## When Everything is a Priority, Nothing is a Priority

P451 | Supercharge Your Performance Improvement by Transforming to a Project Economy 1

### **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

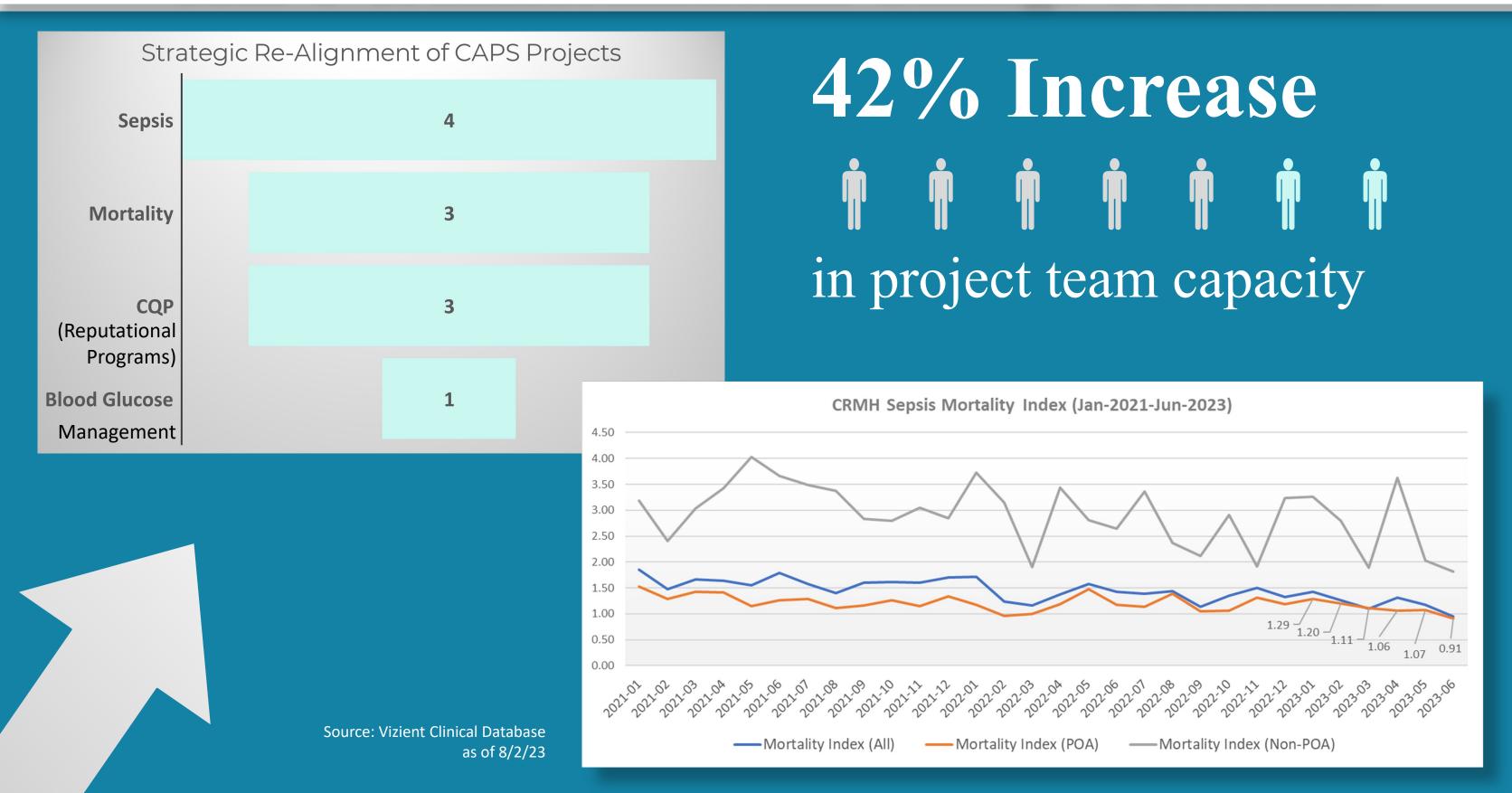
**Adoption of Project Economy Mindset** 

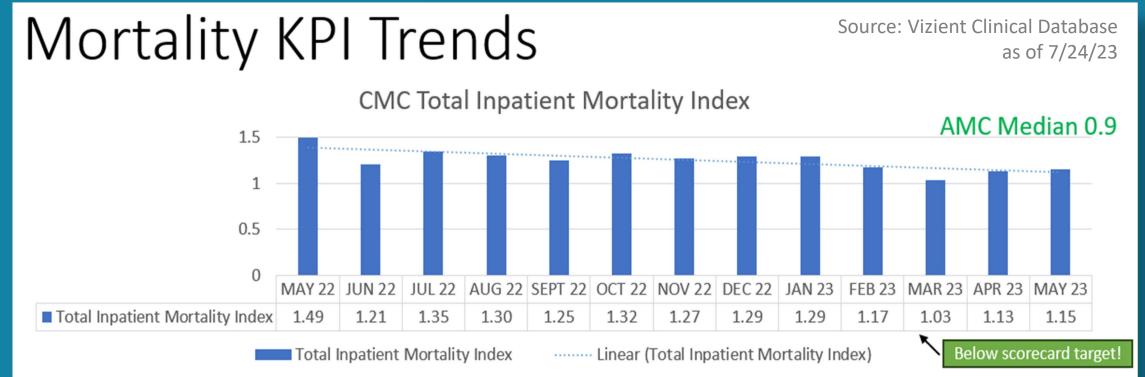
Initial Transformation Step

**Departmental Foundation – Nationally Recognized Safety Structures** 

https://hbr.org/2021/11/the-project-economy-has-arrived {Accessed 7/20/23} www.freepik.com/icons/project">Icon by Freepik

### Year 1 Transformational Change Outcomes







capabilities they need to turn ideas into reality."

48% Increase

in the number of projects completed

~ Project Management Institute

Disclosures The Project Economy is a fundamental paradigm shift ... one in which people have the skills and

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

**Learning Objectives** 

organization

outcomes

strategies?

**Key Takeaways** 

**Lessons Learned** 

(preferably) in place.

'scope creep.'

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Identify factors that impede improvement efforts at your

Apply actionable insights to improve and sustain change

Look at your project portfolio ... do you know if you're working

on the right things? Are the projects aligned with your key

Are all project roles and responsibilities (including that of

• Do you know who will 'own' the change once it's delivered?

Who is accountable for maintaining the progress and do

Does your project plan account for how critical user adoption

and engagement is to achieving expected outcomes?

• Objective scoring criteria helps eliminate bias. Use agreed-

start work until operational ownership is verified and

• Plan for sustainment of the change at project initiation. Don't

• Leaders may not understand their role as change sponsors.

upon criteria to assess fit to strategic priorities for all requests.

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!

results. This means guiding all stakeholders on the agreed-

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CARILION CLINIC

Headquartered in Roanoke, VA

Shawn Blackwell, MPH, PMP, CSBB | Senior Director

upon goals throughout the life of the project and saying no to

The sponsor must enforce project focus/scope to achieve

**Presenters' Contact Information** 

Quality PMO & Performance Improvement

Quality Integration & Improvement

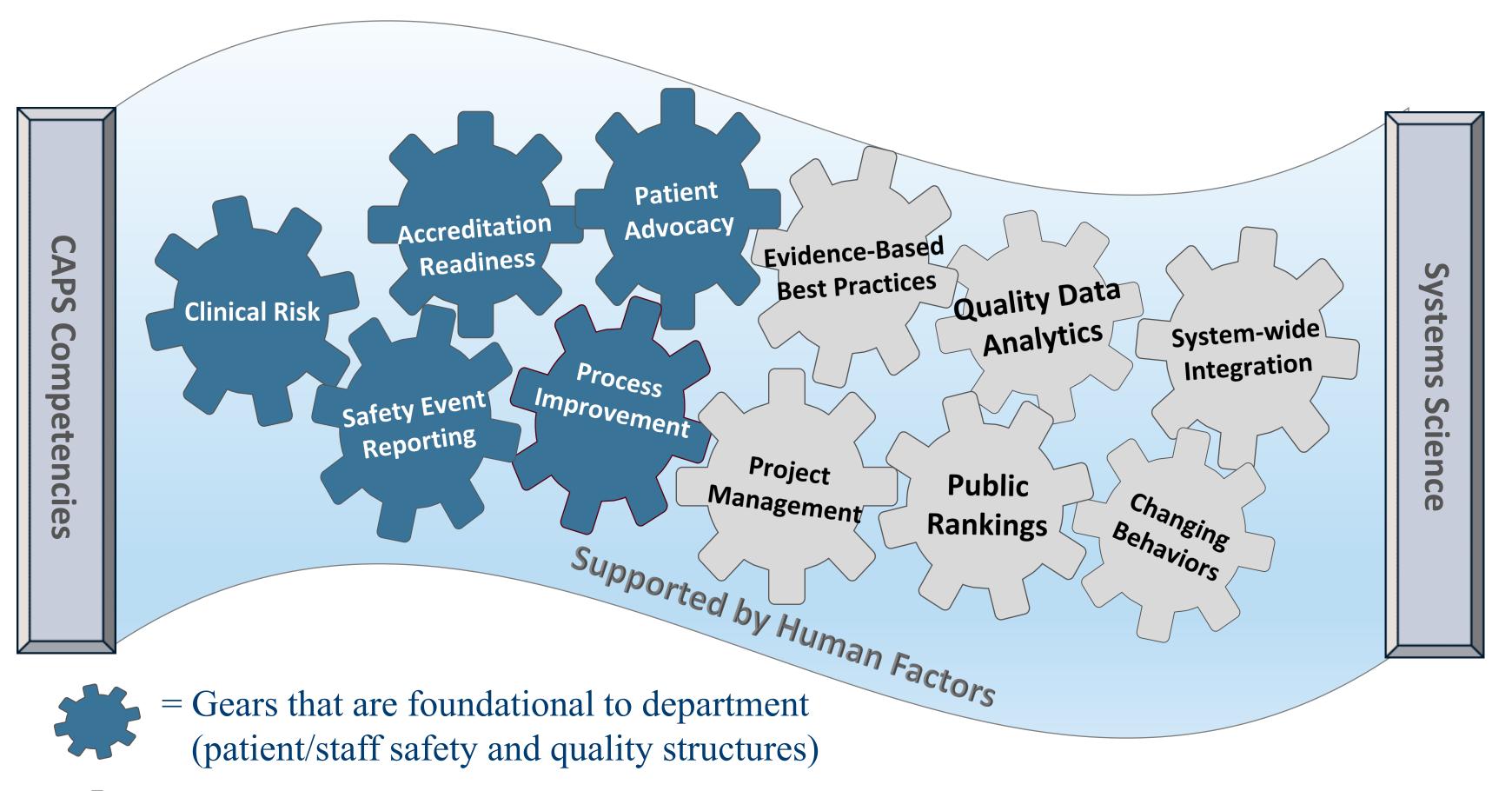
leadership) clearly defined and well understood?

they have what they need to successfully sustain it?

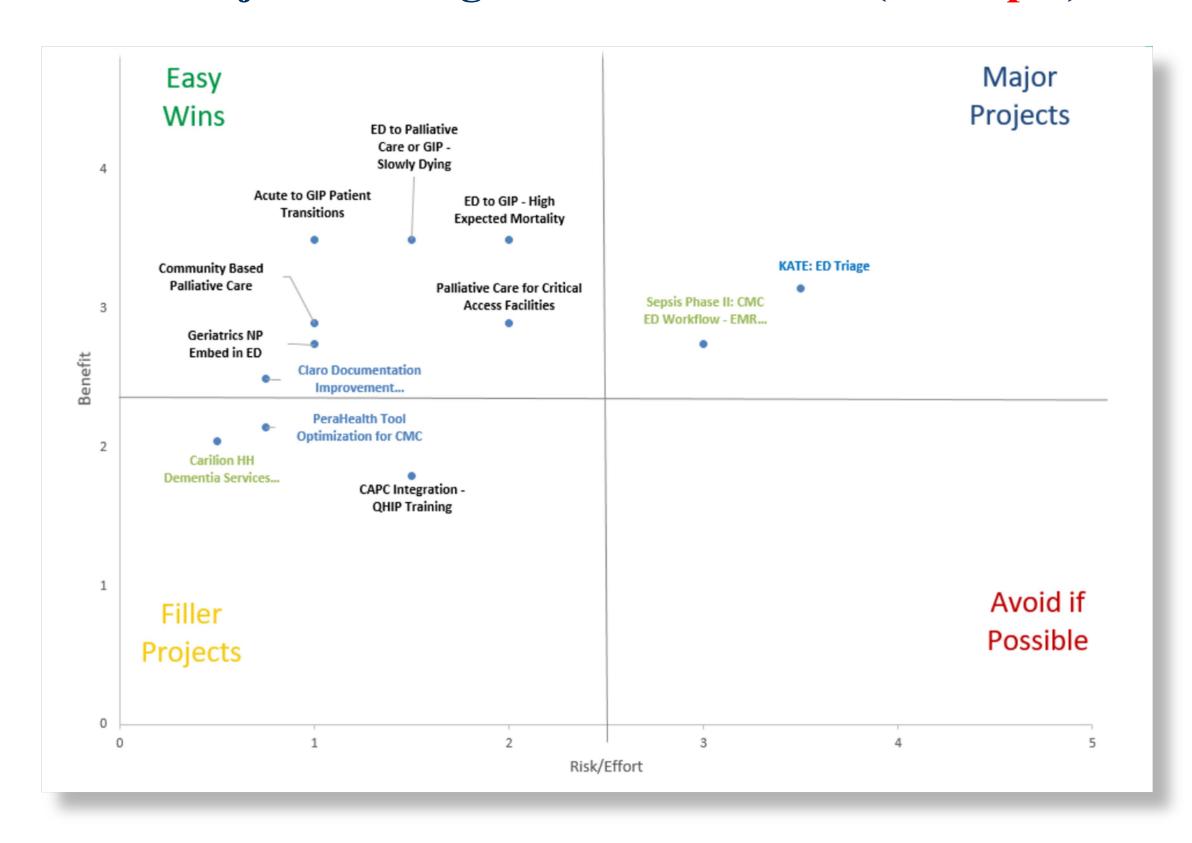
Explain leadership's critical role in successful change

### 2

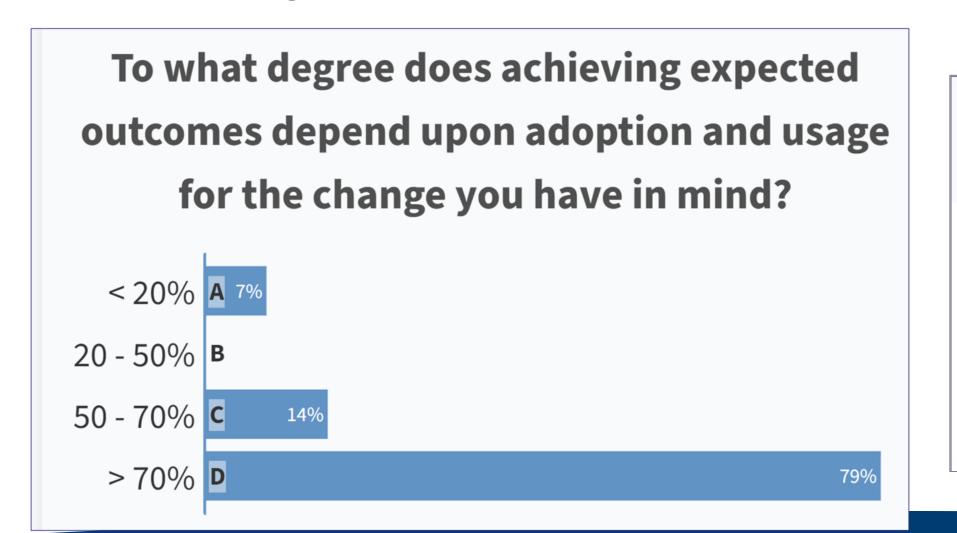
### Carilion Clinic's Quality Department Clinical Advancement & Patient Safety (CAPS)



### **Object Scoring Criteria Use Case (Example)**



= Gears CAPS has added that are transformational for optimal outcomes for our patients and for the organization



### 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?







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





# CARILION

- 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









- #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)









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

#### 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



