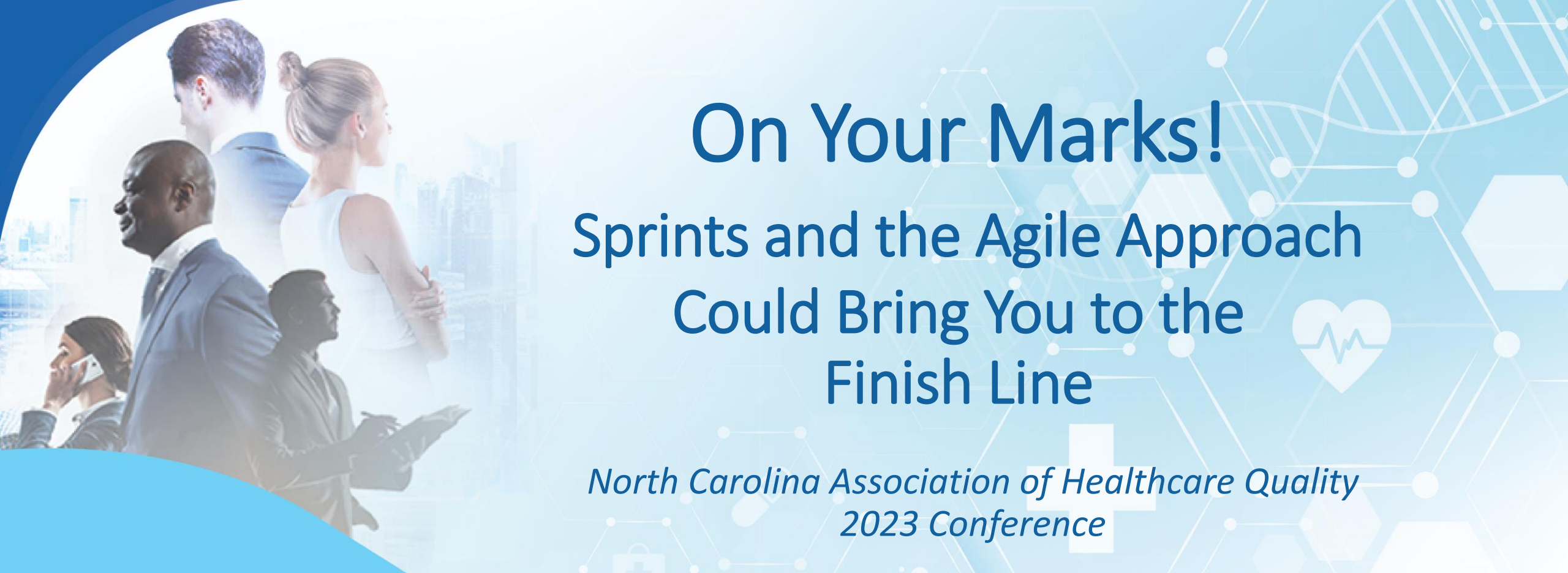




On Your Marks!

Sprints and the Agile Approach Could Bring You to the Finish Line

*North Carolina Association of Healthcare Quality
2023 Conference*



The Carolinas Center
for Medical Excellence



Welcome and Introductions

- Steven Martin – MHA, CPHQ, FACHE, President & CEO of The Carolinas Center for Medical Excellence (CCME)
- Leigh Anne Singleton – M Ed, BS, CSM, Pivot Results Consulting LLC



The CCME Story and Strategic Plan

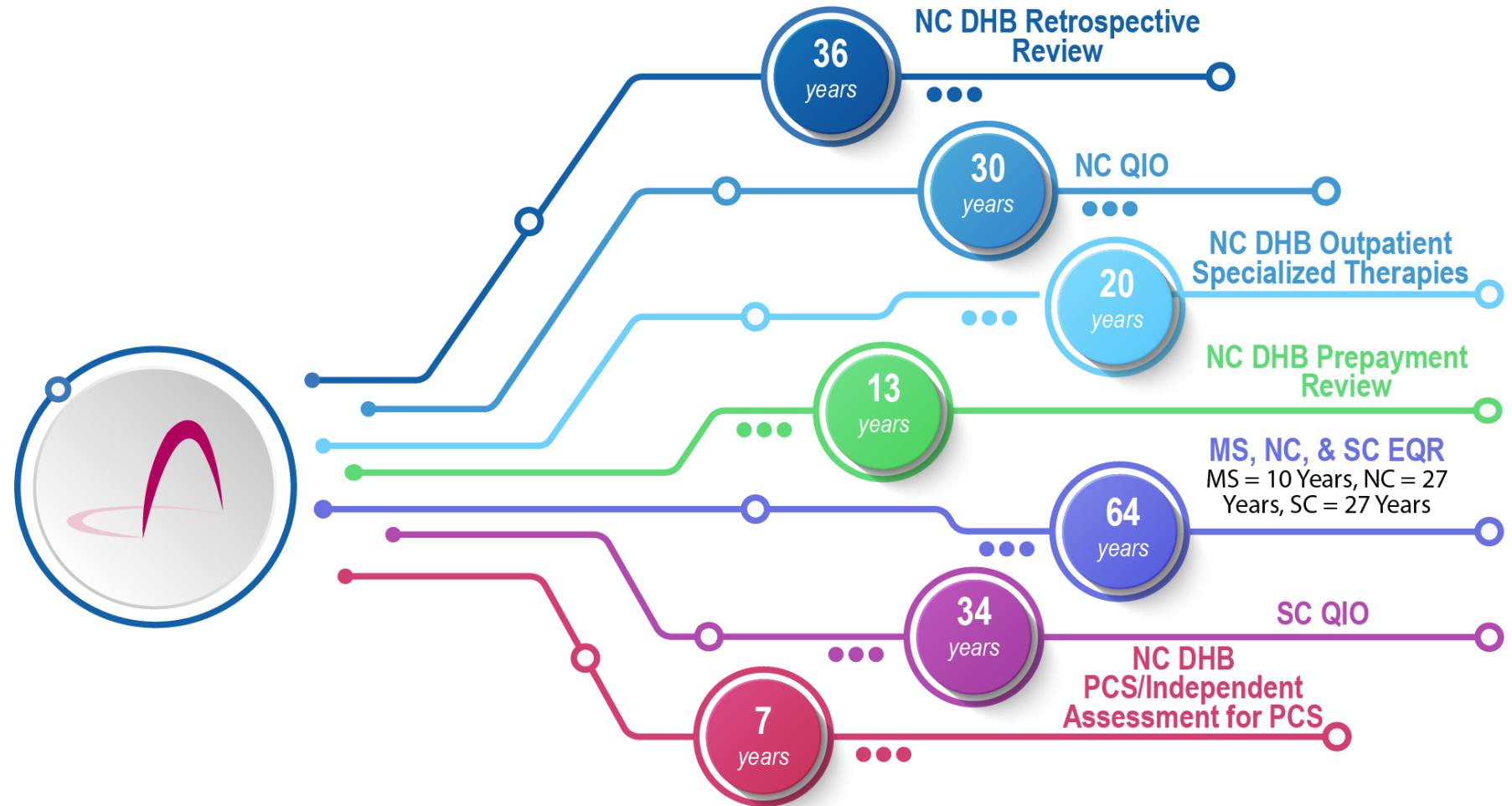
Who We Are

- Formed in 1983, in North Carolina and South Carolina
- Quality Improvement Consultancy
 - ❖ Federal journey
 - Professional Review Organization (PRO)
 - Medical Review of North Carolina (NC)
 - Carolina Medical Review (SC)
 - Quality Improvement Organization (QIO)
 - Health Quality Innovation Network (HQIN)
 - Network of Quality Improvement and Innovation Contractor (NQIIC)
 - Hospital Quality Improvement Contractor (HQIC)
 - ❖ State support
 - Oversight of various Medicaid programs
 - Mississippi, North Carolina, and South Carolina



Partners in Success

- Broad range of healthcare quality
- Experts in program improvement services
- 40+ years of experience



Current Weather Forecast

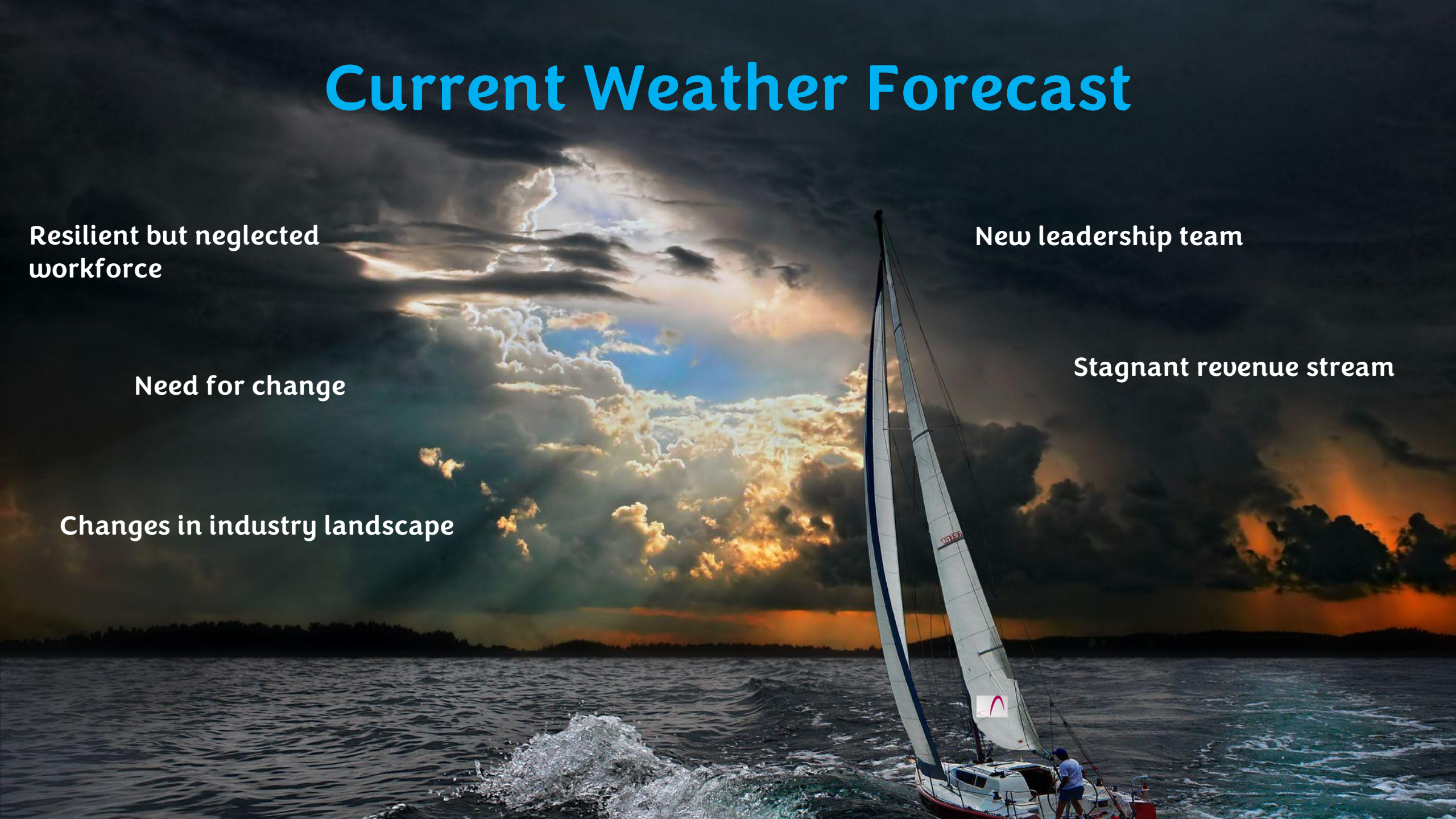
Resilient but neglected
workforce

New leadership team

Need for change

Stagnant revenue stream

Changes in industry landscape



What We're Going To Do

OUR GOAL

We're expanding our capabilities and services to create strong partnerships and forge new possibilities in the delivery of care and improving health in our communities.



Evolve CCME's service lines to create a nimbler, more sustainable platform in pursuit of our mission and vision.



Optimize operations and the systems to support the evolution of our service lines.



Elevate visibility and awareness of CCME's new value proposition to diversify and increase revenue.

A Quality Process Approach: Applied to an Organizational Strategic Plan

The Agile Approach

OUR PATH

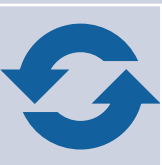
*An iterative (repetitive) approach to delivering a project, focusing on the early and continuous delivery of **value** with constant feedback loops.*



Customer-centered approach-
focusing on individuals and
interactions



Increases project visibility and
accountability



Faster feedback cycles = the
ability to manage changing
priorities



Fosters collaboration between
team members. Provides the
opportunity for consistent
communication among
stakeholders

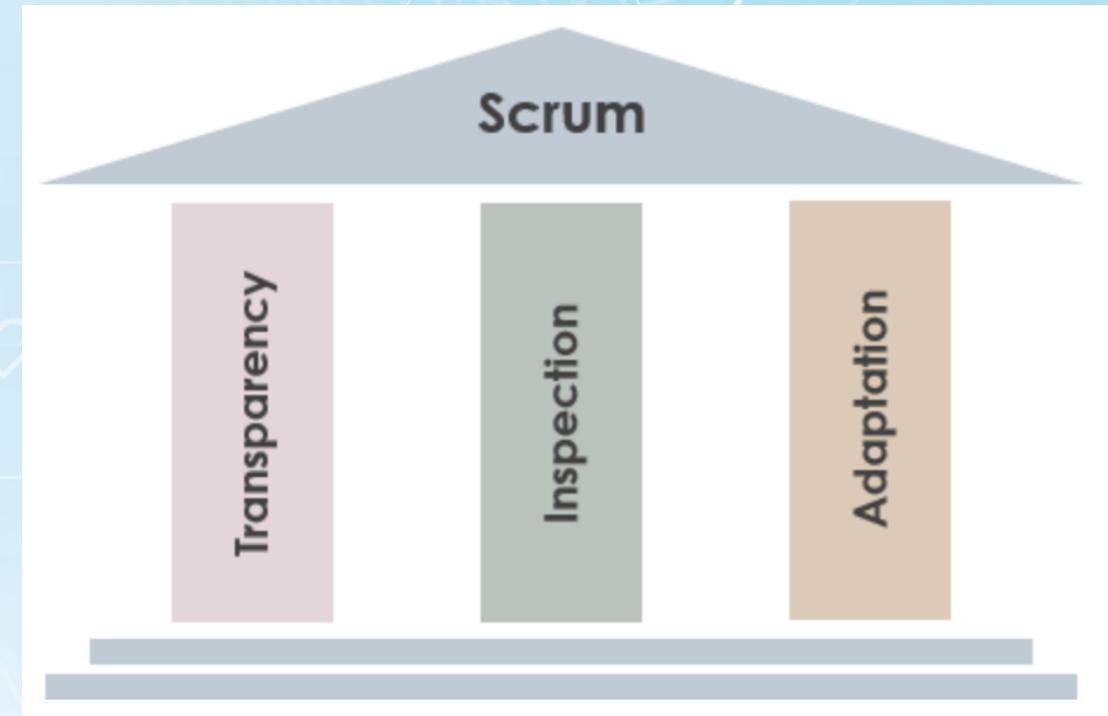
The Scrum

Scrum: An agile framework where a small, cross-functional team works in incremental efforts to build large projects.

Transparency: Visibility to every aspect of the process, better collaboration

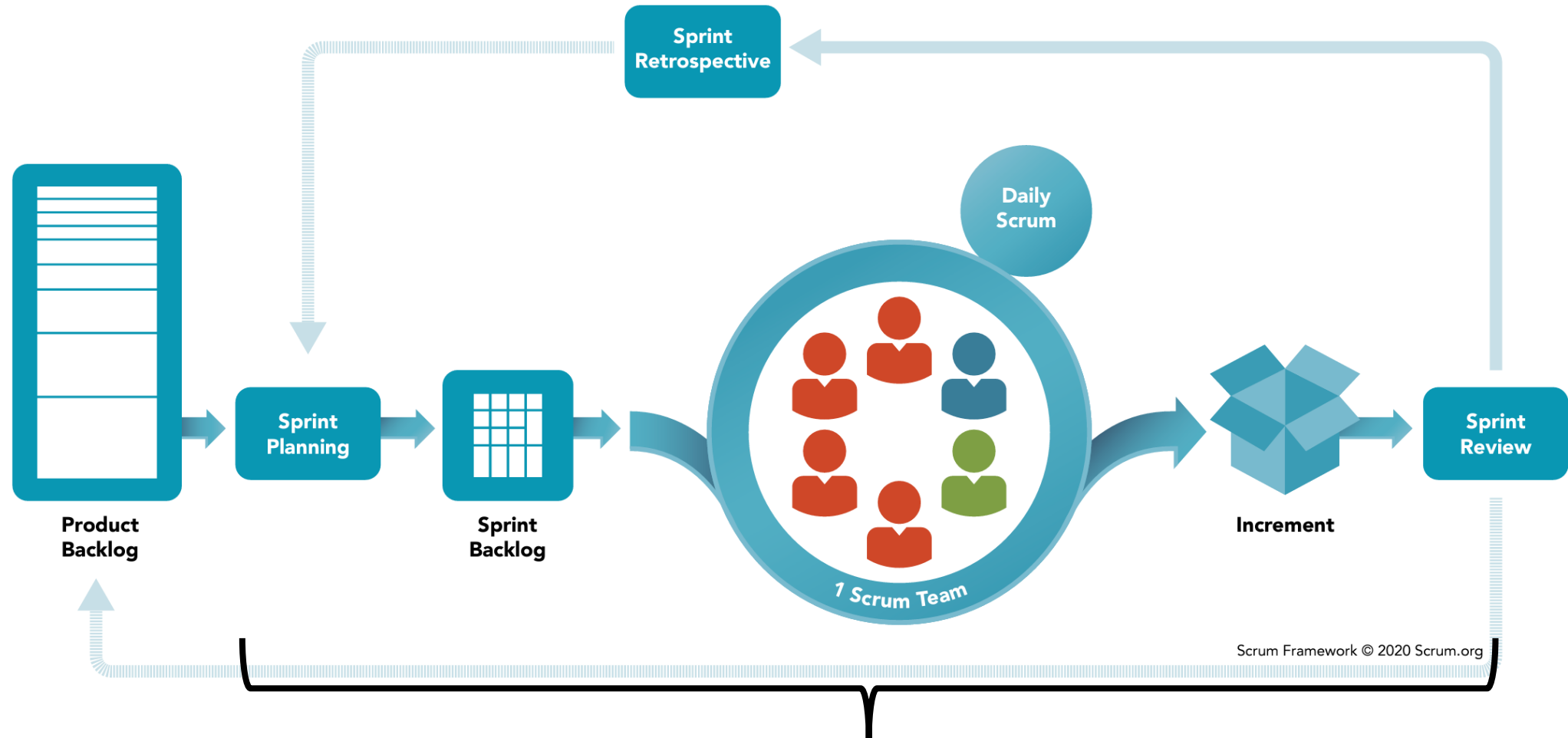
Inspection: Always looking for value and ways to *improve* our path to our goals and objectives

Adaptation: Embrace change and adapt to continuously improve in an ever-changing world



Three pillars uphold every implementation of the Scrum process

Scrum Framework



A **sprint** is a set period of time—usually 2 to 4 weeks—to complete a set of tasks

Technology and Tools

Using technology and tools to ensure transparency, collaboration, and communication:

- Microsoft Teams
- Smartsheet tool
 - Card view to visualize workflow
 - Dashboard for real-time summary of progress

smartsheet

File Automation Forms

Q1 Strategic Plan Project ☆

Card View Filter Off All Levels View by Status

Uncategorized (100)	Not Started (11)	In progress (7)	Complete (0)	Retired (104)
	2CT2 Explore available application... Integrate Salesforce with a bulk email product SD STEVE DILLE 10d 03/17/23 03/30/23	1BT6 Develop system to evaluate ... Develop document describing the Business D... CP CHERYL POWELL 10d 03/17/23 03/30/23		
	2BT3 Build a collaboration plan for ... Review the Role of Acade... partner with Priscilla and fi... KAREN SOUTHARD 10d 03/31/23 04/13/23	Untitled "Intro to AM (Client Retention And Expansion) ... CA CHRIS AIELLO 10d 03/17/23 03/30/23		
	Untitled Define the Debriefing Process Form for proposal... CA CHRIS AIELLO 10d 03/31/23 04/13/23	2BT3 Build a collaboration plan for ... Schedule a demo for the QIO team and provide a Q&A fo... KAREN SOUTHARD 10d 03/31/23 04/13/23		
	2CT3 Plan for system operational s... Create a Foundation grant	2CT1 Map data flow and assess ga... Change SharePoint to make		

Technology and Tools, continued

Strategic Plan Implementation Project

Overview

Strategic Plan Project

Start 02/06/23

End Date 08/30/24

**Sprint 4
Tasks**

18

**Tasks Year
to Date**

135

Avg Task Completion/Sprint

26

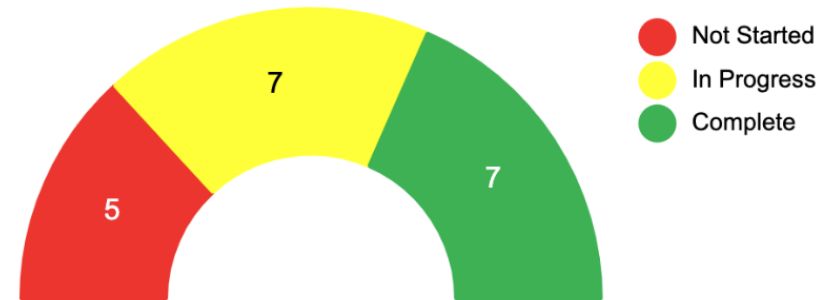
Task Completion/Sprint

89%

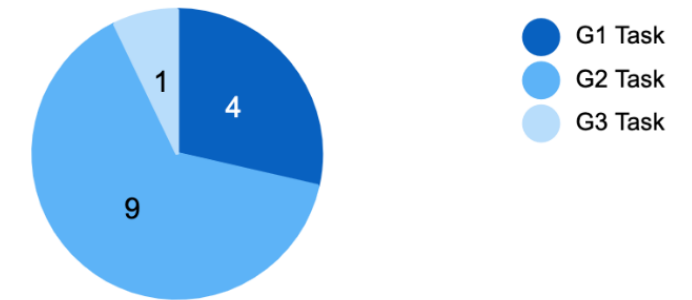
Avg Tasks Not Completed

3.25

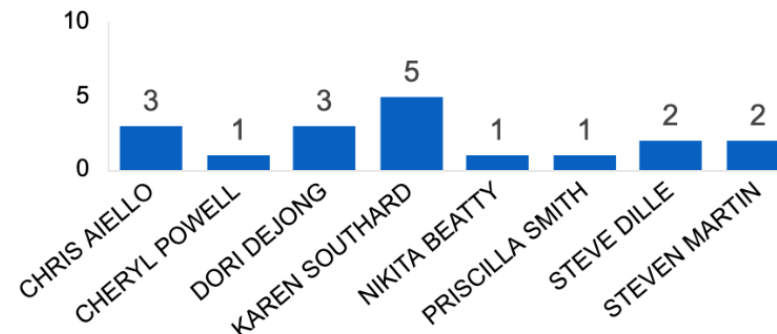
Sprint 5 Task Status



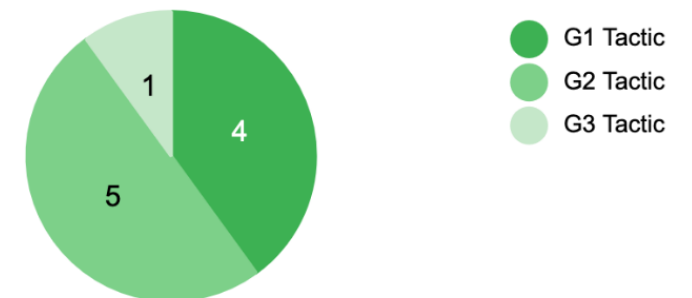
Number of Tasks per Goal



Sprint Task Assignment



Number of Tactics per Goal this Sprint



Sprinting the Way to Success

- **Collaborate**
 - ❖ Communicate often as a team
- **Deliver**
 - ❖ Small increments of value to better adapt to a frequently changing world
- **Reflect**
 - ❖ Think about what you've learned in your collaboration and from your deliverables
- **Improve**
 - ❖ Processes, practices, and the directions of your ideas



 **Heart of Agile**

By Alistair Cockburn

What We Learned: Getting Everyone Onboard

- **Awareness** of change needed and realities of impact of change
- **Communications plan:** Be thoughtful about what, when, how often, and to whom to communicate
- **Workforce involvement** in strategic plan tasks: Be aware and thoughtful of workforce capacity to take on extra tasks (ask workforce their interest)
- **Built-in accountability** lends itself naturally to driving change and improvement

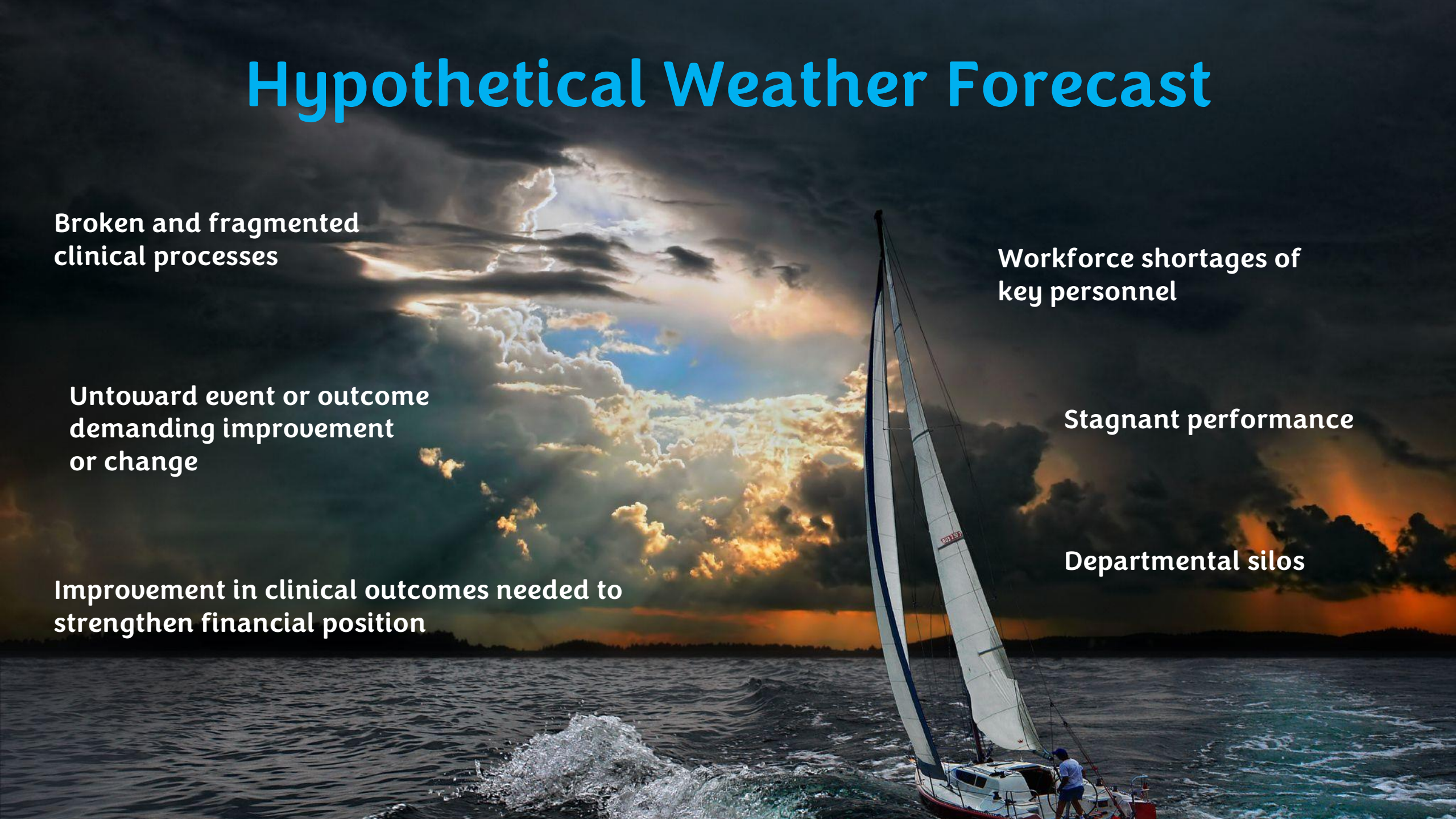
Leveraging this New Approach

Other Applications for CCME

- The plan to leverage the agile process in other ways in the company
 - Already using scrum in CCME QIO work
 - Extend the methodology to future operational projects
 - Apply learnings from this initial work to lead change in the organization
- Could the agile process help you and your company sprint to success?



Hypothetical Weather Forecast



Broken and fragmented
clinical processes

Workforce shortages of
key personnel

Untoward event or outcome
demanding improvement
or change

Stagnant performance

Improvement in clinical outcomes needed to
strengthen financial position

Departmental silos

Applying the Process to Your Organization

- The agile process and your sprint to success
 - Applying the process to:
 - ❖ Process improvement action and implementation plans
 - ❖ Patient safety and root cause analysis process
 - ❖ Any project in need of change implementation

Questions and Answers

Thank you!



The Carolinas Center
for Medical Excellence

40
YEARS