

From Nurse to Project Manager: Leading Outpatient Quality Efforts

AUTHORS

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BACKGROUND:

- With the increased focus on population health, the need to do quality improvement (QI) projects in the outpatient setting has grown
- Centralized approaches to QI often have challenges with sustainability

METHODS

- 1-2 "Patient Centered Medical Home (PCMH) staff champions" are identified per clinic
- PCMH staff champions receive QI training and new QI tools before each project
- Each clinic's project plan and data is visible to other clinics
- PCMH program manager rounds with staff every 2-3 weeks
- Outcome data is shared across clinics on a weekly basis

1. Elevate and train staff champions
2. Provide staff champions with tools and support
3. Define process metrics that predict clinical outcomes
4. Share projects and data transparently
5. Create incentives to drive performance

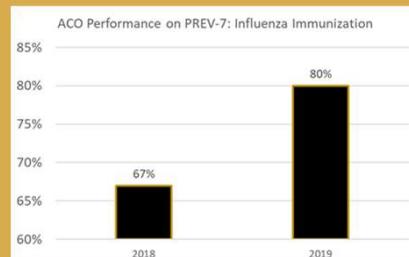
Transforming frontline staff into quality improvement leaders can have profoundly positive effects on patient-centered care

Department Name	Process Metric								
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Last 4 Weeks
PC Clinic 1	54%	32%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PC Clinic 2	52%	5%	3.2%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%
PC Clinic 3	9%	1%	0.5%	0.4%	0.0%	0.0%	0.6%	0.0%	0.1%
PC Clinic 4	24%	3%	1.9%	4.6%	1.1%	0.0%	0.0%	1.0%	0.5%
PC Clinic 5	12%	4%	1.0%	1.5%	0.5%	0.0%	0.0%	3.8%	1.1%
PC Clinic 6	66%	3%	0.5%	2.0%	3.7%	0.8%	0.3%	0.3%	1.3%
PC Clinic 7	54%	12%	7.9%	1.5%	0.8%	3.7%	0.0%	0.6%	1.3%
PC Clinic 8	25%	3%	1.0%	4.5%	0.5%	2.4%	1.8%	0.5%	1.3%
PC Clinic 9				0.0%	0.0%	0.0%	7.7%	0.0%	1.9%
PC Clinic 10	0%	0%	14.3%	0.0%	6.3%	0.0%	0.0%	5.3%	2.9%
PC Clinic 11	19%	11%	2.1%	4.0%	4.6%	3.3%	5.8%	2.4%	4.0%
PC Clinic 12	37%	17%	6.7%	5.8%	6.4%	6.1%	4.1%	7.8%	6.1%
PC Clinic 13	50%	18%	9.0%	16.9%	15.6%	16.5%	3.7%	8.8%	11.1%
PC Clinic 14	17%	15%	12.0%	16.8%	15.0%	16.7%	4.4%	14.3%	12.6%
PC Clinic 15	65%	41%	47.1%	19.8%	20.9%	22.7%	4.1%	2.8%	12.6%
PC Clinic 16	29%	25%	9.0%	13.3%	13.7%	18.4%	13.9%	10.0%	14.0%
Grand Total	36%	12%	5.6%	6.6%	5.7%	6.4%	2.7%	4.0%	4.7%

09/16/19 to 11/08/19

Outcome Metric

CMS PREV-7 Influenza Immunization



CLINICAL IMPLICATIONS

- Positive influenza immunization rates have continued in 2020, suggesting sustainability
- QI must become a basic staff responsibility
- Locally led efforts represent true patient centered care

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