



Improving the Use of Project Management Tools in Education for Systemwide Initiatives

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INTRODUCTION

Healthcare systems are challenged with competing demands for change with enhanced technological innovations, new regulations, improved safety protocols, and changes in disease management therapies. Existing processes to handle these rapid changes were not efficacious in the quest for excellence; therefore, a team of system education leads developed a formal, standardized process and structure to improve the oversight, planning and implementation of education for systemwide clinical initiatives.

GOALS

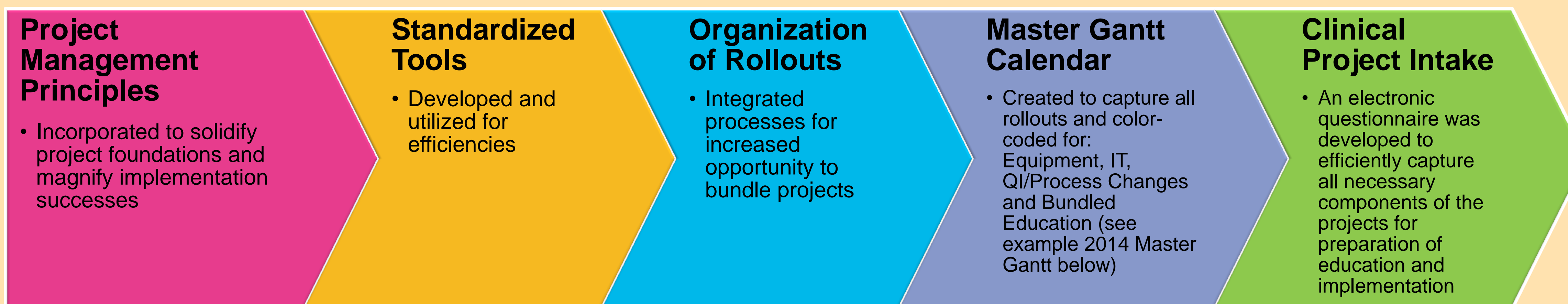
- ❖ Improve clinical outcomes
- ❖ Streamline and bundle educational opportunities to improve understanding
- ❖ Determine project weight based on resources needed, scope of impact and time
- ❖ Provide an awareness of the number of initiatives occurring at once that affect pace of work for frontline staff and managers
- ❖ Decrease competing priorities for learning while improving staff satisfaction

ACTIONS

Sentara Healthcare expanded from a 7 to a 12 hospital system from 2012 to 2015. Clinical initiatives, quality and safety processes, technological advances and the quest for excellence happens differently when managing change with system expansion. Application of project management tools were used in educational rollouts to improve clinical standardization.

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	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
Epidural Pumps	Epic Beaker	Epic Beaker	Epic Beaker	Epic Beaker	Epic Beaker	Epic Beaker	Epic Beaker	OneLink	OneLink	OneLink	OneLink
Glucom- mander	Glucom- mander	Glucom- mander	Glucom- mander	Glucom- mander		Neonatal Syringes		Epic Orders Clean Up		Stroke Order Set Changes	Epic Upgrade
Interruptions	Interruptions						Insulin Pump Flowsheet	Neonatal Syringes	MDRO/MRSA Surveillance	Heel/Boot Protectors	MRI Pumps
Mobility Protocol	Mobility Protocol			Insulin Syringes				aPTT Protocol	aPTT Protocol	Oral Chemo- therapy	
				MedRec	MedRec						
	Condom Catheters	Transport Mgr Module	Transport Mgr Module							Post Proce- dure Pause	Post Proce- dure Pause
Fecal Mngmt Systems		Transport Flowsheet	HF Diuretic Protocol	HF Diuretic Protocol	HF Diuretic Protocol	HF Diuretic Protocol	HF Diuretic Protocol	HF Diuretic Protocol		HF Diuretic Protocol	"All Hands on Deck"
Feeding Pumps	Foley Securement	Foley Securement								Nutrition Supplements	Blood Consents
Clinical 3 Toolkit	Clinical 3 Toolkit	Clinical 3 Toolkit	Clinical 3 Toolkit							Ebola Standdown	Ebola Standdown
	ICAdmission Criteria	Chemical Restraint OS									
								MOT Survey	DNV Site Visits	Magnet Site Visit	

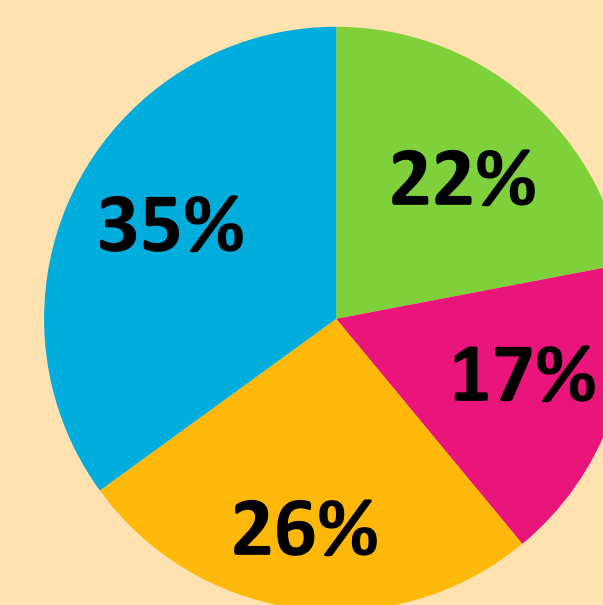
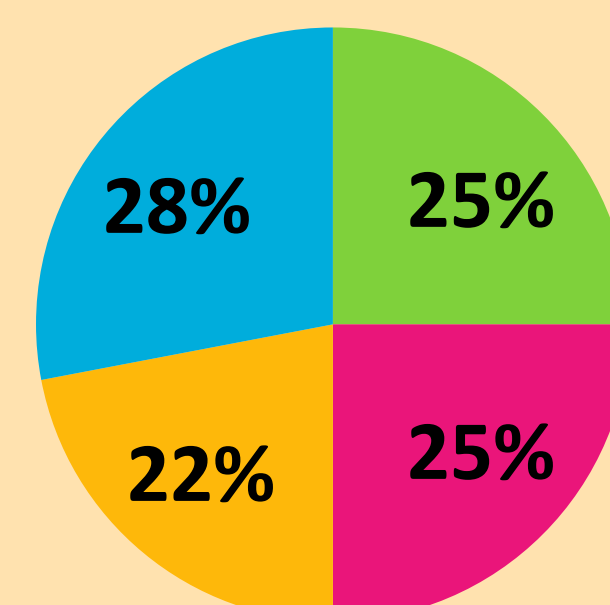
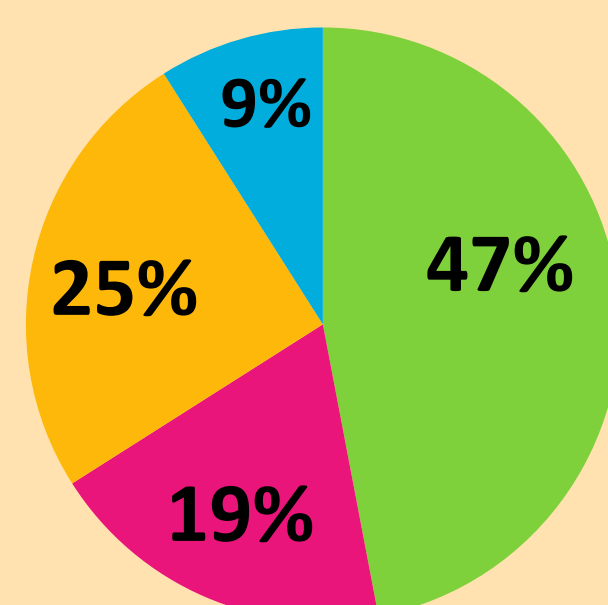
SYSTEMWIDE CLINICAL INITIATIVES

Equipment, IT, QI/Process Change, Bundled Education

2013 – 32 Projects

2014 – 36 Projects

2015 – 23 Projects



OUTCOMES

- ✓ Utilization of project management principles and tools enhanced the Nurse Staff Development Educators' abilities for success as they became more involved in implementing changes in systemwide clinical initiatives.
- ✓ Tools and Templates created were effective in submitting organized, realistic, and achievable education plans to compliment the rapid pace of system rollouts.
- ✓ Educators successfully utilized the new methods to rollout on-time training plans across a 12 hospital system.
- ✓ Master Gantt Calendar and Project Intake made a positive impact with continued, increasing use.
- ✓ In 2015, the amount of rollouts decreased to front line staff at one time due to bundling and focus on pace of work.
- ✓ The percentage of bundled learning projects nearly quadrupled in 2 years.
- ✓ Greater than 97% end user training compliance in 2015.
- ✓ Consults for clinical project intakes tripled by utilizing the new processes and tools.
- ✓ New executive-level team launched in May 2015 to schedule and coordinate approved projects that impact clinical front line staff across the entire system.