

# Leading Quality through Education



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I have no real or perceived conflicts of interest that relate to this presentation.

Center for  
Clinical Excellence



NATIONWIDE CHILDREN'S®  
*When your child needs a hospital, everything matters.*

**Zero Hero™**  
*Create a safe day. Every day.*



Laura Lehman, MBA

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# Objectives

Analyze the benefits of a strong, system-wide QI culture

Examine how to take small, internal trainings and roll them out to an international audience training thousands

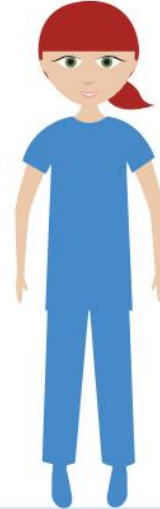
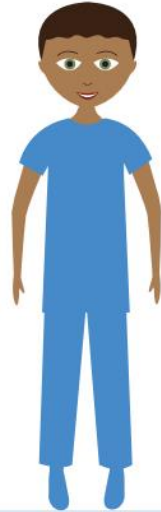
Discover pearls of wisdom from our key learnings

PROVIDE MORE THAN **\$277 MILLION** IN **CHARITY CARE**  
AND **COMMUNITY BENEFIT SERVICES** ANNUALLY\*\*\*



### BEST OF THE BEST

Nationwide Children's has been named by *U.S. News* as tied for the number one pediatric hospital in Ohio and the Midwest.



**Zero Hero™**  
*Create a safe day. Every day.*  
**COMMITTED TO  
QUALITY AND SAFETY**



**FIVE-TIME MAGNET**  
designation for  
nursing excellence



Named to Forbes' 2024  
**AMERICA'S BEST  
EMPLOYERS**



**MORE THAN 1.9 MILLION  
PATIENT VISITS IN 2024**

**PATIENTS CAME FROM ALL 50 STATES  
AND 49 FOREIGN COUNTRIES IN 2024**



**47,660 DONORS CONTRIBUTED  
MORE THAN \$61M**



**AMERICA'S LARGEST  
NEONATAL NETWORK**  
AND PROVIDER OF INPATIENT  
PEDIATRIC SURGERIES\*\*



THE RESEARCH INSTITUTE AT NATIONWIDE  
CHILDREN'S HOSPITAL IS RANKING  
**AMONG THE TOP 10**  
NIH-FUNDED FREESTANDING PEDIATRIC  
RESEARCH FACILITIES IN THE U.S.

## STAFFING

**TOTAL EMPLOYEES: 16,557**

**Total PAA Physicians: 560**

**Medical Staff: 1,712**

**The Research Institute Employees: 1,956**

**The Research Institute Investigators: 268\***

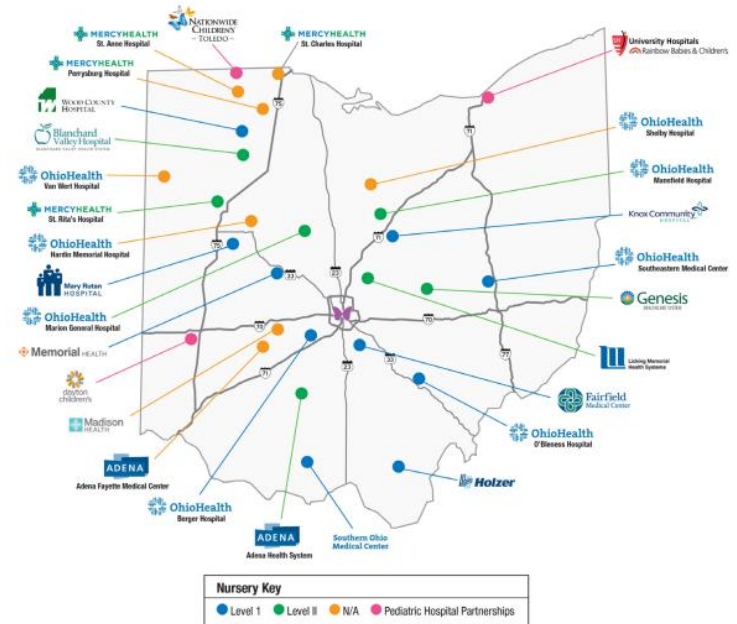
*\*Includes faculty from the Abigail Wexner Research Institute and faculty from Nationwide Children's Hospital with \$50,000 or more in research funding support.*



## REGIONAL LOCATIONS\*

**TOTAL: 28**

For more information about Nationwide Children's - Toledo locations and services, visit [NationwideChildrens.org/Toledo](https://NationwideChildrens.org/Toledo).



*\*Nationwide Children's is affiliated with several regional health care systems. We also partner with Dayton Children's Hospital through the Ohio Pediatric Care Alliance and with University Hospitals Rainbow Babies & Children's through The Congenital Heart Collaborative*

2021-2026

LEADING THE JOURNEY TO  
**BEST OUTCOMES**  
FOR CHILDREN EVERYWHERE

HEALTH  
EQUITY AND  
POPULATION  
HEALTH



BEHAVIORAL  
HEALTH



INTEGRATED  
CLINICAL CARE  
AND RESEARCH



GENOMICS



QUALITY AND  
SAFETY



CULTURE AND  
TALENT



PARTNERSHIPS



TECHNOLOGY



OPERATIONAL  
EXCELLENCE

# Center for Clinical Excellence

## *Mission*

The Center for Clinical Excellence (CCE) exists as a foundational support for

*Leading the Journey to Best Outcomes*

by overseeing, measuring, evaluating, supporting, and advancing quality across Nationwide Children's Hospital.

# Center for Clinical Excellence

Clinical Outcomes

Patient Safety

Infection Prevention

Accreditation and Regulatory

Simulation and Outreach

Butterfly Paws



# Center for Clinical Excellence

Clinical Outcomes

Patient Safety

Infection Prevention

Accreditation and Regulatory

Simulation and Outreach

Butterfly Paws

Quality Improvement

Quality Education

Clinical Pathways

Data Analytics



# Clinical Outcomes Quality Improvement Support

Executive Leadership:  
Chief Quality Officer

CCE

Clinical

CCE Leadership:  
Administrative Director and  
Director of Clinical Outcomes

CCE Medical  
Director

Clinical Leadership: Associate  
Chief Quality Officers, Quality  
Medical Directors

Clinical Outcomes Quality Managers

Division Leadership: Clinical Quality  
Leader(s)

CCE Support: Quality Team Members  
Assigned to Divisions

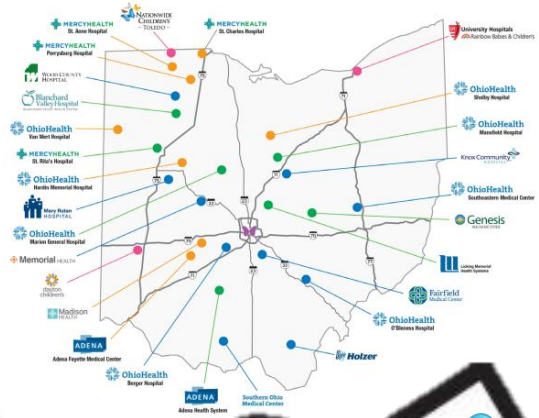
Project Support: Project Leaders and Team  
Members

# Center for Clinical Excellence – Clinical Outcomes



**MORE THAN 1.9 MILLION  
PATIENT VISITS IN 2024**

**PATIENTS CAME FROM ALL 50 STATES  
AND 49 FOREIGN COUNTRIES IN 2024**



**STAFFING**

**TOTAL EMPLOYEES: 16,557**

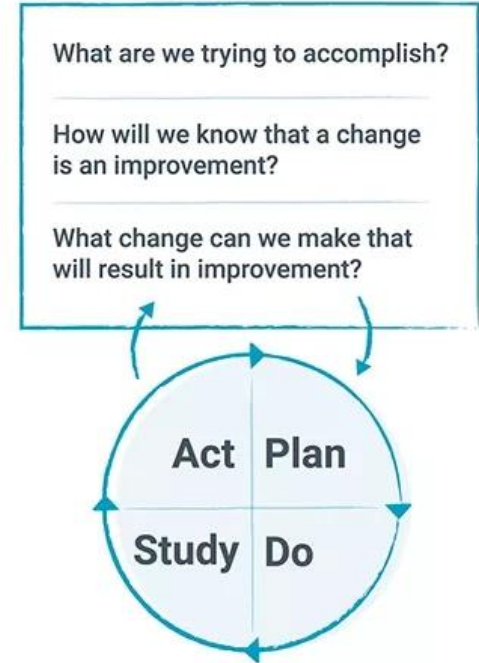
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**Medical Staff: 1,712**



# Improvement Model

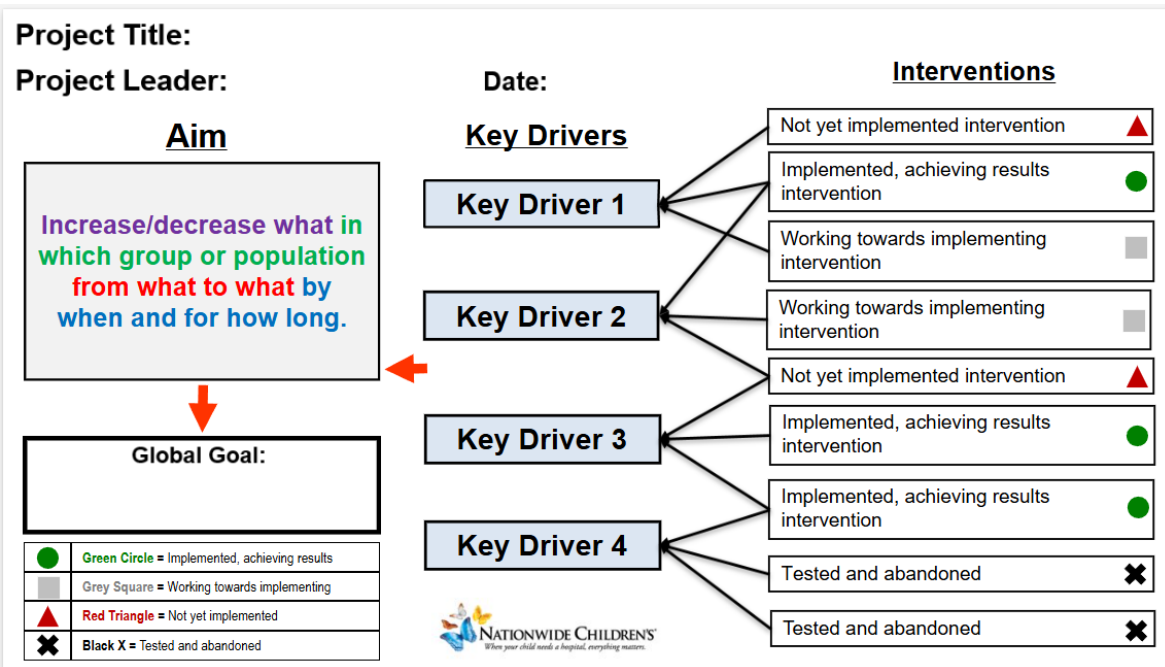
- At Nationwide Children's, we follow and teach the **Institute for Healthcare Improvement-endorsed** Model for Improvement
- **Key Driver Diagrams** are used for project development and storytelling



Source: Adapted from The Improvement Guide (2009)

# The Tools We Cover

- Problem Identification
- Aim Statements
- Cause Analysis
- Intervention Ideation
- Data Collection
- PDSAs
- Sustainment
- And more!



# Quality Education Beginnings



Edu



QIS



GME



# Nationwide Children's Quality Education Platform



# QI Education Overview

- Introduction to **Quality Improvement**
- Appropriate for **anyone**
- Recommended place to **start** for QI education
- **45-minute recorded** on-demand option
- Required for **Residents/Fellows**



# QI Education Overview

- **On-demand Recording**
  - In-person pivot
- **Residents/Fellows**
  - Customized options for trainees during protected administrative time
- **Team trainings**
  - Starting new projects



# Quality Tool School

- Series of 4 introductory classes centered on quality tools used to guide successful improvement projects
- Appropriate for anyone
- Offered live (*in-person & virtually*)
- To be released externally in 2025



# Quality Tool School



## **Class 1 - QI Project Tools 1**

- Define what is QI, what is it NOT
- Explain the IHI Model for Improvement
- Experiment with elements of QI Methodology taken during a project

## **Class 2 - QI Project Tools 2**

- Continue experimenting through the steps of a QI project
- Walk through a PDSA cycle
- Recommend next steps involving data

## **Class 3 - QI Data - How to “Get” It**

- Define different types of data measures
- Explore data resources
- Learn how to create a Pareto Chart

## **Class 4 - Charts - You're in Control**

- Understand the pieces and parts of a control chart
- Define the different types of data
- Explore different types of charts & when to use them

# Quality Tool Tutorials



- Quick and easily digestible "refreshers" on basic QI elements
- All videos are under 10 minutes long
- Broken down into individual topics taught in other QI Education offerings
- Appropriate for anyone
- Offered online, on-demand



# Quality Tool Tutorials

- What is QI? Why Do We Do It?
- Affinity Diagrams
- Aim Statements
- Brainstorming Options
- Building a QI Team
- Cause & Effect Diagrams
- Cause Analysis & 5 Whys
- Control Charts
- Data Sources, Considerations and Cautions
- Healthcare Failure Mode & Effect Analysis (HFMEA)
- Impact/Effort Matrix, Multi-Voting, and Parking Lots
- Key Driver Diagram
- Outcome, Process and Balancing Measures
- Pareto Charting
- Pivot Tables
- Plan, Do, Study, Act (PDSA) Cycles
- Process Maps
- Project Scoping

# QI Bootcamp



- **1- full day** training on QI methods/tools
- **Learn / Do / Teach** Model
- Attendees are grouped into **work teams** of 5-6 people
- Each team does **hands-on work** on 1 clinical challenge
- Teams work through **8-Steps** of a QI Project
- Offered live, **in-person**
- Released **externally** in 2024



## Examples of Clinical Challenges Tackled During and Beyond QI Bootcamp

# QI Bootcamp

- DASH patients have a tough time getting routine bloodwork completed on-time, impacting their disease management.
- Completion of HEDIS Combo II vaccines for 13-year-olds is low amongst our patient population.
- Visual Acuity Exams are not always completed prior to consult.
- Berlin patients have a prolonged length of stay in the CICU.
- Patients requiring surgery are experiencing delays obtaining dental clearance.
- There is a reported increase in cast-related skin concerns in patients with waterproof casts.

# QLA

- Quality Leadership Academy aims to further develop leaders with knowledge and skills to **measure, evaluate, and improve clinical outcomes** using **quality** and safety **methodologies**.
- Most in-depth quality training: 12 sessions over 8 months
- Requires participants to **submit, complete,** and **present** a QI project to Senior Leadership
- Appropriate for (potential) leaders with an interest in QI and oversight of clinical responsibilities
- Re-released externally in 2024

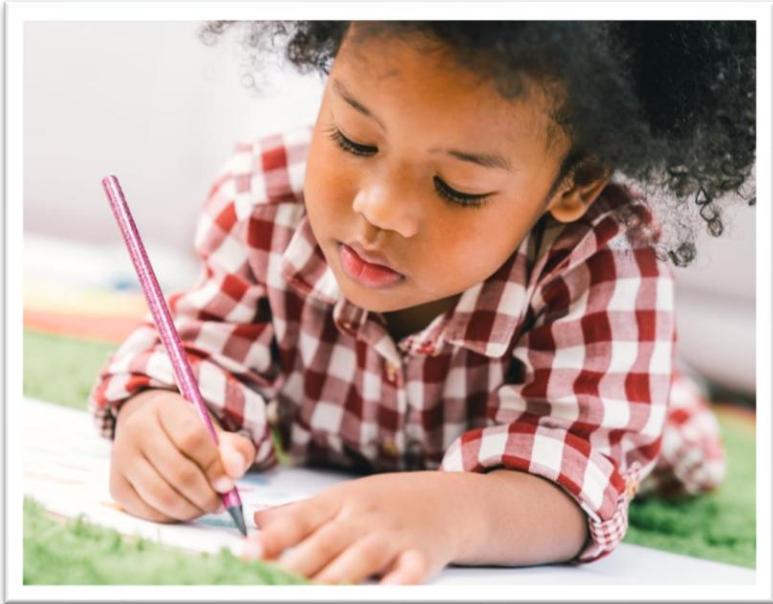


# QLA

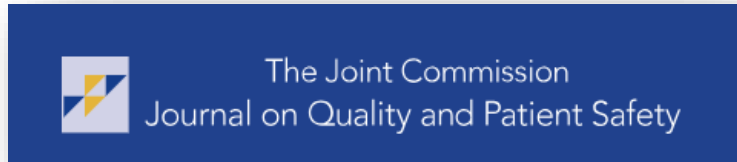
- Trained around 500 employees, with nearly 100 external partners
- Topics like:
  - Individual, Team, & Organizational Accountability,
  - Behavioral Economics,
  - Simulation: A Strategy to Improve Patient Safety and Quality
  - Innovation & Leadership



# QIPP



- Quality Improvement Publishing Program
- 10-session course designed to educate leaders about QI writing through **hands-on coaching** to submit publishable manuscripts
- Appropriate for those that have already completed a **successful project** and a plan to publish QI in the future as well
- To be released externally in 2025



Center for  
Clinical Excellence



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# Key Learnings

- Make It Fun, Relatable, Hands-On
- Supporting materials
- Collect Data
- Cater to Your Audience
  - Format, style





# Key Learnings

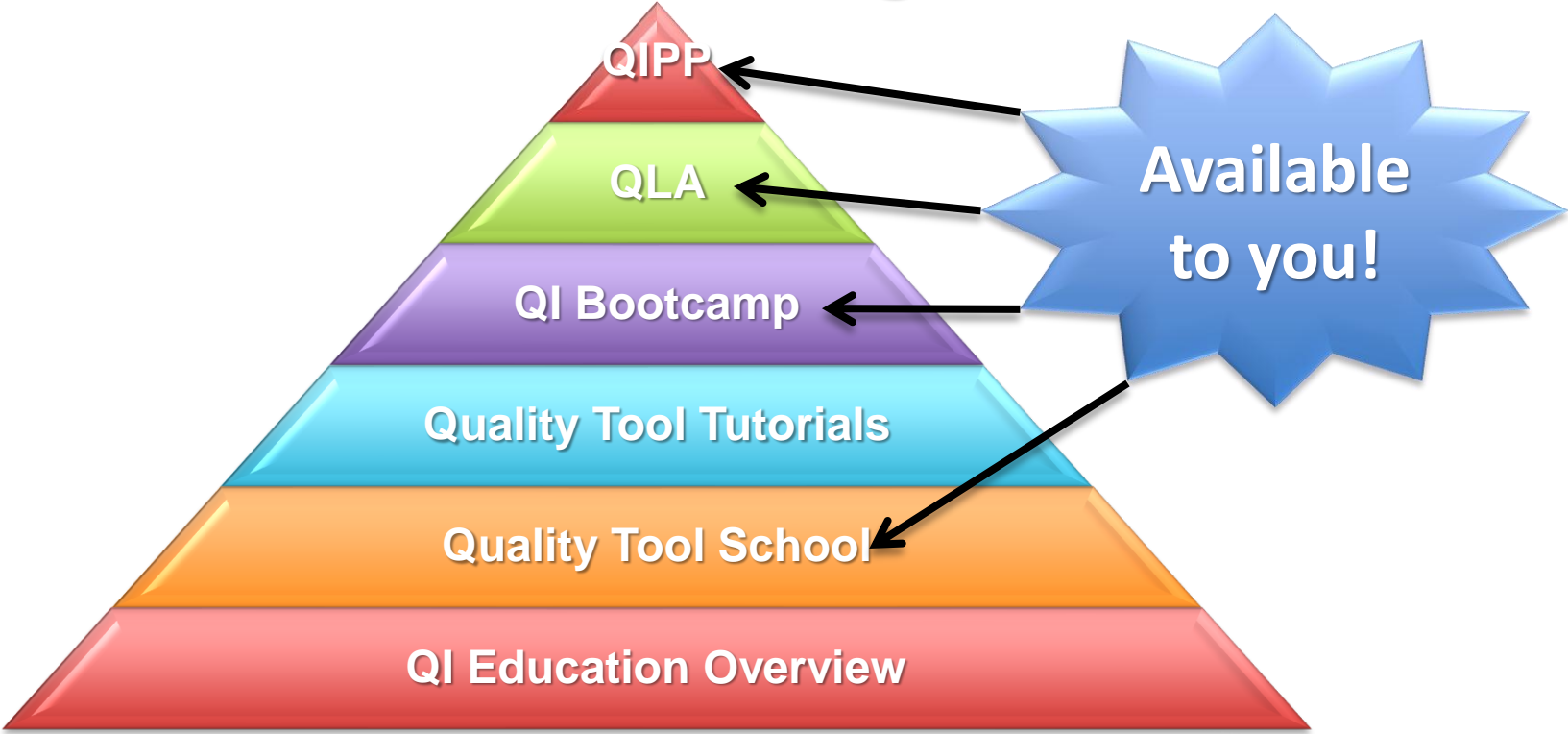
- Pair Expertise
  - QI + Education
- External Validation Advances
- Lean on Your Resources



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# Where to begin



# Where to Find More Information

Safety

[Clinical Outcomes](#)

Population Health

Equity

Experience

Education Offerings

## Education Offerings

As nationally recognized leaders, Nationwide Children's Hospital celebrates many achievements within the Center for Clinical Excellence, one of them being our Quality Education offerings. After successfully training thousands of internal employees and external partners on QI science, we have expanded our opportunities to partner with and share our expertise with other organizations across the globe.

Here are our current educational opportunities:

- [Quality Tool School \(QTS\)](#) *\*Coming soon!*
- [Quality Improvement Bootcamp](#)
- [Quality Leadership Academy \(QLA\)](#)
- [Quality Improvement Publishing Program \(QIPP\)](#) *\*Coming soon!*

[Nationwidechildrens.org/impact-quality](https://nationwidechildrens.org/impact-quality)

# Questions?

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