



Proton Therapy: Lessons Learned

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Table of Contents



- **Why RO-ILS?**
- **Start-Up**
- **Challenges**
- **Lessons Learned**

Why RO-ILS?



**Ready to
use**

**Web
based**

**Easy &
quick
to report**

3

We did our homework

- Listened to other centers who implemented an incident learning system
- Other places have in-house systems, we didn't have the infrastructure for that.
- Needed Ready-to-Use

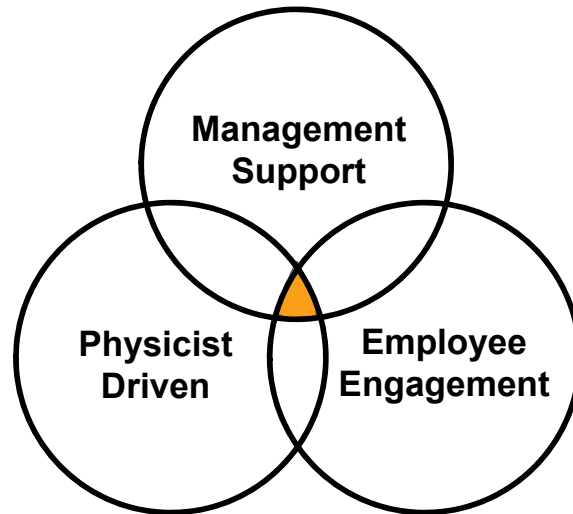
We wanted a system that we could learn from ourselves and from others.

We needed a single incident learning system to agree to definitions of events and share data across platforms.

Protons are a small community and if our peers are using other systems, then we are missing out on an opportunity to learn from them.

RO-ILS is ready to use and web based, making it quick and convenient to implement and use.

Successful Roll Out



4

Our roll out was driven by Medical Physics

Had support from upper management, with their clinical radiation therapy experience

How we sold it to management

- Patient Safety – don't want to risk an event that could bring bad publicity or shut down the center
- Monetary – insurance companies were requiring accreditation before they would negotiate reimbursement

Your greatest resource is your employees

- They will provide the best ideas and insights
- You need their buy in
- Without their buy in it will be very difficult to implement change
- Employee engagement
 - Daniel Pink found that 3 factors that motivate employees and improve performance and satisfaction
 - Autonomy – Desire to be self directed – submit events, don't worry about management
 - Mastery – Urge to get better skills – improve your workplace for yourself and your peers
 - Purpose – Desire to do something that has meaning and is important – improve patient care

- Most radiation oncology employees are passionate about patient care



Challenges:

- Large staff
 - At a smaller clinic, it's easy to host roll-out meetings, train employees, etc
 - Larger centers require more coordination and more communication
- Time commitment
 - We didn't really understand the time required to read, examine, and follow up on every event
 - Roll-out was easy, but maintaining the momentum was challenging
- Only proton center
 - At the time of enrollment, we were the only proton center participating in RO-ILS
 - Even anonymous events could identify us, if it was proton related
 - We were hesitant to send events to the National level

Lessons Learned



Don't underestimate the time and work involved



Build from the ground up with trust, don't dictate down



Create a non-punitive environment



Get people reporting



Make your improvements known

6

Don't underestimate the time and work involved
Build from the ground up with trust, don't dictate down
Create a non-punitive environment
Get people reporting
Make your improvements known

Time and Work



Multi-disciplinary review

Address every event

Engage reporter

“No resolution”

7

Multi-disciplinary meetings

- Assess your current organization structure and the individuals in key roles.
 - Find people that are passionate about improvement
 - The goal is not to have a team of the same but to bring out the best in different types.
- Make the meeting open to all employees (have it at appropriate times)

For an effective program you should strive to answer every event, even if the event is small. Sometimes there are no resolutions, and those events should be explained as to why nothing can be done or changed.

Build Trust



**Listen, Listen,
Listen**

Build a rapport

**Encourage
reporting**

Get to know the staff

- People will report more if they trust and feel comfortable with the people overseeing the project
- Five levels of communication
 - Clichés – “how are you?”, “having a good day?”
 - Facts – Facts about the weather, news, etc
 - Opinions – Goals, dreams, etc. Beginning the “wall of conflict”
 - Feelings – Breaking through the “wall of conflict”, sharing emotions
 - Needs – Deep level of communication

“Daily” visit to all treatment rooms, front desk, nurses station, admin.

- You will hear stories that have no relevance to work – Facts and opinions
- Listen for any fixable issues or lapses in training/understanding – Facts and opinions
- Listen for process improvements, deficiencies – Feelings and needs
- Encourage reporting in RO-ILS
- Remind them of the link and ease of reporting
- Empower employees to take responsibility, they must to be treated as they have the power to fix the issues

Non-Punitive Environment



Lead by example

Blame the process, not the person

Sometimes it is a human mistake or a one-off, and that's ok, but it's typically a process that can be improved

Keep asking "why" until you find the process that's broken

Get People Reporting



Language

“Yes!”

Low hanging fruit

The screenshot shows a 'Sign In' form with a dark header. Below the header, there are two input fields: 'Username' with a person icon and 'Password' with a lock icon. To the right of the password field are 'Reset' and 'Cancel' buttons. Below these fields is a green 'Sign In' button. Underneath is an 'OR' separator, followed by a blue 'Change Password' button with a magnifying glass icon.

10

Use appropriate language – Don't use phrases like “Put a RO-ILS in on you”
During training, we emphasized for the reporter to not stress over “is this is an event” or what type of an event.

- If you're asking if it's reportable, the answer is “yes”
- The more limitations or thought-processes that need to happen, the less humans will use ILS
- Reports should be easy and effortless
- We emphasize that reporting is more important than the categorization
- Our philosophy is that the Committee will filter and recategorize when investigating
- There is knowledge in understanding how the reporter feels about an event based on how they categorize it

Go for the low hanging fruit

- Burnt out light, icy entrance, etc
- Easy to fix and see results

Improvements



“Good ideas are not adopted automatically. They must be driven into practice with courageous impatience. Once implemented they can be easily overturned or subverted through apathy or lack of follow-up, so a continuous effort is required.”

-Admiral Hyman G. Rickover



Encourage with feedback

- Quarterly report
 - We highlight 2-3 events with the follow-up
 - We recognize reporters in positive language
 - “Good Catch” program
 - Speak positively about events and improvements
- Blame the process, not the person

Admiral Rickover, father of the Nuclear Navy, said “Good ideas are not adopted automatically. They must be driven into practice with courageous impatience. Once implemented they can be easily overturned or subverted through apathy or lack of follow-up, so a continuous effort is required.”

Lessons Learned



Lots of time and work



Build trust with employees



Blame the process



Get employees reporting



Feedback

12

Don't underestimate the time and work involved
Build from the ground up with trust, don't dictate down
Create a non-punitive environment
Get people reporting
Make your improvements known

