Quality Essential Skills Training (QuEST)

Session 1: The Model for Improvement

Support

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Agenda

1. Course Overview

2. The Model for Improvement (MFI)

3. Question 1 of the MFI

4. Next steps

Our Goal by the End of Session 4

1. Have a full understanding of the Model for Improvement (MFI)

2. Be equipped with the knowledge to use the MFI, and the tools provided, to guide your quality improvement projects moving forward
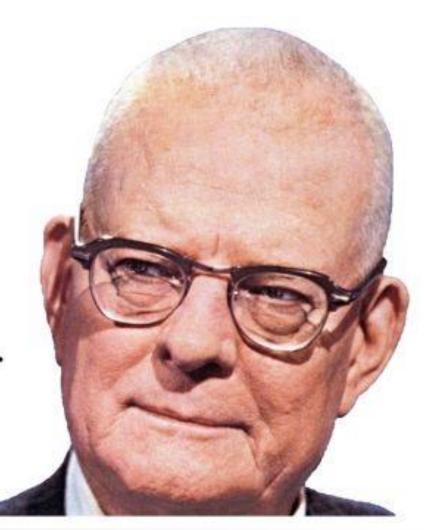
3. Have a completed Project Charter form

Series Overview

❖ Session 1: Focus on the MFI & Question 1 of the MFI

❖ Session 2: Focus on Data/Measurement & Question 2 of the MFI

❖ Session 3: Focus on Tests of Change & Question 3 of the MFI

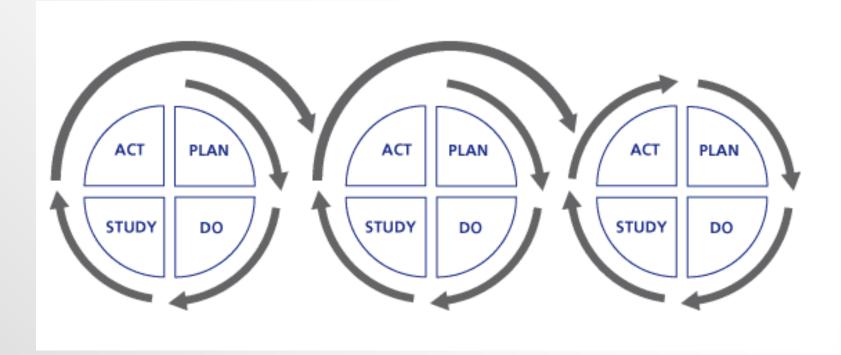❖ Session 4: Bringing it all together & Implementation

If you can't describe what you are doing as a process, you don't know what you're doing.

William Edwards Deming

What change can we make that will result in improvement?

The Model for Improvement

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Approaching Improvement as Science

Scientific Method

- Systematic Observation

- Measurement

- Experiment

- Formulation, Testing, and Modification of Hypothesis
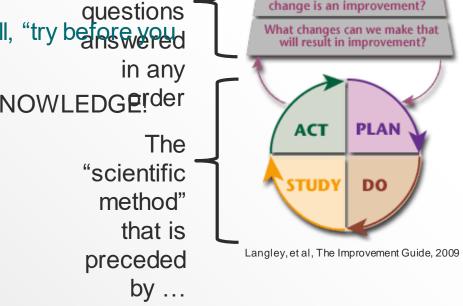

Science of Improvement

- Model for Improvement

  - Careful Planning

  - Observation

  - Thoughtful Reflection

  - Iterative Learning

- Measures Over Time

- Multiple Perspectives

- **Discipline to follow the Model**

An Overview of The Model for Improvement

- #1, the "Aim" or "Aim Statement"

- #2, measurement, plotted over time

- #3, CHANGE! What can we test?

- PDSA, start small, "try before you buy"

- PDSA, to build KNOWLEDGE!

3 questions answered in any order

The "scientific method" that is preceded by …

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 improvement?

ACT   PLAN

STUDY   DO

Langley, et al, The Improvement Guide, 2009

An Overview of The Model for Improvement

- #1, the "Aim" or "Aim Statement"

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- PDSA, start small, "try before you buy"

- PDSA, to build KNOWLEDGE!

- PDSA, > cycles = > success

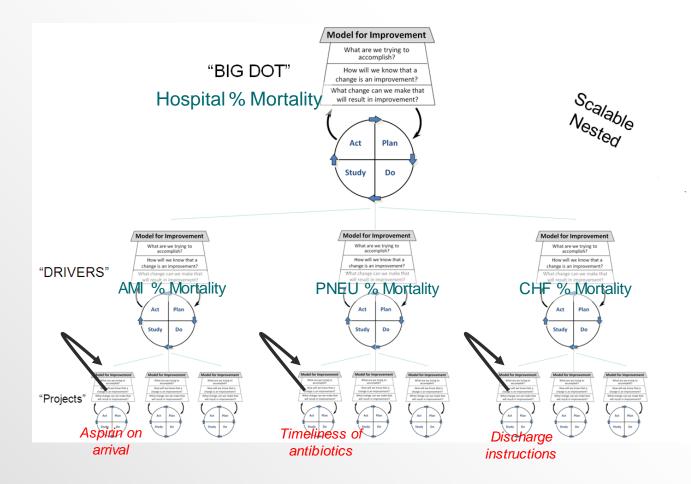*"The greatest indicator for the success of a project is the number of PDSA cycles that are run"*

- Questions answered in any order

- Nested/Scalable

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

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ACT PLAN

STUDY DO

The model can be used at a macro and micro level
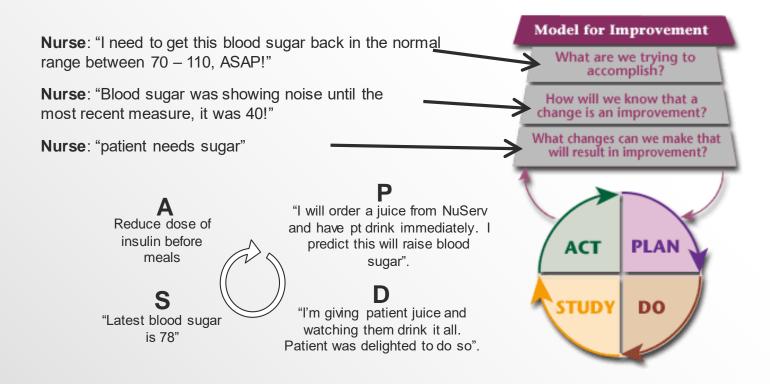
An Overview of The Model for Improvement

The Model for Improvement is the applied sciences, you use The Model …

Nurse: "my patient is a newly diagnosed diabetic that is showing signs of confusion, is sweating a lot and complains of dizziness"
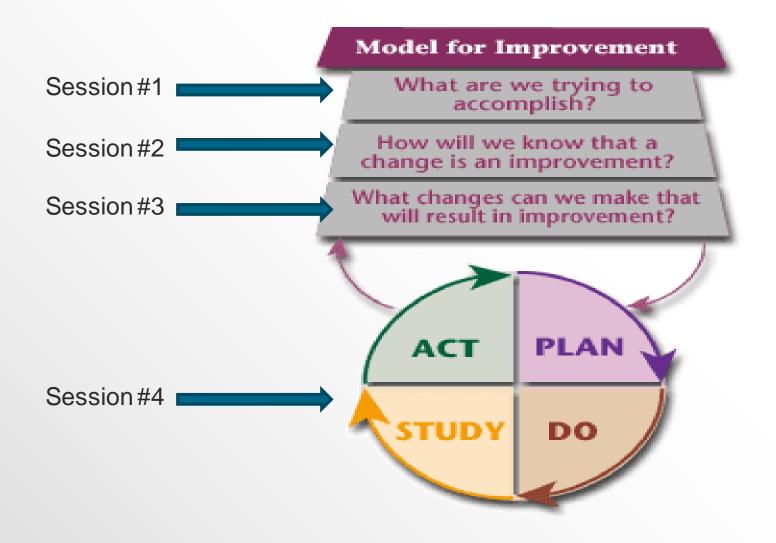
Nurse: "I need to get this blood sugar back in the normal range between 70 – 110, ASAP!"

Nurse: "Blood sugar was showing noise until the most recent measure, it was 40!"

Nurse: "patient needs sugar"

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 improvement?

A
Reduce dose of insulin before meals

P
"I will order a juice from NuServ and have pt drink immediately. I predict this will raise blood sugar".

S
"Latest blood sugar is 78"

D
"I'm giving patient juice and watching them drink it all. Patient was delighted to do so".

ACT   PLAN

STUDY   DO

Our Journey through the QuEST Sessions

The Model for Improvement

Session #1 → **Model for Improvement** — What are we trying to accomplish?

Session #2 → How will we know that a change is an improvement?

Session #3 → What changes can we make that will result in improvement?

Session #4 → ACT — PLAN — STUDY — DO

Our Toolbox

1. The Project Charter

2. The Run Chart Template

3. The Model for Improvement Form

The Project Charter

- A great method to run a project by and a great way to START a project!

- A "Charter" is a statement of work (SOW) that defines the "what" and "why"

- A Charter is a short document we use to build support for and scope out a project that supports the purpose of the project

- It is the first 3 questions of The Model along with a short narrative building a case for support

- Should be shared, built as a team

GREAT LAKES
PARTNERS FOR PATIENTS

Model for Improvement Project Charter

This project charter clarifies expectations among the team and establishes the project's aim, measures, scope, timeline and team members.

QUESTION 1: WHAT ARE WE TRYING TO ACCOMPLISH?

Aim Statement:

QUESTION 2: HOW WILL WE KNOW THAT A CHANGE IS AN IMPROVEMENT?

Outcome Measures	Current	Target

Process Measures	Current	Target

SCOPE

In Scope:	Out of Scope:

QUESTION 3: WHAT CHANGES CAN WE MAKE THAT WILL RESULT IN IMPROVEMENT

Small Tests of Change	Date

Project End Date:

TEAM

Executive Sponsors:		
Dyad Champions:		
Team Members		

The Run Chart Template

- Make process performance visible to all, to appreciate

- Determine if a change is an improvement

- Determine if we are holding the gains (sustainability)

The Model for Improvement Form

- This form will be the operational tool that your teams use during the project

- This will be filled out after your charter is complete and once your team starts initiating tests of change

- The MFI form helps to keep your team on task and tracking your small tests of change

PLAN – DO – STUDY – ACT PLANNING DOCUMENT

AIM Statement: *What are we trying to accomplish?*

Measures: *How will we know that a change is an improvement?*   How Much?   By When?

| 1. | | |
| 2. | | |

Tests of Change: *What change can we make that will result in improvement?*

PLAN What changes are to be made?	DO What do we predict? Plan?	STUDY Document observations:	ACT What is next?

DESIGN PLAN FOR SMALL TESTS OF CHANGE

Initiative: _____   Intervention: _____

Smallest Change: _____   Scope: _____   Total # of Staff Impacted: _____

Planned Testing Timeframe: _____   Total # of Staff to Test: _____

	Test Description	Test Plan	Testers	Lesson(s) Learned	Decision	Adaptation
1					☐ Adapt ☐ Adopt ☐ Abandon	
2					☐ Adapt ☐ Adopt ☐ Abandon	
3					☐ Adapt ☐ Adopt ☐ Abandon	
4					☐ Adapt ☐ Adopt ☐ Abandon	
5					☐ Adapt ☐ Adopt ☐ Abandon	

GREAT LAKES PARTNERS FOR PATIENTS

Model for Improvement Form

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?

Act | Plan
Study | Do

PLAN – DO – STUDY – ACT PLANNING DOCUMENT

AIM Statement: *What are we trying to accomplish?*

Reduce readmissions of patients discharged to home to Med-Surg 4 achieving a 12% reduction by December 31, 2019

Measures: *How will we know that a change is an improvement?*		How Much?	By When?
1. A consistent phone script will be used for 100% of follow-up calls.		At least 90% of follow-up calls made between July 1 and Aug 31 will have a documentation of the standard script being followed.	August 31, 2016
2. Each patient discharged to home will receive a follow-up call within 72 hours of discharge		90% of patients discharged to home will have received a call from the discharging RN.	November 15, 2016

Tests of Change: *What change can we make that will result in improvement?*

PLAN What changes are to be made?	**DO** What do we predict? Plan?	**STUDY** Document observations:	**ACT** What is next?
1. Develop standardized phone script for discharge calls	Staff feedback is needed for new script. Pilot script on the unit and gather feedback.	60% of nurses have trialed and approved the new script.	Implement new script with all nurses making discharge calls.
2. Discharging RN will call patients, discharged to home, within 72 hours of discharge	Develop and trial a process that makes it easy for nurses to make these calls every time.		

Small Test Design Plan

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?

Act | Plan
Study | Do

DESIGN PLAN FOR SMALL TESTS OF CHANGE

Initiative: _____   Intervention: _____

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3					☐ Adapt ☐ Adopt ☐ Abandon	

Small Tests of Change

DESIGN PLAN FOR SMALL TESTS OF CHANGE

Initiative: __Readmission reduction_____   Intervention: Develop standardized phone script for discharge calls _____

Smallest Change: _1 RN_____   Scope: _All RN's on 4th Med Surg__ Total # of Staff Impacted: _40_____

Planned Testing Timeframe: _August 1, 2016 to August 31, 2016_____   Total # of Staff to Test: _10_____

	Test Description	Test Plan	Testers	Lesson(s) Learned	Decision	Adaptation
1	Draft a new script and test with 2 patients each	Draft new script by 8/4 and test with two patients by 8/8	Sue, Alice and Mary	Medication question was confusing to patients	☒ Adapt ☐ Adopt ☐ Abandon	Reword the medication section and trial again
2	Test the revised script	Each person to make two calls the week of 8/11 using the revised script	Sue, Alice and Mary	Script works well and helps direct patient questions and follow-up	☒ Adapt ☐ Adopt ☐ Abandon	Test script next week with 5 additional nurses
3	Test script with 5 additional nurses	Each person to make two calls the week of 8/14	Sue, Alice, Mary, Tom, John, Jill, Beth, and Anne	Script works well	☒ Adapt ☐ Adopt ☐ Abandon	Add two more to the test and trial for one more week
4	Test script for one more week with 10 total nurses	Each person to make two calls the week of 8/21	Sue, Alice, Mary, Tom, John, Jill, Beth, Anne, Joe and Ginger	Test script for one more week with 10 total nurses, each make 2 calls	☐ Adapt ☒ Adopt ☐ Abandon	Script works well – implement with all staff
5					☐ Adapt		

Our Toolbox

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Our Goal by the End of Session #4

1. Have a full understanding of the Model for Improvement (MFI)

2. Be equipped with the knowledge to use the MFI, and the tools provided, to guide your quality improvement projects moving forward

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Question 1: What are we trying to accomplish?

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The Model for Improvement

Developing an Aim Statement

- Aim
    - Verb: Point or direct at a target; have the intention of achieving.
    - Noun: A purpose or intention, a desired outcome.

- Having an aim is crucial to your success!

"A system is a network of interdependent components working together toward a common aim. Every system must have an aim. Without an aim that is clear to all, there is no system."

-W. Edwards Deming, Out of the Crisis

Developing an Aim Statement

Explicit Aim

- Open, clear, unambiguous, precise, plain

Implicit Aim

- Understood, implied, unspoken, embedded, hidden

Essential Components of an Effective Aim Statement

- Setting the "Aim Statement"
- What is the "Aim" of the project?
- What are we trying to accomplish?
- And – does this "Aim" support the purpose of the organization/system?

Let's discuss the difference between:

Implicit vs. Explicit

Essential Components of an Effective Aim Statement

What are we trying to accomplish? What is the Aim?

Implicit Aim {
Understood
Implied
Unspoken
Embedded
Hidden

7 people meeting…

"We are going to reduce infections in our hospital by next year."

Essential Components of an Effective Aim Statement

Implicit Aim ⎰ Understood
Implied
Unspoken
Embedded
Hidden

An "implicit aim"
will usually results in
X versions of an aim
(x being number individuals)

"We are trying for zero days for all patients"
"We are going to reduce it for elderly patients"
"We are going to reduce it by 10% by next week."
"I know we have to get something done by end of fiscal year."
"Why am I at this meeting, something to do with cath use?"
"We are trying to reduce it by 50%, either the # days or # caths?
"What about this indicator over here? It is a better measure!"

This happens because people are inherently good and want to solve a problem!

Essential Components of an Effective Aim Statement

Explicit Aim {
Open
Clear
Unambiguous
Precise
Plain
}

"We will reduce our Urinary Catheter Utilization Rate for inpatients from an average of .31 to .20 on 3 South by the end of FY20 with the guidance of our Nursing Quality Council and our CNO Linda Darling."

Developing an Aim Statement

- Essential components of an aim statement:
  - Population
  - Goal
  - Time Expectation
  - Where
  - Guidance

We will reduce our urinary catheter utilization rate for inpatients from an average of 0.31 to 0.20 on 3 South by the end of FY2020 with the guidance of our Nursing Quality Council and our CNO, Linda Lee.

Developing an Aim Statement

- Essential components of an aim statement:
  - **Population**
  - Goal
  - Time Expectation
  - Where
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*We will reduce our **urinary catheter utilization rate for inpatients** from an average of 0.31 to 0.20 on 3 South by the end of FY2020 with the guidance of our Nursing Quality Council and our CNO, Linda Lee.*

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Don't let perfect be the enemy of the good!

*We will reduce our **urinary catheter utilization rate for inpatients** from an average of **0.31 to 0.20** on **3 South** **by the end of FY2020** with the guidance of our **Nursing Quality Council and our CNO, Linda Lee.***

Essential Components of an Effective Aim Statement

The essential components of a solid Aim Statement:

- **Population**
- **Goal**
- **Time Expectation**
- **Where**
- **Guidance**

We will increase the scores on the HCAHPS questions "During this hospital stay, how often did nurses listen carefully to you?" & "During this hospital stay, how often did nurses explain things in a way you could understand?" from the mid 70's to at least 92% on 2N and 2S by March 2022 with the guidance of Pam Thomas, Clinical Nurse Leader.

Let's try again …
… call them out!

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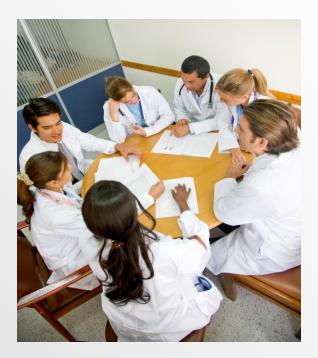
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Next Steps

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2. Be equipped with the knowledge to use the MFI, and the tools provided, to guide your quality improvement projects moving forward

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Next Steps

❖ Session 1: Focus on the MFI & Question 1 of the MFI - *Complete*

❑ **Before beginning Session 2: Complete the aim statement and team section of the Project Charter**

❖ Session 2: Focus on Data/Measurement & Question 2 of the MFI

❖ Session 3: Focus on Tests of Change & Question 3 of the MFI

❖ Session 4: Bringing it all together & Implementation

Next Steps

1. Identify a quality improvement project for your organization

2. Using the Project Charter Document:

   ❖ Develop the aim statement for your project

   ❖ Complete the Team section of the document

3. Review the aim statement with team members to reach consensus

4. Bring your Project Charter to Session 2

Next Steps

If you have questions or would like feedback

on what was covered during this session

please email our IHA Team at:

IHAFlex@team-iha.org

Thank you!