



Concept to Sustainability: Elevating a Performance Improvement Program during the pandemic!

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AIM & BACKGROUND

AIM STATEMENT

Design and implement a sustainable approach for the Silver Fellowship (SF) certification program at Methodist Health System by December 2020. The Silver Fellowship program was designed with the intent to strengthen Methodist's capacity to advance and improve action plans, quality and financial outcomes.

TEAM MEMBERS

- Angela Vincent Michael, MHS-HFM, LSSGB, CPHQ, CIC – Manager, Improvement Academy – Program Lead / Process Owner
- Laura Weber, RN – VP, Clinical Effectiveness and Patient Safety – Executive Champion
- Jason Eddington, MBA, LSSBB – Manager, Performance Analytics – IA Faculty
- Tiffany Meraz, MBA, MHSM, CPHQ – Director, Project Deployment Office – IA Faculty
- Steve Maffei, MS, MBA, CPXP – VP, Organizational Effectiveness & Patient Experience – IA Faculty
- Kyndall White, MPH, LSSBB, CPXP – Sr Project Leader, Organizational Effectiveness – IA Faculty

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FACILITY

This program was held at the system / corporate level

BACKGROUND

In 2018-19, it was evident that the current offering of Bronze Fellowship alone could not meet the demands of the organization, especially with a vision for sustainable rapid cycle improvement. The senior executive leaders at Methodist recognized the need for a sustainable approach to help build necessary competency across the system.

IMPROVEMENT METHODOLOGY

1.2.3. PDSA

MEASURE

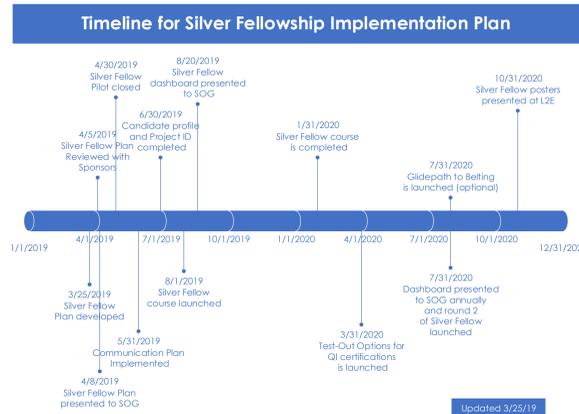
BASELINE MEASURE

There was no baseline available.

LIST OF MEASURES

The program success was to be measured by the development of a sustainability scorecard for Silver Fellowship presented at the System Operating Group bi-annually. Further, levels of SF graduation rate, count of SF graduates and volume of projects completed annually were to be measured and trended. A successful Silver Fellowship program was projected to have 95% graduation with at least 15 SF graduates and 5 SF projects annually.

TIMELINE



SILVER FELLOW SCORECARD

The SF sustainability scorecard is published bi-annually in Mar/Apr and Oct/Nov. It is presented to Methodist Health System's senior executives by the Program Lead.

Some examples of Silver Fellow projects featured on the scorecard include patient falls (decreased by 49%), dialysis costs (decreased by 54%), colon cancer Screening (improved by 20%), diabetic eye exam rates (improved by 15%), HAPI related skin assessments in the ED (improved by 20%).

CHANGES

CHANGES TESTED

The Silver Fellowship program was designed as a 6 month course which involved face to face and virtual meetings, with a combination of didactic and project based coaching. The program was to be offered annually from July – January every year.

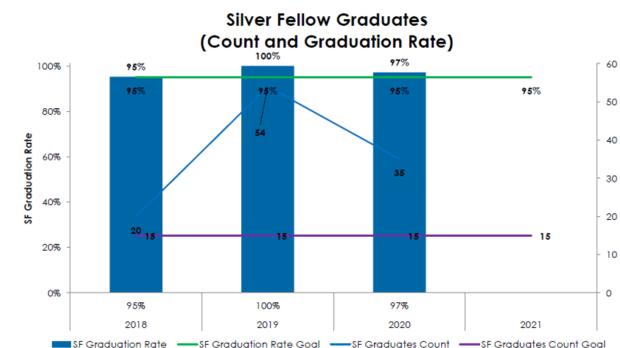
In February 2020, the first cohort of Silver Fellows at Methodist Health System graduated exceeding all baseline projections (count: 54 SF graduates, 8 SF projects, 95% graduation rate). However, as the pandemic raced across the world, the Improvement Academy at Methodist grappled with the decision of cancelling the Silver Fellowship in 2020 or adapting to the evolving changes.

The decision to adapt the Silver Fellowship and sustain past improvements in the middle of the pandemic came as a result of Methodist Health System's leaders and Silver Fellows vision to forge ahead and thrive in the midst of uncertainty!

In a cycle of improvement, the Improvement Academy pivoted to host the entire SF program as a virtual offering to support didactic and project based learning, with the support of virtual faculty and zoom break-out rooms. The 2020 SF program incorporated content framework inspired by the Institute of Healthcare Improvement's Open School (IHI OS) and IA faculty insights to promote virtual learning.

As a second cycle of learning, the timeline for the program was extended to end in March 2021 to ensure project teams impacted by the pandemic could adapt accordingly.

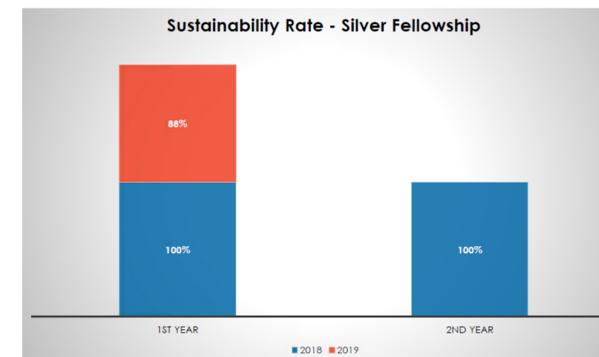
SILVER FELLOW GRADUATES



RESULTS

Since July 2018, the Improvement Academy has graduated 109 candidates impacting 20 projects to improve the care and experience for our patients. Over 90% of these projects have sustained their results at their annual reviews post SF graduation. In the midst of the pandemic, 35 Silver Fellows graduated in March 2021 with a 97% graduation rate impacting 7 topics aimed at improving quality outcomes at Methodist Health System. The 2021 cohort started in July 2021 with over 50 candidates collaborating on improving 7 different project topics at Methodist!

SF SUSTAINABILITY



SUSTAINABILITY

- The Improvement Academy manager at Methodist Health System is the process owner for updating the Silver Fellow program annually.
- The Silver Fellowship program is hardwired by virtue of three elements:
 - 1) **Accountability:** the SF sustainability scorecard bi-annual report out is integrated into the system executive annual calendar;
 - 2) **Learning/Integration:** the program is reviewed annually by the program owner, executive champion and faculty to incorporate cycles of learning from prior year, as well as identify innovative opportunities to integrate this program into Methodist's framework;
 - 3) **Celebration/Collaboration:** the Silver Fellow teams showcase their work at their graduation ceremony, the annual Leading 2 Excellence SUMMIT as well as Quality Improvement database to support best practice collaboration across the system.

KEY LEARNINGS

- Resilience, planning and communication with executive champions is critical to launching a successful performance improvement program.
- Building a sustainable performance improvement program is the first step in engaging staff on the continuous improvement and high reliability journey.
- Integrating the expertise of leaders across the system (patient experience, project deployment, performance analytics, GME, Lean Six Sigma, etc.) as faculty was critical to engaging a wide stakeholder audience.

ACKNOWLEDGEMENTS

We would like to thank our system senior executives and facility leaders for championing the Silver Fellowship program; our faculty for tirelessly volunteering their time and expertise for the growth of our Silver Fellows; and our Silver Fellows and their teams for their time and commitment to improving outcomes and experience for our patients, families and staff at Methodist Health System!!!

IMPROVEMENT ACADEMY		Silver Fellowship Sustainability Scorecard - Apr 2021 <small>(last update as of Feb/Mar 21)</small>							
Facility	Measure	Silver Fellow Aim Statement	Silver Fellow Baseline	Silver Fellow Goal	Silver Fellow Result	Sustainability Result (6mo post)	Sustainability Result (yr 1)	Sustainability Result (yr 2)	Sustainability Result (yr 3)
Example: MDMC	% of assessments and interventions with skin assessments** (1 is better)	Increase compliance of initiating interventions related to skin assessment score in the ED within 2 hours of admission from 0% to 20% before January 4, 2020.	0%	20%	21%	16%	20%	Feb-22	Feb-23