

Improvement Capability 101: Fundamentals of Improvement

Summary Sheet

Lesson 1: Errors Can Happen Anywhere — and to Anyone

- Errors, like the wrong-site surgery at Beth Israel Deaconess, can happen to anyone.
 - The CEO, Paul Levy, investigated, corrected, and apologized instead of blaming, punishing, or covering up. He was transparent about the error.
- According to the National Academy of Science’s Institute of Medicine, between 44,000 and 98,000 Americans die in hospitals each year due to mistakes in their care.

Lesson 2: Health Care Today

- Many health care systems, including the one in the United States, provide expensive care that isn’t distributed equally.
 - With a lot of will — and skill in the area of quality improvement — you can make a dent in these inequalities.
- The Department of Health and Human Services has created a website called Hospital Compare, a powerful online tool to enable consumers to learn about the quality of specific hospitals and compare them to other hospitals.
 - You can find the site at <http://www.hospitalcompare.hhs.gov/>

Lesson 3: The Institute of Medicine’s Aims for Improvement

- In 2001, the IOM released a report, *Crossing the Quality Chasm: Health Care in the 21st Century*, that identified six key dimensions of our health care system and setting aims for each dimension. You can remember the dimensions with the acronym STEEEP:
 - **S**afe, **T**imely, **E**quitable, **E**fficient, **E**ffective, **P**atient-centered

Lesson 4: How to Get from Here to There: Changing Systems

- **Every system is perfectly designed to get the results it gets.**
 - So, logically, the only way to get different results is to change the system.
- W. Edwards Deming and Walter Shewhart are known as the founders of the Science of Improvement.
- Deming’s System of Profound Knowledge is a simple way of understanding the key aspects of any system that you need to think about if you want to bring about a change. It includes:
 - **Systems thinking.** What is the whole system that you’re trying to manage? How do the different parts interact with and rely on one another?
 - **Variation.** What is the variation in results trying to tell us about the system?
 - **Theory of knowledge.** What are the predictions about the system’s performance? What are the theories that form the basis for these predictions?
 - **Psychology.** How do people in a system react to change, and what are the important interactions among people in the system? What motivates people to act as they do?