A Balancing Act: Leadership and Staff Driven Change

Problem Statement:
Organizations struggle with quality improvement because it forces change and change is hard. Clinica has successfully implemented a sustainable quality improvement model by creating a structure that supports the balance between staff and leadership driven quality improvement activities.

Leaders/BOD:

Quality, Risk and Safety Committee:
Monitors and implements leadership driven activities. (E.G. - The Strategic Plan and Regulatory Requirements)
- Multi-disciplinary group
- Set goals and monitor progress
- Coach and provide support to improve
- Communicate success from the top

Staff:

Care Delivery Advisory Group: Monitors and implements staff driven QI activities. (E.G. - Clinic processes, Work/Patient Flow, Improved Clinical Measures and Education Methods)
- Train staff in QI methods
- Invite staff to participate
  - Share best practices
- Provide tools and continuous coaching
- Acknowledge and reward great ideas!

Lessons learned:
- Leadership buy-in required
- Continually monitor balance
- Watch for change fatigue
- Manage pace of change intentionally
- Allow space for creativity and even failure
- Communicate, communicate, communicate

Cost:
- Created efficiencies
- Improved access
- Reduced turnover

Quality:
- Improved outcomes
- Enhanced safety
- Decreased risk

Satisfaction:
- Improved morale
- Acknowledged innovation
- Managed change