

Quality Improvement: Tools For Success

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Objectives



Define quality and quality improvement



Identify how to effectively lead change



Discuss the role of perinatal quality collaboratives in leading change



Describe how to identify and manage resistance

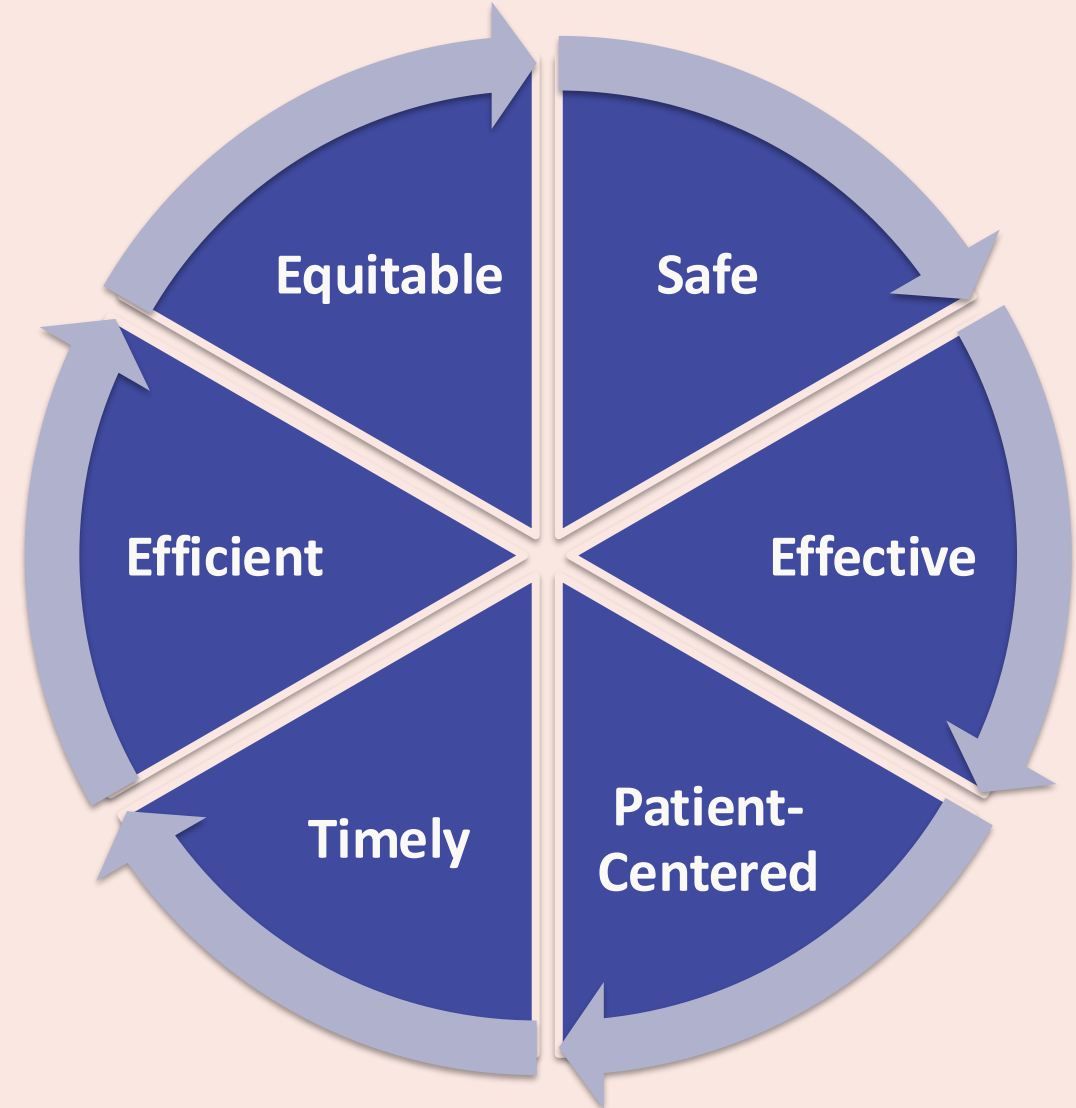


What is Quality?

- **Quality** is *“the degree to which health services for individuals and populations increase the likelihood of **desired health outcomes** and are **consistent with current professional knowledge**”*

- *Institute of Medicine*

- Quality improvement is the framework to systematically make changes to improve care.



Institute of Medicine Domains of Quality





How does change make us feel?

Fearful

Unsure

Challenged

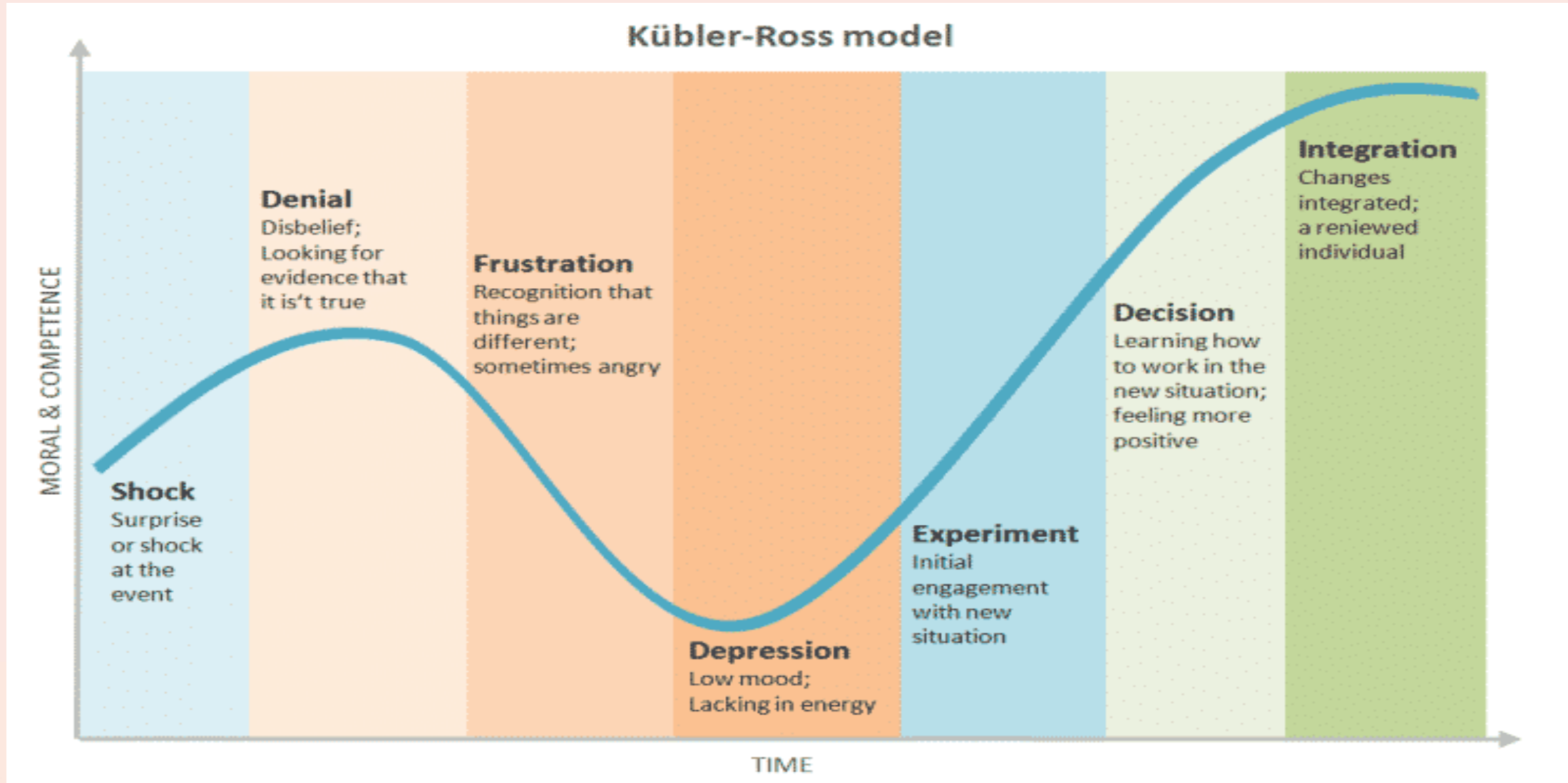
Stressful

Defensive

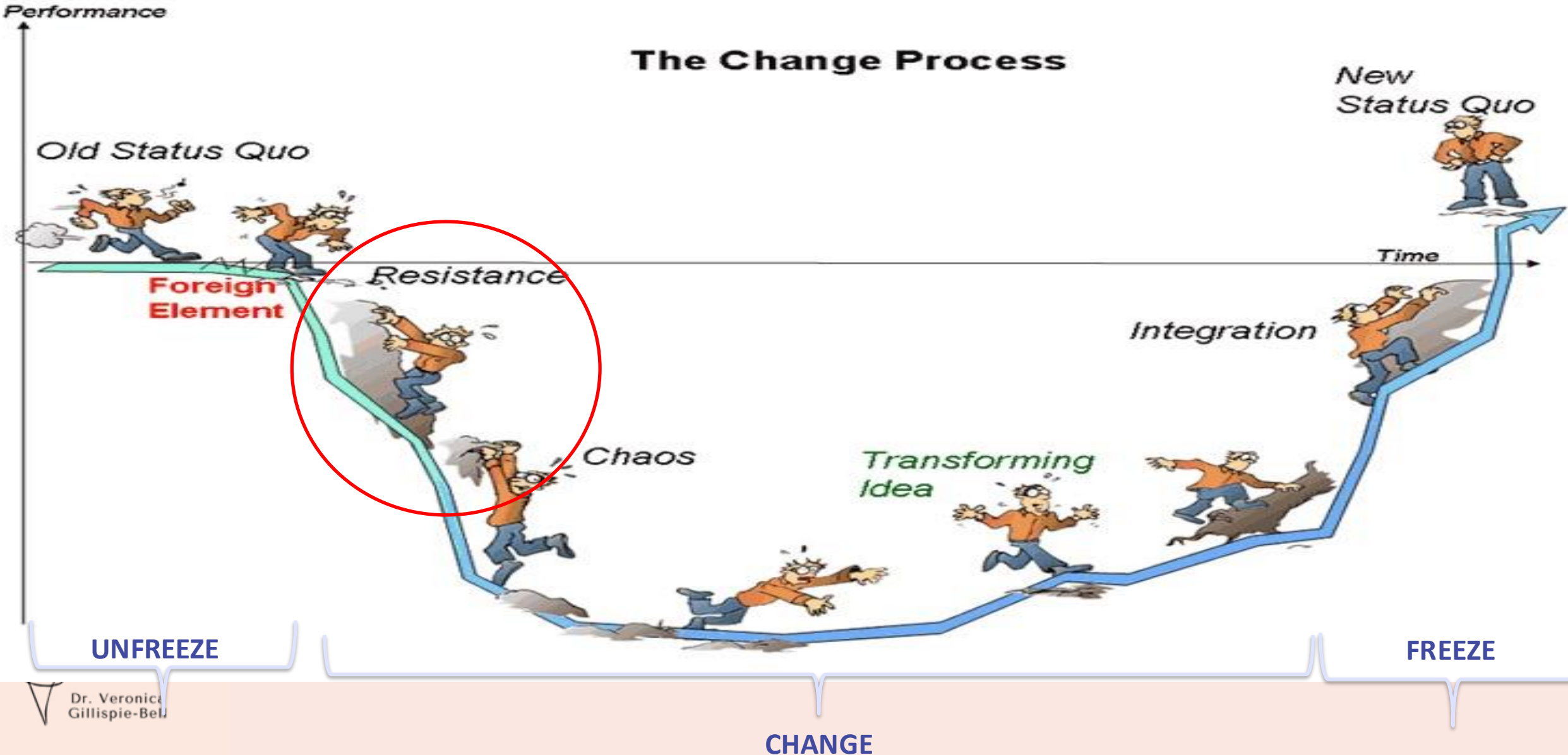
Uncertain



Kubler-Ross Change Curve



Change Management: Lewin Model



What is Resistance?



- Resistance is a **necessary** component of change
- The level of resistance will be determined by the amount of **disruption** each individual experiences



Resistance Represents...

- Fear
- Challenge to levels of comfort
- Challenges to pride
- Anxiety of the unknown





Leading Change



General Process for Change Approach



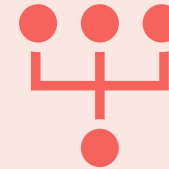
Phase One

Understand the need for change
Enlist a core team
Develop a vision and strategy



Phase Two

Create a sense of urgency
Communicate the vision often
Empower others to act on the vision
Inspire and celebrate small wins

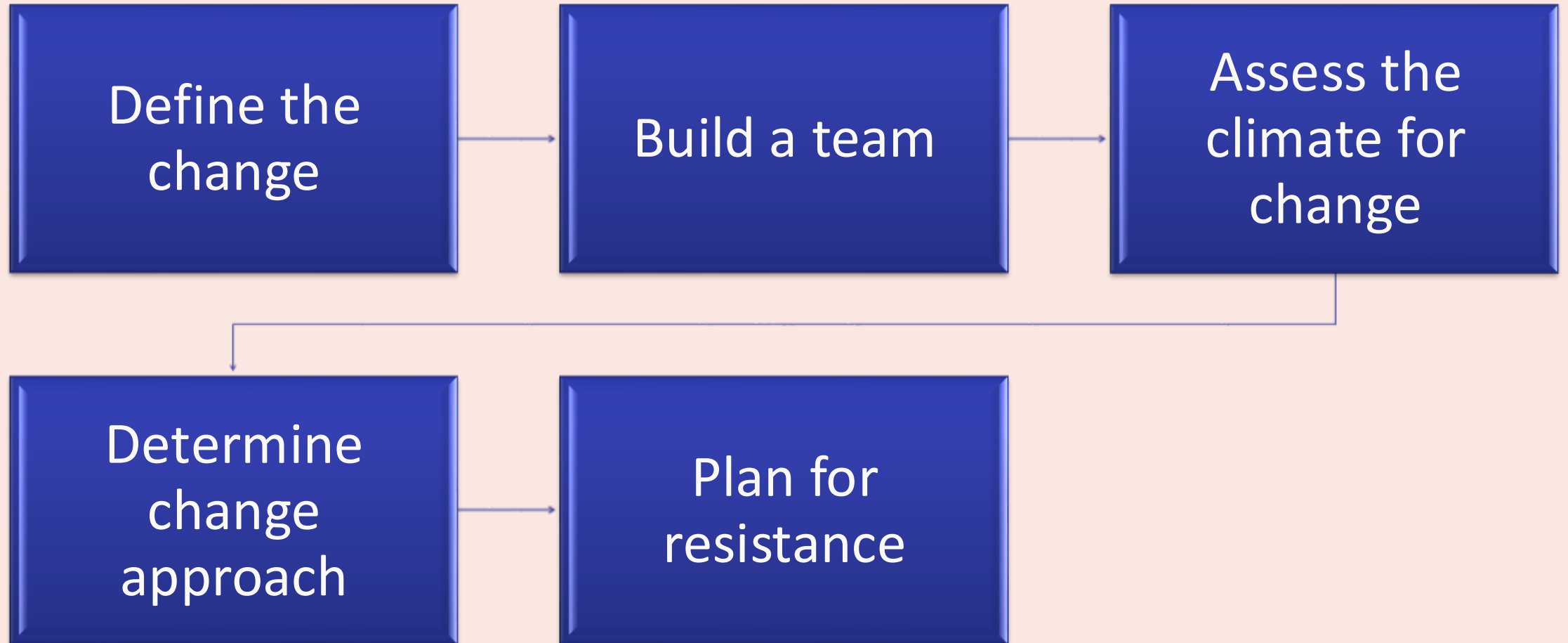


Phase Three

Maintain interest in the improvement
Create systems so the process is less dependent on the leader

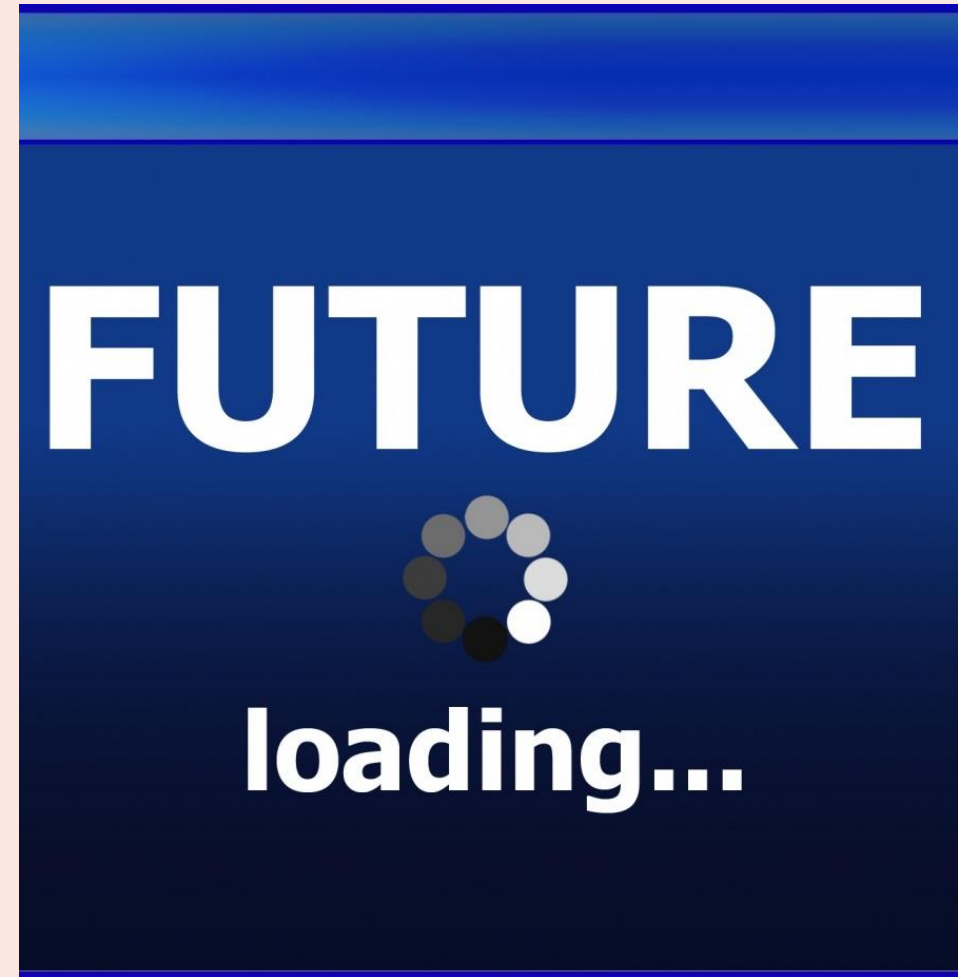


Phase One: Process for Leading Change



Define the Change

- Make your vision clear
- An effective vision is
 - Brief
 - Clear
 - Flexible but stable
 - Challenging
 - Future oriented
 - Has the ability to inspire



Building an Improvement Team (CAST)



Champion – individual who believe in change but have no authority



Agent – individual who is responsible for implementing change



Sponsor – individual with authority who can express, model and reinforce



Target – individual to whom change is happening

Generate Sponsorship

- Sponsor
 - Individual(s) with authority who can **express, model, and reinforce** change
 - Express - vocally support the change
 - Model - demonstrate the change
 - Reinforce – create consequences for those who do not change*

Influence of Sponsors and Project Success:

10% depends on what leaders

EXPRESS

20-30% depends on what leaders

MODEL

50-60% depends on what they

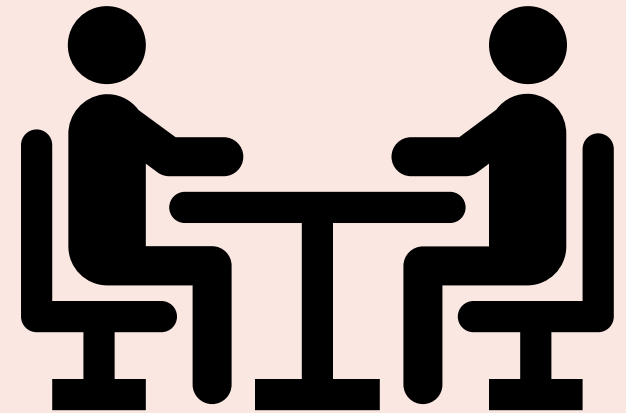
REINFORCE

** Normalization of deviance can completely derail change management*



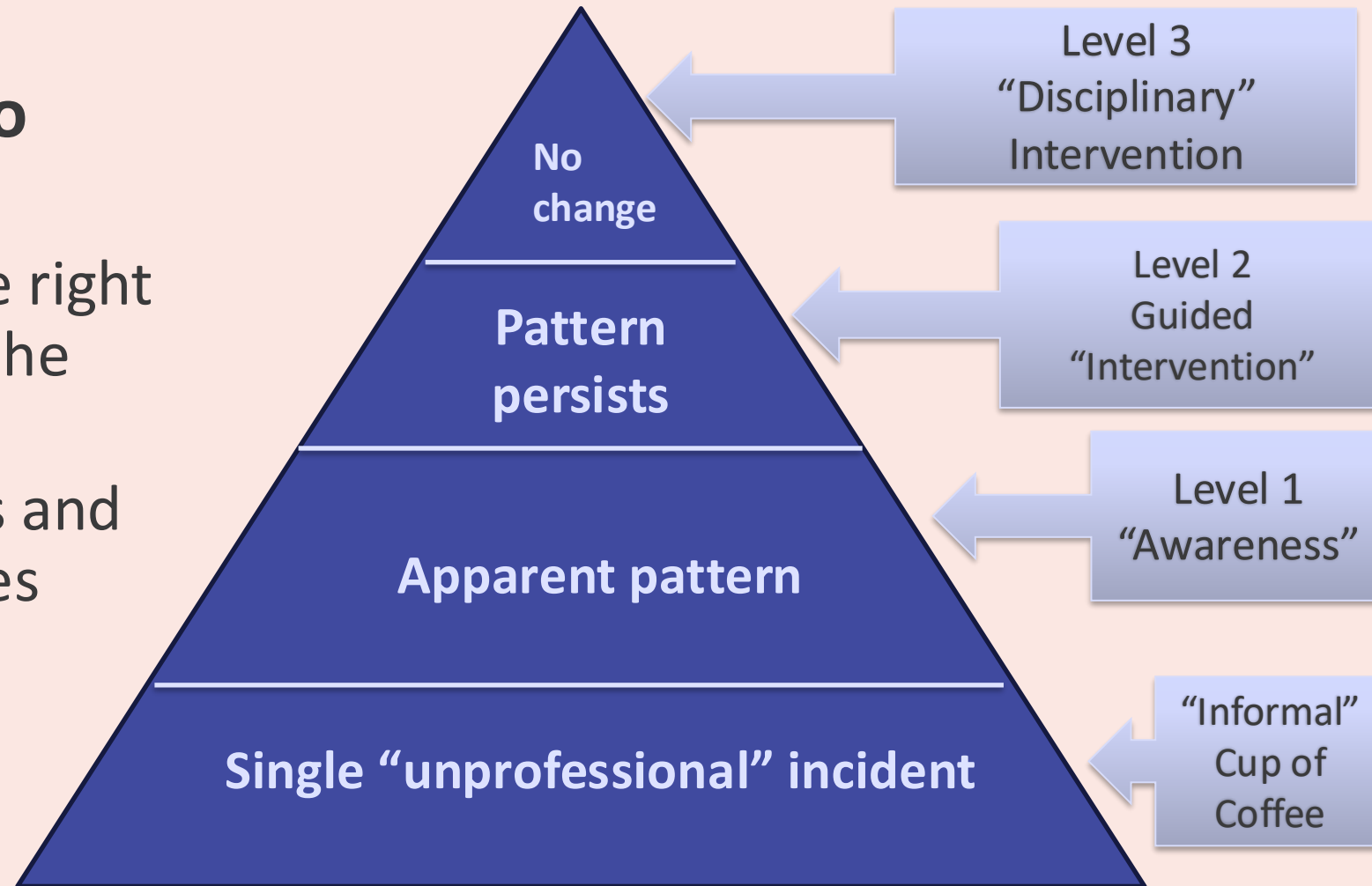
How to Engage Sponsors

- Be specific with your requests
- Be prepared with evidence to support requests
- Anticipate obstacles and solutions
- Offer a reasonable timeframe to address concerns
- Set a reasonable timeframe for executive decisions



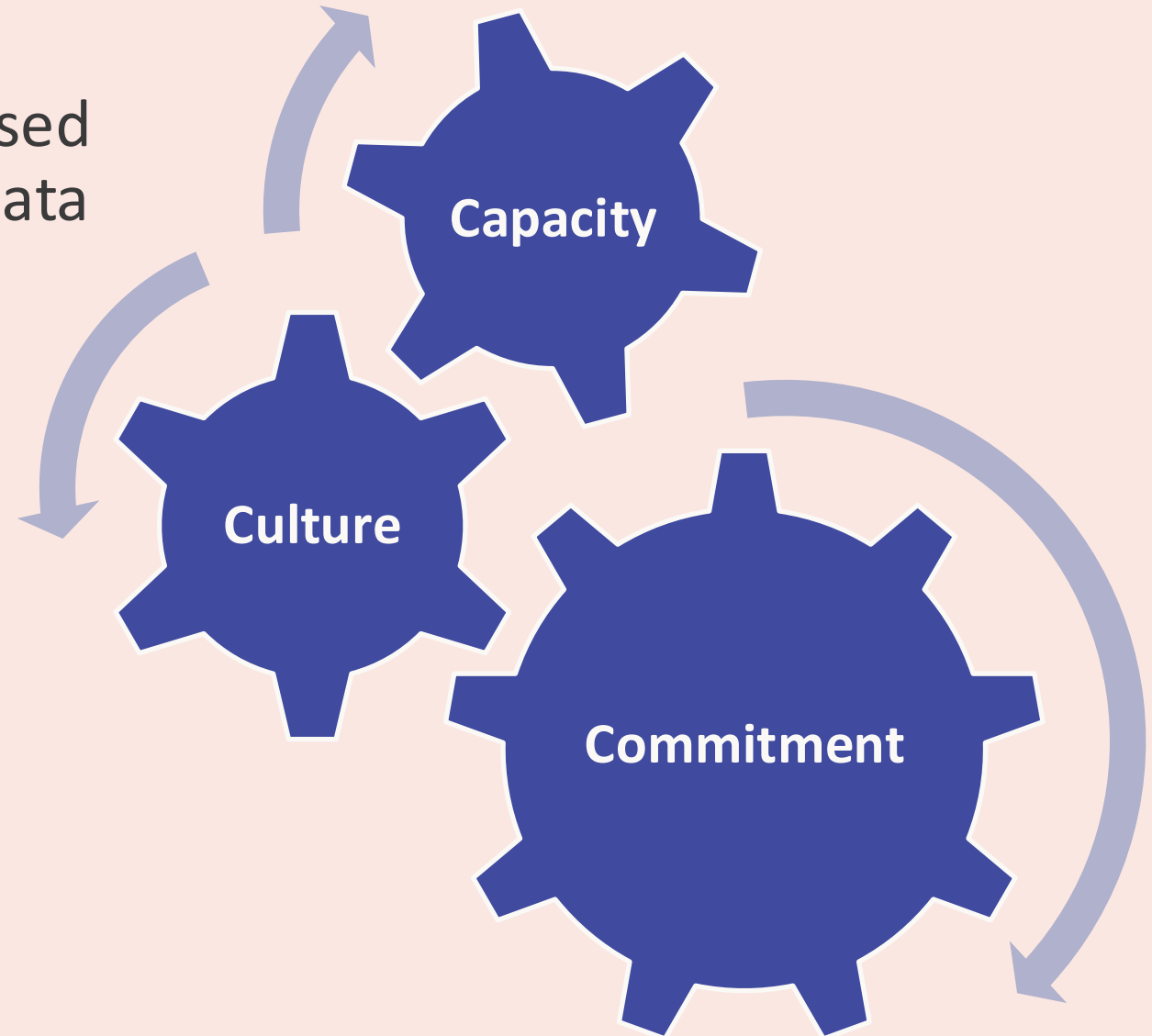
Develop Reinforcement Strategy

- **Role of the Sponsor to create reinforcement**
 - Make it easy to do the right thing and hard to do the wrong thing
 - Have positive rewards and negative consequences



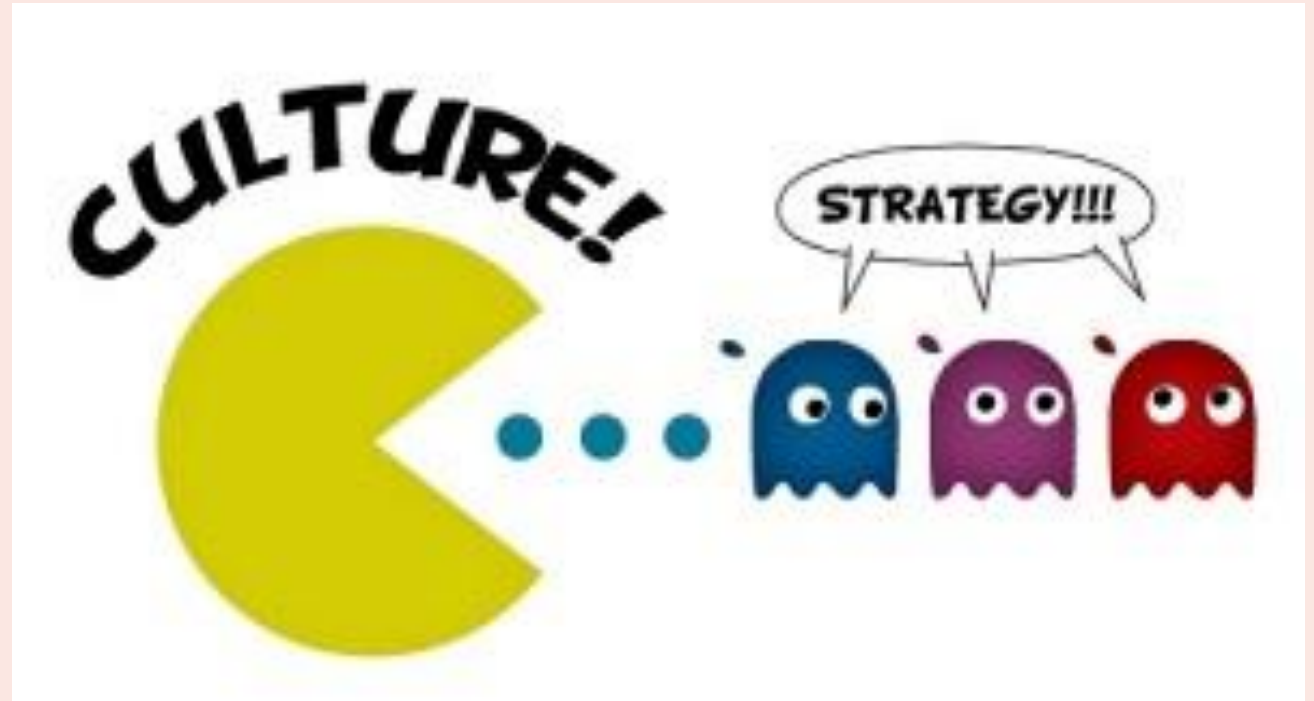
Assess the Climate for Change

- **Readiness is a perception** based on subjective and objective data
- **Three key drivers**
 - Capacity readiness
 - Cultural readiness
 - Commitment readiness



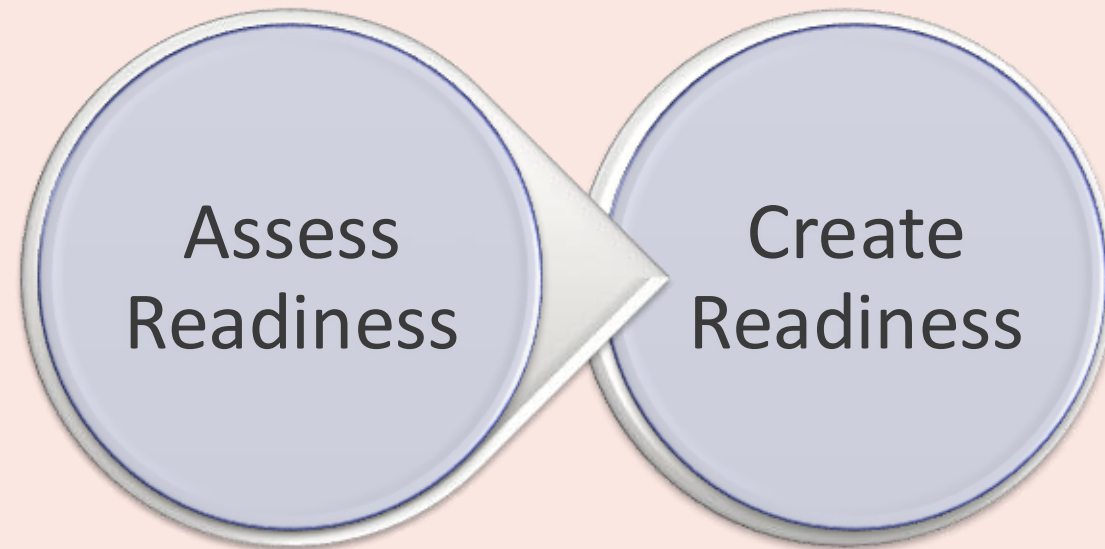
Create Culture Fit

- **70%** of organizational change efforts fail
 - Level of resistance was underestimated
 - Pace of change was too fast
 - People felt the change was forced on them



Creating a Culture for Change

- **Change Management Strategy – the 4 E's**
 - Engage
 - Educate
 - Execute
 - Evaluate

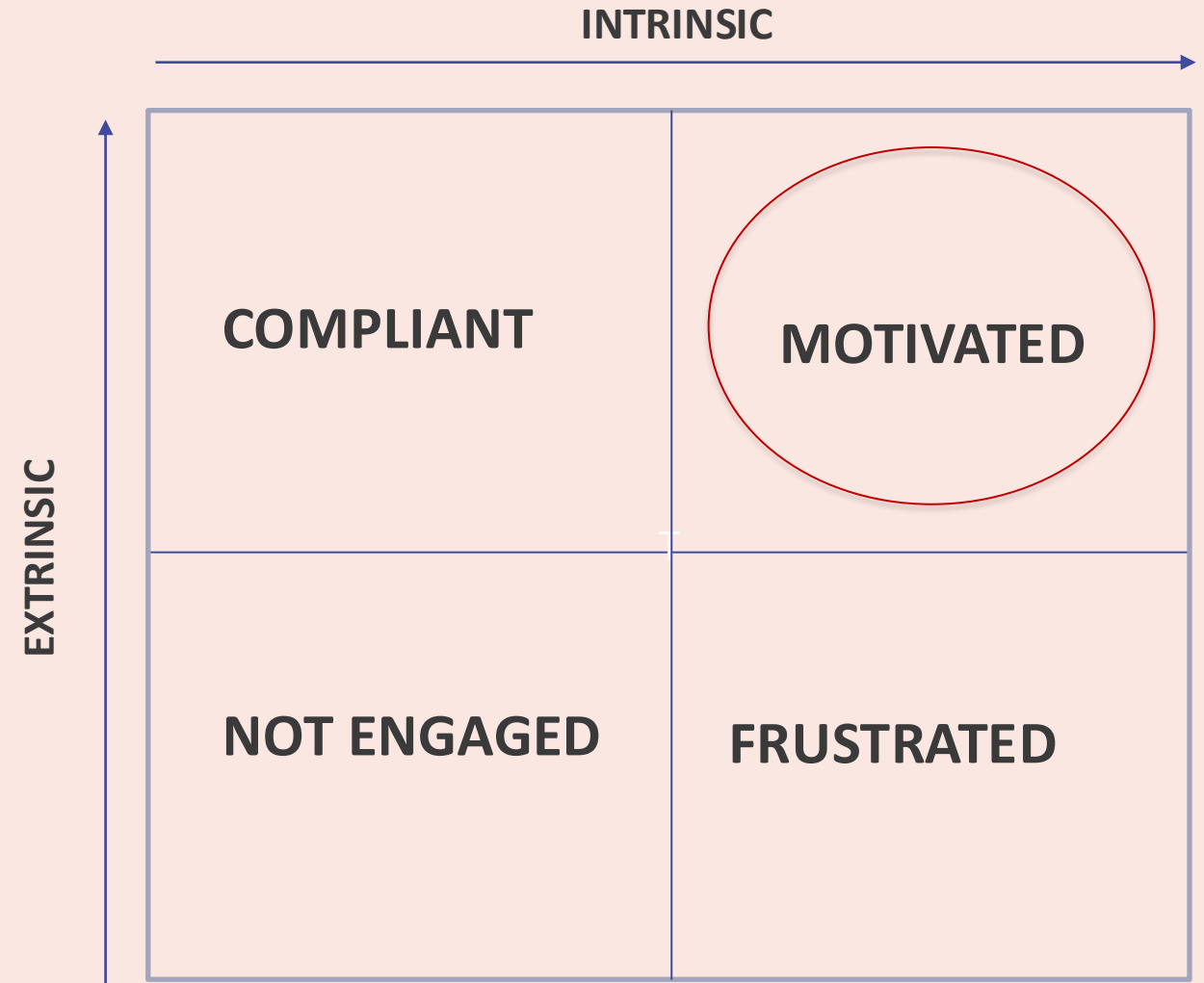
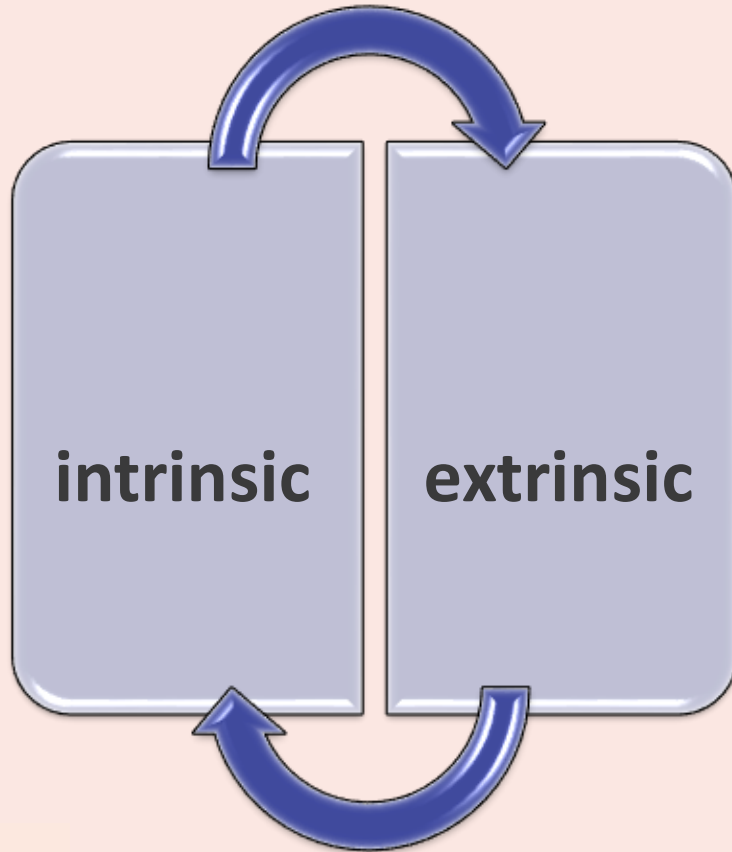


Why Is Engagement Important

- Engaged people have purpose
 - Commit to a meaningful purpose
 - Apply their intelligence to accomplish that purpose
 - Monitor their own activities
 - Check to make sure they are progressing toward the purpose
 - Adjust as necessary



Motivation for Engagement



Determining the Change Approach

Translating Research Into Practice (TRIP)

- Summarize the evidence
- Identify local barriers
- Measure performance
- Ensure all receive the intervention

Plan-Do-Study-Act Model for Improvement

- What are we trying to accomplish?
- How will we know change is improvement?
- What change can we make that will result in improvement?

DMAIC Roadmap

- Define
- Measure
- Analyze
- Improve
- Control

Kotter's Model of Change

- Sense of urgency
- Gather team
- Vision and strategy
- Get buy-in
- Empower others
- Short-term wins
- Keep pushing
- Create a new culture



Phase Two: Getting Everyone Involved



Communicate for Change



Communicating for Change

- Why do we need to change?
- Why do we need to change now?
- What is the full extent of change needed?
- What should improve because of the change?
- How will we measure improvement?



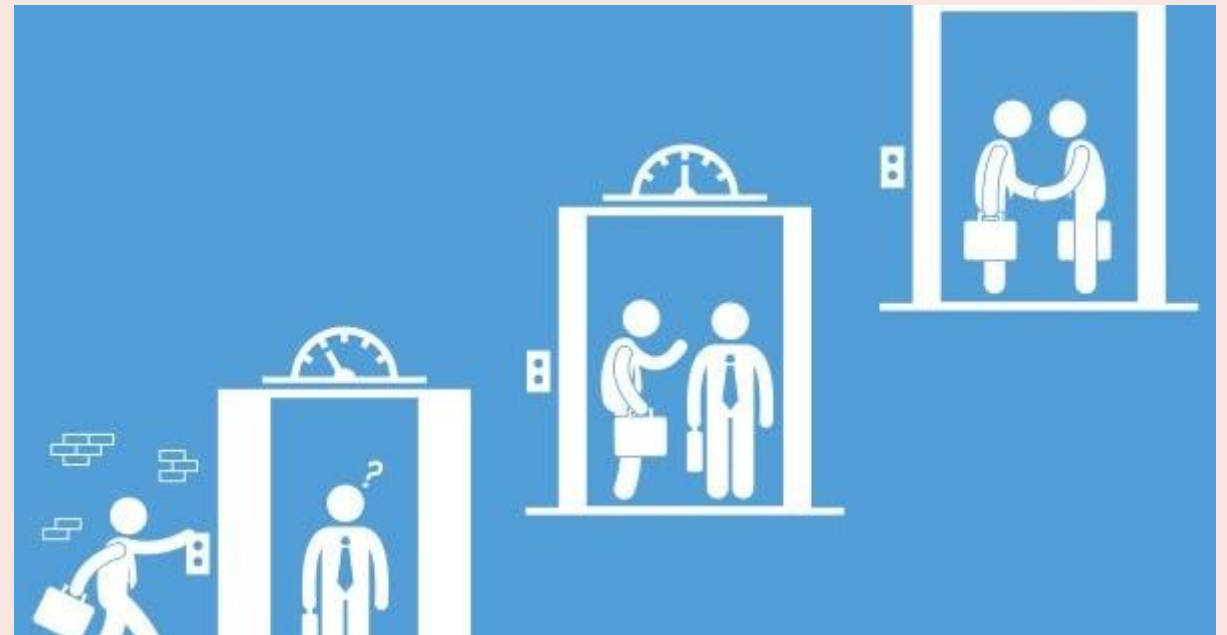
Build Communication Plan

- *Example*

Stakeholder	Communication goal	Information to Communicate (What)	Timing of Communication (When)	Communication Method (How)
Attending physician	Support for QBL	Goal is to improve quicker treatment of acute blood loss anemia	Pre-launch, Monthly blood usage, Quarterly SMM	At physician staff meeting
Labor and Delivery nurses	Detailed understanding of QBL process	Details of process of QBL	Pre-launch, Monthly compliance, Quarterly SMM	Email Staff Meeting Training

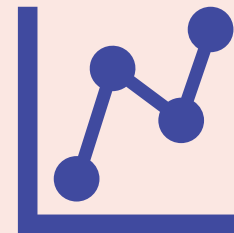
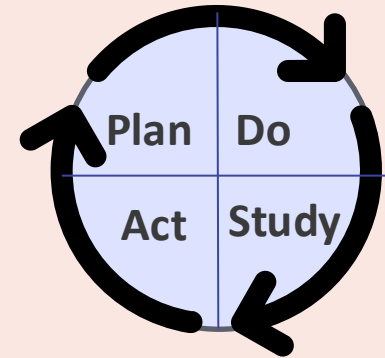
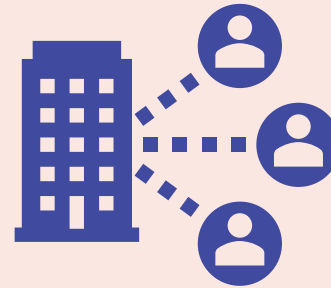
Build Communication Plan

- **An Elevator Pitch to Leadership**
 - Who you are
 - What your team does and for whom
 - What problem you solve
 - Why you are the best at it
 - What you need from them

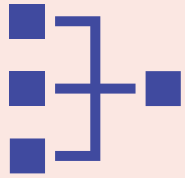


Perinatal Quality Collaboratives

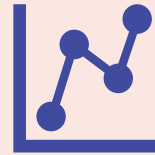
- Use collaborative learning, rapid response data, and **quality improvement science** to improve population-level maternal and infant outcomes



Improvement Science: Core Principles



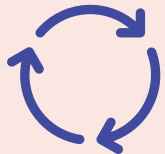
Systems thinking



**Data-driven
decisions**



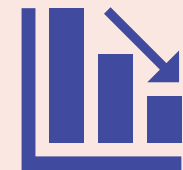
**Patient-centered
care**



**Iterative testing
(PDSA cycles)**



**Team-based
improvement**



**Sustainability and
spread**

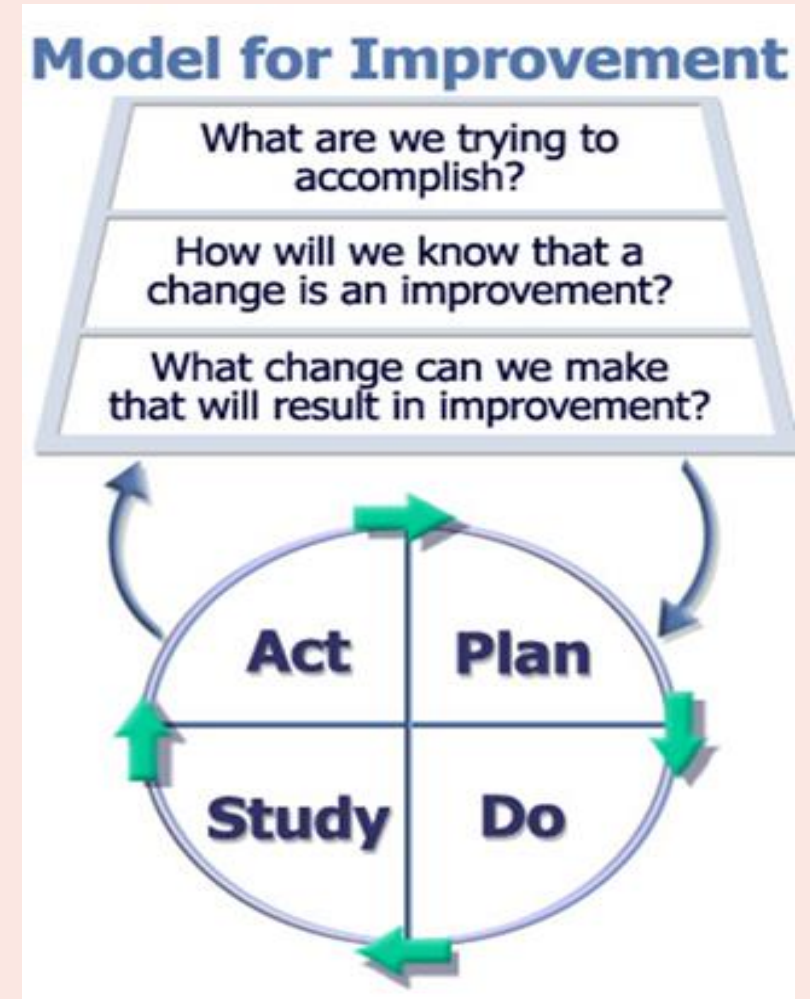


**All improvement is
change,
not all change is
improvement**



Key Components of Process Improvement

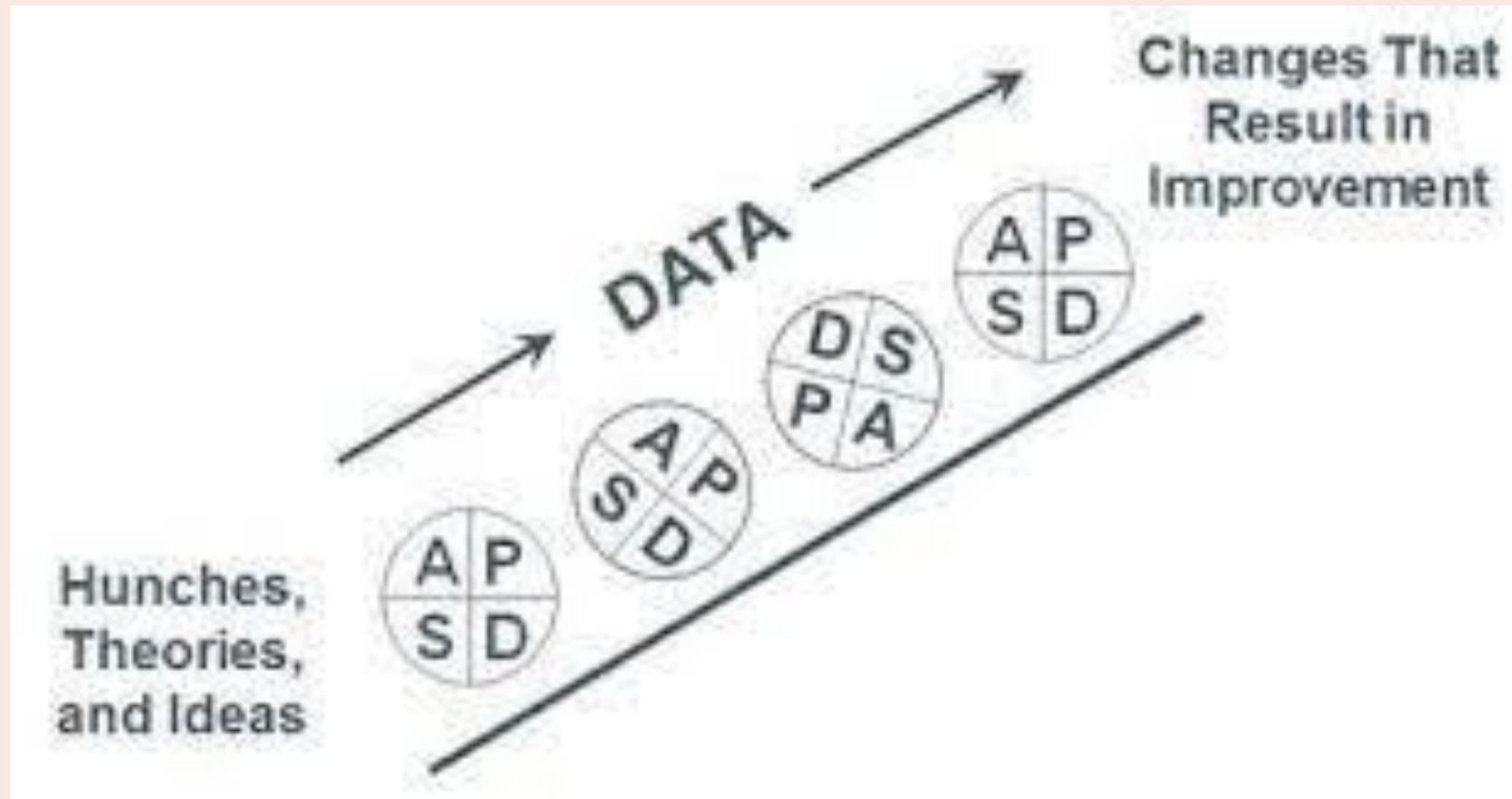
- “To make improvements we must be clear about what we are trying to accomplish, how we will know that a change has led to improvement, and what change we can make that will result in an improvement”



Source Berwick D, 1996.

The Process of Change

- Quality improvement is not one change but instead a **series** of changes



Phase Three: Sustaining Change



Sustainability

- The sustainability of your initiative will depend on the foundation you build
- Design for sustainability when you are designing your initiative





Designing for Sustainability

- The Louisiana Perinatal Quality Collaborative designs for sustainability through our **Louisiana Birth Ready Designation**.
- The **Louisiana Birth Ready Designation** recognizes facilities' consistent healthcare and quality improvement work. It also celebrates improved perinatal health outcomes, the result of implementing safe, patient-centered, and dignified clinical practices to improve outcomes for all women who give birth in Louisiana.



Louisiana Birth Ready Designation: Five Dimensions

Participation and Collaborative Learning

Patient-Partnership

Policies and Procedures

Structure Measures and Education

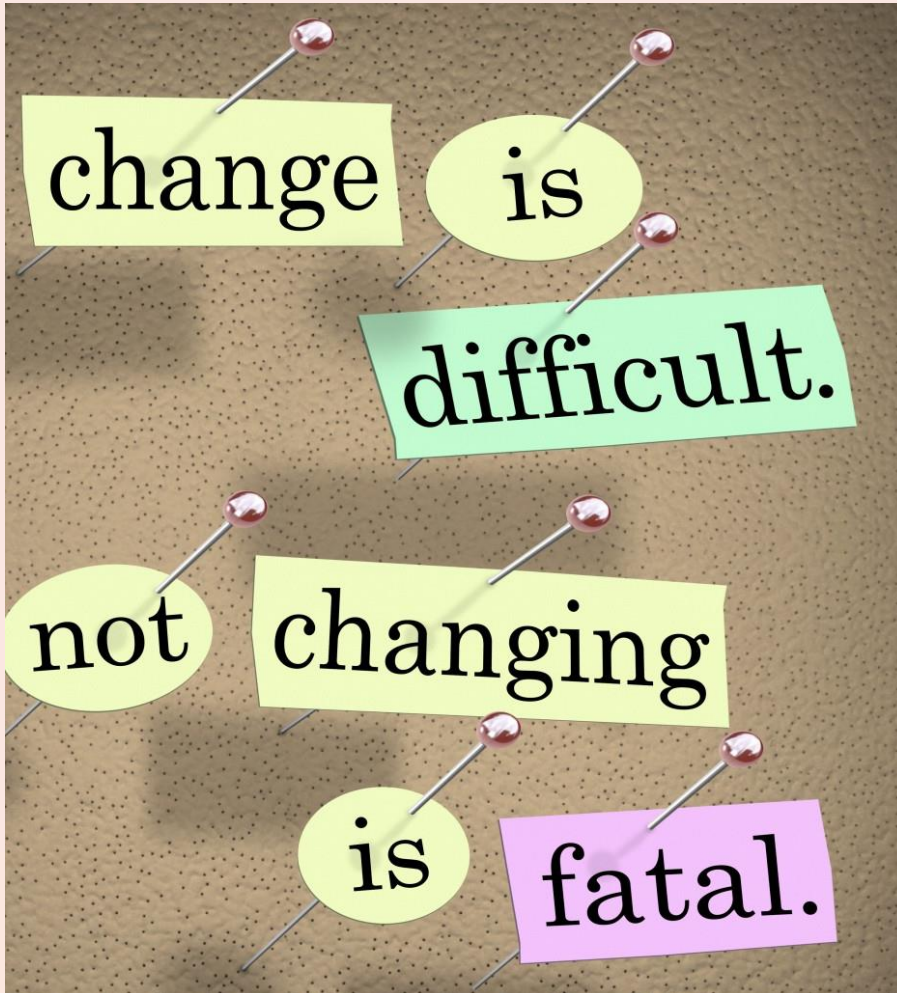
Outcome and Process Measures

When You Meet Resistance...



Acknowledge the resistance

Understand the resistance



- Understand where the resistance is coming from
 - Lack of understanding why the change is needed
 - Past negative experience with change
 - Lack of resources
 - Increased workload
 - Fear of the unknown



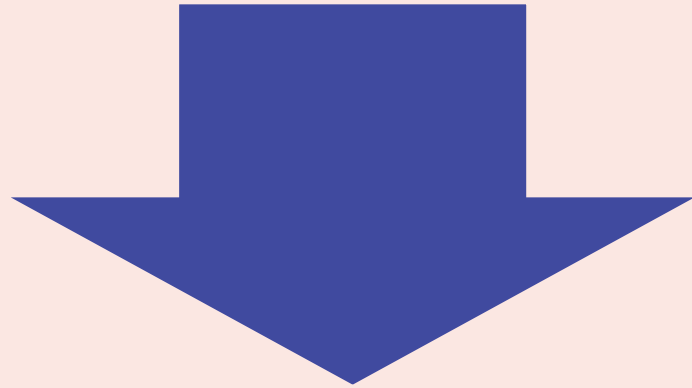
Roots of resistance

• Three Challenges

- Moving from the status quo
- Surviving the emotional roller coaster of change
- Understanding factors that effect an individual's response to change



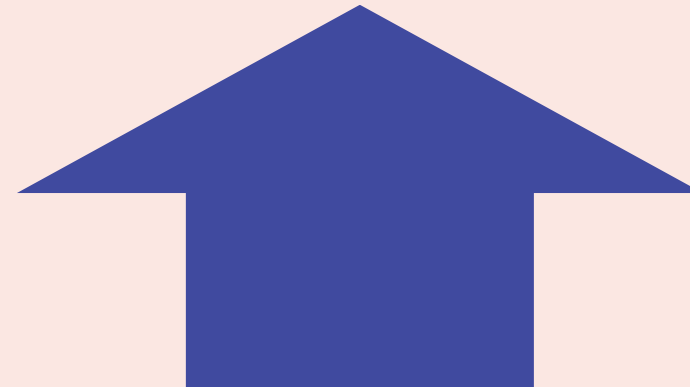
Addressing Resistance



**Moving from
status quo**



**Prioritize the
change**



Prioritize Action

- Change involves multiple changes
- **PICK** chart (Lean Six Sigma Tool)
 - Possible idea
 - Implement idea
 - Challenge idea
 - Kill idea



Addressing Resistance

- **Surviving the emotional roller coaster of change**
 - Understand how the change will impact individuals
 - Clarify expectations
 - Reassure emotions are expected and normal



Rationality

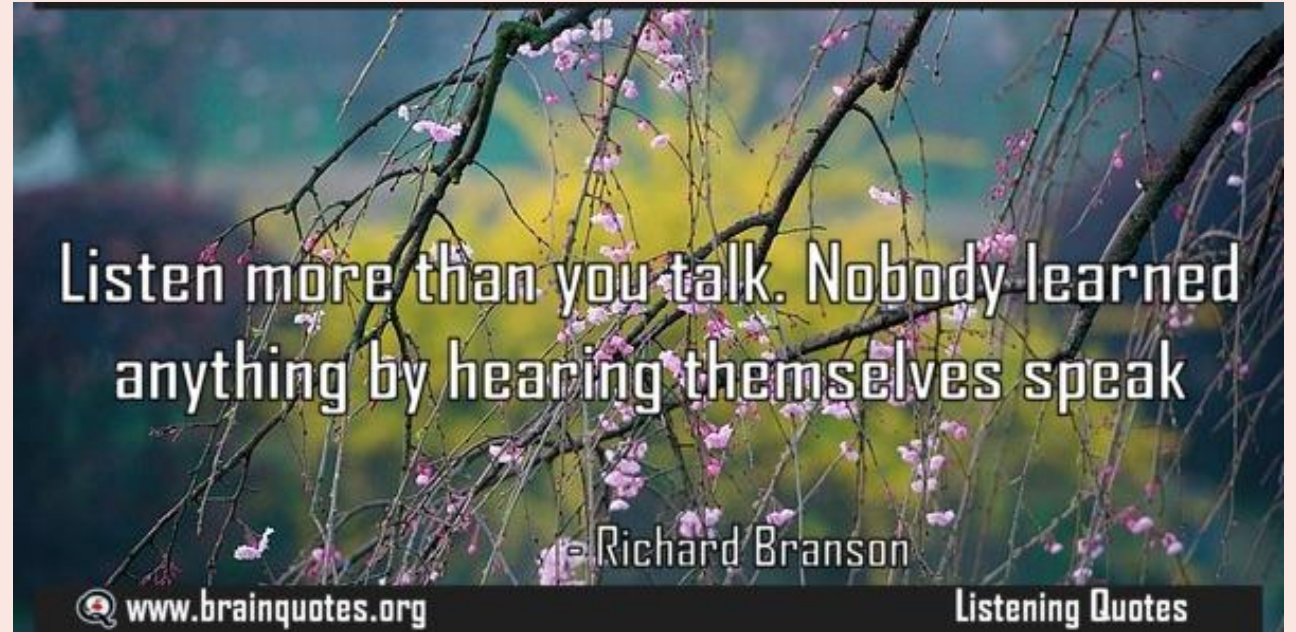


Emotion



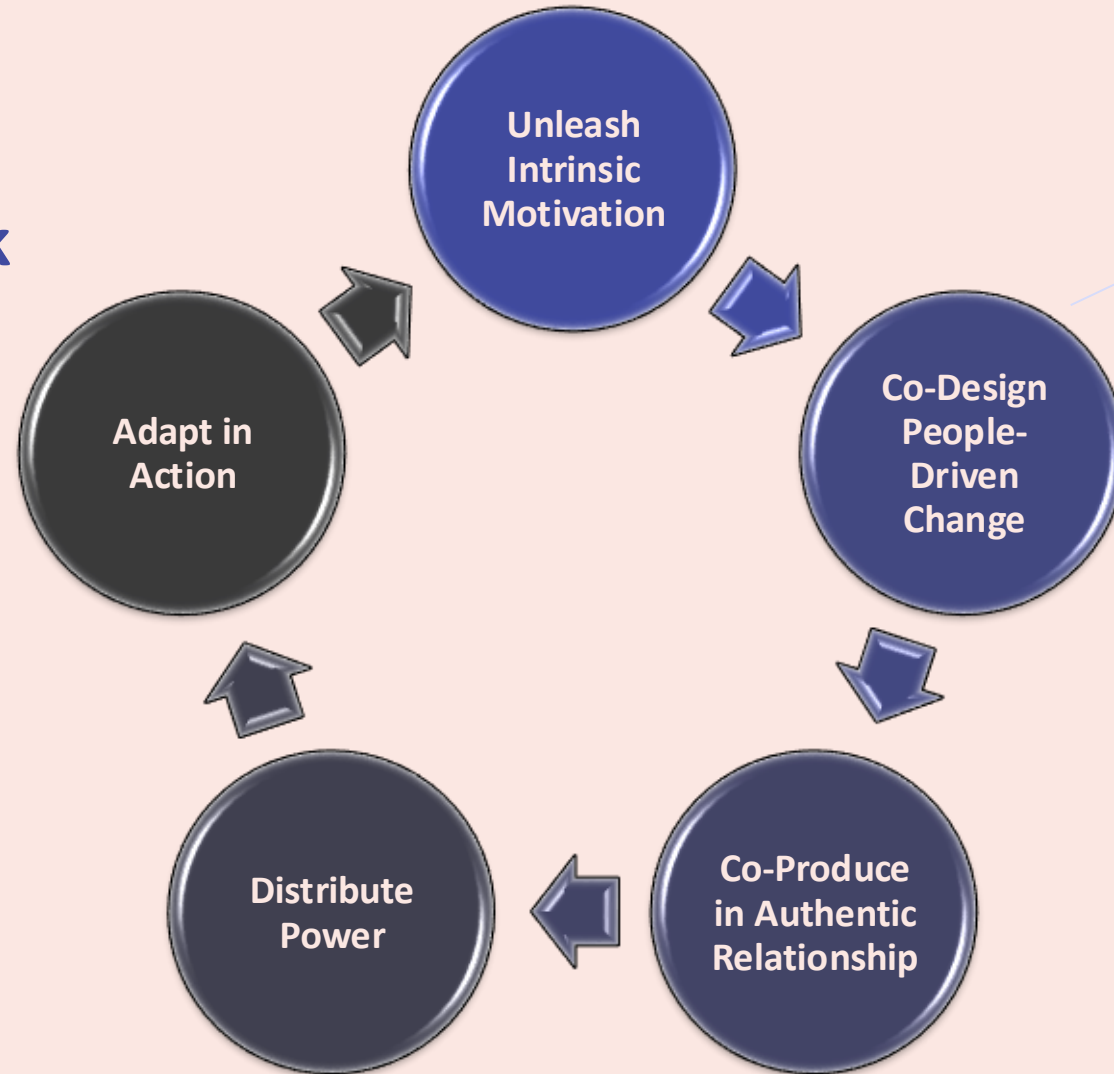
Listen more than talking

- How would your patients benefit from this project?
- Do you see anything that stop us from being successful?



Get your non-supporter involved

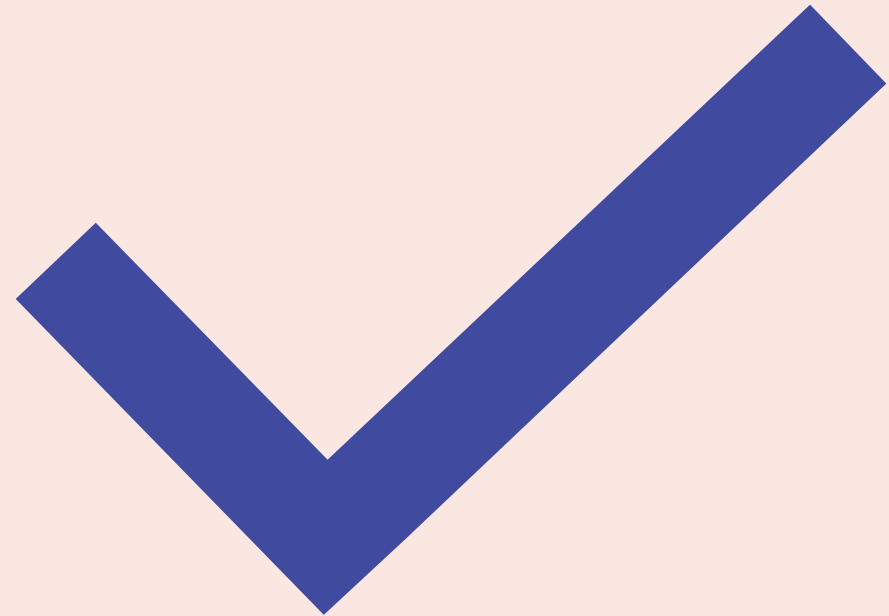
IHI Psychology Change Framework



Naysayers are great at premortem analysis!

Take Home Message

- All improvement is change
- Resistance is a normal response to change
- Be successful by planning your implementation
- Don't move too fast
- Plan for resistance



Thank You!

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