

LET ME KNOW WHICH  
GROUP I SHOULD STOP  
WORKING ON.

ESSENTIAL  
CRITICAL  
MUST-HAVE



# **Establishing priorities**

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# Today's healthcare environment

## *Resources*

People

Funding

Time

## *Demands*

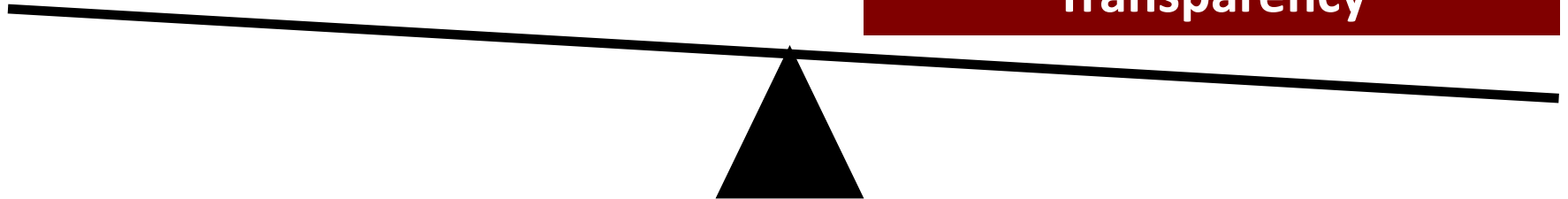
Patient satisfaction

Patient safety

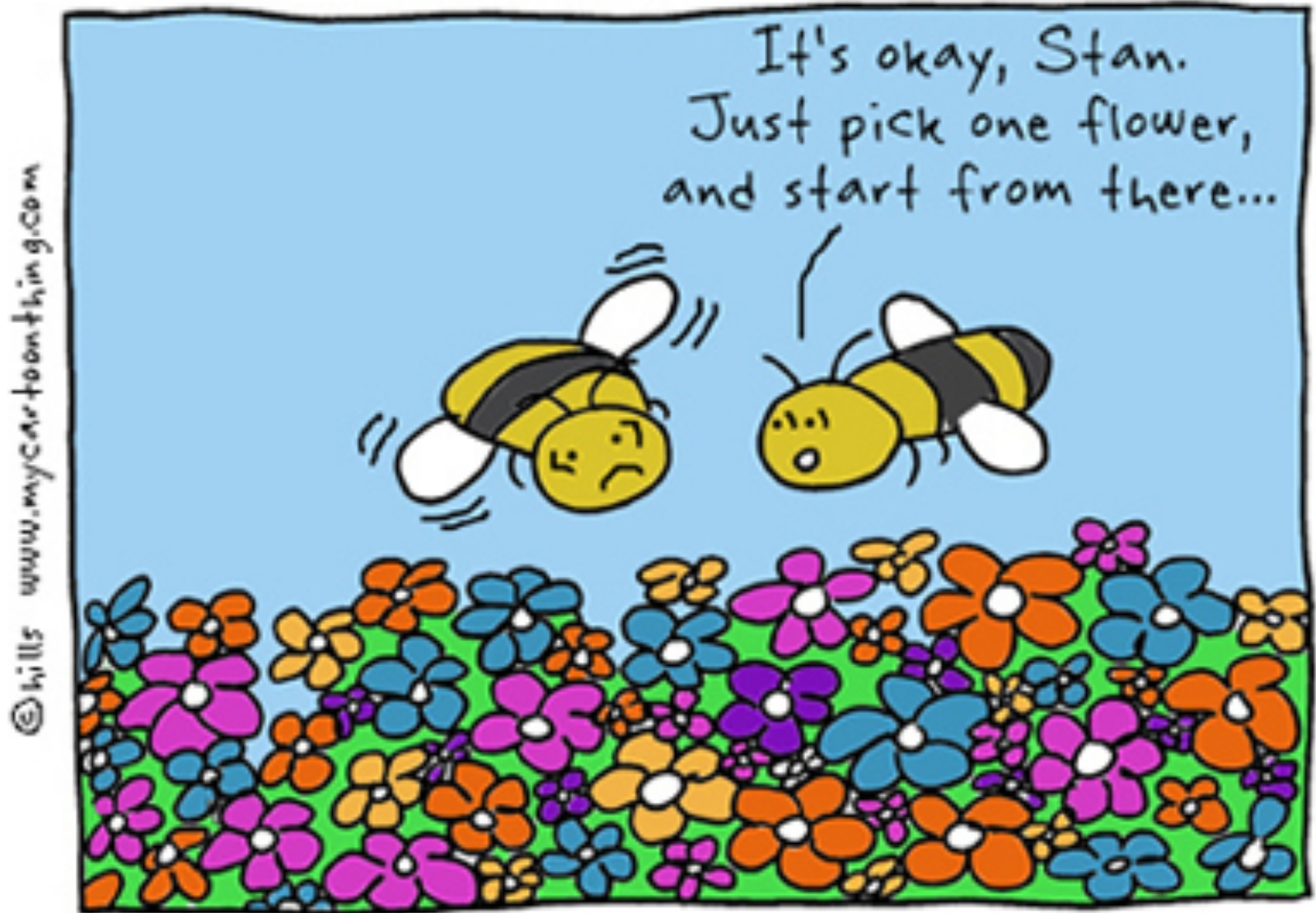
Quality of care

Penalties

Transparency



# Are you feeling like Stan?



# What is a Prioritization Matrix

- Sorts a diverse set of items based on **order of importance**
- Identifies relative importance by deriving a **numerical value for the priority of each item**
- Ranks items based on **criteria** your team deems **important**



"Hunting, gathering.... It's  
so hard to *prioritize!*"

# Benefits of Prioritization Matrix

- Quick & easy
- Structured & **objective**
- Achieve consensus on what to work on first
- Adaptable to many priority-setting needs
  - Projects, services, personal, **PI initiative interventions...**

The sweet spot



## Aim

## Primary Drivers

## Secondary Drivers

**By 6/2020, FPQC participating hospitals will have a 20% decrease in average length of stay<sup>1,2</sup> for infants  $\geq 37$  weeks GA diagnosed with NAS regardless of inpatient hospital location.**

**Caregiver engagement**

**Nonpharmacologic treatment**

**Pharmacologic treatment**

**Safe discharge**

Educate staff and providers on trauma-informed care, psychology of addiction, and communication methods

Educate the primary caregiver for each NAS infant

Assess primary caregiver perception of communication prior to hospital discharge using standardized FPQC survey

Assess duration of rooming-in

Determine rates of any breastfeeding or MOM intake on day of life 3 and day of discharge to home

Comply with a standardized NAS guideline including use of recommended initial drug and dose, and medication weaning

Achieve  $\geq 90\%$  inter-rater reliability on NAS scoring tool

Comply with all elements of FPQC's safe discharge care plan for NAS infants

<sup>1</sup> Baseline length of stay pending – derived from an average of each hospital's baseline LOS

<sup>2</sup> Length of stay starts with date of birth and ends with discharge to home.

# 1. Determine interventions to be evaluated

- Left column: Potential interventions
- List secondary drivers from Key Driver Diagram

Intervention						
+ or -						
Education: Staff						
Education: caregiver						
Caregiver survey						
Rooming-in						
Breastfeeding						
Standardized guideline						
Inter-rater reliability						
Safe discharge care plan						

## 2. Determine your criteria & rating scale

- What is important to you? (Choose 2-6 criteria)
- Consider criteria in relation to your initiative's aim

Importance	Resource intensity
Mandate	Resistance
Value to customer	Complexity
Strategic alignment	



## 2. Determine your criteria & rating scale

- What is important to you? (Choose 2-6 criteria)
- Consider criteria in relation to your initiative's aim

Importance	Resource intensity
Mandate	Resistance
Value to customer	Complexity
Strategic alignment	

## 2. Determine your criteria & rating scale

- What is important to you? (Choose 2-6 criteria)
- Consider:
  - Should each value + or – from total numerical value?
  - Should have same number + and - values

Positive criteria	Negative criteria
Importance	Resource intensity
Mandate	Resistance
Value to customer	Complexity
Strategic alignment	

## 2. Determine your criteria & rating scale

Intervention	Importance <i>Rank: 1-10</i>	Customer Value <i>Rank: 1-10</i>	Resource Intensity <i>Rank: 1-10</i>	Resistance <i>Rank: 1-10</i>		
<b>+ or -</b>	<b>+</b>	<b>+</b>	<b>-</b>	<b>-</b>		
Education: Staff						
Education: caregiver						
Caregiver survey						
Rooming-in						
Breastfeeding						
Standardized guideline						
Inter-rater reliability						
Safe discharge care plan						

### 3. Score each intervention using your criteria

- Complete this as a team – more perspectives, consensus

Intervention	Importance <i>Rank: 1-10</i>	Customer Value <i>Rank: 1-10</i>	Resource Intensity <i>Rank: 1-10</i>	Resistance <i>Rank: 1-10</i>		
<b>+ or -</b>	<b>+</b>	<b>+</b>	<b>-</b>	<b>-</b>		
Education: Staff						
Education: caregiver						
Caregiver survey						
Rooming-in						
Breastfeeding						
Standardized guideline	<b>+ 10</b>					
Inter-rater reliability						
Safe discharge care plan						

### 3. Score each intervention using your criteria

Intervention	Importance <i>Rank: 1-10</i>	Customer Value <i>Rank: 1-10</i>	Resource Intensity <i>Rank: 1-10</i>	Resistance <i>Rank: 1-10</i>		
<b>+ or -</b>	<b>+</b>	<b>+</b>	<b>-</b>	<b>-</b>		
Education: Staff	<b>+ 7</b>					
Education: caregiver	<b>+ 6</b>					
Caregiver survey	<b>+ 5</b>					
Rooming-in	<b>+ 9</b>					
Breastfeeding	<b>+ 3</b>					
Standardized guideline	<b>+ 10</b>					
Inter-rater reliability	<b>+ 8</b>					
Safe discharge care plan	<b>+ 4</b>					

### 3. Score each intervention using your criteria

- “Customer” definition may change based on driver being evaluated. Team should have consensus on who “customer” is.

Intervention	Importance <i>Rank: 1-10</i>	Customer Value <i>Rank: 1-10</i>	Resource Intensity <i>Rank: 1-10</i>	Resistance <i>Rank: 1-10</i>		
<b>+ or -</b>	<b>+</b>	<b>+</b>	<b>-</b>	<b>-</b>		
Education: Staff	<b>+ 7</b>					
Education: caregiver	<b>+ 6</b>					
Caregiver survey	<b>+ 5</b>					
Rooming-in	<b>+ 9</b>	<b>+ 10</b> (caregiver)				
Breastfeeding	<b>+ 3</b>					
Standardized guideline	<b>+ 10</b>					
Inter-rater reliability	<b>+ 8</b>					
Safe discharge care plan	<b>+ 4</b>					

### 3. Score each intervention using your criteria

Intervention	Importance <i>Rank: 1-10</i>	Customer Value <i>Rank: 1-10</i>	Resource Intensity <i>Rank: 1-10</i>	Resistance <i>Rank: 1-10</i>		
<b>+ or -</b>	<b>+</b>	<b>+</b>	<b>-</b>	<b>-</b>		
Education: Staff	<b>+ 7</b>	<b>+ 8</b> (staff)	<b>- 4</b>	<b>- 3</b>		
Education: caregiver	<b>+ 6</b>	<b>+ 5</b> (caregiver)	<b>- 5</b>	<b>- 7</b>		
Caregiver survey	<b>+ 5</b>	<b>+ 6</b> (caregiver)	<b>- 6</b>	<b>- 5</b>		
Rooming-in	<b>+ 9</b>	<b>+ 10</b> (caregiver)	<b>- 10</b>	<b>- 2</b>		
Breastfeeding	<b>+ 3</b>	<b>+ 3</b> (infant)	<b>- 8</b>	<b>- 6</b>		
Standardized guideline	<b>+ 10</b>	<b>+ 9</b> (staff)	<b>- 7</b>	<b>- 8</b>		
Inter-rater reliability	<b>+ 8</b>	<b>+ 4</b> (staff)	<b>- 2</b>	<b>- 4</b>		
Safe discharge care plan	<b>+ 4</b>	<b>+ 7</b> (infant)	<b>- 1</b>	<b>- 1</b>		

## 4. Prioritize the list of potential interventions

- Total scores – negative scores are possible
- Prioritize in far left column

Intervention	Importance <i>Rank: 1-10</i>	Customer Value <i>Rank: 1-10</i>	Resource Intensity <i>Rank: 1-10</i>	Resistance <i>Rank: 1-10</i>	SCORE	
<b>+ or -</b>	<b>+</b>	<b>+</b>	<b>-</b>	<b>-</b>		
Education: Staff	<b>+ 7</b>	<b>+ 8</b> (staff)	<b>- 4</b>	<b>- 3</b>	<b>+ 8</b>	
Education: caregiver	<b>+ 6</b>	<b>+ 5</b> (caregiver)	<b>- 5</b>	<b>- 7</b>	<b>- 1</b>	
Caregiver survey	<b>+ 5</b>	<b>+ 6</b> (caregiver)	<b>- 6</b>	<b>- 5</b>	<b>0</b>	
Rooming-in	<b>+ 9</b>	<b>+ 10</b> (caregiver)	<b>- 10</b>	<b>- 2</b>	<b>+ 7</b>	
Breastfeeding	<b>+ 3</b>	<b>+ 3</b> (infant)	<b>- 8</b>	<b>- 6</b>	<b>- 8</b>	
Standardized guideline	<b>+ 10</b>	<b>+ 9</b> (staff)	<b>- 7</b>	<b>- 8</b>	<b>+ 4</b>	
Inter-rater reliability	<b>+ 8</b>	<b>+ 4</b> (staff)	<b>- 2</b>	<b>- 4</b>	<b>+ 6</b>	
Safe discharge care plan	<b>+ 4</b>	<b>+ 7</b> (infant)	<b>- 1</b>	<b>- 1</b>	<b>+ 9</b>	



## 4. Prioritize the list of potential interventions

- Total scores – negative scores are possible
- Prioritize in far left column

Intervention	Importance <i>Rank: 1-10</i>	Customer Value <i>Rank: 1-10</i>	Resource Intensity <i>Rank: 1-10</i>	Resistance <i>Rank: 1-10</i>	SCORE	RANK
<b>+ or -</b>	<b>+</b>	<b>+</b>	<b>-</b>	<b>-</b>		
Education: Staff	<b>+ 7</b>	<b>+ 8</b> (staff)	<b>- 4</b>	<b>- 3</b>	<b>+ 8</b>	<b>2</b>
Education: caregiver	<b>+ 6</b>	<b>+ 5</b> (caregiver)	<b>- 5</b>	<b>- 7</b>	<b>- 1</b>	<b>7</b>
Caregiver survey	<b>+ 5</b>	<b>+ 6</b> (caregiver)	<b>- 6</b>	<b>- 5</b>	<b>0</b>	<b>6</b>
Rooming-in	<b>+ 9</b>	<b>+ 10</b> (caregiver)	<b>- 10</b>	<b>- 2</b>	<b>+ 7</b>	<b>3</b>
Breastfeeding	<b>+ 3</b>	<b>+ 3</b> (infant)	<b>- 8</b>	<b>- 6</b>	<b>- 8</b>	<b>8</b>
Standardized guideline	<b>+ 10</b>	<b>+ 9</b> (staff)	<b>- 7</b>	<b>- 8</b>	<b>+ 4</b>	<b>5</b>
Inter-rater reliability	<b>+ 8</b>	<b>+ 4</b> (staff)	<b>- 2</b>	<b>- 4</b>	<b>+ 6</b>	<b>4</b>
Safe discharge care plan	<b>+ 4</b>	<b>+ 7</b> (infant)	<b>- 1</b>	<b>- 1</b>	<b>+ 9</b>	<b>1</b>

## **Priority Rank**

1. Safe discharge care plan
2. Education: Staff/Provider
3. Rooming-in
4. Inter-rater reliability w/scoring
5. Standardized guideline
6. Caregiver survey
7. Education: Caregiver
8. Breastfeeding or MOM

**Evaluate order  
of priorities &  
determine if  
they make  
sense**

**Use the Prioritization matrix  
worksheet & determine your  
highest priority driver.**