Aligning PHLN Improvement Work Year 2

Vision
Mission

Strategic
Plan

Organizational
Goal #1

Organizational
Goal #2

Organizational
Goal # 3

Aim #1
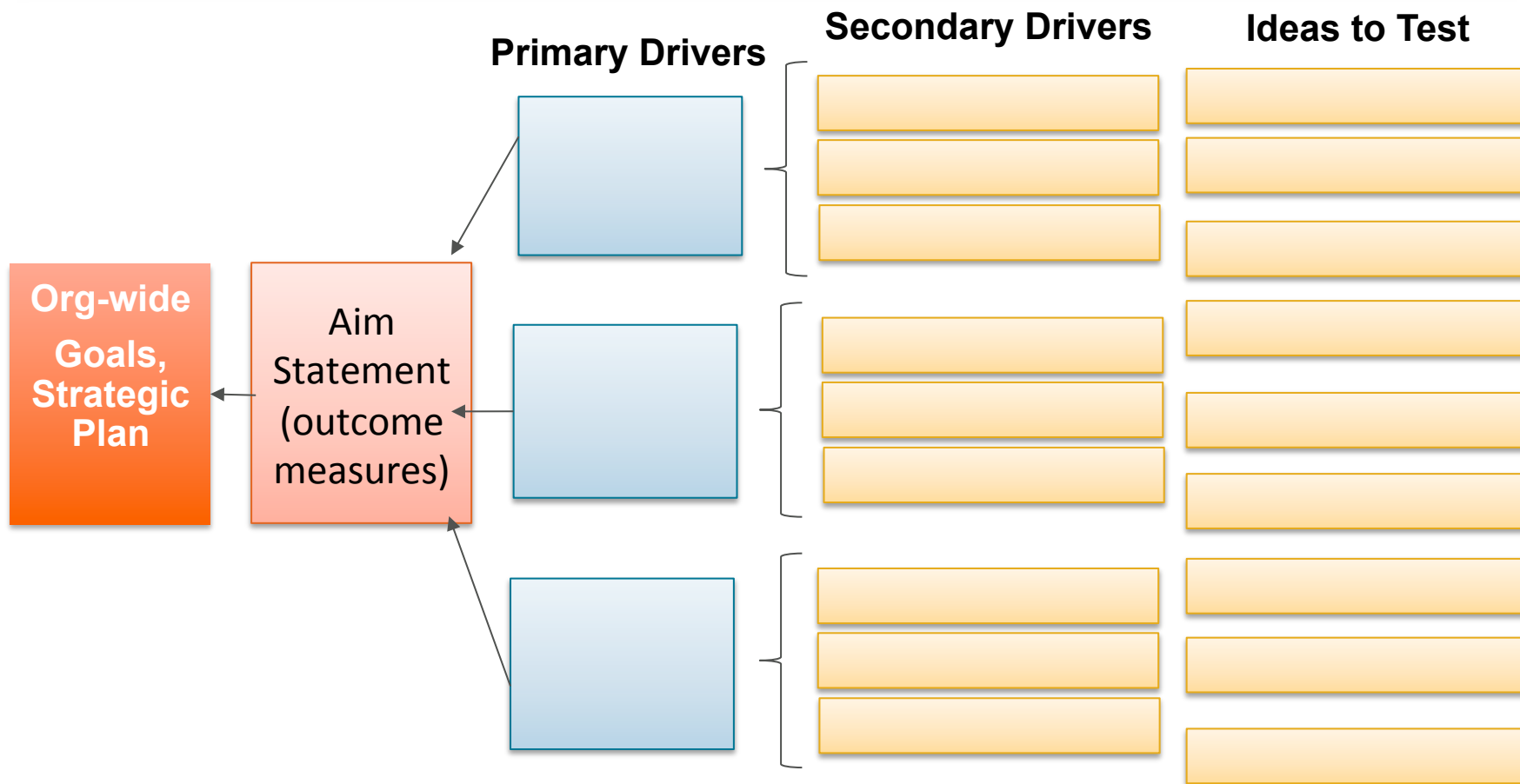
Aim #2

Aim #3

Aim #3

Setting Unambiguous and Focused Aims

1. State the aim clearly.

2. Include numerical goals that require fundamental change to the system.

3. Avoid aim drift.

4. Be prepared to refocus the aim.

- **S**pecific
- **M**easurable
- ~~**A**chievable~~ Ambitious
- **R**elevant
- **T**ime-bound

Driver Diagrams

Purpose of Driver Diagrams

TRANSLATE A HIGH-LEVEL IMPROVEMENT GOAL INTO KEY OPPORTUNITIES FOR SUB-PROJECTS

HELPS ORGANIZE CHANGE CONCEPTS AND IDEAS AND SUGGESTS TACTICAL APPROACHES

TESTS THEORIES ABOUT MULTIPLE CAUSES AND THEIR EFFECTS
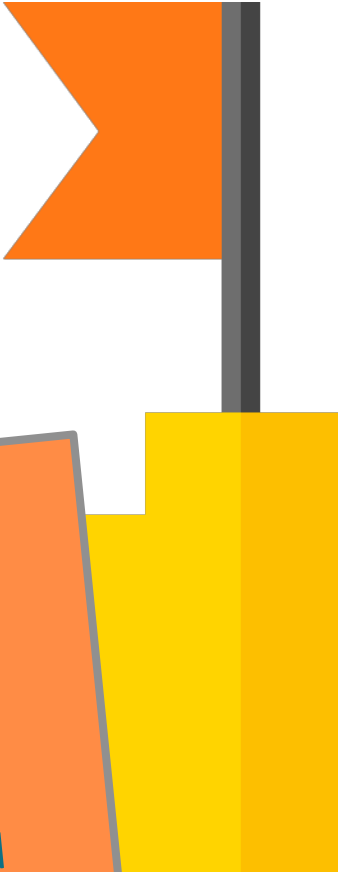
SERVES AS A COMMUNICATION TOOL

Case Study: Improving Dental Sealant Rates

FQHC in another state:

Aim: We will improve our dental sealant rate for at-risk children ages 6-9 from 13.8% to 23.8% by December 31, 2018.

- **S**pecific
- **M**easurable
- ~~**A**chievable~~ Ambitious
- **R**elevant
- **T**ime-bound

Case Study: Improving Dental Sealant Rates

- Aim focused on increasing dental sealant rate for UDS
- Outcome measure-UDS definition
- Changes tested:
  - **Health educator and educational materials** in the waiting room and exam rooms at the primary care visits
  - **Peds referrals** to dental practice from well child check appointments
  - **Incentives for kids** to go to appointments
  - **Gap report for pediatrics huddle**
  - Risking tool in EDR
  - Carve-out dental slots for sealants

Case Study-Dental Sealant Driver Diagram

Primary Drivers **Secondary Drivers** **Ideas to Test**

Org-wide Aims- Improve UDS Outcomes

Improve dental sealant rate from 13.8% to 23.8% in 12 mo.

Patients and family are educated
- Parents understand importance
- Parents know how to get appointment

- Waiting room education
- Posters in exam rooms
- Coupon for dental treasure chest
- Warm handoff to dental
- Try carve out slots

At risk kids are identified
- Identified at well child check
- Identified in dental clinic

- Huddle report for peds team
- Develop dental risking tool
- Document mod-high risk in EDR

Outreach to kids needing sealants
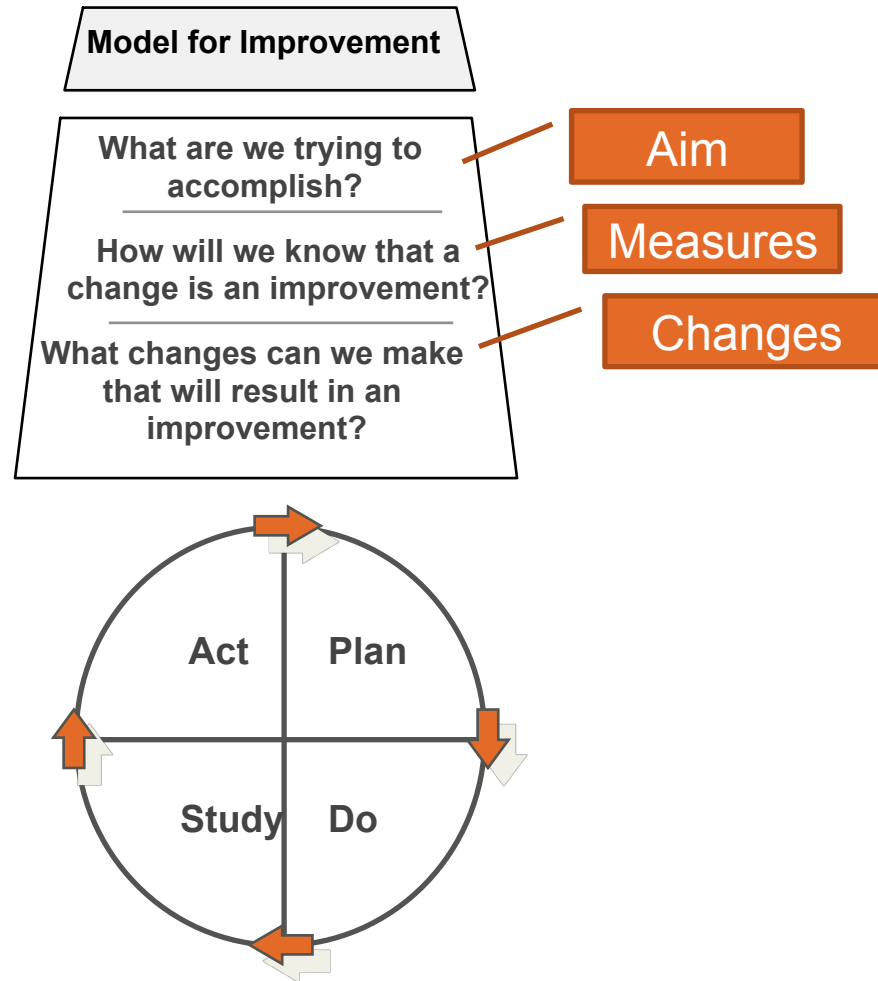- Outreach to kids with care gap

Group Exercise (10 minutes per team)

- Gather with 2 other teams (3 teams/group)
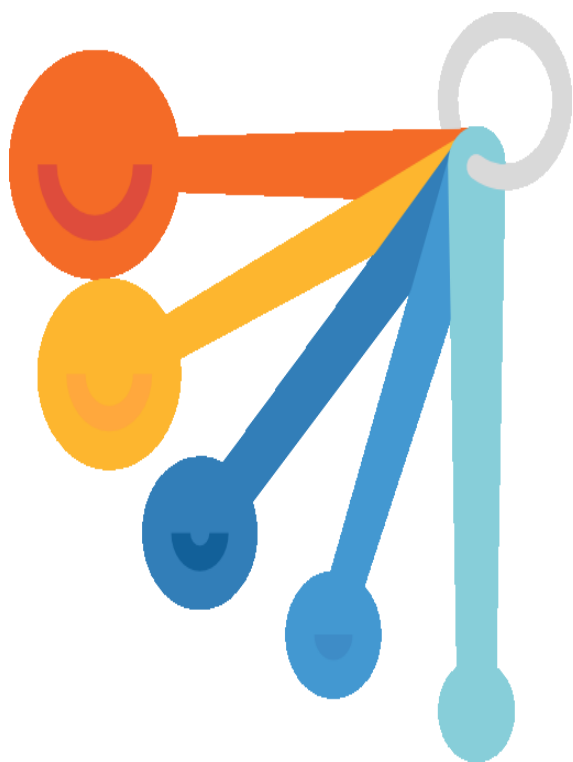- Introduce yourselves
- Share your PHLN draft aims via storyboard, 10 minutes, including Q/A
  - *What are your aims?*
  - *What are the change ideas or primary drivers?*
  - *What advice do you have for your colleague to strengthen their aim (s)?*

- Use stickie notes for likes and suggestions through-out the day. Use your story board to collect feedback and build your PHLN project.

Use Evidence-Based Improvement Methodology

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in an improvement?

Aim

Measures

Changes

Act | Plan

Study | Do

Source: Associates in Process Improvement.

Your PHLN Measures Set

- **Outcome (1 – 3 selected measures)**
  - The "voice" of your project
  - Relates directly to the aim
  - Longer indicator of progress/success
- **Process (2 – 3 selected measures)**
  - Relates to the secondary drivers and/or changes
  - Early indicators of success
  - Measures whether parts/steps of the system are performing as planned
  - NOTE: Okay to focus on process measures only
- **Balancing (1 – 2 selected measures)**
  - Evaluates unintended consequences
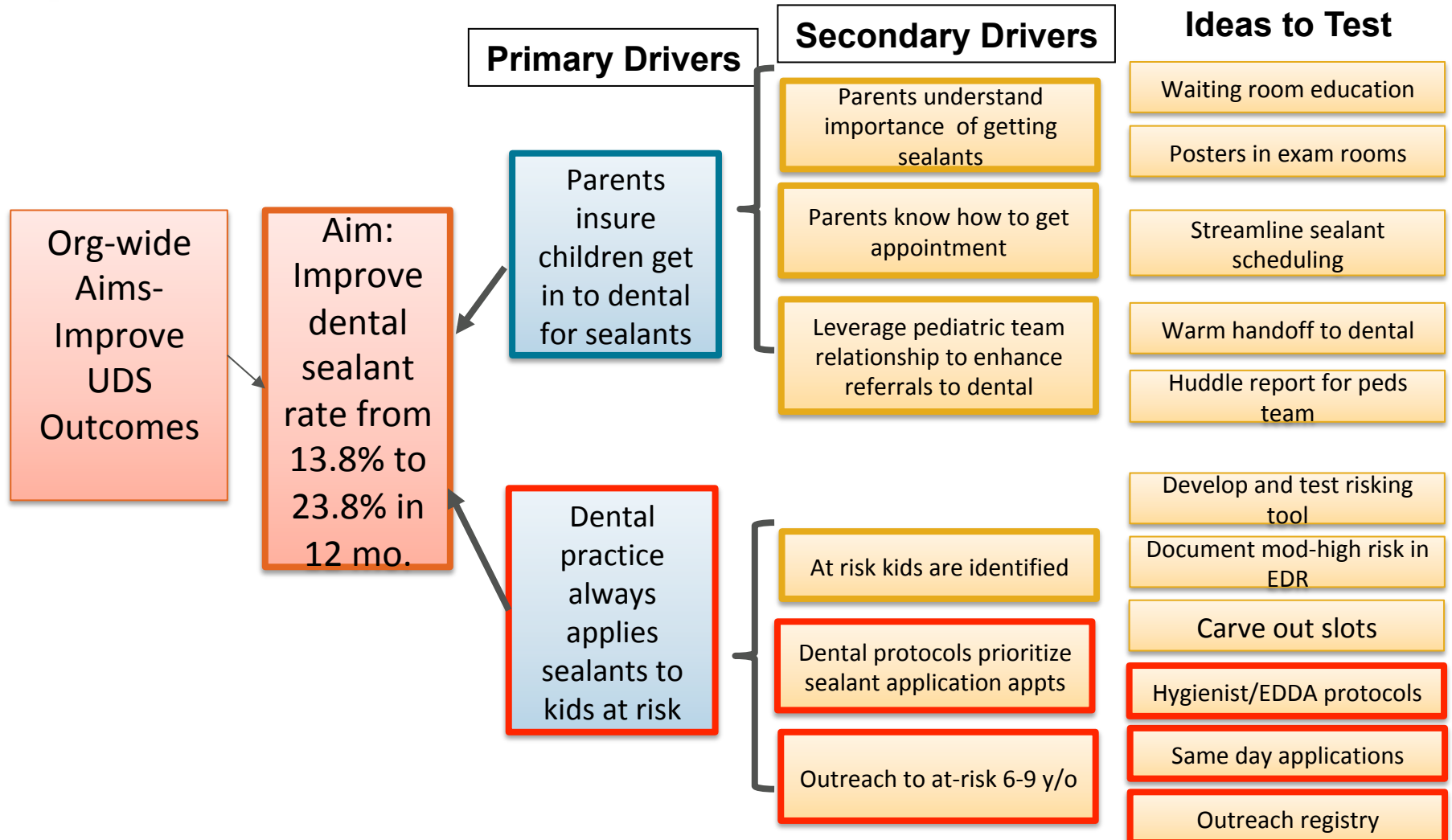
Case Study – Measures Set Example

- Outcome:
  - UDS: % of patients at risk for carries that received their dental sealant

- Process:
  - Number of 6-9 y/o kids referred from pediatrics to dental each month
  - Days health educator spent in waiting room of pediatric practice dispensing sealant information and vouchers
  - Should there be others?

- Balancing:
  - None identified

Case Study-Possible Rework of Driver Diagram

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Org-wide Aims-Improve UDS Outcomes	Aim: Improve dental sealant rate from 13.8% to 23.8% in 12 mo.

Primary Drivers

Secondary Drivers

Ideas to Test

Parents insure children get in to dental for sealants

- Parents understand importance of getting sealants
  - Waiting room education
  - Posters in exam rooms
- Parents know how to get appointment
  - Streamline sealant scheduling
- Leverage pediatric team relationship to enhance referrals to dental
  - Warm handoff to dental
  - Huddle report for peds team

Dental practice always applies sealants to kids at risk

- At risk kids are identified
  - Develop and test risking tool
  - Document mod-high risk in EDR
- Dental protocols prioritize sealant application appts
  - Carve out slots
  - Hygienist/EDDA protocols
- Outreach to at-risk 6-9 y/o
  - Same day applications
  - Outreach registry
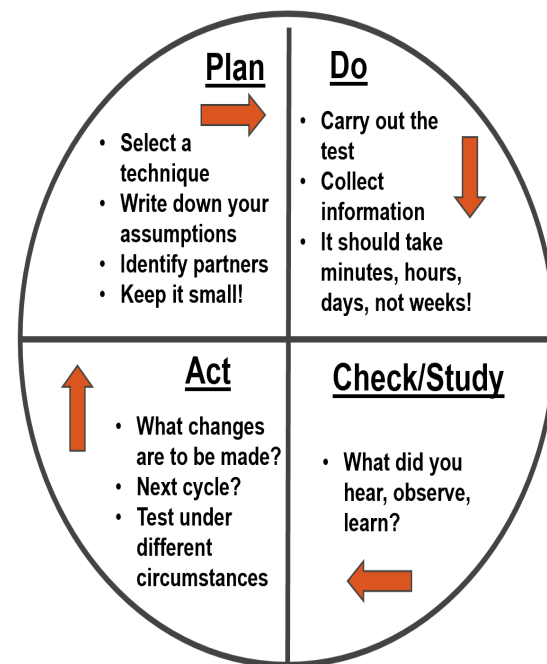
Exercise (15 minutes for each team)

- Team up again with the other 2 teams, share your change opportunities (secondary drivers)
- Ask:
  - *What did you choose for secondary drivers?*
    - *Who from your site did you involve in defining these?*
    - *What performance improvement tools did you use?*
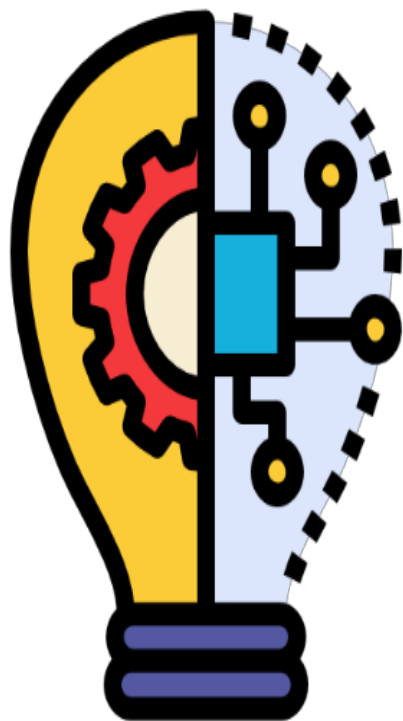 - *What are your outcome, process and balancing measures?*

Why Do Small Tests of Change?

- **Test your belief** that the change will result in improvement
- Decide whether the proposed change **will work in your environment**
- Decide which **combinations of changes** will have the desired effects
- Evaluate **side effects** from a proposed change
- Engage others to build **adoption** and **minimize resistance** upon implementation
- Gain **confidence** and a high degree of certainty about the change which then **leads to a pilot**
- Allows **"safety"** to fail forward

Plan
- Select a technique
- Write down your assumptions
- Identify partners
- Keep it small!

Do
- Carry out the test
- Collect information
- It should take minutes, hours, days, not weeks!

Act
- What changes are to be made?
- Next cycle?
- Test under different circumstances

Check/Study
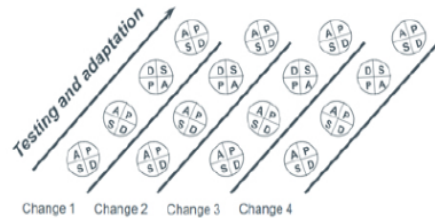- What did you hear, observe, learn?

Key Considerations

- Size of PDSA depends on type of change, variability in the change, resources, and expectations
    - Scale down as much as you can
    - Use prototypes
    - Involve those doing the work to develop PDSA
- Collect data that is meaningful, use sampling and qualitative data
- Test over a wide range of conditions
    - Start with the ready and willing, then spread
- Other suggestions?

Tracking and Managing Multiple Changes

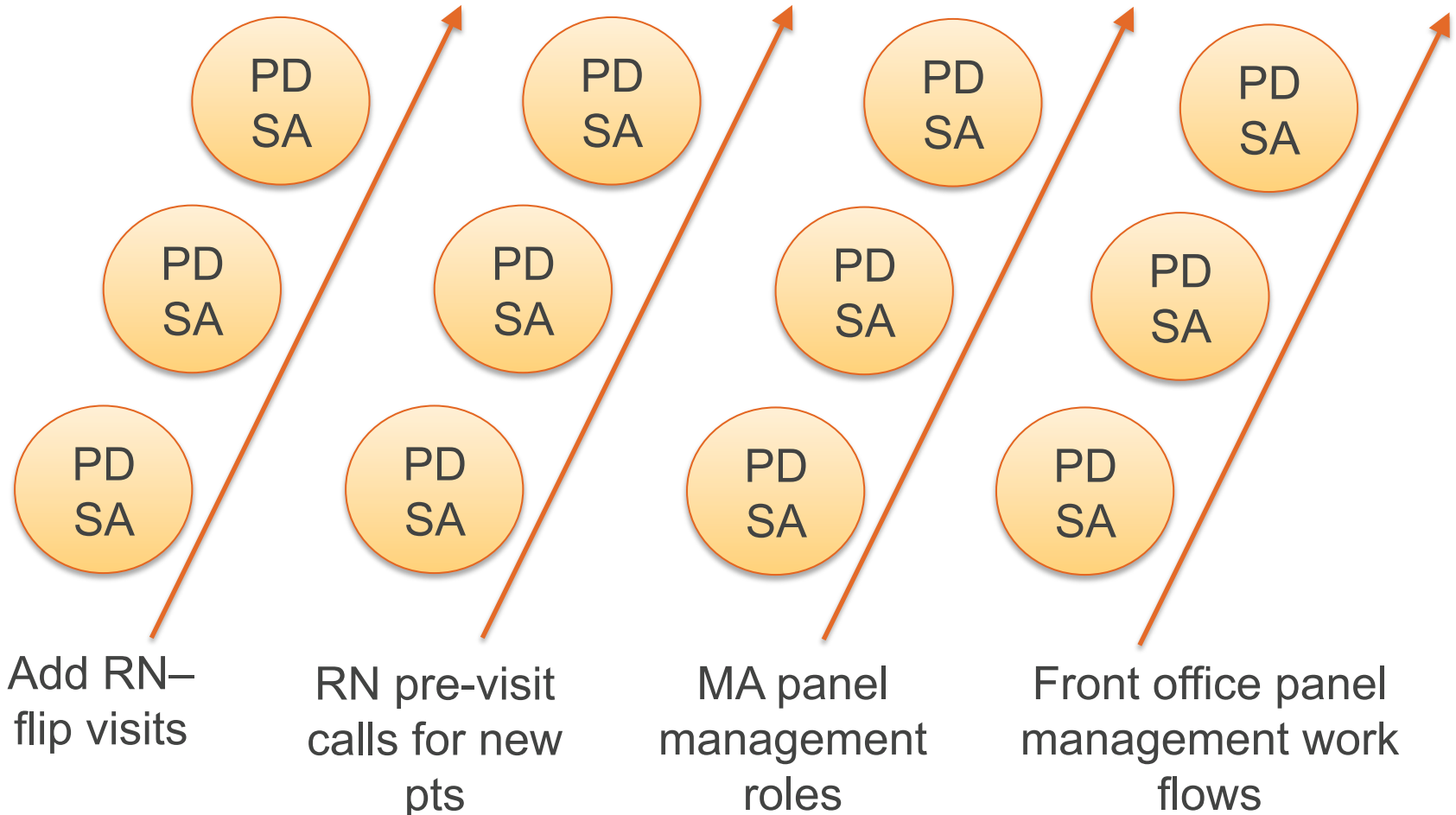PDSA Tracker Worksheet: Use with each change you are testing

Testing and adaptation

Change 1   Change 2   Change 3   Change 4

Title of PDSA: Aim statement:

PDSA Cycle No.	PLAN				DO		STUDY	ACT
	What *change* are you testing?	What have you *learned* from previous PDSAs?	What do you *predict* will happen?	What *data* will you collect to know how it's working?	Date(s) of test	What did you *do*?	What did you *learn*?	What will you *do next*? (ex. forget it, more testing, ready to implement, ready to teach others)
1								
2								
3								

Accelerating Improvements: Core Care Team

PD SA

PD SA

PD SA

PD SA

PD SA

PD SA

PD SA

PD SA

PD SA

PD SA

PD SA

PD SA

Add RN– flip visits

RN pre-visit calls for new pts

MA panel management roles

Front office panel management work flows

Shrinking the change – what's needed on the core care team

Case Study-Accelerating Improvements in Sealants

PD SA   PD SA   PD SA   PD SA

PD SA   PD SA   PD SA   PD SA

PD SA   PD SA   PD SA   PD SA

Peds office family education

Dental office risk assessment

Dental office appointment processes

Population health outreach to kids at risk
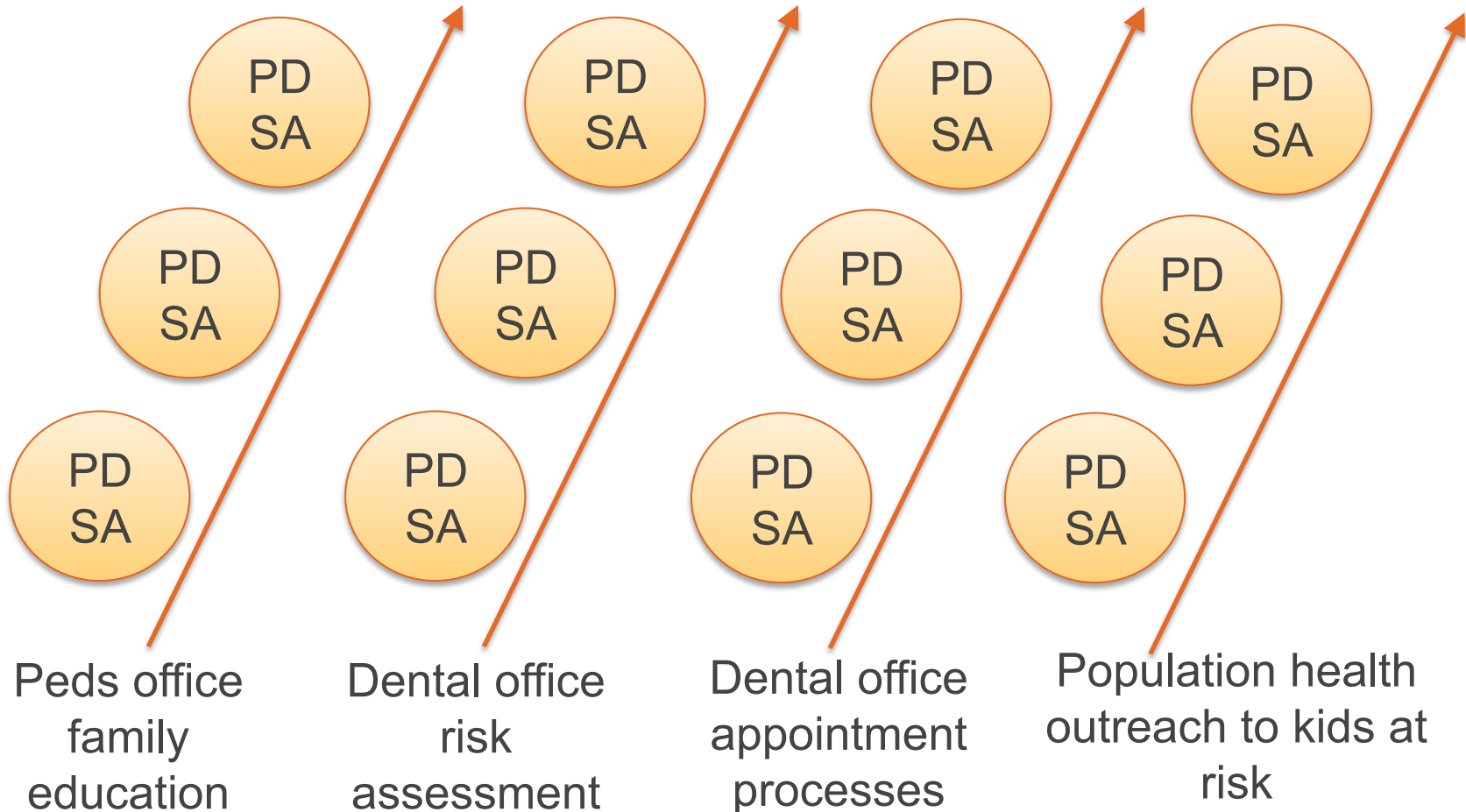
Parallel testing ramps might have sped improvement

Group Exercise (20 minutes total)

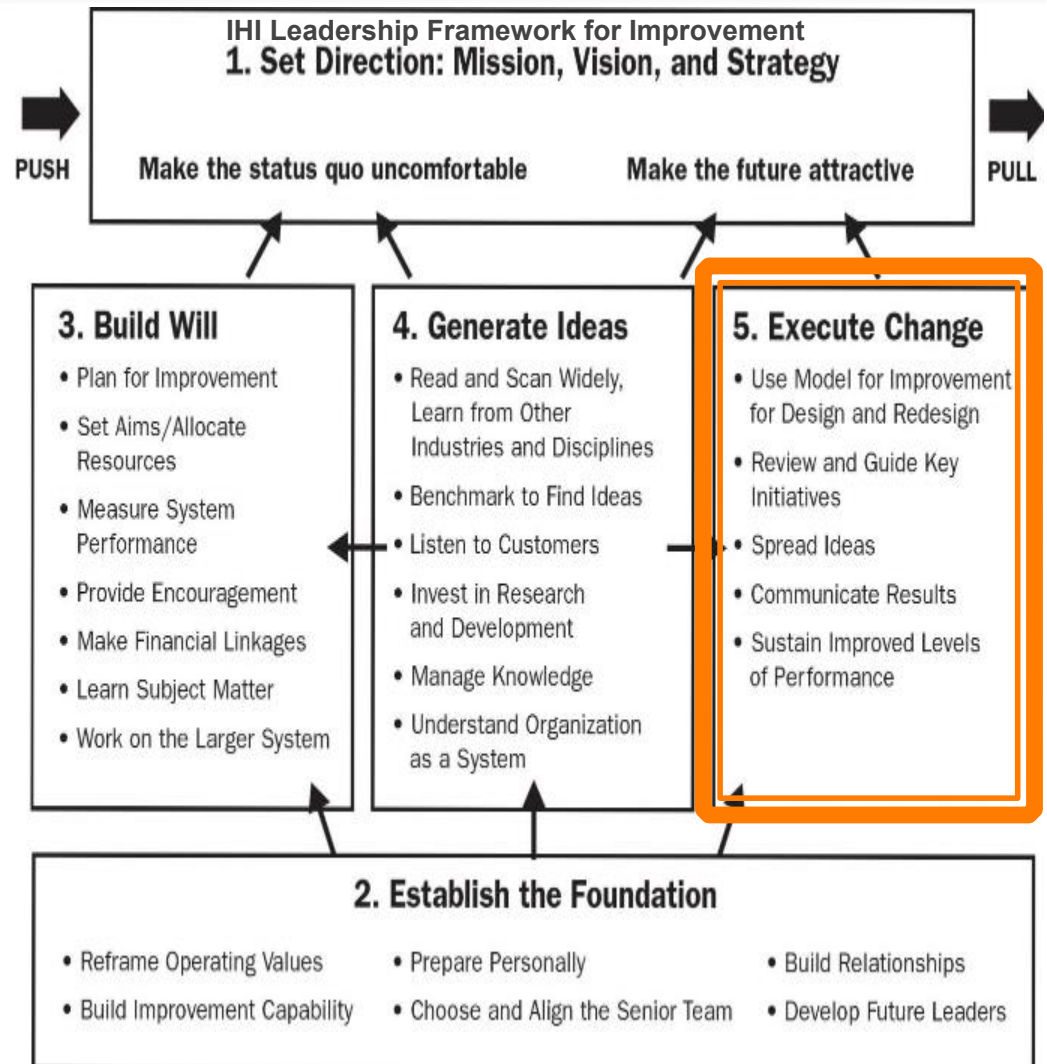Again, team up with two other teams for a conversation

- *How do you share the learning across your team and your organization as you work on the tests of change?*

- *How do you juggle multiple projects at multiple sites?*

- *Share an example of a PDSA test cycle which didn't work as planned. What did you learn? How do you carry that learning forward?*

# What's the Challenge with Spread and Sustainability?

1. Will
2. Ideas
3. Execution

IHI Leadership Framework for Improvement

1. Set Direction: Mission, Vision, and Strategy

PUSH — Make the status quo uncomfortable — Make the future attractive — PULL

3. Build Will
- Plan for Improvement
- Set Aims/Allocate Resources
- Measure System Performance
- Provide Encouragement
- Make Financial Linkages
- Learn Subject Matter
- Work on the Larger System

4. Generate Ideas
- Read and Scan Widely, Learn from Other Industries and Disciplines
- Benchmark to Find Ideas
- Listen to Customers
- Invest in Research and Development
- Manage Knowledge
- Understand Organization as a System

5. Execute Change
- Use Model for Improvement for Design and Redesign
- Review and Guide Key Initiatives
- Spread Ideas
- Communicate Results
- Sustain Improved Levels of Performance

2. Establish the Foundation
- Reframe Operating Values
- Build Improvement Capability
- Prepare Personally
- Choose and Align the Senior Team
- Build Relationships
- Develop Future Leaders

Reinertsen JL, Bisognano M, Pugh MD. *Seven Leadership Leverage Points for Organization-Level Improvement in Health Care (Second Edition).* Cambridge, Massachusetts: Institute for Healthcare Improvement; 2008.

Why Is Spreading Change so Challenging?
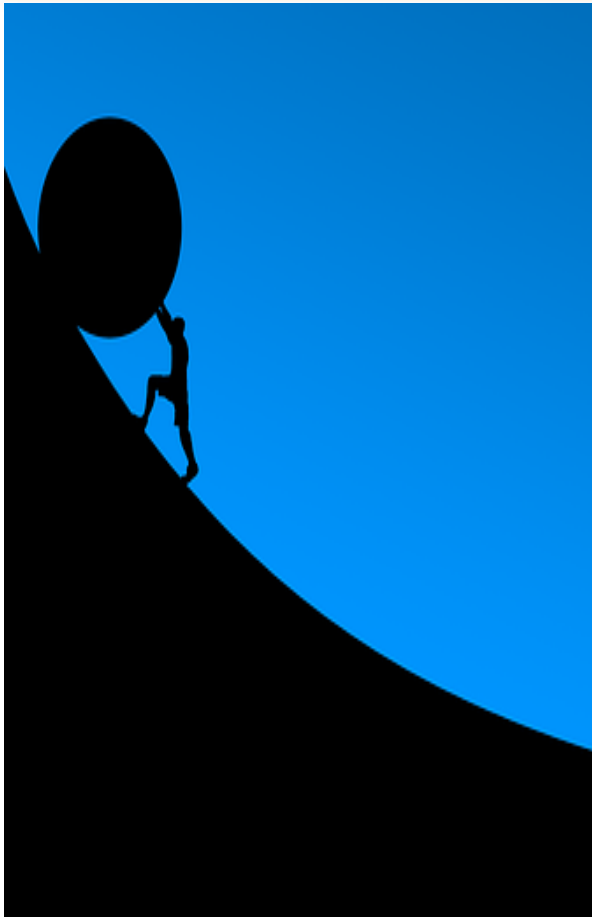
- Start with large projects

- Find one person willing to do it all

- Expect heroics to overcome poor processes

- If a pilot project works once then spread it unchanged

- Look at process and outcome measures quarterly

- Fail to pay attention to process reliability

- Default to innovators to create system-wide spread

Adapted from: Lloyd R. Applying the Science of Improvement to Daily Work. Chicago: HRET; 2012.

Critical Domains for Spreading Change

Leadership	Measurement	Infrastructure	Communication
Critical role for both formal and informal clinic leaders throughout the change process	Assessing continued improvement and avoiding regression to the past	Creating policies, processes, staffing and physical space for enhancing change	Strategy for reinforcing vision, information gathering and sharing and supporting behavior changes

Organizational Leadership for Spreading Change

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Executive Leadership

← Strategic Spread →

Management Leadership

← Tactical Spread →

Team Leadership

Leadership for Spreading Change

- Create vision
- Lead by example
- Leverage history
- Pay attention
- Motivate, inspire, coach
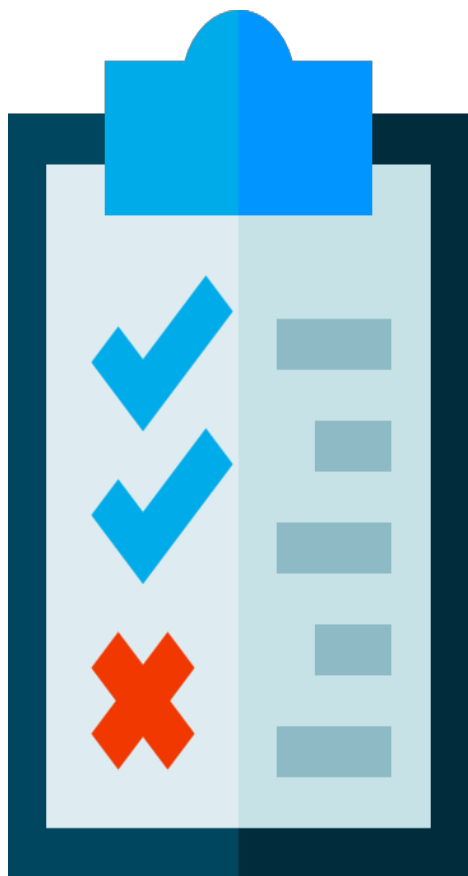- Support and build teamwork for adoption

Ongoing Measurement

1. Pay attention to outcome measures

2. Less frequent

3. Talk with staff about successes and opportunities

Infrastructure

- Spread methodology/approach

- People to lead and manage the change-build into job descriptions

- Recruitment strategies and tactics

- Training, including policies and procedures, skills and competencies

- Career ladders and succession planning

- Technology

- Community partnerships

Communication for Change Adoption

Optimally, spread is the result of the process of adoption.

Adoption is the group of behavior changes embraced by the people who do the work.

Spread	Adoption
Push ideas outward to others	Pull ideas into myself
My agenda at the center of a larger organization	My agenda at the sharp end of delivering care
Use of organizational structure and hierarchy to communicate about change	Use of social systems to communicate about change
A focus on tools, techniques and processes	A focus on relationships and facilitation

Communication Action Plan– Example 1

Page 1

Spread and Sustaining Change-Audience Communication Assessment Template

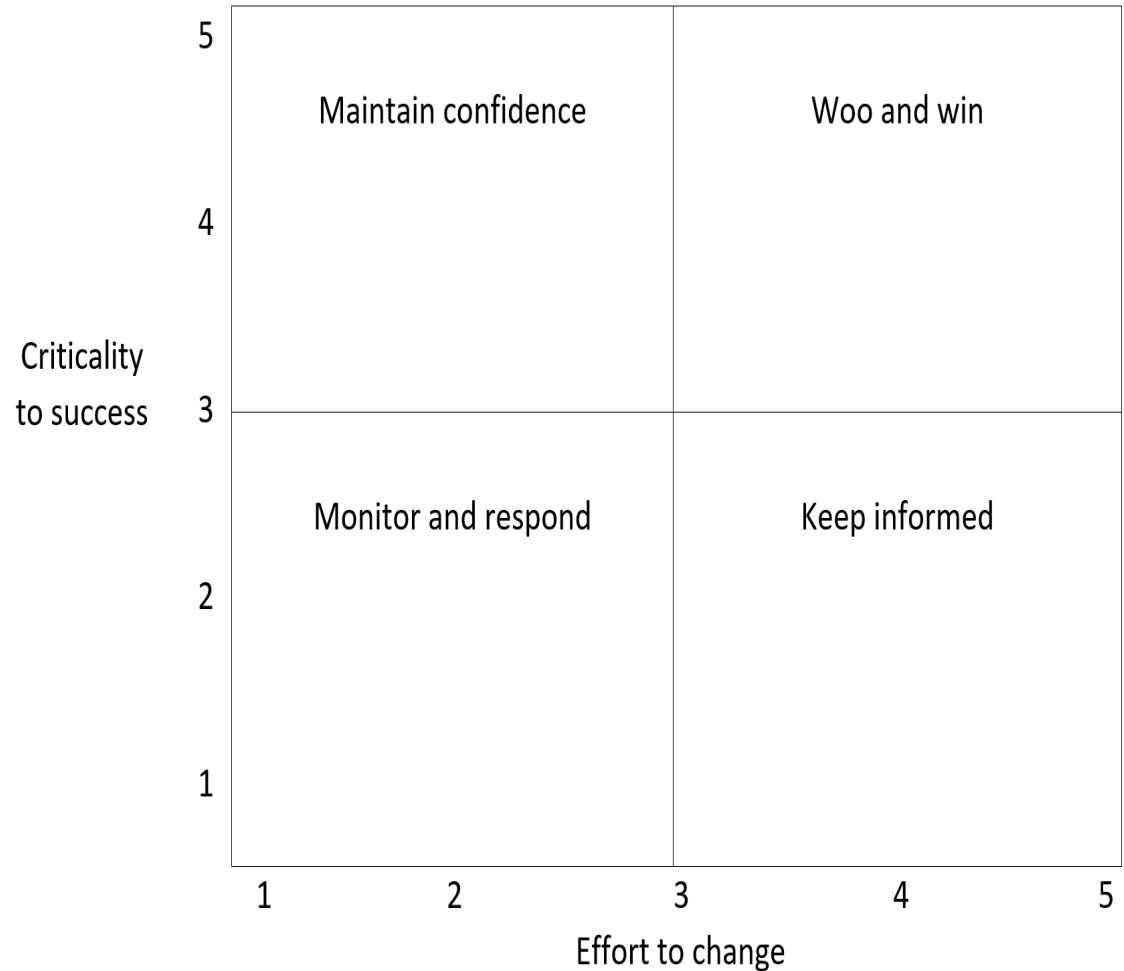| Stakeholder or Group	Description of stakeholder or group	Criticality to success (1-5)	How the change affects this audience	Effort required to change (1-5)	Concerns/issues (what this audience needs)	Degree of Commitment (- 0 +)

1=Low 5=High

Adapted from: The Heart of Change Field Guide Dan S. Cohen

Communication Action Plan – Example 1

Page 2

Spread and Sustaining Change-Audience Prioritization Matrix

A 2×2 matrix with "Criticality to success" on the vertical axis (1 to 5) and "Effort to change" on the horizontal axis (1 to 5). The four quadrants are:
- Top-left: Maintain confidence
- Top-right: Woo and win
- Bottom-left: Monitor and respond
- Bottom-right: Keep informed

Adapted from: The Heart of Change Field Guide Dan S. Cohen

Communication Action Plan– Example 1

Page 3

Spread and Sustaining Change-Communication Action Plan Template

Communication/ action	Key messages/ details	Audience targeted	Due date	Channels or methods	Responsibility (who?)			Status
					Develop	Review/ approve	Deliver	

Adapted from: The Heart of Change Field Guide Dan S. Cohen

Communication Action Plan– Example 2

Spread and Sustaining Change-Communication Action Plan Template

What is the change you'd like to spread? _____

Why should people adopt the change (goal clarity)? _____

Key audiences	Unlock commitment	Impactful messages	Decisive Action	Execution excellence			
Who do you want to spread to?	Are there pre-existing attitudes, awareness, experiences we need to address? Where are people in the change process?	What are the key messages, what do people need to know? How do you say it so it will resonate?	How do you want the audience to act, think, or feel? Create the path, what do you expect them to do?	Channels or methods – how will the change be communicated?	Timing – when will the change be communicated?	Who will communicate the change?	Status- what happened?

Map Your Communication Strategy (20 min)

- Working with your team this time
  - *Outline your communication strategy over the next 12 months (Use either example on table or one from your organization that you have in place)*
  - *Work with your team on your grant proposal*
  - *Review stickie note suggestions*
  - *What questions remain*
  - *Adjust with any of the ah-ha's from today*