Accelerating Improvement: Testing Key Changes

Jerry Langley, IHI/API

Improving Patient Care - 3

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Session Objectives

At the end of this session, you will be able to…

• Accelerate your improvement efforts
• Summarize the importance of testing changes on a small scale and under a wide range of conditions.
• Identify the importance of learning (even from failed tests) and knowledge play in improvement.
Fundamental Questions 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?
Are you satisfied that your charter answers the question:

“What are we trying to accomplish (in IPC3)?

Fundamental Questions 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?
### IPC3 Measures

**CORE**
- Health Risk Screening
- Cancer Screening
- Outcome Bundle
- Diabetes Comprehensive
- Tobacco Users and Counseling
- Staff Satisfaction
- Average Office Visit Time
- Patient Satisfaction
- Microsystem Patients
- Empanelled Patients
- Continuity to PCP
- Third Next Available Appt
- Patients with Self Management Goal Set

**SUPPLEMENTAL**
- Pediatric Immunizations
- Fluoride Applications in Pediatric Population
- Physical Activity Screening
- Revenue Generation
- Continuity of Care to a Care Team
- Oral Exams for Diabetic Pts
- ER and Urgent Care Visits
- Workforce Retention (TBD)
- Productivity (RVU) (TBD)
- Preventable Hospitalizations (TBD)

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**Graphs**

- Number of Patients in the Microsystem
- Percentage Empanelled
- DM Comprehensive
- Health Risk Screening Bundle
- Cancer Screening Bundle
- Patients with SM Goal Set
- Continuity with Provider
- Third Next Available Appointment
- Average Cycle Time

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Minimum Standard for Data Display in the Collaborative:

**Annotated Time Series**

**Proportion of men age 35 or older, and women age 45 or older who have had a Lipid profile within the last five (5) years.**
Fundamental Questions 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?

“Improvement only comes from changes, but not all changes result in improvement”
What is a Change?

• Not an attempt at perfection
• Not more of the same
• Something that alters the current system in some fundamental way
• Fundamental does not mean big and expensive!

The Perfect Change

• Utopia Syndrome
• Paralysis of action
• Fear of failure (to change is to take a risk)
• As long as people are working on perfection, they will not have time for testing new ideas!
Using a Change Package

- In many situations, there are known good change “ideas”
- Sometimes the change packages are even sophisticated enough to be sequenced.
- The focus of using a change package that is appropriate for your improvement efforts is to devise ways to test the idea and adapt it to your environment.


IPC Care Model

Adapted from the Chronic Care Model developed by the McCall Institute.

Improved health and wellness for American Indian and Alaska Native individuals, families, and communities

Informed Activated Patient

Activated Family and Community

Prepared, Proactive Care Team

Prepared, Proactive Community Partners

Safe > Efficient > Patient-Centered > Equitable > Effective > Timely

Health Care Organization

Clinical Information Systems

Decision Support

Delivery System Design

Self-Management Support

Community

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### IPC 3 High Leverage, Sequenced Changes

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**Planting the Seed**

**Growth of the Change**

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**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?

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The PDSA Cycle for Learning and Improvement

Why Test?

The PDSA Cycle

Act | Plan
---|---
Study | Do

Act
- What changes are to be made?
- Next cycle?

Plan
- Objective
- Questions and predictions (why)
- Plan to carry out the cycle (who, what, where, when)

Study
- Complete the analysis of the data
- Compare data to predictions
- Summarize what was learned

Do
- Carry out the plan
- Document problems and unexpected observations
- Begin analysis of the data
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 Cycle
Testing on a Small Scale

- Have others that have some knowledgeable about the change review and comment on its feasibility.
- Test the change on the members of the team that helped developed it before introducing the change to others.
- Incorporate redundancy in the test by making the change side-by-side with the existing system.
- Conduct the test in one facility or office in the organization, or with one patient.
- Conduct the test over a short time period.
- Test the change on a small group of volunteers.
- Develop a plan to simulate the change in some way.

Overall Aim: Integrate MH and PC Services
Principles of Testing a Change

1. Keep your tests on a small scale initially and increase the scale of the test on the basis of learning
2. As the scale of the test is expanded, include differing conditions in your test (wide range of conditions)
3. Plan the test, including data collection

Questions for Users of the PDSA Cycle

• Is the planning based on theory? Stated?
• Are the predictions made prior to data collection?
• Are multiple cycles run?
• Is there documentation of what was learned?
• Does the learning provide a basis for action?
Aspects All of Us Need to Emphasize and Help Build

• Culture of experimentation
  – Testing everything, testing every day
  – Power of failure
  – Use of data to support testing and learning
  – Sequential nature of learning

• Clarity on the target population

• Ability to tell the story with data (describe and document PDSA)

Churchill on Learning

*Making predictions slows up the “hurry”*

• Men occasionally stumble over the truth, but most of them pick themselves up and hurry off as if nothing has happened.

--Winston Churchill
Discussion

Questions