IHI Open School Course Summary Sheet

QI 105: Leading Quality Improvement

Lesson 1: The Four Phases of a Quality Improvement Project

- Quality improvement (QI) projects have four phases:
  - **Innovation**: coming up with new ideas for changes. This is the phase in which teams brainstorm good ideas for changes to test.
  - **Pilot**: testing a change through Plan-Do-Study-Act (PDSA) cycles.
  - **Implementation**: making the change the new standard process in one defined setting.
  - **Spread**: implementing the change in several settings.

- During implementation, the change is “hardwired” into the system.

- **Hardwiring** makes the change permanent, through such tactics as:
  - Documentation
  - Training
  - Addressing supply issues
  - Assigning day-to-day ownership for the new process

- The **Improvement Project Roadmap** from IHI and Richard Scoville helps manage the tasks required at each of the four stages to carry a QI project through to completion.

Lesson 2: Change Psychology and the Human Side of Quality Improvement

- People naturally react differently to change and have different strategies for leading change.
  - It is common for people to initially resist the idea of change.

- Many health care improvement projects come up against one or more of these barriers to change, outlined by author Herbert Kaufman:
  - The expected autonomy or independence of health care workers
- Stability that comes with routine
- An accumulation of policies, procedures, and regulations
- Programmed behaviors
- A limited focus or tunnel vision
- A real or perceived limit on resources

- By identifying the reasons people are resistant to change, QI leaders can determine the best tactic(s) for overcoming that resistance. Some possible approaches include:
  - Sharing data
  - Telling stories
  - Speaking the language of improvement

Lesson 3: Working with Interdisciplinary Team Members

- Different perspectives are critical to a QI project’s success, as is a strong leader who is capable of aligning a multidisciplinary team around a shared purpose.

- Effective improvement teams in health care typically are interprofessional and include members with different types of expertise:
  - Authority within the system
  - Technical expertise
  - Day-to-day leadership

- A four-step evolutionary process for teamwork has been described as follows:
  - Forming
  - Norming
  - Storming
  - Performing

- Some strategies to help align teammates around a common purpose include:
  - Create a team roster.
  - Do exercises in which team members self-identify their strengths.
  - Share stories to establish why the project is personally meaningful.
  - Establish a work plan, and write it down.