Large Scale Improvement Model in Primary Care

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Problem Statement:
It can be surprisingly hard for organizations to prioritize, structure, and pace initiatives in a way that creates focus and alignment. Often leaders are unaware of all the initiatives under way and their impact on the organization. Overload can result in costly productivity and quality problems and caregiver burnout. With record low unemployment, companies that do not adjust the workload are also at risk of losing valuable talent.

Actions Taken:
- We declared commitment to a small, selected set of standard practices (where we have certainty and agreement) as foundational so that we can integrate new innovations and new standards consistently.
- Two cohorts of clinics participated in change management learning, increasing capacity and competency to manage and integrate change.
- Initial steps were taken to tame unaligned and fragmented communications in a weekly “batch” communication that was well-received by clinics.

Impact:
- We are able to see and support fidelity to our standard model using a Smartsheet checklist to track implementation, augmented with leader rounding.
- Of the standards that have been introduced in the last year, we have an average of 88% consistency of practice for implementation of key standards at scale.
- Engagement in the process is high.
- Feedback via focus groups and surveys with clinical and operational leaders is positive.