A three tiered approach focused on developing future PI leaders, driving local efforts, and creating system alignment is a viable model for driving sustainable change

**BACKGROUND**

- Within a growing health system, the ability to drive meaningful and outcome focused improvements is essential.
- By applying the comprehensive **Performance Improvement Approach (DMAIC, Change Management, and Project Management)**, organizations can drive sustainable change through identifying and addressing root causes while effectively engaging their teams.

**RESULTS**

- **TCM Impact:**
  - The PIO team trained 784 individuals last year across the system in introductory courses; over 95% of survey respondents stated the training would help with their job and they would recommend the course to a colleague.
  - Improvement Leader Training: Participants represented developing leaders from 33 departments, 20 roles, and 10 operating units across the System. The program had 48 graduating participants (64% acceptance rate) and 84% of projects achieved a measurable outcome.
  - **Local Impact:**
    - The local PI team completed 45 projects this fiscal year. 69% of these projects had measurable improvements in their outcome metrics and 76% aligned to organizational priorities.
    - 75 different projects were completed at our organization by pathway participants and 85% of these projects achieved measurable improvements in their outcome metrics. In total, 64 projects aligned to organizational goals achieved measurable results, helping us close existing performance gaps.
  - **System Impact:**
    - In FY19, the HSCCs identified, and prioritized 32 system-wide clinical improvement projects (23 active, 5 completed, 5 awaiting launch) and approved, prioritized and launched 847 Epic/IS/Analytics optimizations.

**METHODS**

- Northwestern Medicine takes a **three tiered approach to performance improvement** (PI).
- At the individual level, we utilize a **hybrid approach to classroom training and coaching** to empower leaders and staff to lead DMAIC focused improvement projects. Classes are tailored to physicians, clinical and developing managers/directors in the organization.
- The PI team also supports the **Professional Development Pathway**. The creation of this program provided us the opportunity to develop participants into performance improvement leaders who could drive and sustain change at the local level.
- At the local level, our system Performance Improvement team works to identify and **prioritize a project portfolio** that aligns scorecards. This allows us to effectively assign resources to partner with clinical and non-clinical teams.
- At the system level, we created 23 physician/clinician led **Health System Clinical Collaboratives (HSCCs)** with a mission to advance the safety, effectiveness and efficiency of patient care to support health system clinical integration.

**CONTROL**

- The **Quality Improvement Community (QIC)** fosters professional development and mentorship to empower quality improvement leaders in driving meaningful change across the health system. The program was implemented in 2019 and represented AQS1 and ILT grads over the last 10+ years. 68% of participants agreed QIC helped them complete more QI projects. Average program satisfaction was 4.39/5.
  - **Improvement Day:** an opportunity for employees to showcase their improvement work across the System. October represented the 24th annual IDAY with 142 posters.
  - **HSCC Scorecard Development:** Data transparency in aggregate and to the individual HSCC level in process for QI FY20 launch

**CONCLUSIONS**

- A three tiered approach focused on developing future PI leaders, driving local efforts, and creating system alignment is a viable model for driving sustainable change.
  - There is an ongoing opportunity to identify “spread” projects and formally share best practices across the regions.
  - Next steps for the Performance Improvement team will be the creation of external trainings to support other health systems in closing performance gaps.

**REFERENCES**
