HRET HIIN Virtual Event
Foundations for Change Fellowship

Wednesday, April 11 Call #7
11:00-12:00 p.m. CT
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
<th>Presenter/s</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:00-11:05</td>
<td>Welcome and Introduction</td>
<td>Mallory Bender, HRET</td>
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<tr>
<td>11:05-11:15</td>
<td>Action Period Discussion: Testing and Measuring changes with PDSA</td>
<td>Kathy Duncan, IHI</td>
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<tr>
<td>11:15-11:45</td>
<td>Implementation</td>
<td>Kathy Duncan, IHI</td>
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<tr>
<td></td>
<td>- Describe the skills, tools, and resources needed to lead quality improvement efforts in their local settings</td>
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<td>- Describe standard high-performance management practices</td>
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<td>- Describe recommended approaches to implementing an improvement plan</td>
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<td>- Accelerate improvement through multiple PDSAs</td>
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<td></td>
<td>- Prepare for successful implementation and common challenges when “jumping” to implementation too early</td>
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<td>11:45-11:55</td>
<td>Next Steps</td>
<td>Kathy Duncan, IHI</td>
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<td>Suggested Task:</td>
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<td></td>
<td>- Build a PDSA ramp around one change idea OR categorize your change ideas by testing, implementing, or spreading</td>
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<td>Additional Resources:</td>
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<td></td>
<td>- Don Goldmann – cucumbers and CLABSI video</td>
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<td></td>
<td>- Watch What’s the Secret to Change Implementation?</td>
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<td>Assignment for Call #8</td>
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<td>- PS 103- lesson 1 Understanding the science of human factors</td>
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<tr>
<td>11:55-12:00</td>
<td>Bring It Home</td>
<td>Mallory Bender, HRET</td>
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</table>
## Foundations for Change Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>January 17</td>
<td>Set Up for Success</td>
<td>March 28</td>
<td>Practical Strategies</td>
</tr>
<tr>
<td>January 31</td>
<td>What are you trying to accomplish?</td>
<td>April 11</td>
<td>Implementation</td>
</tr>
<tr>
<td>February 14</td>
<td>What changes can we make that will result in improvement?</td>
<td>May 9</td>
<td>Transitioning to Adoption</td>
</tr>
<tr>
<td>February 28</td>
<td>How will we know that a change is an improvement?</td>
<td>June 6</td>
<td>Essential Tool Kit</td>
</tr>
<tr>
<td>March 14</td>
<td>Testing Vs. Implementation</td>
<td>July 11</td>
<td>Celebration and Wrap up</td>
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**Wednesdays 11:00-12:00 PM CT**
Objectives

• Describe the skills, tools, and resources needed to lead quality improvement efforts
• Describe standard high-performance management practices
• Describe recommended approaches to implementing an improvement plan
• Accelerate improvement through multiple PDSAs
• Prepare for successful implementation and common challenges when “jumping” to implementation too early
Poll: At which point is your project?

A. Team formed
B. Team formed + aim statement
C. Team formed + aim statement + driver diagram
D. Team formed + aim statement + driver diagram + change ideas identified
E. Team formed + aim statement + driver diagram + change ideas identified + testing
For your project...

• What changes are you testing?
  – What are you learning from those tests?
For your project...

• What (if anything) are you implementing?
• How are you deciding when you will move from testing to implementation?
Implementation

Are you ready to make a change a permanent part of the system?
Improvement Sequence: Definitions

• **Test** – Try and adapt ideas to learn what works in your system

• **Implement** – Make a change a permanent part of the day to day operation of the system

• **Sustain** – Hold the gains of improvement

• **Spread** – Have individuals *adopt* the changes

• **Scale-up** – Overcoming the *structural issues* that arise during spread

Grounding in the Model for Improvement

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

Act
Plan
Study
Do
Build Evidence and Commitment by Testing

Hunches Theories Ideas

DATA

Investigation → Demonstration → Implementation

Unless changes are integrated into "daily work", changes will not stick. E.g. job descriptions and job training following current best known methods, link to supervision, etc.
The Sequence of Improvement

1. Developing a change
2. Testing a change
3. Implementing a change
4. Make part of routine operations
5. Sustaining improvements and spreading changes to other locations

Theory and Prediction

Data are used throughout the sequence
Implementation

Are you ready to make a change a permanent part of the system?
Practical Strategies for Managing Improvement Projects

How do we get this done?
How can I manage all of this?
Five practical strategies for managing improvement projects

1. Frontload the Work
2. Build the Team
3. Create and Keep Pace
4. Make It Easy
5. Start with the End in Mind
Frontload the Work

What does this mean to you?
Frontload the work

- Our team spends dedicated and thoughtful time at the beginning of a project to set it up:
  - Understand the problem or system
  - Gather baseline data & information
  - Develop a measurement plan
  - Organize the team

### Ideally

- Ideally……..

<table>
<thead>
<tr>
<th>Time</th>
<th>Amount of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Progress curve</td>
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</tbody>
</table>
“If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem [opportunity] and 5 minutes thinking about solutions.”

- Albert Einstein
Understanding the System

Check-in
1. Forget to give patient form
2. Forget to collect form from patient
3. Form is too long and patient doesn’t have time to complete

Process forms
1. Forms not processed until after patient leaves
2. Form takes too long to process and is not done before visit
3. Miss suicidality in forms

Room patient
1. Form output not added to patient chart

Take vitals
1. Behavioral health results not available to provider
2. Provider forgets to look at screening
3. Provider not able to address results (time) health needs

Conduct visit
1. Patient forgets to mention referral at check-out
2. No one available for warm hand-off
3. Patient not comfortable making appointment
4. No BH appointments

Next steps and check-out
Understanding the System

Sepsis: Stat Lactate and results...

How best might you ‘understand the system’?
Scoping the Work

What does this mean to you?
In improvement work, it is best to narrow project boundaries to focus on a manageable slice.

To narrow boundaries, it can be useful to:

1. List where barriers to flow or problems happen
2. Assign to various process segments
3. If barriers tend to locate in some small number of segments, consider narrowing boundaries to those segments
Example checklist to “see” progress

**Aim**
- Understand performance of current system
- Draft aim
- Create numeric theory for reaching aim

**Measures**
- Develop initial measures
- Test measurement strategy
- Collect baseline
  - Finalize baseline data for each of the 5 pilot programs
- Finalize measurement strategy (by 11/6)
  - Outline draft measurement by 11/13
- Create data collection plan by 11/13 (NEEDS ATTENTION)
- Begin collecting data by 11/13 (NEEDS ATTENTION)
- Data on run charts by 11/20
- Chart at least two data points (Jan)
- Chart at least 5 points (Feb)

**Changes**
- Understand how the current system works
- Conduct internal/external information gathering
- Develop driver diagram
  - Hold team meeting to draft
  - Finalize v1 by 10/23
- Identify high-leverage ramps by 10/23
- Develop a set of change ideas to begin testing by 10/23

**Testing**
- Run initial PDSAs
- Identify next PDSAs by 10/23 and continuing
  - Run at least 4 PDSAs (multiple ramps) by 11/20
  - Run at least 8 PDSAs
  - Run at least 15 PDSAs

**Other**
- Schedule retreat
- Set-up team meetings
- Set-up meetings with executive sponsor
- Develop system to track and record information
Avoid analysis paralysis

I've been overthinking about overthinking again.

[yourseecards.com]
It’s never too late to frontload the work

• Revisit any of the set-up activities that need attention
• Ask the team to do observation or interviews to get a team unstuck
• Set-up standing meetings or check-ins, time with sponsors
Define the work

**Project Charter:** defines the project scope, schedule and cost

From Jeanine Govek, PMP, Director of Enterprise-wide Project Management Office, Bellin Health
Project Charter

• Project Overview
• Project Scope
  o In Scope
  o Out of Scope
• Project Assumptions
• Project Dependencies
• Project Risks
• Other Considerations: Safety, Quality, Security, and Confidentiality
• Key Milestones – Project Timeline
• Project Team Members
• Measures of Success

From Jeanine Govek, PMP, Director of Enterprise-wide Project Management Office, Bellin Health
# Name of Project: IHI Staff Joy in Work

## Project Team:
- Derek Feely (Senior Sponsor)
- Jess Perlo (Project Lead)
- Christina G-M (IA)
- Dorian Burks (link to RISE)
- Others TBD

## Measures:
- **Outcome**: % agree or strongly agree IHI is an excellent place to work (stratified by race)
- **Process**: TBD
- **Balancing**: Cost to run improvement, staff PTO

## Background (why?):
IHI aims to be the best place to work for our staff. IHI has historically had low turnover & high willingness to recommend. However, as we examine the organization, we have identified several opportunities where our current performance does not match our aspirations. We believe the joy of our staff is a key driver to IHI’s success (as represented on the IHI dashboard).

## Aim Statement:
In service of our staff, we intend to improve the staff agreement that IHI is an excellent place to work among all permanent employees from 75% to 95% by December 31, 2018. In the process, we should reduce the gap between white staff and staff of color.

## Change Ideas or Theory of Change:

### Areas of focus:
- Meaning & purpose
- Autonomy & choice
- Camaraderie & teamwork
- Leadership

## Guidance or Constraints:
- This project should link to the current work on internal equity and should attempt to close the experience gap between white staff and staff of color. Dorian will serve as a link between the two teams.
- Staff should be heavily involved in generating solutions, leading subteams, and be invited to be leaders in the process of improving joy in work.
- We should consider other possible outcome measures as the work progresses.

## Key Questions:
- Does the outcome measure represent the system we’re trying to improve?
- How do we track in real-time whether the changes are increasing or decreasing disparities?
Communication Plan: document indicating who, needs to know what, by when, and why to ensure a successful project implementation

From Jeanine Govek, PMP, Director of Enterprise-wide Project Management Office, Bellin Health
# Communication Plan

The purpose of this Communication Plan is to provide an overall framework for managing and coordinating the various levels of communication that will be used. It addresses events, communicators, audiences, communication channels, and timing.

## 1. Project Status Communication

This section contains a description of the various levels of communication required to ensure that all project team members understand project status.

<table>
<thead>
<tr>
<th>Event</th>
<th>Communicator</th>
<th>Audience</th>
<th>Channel</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Updates on individual progress, issues, etc</td>
<td>Project Team</td>
<td>Project Lead</td>
<td>In person / via email</td>
<td>On-Going</td>
</tr>
<tr>
<td>Project Status meeting – review work for upcoming week, issues, risks, etc.</td>
<td>Project Lead</td>
<td>Project Team</td>
<td>Meeting</td>
<td>Weekly</td>
</tr>
<tr>
<td>Project Status Report</td>
<td>Project Lead</td>
<td>Project Team</td>
<td>eMail</td>
<td>Weekly</td>
</tr>
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</table>

## 2. Organizational Change Communication

This section contains the communication events that will occur to ensure that the organization is ready to accept the changes that need to occur in conjunction with the project. It tells the story with additional detail as the project progresses.

<table>
<thead>
<tr>
<th>Event/Purpose</th>
<th>Communicator</th>
<th>Audience</th>
<th>Channel</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Kick-off – assemble team, make introductions, inform team that project has been approved, tell the high level story, share timeline, and address concerns.</td>
<td>Project Lead</td>
<td>Project Team</td>
<td>Meeting</td>
<td>At Kick-off</td>
</tr>
<tr>
<td>&lt;additional detail as the project progresses&gt;</td>
<td>Typically Operational Lead</td>
<td>Typically Operational Lead</td>
<td>Meeting</td>
<td>TBD</td>
</tr>
<tr>
<td>Communication related to the Project Go-Live (Training Plan, GoLiveDate, Support Plan, etc.)</td>
<td>Affect Stakeholders</td>
<td>Affect Stakeholders</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Project Closure – overview of final project outcome, lessons learned and future steps</td>
<td>Project Lead</td>
<td>Project Team</td>
<td>Meeting</td>
<td>2-4 weeks after go-live</td>
</tr>
</tbody>
</table>
Five practical strategies for managing improvement projects

1. Frontload the Work
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3. Create and Keep Pace
4. Make It Easy
5. Start with the End in Mind
Build the Team

Build your ideal team: who and why?
Build A Team (From March 28)

• Common Goal/Purpose
• Defined Roles to Play
• Agreed Upon Rules of Engagement
• Performance Measures
• Learn Together
Right people/size

• Consider who touches the process; look for those that might be not typically be included in improvement
  – Patients and families
  – Transport
  – Maintenance
  – Administrative support
  – Outside eyes

• Keep the core team small:
  – Use individuals as “consultants”
  – Ask individuals to wear more than one hat
  – Make a “connector” or “communicator” role explicit
  – Use those outside the team for PDSAs
Determining the team size

Use the **fewest** people necessary to make the most meaningful and sustainable change

Keep team members engaged  
*(building on March 28)*

- Help people see line of sight
- Value each person’s contribution *(You are here because...)*
- Leverage the recognition economy
- Make the work useful:
  - Personal
  - Team
  - Organizational
  - Societal
- Use periodic 1:1 check-ins
- Use time as a constraint:
  - Meetings
  - In-between
  - No more than...
- Don’t short change personal connections
After looking at 180 groups for more than a year to find the anatomy of the perfect team, Google’s researchers found:

• Success was NOT related to “personality type, skills, talent, or background, etc.” The “who” did not matter...

• Instead they found understanding and influencing group norms were the keys to team success.

• Specifically, successful teams had norms that allowed members to:

  Be Heard / Be Understood / Be Known / Be Safe

Source: What Google Learned From Its Quest to Build the Perfect Team, New York Times Magazine February 25, 2016, as presented by Phyllis M. Virgil
Five practical strategies for managing improvement projects

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Predict, create, and keep pace through...

- Work plans to share anticipated timelines with sponsors and during standing meetings
  - Make invisible work “visible”
- Communication plan to establish feedback loops
  - Coordinate your effort
- Huddles with staff to keep a pulse on the work
  - Visual management that provide understanding "at a glance"
- Tapping into The Collective Energy of Your Team
- Always question whether you are spending time in the right way – never lose sight of the goal
Key Questions to Ask:

- What do our PDSA cycles tell us?
- What makes sense to keep, what should we stop?
- Are we putting our resources where they should be?
- Do we need to pause?
• Value the work
• Standard meeting process and agenda
• Make time
• Acknowledge, praise, encourage the team
• Share stories about how the work is meaningful
• Make it applicable to their work –

Chat one thing you can do to make it easy, make it fun, by next Tuesday.
Don’t let perfect be the enemy of good

Everything in pencil

“Step-down” to learn quickly

Yearly  Monthly  Weekly  Daily

“Good enough” data to drive improvement

It could be better, but it’s good enough.
“Good enough” data collected today beats “equisitely precise” (or official) data that cost a lot and delays your need to test and act.

Kevin Little, PhD, inspired by Brian Joiner
Five practical strategies for managing improvement projects

1. Frontload the Work
2. Build the Team
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5. Start with the End in Mind
“Start with the end in mind”
What do you think it means (regarding Improvement)?
Hardwiring the change

• Make it easy to do the right thing and hard to do the wrong thing

• Sample methods:
  – Standardization and accountability for following standard work
  – Documentation
  – Remove “old way”
  – Reduce reliance on human memory (affordances, defaults)
  – Tend to resources: forms, equipment, etc.
How do Leading Organizations Sustain Changes?

Focus on Front-line Management

- All 10 systems conducted their front-line operations in strikingly similar ways
- Specifics varied regarding execution
- Consistent presence of a central actor, the front-line unit manager
It’s About Paying Attention

Our research and testing has led us to conclude:

“The key to sustaining improvement is to focus on the daily work of frontline managers, supported by high-performance management system that prescribes standard tasks and responsibilities for managers at all levels of the organization.”

Improvement alone is not enough.

• **Suggested Tasks:**
  – Build a PDSA ramp around one change idea OR categorize your change ideas by testing, implementing, or spreading

• **Additional Resources:**
  – Don Goldmann Video: cucumbers and CLABSI video
  – Watch What’s the Secret to Change Implementation?

• **Assignment for Call #8**
  – PS 103- lesson 1 Understanding the science of human factors