

WEBVTT

NOTE duration:"01:13:20"

NOTE recognizability:0.869

NOTE language:en-us

NOTE Confidence: 0.839492428888889

00:00:00.000 --> 00:00:02.880 So I will go ahead and introduce our speaker.

NOTE Confidence: 0.839492428888889

00:00:02.880 --> 00:00:04.276 So good afternoon everybody.

NOTE Confidence: 0.839492428888889

00:00:04.276 --> 00:00:07.225 I am thrilled today to host our ground

NOTE Confidence: 0.839492428888889

00:00:07.225 --> 00:00:09.420 speaker, Doctor Yael Kushner Hager of

NOTE Confidence: 0.839492428888889

00:00:09.420 --> 00:00:12.119 interest to some in the audience is,

NOTE Confidence: 0.839492428888889

00:00:12.120 --> 00:00:14.409 as already noted, is that Doctor Hayhurst.

NOTE Confidence: 0.839492428888889

00:00:14.410 --> 00:00:17.274 Currently the head of renal pathology at MGH.

NOTE Confidence: 0.839492428888889

00:00:17.280 --> 00:00:19.401 But the reason I extended the Grand

NOTE Confidence: 0.839492428888889

00:00:19.401 --> 00:00:21.012 Rapids invitation is her really

NOTE Confidence: 0.839492428888889

00:00:21.012 --> 00:00:22.612 impressive expertise in the field

NOTE Confidence: 0.839492428888889

00:00:22.612 --> 00:00:24.440 of quality and patient safety.

NOTE Confidence: 0.839492428888889

00:00:24.440 --> 00:00:25.959 And just as a way of background,

NOTE Confidence: 0.839492428888889

00:00:25.960 --> 00:00:28.090 Doctor Hager received her medical training

NOTE Confidence: 0.839492428888889

00:00:28.090 --> 00:00:30.050 at McGill University in Montreal.
NOTE Confidence: 0.839492428888889

00:00:30.050 --> 00:00:32.102 Which is one of my favorite cities in the
NOTE Confidence: 0.839492428888889

00:00:32.102 --> 00:00:34.070 world and she completed her residency there.
NOTE Confidence: 0.839492428888889

00:00:34.070 --> 00:00:36.681 Anatomic pathology in 2010 or so she
NOTE Confidence: 0.839492428888889

00:00:36.681 --> 00:00:39.333 arrived in Boston where she did a
NOTE Confidence: 0.839492428888889

00:00:39.333 --> 00:00:41.529 fellowship in renal pathology at MGH.
NOTE Confidence: 0.839492428888889

00:00:41.530 --> 00:00:43.791 Afterwards she pursued an MPH at Harvard
NOTE Confidence: 0.839492428888889

00:00:43.791 --> 00:00:45.994 School of Public Health and also as
NOTE Confidence: 0.839492428888889

00:00:45.994 --> 00:00:48.184 a graduate of the inaugural class of
NOTE Confidence: 0.839492428888889

00:00:48.184 --> 00:00:49.994 the Harvard Medical School Fellowship
NOTE Confidence: 0.839492428888889

00:00:49.994 --> 00:00:51.921 and Quality and Patient Safety.
NOTE Confidence: 0.839492428888889

00:00:51.921 --> 00:00:54.747 So there's this huge background of
NOTE Confidence: 0.839492428888889

00:00:54.747 --> 00:00:56.363 education inequality she stayed
NOTE Confidence: 0.839492428888889

00:00:56.363 --> 00:00:58.649 on as a faculty at Harvard,
NOTE Confidence: 0.839492428888889

00:00:58.650 --> 00:01:00.624 first at both Israel where she served.
NOTE Confidence: 0.839492428888889

00:01:00.630 --> 00:01:01.842 For many years as a director

NOTE Confidence: 0.839492428888889
00:01:01.842 --> 00:01:02.970 of quality and patient safety,
NOTE Confidence: 0.839492428888889
00:01:02.970 --> 00:01:04.870 there and later joined Boston
NOTE Confidence: 0.839492428888889
00:01:04.870 --> 00:01:06.770 Children's Hospital and then moved
NOTE Confidence: 0.839492428888889
00:01:06.833 --> 00:01:09.182 to MGH as well where she is again a
NOTE Confidence: 0.839492428888889
00:01:09.182 --> 00:01:11.287 director of quality and Patient Safety.
NOTE Confidence: 0.839492428888889
00:01:11.290 --> 00:01:13.534 Doctor Hager has become nationally and
NOTE Confidence: 0.839492428888889
00:01:13.534 --> 00:01:15.030 internationally sought after speaker
NOTE Confidence: 0.839492428888889
00:01:15.083 --> 00:01:17.155 and she has amassed a broad array of
NOTE Confidence: 0.839492428888889
00:01:17.155 --> 00:01:18.536 scholarship and pathology specific
NOTE Confidence: 0.839492428888889
00:01:18.536 --> 00:01:20.556 quality initiatives such as implementation
NOTE Confidence: 0.839492428888889
00:01:20.556 --> 00:01:22.310 of high reliability principles,
NOTE Confidence: 0.839492428888889
00:01:22.310 --> 00:01:23.390 safety culture,
NOTE Confidence: 0.839492428888889
00:01:23.390 --> 00:01:24.470 systems engineering,
NOTE Confidence: 0.839492428888889
00:01:24.470 --> 00:01:26.470 effective change in leadership,
NOTE Confidence: 0.839492428888889
00:01:26.470 --> 00:01:29.470 so on behalf of the department,
NOTE Confidence: 0.839492428888889

00:01:29.470 --> 00:01:30.940 I would love to welcome Doctor.
NOTE Confidence: 0.839492428888889

00:01:30.940 --> 00:01:32.780 Better to give her presentations
NOTE Confidence: 0.839492428888889

00:01:32.780 --> 00:01:34.540 and you know one of the small things
NOTE Confidence: 0.839492428888889

00:01:34.540 --> 00:01:36.360 that the COVID pandemic has changed,
NOTE Confidence: 0.839492428888889

00:01:36.360 --> 00:01:37.998 is that the required zoom platform
NOTE Confidence: 0.839492428888889

00:01:37.998 --> 00:01:40.080 does not allow for the warm applause.
NOTE Confidence: 0.839492428888889

00:01:40.080 --> 00:01:42.312 I'm sure you would get if you were
NOTE Confidence: 0.839492428888889

00:01:42.312 --> 00:01:44.641 here in person and so I really do
NOTE Confidence: 0.839492428888889

00:01:44.641 --> 00:01:46.972 hope that we get to meet in person
NOTE Confidence: 0.839492428888889

00:01:46.972 --> 00:01:48.236 in the future soon.
NOTE Confidence: 0.839492428888889

00:01:48.240 --> 00:01:51.306 So welcome and please go ahead.
NOTE Confidence: 0.755999153333333

00:01:52.150 --> 00:01:53.620 Give some. Thank you so much.
NOTE Confidence: 0.755999153333333

00:01:53.620 --> 00:01:55.558 That was an incredibly warm welcome,
NOTE Confidence: 0.755999153333333

00:01:55.560 --> 00:01:57.438 especially hard to do on zoom.
NOTE Confidence: 0.755999153333333

00:01:57.440 --> 00:02:00.205 I'm gonna share my screen
NOTE Confidence: 0.755999153333333

00:02:00.205 --> 00:02:02.068 and it makes it sound like I.

NOTE Confidence: 0.7559991533333333
00:02:02.070 --> 00:02:03.540 I've been at it sounds much more
NOTE Confidence: 0.7559991533333333
00:02:03.540 --> 00:02:04.948 impressive when you list it like that.
NOTE Confidence: 0.7559991533333333
00:02:04.950 --> 00:02:05.758 I actually was at.
NOTE Confidence: 0.7559991533333333
00:02:05.758 --> 00:02:07.604 I was in Montreal for 10 years and then
NOTE Confidence: 0.7559991533333333
00:02:07.604 --> 00:02:09.430 I was at the Bay for about 10 years.
NOTE Confidence: 0.7559991533333333
00:02:09.430 --> 00:02:10.534 That's pretty much it.
NOTE Confidence: 0.7559991533333333
00:02:10.534 --> 00:02:12.190 I haven't moved around that much.
NOTE Confidence: 0.7559991533333333
00:02:12.190 --> 00:02:13.510 I do cover Boston children,
NOTE Confidence: 0.7559991533333333
00:02:13.510 --> 00:02:14.158 some work there,
NOTE Confidence: 0.7559991533333333
00:02:14.158 --> 00:02:15.670 but I just do the renal service,
NOTE Confidence: 0.7559991533333333
00:02:15.670 --> 00:02:17.650 which isn't the very high volume
NOTE Confidence: 0.7559991533333333
00:02:17.650 --> 00:02:20.797 service as kind of a in in a sort
NOTE Confidence: 0.7559991533333333
00:02:20.797 --> 00:02:22.205 of consultant neighborly capacity.
NOTE Confidence: 0.7559991533333333
00:02:22.210 --> 00:02:24.578 So then I came back to MGH about
NOTE Confidence: 0.7559991533333333
00:02:24.578 --> 00:02:27.391 a year and a half ago after having
NOTE Confidence: 0.7559991533333333

00:02:27.391 --> 00:02:29.942 been away for about a decade after
NOTE Confidence: 0.7559991533333333

00:02:29.942 --> 00:02:32.385 my when I mentor is retired so.
NOTE Confidence: 0.7559991533333333

00:02:32.390 --> 00:02:34.270 Today I'm going to speak with you about
NOTE Confidence: 0.7559991533333333

00:02:34.270 --> 00:02:35.997 things no one wants to speak about,
NOTE Confidence: 0.7559991533333333

00:02:36.000 --> 00:02:38.320 so hopefully you guys have some lunch the
NOTE Confidence: 0.7559991533333333

00:02:38.320 --> 00:02:41.158 the the worst part about zoom is I really do.
NOTE Confidence: 0.7559991533333333

00:02:41.160 --> 00:02:42.658 I really do Miss meeting in person.
NOTE Confidence: 0.7559991533333333

00:02:42.660 --> 00:02:43.560 I'm sure everybody is sick
NOTE Confidence: 0.7559991533333333

00:02:43.560 --> 00:02:44.280 of hearing that already,
NOTE Confidence: 0.7559991533333333

00:02:44.280 --> 00:02:45.300 but it is really different,
NOTE Confidence: 0.7559991533333333

00:02:45.300 --> 00:02:46.620 especially when talking
NOTE Confidence: 0.7559991533333333

00:02:46.620 --> 00:02:48.380 about these difficult things.
NOTE Confidence: 0.7559991533333333

00:02:48.380 --> 00:02:49.811 Having a interpersonal
NOTE Confidence: 0.7559991533333333

00:02:49.811 --> 00:02:51.719 connection is always nicer,
NOTE Confidence: 0.7559991533333333

00:02:51.720 --> 00:02:53.780 so feel free to reach
NOTE Confidence: 0.7559991533333333

00:02:53.780 --> 00:02:56.570 out to me after or doing.

NOTE Confidence: 0.755999153333333
00:02:56.570 --> 00:02:57.830 After you know the talk,
NOTE Confidence: 0.755999153333333
00:02:57.830 --> 00:03:00.374 if there's anything you want us to discuss,
NOTE Confidence: 0.755999153333333
00:03:00.380 --> 00:03:03.116 can you see my screen OK?
NOTE Confidence: 0.755999153333333
00:03:03.120 --> 00:03:03.397 Alright,
NOTE Confidence: 0.755999153333333
00:03:03.397 --> 00:03:04.228 I'll keep nodding,
NOTE Confidence: 0.755999153333333
00:03:04.228 --> 00:03:06.262 so I have a friend who's a
NOTE Confidence: 0.755999153333333
00:03:06.262 --> 00:03:07.817 professor at the Business School.
NOTE Confidence: 0.755999153333333
00:03:07.820 --> 00:03:09.374 He told me people take 2 minutes
NOTE Confidence: 0.755999153333333
00:03:09.374 --> 00:03:10.304 to decide whether they're
NOTE Confidence: 0.755999153333333
00:03:10.304 --> 00:03:11.600 going to listen to or not,
NOTE Confidence: 0.755999153333333
00:03:11.600 --> 00:03:13.882 so this is my two minutes and
NOTE Confidence: 0.755999153333333
00:03:13.882 --> 00:03:15.260 and you're competing with.
NOTE Confidence: 0.755999153333333
00:03:15.260 --> 00:03:16.620 I used to have this thing where we
NOTE Confidence: 0.755999153333333
00:03:16.620 --> 00:03:17.577 were competing with people phones
NOTE Confidence: 0.755999153333333
00:03:17.577 --> 00:03:18.914 like everyone is sitting in the room
NOTE Confidence: 0.755999153333333

00:03:18.957 --> 00:03:20.085 likes checking their phones and now
NOTE Confidence: 0.7559991533333333

00:03:20.085 --> 00:03:21.756 I feel like you're just look out at
NOTE Confidence: 0.7559991533333333

00:03:21.756 --> 00:03:24.070 a sea of like black boxes of people names,
NOTE Confidence: 0.7559991533333333

00:03:24.070 --> 00:03:25.426 which is so hard,
NOTE Confidence: 0.7559991533333333

00:03:25.426 --> 00:03:27.460 but I know everyone's so busy.
NOTE Confidence: 0.7559991533333333

00:03:27.460 --> 00:03:30.680 So what I'm gonna do to compel you is tell
NOTE Confidence: 0.7559991533333333

00:03:30.759 --> 00:03:33.424 you about real disasters that happened.
NOTE Confidence: 0.7559991533333333

00:03:33.424 --> 00:03:36.720 At in hospital in the hospital I worked
NOTE Confidence: 0.7559991533333333

00:03:36.797 --> 00:03:39.032 at due to errors in our department
NOTE Confidence: 0.7559991533333333

00:03:39.032 --> 00:03:41.010 and their different flavors of error.
NOTE Confidence: 0.7559991533333333

00:03:41.010 --> 00:03:43.125 So I thought that might be compelling to you
NOTE Confidence: 0.7559991533333333

00:03:43.125 --> 00:03:45.410 to sort of if any of them rang true to you,
NOTE Confidence: 0.7559991533333333

00:03:45.410 --> 00:03:48.690 I'd be very interested to hear about it.
NOTE Confidence: 0.7559991533333333

00:03:48.690 --> 00:03:50.202 So here we go.
NOTE Confidence: 0.7559991533333333

00:03:50.202 --> 00:03:51.714 Case one is entitled.
NOTE Confidence: 0.7559991533333333

00:03:51.720 --> 00:03:53.888 Are you sure this is the right patient?

NOTE Confidence: 0.7559991533333333
00:03:53.890 --> 00:03:56.644 So I hope your blood pressure isn't going up,
NOTE Confidence: 0.7559991533333333
00:03:56.650 --> 00:03:58.370 and it's of course it's a prostate biopsy.
NOTE Confidence: 0.7559991533333333
00:03:58.370 --> 00:03:59.426 It's always either a
NOTE Confidence: 0.7559991533333333
00:03:59.426 --> 00:04:00.746 prostate biopsy or GI biopsy.
NOTE Confidence: 0.7559991533333333
00:04:00.750 --> 00:04:01.682 I, by the way,
NOTE Confidence: 0.7559991533333333
00:04:01.682 --> 00:04:02.847 I don't have any disclosures.
NOTE Confidence: 0.7559991533333333
00:04:02.850 --> 00:04:05.244 Maybe my disclosure should be that I.
NOTE Confidence: 0.7559991533333333
00:04:05.250 --> 00:04:08.071 That I'm not a Geo pathologist but
NOTE Confidence: 0.7559991533333333
00:04:08.071 --> 00:04:09.478 I am very familiar with this case,
NOTE Confidence: 0.7559991533333333
00:04:09.480 --> 00:04:12.224 so this is a case that showed
NOTE Confidence: 0.7559991533333333
00:04:12.224 --> 00:04:13.008 prostate cancer.
NOTE Confidence: 0.7559991533333333
00:04:13.010 --> 00:04:15.458 Do we have some trainees on the call to?
NOTE Confidence: 0.7559991533333333
00:04:15.460 --> 00:04:16.747 Should we maybe?
NOTE Confidence: 0.7559991533333333
00:04:16.747 --> 00:04:19.750 Maybe we can make it a little
NOTE Confidence: 0.936300745454545
00:04:19.849 --> 00:04:21.900 interactive? People are awake,
NOTE Confidence: 0.936300745454545

00:04:21.900 --> 00:04:23.450 so this shows prostate cancer.
NOTE Confidence: 0.936300745454545

00:04:23.450 --> 00:04:24.826 I'm going to ask a question about it,
NOTE Confidence: 0.936300745454545

00:04:24.830 --> 00:04:26.150 but not about the diagnosis,
NOTE Confidence: 0.936300745454545

00:04:26.150 --> 00:04:28.840 so hopefully folks are caffeinated.
NOTE Confidence: 0.936300745454545

00:04:28.840 --> 00:04:30.728 It showed cancer really,
NOTE Confidence: 0.936300745454545

00:04:30.728 --> 00:04:32.144 very routine diagnosis.
NOTE Confidence: 0.936300745454545

00:04:32.150 --> 00:04:33.926 No one thought anything about it.
NOTE Confidence: 0.936300745454545

00:04:33.930 --> 00:04:36.430 The patient underwent a prostatectomy.
NOTE Confidence: 0.936300745454545

00:04:36.430 --> 00:04:39.176 You can see by the year that these
NOTE Confidence: 0.936300745454545

00:04:39.176 --> 00:04:40.904 harmful errors don't happen so often,
NOTE Confidence: 0.936300745454545

00:04:40.910 --> 00:04:42.667 which is like nice. But then again
NOTE Confidence: 0.936300745454545

00:04:42.667 --> 00:04:44.517 I would say then we're sort of.
NOTE Confidence: 0.936300745454545

00:04:44.520 --> 00:04:45.774 We're not very nimble in knowing
NOTE Confidence: 0.936300745454545

00:04:45.774 --> 00:04:47.318 how to deal with them, right?
NOTE Confidence: 0.936300745454545

00:04:47.318 --> 00:04:50.006 So the patient underwent a prostatectomy
NOTE Confidence: 0.936300745454545

00:04:50.006 --> 00:04:52.719 and the prostatectomy was entirely benign.

NOTE Confidence: 0.936300745454545
00:04:52.720 --> 00:04:55.060 Totally benign.
NOTE Confidence: 0.936300745454545
00:04:55.060 --> 00:04:57.450 And no masses, no cancer.
NOTE Confidence: 0.936300745454545
00:04:57.450 --> 00:04:59.080 The entire specimen was submitted,
NOTE Confidence: 0.936300745454545
00:04:59.080 --> 00:05:01.896 much to the chagrin of the Sino pathologist,
NOTE Confidence: 0.936300745454545
00:05:01.900 --> 00:05:05.967 53 blocks. That's almost twice the alphabet.
NOTE Confidence: 0.936300745454545
00:05:05.970 --> 00:05:09.150 So invasive cancer, and so.
NOTE Confidence: 0.936300745454545
00:05:09.150 --> 00:05:10.228 I guess if any of the trainees,
NOTE Confidence: 0.936300745454545
00:05:10.230 --> 00:05:12.330 what what would you do if that was your case?
NOTE Confidence: 0.936300745454545
00:05:12.330 --> 00:05:13.434 What's the next step?
NOTE Confidence: 0.936300745454545
00:05:13.434 --> 00:05:13.986 Of course,
NOTE Confidence: 0.936300745454545
00:05:13.990 --> 00:05:15.404 you're worried that it's the wrong case,
NOTE Confidence: 0.936300745454545
00:05:15.410 --> 00:05:15.765 right?
NOTE Confidence: 0.936300745454545
00:05:15.765 --> 00:05:18.605 But so how do you figure that out,
NOTE Confidence: 0.936300745454545
00:05:18.610 --> 00:05:19.150 maybe?
NOTE Confidence: 0.80912006
00:05:22.750 --> 00:05:26.410 So I guess the first question would be,
NOTE Confidence: 0.913049728

00:05:26.410 --> 00:05:30.249 is that the only cord that was positive?

NOTE Confidence: 0.913049728

00:05:30.250 --> 00:05:32.240 And then the other question would be.

NOTE Confidence: 0.949112431666667

00:05:33.790 --> 00:05:36.640 Look at the cases that were gross

NOTE Confidence: 0.724508035

00:05:36.650 --> 00:05:39.083 and I guess accessioned before

NOTE Confidence: 0.724508035

00:05:39.083 --> 00:05:40.700 it to see if there was some

NOTE Confidence: 0.9517591475

00:05:40.710 --> 00:05:42.130 kind of crossover event

NOTE Confidence: 0.904208075

00:05:42.770 --> 00:05:43.625 that's exactly perfect,

NOTE Confidence: 0.904208075

00:05:43.625 --> 00:05:45.620 so I think looking at the grossing

NOTE Confidence: 0.904208075

00:05:45.674 --> 00:05:47.431 log from that day is probably the

NOTE Confidence: 0.904208075

00:05:47.431 --> 00:05:48.762 first step 'cause you automatically

NOTE Confidence: 0.904208075

00:05:48.762 --> 00:05:50.346 are like jumping to a OK,

NOTE Confidence: 0.904208075

00:05:50.350 --> 00:05:51.830 we messed it up at the grossing bench.

NOTE Confidence: 0.904208075

00:05:51.830 --> 00:05:53.132 Of course it could be in

NOTE Confidence: 0.904208075

00:05:53.132 --> 00:05:53.783 the urologist office.

NOTE Confidence: 0.904208075

00:05:53.790 --> 00:05:55.043 It could be a lot of different

NOTE Confidence: 0.904208075

00:05:55.043 --> 00:05:56.029 places where that can happen,

NOTE Confidence: 0.904208075
00:05:56.030 --> 00:05:57.242 but of course the gross thing
NOTE Confidence: 0.904208075
00:05:57.242 --> 00:05:58.470 log is easy to look at,
NOTE Confidence: 0.904208075
00:05:58.470 --> 00:06:01.561 so we actually did do that and
NOTE Confidence: 0.904208075
00:06:01.561 --> 00:06:03.127 we found that it was mislabeled.
NOTE Confidence: 0.904208075
00:06:03.130 --> 00:06:03.966 It was pretty. Easy,
NOTE Confidence: 0.904208075
00:06:03.966 --> 00:06:06.398 it was just a mix up at the microtome, right?
NOTE Confidence: 0.904208075
00:06:06.398 --> 00:06:08.462 So we could tell when we re cut
NOTE Confidence: 0.904208075
00:06:08.462 --> 00:06:10.286 from the block that was wrong.
NOTE Confidence: 0.904208075
00:06:10.290 --> 00:06:11.820 So that patient had had surgery.
NOTE Confidence: 0.904208075
00:06:11.820 --> 00:06:12.876 He didn't need.
NOTE Confidence: 0.904208075
00:06:12.876 --> 00:06:14.636 This was his actual core,
NOTE Confidence: 0.904208075
00:06:14.640 --> 00:06:17.220 which was totally negative.
NOTE Confidence: 0.904208075
00:06:17.220 --> 00:06:17.763 Interestingly,
NOTE Confidence: 0.904208075
00:06:17.763 --> 00:06:21.564 you know he was quite young and
NOTE Confidence: 0.904208075
00:06:21.564 --> 00:06:24.940 he had all a lot of the you know,
NOTE Confidence: 0.904208075

00:06:24.940 --> 00:06:26.560 bad things that happen when you
NOTE Confidence: 0.904208075

00:06:26.560 --> 00:06:28.518 have a a radical prostatectomy,
NOTE Confidence: 0.904208075

00:06:28.520 --> 00:06:30.446 so that was pretty awful and
NOTE Confidence: 0.904208075

00:06:30.446 --> 00:06:32.102 pretty traumatic for all the
NOTE Confidence: 0.904208075

00:06:32.102 --> 00:06:33.617 care care members as well.
NOTE Confidence: 0.904208075

00:06:33.620 --> 00:06:34.769 The other patient,
NOTE Confidence: 0.904208075

00:06:34.769 --> 00:06:37.979 the one who was told that he was
NOTE Confidence: 0.904208075

00:06:37.979 --> 00:06:40.219 fine but actually had cancer.
NOTE Confidence: 0.904208075

00:06:40.220 --> 00:06:41.450 He opted for watchful waiting
NOTE Confidence: 0.904208075

00:06:41.450 --> 00:06:43.011 and this is an interesting part
NOTE Confidence: 0.904208075

00:06:43.011 --> 00:06:44.436 about the patient safety movement.
NOTE Confidence: 0.904208075

00:06:44.440 --> 00:06:46.372 So if you go by the strictest
NOTE Confidence: 0.904208075

00:06:46.372 --> 00:06:47.200 definitions of harm.
NOTE Confidence: 0.904208075

00:06:47.200 --> 00:06:48.480 Nothing happened to him right?
NOTE Confidence: 0.904208075

00:06:48.480 --> 00:06:50.538 'cause he was just gonna wait anyway
NOTE Confidence: 0.904208075

00:06:50.540 --> 00:06:52.108 and so it didn't have an impact

NOTE Confidence: 0.904208075

00:06:52.108 --> 00:06:54.161 like the way you might sort of do

NOTE Confidence: 0.904208075

00:06:54.161 --> 00:06:56.050 wrong site surgery or something like that.

NOTE Confidence: 0.904208075

00:06:56.050 --> 00:06:58.234 But and he was followed up with biopsies,

NOTE Confidence: 0.904208075

00:06:58.240 --> 00:07:01.544 they all showed the same thing and confirmed.

NOTE Confidence: 0.904208075

00:07:01.550 --> 00:07:02.756 You know his most recent biopsy

NOTE Confidence: 0.904208075

00:07:02.756 --> 00:07:03.930 was the exact same grading.

NOTE Confidence: 0.904208075

00:07:03.930 --> 00:07:04.785 You know, uh,

NOTE Confidence: 0.904208075

00:07:04.785 --> 00:07:05.640 five years later,

NOTE Confidence: 0.904208075

00:07:05.640 --> 00:07:09.245 but in reviewing his chart for QA,

NOTE Confidence: 0.904208075

00:07:09.250 --> 00:07:11.931 he actually had had a bunch of

NOTE Confidence: 0.904208075

00:07:11.931 --> 00:07:14.355 anxiety events in the in the years

NOTE Confidence: 0.904208075

00:07:14.355 --> 00:07:16.010 following this medical mix up.

NOTE Confidence: 0.904208075

00:07:16.010 --> 00:07:18.446 And he got better with medication.

NOTE Confidence: 0.904208075

00:07:18.450 --> 00:07:20.004 But I just thought it was interesting,

NOTE Confidence: 0.904208075

00:07:20.010 --> 00:07:22.018 and it's a good side note on how

NOTE Confidence: 0.904208075

00:07:22.018 --> 00:07:23.577 these types of psychological events
NOTE Confidence: 0.904208075

00:07:23.577 --> 00:07:25.894 can really can harm people and can
NOTE Confidence: 0.904208075

00:07:25.958 --> 00:07:27.873 make them distrustful of medical
NOTE Confidence: 0.904208075

00:07:27.873 --> 00:07:29.788 system and just generally anxious.
NOTE Confidence: 0.904208075

00:07:29.790 --> 00:07:31.368 So I thought that was interesting,
NOTE Confidence: 0.904208075

00:07:31.370 --> 00:07:33.498 and it hinges on some some other
NOTE Confidence: 0.904208075

00:07:33.498 --> 00:07:35.203 academic work that's been done
NOTE Confidence: 0.904208075

00:07:35.203 --> 00:07:36.671 around extending the patient
NOTE Confidence: 0.904208075

00:07:36.671 --> 00:07:38.640 safety movement to things like
NOTE Confidence: 0.904208075

00:07:38.640 --> 00:07:40.114 psychological harm and we're getting
NOTE Confidence: 0.904208075

00:07:40.114 --> 00:07:41.500 into that a little bit again now,
NOTE Confidence: 0.904208075

00:07:41.500 --> 00:07:42.616 with the Cures Act,
NOTE Confidence: 0.904208075

00:07:42.616 --> 00:07:45.097 which I'll talk about at the end in
NOTE Confidence: 0.904208075

00:07:45.097 --> 00:07:47.329 terms of reporting results and whether
NOTE Confidence: 0.904208075

00:07:47.329 --> 00:07:49.070 psychological harm is a real thing.
NOTE Confidence: 0.904208075

00:07:49.070 --> 00:07:49.642 So Creek?

NOTE Confidence: 0.904208075
00:07:49.642 --> 00:07:49.928 Oh,
NOTE Confidence: 0.904208075
00:07:49.928 --> 00:07:51.358 that's our malpractice insurer in
NOTE Confidence: 0.904208075
00:07:51.358 --> 00:07:52.901 the car captive Harvard system
NOTE Confidence: 0.904208075
00:07:52.901 --> 00:07:54.737 settle the suit on our behalf.
NOTE Confidence: 0.904208075
00:07:54.740 --> 00:07:56.876 The Department Public Health CMS came to us,
NOTE Confidence: 0.904208075
00:07:56.880 --> 00:07:58.060 which is, like, you know,
NOTE Confidence: 0.904208075
00:07:58.060 --> 00:07:58.830 not relaxing,
NOTE Confidence: 0.904208075
00:07:58.830 --> 00:08:01.140 and we did a border registration
NOTE Confidence: 0.904208075
00:08:01.140 --> 00:08:03.356 and medicine report and we had
NOTE Confidence: 0.904208075
00:08:03.356 --> 00:08:04.728 some Qi related changes.
NOTE Confidence: 0.904208075
00:08:04.730 --> 00:08:05.164 Interestingly,
NOTE Confidence: 0.904208075
00:08:05.164 --> 00:08:07.768 one of our QA related changes,
NOTE Confidence: 0.904208075
00:08:07.770 --> 00:08:08.934 which is just that you all
NOTE Confidence: 0.904208075
00:08:08.934 --> 00:08:09.710 know that we're human,
NOTE Confidence: 0.904208075
00:08:09.710 --> 00:08:11.084 was that on every requisition 'cause
NOTE Confidence: 0.904208075

00:08:11.084 --> 00:08:13.008 this was in the in the time when
NOTE Confidence: 0.904208075

00:08:13.008 --> 00:08:14.208 we still had paper requisitions,
NOTE Confidence: 0.904208075

00:08:14.210 --> 00:08:15.350 we used to write our right,
NOTE Confidence: 0.894410621428571

00:08:15.350 --> 00:08:16.662 our diagnosis on it,
NOTE Confidence: 0.894410621428571

00:08:16.662 --> 00:08:18.246 and someone would transcribe it.
NOTE Confidence: 0.894410621428571

00:08:18.246 --> 00:08:20.034 We had to sign the little
NOTE Confidence: 0.894410621428571

00:08:20.034 --> 00:08:21.354 thing saying, you know,
NOTE Confidence: 0.894410621428571

00:08:21.354 --> 00:08:23.526 we attest slides match the requisition,
NOTE Confidence: 0.894410621428571

00:08:23.530 --> 00:08:24.710 and you know what happened.
NOTE Confidence: 0.894410621428571

00:08:24.710 --> 00:08:25.984 If you months after, people would just
NOTE Confidence: 0.894410621428571

00:08:25.984 --> 00:08:27.388 sign that as part of their sign out,
NOTE Confidence: 0.894410621428571

00:08:27.390 --> 00:08:28.358 and they wouldn't actually
NOTE Confidence: 0.894410621428571

00:08:28.358 --> 00:08:29.326 be checking it anymore.
NOTE Confidence: 0.894410621428571

00:08:29.330 --> 00:08:30.702 And anyway it wouldn't have helped in
NOTE Confidence: 0.894410621428571

00:08:30.702 --> 00:08:32.087 this case 'cause it was labeled wrong.
NOTE Confidence: 0.894410621428571

00:08:32.090 --> 00:08:33.504 So I was thinking about this when

NOTE Confidence: 0.894410621428571
00:08:33.504 --> 00:08:34.980 I was reading the New York Times.
NOTE Confidence: 0.894410621428571
00:08:34.980 --> 00:08:38.300 A couple years ago and I saw and if the
NOTE Confidence: 0.894410621428571
00:08:38.392 --> 00:08:41.262 exact same case reported exactly the same,
NOTE Confidence: 0.894410621428571
00:08:41.262 --> 00:08:44.059 it was a 69 year old prostate cancer mix up,
NOTE Confidence: 0.894410621428571
00:08:44.060 --> 00:08:44.852 so I don't know.
NOTE Confidence: 0.894410621428571
00:08:44.852 --> 00:08:46.040 Maybe I don't know if you've
NOTE Confidence: 0.894410621428571
00:08:46.084 --> 00:08:47.358 ever had mix UPS in your lab,
NOTE Confidence: 0.894410621428571
00:08:47.360 --> 00:08:49.630 but it certainly happens with
NOTE Confidence: 0.894410621428571
00:08:49.630 --> 00:08:51.446 these small batched biopsies.
NOTE Confidence: 0.894410621428571
00:08:51.450 --> 00:08:53.520 So many people come to me and they say,
NOTE Confidence: 0.894410621428571
00:08:53.520 --> 00:08:54.710 well, we just need barcoding.
NOTE Confidence: 0.894410621428571
00:08:54.710 --> 00:08:55.730 What we need is barcoding.
NOTE Confidence: 0.894410621428571
00:08:55.730 --> 00:08:57.490 We need RFID codes.
NOTE Confidence: 0.894410621428571
00:08:57.490 --> 00:08:59.045 We need to barcode everything,
NOTE Confidence: 0.894410621428571
00:08:59.045 --> 00:09:01.159 and I guess what I would say to that is,
NOTE Confidence: 0.894410621428571

00:09:01.160 --> 00:09:02.990 yeah, it makes things better.
NOTE Confidence: 0.894410621428571

00:09:02.990 --> 00:09:04.222 But remember that Pete.
NOTE Confidence: 0.894410621428571

00:09:04.222 --> 00:09:05.454 There's still a person.
NOTE Confidence: 0.894410621428571

00:09:05.460 --> 00:09:08.034 It has to affix the label to a specimen,
NOTE Confidence: 0.894410621428571

00:09:08.040 --> 00:09:08.401 right?
NOTE Confidence: 0.894410621428571

00:09:08.401 --> 00:09:09.484 So, for example,
NOTE Confidence: 0.894410621428571

00:09:09.484 --> 00:09:11.650 we reported a case where there
NOTE Confidence: 0.894410621428571

00:09:11.724 --> 00:09:14.136 was a frameshift error in our
NOTE Confidence: 0.894410621428571

00:09:14.136 --> 00:09:16.208 cytology specimens where he had 20.
NOTE Confidence: 0.894410621428571

00:09:16.208 --> 00:09:18.110 Someone batched out all the labels
NOTE Confidence: 0.894410621428571

00:09:18.176 --> 00:09:19.976 and started one specimen off,
NOTE Confidence: 0.894410621428571

00:09:19.980 --> 00:09:23.770 so we misdiagnosed 25 patients that day,
NOTE Confidence: 0.894410621428571

00:09:23.770 --> 00:09:25.060 and online cytology.
NOTE Confidence: 0.894410621428571

00:09:25.060 --> 00:09:26.084 So it's not perfect,
NOTE Confidence: 0.894410621428571

00:09:26.084 --> 00:09:26.340 right?
NOTE Confidence: 0.894410621428571

00:09:26.340 --> 00:09:27.834 You have to think about how you're doing it,

NOTE Confidence: 0.894410621428571

00:09:27.840 --> 00:09:29.670 so that's the first case that

NOTE Confidence: 0.894410621428571

00:09:29.670 --> 00:09:31.240 was a preanalytic error case.

NOTE Confidence: 0.894410621428571

00:09:31.240 --> 00:09:32.870 The second case is actually

NOTE Confidence: 0.894410621428571

00:09:32.870 --> 00:09:34.174 not really an error,

NOTE Confidence: 0.894410621428571

00:09:34.180 --> 00:09:36.428 and I'm interested in your thoughts about it.

NOTE Confidence: 0.894410621428571

00:09:36.430 --> 00:09:38.102 These are all real.

NOTE Confidence: 0.894410621428571

00:09:38.102 --> 00:09:40.708 These are all real cases so

NOTE Confidence: 0.894410621428571

00:09:40.708 --> 00:09:43.248 so haven't gotten fired yet,

NOTE Confidence: 0.894410621428571

00:09:43.250 --> 00:09:44.570 but I'll let you know if that type.

NOTE Confidence: 0.894410621428571

00:09:44.570 --> 00:09:46.370 I'm looking for a job,

NOTE Confidence: 0.894410621428571

00:09:46.370 --> 00:09:48.226 so this is a case where it was

NOTE Confidence: 0.894410621428571

00:09:48.226 --> 00:09:50.368 reported out on the treating clinician

NOTE Confidence: 0.894410621428571

00:09:50.368 --> 00:09:51.988 actually misunderstood the report.

NOTE Confidence: 0.894410621428571

00:09:51.990 --> 00:09:52.293 OK,

NOTE Confidence: 0.894410621428571

00:09:52.293 --> 00:09:54.111 which I'm sure has never happened

NOTE Confidence: 0.894410621428571

00:09:54.111 --> 00:09:56.060 to anyone in your department.
NOTE Confidence: 0.894410621428571

00:09:56.060 --> 00:09:57.362 So it was a very young man
NOTE Confidence: 0.894410621428571

00:09:57.362 --> 00:09:58.679 and he had neck swelling.
NOTE Confidence: 0.894410621428571

00:09:58.680 --> 00:10:00.206 He was noted to have a submandibular
NOTE Confidence: 0.894410621428571

00:10:00.206 --> 00:10:01.592 mass and he was referred to
NOTE Confidence: 0.894410621428571

00:10:01.592 --> 00:10:02.954 a surgeon to get it biopsied.
NOTE Confidence: 0.894410621428571

00:10:02.960 --> 00:10:06.088 He had an SNA totally routine by this
NOTE Confidence: 0.894410621428571

00:10:06.088 --> 00:10:09.456 surgeon and and the SNA showed many,
NOTE Confidence: 0.894410621428571

00:10:09.460 --> 00:10:11.148 many fragments that looked
NOTE Confidence: 0.894410621428571

00:10:11.148 --> 00:10:12.836 exactly the same of.
NOTE Confidence: 0.894410621428571

00:10:12.840 --> 00:10:13.956 Do we have any site of
NOTE Confidence: 0.894410621428571

00:10:13.956 --> 00:10:14.700 pathologists on the call?
NOTE Confidence: 0.894410621428571

00:10:14.700 --> 00:10:17.118 Anyone interested in?
NOTE Confidence: 0.894410621428571

00:10:17.120 --> 00:10:21.024 Thinking of a word to describe these cells.
NOTE Confidence: 0.894410621428571

00:10:21.030 --> 00:10:22.335 Another disclosure I don't do
NOTE Confidence: 0.894410621428571

00:10:22.335 --> 00:10:23.640 that I don't do psychopathology.

NOTE Confidence: 0.918902586
00:10:29.190 --> 00:10:30.860 Joe, I saw your name.
NOTE Confidence: 0.8247935875
00:10:33.940 --> 00:10:35.785 He's like I had my camera off and I
NOTE Confidence: 0.8247935875
00:10:35.785 --> 00:10:37.690 left message and also leave me alone.
NOTE Confidence: 0.700423969
00:10:39.320 --> 00:10:40.388 Form their bland.
NOTE Confidence: 0.700423969
00:10:40.388 --> 00:10:42.880 They have brown nuclei on the right.
NOTE Confidence: 0.700423969
00:10:42.880 --> 00:10:44.560 It looks almost like it has
NOTE Confidence: 0.700423969
00:10:44.560 --> 00:10:45.400 asked their architecture.
NOTE Confidence: 0.700423969
00:10:45.400 --> 00:10:47.182 Now wonder if it's normal last
NOTE Confidence: 0.700423969
00:10:47.182 --> 00:10:49.313 night I'd like to see more and
NOTE Confidence: 0.700423969
00:10:49.313 --> 00:10:51.059 see if they have this little
NOTE Confidence: 0.700423969
00:10:51.059 --> 00:10:52.934 aster architecture or if it's
NOTE Confidence: 0.700423969
00:10:52.934 --> 00:10:54.829 neoplastic with a very uniform.
NOTE Confidence: 0.700423969
00:10:54.830 --> 00:10:57.630 Population of epithelial cells. Yep,
NOTE Confidence: 0.90163409
00:10:57.660 --> 00:11:00.365 here's another section or another
NOTE Confidence: 0.90163409
00:11:00.365 --> 00:11:02.529 photo of another aggregate.
NOTE Confidence: 0.90163409

00:11:02.530 --> 00:11:04.252 So I mean, I guess the main
NOTE Confidence: 0.90163409

00:11:04.252 --> 00:11:06.140 thing was you can't really tell.
NOTE Confidence: 0.90163409

00:11:06.140 --> 00:11:07.494 I think that's what you're getting at, right?
NOTE Confidence: 0.90163409

00:11:07.494 --> 00:11:09.060 So then it gets to the point of like,
NOTE Confidence: 0.90163409

00:11:09.060 --> 00:11:11.125 how do you express uncertainty in a
NOTE Confidence: 0.90163409

00:11:11.125 --> 00:11:12.500 differential diagnosis in a report,
NOTE Confidence: 0.90163409

00:11:12.500 --> 00:11:14.612 which is a real challenge in
NOTE Confidence: 0.90163409

00:11:14.612 --> 00:11:16.020 all of anatomic pathology,
NOTE Confidence: 0.90163409

00:11:16.020 --> 00:11:17.520 but certainly in psychopathology,
NOTE Confidence: 0.90163409

00:11:17.520 --> 00:11:19.770 which probably in our community does
NOTE Confidence: 0.90163409

00:11:19.829 --> 00:11:21.755 the best of anyone in standardizing,
NOTE Confidence: 0.90163409

00:11:21.760 --> 00:11:24.600 reporting and categorizing risk right?
NOTE Confidence: 0.90163409

00:11:24.600 --> 00:11:26.896 Joe feel free to to jump in.
NOTE Confidence: 0.90163409

00:11:26.900 --> 00:11:28.699 This is how it was signed out.
NOTE Confidence: 0.90163409

00:11:28.700 --> 00:11:30.324 Basaloid proliferation with stromal
NOTE Confidence: 0.90163409

00:11:30.324 --> 00:11:31.948 fragments cannot exclude celebrate

NOTE Confidence: 0.90163409

00:11:31.948 --> 00:11:33.629 glenlea plasm so any pathologist

NOTE Confidence: 0.90163409

00:11:33.629 --> 00:11:34.989 knows that's kind of like.

NOTE Confidence: 0.90163409

00:11:34.990 --> 00:11:36.768 OK, it's like a descriptive thing where

NOTE Confidence: 0.90163409

00:11:36.768 --> 00:11:38.508 they're like we don't know whatever,

NOTE Confidence: 0.90163409

00:11:38.510 --> 00:11:41.960 and we're thinking you know, could it be?

NOTE Confidence: 0.90163409

00:11:41.960 --> 00:11:43.706 There's a long list of things that could be.

NOTE Confidence: 0.90163409

00:11:43.710 --> 00:11:44.688 Some of them are malignant and

NOTE Confidence: 0.90163409

00:11:44.688 --> 00:11:45.816 some of them are benign, right?

NOTE Confidence: 0.90163409

00:11:45.816 --> 00:11:47.384 And that's what we think when we look

NOTE Confidence: 0.90163409

00:11:47.384 --> 00:11:48.913 at it and it gets to the point of,

NOTE Confidence: 0.90163409

00:11:48.920 --> 00:11:50.310 you know, in the note.

NOTE Confidence: 0.90163409

00:11:50.310 --> 00:11:51.912 Do you list all the things it could be,

NOTE Confidence: 0.90163409

00:11:51.920 --> 00:11:53.320 but then people will get worried if they

NOTE Confidence: 0.90163409

00:11:53.320 --> 00:11:54.595 see things that are sort of low risk.

NOTE Confidence: 0.90163409

00:11:54.600 --> 00:11:57.480 So this went back to the primary care

NOTE Confidence: 0.90163409

00:11:57.480 --> 00:11:59.618 physician open to any comments in real time.

NOTE Confidence: 0.90163409

00:11:59.620 --> 00:12:00.592 By the way,

NOTE Confidence: 0.90163409

00:12:00.592 --> 00:12:03.580 feel free to unmute very and very flexible,

NOTE Confidence: 0.90163409

00:12:03.580 --> 00:12:04.700 and they decided look,

NOTE Confidence: 0.90163409

00:12:04.700 --> 00:12:06.857 I don't know what this is, I don't know.

NOTE Confidence: 0.90163409

00:12:06.857 --> 00:12:08.180 It means we're going to watch and wait.

NOTE Confidence: 0.90163409

00:12:08.180 --> 00:12:11.028 It's probably nothing, alright.

NOTE Confidence: 0.90163409

00:12:11.030 --> 00:12:14.789 So they did that and six years later

NOTE Confidence: 0.90163409

00:12:14.789 --> 00:12:16.847 he came back with neurologic symptoms.

NOTE Confidence: 0.90163409

00:12:16.850 --> 00:12:17.096 Alright,

NOTE Confidence: 0.90163409

00:12:17.096 --> 00:12:18.326 this is a real patient.

NOTE Confidence: 0.90163409

00:12:18.330 --> 00:12:19.710 He's 45 at this point here,

NOTE Confidence: 0.90163409

00:12:19.710 --> 00:12:22.440 which I consider very young since

NOTE Confidence: 0.90163409

00:12:22.440 --> 00:12:24.260 that's my current age.

NOTE Confidence: 0.90163409

00:12:24.260 --> 00:12:24.480 And

NOTE Confidence: 0.88796137

00:12:25.520 --> 00:12:27.218 there's one comment that came up

NOTE Confidence: 0.88796137

00:12:27.218 --> 00:12:29.749 at asking is this a way of saying

NOTE Confidence: 0.88796137

00:12:29.749 --> 00:12:31.419 specimen in inadequate for diagnosis?

NOTE Confidence: 0.895505137142857

00:12:31.450 --> 00:12:33.228 No, I don't actually think it is.

NOTE Confidence: 0.895505137142857

00:12:33.230 --> 00:12:34.586 I think it was more than

NOTE Confidence: 0.895505137142857

00:12:34.586 --> 00:12:35.264 adequate for diagnosis.

NOTE Confidence: 0.895505137142857

00:12:35.270 --> 00:12:37.370 To me, adequacy is more about like

NOTE Confidence: 0.895505137142857

00:12:37.370 --> 00:12:39.682 the amount of cells and the types

NOTE Confidence: 0.895505137142857

00:12:39.682 --> 00:12:41.318 of tissue that's there, right?

NOTE Confidence: 0.895505137142857

00:12:41.318 --> 00:12:43.622 So like if you have a myocardial biopsy,

NOTE Confidence: 0.895505137142857

00:12:43.630 --> 00:12:45.751 you need like four to six fragments

NOTE Confidence: 0.895505137142857

00:12:45.751 --> 00:12:47.530 of actual myocardium renal biopsies.

NOTE Confidence: 0.895505137142857

00:12:47.530 --> 00:12:49.189 You need like 10 to 20 glomeruli.

NOTE Confidence: 0.895505137142857

00:12:49.190 --> 00:12:50.800 You can do it unless it's not

NOTE Confidence: 0.895505137142857

00:12:50.800 --> 00:12:52.230 that there wasn't enough tissue.

NOTE Confidence: 0.895505137142857

00:12:52.230 --> 00:12:54.350 It's that in that issue that you saw.

NOTE Confidence: 0.895505137142857

00:12:54.350 --> 00:12:55.130 There's a pattern,
NOTE Confidence: 0.895505137142857

00:12:55.130 --> 00:12:56.170 and there's a differential.
NOTE Confidence: 0.895505137142857

00:12:56.170 --> 00:12:56.680 That pattern,
NOTE Confidence: 0.895505137142857

00:12:56.680 --> 00:12:58.210 so it's not that it's inadequate,
NOTE Confidence: 0.895505137142857

00:12:58.210 --> 00:13:00.420 it's that.
NOTE Confidence: 0.895505137142857

00:13:00.420 --> 00:13:01.572 I mean, I guess it gets it gets
NOTE Confidence: 0.895505137142857

00:13:01.572 --> 00:13:02.623 to the interesting philosophical
NOTE Confidence: 0.895505137142857

00:13:02.623 --> 00:13:03.956 question of adequacy, right?
NOTE Confidence: 0.895505137142857

00:13:03.956 --> 00:13:05.236 Like if you need architecture,
NOTE Confidence: 0.895505137142857

00:13:05.240 --> 00:13:06.440 does that make it inadequate?
NOTE Confidence: 0.895505137142857

00:13:06.440 --> 00:13:07.380 I don't think it's inadequate.
NOTE Confidence: 0.895505137142857

00:13:07.380 --> 00:13:08.828 I think it's just like this is what
NOTE Confidence: 0.895505137142857

00:13:08.828 --> 00:13:10.277 we can tell from this specimen,
NOTE Confidence: 0.895505137142857

00:13:10.280 --> 00:13:12.197 and maybe you should excise it if you want.
NOTE Confidence: 0.895505137142857

00:13:12.200 --> 00:13:15.390 If you wanna really know, right?
NOTE Confidence: 0.895505137142857

00:13:15.390 --> 00:13:17.158 But that kind of gets to the point

NOTE Confidence: 0.8110380375

00:13:17.170 --> 00:13:19.431 of maybe the better term would be

NOTE Confidence: 0.8110380375

00:13:19.431 --> 00:13:21.349 the limitation of the technique.

NOTE Confidence: 0.8110380375

00:13:21.350 --> 00:13:26.880 Yeah, maybe? Sure.

NOTE Confidence: 0.8787176

00:13:26.880 --> 00:13:27.831 That's an option.

NOTE Confidence: 0.8787176

00:13:27.831 --> 00:13:30.800 I don't know if I've considered a limitation,

NOTE Confidence: 0.8787176

00:13:30.800 --> 00:13:32.568 it's it's just that's the type of test.

NOTE Confidence: 0.8787176

00:13:32.570 --> 00:13:35.654 It is right that and, and there are some.

NOTE Confidence: 0.8787176

00:13:35.654 --> 00:13:37.400 It's sort of like in radiology.

NOTE Confidence: 0.8787176

00:13:37.400 --> 00:13:38.798 There are certain certain tests that

NOTE Confidence: 0.8787176

00:13:38.798 --> 00:13:40.040 are better for different things,

NOTE Confidence: 0.8787176

00:13:40.040 --> 00:13:41.832 and if you get into a certain category

NOTE Confidence: 0.8787176

00:13:41.832 --> 00:13:43.334 of diagnosis you need to do additional

NOTE Confidence: 0.8787176

00:13:43.334 --> 00:13:45.195 tests or you need to sort of understand

NOTE Confidence: 0.8787176

00:13:45.195 --> 00:13:46.540 what risk you're getting into.

NOTE Confidence: 0.8787176

00:13:46.540 --> 00:13:48.080 And I think the problem here was

NOTE Confidence: 0.8787176

00:13:48.080 --> 00:13:49.349 that they didn't understand what
NOTE Confidence: 0.8787176

00:13:49.349 --> 00:13:50.759 risk they were getting into,
NOTE Confidence: 0.8787176

00:13:50.760 --> 00:13:53.022 so the patient came back and
NOTE Confidence: 0.8787176

00:13:53.022 --> 00:13:54.530 they had brain Mets.
NOTE Confidence: 0.8787176

00:13:54.530 --> 00:13:57.170 And metastases throughout the body,
NOTE Confidence: 0.8787176

00:13:57.170 --> 00:13:58.980 they excised a submandibular and,
NOTE Confidence: 0.8787176

00:13:58.980 --> 00:14:01.108 of course it showed adenoid cystic carcinoma,
NOTE Confidence: 0.8787176

00:14:01.110 --> 00:14:03.483 which was like a tiny chance of
NOTE Confidence: 0.8787176

00:14:03.483 --> 00:14:05.660 what that would that showed up,
NOTE Confidence: 0.8787176

00:14:05.660 --> 00:14:07.080 and it was scary, right.
NOTE Confidence: 0.8787176

00:14:07.080 --> 00:14:08.504 It was widely metastatic,
NOTE Confidence: 0.8787176

00:14:08.504 --> 00:14:10.284 and and what's interesting about
NOTE Confidence: 0.8787176

00:14:10.284 --> 00:14:12.280 this case is when we went back to
NOTE Confidence: 0.8787176

00:14:12.280 --> 00:14:14.258 talk to the pathologist they were.
NOTE Confidence: 0.8787176

00:14:14.260 --> 00:14:15.388 They were sort of like look,
NOTE Confidence: 0.8787176

00:14:15.390 --> 00:14:16.710 I didn't do anything wrong like

NOTE Confidence: 0.8787176

00:14:16.710 --> 00:14:17.370 I described it,

NOTE Confidence: 0.8787176

00:14:17.370 --> 00:14:19.728 and I released the case and it was right.

NOTE Confidence: 0.8787176

00:14:19.730 --> 00:14:21.470 So, like if they didn't understand,

NOTE Confidence: 0.8787176

00:14:21.470 --> 00:14:22.454 that's not my problem,

NOTE Confidence: 0.8787176

00:14:22.454 --> 00:14:24.789 so I don't know how people feel about that.

NOTE Confidence: 0.8787176

00:14:24.790 --> 00:14:26.454 But I think interestingly,

NOTE Confidence: 0.8787176

00:14:26.454 --> 00:14:28.950 there was an Institute of Medicine,

NOTE Confidence: 0.8787176

00:14:28.950 --> 00:14:31.248 now called the National Academy of

NOTE Confidence: 0.8787176

00:14:31.248 --> 00:14:33.582 Medicine report in 2015 called around

NOTE Confidence: 0.8787176

00:14:33.582 --> 00:14:35.988 diagnostic error for the first time

NOTE Confidence: 0.8787176

00:14:35.988 --> 00:14:38.093 and they define diagnostic error

NOTE Confidence: 0.8787176

00:14:38.093 --> 00:14:40.541 for the first time and interest

NOTE Confidence: 0.8787176

00:14:40.541 --> 00:14:42.975 for pathologists and and for and

NOTE Confidence: 0.8787176

00:14:42.975 --> 00:14:43.830 for someone wrote.

NOTE Confidence: 0.8787176

00:14:43.830 --> 00:14:45.795 That's why we have the Milan system

NOTE Confidence: 0.8787176

00:14:45.795 --> 00:14:48.127 which I love as a as a as a fan of
NOTE Confidence: 0.8787176

00:14:48.127 --> 00:14:49.807 the team behind the Milan system.
NOTE Confidence: 0.8787176

00:14:49.810 --> 00:14:51.290 But that's right, right?
NOTE Confidence: 0.8787176

00:14:51.290 --> 00:14:53.510 Like standardized reporting is really clear.
NOTE Confidence: 0.8787176

00:14:53.510 --> 00:14:55.034 Anyway, it diagnostic error.
NOTE Confidence: 0.8787176

00:14:55.034 --> 00:14:56.558 About the definition actually
NOTE Confidence: 0.8787176

00:14:56.558 --> 00:14:57.320 include commute,
NOTE Confidence: 0.8787176

00:14:57.320 --> 00:14:58.665 proper communication of the results
NOTE Confidence: 0.8787176

00:14:58.665 --> 00:15:00.539 in the definition for the first time,
NOTE Confidence: 0.8787176

00:15:00.540 --> 00:15:02.150 and that was a report written for
NOTE Confidence: 0.8787176

00:15:02.150 --> 00:15:02.840 pathologists and radiologists,
NOTE Confidence: 0.8787176

00:15:02.840 --> 00:15:04.820 which really changed things for us
NOTE Confidence: 0.8787176

00:15:04.820 --> 00:15:07.166 like we had never really considered
NOTE Confidence: 0.8787176

00:15:07.166 --> 00:15:08.120 that before.
NOTE Confidence: 0.8787176

00:15:08.120 --> 00:15:08.724 So anyway,
NOTE Confidence: 0.8787176

00:15:08.724 --> 00:15:11.140 I'm going to shift to something more current.

NOTE Confidence: 0.8787176

00:15:11.140 --> 00:15:13.356 I don't know how you guys are doing

NOTE Confidence: 0.8787176

00:15:13.356 --> 00:15:15.461 with open notes and with the Cures

NOTE Confidence: 0.8787176

00:15:15.461 --> 00:15:17.730 Act and with whether or not you

NOTE Confidence: 0.8787176

00:15:17.730 --> 00:15:19.535 hold EM atomic pathology results,

NOTE Confidence: 0.8787176

00:15:19.540 --> 00:15:20.401 you must not,

NOTE Confidence: 0.8787176

00:15:20.401 --> 00:15:22.123 because it's the Cures Act went

NOTE Confidence: 0.8787176

00:15:22.123 --> 00:15:23.921 live right about a couple a year

NOTE Confidence: 0.8787176

00:15:23.921 --> 00:15:25.922 or two ago and now, for example,

NOTE Confidence: 0.8787176

00:15:25.922 --> 00:15:27.777 all the mass General Brigham

NOTE Confidence: 0.8787176

00:15:27.777 --> 00:15:29.706 patients get immediate access to

NOTE Confidence: 0.8787176

00:15:29.706 --> 00:15:31.214 their anatomic pathology reports

NOTE Confidence: 0.8787176

00:15:31.214 --> 00:15:33.459 like the the literally the second

NOTE Confidence: 0.8787176

00:15:33.459 --> 00:15:35.154 you click finalize or release,

NOTE Confidence: 0.8787176

00:15:35.160 --> 00:15:36.714 or whatever it is in your system.

NOTE Confidence: 0.8787176

00:15:36.720 --> 00:15:38.310 It comes to their portal.

NOTE Confidence: 0.8787176

00:15:38.310 --> 00:15:40.109 And it's created a lot of thanks,
NOTE Confidence: 0.8787176

00:15:40.110 --> 00:15:41.545 so let me tell you a story
NOTE Confidence: 0.8787176

00:15:41.545 --> 00:15:42.350 that started with us.
NOTE Confidence: 0.8787176

00:15:42.350 --> 00:15:44.429 This is again a real real story.
NOTE Confidence: 0.8787176

00:15:44.430 --> 00:15:46.026 A young ish woman who presented
NOTE Confidence: 0.8787176

00:15:46.026 --> 00:15:47.850 to the Ed with new ascites.
NOTE Confidence: 0.8787176

00:15:47.850 --> 00:15:51.400 She had a diagnostic tap.
NOTE Confidence: 0.8787176

00:15:51.400 --> 00:15:53.680 Some paracentesis that showed
NOTE Confidence: 0.8787176

00:15:53.680 --> 00:15:54.820 metastatic adenocarcinoma.
NOTE Confidence: 0.8787176

00:15:54.820 --> 00:15:56.848 What's really kind of is interesting
NOTE Confidence: 0.8787176

00:15:56.848 --> 00:15:58.200 from a systems perspective,
NOTE Confidence: 0.8787176

00:15:58.200 --> 00:15:58.928 is it?
NOTE Confidence: 0.8787176

00:15:58.928 --> 00:16:00.748 It came actually under hematology
NOTE Confidence: 0.8787176

00:16:00.748 --> 00:16:03.110 because the CP people actually noticed
NOTE Confidence: 0.8787176

00:16:03.110 --> 00:16:05.896 in the tap that there was metastatic
NOTE Confidence: 0.831165558148148

00:16:05.963 --> 00:16:08.014 adeno and put it in the comment

NOTE Confidence: 0.831165558148148
00:16:08.020 --> 00:16:09.835 and the patient actually received
NOTE Confidence: 0.831165558148148
00:16:09.835 --> 00:16:11.984 this diagnosis via text like on
NOTE Confidence: 0.831165558148148
00:16:11.984 --> 00:16:13.640 her in her hospital bed right?
NOTE Confidence: 0.831165558148148
00:16:13.640 --> 00:16:14.820 'cause she got a notification
NOTE Confidence: 0.831165558148148
00:16:14.820 --> 00:16:15.764 that something was finalized.
NOTE Confidence: 0.831165558148148
00:16:15.770 --> 00:16:18.162 She clicked on it and that's how she
NOTE Confidence: 0.831165558148148
00:16:18.162 --> 00:16:19.736 found out and the clinician when
NOTE Confidence: 0.831165558148148
00:16:19.736 --> 00:16:21.650 they went to go search them in epic.
NOTE Confidence: 0.831165558148148
00:16:21.650 --> 00:16:23.240 Actually couldn't even find out where
NOTE Confidence: 0.831165558148148
00:16:23.240 --> 00:16:25.121 it was and the patient was really
NOTE Confidence: 0.831165558148148
00:16:25.121 --> 00:16:26.906 distraught and it was kind of a
NOTE Confidence: 0.831165558148148
00:16:26.959 --> 00:16:28.919 disaster so we were able to take a
NOTE Confidence: 0.831165558148148
00:16:28.919 --> 00:16:32.038 screenshot of how it appeared on her phone.
NOTE Confidence: 0.831165558148148
00:16:32.040 --> 00:16:33.944 And it was sort of like a loophole
NOTE Confidence: 0.831165558148148
00:16:33.944 --> 00:16:35.767 like it was a it was a smear
NOTE Confidence: 0.831165558148148

00:16:35.767 --> 00:16:37.309 review right of a hematology where
NOTE Confidence: 0.831165558148148

00:16:37.309 --> 00:16:39.175 they put it in the comment.
NOTE Confidence: 0.831165558148148

00:16:39.180 --> 00:16:40.797 And so when the when the clinician
NOTE Confidence: 0.831165558148148

00:16:40.797 --> 00:16:42.891 went to go search it out and the
NOTE Confidence: 0.831165558148148

00:16:42.891 --> 00:16:44.540 cytology had been withheld was held.
NOTE Confidence: 0.831165558148148

00:16:44.540 --> 00:16:46.460 At that point they couldn't even find it.
NOTE Confidence: 0.831165558148148

00:16:46.460 --> 00:16:48.868 So it's really sort of a Swiss cheese
NOTE Confidence: 0.831165558148148

00:16:48.868 --> 00:16:51.794 of like what could go wrong in in an IT
NOTE Confidence: 0.831165558148148

00:16:51.794 --> 00:16:54.215 system and and then you know there's so
NOTE Confidence: 0.831165558148148

00:16:54.215 --> 00:16:56.718 many other things that can go wrong for us.
NOTE Confidence: 0.831165558148148

00:16:56.720 --> 00:16:58.040 It's amazing things go right,
NOTE Confidence: 0.831165558148148

00:16:58.040 --> 00:17:00.250 the the amount they do,
NOTE Confidence: 0.831165558148148

00:17:00.250 --> 00:17:02.050 you know we lose things all the time.
NOTE Confidence: 0.831165558148148

00:17:02.050 --> 00:17:03.625 I know your separate AP and CP,
NOTE Confidence: 0.831165558148148

00:17:03.630 --> 00:17:04.990 but I'm sure there's a lot of shared
NOTE Confidence: 0.831165558148148

00:17:04.990 --> 00:17:06.070 specimens that are really difficult.

NOTE Confidence: 0.831165558148148
00:17:06.070 --> 00:17:08.100 Those unknown lesions that could
NOTE Confidence: 0.831165558148148
00:17:08.100 --> 00:17:10.714 be micro or AP auto verification,
NOTE Confidence: 0.831165558148148
00:17:10.714 --> 00:17:12.190 Miss process assessments,
NOTE Confidence: 0.831165558148148
00:17:12.190 --> 00:17:12.710 critical values,
NOTE Confidence: 0.831165558148148
00:17:12.710 --> 00:17:14.270 people argue about what is what
NOTE Confidence: 0.831165558148148
00:17:14.270 --> 00:17:15.149 should get a call.
NOTE Confidence: 0.831165558148148
00:17:15.150 --> 00:17:16.420 What shouldn't get a call,
NOTE Confidence: 0.831165558148148
00:17:16.420 --> 00:17:17.428 challenges with interface, right?
NOTE Confidence: 0.831165558148148
00:17:17.428 --> 00:17:19.214 Like you format something in a specific
NOTE Confidence: 0.831165558148148
00:17:19.214 --> 00:17:20.600 way because you think it's safe,
NOTE Confidence: 0.831165558148148
00:17:20.600 --> 00:17:22.384 and then when it goes to the portal
NOTE Confidence: 0.831165558148148
00:17:22.384 --> 00:17:23.512 it's like completely unformatted
NOTE Confidence: 0.831165558148148
00:17:23.512 --> 00:17:25.390 and then some of the issues
NOTE Confidence: 0.831165558148148
00:17:25.390 --> 00:17:26.908 we've talked about open notes.
NOTE Confidence: 0.831165558148148
00:17:26.910 --> 00:17:28.214 So I think interestingly,
NOTE Confidence: 0.831165558148148

00:17:28.214 --> 00:17:30.543 from a safety perspective you know when
NOTE Confidence: 0.831165558148148

00:17:30.543 --> 00:17:32.409 do we actually analyze these cases.
NOTE Confidence: 0.831165558148148

00:17:32.410 --> 00:17:33.570 We do a class analysis.
NOTE Confidence: 0.831165558148148

00:17:33.570 --> 00:17:35.088 When do we tell people about
NOTE Confidence: 0.831165558148148

00:17:35.088 --> 00:17:36.629 it and to whom by whom?
NOTE Confidence: 0.831165558148148

00:17:36.630 --> 00:17:37.870 Meaning like is it the
NOTE Confidence: 0.831165558148148

00:17:37.870 --> 00:17:38.862 pathologist calling the patient?
NOTE Confidence: 0.831165558148148

00:17:38.870 --> 00:17:40.328 Is the pathologist called the treating
NOTE Confidence: 0.831165558148148

00:17:40.328 --> 00:17:41.948 clinician like how do we manage this?
NOTE Confidence: 0.831165558148148

00:17:41.950 --> 00:17:43.886 And I think one of the main problems
NOTE Confidence: 0.831165558148148

00:17:43.886 --> 00:17:45.856 we have in pathology is we're so
NOTE Confidence: 0.831165558148148

00:17:45.856 --> 00:17:47.991 overwhelmed and many of our issues are
NOTE Confidence: 0.831165558148148

00:17:47.991 --> 00:17:50.259 so complicated and shared with so many
NOTE Confidence: 0.831165558148148

00:17:50.259 --> 00:17:52.690 different non pathology team members.
NOTE Confidence: 0.831165558148148

00:17:52.690 --> 00:17:56.421 Is we really only disclose when there's harm,
NOTE Confidence: 0.831165558148148

00:17:56.421 --> 00:17:56.788 right?

NOTE Confidence: 0.831165558148148
00:17:56.788 --> 00:17:59.636 So there's this like vast, you know,
NOTE Confidence: 0.831165558148148
00:17:59.636 --> 00:18:02.206 untapped risk of like you know,
NOTE Confidence: 0.831165558148148
00:18:02.206 --> 00:18:03.874 imagine you have two GI biopsies.
NOTE Confidence: 0.831165558148148
00:18:03.880 --> 00:18:05.200 And they're like switched.
NOTE Confidence: 0.831165558148148
00:18:05.200 --> 00:18:07.180 But you know they're both benign
NOTE Confidence: 0.831165558148148
00:18:07.237 --> 00:18:08.903 and you realize it, so you're like,
NOTE Confidence: 0.831165558148148
00:18:08.903 --> 00:18:09.908 alright, we switch it back.
NOTE Confidence: 0.831165558148148
00:18:09.910 --> 00:18:10.624 We relabel it.
NOTE Confidence: 0.831165558148148
00:18:10.624 --> 00:18:12.052 There's maybe like a day delay
NOTE Confidence: 0.831165558148148
00:18:12.052 --> 00:18:13.390 in the turn around time.
NOTE Confidence: 0.831165558148148
00:18:13.390 --> 00:18:14.580 But you haven't harmed anyone.
NOTE Confidence: 0.831165558148148
00:18:14.580 --> 00:18:15.980 And I bet you don't report that.
NOTE Confidence: 0.831165558148148
00:18:15.980 --> 00:18:17.580 Or if you do, you're surely not gonna do it.
NOTE Confidence: 0.831165558148148
00:18:17.580 --> 00:18:19.461 Complicated root cause analysis on it, right?
NOTE Confidence: 0.831165558148148
00:18:19.461 --> 00:18:20.868 'cause you just don't have the bandwidth.
NOTE Confidence: 0.831165558148148

00:18:20.870 --> 00:18:23.294 So how do we tap into that risk
NOTE Confidence: 0.831165558148148

00:18:23.294 --> 00:18:25.458 to make the systems better?
NOTE Confidence: 0.831165558148148

00:18:25.460 --> 00:18:25.886 You know,
NOTE Confidence: 0.831165558148148

00:18:25.886 --> 00:18:27.590 not just at the very top of the
NOTE Confidence: 0.912209205625

00:18:27.644 --> 00:18:29.618 like when we're really harming people,
NOTE Confidence: 0.912209205625

00:18:29.620 --> 00:18:31.110 like in this prostate case,
NOTE Confidence: 0.912209205625

00:18:31.110 --> 00:18:32.634 like how can you get at
NOTE Confidence: 0.912209205625

00:18:32.634 --> 00:18:34.080 the learning and I think.
NOTE Confidence: 0.912209205625

00:18:34.080 --> 00:18:35.466 Part of the other issue is
NOTE Confidence: 0.912209205625

00:18:35.466 --> 00:18:36.524 labs are different, right?
NOTE Confidence: 0.912209205625

00:18:36.524 --> 00:18:37.980 Like all those systems,
NOTE Confidence: 0.912209205625

00:18:37.980 --> 00:18:39.860 the hospital level, graphical quality,
NOTE Confidence: 0.912209205625

00:18:39.860 --> 00:18:41.456 the RL solutions, all these things.
NOTE Confidence: 0.912209205625

00:18:41.460 --> 00:18:43.840 They were all designed for clinical medicine.
NOTE Confidence: 0.912209205625

00:18:43.840 --> 00:18:46.000 They were not designed like for
NOTE Confidence: 0.912209205625

00:18:46.000 --> 00:18:47.440 our production line manufacturing

NOTE Confidence: 0.912209205625

00:18:47.500 --> 00:18:49.020 type systems engineering and how

NOTE Confidence: 0.912209205625

00:18:49.020 --> 00:18:51.317 we move back and forth from like

NOTE Confidence: 0.912209205625

00:18:51.317 --> 00:18:53.097 automated systems to human systems.

NOTE Confidence: 0.912209205625

00:18:53.100 --> 00:18:55.130 Very nuanced diagnosis like people.

NOTE Confidence: 0.912209205625

00:18:55.130 --> 00:18:56.558 Think of it as right or wrong.

NOTE Confidence: 0.912209205625

00:18:56.560 --> 00:18:57.848 And in anatomic pathology,

NOTE Confidence: 0.912209205625

00:18:57.848 --> 00:19:00.116 anyone who's ever thought about how you

NOTE Confidence: 0.912209205625

00:19:00.116 --> 00:19:01.772 cognitively come to a diagnosis knows

NOTE Confidence: 0.912209205625

00:19:01.772 --> 00:19:04.110 that it can be much more Gray than that.

NOTE Confidence: 0.912209205625

00:19:04.110 --> 00:19:05.480 The other thing that's different

NOTE Confidence: 0.912209205625

00:19:05.480 --> 00:19:07.190 about us so is people really

NOTE Confidence: 0.912209205625

00:19:07.190 --> 00:19:08.924 don't understand what we do like.

NOTE Confidence: 0.912209205625

00:19:08.930 --> 00:19:10.028 We'll go to a, you know,

NOTE Confidence: 0.912209205625

00:19:10.030 --> 00:19:11.710 some bad thing happens and you go to

NOTE Confidence: 0.912209205625

00:19:11.710 --> 00:19:13.232 present it to the board or something

NOTE Confidence: 0.912209205625

00:19:13.232 --> 00:19:14.881 and you have to spend 10 minutes
NOTE Confidence: 0.912209205625

00:19:14.881 --> 00:19:16.246 explaining how it normally happens
NOTE Confidence: 0.912209205625

00:19:16.246 --> 00:19:18.800 before you even talk about what went wrong,
NOTE Confidence: 0.912209205625

00:19:18.800 --> 00:19:19.268 right?
NOTE Confidence: 0.912209205625

00:19:19.268 --> 00:19:21.140 Like there's no understanding
NOTE Confidence: 0.912209205625

00:19:21.140 --> 00:19:22.544 of our processes.
NOTE Confidence: 0.912209205625

00:19:22.550 --> 00:19:24.476 We do have this production line
NOTE Confidence: 0.912209205625

00:19:24.476 --> 00:19:26.210 type workflow batching is common,
NOTE Confidence: 0.912209205625

00:19:26.210 --> 00:19:27.658 you know we do we just because that's
NOTE Confidence: 0.912209205625

00:19:27.658 --> 00:19:29.220 the way we do things which everyone
NOTE Confidence: 0.912209205625

00:19:29.220 --> 00:19:30.627 knows this dangerous but it's just
NOTE Confidence: 0.912209205625

00:19:30.627 --> 00:19:31.905 how can you handle it otherwise,
NOTE Confidence: 0.912209205625

00:19:31.910 --> 00:19:34.180 especially now with the national.
NOTE Confidence: 0.912209205625

00:19:34.180 --> 00:19:36.252 Technologist shortage shortage that
NOTE Confidence: 0.912209205625

00:19:36.252 --> 00:19:38.972 we're all facing incredibly high
NOTE Confidence: 0.912209205625

00:19:38.972 --> 00:19:41.877 volume people don't understand right?

NOTE Confidence: 0.912209205625
00:19:41.880 --> 00:19:43.032 And you know,
NOTE Confidence: 0.912209205625
00:19:43.032 --> 00:19:45.336 I think the subjective versus the
NOTE Confidence: 0.912209205625
00:19:45.336 --> 00:19:47.451 objective result. You know people.
NOTE Confidence: 0.912209205625
00:19:47.451 --> 00:19:49.436 You'll see something that says
NOTE Confidence: 0.912209205625
00:19:49.436 --> 00:19:51.420 like what are the results?
NOTE Confidence: 0.912209205625
00:19:51.420 --> 00:19:53.772 You know the results are not finalized as
NOTE Confidence: 0.912209205625
00:19:53.772 --> 00:19:56.226 if it's like a potassium you know not.
NOTE Confidence: 0.912209205625
00:19:56.230 --> 00:19:58.546 So I think that's a really
NOTE Confidence: 0.912209205625
00:19:58.546 --> 00:19:59.704 interesting perception right?
NOTE Confidence: 0.912209205625
00:19:59.710 --> 00:20:01.807 And and it puts a lot of stress on
NOTE Confidence: 0.912209205625
00:20:01.807 --> 00:20:03.927 us multiplicity of events right?
NOTE Confidence: 0.912209205625
00:20:03.930 --> 00:20:04.442 Like so.
NOTE Confidence: 0.912209205625
00:20:04.442 --> 00:20:06.212 In that case, best case scenario,
NOTE Confidence: 0.912209205625
00:20:06.212 --> 00:20:07.548 it affects 2 patients.
NOTE Confidence: 0.912209205625
00:20:07.550 --> 00:20:08.878 There's two swapped events,
NOTE Confidence: 0.912209205625

00:20:08.878 --> 00:20:11.208 but you can imagine a scenario we
NOTE Confidence: 0.912209205625

00:20:11.208 --> 00:20:13.133 had a case where we miss diluted
NOTE Confidence: 0.912209205625

00:20:13.133 --> 00:20:14.887 our formalin for like six months.
NOTE Confidence: 0.912209205625

00:20:14.890 --> 00:20:16.695 We were buying concentrated formalin
NOTE Confidence: 0.912209205625

00:20:16.695 --> 00:20:18.914 and diluting it at the wrong
NOTE Confidence: 0.912209205625

00:20:18.914 --> 00:20:20.972 concentration to say to save money
NOTE Confidence: 0.912209205625

00:20:20.972 --> 00:20:23.108 like we weren't buying prefab 10%
NOTE Confidence: 0.912209205625

00:20:23.110 --> 00:20:25.965 buffered formalin, which we now do anyway,
NOTE Confidence: 0.912209205625

00:20:25.965 --> 00:20:27.845 we realize that none of the IHC had
NOTE Confidence: 0.912209205625

00:20:27.845 --> 00:20:29.748 been validated for that concentration,
NOTE Confidence: 0.912209205625

00:20:29.750 --> 00:20:31.250 and it was like a total.
NOTE Confidence: 0.912209205625

00:20:31.250 --> 00:20:32.678 You know, it's like for six months,
NOTE Confidence: 0.912209205625

00:20:32.680 --> 00:20:35.231 and if you think about it, even the most.
NOTE Confidence: 0.912209205625

00:20:35.231 --> 00:20:36.699 Dedicated patient safety professional.
NOTE Confidence: 0.912209205625

00:20:36.700 --> 00:20:38.975 Like the volume of events that happens
NOTE Confidence: 0.912209205625

00:20:38.975 --> 00:20:41.338 in pathology is is really a challenge.

NOTE Confidence: 0.912209205625

00:20:41.340 --> 00:20:44.108 We had another time.

NOTE Confidence: 0.912209205625

00:20:44.110 --> 00:20:46.639 We had a vendor who was bringing us and

NOTE Confidence: 0.912209205625

00:20:46.639 --> 00:20:49.410 GI endoscopy specimens from an offsite,

NOTE Confidence: 0.912209205625

00:20:49.410 --> 00:20:50.649 like private endoscopy.

NOTE Confidence: 0.912209205625

00:20:50.649 --> 00:20:51.888 Come, you know,

NOTE Confidence: 0.912209205625

00:20:51.890 --> 00:20:55.495 practice and they just lost an entire.

NOTE Confidence: 0.912209205625

00:20:55.500 --> 00:20:57.030 They threw it away by accident.

NOTE Confidence: 0.912209205625

00:20:57.030 --> 00:20:58.530 An entire bag of specimens,

NOTE Confidence: 0.912209205625

00:20:58.530 --> 00:21:00.650 and it was like 46 patients or something.

NOTE Confidence: 0.912209205625

00:21:00.650 --> 00:21:02.450 You had to go through every single provider,

NOTE Confidence: 0.912209205625

00:21:02.450 --> 00:21:04.290 figure out what was retrievable,

NOTE Confidence: 0.912209205625

00:21:04.290 --> 00:21:06.005 what wasn't, so you know it's different.

NOTE Confidence: 0.912209205625

00:21:06.010 --> 00:21:06.910 Labs are different.

NOTE Confidence: 0.912209205625

00:21:06.910 --> 00:21:09.010 It's not the same kind of events.

NOTE Confidence: 0.859545335

00:21:09.010 --> 00:21:11.284 This new legislative transparency I see

NOTE Confidence: 0.859545335

00:21:11.284 --> 00:21:13.828 Vanita wrote in the chat that patients.
NOTE Confidence: 0.859545335

00:21:13.828 --> 00:21:15.718 Do not get immediate notification,
NOTE Confidence: 0.859545335

00:21:15.720 --> 00:21:17.025 so that's interesting.
NOTE Confidence: 0.859545335

00:21:17.025 --> 00:21:19.635 I wonder how that was circumvented,
NOTE Confidence: 0.859545335

00:21:19.640 --> 00:21:21.878 maybe maybe there's a slight delay,
NOTE Confidence: 0.859545335

00:21:21.880 --> 00:21:24.162 but so I think what's interesting about
NOTE Confidence: 0.859545335

00:21:24.162 --> 00:21:27.084 us is we do need special systems, right?
NOTE Confidence: 0.859545335

00:21:27.084 --> 00:21:29.280 And they need to be able to have the
NOTE Confidence: 0.859545335

00:21:29.345 --> 00:21:31.277 capacity to deal with this volume,
NOTE Confidence: 0.859545335

00:21:31.280 --> 00:21:33.058 and we also, you know we don't
NOTE Confidence: 0.859545335

00:21:33.058 --> 00:21:35.252 talk to people like we're sort of
NOTE Confidence: 0.859545335

00:21:35.252 --> 00:21:36.972 pathologists aren't exactly known as
NOTE Confidence: 0.859545335

00:21:36.980 --> 00:21:40.216 the most the best communicators, right?
NOTE Confidence: 0.859545335

00:21:40.216 --> 00:21:42.942 Susie Densis in Seattle did a
NOTE Confidence: 0.859545335

00:21:42.942 --> 00:21:44.820 bunch of studies like focus groups
NOTE Confidence: 0.859545335

00:21:44.884 --> 00:21:46.420 and things on disclosure.

NOTE Confidence: 0.859545335

00:21:46.420 --> 00:21:48.425 Of of of pathology error

NOTE Confidence: 0.859545335

00:21:48.425 --> 00:21:50.780 and she put quotes in it.

NOTE Confidence: 0.859545335

00:21:50.780 --> 00:21:52.244 It was an archives paper some years ago

NOTE Confidence: 0.859545335

00:21:52.244 --> 00:21:53.794 and one of them said something like

NOTE Confidence: 0.859545335

00:21:53.794 --> 00:21:55.189 we became pathologist 'cause we don't

NOTE Confidence: 0.859545335

00:21:55.189 --> 00:21:56.617 want to talk to people or something.

NOTE Confidence: 0.859545335

00:21:56.620 --> 00:21:58.804 So that's kind of very telling about

NOTE Confidence: 0.859545335

00:21:58.810 --> 00:22:00.802 how motivated we'd be as pathologists

NOTE Confidence: 0.859545335

00:22:00.802 --> 00:22:02.699 to have difficult conversations if we

NOTE Confidence: 0.859545335

00:22:02.699 --> 00:22:04.498 don't want to have like any conversations,

NOTE Confidence: 0.859545335

00:22:04.500 --> 00:22:06.700 right?

NOTE Confidence: 0.859545335

00:22:06.700 --> 00:22:09.524 So I'm going to shift gears a little.

NOTE Confidence: 0.902015661111111

00:22:11.690 --> 00:22:13.823 Johnson Art says I'm pretty sure they do now,

NOTE Confidence: 0.902015661111111

00:22:13.830 --> 00:22:15.030 but they didn't used to.

NOTE Confidence: 0.902015661111111

00:22:15.030 --> 00:22:18.320 Yeah, I think actually they do not

NOTE Confidence: 0.902015661111111

00:22:18.320 --> 00:22:20.900 since I've been in conversation with
NOTE Confidence: 0.9020156611111111

00:22:20.900 --> 00:22:24.120 both Alan Shao and Harlan Krumholz.
NOTE Confidence: 0.9020156611111111

00:22:24.120 --> 00:22:26.588 So when we went live we did
NOTE Confidence: 0.9020156611111111

00:22:26.588 --> 00:22:28.560 for a brief period of time.
NOTE Confidence: 0.9020156611111111

00:22:28.560 --> 00:22:31.808 But as has been reported in the literature,
NOTE Confidence: 0.9020156611111111

00:22:31.810 --> 00:22:33.478 the number of communications
NOTE Confidence: 0.9020156611111111

00:22:33.478 --> 00:22:36.760 to clinicians went up by 70%,
NOTE Confidence: 0.9020156611111111

00:22:36.760 --> 00:22:39.056 and so the board made a decision to
NOTE Confidence: 0.9020156611111111

00:22:39.056 --> 00:22:41.908 not send alerts to patients. Works
NOTE Confidence: 0.897747948

00:22:41.920 --> 00:22:44.100 are available in the chart,
NOTE Confidence: 0.892944452

00:22:44.400 --> 00:22:46.180 but the patient are not.
NOTE Confidence: 0.892944452

00:22:46.180 --> 00:22:47.996 Patients are not alerted,
NOTE Confidence: 0.892944452

00:22:47.996 --> 00:22:51.102 and so one of our discussions was
NOTE Confidence: 0.892944452

00:22:51.102 --> 00:22:54.010 about the disparity of care that this
NOTE Confidence: 0.892944452

00:22:54.010 --> 00:22:56.856 decision by the system results in,
NOTE Confidence: 0.892944452

00:22:56.856 --> 00:22:58.950 because obviously educated patients

NOTE Confidence: 0.892944452
00:22:58.950 --> 00:23:01.525 are eager and they jump to it
NOTE Confidence: 0.892944452
00:23:01.525 --> 00:23:03.240 and they check their reports,
NOTE Confidence: 0.9085834
00:23:03.250 --> 00:23:05.110 but those. You
NOTE Confidence: 0.883290342
00:23:05.120 --> 00:23:07.760 know, a lot of patients don't have access.
NOTE Confidence: 0.857435306333333
00:23:08.100 --> 00:23:08.800 Super interesting,
NOTE Confidence: 0.857435306333333
00:23:08.800 --> 00:23:11.250 and I think that's kind of where.
NOTE Confidence: 0.857435306333333
00:23:11.250 --> 00:23:12.720 So you have to make them
NOTE Confidence: 0.857435306333333
00:23:12.720 --> 00:23:13.210 available immediately,
NOTE Confidence: 0.857435306333333
00:23:13.210 --> 00:23:14.708 'cause otherwise you're sort of subject line,
NOTE Confidence: 0.857435306333333
00:23:14.710 --> 00:23:17.286 so that was sort of the legal
NOTE Confidence: 0.857435306333333
00:23:17.290 --> 00:23:19.820 sort of interpretive loophole,
NOTE Confidence: 0.857435306333333
00:23:19.820 --> 00:23:23.020 so to speak that we use.
NOTE Confidence: 0.857435306333333
00:23:23.020 --> 00:23:24.420 I think one is that what you're
NOTE Confidence: 0.857435306333333
00:23:24.420 --> 00:23:25.680 talking about is like a push
NOTE Confidence: 0.857435306333333
00:23:25.731 --> 00:23:26.956 system versus a full system,
NOTE Confidence: 0.857435306333333

00:23:26.960 --> 00:23:28.304 so you did away with the push,
NOTE Confidence: 0.857435306333333
00:23:28.310 --> 00:23:29.486 and you have the pull system,
NOTE Confidence: 0.857435306333333
00:23:29.490 --> 00:23:32.808 which I think we actually did too,
NOTE Confidence: 0.857435306333333
00:23:32.810 --> 00:23:34.868 at least for anatomic pathology results.
NOTE Confidence: 0.857435306333333
00:23:34.870 --> 00:23:36.418 For CP results we left it.
NOTE Confidence: 0.857435306333333
00:23:36.420 --> 00:23:37.638 And so this was a funny loophole.
NOTE Confidence: 0.857435306333333
00:23:37.640 --> 00:23:39.158 'cause it was a hematology result,
NOTE Confidence: 0.857435306333333
00:23:39.160 --> 00:23:41.200 but I don't wanna get too far into the weeds.
NOTE Confidence: 0.857435306333333
00:23:41.200 --> 00:23:42.300 I think it's really interesting,
NOTE Confidence: 0.857435306333333
00:23:42.300 --> 00:23:43.400 and I think your disparity
NOTE Confidence: 0.857435306333333
00:23:43.400 --> 00:23:44.280 comment is really timely.
NOTE Confidence: 0.857435306333333
00:23:44.280 --> 00:23:46.116 Tejal Gandhi has written about this.
NOTE Confidence: 0.857435306333333
00:23:46.120 --> 00:23:47.320 If you're interested in,
NOTE Confidence: 0.857435306333333
00:23:47.320 --> 00:23:49.120 then in the New England Journal
NOTE Confidence: 0.857435306333333
00:23:49.177 --> 00:23:51.080 and other places around how the
NOTE Confidence: 0.857435306333333
00:23:51.080 --> 00:23:52.755 Curious Act can widen disparities.

NOTE Confidence: 0.857435306333333
00:23:52.760 --> 00:23:54.520 And it is very interesting.
NOTE Confidence: 0.857435306333333
00:23:54.520 --> 00:23:56.039 But there's so much to talk about.
NOTE Confidence: 0.857435306333333
00:23:56.040 --> 00:23:57.678 I'm going to move on a little
NOTE Confidence: 0.857435306333333
00:23:57.678 --> 00:23:59.468 just to show you everyone knows
NOTE Confidence: 0.857435306333333
00:23:59.468 --> 00:24:01.178 the three phases of pathology,
NOTE Confidence: 0.857435306333333
00:24:01.180 --> 00:24:03.132 so I'm not going to harp on it
NOTE Confidence: 0.857435306333333
00:24:03.132 --> 00:24:05.033 except to say you know everything
NOTE Confidence: 0.857435306333333
00:24:05.033 --> 00:24:06.723 that we don't have access.
NOTE Confidence: 0.857435306333333
00:24:06.730 --> 00:24:09.670 We don't have control over its preanalytic.
NOTE Confidence: 0.857435306333333
00:24:09.670 --> 00:24:11.248 You know analytic is usually what
NOTE Confidence: 0.857435306333333
00:24:11.248 --> 00:24:13.598 we control in the lab and then post
NOTE Confidence: 0.857435306333333
00:24:13.598 --> 00:24:14.838 is everything about communicating
NOTE Confidence: 0.857435306333333
00:24:14.838 --> 00:24:16.516 and turn around time and that
NOTE Confidence: 0.857435306333333
00:24:16.516 --> 00:24:19.278 kind of thing and now cures act.
NOTE Confidence: 0.857435306333333
00:24:19.278 --> 00:24:22.670 What I think is really interesting is.
NOTE Confidence: 0.857435306333333

00:24:22.670 --> 00:24:24.968 Myself and many others roughneck land.

NOTE Confidence: 0.857435306333333

00:24:24.970 --> 00:24:27.214 Others have reported that up to

NOTE Confidence: 0.857435306333333

00:24:27.214 --> 00:24:29.762 90% of errors in or safety events

NOTE Confidence: 0.857435306333333

00:24:29.762 --> 00:24:31.568 in pathology are preanalytic and

NOTE Confidence: 0.857435306333333

00:24:31.568 --> 00:24:33.619 yet we spend all our time really

NOTE Confidence: 0.857435306333333

00:24:33.619 --> 00:24:35.452 focused on analytic error, right?

NOTE Confidence: 0.857435306333333

00:24:35.452 --> 00:24:36.904 Thinking like don't miss the Melanoma.

NOTE Confidence: 0.857435306333333

00:24:36.910 --> 00:24:38.170 Don't miss the signet ring cell,

NOTE Confidence: 0.857435306333333

00:24:38.170 --> 00:24:38.870 which is really important,

NOTE Confidence: 0.857435306333333

00:24:38.870 --> 00:24:40.309 but we don't get a lot of training

NOTE Confidence: 0.857435306333333

00:24:40.309 --> 00:24:41.359 and we certainly don't spend a

NOTE Confidence: 0.857435306333333

00:24:41.359 --> 00:24:42.588 lot of resources thinking about

NOTE Confidence: 0.857435306333333

00:24:42.588 --> 00:24:43.428 the preanalytic phase,

NOTE Confidence: 0.857435306333333

00:24:43.430 --> 00:24:45.800 so I think that's really critical.

NOTE Confidence: 0.857435306333333

00:24:45.800 --> 00:24:46.790 Why don't we?

NOTE Confidence: 0.857435306333333

00:24:46.790 --> 00:24:48.770 This was a patient safety event.

NOTE Confidence: 0.857435306333333

00:24:48.770 --> 00:24:52.368 As a study we did by severity.

NOTE Confidence: 0.857435306333333

00:24:52.370 --> 00:24:54.506 Which showed that we really don't hurt that

NOTE Confidence: 0.857435306333333

00:24:54.506 --> 00:24:56.550 many people like like I was saying before.

NOTE Confidence: 0.857435306333333

00:24:56.550 --> 00:24:57.786 Most of it is just risk,

NOTE Confidence: 0.857435306333333

00:24:57.790 --> 00:24:57.988 right?

NOTE Confidence: 0.857435306333333

00:24:57.988 --> 00:24:59.770 So if you don't have a lot of bandwidth,

NOTE Confidence: 0.857435306333333

00:24:59.770 --> 00:25:00.890 you're not going to investigate

NOTE Confidence: 0.857435306333333

00:25:00.890 --> 00:25:02.589 the no harm in near Miss events,

NOTE Confidence: 0.857435306333333

00:25:02.590 --> 00:25:03.950 so I think that's partially,

NOTE Confidence: 0.857435306333333

00:25:03.950 --> 00:25:05.665 you know we have this untapped risk

NOTE Confidence: 0.857435306333333

00:25:05.665 --> 00:25:07.450 at the bottom of what they call

NOTE Confidence: 0.857435306333333

00:25:07.450 --> 00:25:08.950 the Heinrich Pyramid and the way

NOTE Confidence: 0.857435306333333

00:25:09.000 --> 00:25:10.645 I teach this to our residence is,

NOTE Confidence: 0.857435306333333

00:25:10.650 --> 00:25:12.690 you know, let's say you're driving.

NOTE Confidence: 0.857435306333333

00:25:12.690 --> 00:25:14.370 The more you sort of speed

NOTE Confidence: 0.857435306333333

00:25:14.370 --> 00:25:15.490 and do unsafe things.
NOTE Confidence: 0.8574353063333333

00:25:15.490 --> 00:25:17.310 And like the more near Miss Accidents,
NOTE Confidence: 0.8574353063333333

00:25:17.310 --> 00:25:18.590 you're going to have and the more risk
NOTE Confidence: 0.8574353063333333

00:25:18.590 --> 00:25:19.729 you're going to have to actually have,
NOTE Confidence: 0.8574353063333333

00:25:19.730 --> 00:25:21.566 like a fatal or difficult accident.
NOTE Confidence: 0.8574353063333333

00:25:21.570 --> 00:25:23.460 So what you wanna do is address.
NOTE Confidence: 0.8574353063333333

00:25:23.460 --> 00:25:25.020 Your style of driving so that
NOTE Confidence: 0.8574353063333333

00:25:25.020 --> 00:25:26.654 you you don't get to the
NOTE Confidence: 0.8574353063333333

00:25:26.654 --> 00:25:27.994 top before you do anything,
NOTE Confidence: 0.8574353063333333

00:25:28.000 --> 00:25:30.296 and so that kind of gets to what
NOTE Confidence: 0.8574353063333333

00:25:30.296 --> 00:25:31.860 our culture is in the lab,
NOTE Confidence: 0.9258199833333333

00:25:31.860 --> 00:25:36.128 right? I think patient safety alone is a
NOTE Confidence: 0.9258199833333333

00:25:36.128 --> 00:25:40.076 relatively new concept and so you know,
NOTE Confidence: 0.9258199833333333

00:25:40.080 --> 00:25:42.645 we used to really focus on not being sued,
NOTE Confidence: 0.9258199833333333

00:25:42.650 --> 00:25:44.365 right? Risk management was a thing and
NOTE Confidence: 0.9258199833333333

00:25:44.365 --> 00:25:46.326 now the patient safety movement in general

NOTE Confidence: 0.9258199833333333
00:25:46.326 --> 00:25:48.096 is more about actually just optimizing
NOTE Confidence: 0.9258199833333333
00:25:48.142 --> 00:25:49.477 things and thinking about patient
NOTE Confidence: 0.9258199833333333
00:25:49.477 --> 00:25:51.750 safety as opposed to just like is there
NOTE Confidence: 0.9258199833333333
00:25:51.750 --> 00:25:53.832 malpractice risk here, and if not like.
NOTE Confidence: 0.9258199833333333
00:25:53.832 --> 00:25:56.184 Too bad kind of thing and in the
NOTE Confidence: 0.9258199833333333
00:25:56.184 --> 00:25:58.417 lab we always had like QA QC, right?
NOTE Confidence: 0.9258199833333333
00:25:58.417 --> 00:26:00.873 Like is the fridge at the right temperature,
NOTE Confidence: 0.9258199833333333
00:26:00.880 --> 00:26:04.120 you know is did we do 20 her two neu?
NOTE Confidence: 0.9258199833333333
00:26:04.120 --> 00:26:06.109 Did we you know the whole checklist for CAP
NOTE Confidence: 0.9258199833333333
00:26:06.109 --> 00:26:08.156 or don't Commission or whatever you use?
NOTE Confidence: 0.9258199833333333
00:26:08.160 --> 00:26:10.149 And I think one of the things we shift
NOTE Confidence: 0.9258199833333333
00:26:10.149 --> 00:26:11.738 towards is changing the language to
NOTE Confidence: 0.9258199833333333
00:26:11.738 --> 00:26:13.780 quality and safety to think about culture,
NOTE Confidence: 0.9258199833333333
00:26:13.780 --> 00:26:15.148 which is not something we've thought
NOTE Confidence: 0.9258199833333333
00:26:15.148 --> 00:26:16.270 about often in the lab.
NOTE Confidence: 0.9258199833333333

00:26:16.270 --> 00:26:17.775 And to think about continuous
NOTE Confidence: 0.9258199833333333

00:26:17.775 --> 00:26:19.280 improvement as opposed to compliance.
NOTE Confidence: 0.9258199833333333

00:26:19.280 --> 00:26:20.576 Like I remember when I started,
NOTE Confidence: 0.9258199833333333

00:26:20.580 --> 00:26:22.060 we started these meetings where
NOTE Confidence: 0.9258199833333333

00:26:22.060 --> 00:26:23.810 they would show all the CAP.
NOTE Confidence: 0.9258199833333333

00:26:23.810 --> 00:26:24.515 Sort of goals.
NOTE Confidence: 0.9258199833333333

00:26:24.515 --> 00:26:25.925 Back in the day when they
NOTE Confidence: 0.9258199833333333

00:26:25.925 --> 00:26:27.290 had more mandated goals,
NOTE Confidence: 0.9258199833333333

00:26:27.290 --> 00:26:28.802 they've dropped a lot of those and
NOTE Confidence: 0.9258199833333333

00:26:28.802 --> 00:26:30.584 it would just say like 100% a 100%
NOTE Confidence: 0.9258199833333333

00:26:30.584 --> 00:26:32.066 compliance and then we were done
NOTE Confidence: 0.9258199833333333

00:26:32.066 --> 00:26:34.007 with the meeting and I thought like,
NOTE Confidence: 0.9258199833333333

00:26:34.010 --> 00:26:34.258 well,
NOTE Confidence: 0.9258199833333333

00:26:34.258 --> 00:26:35.734 of course it's 100% 'cause otherwise
NOTE Confidence: 0.9258199833333333

00:26:35.734 --> 00:26:37.670 our lab would be shut down like that's
NOTE Confidence: 0.9258199833333333

00:26:37.718 --> 00:26:39.233 an accreditation metric like we're

NOTE Confidence: 0.9258199833333333
00:26:39.233 --> 00:26:41.012 not learning anything here, you know.
NOTE Confidence: 0.9258199833333333
00:26:41.012 --> 00:26:42.979 So I think the difficulty with getting
NOTE Confidence: 0.9258199833333333
00:26:42.979 --> 00:26:44.669 people to shift to like let's look
NOTE Confidence: 0.9258199833333333
00:26:44.669 --> 00:26:46.532 at the things we do poorly on, right?
NOTE Confidence: 0.9258199833333333
00:26:46.532 --> 00:26:48.468 Like let's have all the boxes be red.
NOTE Confidence: 0.9258199833333333
00:26:48.470 --> 00:26:50.073 So then we can make things better
NOTE Confidence: 0.9258199833333333
00:26:50.073 --> 00:26:51.448 like our goal is the delta.
NOTE Confidence: 0.9258199833333333
00:26:51.450 --> 00:26:52.810 Not like we're not going to just look
NOTE Confidence: 0.9258199833333333
00:26:52.810 --> 00:26:54.309 at the things we're already good at.
NOTE Confidence: 0.9258199833333333
00:26:54.310 --> 00:26:55.000 We're going to look at.
NOTE Confidence: 0.9258199833333333
00:26:55.000 --> 00:26:55.813 Capacity for growth,
NOTE Confidence: 0.9258199833333333
00:26:55.813 --> 00:26:57.710 and I think that's been a really
NOTE Confidence: 0.9258199833333333
00:26:57.767 --> 00:26:59.453 tough in an environment where people
NOTE Confidence: 0.9258199833333333
00:26:59.453 --> 00:27:01.200 were so focused on compliance,
NOTE Confidence: 0.9258199833333333
00:27:01.200 --> 00:27:03.528 especially like in CP Blood Bank
NOTE Confidence: 0.9258199833333333

00:27:03.528 --> 00:27:04.692 in AP psychology,
NOTE Confidence: 0.9258199833333333

00:27:04.700 --> 00:27:06.688 those are the cultures that were like
NOTE Confidence: 0.9258199833333333

00:27:06.688 --> 00:27:08.314 very compliance focused to think about
NOTE Confidence: 0.9258199833333333

00:27:08.314 --> 00:27:09.766 we're actually gonna shine a light
NOTE Confidence: 0.9258199833333333

00:27:09.766 --> 00:27:11.919 on the stuff that we feel vulnerable about,
NOTE Confidence: 0.9258199833333333

00:27:11.920 --> 00:27:14.090 so that we can make it better that just took
NOTE Confidence: 0.9258199833333333

00:27:14.140 --> 00:27:16.360 a lot of feeling of like it's going to be OK,
NOTE Confidence: 0.9258199833333333

00:27:16.360 --> 00:27:17.854 and we're not going to be like written up,
NOTE Confidence: 0.9258199833333333

00:27:17.860 --> 00:27:19.540 and it's actually that's our goal,
NOTE Confidence: 0.9258199833333333

00:27:19.540 --> 00:27:19.876 right?
NOTE Confidence: 0.9258199833333333

00:27:19.876 --> 00:27:21.556 And it it, it works.
NOTE Confidence: 0.9258199833333333

00:27:21.560 --> 00:27:24.416 I think we're a little behind in part,
NOTE Confidence: 0.9258199833333333

00:27:24.420 --> 00:27:26.346 you know, the rest of medicine.
NOTE Confidence: 0.9258199833333333

00:27:26.350 --> 00:27:28.478 They never really used the word quality
NOTE Confidence: 0.9258199833333333

00:27:28.478 --> 00:27:30.549 like it wasn't in the vernacular
NOTE Confidence: 0.9258199833333333

00:27:30.549 --> 00:27:32.112 of like hospitalists, or actually,

NOTE Confidence: 0.9258199833333333
00:27:32.112 --> 00:27:33.267 hospitals weren't even a thing,
NOTE Confidence: 0.9258199833333333
00:27:33.270 --> 00:27:36.202 probably 10-15 years ago, so you know,
NOTE Confidence: 0.9258199833333333
00:27:36.202 --> 00:27:38.890 just except for kind of like ID doctors,
NOTE Confidence: 0.9258199833333333
00:27:38.890 --> 00:27:41.310 it wasn't in the vernacular,
NOTE Confidence: 0.9258199833333333
00:27:41.310 --> 00:27:43.320 so the quality patient safety movement
NOTE Confidence: 0.9258199833333333
00:27:43.320 --> 00:27:45.630 started with kind of like Libby Zion.
NOTE Confidence: 0.9258199833333333
00:27:45.630 --> 00:27:47.388 For those of you who paid
NOTE Confidence: 0.9258199833333333
00:27:47.388 --> 00:27:49.438 attention to New York at that time,
NOTE Confidence: 0.9258199833333333
00:27:49.440 --> 00:27:49.970 Betsy Lehman,
NOTE Confidence: 0.9258199833333333
00:27:49.970 --> 00:27:51.825 for those of you who know that
NOTE Confidence: 0.9258199833333333
00:27:51.825 --> 00:27:53.619 that was the The Globe reporter
NOTE Confidence: 0.9258199833333333
00:27:53.619 --> 00:27:56.160 who was who was killed at the.
NOTE Confidence: 0.901461625
00:27:56.160 --> 00:28:00.318 At the Dana Farber because of an overdose of
NOTE Confidence: 0.901461625
00:28:00.318 --> 00:28:03.220 chemotherapy because of a medication error,
NOTE Confidence: 0.901461625
00:28:03.220 --> 00:28:05.425 and ironically she was a medical globe
NOTE Confidence: 0.901461625

00:28:05.425 --> 00:28:07.648 reporter and there were a bunch of
NOTE Confidence: 0.901461625

00:28:07.648 --> 00:28:09.472 other pretty high profile medical error
NOTE Confidence: 0.901461625

00:28:09.533 --> 00:28:11.928 cases that led people to realize that,
NOTE Confidence: 0.901461625

00:28:11.930 --> 00:28:14.802 like you know the the there are other
NOTE Confidence: 0.901461625

00:28:14.802 --> 00:28:16.702 things besides the natural evolution
NOTE Confidence: 0.901461625

00:28:16.702 --> 00:28:18.814 of disease that kill patients right?
NOTE Confidence: 0.901461625

00:28:18.820 --> 00:28:21.186 And and one of those things is
NOTE Confidence: 0.901461625

00:28:21.190 --> 00:28:24.121 mistakes and so you know, accepting
NOTE Confidence: 0.901461625

00:28:24.121 --> 00:28:26.167 that and being transparent about it.
NOTE Confidence: 0.901461625

00:28:26.170 --> 00:28:28.520 Became part of the general
NOTE Confidence: 0.901461625

00:28:28.520 --> 00:28:29.930 culture of medicine.
NOTE Confidence: 0.901461625

00:28:29.930 --> 00:28:31.604 I think what was different about
NOTE Confidence: 0.901461625

00:28:31.604 --> 00:28:33.800 the labs is we use the word
NOTE Confidence: 0.901461625

00:28:33.800 --> 00:28:35.448 quality and safety forever, right?
NOTE Confidence: 0.901461625

00:28:35.448 --> 00:28:37.464 But for us it meant something different.
NOTE Confidence: 0.901461625

00:28:37.470 --> 00:28:39.445 It meant compliance and it

NOTE Confidence: 0.901461625
00:28:39.445 --> 00:28:41.025 meant like environmental safety,
NOTE Confidence: 0.901461625
00:28:41.030 --> 00:28:42.322 like the formalin levels.
NOTE Confidence: 0.901461625
00:28:42.322 --> 00:28:42.968 You know,
NOTE Confidence: 0.901461625
00:28:42.970 --> 00:28:45.266 the eyewash station and this and that,
NOTE Confidence: 0.901461625
00:28:45.270 --> 00:28:47.587 and so shifting that from thinking OK,
NOTE Confidence: 0.901461625
00:28:47.590 --> 00:28:48.885 we need to do all those things
NOTE Confidence: 0.901461625
00:28:48.885 --> 00:28:50.009 like to stay in business,
NOTE Confidence: 0.901461625
00:28:50.010 --> 00:28:51.554 but that's not what we're talking about when
NOTE Confidence: 0.901461625
00:28:51.554 --> 00:28:53.214 we talk about quality and safety, right?
NOTE Confidence: 0.901461625
00:28:53.214 --> 00:28:55.038 We're talking about the broader patient
NOTE Confidence: 0.901461625
00:28:55.038 --> 00:28:57.106 safety movement and how to apply it to labs.
NOTE Confidence: 0.901461625
00:28:57.110 --> 00:28:59.700 And the broader quality culture.
NOTE Confidence: 0.901461625
00:28:59.700 --> 00:29:02.466 So one thing we struggle with at Harvard.
NOTE Confidence: 0.901461625
00:29:02.466 --> 00:29:05.690 I mean if you do at Yale also.
NOTE Confidence: 0.901461625
00:29:05.690 --> 00:29:06.710 I'm not a football fan,
NOTE Confidence: 0.901461625

00:29:06.710 --> 00:29:09.013 but I do know that there's a
NOTE Confidence: 0.901461625

00:29:09.013 --> 00:29:10.610 deep rivalry between the two,
NOTE Confidence: 0.901461625

00:29:10.610 --> 00:29:13.106 at least the tailgating is worth going to
NOTE Confidence: 0.901461625

00:29:13.106 --> 00:29:16.930 alone is that we focus all of our energy on,
NOTE Confidence: 0.901461625

00:29:16.930 --> 00:29:19.036 sort of the few you know,
NOTE Confidence: 0.901461625

00:29:19.040 --> 00:29:21.130 translational and basic science research,
NOTE Confidence: 0.901461625

00:29:21.130 --> 00:29:24.568 and that's where we put a ton of resources.
NOTE Confidence: 0.901461625

00:29:24.570 --> 00:29:25.668 It's like sexy,
NOTE Confidence: 0.901461625

00:29:25.668 --> 00:29:27.864 it's you get tons of publications.
NOTE Confidence: 0.901461625

00:29:27.870 --> 00:29:29.298 It's what we're proud of, right?
NOTE Confidence: 0.901461625

00:29:29.298 --> 00:29:32.070 But I think what's really amazing to me is
NOTE Confidence: 0.901461625

00:29:32.133 --> 00:29:34.709 behind the wall of all this fabulousness,
NOTE Confidence: 0.901461625

00:29:34.710 --> 00:29:35.820 and these are.
NOTE Confidence: 0.901461625

00:29:35.820 --> 00:29:38.040 Publications from mass general faculty from
NOTE Confidence: 0.901461625

00:29:38.040 --> 00:29:40.644 cell from Nature from all kinds of things,
NOTE Confidence: 0.901461625

00:29:40.650 --> 00:29:42.994 the that issue that led to all these

NOTE Confidence: 0.901461625

00:29:42.994 --> 00:29:45.110 publications is still processed like this,

NOTE Confidence: 0.901461625

00:29:45.110 --> 00:29:45.464 right?

NOTE Confidence: 0.901461625

00:29:45.464 --> 00:29:47.588 Like it literally comes in Tupper

NOTE Confidence: 0.901461625

00:29:47.588 --> 00:29:49.670 Ware containers in plastic bags in,

NOTE Confidence: 0.901461625

00:29:49.670 --> 00:29:51.987 you know, labeled in with a label.

NOTE Confidence: 0.901461625

00:29:51.990 --> 00:29:53.290 Nothing about the preanalytic

NOTE Confidence: 0.901461625

00:29:53.290 --> 00:29:54.265 phase has changed,

NOTE Confidence: 0.901461625

00:29:54.270 --> 00:29:54.992 nothing right?

NOTE Confidence: 0.901461625

00:29:54.992 --> 00:29:57.158 And so all the risk that's

NOTE Confidence: 0.901461625

00:29:57.158 --> 00:29:58.829 there is still there.

NOTE Confidence: 0.901461625

00:29:58.830 --> 00:30:00.366 You know you can make it

NOTE Confidence: 0.901461625

00:30:00.366 --> 00:30:01.390 look pretty good afterwards,

NOTE Confidence: 0.901461625

00:30:01.390 --> 00:30:03.586 but you know very little has

NOTE Confidence: 0.901461625

00:30:03.586 --> 00:30:05.850 changed in in surgical pathology.

NOTE Confidence: 0.901461625

00:30:05.850 --> 00:30:07.558 So I think the overarching goal for

NOTE Confidence: 0.901461625

00:30:07.558 --> 00:30:09.852 us needs to be to change how we even
NOTE Confidence: 0.901461625

00:30:09.852 --> 00:30:11.270 think about quality and safety,
NOTE Confidence: 0.901461625

00:30:11.270 --> 00:30:12.466 which originally traditionally was
NOTE Confidence: 0.901461625

00:30:12.466 --> 00:30:14.260 like we're gonna just be compliant
NOTE Confidence: 0.901461625

00:30:14.306 --> 00:30:15.386 like we're gonna get cap.
NOTE Confidence: 0.901461625

00:30:15.390 --> 00:30:16.968 That's gonna give us the seal
NOTE Confidence: 0.901461625

00:30:16.968 --> 00:30:18.530 of approval to go forward.
NOTE Confidence: 0.901461625

00:30:18.530 --> 00:30:20.138 We're going to like take care of patients.
NOTE Confidence: 0.901461625

00:30:20.140 --> 00:30:20.920 And then we're going to.
NOTE Confidence: 0.901461625

00:30:20.920 --> 00:30:22.828 Yeah, maybe we'll like manage operations,
NOTE Confidence: 0.901461625

00:30:22.830 --> 00:30:23.412 will firefight.
NOTE Confidence: 0.901461625

00:30:23.412 --> 00:30:25.449 And then if we have any energy
NOTE Confidence: 0.901461625

00:30:25.449 --> 00:30:26.430 left whatsoever,
NOTE Confidence: 0.901461625

00:30:26.430 --> 00:30:28.670 we'll do quality improvement, right?
NOTE Confidence: 0.901461625

00:30:28.670 --> 00:30:30.857 And what I would say is it needs to
NOTE Confidence: 0.901461625

00:30:30.857 --> 00:30:32.669 change like the base needs to be.

NOTE Confidence: 0.901461625
00:30:32.670 --> 00:30:35.166 The culture, like people need to feel safe.
NOTE Confidence: 0.901461625
00:30:35.170 --> 00:30:36.717 They need to feel like they can
NOTE Confidence: 0.901461625
00:30:36.717 --> 00:30:37.159 bring forward.
NOTE Confidence: 0.901461625
00:30:37.160 --> 00:30:38.900 Those risks and that somebody
NOTE Confidence: 0.901461625
00:30:38.900 --> 00:30:40.292 will be there to,
NOTE Confidence: 0.878850513636364
00:30:40.300 --> 00:30:40.990 you, know, listen,
NOTE Confidence: 0.878850513636364
00:30:40.990 --> 00:30:43.060 they need to be involved in the solution.
NOTE Confidence: 0.878850513636364
00:30:43.060 --> 00:30:44.020 If they call it events,
NOTE Confidence: 0.878850513636364
00:30:44.020 --> 00:30:46.460 you actually have to follow up with them.
NOTE Confidence: 0.878850513636364
00:30:46.460 --> 00:30:48.294 Tools need to kind of be disseminated,
NOTE Confidence: 0.878850513636364
00:30:48.300 --> 00:30:49.872 like root, cause analysis,
NOTE Confidence: 0.878850513636364
00:30:49.872 --> 00:30:51.036 safety events, eminems,
NOTE Confidence: 0.878850513636364
00:30:51.036 --> 00:30:52.540 whatever you wanna do.
NOTE Confidence: 0.878850513636364
00:30:52.540 --> 00:30:54.340 Those tools need to sort of be pushed
NOTE Confidence: 0.878850513636364
00:30:54.340 --> 00:30:56.503 out to the front line and they need
NOTE Confidence: 0.878850513636364

00:30:56.503 --> 00:30:58.230 to feel comfortable using them or or,
NOTE Confidence: 0.878850513636364

00:30:58.230 --> 00:31:00.090 you know, get some assistance or
NOTE Confidence: 0.878850513636364

00:31:00.090 --> 00:31:01.020 standardized because obviously
NOTE Confidence: 0.878850513636364

00:31:01.020 --> 00:31:02.699 no one resource to create a
NOTE Confidence: 0.878850513636364

00:31:02.699 --> 00:31:04.014 division to assist every single
NOTE Confidence: 0.878850513636364

00:31:04.068 --> 00:31:05.478 person with every single risk.
NOTE Confidence: 0.878850513636364

00:31:05.480 --> 00:31:06.910 And I don't want you to think we are either.
NOTE Confidence: 0.947857494166667

00:31:09.230 --> 00:31:11.463 I think the other thing about labs
NOTE Confidence: 0.947857494166667

00:31:11.463 --> 00:31:13.530 that's kind of overwhelming is,
NOTE Confidence: 0.947857494166667

00:31:13.530 --> 00:31:15.319 you know, when I say, oh, you know,
NOTE Confidence: 0.947857494166667

00:31:15.319 --> 00:31:16.784 don't worry about the compliance.
NOTE Confidence: 0.947857494166667

00:31:16.790 --> 00:31:17.700 That should just be a
NOTE Confidence: 0.947857494166667

00:31:17.700 --> 00:31:18.780 small part of what you do.
NOTE Confidence: 0.947857494166667

00:31:18.780 --> 00:31:20.223 Well, easy for me to say, right?
NOTE Confidence: 0.947857494166667

00:31:20.223 --> 00:31:21.315 There's like 400 compliance
NOTE Confidence: 0.947857494166667

00:31:21.315 --> 00:31:22.951 agencies that you need to keep

NOTE Confidence: 0.947857494166667
00:31:22.951 --> 00:31:24.463 up with just to stay in business.
NOTE Confidence: 0.947857494166667
00:31:24.470 --> 00:31:27.629 Now I know AP and CPR separate at Yale,
NOTE Confidence: 0.947857494166667
00:31:27.630 --> 00:31:30.030 but you know, even if you just count
NOTE Confidence: 0.947857494166667
00:31:30.030 --> 00:31:32.150 cap and Joint Commission which you
NOTE Confidence: 0.947857494166667
00:31:32.150 --> 00:31:34.654 which you have to do, it's still.
NOTE Confidence: 0.947857494166667
00:31:34.654 --> 00:31:36.907 It's still like 400 checklist items, right?
NOTE Confidence: 0.947857494166667
00:31:36.907 --> 00:31:38.286 So I don't want to minimize that.
NOTE Confidence: 0.947857494166667
00:31:38.290 --> 00:31:41.350 I know it's hard to to keep up with.
NOTE Confidence: 0.947857494166667
00:31:41.350 --> 00:31:42.500 The other thing that's different,
NOTE Confidence: 0.947857494166667
00:31:42.500 --> 00:31:43.544 I think, is.
NOTE Confidence: 0.947857494166667
00:31:43.544 --> 00:31:45.980 People at the hospital level think of
NOTE Confidence: 0.947857494166667
00:31:46.052 --> 00:31:48.420 us as like the smaller labs in AP.
NOTE Confidence: 0.947857494166667
00:31:48.420 --> 00:31:50.636 You know, they think it's like lower volume.
NOTE Confidence: 0.947857494166667
00:31:50.640 --> 00:31:52.116 It's like a bunch of people
NOTE Confidence: 0.947857494166667
00:31:52.116 --> 00:31:53.620 and sometimes in the basement,
NOTE Confidence: 0.947857494166667

00:31:53.620 --> 00:31:55.004 sometimes in that window.
NOTE Confidence: 0.947857494166667

00:31:55.004 --> 00:31:57.080 What are they doing down there?
NOTE Confidence: 0.947857494166667

00:31:57.080 --> 00:31:58.420 But what's interesting about it?
NOTE Confidence: 0.947857494166667

00:31:58.420 --> 00:32:01.636 When you look at at risk the the
NOTE Confidence: 0.947857494166667

00:32:01.636 --> 00:32:04.240 proportion of error or of risk
NOTE Confidence: 0.947857494166667

00:32:04.240 --> 00:32:06.808 in anatomic pathology is way way
NOTE Confidence: 0.947857494166667

00:32:06.897 --> 00:32:08.817 way higher than in CP.
NOTE Confidence: 0.947857494166667

00:32:08.820 --> 00:32:12.043 And that's not because we're stupid, right?
NOTE Confidence: 0.947857494166667

00:32:12.043 --> 00:32:15.424 It's because everything we do is manual.
NOTE Confidence: 0.947857494166667

00:32:15.430 --> 00:32:17.210 Right, and so you know,
NOTE Confidence: 0.947857494166667

00:32:17.210 --> 00:32:19.145 if you put a thing in a machine and
NOTE Confidence: 0.947857494166667

00:32:19.145 --> 00:32:21.224 it sort of gets gives you a result,
NOTE Confidence: 0.947857494166667

00:32:21.230 --> 00:32:23.606 it's gonna fail at a very reliable rate,
NOTE Confidence: 0.947857494166667

00:32:23.610 --> 00:32:23.962 right?
NOTE Confidence: 0.947857494166667

00:32:23.962 --> 00:32:24.666 But humans,
NOTE Confidence: 0.947857494166667

00:32:24.666 --> 00:32:26.426 you know it's a combination

NOTE Confidence: 0.947857494166667
00:32:26.426 --> 00:32:28.190 of patient related factors,
NOTE Confidence: 0.947857494166667
00:32:28.190 --> 00:32:29.874 tissue diagnostics and everything.
NOTE Confidence: 0.947857494166667
00:32:29.874 --> 00:32:31.137 We just delete.
NOTE Confidence: 0.947857494166667
00:32:31.140 --> 00:32:33.524 Our job is hard and and I think
NOTE Confidence: 0.947857494166667
00:32:33.524 --> 00:32:35.450 people need to accept that so.
NOTE Confidence: 0.947857494166667
00:32:35.450 --> 00:32:37.410 I'm going to shift gears in the
NOTE Confidence: 0.947857494166667
00:32:37.410 --> 00:32:39.342 second half of my talk and speak
NOTE Confidence: 0.947857494166667
00:32:39.342 --> 00:32:41.379 a little bit about some of the
NOTE Confidence: 0.947857494166667
00:32:41.379 --> 00:32:43.039 tools we've used around culture.
NOTE Confidence: 0.947857494166667
00:32:43.040 --> 00:32:44.762 If that's OK and high reliability
NOTE Confidence: 0.947857494166667
00:32:44.762 --> 00:32:46.267 is something that the Trump
NOTE Confidence: 0.947857494166667
00:32:46.267 --> 00:32:47.777 Commission and others have written
NOTE Confidence: 0.947857494166667
00:32:47.777 --> 00:32:49.360 about in terms of there,
NOTE Confidence: 0.947857494166667
00:32:49.360 --> 00:32:51.537 are there are principles of high reliability
NOTE Confidence: 0.947857494166667
00:32:51.537 --> 00:32:53.529 which and here are the principles?
NOTE Confidence: 0.908518008

00:32:56.800 --> 00:32:57.480 So interestingly,
NOTE Confidence: 0.908518008

00:32:57.480 --> 00:33:00.200 the first one is the toughest for labs.
NOTE Confidence: 0.908518008

00:33:00.200 --> 00:33:02.172 The preoccupation with failure.
NOTE Confidence: 0.908518008

00:33:02.172 --> 00:33:04.460 You know. People think of us
NOTE Confidence: 0.908518008

00:33:04.460 --> 00:33:06.037 as the gold standard, right?
NOTE Confidence: 0.908518008

00:33:06.037 --> 00:33:08.253 They think of us as like the result,
NOTE Confidence: 0.908518008

00:33:08.260 --> 00:33:10.612 the answer and for us to focus instead
NOTE Confidence: 0.908518008

00:33:10.612 --> 00:33:13.180 on what we do poorly is really tough
NOTE Confidence: 0.908518008

00:33:13.180 --> 00:33:15.679 culturally and from a moral perspective,
NOTE Confidence: 0.908518008

00:33:15.680 --> 00:33:18.879 and certainly again in this after COVID.
NOTE Confidence: 0.908518008

00:33:18.880 --> 00:33:20.860 You know, the labs were just like you know,
NOTE Confidence: 0.908518008

00:33:20.860 --> 00:33:23.104 murdered during COVID from a you
NOTE Confidence: 0.908518008

00:33:23.104 --> 00:33:24.998 know everyone was between being
NOTE Confidence: 0.908518008

00:33:24.998 --> 00:33:26.984 sick and out the lab shortage.
NOTE Confidence: 0.908518008

00:33:26.990 --> 00:33:28.310 And just like you know,
NOTE Confidence: 0.908518008

00:33:28.310 --> 00:33:29.654 the actual testing platforms,

NOTE Confidence: 0.908518008

00:33:29.654 --> 00:33:31.875 it's been a terrible people say, oh,

NOTE Confidence: 0.908518008

00:33:31.875 --> 00:33:33.515 it's great people know what we do now,

NOTE Confidence: 0.908518008

00:33:33.520 --> 00:33:35.056 which is like a nice like

NOTE Confidence: 0.908518008

00:33:35.056 --> 00:33:36.589 it's a silver lining I guess,

NOTE Confidence: 0.908518008

00:33:36.590 --> 00:33:38.230 but everyone is exhausted, right?

NOTE Confidence: 0.908518008

00:33:38.230 --> 00:33:40.710 People are exhausted and in AP we had

NOTE Confidence: 0.908518008

00:33:40.710 --> 00:33:42.838 major financial hits because of shutdown

NOTE Confidence: 0.908518008

00:33:42.838 --> 00:33:45.370 of elective surgeries and things like that.

NOTE Confidence: 0.908518008

00:33:45.370 --> 00:33:48.858 So it's been tough.

NOTE Confidence: 0.908518008

00:33:48.860 --> 00:33:50.540 I think you know thinking about the

NOTE Confidence: 0.908518008

00:33:50.540 --> 00:33:52.309 bandwidth to make things better is really

NOTE Confidence: 0.908518008

00:33:52.309 --> 00:33:54.220 hard when you're just trying to survive,

NOTE Confidence: 0.908518008

00:33:54.220 --> 00:33:54.602 you know.

NOTE Confidence: 0.908518008

00:33:54.602 --> 00:33:56.420 So I just wanna put in a note about

NOTE Confidence: 0.908518008

00:33:56.420 --> 00:33:58.065 that and just make sure that you

NOTE Confidence: 0.908518008

00:33:58.065 --> 00:34:00.164 take that with a grain of salt while
NOTE Confidence: 0.908518008

00:34:00.164 --> 00:34:01.720 we're discussing this or reluctance
NOTE Confidence: 0.908518008

00:34:01.720 --> 00:34:03.260 to simplify interpretations is
NOTE Confidence: 0.908518008

00:34:03.260 --> 00:34:05.150 really hard when you're busy.
NOTE Confidence: 0.908518008

00:34:05.150 --> 00:34:06.780 So for you to say, oh, I know what happened.
NOTE Confidence: 0.908518008

00:34:06.780 --> 00:34:07.527 It got switched.
NOTE Confidence: 0.908518008

00:34:07.527 --> 00:34:09.270 The microtone like Susie Q was like
NOTE Confidence: 0.908518008

00:34:09.320 --> 00:34:10.895 talking and it's she takes all the
NOTE Confidence: 0.908518008

00:34:10.895 --> 00:34:13.282 stuff at the same time. And that's why.
NOTE Confidence: 0.908518008

00:34:13.282 --> 00:34:15.214 So that's not curious, right?
NOTE Confidence: 0.908518008

00:34:15.214 --> 00:34:16.984 That's like you just wanting
NOTE Confidence: 0.908518008

00:34:16.984 --> 00:34:18.889 to be done with it so.
NOTE Confidence: 0.908518008

00:34:18.890 --> 00:34:21.458 I think figuring out usually there's a lot
NOTE Confidence: 0.908518008

00:34:21.458 --> 00:34:23.907 of different reasons why something happens,
NOTE Confidence: 0.908518008

00:34:23.910 --> 00:34:25.222 and understanding the complexity
NOTE Confidence: 0.908518008

00:34:25.222 --> 00:34:27.190 of the reasons helps you be

NOTE Confidence: 0.908518008

00:34:27.249 --> 00:34:29.109 successful in solving the problem.

NOTE Confidence: 0.908518008

00:34:29.110 --> 00:34:30.865 Resilience is like your capacity

NOTE Confidence: 0.908518008

00:34:30.865 --> 00:34:33.289 to fail and then get up again.

NOTE Confidence: 0.908518008

00:34:33.290 --> 00:34:37.866 So that is to me that's a more valuable

NOTE Confidence: 0.908518008

00:34:37.866 --> 00:34:40.752 and more honorable and more successful

NOTE Confidence: 0.908518008

00:34:40.752 --> 00:34:43.548 trait than existing excellence, right?

NOTE Confidence: 0.908518008

00:34:43.548 --> 00:34:45.338 Which is really tough for

NOTE Confidence: 0.908518008

00:34:45.338 --> 00:34:46.770 an organization like mass,

NOTE Confidence: 0.908518008

00:34:46.770 --> 00:34:48.710 general or Harvard Medical School.

NOTE Confidence: 0.908518008

00:34:48.710 --> 00:34:49.168 To say,

NOTE Confidence: 0.908518008

00:34:49.168 --> 00:34:49.397 yeah,

NOTE Confidence: 0.908518008

00:34:49.397 --> 00:34:50.771 we actually fall down and we're

NOTE Confidence: 0.908518008

00:34:50.771 --> 00:34:52.186 going to share with you how we

NOTE Confidence: 0.908518008

00:34:52.186 --> 00:34:53.852 fall down and how we get better as

NOTE Confidence: 0.908518008

00:34:53.852 --> 00:34:55.148 opposed to like we're the best.

NOTE Confidence: 0.908518008

00:34:55.150 --> 00:34:57.229 You know people who are the best are not
NOTE Confidence: 0.908518008

00:34:57.229 --> 00:34:59.390 going to tell you how they messed up, right?
NOTE Confidence: 0.908518008

00:34:59.390 --> 00:35:00.670 But everyone messes up.
NOTE Confidence: 0.908518008

00:35:00.670 --> 00:35:02.050 And so if we can do it and we can
NOTE Confidence: 0.908518008

00:35:02.097 --> 00:35:03.864 share what we learned, isn't that?
NOTE Confidence: 0.908518008

00:35:03.864 --> 00:35:05.130 Isn't that valuable?
NOTE Confidence: 0.908518008

00:35:05.130 --> 00:35:05.654 You know?
NOTE Confidence: 0.908518008

00:35:05.654 --> 00:35:07.226 And the other thing that's useful.
NOTE Confidence: 0.908518008

00:35:07.230 --> 00:35:08.808 I think the deference to expertise
NOTE Confidence: 0.908518008

00:35:08.808 --> 00:35:10.612 has to do with deferring to
NOTE Confidence: 0.908518008

00:35:10.612 --> 00:35:11.910 the frontline order meaning,
NOTE Confidence: 0.908518008

00:35:11.910 --> 00:35:14.310 so I'll give you an example we had.
NOTE Confidence: 0.908518008

00:35:14.310 --> 00:35:17.109 We had a case where a patient died because
NOTE Confidence: 0.908518008

00:35:17.109 --> 00:35:19.750 they didn't get blood products in time.
NOTE Confidence: 0.908518008

00:35:19.750 --> 00:35:23.050 The pneumatic tube system failed,
NOTE Confidence: 0.908518008

00:35:23.050 --> 00:35:23.998 and so you know,

NOTE Confidence: 0.908518008
00:35:23.998 --> 00:35:25.420 we went through many different iterations
NOTE Confidence: 0.908518008
00:35:25.462 --> 00:35:27.214 where we couldn't figure out why it failed.
NOTE Confidence: 0.908518008
00:35:27.220 --> 00:35:27.984 We sent the blood,
NOTE Confidence: 0.908518008
00:35:27.984 --> 00:35:28.748 they never received it.
NOTE Confidence: 0.908518008
00:35:28.750 --> 00:35:29.610 We sent it again.
NOTE Confidence: 0.908518008
00:35:29.610 --> 00:35:30.470 They never received it,
NOTE Confidence: 0.908518008
00:35:30.470 --> 00:35:32.186 so we ended up having the
NOTE Confidence: 0.908518008
00:35:32.186 --> 00:35:33.330 buildings and grounds guys
NOTE Confidence: 0.952282659230769
00:35:33.393 --> 00:35:34.329 come through M&M.
NOTE Confidence: 0.952282659230769
00:35:34.330 --> 00:35:36.430 Turns out that one wing of the
NOTE Confidence: 0.952282659230769
00:35:36.430 --> 00:35:38.020 hospital where this patient was
NOTE Confidence: 0.952282659230769
00:35:38.020 --> 00:35:39.910 was built at a different time,
NOTE Confidence: 0.952282659230769
00:35:39.910 --> 00:35:41.730 and the pneumatic tube system
NOTE Confidence: 0.952282659230769
00:35:41.730 --> 00:35:43.550 was like 3 millimeter smaller
NOTE Confidence: 0.952282659230769
00:35:43.617 --> 00:35:45.465 than the rest of the hospital,
NOTE Confidence: 0.952282659230769

00:35:45.470 --> 00:35:47.416 and the lab techs were sort of
NOTE Confidence: 0.952282659230769

00:35:47.416 --> 00:35:48.635 overstuffing the pneumatic tube
NOTE Confidence: 0.952282659230769

00:35:48.635 --> 00:35:50.270 containers because the patient was
NOTE Confidence: 0.952282659230769

00:35:50.270 --> 00:35:51.884 crashing and needed massive amounts
NOTE Confidence: 0.952282659230769

00:35:51.884 --> 00:35:53.378 of blood and they were getting
NOTE Confidence: 0.952282659230769

00:35:53.378 --> 00:35:54.859 stuck and we actually had them
NOTE Confidence: 0.952282659230769

00:35:54.859 --> 00:35:56.560 present like a map of the different
NOTE Confidence: 0.952282659230769

00:35:56.610 --> 00:35:58.080 pneumatic tubes of the hospital,
NOTE Confidence: 0.952282659230769

00:35:58.080 --> 00:35:59.895 and they're different diameters which
NOTE Confidence: 0.952282659230769

00:35:59.895 --> 00:36:01.710 like talk about different expertise.
NOTE Confidence: 0.952282659230769

00:36:01.710 --> 00:36:03.229 There's no way anyone in the pathology
NOTE Confidence: 0.952282659230769

00:36:03.229 --> 00:36:04.498 department would ever know that, and.
NOTE Confidence: 0.952282659230769

00:36:04.498 --> 00:36:06.024 The the The Blood bank texts were
NOTE Confidence: 0.952282659230769

00:36:06.024 --> 00:36:07.181 blaming the nurses the nurses
NOTE Confidence: 0.952282659230769

00:36:07.181 --> 00:36:08.519 were going to the blood bank
NOTE Confidence: 0.952282659230769

00:36:08.519 --> 00:36:09.993 text and it turns out there was

NOTE Confidence: 0.952282659230769

00:36:09.993 --> 00:36:11.202 like a total system explanation.

NOTE Confidence: 0.952282659230769

00:36:11.202 --> 00:36:13.614 So that was really interesting for

NOTE Confidence: 0.952282659230769

00:36:13.614 --> 00:36:15.609 us and sort of reaching out to those

NOTE Confidence: 0.952282659230769

00:36:15.609 --> 00:36:17.137 buildings and grounds guys who normally

NOTE Confidence: 0.952282659230769

00:36:17.137 --> 00:36:18.733 don't get involved in anything clinical.

NOTE Confidence: 0.952282659230769

00:36:18.740 --> 00:36:20.048 Certainly not an Eminem

NOTE Confidence: 0.952282659230769

00:36:20.048 --> 00:36:21.029 was really interesting.

NOTE Confidence: 0.946784939285714

00:36:23.160 --> 00:36:25.575 So I was thinking about telling you

NOTE Confidence: 0.946784939285714

00:36:25.575 --> 00:36:28.273 about a couple of things we've done to

NOTE Confidence: 0.946784939285714

00:36:28.273 --> 00:36:29.694 try and address some of these things.

NOTE Confidence: 0.946784939285714

00:36:29.700 --> 00:36:31.611 One of them is create and implement

NOTE Confidence: 0.946784939285714

00:36:31.611 --> 00:36:32.798 pathology, Eminem Realms and the

NOTE Confidence: 0.946784939285714

00:36:32.798 --> 00:36:34.590 other is a new thing we're doing

NOTE Confidence: 0.946784939285714

00:36:34.590 --> 00:36:36.505 called diagnostic error or diagnostic

NOTE Confidence: 0.946784939285714

00:36:36.505 --> 00:36:37.654 learning opportunity grounds,

NOTE Confidence: 0.946784939285714

00:36:37.660 --> 00:36:41.755 and I hope we'll have time for another day.
NOTE Confidence: 0.946784939285714

00:36:41.760 --> 00:36:44.266 I can and I think I spoke with with
NOTE Confidence: 0.946784939285714

00:36:44.266 --> 00:36:46.746 some team members this morning,
NOTE Confidence: 0.946784939285714

00:36:46.750 --> 00:36:48.766 including Andrea and Carla to talk
NOTE Confidence: 0.946784939285714

00:36:48.766 --> 00:36:51.322 about some of our performance dashboards
NOTE Confidence: 0.946784939285714

00:36:51.322 --> 00:36:53.606 and patient safety dashboards.
NOTE Confidence: 0.946784939285714

00:36:53.610 --> 00:36:55.710 So and Chi in process redesign.
NOTE Confidence: 0.946784939285714

00:36:55.710 --> 00:36:57.162 But today we're going to talk
NOTE Confidence: 0.946784939285714

00:36:57.162 --> 00:36:58.962 more about M&M rounds and these
NOTE Confidence: 0.946784939285714

00:36:58.962 --> 00:37:00.274 other rounds we're doing.
NOTE Confidence: 0.946784939285714

00:37:00.280 --> 00:37:02.467 So if you think back on our cases that
NOTE Confidence: 0.946784939285714

00:37:02.467 --> 00:37:04.659 I showed you one was preanalytic,
NOTE Confidence: 0.946784939285714

00:37:04.660 --> 00:37:06.585 one was post analytic and one was
NOTE Confidence: 0.946784939285714

00:37:06.585 --> 00:37:08.669 this like it legislative problem.
NOTE Confidence: 0.946784939285714

00:37:08.670 --> 00:37:11.140 So you can tell I made a real effort not
NOTE Confidence: 0.946784939285714

00:37:11.205 --> 00:37:13.424 to focus on something that was like,

NOTE Confidence: 0.946784939285714
00:37:13.430 --> 00:37:15.166 oh look at this Melanoma that was missed,
NOTE Confidence: 0.946784939285714
00:37:15.170 --> 00:37:15.412 right?
NOTE Confidence: 0.946784939285714
00:37:15.412 --> 00:37:16.380 'cause that's something that
NOTE Confidence: 0.946784939285714
00:37:16.380 --> 00:37:17.590 you get a lot of.
NOTE Confidence: 0.946784939285714
00:37:17.590 --> 00:37:20.650 So I really think we have to extend beyond
NOTE Confidence: 0.946784939285714
00:37:20.650 --> 00:37:23.125 worrying about what we're taught to worry
NOTE Confidence: 0.946784939285714
00:37:23.125 --> 00:37:25.579 about and and develop some new tools.
NOTE Confidence: 0.946784939285714
00:37:25.580 --> 00:37:27.536 So we developed these Eminem rounds.
NOTE Confidence: 0.946784939285714
00:37:27.540 --> 00:37:29.540 It was partially in response.
NOTE Confidence: 0.946784939285714
00:37:29.540 --> 00:37:30.610 We were already doing it,
NOTE Confidence: 0.946784939285714
00:37:30.610 --> 00:37:32.878 but we integrated residents because of
NOTE Confidence: 0.946784939285714
00:37:32.878 --> 00:37:36.312 new AC GME guidelines and pathologists,
NOTE Confidence: 0.946784939285714
00:37:36.312 --> 00:37:37.840 you know,
NOTE Confidence: 0.946784939285714
00:37:37.840 --> 00:37:39.457 we love to go to other people's
NOTE Confidence: 0.946784939285714
00:37:39.457 --> 00:37:40.976 M&M's and like shame them.
NOTE Confidence: 0.946784939285714

00:37:40.976 --> 00:37:42.710 You know, like this is the answer,
NOTE Confidence: 0.946784939285714

00:37:42.710 --> 00:37:44.565 this is what you missed but we
NOTE Confidence: 0.946784939285714

00:37:44.565 --> 00:37:46.340 frequently don't have our own EMS right,
NOTE Confidence: 0.946784939285714

00:37:46.340 --> 00:37:46.788 do you?
NOTE Confidence: 0.946784939285714

00:37:46.788 --> 00:37:48.356 I should say I should pause and
NOTE Confidence: 0.946784939285714

00:37:48.356 --> 00:37:50.161 if I were there in person I would
NOTE Confidence: 0.946784939285714

00:37:50.161 --> 00:37:52.048 ask if you have your own eminems.
NOTE Confidence: 0.902550272

00:37:52.640 --> 00:37:55.160 We currently do not have.
NOTE Confidence: 0.902550272

00:37:55.160 --> 00:37:57.547 Departmental Eminem it's in the works of
NOTE Confidence: 0.902550272

00:37:57.547 --> 00:38:00.080 being developed and and we're you know,
NOTE Confidence: 0.902550272

00:38:00.080 --> 00:38:02.173 we're tasked by the hospital to develop
NOTE Confidence: 0.902550272

00:38:02.173 --> 00:38:04.130 such a program in our department.
NOTE Confidence: 0.902550272

00:38:04.130 --> 00:38:06.006 Awesome, and I really looking
NOTE Confidence: 0.902550272

00:38:06.006 --> 00:38:07.860 forward to the next few slides. Oh
NOTE Confidence: 0.858474948333333

00:38:07.870 --> 00:38:09.010 well, this is a very very.
NOTE Confidence: 0.858474948333333

00:38:09.010 --> 00:38:13.350 This is like headlines only so I'm happy to.

NOTE Confidence: 0.858474948333333
00:38:13.350 --> 00:38:14.488 I think I was telling you earlier.
NOTE Confidence: 0.858474948333333
00:38:14.490 --> 00:38:16.470 We have like an 8 to 10 year experience.
NOTE Confidence: 0.858474948333333
00:38:16.470 --> 00:38:17.904 That's about to come out and
NOTE Confidence: 0.858474948333333
00:38:17.904 --> 00:38:19.425 we're going to publish all the
NOTE Confidence: 0.858474948333333
00:38:19.425 --> 00:38:20.973 templates and tools so people can
NOTE Confidence: 0.858474948333333
00:38:20.973 --> 00:38:22.380 just download them and use them.
NOTE Confidence: 0.858474948333333
00:38:22.380 --> 00:38:23.140 I see Marcelo there.
NOTE Confidence: 0.858474948333333
00:38:23.140 --> 00:38:24.670 I don't want to call out Marcelo,
NOTE Confidence: 0.858474948333333
00:38:24.670 --> 00:38:26.290 but Marcelo participated in
NOTE Confidence: 0.858474948333333
00:38:26.290 --> 00:38:27.910 more than one M&M.
NOTE Confidence: 0.858474948333333
00:38:27.910 --> 00:38:29.160 He did a great job.
NOTE Confidence: 0.858474948333333
00:38:29.160 --> 00:38:29.640 He's not
NOTE Confidence: 0.674853791176471
00:38:29.770 --> 00:38:31.408 now that I know that I'm going
NOTE Confidence: 0.674853791176471
00:38:31.408 --> 00:38:33.133 to have to go after Marcelo
NOTE Confidence: 0.674853791176471
00:38:33.133 --> 00:38:34.740 to get his experience. He's
NOTE Confidence: 0.918811566

00:38:34.750 --> 00:38:37.330 like I'm done with that,
NOTE Confidence: 0.918811566

00:38:37.330 --> 00:38:39.610 but I don't know where. I'm happy to help.
NOTE Confidence: 0.918811566

00:38:39.610 --> 00:38:42.010 Yeah, I mean you were there when we
NOTE Confidence: 0.918811566

00:38:42.010 --> 00:38:44.359 when we did that for many years.
NOTE Confidence: 0.918811566

00:38:44.360 --> 00:38:46.216 And it it was a total game changer.
NOTE Confidence: 0.918811566

00:38:46.220 --> 00:38:48.040 I mean, I don't want to overstate
NOTE Confidence: 0.918811566

00:38:48.040 --> 00:38:49.719 people were really nervous about it,
NOTE Confidence: 0.918811566

00:38:49.720 --> 00:38:51.036 like they didn't want to do it,
NOTE Confidence: 0.918811566

00:38:51.040 --> 00:38:53.119 and we invited like the we invited
NOTE Confidence: 0.918811566

00:38:53.119 --> 00:38:54.464 everyone like the secretaries
NOTE Confidence: 0.918811566

00:38:54.464 --> 00:38:56.419 were there or the assistants,
NOTE Confidence: 0.918811566

00:38:56.420 --> 00:38:58.644 the transcriptionist, the residents,
NOTE Confidence: 0.918811566

00:38:58.644 --> 00:39:00.696 the technicians, the chairman.
NOTE Confidence: 0.918811566

00:39:00.696 --> 00:39:02.632 And it. It, it was.
NOTE Confidence: 0.918811566

00:39:02.632 --> 00:39:04.124 Really, I don't know. I didn't.
NOTE Confidence: 0.918811566

00:39:04.124 --> 00:39:05.608 I don't think I realized how unique

NOTE Confidence: 0.918811566
00:39:05.608 --> 00:39:07.227 it was at the time until I started
NOTE Confidence: 0.918811566
00:39:07.227 --> 00:39:08.880 working in a different organization,
NOTE Confidence: 0.918811566
00:39:08.880 --> 00:39:10.357 and I realized that it's just not
NOTE Confidence: 0.918811566
00:39:10.357 --> 00:39:11.532 the culture, right? I don't know.
NOTE Confidence: 0.918811566
00:39:11.532 --> 00:39:12.272 Marcello, if you have any,
NOTE Confidence: 0.918811566
00:39:12.272 --> 00:39:13.100 I'm sorry to call on you.
NOTE Confidence: 0.918811566
00:39:13.100 --> 00:39:14.090 But if you had any.
NOTE Confidence: 0.918811566
00:39:14.090 --> 00:39:14.999 Memories of it.
NOTE Confidence: 0.910527075
00:39:15.620 --> 00:39:17.245 Actually I I would point
NOTE Confidence: 0.910527075
00:39:17.245 --> 00:39:19.150 out that it it was it.
NOTE Confidence: 0.910527075
00:39:19.150 --> 00:39:20.830 It was great 'cause it didn't.
NOTE Confidence: 0.910527075
00:39:20.830 --> 00:39:23.100 It didn't feel putative and
NOTE Confidence: 0.910527075
00:39:23.100 --> 00:39:25.926 it didn't feel like you know.
NOTE Confidence: 0.910527075
00:39:25.930 --> 00:39:27.230 You know people were looking
NOTE Confidence: 0.910527075
00:39:27.230 --> 00:39:28.694 to assign blame, blame.
NOTE Confidence: 0.910527075

00:39:28.694 --> 00:39:32.270 It was really a clear exploration

NOTE Confidence: 0.910527075

00:39:32.270 --> 00:39:34.525 of system related factors.

NOTE Confidence: 0.910527075

00:39:34.525 --> 00:39:36.400 I I as a resident,

NOTE Confidence: 0.945904976666667

00:39:36.410 --> 00:39:38.348 I found it to be really.

NOTE Confidence: 0.945904976666667

00:39:38.350 --> 00:39:39.958 A good a great learning experience

NOTE Confidence: 0.945904976666667

00:39:39.958 --> 00:39:41.470 and like a confidence builder.

NOTE Confidence: 0.945904976666667

00:39:41.470 --> 00:39:43.258 Honestly I thought it was great.

NOTE Confidence: 0.82124931

00:39:44.450 --> 00:39:46.130 OK, not a planted comment.

NOTE Confidence: 0.82124931

00:39:46.130 --> 00:39:47.045 Thank you, Sir.

NOTE Confidence: 0.82124931

00:39:47.045 --> 00:39:49.462 Thank you so much. I think it was.

NOTE Confidence: 0.82124931

00:39:49.462 --> 00:39:51.696 We tried very very hard to have

NOTE Confidence: 0.82124931

00:39:51.696 --> 00:39:54.279 curiosity be our focus and to select

NOTE Confidence: 0.82124931

00:39:54.279 --> 00:39:56.771 cases that had the biggest capacity

NOTE Confidence: 0.82124931

00:39:56.771 --> 00:39:59.285 for systems learning and to really

NOTE Confidence: 0.82124931

00:39:59.290 --> 00:40:01.434 open things up like to take away the

NOTE Confidence: 0.82124931

00:40:01.434 --> 00:40:03.380 safety net review behind closed doors

NOTE Confidence: 0.82124931

00:40:03.380 --> 00:40:06.029 and among leadership and make it more open.

NOTE Confidence: 0.82124931

00:40:06.030 --> 00:40:07.758 And we found that also increased

NOTE Confidence: 0.82124931

00:40:07.758 --> 00:40:09.335 reporting events 'cause people felt like

NOTE Confidence: 0.82124931

00:40:09.335 --> 00:40:11.479 oh this is this would be a good Eminem right?

NOTE Confidence: 0.82124931

00:40:11.480 --> 00:40:14.800 So we openly and honestly looked at cases.

NOTE Confidence: 0.82124931

00:40:14.800 --> 00:40:16.809 Figured out what happened and tried to

NOTE Confidence: 0.82124931

00:40:16.809 --> 00:40:19.115 fix them and promoted open discussion

NOTE Confidence: 0.82124931

00:40:19.115 --> 00:40:20.495 and transparent culture.

NOTE Confidence: 0.82124931

00:40:20.500 --> 00:40:23.188 We had a model where how we identified

NOTE Confidence: 0.82124931

00:40:23.188 --> 00:40:24.820 cases very standardized.

NOTE Confidence: 0.82124931

00:40:24.820 --> 00:40:28.366 We did RCA's and as I said we have

NOTE Confidence: 0.82124931

00:40:28.366 --> 00:40:29.898 a whole conference guide.

NOTE Confidence: 0.82124931

00:40:29.900 --> 00:40:32.460 We had like a slide deck template which

NOTE Confidence: 0.82124931

00:40:32.460 --> 00:40:34.380 we're going to get out there and I'd

NOTE Confidence: 0.82124931

00:40:34.380 --> 00:40:36.376 be happy to share two and then we just

NOTE Confidence: 0.82124931

00:40:36.376 --> 00:40:38.346 did it the same way every time so it
NOTE Confidence: 0.82124931

00:40:38.346 --> 00:40:40.052 never felt sort of like a witch hunt.
NOTE Confidence: 0.82124931

00:40:40.052 --> 00:40:41.960 It always felt like this is what we're doing.
NOTE Confidence: 0.82124931

00:40:41.960 --> 00:40:44.756 This is our system and it
NOTE Confidence: 0.82124931

00:40:44.756 --> 00:40:46.154 became totally normalized.
NOTE Confidence: 0.82124931

00:40:46.160 --> 00:40:46.900 And we shifted things.
NOTE Confidence: 0.82124931

00:40:46.900 --> 00:40:48.010 I know in pathology we never
NOTE Confidence: 0.82124931

00:40:48.056 --> 00:40:49.040 had our traditional Eminem,
NOTE Confidence: 0.82124931

00:40:49.040 --> 00:40:51.727 but for those of you who who did
NOTE Confidence: 0.82124931

00:40:51.727 --> 00:40:53.022 grow up in clinical medicine
NOTE Confidence: 0.82124931

00:40:53.022 --> 00:40:54.698 and in pathology in Canada,
NOTE Confidence: 0.82124931

00:40:54.700 --> 00:40:56.702 you have to do a surgical and
NOTE Confidence: 0.82124931

00:40:56.702 --> 00:40:57.834 medical residency internship.
NOTE Confidence: 0.82124931

00:40:57.834 --> 00:41:00.788 So I remember like standing at the
NOTE Confidence: 0.82124931

00:41:00.788 --> 00:41:03.435 front of those amphitheatres and just
NOTE Confidence: 0.82124931

00:41:03.435 --> 00:41:05.575 feeling like completely grilled,

NOTE Confidence: 0.82124931

00:41:05.580 --> 00:41:08.970 right like it wasn't a friendly

NOTE Confidence: 0.82124931

00:41:08.970 --> 00:41:10.895 place and we really only looked

NOTE Confidence: 0.82124931

00:41:10.895 --> 00:41:11.979 at harmful events in.

NOTE Confidence: 0.82124931

00:41:11.980 --> 00:41:12.643 In our case,

NOTE Confidence: 0.82124931

00:41:12.643 --> 00:41:13.969 we really were trying to look

NOTE Confidence: 0.82124931

00:41:13.969 --> 00:41:15.578 at near misses or close calls.

NOTE Confidence: 0.82124931

00:41:15.580 --> 00:41:16.740 With the capacity for learning,

NOTE Confidence: 0.82124931

00:41:16.740 --> 00:41:19.120 I've been talking about.

NOTE Confidence: 0.82124931

00:41:19.120 --> 00:41:20.424 In the traditional Eminem,

NOTE Confidence: 0.82124931

00:41:20.424 --> 00:41:22.380 the case information is presented by

NOTE Confidence: 0.82124931

00:41:22.432 --> 00:41:24.133 a person for the new pathology ones

NOTE Confidence: 0.82124931

00:41:24.133 --> 00:41:26.520 it was like gathered from all stakeholders.

NOTE Confidence: 0.82124931

00:41:26.520 --> 00:41:27.406 More systems.

NOTE Confidence: 0.82124931

00:41:27.406 --> 00:41:28.292 You'll see.

NOTE Confidence: 0.82124931

00:41:28.292 --> 00:41:30.950 It's really just from like person

NOTE Confidence: 0.82124931

00:41:31.029 --> 00:41:33.285 to systems and the top down punitive
NOTE Confidence: 0.82124931

00:41:33.285 --> 00:41:35.720 goes from the bottom up curious right?
NOTE Confidence: 0.82124931

00:41:35.720 --> 00:41:36.800 Like where you have frontline
NOTE Confidence: 0.82124931

00:41:36.800 --> 00:41:37.880 people who are like yeah,
NOTE Confidence: 0.82124931

00:41:37.880 --> 00:41:39.360 we don't understand what happened
NOTE Confidence: 0.82124931

00:41:39.360 --> 00:41:41.200 or here's how we normally do it.
NOTE Confidence: 0.82124931

00:41:41.200 --> 00:41:42.512 That kind of thing.
NOTE Confidence: 0.82124931

00:41:42.512 --> 00:41:44.152 And so again shifting the
NOTE Confidence: 0.82124931

00:41:44.152 --> 00:41:45.600 culture from frustration,
NOTE Confidence: 0.82124931

00:41:45.600 --> 00:41:47.990 anxiety to learning the denied
NOTE Confidence: 0.82124931

00:41:47.990 --> 00:41:49.902 offensive to transparent just.
NOTE Confidence: 0.82124931

00:41:49.910 --> 00:41:50.342 Culture,
NOTE Confidence: 0.82124931

00:41:50.342 --> 00:41:52.502 which is a balance between
NOTE Confidence: 0.82124931

00:41:52.502 --> 00:41:54.182 accountability and systems and
NOTE Confidence: 0.82124931

00:41:54.182 --> 00:41:56.666 then the top down like go.
NOTE Confidence: 0.82124931

00:41:56.670 --> 00:41:58.272 Figure out what happened and get

NOTE Confidence: 0.82124931

00:41:58.272 --> 00:42:00.431 back to us to you know engagement

NOTE Confidence: 0.82124931

00:42:00.431 --> 00:42:02.483 and ownership from the bottom up.

NOTE Confidence: 0.82124931

00:42:02.490 --> 00:42:04.110 These are real fish bones from

NOTE Confidence: 0.82124931

00:42:04.110 --> 00:42:05.719 real eminems we showed we had

NOTE Confidence: 0.82124931

00:42:05.719 --> 00:42:07.129 a breast you're going to think

NOTE Confidence: 0.82124931

00:42:07.129 --> 00:42:08.519 we never got a case right?

NOTE Confidence: 0.82124931

00:42:08.520 --> 00:42:10.580 Ever this was a breast

NOTE Confidence: 0.82124931

00:42:10.580 --> 00:42:12.228 biopsy diagnosis mix up.

NOTE Confidence: 0.82124931

00:42:12.230 --> 00:42:13.846 I think we did catch it though so

NOTE Confidence: 0.82124931

00:42:13.846 --> 00:42:15.838 was a mere mess and you can see

NOTE Confidence: 0.82124931

00:42:15.838 --> 00:42:18.307 this was a very like our most senior

NOTE Confidence: 0.82124931

00:42:18.307 --> 00:42:20.307 breast pathologist at the bye.

NOTE Confidence: 0.82124931

00:42:20.310 --> 00:42:22.290 Who had probably done millions of

NOTE Confidence: 0.82124931

00:42:22.290 --> 00:42:24.846 cases over his career and look how

NOTE Confidence: 0.82124931

00:42:24.846 --> 00:42:26.906 many contributing factors there were.

NOTE Confidence: 0.82124931

00:42:26.910 --> 00:42:27.414 I mean,
NOTE Confidence: 0.82124931
00:42:27.414 --> 00:42:28.926 it just goes to show how
NOTE Confidence: 0.9731357
00:42:28.930 --> 00:42:31.958 complicated things are, right?
NOTE Confidence: 0.9731357
00:42:31.960 --> 00:42:33.906 And we tried to make the ones
NOTE Confidence: 0.9731357
00:42:33.906 --> 00:42:35.703 bigger that were, you know, more.
NOTE Confidence: 0.9731357
00:42:35.703 --> 00:42:37.308 And everyone knows don't put
NOTE Confidence: 0.9731357
00:42:37.308 --> 00:42:38.917 different flags on the same tray,
NOTE Confidence: 0.9731357
00:42:38.920 --> 00:42:39.688 but I don't know about you.
NOTE Confidence: 0.9731357
00:42:39.690 --> 00:42:41.190 But our Histology lab is
NOTE Confidence: 0.9731357
00:42:41.190 --> 00:42:42.690 always running out of trays.
NOTE Confidence: 0.9731357
00:42:42.690 --> 00:42:45.207 We had another case really
NOTE Confidence: 0.9731357
00:42:45.207 --> 00:42:47.216 unfortunate and all explain it to you.
NOTE Confidence: 0.9731357
00:42:47.220 --> 00:42:49.859 We had looking at the time we
NOTE Confidence: 0.9731357
00:42:49.859 --> 00:42:52.635 have time we had a case where
NOTE Confidence: 0.9731357
00:42:52.635 --> 00:42:55.220 there was a patient who went.
NOTE Confidence: 0.9731357
00:42:55.220 --> 00:42:56.316 It was a frozen,

NOTE Confidence: 0.9731357

00:42:56.316 --> 00:42:57.792 busy frozen day, lung cancer,

NOTE Confidence: 0.9731357

00:42:57.792 --> 00:42:59.748 lung adenocarcinoma and there was a

NOTE Confidence: 0.9731357

00:42:59.748 --> 00:43:01.375 junior resident learning how to do

NOTE Confidence: 0.9731357

00:43:01.375 --> 00:43:03.370 frozen so they were in the frozen lab.

NOTE Confidence: 0.9731357

00:43:03.370 --> 00:43:05.344 Just cutting all kinds of Frozen's

NOTE Confidence: 0.9731357

00:43:05.344 --> 00:43:07.696 to get it right onto blank slides and

NOTE Confidence: 0.9731357

00:43:07.696 --> 00:43:09.569 putting them on top of the cryostat.

NOTE Confidence: 0.9731357

00:43:09.570 --> 00:43:10.950 Then they stained one,

NOTE Confidence: 0.9731357

00:43:10.950 --> 00:43:13.399 finish the frozen whatever and they got

NOTE Confidence: 0.9731357

00:43:13.399 --> 00:43:15.935 called away to the OR for another emergency.

NOTE Confidence: 0.9731357

00:43:15.940 --> 00:43:18.061 So there was a neuro patient and

NOTE Confidence: 0.9731357

00:43:18.061 --> 00:43:19.870 our neuro workflow with separate.

NOTE Confidence: 0.9731357

00:43:19.870 --> 00:43:21.378 We had different neuropathologists

NOTE Confidence: 0.9731357

00:43:21.378 --> 00:43:24.075 covered their own cases who was called

NOTE Confidence: 0.9731357

00:43:24.075 --> 00:43:26.050 rule out metastatic lung cancer.

NOTE Confidence: 0.9731357

00:43:26.050 --> 00:43:27.370 So already you can see what's
NOTE Confidence: 0.9731357
00:43:27.370 --> 00:43:28.250 going to happen right?
NOTE Confidence: 0.9731357
00:43:28.250 --> 00:43:30.614 So another Rep trainee gets called
NOTE Confidence: 0.9731357
00:43:30.614 --> 00:43:32.564 in starts picking up what they think
NOTE Confidence: 0.9731357
00:43:32.564 --> 00:43:34.806 are blank slides off the top of the cryostat.
NOTE Confidence: 0.9731357
00:43:34.810 --> 00:43:36.235 But of course.
NOTE Confidence: 0.9731357
00:43:36.235 --> 00:43:38.135 They're unstained lung cancer
NOTE Confidence: 0.9731357
00:43:38.135 --> 00:43:39.280 slides and cuts.
NOTE Confidence: 0.9731357
00:43:39.280 --> 00:43:41.625 Little pieces of brain onto them stains.
NOTE Confidence: 0.9731357
00:43:41.630 --> 00:43:43.359 It looks under the microscope and says
NOTE Confidence: 0.9731357
00:43:43.359 --> 00:43:44.780 it's metastatic lung adenocarcinoma,
NOTE Confidence: 0.9731357
00:43:44.780 --> 00:43:46.796 and they do a pretty big resection of
NOTE Confidence: 0.9731357
00:43:46.796 --> 00:43:49.834 the patient's brain and they find out
NOTE Confidence: 0.9731357
00:43:49.834 --> 00:43:51.391 that actually it's not in the block
NOTE Confidence: 0.9731357
00:43:51.391 --> 00:43:53.057 and it was reactive gliosis and that
NOTE Confidence: 0.9731357
00:43:53.057 --> 00:43:54.630 tissue was from the previous patient

NOTE Confidence: 0.9731357

00:43:54.630 --> 00:43:56.196 and it was a different resident,

NOTE Confidence: 0.9731357

00:43:56.200 --> 00:43:56.904 different attending,

NOTE Confidence: 0.9731357

00:43:56.904 --> 00:43:57.608 different patients,

NOTE Confidence: 0.9731357

00:43:57.608 --> 00:44:00.033 same day and just 'cause they didn't

NOTE Confidence: 0.9731357

00:44:00.033 --> 00:44:01.839 label the slide right and look at.

NOTE Confidence: 0.9731357

00:44:01.840 --> 00:44:03.471 There were so many issues that led

NOTE Confidence: 0.9731357

00:44:03.471 --> 00:44:05.882 to that this is a real real story.

NOTE Confidence: 0.9731357

00:44:05.882 --> 00:44:07.700 All true stories.

NOTE Confidence: 0.9731357

00:44:07.700 --> 00:44:10.500 So we actually got the the Eminem

NOTE Confidence: 0.9731357

00:44:10.500 --> 00:44:12.290 conference at crowded at VHS.

NOTE Confidence: 0.91096398

00:44:15.030 --> 00:44:17.148 And we awarded risk management credits

NOTE Confidence: 0.91096398

00:44:17.148 --> 00:44:19.782 which improved attendance in the days when

NOTE Confidence: 0.91096398

00:44:19.782 --> 00:44:22.536 people could come in person and really

NOTE Confidence: 0.91096398

00:44:22.536 --> 00:44:26.757 thought carefully about how we moderated it.

NOTE Confidence: 0.91096398

00:44:26.760 --> 00:44:28.056 Encouragement of frontline workers

NOTE Confidence: 0.91096398

00:44:28.056 --> 00:44:30.000 and trainees and the other thing
NOTE Confidence: 0.91096398

00:44:30.055 --> 00:44:31.882 we did once we were comfortable is
NOTE Confidence: 0.91096398

00:44:31.882 --> 00:44:33.060 we started inviting guests.
NOTE Confidence: 0.91096398

00:44:33.060 --> 00:44:36.231 So let's say we had a case
NOTE Confidence: 0.91096398

00:44:36.231 --> 00:44:37.590 that like affected.
NOTE Confidence: 0.91096398

00:44:37.590 --> 00:44:39.109 You know the OB guy in team?
NOTE Confidence: 0.91096398

00:44:39.110 --> 00:44:41.206 We would have the OB guide people come
NOTE Confidence: 0.91096398

00:44:41.206 --> 00:44:43.405 and that really at the beginning people
NOTE Confidence: 0.91096398

00:44:43.405 --> 00:44:45.810 stress people out like they did not want.
NOTE Confidence: 0.91096398

00:44:45.810 --> 00:44:47.160 It was like inviting guests to
NOTE Confidence: 0.91096398

00:44:47.160 --> 00:44:48.646 the family dinner table and then
NOTE Confidence: 0.91096398

00:44:48.646 --> 00:44:49.730 talking about family problems.
NOTE Confidence: 0.91096398

00:44:49.730 --> 00:44:50.570 You know, like they didn't,
NOTE Confidence: 0.91096398

00:44:50.570 --> 00:44:51.124 they didn't.
NOTE Confidence: 0.91096398

00:44:51.124 --> 00:44:53.063 They like can we just talk about
NOTE Confidence: 0.91096398

00:44:53.063 --> 00:44:54.849 it and then tell them later?

NOTE Confidence: 0.91096398

00:44:54.850 --> 00:44:56.635 And they were worried like they were

NOTE Confidence: 0.91096398

00:44:56.635 --> 00:44:58.335 worried that our treating clinicians would

NOTE Confidence: 0.91096398

00:44:58.335 --> 00:45:00.730 think like we don't know what we're doing.

NOTE Confidence: 0.91096398

00:45:00.730 --> 00:45:02.690 I would say from our surveys and

NOTE Confidence: 0.91096398

00:45:02.690 --> 00:45:04.194 from feedback from those people

NOTE Confidence: 0.91096398

00:45:04.194 --> 00:45:06.006 over like a decade long period.

NOTE Confidence: 0.91096398

00:45:06.010 --> 00:45:07.510 It did just the opposite,

NOTE Confidence: 0.91096398

00:45:07.510 --> 00:45:09.358 like they were actually able to help

NOTE Confidence: 0.91096398

00:45:09.358 --> 00:45:11.308 us bake into our proposed solutions or

NOTE Confidence: 0.91096398

00:45:11.308 --> 00:45:13.770 poke holes in some of our pro solutions.

NOTE Confidence: 0.91096398

00:45:13.770 --> 00:45:14.078 Like, well,

NOTE Confidence: 0.91096398

00:45:14.078 --> 00:45:15.450 if you do that then when we order it,

NOTE Confidence: 0.91096398

00:45:15.450 --> 00:45:16.740 we're not gonna be able to

NOTE Confidence: 0.91096398

00:45:16.740 --> 00:45:17.882 see this or you know,

NOTE Confidence: 0.91096398

00:45:17.882 --> 00:45:19.850 and they were also able to just have

NOTE Confidence: 0.91096398

00:45:19.907 --> 00:45:21.605 empathy for how complicated our work
NOTE Confidence: 0.91096398

00:45:21.605 --> 00:45:23.707 is and feel like they were a team.
NOTE Confidence: 0.91096398

00:45:23.710 --> 00:45:25.285 So it really changed things
NOTE Confidence: 0.91096398

00:45:25.285 --> 00:45:26.545 for us having folks.
NOTE Confidence: 0.91096398

00:45:26.550 --> 00:45:31.197 Fair, so we created this guide which we sort
NOTE Confidence: 0.91096398

00:45:31.197 --> 00:45:33.560 of tweaked every time we had an Eminem.
NOTE Confidence: 0.91096398

00:45:33.560 --> 00:45:35.050 Which I'm happy to share,
NOTE Confidence: 0.91096398

00:45:35.050 --> 00:45:36.230 and that's kind of a.
NOTE Confidence: 0.91096398

00:45:36.230 --> 00:45:37.772 That's a very like 40,000 foot
NOTE Confidence: 0.91096398

00:45:37.772 --> 00:45:39.949 view of like a 10 year experience.
NOTE Confidence: 0.91096398

00:45:39.950 --> 00:45:42.317 So there was a lot of work that went
NOTE Confidence: 0.91096398

00:45:42.317 --> 00:45:44.958 into it and it was really transformative.
NOTE Confidence: 0.91096398

00:45:44.960 --> 00:45:46.520 So since I got to MGH,
NOTE Confidence: 0.91096398

00:45:46.520 --> 00:45:49.551 I'll shift for my final little story
NOTE Confidence: 0.91096398

00:45:49.551 --> 00:45:52.329 about what we've done differently.
NOTE Confidence: 0.91096398

00:45:52.330 --> 00:45:53.274 To be quite honest,

NOTE Confidence: 0.91096398

00:45:53.274 --> 00:45:54.690 I didn't feel like MGH was

NOTE Confidence: 0.91096398

00:45:54.751 --> 00:45:56.089 ready for an M&M just yet.

NOTE Confidence: 0.91096398

00:45:56.090 --> 00:45:56.521 Culturally,

NOTE Confidence: 0.91096398

00:45:56.521 --> 00:45:59.618 that takes kind of a big feeling of

NOTE Confidence: 0.91096398

00:45:59.618 --> 00:46:00.888 psychological safety to get everyone

NOTE Confidence: 0.91096398

00:46:00.888 --> 00:46:02.987 in a room and start talking about that.

NOTE Confidence: 0.91096398

00:46:02.990 --> 00:46:05.708 So we started doing something different,

NOTE Confidence: 0.91096398

00:46:05.710 --> 00:46:07.894 which is we called the diagnostic

NOTE Confidence: 0.91096398

00:46:07.894 --> 00:46:08.986 Learning Opportunity Conference.

NOTE Confidence: 0.91096398

00:46:08.990 --> 00:46:11.090 And what we did was we took

NOTE Confidence: 0.91096398

00:46:11.090 --> 00:46:11.990 very senior people,

NOTE Confidence: 0.91096398

00:46:11.990 --> 00:46:13.605 full professors who were very

NOTE Confidence: 0.91096398

00:46:13.605 --> 00:46:15.220 well regarded in their fields

NOTE Confidence: 0.91096398

00:46:15.277 --> 00:46:17.029 and we went to them and we said,

NOTE Confidence: 0.91096398

00:46:17.030 --> 00:46:18.966 tell us about a time you missed a

NOTE Confidence: 0.91096398

00:46:18.966 --> 00:46:20.390 diagnosis and the interesting thing
NOTE Confidence: 0.91096398

00:46:20.390 --> 00:46:22.448 was these are like people in there.
NOTE Confidence: 0.91096398

00:46:22.450 --> 00:46:24.930 60s seventies, sometimes greater.
NOTE Confidence: 0.91096398

00:46:24.930 --> 00:46:28.350 Who literally were like in 1992.
NOTE Confidence: 0.91096398

00:46:28.350 --> 00:46:30.200 I had this case, you know,
NOTE Confidence: 0.91096398

00:46:30.200 --> 00:46:31.910 like it was like 2 seconds.
NOTE Confidence: 0.91096398

00:46:31.910 --> 00:46:34.178 They could remember exactly the case
NOTE Confidence: 0.91096398

00:46:34.178 --> 00:46:36.300 right and everything that happened.
NOTE Confidence: 0.91096398

00:46:36.300 --> 00:46:37.756 Which is kind of amazing and it
NOTE Confidence: 0.91096398

00:46:37.756 --> 00:46:39.044 goes to how powerfully emotional
NOTE Confidence: 0.91096398

00:46:39.044 --> 00:46:40.874 like you know how you remember
NOTE Confidence: 0.91096398

00:46:40.874 --> 00:46:42.409 things when they're traumatic.
NOTE Confidence: 0.91096398

00:46:42.410 --> 00:46:45.122 So we would have people come and talk
NOTE Confidence: 0.91096398

00:46:45.122 --> 00:46:47.745 about their mistakes and this was
NOTE Confidence: 0.91096398

00:46:47.745 --> 00:46:50.090 partially to strengthen safety culture,
NOTE Confidence: 0.91096398

00:46:50.090 --> 00:46:52.458 but also to teach trainees it was made.

NOTE Confidence: 0.842316841666667
00:46:52.460 --> 00:46:54.120 It's for trainees about what
NOTE Confidence: 0.842316841666667
00:46:54.120 --> 00:46:56.300 to do when this happens to you,
NOTE Confidence: 0.842316841666667
00:46:56.300 --> 00:46:57.875 'cause it's inevitably gonna happen to you.
NOTE Confidence: 0.842316841666667
00:46:57.880 --> 00:46:59.889 Maybe not in such a dramatic way,
NOTE Confidence: 0.842316841666667
00:46:59.890 --> 00:47:01.138 but like you're gonna miss something.
NOTE Confidence: 0.842316841666667
00:47:01.140 --> 00:47:02.030 How do you document it?
NOTE Confidence: 0.842316841666667
00:47:02.030 --> 00:47:03.776 How you disclose it? You know?
NOTE Confidence: 0.842316841666667
00:47:03.780 --> 00:47:05.316 How do you do in RCA?
NOTE Confidence: 0.842316841666667
00:47:05.320 --> 00:47:07.064 And we built it on this New England
NOTE Confidence: 0.842316841666667
00:47:07.064 --> 00:47:08.378 Journal article that came from Joe
NOTE Confidence: 0.842316841666667
00:47:08.378 --> 00:47:09.867 Shapiro where those of you who know
NOTE Confidence: 0.842316841666667
00:47:09.867 --> 00:47:11.559 did a lot of work on the second victim.
NOTE Confidence: 0.842316841666667
00:47:11.560 --> 00:47:14.092 She was a Brigham surgeon who
NOTE Confidence: 0.842316841666667
00:47:14.092 --> 00:47:16.434 basically invented peer support.
NOTE Confidence: 0.842316841666667
00:47:16.434 --> 00:47:18.348 Which is dumb.
NOTE Confidence: 0.842316841666667

00:47:18.350 --> 00:47:20.786 You know, I think clinicians do where
NOTE Confidence: 0.842316841666667

00:47:20.786 --> 00:47:22.780 they help each other after they've
NOTE Confidence: 0.842316841666667

00:47:22.780 --> 00:47:24.400 been involved in a harmful medical
NOTE Confidence: 0.842316841666667

00:47:24.400 --> 00:47:26.052 error and support one another and
NOTE Confidence: 0.842316841666667

00:47:26.052 --> 00:47:27.642 they call that the second victim.
NOTE Confidence: 0.842316841666667

00:47:27.650 --> 00:47:29.762 So this is the sort of circle app
NOTE Confidence: 0.842316841666667

00:47:29.762 --> 00:47:31.584 framework from that New England Journal
NOTE Confidence: 0.842316841666667

00:47:31.584 --> 00:47:33.432 that basically is a very fancy,
NOTE Confidence: 0.842316841666667

00:47:33.440 --> 00:47:35.156 sophisticated way of saying like you
NOTE Confidence: 0.842316841666667

00:47:35.156 --> 00:47:36.846 should talk about things after they
NOTE Confidence: 0.842316841666667

00:47:36.846 --> 00:47:38.334 go wrong and support one another
NOTE Confidence: 0.842316841666667

00:47:38.334 --> 00:47:40.008 like it's that's their whole like.
NOTE Confidence: 0.842316841666667

00:47:40.010 --> 00:47:41.618 I wish I could write a New England
NOTE Confidence: 0.842316841666667

00:47:41.618 --> 00:47:43.329 Journal paper that had that obvious tagline.
NOTE Confidence: 0.842316841666667

00:47:43.330 --> 00:47:44.830 Anyone who's ever been in therapy
NOTE Confidence: 0.842316841666667

00:47:44.830 --> 00:47:46.422 knows that's like obvious, but anyway,

NOTE Confidence: 0.842316841666667

00:47:46.422 --> 00:47:48.198 they they created this whole framework.

NOTE Confidence: 0.842316841666667

00:47:48.200 --> 00:47:50.258 It was great around speaking up teamwork,

NOTE Confidence: 0.842316841666667

00:47:50.260 --> 00:47:51.886 making things better and supporting each

NOTE Confidence: 0.842316841666667

00:47:51.886 --> 00:47:53.860 other, and also empowering people right?

NOTE Confidence: 0.842316841666667

00:47:53.860 --> 00:47:55.702 So letting people say this was

NOTE Confidence: 0.842316841666667

00:47:55.702 --> 00:47:57.660 a disaster and I'm going to

NOTE Confidence: 0.842316841666667

00:47:57.660 --> 00:47:59.315 be empowered to make change,

NOTE Confidence: 0.842316841666667

00:47:59.320 --> 00:48:02.416 and that happened during the pandemic.

NOTE Confidence: 0.842316841666667

00:48:02.420 --> 00:48:04.170 I think the interesting thing coming back

NOTE Confidence: 0.842316841666667

00:48:04.170 --> 00:48:06.567 to MGH for me as a Canadian who like didn't,

NOTE Confidence: 0.842316841666667

00:48:06.570 --> 00:48:08.018 I did a fellowship there for a year,

NOTE Confidence: 0.842316841666667

00:48:08.020 --> 00:48:09.876 but I didn't grow up there is I

NOTE Confidence: 0.842316841666667

00:48:09.876 --> 00:48:11.637 was looking back and there was a

NOTE Confidence: 0.842316841666667

00:48:11.637 --> 00:48:13.368 case records for those of you who

NOTE Confidence: 0.842316841666667

00:48:13.368 --> 00:48:15.200 read the CPC's and then we England

NOTE Confidence: 0.842316841666667

00:48:15.200 --> 00:48:16.968 Journal where they basically said
NOTE Confidence: 0.842316841666667

00:48:16.968 --> 00:48:19.790 you know this is a really famous.
NOTE Confidence: 0.842316841666667

00:48:19.790 --> 00:48:21.060 These are where they show
NOTE Confidence: 0.842316841666667

00:48:21.060 --> 00:48:22.076 famous case reports right?
NOTE Confidence: 0.842316841666667

00:48:22.080 --> 00:48:24.384 Like a 38 year old woman with renal
NOTE Confidence: 0.842316841666667

00:48:24.384 --> 00:48:26.072 failure and thrombocytopenia or
NOTE Confidence: 0.842316841666667

00:48:26.072 --> 00:48:28.160 whatever and incredibly famous.
NOTE Confidence: 0.842316841666667

00:48:28.160 --> 00:48:31.737 And then it took them 100 years.
NOTE Confidence: 0.842316841666667

00:48:31.740 --> 00:48:35.516 To present their first case of a mistake,
NOTE Confidence: 0.842316841666667

00:48:35.520 --> 00:48:37.728 and it's the most downloaded CPC
NOTE Confidence: 0.842316841666667

00:48:37.728 --> 00:48:39.931 in the history of the CPC's,
NOTE Confidence: 0.842316841666667

00:48:39.931 --> 00:48:42.517 and they haven't had one since,
NOTE Confidence: 0.842316841666667

00:48:42.520 --> 00:48:43.978 and I find that super interesting,
NOTE Confidence: 0.842316841666667

00:48:43.980 --> 00:48:45.600 it was a wrong site surgery.
NOTE Confidence: 0.842316841666667

00:48:45.600 --> 00:48:47.928 Greg Meyer came and he he was the
NOTE Confidence: 0.842316841666667

00:48:47.928 --> 00:48:49.891 discussant for this wrong site surgery

NOTE Confidence: 0.842316841666667
00:48:49.891 --> 00:48:52.040 and it's amazing to me that this is.
NOTE Confidence: 0.842316841666667
00:48:52.040 --> 00:48:53.372 It's just that that we haven't
NOTE Confidence: 0.842316841666667
00:48:53.372 --> 00:48:54.260 had more of those,
NOTE Confidence: 0.842316841666667
00:48:54.260 --> 00:48:56.185 but I'm thrilled they did and it
NOTE Confidence: 0.842316841666667
00:48:56.185 --> 00:48:58.087 sort of followed on the heels of
NOTE Confidence: 0.842316841666667
00:48:58.087 --> 00:48:59.938 many people quote the sort of to
NOTE Confidence: 0.842316841666667
00:48:59.938 --> 00:49:01.856 air is human and the patient safety.
NOTE Confidence: 0.842316841666667
00:49:01.860 --> 00:49:03.680 Kind of movement and it's our turn,
NOTE Confidence: 0.842316841666667
00:49:03.680 --> 00:49:05.808 which was a call to action for
NOTE Confidence: 0.842316841666667
00:49:05.808 --> 00:49:08.056 pathologists that I described to you
NOTE Confidence: 0.842316841666667
00:49:08.056 --> 00:49:09.756 earlier around diagnostic error.
NOTE Confidence: 0.842316841666667
00:49:09.760 --> 00:49:12.685 So I think as I said before and I
NOTE Confidence: 0.842316841666667
00:49:12.685 --> 00:49:15.517 might skip some of these slides is,
NOTE Confidence: 0.842316841666667
00:49:15.520 --> 00:49:17.564 I think in places like Yale and
NOTE Confidence: 0.842316841666667
00:49:17.564 --> 00:49:19.303 Harvard and others where we have
NOTE Confidence: 0.842316841666667

00:49:19.303 --> 00:49:21.420 this like idea of what we should be,
NOTE Confidence: 0.842316841666667

00:49:21.420 --> 00:49:23.863 it's almost harder for us to admit
NOTE Confidence: 0.842316841666667

00:49:23.863 --> 00:49:24.910 when we're wrong.
NOTE Confidence: 0.933265580526316

00:49:24.910 --> 00:49:27.318 I took I took a screenshot of my I do the
NOTE Confidence: 0.933265580526316

00:49:27.318 --> 00:49:29.686 New York Times crossword puzzle and it said,
NOTE Confidence: 0.933265580526316

00:49:29.690 --> 00:49:31.086 Boston flagship Medical Center
NOTE Confidence: 0.933265580526316

00:49:31.086 --> 00:49:33.180 and the answer was mass general.
NOTE Confidence: 0.933265580526316

00:49:33.180 --> 00:49:35.178 And I was like it didn't like that's hard
NOTE Confidence: 0.933265580526316

00:49:35.178 --> 00:49:37.147 when you think you're more the flagship,
NOTE Confidence: 0.933265580526316

00:49:37.150 --> 00:49:39.946 like really, so it's hard like.
NOTE Confidence: 0.933265580526316

00:49:39.950 --> 00:49:41.390 How do you then say,
NOTE Confidence: 0.933265580526316

00:49:41.390 --> 00:49:42.660 hey I missed this right?
NOTE Confidence: 0.933265580526316

00:49:42.660 --> 00:49:44.088 Like this is Harvard Medical School,
NOTE Confidence: 0.933265580526316

00:49:44.090 --> 00:49:45.854 it's Yale. It's whatever it is and
NOTE Confidence: 0.933265580526316

00:49:45.854 --> 00:49:48.147 I think in the end pathologists are
NOTE Confidence: 0.933265580526316

00:49:48.147 --> 00:49:49.987 that to treating clinicians right.

NOTE Confidence: 0.933265580526316
00:49:49.990 --> 00:49:51.610 You're like the answer giver.
NOTE Confidence: 0.933265580526316
00:49:51.610 --> 00:49:53.234 So how do you then admit that
NOTE Confidence: 0.933265580526316
00:49:53.234 --> 00:49:54.661 you made a mistake, right?
NOTE Confidence: 0.933265580526316
00:49:54.661 --> 00:49:56.068 Like when we're the gold standard and
NOTE Confidence: 0.933265580526316
00:49:56.068 --> 00:49:57.954 you're using, you're giving an opinion,
NOTE Confidence: 0.933265580526316
00:49:57.954 --> 00:50:00.889 you're not like an instrument or a machine.
NOTE Confidence: 0.933265580526316
00:50:00.890 --> 00:50:03.088 So we use the dlow terminology which
NOTE Confidence: 0.933265580526316
00:50:03.088 --> 00:50:05.759 we took from the Pediatrics literature,
NOTE Confidence: 0.933265580526316
00:50:05.760 --> 00:50:07.811 which we thought would be like more
NOTE Confidence: 0.933265580526316
00:50:07.811 --> 00:50:09.639 friendly than saying diagnostic error.
NOTE Confidence: 0.933265580526316
00:50:09.640 --> 00:50:10.576 I don't know if that worked.
NOTE Confidence: 0.933265580526316
00:50:10.580 --> 00:50:12.358 I have to ask people and and
NOTE Confidence: 0.933265580526316
00:50:12.358 --> 00:50:14.155 we really wanted to train our
NOTE Confidence: 0.933265580526316
00:50:14.155 --> 00:50:15.780 trainees on disclosure of events.
NOTE Confidence: 0.933265580526316
00:50:15.780 --> 00:50:18.768 So we have simulations.
NOTE Confidence: 0.933265580526316

00:50:18.770 --> 00:50:20.114 Think I'm gonna come.
NOTE Confidence: 0.933265580526316

00:50:20.114 --> 00:50:21.688 Looking at the time, no.
NOTE Confidence: 0.933265580526316

00:50:21.688 --> 00:50:22.600 I think I'll continue.
NOTE Confidence: 0.933265580526316

00:50:22.600 --> 00:50:25.680 So this was a case where we lost a part
NOTE Confidence: 0.933265580526316

00:50:25.760 --> 00:50:28.917 of a specimen and basically we couldn't.
NOTE Confidence: 0.933265580526316

00:50:28.920 --> 00:50:29.764 You know,
NOTE Confidence: 0.933265580526316

00:50:29.764 --> 00:50:32.718 we the clinicians sent it to us,
NOTE Confidence: 0.933265580526316

00:50:32.720 --> 00:50:35.129 not in formalin.
NOTE Confidence: 0.933265580526316

00:50:35.130 --> 00:50:36.650 We got to generate it and we couldn't do it,
NOTE Confidence: 0.933265580526316

00:50:36.650 --> 00:50:38.468 so it was a joint event.
NOTE Confidence: 0.933265580526316

00:50:38.470 --> 00:50:39.532 You know we didn't know how
NOTE Confidence: 0.933265580526316

00:50:39.532 --> 00:50:40.063 to investigate it.
NOTE Confidence: 0.933265580526316

00:50:40.070 --> 00:50:41.564 We didn't know what to people often call me.
NOTE Confidence: 0.933265580526316

00:50:41.570 --> 00:50:42.984 What should I put in the report
NOTE Confidence: 0.933265580526316

00:50:42.984 --> 00:50:44.729 like I need to finalize the report?
NOTE Confidence: 0.933265580526316

00:50:44.730 --> 00:50:47.058 What do I put it in and they want to sort of?

NOTE Confidence: 0.933265580526316
00:50:47.060 --> 00:50:49.069 They either don't want to write anything
NOTE Confidence: 0.933265580526316
00:50:49.069 --> 00:50:51.385 or they want to write like a 12 page
NOTE Confidence: 0.933265580526316
00:50:51.385 --> 00:50:53.509 summary of the root cause analysis right?
NOTE Confidence: 0.933265580526316
00:50:53.510 --> 00:50:55.043 Which is really tough and we don't
NOTE Confidence: 0.933265580526316
00:50:55.043 --> 00:50:56.201 train our trainees or pathologists
NOTE Confidence: 0.933265580526316
00:50:56.201 --> 00:50:57.804 on what to do in these situations.
NOTE Confidence: 0.933265580526316
00:50:57.810 --> 00:51:01.098 So that's what we.
NOTE Confidence: 0.933265580526316
00:51:01.100 --> 00:51:02.042 Aimed this deal.
NOTE Confidence: 0.933265580526316
00:51:02.042 --> 00:51:02.670 Oh conference,
NOTE Confidence: 0.933265580526316
00:51:02.670 --> 00:51:03.935 as creating more training around
NOTE Confidence: 0.933265580526316
00:51:03.935 --> 00:51:05.660 how to deal with these problems,
NOTE Confidence: 0.933265580526316
00:51:05.660 --> 00:51:07.886 which are inevitable and Susie and I
NOTE Confidence: 0.933265580526316
00:51:07.886 --> 00:51:10.968 wrote a paper about how to disclose in 2018.
NOTE Confidence: 0.933265580526316
00:51:10.968 --> 00:51:12.060 If you're interested,
NOTE Confidence: 0.933265580526316
00:51:12.060 --> 00:51:16.540 we created an algorithm of when to disclose.
NOTE Confidence: 0.933265580526316

00:51:16.540 --> 00:51:18.682 Which had to do a little bit with harm,

NOTE Confidence: 0.933265580526316

00:51:18.690 --> 00:51:19.790 but as you can see,

NOTE Confidence: 0.933265580526316

00:51:19.790 --> 00:51:21.582 even when there was no harm in

NOTE Confidence: 0.933265580526316

00:51:21.582 --> 00:51:23.289 a probable or possible error,

NOTE Confidence: 0.933265580526316

00:51:23.290 --> 00:51:25.175 we still wanted to capture

NOTE Confidence: 0.933265580526316

00:51:25.175 --> 00:51:26.590 opportunities for improvement, right?

NOTE Confidence: 0.933265580526316

00:51:26.590 --> 00:51:27.990 Root cause analysis or discussion

NOTE Confidence: 0.933265580526316

00:51:27.990 --> 00:51:28.830 with the patient.

NOTE Confidence: 0.933265580526316

00:51:28.830 --> 00:51:30.994 Even if there was no harm.

NOTE Confidence: 0.933265580526316

00:51:30.994 --> 00:51:32.578 And it's not just because we

NOTE Confidence: 0.933265580526316

00:51:32.578 --> 00:51:34.400 are sort of like open, honest,

NOTE Confidence: 0.933265580526316

00:51:34.400 --> 00:51:36.350 Kumbaya, it's kind of practical,

NOTE Confidence: 0.933265580526316

00:51:36.350 --> 00:51:38.246 like for example, a patient gets a biopsy,

NOTE Confidence: 0.933265580526316

00:51:38.250 --> 00:51:39.420 you realize something is wrong and

NOTE Confidence: 0.933265580526316

00:51:39.420 --> 00:51:40.919 it takes you three weeks to sign up

NOTE Confidence: 0.933265580526316

00:51:40.919 --> 00:51:42.155 the report 'cause you need to do

NOTE Confidence: 0.933265580526316
00:51:42.155 --> 00:51:43.394 fish in molecular and figure out if
NOTE Confidence: 0.933265580526316
00:51:43.394 --> 00:51:44.914 there's a mix up like in that case
NOTE Confidence: 0.933265580526316
00:51:44.914 --> 00:51:46.410 somebody's gonna have to tell the patient.
NOTE Confidence: 0.933265580526316
00:51:46.410 --> 00:51:47.640 Like why is it taking three
NOTE Confidence: 0.933265580526316
00:51:47.640 --> 00:51:49.198 weeks to sign out your GI biopsy?
NOTE Confidence: 0.933265580526316
00:51:49.200 --> 00:51:50.280 You might not have harmed them,
NOTE Confidence: 0.938874175
00:51:50.280 --> 00:51:53.744 but you know you might want to consider
NOTE Confidence: 0.938874175
00:51:53.744 --> 00:51:55.402 a conversation. OK, someone says I
NOTE Confidence: 0.938874175
00:51:55.402 --> 00:51:56.590 hope there's enough time for QA,
NOTE Confidence: 0.938874175
00:51:56.590 --> 00:51:59.754 so maybe I'll skip forward a little.
NOTE Confidence: 0.938874175
00:51:59.760 --> 00:52:02.648 Oh look takehomes perfect.
NOTE Confidence: 0.938874175
00:52:02.650 --> 00:52:05.530 So we I think we have to redefine quality and
NOTE Confidence: 0.938874175
00:52:05.599 --> 00:52:08.420 safety and join the patient safety movement.
NOTE Confidence: 0.938874175
00:52:08.420 --> 00:52:10.180 Better expanding our responsibility
NOTE Confidence: 0.938874175
00:52:10.180 --> 00:52:13.273 to involve all phases of testing and
NOTE Confidence: 0.938874175

00:52:13.273 --> 00:52:15.933 collaborate with those outside of the labs.

NOTE Confidence: 0.938874175

00:52:15.940 --> 00:52:17.576 We need standardized tools.

NOTE Confidence: 0.938874175

00:52:17.576 --> 00:52:19.621 Really bad beyond what's required

NOTE Confidence: 0.938874175

00:52:19.621 --> 00:52:21.489 for regulatory compliance,

NOTE Confidence: 0.938874175

00:52:21.490 --> 00:52:25.696 so much unexplored risk and opportunity.

NOTE Confidence: 0.938874175

00:52:25.700 --> 00:52:27.320 Especially challenging with

NOTE Confidence: 0.938874175

00:52:27.320 --> 00:52:29.480 events with joint ownership,

NOTE Confidence: 0.938874175

00:52:29.480 --> 00:52:31.398 which is very frequent in the labs.

NOTE Confidence: 0.938874175

00:52:31.400 --> 00:52:33.056 We need to figure out how to work up,

NOTE Confidence: 0.938874175

00:52:33.060 --> 00:52:34.794 document and communicate error and and

NOTE Confidence: 0.938874175

00:52:34.794 --> 00:52:37.457 we need to be trained on how to oversee,

NOTE Confidence: 0.938874175

00:52:37.460 --> 00:52:39.668 teach and publish in this area.

NOTE Confidence: 0.938874175

00:52:39.670 --> 00:52:41.518 And so this is kind of a wheel

NOTE Confidence: 0.938874175

00:52:41.518 --> 00:52:43.137 we create with like you know,

NOTE Confidence: 0.938874175

00:52:43.140 --> 00:52:44.500 pathology, quality and safety.

NOTE Confidence: 0.938874175

00:52:44.500 --> 00:52:46.250 It's all these things, right?

NOTE Confidence: 0.938874175

00:52:46.250 --> 00:52:48.590 It's it's compliance, it's AC health.

NOTE Confidence: 0.938874175

00:52:48.590 --> 00:52:49.781 It's patient safety,

NOTE Confidence: 0.938874175

00:52:49.781 --> 00:52:51.766 but there's also a scholarship

NOTE Confidence: 0.938874175

00:52:51.766 --> 00:52:52.990 and education piece.

NOTE Confidence: 0.938874175

00:52:52.990 --> 00:52:55.393 Lots of people on my team over the year,

NOTE Confidence: 0.938874175

00:52:55.400 --> 00:52:57.584 so I'm grateful to.

NOTE Confidence: 0.938874175

00:52:57.584 --> 00:52:59.735 And I will take questions now

NOTE Confidence: 0.938874175

00:52:59.735 --> 00:53:01.720 and hoping for the spring soon.

NOTE Confidence: 0.84222849

00:53:03.810 --> 00:53:07.068 Wow, thank you, that was fantastic.

NOTE Confidence: 0.84222849

00:53:07.070 --> 00:53:10.054 I I can tell that people are excited

NOTE Confidence: 0.84222849

00:53:10.054 --> 00:53:12.573 for questions so I will hold off on

NOTE Confidence: 0.84222849

00:53:12.573 --> 00:53:15.100 mine and open it up to to folks I

NOTE Confidence: 0.409892045125

00:53:15.110 --> 00:53:16.870 and this is sort of file a I.

NOTE Confidence: 0.409892045125

00:53:16.870 --> 00:53:19.926 I am at a pediatric pathologist but I

NOTE Confidence: 0.409892045125

00:53:19.926 --> 00:53:22.044 am also associate director of autopsy.

NOTE Confidence: 0.409892045125

00:53:22.044 --> 00:53:25.714 I want to clarify that what Joanna say

NOTE Confidence: 0.409892045125

00:53:25.714 --> 00:53:28.179 actually is incorrect. We do have an

NOTE Confidence: 0.85808349

00:53:28.690 --> 00:53:30.238 M&M's. We do have

NOTE Confidence: 0.810065256153846

00:53:30.810 --> 00:53:33.120 M&M's for pediatric mainly but also

NOTE Confidence: 0.810065256153846

00:53:33.120 --> 00:53:36.128 in the past we have used autopsy.

NOTE Confidence: 0.810065256153846

00:53:36.130 --> 00:53:41.090 That being a. Hospital autopsy are

NOTE Confidence: 0.810065256153846

00:53:41.090 --> 00:53:43.930 the baseline for quality assurance.

NOTE Confidence: 0.810065256153846

00:53:43.930 --> 00:53:45.855 We have used this in the past

NOTE Confidence: 0.810065256153846

00:53:45.855 --> 00:53:47.830 and in very distinctive way.

NOTE Confidence: 0.810065256153846

00:53:47.830 --> 00:53:51.150 Contacting the Medicine Department

NOTE Confidence: 0.810065256153846

00:53:51.150 --> 00:53:53.694 or whatever to senior with

NOTE Confidence: 0.810065256153846

00:53:53.694 --> 00:53:56.204 possible error to be discussed.

NOTE Confidence: 0.810065256153846

00:53:56.210 --> 00:53:59.140 Unfortunately, the feedback was,

NOTE Confidence: 0.810065256153846

00:53:59.140 --> 00:54:02.410 you know, our resident are not interested

NOTE Confidence: 0.810065256153846

00:54:02.410 --> 00:54:04.830 anymore to participate in into this,

NOTE Confidence: 0.810065256153846

00:54:04.830 --> 00:54:07.800 molecular informatics is more interesting,

NOTE Confidence: 0.810065256153846
00:54:07.800 --> 00:54:10.754 so there is a little bit of pushback.
NOTE Confidence: 0.810065256153846
00:54:10.760 --> 00:54:14.732 Inviso older way to do quality
NOTE Confidence: 0.810065256153846
00:54:14.732 --> 00:54:17.048 assurance that you should be
NOTE Confidence: 0.810065256153846
00:54:17.048 --> 00:54:18.684 reinstated and we still use.
NOTE Confidence: 0.810065256153846
00:54:18.684 --> 00:54:18.990 Actually
NOTE Confidence: 0.835949383636364
00:54:19.000 --> 00:54:20.224 Raphael. I can I just thank
NOTE Confidence: 0.835949383636364
00:54:20.224 --> 00:54:21.360 you for the double check.
NOTE Confidence: 0.835949383636364
00:54:21.360 --> 00:54:23.772 I I was referring specifically to
NOTE Confidence: 0.835949383636364
00:54:23.772 --> 00:54:26.091 an Eminem within pathology only to
NOTE Confidence: 0.835949383636364
00:54:26.091 --> 00:54:28.338 discuss some of the types of errors
NOTE Confidence: 0.835949383636364
00:54:28.338 --> 00:54:30.609 that Doctor Hager just presented.
NOTE Confidence: 0.835949383636364
00:54:30.610 --> 00:54:33.136 Yes, we do have Eminem's and
NOTE Confidence: 0.835949383636364
00:54:33.136 --> 00:54:34.820 other departments for traditional
NOTE Confidence: 0.835949383636364
00:54:34.820 --> 00:54:36.362 sort of presentations.
NOTE Confidence: 0.835949383636364
00:54:36.362 --> 00:54:38.418 Let's let's ask Doctor.
NOTE Confidence: 0.835949383636364

00:54:38.420 --> 00:54:41.367 Lu raised his hand very politely so.
NOTE Confidence: 0.835949383636364

00:54:41.370 --> 00:54:42.738 Will will let him take the
NOTE Confidence: 0.835949383636364

00:54:42.738 --> 00:54:43.780 next comment about that.
NOTE Confidence: 0.77792857375

00:54:45.310 --> 00:54:48.350 Yeah, yeah yeah, this is a fantastic lecture.
NOTE Confidence: 0.77792857375

00:54:48.350 --> 00:54:50.138 I think this is, you know,
NOTE Confidence: 0.77792857375

00:54:50.140 --> 00:54:52.478 I think it's right. You know this
NOTE Confidence: 0.77792857375

00:54:52.478 --> 00:54:54.637 is exactly what we want to hear.
NOTE Confidence: 0.77792857375

00:54:54.640 --> 00:54:57.256 You know, as a department store where you
NOTE Confidence: 0.77792857375

00:54:57.256 --> 00:55:00.006 know we are thinking about this all along.
NOTE Confidence: 0.77792857375

00:55:00.006 --> 00:55:01.950 But I think that you know we really
NOTE Confidence: 0.77792857375

00:55:02.005 --> 00:55:03.923 want as Joanna is now taking the
NOTE Confidence: 0.77792857375

00:55:03.923 --> 00:55:05.686 leadership role for the you know
NOTE Confidence: 0.77792857375

00:55:05.686 --> 00:55:07.444 quality and safety in our department.
NOTE Confidence: 0.77792857375

00:55:07.450 --> 00:55:08.938 Certainly there will be a lot
NOTE Confidence: 0.77792857375

00:55:08.938 --> 00:55:10.642 of things we wanted to you know
NOTE Confidence: 0.77792857375

00:55:10.642 --> 00:55:12.168 to do and this is really great.

NOTE Confidence: 0.77792857375

00:55:12.170 --> 00:55:13.910 So I really like the concept.

NOTE Confidence: 0.77792857375

00:55:13.910 --> 00:55:15.576 You know you were talking about them.

NOTE Confidence: 0.77792857375

00:55:15.580 --> 00:55:16.870 Within the department,

NOTE Confidence: 0.77792857375

00:55:16.870 --> 00:55:19.020 pathology literally is openly discussed.

NOTE Confidence: 0.77792857375

00:55:19.020 --> 00:55:20.780 You know the the errors,

NOTE Confidence: 0.77792857375

00:55:20.780 --> 00:55:23.559 and I mean as we know is you know you

NOTE Confidence: 0.77792857375

00:55:23.559 --> 00:55:25.020 mentioned the word is not just the culture.

NOTE Confidence: 0.77792857375

00:55:25.020 --> 00:55:27.644 Lots of things that you know error happen

NOTE Confidence: 0.77792857375

00:55:27.644 --> 00:55:30.839 is not really individuals personal failure.

NOTE Confidence: 0.77792857375

00:55:30.840 --> 00:55:31.580 It's a lot of time.

NOTE Confidence: 0.77792857375

00:55:31.580 --> 00:55:33.120 It's a systemic failure, right?

NOTE Confidence: 0.77792857375

00:55:33.120 --> 00:55:35.316 It's just the the way how you do this.

NOTE Confidence: 0.77792857375

00:55:35.320 --> 00:55:36.592 So in your experience,

NOTE Confidence: 0.77792857375

00:55:36.592 --> 00:55:38.500 in my question to you is.

NOTE Confidence: 0.77792857375

00:55:38.500 --> 00:55:39.700 And when you do this,

NOTE Confidence: 0.77792857375

00:55:39.700 --> 00:55:41.956 how what's your experience so far?
NOTE Confidence: 0.77792857375

00:55:41.960 --> 00:55:45.586 For example, how open your faculty staff?
NOTE Confidence: 0.77792857375

00:55:45.590 --> 00:55:48.630 Actually talking about the errors,
NOTE Confidence: 0.77792857375

00:55:48.630 --> 00:55:49.904 I mean, you know, in a way,
NOTE Confidence: 0.77792857375

00:55:49.910 --> 00:55:50.837 it's they themselves.
NOTE Confidence: 0.77792857375

00:55:50.837 --> 00:55:53.289 We always want to try to find a
NOTE Confidence: 0.77792857375

00:55:53.289 --> 00:55:55.490 way how people can be so she ate.
NOTE Confidence: 0.77792857375

00:55:55.490 --> 00:55:57.140 Yeah people, person,
NOTE Confidence: 0.77792857375

00:55:57.140 --> 00:55:59.290 that person versus event right?
NOTE Confidence: 0.77792857375

00:55:59.290 --> 00:56:01.210 Because you know The thing is,
NOTE Confidence: 0.77792857375

00:56:01.210 --> 00:56:02.230 you know,
NOTE Confidence: 0.77792857375

00:56:02.230 --> 00:56:05.290 have you thought about developing develop
NOTE Confidence: 0.77792857375

00:56:05.290 --> 00:56:08.180 like rewarding system to the people
NOTE Confidence: 0.77792857375

00:56:08.180 --> 00:56:10.868 who actually openly talk about error?
NOTE Confidence: 0.77792857375

00:56:10.870 --> 00:56:11.728 And mistakes, right?
NOTE Confidence: 0.77792857375

00:56:11.728 --> 00:56:12.586 But that's hard.

NOTE Confidence: 0.77792857375

00:56:12.590 --> 00:56:14.270 You know, I'm saying we are living

NOTE Confidence: 0.77792857375

00:56:14.270 --> 00:56:16.089 in a very peer review system,

NOTE Confidence: 0.77792857375

00:56:16.090 --> 00:56:17.152 and you know,

NOTE Confidence: 0.77792857375

00:56:17.152 --> 00:56:18.214 people promotion people's

NOTE Confidence: 0.77792857375

00:56:18.214 --> 00:56:19.630 reputation is dependent on.

NOTE Confidence: 0.77792857375

00:56:19.630 --> 00:56:22.017 We always say how great a pathology,

NOTE Confidence: 0.77792857375

00:56:22.020 --> 00:56:23.791 how great staff member is in the

NOTE Confidence: 0.77792857375

00:56:23.791 --> 00:56:26.027 in the you know in this department,

NOTE Confidence: 0.77792857375

00:56:26.030 --> 00:56:28.151 but we rarely talk about say how

NOTE Confidence: 0.77792857375

00:56:28.151 --> 00:56:29.950 open how actually sharing those

NOTE Confidence: 0.77792857375

00:56:29.950 --> 00:56:32.010 kind of mistakes actually probably

NOTE Confidence: 0.77792857375

00:56:32.010 --> 00:56:33.932 more important than people going

NOTE Confidence: 0.77792857375

00:56:33.932 --> 00:56:35.786 around and say how great I'm

NOTE Confidence: 0.77792857375

00:56:35.786 --> 00:56:37.058 doing one thing or another.

NOTE Confidence: 0.77792857375

00:56:37.058 --> 00:56:38.570 I just want to hear your perspective.

NOTE Confidence: 0.77792857375

00:56:38.570 --> 00:56:38.680 I.

NOTE Confidence: 0.855724841

00:56:39.390 --> 00:56:41.310 Well, first of all the thing you need is an.

NOTE Confidence: 0.855724841

00:56:41.310 --> 00:56:42.594 Openly supportive leader,

NOTE Confidence: 0.855724841

00:56:42.594 --> 00:56:45.590 so already you're like that comment alone

NOTE Confidence: 0.855724841

00:56:45.655 --> 00:56:48.527 your you know or at least benevolent neglect.

NOTE Confidence: 0.855724841

00:56:48.530 --> 00:56:50.036 Like if you weren't here but

NOTE Confidence: 0.855724841

00:56:50.036 --> 00:56:50.789 you weren't obstructionist,

NOTE Confidence: 0.855724841

00:56:50.790 --> 00:56:52.270 that would be good too.

NOTE Confidence: 0.855724841

00:56:52.270 --> 00:56:53.800 But the fact that you're open,

NOTE Confidence: 0.855724841

00:56:53.800 --> 00:56:54.460 I would say so.

NOTE Confidence: 0.855724841

00:56:54.460 --> 00:56:55.285 I'll give you an example.

NOTE Confidence: 0.855724841

00:56:55.290 --> 00:56:56.530 People are a little nervous

NOTE Confidence: 0.855724841

00:56:56.530 --> 00:56:57.522 about talking about it.

NOTE Confidence: 0.855724841

00:56:57.530 --> 00:56:59.802 We started over the first two years of

NOTE Confidence: 0.855724841

00:56:59.802 --> 00:57:01.918 the 10 years of day identifying it,

NOTE Confidence: 0.855724841

00:57:01.918 --> 00:57:03.086 and I actually presented

NOTE Confidence: 0.855724841

00:57:03.086 --> 00:57:04.787 all the cases to begin with.

NOTE Confidence: 0.855724841

00:57:04.790 --> 00:57:07.366 And at the beginning people were nervous.

NOTE Confidence: 0.855724841

00:57:07.370 --> 00:57:09.404 But then when they saw the tone of the

NOTE Confidence: 0.855724841

00:57:09.404 --> 00:57:11.071 conference and they became more and more

NOTE Confidence: 0.855724841

00:57:11.071 --> 00:57:12.739 relaxed and they saw we were really.

NOTE Confidence: 0.855724841

00:57:12.740 --> 00:57:14.032 What our goal was.

NOTE Confidence: 0.855724841

00:57:14.032 --> 00:57:15.324 People started self identifying

NOTE Confidence: 0.855724841

00:57:15.324 --> 00:57:16.569 like they were like.

NOTE Confidence: 0.855724841

00:57:16.570 --> 00:57:17.710 Actually that was my case and

NOTE Confidence: 0.855724841

00:57:17.710 --> 00:57:19.119 can I tell you what happened?

NOTE Confidence: 0.855724841

00:57:19.120 --> 00:57:20.412 What actually you know?

NOTE Confidence: 0.855724841

00:57:20.412 --> 00:57:22.782 I mean so it's. But it took years.

NOTE Confidence: 0.855724841

00:57:22.782 --> 00:57:25.168 You know people had to see that it was.

NOTE Confidence: 0.855724841

00:57:25.170 --> 00:57:26.826 They had to see how the

NOTE Confidence: 0.855724841

00:57:26.826 --> 00:57:27.654 conference was moderated.

NOTE Confidence: 0.855724841

00:57:27.660 --> 00:57:29.076 They had to see what happened.
NOTE Confidence: 0.855724841

00:57:29.080 --> 00:57:30.550 They had to see what the culture
NOTE Confidence: 0.855724841

00:57:30.550 --> 00:57:32.047 was and they had to feel trust
NOTE Confidence: 0.855724841

00:57:32.047 --> 00:57:33.277 and they had to feel safe.
NOTE Confidence: 0.855724841

00:57:33.280 --> 00:57:35.938 So around your comment about promotions,
NOTE Confidence: 0.855724841

00:57:35.940 --> 00:57:37.434 I mean no one's more familiar
NOTE Confidence: 0.855724841

00:57:37.434 --> 00:57:39.340 with the pain of promotions than
NOTE Confidence: 0.855724841

00:57:39.340 --> 00:57:42.870 Harvard Medical School faculty, so.
NOTE Confidence: 0.855724841

00:57:42.870 --> 00:57:44.030 You know there's a.
NOTE Confidence: 0.855724841

00:57:44.030 --> 00:57:45.770 There's actually a promotion path for
NOTE Confidence: 0.855724841

00:57:45.824 --> 00:57:47.805 quality and safety now even at Harvard,
NOTE Confidence: 0.855724841

00:57:47.810 --> 00:57:49.910 so if that's your academic interest,
NOTE Confidence: 0.855724841

00:57:49.910 --> 00:57:51.482 you could potentially actually
NOTE Confidence: 0.855724841

00:57:51.482 --> 00:57:53.447 publish on changes in safety,
NOTE Confidence: 0.855724841

00:57:53.450 --> 00:57:54.850 culture or numbers of diagnostic
NOTE Confidence: 0.855724841

00:57:54.850 --> 00:57:56.610 error and that kind of thing.

NOTE Confidence: 0.855724841

00:57:56.610 --> 00:57:58.570 So that's a huge shift like that's

NOTE Confidence: 0.855724841

00:57:58.570 --> 00:58:00.788 not just we're going to talk about it,

NOTE Confidence: 0.855724841

00:58:00.790 --> 00:58:01.528 but in private,

NOTE Confidence: 0.855724841

00:58:01.528 --> 00:58:03.250 that's we're going to actually reward it.

NOTE Confidence: 0.855724841

00:58:03.250 --> 00:58:03.500 Now.

NOTE Confidence: 0.855724841

00:58:03.500 --> 00:58:05.250 When you say you couldn't reward it,

NOTE Confidence: 0.855724841

00:58:05.250 --> 00:58:06.890 you can be sort of glib and give,

NOTE Confidence: 0.855724841

00:58:06.890 --> 00:58:09.290 like you know, good catch ords or whatever.

NOTE Confidence: 0.855724841

00:58:09.290 --> 00:58:11.270 But I actually think that's not.

NOTE Confidence: 0.855724841

00:58:11.270 --> 00:58:12.880 I mean, we're professionals and.

NOTE Confidence: 0.855724841

00:58:12.880 --> 00:58:15.120 That kind of thing can be glib if,

NOTE Confidence: 0.855724841

00:58:15.120 --> 00:58:17.360 like the rest of your system doesn't

NOTE Confidence: 0.855724841

00:58:17.360 --> 00:58:18.774 take it seriously, you know.

NOTE Confidence: 0.855724841

00:58:18.774 --> 00:58:20.363 So I think the answer to rewarding

NOTE Confidence: 0.855724841

00:58:20.363 --> 00:58:22.212 it is making people feel like it's

NOTE Confidence: 0.855724841

00:58:22.212 --> 00:58:24.280 valuable and like it's making a difference.

NOTE Confidence: 0.855724841

00:58:24.280 --> 00:58:25.496 And then if you have people who where,

NOTE Confidence: 0.855724841

00:58:25.500 --> 00:58:27.492 it's their scholarly interest,

NOTE Confidence: 0.855724841

00:58:27.492 --> 00:58:29.982 promoting them on that track.

NOTE Confidence: 0.855724841

00:58:29.990 --> 00:58:31.364 But otherwise I think it just

NOTE Confidence: 0.855724841

00:58:31.364 --> 00:58:33.065 needs to be baked into the culture

NOTE Confidence: 0.855724841

00:58:33.065 --> 00:58:34.971 and people need to feel like part

NOTE Confidence: 0.855724841

00:58:34.971 --> 00:58:37.176 of our job as respected.

NOTE Confidence: 0.922715859166667

00:58:39.370 --> 00:58:41.655 As respected, you know leaders

NOTE Confidence: 0.922715859166667

00:58:41.655 --> 00:58:45.060 is to is to do this work.

NOTE Confidence: 0.922715859166667

00:58:45.060 --> 00:58:46.564 Doctor Prasad Prasad says

NOTE Confidence: 0.922715859166667

00:58:46.564 --> 00:58:48.444 you still have to publish.

NOTE Confidence: 0.922715859166667

00:58:48.450 --> 00:58:50.382 We promoted that's 100% correct and

NOTE Confidence: 0.922715859166667

00:58:50.382 --> 00:58:53.069 you can publish in this area and I'm

NOTE Confidence: 0.922715859166667

00:58:53.069 --> 00:58:54.739 working with multiple journals to

NOTE Confidence: 0.922715859166667

00:58:54.739 --> 00:58:57.032 sort of create new tracks and new

NOTE Confidence: 0.922715859166667
00:58:57.032 --> 00:58:58.762 areas to publish quality and safety.
NOTE Confidence: 0.922715859166667
00:58:58.762 --> 00:58:59.686 Jeez your hand up.
NOTE Confidence: 0.922715859166667
00:58:59.690 --> 00:59:01.448 Did you want to say something?
NOTE Confidence: 0.922715859166667
00:59:01.450 --> 00:59:05.480 Yeah I did wanna share a couple of thoughts.
NOTE Confidence: 0.922715859166667
00:59:05.480 --> 00:59:08.790 One is I really like your.
NOTE Confidence: 0.922715859166667
00:59:08.790 --> 00:59:12.164 You talk about moving it from blame.
NOTE Confidence: 0.922715859166667
00:59:12.170 --> 00:59:15.573 We do focus on the analytical factors and
NOTE Confidence: 0.922715859166667
00:59:15.573 --> 00:59:19.480 when we discuss quality QC conferences,
NOTE Confidence: 0.922715859166667
00:59:19.480 --> 00:59:22.509 we talk about who missed a carcinoma
NOTE Confidence: 0.520474406666667
00:59:22.520 --> 00:59:23.579 in frozen section,
NOTE Confidence: 0.520474406666667
00:59:23.580 --> 00:59:26.290 or a Melanoma and stuff like that.
NOTE Confidence: 0.520474406666667
00:59:26.290 --> 00:59:28.828 And it's it's very hard to separate
NOTE Confidence: 0.520474406666667
00:59:28.828 --> 00:59:31.970 blame from just curiosity and that
NOTE Confidence: 0.777801418
00:59:31.980 --> 00:59:34.553 would be on Joanne's plate to
NOTE Confidence: 0.777801418
00:59:34.553 --> 00:59:37.255 make sure we move and we are
NOTE Confidence: 0.777801418

00:59:37.255 --> 00:59:39.090 curious about how it happened.
NOTE Confidence: 0.777801418

00:59:39.090 --> 00:59:41.218 And how we can figure
NOTE Confidence: 0.903462215714286

00:59:41.230 --> 00:59:45.620 out how not to let it happen? I also like
NOTE Confidence: 0.657567104285714

00:59:45.620 --> 00:59:48.588 like what you presented about the deal.
NOTE Confidence: 0.657567104285714

00:59:48.590 --> 00:59:50.354 Sorry for one second, it's actually
NOTE Confidence: 0.657567104285714

00:59:50.354 --> 00:59:52.310 on everyones plate to do that right?
NOTE Confidence: 0.657567104285714

00:59:52.310 --> 00:59:54.410 Like it's a joint family decision
NOTE Confidence: 0.657567104285714

00:59:54.410 --> 00:59:57.034 to to sort of feel safe. Of course,
NOTE Confidence: 0.657567104285714

00:59:57.034 --> 00:59:58.996 it's up to the leaders to make to hold
NOTE Confidence: 0.657567104285714

00:59:58.996 --> 01:00:00.486 people accountable to that safety,
NOTE Confidence: 0.657567104285714

01:00:00.490 --> 01:00:03.070 but it's everyone, I'm sorry, go on.
NOTE Confidence: 0.657567104285714

01:00:03.070 --> 01:00:04.710 And also the pathology
NOTE Confidence: 0.679001013333333

01:00:05.090 --> 01:00:05.900 M&M. It seems
NOTE Confidence: 0.73731897

01:00:05.910 --> 01:00:08.224 like you decided to call
NOTE Confidence: 0.73731897

01:00:08.224 --> 01:00:10.600 it the. Or conference and
NOTE Confidence: 0.75299211

01:00:10.600 --> 01:00:13.010 invite the senior most people to

NOTE Confidence: 0.824810596

01:00:13.020 --> 01:00:15.120 talk about their mistakes or

NOTE Confidence: 0.824810596

01:00:15.120 --> 01:00:18.190 misses. And I was invited to

NOTE Confidence: 0.45554952

01:00:18.460 --> 01:00:21.370 and ask App Companion Society

NOTE Confidence: 0.750242644285714

01:00:21.690 --> 01:00:23.340 meeting where the entire head

NOTE Confidence: 0.750242644285714

01:00:23.340 --> 01:00:26.120 and neck platform was dedicated

NOTE Confidence: 0.750242644285714

01:00:26.120 --> 01:00:29.360 to things that you missed.

NOTE Confidence: 0.750242644285714

01:00:29.360 --> 01:00:32.191 And then I realized I was the only

NOTE Confidence: 0.750242644285714

01:00:32.191 --> 01:00:34.222 one who talked about something I

NOTE Confidence: 0.750242644285714

01:00:34.222 --> 01:00:36.500 really did miss and I started with.

NOTE Confidence: 0.750242644285714

01:00:36.500 --> 01:00:38.969 I'm really embarrassed about this case.

NOTE Confidence: 0.750242644285714

01:00:38.970 --> 01:00:40.880 But anyway, that's the topic I

NOTE Confidence: 0.750242644285714

01:00:40.880 --> 01:00:43.010 will share all the other speakers,

NOTE Confidence: 0.750242644285714

01:00:43.010 --> 01:00:44.849 talked about cases that someone

NOTE Confidence: 0.750242644285714

01:00:44.850 --> 01:00:47.430 else best and they got it.

NOTE Confidence: 0.750242644285714

01:00:47.430 --> 01:00:50.140 So that's just my generation

NOTE Confidence: 0.750242644285714

01:00:50.150 --> 01:00:52.340 where they would.
NOTE Confidence: 0.750242644285714

01:00:52.550 --> 01:00:53.518 They are used to
NOTE Confidence: 0.79414829

01:00:53.530 --> 01:00:56.100 catching other peoples missing stuff.
NOTE Confidence: 0.71040271

01:00:56.230 --> 01:00:57.518 Yeah, I want to just make 2.
NOTE Confidence: 0.71040271

01:00:57.520 --> 01:00:59.389 Thank you so much for that comment.
NOTE Confidence: 0.71040271

01:00:59.390 --> 01:01:01.588 2 slight adjustments to your second comment.
NOTE Confidence: 0.71040271

01:01:01.590 --> 01:01:05.325 One is the M&M is different than the DLO.
NOTE Confidence: 0.71040271

01:01:05.330 --> 01:01:07.028 The Eminem was a systems based
NOTE Confidence: 0.71040271

01:01:07.028 --> 01:01:08.976 10 year experience where we went
NOTE Confidence: 0.71040271

01:01:08.976 --> 01:01:10.488 methodically through systems issues.
NOTE Confidence: 0.71040271

01:01:10.490 --> 01:01:11.306 In all parts of the lab,
NOTE Confidence: 0.71040271

01:01:11.310 --> 01:01:12.206 including transcription
NOTE Confidence: 0.71040271

01:01:12.206 --> 01:01:13.998 that like transport error,
NOTE Confidence: 0.71040271

01:01:14.000 --> 01:01:16.312 I told you about Dlo is a totally
NOTE Confidence: 0.71040271

01:01:16.312 --> 01:01:17.585 different conference that is
NOTE Confidence: 0.71040271

01:01:17.585 --> 01:01:18.869 focused on diagnostic error.

NOTE Confidence: 0.71040271

01:01:18.870 --> 01:01:20.514 But what's different about it than

NOTE Confidence: 0.71040271

01:01:20.514 --> 01:01:22.360 what you're describing is we focus on

NOTE Confidence: 0.71040271

01:01:22.360 --> 01:01:23.758 the management of the error rather

NOTE Confidence: 0.71040271

01:01:23.758 --> 01:01:25.228 than just preventing the error,

NOTE Confidence: 0.71040271

01:01:25.230 --> 01:01:27.310 so we don't focus on like what

NOTE Confidence: 0.71040271

01:01:27.310 --> 01:01:28.690 is it about a decimal plastic

NOTE Confidence: 0.71040271

01:01:28.690 --> 01:01:29.770 Melanoma that makes it hard?

NOTE Confidence: 0.71040271

01:01:29.770 --> 01:01:31.324 Or was it about Signet ring cell

NOTE Confidence: 0.71040271

01:01:31.324 --> 01:01:32.787 that you can do to avoid it?

NOTE Confidence: 0.71040271

01:01:32.790 --> 01:01:35.500 What we focus on is this is going to happen

NOTE Confidence: 0.71040271

01:01:35.566 --> 01:01:38.070 to you and when it happens, what do you do?

NOTE Confidence: 0.71040271

01:01:38.070 --> 01:01:39.690 How do you write up the report?

NOTE Confidence: 0.71040271

01:01:39.690 --> 01:01:40.974 How do you have a conversation

NOTE Confidence: 0.71040271

01:01:40.974 --> 01:01:41.616 with your clinician?

NOTE Confidence: 0.71040271

01:01:41.620 --> 01:01:43.018 How do you file safety report?

NOTE Confidence: 0.71040271

01:01:43.020 --> 01:01:44.948 What are the reporting
NOTE Confidence: 0.71040271
01:01:44.948 --> 01:01:46.876 requirements to DPH form?
NOTE Confidence: 0.71040271
01:01:46.880 --> 01:01:47.428 You know?
NOTE Confidence: 0.71040271
01:01:47.428 --> 01:01:48.798 How do you document it?
NOTE Confidence: 0.71040271
01:01:48.800 --> 01:01:50.210 What are the legal implications?
NOTE Confidence: 0.71040271
01:01:50.210 --> 01:01:52.842 So we focus on managing an error which
NOTE Confidence: 0.71040271
01:01:52.842 --> 01:01:55.379 no one gets any training on, right?
NOTE Confidence: 0.71040271
01:01:55.379 --> 01:01:56.933 And I I doubt that was
NOTE Confidence: 0.71040271
01:01:56.933 --> 01:01:58.619 discussed at the USCAP platform.
NOTE Confidence: 0.71040271
01:01:58.620 --> 01:02:00.594 We're really people focus more on on
NOTE Confidence: 0.71040271
01:02:00.594 --> 01:02:02.349 like preventing the diagnostic error,
NOTE Confidence: 0.71040271
01:02:02.350 --> 01:02:03.282 which is super important
NOTE Confidence: 0.71040271
01:02:03.282 --> 01:02:04.680 and we should all do that.
NOTE Confidence: 0.71040271
01:02:04.680 --> 01:02:06.576 But we're great on that training
NOTE Confidence: 0.71040271
01:02:06.576 --> 01:02:08.090 like that's what we do.
NOTE Confidence: 0.71040271
01:02:08.090 --> 01:02:09.512 So I just want to make a slight adjustment.

NOTE Confidence: 0.71040271

01:02:09.520 --> 01:02:10.890 It's a little bit different.

NOTE Confidence: 0.71040271

01:02:11.630 --> 01:02:12.280 Thank you.

NOTE Confidence: 0.857189224444444

01:02:17.940 --> 01:02:19.920 Any other we have?

NOTE Confidence: 0.857189224444444

01:02:19.920 --> 01:02:22.395 We have had some comments.

NOTE Confidence: 0.857189224444444

01:02:22.400 --> 01:02:24.184 I don't know if everybody saw Doctor Robert,

NOTE Confidence: 0.857189224444444

01:02:24.190 --> 01:02:26.114 Gary mentioned psychological safety

NOTE Confidence: 0.857189224444444

01:02:26.114 --> 01:02:28.880 in her comment and says that I think

NOTE Confidence: 0.857189224444444

01:02:28.880 --> 01:02:30.443 the benefits of such a culture are

NOTE Confidence: 0.857189224444444

01:02:30.443 --> 01:02:31.693 important and extent well beyond

NOTE Confidence: 0.857189224444444

01:02:31.693 --> 01:02:33.276 the realm of quality and safety

NOTE Confidence: 0.857189224444444

01:02:33.276 --> 01:02:34.884 to be beneficial for a larger

NOTE Confidence: 0.857189224444444

01:02:34.884 --> 01:02:36.060 educational training environment.

NOTE Confidence: 0.887875802857143

01:02:38.410 --> 01:02:42.561 And you know, we we have a another

NOTE Confidence: 0.887875802857143

01:02:42.561 --> 01:02:44.127 question came up from Doctor M.

NOTE Confidence: 0.887875802857143

01:02:44.130 --> 01:02:47.750 I'll let you go ahead. Terrific talk,

NOTE Confidence: 0.884465355

01:02:49.000 --> 01:02:50.099 I want to follow up a little
NOTE Confidence: 0.884465355

01:02:50.099 --> 01:02:51.980 bit on what Rafiella said.
NOTE Confidence: 0.93574437

01:02:51.980 --> 01:02:54.390 That is. How do you compete for interest
NOTE Confidence: 0.904785061111111

01:02:54.400 --> 01:02:55.605 with the residents when they
NOTE Confidence: 0.904785061111111

01:02:55.605 --> 01:02:57.150 want to do molecular analysis
NOTE Confidence: 0.86130707

01:02:57.160 --> 01:02:58.048 or next Gen sequencing
NOTE Confidence: 0.86130707

01:02:58.048 --> 01:02:58.942 or something like that?
NOTE Confidence: 0.86130707

01:02:58.942 --> 01:03:00.713 And do you have some pointers for us
NOTE Confidence: 0.86130707

01:03:00.713 --> 01:03:02.630 to how to sort of make it more sexy?
NOTE Confidence: 0.86130707

01:03:02.630 --> 01:03:05.240 Yeah, so the first of all,
NOTE Confidence: 0.86130707

01:03:05.240 --> 01:03:06.724 I just want to take a minute.
NOTE Confidence: 0.86130707

01:03:06.730 --> 01:03:07.470 Rafael mentioned.
NOTE Confidence: 0.86130707

01:03:07.470 --> 01:03:09.320 I think she was mentioning
NOTE Confidence: 0.86130707

01:03:09.320 --> 01:03:10.430 fetal autopsies basically,
NOTE Confidence: 0.86130707

01:03:10.430 --> 01:03:14.198 which in itself is incredibly difficult
NOTE Confidence: 0.86130707

01:03:14.200 --> 01:03:15.898 from a root cause analysis perspective.

NOTE Confidence: 0.86130707

01:03:15.900 --> 01:03:17.700 Like there's the patient who's brave.

NOTE Confidence: 0.86130707

01:03:17.700 --> 01:03:18.507 That social worker.

NOTE Confidence: 0.86130707

01:03:18.507 --> 01:03:20.700 The the the the legal weight cut offs

NOTE Confidence: 0.86130707

01:03:20.700 --> 01:03:22.443 at age cut offs like it's basically

NOTE Confidence: 0.86130707

01:03:22.443 --> 01:03:24.154 like an accident waiting for happen

NOTE Confidence: 0.86130707

01:03:24.154 --> 01:03:26.136 to happen in terms of safety events

NOTE Confidence: 0.86130707

01:03:26.136 --> 01:03:28.024 and autopsy is like on the other end

NOTE Confidence: 0.86130707

01:03:28.024 --> 01:03:29.883 of the spectrum from like molecular

NOTE Confidence: 0.86130707

01:03:29.883 --> 01:03:31.765 and all these like amazingly like

NOTE Confidence: 0.86130707

01:03:31.765 --> 01:03:33.564 and cool things like as a mass

NOTE Confidence: 0.86130707

01:03:33.564 --> 01:03:36.080 general person I get that right.

NOTE Confidence: 0.86130707

01:03:36.080 --> 01:03:38.278 What I would say about residents in

NOTE Confidence: 0.86130707

01:03:38.278 --> 01:03:40.037 general trainees is they're really

NOTE Confidence: 0.86130707

01:03:40.037 --> 01:03:42.676 frontline workers and as much as they're

NOTE Confidence: 0.86130707

01:03:42.676 --> 01:03:45.054 interested in that kind of work for research,

NOTE Confidence: 0.86130707

01:03:45.060 --> 01:03:47.559 they're pretty good at calling out problems

NOTE Confidence: 0.86130707

01:03:47.559 --> 01:03:49.999 like that's like part of their culture.

NOTE Confidence: 0.86130707

01:03:50.000 --> 01:03:52.436 Is like being frustrated with operational

NOTE Confidence: 0.86130707

01:03:52.436 --> 01:03:54.560 things or with cultural things,

NOTE Confidence: 0.86130707

01:03:54.560 --> 01:03:54.938 right?

NOTE Confidence: 0.86130707

01:03:54.938 --> 01:03:57.584 So how do you somehow like leverage

NOTE Confidence: 0.86130707

01:03:57.584 --> 01:04:00.487 that into learning and change for the

NOTE Confidence: 0.86130707

01:04:00.487 --> 01:04:01.972 system 'cause they're they're like?

NOTE Confidence: 0.86130707

01:04:01.972 --> 01:04:04.784 They get sort of a toxic dose of where the

NOTE Confidence: 0.86130707

01:04:04.784 --> 01:04:06.460 dysfunctions are in the workflow, right?

NOTE Confidence: 0.86130707

01:04:06.460 --> 01:04:07.420 'cause they're constantly trying

NOTE Confidence: 0.86130707

01:04:07.420 --> 01:04:08.911 to manage it, especially in AP.

NOTE Confidence: 0.86130707

01:04:08.911 --> 01:04:10.453 And so the Eminem was good

NOTE Confidence: 0.86130707

01:04:10.453 --> 01:04:11.737 for us in that regard,

NOTE Confidence: 0.86130707

01:04:11.740 --> 01:04:13.266 'cause they were able to have a

NOTE Confidence: 0.86130707

01:04:13.266 --> 01:04:14.700 place where they called that out.

NOTE Confidence: 0.86130707

01:04:14.700 --> 01:04:15.588 You know where they were like?

NOTE Confidence: 0.86130707

01:04:15.590 --> 01:04:17.790 Listen, I was on call and like XYZ

NOTE Confidence: 0.86130707

01:04:17.790 --> 01:04:19.457 happened and it was a disaster,

NOTE Confidence: 0.86130707

01:04:19.460 --> 01:04:20.204 you know or?

NOTE Confidence: 0.86130707

01:04:20.204 --> 01:04:22.260 I went to go do this thing and

NOTE Confidence: 0.86130707

01:04:22.260 --> 01:04:24.492 there was no X and it was a patient

NOTE Confidence: 0.86130707

01:04:24.564 --> 01:04:26.514 safety issue like they're actually

NOTE Confidence: 0.86130707

01:04:26.514 --> 01:04:28.870 pretty good at at doing that and so

NOTE Confidence: 0.86130707

01:04:28.870 --> 01:04:30.713 involving them in the root cause and

NOTE Confidence: 0.86130707

01:04:30.713 --> 01:04:32.525 involving them in the solution and

NOTE Confidence: 0.86130707

01:04:32.525 --> 01:04:34.214 actually making it easy for them to

NOTE Confidence: 0.86130707

01:04:34.214 --> 01:04:37.380 call it events like I was talking to.

NOTE Confidence: 0.86130707

01:04:37.380 --> 01:04:39.711 Some of your folks before about like

NOTE Confidence: 0.86130707

01:04:39.711 --> 01:04:41.787 creating a distribution list instead of

NOTE Confidence: 0.86130707

01:04:41.787 --> 01:04:44.160 having residents file reports 'cause it just,

NOTE Confidence: 0.86130707

01:04:44.160 --> 01:04:46.590 it's like prohibitive.
NOTE Confidence: 0.86130707

01:04:46.590 --> 01:04:47.670 So they can just sort of
NOTE Confidence: 0.86130707

01:04:47.670 --> 01:04:48.390 email someone and say,
NOTE Confidence: 0.86130707

01:04:48.390 --> 01:04:48.715 hey,
NOTE Confidence: 0.86130707

01:04:48.715 --> 01:04:50.990 we notice this like we notice this
NOTE Confidence: 0.86130707

01:04:50.990 --> 01:04:53.690 risk and then having like an Eminem
NOTE Confidence: 0.86130707

01:04:53.690 --> 01:04:55.320 platform or or or something like
NOTE Confidence: 0.86130707

01:04:55.320 --> 01:04:57.267 that where they can be involved in
NOTE Confidence: 0.86130707

01:04:57.267 --> 01:04:59.556 the solution I think can be really
NOTE Confidence: 0.86130707

01:04:59.556 --> 01:05:01.386 transformative for them and quite healing.
NOTE Confidence: 0.86130707

01:05:01.390 --> 01:05:02.500 'cause it's it's a difficult
NOTE Confidence: 0.86130707

01:05:02.500 --> 01:05:03.388 period of your life.
NOTE Confidence: 0.86130707

01:05:03.390 --> 01:05:04.962 And remember you're only a couple
NOTE Confidence: 0.86130707

01:05:04.962 --> 01:05:06.870 years away from being a faculty member.
NOTE Confidence: 0.86130707

01:05:06.870 --> 01:05:08.366 So many of those folks as I was
NOTE Confidence: 0.86130707

01:05:08.366 --> 01:05:09.880 saying to some people earlier are

NOTE Confidence: 0.86130707

01:05:09.880 --> 01:05:11.245 like very very thoughtful and

NOTE Confidence: 0.86130707

01:05:11.245 --> 01:05:12.848 mature and and and allowing them

NOTE Confidence: 0.86130707

01:05:12.848 --> 01:05:14.123 to participate instead of sort

NOTE Confidence: 0.86130707

01:05:14.130 --> 01:05:16.594 of paternal ising or them can be.

NOTE Confidence: 0.86130707

01:05:16.600 --> 01:05:17.645 Really great for everyone and

NOTE Confidence: 0.86130707

01:05:17.645 --> 01:05:19.239 then the ones who do really well.

NOTE Confidence: 0.86130707

01:05:19.240 --> 01:05:22.684 Of course then you wanna recruit right so?

NOTE Confidence: 0.86130707

01:05:22.684 --> 01:05:25.676 I think it's about it's not just

NOTE Confidence: 0.86130707

01:05:25.676 --> 01:05:27.020 about making it sexy for them to

NOTE Confidence: 0.91141827

01:05:27.065 --> 01:05:28.150 use your term, it's about

NOTE Confidence: 0.91141827

01:05:28.150 --> 01:05:29.400 making it sexy for everyone.

NOTE Confidence: 0.91141827

01:05:29.400 --> 01:05:31.296 It's about making it so that you wanna

NOTE Confidence: 0.91141827

01:05:31.296 --> 01:05:33.029 do it because it actually results

NOTE Confidence: 0.91141827

01:05:33.029 --> 01:05:35.177 in change as opposed to like you

NOTE Confidence: 0.91141827

01:05:35.177 --> 01:05:37.417 just checking a box or you just like

NOTE Confidence: 0.91141827

01:05:37.417 --> 01:05:40.290 complaining into the ether, you know.

NOTE Confidence: 0.91141827

01:05:40.290 --> 01:05:42.000 Autopsies also, like you know,

NOTE Confidence: 0.91141827

01:05:42.000 --> 01:05:43.530 we could have a whole other

NOTE Confidence: 0.91141827

01:05:43.530 --> 01:05:44.295 conversation about autopsies.

NOTE Confidence: 0.91141827

01:05:44.300 --> 01:05:46.046 Maybe I won't, 'cause it's 137,

NOTE Confidence: 0.91141827

01:05:46.050 --> 01:05:46.778 but I have time.

NOTE Confidence: 0.794013283636364

01:05:48.910 --> 01:05:51.010 Let's say you've got 66 people

NOTE Confidence: 0.794013283636364

01:05:51.010 --> 01:05:53.080 still on and listening intently.

NOTE Confidence: 0.794013283636364

01:05:53.080 --> 01:05:54.697 We got what, let's take one last

NOTE Confidence: 0.794013283636364

01:05:54.697 --> 01:05:55.870 question from Doctor Shelburne,

NOTE Confidence: 0.794013283636364

01:05:55.870 --> 01:05:56.818 who raised his hand

NOTE Confidence: 0.9147943575

01:05:57.210 --> 01:05:58.188 time. I can stay on like

NOTE Confidence: 0.9147943575

01:05:58.188 --> 01:05:59.259 if I were with you guys.

NOTE Confidence: 0.9147943575

01:05:59.260 --> 01:06:01.283 I would be at the podium hanging

NOTE Confidence: 0.9147943575

01:06:01.283 --> 01:06:02.600 around like sipping coffee,

NOTE Confidence: 0.9147943575

01:06:02.600 --> 01:06:05.736 so I may be driving an hour and a half home.

NOTE Confidence: 0.9147943575
01:06:05.740 --> 01:06:07.628 So I'm my day is for you if
NOTE Confidence: 0.9147943575
01:06:07.628 --> 01:06:09.110 you wanna hang on, hang on.
NOTE Confidence: 0.877069928
01:06:10.040 --> 01:06:10.950 Thank you very much for
NOTE Confidence: 0.741140135
01:06:10.960 --> 01:06:12.974 talking that I'm one question,
NOTE Confidence: 0.741140135
01:06:12.974 --> 01:06:14.366 you know that I have that I think
NOTE Confidence: 0.741140135
01:06:14.370 --> 01:06:16.380 ultimately it's all about priority.
NOTE Confidence: 0.741140135
01:06:16.380 --> 01:06:17.008 You know there's so
NOTE Confidence: 0.823172992857143
01:06:17.020 --> 01:06:18.620 many competing things that.
NOTE Confidence: 0.823172992857143
01:06:18.620 --> 01:06:20.250 That residents and faculty
NOTE Confidence: 0.823172992857143
01:06:20.250 --> 01:06:21.048 we don't know where to go.
NOTE Confidence: 0.823172992857143
01:06:21.050 --> 01:06:23.108 We have to prioritize.
NOTE Confidence: 0.823172992857143
01:06:23.110 --> 01:06:25.970 Do you have a a system or metric
NOTE Confidence: 0.823172992857143
01:06:25.970 --> 01:06:28.520 or how you can evaluate the impact
NOTE Confidence: 0.894513396
01:06:28.550 --> 01:06:30.170 of all everything you're doing
NOTE Confidence: 0.894513396
01:06:30.170 --> 01:06:32.274 so that you know we can make
NOTE Confidence: 0.894513396

01:06:32.274 --> 01:06:33.726 a claim and raise the priority
NOTE Confidence: 0.894513396

01:06:33.730 --> 01:06:35.440 and and and show real impact. So
NOTE Confidence: 0.889089855

01:06:35.450 --> 01:06:36.558 how are you evaluating
NOTE Confidence: 0.83445582

01:06:36.850 --> 01:06:38.570 the impact of all this?
NOTE Confidence: 0.83445582

01:06:38.570 --> 01:06:39.810 That's a great question,
NOTE Confidence: 0.83445582

01:06:39.810 --> 01:06:41.050 so there's different ways
NOTE Confidence: 0.83445582

01:06:41.050 --> 01:06:42.800 you can evaluate the impact,
NOTE Confidence: 0.83445582

01:06:42.800 --> 01:06:44.288 and I think you can't like boil the.
NOTE Confidence: 0.83445582

01:06:44.290 --> 01:06:45.690 That's a really insightful question,
NOTE Confidence: 0.83445582

01:06:45.690 --> 01:06:48.399 by the way, so I think you need to.
NOTE Confidence: 0.83445582

01:06:48.400 --> 01:06:49.996 Pick something like you can't when
NOTE Confidence: 0.83445582

01:06:49.996 --> 01:06:51.380 you say everything you're doing,
NOTE Confidence: 0.83445582

01:06:51.380 --> 01:06:53.060 I just I just shared with you like
NOTE Confidence: 0.83445582

01:06:53.060 --> 01:06:54.959 a 10 to 15 year experience, right?
NOTE Confidence: 0.83445582

01:06:54.959 --> 01:06:56.632 Like we didn't do that like overnight
NOTE Confidence: 0.83445582

01:06:56.632 --> 01:06:58.096 we did one thing at a time.

NOTE Confidence: 0.83445582

01:06:58.100 --> 01:06:58.692 Very slowly.

NOTE Confidence: 0.83445582

01:06:58.692 --> 01:07:00.696 First of all, second of all,

NOTE Confidence: 0.83445582

01:07:00.696 --> 01:07:02.928 we measured things like safety culture,

NOTE Confidence: 0.83445582

01:07:02.930 --> 01:07:04.974 but we also measured safety event reporting.

NOTE Confidence: 0.83445582

01:07:04.980 --> 01:07:07.185 We measured number of safety events in

NOTE Confidence: 0.83445582

01:07:07.185 --> 01:07:09.447 different areas and then we also even

NOTE Confidence: 0.83445582

01:07:09.447 --> 01:07:11.337 looked at things like financial metrics.

NOTE Confidence: 0.83445582

01:07:11.340 --> 01:07:11.780 So like,

NOTE Confidence: 0.83445582

01:07:11.780 --> 01:07:13.100 let's say we're looking at efficiency.

NOTE Confidence: 0.83445582

01:07:13.100 --> 01:07:14.660 I didn't talk about any of the projects,

NOTE Confidence: 0.83445582

01:07:14.660 --> 01:07:17.026 but we we looked at things.

NOTE Confidence: 0.83445582

01:07:17.026 --> 01:07:19.168 You know you have to think about.

NOTE Confidence: 0.83445582

01:07:19.170 --> 01:07:20.338 What's your outcome is?

NOTE Confidence: 0.83445582

01:07:20.338 --> 01:07:21.798 And then what you're measuring.

NOTE Confidence: 0.83445582

01:07:21.800 --> 01:07:23.400 I think that's exactly right,

NOTE Confidence: 0.83445582

01:07:23.400 --> 01:07:25.497 and you don't probably need to do that for
NOTE Confidence: 0.83445582

01:07:25.497 --> 01:07:27.229 everything like some things are no brainers,
NOTE Confidence: 0.83445582

01:07:27.230 --> 01:07:27.514 right?
NOTE Confidence: 0.83445582

01:07:27.514 --> 01:07:28.366 Like you know,
NOTE Confidence: 0.83445582

01:07:28.366 --> 01:07:30.829 you don't have to measure every single thing.
NOTE Confidence: 0.83445582

01:07:30.830 --> 01:07:32.930 If something is obviously better.
NOTE Confidence: 0.83445582

01:07:32.930 --> 01:07:34.288 But if you want to publish it,
NOTE Confidence: 0.83445582

01:07:34.290 --> 01:07:36.850 you probably do, and if you're not sure,
NOTE Confidence: 0.83445582

01:07:36.850 --> 01:07:39.279 you should baseline before you make an
NOTE Confidence: 0.83445582

01:07:39.279 --> 01:07:41.410 implementation and and and measure again.
NOTE Confidence: 0.83445582

01:07:41.410 --> 01:07:43.538 So I think you're absolutely right that you
NOTE Confidence: 0.83445582

01:07:43.538 --> 01:07:45.948 do need to create some kind of measurement.
NOTE Confidence: 0.83445582

01:07:45.950 --> 01:07:48.686 We usually we use the smart goals
NOTE Confidence: 0.83445582

01:07:48.686 --> 01:07:51.310 or the smart framework, which is.
NOTE Confidence: 0.83445582

01:07:51.310 --> 01:07:53.290 Specific, measurable, attainable?
NOTE Confidence: 0.83445582

01:07:53.290 --> 01:07:56.143 I forget what are is relevant and time bound,

NOTE Confidence: 0.83445582

01:07:56.150 --> 01:07:57.550 and that's widely published.

NOTE Confidence: 0.83445582

01:07:57.550 --> 01:07:59.110 I didn't. We didn't make that up.

NOTE Confidence: 0.83445582

01:07:59.110 --> 01:08:01.028 It's it's a very again motherhood and

NOTE Confidence: 0.83445582

01:08:01.028 --> 01:08:02.825 apple pie approach to like it's like

NOTE Confidence: 0.83445582

01:08:02.825 --> 01:08:04.748 when people say oh the answer to that

NOTE Confidence: 0.83445582

01:08:04.748 --> 01:08:06.463 is getting beaker and you're like OK

NOTE Confidence: 0.83445582

01:08:06.463 --> 01:08:07.868 great but that's like not gonna happen.

NOTE Confidence: 0.83445582

01:08:07.870 --> 01:08:08.969 You know you know what I mean.

NOTE Confidence: 0.83445582

01:08:08.970 --> 01:08:11.130 So that's like the you know,

NOTE Confidence: 0.83445582

01:08:11.130 --> 01:08:12.050 attainable section.

NOTE Confidence: 0.83445582

01:08:12.050 --> 01:08:14.350 It fails the attainable thing.

NOTE Confidence: 0.83445582

01:08:14.350 --> 01:08:16.066 Specific is like when you say

NOTE Confidence: 0.83445582

01:08:16.066 --> 01:08:18.090 we're going to reduce, you know,

NOTE Confidence: 0.83445582

01:08:18.090 --> 01:08:19.410 frozen section discrepancies

NOTE Confidence: 0.83445582

01:08:19.410 --> 01:08:22.040 by 10% over a one year period.

NOTE Confidence: 0.83445582

01:08:22.040 --> 01:08:22.265 Bubba,
NOTE Confidence: 0.83445582

01:08:22.265 --> 01:08:23.840 and then you make like an intervention
NOTE Confidence: 0.83445582

01:08:23.840 --> 01:08:25.397 and you measure before and after.
NOTE Confidence: 0.83445582

01:08:25.400 --> 01:08:26.672 So I think you're right that
NOTE Confidence: 0.83445582

01:08:26.672 --> 01:08:27.520 you should do that.
NOTE Confidence: 0.83445582

01:08:27.520 --> 01:08:28.705 The cultural pieces are a
NOTE Confidence: 0.83445582

01:08:28.705 --> 01:08:29.653 little tougher to measure,
NOTE Confidence: 0.83445582

01:08:29.660 --> 01:08:32.360 but there are safety culture surveys
NOTE Confidence: 0.83445582

01:08:32.360 --> 01:08:35.340 and you can get in RM&M package.
NOTE Confidence: 0.83445582

01:08:35.340 --> 01:08:37.300 We actually have a survey that we
NOTE Confidence: 0.83445582

01:08:37.300 --> 01:08:39.480 use for CMAS where we measured rates
NOTE Confidence: 0.83445582

01:08:39.480 --> 01:08:41.430 of like how comfortable people felt,
NOTE Confidence: 0.83445582

01:08:41.430 --> 01:08:42.636 how much they felt that they
NOTE Confidence: 0.83445582

01:08:42.636 --> 01:08:43.680 changed their practice and then
NOTE Confidence: 0.83445582

01:08:43.680 --> 01:08:44.655 we had a narrative comment.
NOTE Confidence: 0.83445582

01:08:44.660 --> 01:08:45.915 So we were measuring how

NOTE Confidence: 0.83445582

01:08:45.915 --> 01:08:46.919 we were doing overtime.

NOTE Confidence: 0.83445582

01:08:46.920 --> 01:08:48.400 It's a little qualitative research.

NOTE Confidence: 0.83445582

01:08:48.400 --> 01:08:50.116 It's like a little more tricky,

NOTE Confidence: 0.83445582

01:08:50.120 --> 01:08:51.412 but there are still

NOTE Confidence: 0.83445582

01:08:51.412 --> 01:08:52.704 validated tools that exist.

NOTE Confidence: 0.7497099525

01:08:53.740 --> 01:08:57.720 Thank you, it's hard though. Alright,

NOTE Confidence: 0.7497099525

01:08:57.720 --> 01:09:00.508 well in the interest of people needing

NOTE Confidence: 0.7497099525

01:09:00.508 --> 01:09:03.850 to move on with the rest of their day,

NOTE Confidence: 0.7497099525

01:09:03.850 --> 01:09:07.270 I would like to just give a very sincere

NOTE Confidence: 0.7497099525

01:09:07.270 --> 01:09:10.789 thank you doctor here for coming to us and.

NOTE Confidence: 0.7497099525

01:09:10.790 --> 01:09:14.102 Bringing an introduction to safety culture

NOTE Confidence: 0.7497099525

01:09:14.102 --> 01:09:18.226 to us in such a understandable and clear way,

NOTE Confidence: 0.7497099525

01:09:18.226 --> 01:09:21.964 and I thank everybody who asked questions and

NOTE Confidence: 0.7497099525

01:09:21.964 --> 01:09:26.600 so I'll you know if people want to log off.

NOTE Confidence: 0.7497099525

01:09:26.600 --> 01:09:28.448 That's fine, but if anybody wants

NOTE Confidence: 0.7497099525

01:09:28.448 --> 01:09:30.678 to stay behind for a few more
NOTE Confidence: 0.7497099525

01:09:30.678 --> 01:09:32.538 minutes and ask some more questions.
NOTE Confidence: 0.7497099525

01:09:32.540 --> 01:09:34.220 Doctor Hager said she'd stay
NOTE Confidence: 0.7497099525

01:09:34.220 --> 01:09:37.538 so thank you so much,
NOTE Confidence: 0.7497099525

01:09:37.538 --> 01:09:39.748 really really appreciate this session.
NOTE Confidence: 0.860836429538462

01:09:41.210 --> 01:09:42.452 Megan honor I hope that we
NOTE Confidence: 0.860836429538462

01:09:42.452 --> 01:09:44.139 can do it in person one day.
NOTE Confidence: 0.962119735

01:09:44.810 --> 01:09:45.738 I hope so too.
NOTE Confidence: 0.942279072857143

01:09:48.230 --> 01:09:50.930 I actually would be really interested
NOTE Confidence: 0.942279072857143

01:09:50.930 --> 01:09:53.822 in getting that slide deck template that
NOTE Confidence: 0.942279072857143

01:09:53.822 --> 01:09:56.540 you mentioned for your M&M conference.
NOTE Confidence: 0.942279072857143

01:09:56.540 --> 01:10:00.120 No problem. I think it.
NOTE Confidence: 0.942279072857143

01:10:00.120 --> 01:10:02.738 I you know it is something that the
NOTE Confidence: 0.942279072857143

01:10:02.738 --> 01:10:04.824 hospital has cost us with to do,
NOTE Confidence: 0.942279072857143

01:10:04.830 --> 01:10:06.965 and I've been talking to the other
NOTE Confidence: 0.942279072857143

01:10:06.965 --> 01:10:09.300 departments at Yale to kind of gauge of

NOTE Confidence: 0.942279072857143
01:10:09.300 --> 01:10:11.400 what they're doing for their peer review.
NOTE Confidence: 0.942279072857143
01:10:11.400 --> 01:10:14.829 M&M conferences and.
NOTE Confidence: 0.942279072857143
01:10:14.830 --> 01:10:17.728 You know it's it's kind of a new concept.
NOTE Confidence: 0.942279072857143
01:10:17.730 --> 01:10:20.005 You know the traditional eminems are still,
NOTE Confidence: 0.942279072857143
01:10:20.010 --> 01:10:23.610 you know, obviously, how a place.
NOTE Confidence: 0.942279072857143
01:10:23.610 --> 01:10:25.040 For for doing this stuff,
NOTE Confidence: 0.942279072857143
01:10:25.040 --> 01:10:27.497 but this is something that's a little
NOTE Confidence: 0.942279072857143
01:10:27.497 --> 01:10:29.538 bit more introspective and looking,
NOTE Confidence: 0.942279072857143
01:10:29.538 --> 01:10:32.502 you know, internally into our own
NOTE Confidence: 0.942279072857143
01:10:32.502 --> 01:10:34.220 practices and discussing these things.
NOTE Confidence: 0.86510512375
01:10:37.230 --> 01:10:39.674 So any remaining people
NOTE Confidence: 0.86510512375
01:10:39.674 --> 01:10:42.118 have any other questions?
NOTE Confidence: 0.86510512375
01:10:42.120 --> 01:10:44.297 But it looks like people ran it.
NOTE Confidence: 0.86510512375
01:10:44.300 --> 01:10:45.416 Oh, there's Christine.
NOTE Confidence: 0.86510512375
01:10:45.416 --> 01:10:47.508 Hi no, I'm I just wanted to
NOTE Confidence: 0.86510512375

01:10:47.510 --> 01:10:48.830 say thank you again. I really
NOTE Confidence: 0.96286064

01:10:48.840 --> 01:10:50.405 have to get going because
NOTE Confidence: 0.96286064

01:10:50.405 --> 01:10:51.392 I'm severely behind.
NOTE Confidence: 0.96286064

01:10:51.392 --> 01:10:54.080 But thank you so much for this morning
NOTE Confidence: 0.96286064

01:10:54.144 --> 01:10:56.100 and for the great lecture today.
NOTE Confidence: 0.96286064

01:10:56.100 --> 01:10:58.292 So and then Joanne and I need to
NOTE Confidence: 0.96286064

01:10:58.292 --> 01:11:00.740 catch up because we haven't started.
NOTE Confidence: 0.96286064

01:11:00.740 --> 01:11:02.262 But it it really is.
NOTE Confidence: 0.96286064

01:11:02.262 --> 01:11:03.106 There is some great
NOTE Confidence: 0.676489

01:11:03.120 --> 01:11:04.710 ideas in this
NOTE Confidence: 0.80422287

01:11:04.720 --> 01:11:05.988 that I think so.
NOTE Confidence: 0.8191588

01:11:07.090 --> 01:11:09.758 OK, take care. Thanks, Christine.
NOTE Confidence: 0.792430502

01:11:13.400 --> 01:11:14.490 No one has a question. I'm going
NOTE Confidence: 0.87167162

01:11:14.500 --> 01:11:17.100 to end with a story.
NOTE Confidence: 0.87167162

01:11:17.100 --> 01:11:18.044 It's not an error,
NOTE Confidence: 0.87167162

01:11:18.044 --> 01:11:19.460 but I just wanted to share.

NOTE Confidence: 0.87167162

01:11:19.460 --> 01:11:20.972 I forgot to tell I forgot to tell you.

NOTE Confidence: 0.87167162

01:11:20.980 --> 01:11:23.062 I love this. When we were

NOTE Confidence: 0.87167162

01:11:23.062 --> 01:11:24.150 talking earlier that it's

NOTE Confidence: 0.890327141818182

01:11:24.160 --> 01:11:26.876 really a problem coming to Yale and

NOTE Confidence: 0.890327141818182

01:11:26.876 --> 01:11:29.840 knowing Yale because my iPhone just

NOTE Confidence: 0.93707902

01:11:29.840 --> 01:11:31.210 can't get that straight.

NOTE Confidence: 0.860596086666667

01:11:31.700 --> 01:11:33.254 And every time I would tell someone

NOTE Confidence: 0.860596086666667

01:11:33.254 --> 01:11:35.640 by Yale, it would come up gaelle

NOTE Confidence: 0.860596086666667

01:11:35.640 --> 01:11:37.418 and I had to retrain my iPhone.

NOTE Confidence: 0.5825976

01:11:39.580 --> 01:11:42.168 Problem because people every

NOTE Confidence: 0.5825976

01:11:42.168 --> 01:11:43.748 time someone needs they're like,

NOTE Confidence: 0.770965902

01:11:43.750 --> 01:11:46.870 oh, Yale at Harvard. Haha, I'm like,

NOTE Confidence: 0.770965902

01:11:46.870 --> 01:11:48.790 yeah good one like never before.

NOTE Confidence: 0.770965902

01:11:48.790 --> 01:11:50.170 Also my name blood GAIL.

NOTE Confidence: 0.770965902

01:11:50.170 --> 01:11:53.194 Like every single time for like 30 years.

NOTE Confidence: 0.633536117857143

01:11:53.380 --> 01:11:55.242 Yeah well tell Apple that you because
NOTE Confidence: 0.633536117857143

01:11:55.242 --> 01:11:56.957 according to them your name is Yale.
NOTE Confidence: 0.842024577692308

01:11:58.370 --> 01:11:59.171 Perfect, I know.
NOTE Confidence: 0.842024577692308

01:11:59.171 --> 01:12:01.040 I named my kids like really boring
NOTE Confidence: 0.842024577692308

01:12:01.095 --> 01:12:03.076 things because like my husband like how
NOTE Confidence: 0.842024577692308

01:12:03.076 --> 01:12:05.129 about this day and I'm like no no no.
NOTE Confidence: 0.842024577692308

01:12:05.130 --> 01:12:07.389 It needs to be like the most obvious name
NOTE Confidence: 0.842024577692308

01:12:07.389 --> 01:12:09.200 possible and needs to be pronounceable
NOTE Confidence: 0.842024577692308

01:12:09.200 --> 01:12:10.598 in every language. He's like.
NOTE Confidence: 0.842024577692308

01:12:10.598 --> 01:12:12.550 Why do you care so much about this?
NOTE Confidence: 0.842024577692308

01:12:12.550 --> 01:12:14.854 Like because my whole life like
NOTE Confidence: 0.842024577692308

01:12:14.854 --> 01:12:16.632 what is it like? Yeah exactly.
NOTE Confidence: 0.842024577692308

01:12:16.632 --> 01:12:19.038 Joanna Joseph, that's a good one
NOTE Confidence: 0.842024577692308

01:12:19.038 --> 01:12:21.388 that can't go wrong with Joseph.
NOTE Confidence: 0.842024577692308

01:12:21.390 --> 01:12:24.660 Good biblical name. Pardon,
NOTE Confidence: 0.931204007777778

01:12:25.330 --> 01:12:27.310 yeah, no. I I got lucky 'cause you know,

NOTE Confidence: 0.931204007777778
01:12:27.310 --> 01:12:30.124 being Polish born at least Joana
NOTE Confidence: 0.931204007777778
01:12:30.124 --> 01:12:32.000 translates easily to English.
NOTE Confidence: 0.3723214425
01:12:33.240 --> 01:12:34.588 Enough is that Polish
NOTE Confidence: 0.62026704
01:12:34.600 --> 01:12:37.230 it's pronounced you on now.
NOTE Confidence: 0.62026704
01:12:37.230 --> 01:12:42.660 But it's. It also lends itself to
NOTE Confidence: 0.62026704
01:12:42.660 --> 01:12:43.930 lots of good nicknames like Joe.
NOTE Confidence: 0.790579481111111
01:12:47.180 --> 01:12:48.890 Well, thanks so much. I was
NOTE Confidence: 0.790579481111111
01:12:48.890 --> 01:12:51.780 lovely seeing you and be well.
NOTE Confidence: 0.711596348
01:12:52.250 --> 01:12:54.210 Yeah, same to you all, be well,
NOTE Confidence: 0.692584944
01:12:54.470 --> 01:12:57.115 I'll definitely hound you with
NOTE Confidence: 0.692584944
01:12:57.115 --> 01:12:59.850 some emails for some details. I'll
NOTE Confidence: 0.928566614444444
01:12:59.860 --> 01:13:01.088 send you whatever templates
NOTE Confidence: 0.928566614444444
01:13:01.088 --> 01:13:02.623 I'm always happy to share.
NOTE Confidence: 0.928566614444444
01:13:02.630 --> 01:13:04.220 I'll, I'll send you like a
NOTE Confidence: 0.928566614444444
01:13:04.220 --> 01:13:05.280 like a downloadable package
NOTE Confidence: 0.95111301375

01:13:05.850 --> 01:13:07.330 that would be wonderful.

NOTE Confidence: 0.95111301375

01:13:07.330 --> 01:13:08.810 Thank you so much.

NOTE Confidence: 0.95111301375

01:13:08.810 --> 01:13:11.318 So take care and have a

NOTE Confidence: 0.95111301375

01:13:11.318 --> 01:13:13.468 safe rest of your February.

NOTE Confidence: 0.95111301375

01:13:13.468 --> 01:13:15.380 Hopefully spring is coming.

NOTE Confidence: 0.43311286

01:13:17.860 --> 01:13:20.000 Bye bye bye.