Project:

What are we trying to accomplish?	*How will we know that a change is an improvement?* (Process Measures)	*What changes can we make that will lead to an improvement?*

Overarching Aim & Measures

Evidence from Literature and Research

Locally driven change Ideas (for Large Scale Change) to translate concept to action

Changes in Structure	*Changes in Process*	*Changes in Behaviour*

Overarching Aim: (How much by when??)

Overarching Outcome Measures:

LOCAL Measures:
System Level Measures:

Clinical Outcome Measures:
•

Balancing Measures:
•

Outcome Measures   lagging indicators impact in 18 24 months

Process (Activity) Measures: 6 12 months

Overarching (Implementation) Project Charter

Local changes   PDSA cycles & measures   evidence 3 6 months

System Transformation through Quality Improvement

Ontario — Health Quality Ontario / Qualité des services de santé Ontario

Developing, Implementing and Testing Change Ideas

The Model for Improvement

AIM → What are we trying to accomplish?

MEASURE → How will we know if a change is an improvement?

CHANGE → What changes can we make that will result in improvement?

RAPID CYCLE IMPROVEMENT →

ACT | PLAN
STUDY | DO

Langley, Nolan, Nolan, Norman, Provost, Moen "The Improvement Guide"

PDSA Cycles

"What's next?"

"What will happen if we try something different?"

Act
- What changes are to be made?
- Next cycle?
  - Adapt
  - Adopt
  - Abandon

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 – update theory
- Summarize what was learned

Do
- Carry out the plan
- Document problems and unexpected observations
- Begin analysis of the data

"Did it work? What did we learn"

"Let's try it!"

Lloyd, R. & Scoville, R. "The Science of Improvement"

Measuring Improvement

A Family of Measures

AIM: What are we trying to accomplish? How much by when?	
Outcome measures – Are we fulfilling our aim? – What's important for the customer? – This is the "so what" piece – Outcome measures are lagging indicators – Voice of the customer	**Process measures** – Are we doing the things we said we'd do that we thought would result in an improvement? – How long does it take us? Is it useful? – Process measures are leading indicators – Voice of the system
Balancing measures - Are we inadvertently impacting other parts of the system through our action? - What could go wrong if we do this? - Differentiating between Outcome and Balancing measures often depends on the <u>intent</u>. If you are trying to improve it, then it's an outcome measure. If you want it to stay the same, it's a balancing measure (e.g. client satisfaction)	**PDSA measures** – How long does it take to complete the form? (Quantitative data on the impact of a particular change to work flow) – Is it difficult to complete? (qualitative data to help refine the change) – Intended to inform the next cycle/identify areas of process to "tweak"

Designing Improvements

Foundational Lean Principles & Design Attributes
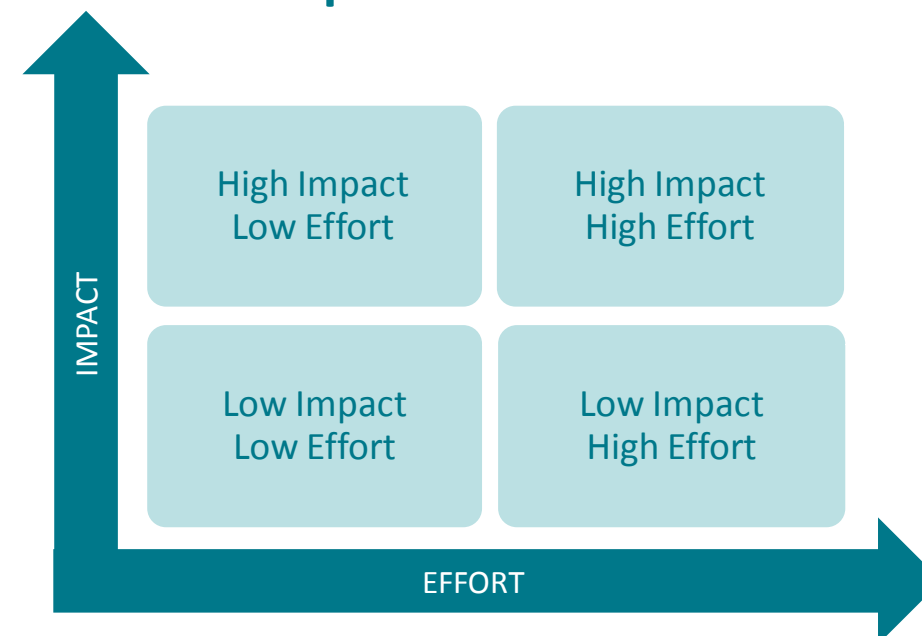
Principles

Eliminate Waste:
- **Defects:** Clarification/re-work
- **Over-production:** doing too much/too early
- **Waiting:** for people, information, supplies
- **Non-utilized brainpower**
- **Transportation:** unnecessary movement of things
- **Inventory:** clients waiting to be assessed
- **Motion:** unnecessary movement of people
- **Extra processing/over-processing:** over-assessing, redundancy

Create Value:
An activity that contributes directly to satisfying the needs of the customer

Flow	Pull	Defect Free	Visual Management
➢ 1x1	➢ On demand	➢ No redundancy	➢ See normal from abnormal
➢ In sequence	➢ Inventory free	➢ No rework	➢ At a glance
➢ OHIO	➢ One way to send	➢ No checking	➢ In 5 seconds or less
➢ OHMO	➢ One way to receive	➢ No clarifying	➢ Everyone sees
➢ Link value added steps	➢ Tight connections	➢ Mistake proof	➢ Everyone acts/reacts
➢ Standard work	➢ Supermarket	➢ Andon	➢ Standards
➢ No waiting	➢ Consistent response times		

+ Continuous Improvement!

Sequencing Change Ideas into an Action Plan

Impact-Effort Matrix

IMPACT

High Impact Low Effort	High Impact High Effort
Low Impact Low Effort	Low Impact High Effort

EFFORT

Principles of Access

- Understand and balance supply & demand
- Increase the supply of visits
- Reduce demand for visits
- Reduce appointment types and times
- Reduce backlog
- Develop contingency plans

20-Sept-2012