



Using Collaboratives to Drive Improvement

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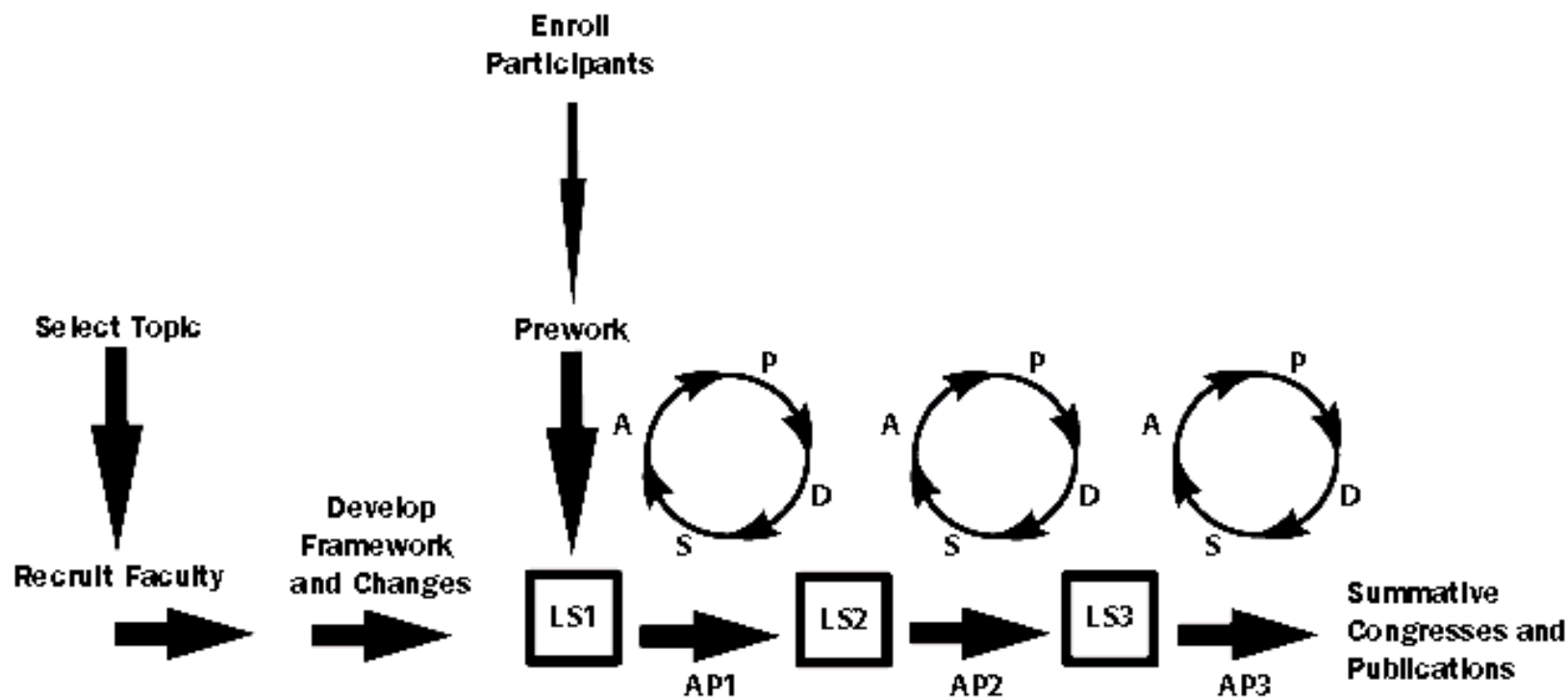
Institute for Healthcare Improvement

This presenter has nothing to disclose

Breakthrough Series

The Institute for Healthcare Improvement created the Breakthrough Series — an improvement method that relies on spread and adaptation of existing knowledge to multiple settings to accomplish a common aim — to accelerate improvement worldwide through the use of Collaboratives. The Breakthrough

Origin of Breakthrough Series Collaboratives



LS1: Learning Session
AP: Action Period
P-D-S-A: Plan-Do-Study-Act

Supports:
Email • Visits • Phone Conferences • Monthly Team Reports • Assessments

The Model for Improvement

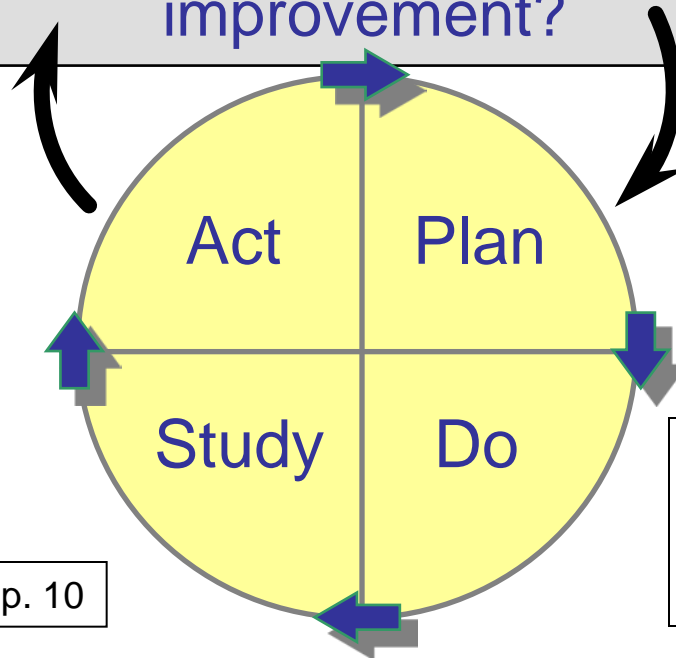
What are we trying to Accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

When you combine the 3 questions with the...

PDSA cycle, you get...



...the Model for Improvement.

A Model for Learning and Change

IHI Breakthrough Series Collaborative

- Collaboratives usually run for seven to 12 months. Teams meet:
 - to learn best practice on a topic,
 - to gain the skills to make improvements to reach the best practice (from faculty members and each other),
 - to test and implement these improvements in their organizations, and
 - to share their progress and results.

Questions to Ask When Planning a Collaborative

- What *topics (ideas for improvement)* are important enough that they will be spread throughout the organization or the system you are working in?
- Review your organization's or system's strategic plan. What *recent improvement initiatives* could be spread to support this plan?

When Planning a Collaborative

- Create a list of topics or improvements. Discuss these with the senior leaders of the organizations to determine which ones are most important in their view of the organization's strategy for the coming years.
- Among the topics selected, which one topic will you work on first, and which units will be involved initially?

Terms

- Action Period
- Collaborative
- Change Package
- Learning Session
- Measurement System
- Model for Improvement
- Organization Team
- Prewrite Packet
- Process Change
- Spread

Ripe for Improvement

- Current prevailing practice deviates from the best scientific knowledge
- Improvements would produce clearly positive results by reducing costs and improving quality
- The possibility of breakthrough improvement has been demonstrated by at least some ‘sentinel’ organizations

Attributes of a Successful BTS Collaborative

- Clear aim that is important to the organization
- Action-oriented
- Results focused - accelerate improvement
- Change ideas with a pedigree (Change Package developed from ideas supplied by experts in the topic)
- Use of Model for Improvement

Attributes of a Successful BTS Collaborative (Cont.)

- Support system for the participants to collaborate
- Leadership structure to keep up the pace
- A culture is established with specific values:
 - Everybody learns, everybody teaches
 - A sense of “family” and support
 - Urgency-need results now!

IHI Experience: Factors that Contribute to Success in Project Set-up

- Ripe topic with at least moderate degree of belief that theory will lead to improvement
- Use of clear Charter for recruiting teams
 - Clear numeric breakthrough goals
 - Clear expectations
- Teams have will and resources
 - Aim is customized and aligns with org. strategy
 - Team composition is appropriate
 - Team resources appropriate
 - Day-to-day team leader with adequate time
- Sponsors involved
- Change ideas with a pedigree (Change Package developed from ideas supplied by experts in the topic)
 - Ideas most powerful
 - Ideas sequenced

IHI Experience: Factors that Contribute to Success in Project Execution

- Action Oriented: Use of Model for Improvement-lots of testing
- Measurement system that connects testing to tracking progress
 - Each team has goals with measures to match
 - Required monthly reporting with measurement tracked monthly
- Great Learning sessions
- Robust Action Periods
 - Good communication system (listserv/extranet/ great calls)
- Oversight
 - Tracking progress, participation, connecting teams, fostering shared learning
- A culture is established with specific values:
 - Everybody learns, everybody teaches
 - A sense of “family” and support
 - Urgency-need results now!

Summary: What Makes the Breakthrough Series Work?

Will

- Visible commitment (Participating)
- Create peer pressure (Learning Sessions)
- Focus on results (Monthly reports)

Ideas

- Focus on content (Change Package)

Execution

- Promote testing and learning

Recommendations for Preparation and Defining Purpose

- Choose the right type of subject.
- Define objectives for taking part and assess your capacity to benefit from the collaborative.
- Define roles and make clear what is expected.
- Ensure team building and preparation by teams for the collaborative.

Recommendations for Collaborative Learning Meetings

- Emphasize mutual learning rather than teaching.
- Pay attention to motivating and empowering teams.
- Ensure teams have measurable and achievable targets.
- Equip and support teams to deal with data and change challenges.

Recommendations for Post-collaborative Transition

- Learn and plan for sustaining improvements, involving managers in this work.
- Plan and learn for “spread”.



Engaging Others

Collaboration

Collaboration is working together to achieve a goal.

Does everyone share the same goal?

Questions

- What were your initial strategies to engage team members/other organizations?
- Which approaches seemed to be most effective and why do you think they were effective?
- Which approaches seemed to be least effective and why do you think they were not effective?
- What subsequent different approaches did you make to engage other team members/organizations? What worked about these different approaches?

Questions (cont.)

- What have you learned that has surprised you the most about ways to effectively engage others?
- What would you wish you knew at the start of project about engaging others that you have learned from experience and wish to share with other teams?

Positions and Interests

Positions are the demands, offers, and other statements negotiators make to each other.

Interests represent the underlying needs, objectives, fears, and ambitions that motivate negotiators.

- Be aware of your own interests going into a negotiation.
- During the negotiation, seek to understand and satisfy the other person's interests.
- The relationship with the other party is an important interest in the negotiation.

Working Together

- Put the patient at the center
- Establish mutually agreed upon goals
- Be clear about what you want to accomplish and by when

Engaging SNF

1. Financial and staffing implications of occupied versus empty beds and bed holds
2. Cost in terms of staff time, number of steps, and number of ancillary staff involved in completing the entire discharge process as well as the entire admission process
3. Cost in terms of business staff time involved in preparing and submitting final bill(s)

Engaging SNF

4. Cost in losing re-hospitalized resident to another SNF
5. Cost of unused medications and supplies that cannot be returned
6. Implications of poor patient and family satisfaction for reputation

Home Health Care

- Is improving transitions in care and reducing the home health care agency's acute care hospitalization rate a strategic priority for the executive leaders at the agency? Why?
- What are the agency's acute care hospitalization rates for all patients and for various high-risk populations?
- What is the agency's understanding of the opportunities to improve transitions and reduce re-hospitalizations?

Home Health Care

- Has the agency declared improvement goals?
- What will help the agency achieve success in quality improvement initiatives?
- Are there initiatives to reduce readmissions already underway or planned in the organization and how could they be better aligned?
- How much experience do executive leaders, mid-level managers, and front-line teams have in process improvement? What resources (e.g., expertise in quality improvement, data analysis) are available to support improvement efforts?

Home Health Care

- How will oversight be provided for the improvement projects in order to learn from the work and spread successes?
- Who are the key stakeholders who need to be involved in a project to improve transitions and reduce acute care hospitalizations within 30 days of a hospital discharge?
- Has the financial impact of the initiative been considered?

Post Acute Care

- Is reducing the hospital's readmission rate a strategic priority for executive leaders at the hospital? Why?
- Do you know the hospital's all-cause readmission rates for all patients and for various high-risk populations?
- What is your understanding of the opportunities to improve transitions and reduce re-hospitalizations?

Post Acute Care

- Have you declared your improvement goals?
- What initiatives to reduce readmissions are already underway or planned in your organization and how could they be better aligned?

Post Acute Care

- How much experience do executive leaders, mid-level managers, and front-line teams have in process improvement? What resources (e.g., expertise in quality improvement, data analysis) are available to support improvement efforts?
- Have you considered the financial impact of the initiative?



Questions?

Thank you