

Quality Improvement Implementation

Jerry Langley, IA

API ASSOCIATES IN PROCESS IMPROVEMENT
1000 N. 10th St. • Des Moines, IA 50319 • 515-281-1111

Getting to Implementation

Taking what you learn
from testing and applying
to the whole target
population in a long-
lasting, reliable manner.

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Definitions:

- **Testing:** Trying changes and adapting existing knowledge on small scale. Learning what works in your system.
 - Change is not permanent
 - Failure very useful here, even expected (and needed!)
 - Fewer people impacted than during implementation

★ **Implementing:** Making this change a part of the routine day-to-day operation of the system in your pilot population

- Don't expect failure here
 - More people impacted than during testing
 - Increased resistance compared to testing
 - Generally requires more time than testing
- **Spread:** adapting change to areas or populations other than your pilot populations

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On the Basis of Learning from Test Cycles You Can:

- Implement as is (adopt)
- Dropped (abandon)
- Modified (adapt)
- Increased in scope (expand)
- Tested under other conditions

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Are We Ready to Implement?

Appropriate Scope for a PDSA Cycle

Staff/Clinicians Readiness to Make Change

Current Situation		Staff/Clinicians Readiness to Make Change		
		Resistant	Indifferent	Ready
Low Confidence that change idea will lead to Improvement	Cost of failure large	Very Small Scale Test	Very Small Scale Test	Very Small Scale Test
	Cost of failure small	Very Small Scale Test	Very Small Scale Test	Small Scale Test
High Confidence that change idea will lead to Improvement	Cost of failure large	Very Small Scale Test	Small Scale Test	Large Scale Test
	Cost of failure small	Small Scale Test	Large Scale Test	Implement

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Gold Standard for Getting to Implementation

Satisfactory prediction of the results of tests conducted over a wide range of conditions is the means to increase the degree of belief that the change will result in improvement.

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Why is Implementation So Hard?

- May not be if doesn't involve people
- If involves people:
 - Enthusiasm for testing may diminish when people start thinking about the change becoming permanent
 - Testing often with volunteers, implementation with wider group
 - Wider group may not be convinced of merit of change
 - Implementation engages infrastructure of organization whereas testing may have “**worked around**” it (operational knowledge)

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So...What Can We Do?

- Use multiple PDSA cycles to implement the change
 - Testing is not de-facto implementation!
- Redesign support processes for new process
 - Training, getting forms, etc.
- Collect data over time when conditions are expected to change
 - Continue use of run or Shewhart chart
- Address the social aspects of change
 - WIFM, appreciation, publicity, resistance
- Think about and plan for maintenance of the change

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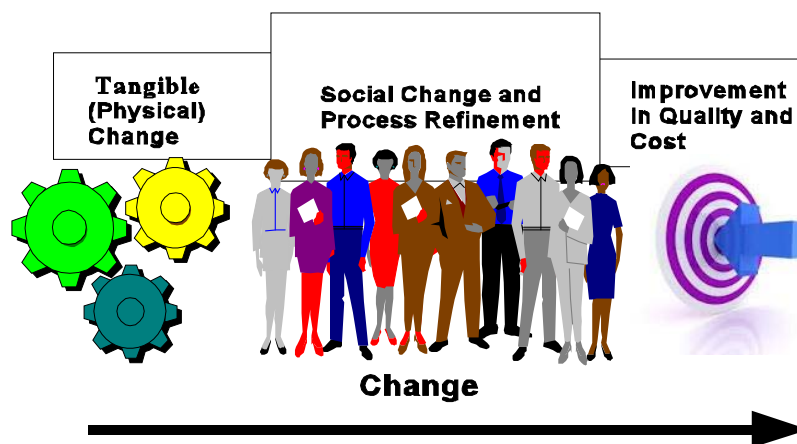
Engage the Infrastructure

- Document the flow of the new process
- Provide training on the new process
- Address development of new skills if required
- Make changes to job descriptions, policies, and procedures, forms
- Address supply, equipment, design issues
- Assign day-to-day ownership for improvement and maintenance work of the new process
- Senior leaders held responsible for the efforts to sustain the change and remove inhibitors that might allow slippage back to the old system

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Implementation of Change and Its Social Consequences



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Address the Social Aspects of Change

- **Provide information on why change being made**
 - Empathize w/anxiety-don't expect to eliminate it
 - Show how change supports aim of organization
 - Put it in historical perspective
 - Link to needs of patient/family/community
 - Reframe as opportunity
 - Provide hot line for questions/comments
- **Provide specific info on how will affect people**
 - Share results from testing
 - Be prepared for questions
 - Study rational objections and be prepared to address them
 - Include members of team who tested in presentations
- **Get consensus on resources and other support for implementation**
 - Define plan with milestones/dates
 - Ask leaders and key people to publicly support
 - Express confidence in those asked to carry out the change
- **Publicize the change**
 - Use symbolism, stores, pictures, etc.
 - Summarize key points and agreements as made
 - Show appreciation for those developing and testing change
 - Take advantage of significant events (crisis, inspection, complaint) and tie to implementation

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Cycles for Implementation

- The change is permanent - need to develop all support processes to maintain change.
- Learning is focused on integrating the change into the specific environment.
- High expectation to see improvement (no failures).
- Increased scope will lead to increased resistance.
- Generally takes more time than test cycles.

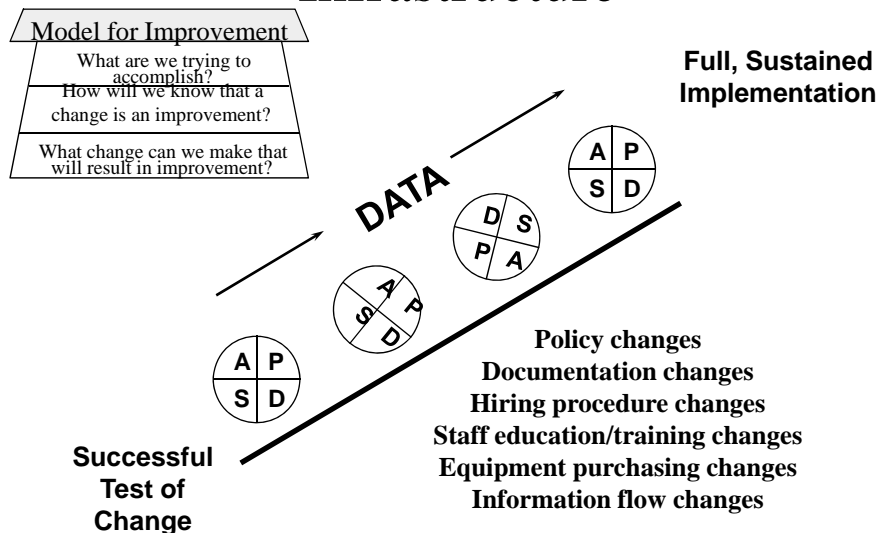
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ARC Implementation Cycles

- **Building Clients' Hope and Belief: Peer Meets with Clients at Initial Visit**
 - PDSA: Availability of Peers for All Intake Visits
 - PDSA: Training Process, Content for Peers in This New Role
 - PDSA: Routinely Scheduling Peer Visits in Coordination with Intake Activities (new policies/procedures)
- **Building Clients' Hope and Belief: Using Success Stories**
 - PDSA: Keeping Available Stories Current and Updated
 - PDSA: Assuring All Clients Have Access to Stories
- **Plan Meaningful Goals: Strengths-Based Group Supervision**
 - PDSA: Scheduling Group Meetings Weekly Attended by All Provider Staff
 - PDSA: Tracking Tool to Assure All Clients are Discussed
 - PDSA: Process to Assign Which Clients are Discussed at Each Meeting

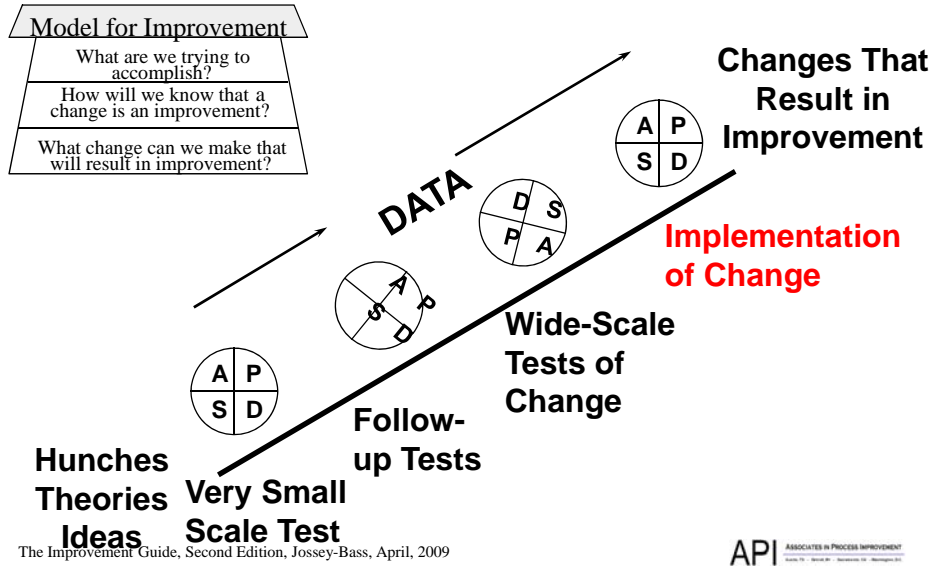
Use PDSA Cycle to Engage Infrastructure



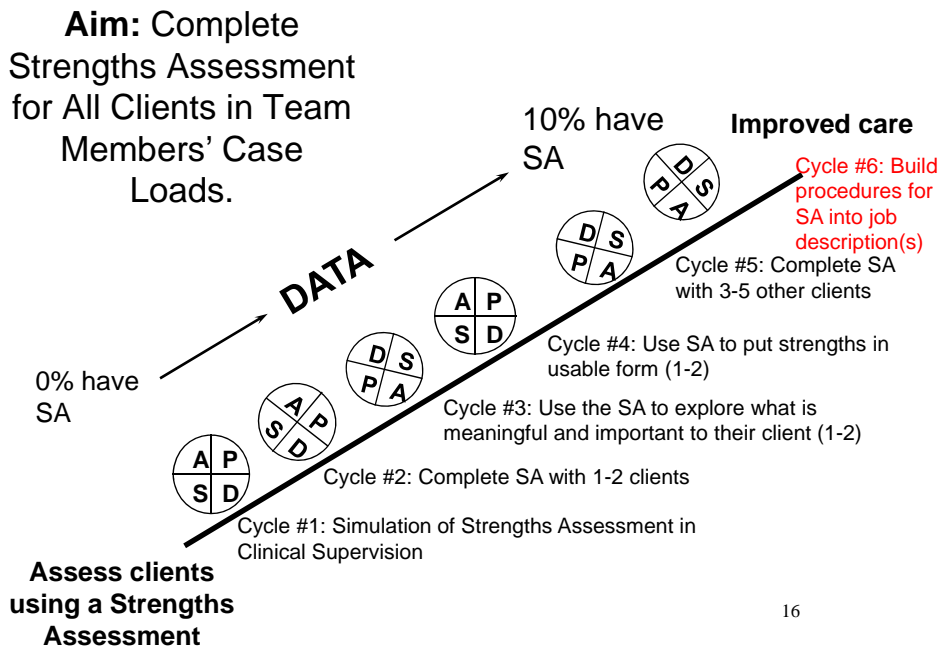
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Using Multiple PDSA Cycles from Testing to Implementation

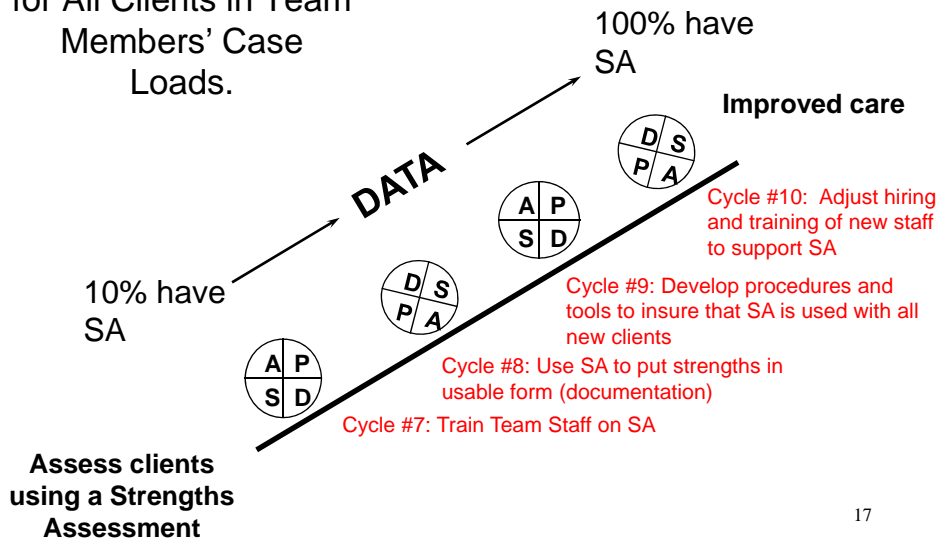


Multiple Cycles of PDSAs (part 1)



Multiple Cycles of PDSAs (cont.)

Aim: Complete Strengths Assessment for All Clients in Team Members' Case Loads.

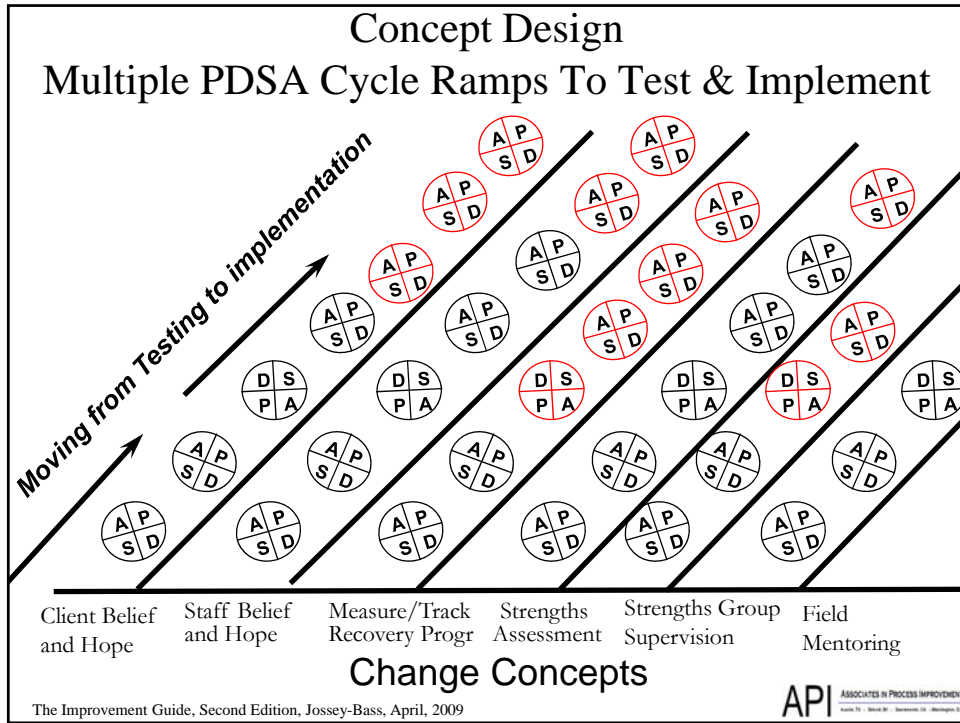


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Cycle No.	Change Tested or Implemented	Lead	October		November			December				January			February											
			6	13	20	27	31	3	10	17	25	1	8	15	22	29	5	12	19	25	2	9	16	25		
	Policies																									
	Documentation																									
	Hiring Procedures																									
	Staff education/training																									
	Job descriptions																									
	Information Flow																									
	Equipment Purchases																									

Cycle No.	Change Tested or Implemented <i>Building Hope: Peer Contact at Initial Intake</i>	Lead																								
			October				November				December				January				February							
			6	13	20	27	31	3	10	17	24	30	1	8	15	22	29	5	12	19	26	1	8	15	22	29
1,2	Policies: Process to Have Each New Client Meet with A Peer		PDSA Cycle 1 – Mary to draft process description and review with Exec Committee PDSA Cycle 2 – Tom to take Final version taken to county p&p committee																							
3,4	Scheduling: Schedule Peer to Meet with Each New Client		PDSA Cycle 3 – Juan to adjust scheduling system to support peer meeting during initial visit PDSA Cycle 4 – Juan to set up peer hours to support staffing of initial visits, including meeting language needs																							
5,6	Documentation: Develop Process to Document Peer Visit		PDSA Cycle 5 – Marta to integrate peer visit info into existing documentation PDSA Cycle 6 – Mary to train peers to use new documentation process																							
7,8	Staff Education/Training: Train Peers of Process to Engage Client, Share Stories		PDSA Cycle 7 – Juan to train peer staff on techniques to build hope with new clients PDSA Cycle 8 – Juan to develop training packet for newly hired peers																							
9, 10	Job Descriptions: Revise Peer Support Job Descr. With New Activity		PDSA Cycle 9 – Mary to add initial visits to role description and test with peer staff PDSA Cycle 10 – Mary to revise and send to committee																							
11	Information Flow: Develop Process to Communicate Outcomes of Initial Visit		PDSA Cycle 11 – Tom to include peer feedback during team discussion of new clients																							

Team: Santa Maria Mental Health Agency		Cycle No: #1	Date: 9-29-2014
Change or Idea Being Implemented	<i>Building Hope: Peer Contact at Initial Intake</i>		
Objectives for this PDSA Cycle:	<ol style="list-style-type: none"> 1. Document in policy/procedure format the process for a peer to meet with each new client at the beginning initial (intake) visit 2. Gain approval of this from the Executive Committee(s) 3. Distribute policy/procedure to staff in advance of training on processes 		
What question(s) do we want to answer with this PDSA cycle?	<ol style="list-style-type: none"> 1. Which aspects of the processes, if any, have not been sufficiently tested to allow us to write a clear and complete policy/procedure that is understandable and useful for staff? 2. What aspects of draft will the Executive Committee respond positively to and which aspects will they have concerns about? 		
Plan	Plan to answer questions:		
Plan to answer questions	What: Prepare and submit a draft policy/procedure to the Executive Committee Who: Mary with staff who tested the process and know how to make it work When: Weeks of December 3 rd and 10 th to draft policy/procedure; Week of December 17 th to present draft to Executive Committee Where: Santa Maria Mental Health Outpatient Clinic		
Plan for collection of data	Plan for collection of data needed to answer questions: What: Gather feedback from staff involved in drafting the policy/procedure regarding their belief that the draft is clear, complete and will be usable to staff; gather feedback from Executive Committee regarding acceptability of policy procedure Who: ARP team leader will interview team who prepared the draft; ARP team leader will present the draft to the Exec. Comm. and document feedback When: see above		
Predictions			



Shasta County Behavioral Health

Group Supervision

Team Meeting

- Using Implementation Planning Form, plan for implementation of a change associated with the Strengths Assessment that you have tested sufficiently tested and are ready to implement:
 - Identify relevant infrastructure requirements
 - Plan for PDSA cycle(s) for each infrastructure requirement
- Other Action Period 4 planning (new testing, continued testing, and implementation cycles)

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