

Building an Operational Quality Enterprise for Radiation Oncology: Approaches, Tools, and Techniques

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Disclosure Slide

DISCLOSURE

I, Jennifer Willyard, have no commercial relationships to disclose.

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Goals For This Session

- “The Pragmatic Visionary” Mindset
- Bringing Visibility, Transparency, and Accountability to a Quality Enterprise
- Example Tools and Techniques

The Pragmatic Visionary

Leaders are needed because
things change

The Pragmatic Visionary

Change can be derailed by two dialectical tensions

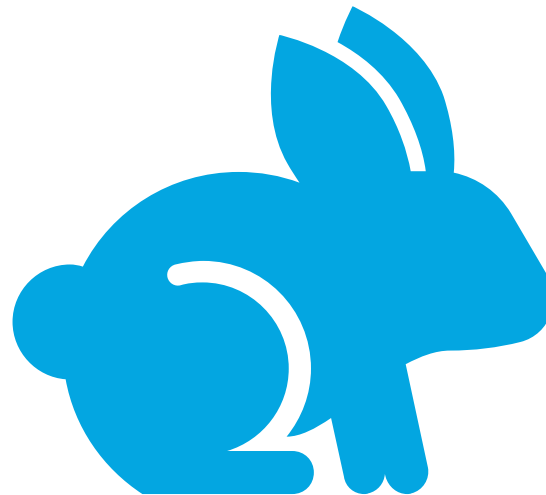


“Everything’s Connected!”



The Pragmatic Visionary

Change can be derailed by two dialectical tensions



“More Detail!”

The Pragmatic Visionary

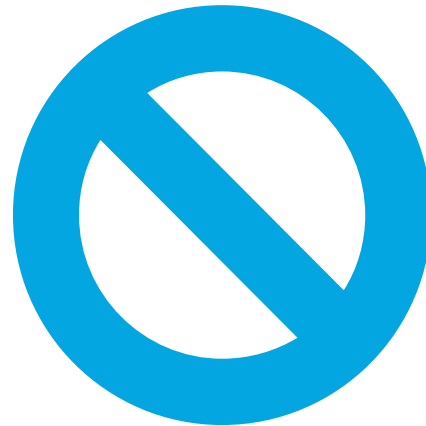
Change can be derailed by two dialectical tensions



“Let’s Start Over!”

The Pragmatic Visionary

Change can be derailed by two dialectical tensions

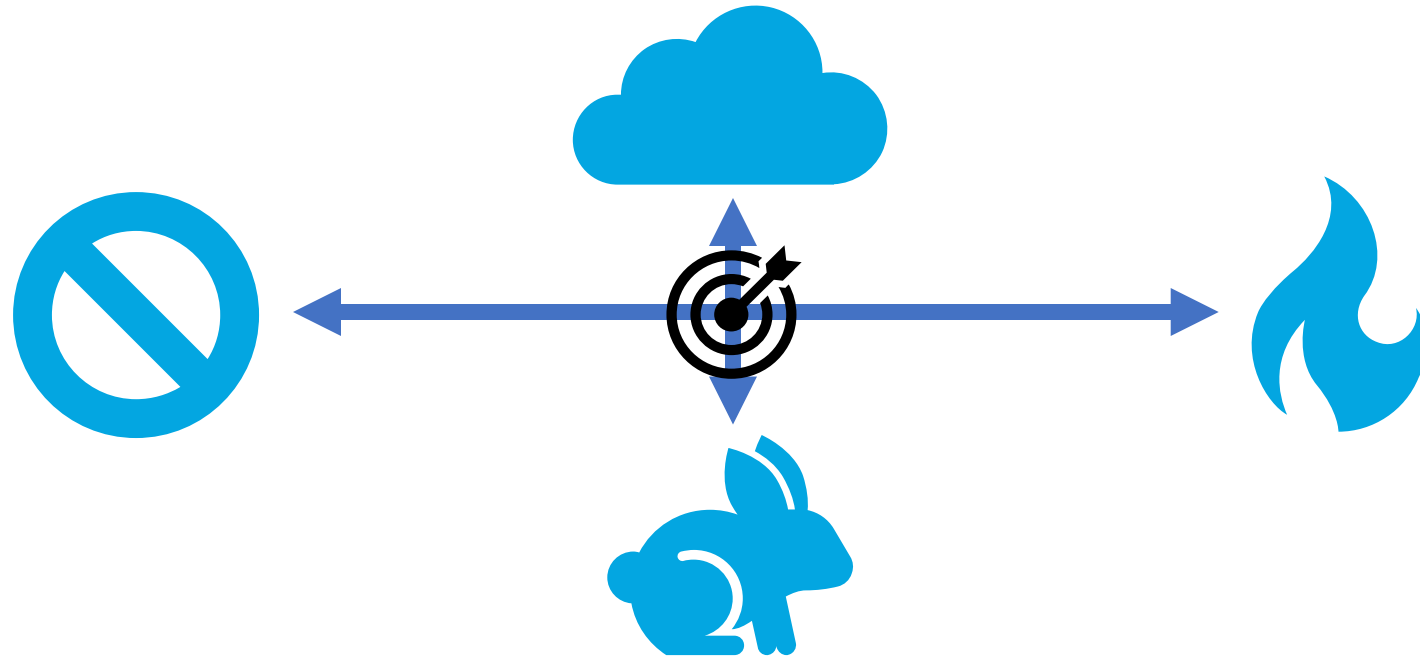


“Don’t Break the Build!”



The Pragmatic Visionary

Change can be derailed by two dialectical tensions



The Pragmatic Visionary

How do we overcome these tensions?

- Visibility
- Transparency
- Accountability

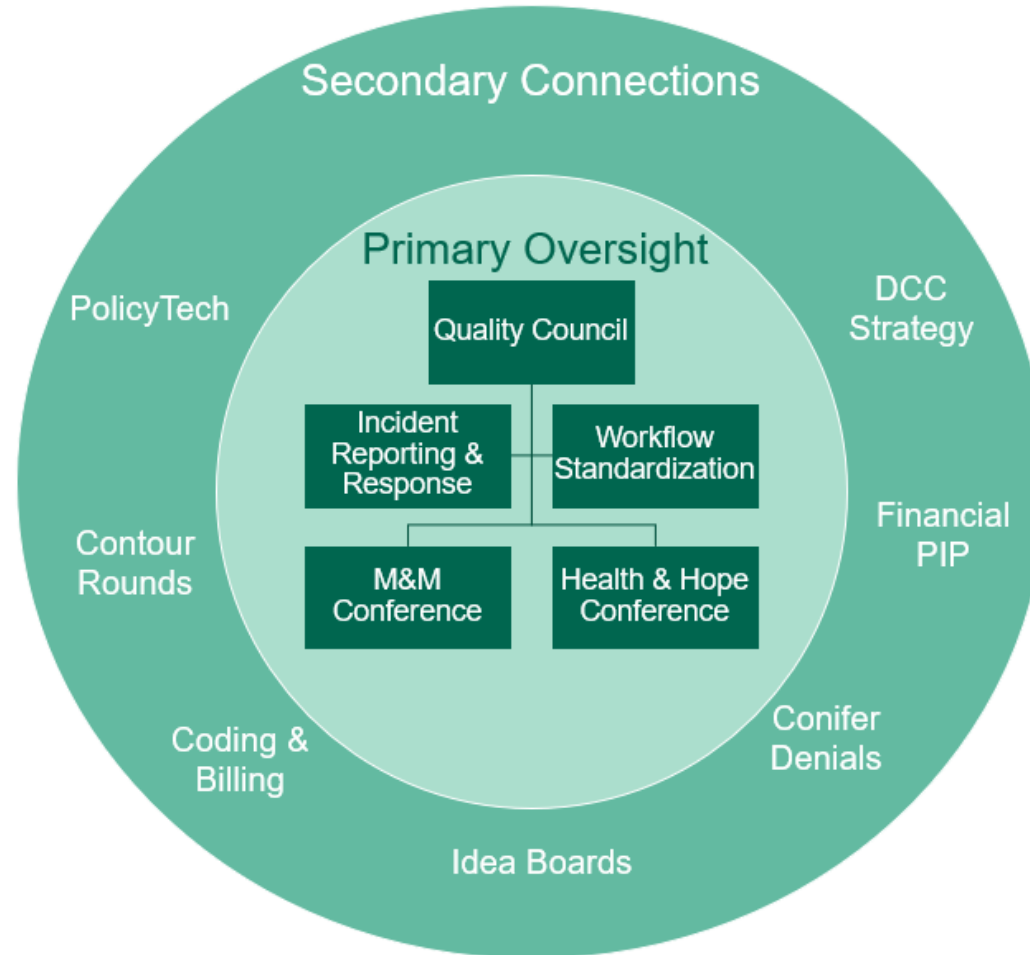
Operational Quality Enterprise

Using Visibility, Transparency, and Accountability to Build a Quality Enterprise

Building an Operational Quality Enterprise for Radiation Oncology: Approaches, Tools, and Techniques



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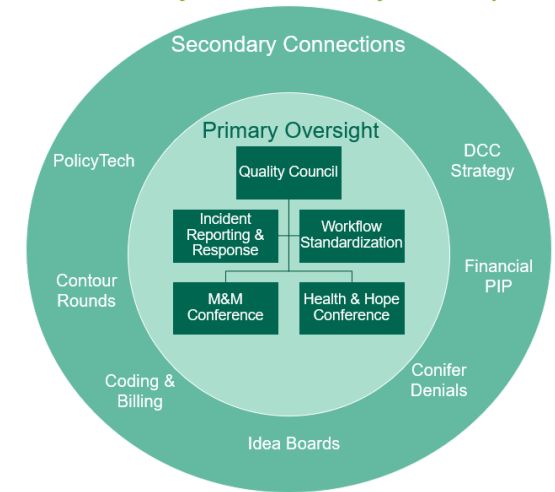


Operational Quality Enterprise

Quality Council

- **Visibility:**
 - Scope/governance presented at inaugural Quality Council Meeting
 - Department-wide Quality Council meeting held quarterly
 - Operational/clinical leader dyad named as chairs

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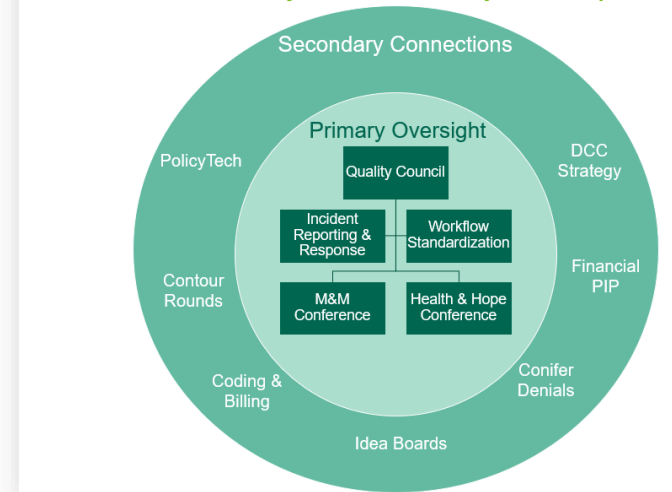


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Operational Quality Enterprise

Quality Council

- Transparency:
 - Defined members, purpose, and deliverables of each area of primary oversight
 - Defined connections for secondary functions
 - Standard updates at every Quality Council meeting:
 - All core functions
 - Select secondary functions



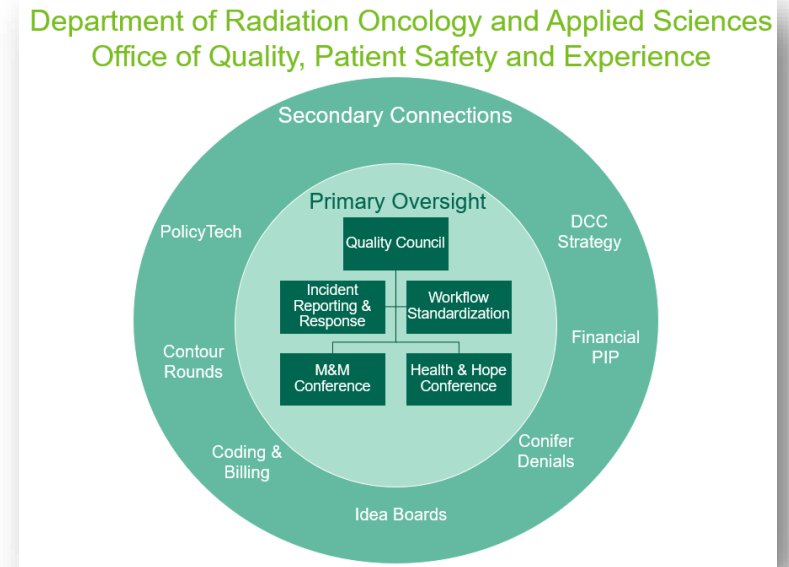
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Operational Quality Enterprise

Quality Council

- **Accountability:**
 - Example handout
 - Example slide



Operational Quality Enterprise

Tools and Techniques: Examples from Quality Council

Core Function: Incident Reporting and Response

- Tools and Techniques:
 - All new OWLS submissions entered into IRR Smartsheet board
 - Assigned an owner for investigation prior to IRR discussion
 - Presentation at IRR:
 - Additional details
 - Whether procedures exist/were followed
 - Resolution ideas generated and owner identified
 - Communication back to submitter
 - Automated request for updates

Core Function: Incident Reporting and Response

- Key Accomplishments:
 - Over 175 resolutions to OWLS submissions closed (225 total submissions since March 2023)
 - Dedicated workgroups created:
 - Sim QI roadmap (2 projects launched with PM support)
 - Elevated need for electronic consents (RadOnc pilot underway)
 - Huddle revamp (project team being built with PM and QA support)
 - “No fly” policy under development (with PM and QA support)
 - Satisfaction survey distributed to staff, analyzing results

Core Function: Workflow Standardization

- Key Accomplishments:
 - 19 submissions since August 2023
 - 10 completely closed
 - 4 with unresolved questions/concerns
 - 5 updated being actively worked
 - Improved monitoring and documentation

Secondary Connection: IDEA Board

- Tools and Techniques:
 - Poster with QA code posted around department
 - Opens a form that pushes to Smartsheet
 - New submissions reviewed during biweekly leadership meeting
 - Status notes regarding existing submissions entered during meeting or in advance using an automated prompt for updates

Secondary Connection: IDEA Board

- Key Accomplishments:
 - 29 total submissions since June 2023
 - 13 warranted action and are complete
 - 3 aligned with existing RadOnc initiatives (huddle, sim QI)
 - 9 in analysis, prep, or active work phases
 - 3 “not now” ideas
 - 1 not yet reviewed
 - Plans for increased visibility of board in department

Summary

- Be prepared to sponsor work
- Enhance visibility, transparency, and accountability
- Use automation wherever you can to reduce dependence on manual, person-dependent processes
- Quality is not immune from continuous improvement

Thank you!

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