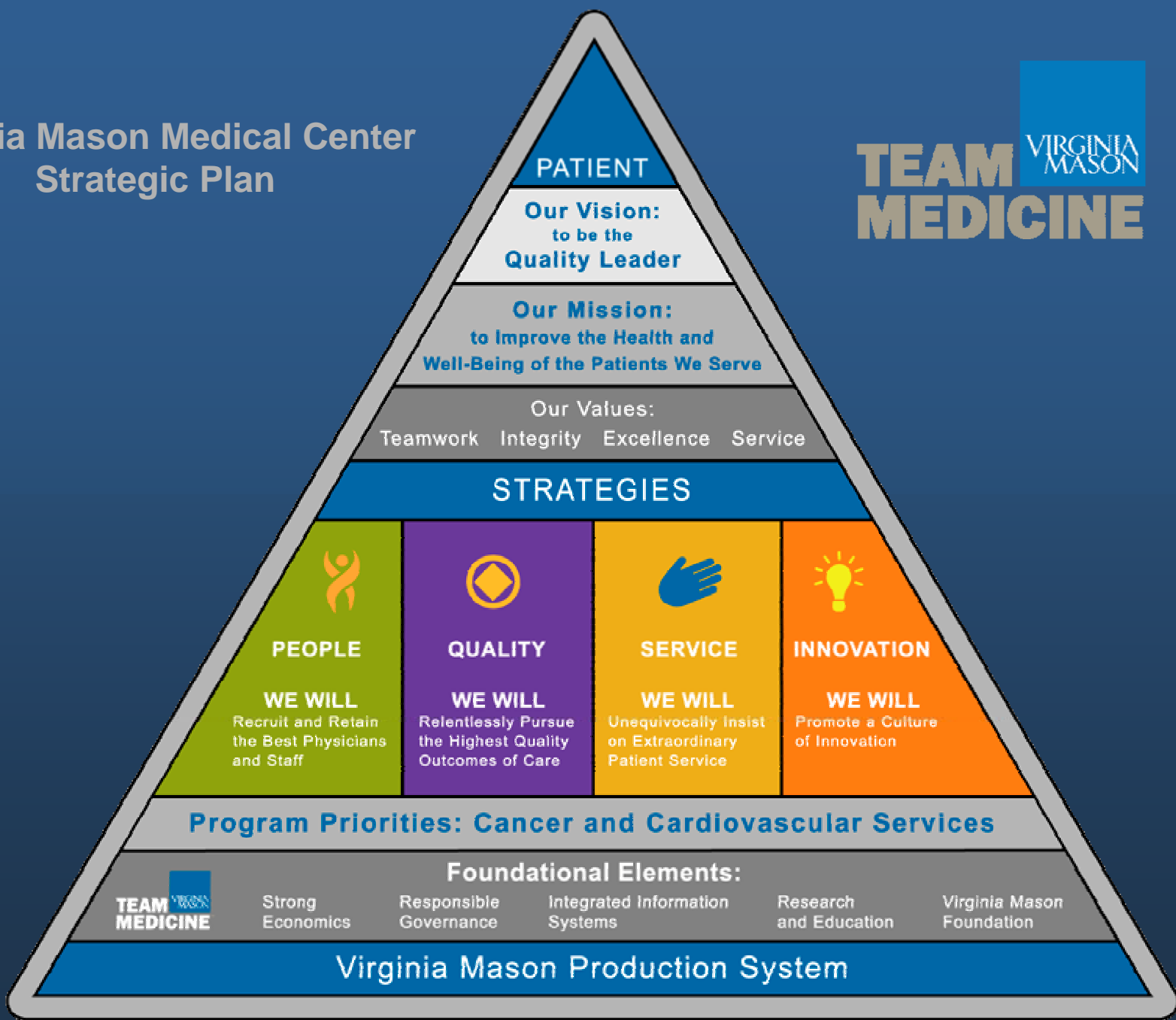
4-20-07
Flu Summit Atlanta, Georgia

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



PATIENT

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

Virginia Mason Production System (VMPS)



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 Kacyvenski and J.P. Darche 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 Caffè Apassionato for making this event a success.

Visit V-Net! Headlines for the latest information on the flu immunization program.



Originality:

- 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





Originality

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.)





TEAM VIRGINIA
MEDICINE



Originality cont...

- 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



Originality cont.

- Developed a teaching video that used humor and moving personal stories from VMHC 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.







Originality cont...

- 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



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