

8) Continuous Improvement Academy (CIA)

New England Baptist Hospital

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PROJECT DESCRIPTION

A house wide effort was lead this year to teach and embed continuous improvement methodology and tools to ensure quality and safety advances are infused throughout and become enculturated within the organization.

Lead by our Quality and Safety leaders, all of our Leadership members and key physician leaders were invited to participate in a 90 day journey. We utilized the model for improvement, asking the three questions of Aim, Measures, Changes and the four step iterative change process of Plan, Do, Study, Act. Our focus was on rapid cycle, small tests of change. We also amplified on complementary methods of project tracking/management, communication plans, change management and end-to-end process of quality (Lean, Six Sigma).

We designed 5 classes with 75-85 participants and sanctioned seven initial projects that teams work on while in the learning journey. A focus on creating tools such as charters, SIPOCs and data collection plans were revealed and utilized, followed by an understanding of reducing variation with process and analytics, system based thinking, SMART goals and use of teams. Sustainability and monitoring was discussed and templates were created along with a ~130 page reference guide.

A common roadmap that leverages patient-centric thinking with action & impact on: improvement skills; cross-functional teamwork; systems & end-to-end process thinking; motivators & change management; consistent approach, terminology; fresh ways to engage employees.

Through formal classes, small teams with coaching and mentorship and set tools with templates we were able to achieve outcomes on the seven initial projects and translation of that learning to an additional four projects.

OUTCOMES ACHIEVED

- Created a CI Academy focused on performance improvement utilizing the following tools/templates:
- Project plan template on Aim & Measure
- Project plan template on Change
- Project charter
- SIPOC
- Data Collection Plan
- Change/Communication Plan
- Issue-Cause Solution Idea List
- Pareto
- Cause/Effect Diagram/Fishbone
- Histogram
- Control Charts
- Process/Value Stream Map
- Driver Diagram
- Risk Analysis
- Impact-Influencer Matrix
- Define Roles (RACI)
- Scorecards
- Control/Response plan

LESSONS LEARNED

- Willingness to learn and understand how these tools work by all leaders
- Necessary to discuss and understand the impact on change management, accountability and sustainability with this work
- Bonus of cross-functional teams which were created to form our seven groups- we paired people who had never worked together and the result was very positive and fun!