

# Making Improvement Easier, Faster and More Successful

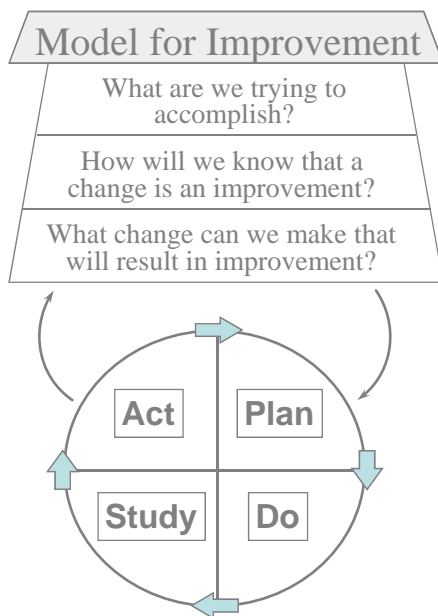
Southern California Patient Safety Collaborative

March 16, 2010

Catherine Carson, MPA, BSN, RN, CPHQ

Vice President, Quality & Performance Improvement

Hospital Association of Southern California



## What change can we make that will result in an improvement?

- Generate potential solutions
- Rank solutions and decide on one
- Construct a plan to test your idea



3

## Change Concepts

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>✓ Eliminate Waste           <ul style="list-style-type: none"> <li>▪ Reduce or eliminate overkill</li> <li>▪ Match the amount to the need</li> <li>▪ Use sampling</li> </ul> </li> <li>✓ Improve work flow           <ul style="list-style-type: none"> <li>▪ Minimize handoffs</li> <li>▪ Find and remove bottlenecks</li> <li>▪ Do tasks in parallel</li> </ul> </li> <li>✓ Optimize inventory           <ul style="list-style-type: none"> <li>▪ Reduce choice of features</li> </ul> </li> <li>✓ Change the work environment           <ul style="list-style-type: none"> <li>▪ Give people access to information</li> <li>▪ Focus on core processes and purpose</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>✓ Enhance the Producer/Customer Relationship           <ul style="list-style-type: none"> <li>▪ Listen to the customer</li> </ul> </li> <li>✓ Manage Time           <ul style="list-style-type: none"> <li>▪ Reduce wait time</li> <li>▪ Reduce set up or startup time</li> </ul> </li> <li>✓ Manage Variation           <ul style="list-style-type: none"> <li>▪ Standardization</li> <li>▪ Stop tampering</li> </ul> </li> <li>✓ Design Systems to Avoid Mistakes           <ul style="list-style-type: none"> <li>▪ Use reminders</li> <li>▪ Use Differentiation</li> </ul> </li> <li>✓ Focus on the Product or Service           <ul style="list-style-type: none"> <li>▪ Differentiate product using quality</li> </ul> </li> </ul> |
|--|---|

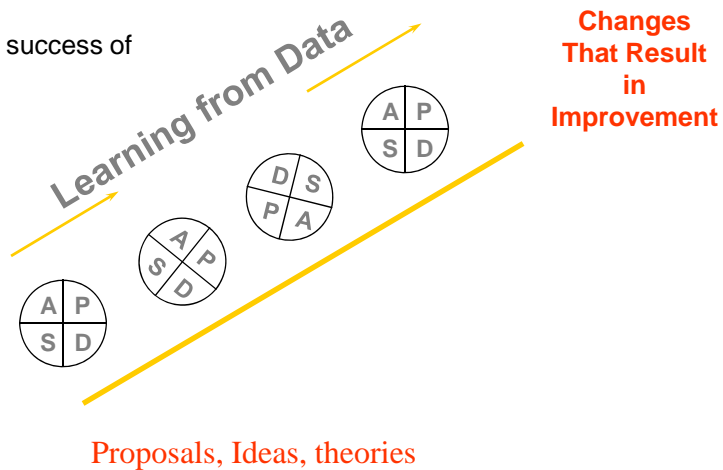
## Cycles for Testing

- Increase belief that change will result in improvement
- Opportunity for “failures” w/o impacting performance
- Document how much improvement can be expected from the change
- Learn how to adapt the change to conditions in local environment
- Evaluate costs and side effects of the change
- Minimize resistance upon implementation



## Repeated Use of the PDSA Cycle

Build upon the success of previous cycle



## Think about it

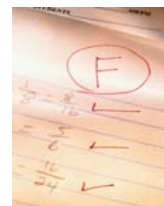
- What are some change concepts or new ideas that you can use to plan your small test of change?



7

## Guidelines for testing change

- Fail early, fail often
- What can we do by next Tuesday?
- Pick willing volunteers (early adopters)
- AIM big, but test small
- Do not try to get buy-in, consensus early on
- Be innovative to make test feasible
- Collect useful data during each test
- Test over a wide range of condition
- Steal shamelessly



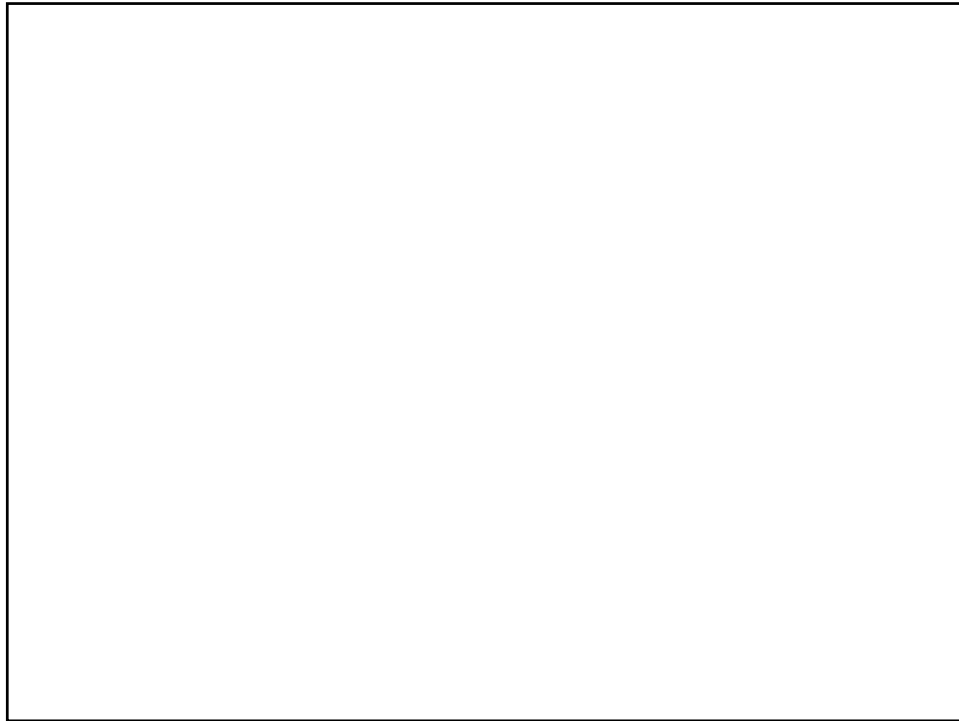
8

## 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

## The PDSA Cycle





## Back to Work

- Over the next 5-10 minutes, create 1-2 small tests of change you can implement by next Tuesday. Describe the who, what, how and the study approach.
- What do you want to happen?
- How will you know if it did?



12

## Just Do It! Wait! Also, Study It

- Reasons for failed tests
  - 1. Change not executed well
  - 2. Support processes inadequate
  - 3. Hypothesis/hunch wrong:
    - Change executed but did not result in local improvement
    - Local improvement did not impact aim
- Collect data during the Do phase of the cycle to help differentiate these situations.



## Common Traps

- Plan Do, Plan Do
- Do Act, Do Act
- No testing, only data collection
- No ramps of tests, random PDSAs
- Undisciplined PDSAs, no documentation
- Beware of Cycles longer than 30 days



14

## Wrapping it Up: Mistakes Made in Improvement Teams

- Over-reliance on education and awareness
- Implementing large-scale change from the outset
- Failure to abandon a change that does not lead to an improvement
- Failure to engage process owners on a team and solicit their ideas
- Failure to make data visible to all engaged in the process



15

### CYCLE FOR LEARNING AND IMPROVEMENT



**“Negative results on the fish...Let’s try rubbing two sticks together.”**

## What Are We Trying To Accomplish?

### The AIM

- **Agreement on your project goal is essential for progress**
- **Include a numerical goal to clarify the AIM along with a baseline measure**
- **Set a “stretch” goal of 25% - 50%**