



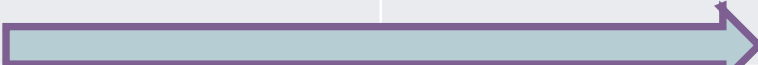
TEACHING IMPROVEMENT
SCIENCE (TIS) CURRICULUM:
WEEK 2



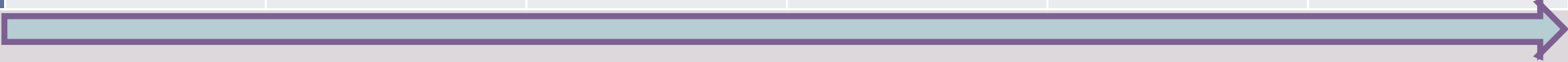
Today's Agenda

- The Microsystem
- Improvement Tools
 - *Aims*
 - *Measures*
 - *Changes*
- Set the Stage for Change
- Wrap Up

Week	1	2	3	4	5
Dates	8/10- 8/31	9/7- 9/28	10/5- 10/26	11/2-11/23	11/30-12/21
Topic	Systems 1: Intro & Clinical Efficiency	Systems 2: Microsystems & Tools for Improvement	Systems 3: Macrosystems & SDoH	Value-Based Care (+30 min)	Data Science (+30 min)

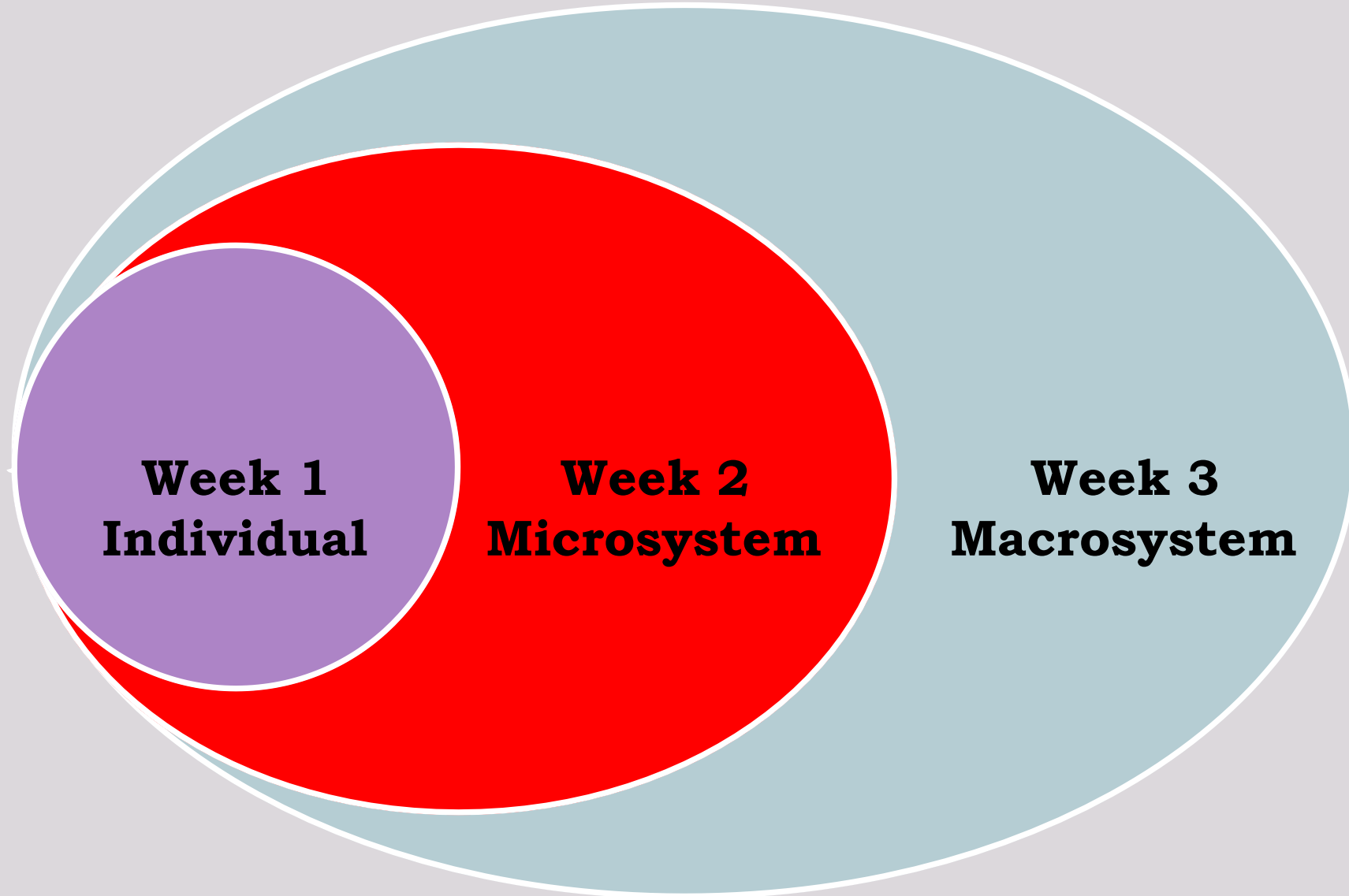


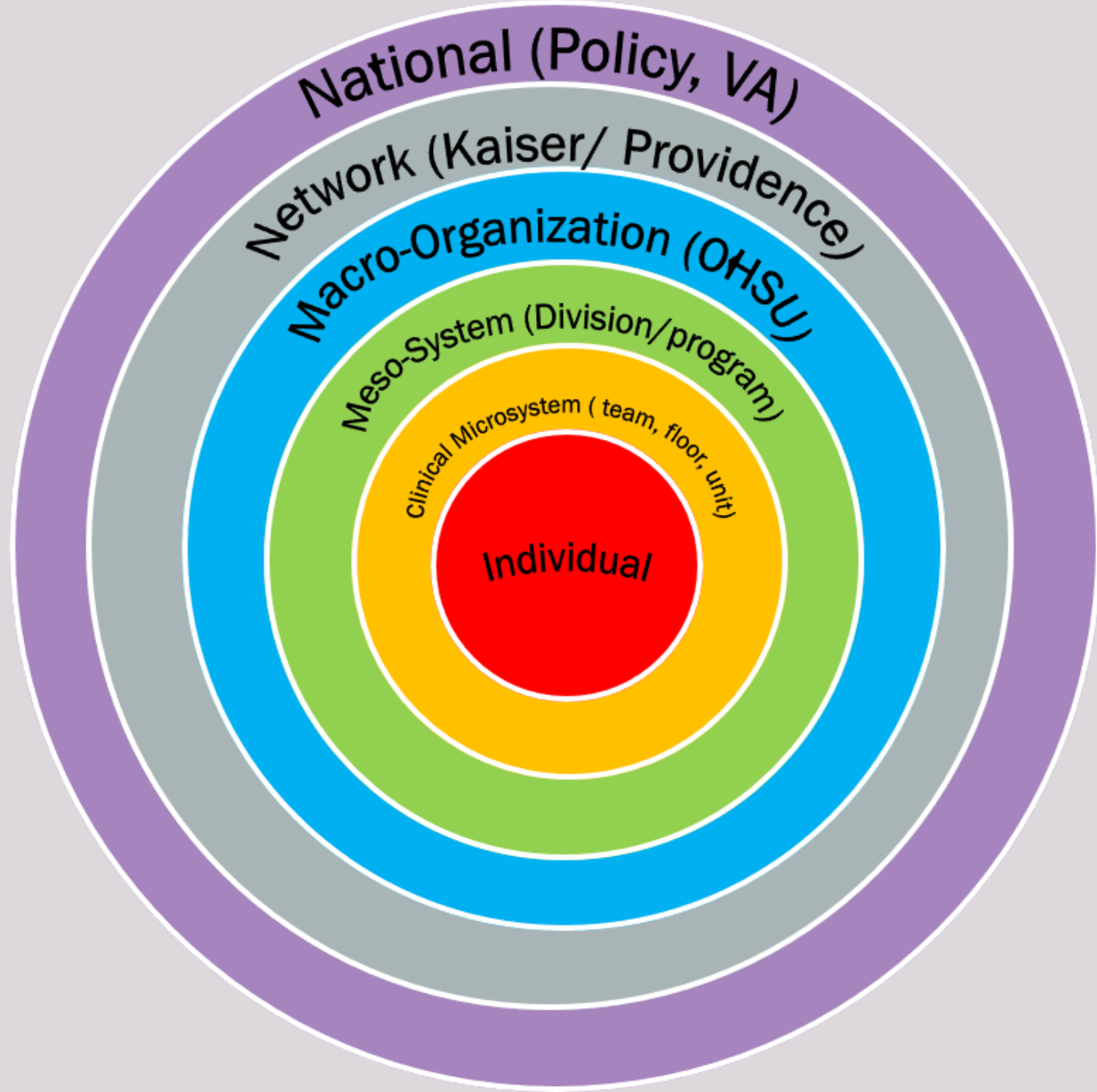
Week	6	7	8	9	10	11
Dates	1/11-2/1	2/8-3/1	3/8-3/29	4/5-4/26	5/3-5/24	5/31-6/21
Topic	Diagnostic Errors (+60 min)	Systems Errors (RCA) (+60 min)	Teamwork Simulation (+60 min)	Error Disclosure & Second Victim (+60 min)	Narrative Medicine (+60 min)	Present HSPs!



Health System Projects Will Be Completed Across Weeks 4-11

Systems Mini-Series





What is a Microsystem?

Individual
You &
Your Patient



Clinical
Microsystem
Medicine Ward
&
Care Team



Clinical microsystems are the **essential building blocks** of larger organizations and of the health system. They are the place where patients, families and care teams meet. Clinical microsystems do the **real, hands-on, value-added** work within an organization. They are **living units that change over time** and always have a patient at their center.

Clinic as a Microsystem

- Problem: Clinic takes forever... so let's tackle clinic flow.
- So that we know when we're talking about our clinic project, the little doctor in the corner will pop up. This will be your cue that we are working on the case.



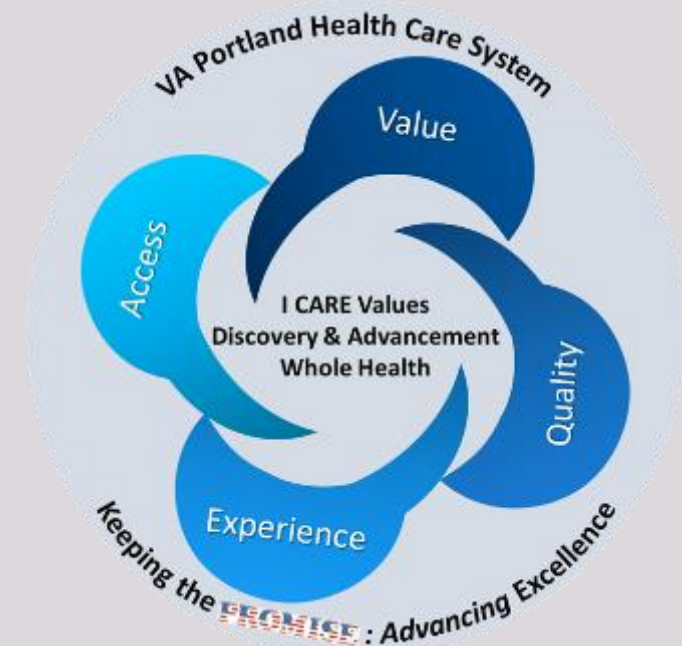


Today's Agenda

- The Microsystem
- **Improvement Tools**
 - *Aims*
 - *Measures*
 - *Changes*
- Set the Stage for Change
- Wrap Up

The many methods of Improvement Science (IS):

- Lean (Toyota Production Model)
- Model for Improvement (PDSA)
- Six Sigma's DMAIC
- 7-Step "IMPROVE" Method
- FADE
- Continuous quality improvement
- Total quality management



Lean Model



- Developed by Toyota as its production system
- Focus: improve value from the customer's point of view by reducing waste of time and resources
- It is about going to where the work is done with the people who do the work and supporting them in improving their work
- Basis for OHSU's OPEx and the VA's *Advancing Excellence*



IMPROVEMENT
METHODS

LEAN

SIX SIGMA

MODEL 4
IMPROVEMENT



LEAN

WASTE
REDUCTION

DAILY
MANAGEMENT
SYSTEM

5-S

VALUE STREAM
MAPPING

Where do you feel you get a good value and why?

$$\text{VALUE} = \frac{\text{QUALITY}}{\text{COST}}$$

(outcomes, safety, service)

1 VIEW

**MISSION
ACCOMPLISHED**

1 MEAL



How did they increase value?

$$\text{VALUE} = \frac{\text{QUALITY (outcomes, safety, service)}}{\text{COST}}$$

Did they affect wellbeing?



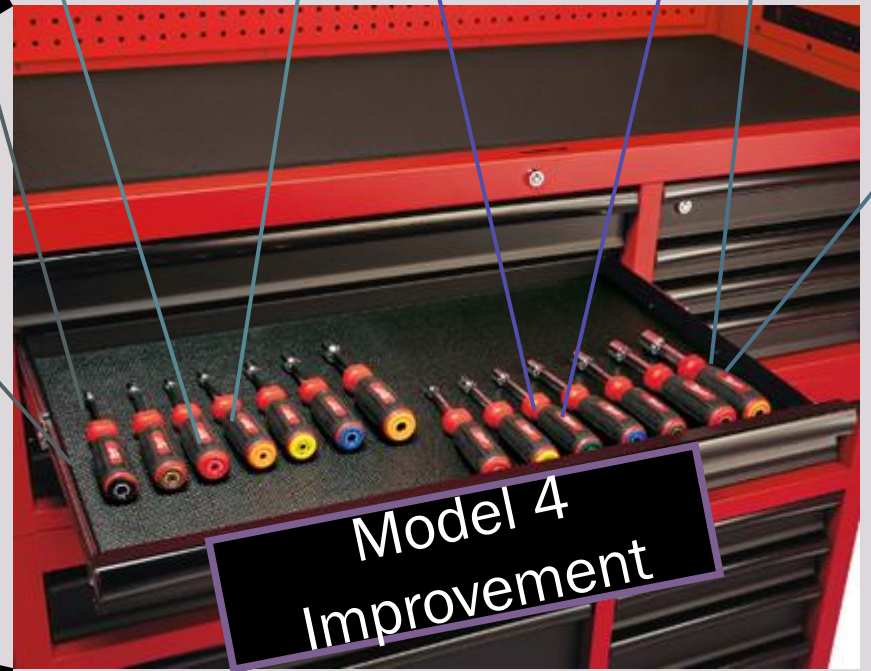


Aim Statements

PDSA Cycles

Process & Measures

Change Concepts



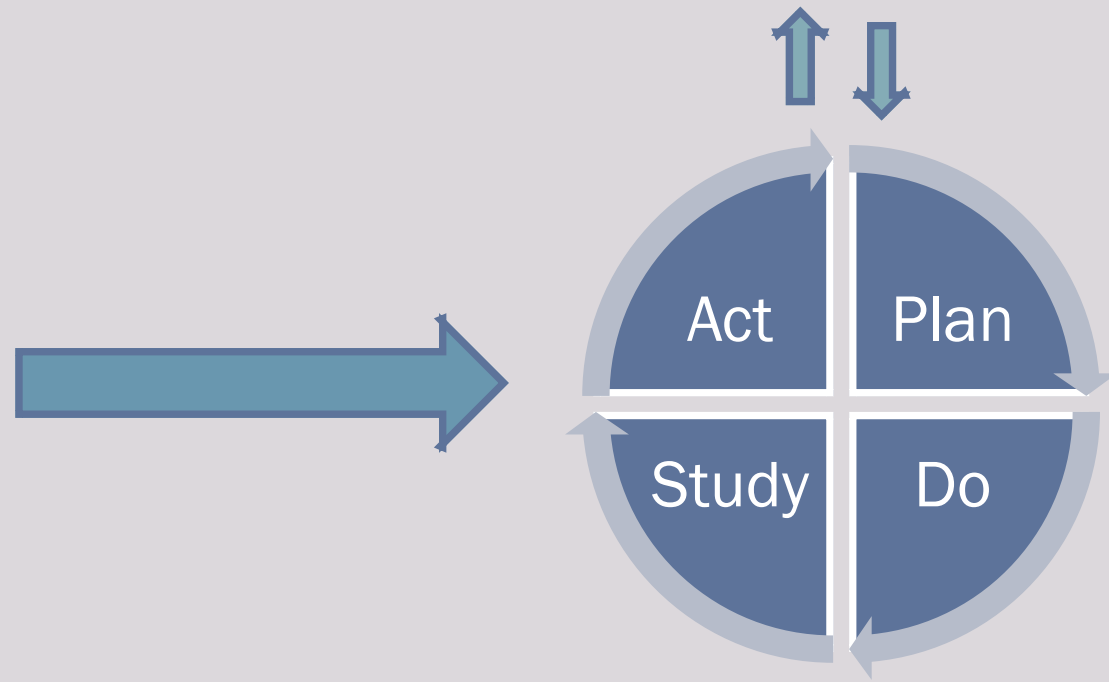
Model 4 Improvement

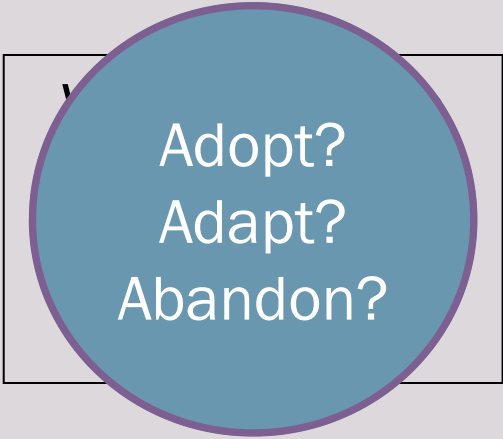
Model for Improvement

AIM What are we trying to accomplish?

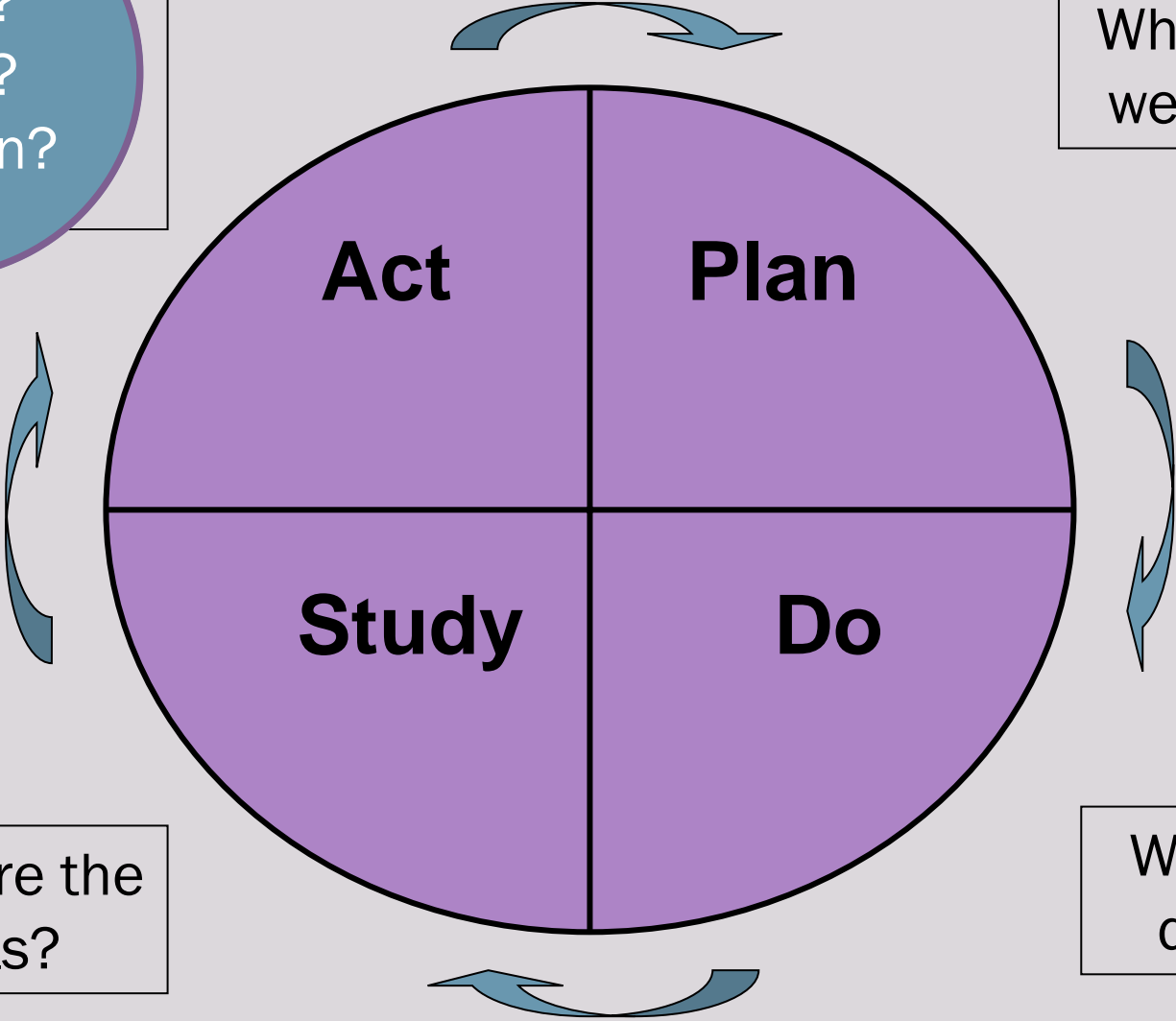
MEASURES How will we know that a change is an improvement?

CHANGES What changes can we make that will result in improvement?





What exactly are we going to do?



What were the results?

When and how did we do it?

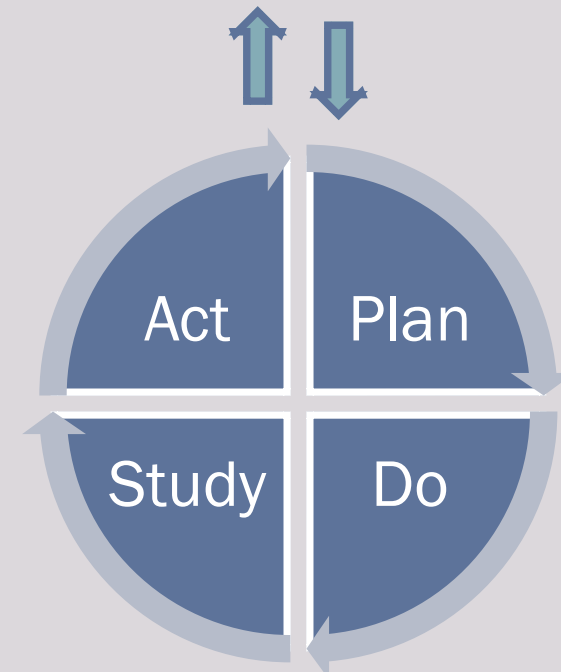
Problem: Clinic takes forever...



AIM What are we trying to accomplish?

MEASURES How will we know that a change is an improvement?

CHANGES What changes can we make that will result in improvement?



Aim Statement

- What are trying to accomplish?
- Why?
 - S** **Specific** – Target a specific area of improvement
 - “To *improve*” for an improvement effort
 - “*System*” the effort: defines the system you will improve
 - M** **Measurable** – Quantify an indicator of progress
- How?
 - *Problem Statement: What is the issue at hand?*
 - A** **Attainable** – Make sure it is achievable, assign a responsible person
 - *Assignment: What is my goal?*
 - R** **Relevant** – Will this help you achieve your vision?
 - T** **Time bound** – Specify when the result(s) will be achieved

Problem: Clinic takes forever...

- What would the **aim statement** be for this project?

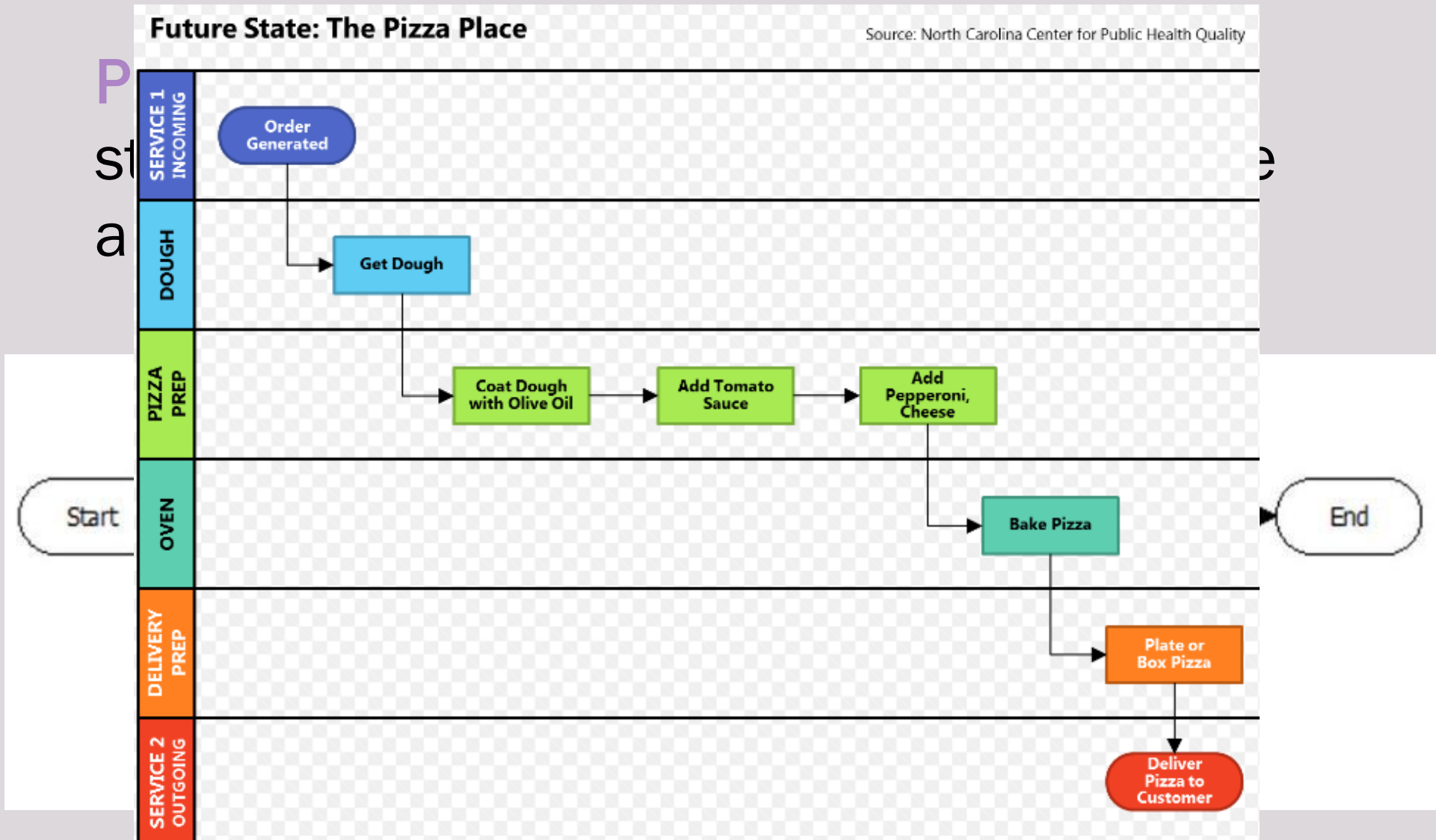


Forming the team:

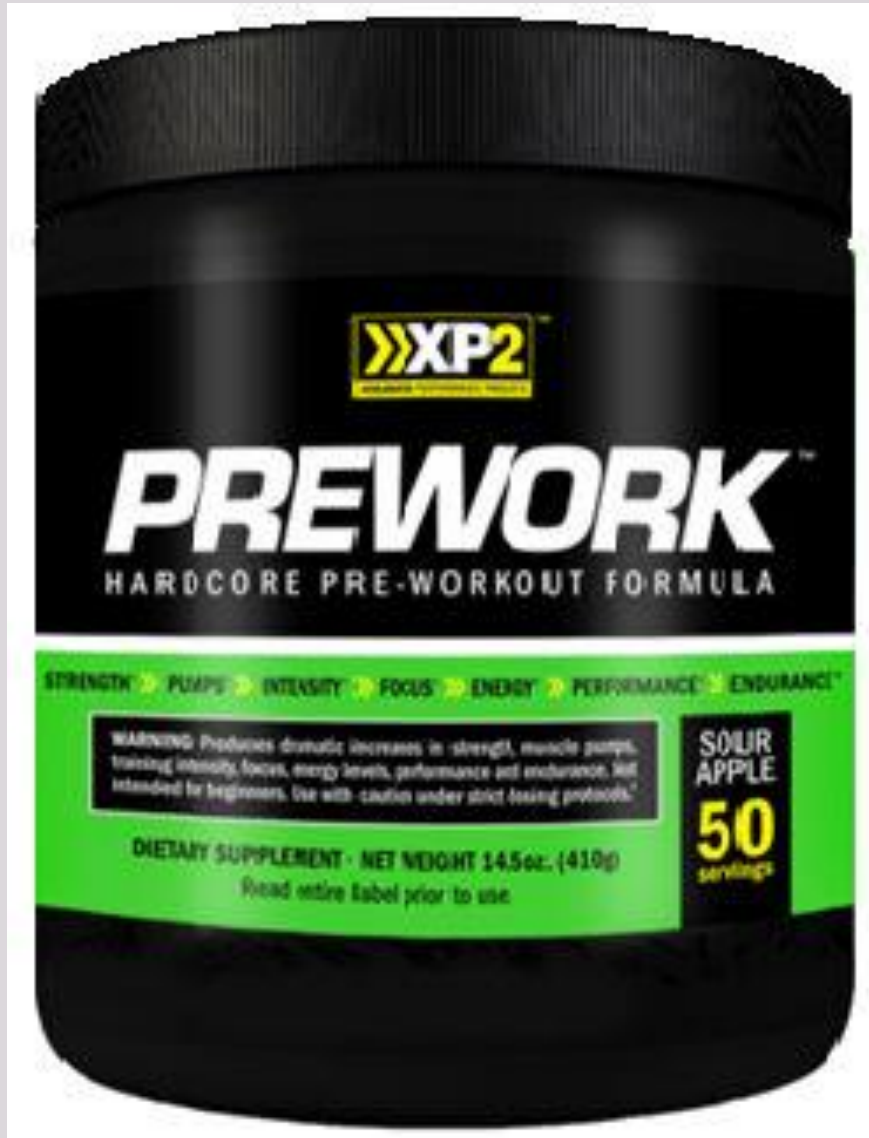
- Local system leader
- Project manager
- Interprofessional stakeholders
- Executive sponsor



Mapping the Process:



Mapping the Process

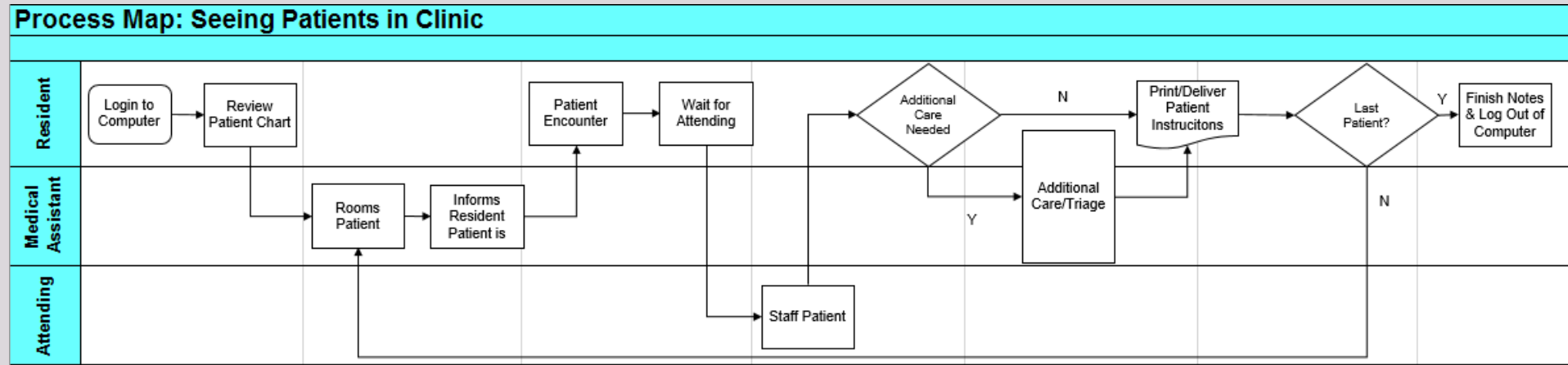


Activity:

- In groups of 2-3
 - *Complete a process map*
- As large group:
 - *Present process maps*



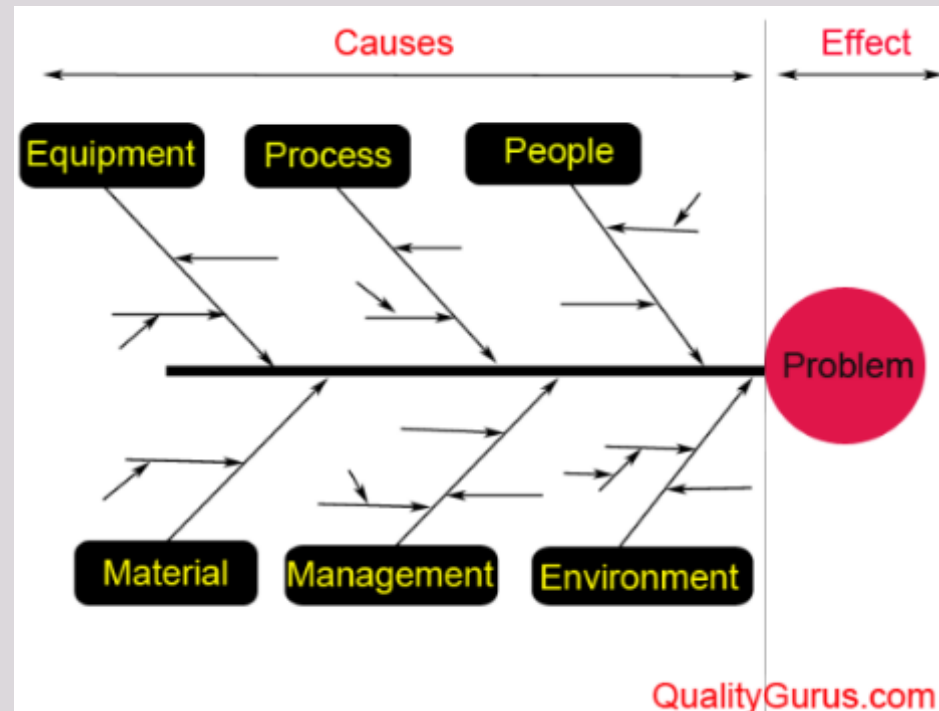
Activity: Process Mapping



Finding the Flaws:

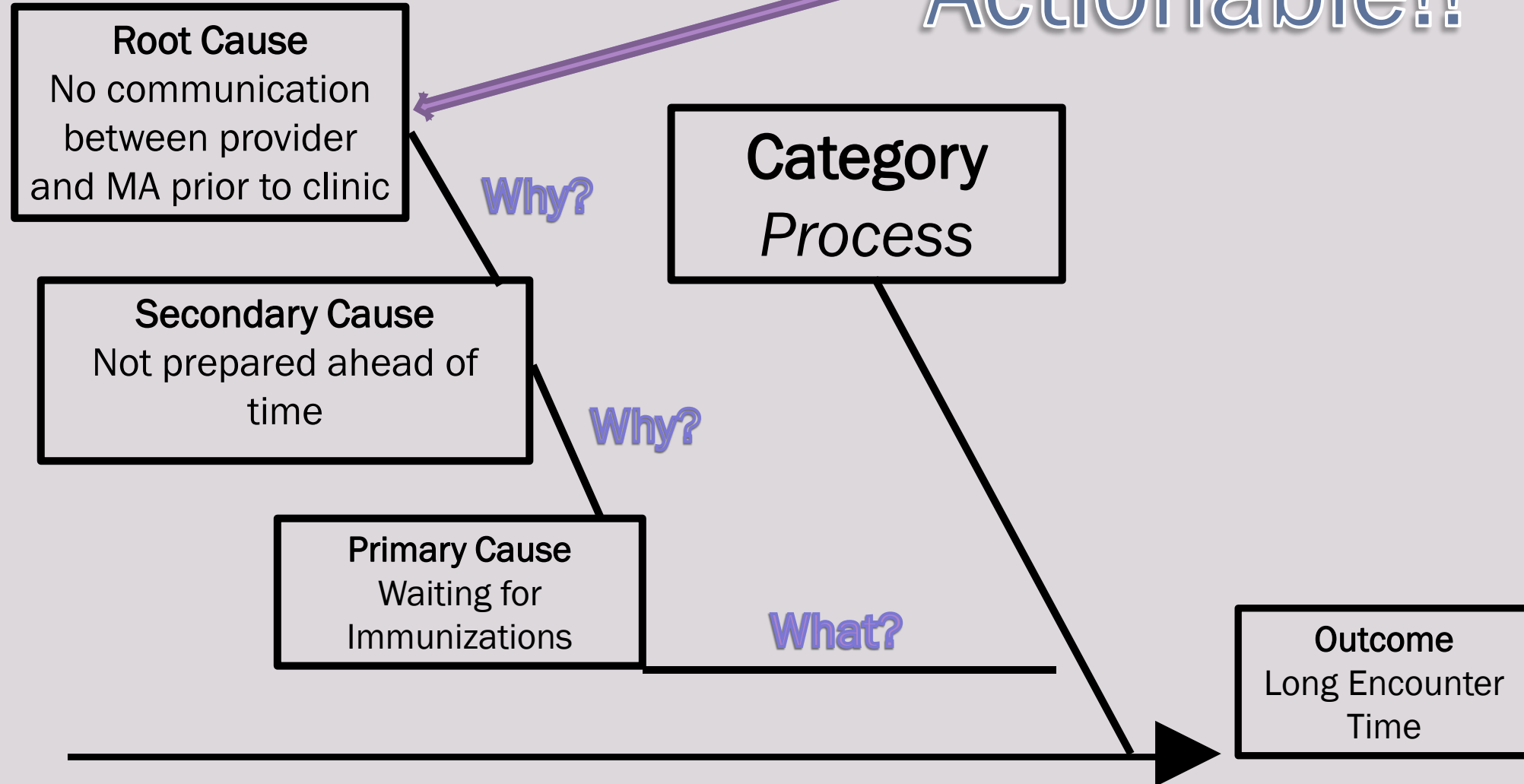
Cause and Effect Diagram:

- *Tool from industry applied to healthcare*
- *Builds shared understanding of relationship between an outcome and its causes*



Finding the Flaws

Actionable!!

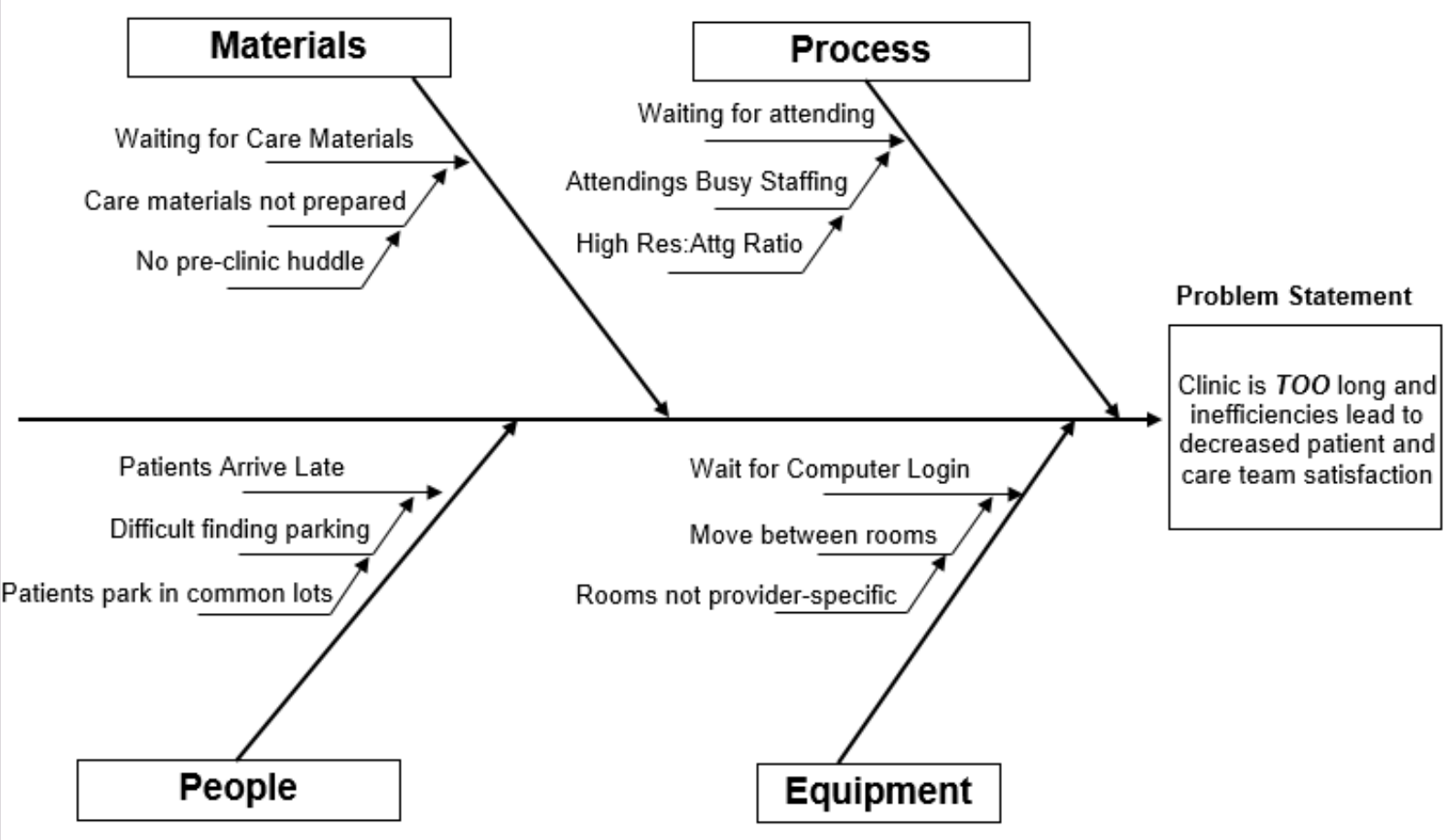


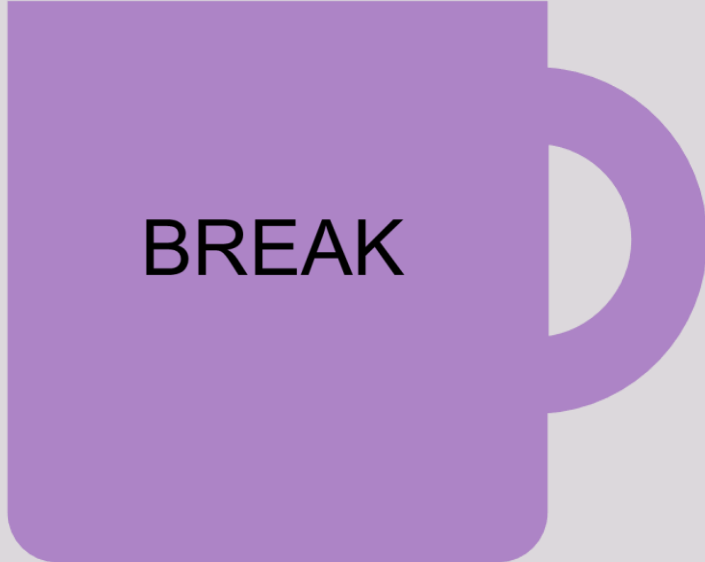
Activity:

- In groups of 2-3:
 - *Complete a fishbone diagram*
- As large group:
 - *Present fishbone diagrams*



Activity: Fishbone Diagram





BREAK

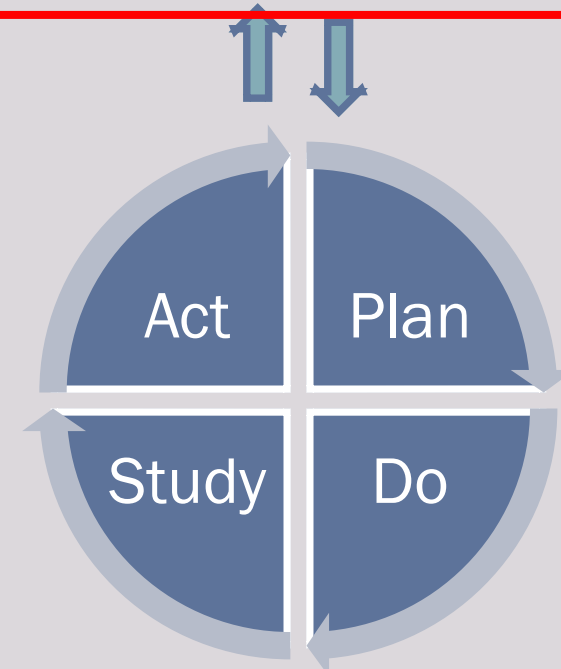
Problem: Clinic takes forever....



AIM What are we trying to accomplish?

MEASURES How will we know that a change is an improvement?

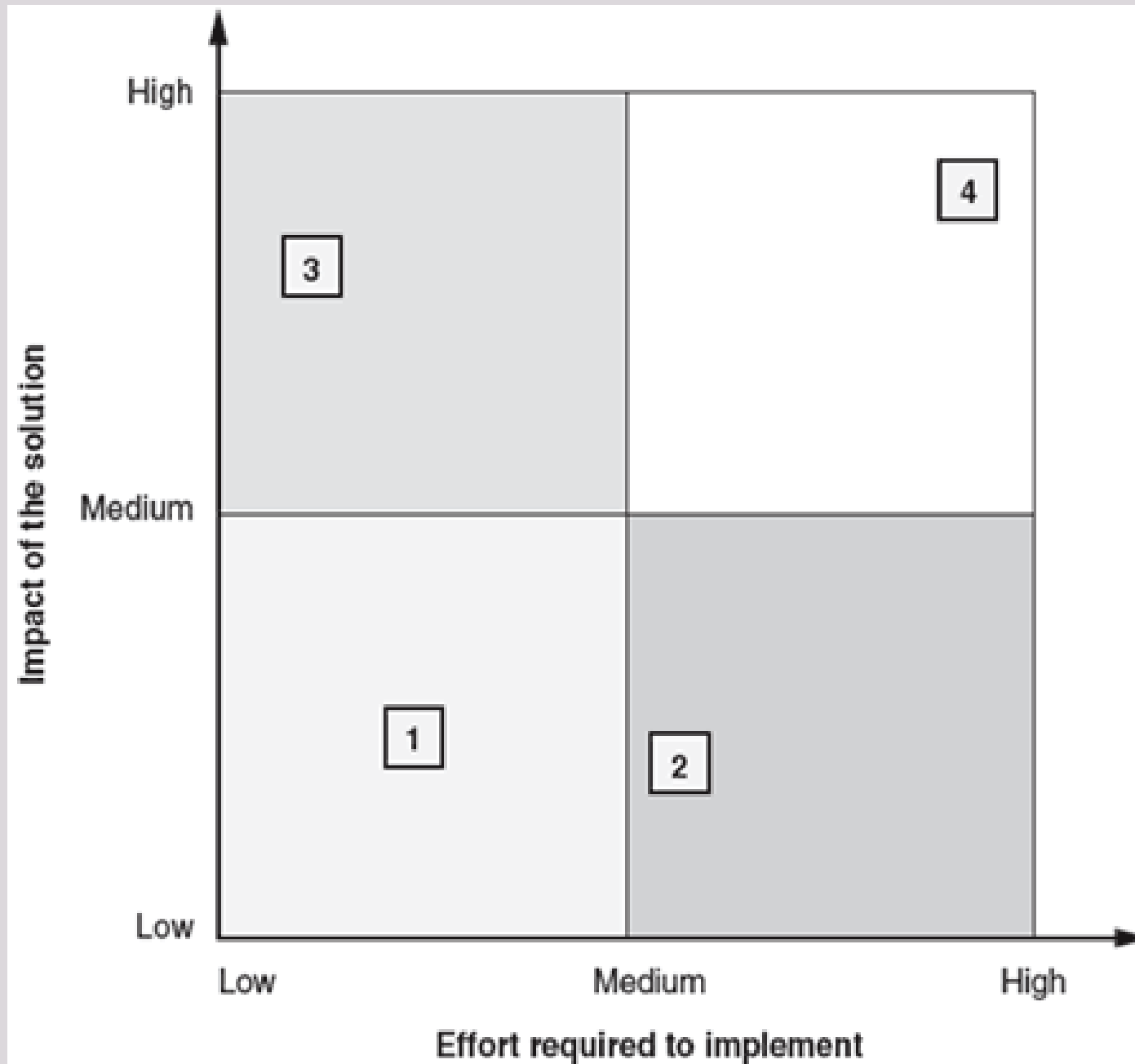
CHANGES What changes can we make that will result in improvement?



Activity: Creating Change

- Come up with a change to improve inefficiencies identified in your clinic based off the fishbone diagram and process map your team created
- Write your change down on a sticky note.
- How do you want to decide which you want to implement first?





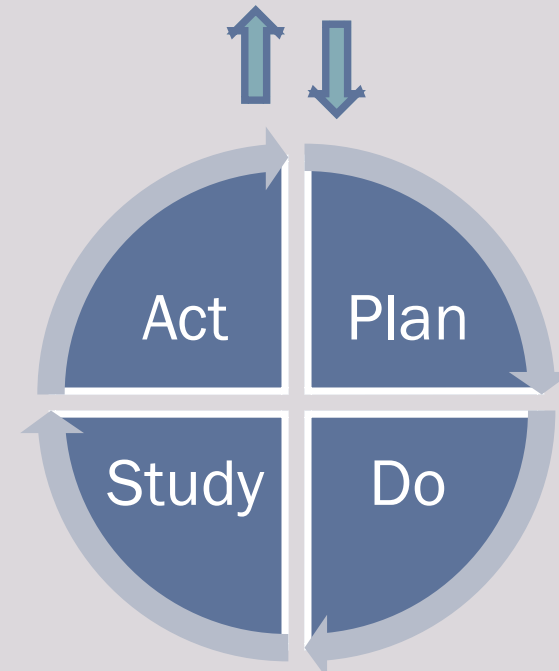
Problem: Clinic takes forever....



AIM What are we trying to accomplish?

MEASURES How will we know that a change is an improvement?

CHANGES What changes can we make that will result in improvement?





- If you don't track results, you cannot measure change.

Improvement:



+



Measures:

- **Outcome measures:** The main or primary impact on the patient, the result of doing things.
- **Process measures:** The things that you do (processes) and how systems are operating.
- **Balancing measures:** The unintended consequences that have been introduced elsewhere in the system.

Measures

- What measures do we want for our clinic project?



Clinic:

Topic	Outcome Measures	Process Measures	Balance Measures
Clinic takes too long	Total encounter time	# of problems addressed Amnt of time face to face Amnt of time between leaving pt room and AVS completion Time allotted: Time spent	# of appts needed to address patient concerns Patient satisfaction Incorrect plan 2/2 inaccurate recollection Misses Attending satisfaction





Today's Agenda

- The Microsystem
- Improvement Tools
 - *Aims*
 - *Measures*
 - *Changes*
- Set the stage for change
- Wrap Up

Setting the Stage for Change

- Change is **HARD** because:
 - *We are creatures of habit*
 - *We are skeptical by nature*
 - *Change takes effort & commitment*

Change must be managed!

■ Create Urgency

- Convince others that change is less risky than the status quo



“Burning Platform”

Activity: Elevator Speech



Elevator speeches with a burning platform



- <https://www.youtube.com/watch?v=EyVLKHEqTu0>
- <https://www.youtube.com/watch?v=RFbrHarAMvc>

Activity: Elevator Speech

■ Goals:

- *Attention grabbing*
- *Succinct*
- *Make a case for change*
- *Connect the listener with the benefits of change*



Activity: Elevator Speech

- 4 key components:
 - *The need for change*
 - *The project or solution*
 - *Vision of the desired state you are working towards*
 - *What you would like from your audience*



Activity: Elevator Speech

- Work in pairs
- Create an elevator speech for your proposed change
- 30-60 seconds / 8-10 sentences
- Present your speech to the group





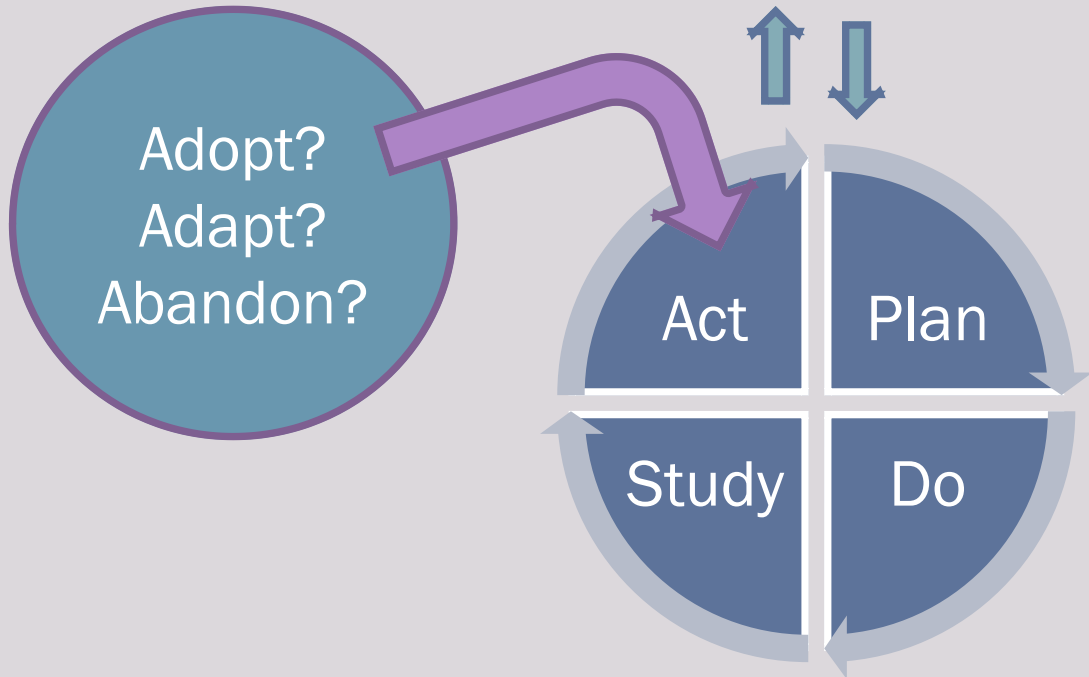
Today's Agenda

- The Microsystem
- Improvement Tools
 - *Aims*
 - *Measures*
 - *Changes*
- Set the stage for change
- **Wrap Up**

AIM What are we trying to accomplish?




MEASURES How will we know that a change is an improvement?

CHANGES What changes can we make that will result in improvement?



Real Clinic Example

MA's can see what you type in with the right column under their schedule

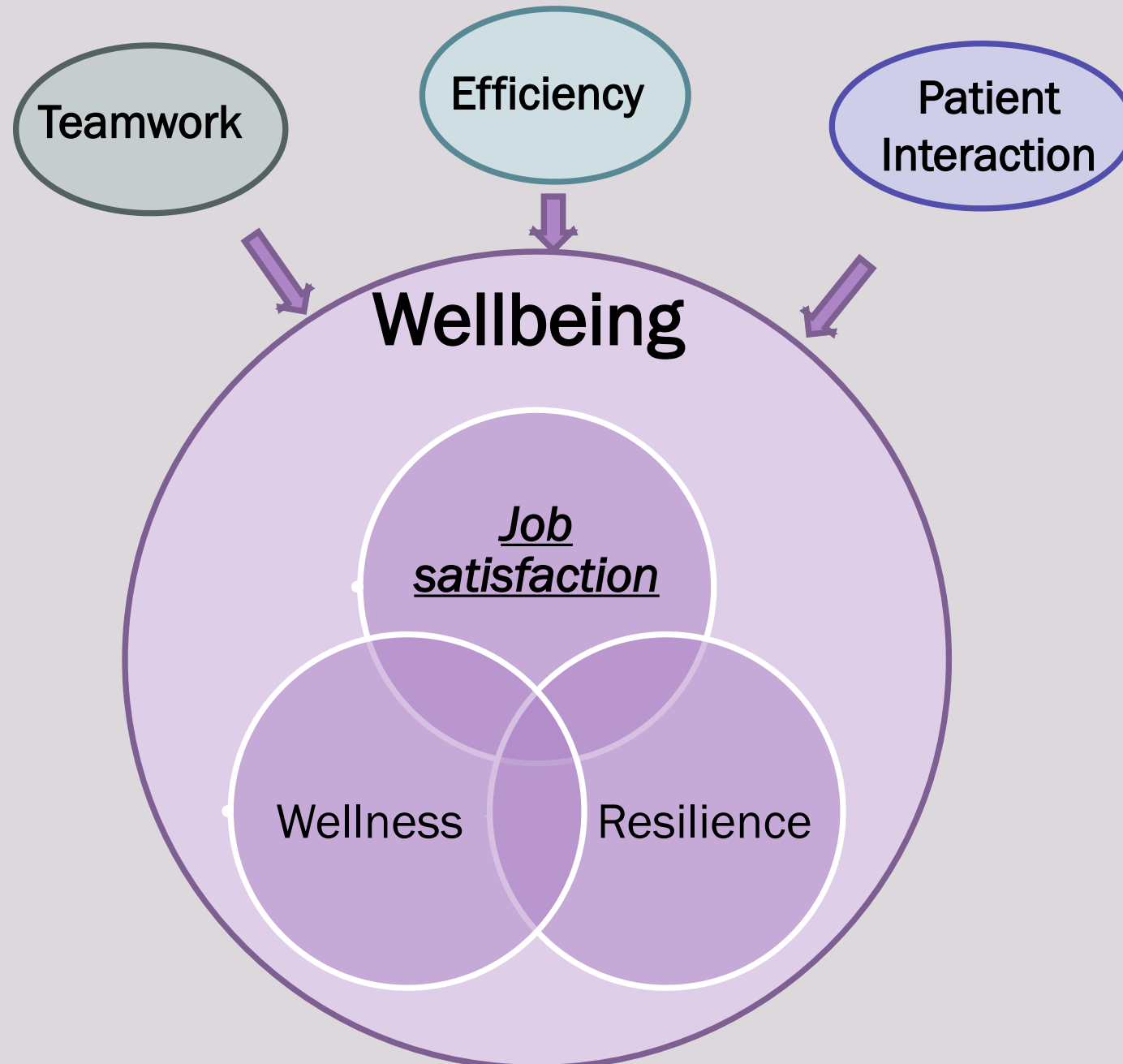
Time	Pri?	Specialty	Specialty Comment Text	Patient	HM Due
1:10 P			PHQ and GAD		Influenza (Flu) vaccination Diabetes self-management education Diabetic eye exam Hemoglobin A1c Cholesterol screening Substance abuse screening
1:50 P			Orthostatics		Fall screening Diabetes self-management education Zoster (Shingles) vaccination Influenza (Flu) vaccination: MyChart opt out Mammogram Cholesterol screening
2:10 P			No Monofilament--he has BKAs		Hepatitis C screening Lung cancer screening CT Scan Influenza (Flu) vaccination Zoster (Shingles) vaccination Pneumococcal vaccination Cholesterol screening Monofilament foot exam

You can just hover over to edit, no need to have all the comments on your schedule!

Good for patient care and provider/staff wellbeing!

WISC Wrap-Up





PSI Reporting

Reminder: The firm with
the most PSI reports
by November 1st will
win a prize!



FEEDBACK



bit.ly/wk3fb
(case sensitive)

