



Illinois Health and Hospital Association

# Quality Essential Skills Training (QuEST) Session 3: Change Ideas and Tests of Change

# Support

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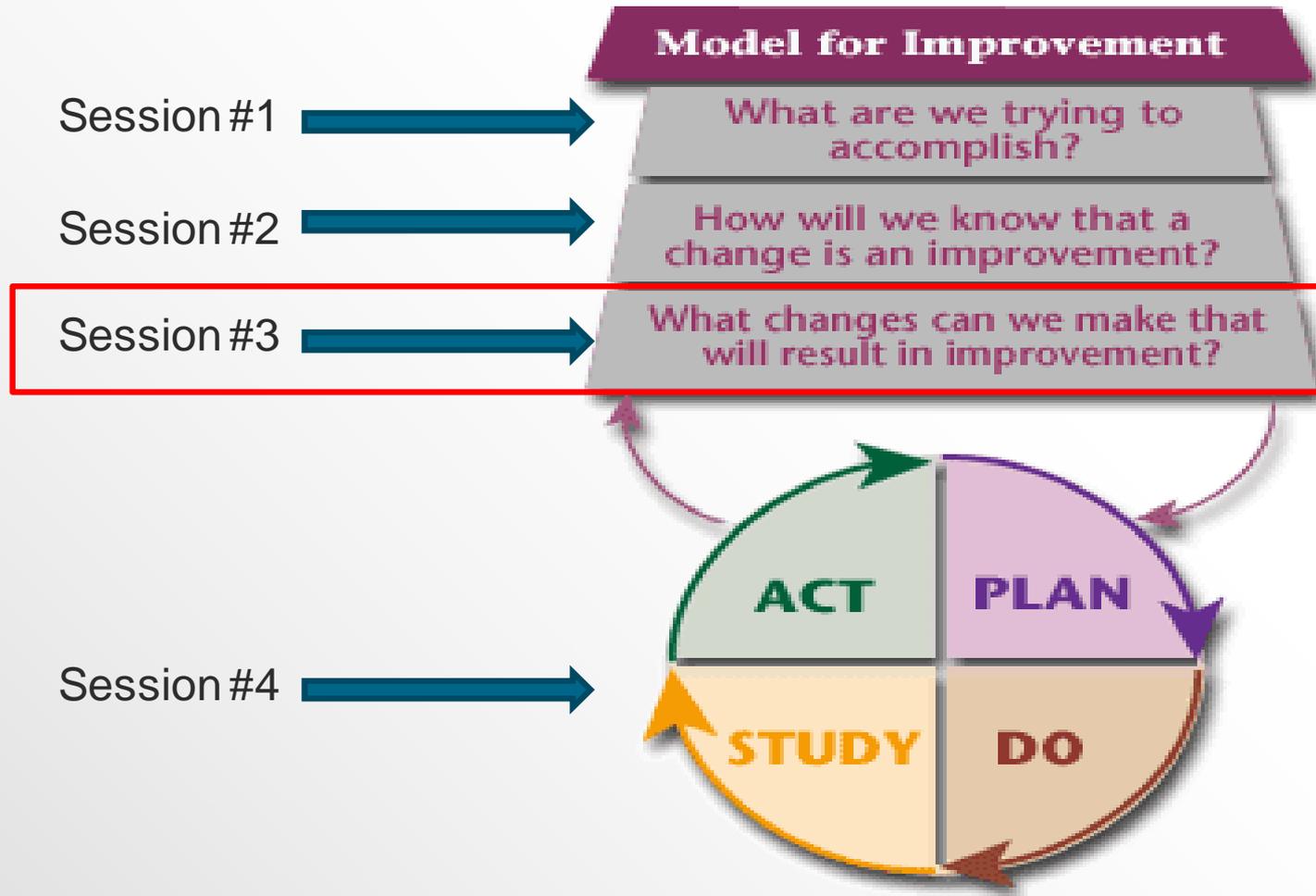
# Agenda

1. Session 2 Review
2. Question 3 of The Model for Improvement (MFI)
3. 1<sup>st</sup> Order vs 2<sup>nd</sup> Order Change
4. Developing Change Ideas
5. Selecting Change Ideas
6. 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

# The Model for Improvement



# 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

 <b>GREAT LAKES</b> PARTNERS FOR PATIENTS		
<b>Model for Improvement Project Charter</b> This project charter clarifies expectations among the team and establishes the project's aim, measures, scope, timeline and team members.		
<b>QUESTION 1: WHAT ARE WE TRYING TO ACCOMPLISH?</b>		
Aim Statement:		
<b>QUESTION 2: HOW WILL WE KNOW THAT A CHANGE IS AN IMPROVEMENT?</b>		
Outcome Measures	Current	Target
Process Measures	Current	Target
<b>SCOPE</b>		
In Scope:	Out of Scope:	
<b>QUESTION 3: WHAT CHANGES CAN WE MAKE THAT WILL RESULT IN IMPROVEMENT</b>		
Small Tests of Change	Date	
Project End Date:		
<b>TEAM</b>		
Executive Sponsors:		
Dyad Champions:		
Team Members		

# Organizing Your Measures Worksheet<sup>©</sup>

Improvement Team Name:

Concept	Potential Measure(s)	Outcome	Process	Balancing
<b>Patient Harm</b>	<b>Inpatient falls rate</b>	✓		
<b>Patient Harm</b>	<b>Number of falls</b>	✓		
<b>Compliance</b>	<b>Percent of inpatients assessed for falls</b>		✓	
<b>Staff Education</b>	<b>Percent of staff fully trained in falls assessment protocol</b>		✓	
<b>Assessment Time</b>	<b>The additional time it takes to conduct a proper falls assessment</b>			✓

Source: R. Lloyd. *Quality Health Care: A Guide to Developing and Using Indicators*. Jones and Bartlett, 2004.

# Operational Definition Worksheet

**Measure Name:** \_\_\_\_\_

(Remember this should be specific and quantifiable, e.g., the time it takes to..., the number of..., the percent of... or the rate of... it should be “dry and scientific” sounding)

**Measure Type:** \_\_\_\_\_

(Outcome. Process or Balancing measure?)

## Operational Definition

Define the specific components of this measure. Specify the numerator and denominator if it is a percent or a rate. If it is an average, identify the calculation for deriving the average. Include any special equipment needed to capture the data. If it is a score (such as a patient satisfaction score) describe how the score is derived. When a measure reflects concepts such as accuracy, complete, timely, or an error, describe the criteria to be used to determine “accuracy.” Name the person responsible for collecting and entering data. The more detail, the better!

# The four rules to apply to a run chart

Four rules that indicate  
non-random patterns  
in a run chart, indicate  
**SIGNAL!**  
(in no particular order)

1. Shift
2. Trend
3. Too many or too few runs
4. Astronomical data point

Murray and Provost, 3 (11-15)

# Next Steps from Session 2



## 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.

1. Using the Project Charter Document:
  - ❖ Complete the Measures section - Utilize the *Organizing Your Measures* and *Operational Definition* worksheets to help develop measures
  - ❖ Complete the Scope section of the document
2. Review the measures with team members to reach consensus
3. Bring your Project Charter to Session 3

QUESTION 1: WHAT ARE WE TRYING TO ACCOMPLISH?		
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# Question THREE of the Model for Improvement



The most basic understanding of the 3<sup>rd</sup> question is this:  
**CHANGES**

## Question #3 of the MFI: What changes can we make...

- 1<sup>st</sup> vs. 2<sup>nd</sup> Order change
- Three methods used to develop change ideas:
  1. Logical thinking about the current system
  2. Benchmarking or learning from others
  3. Using change concepts
- Selecting change ideas: Two methods to pick which change idea to start testing

# 1st vs. 2nd Order change ...

No more perfect example...

The following series of pictures perfectly demonstrate the inherent human tendency to solve a problem with MORE

Ask yourselves, “*what would I have done?*”

















# 1st vs. 2nd Order change ...

**MORE:**

... of the same ideas/changes already tried/implemented

**OR**

**MORE RESOURCES:**

... more ... time, money, staff, inspections, alerts, screens, posters, warnings, stickers, education, in-services, “talking tos,” data reviews, meetings, advice, mailings, reminders, beds, paperwork, policy and procedures, blips and bleeps, lights, signage, rooms ...

All improvement requires change, yet not  
all change leads to improvement

# 1st vs. 2nd Order change ...

~~MORE~~: **NOT MORE!**

- Change that is fundamentally different, is NOT MORE
- Think of a flow chart, new/modified/removed steps
- Human behavior/movement is changed
- Hard to come up with because of the power of the human mind, “perceptual ruts”
- Is responsible for 90-95% of improvement
- (sometimes MORE is needed!)

## Question #3 of the MFI: What changes can we make...

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## Question #3 of the MFI: What changes can we make...

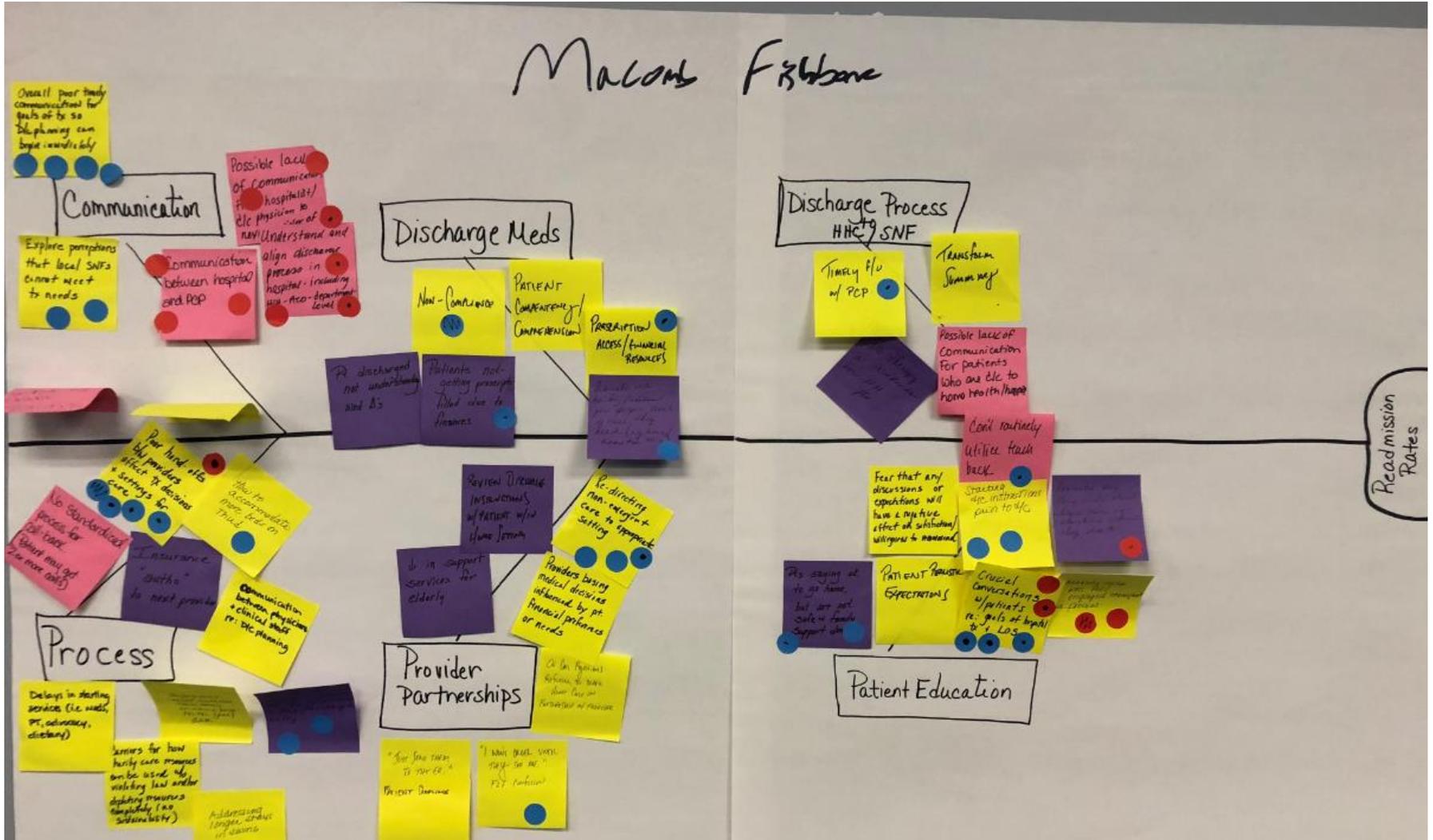
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# The three methods used to develop change ideas:

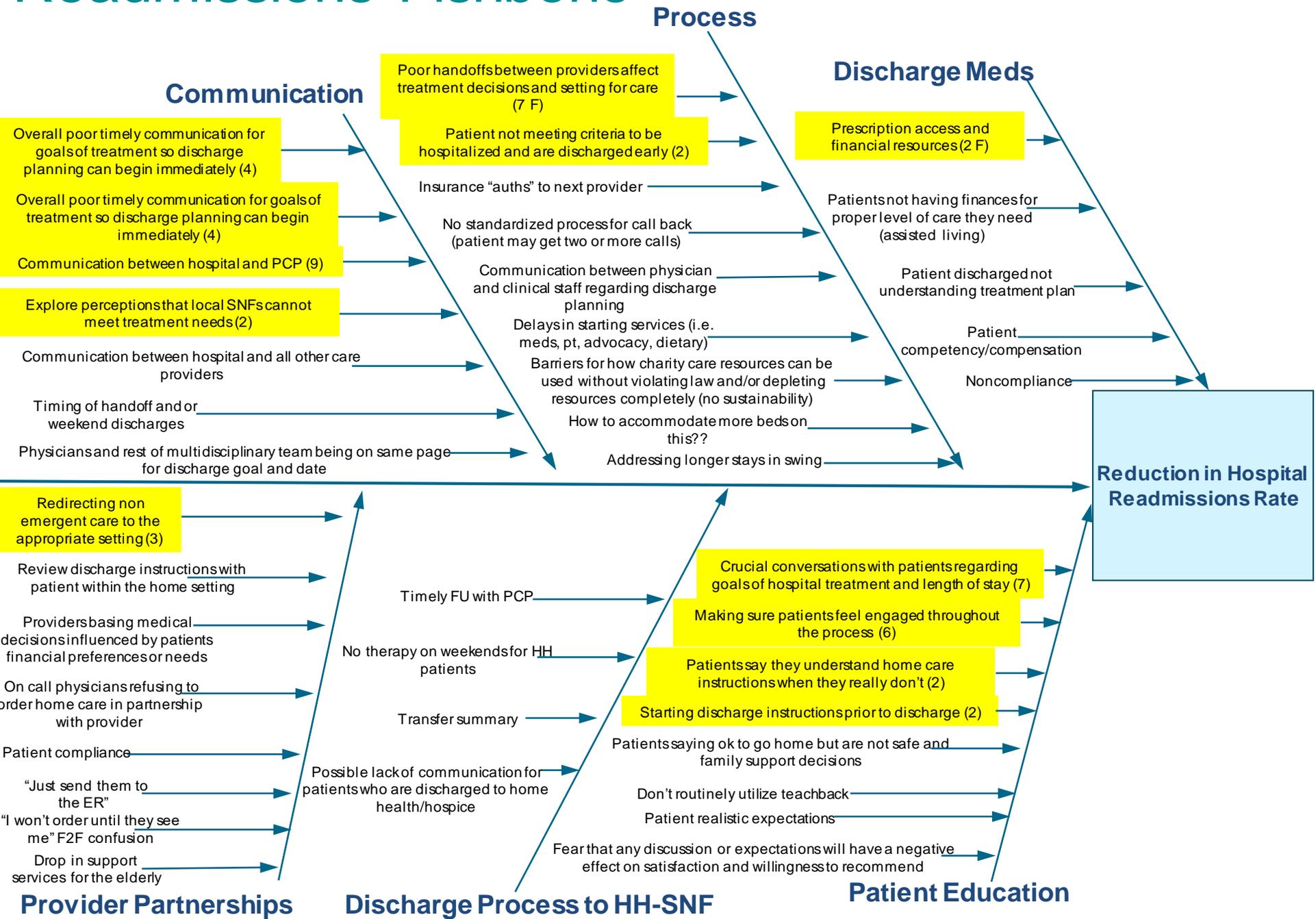
## Logical thinking

- Talk to subject matter experts – i.e., those who supply, work in, or use the current process
- Collect data and look for variation
- Study in detail a “sample of one” or a case study approach:  
*Follow one person/case through the whole process to uncover issues and opportunities in the current system. This learning often encourages logical thinking about high-leverage changes that could have an impact on the whole.*
- “every defect is a treasure”
- Tools to investigate the current state:
  - Cause and effect / fishbone / Ishikawa diagram
  - 5 whys
  - Flowcharting

# Readmissions Fishbone



# Readmissions Fishbone



## Question #3 of the MFI: What changes can we make...

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Benchmarking is comparing one's business processes and performance metrics to industry bests and best practices from other companies.

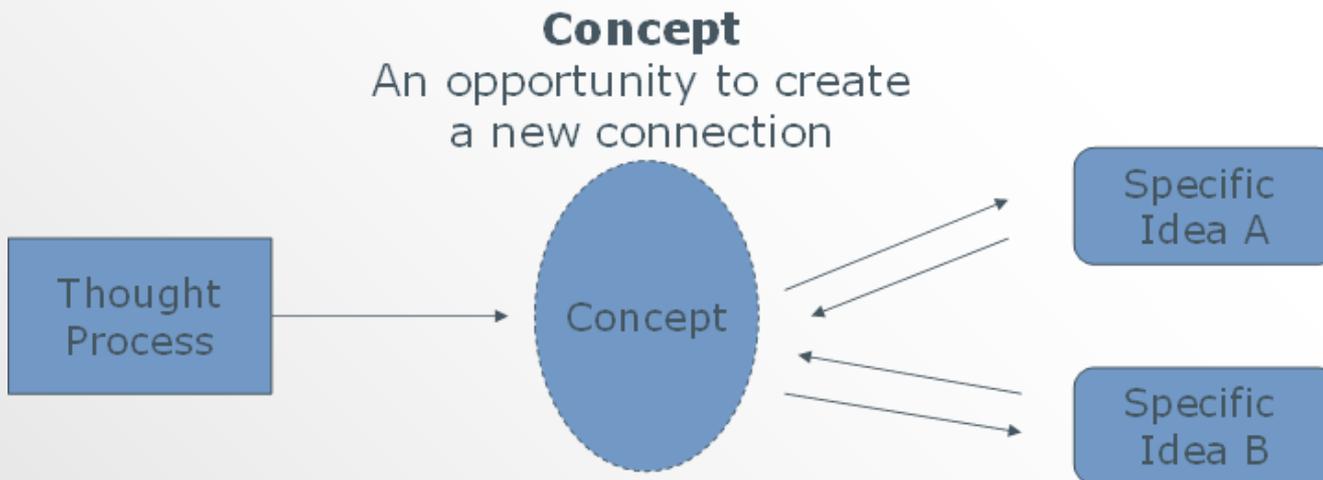
Beg, Borrow & Steal

## Question #3 of the MFI: What changes can we make...

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# Using Change Concepts

Change concept = A general notion or approach found to be helpful in developing specific change ideas that result in improvement



See:

- *The Improvement Guide*, page 132, for a list of 72 change concepts; Appendix A provides detail on each

# Complete List of Change Concepts

## Eliminate Waste

1. Eliminate things that are not used
2. Eliminate multiple entry
3. Reduce or eliminate overkill
4. Reduce controls on the system
5. Recycle or reuse
6. Use substitution
7. Reduce classifications
8. Remove intermediaries
9. Match the amount to the need
10. Use Sampling
11. Change targets or set points

## Improve Work Flow

12. Synchronize
13. Schedule into multiple processes
14. Minimize handoffs
15. Move steps in the process close together
16. Find and remove bottlenecks
17. Us automation
18. Smooth workflow
19. Do tasks in parallel
20. Consider people as in the same system
21. Use multiple processing units
22. Adjust to peak demand

## Optimize Inventory

23. Match inventory to predicted demand
24. Use pull systems
25. Reduce choice of features
26. Reduce multiple brands of the same item

## Change the Work Environment

27. Give people access to information
28. Use Proper Measurements
29. Take Care of basics
30. Reduce de-motivating aspects of pay system
31. Conduct training
32. Implement cross-training
33. Invest more resources in improvement
34. Focus on core process and purpose
35. Share risks
36. Emphasize natural and logical consequences
37. Develop alliances/cooperative relationships

## Enhance the Producer/customer relationship

38. Listen to customers
39. Coach customer to use product/service
40. Focus on the outcome to a customer
41. Use a coordinator
42. Reach agreement on expectations
43. Outsource for "Free"
44. Optimize level of inspection
45. Work with suppliers

## Manage Time

46. Reduce setup or startup time
47. Set up timing to use discounts
48. Optimize maintenance
49. Extend specialist's time
50. Reduce wait time

## Manage Variation

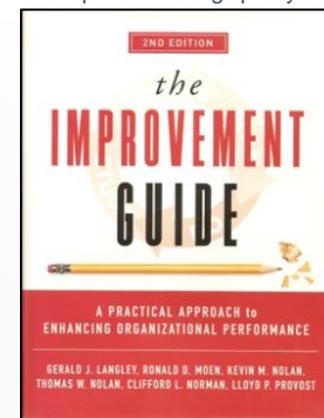
51. Standardization (Create a Formal Process)
52. Stop tampering
53. Develop operation definitions
54. Improve predictions
55. Develop contingency plans
56. Sort product into grades
57. Desensitize
58. Exploit variation

## Design Systems to avoid mistakes

59. Use reminders
60. Use differentiation
61. Use constraints
62. Use affordances

## Focus on the product or service

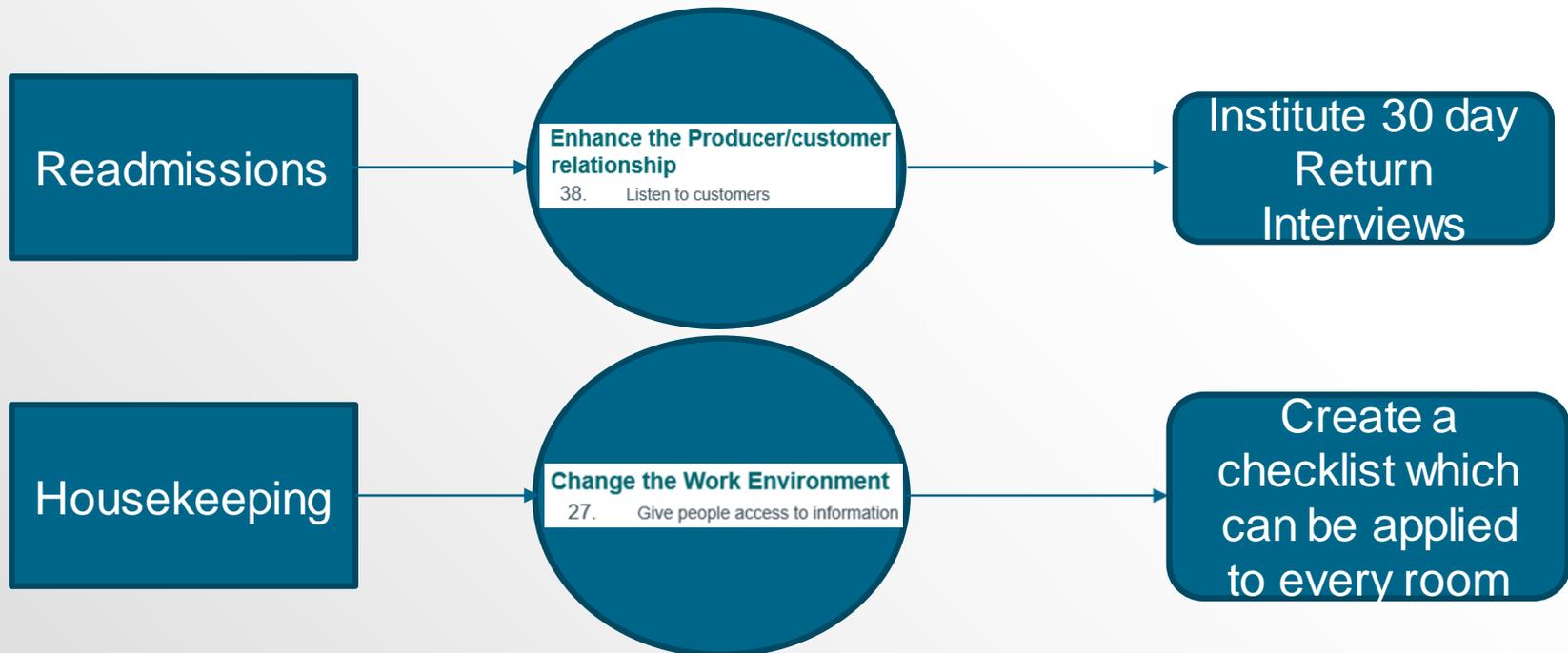
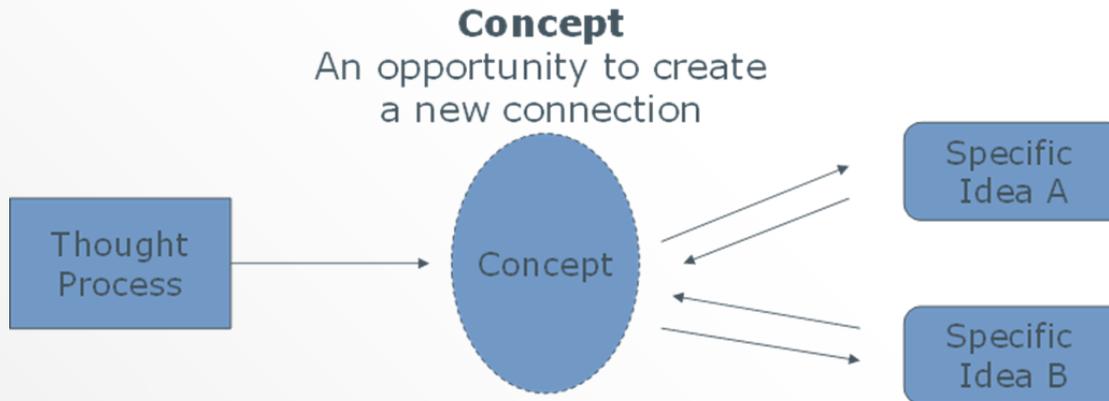
63. Mass customize
64. Offer product/service anytime
65. Offer product/service anyplace
66. Emphasize intangibles
67. Influence or take advantage of fashion trends
68. Reduce the number of components
69. Disguise defects or problems
70. Differentiate product using quality dimensions



**Tip:** try “assigning” each team member a group or individual Change Concept at the end of a meeting

# Using Change Concepts

## Taking a concept and getting to actionable (testable) ideas



## Question #3 of the MFI: What changes can we make...

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# Selecting change ideas: two methods to pick which change idea to start testing

## “The Matrix Diagram”

1. List the ideas in the row, and the criteria for selection in the columns
2. Rate each idea on a scale of 1-5 (1 being low confidence and 5 being high confidence) for each criterion
3. Analyze which idea has the highest confidence
4. Don't overthink this one!

Idea	Can be accomplished in 90 days?	There's will to fix this problem?	Is within our control?	Is a sponsor for this work?
Idea 1	2	4	3	4
Idea 2	5	4	4	5
Idea X	4	2	1	3

# Matrix Diagram

**Need Hospital Exits**

Idea	Can be Accomplished in 90 days	The Will to fix the problem	With our Control	Sponsor for this work
Utilize already present white boards in pt rooms to communicate, & update estimated date of d/c, PL needs, & planned disposition.	2	4	2	2
Utilize whiteboard in pt room more for daily + DIC plan so pts + team are more aware/involved				
Open discussion & transparency with patient/team regarding anticipated LOS				
Add requirement for all provider daily robs to include an estimated d/c date				
Reach agreement on expectation * discharge anticipated date				
Focus on the outcome to a customer * what are time points / goals pre-discharge				
Focus on Outcome - Will be more likely to follow through				
Info need from Doc on daily basis				
Committee on LOS for the 5 units				
HA Commercial on M&M TV				
Use hospital TV channel for community partners to highlight their services in order to maximize pt education options prior to making d/c plans.				
Standardize Check-list?				
What ?'s need to be asked & answered Daily				
Coordinate Early on time				
Case Coordinators - Will have insight to events leading up to hospitalization, Barriers @ home, support systems, etc				
Transfer form?				

→ Narrative/Questions/data  
→ Rowbase  
→ 4 or 5 weekly rounds → why (5 Mbs)  
→ Mirror in rounds

July  
Review  
- try to not follow money

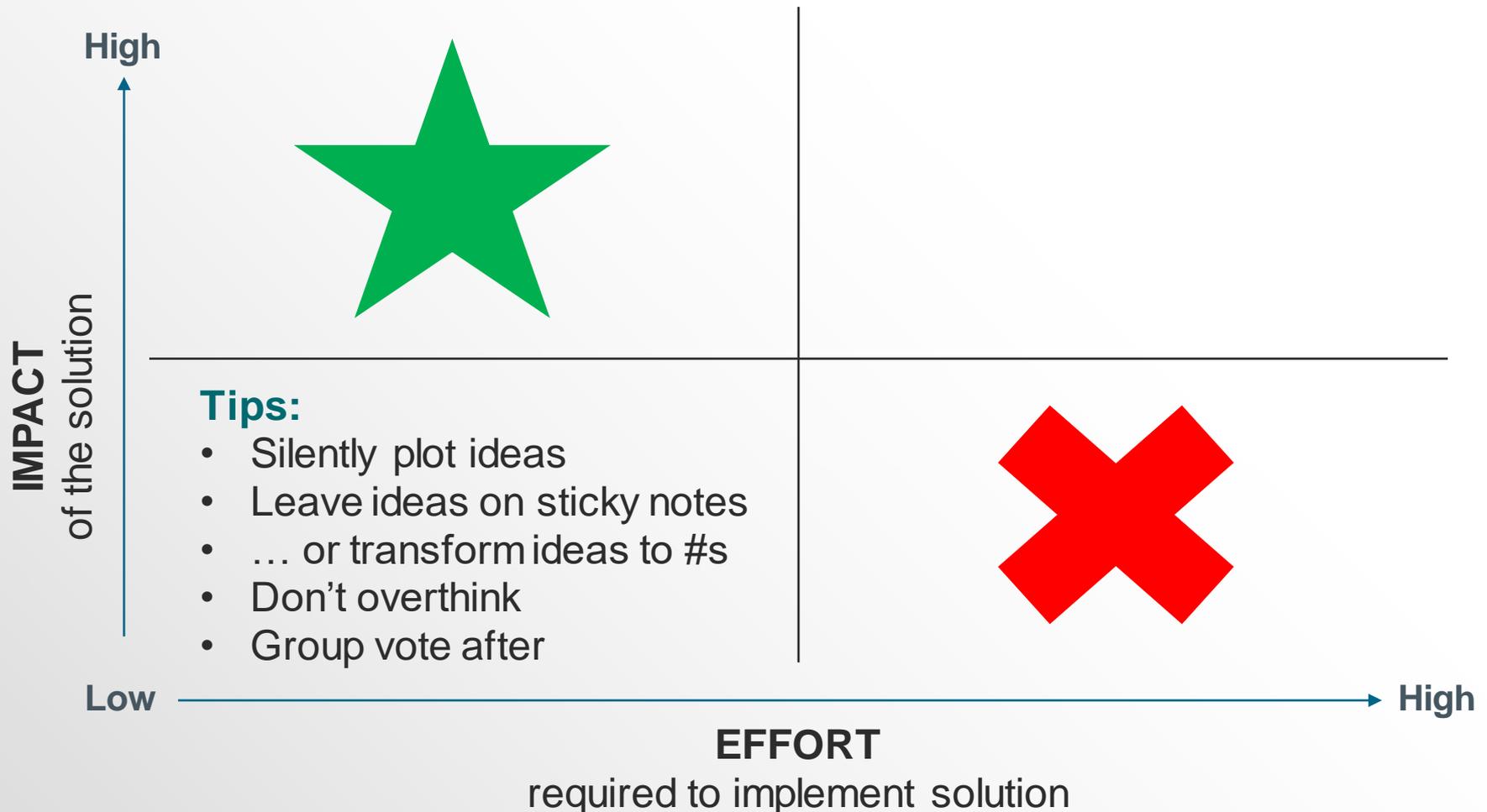
# Matrix Diagram

IDEA	Accomplished in 90 days?	Will to fix?	Within our control	Sponsor/support for this work
★ 1	5	5	5	N/A
★ 2	5	4	5	4
3	-12	5	-13	-500
4	5	3	3	3
5	1	4	1	1
6	2	4	2	2
7	5	3	3	5
8	3	5	1	3
9	1	5	1	3
★ 10	5	4	5	5

IDEA	Accomplished in 90?	Will to fix problem	Within our control	Sponsor/support for this work
1	2	2	4	3
2	5	4	4 <sub>sure</sub>	5
3	5	4	5	5
4 <sub>2</sub>	<del>5</del>	4	5	5
5 <sub>1</sub>	5 <sub>sure</sub>	5	5	5
6	5	3	5	5
7	5	3	4	4
8 <sub>1</sub>	5	5	5	5
9	4	5	4	5
10	5	3	5	5

# Selecting change ideas: two methods to pick which change idea to start testing

## “The Impact-Effort Matrix”



# 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 - *Complete*
- ❑ **Before beginning Session 3: Complete the metrics and scope sections of the Project Charter**
- ❖ Session 3: Focus on Tests of Change & Question 3 of the MFI - *Complete*
- ❑ **Before beginning Session 4: Identify 3 changes ideas you would like to test and complete that section of the Project Charter**
- ❖ Session 4: Bringing it all together & Implementation

# Next Steps

1. Complete the Test of Change section of the Project Charter
  - ❖ Reference the *Test of Change* document to help develop tests of change
2. Review the completed Project Charter with team members to reach consensus
3. Bring your Project Charter to Session 4



## 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.

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## Next Steps

If you have questions or would like feedback on what was covered during this session

please email our IHA Team at:

[IHAFlexinstitute@team-iha.org](mailto:IHAFlexinstitute@team-iha.org)

Thank you!



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