



My Top 3 Lessons Learned

"Fall Down Seven, Get up Eight"

Insights gained from two decades of experimenting with Lean.

Isaac B. Mitchell



Be okay with failure and learn from it.



*"Fall down
seven times,
get up eight."*



Lesson One: Focus on the patient. Everything else will follow.

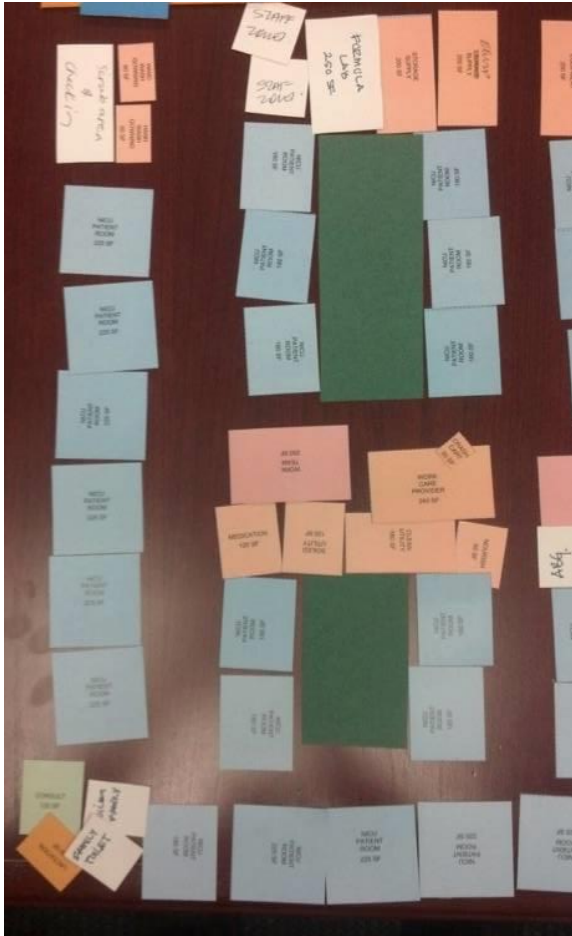
Meet Tye



East Tennessee Children's Hospital from Concept to Creation



“We have to travel to 5 floors & walk 3 blocks for surgery.”



"They kept asking us the same question over and over..."

520

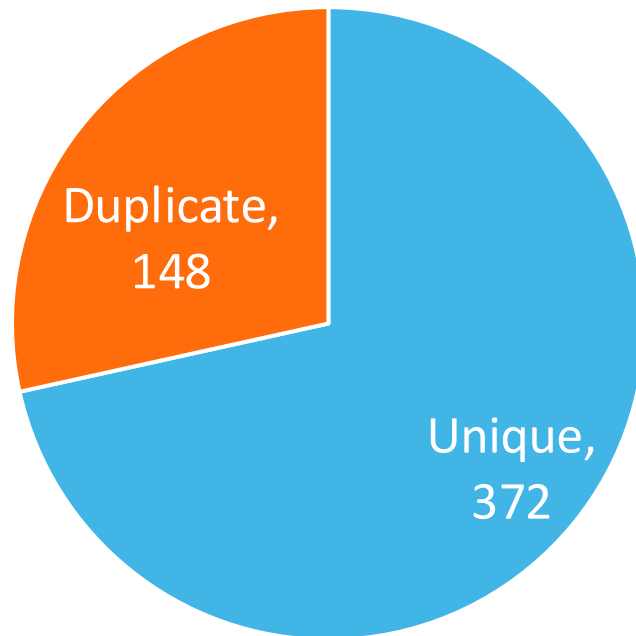
Go See, Ask Why,
Show Respect

possible questions being asked of
patients/families prior to surgery

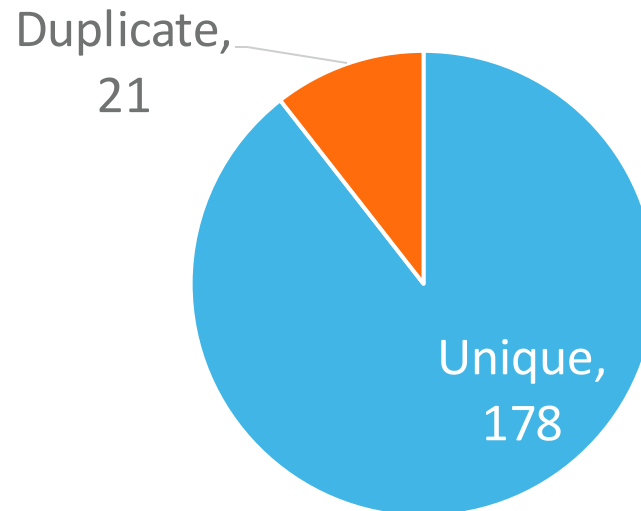
Inpatient vs. Outpatient System Design

*seek to understand,
not judge.*

Current State EMR Fields



Future State EMR Fields



36%

- Total items decrease

85%

- Duplication decrease*

*Purposeful duplication of items
that benefit from verification

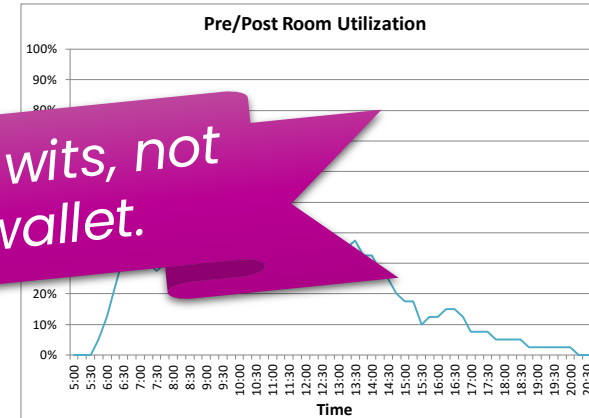
“Some patients were having a great experience, but we were not.”

Time: 12:30

Notes:

Utilization				
Reg.	P/P	PACU	Pro.	OR
33%	43%	67%	50%	22%

Use your wits, not
your wallet.



Procedure Pre/ Post					
Reg.	Wait	P/P 1	P/P 2	P/P 9	P/P 10
P-57	P-54	P-52			P-48
EGD	EGD	EGD			EGD
	P-55	P/P 3	P/P 4	P/P 11	P/P 12
	EGD				
		P/P 5	P/P 6	P/P 13	P/P 14
		P-46	P-49		
		EGD	EGD		
		P/P 7	P/P 8	P/P 15	P/P 16
		P-50	P-56	P-53	
		EGD	EGD	EGD	

P/P 17	P/P 19	P/P 21	P/P 23
P/P 18	P/P 20	P/P 22	P/P 24
P-47			
URO			
P/P 25	P/P 27	P/P 29	P/P 31
P-35			P-38
ENT			Tubes
P/P 26	P/P 28	P/P 30	P/P 32
	P-36		P-34
	ENT		ENT

Surgical Pre/ Post (East)				
P/P 33	P/P 35	P/P 37	P/P 39	
P-20	P-13	P-28	P-22	
Eye	Eye	Eye	Gen	
P/P 34	P/P 36	P/P 38	P/P 40	
			P-21	
			Ortho	
PACU 3	PACU 4	PACU 5	PACU 6	PACU 7
P-27	P-30	P-33	P-37	
T&A	Gen	Ortho	Eye	
PACU 2	PACU 1		PACU 9	PACU 8
P-26	P-25			
Dent	Dent			

			24
Eye	Gen	EGD	
P-2	P-17	P-32	
Bronch	EGD	ENT	
P-3	P-18		
T&A	Dent		
P-4	P-19		
Tubes	T&A		
P-5			
Ortho			
P-6			
Tubes			MRI
P-7			
T&A			
P-8	P-23		
Eye	T&A		
P-9	P-24	P-39	
T&A	EGD	EGD	
P-10			
EGD			
P-11			
T&A			
P-12			
T&A			
		P-43	
		EGD	
P-14			
ENT			
P-15			
T&A		MRI	

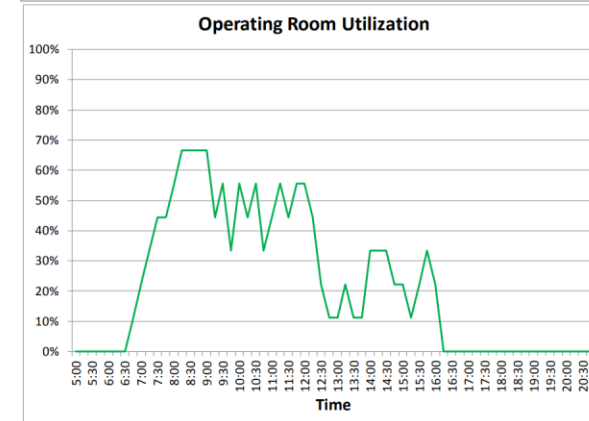
Time	Utilization (%)
5:00	0
5:30	0
6:00	0
6:30	0
7:00	0
7:30	22
8:00	12
8:30	34
9:00	22
9:30	22
10:00	55
10:30	34
11:00	22
11:30	45
12:00	22
12:30	34
13:00	22
13:30	11
14:00	11
14:30	0
15:00	11
15:30	22
16:00	11
16:30	34
17:00	11
17:30	0
18:00	0
18:30	0
19:00	0
19:30	0
20:00	0

Procedure ORs			
Pro. 1	Pro. 2	Pro. 3	Pro. 4
P-42			P-40
Dent			Dent

Waiting Room Occupancy			
2 Fam.	3 Fam.	4 Fam.	5 Fam.
29	59	89	119

Surgical ORs (West)		
OR 2	OR 3	OR 4
	P-29	
	T&A	
OR 1		OR 5

Surgical ORs (East)		
OR 7	OR 8	OR 9
P-44		
Ortho		
OR 6		Future OR



"The staff are doing their best with the resources they have. They're stressed!"

Creativity over capital

Home > LeanMgmt > OrStaffingPredictor

Surgery Date7/15/2015

Registration Patient/Staff1

PCA Pre Patient/Staff10

OR Tech Patient/Staff1

Nurse Post Patient/Staff8

Include InpatientNo

Case TypesAllergy, Anesthesia, C

Nurse Pre Patient/Staff8

OR Nurse Patient/Staff1

RECOVERY Patient/Staff1

Pca Post Patient/Staff10

1 of 1100%Find | Next

Registration Staff	1	1	1	2	3	1	0	0	0	0
Nurse Pre	2	2	1	1	1	1	1	1	1	1
Pca Pre	2	1	1	1	1	1	1	1	1	1
OR Nurse	6	8	6	7	7	5	7	6	5	4
OR Tech	6	8	6	7	7	5	7	6	5	4
Recovery Nurse	5	4	5	5	2	3	4	4	4	3
Nurse Post	2	2	2	2	3	2	2	2	2	2
Pca Post	1	2	2	2	2	2	2	2	2	2

Date	PrePost	PACU	ENDO	PrePost	PACU	ENDO	C.L.	Employee	Shift
Friday 6-30-17								Casha	
7			130					C.L. Ashley	
730								Melissa	5-1230
8								*Tracie	6-430
								*Alena	6-430
								*Nicki	6-430
								*Carol	6-220
								*Alicia	6-5715
								*Joyce	6-630
								*Karen	6-5715
1130								*Whitney	6-5715
12			630					*Cy Pam	7-3
1230								*Sherri	7-1
1								*Dana	7-1
ZONE 1		Zone 4						Lisa	7-330
								Linda	7-330
								*Cy Amy	4-304
Zone 2		Zone 5							
								Nikki	5-1
Zone 3		Zone 6						Denise	7-3
TOTAL									
ENDO									
PICU									
								Sharon	HUC



What our patients experience today.



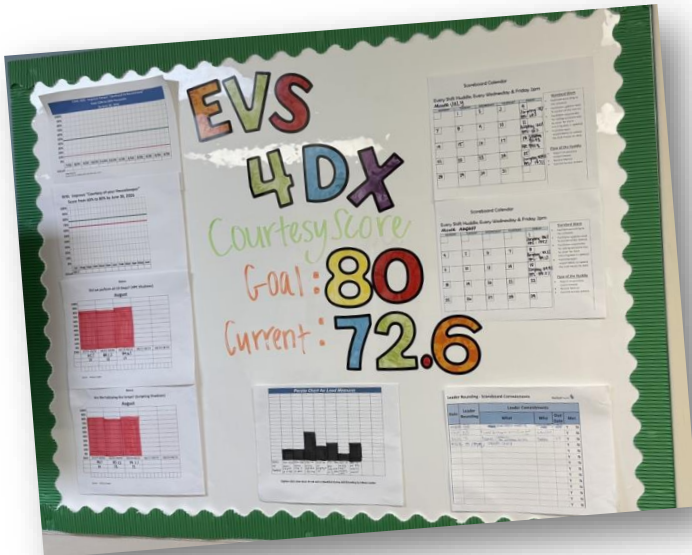
"We're now only collecting essential information from our patients and families. I now have time to build relationships with my patients. This is why I went into nursing."



"I called my husband on the day of surgery and couldn't believe the improvements made in the reduction of repetitive questions and the improvement of staff working in tandem. It was a night and day difference."



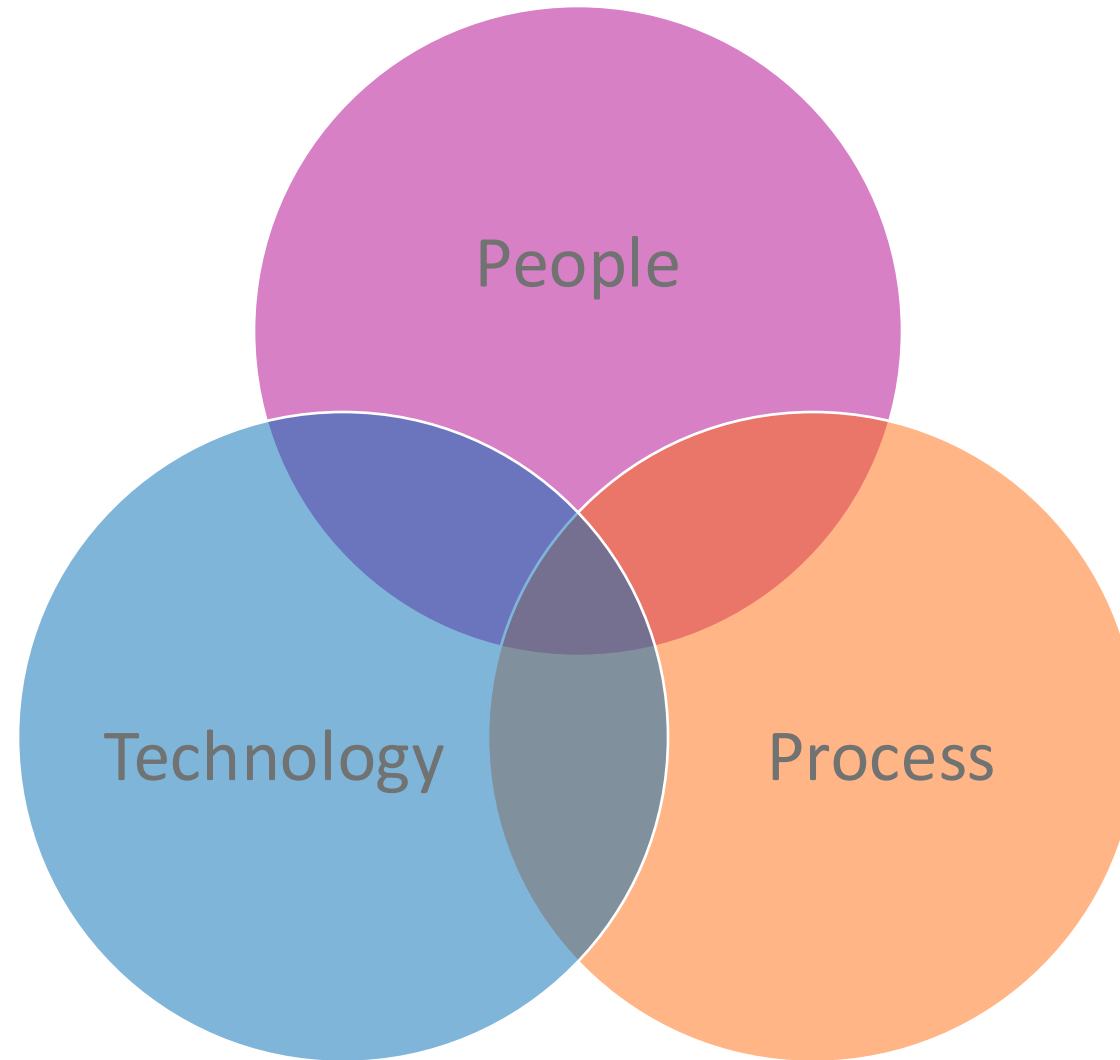
Building an improvement culture starts with the frontline.



Lesson Two:

Technology is not a silver bullet solution in healthcare.

Design with Lean Principles: Improving one without the other is not improvement.

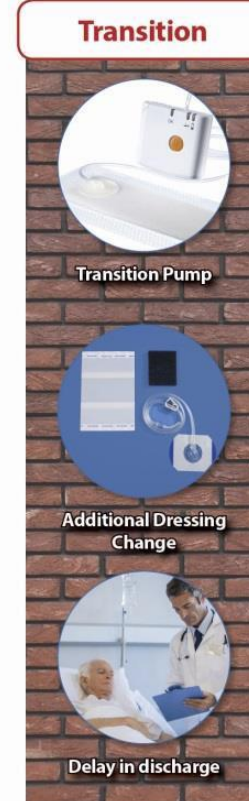


Go to Gemba. Seek to Understand.



Hospital – 1st Pump

- \$50-125 per day per pump
- Lost pumps
- Inconsistent billing



Transition – 2nd pump

- Transition Pump (\$600-900)
- Additional dressing change
- Delay in Discharge (\$800-5000 per night)
 - 3 hrs – 3 days



Post Acute – 3rd pump

- Device Change



“Nobody is responsible for coordinating care...that’s the dirty little secret about health care.”

Health Care’s ‘Dirty Little Secret’: No One May Be Coordinating Care

By [Roni Caryn Rabin](#)

APRIL 30, 2013

 [REPUBLISH THIS STORY](#)

This KHN story was produced in collaboration with [The Washington Post](#)

Betsy Gabay saw a rotating cast of at least 14 doctors when she was hospitalized at New York Hospital Queens for almost four weeks last year for a flare-up of ulcerative colitis. But the person she credits with saving her life is a spry, persistent 75-year-old with a vested interest — her mother.



Illustration by Arthur Giron

Alarmed by her daughter’s rapid deterioration and then by her abrupt discharge from the hospital, Gabay’s mother contacted a physician friend who got her daughter admitted to Mount Sinai Medical Center in Manhattan.

Systems Thinking: The ability to see how one thing is part of a larger, connected system.

Deming's System of Profound Knowledge



Theory of Knowledge: How do we know what we believe we know?



Theory of Variation: How do we analyze and understand what we know?

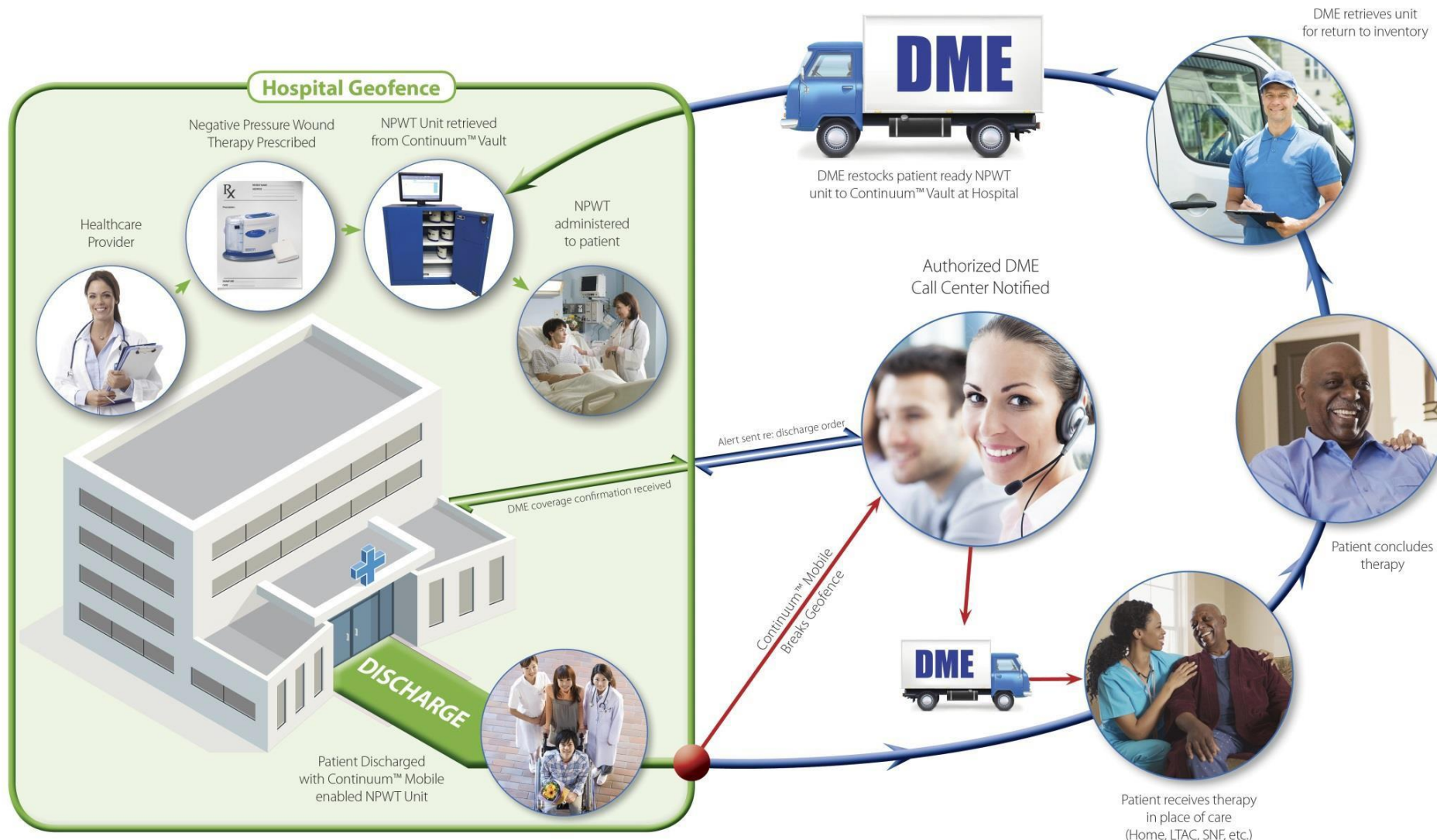


Theory of Psychology: How do we account for human behavior



An Appreciation of Systems/ Systems Thinking: Are we seeing the bigger picture?

Technology built around people and process.



28m

- Reduction in discharge time

90%

- Elimination of "extra" dressing changes

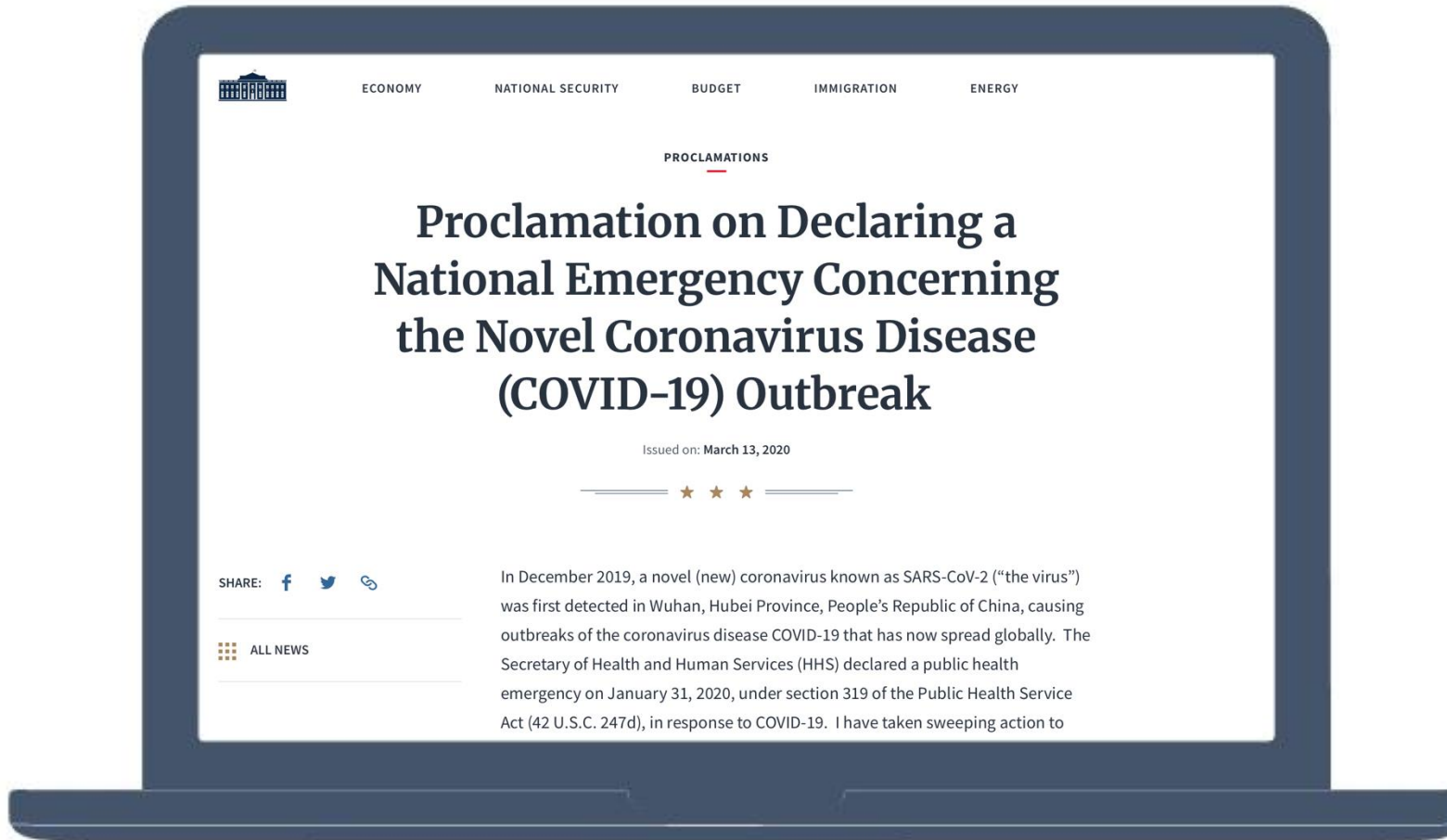
\$30K

- Cost of Lost Units

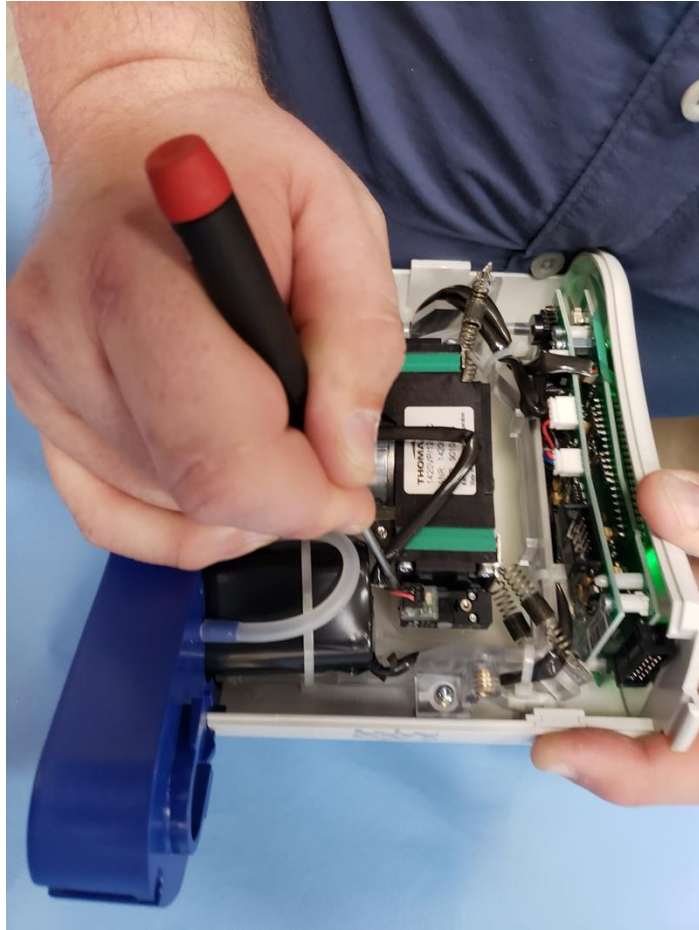
\$500K

- Annual Operating Cost Savings

The world changed overnight, and so did we.



Sunk Cost Fallacy: Focus on the right problem to solve.



Lesson Three: Visual Management: Avoid “rules for thee, not for me”. Practice what you preach!

What are some Lean Visual Management Tools and Examples?



OE Projects & Utilization	Project Intake Queue
Number of Projects 73	Number of Project in Queue 3
Capacity !	Estimated Weekly Project Hours 0
Team Member Utilization 91%	Average Request Age (Days) 8

Level Loading

**Multi-Color Post-its**

Key Points Sheet



Item Name
Staples® Notes, 3" x 3", Pool Party Collection, 100 Sheet/Pad, 24 Pads/Pack (S-33BR24)
Staples Item #
24295902

Quantity
1 Pack

Use this bin for any color post-its as needed for general use



Event Start Date: 4/12/2024	Event Title: Kitchen 6S	Value Stream:	Site / Location: DE/PMO Office	Sensei: Kelly Lane	BalladHealth
Executive Sponsor: Isaac Mitchell	Process Owner:	Team Leader: Cately Patten	Sensei: Cately Patten	Facilitator:	

1. REASON FOR ACTION / ISSUE STATEMENT

What is the problem we are trying to solve?
What is the burning platform?

It takes on average 18 seconds for team members to search for items. The kitchen is not clean and team members do not know if an item is available or what needs to be ordered.

4. GAP / PROBLEM ANALYSIS

Describe the gap and conduct root cause analysis

Description of Gap	Root Cause "WHY"
A. Searching, frustration, missing items	No process for ordering
B. Beyond dirty, expired items	No process for cleaning
C. Who owns this, multiple users, no override	No process or standard established
D.	
E.	
F.	
G.	

7. COMPLETION / IMPLEMENTATION PLAN

What needs to be done to achieve target condition including a single point of accountability. Select green in status column when complete. If action is past due date, mark status red.

Action	Due Date	Owner	Status
Schedule Follow-up meeting	4/23/2024	Cately Patten	COMPLETE
Communication that event is complete	4/23/2024	Kelly Lane	COMPLETE
Ordering Process	4/23/2024	Cately Patten	COMPLETE
6S audit process	4/23/2024	Team	COMPLETE
Signs above sink and in kitchen	4/23/2024	Cately Patten	COMPLETE
Fire Extinguisher	5/3/2024	Isaac Mitchell	NOT COMPLETE
Retake picture with strainer in sink	5/10/2024	Cately Patten	COMPLETE
Move water cooler	5/17/2024	Cately Patten	COMPLETE

2. INITIAL STATE

Metric	Initial	Target	% Change	Countdown Prior
6S Audit Tool	14%	100%	614%	

3. TARGET STATE

Target to be achieved in 90 days

Metric	Initial	Target	% Change	Countdown Prior
6S Audit Tool	14%	100%	614%	

5. SOLUTION APPROACH

How is the associated letter from the gap above, enter the solution & expected outcome to resolve the root cause. What are we going to do?

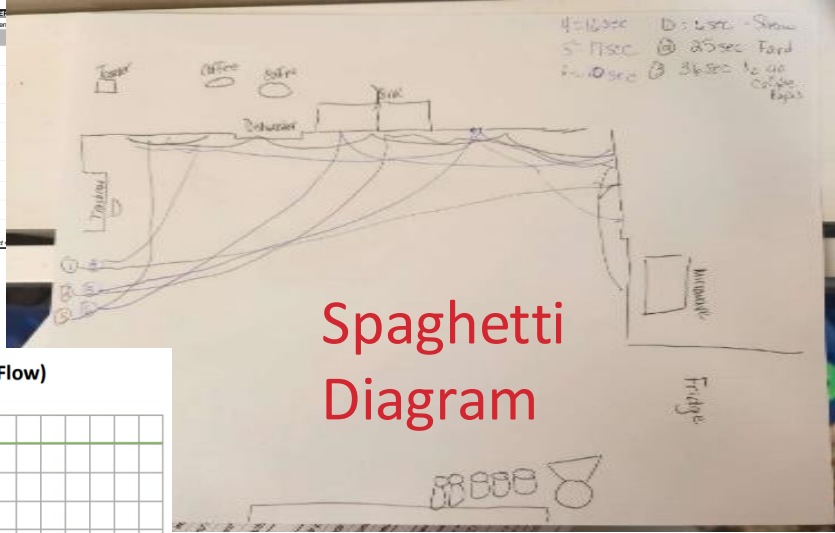
If we...	Then we expect...
Complete a 6S	standard for cleanliness and organization
Establish a known process for kitchen management	the right thing at the right time

6. RAPID EXPLANATION

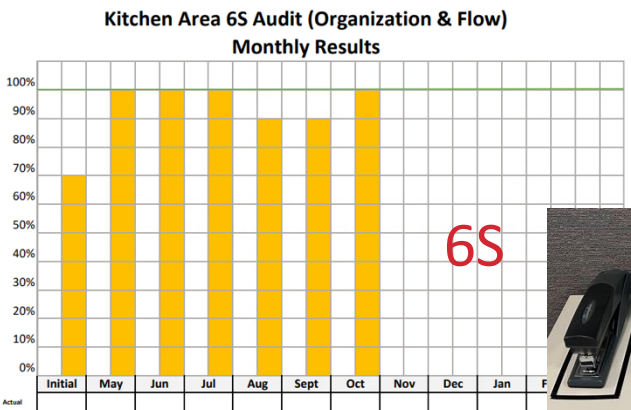
List the experiment

Current Attributes	Target Attributes
No clarity	Organized
Not user friendly	Clean
	Labels

A3



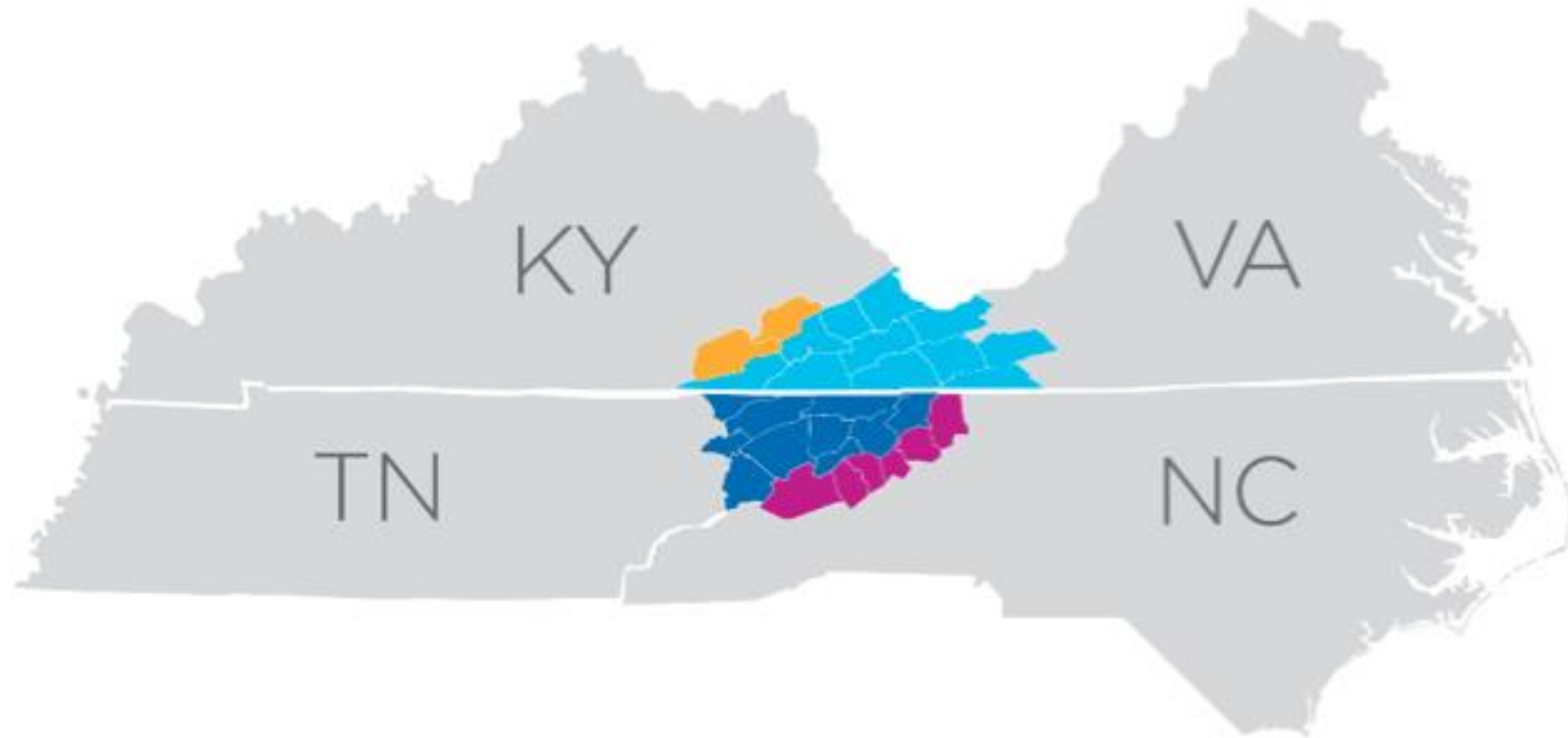
Spaghetti Diagram



6S



Ballad Health



Visual Management Best Practice

1 second

- Are we winning or losing?
- What's the score?

3 second

- What's happening?
- How are we trending?

10 second

- Next Steps?
- What are the drivers of the problem?
- What are we doing to fix the problem?

Level One: Executive



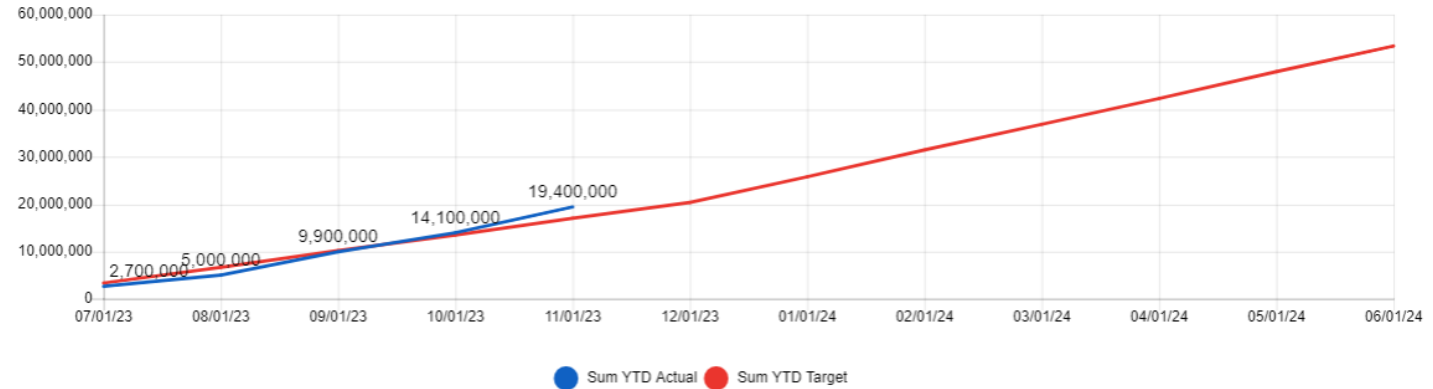
Corporate Visual Dashboard

Overall Strategy
Performance

Total
Status



Summary YTD \$ Saved



Work Streams

Golden Ticket

YTD Status 
As of 09/01/23
YTD Actual 0
YTD Target 0

Barriers
Updates Michael Scott has placed Golden Tickets in the shipments for random customers to receive a discount

Executive Sponsor Michael Scott
Program Manager Dwight Schrute

Scranton Merger

YTD Status 
As of 11/01/23
YTD Actual 6,200,000
YTD Target 6,000,000

Barriers Choosing between Scranton or Stamford
Updates Final list of staff relocation determined.

Executive Sponsor David Wallace
Program Manager Robert California

Saber Pyramid

YTD Status 
As of 11/01/23
YTD Actual 9,400,000
YTD Target 7,000,000

Barriers
Updates Need staff to fill in as "Viral" fans.

Executive Sponsor Ryan Howard
Program Manager Gabe Lewis

White Pages

YTD Status 
As of 11/01/23
YTD Actual 3,800,000
YTD Target 4,000,000

Barriers Need's Andy's signature.
Updates We finally closed "The Whale" of paper sales!

Executive Sponsor Andy Bernard
Program Manager Dwight Schrute

Level Two: Management and Business Owner



Sabre Pyramid Project Dashboard

[Click Here](#) for Project Management Details

KPI Status

YTD Status ●
As of 11/01/23
YTD Actual **9,400,000**
YTD Target **7,000,000**

Barriers and Updates

Barriers
Updates
Need staff to fill in as "Viral" fans.

Project Leadership

Executive Sponsor **David Wallace**
Program Manager **Robert California**
Business Owner **Dwight Schrute**

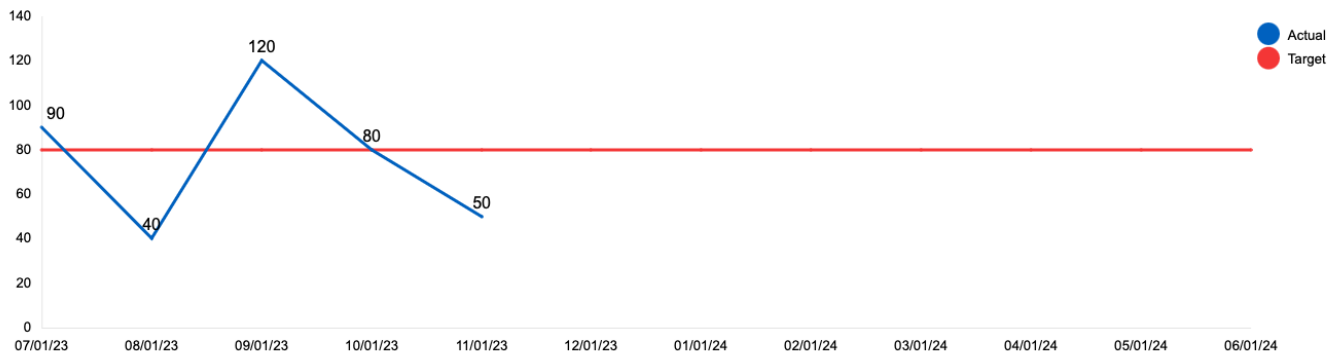
Lag Measures

Monthly Sales (\$)



Lead Measures

Social Media Advertisements



Level Three: Project Team and Front-line



Sabre Pyramid

Primary	Project Information
Project Name	Sabre Pyramid Product Launch

Stakeholders	Project Information
EPMO Project Manager	Rober California
Business Owner	Dwight Schrute
Executive Sponsor	David Wallace
Expected Start Date	1/1/2023
Expected End Date	11/30/2023
Go - Live	12/1/2023

Project Health

Project Status

23%

% Complete



Project Progress Report	
Focus Area	% Complete
1) Initiate	100%
Project Kick-Off	100%
Charter Sign-Off	100%
2) Plan	88%
3) Execute	10%
Project Specific Milestone 1	25%
Project Specific Milestone 2	50%
Go Live	5%
4) Monitor	5%

Objectives & Key Results	
OKRs	Project Information
Objective	Launch Sabre Pyramid by Q3 2023
Key Results	KR1: Create a Social Media Plan to target 3000 influencers by Q4 2023 KR2: Manufacture 20,000 units for Q3 Product Launch. KR3: Train technical sales force and create quota by Q1 2023

At Risk Report			
Task Name	Assigned To	Project Status	At Risk
Marketing Campaign to Avoid Sabre Fire Ne	Toby Flenderson		

Action Items			
Primary	Assigned To	Due Date	Status
Complete Technical Spec Report	Gabe Lewis	10/24/23	In Progress
Viral Blogger Costumes	Erin Hannon	11/02/23	In Progress

Project Documents			
Primary	Date Released	Version	Release Status
Project/Program Charter	10/02/23	1.3	
Sales Strategy	07/16/23	3.7	

Meeting Minutes	
Document Name	Meeting Date
Status Meeting	07/03/23
Status Meeting	07/17/23

Level Four: A3

Event Start Date				RIE Event Title					Participants & On Call Resources																																																																																																																																																																								
Go Live Date		Executive Sponsor	Value Stream	Site/Location	Process Owner	Team Leader	Sensei	Facilitator	Participants	On Call Resources																																																																																																																																																																							
Box 1: Reason For Action Box 1 Reason for Action/Problem Statement Scope Trigger Done		Box 4: Gap/Problem Analysis <table border="1"> <thead> <tr> <th>Gap</th> <th>Gap Description</th> <th>Root Cause/Why</th> </tr> </thead> <tbody> <tr><td>01</td><td></td><td></td></tr> <tr><td>02</td><td></td><td></td></tr> <tr><td>03</td><td></td><td></td></tr> <tr><td>04</td><td></td><td></td></tr> <tr><td>05</td><td></td><td></td></tr> <tr><td>06</td><td></td><td></td></tr> <tr><td>07</td><td></td><td></td></tr> <tr><td>08</td><td></td><td></td></tr> </tbody> </table>			Gap	Gap Description	Root Cause/Why	01			02			03			04			05			06			07			08			Box 7: Completion Plan <table border="1"> <thead> <tr> <th>Action Item</th> <th>Completion Date</th> <th>Owner</th> <th>Status</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table>			Action Item	Completion Date	Owner	Status																																																																																																																																											
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Advocate and market your team!



Ballad Health EPMO Uses Smartsheet Modern PPM to Integrate 20 Hospitals

Ballad Health uses Smartsheet Modern Project and Portfolio Management (PPM) to automate the management of up to 150 projects, save more than 3,000 hours yearly, improve communication between 20 hospitals, and free up more time for analyzing population health data for improved patient outcomes.

Avg. read time: 7 min

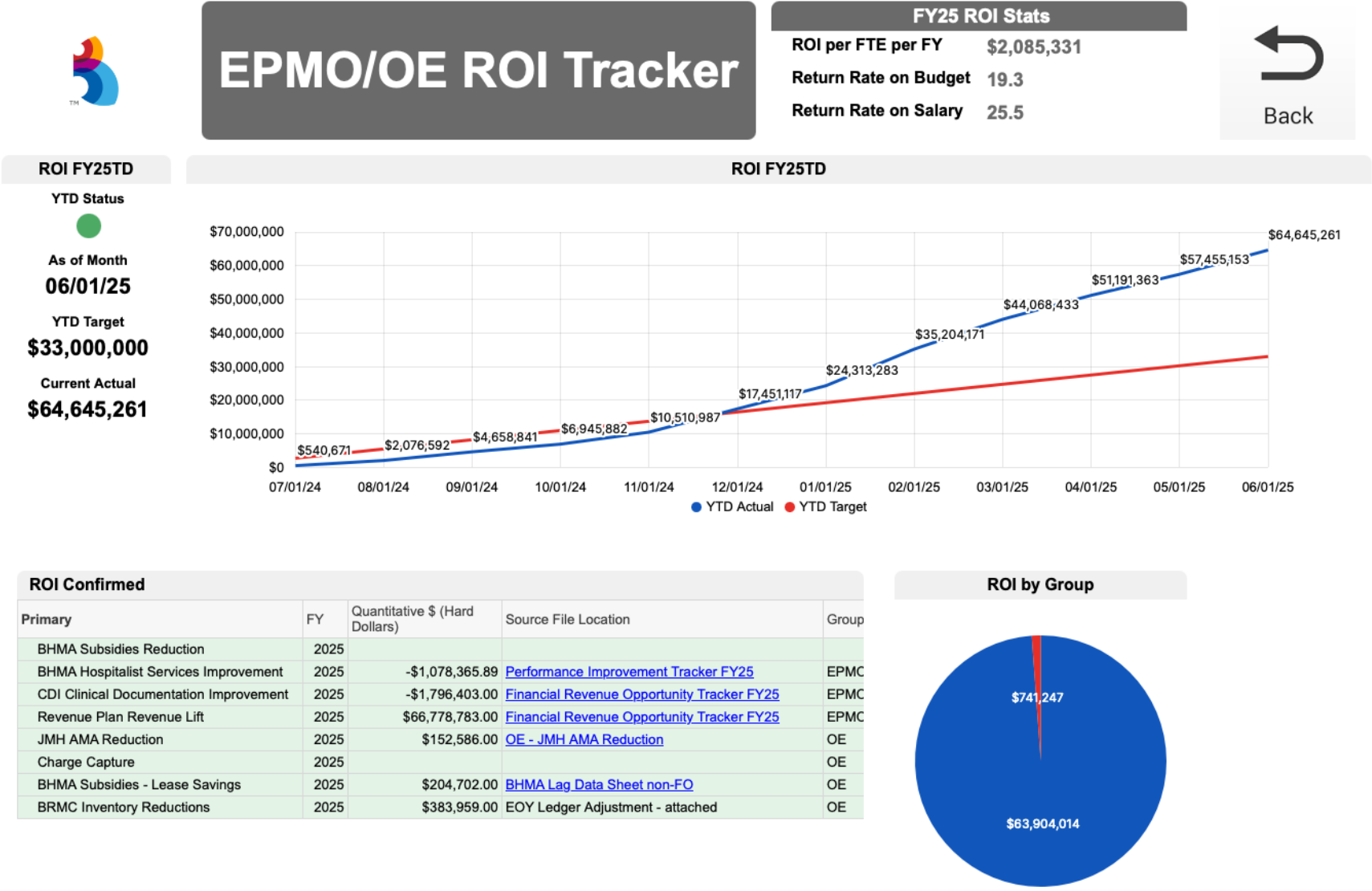


3,000+

hours of administrative time saved yearly through automated processes

30%

more projects managed by team members



Hurricane Helene – Aligning Resources to Demand

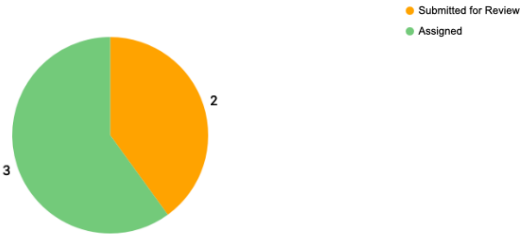


Real Time Project Status

Ballad Health EPMO/OE/INVT Project Intake Status Report



EPMO/OE/INVT Project Intake Status



EPMO/OE/INVT Project Queue Stats

Number of Project in Queue
4

Average Request Age (Days)
8

Estimated Weekly Project Hours
20

EPMO/OE/INVT Project Intake Complete

Project Name	Requestor/Business Owner	Intake Status	Intake Status:	Progress Notes	Created
Standardization of Patient Weight Displays in Epic		Rejected	●		04/03/25 12:29 PM
BRMC Dialysis Expansion		Rejected	●		08/01/25 8:00 AM
Business Continuity		Submitted for Review	●		08/13/25 1:09 PM
BRMC ED VSA		Assigned			08/18/25 7:17 AM
Diabetes Treatment Center VSA		Assigned			08/21/25 6:45 AM
CLABSI Steering Committee		Submitted for Review	●		08/27/25 7:42 AM
Test Lead		Assigned			08/27/25 11:58 AM

Project Status Dashboards

- OE Project Status Dashboard
- EPMO Project Status Dashboard
- Innovation Project Status Dashboard

Request EPMO/OE Project Support

EPMO / OE / INVT Intake Form

Enter your project details here and we will be in contact with you shortly after our initial review

Business Owner *

Main point of contact for the project

Email *

Convenor (Executive Sponsor) *

OE Projects & Utilization

Number of Projects
73

Capacity

Team Member Utilization
89%

Project Intake Queue

Number of Project in Queue
4

Estimated Weekly Project Hours
20

Average Request Age (Days)
8

Recommended Additions

Project	Requestor/Business Owner	Intake Score	Estimated OE Hours

Recommended Closures

Project Name	Team Member
4DX Deployment	Jordan Durbin

OE Team Member Projects and Utilization

Isaac Mitchell, Vice President Team Member Utilization 107% Capacity Number of Projects 7	Tim Trent, System Director Team Member Utilization 84% Capacity Number of Active Projects 4	Kara Murray, Engineer/Sensei Team Member Utilization 74% Capacity Number of Active Projects 0	Kelly Lane, Engineer/Sensei Team Member Utilization 56% Capacity Number of Active Projects 4	Sandi Wilson, Northern Market Leader Team Member Utilization 93% Capacity Number of Active Projects 4	Sam Werdel, Market Leader (Ensemble) Team Member Utilization 98% Capacity Number of Active Projects 4
Ashley Lindholm, Northern Market Leader Team Member Utilization 66% Capacity Number of Active Projects 5	Austin Mittan, Market Leader Team Member Utilization 78% Capacity Number of Active Projects 9	Ed Greene, Market Leader Team Member Utilization 93% Capacity Number of Active Projects 7	Caity Patten, Southern Market Leader Team Member Utilization 83% Capacity Number of Active Projects 7	Randi Goodman, Coordinator Team Member Utilization 95% Capacity Number of Active Projects 4	Open Position, Coordinator Team Member Utilization 0% Capacity Number of Active Projects 0
Jordan Durbin, Specialist BRMC Team Member Utilization 93% Capacity Number of Active Projects 7	Janette Johnson, Specialist HVMC Team Member Utilization 92% Capacity Number of Active Projects 5	Brandon Johnson, Specialist JCMC Team Member Utilization 90% Capacity Number of Active Projects 5	Open Position, Specialist JMH Team Member Utilization 0% Capacity Number of Active Projects 0	Raychel Stankov, Intern Team Member Utilization 0% Capacity Number of Active Projects 0	Open Internship Team Member Utilization 0% Capacity Number of Active Projects 0

Transparency drives trust, accountability, and collaboration.



Project Health



Helene Disaster Recovery

Stakeholders	Project Information
EPMO Project Manager	Isaac Mitchell/Courtney Briggs
Business Owner	
Executive Sponsor	Marvin Eichorn
Expected Start Date	9/30/24
Expected End Date	TBD
Go - Live	

Quick Links

- Daily Helene Disaster Management ...
- Other Disaster Expenses – Form
- Mission Moment Form

Document Portal

Notes

Project Progress Report

Focus Area	Project Status
Request for Public Assistance (RPA) / FEMA Filing	
Insurance	
Accounting & Reimbursement / Finance	
Government Relations	
Legal	

Action Items

Primary	Assigned To	Due Date	Status
Create tear down plan to include state of site after completion and send to FEMA	Billy Teilhet		Not Started
Work through Wendy Email 1	Billy Teilhet	02/28/25	In Progress
Work through Wendy Email 2	Billy Teilhet	04/08/25	In Progress
Following up with Sean regarding dollars in Axiom for land due diligence	Billy Teilhet	03/10/25	In Progress

Open Tickets

Type	Status	Ticket Number	Key Issue	Description	Owner	IT/Ensemble Contact	Duration
------	--------	---------------	-----------	-------------	-------	---------------------	----------

Project Team Contact List

Name	Department	Title	Email	Work Phone	Cell Phone
Isaac Mitchell	EPMO/OE	VP, Project Management	Isaac.Mitchell@balladhe		865-228-7429
Courtney Briggs	EPMO	Sr. Program Manager	Courtney.Briggs2@ballad		423-794-7324
Marvin Eichorn	Admin	EVP, Chief Administrative	Marvin.Eichorn@balladh	423 302-3372	
John Goetz	Government Relations	VP, Community & GR	John.Goetz@balladhealt		
Katrina Hunley	Admin	Assistant to the Presiden	Katrina.Hunley@balladh	423-302-3041	



Search



Disaster Recovery Efforts

Helping people affected by Hurricane Helene

Hurricane Helene Disaster Relief

In the wake of Hurricane Helene's devastation, Ballad Health is focused on relief efforts throughout the Appalachian Highlands.

Donations for disaster relief

Looking for ways to assist people in our community affected by Hurricane Helene? Any donations, whether through actions, resources or monetary contributions, are a great way to get involved.

- [Donate supplies](#)
- [Donate blood](#)





FEMA Funding and Recovering



Daily Helene Disaster Management & Recovery Administrative Hours Tracking Form - Copy

This form tracks administrative hours spent to support Helene's disaster management and recovery support. It should be completed daily.

Does this entry contain meetings that EPMO is in attendance? *

Project Management leads:

- Terri Hamby-Hager (Unicoi)
- Courtney Briggs (Recovery Workgroup / FEMA / Insurance)
- Tasha Kyker (IV Fluids)
- Mary Hobson (Behavioral Health)

No

Name *

First and Last Name



Other Disaster Expenses

Not Flagged with Project Coding for Review

Please note:

This does not replace standard processes for Accounts Payable or Payroll. This is to supplement tracking purposes. Please provide the following fields for additional review by the team.

Name *

First and Last Name

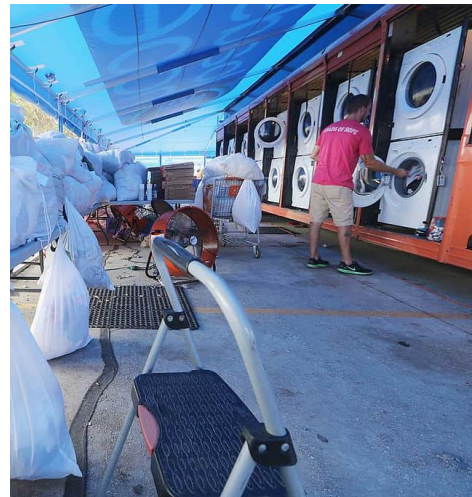
U-Number: *

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Date:

Department:

The Power of Team and Mission



Celebrating our team and mission.



It's your story. We're listening.

HRO Mission Moment Collection

Mission Moments at Ballad

64

Mission Moment Database

Download Excel ...

Mission Moment Report

1) State the Lesson of the story.	2) Share the message.	3) Return to the Lesson for Emphasis.	What location did the Mission Moment happen?	Which Ballad Health values does this encompass?	Which Leader Skill was utilized?	Which Universal Skill was utilized?
Taking small ideas to create large opportunities to provide for our patients and communities.	A fellow team member requested to recognize Linda Rasnake for going above and beyond for our patients. Linda is a patient service representative at Emory Internal Medicine. During huddle about a year ago, we were discussing the community that we serve. Our team was able to identify many needs within our community and everyone expressed an interest in meeting those needs. Linda took this conversation and turned it into a huge blessing for our community. She made a bulletin board and asked our team members to post ideas. Each month, Linda takes one of those ideas and puts it into action. For the year of 2024, our small office has collected food for a food drive, collected socks for Socktober, adopted a teacher at a local school and stocked her classroom, delivered a Thanksgiving meal to one of our patients who is a widow, and collected coats and blankets for the homeless. Linda also developed a "blessings corner" at our office. This area at our office includes bags with a recipe on the outside of the bag. Inside the bag are the needed ingredients for that meal. Patients can take these bags anonymously, supplying a meal for their family. Since starting this blessings corner, we have had to restock it many times. Although all of the staff at Emory Internal Medicine give to these activities, Linda organizes them, collects the items, and delivers. Linda has expressed a tremendous caring attitude for the community we serve. She also demonstrates respect for our patients, regardless of the socioeconomic status.	Work together as a team regardless of how small to create a large impact.	Ballad Health Medical Associates	Creativity Caring Respect Faith	Huddles	Empathy
I would like to share a message about the importance of compassion and teamwork.	DeAndrea is the first person to help when things get busy, most of the time without even asking if you need it. She just sees something that needs to be done and does it. This means so much on those crazy days when you aren't sure how you're going to get the work done.	And that is why it's important that team members work together to provide the best possible care.	Bristol Regional Medical Center	Respect Quality	N/A	N/A
Compassion and teamwork go a long way	Today, a patient who was in the custody of Washington County sheriffs managed to leave his room and make a break for it. Immediately, everyone who had the ability (from the floor it started on): CNAs, students, nurses, security, house supervisor - all joined together and stood at the parking garage, joined up in teams, and searched the hospital to ensure everyone remained safe. Everyone worked quickly and diligently. Toward the end, Brian, our NP in trauma, gained control and held onto the patient until help arrived. When everything was said and done, and the patient was escorted out and everyone returned to their unit (6200/6300), Davis Greene, COO, made a point to come and check on everyone who was involved. To make sure everyone physically, as well as emotionally, was okay, and to see if they needed any assistance. This compassion that he had meant SO much, because it's not	We hire individuals with natural empathy and compassion for others. That is not something that can be taught, and everyone involved today showed that. What Davis Greene did today is something that should be practiced by all	Johnson City Medical Center	Caring Respect	N/A	Empathy Active Listening Clear Communication Speak up for safety

Mission Moment Fact Sheet

Start Every Meeting with a Mission Moment

We will demonstrate our commitment to our Mission by making our Ballad Values the first agenda item in every meeting and huddle.

Storytelling is simply one of the most powerful ways to make a connection with another person. A good story will put you in the protagonist's shoes, feeling what they feel. This emotional connection makes the lessons learned longer lasting, because in a way you have lived through the event yourself.

There is science behind this. Researchers found that when they observed two people through a brain scanner, a storyteller and a listener, the listener's brain waves would start to match the storyteller's as they listened to the story. This connection is called neural coupling.

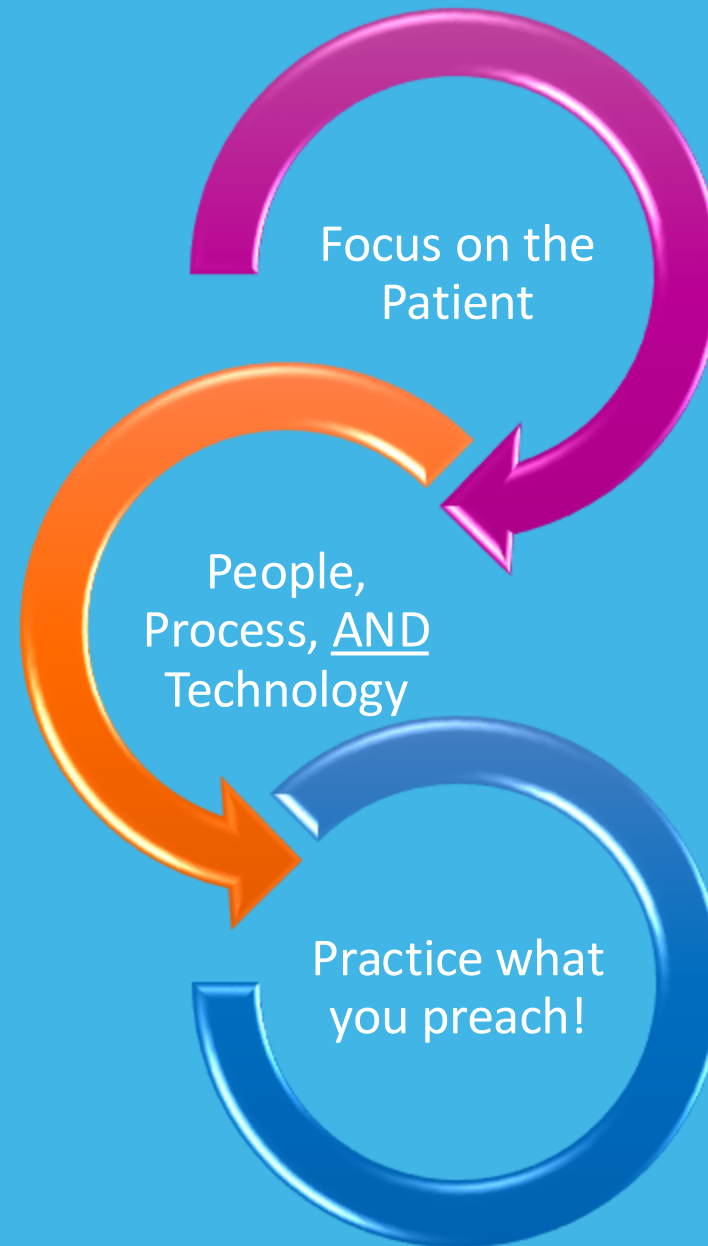
Therefore, we will start every meeting with a Ballad Mission Moment. This need only take one to two minutes on the agenda, but it is an outward demonstration of what is most important in our organization.

Mission Moments are a great way to create positive peer accountability for performance improvement. We do this by recognizing and rewarding the strength of our teammates and their commitment to our behavior expectations. We want to create the feeling that these events can happen to any of us and that we have the strength to overcome them. To do so, it is very important to focus on the act itself and not the individual.

What We Do

A Mission Moment is a two-minute statement about the importance of our values. It can come from anywhere:

- Share your convictions relative to patient safety, team safety and Ballad Health values.
- Explain how our values contribute to our mission.
- Explain how our policies and practices contribute to safety, quality, and an exceptional patient experience.
- Tell a story about something good that we did.
- Tell a story about something bad that happened to us.
- Tell a story about harm in another healthcare system.
- Tell a story about another healthcare system preventing harm.
- Read a safety success story from your people.
- Read a safety success story from your organization.
- Review a Universal Skills or Universal Reliability.
- Teach applications of our universal behaviors to our jobs.
- Discuss the importance of reporting problems.
- Discuss the importance of speaking-up.
- Ask caregivers to be safe and explain how.
- Thank caregivers for modeling our values.



Hansei: The Power of Self-Reflection



*What is the
one thing you
will start on
Monday
Morning as a
result of our
time together?*

Daruma Doll Stages

**1) Set Your
Intention**

**2) Display
with Purpose**

**3) Celebrate
Achievement**

**4) Honor the
Cycle**



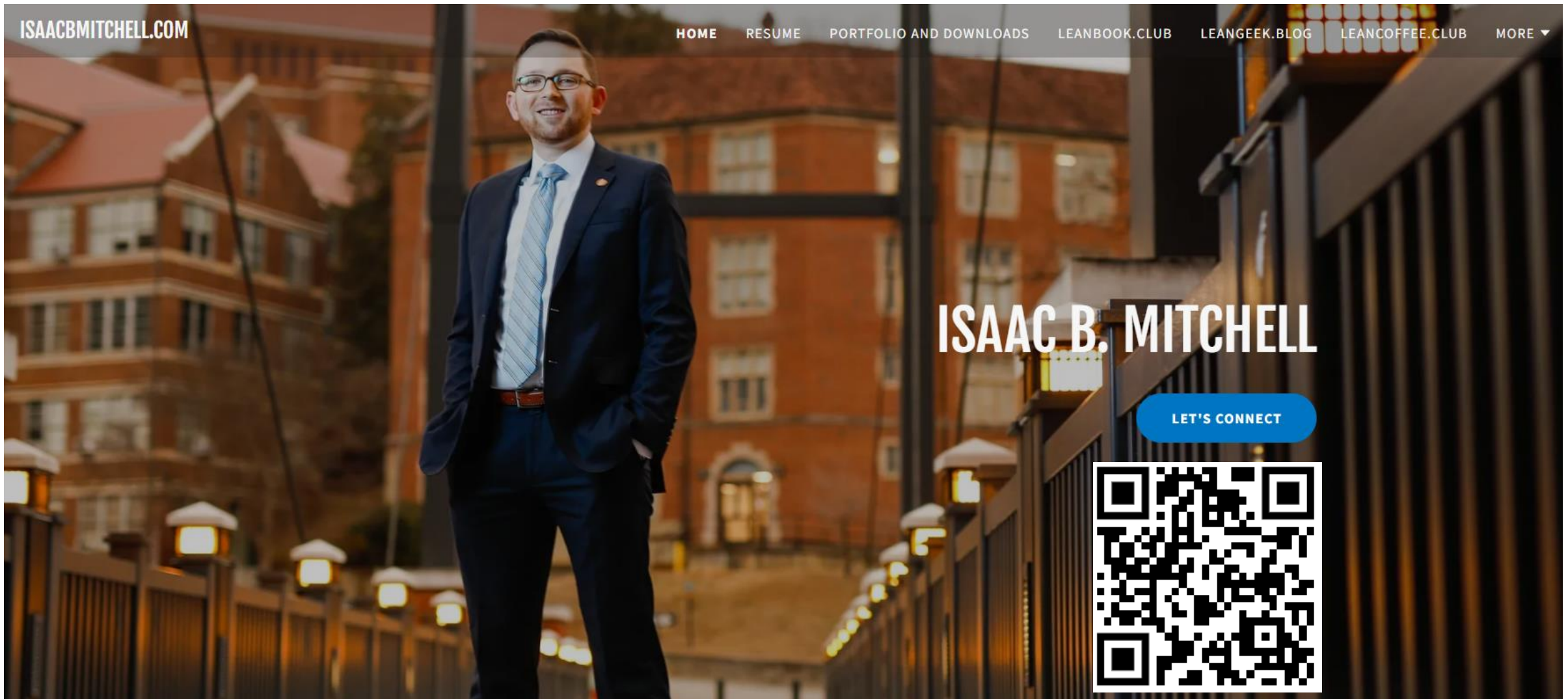
Golden Opportunities for Authentic Growth

Celebrate imperfections rather than hiding them.

- Kintsugi is the art of repairing broken pottery with gold.
- Wabi-sabi is finding beauty in imperfection and change over time



Questions?



Lifelong Learner Through Community and Kaizen

ISAACBMITCHELL.COM

HOME RESUME PORTFOLIO AND DOWNLOADS LEANBOOK.CLUB MORE

LEAN BOOK CLUB

NEXT LEAN BOOK CLUB STARTING LATE 2025

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Isaac B. Mitchell

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www.isaacbmitchell.com

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PLACEHOLDER