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Speed Rounds, Big Wins: How We're Shaking Up Quality Improvement

Margaret Hogan, MSN, UChicago ADAMS Center Quality Advisor,
Thomas Spiegel, MD, MBA, MS, FACEP, Vice President and UCM
System Chief Quality Officer

University of Chicago Medical Center

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Learning Objectives



- Describe an engaging, scalable platform for sharing quality improvement initiatives within large organizations.
- Outline strategies to foster leadership-staff connections and promote the cross-departmental application of successful projects.



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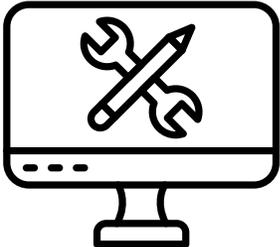
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Moving Quality Projects from Good Ideas to System-wide Wins

- A two-step approach to quality improvement (QI) visibility and execution



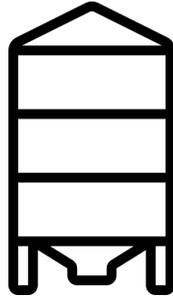
The platform for sharing:
A meeting that builds culture



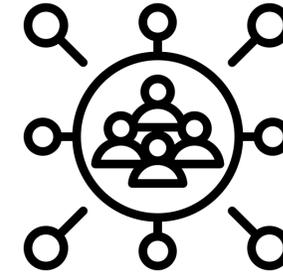
The framework for scaling:
A toolkit that builds momentum

Innovation Without a Microphone

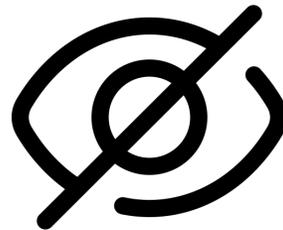
1. QI Determination
2. MDClone Stewardship
 - a. Lab
 - b. Radiology
 - c. Medications
 - d. Medical Use/Supply
3. Quality Symposium Grant/Award recipients
4. Frontline First Projects
5. Staff Effort (RN, Pharm, APP)
6. IGNITE
7. Resident QI
8. Quality 101/Implementation Institute
9. Operational Excellence
10. Quality Performance Initiatives



Siloed QI
Work



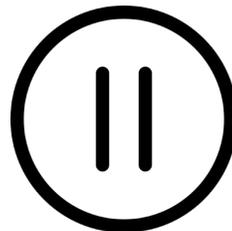
No Hub
to Share



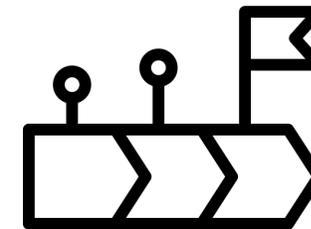
Invisible
Efforts



Unleveraged
Leadership



Stalled
Innovation



Missing
Roadmap

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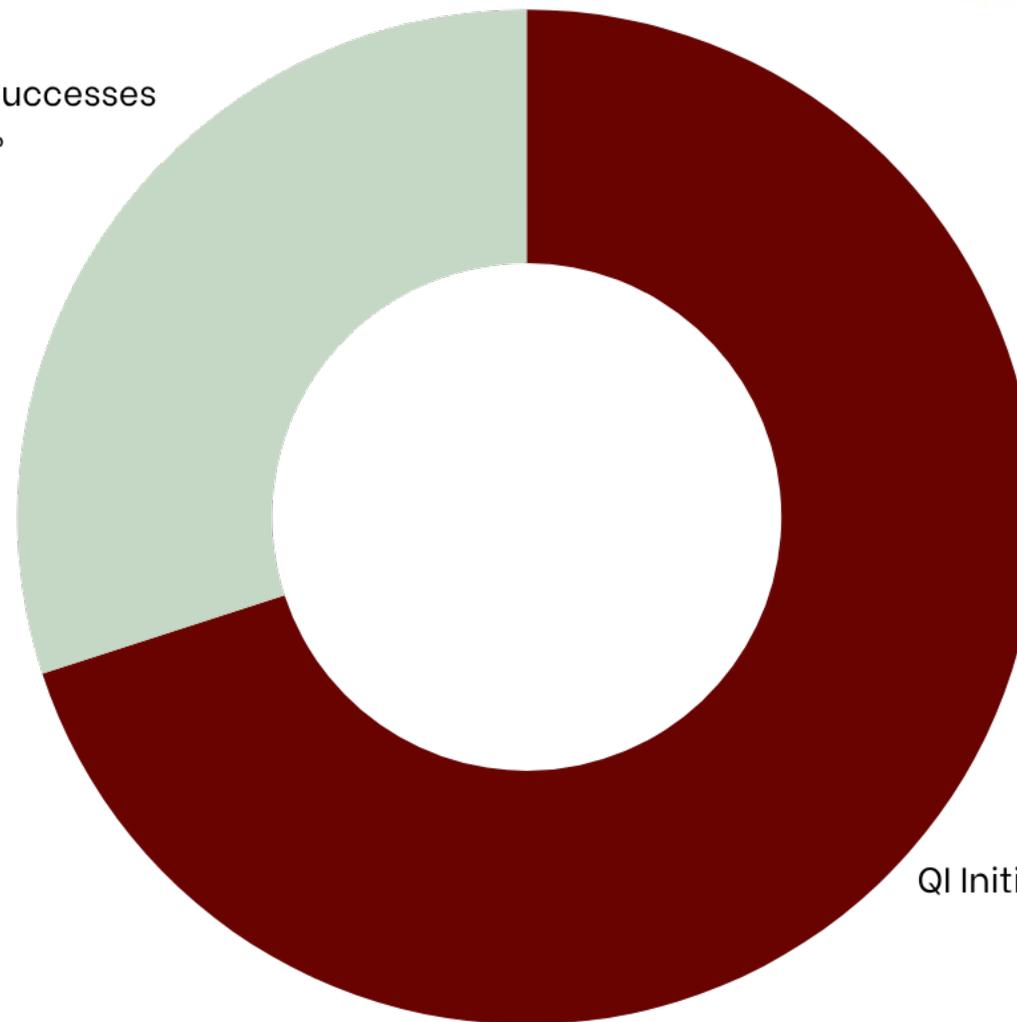
The Universal Problem

- 70% of all organizational Quality Improvement measures fail to achieve desired outcomes

Jones-Schenk J. 70% Failure Rate: An Imperative for Better Change Management. J Contin Educ Nurs. 2019 Apr 1;50(4):148-149. doi: 10.3928/00220124-20190319-03. PMID: 30942888.

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QI Initiative Successes
30%



QI Initiative Fails
70%

Quality Connections: *60 Seconds to Spark Change*



Frontline Pitches

60-second rapid-fire QI ideas



4 Executive Sharks

Real-time coaching +
visibility



Diverse Voices

MDs, RNs, PTs,
OTs, PharmDs,
students & more!



Momentum for Change

Ideas surfaced +
connected to
leadership



Fast & Energizing

Quick, cross-
departmental,
accessible

UCM Quality Connections

One Year, One Platform, Hundreds Connected

1000+

Attendees to Date

Open invitation to entire enterprise

89

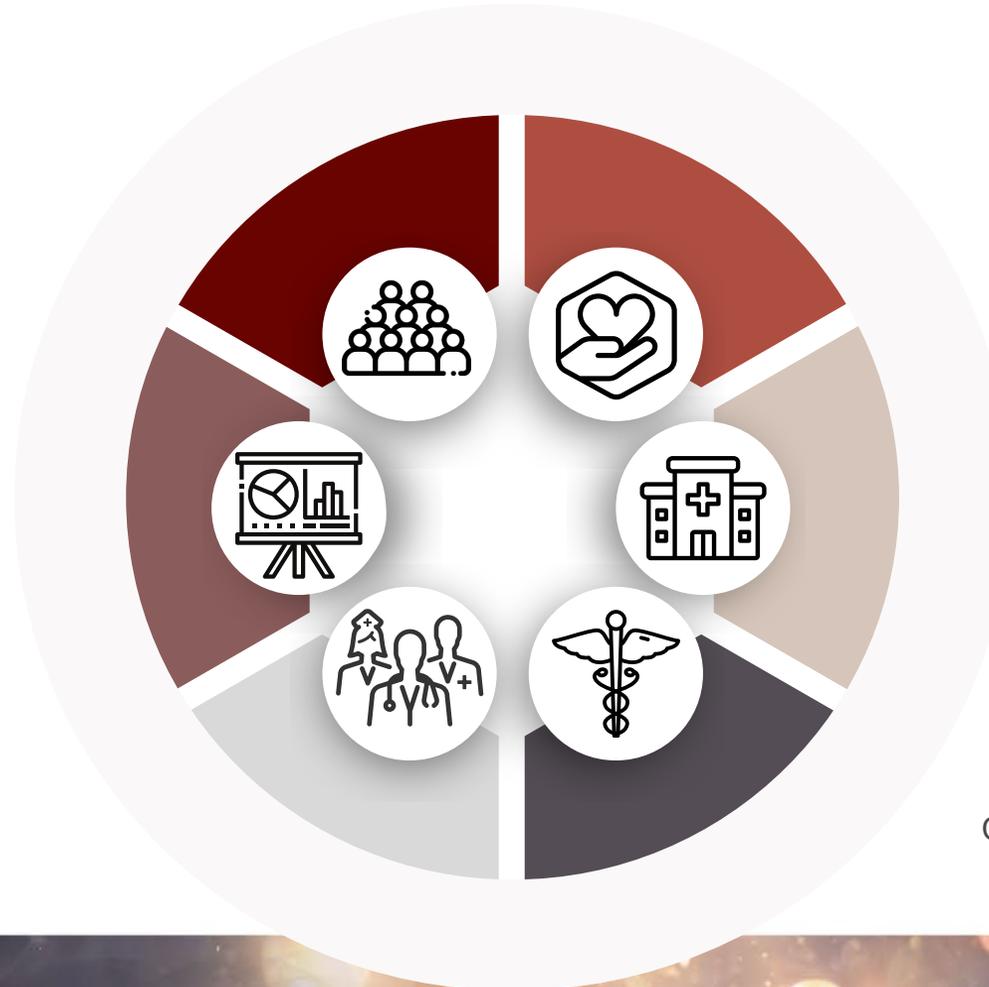
Presentations to Date

Average of 8 “pitches” a month

8

Represented Fields

MDs, RNs, Med Students, Data + Analytics, Therapists, Executive Leadership, Project Management, Pharmacy



Represented Departments

Spanning every corner of the health system—from the ICU to informatics, community health to clinical education

41

Represented Institutions

UCMC, Ingalls, Crown Point, Comer Children’s, Shirley Ryan, UHI, off-site clinics

12

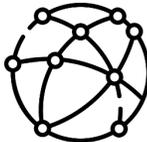
Project Categories

Nursing, Pediatrics, Infection, Neurology, Labs, Specialty, Community, Throughput, EHR, Risk, Pharmacy, Safety, Policy, Oncology

14

What Happens After the Pitch

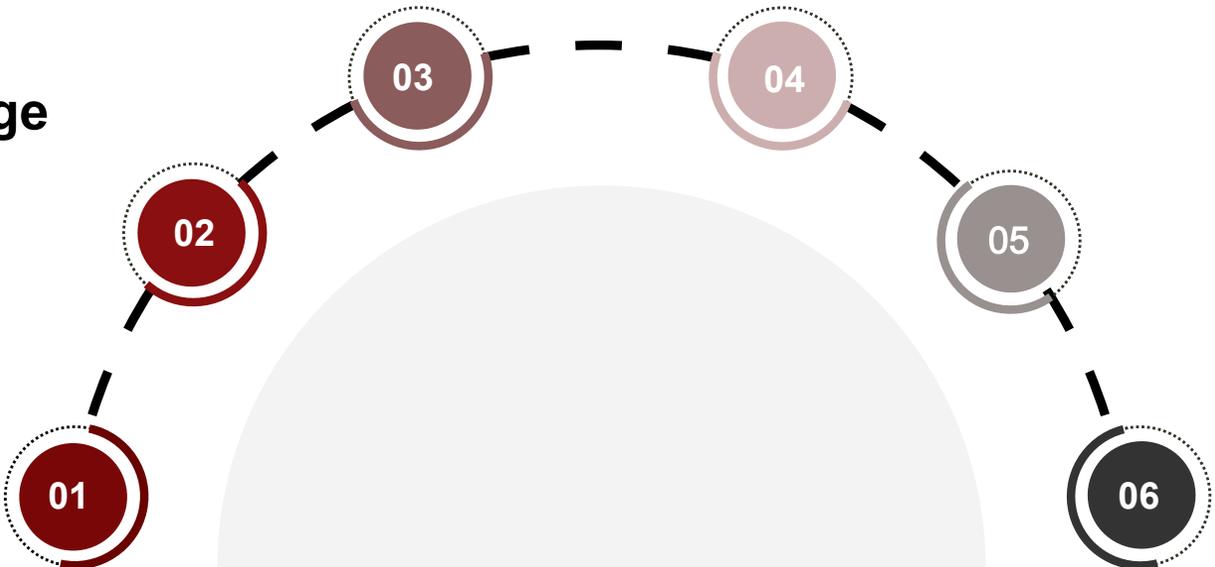

Teams Connect


Network Forms


Leaders Engage


Pilots Launch


Pitch Delivered



Outcomes Measured

When Good Ideas Get Stuck



The Problem

- Frontline frustration
- Stalled request
- Lack of visibility



The Impact

- Delays
- Confusion
- Missed opportunities



The Solution

- “We need a better way...”
- Led to creation of our QI
Process Mapping Toolkit

The QI Toolkit:

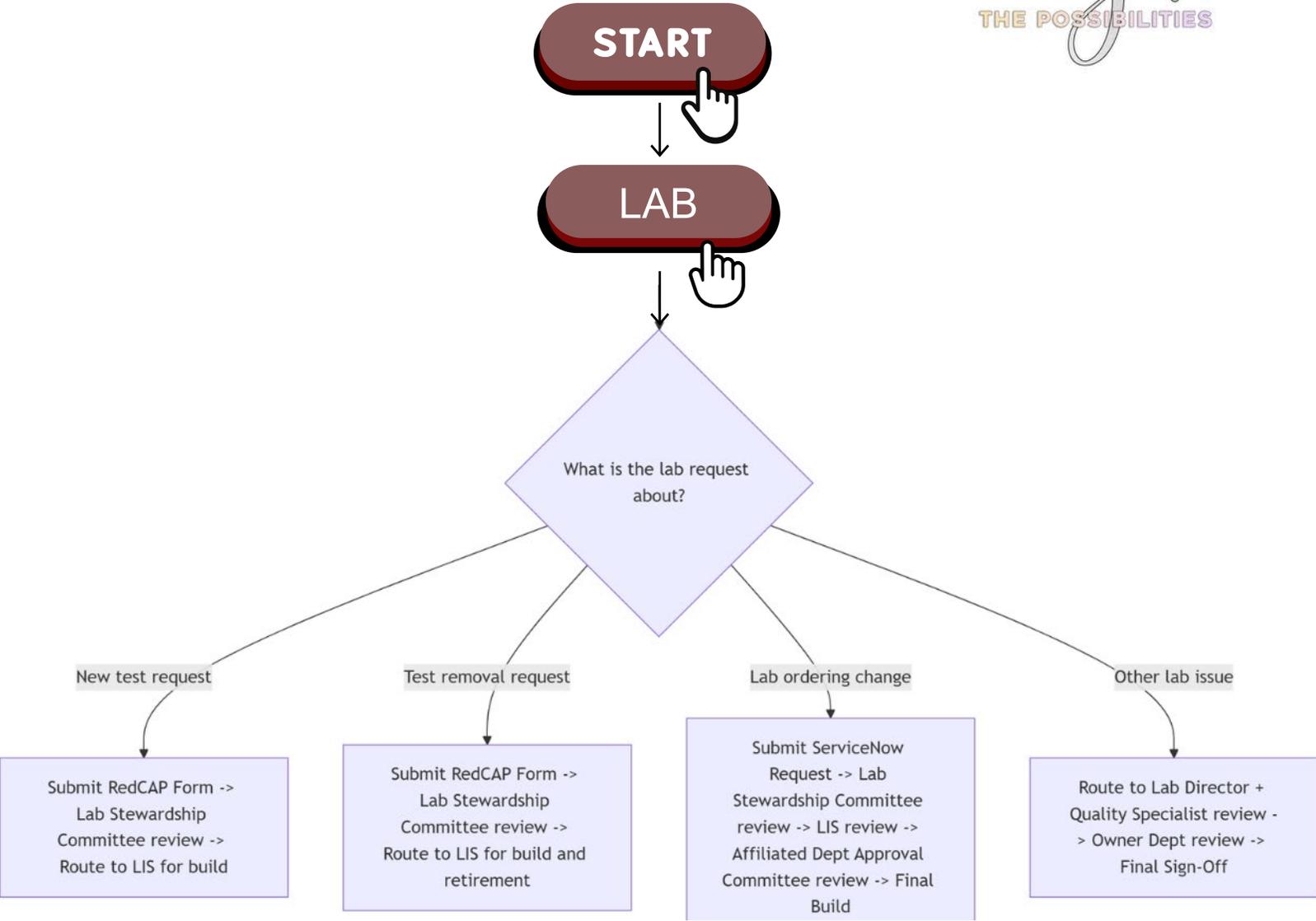
Connecting People, Processes, and Progress



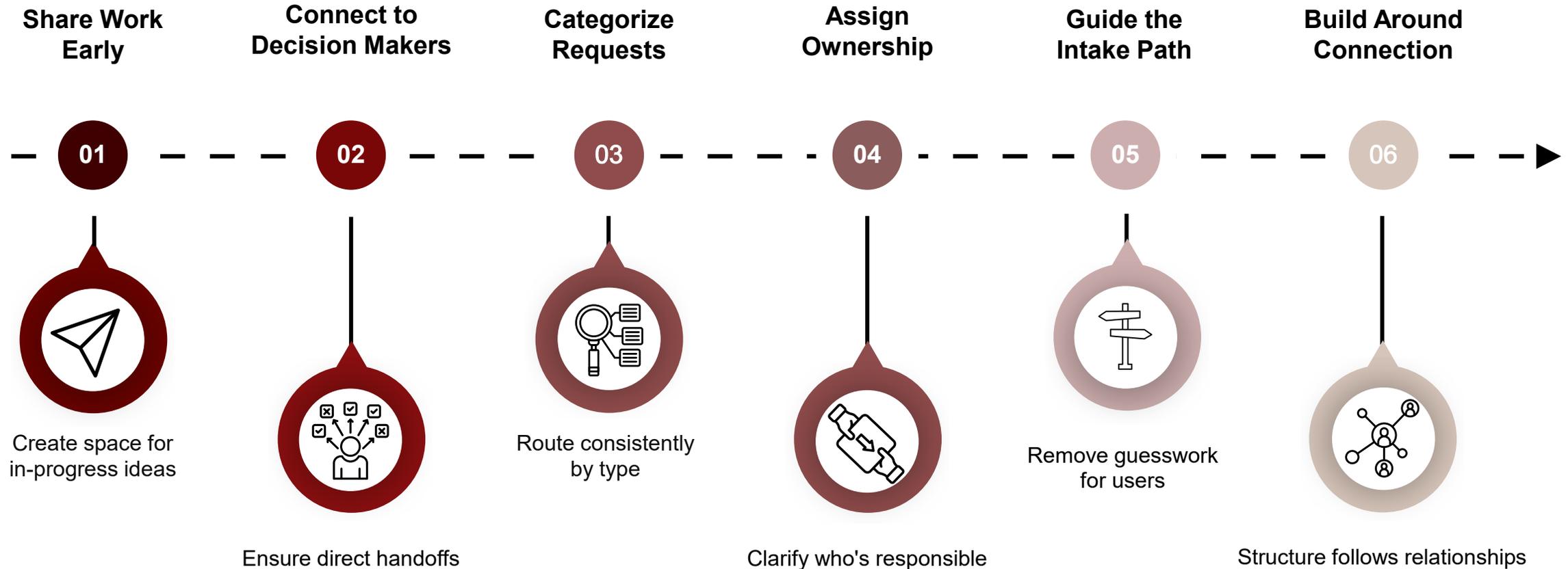


Connecting Categories to Process Owners

- Categories aligned to decision-makers
- Owners assigned to improve routing and reduce delays
- Toolkit directs users to the correct intake steps



Building a Culture of Connection



Lessons Learned



- Creativity and energy belong in the quality space
- Brief, engaging formats reflect how people process information today
- Direct connection between staff and leaders accelerates results
- Categorizing change types creates clarity and reduces friction
- Shared intake pathways turn good ideas into action

Key Takeaways

What you can do next.

- Create a platform
- Design for engagement
- Involve leadership
- Categorize requests
- Assign operational ownership
- Map pathways
- Build navigation tool



Questions?



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