

DESIGNING THE LENS FOR CONTINUOUS IMPROVEMENT

Judy Ho, DNP, APRN, ACNS-BC, CPHQ



Memorial Hermann, Houston, TX

BACKGROUND

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Lack of an effective and systematic approach to start or end initiatives can lead to severe project overload and decrease in work force productivity, engagement, and retention. An organization should use a proactive, systematic approach to develop priorities for continuous improvement and create opportunities for innovation to avoid reacting to problems. Such a process also allows for proper allocation of resources among projects based on cost/benefit implications and alignment to the organization's strategic plan.

PURPOSE

AIM

The goal was to develop an effective and systematic approach for developing priorities for continuous improvement and opportunities for innovation.

METHODS/DESIGN

STRATEGY FOR CHANGE

APPROACH –

Listened to the voice of the workforce: “too many ongoing projects, all of them are priorities”.

Conducted a gap analysis on current structure and process using the Baldrige Performance Excellence framework.

Attained Senior Leaders’ approval to develop the Performance Excellence Committee.

Identified key stakeholders for team membership.

IMPLEMENTATION

DEPLOYMENT–

Process maps and scoring tool developed and disseminated within organization (December 2016).

RESULTS

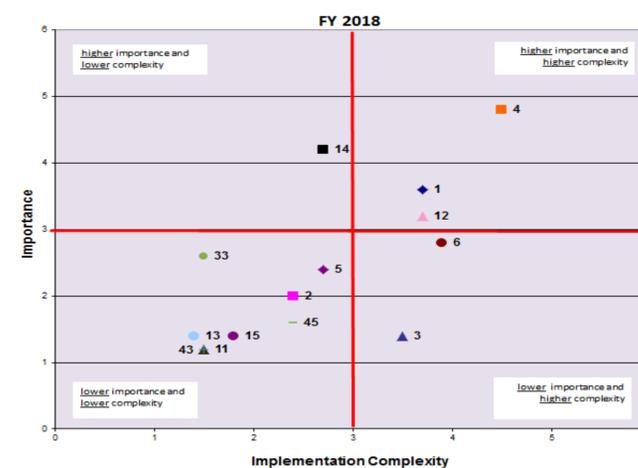
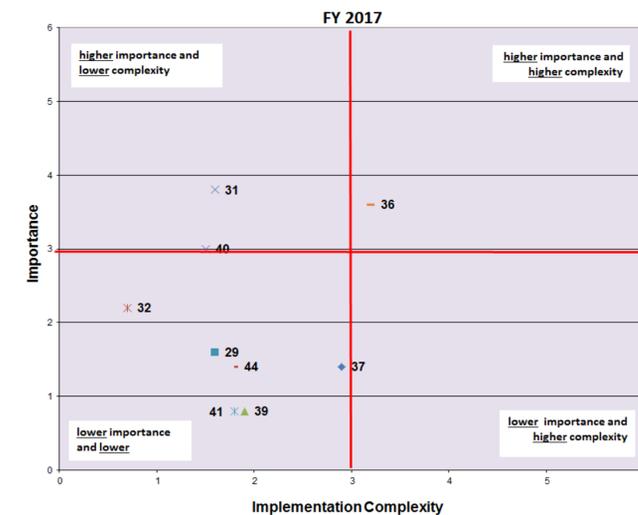
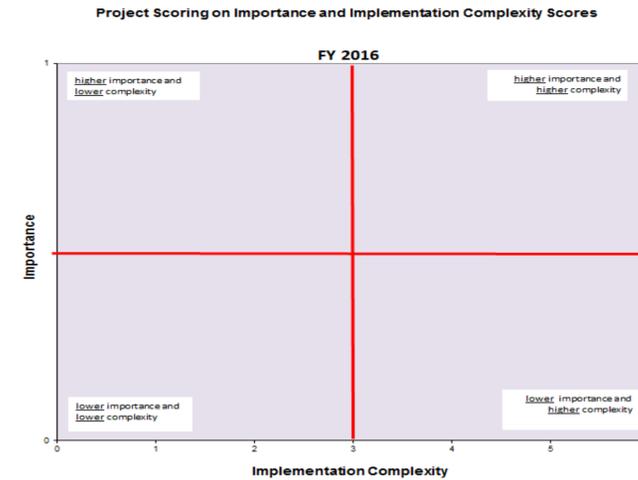
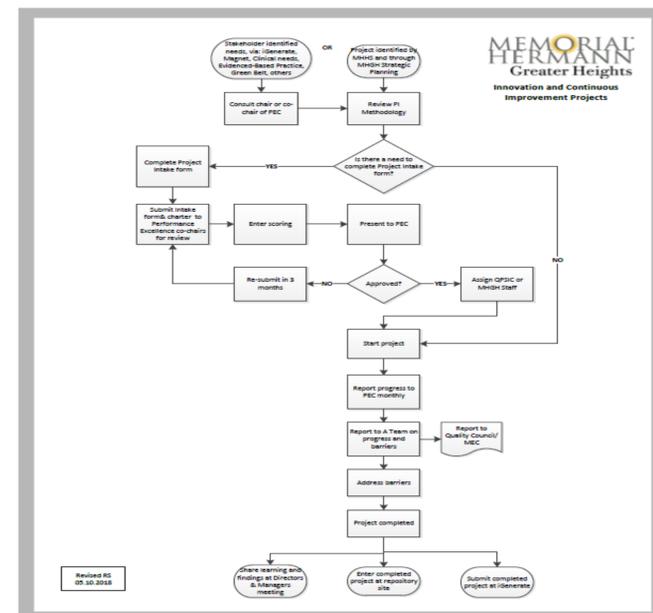
LEARNING -

- Committee structure, process and outcomes are evaluated annually and as needed.
- Evaluated committee’s purpose and membership in May 2018.
- Revised process map and tools based on results.
- Added a communication tool on the intranet.
- Scoring grid demonstrates higher importance and complexity of projects undertaken as we mature in our process.

INTEGRATION –

- Reports provided to Quality Council and other committees as needed to ensure integration with strategic initiatives.

RESULTS



Project Scoring Grid

PROJECT TRACKING	TOTAL SCORE												TOTAL ALIGNMENT		ALIGNMENT WITH STRATEGIC PLAN		DELIVERABILITY		PAIN POINTS		ACQUISITION OF RESOURCES		IMPLEMENTATION OF STRATEGIC PLAN		ADVANCE ALIGNMENT		CAPITAL INVESTMENT		INTEGRATION OF STRATEGIC PLAN		PERFORMANCE & EFFICIENCY		TOTAL IMPLEMENTATION		CHALLENGES	
	Weight	100.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00			
CCR - Multidisciplinary Discharge Rounds (MDDR)	7.30	3.60	1	1	1	1	1	1	1	1	1	1	1	1	6	0	6	6	0	3.70	6	6														
CCR - MDDR - CABG Milestones	4.40	2.00	1	1	0	1	0	1	1	1	1	1	1	1	6	0	1	3	0	2.40	3	3														
CCR - Trach and Vent	4.90	1.40	1	1	1	1	1	1	1	1	1	1	0	6	0	0	1	0	3.50	6	6															
CCR - Sepsis Care Review	9.30	4.80	1	1	0	1	1	0	1	1	1	1	1	6	0	6	6	6	4.50	6	6															

PRACTICE IMPLICATIONS

SUMMARY

The structure and process provided by the Performance Excellence Committee in evaluating organization’s initiatives and innovation can ensure proper resource allocation and alignment to strategic planning goals.

REFERENCES

Baldrige Performance Excellence Program. 2017. *2017-2018 Baldrige excellence framework (Health Care): A Systems Approach to Improving Your Organization’s Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <https://www.nist.gov/baldrige>

Hollister, R., and Watkins M. (2018, September-October). How to deal with Initiative overload. *Harvard Business Review*, 64-71.