

Collaborative and Improvement Models



Maryland Perinatal Patient Safety Collaborative
Lead Workshop
January 25, 2007
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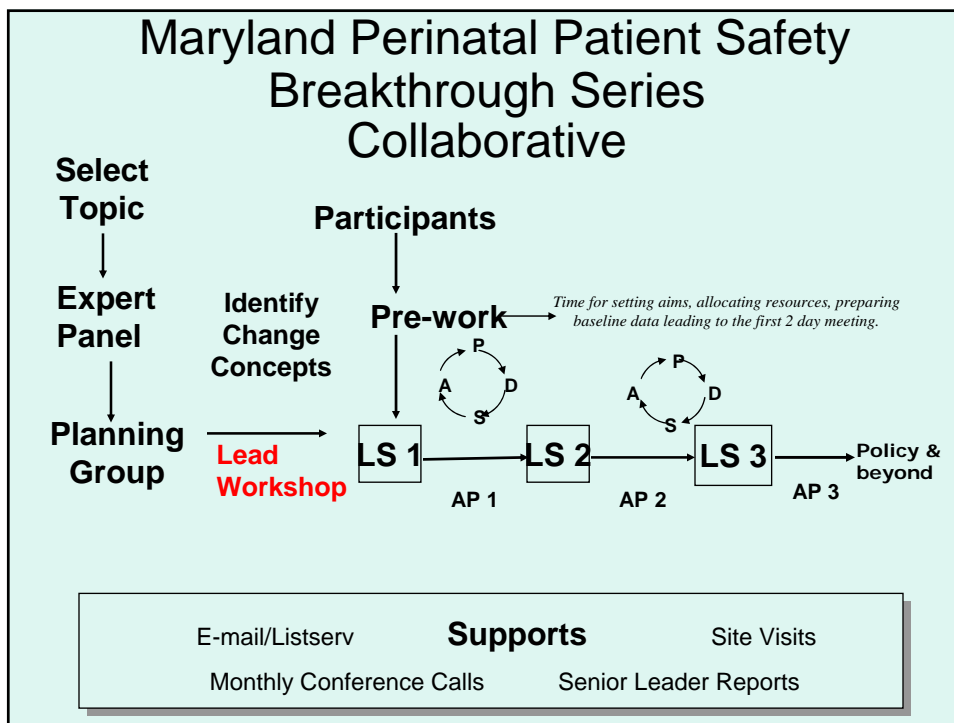
Framework Models

**The Breakthrough Series
Collaborative Model**

The Model for Improvement

Objectives

- Understand the components of the **Breakthrough Series Collaborative Model** and the **Model for Improvement** and how these models with frame our improvement work.
- Understand how to use **PDSA cycles** to implement sustainable improvements in the delivery of high quality healthcare.
- Describe the importance of **leadership engagement and support** for initiative aimed at improved patient safety outcomes



Works of Wisdom

“Every system is perfectly designed
to get the results it gets”

Don Berwick, IHI

Key Elements of Breakthrough Improvement

- **Will** to do what it takes to change to a new system
- **Ideas** on which to base the design of the new system
- **Execution** of the ideas

Three Fundamental Questions for Improvement

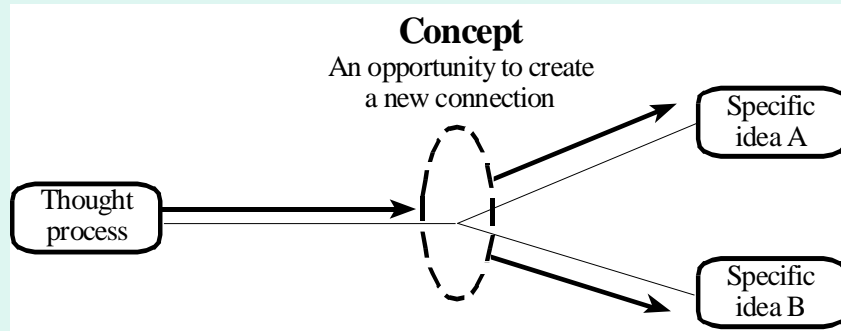
- 1. What are we trying to accomplish?**
- 2. How will we know that a change is an improvement?**
- 3. What changes can we make that will result in improvement?**

What Changes Can We Make That Will Result in Improvement?

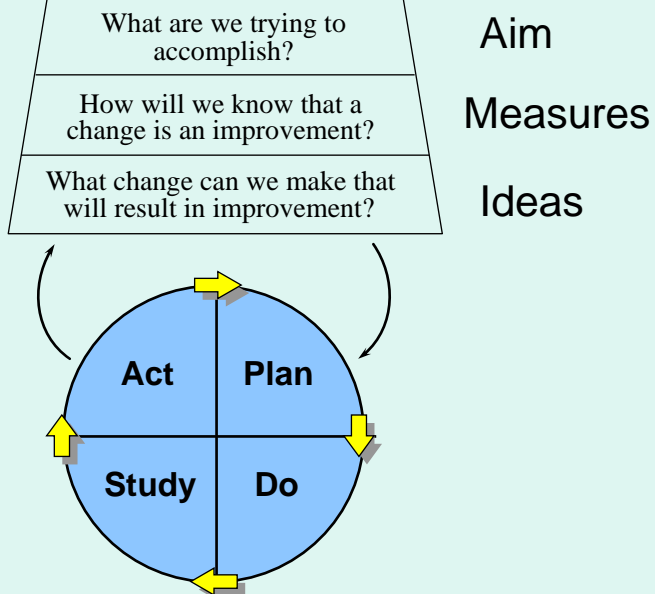
- The collaborative “change package” contains the key elements of high performing system**
- Use the change package to identify the changes you want/need to make to your system to achieve your aim**

What Changes Can We Make That Will Lead to Improvement?

Change Concept: a general notion or approach to change that has been found to be useful in developing specific ideas for changes that lead to improvement.



Model for Improvement



From: Associates in Process Improvement

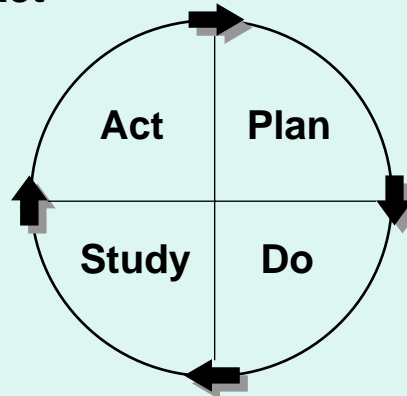
The PDSA Cycle

Plan, Do, Study, Act

Also known as:

- Shewhart Cycle
- Deming Cycle
- Learning and Improvement Cycle
- The "continuous scientific method"

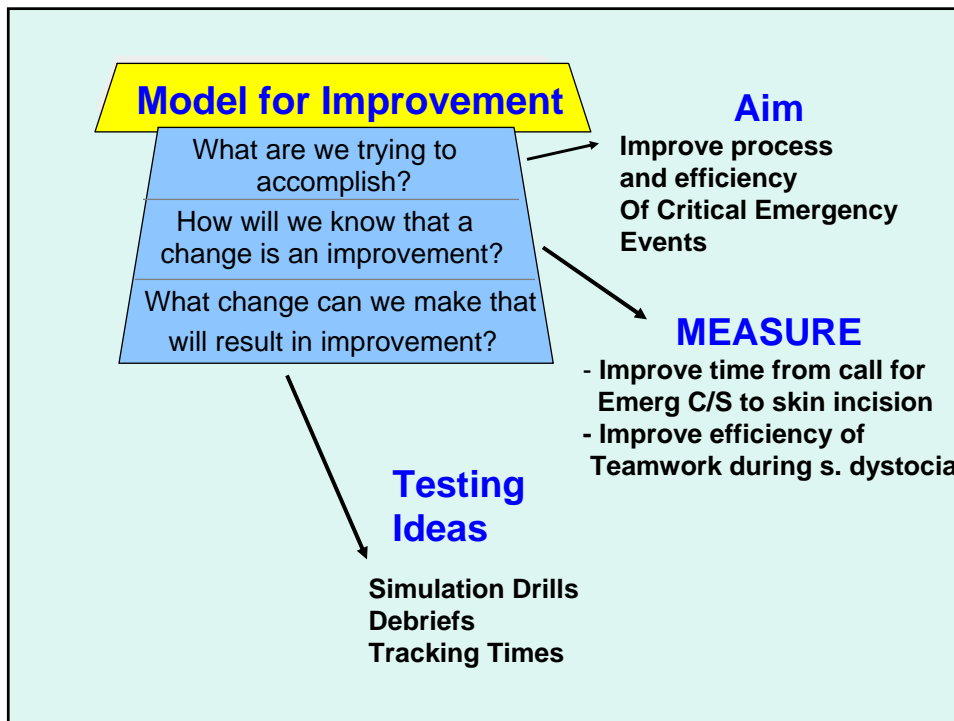
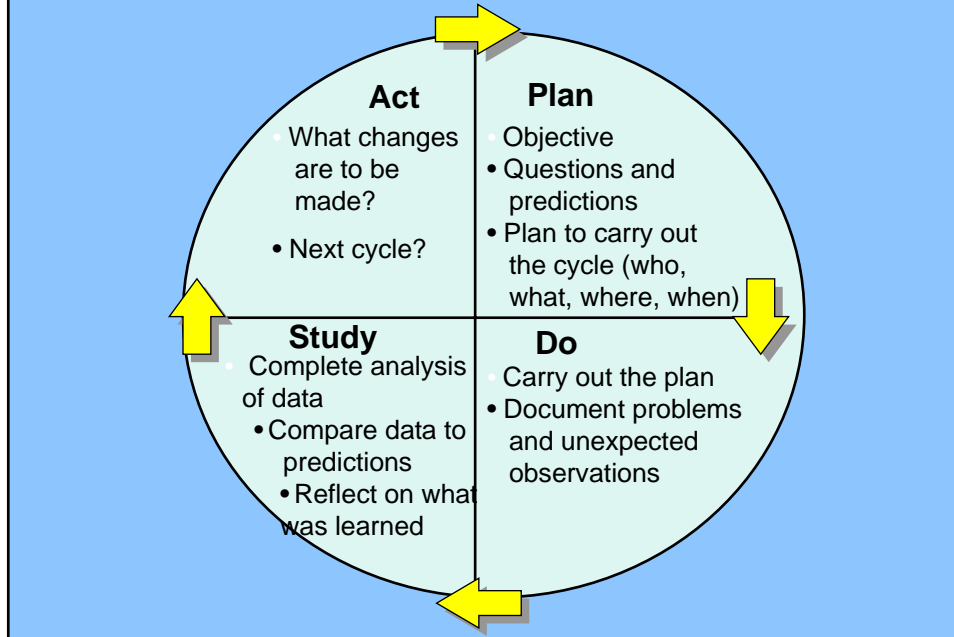
Source: *Improvement Guide*, p 7



P-D-S-A Cycles

- A way to turn Ideas into Action
(P D)
- A way to connect Action to Learning
(S A)

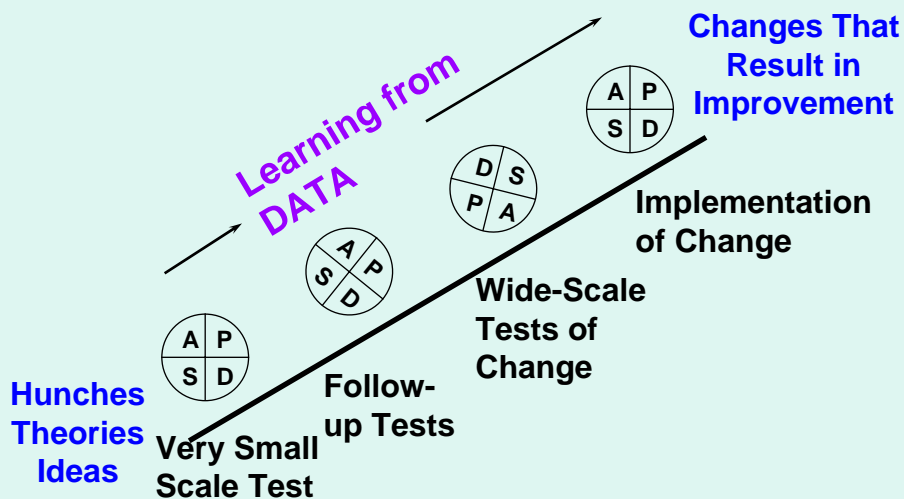
The PDSA Cycle for Learning and Improvement



Why Test?

- Increase the belief that the change will result in improvement
- Predict how much improvement can be expected from the change
- Learn how to adapt the change to conditions in the local environment
- Evaluate costs and side-effects of the change
- Minimize resistance upon implementation

Repeated Use of the PDSA Cycle



Use the PDSA Cycle for:

- **Helping to answer the first two questions – aim, measures**
- **Developing a change**
- **Testing or adapting a change idea**
- **Implementing a change**
- **Spreading the changes to the rest of your system**

A PDSA for Improved Efficiency??



Clarification of Terms

- **Task:** An activity that needs to be completed or something that needs to get done, i.e. create a Pitocin Induction Audit Tool, inform staff council of Pitocin bundles, identify first physician to test.
- **Test:** *Trying* a change on a small scale to see if the change results in improvement. A test of change involves complete Plan-Do-Study-Act cycles, including **a question and a prediction**. The specific change idea is being used in the clinic on a temporary basis. (Collecting baseline data, meeting, brainstorming, and/or planning to change are not tests of change. These are examples of getting ready to test or planning to test.)

Decrease the Time Frame for Early PDSA Test Cycles

- Years
 - Quarters
 - Months
 - Weeks
 - Days
 - Hours
 - Minutes
- Drop down next
"two levels" to
plan Test Cycle*

Tips for Success

- Improvement occurs in small steps
- Repeated attempts needed to test and implement new ideas
- Assess regularly to improve plan
- Failed changes = learning opportunities
- Plan communication
- Engage leadership support

Key Elements of Breakthrough Improvement

- **Will** to do what it takes to change to a new system
- **Ideas** on which to base the design of the new system
- **Execution** of the ideas

“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.” Charles Darwin



The Role of Leadership



Leadership Characteristics

Where is breakthrough improvement likely?

STRONG LEADER

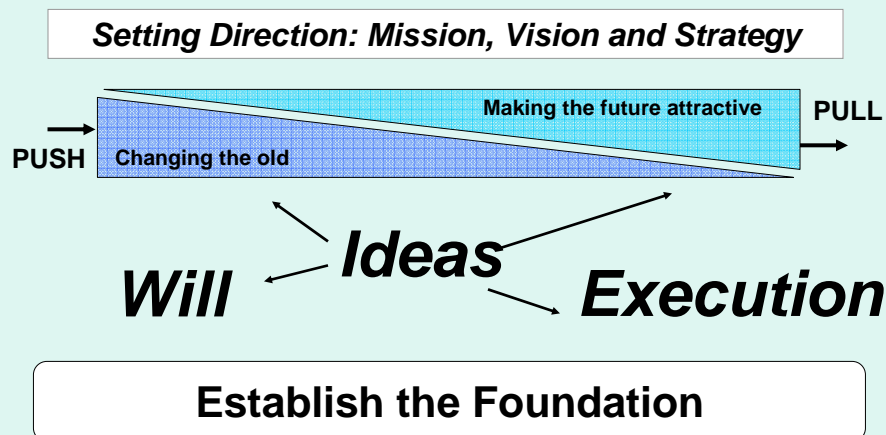
- Visionary
- Motivating
- Respectful
- Honest and Ethical
- Communicative
- Consistent
- Collaborative
- Optimistic
- Action oriented decision maker
- Institutionally centered
- Cultivates relationships
- Approachable

WEAK LEADER

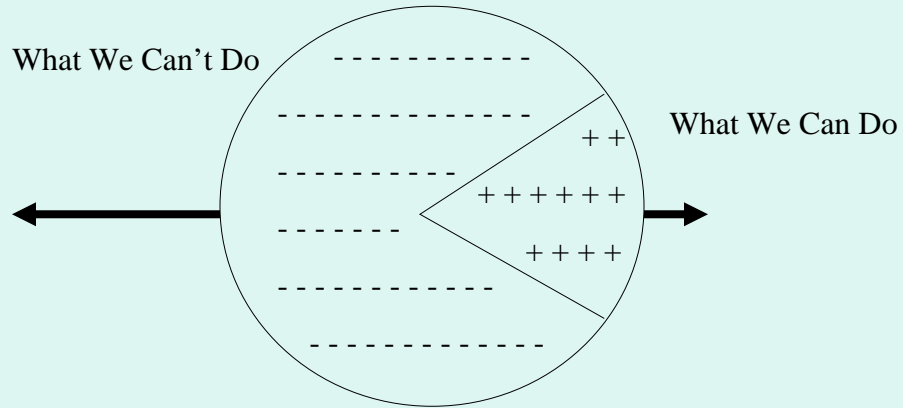
- Tunnel vision
- Fire-fighter
- Paranoid
- Petty
- Poor decision making skills
- Unfair
- Doesn't delegate
- Conflict generating / avoiding
- Embarrassing
- Inadaptable
- Sneaky and distrustful
- Miser
- Womanizer

Taken from Class Discussion: HCM 706 Physician Leadership Class, HSPH, 2005
Courtesy Jim Conway, Senior VP, Institute for Healthcare Improvement

Framework: Leadership for Improvement

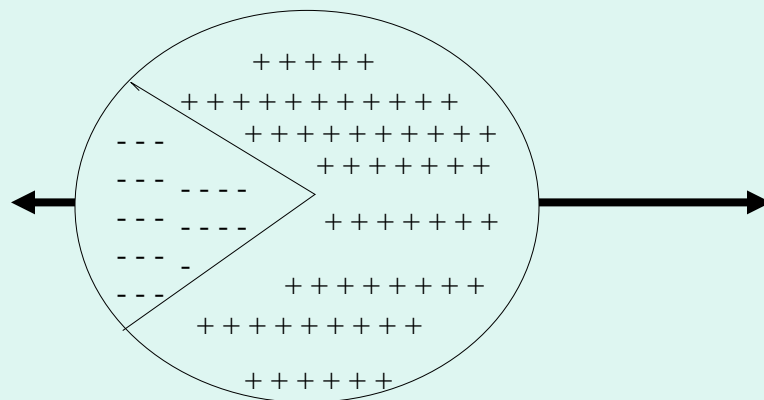


Net Backward Energy



More Negatives Than Positives

Net Forward Energy



More Positives Than Negatives

Kotter's 8 Reasons Why Attempts at Change Fail

1. Not establishing a great enough sense of urgency.
2. Not creating a powerful enough guiding coalition.
3. Lacking a clear vision.
4. Under-communicating the vision by a factor of ten.
5. Not removing obstacles to the new vision.
6. Not systematically planning for and creating short-term wins.
7. Declaring victory too soon.
8. Not anchoring changes in the corporate culture.

Thinking about your team—and your organization...

- Team:
 - How can you increase the sense of urgency?
 - What are 3 ways to communicate your program's vision (that are not now being done)?
 - What ways can you make the vision "come alive"?
 - Are the right parties at the table? Whom do you need to add?
- Organization
 - Are you using improvement methods as your coalition's organizational strategy? How are you measuring your own performance (as it relates to the vision)?
 - What can you do to generate more forward movement in your organization? Early wins?

Where to begin?

- **“Quality improvement begins with love and vision.**

Love of your patients

Love of your work

**If you begin with technique,
improvement won't be achieved.”**

- A. Donabedian, M.D

References

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