

When Everything is a Priority, Nothing is a Priority

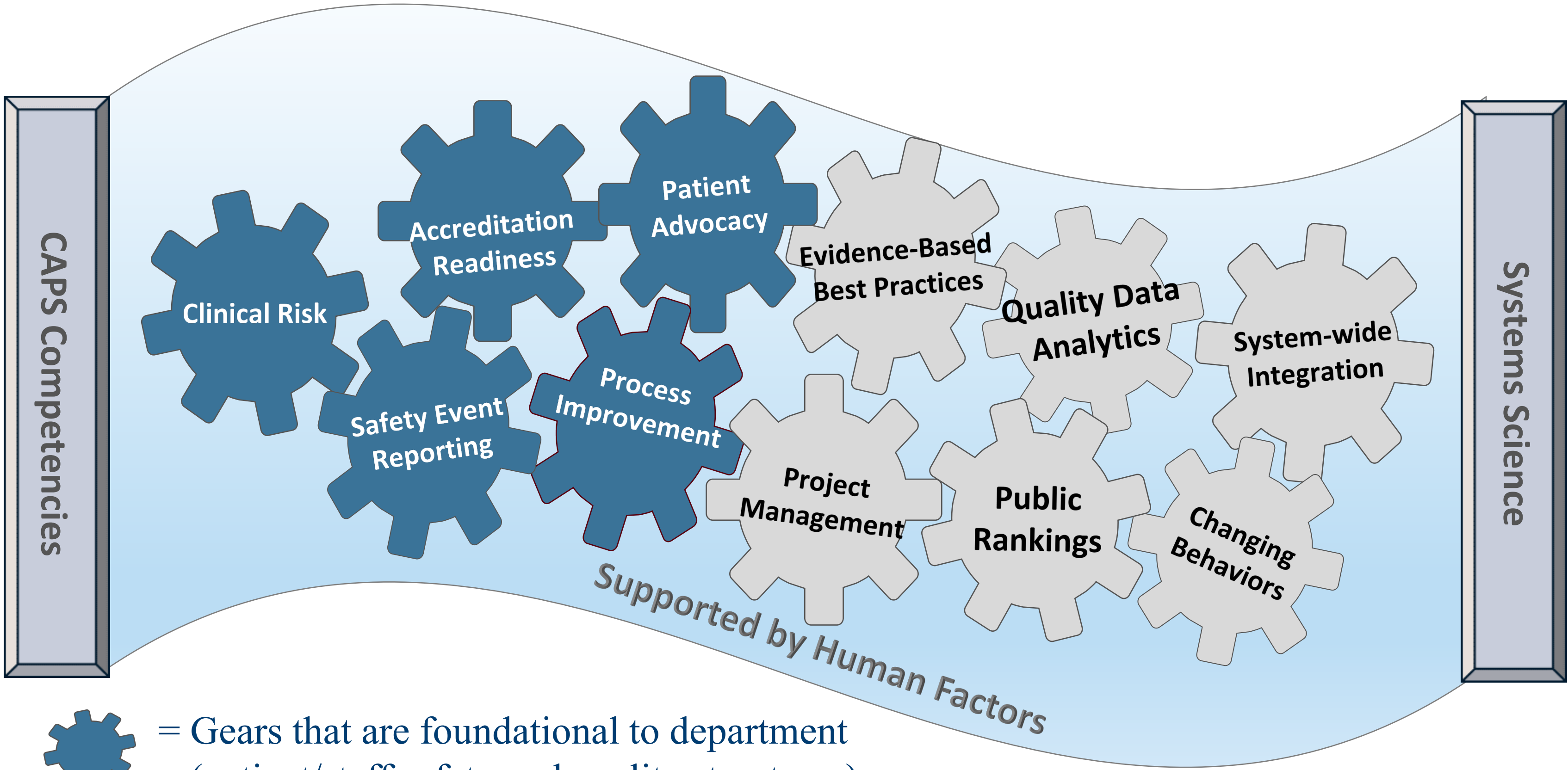
P451 | Supercharge Your Performance Improvement by Transforming to a Project Economy¹

Background

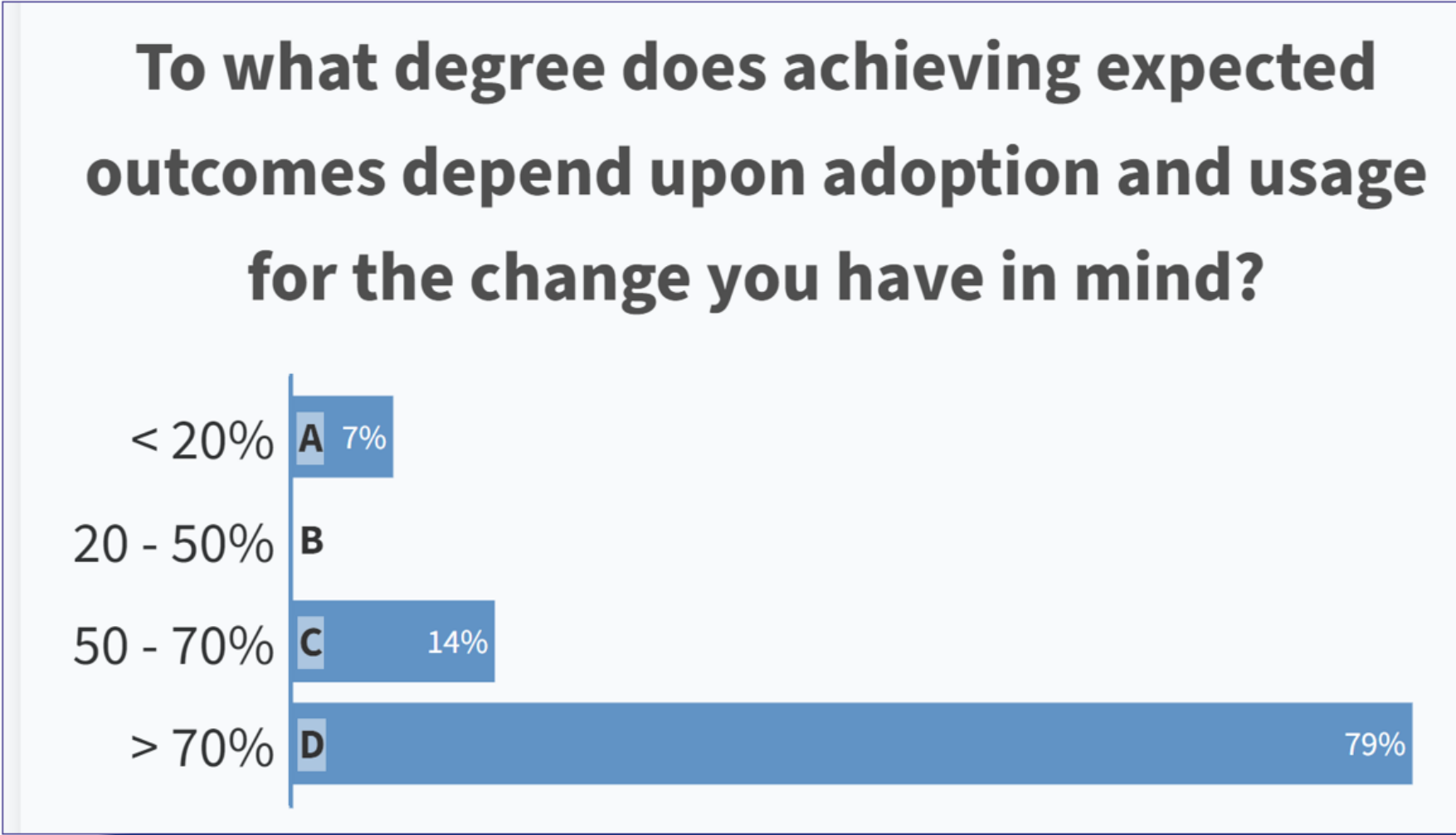
Emerging from the pandemic in early 2022, Carilion Clinic's Chief Quality Officer sought to accelerate quality improvement efforts. An audit of Quality's project portfolio showed it was not strategically aligned, was primarily operationally focused, and outcomes were not keeping pace with national benchmarks.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



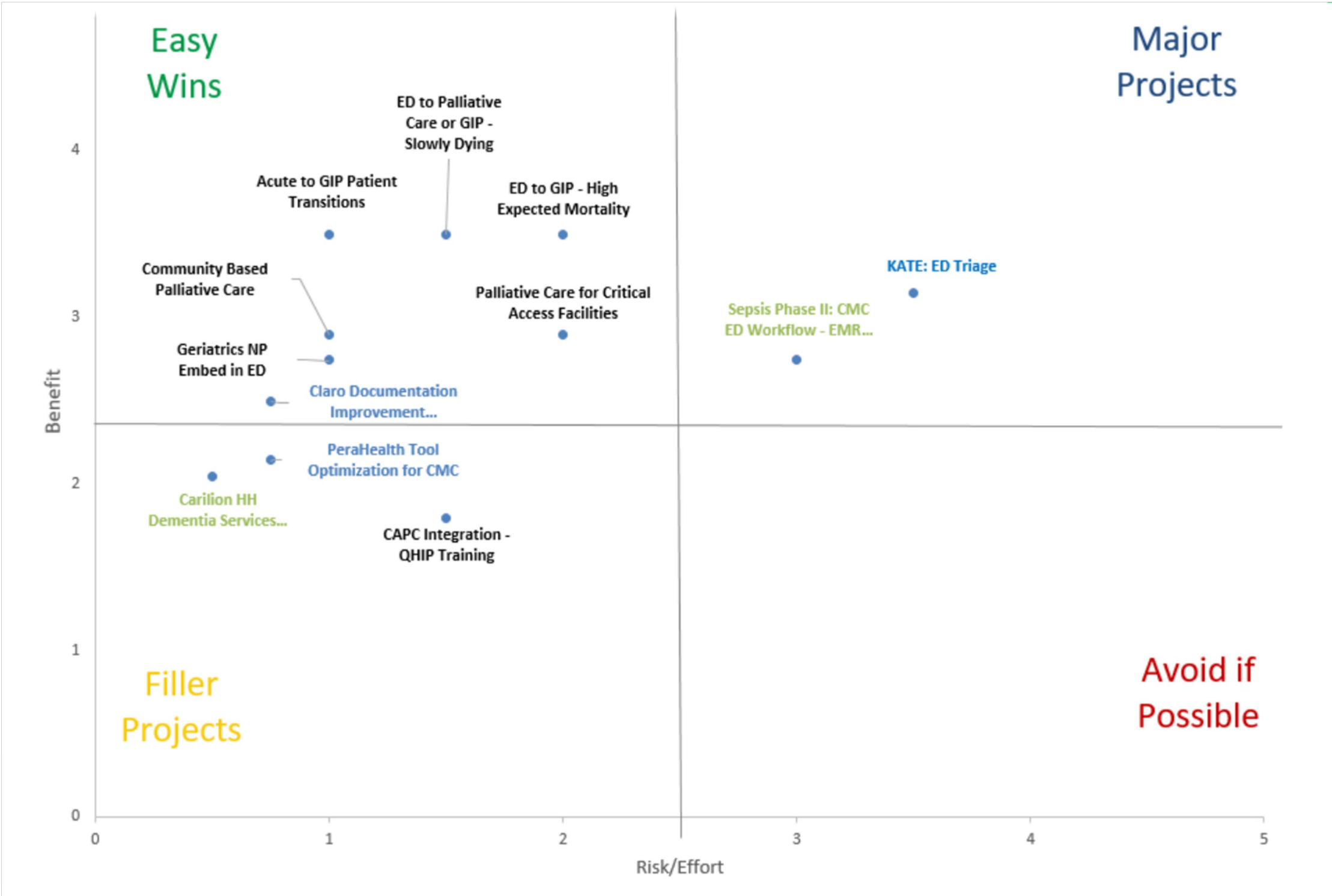
Carilion Clinic's Quality Department Clinical Advancement & Patient Safety (CAPS)



- = 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?

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

resentment
confusion
failure
chaos
change
resistant
poor communication
herding
mess
sustainable
disappointed
vision
cats
resistance
ineffective

★★★★★
4.79 Average Rating



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)

