

Director of Regulatory and Accreditation Marty Jones began working at St. Joseph Hospital in 1981 while still in high school, and continued to work in the kitchen for four years. At the same time he attended nursing school, following in the footsteps of his mother, a St. Joseph Hospital nurse of 25 years who retired in 1998. His mom had often told him that in a clinical career he could be a “big difference maker” for patients. After graduating from nursing school, Marty worked night shift on a post-surgical floor. Two years later in 1987, he completed a critical care internship and spent the next 15 years as a bedside nurse in the ICU, a job he says he still misses.

Since 2002 Marty has served in what he calls “a 24/7 job that is different every day,” first as a manager and now the Director of Regulatory and Accreditation. He oversees all regulatory and licensing compliance for the organization and Joint Commission accreditation; consults on regulatory and risk issues at the hospital, and oversees the investigation and follow-up into adverse events. His job doesn’t always give him the daily sense of accomplishment he enjoyed as a clinician; the rewards often come six months to a year later. The achievements he is most proud of are not his alone, but rather the result of collaboration.

“How we demonstrate excellence comes from the way we interact with the rest of the organization,” says Marty. “Departments throughout the hospital rely on us for answers, and if we don’t have them, we’ll get them. It’s a huge team effort, and we pride ourselves on follow-through.

“I remember presenting a difficult case to (recently retired President & CEO) Mr. (Larry) Ainsworth, and he asked one question: ‘What is the best thing to do for the patient and family?’ That spoke volumes to me. It’s an example of how the values of the organization drive what we do, from the top down.”

It’s ironic that the Values in Action recipient for the “best of the best” – Excellence – tackles what he describes as, “the worst of the worst.” He remarks, “It’s critical to stay positive and continue to focus on our goal of Perfect Care. Anything less than perfect is not okay.”

**Creates an environment of continuous improvement and learning.**

Marty played a key role in bringing in “Crew Training” in 2007 to help train staff and physicians to standardize communication, resolve conflict and work as an effective team. This powerful safety initiative continues to be mandatory for clinical staff.

Director of Risk Management and Patient Relations Julie Hernandez notes, “Marty seeks out new ways to do things and is always researching topics. He is the king of Internet research. His ability to sift through the junk and get to valuable resources is unparalleled. He is always knowledgeable and up-to-date on the ever-changing regulatory environment. The man must stay up all hours of the night reading professional journals. He also supports and encourages the continued education of his direct reports and others in the department and teaches staff. In our weekly ‘Multi-Disciplinary Quality Meeting’ he will spend as much time as needed to explain things to our staff who attend. He is always eager to take the time to teach. No matter how many hours he’s been in the office, or what he’s working on, he is always willing to teach and explain things.”

Patient Safety Assistant Cacie Goatz adds, “Marty is always available to listen, teach and offer advice. He allows me to grow in my position and challenges me to be a better employee and to expand my knowledge in healthcare. He makes it possible for me to work full time and go to school full time without compromising on my job duties.”

**Responds to changing health care and organizational needs by learning new skills and behaviors and by improving performance, processes and service.**

Marty will complete the Mission & Mentoring program this July. “The program gave me a better understanding of the heritage of the Sisters and their mission. It put it all together for me, and enables me as a leader to take that forward,” he states.

Marty encourages continuous learning in his team members as well. All of his staff members are enrolled in higher education and training courses. Several, who started in the department’s entry level clerical position, have since been promoted. He explains, “When you have a good person in that position you want to keep them, but at the same time I realize they need to grow and that’s good for the organization. We discuss their options openly, and I’ve written a number of letters of recommendation for them. I also try to be supportive through flexing schedules so they can go to school. We currently have three people here who started as the department secretary and are now in nursing school.”

Clinical Quality Analyst Bijal Mistry offered this insight: “Marty teaches by asking questions and getting you to think about the conclusion. He helps you learn the process rather than giving answers. That instills confidence in our abilities to solve concerns.”

**Encourages new ideas and discovers and shares best practices.**

Marty is a proponent of sharing best practices with the hospital's sister ministries, and is always interested in hearing what the other ministries are doing. When Mission Hospital was working to change patient elopements, Marty stepped up to help. "We have done a lot of work here on that issue, and had developed a 'Patient Safety Attendant Checklist' that has improved processes. "I see us as part of the same family, and I believe in sharing all ideas, ultimately with the goal of providing the best care."

One idea shared was the hospital's "Ticket to Ride," process, involving a document that goes with the patient throughout the hospital. The program has gained notoriety for improving handoff communications, and was even adopted by the hospital's main competitor. Marty had no qualms about sharing the concept because it improves patient care, wherever a patient may be.

Julie adds, "Marty is resourceful and 'networked!' He is quick to get forms and policy from other hospitals that are considered to have the best practice in an area he is studying and he is always challenging teams to think beyond the way we always do things.

### **Establishes clear goals and plans.**

Marty has two clear goals: 1) 100 percent safe patient care and 2) to be able to proactively, more than reactively, identify risks of adverse event and change those processes.

Although procedures had been properly followed, through the analysis process it was discovered that the procedure had the same name for multiple locations. Today, what is required on the completed consent form has changed, as has the time-out to ensure accuracy.

Vice President of Performance Improvement Mary Ann Vincent notes that setting clear goals and plans is a core part of Marty's job, and he does this extremely well: "In difficult situations, Marty is the person responsible for putting together all plans of action, explicit goals, timelines and accountability. We're able to rely on him for completing audits demonstrating compliance and making sure everyone complies with the plan. I couldn't do my job if Marty wasn't here."

### **Takes responsibility for individual and team actions and expects accountability for performance. Encourages team ownership of projects and service outcomes.**

Meri Van Gorden from the Quality Management department notes, "What I really appreciate in his approach when an event occurs that we do not want to happen again. He artfully brings managers, directors and staff together and explains that we are all here together to go over what happened and see what we can do to prevent that from occurring again. He makes it clear that we are not trying

to place blame, but rather look at the system in place to see how we could improve. He is able to elicit valuable information and candid insight from those involved. I believe that people feel the freedom to respond this way because he treats everyone with respect; they know their explanation and their opinion are valued. He elicits the best from everyone and real problem solving occurs.”

With adverse events, Marty stresses the importance of reacting swiftly and compassionately – not only to the patients and family affected, but towards coworkers as well. “Protecting our ‘just’ culture is a big focus for us,” he says. “We analyze whether the event was caused by a simple human error; by not following processes in place; or whether the employee was reckless in their responsibilities. We want to be non-punitive but at the same time stress accountability.”

### **Demonstrates collaboration and encourages it in others.**

One of his team members, D’Ann Gorman, comments, “I am continually amazed by Marty’s encouragement and dedication to his staff. Even though Marty is very busy he still finds time to get to know all of his staff and have personable relations with all of us. Marty is a great example of what a manager should be...”

Quality Management Coordinator Mary Kaye claims that, “He is always ready to encourage his staff to take on a challenge and the best part of this is he will be there to help in any way he can.”

Mary Ann points out, “Marty gets along with everybody. When a sensitive event occurs involving the CHOC team, he brings physicians and nurses together to work through the situation in a way his predecessor never could, and people really appreciate and respect that.”

### **Summary**

“I didn’t nominate Marty because of one episode or example of his commitment to excellence. Rather, I nominated him as a result of his continued commitment to Excellence, day after day, year after year,” writes Julie, who has worked with Marty for 12 years. ““It is rare in one’s professional life to have the opportunity to work closely with someone as intelligent, talented, committee, supportive, encouraging and humorous as Marty Jones.”

Patient Safety Officer Tina Retrosi summarizes, “Zig Ziglar once said, ‘Outstanding people have one thing in common: an absolute sense of mission.’ That to me represents Marty Jones.”