

When Everything is a Priority, Nothing is a Priority

P451 | Supercharge Your Performance Improvement by Transforming to a Project Economy¹

Background

Emerging from the pandemic in early 2022, Carilion Clinic's Chief Quality Officer sought to accelerate quality improvement efforts. An audit of Quality's project portfolio showed it was not strategically aligned, was primarily operationally focused, and outcomes were not keeping pace with national benchmarks. Team capacity constraints were an issue.

Pandemic Response
84% Operational Focus
44% Non-Strategic to QI

Lagging Outcomes
Project Delays



2021 Quality Projects Portfolio

Method

Transformational structural change, including training for leaders to understand their critical roles in managing change, has created scalability and increased capacity.

Leading Through Change Training

Organizational Transformation Step

Project Management Office (PMO) Structure

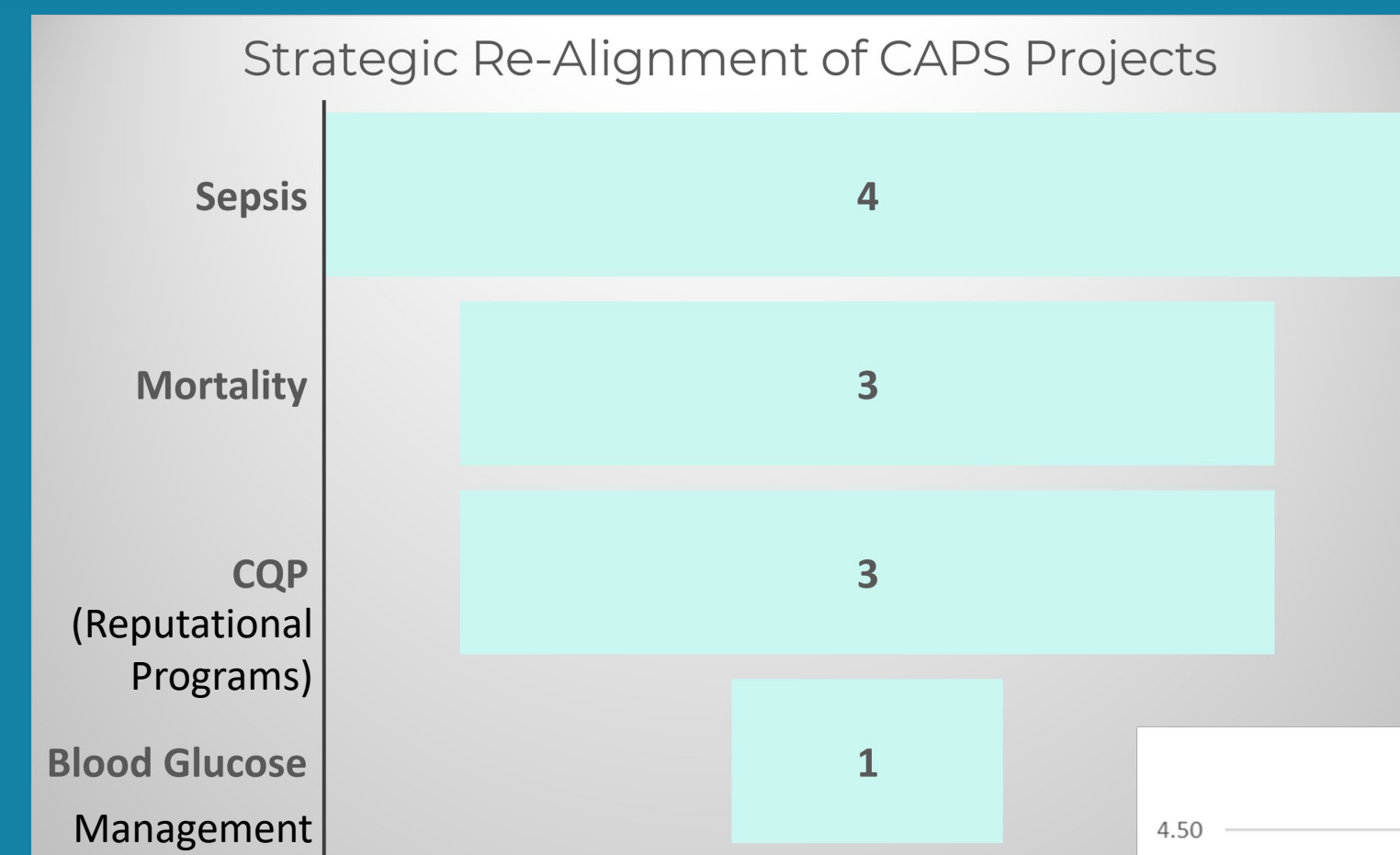
Team Transformation Step

Adoption of Project Economy Mindset

Initial Transformation Step

Departmental Foundation – Nationally Recognized Safety Structures

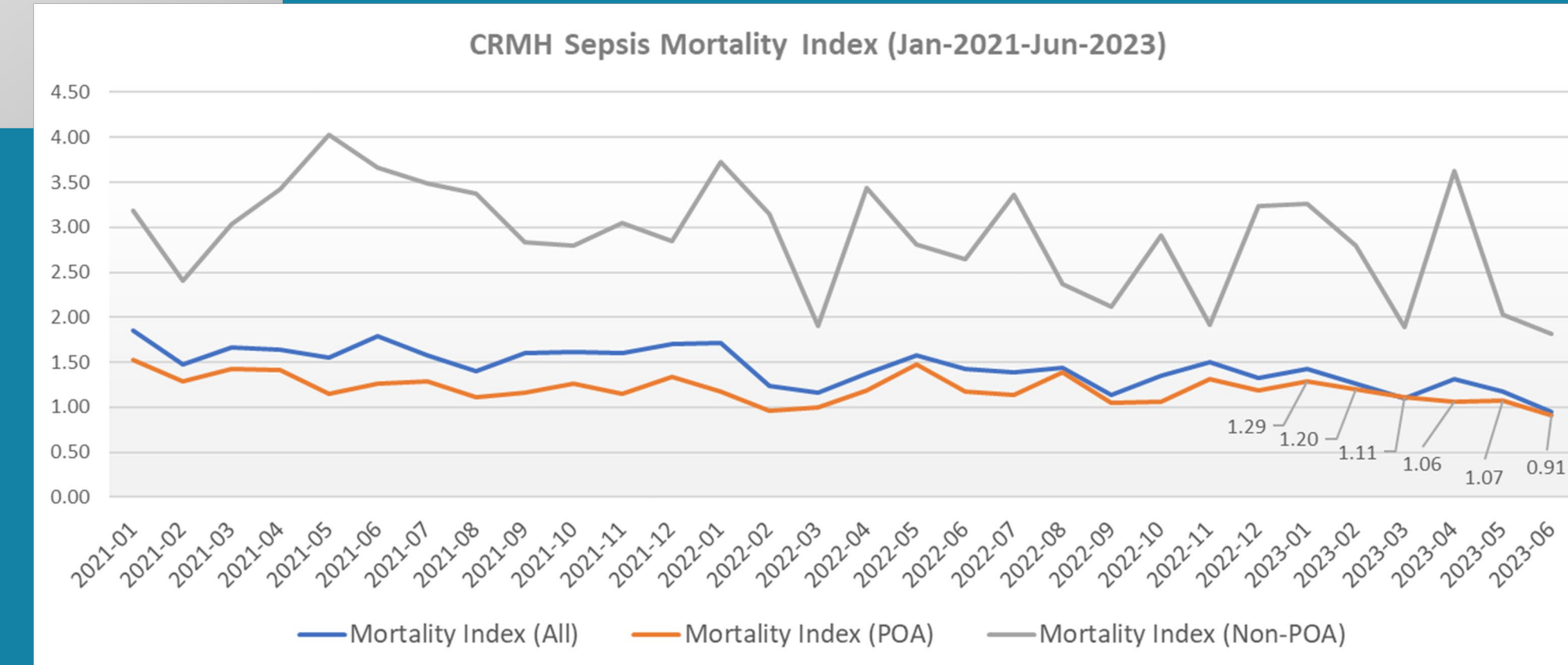
Year 1 Transformational Change Outcomes



42% Increase



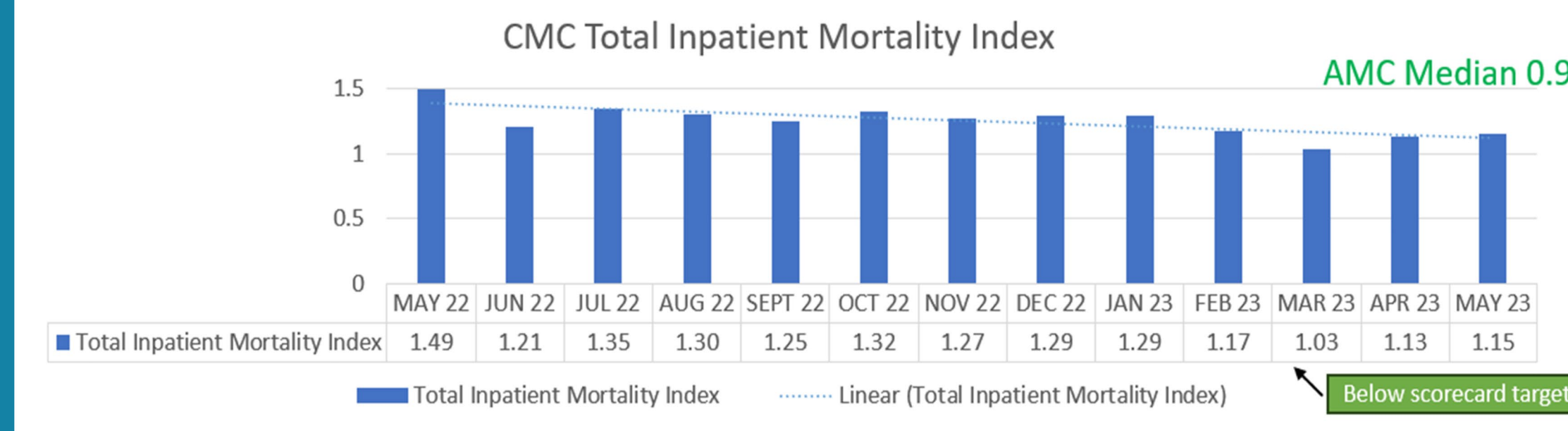
in project team capacity



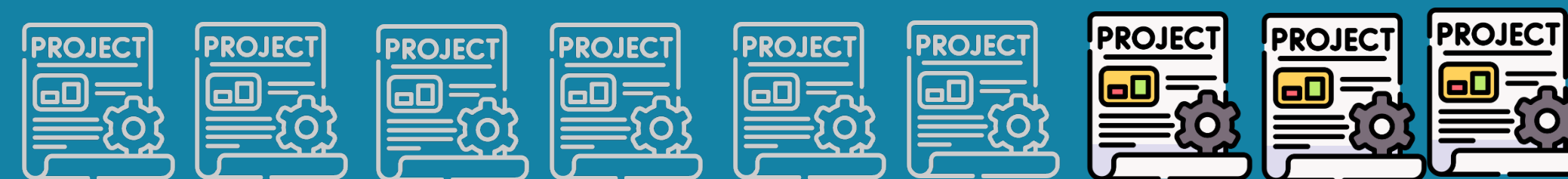
Source: Vizient Clinical Database as of 8/2/23

Mortality KPI Trends

Source: Vizient Clinical Database as of 7/24/23



48% Increase
in the number of projects completed



“The Project Economy is a fundamental paradigm shift ..one in which people have the skills and capabilities they need to turn ideas into reality.”
~ Project Management Institute

Learning Objectives

1. Identify factors that impede improvement efforts at your organization
2. Explain leadership's critical role in successful change
3. Apply actionable insights to improve and sustain change outcomes

Key Takeaways

- Look at your project portfolio ...do you know if you're working on the right things? Are the projects aligned with your key strategies?
- Are all project roles and responsibilities (including that of leadership) clearly defined and well understood?
- Do you know who will 'own' the change once it's delivered? Who is accountable for maintaining the progress and do they have what they need to successfully sustain it?
- Does your project plan account for how critical user adoption and engagement is to achieving expected outcomes?

Lessons Learned

- **Objective scoring criteria helps eliminate bias.** Use agreed-upon criteria to assess fit to strategic priorities for all requests.
- **Plan for sustainment of the change at project initiation.** Don't start work until operational ownership is verified and (preferably) in place.
- **Leaders may not understand their role as change sponsors.** Explicitly inform them how critical their visible advocacy is to project's success, and to achievement of expected outcomes. Promote change management as a strategic competency!
- **The sponsor must enforce project focus/scope to achieve results.** This means guiding all stakeholders on the agreed-upon goals throughout the life of the project and saying no to 'scope creep.'

Presenters' Contact Information

M. Suzanne (Suzy) Kraemer, MD | Chief Quality Officer, VP Quality Integration & Improvement
mskraemer@carilionclinic.org

Shawn Blackwell, MPH, PMP, CSBB | Senior Director Quality PMO & Performance Improvement
sablackwell@carilionclinic.org



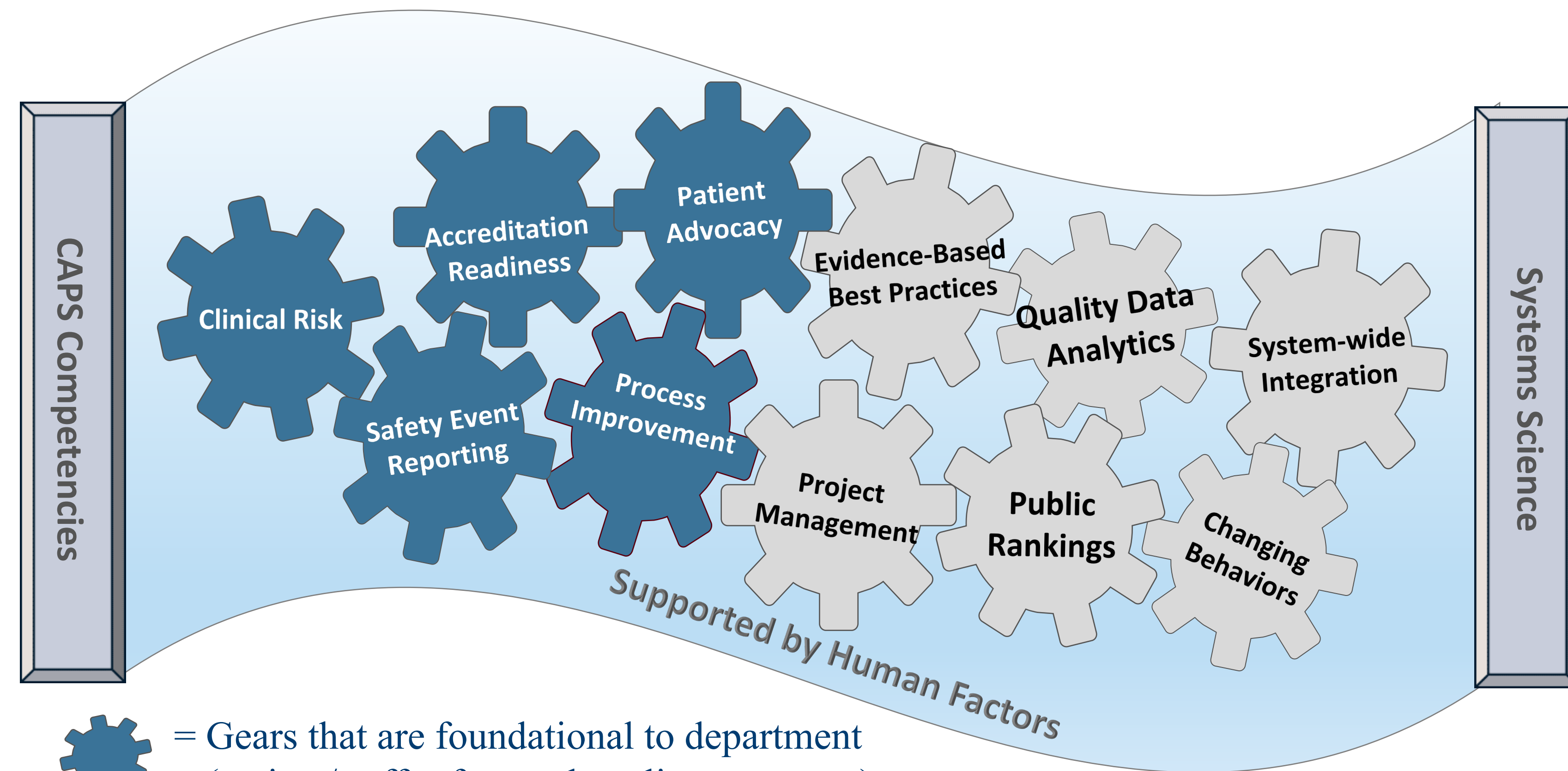
Headquartered in Roanoke, VA

Disclosures

No one in a position to control the content of this educational activity has relevant financial relationships with ineligible companies.

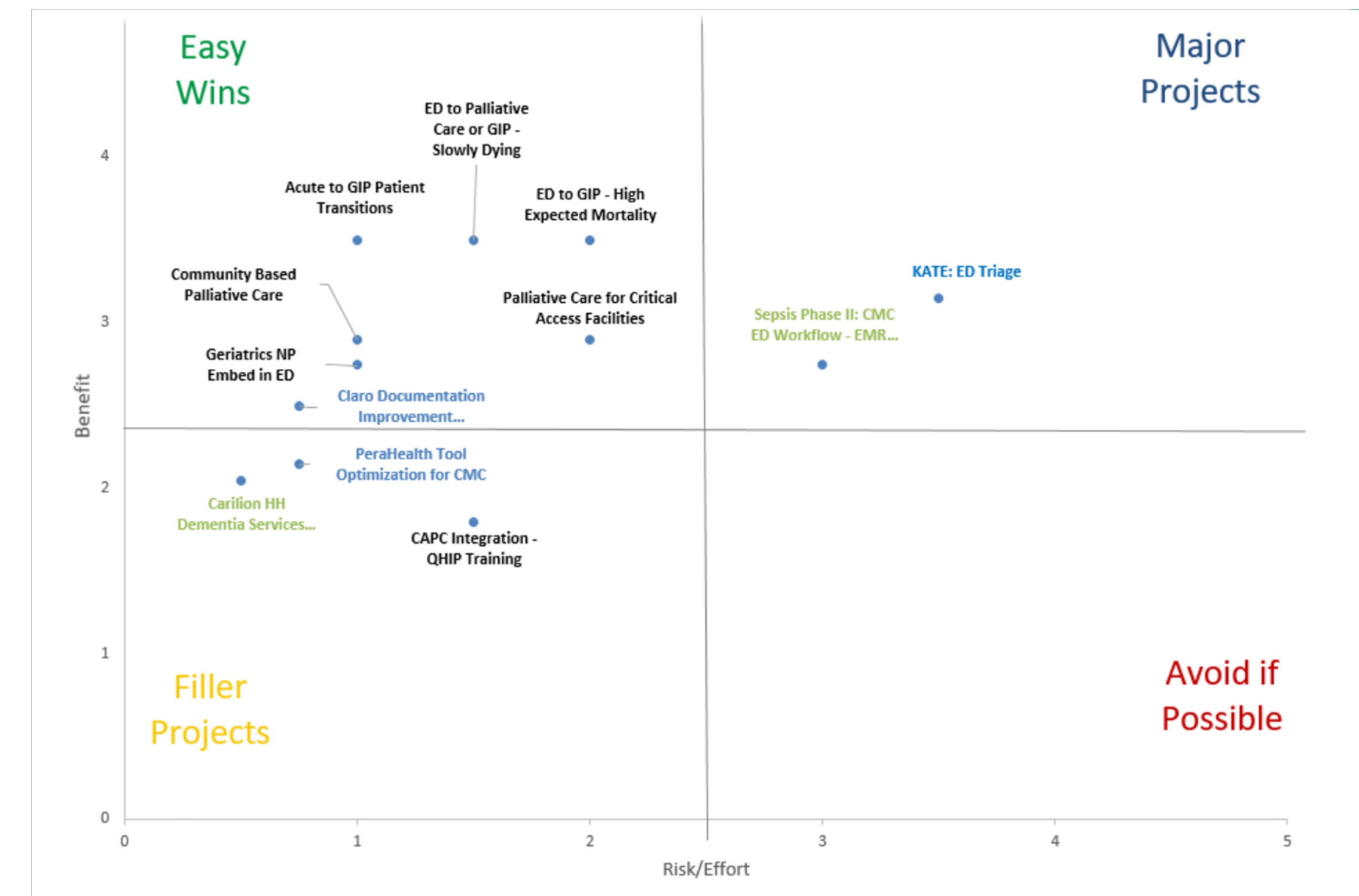
¹ <https://hbr.org/2021/11/the-project-economy-has-arrived> (Accessed 7/20/23)
www.freepik.com/icons/project Icon by Freepik

Carilion Clinic's Quality Department Clinical Advancement & Patient Safety (CAPS)



- = Gears that are foundational to department (patient/staff safety and quality structures)
- = Gears CAPS has added that are transformational for optimal outcomes for our patients and for the organization

Object Scoring Criteria Use Case (Example)



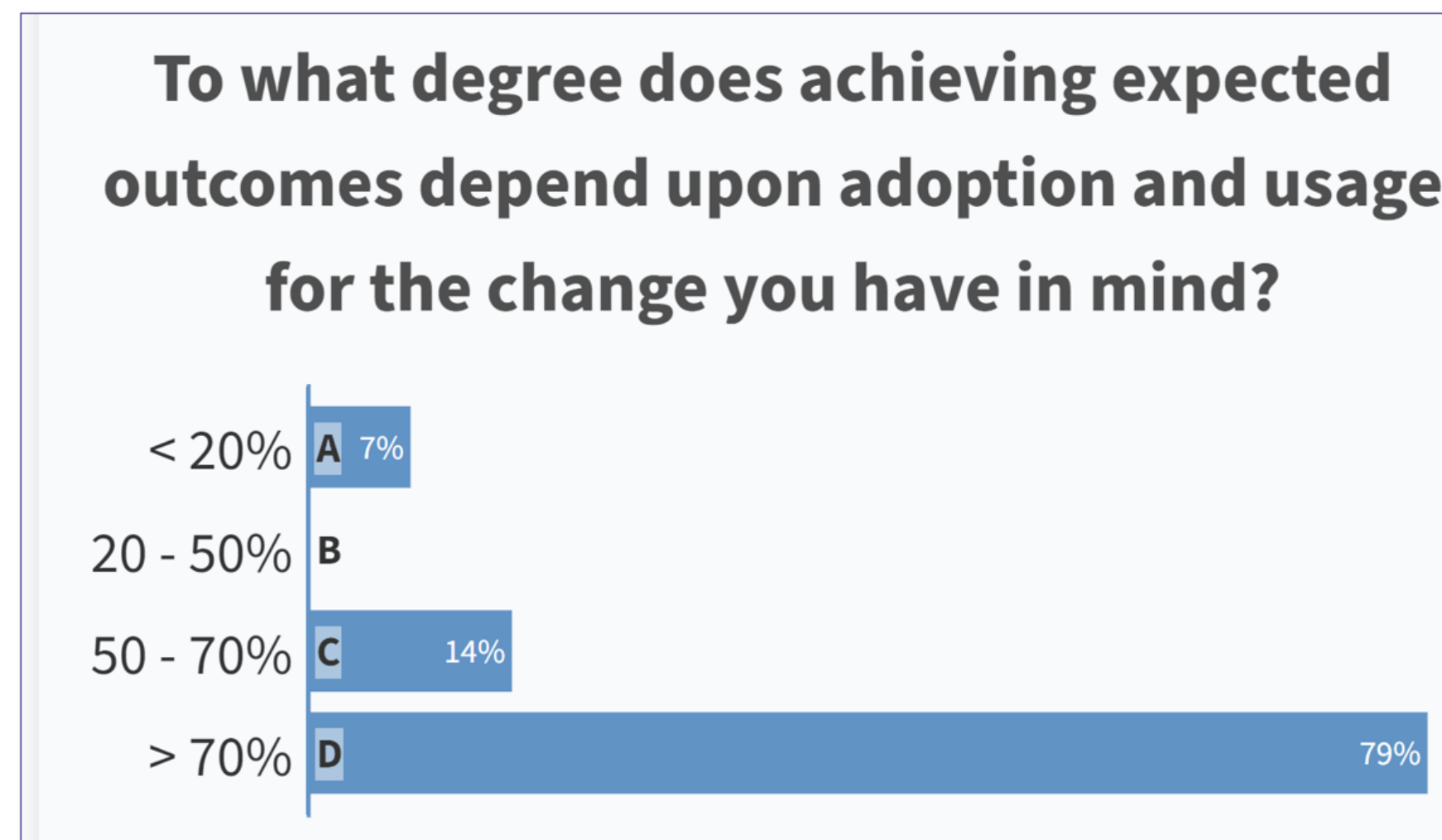
Leading Through Change Training Feedback

32 clinical and administrative leaders trained in 2022

How useful to your position was the knowledge and tools shared during training?

★★★★★
4.79 Average Rating

Consequences of nailing the technical side but falling flat on the people side



Nov. 2022: Full Day Workshop for Physician Leaders
Pictured: Dr. Suzy Kraemer, Chief Quality Officer



CARILION CLINIC

- Nationally ranked integrated health care delivery system
- 501(c)3 not-for-profit
- \$2.4 billion in annual revenue
- Headquartered in Roanoke, Virginia
- ~1,200 employed providers (another 700 private practice)
- ~14,000 employees
- 7 hospitals
- Children's Hospital
- Urgent care facilities, home health, retail pharmacies, wellness
- Radford University Carilion
- Virginia Tech Carilion School of Medicine
- Fralin Biomedical Research Institute at VTC
- Service area over 1 million people



13 accredited residency programs:

Dermatology, Emergency Medicine, Family Medicine, General Hospital Dentistry, Internal Medicine, Neurology, Neurosurgery, Obstetrics/Gynecology, Pediatrics, Plastic Surgery, Podiatry, Psychiatry, Surgery

16 accredited fellowship programs:

Addiction Medicine, Adult Joint Reconstructive Surgery, Cardiovascular Disease, Child and Adolescent Psychiatry, Critical Care Medicine, Emergency Medical Services, Gastroenterology, Geriatric Medicine, Geriatric Psychiatry, Hand Surgery, Hospice and Palliative Care, Infectious Disease, Interventional Cardiology, Pulmonary Critical Care, Rheumatology, Surgical Critical Care



- #4 Hospital in Virginia (Carilion Roanoke Memorial Hospital)
- Top 12% of Hospitals across the nation to earn Best Honors and rated "High Performing" in 16 categories and 2 procedures
- 2022-2023 High Performing Hospital for Maternity Care (Uncomplicated Pregnancy)

