Make Improvement Stick

How to Set Up Your Initiatives for Success

Informational Call
Call Agenda

- Welcome and Logistics
- Faculty Introductions
- Why This, Why Now
- Seminar Objectives
- Course Format
- Questions & Answers
Seminar Logistics

All program information can be found online on the IHI.org website:

- In-person learning: April 26-27, 2017
  - Day 1: 8:30 AM – 5:00 PM
  - Day 2: 8:30 AM – 5:00 PM
- Meeting Location: IHI Offices, Cambridge, MA
- Hotel Room Block: Charles Hotel, Cambridge, MA
- Approved for 12.25 CEU Credits
  - MD, Pharma, General Attendance
WebEx Quick Reference

- Please chat questions to “All Participants”
- For technology issues only, please chat to “Host”

Select Chat Recipient
Enter Text

You can mute and unmute your line from here
Where are you joining from?
Program Faculty

Gareth Parry, PhD
Senior Scientist, IHI

Lisa Griffee
Director, Lean Operations, Greater Baltimore Medical Center

Jeffrey Rakover, MPP
Research Associate, IHI

Kedar Mate, MD,
Chief Innovation and Education Officer, IHI

Jesse McCall, MBA
Director, IHI
Why this, why now?

- What we heard from customers like you:
  - Why initiatives fail: lack of planning, insufficient content, no learning system, no evaluation plan
  - Resources for QI are scarce
  - Improvement fatigue is real
  - Sustainability is critical

- Formative evaluation within IHI

- IHI White Paper “Sustaining Improvement”
Who should attend

- People from hospitals, health systems, health ministries, community improvement organizations, and others
- Directors of Quality Improvement and/or Performance Improvement
- Improvement Advisors
- Service Line Managers
Seminar learning objectives

Through participation in this seminar, you and your team will:

- Learn and apply a proven improvement initiative design framework to increase your ability to achieve your goals and sustain your gains

- Understand and apply the core principles of:
  - Quality planning, quality improvement, and quality control
  - Developing and aligning a portfolio of improvement projects
  - Setting ambitious and achievable aims for improvement work
  - Developing a measurement and evaluation strategy
  - Creating and sustaining a culture of high-performance and continuous improvement
  - Managing and coaching frontline improvement teams
  - Spreading successful improvements across your organization
The Juran Trilogy

Quality Control

Quality Improvement

Quality Planning
A Model for Learning and Change

Model for Improvement

- What are we trying to accomplish?
- How will we know that a change is an improvement?
- What change can we make that will result in improvement?

Act
Plan
Study
Do

### Five Core Components: The Model for Improvement

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<tr>
<th>Core Component</th>
<th>Description</th>
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<tr>
<td><strong>1) Goals</strong></td>
<td>Aim Statement</td>
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<td><strong>2) The What:</strong></td>
<td>Content Theory</td>
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<tr>
<td></td>
<td><em>Driver Diagram or Change Package</em></td>
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<td><strong>3) The How:</strong></td>
<td>Execution Theory</td>
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<td></td>
<td><em>Logic Model</em></td>
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<td><strong>4) Data Measurement &amp; Learning</strong></td>
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<td></td>
<td><em>Measurement Plan</em></td>
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<td><strong>5) Dissemination &amp; Spread Plan</strong></td>
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<tr>
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<td><em>Dissemination Plan</em></td>
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**Model for Improvement**

- **What are we trying to accomplish?**
- **How will we know that a change is an improvement?**
- **What change can we make that will result in improvement?**

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**Model Cycle**

- **Act**
- **Plan**
- **Study**
- **Do**
1) Goals: Aims in Practice

We know what we are doing (and not doing)
1) The What: Aims in Practice

Conceptual view of a driver diagram / FIGURE 2

Outcome

Primary drivers

Secondary drivers

Specific change ideas

Change concepts

Aim or outcome

Key leverage points in the system

Idea:
1
2
3
4
5
6
7
8
9
...
N

Concepts:
Concept 1
Concept 2
Concept 3
Concept 4
Concept 5
Concept 6

Specific ideas, concepts and bundles that could generate the desired state

3) The How

- Improvement Team Meetings
- Reporting
- Milestone Review
- Learning Events
- Coaching
- Production of Stuff
- Planning for Spread & Scale
4) Data Measurement & Learning

**Goals**

- O₁
  - P₁₁
  - S₁
  - PDSA₁
- O₂
  - P₁₂
  - S₂
  - PDSA₂
- O₂
  - P₁₃
  - S₃
  - PDSA₃
- O₂
  - P₂₁
  - S₁
  - PDSA₁
- O₂
  - P₂₂
  - S₂
  - PDSA₂
  - P₂₃
  - S₃
  - PDSA₃

**Measure Types**
- O = Outcome Measures
- P = Process Measure
- S = Process Step
- PDSA = Learning cycle measure

Source: Brandon Bennett, Improvement Science Consulting
"It depends. If I am to speak ten minutes, I need a week for preparation; if fifteen minutes, three days; if half an hour, two days; if an hour, I am ready now."
A Learning System

**Design**
Initial Core Components

**Improvement**
Are we where we predicted we would be? If not, how do we amend the Core Components?

**Close-out**
Updated Core Components

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Begin

Review A

Review B

Review C

End

Time
The Juran Trilogy

Quality Control

Quality Improvement

Quality Planning
How Do Leading Organizations Sustain?

- Interviews with 10 leading North American healthcare organizations.
- Three in-depth case studies
- Literature review

“By focusing first on implementing **standard work with frontline clinical units and managers**, such as a charge nurse or team lead, organizations can build a solid ‘bottom-up’ foundation for Quality Control and Quality Improvement that then supports more robust high-performance management at the system level.”

[http://www.ihi.org/resources/Pages/IHIWhitePapers/Sustaining-Improvement.aspx](http://www.ihi.org/resources/Pages/IHIWhitePapers/Sustaining-Improvement.aspx)
Drivers of QC: A ‘Sustainability Model’

Aim: Sustained, effective quality management

P1: Quality Control
- Standardization
- Accountability
- Visual Management
- Problem Solving
- Escalation
- Integration
- ...

P2: Quality Improvement
- Transparency
- Trust

P3: Culture of high-performance management
Who will you learn from?

- Learn from the experience of several organizations that have been on the journey to quality control via leader standard work.
- Lisa Griffee, Director of Lean Operations at Greater Baltimore Medical Center.
- Learn from the experience of several organizations that IHI worked with via an AHRQ contract to test its model; they saw clear improvements in quality and safety via implementation of this model.
Operationalizing the Model

- **Standard work for managers** → Anchored by daily huddles
- **Accountability** → Regular review of safety standard work
- **Visual management** → Visual management boards
- **Problem-solving & escalation** → Introducing standard problem-solving policies and education
- **Integration** → Tracking standard work across the organization and engaging top-level leadership
Learn more before you sign on

- Read the IHI White Paper, “Sustaining Improvement”
- Be in touch with IHI RA Jeff Rakover (jrakover@ihi.org)
- Talk to colleagues about “Lean daily management”
What to expect

- **Pre-work call**
  - Making the case for Improvement
  - Project selection

- **During the workshop**
  - Presentations
  - Discussions
  - Exercises
  - “Real-world” application of theory and methods

- **After the workshop**
  - Peer-to-peer connections
  - Faculty connections
Questions?
Next Steps…

- Cost is $1,975 per person; group discounts and scholarships are available. You can enroll now by copying this link into your browser:
  http://app.ihi.org/events/SelectAttendee.aspx?New=1&EventId=2929

- Book your room at the Charles Hotel by April 4th to receive the discounted rate of $309 per night.

- Still have questions? Email Carly Underwood at cunderwood@ihi.org.