

Applying a Master Project Plan Methodology to Develop an Age-Friendly 4Ms Clinical Documentation Tool

Constance S. Berner^{a,b,1}, Sheila Ochylski^b, Toni Phillips^b, Mary Martin^a

^aWalden University, Minneapolis, Minnesota, USA

^bVA Office of Nursing Informatics, Office of Health Informatics, Washington DC, USA

ORCID ID: Constance S. Berner <https://orcid.org/0000-0001-5857-6465>

Abstract. The issue of lacking standardized organizational guidance is examined in the context of providing patient-centered care to meet the needs of an aging population. Standardization across an integrated organization is increasingly recognized as a social justice concern in the pursuit of equitable and timely healthcare delivery, particularly as the healthcare industry grapples with a severe nursing shortage in the United States. A master project plan methodology (MPPM) was tested to effectively develop an electronic Age-Friendly 4Ms documentation tool using the system development lifecycle (SDLC) framework. The MPPM successfully guided the design and national implementation, achieving an 84% installation rate across 124 facilities within one of America's largest integrated healthcare systems.

Keywords. Age-Friendly 4Ms, mentation, electronic health record, health information systems, standardized documentation, project management, system development lifecycle, and systems thinking.

1. Introduction

The U.S adults over 65 reached 54.1 million, representing 16% of the populace, and estimates project this percentage to increase by the year 2040 [3]. Lean Six Sigma Project Plan, a master project plan (MPP) methodology, to create the Age-Friendly Health Systems (AFHS) 4Ms framework, which contributes to more patient-centric care for people 65 years and older within an integrated health care system. The practice problem addressed was the lack of standardized organizational guidance applying the system development lifecycle framework to develop and implement health information systems (EHR) to capture the essential statistics of a patient's physical and emotional priorities of care, while ensuring optimal workflows support human-computer interface. For more than 30 years, the use of Lean Six Sigma project plan methodologies has promoted standardization and a higher quality of care by reducing waste and streamlining workflows [2].

2. Methods

This quality improvement project utilized a retrospective qualitative data collection method employing data analysis to investigate and track the adoption and adaptation of the Age Friendly 4Ms tool used by clinicians. Planning, analysis, design, testing, implementation, and evaluation are the six stages outlined in the MPPM approach. The

¹ Corresponding Author: Constance Berner, constance.berner@va.gov

MPPM provides a structured framework for project managers and team members to understand the project's objectives, tasks, and dependencies. It serves as a reference point throughout the project lifecycle, helping to monitor progress, manage resources efficiently, and ensure alignment with organizational goals. Following the application of the master project plan methodology, the Age-Friendly 4Ms documentation template was nationally implemented.

3. Results

The Age-Friendly 4Ms tool included 17 discrete reportable elements to facilitate an ongoing adoption monitoring via a national dashboard. Throughout this project, several MPPM milestones were reached. For example, eight 1-hour train-the-trainer office hours reached 255 trainers across the enterprise. The MPP guided the design and national implementation with 84%, which is above the 80% performance indicator for installation across 124 facilities within an integrated health care system within the United States.

Conclusions

A large integrated healthcare organization can successfully become an Age-Friendly Healthcare System by following a master project plan. Early planning, goal setting, and interprofessional collaboration as vital elements for tracking quality improvement accomplishments [1]. This project has transported evidence-based practice to clinicians' fingertips and informs care to promote social change and diversity during an Age-Friendly 4Ms care encounter, advancing population health. Throughout this quality improvement project aimed at advancing best practices, several lessons were learned and used to inform the content of the Master Project Plan (MPPM). For instance, the project's system builder was a volunteer who took a two-week vacation, which delayed the project's go-live timeline. The impact of resource constraints on the project timeline was evident during this vacation period. Another lesson involved the design of communication templates and Excel trackers for pilot test sites, including their respective contact persons for provider champions and system integrators at the six pilot test sites. The MPPM identified future standardization projects will use a discrete data element to trigger when a nationally standardized note template is accessed. Quality initiative implementation projects require a collaborative approach, strong leadership, planning, designing, testing, training, and communication.

Acknowledgements: A special thanks to Kim Church, Dr. Shannon Munro, and Falissa Prout for their leadership, collaboration, and commitment to support an organizational Age Friendly 4Ms Health System.

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