

Encouraging Collaboration at Dexter Health Center

Utilizing a Clinic Based Project Manager


- Alignment with the following priorities:
- Optimize Quality & Safety in Patient Care
 - Lead in Value Creation
 - Enhance the Patient Experience
 - Develop Our Employees
 - Improve Financial Performance
 - Improve Diversity & Inclusion

Define the Problem

The health care industry is undergoing a massive transformation. Process improvements are necessary, and many important process improvement projects are stalled or never get off of the ground due to the lack of resources.

In 2017, Dexter Health Center had 21 pended quality improvement projects awaiting project planning and implementation.

With an obvious need to move important projects forward to ensure the continued satisfaction of our patients and staff members, Dexter Health Center set out to build a culture of collaboration and engagement through team based problem solving. Our goal was to organize, facilitate, support, and empower those who are doing the work to drive the change.




Measurable Goals Established


Complete 16 of the 21 pended projects within 12 months of clinic based project management implementation.

Increase employee engagement through project involvement to 25 team members during first 12 months of clinic based project management.


Understanding the Current State



- Lack of participation
- Everyday Lean Ideas were unsupported
- Lack of project leadership, organization and follow through



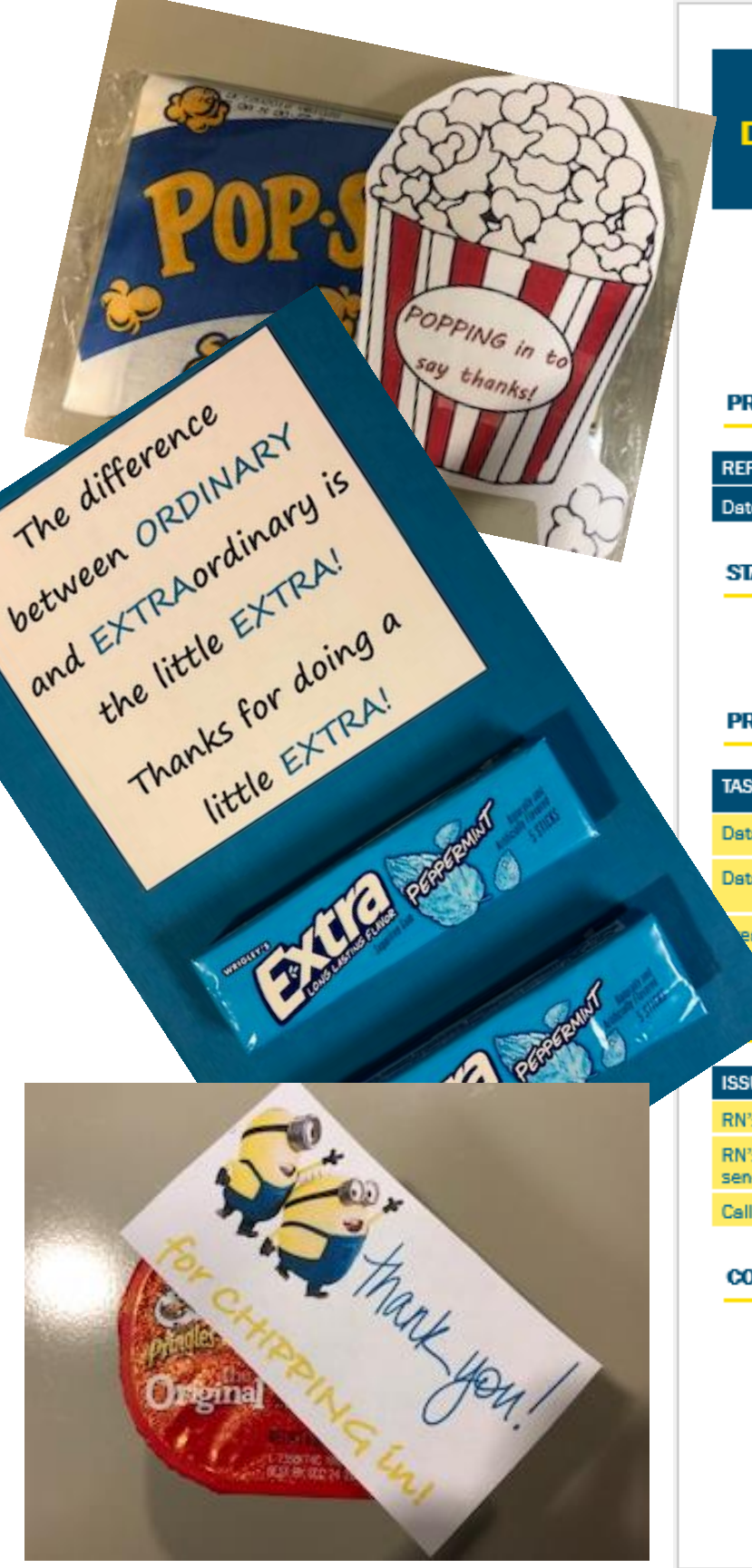
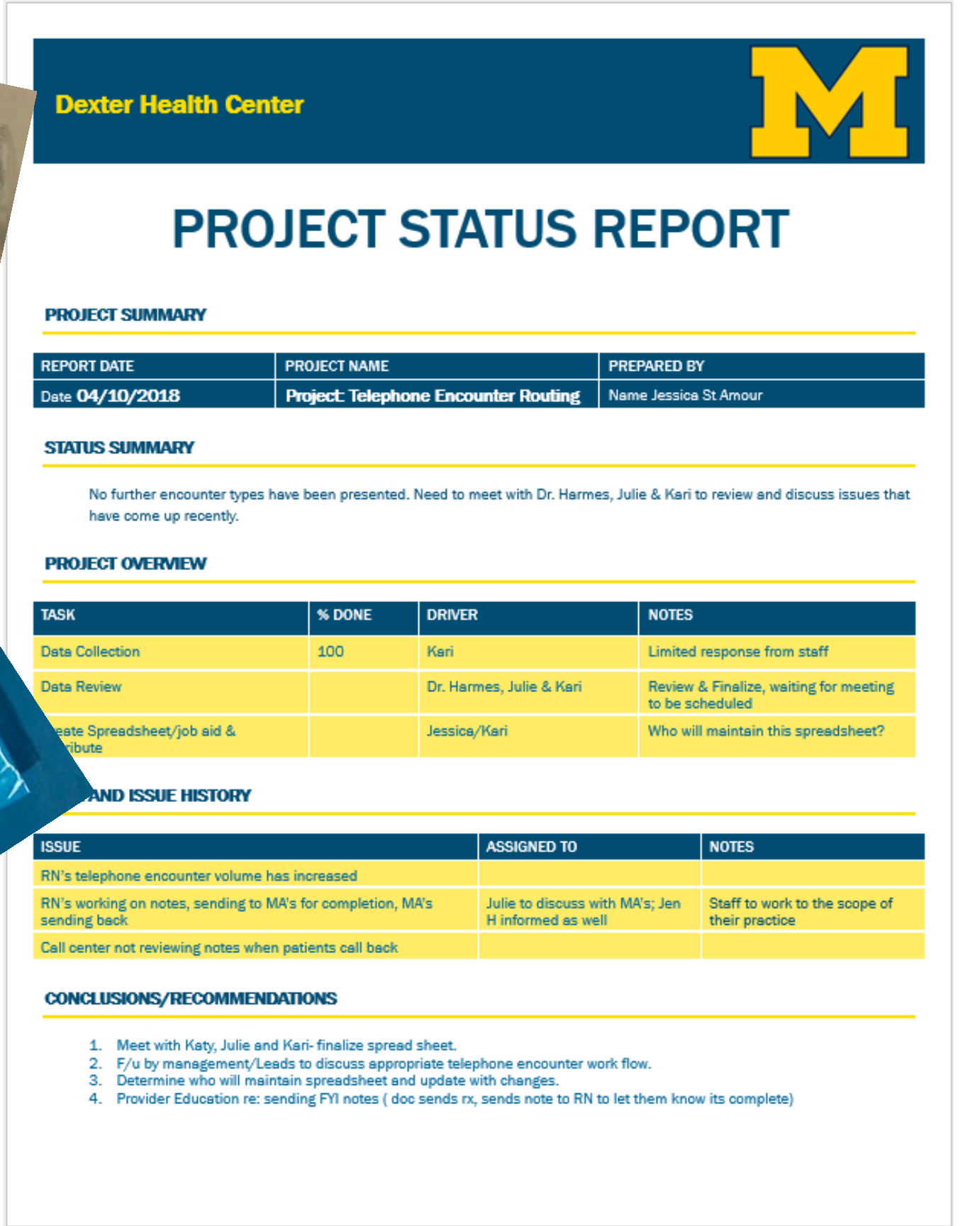
Analysis & Interventions to Improve



- Clinic Based Project Manager implemented to guide projects
- Daily Huddle improved to promote team collaboration and encourage a safe environment for problem identification
- Patient Family Advisory Committee engaged to prioritize projects affecting patient experience
- Staff provided with dedicated time to work on projects
- Staff rewarded for involvement in team based process improvements

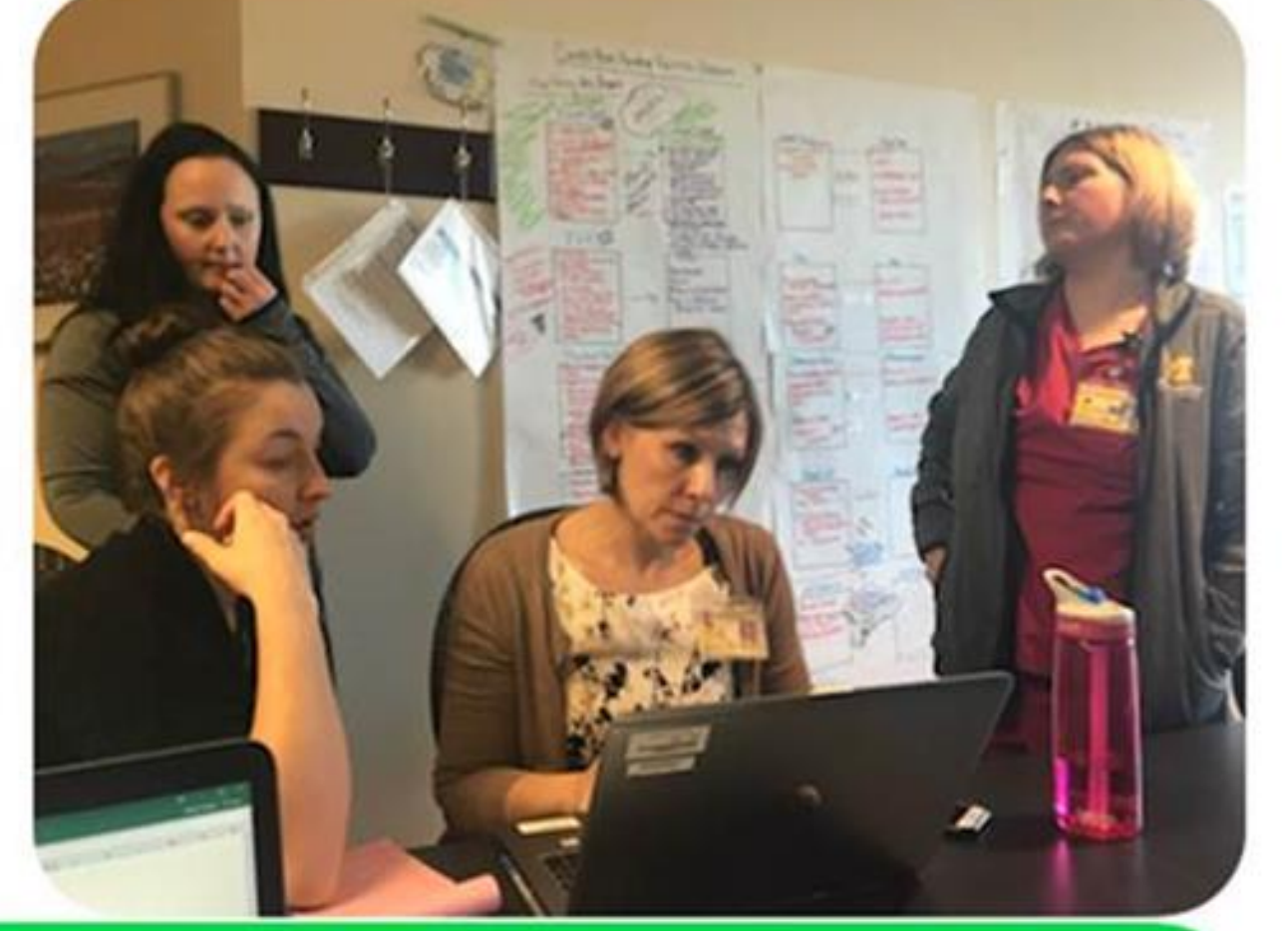
Results & Outcomes Achieved

Project	Idea Phase	Pre-Planning/ Data Collection	In-Process	Stalled	Complete	Flu
Patient Paperwork Pick Up Process					x	Complete 2/10/18
ROI Faxing Workflow					x	Complete 3/16/18
Physician Feedback Survey/ KH & JS					x	Complete 1/31/18
Social Needs Form workflow KM & LL					x	
Derm Tray Standardization: MB & AD					x	Complete 2/14/18
Daily Huddle Re-Organization: JSA (supplies back ordered) 2/5 kick off					x	Complete 3/5/18
Prior Authorization AA					x	Complete 2/23/18
Derm Arrival Time Change: JSA email sent 2/23					x	Complete 2/28/18
Committee Review					x	Complete 2/23/18
RH OB Intake Scheduling issues					x	Complete 2/28/18
HVA Workflow					x	Complete 4/12/18
Telephone Encounter Routing Job Aid					x	Complete 5/21/18
Video Visit Roll Out: Michelle D., Kristin, Becky, Abby & Jess				x		Next Meeting 6/29/20
Non Essential Physician Work: Christa, Allison & Jess				x		Market Research Being Conducted
UMMG UA Metric Project: Abby, Katy & Phil				x		Have we noticed any improvement?
OB MA Training Guide: Kar, Jess, Jen & Stacey				x		MA Training Next Step
Excessive Check-In Paperwork: Kristin				x		
Pre-Visit Planning: Karla, Stacey, Kristin, Abby, Andrea, Katy and Jess				x		On Hold
FAMMED Internal Scribe Project: Stacey, Megan, Brittany, Mckee				x		
RX Errors: LB, KH, SB				x		
Lab Collect/Clinic Collect Urine Sample Issues: SB		x				
Inequality in Overbook Distribution		x				
Dermatology Telephone Call Workflow		x				
Workflow for rescheduling patients doc schedule changes: JW		x				
Ages and Stages removed off Portal/correct version added?		x				
Stop Light Project		x				
Colony/Order Issues		x				
Car Seat Safety Cross Training		x				
Side Door Work Flow		x				
Immunization Reconciliation MQR / MiChart - Abby, Karla				x		Need a written work flow
Deaf Patient Clinic Flow - Support Tools				x		Finalizing Education

Sustain & Spread

Implementation of the Clinic Based Project Manager has proven very successful. Total team participation is integral as we work to improve employee engagement and patient experience. Leadership will continue to support this important work.



Serious project work! ❤️❤️ We have the best team on the planet ❤️❤️

Keys to Success

- Team members empowered to make process improvement decisions affecting their work
- Leadership support is essential
- Project Manager must educated in team based problem solving principals in order to keep projects organized and on track
- Open and thorough communication fosters a culture of inclusiveness

Team Members and Contacts

Jessica St. Amour Project Manager, Contact

Kathryn Harmes MD, Medical Director

Stacey Babut, Clinic Manager