



Baptist Memorial Hospital-Memphis Adopts See to Solve Alert™ to Speed Problem Resolution

Easy problem reporting, experimentation mindset, and enthusiastic ‘Ambassadors’ build a foundation for cultural change

“In healthcare today, it’s never been more important to see a problem and quickly get a resolution. In a big, complex hospital, there can be challenges to making things happen easily.

See to Solve has given us the opportunity to change how people think about the problems they face. Seeing responses faster encourages people to use See to Solve more to take ownership of problems they see.

Our pilot program – and I think this is the best part of the story – gave us the chance to experiment and learn. Progress is never a linear path. Now we’ve seen the impact and we’re really excited to take the next step and get See to Solve into the hands of all leaders.”

— **Brad Parsons**

Vice President and CEO/Administrator of Baptist Memorial Hospital-Memphis

The Challenge:

Cultural Improvement Hampered by Cumbersome Processes

Baptist Memorial Hospital-Memphis in Memphis, TN is a busy tertiary care center with 704 licensed beds and 3000+ employees. In May of 2020, Brad Parsons came on board as CEO/Administrator. "I took over right at the outset of the pandemic," explains Brad. "Everyone was busy. Culturally, I saw that problems were not escalated quickly. At the same time, I could see that we didn't have a visual way to see the problems."

Compounding the cultural challenge, cumbersome reporting systems got in the way. "We didn't have any centralized place to submit issues," explains Jared Moses, Administrative Director of Operations. "With multiple systems in place, issues had to be escalated differently depending on the concern. This was especially difficult for new employees who didn't necessarily know what systems to use or who to contact."

"We were battling a couple of different things," says Brad. "I wanted to change the culture here but I also needed a platform or framework to do that *and* I needed a way to demonstrate the possibilities with a better approach."

The Solution:

Easier Problem Reporting Piloted by 'Ambassadors'

Baptist Memphis launched its See to Solve pilot program in early 2022 with a core group of 20-30 Baptist Management System 'Ambassadors' as the initial user group. "These are our 'Ambassadors' for how we use Lean thinking in our daily work", explains Brad, "so they were the perfect group to understand why this was important."

The team had two key priorities during the pilot. The first was making it easy to use so problems were reported in less than 15 seconds. "We wanted it to be so simple that users didn't have to think. Just pull out your phone, click click click, and you're done," says Jared. "Behind the scenes, issues get routed and problems are fixed faster."

The second priority was experimenting and learning, to drive improvement faster. "With our Ambassador group we began our experiment with IT and Environmental Services (EVS) issues," says Brad. "We learned from that, then expanded to cover Facility Services issues, and have now expanded to over 100 leaders using See to Solve. We emphasized an 'experimentation mindset', and with each expansion increased access and problem reporting. We wanted people to own problem reporting, feel like they were being 'heard' via feedback, and see fast resolution."

The Result:

Dramatic Increase in Reported Problems, Faster Resolution and Momentum

Problem reporting increased dramatically during the pilot program with a 346% increase in IT tickets and a 203% increase in Facilities tickets. "Facilities quickly became the number one type of ticket submitted," says Jared.

More importantly, problems were getting fixed faster, which in turn excited users, encouraged more reporting, and built momentum. "We're excited now to add rounding, including our 'Environment of Care' rounds, so issues seen will be reported 'in the moment'," says Brad. "We also want this to go well beyond just our flagship hospital, so next we'll be looking at expansion to our Women's and Children's hospitals and other areas."