



**Utah Medical Home
Integrated Services Project**

A Quick Introduction to Process Improvement

(aka “QI”)

**Sandra DeBry
April 7, 2006**



By Next Tuesday...

Many improvement efforts fail because excessive time is spent considering, studying and meeting...

Teams should ask, “What is the largest, informative change we can make by next Tuesday?”

This will not be the only change a team should make, and probably will not be the most important one. But by making a change “by next Tuesday,” teams can break the inertia that keeps many improvement efforts from getting off the ground.

“Every system is perfectly designed to give you exactly the results you get from it.”

**If you want to improve,
you must change your system.**

Insanity

“Insanity...doing the same thing over and over and expecting a different result.”

Option #1: Traditional Q.I.

1. Identify every process in your practice's current approach
2. Write it all out in a flow chart.
3. Using a stopwatch, time each process, write it on the flow chart.
4. Analyze the results and identify processes that could be changed.
5. Change the identified processes.
6. Repeat steps 1-4 to check results; repeat, repeat, repeat.

Option #2: Bureaucratic Q.I.

1. Present a proposal to screen infants for mental health issues to the entire staff at a regular staff meeting
2. Don't do anything until everyone agrees
3. At next month's meeting discuss what has changed.

Option #3: Direct Action

1. Give the screening tool to the receptionist with instructions to give one to parents as they come in.
2. Confused parents of newborns and teenagers crowd the desk asking what the form is about and how to fill it out.
3. The receptionist doesn't come back from lunch.

Option #4:

The Model for Improvement

**Small Rapid Cycles
of Change**

Improvement

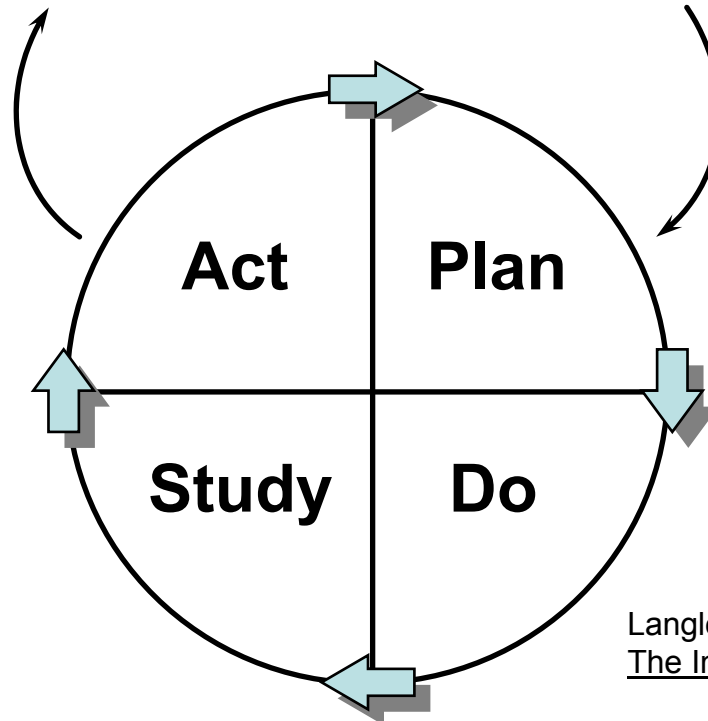
- Intentional effort
- Involve those who are part of the process
- One person can't do it all
- Most start WAY too big...start small
- Touch base once a week—minimum

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?



Langley, Nolan, Nolan, Norman, Provost
The Improvement Guide

Model for Improvement

What are we trying to accomplish?

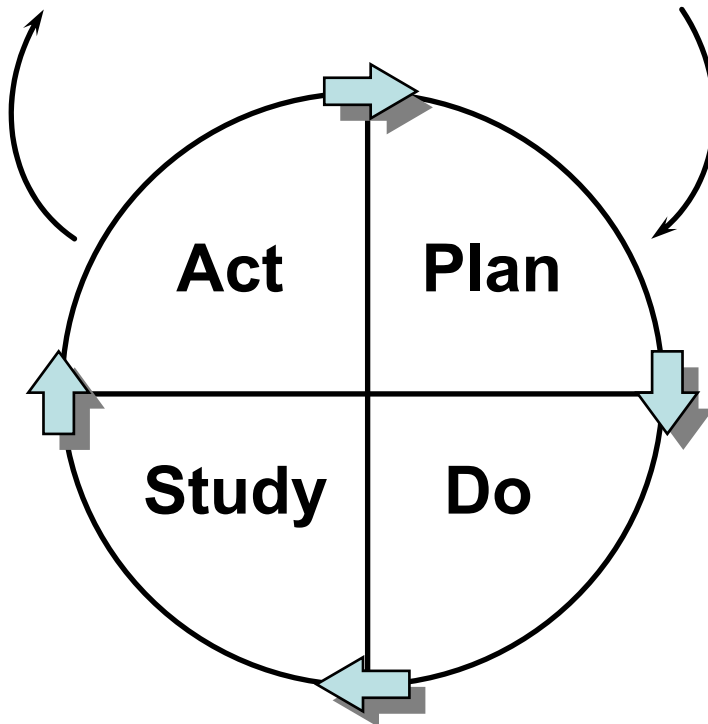
AIM

How will we know that a change is an improvement?

MEASUREMENT

What change can we make that will result in improvement?

CHANGES



Adult Learning

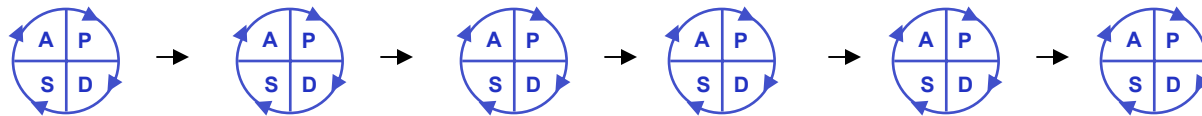
- Adults learn best by doing or experiencing
- Concepts must be applicable to other areas of your life
- Less likely to take risks—fear of failure, tend to take errors personally
- Adults learn from their mistakes—failures provide opportunity for learning

Model for Improvement Involves...

Addresses 3 Questions:

Aim -- Measurement -- Changes

Utilizes many PDSA cycles to address questions:



Implementation comes after several PDSA cycles
Spreading Change comes after Implementation

AIM

- Measurable
- Time specific
- Stretch (but doable)
- Simple (repeatable)

Measurement

- Types of measurement
 - Outcome days, ER usage, hospitalization
 - Process visits, care plans, meetings
 - Balancing satisfaction
- Use data over time whenever possible—
run charts track progress and tell a story!
- What gets measured gets done!

Changes

- Use “Change Concepts” (Langley, Nolan et al)
- Make it easy to do the right thing
- Integrate into what you already do
- Start small

Changes (cont.)

- Things get worse before they get better
- Change is difficult (especially for adults)
- Expect resistance, have a plan for dealing with it.

Example—Real Life, My Life

Picture This:

It's Wednesday morning. Mom and Dad had a very restless night for 3 reasons named Eric, Peter and Eli. The 3 joys of their life aren't getting enough sleep, nor are Mom and Dad. All three (plus Mom) are night owls and enjoy reading right before bedtime. The boys enjoy the evening, but when it comes time to go to bed, no one wants to.

What do we want to achieve?

Example—Real Life, My Life

Aim:

- All 3 kids into their beds (their own beds) by 10:00pm by Friday night.

Measurements:

- All 3 kids are in their beds by 10pm on Friday night (outcome measure)
- Number of reminders (process measure)
- Happy kids (balancing measure)
- Mom & Dad are relaxed (balancing measure)

Example—Real Life, My Life (cont.)

Changes:

Wednesday's Change:

- Start reading at 9pm instead of 9:30pm

Observations:

- Eric forgot about science. Eli not tired. Not sure about Peter. Chaos, nagging, whining. All were in bed by 10:45pm.

Example—Real Life, My Life (cont.)

Changes:

Thursday's change:

- Homework done by 6pm, bath for Eli, pay attention to Peter's issues.

Observations:

- Eric's homework not done because of soccer, Peter--"I can read better in your bed."
Eli asleep in his bed.

Example—Real Life, My Life (cont.)

Changes

Friday's change:

- Bought/installed reading lights above beds, created a plan for Eric to get his homework done earlier, bath for Eli.

Observations:

- Peter & Eli in bed by 10pm. Yeah!! Eric not, though. Finished homework but still wanted Mom and Dad time, not in bed until 11:00pm.

Real Life, Your Life

- Think...In your personal life, what “small” thing drives you nuts...What do you want to achieve?

Aim

Measure

Change

Observe

End—Part 1



Utah Medical Home
Integrated Services Project



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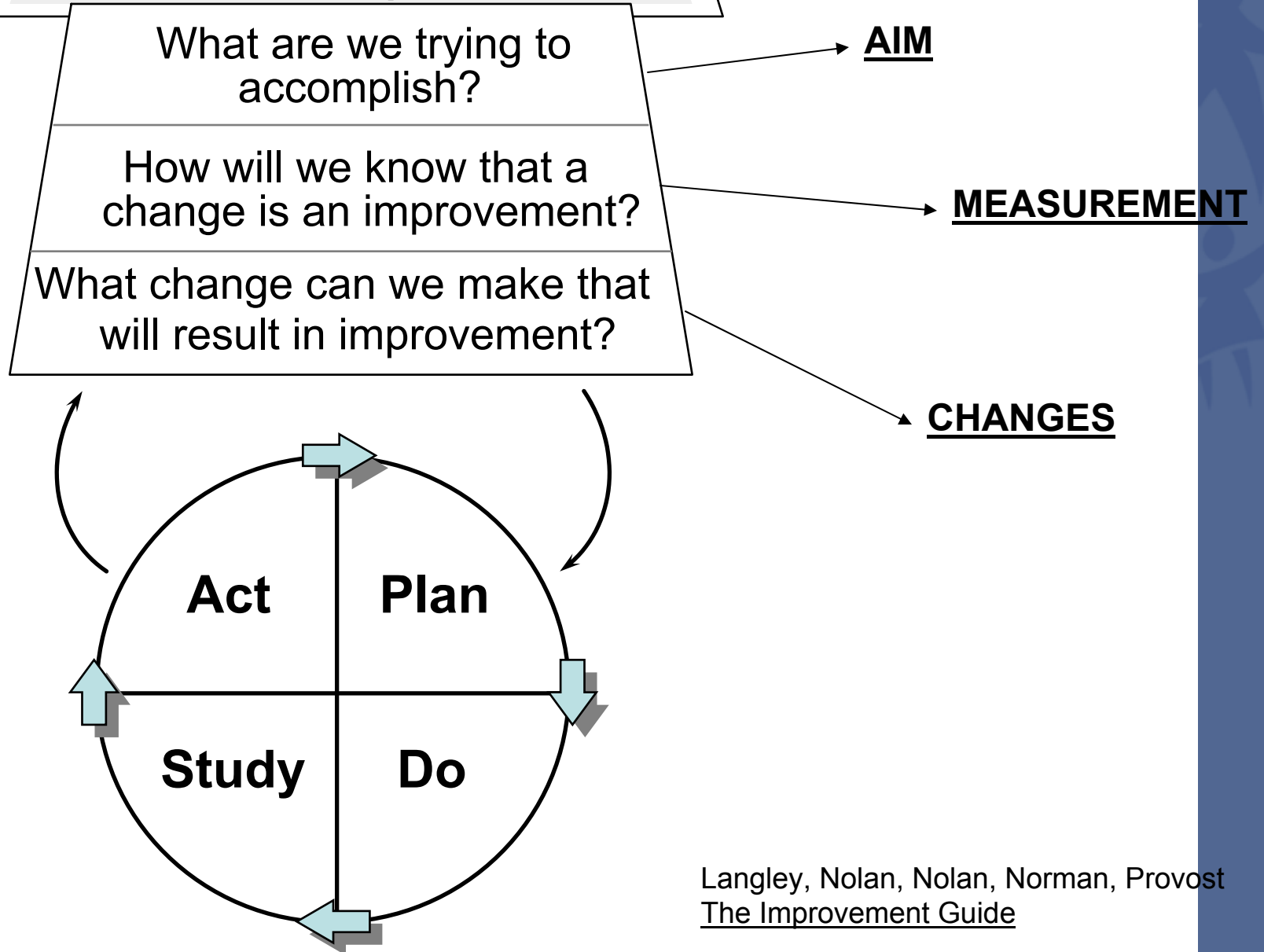
A More In-depth Look at Process Improvement

(aka “QI”)

**Sandra DeBry
April 7, 2006**



Model for Improvement



AIM

- “What do you want to ACHIEVE?”
- Think of END RESULT
- Measurable
- Time specific
- Stretch (but doable)
- Simple (you can easily tell someone else)

Big Picture Aims

- To improve communication among the child, family, and team of child health professionals during the office visit.
- To improve coordination of care for CSHCN
- To improve access to community resources

Examples: Specific Aims

- 85% of patients in the CYSHCN registry will have a care plan developed and used in partnership with the patient and family, documented in the chart/medical record by August 15, 2006.
- 25% improvement in scores of Medical Home Family Index Measure # taken pre- and post-Collaborative by August 15, 2007.
- 40% improvement in scores of Medical Home Index taken pre- and post-Collaborative (April 30, 2008).

Examples: Specific Aims (cont.)

- 70% of families will rate satisfaction with front office and care coordination as very satisfied or higher by August 15, 2006.
- 100% of staff involved in caring for CSHCN will rate their satisfaction as very satisfied or higher by August 15, 2006.
- Providers in 4 community services are personally known by the practice (coordinator and/or physician) by April 30, 2006.

Go to Work!!

(7 minutes)

Aims

- Use ideas from your team's assessment using
 - Medical Home Index
 - Medical Home Family Index
- Create an aim and write it down on the form provided
 - Must be measurable
 - Must have be time specific
- Post it on your team's poster

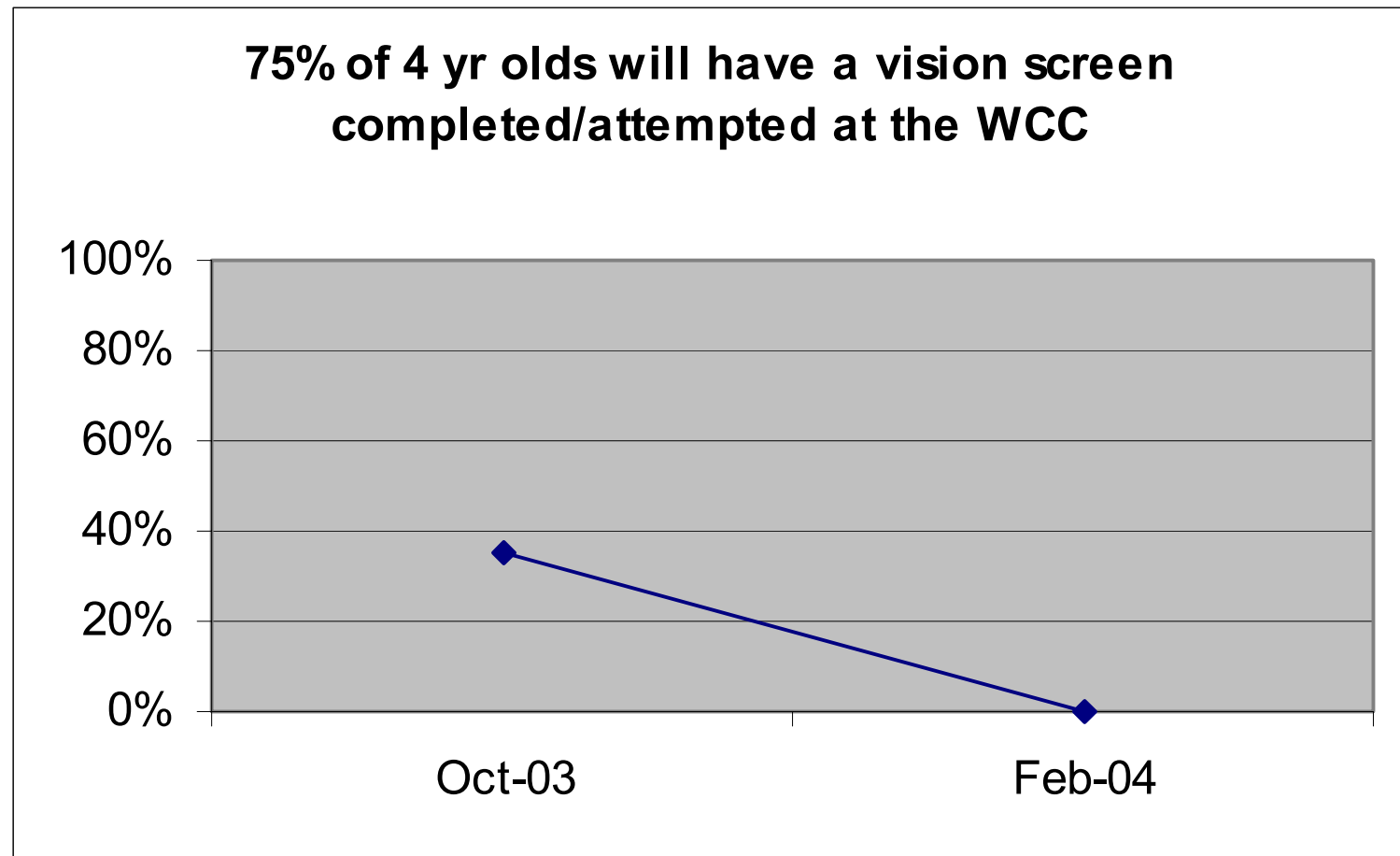
Is Measurement Necessary?

- Consider Practice X
- Consider Practice Y

Practice X

- UPIQ Preventive Services Learning Collaborative in October, 2003.
- Practice X did no monthly audits in November, December, or January.
- In February, an audit was done...

“Well, it certainly was eye opening! I’m not doing nearly as well as I thought.”

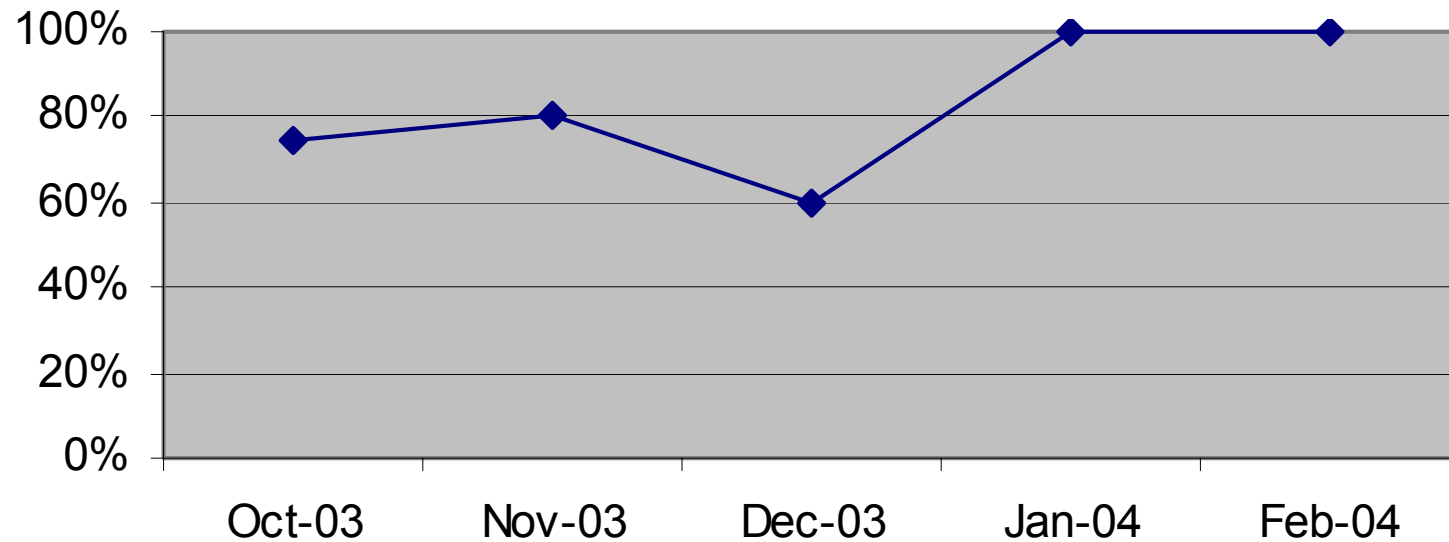



Practice Y

- UPIQ Preventive Services Learning Collaborative in October, 2003.
- Practice Y did audits every month.
- In February, an audit was done...

“It is so helpful to get feedback from our audits so quickly. It really helps keep us on track.”

90% of 12 mo olds will have hgb performed at the WCC



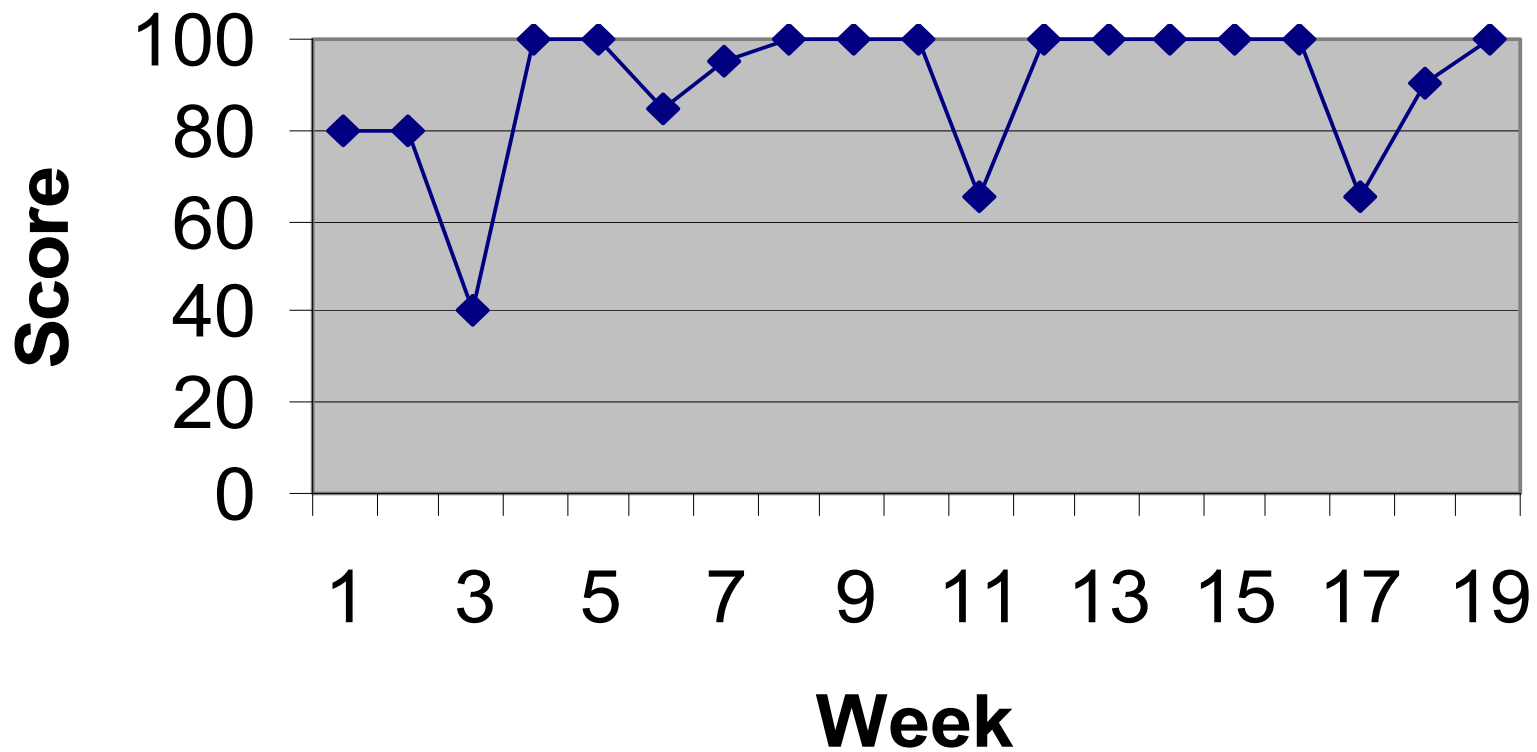
	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04
	75%	80%	60%	100%	100%

Measurement

What gets measured
gets done!!

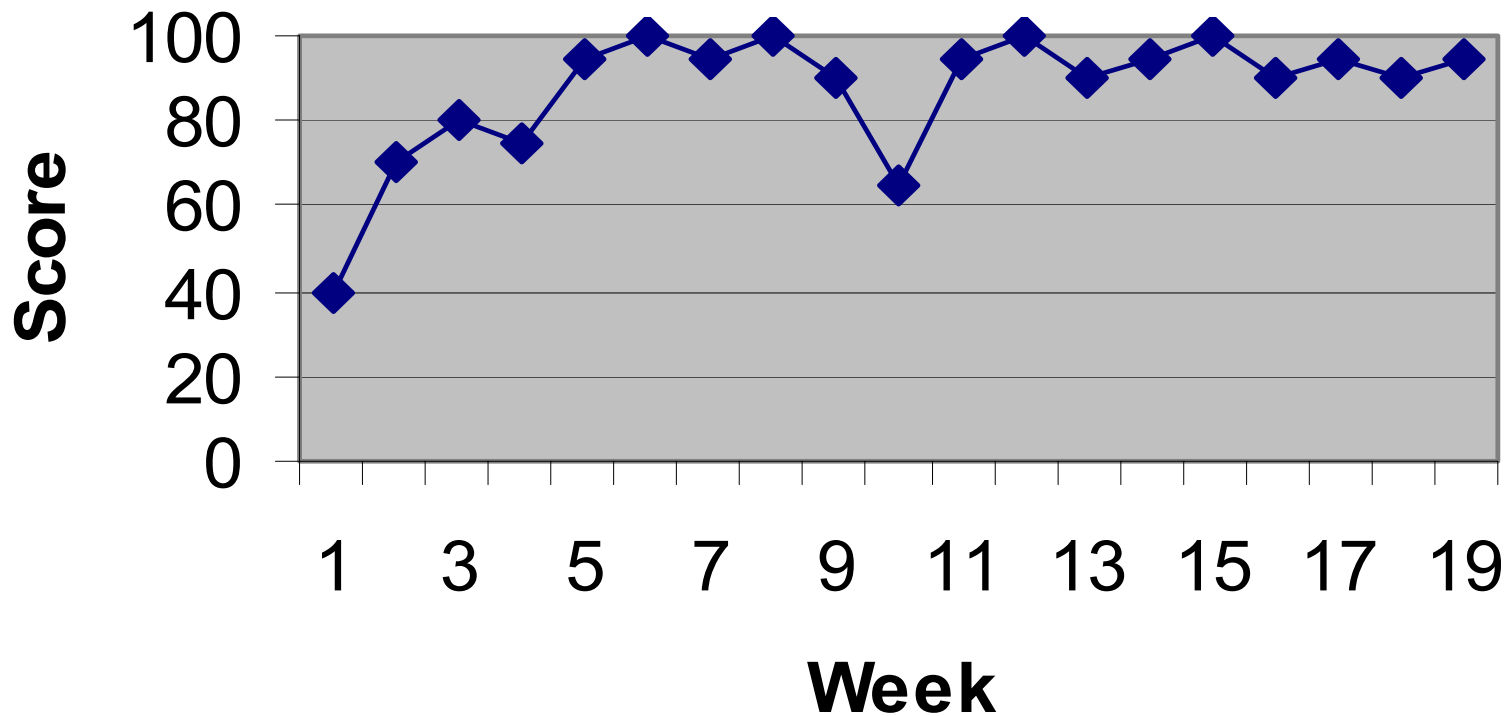
Spelling / Vocabulary...cont.

Vocabulary Scores



Spelling / Vocabulary

Spelling Scores



Go to Work!!

(5 minutes)

Measurement

- Look at your AIM. How will you know that a change is an improvement?
- Create 2 or 3 measures related to your aim. Your team will be gathering this data, so make it practical. Remember--data over time tells a story.
- Post it on your team's poster.

Changes— “Change Concepts”

- Eliminate Waste
- Improve Workflow
- Optimize Inventory
- Change the Work Environment
- Enhance the Producer/Customer Relationship
- Manage Time
- Manage Variation
- Design Systems to Avoid Mistakes
- Focus on the Product or the Service

Langley, Nolan, Nolan, Norman, Provost
The Improvement Guide

Go to Work! (Individual Work)

Change Concepts

- Look back at your “Real Life” Aim.
- Look at the Change Concept categories.
- Pick 1 or 2
- Look at ideas provided under those categories
- Any ideas?

Changes

Designing changes--

- Start small
- Test on a small scale—ask the customer
- Make it easy to do it the right way
- Make it part of an existing process

Know that

- Things get worse before they get better
- Change is difficult--especially for adults. Expect resistance and have a plan for dealing with it.

Why test a change first?

- Gain support from others
- Better predict the result
- Observe results on small scale
- Learn how to adapt a change

Why test a change first? (cont.)

- Determine costs and side-effects
- Minimize resistance during implementation
- Small failures are manageable, teach us information...big failures often halt all work

Effective Changes

Cooley & McAllister

- **Systematic identification of the practice's population of CSHCN**
- **Involvement of parent partners (consumers) in the improvement process**
- **Development of the role of a practice-based care coordinator**

Go to Work!! (10 minutes)

Changes

- What changes can you make that will result in an improvement?
- Write down several ideas for change
- Post it on your team's poster

By Next Tuesday...

Many improvement efforts fail because excessive time is spent considering, studying and meeting...

Teams should ask, “What is the largest, informative change we can make by next Tuesday?”

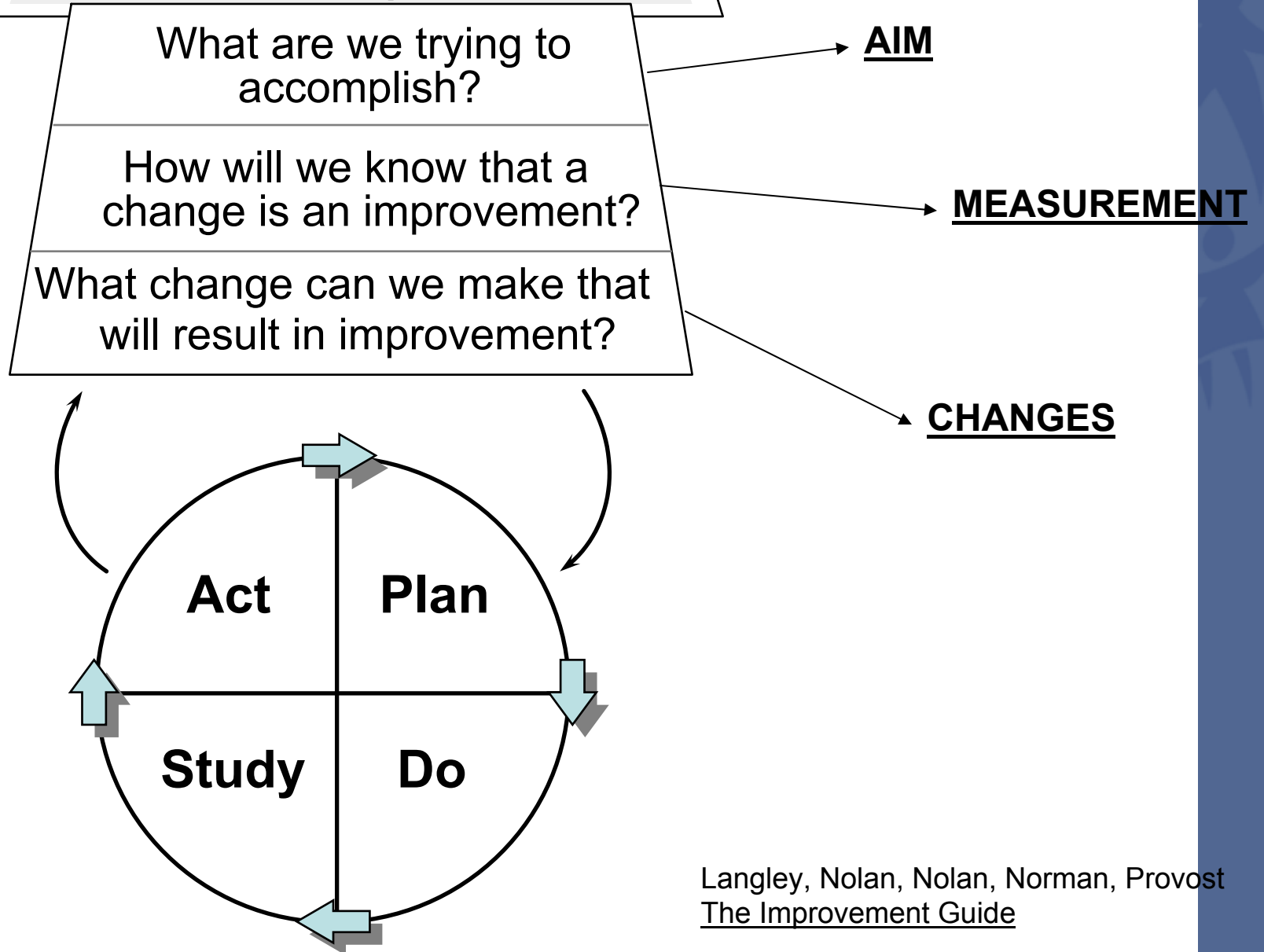
This will not be the only change a team should make, and probably will not be the most important one. But by making a change “by next Tuesday,” teams can break the inertia that keeps many improvement efforts from getting off the ground.

By Next Tuesday...

What change is your team going to make by next Tuesday?

(Write it down on the poster)

Model for Improvement



Aims, Measurement, Changes...

**How are we going to
get this done?**

Teamwork

- By Having...
 - Planned, important weekly meetings
 - Huddles
 - Deadlines
 - Different perspectives
 - Different ears
 - Written stuff
 - Reminders
 - Day-to-day leader

Teamwork (cont.)

- You can help each other by...
 - Holding each other accountable
 - Rewarding and recognizing efforts
 - Asking customers / key staff what they
 - Keeping the project visible—keep a grid of changes and progress on the wall
 - Defining each others' role
 - Recognizing strengths

Teamwork (cont.)

- Connect with other practices
- Connect with peers
- Use participants' contact sheet

“Someone, somewhere has solved your problem.”

Failure is Good!!

- Recognize that adults hate to fail
- Failure provides information
- Failure provides opportunity for learning
- Small scale failure is acceptable
- Watch October Sky
 - Lots of trials, use of experts when needed, team meetings anywhere, intentional effort, failure provided information & drove success, led to implementation

End—Part 2



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