HRET HIIN Virtual Event
Foundations for Change Fellowship

Wednesday, January 31 Call #2
11:00- 12:00 p.m. CT
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
<th>Presenter/Details</th>
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<tbody>
<tr>
<td>11:00-11:05 AM CT</td>
<td>Welcome and Introduction</td>
<td>Mallory Bender, HRET</td>
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<tr>
<td>11:05-11:15 PM CT</td>
<td>Action Period Discussion</td>
<td>Kathy Duncan, IHI</td>
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<td>11:15-1:35 PM CT</td>
<td>Take Your Aim—What are you trying to accomplish?</td>
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<td></td>
<td>- State why it is important to set an aim statement at the start of an improvement project</td>
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<td>- Identify the key elements of an effective aim statement.</td>
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<td>- Develop an effective aim statement for your own personal improvement project.</td>
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<td>11:35-11:50 PM CT</td>
<td>Map your course</td>
<td>Kathy Duncan, IHI</td>
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<td>- Identify/map changes to test for your own personal improvement project</td>
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<td>- Describe sections of a driver diagram</td>
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263 People in the Fellowship!
(As of 1/22)

<table>
<thead>
<tr>
<th>State/Region</th>
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<tr>
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<td>Foundation for Health Communities</td>
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<td>Great Plains QIN</td>
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<td>Health Quality Innovators</td>
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<td>Hospital Association of Rhode Island</td>
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<td>Idaho</td>
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Introductions

Kathy D. Duncan, RN, is a Director for the Institute for Healthcare Improvement (IHI) where she oversees the development and execution of multiple areas of safety and quality improvement related content.

Lauren H. Macy is an Improvement Advisor for the Institute for Healthcare Improvement (IHI) supporting Collaboratives aiming to reduce parental stress in NYC (Early Years Collaborative) and improving end of life conversations across 20 health care organizations in Massachusetts. Additionally, she is director for IHI’s Improvement Coach Professional Development Program—teaching both the science of improvement methodology and coaching techniques.
Objectives for Today

• State why it’s important to set an aim statement at the start of an improvement project
• Identify the key elements of an effective aim statement
• Develop an effective aim statement for your improvement project
• Identify/Map changes to test for your improvement project
• Describe sections of a Driver Diagram
Participants include:

American College of Healthcare Executives

for leaders who care®
Why do you want to participate in the Foundations for change Fellowship?

- New to role: 62
- Project Leader: 68
- Implement: 26
- Sustain: 5
# 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>
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<tr>
<td>January 31</td>
<td>What are you trying to accomplish?</td>
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<tr>
<td>February 14</td>
<td>What changes can we make that will result in improvement?</td>
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<td>February 28</td>
<td>How will we know that a change is an improvement?</td>
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<tr>
<td>March 14</td>
<td>Testing Vs. Implementation</td>
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<td>March 28</td>
<td>Practical Strategies</td>
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<td>April 11</td>
<td>Implementation</td>
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<td>May 9</td>
<td>Transitioning to Adoption</td>
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<tr>
<td>June 6</td>
<td>Essential Tool Kit</td>
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<tr>
<td>July 11</td>
<td>Celebration and Wrap up</td>
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**Wednesdays 11:00- 12:00 PM CT**
Did you find and connect with a team for your project?

Did you seek out a partner to join you in this journey/project?
Happiness is the gradual realization of a worthy ideal or goal

~ Florence Nightingale ~
Action Items for Action Period

What came to mind as you reviewed the Open School Lesson on “Setting an Aim?”

LiveChat
Take Aim: What are we trying to accomplish?
Model for Improvement

Why Do You Need an Aim?
What Are We Trying to Accomplish?

The Project Aim is:

• Not just a vague desire to do better
• A commitment to achieve measured improvement:
  – In a specific system
  – With a definite timeline
  – With numeric goals
1. Identifies the *system* to be improved (scope, patient population, processes to address, providers, etc.)

2. Has specific numerical *goals* (Ambitious but achievable)

3. Includes *timeframe* (by when)
Tips for Setting Aims

• State the aim clearly
  – Who, what, when, where

• Include numerical goals that require fundamental change to the system
  – Provide focus

• Set stretch goals
  – Big audacious goals

• Avoid aim drift
  – Stay on task

• Be prepared to refocus the aim
  – Consciously deciding to work on a smaller part of the system
What are You Trying to Accomplish?

Choose one......
What Are You Trying to Accomplish?
What Are You Trying to Accomplish?
What Are You Trying to Accomplish?
Got Aim?

• Tips for making the “aim” valuable to everyone
  – Print the aim on agendas
  – Start each meeting, huddle by verbalizing the aim
  – Use the aim as the “footer” for each document that is sent to the team
  – Prominently print the aim on each run chart
  – Include the aim on any checklist, reminder, visual cue that is utilized
“Reduce the incidence of pressure ulcers acquired during hospitalization”

- Identifies the system to be improved
- Has specific numerical goals
- Includes timeframe
- Provides guidance on sponsor, resources, strategies, barriers
“Staff to assess and document pressure ulcers that are present on admission”

- Identifies the *system* to be improved
- Has specific numerical *goals*
- Includes *timeframe*
- Provides *guidance* on sponsor, resources, strategies, barriers
How might you use an aim statement?
“The way to get started is to quit talking and begin doing.”

-Walt Disney
Driver Diagrams

• The Driver Diagram is a tool to help us understand the system, its outcomes and the processes that drive the outcomes.

• It helps us understand the messiness of life.

"Every system is perfectly designed to get the results it gets." - Paul Batalden
Driver Diagram

• Also called “a theory of action”
• Comprised of:
  – Aim
  – Drivers (necessary and sufficient to get results)
  – Specific change ideas
  – Change concepts
• Represents the system norms, structures, and processes that need to change and how to change them

“What’s your theory?” Bennett and Provost, Quality Progress, July 2015
Organizing Your Theory

*Primary Drivers:* Major processes, operating rules, or structures that will contribute to moving towards the aim

*Secondary Drivers:* Elements or portions of the primary drivers. The secondary drivers are system components necessary in order to impact primary drivers, and thus reach project aim. Specific changes /Change concepts
Where might you find changes?
A good aim: 1) Identifies the system to be improved (scope, patient population, drivers selected) 2) Has specific numerical goals and 3) Includes timeframe
**Aim:**
Reduce FHS readmissions rates for patients with any diagnosis of *C. difficile*, including POA, by 40% by December 31, 2016.

**Primary Drivers**
- Improve staff knowledge
- Awareness and understanding by patients, families and visitors.
- Create collaboration with community partners by providing education.
- Improve patient care
- Review and possibly implement improved environmental controls.

**Secondary Drivers**
- Revise policy, including more structured guidelines for isolation and implementation of glove usage after isolation.
- Create and implement use of Diarrhea and Decision Tree.
- Create Inservice for staff for MDRO.
- Improve education for patients/visitors at the time of diagnosis and discharge.
- Improve verbal discharge communication between care providers and their patients/families.
- Work with community partners to educate their staff on *C. difficile* prevention and post-acute care to reduce reinfection/recurrence.
- Create and implement use of Diarrhea Decision tree to improve early recognition.
- Revise policy to increase consistent treatment and reduction of missed diagnosis.
- Discuss current EVS procedures.
- Review use of recyclable food service products.
- Begin celebration of EVS staff with successful clean-room audits.
Driver Diagram Basics

Primary Drivers

- D1
- D2
- D3
- D4
- D5

Secondary Drivers

Specific Ideas to Test or Change Concepts

Primary Drivers: Major processes, operating rules, or structures that will contribute to moving towards the aim.
Secondary Drivers: Elements or portions of the primary drivers. The secondary drivers are system components necessary in order to impact primary drivers, and thus reach project aim.
Robin Zudell
Queen of the Valley MC
More than just a “to do”...

• Use in meetings
• Reference
• Aid in work group focus
  – Delegation of team tasks
• Useful in reporting to leadership
• Useful as checklist

• Aids in communication within organization
• Aids in transparency within organization
Quality comes not from inspection, but from improvement of the production process.

— W. Edwards Deming —
How might you use a driver diagram?
Action Items for Action Period

• Assignment for Call #3:
  – QI 102 Lesson 5 Testing Changes

• Suggested Tasks:
  – Develop an aim statement (*Post on the discussion group for feedback*)
  – Start a Driver Diagram (*Consider using “SmartArt” in MS products for your driver diagram “Horizontal Hierarchy”*)
  – [Self-Assessment submission](#) (if not completed)
Action Items for Action Period

• Additional Resources:
  – Science of Improvement: Setting Aims (Video)
  – What's your theory? Driver diagram serves as tool for building and testing theories for improvement. (Article)
  – Develop your Driver Diagram (video)
Discussion Group

Full URL:
THANK YOU!