



A featured project from the Essential Hospitals Engagement Network (EHEN)



Rancho Los Amigos National Rehabilitation Hospital

Quality Improvement Methodologies to Support a Strategic Plan

Problem Identified

The organization engaged key stakeholders and frontline staff in the implementation of quality improvement initiatives at all levels of the organization by pairing an organization-wide quality improvement structure with the strategic planning process. Combining the two approaches mobilized the entire organization and frontline staff in achieving the strategic vision.

Interventions

Rancho Los Amigos used effective utilization of quality improvement methodologies to facilitate a hospital-wide strategic planning process. The hospital was able to demonstrate the effective implementation of a data-driven strategic planning process. In addition, it found effective methods for involving key stakeholders and frontline staff in the implementation of quality improvement initiatives at all levels of the organization.

Leadership and Patient Engagement

Each department within the organization engaged in quality improvement initiatives that support the strategic priorities. Within each department a quality improvement champion is designated to work with leaders and staff using a data-driven process. Rancho's Executive Council reviews a dashboard routinely to ensure progress towards each objective, identify and remove barriers to success. Projects are highlighted and shared organization-wide to foster learning and innovation.

Outcomes

Highlights of the progress toward achieving the 2013 – 2014 strategic planning priorities included:

- Patient falls decreased by over 30 percent.
- Total number of patients with over 10 medications (polypharmacy) dropped by over 30 percent.
- Patients who are prescribed narcotics, muscle relaxants, and sedatives decreased significantly.

Lessons Learned

Strategic initiatives should identify clear measures of success. Creating strategic initiatives that utilize a SMART (Specific Measurable Actionable Realistic and Timely) Goal format helps to provide focus and structure for what to achieve.

Strategies for Successful Replication

Strategies for successfully implementing a quality improvement initiative include the following:

- Engage all stakeholders, from the executive suite to frontline staff.
- Use the quality improvement framework as a guide.
- Have a solid grasp of institutional data to establish benchmarks.

