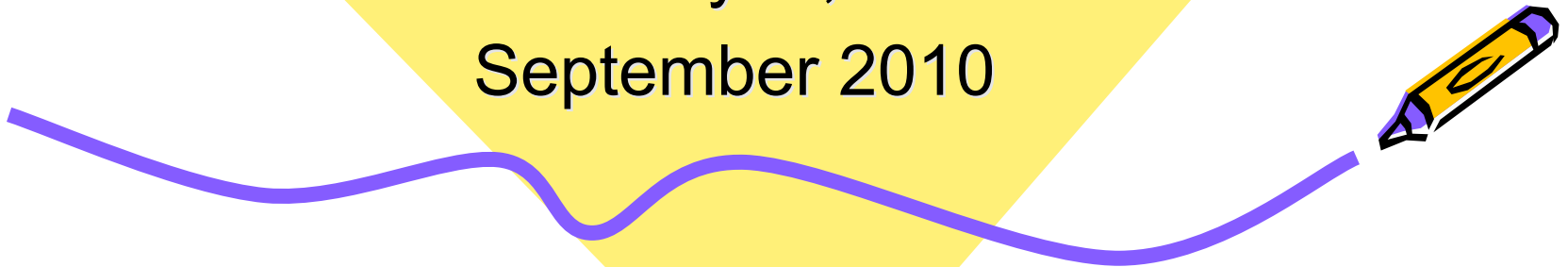




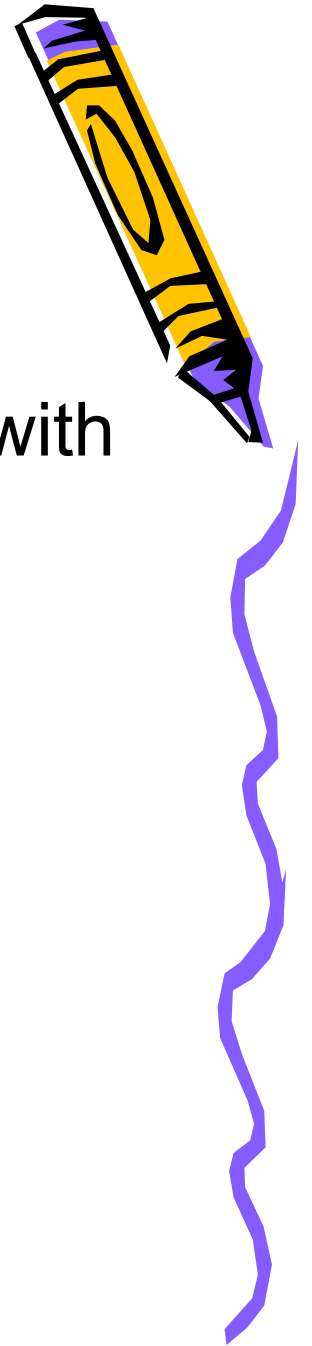
Model for Improvement to Facilitate Medical Home

Jane Taylor, Ed.D
September 2010



Disclosure Statement

- I have no relevant financial relationships with the manufacturer(s) of any commercial product(s) and/or provider of commercial services discussed in this CME activity.
- I do not intend to discuss commercial products or services and unapproved/investigative uses of a commercial product/device in my presentation.



Objectives

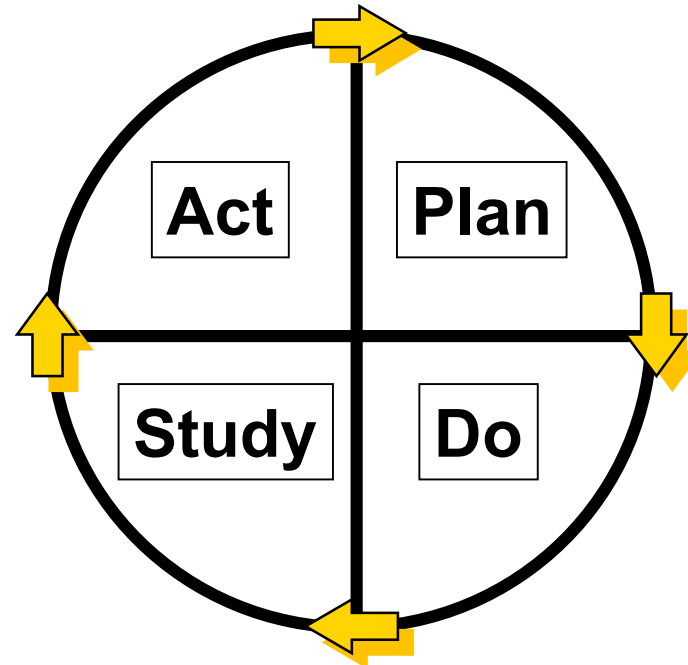
- List three improvement questions
- Identify components of an effective AIM
- Refine team aim and measures during team meeting
- Review testing and create a test (or 2) of change



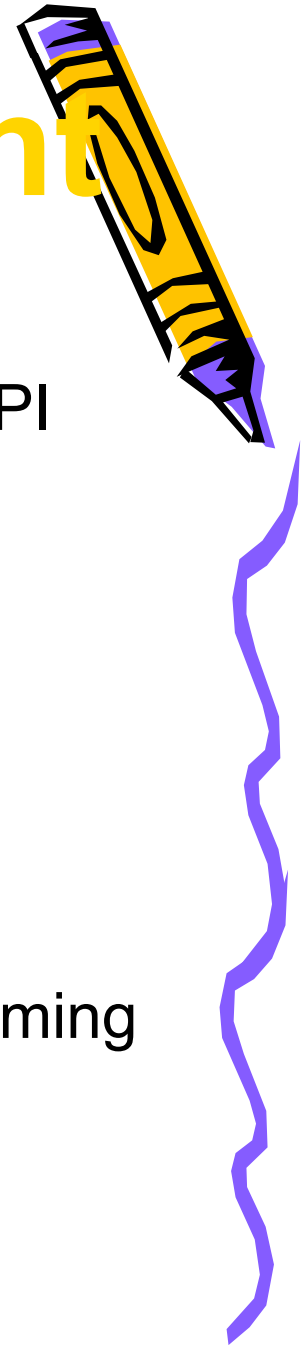
Model for Improvement



API



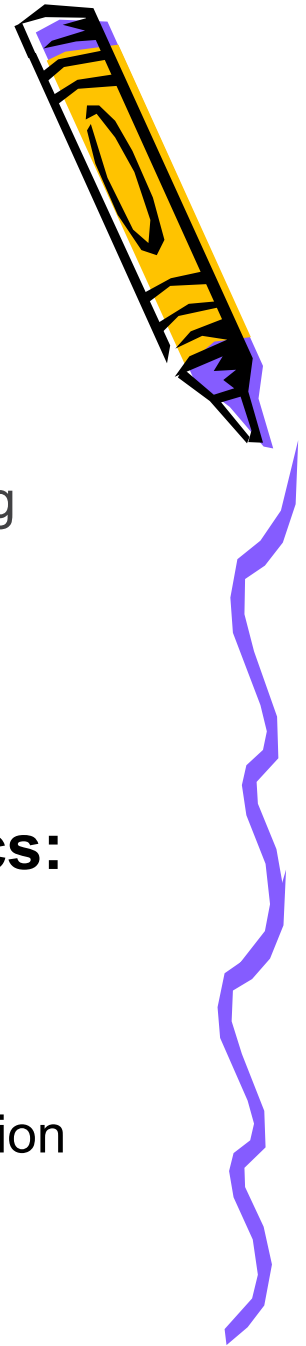
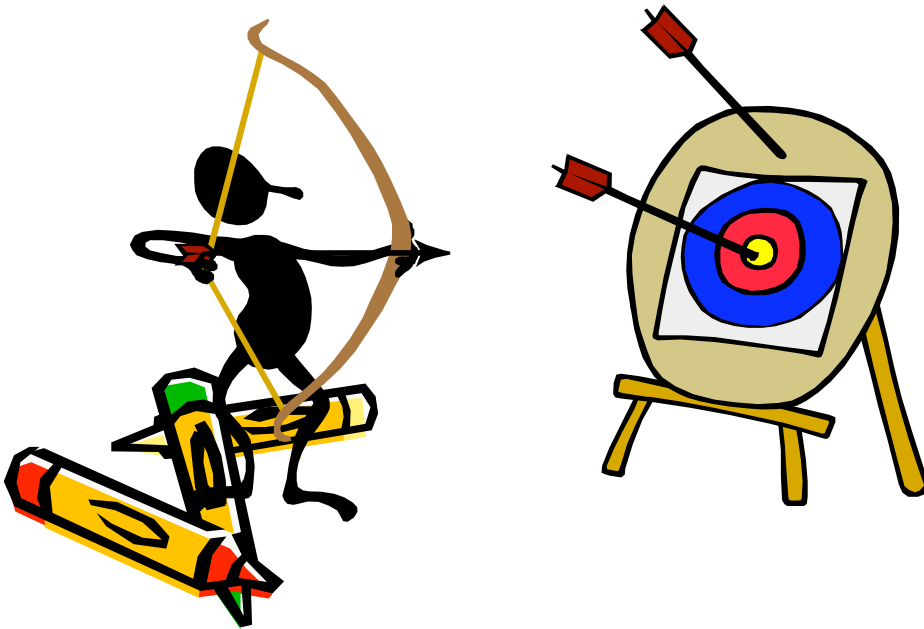
Deming



First Question

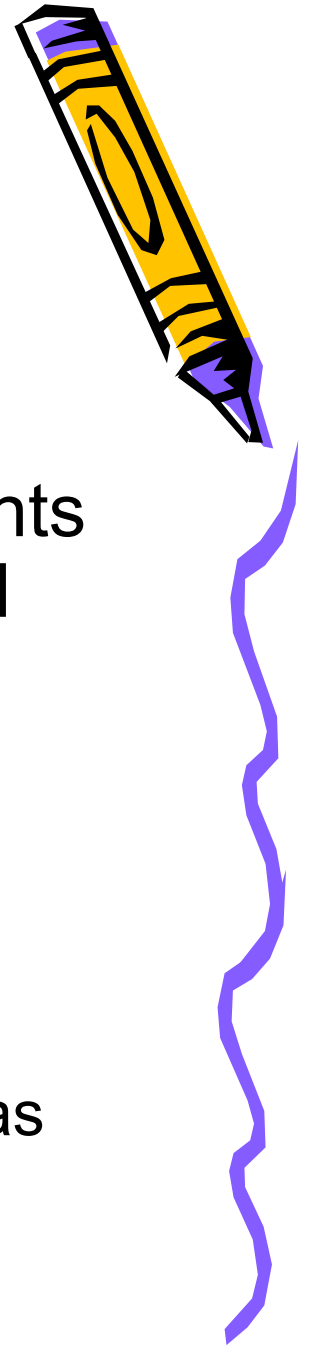
- **What are we trying to accomplish?**

- **AIM content:**
 - Explicit over arching description
 - Specific focus
 - Goals
- **AIM characteristics:**
 - What
 - Time specific
 - Measurable goals
 - Define pilot population



Sample

- In the next 12 months, ABC practice will create a Medical Home by including parents as partners in care, coordinating care and linking parents to community resources.
- Our concrete goals include:
 - Increase MH Index score by 30 percent
 - Adding at least 200 children to the registry
 - Create 5 or more care plans per month
 - 95% of parents will report they felt included as partners in planning care for their child



Your Turn

- By _____
- Our team will _____
- For (CYSHCNs; children 0-5, etc)
- So that _____
- By when
- What your team will do
- For whom
- How much



Align and Match

Collaborative AIM or Clinic Strategic Plan

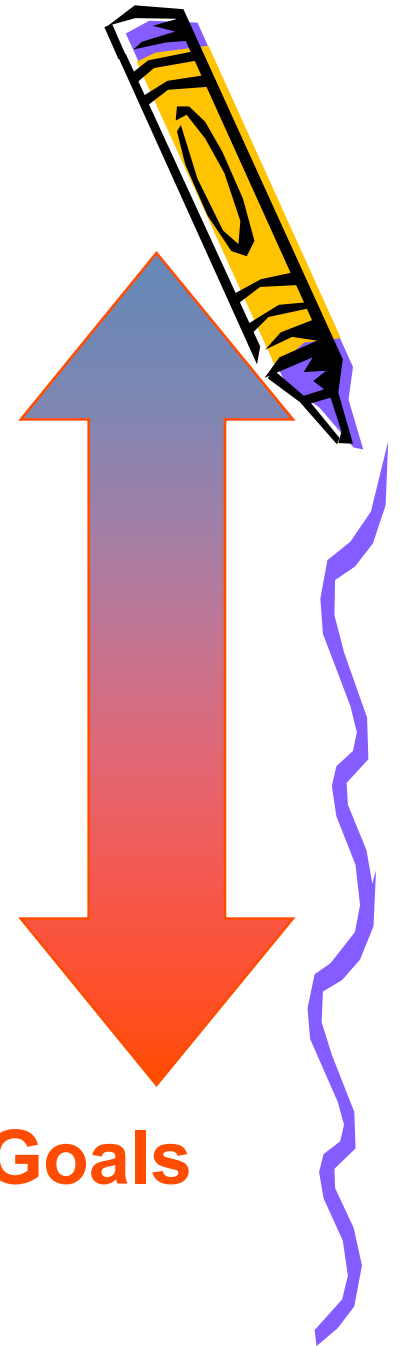
Collaborative or Strategic Focus

Collaborative or Strategic Goal

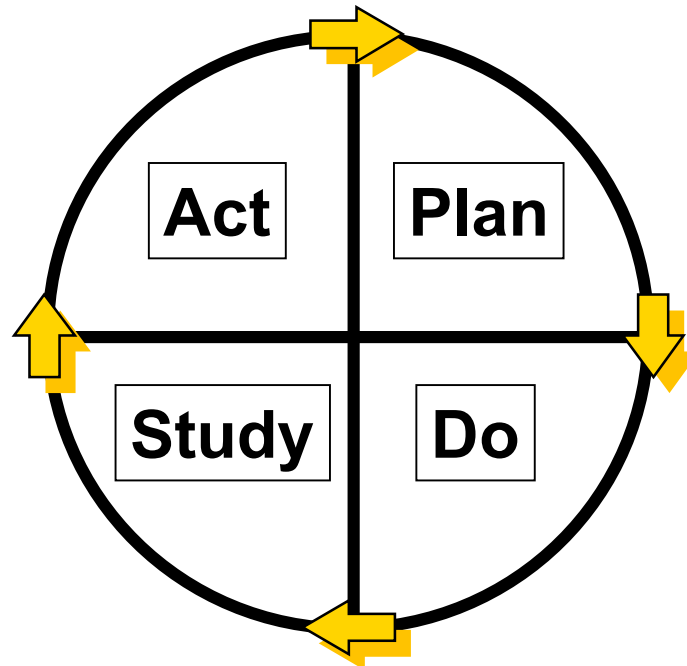
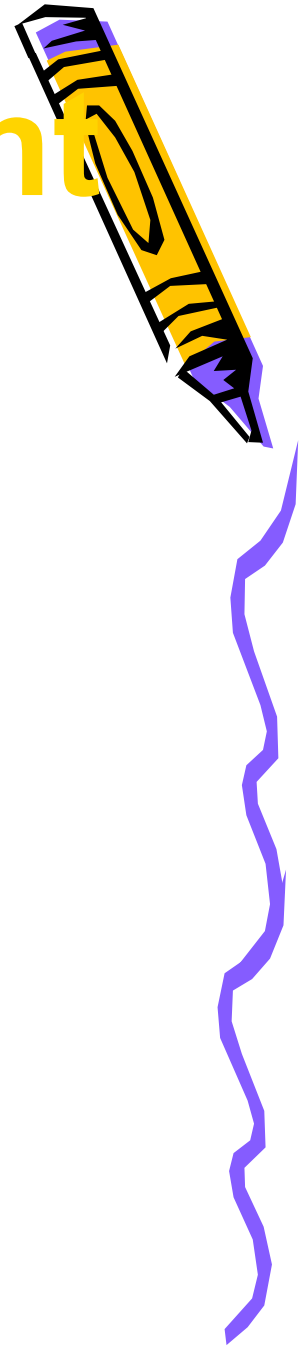
Team AIM

Team Focus

Team Goals



Model for Improvement

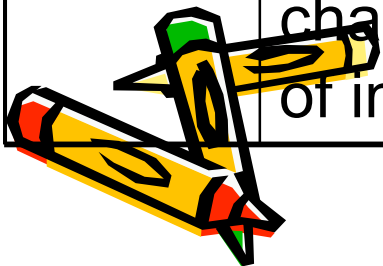
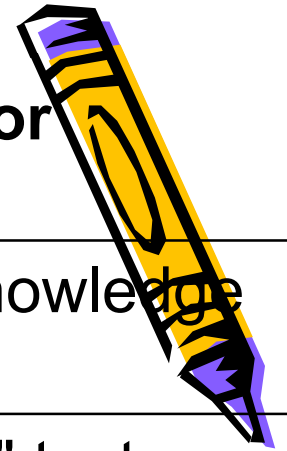


Second Question

- How will we know change is an improvement?



	Measurement for Learning and Process Improvement	Measurement for Research
Purpose	Bring new knowledge into daily practice	Discover new knowledge
Tests	Many sequential, observable tests	One large "blind" test
Biases	Stabilize biases from test to test	Control for as many biases as possible
Data	Gather "just enough" data to learn and complete another cycle	Gather as much data as possible, "just in case"
Duration	Small tests of significant changes accelerates the rate of improvement	Can take long periods of time to obtain results



Balanced Set of Measures

- Outcome measures
- Process measures
- Balancing measures



Outcome Measures

- **Voice of the customer or patient**



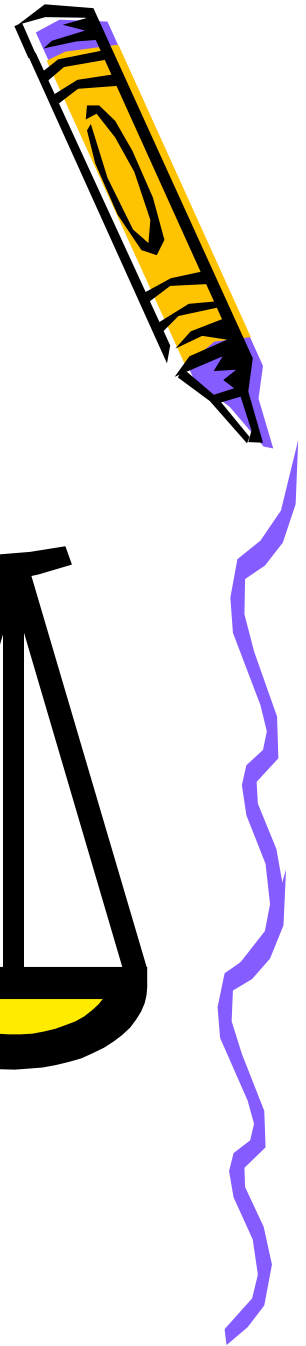
Process Measures

- **Voice of the workings of the system**



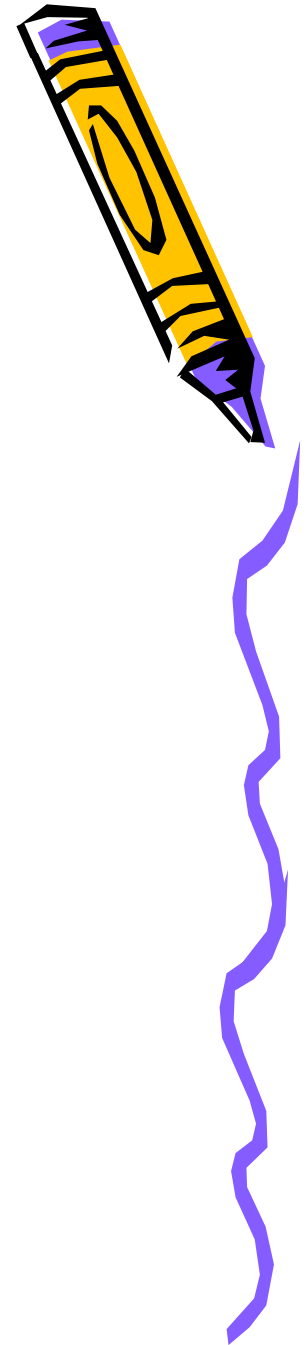
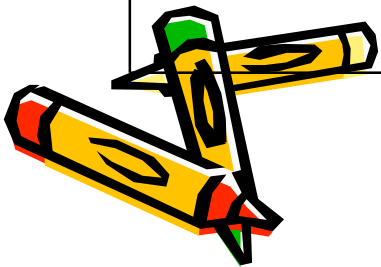
Balancing Measures

- Voice of the other parts of the system



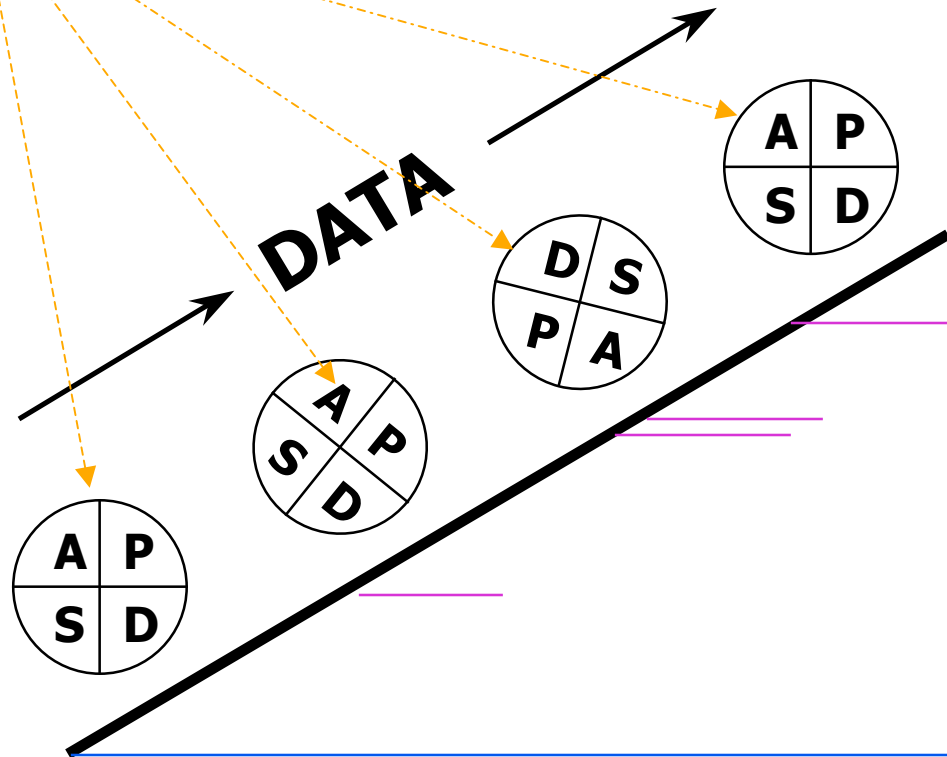
Sample Family of Measures for Medical Home

Outcome	MH Index & Family Index pre and post; Clinical outcome data; Family and Youth experience
Process	# care plans per month
Process	# CYSNCHs added to registry
Process	# CYSHCNs who get seen on day or request
Process	# parents who report they got care coordination needed
Balance	Optional: staff satisfaction



Measurement: Types & Time

PDSA Measures



Changes That
Result in
Improvement

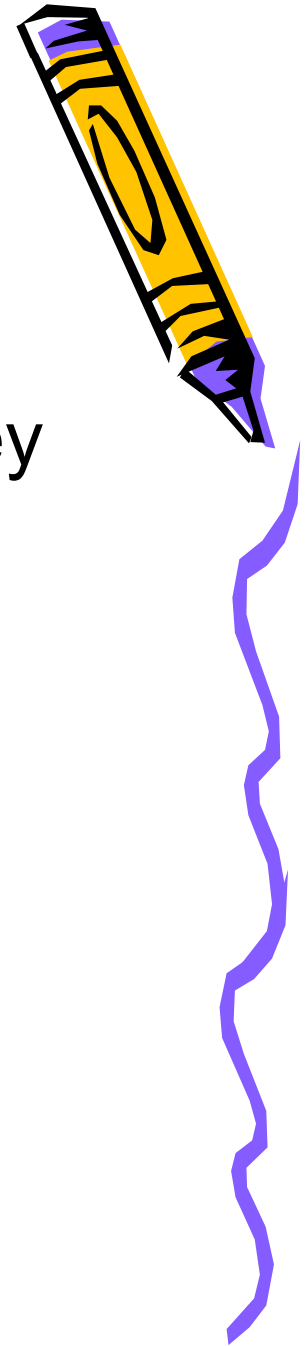
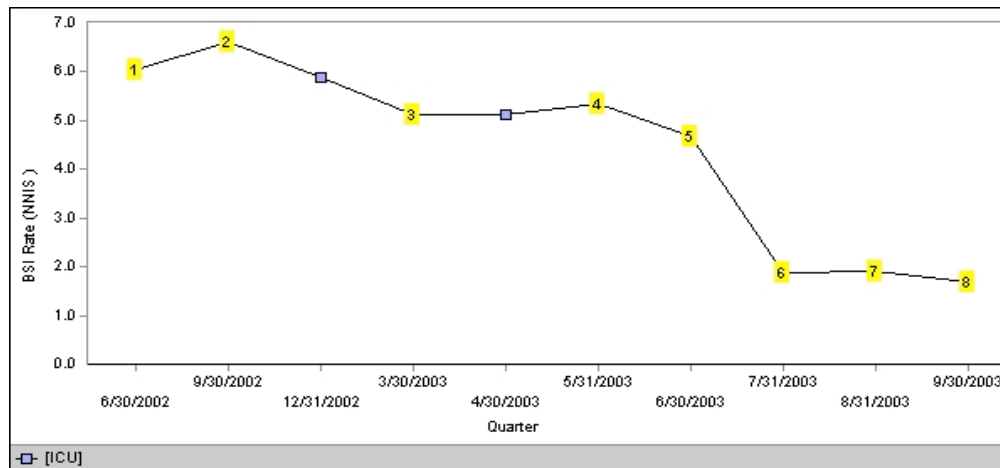
Process
Measures

Outcome
Measures

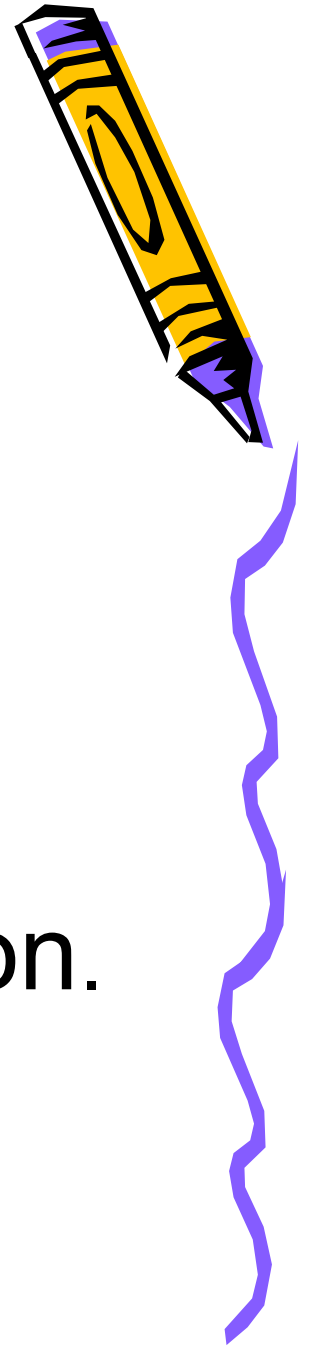


Tips for Measurement #1

Plot data over time: “Tracking a few key measures over time is the single most powerful tool a team can use.”



Tips for Measurement #2



Seek usefulness, not perfection.



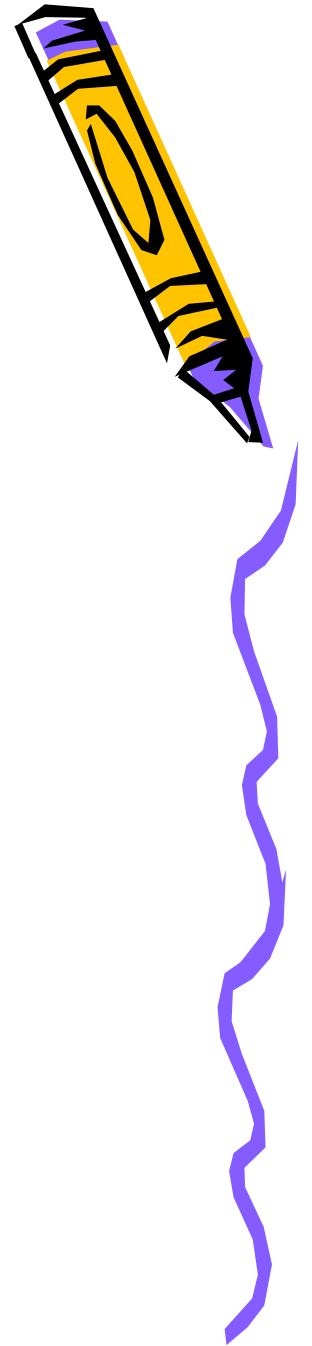
Tips for Measurement #3



- Integrate measurement into the daily routine



Tips for Measurement #4



It is not either or ...
it is both and ...

Q and Q



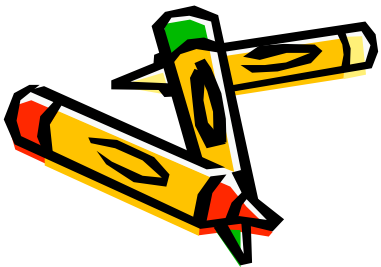
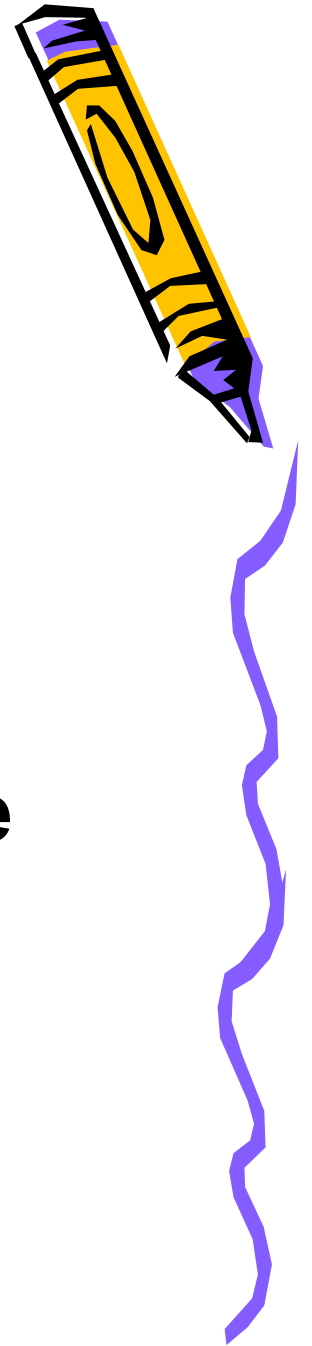
Third Question

What changes can we make that will lead to an improvement?

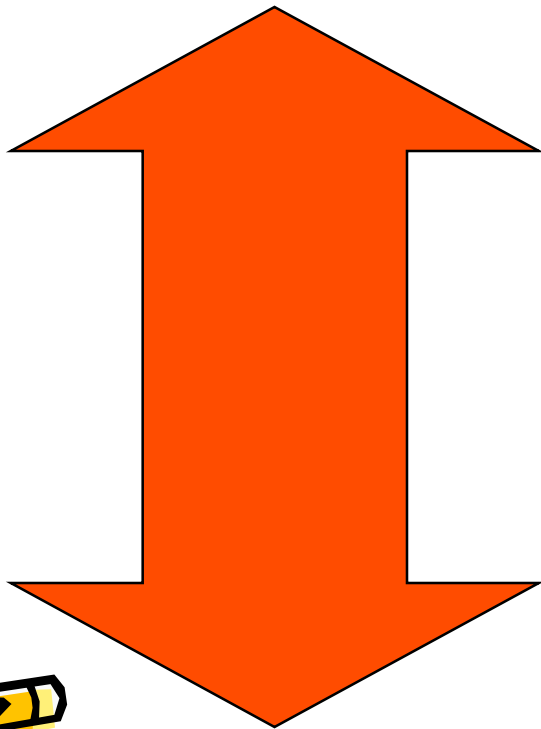
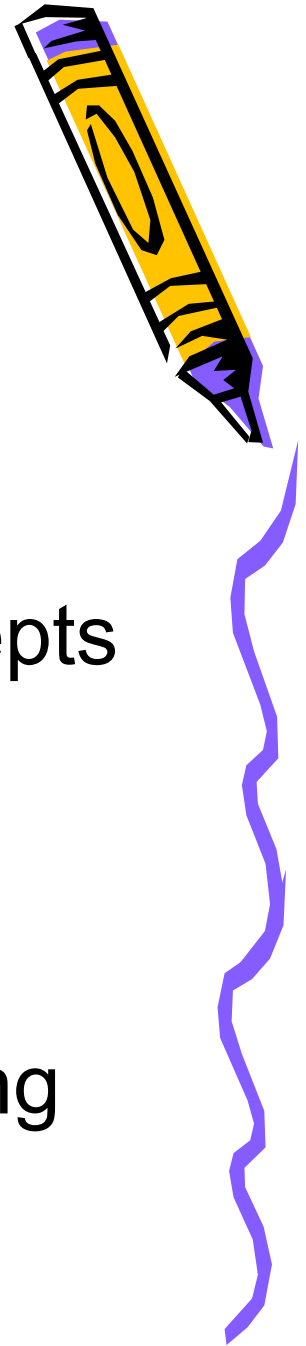


Change Concept

**While all changes
do not lead to improvement,
all improvement requires change**



Change concepts and change ideas



- Change concepts
- Change ideas
- Ideas for testing



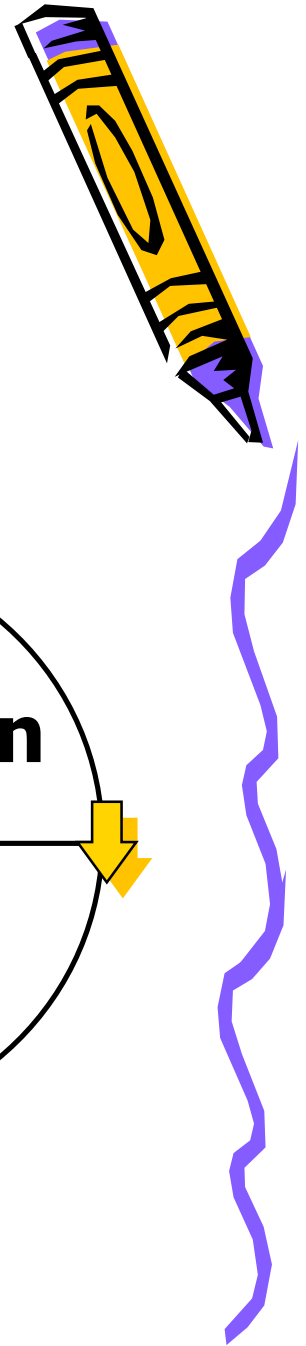
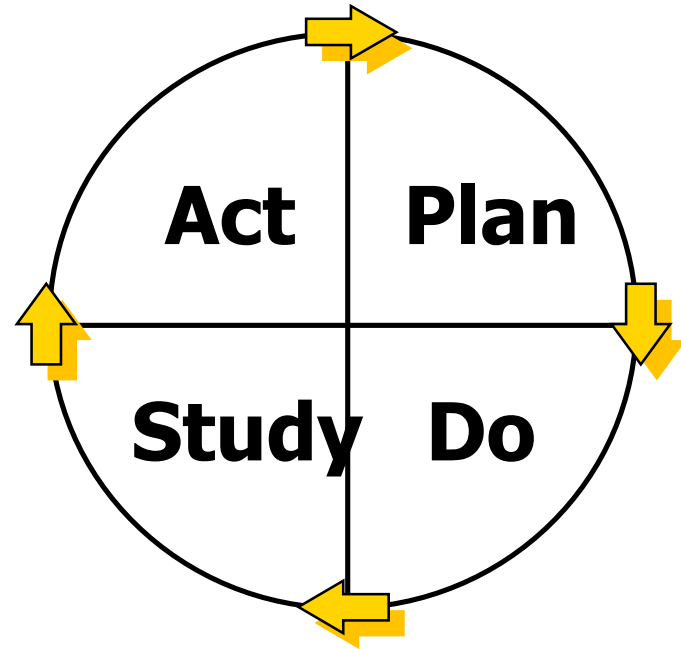
Change Ideas for Testing

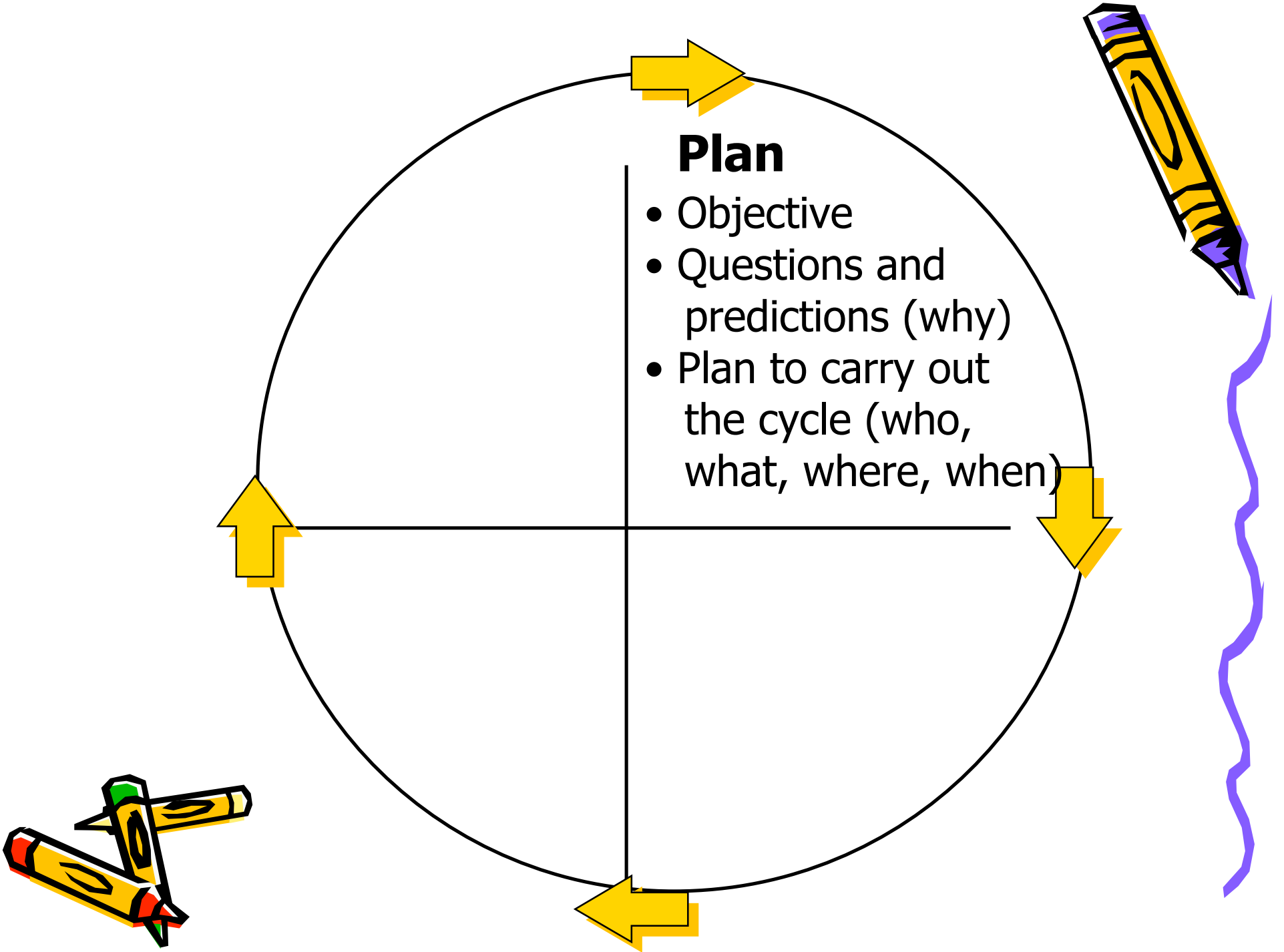
- Evidence: close gap between what is known and what is done
- Concepts such as those listed in The Improvement Guide (2009, Jossey Bass)
- “Stealing” from others (a/k/a collaborative learning)

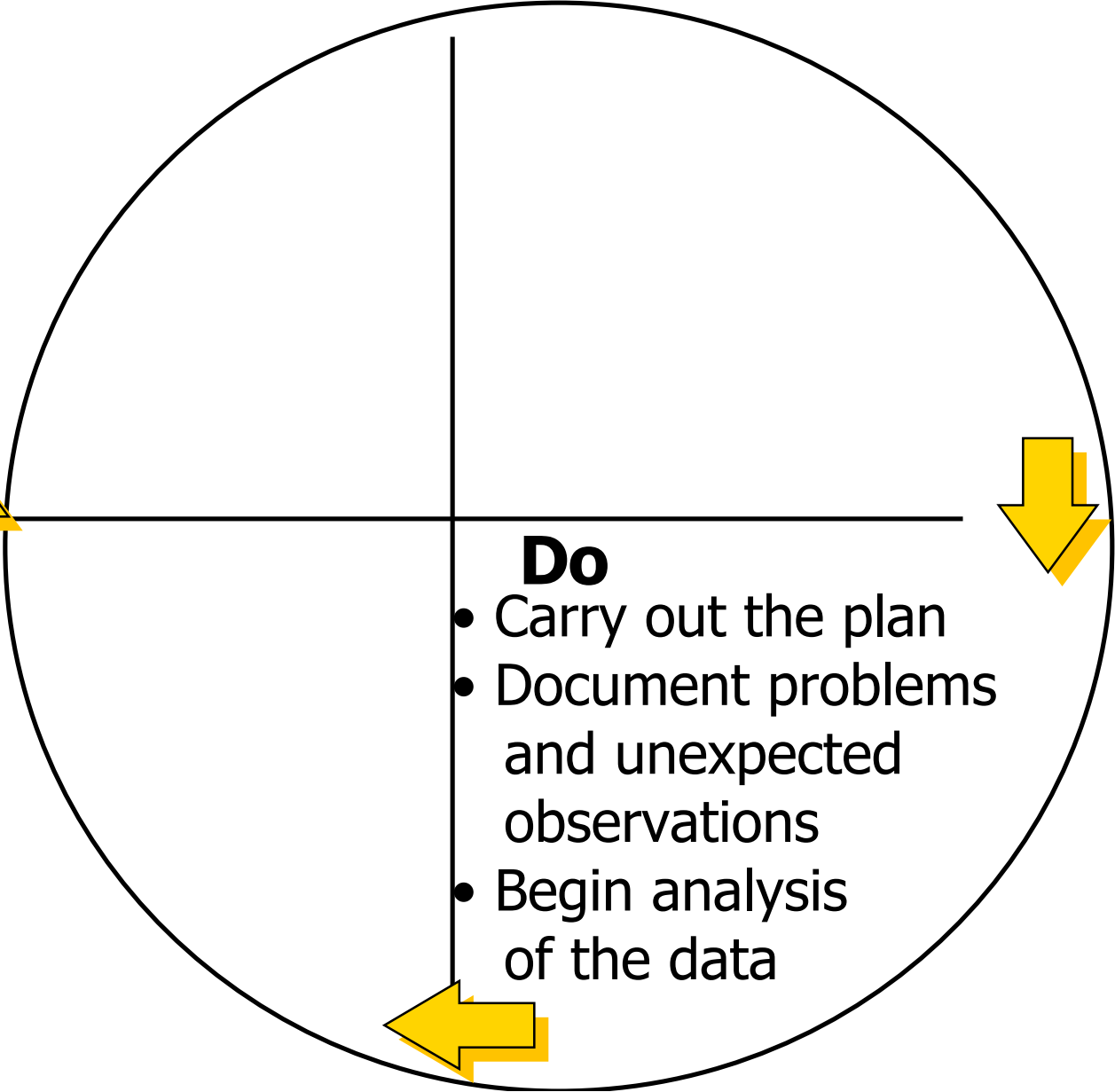
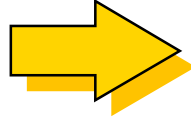


PDSA Cycles in order to learn your way to results

- test and learn,
- adapt
- and implement changes



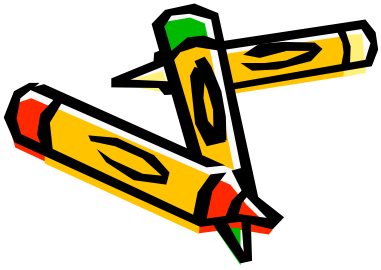
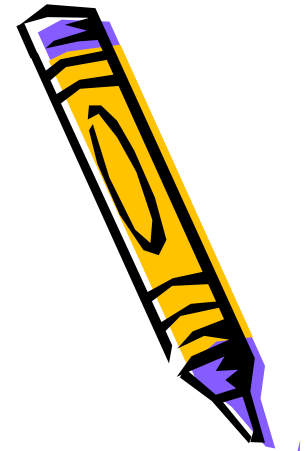
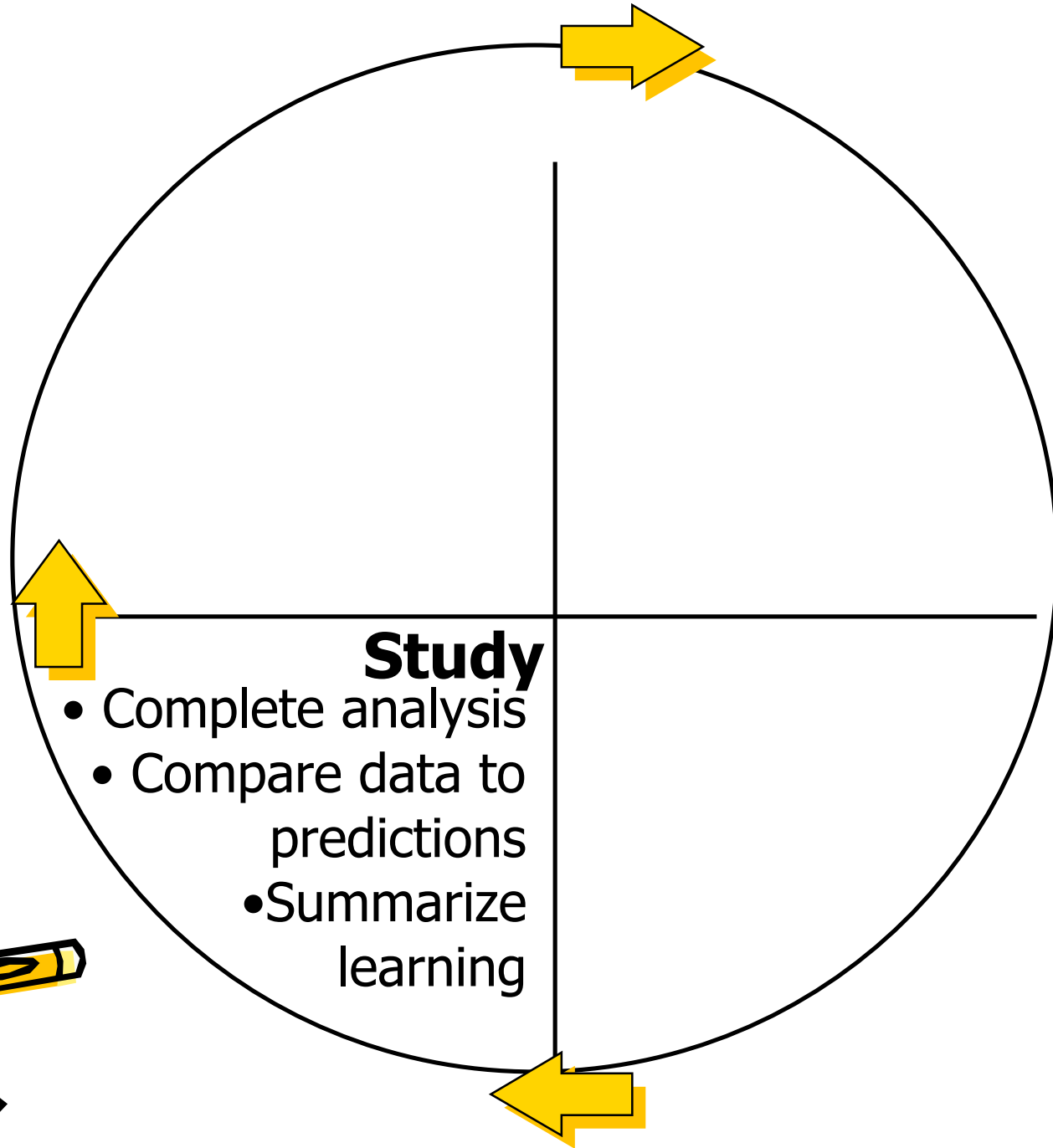


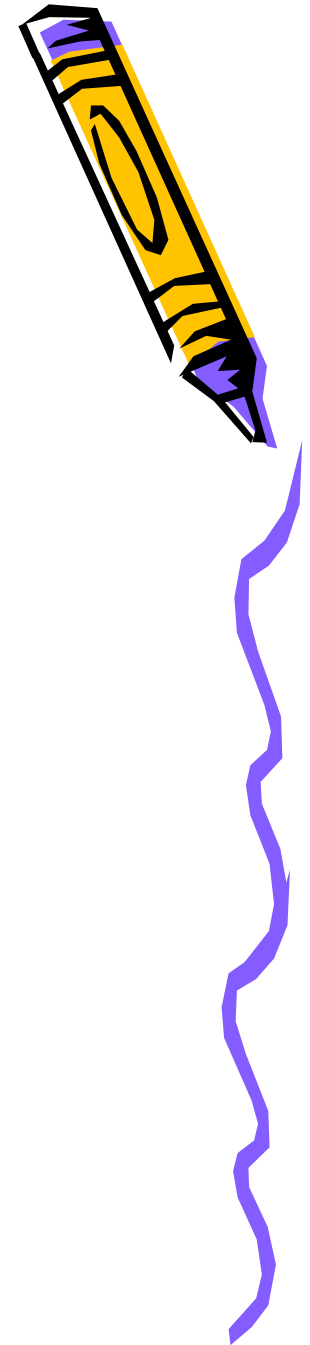
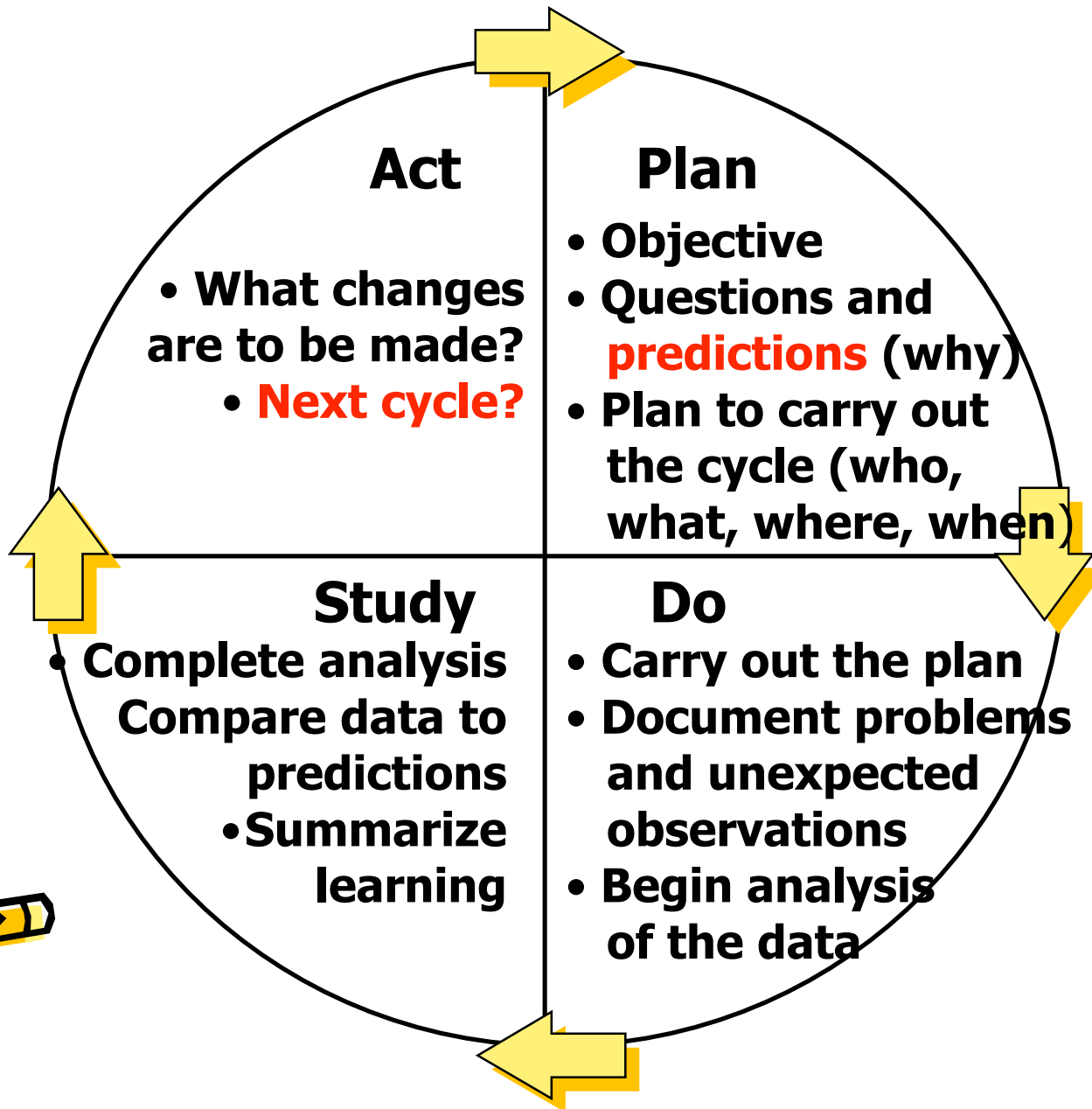


Do

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







Repeated Use of Cycle



PDSA Measures

Learning from Data

Changes That Result in Improvement

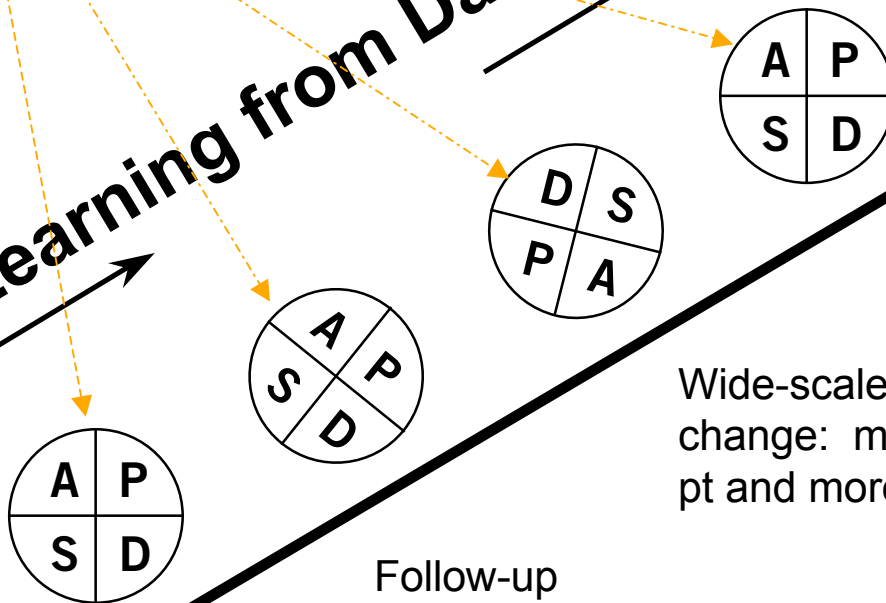
Implementation of change

Wide-scale tests of change: more complex pt and more pts

Follow-up tests: a revised care plan x 2

Very small scale test: one care plan

Hunches
Theories
Ideas



Why Test?

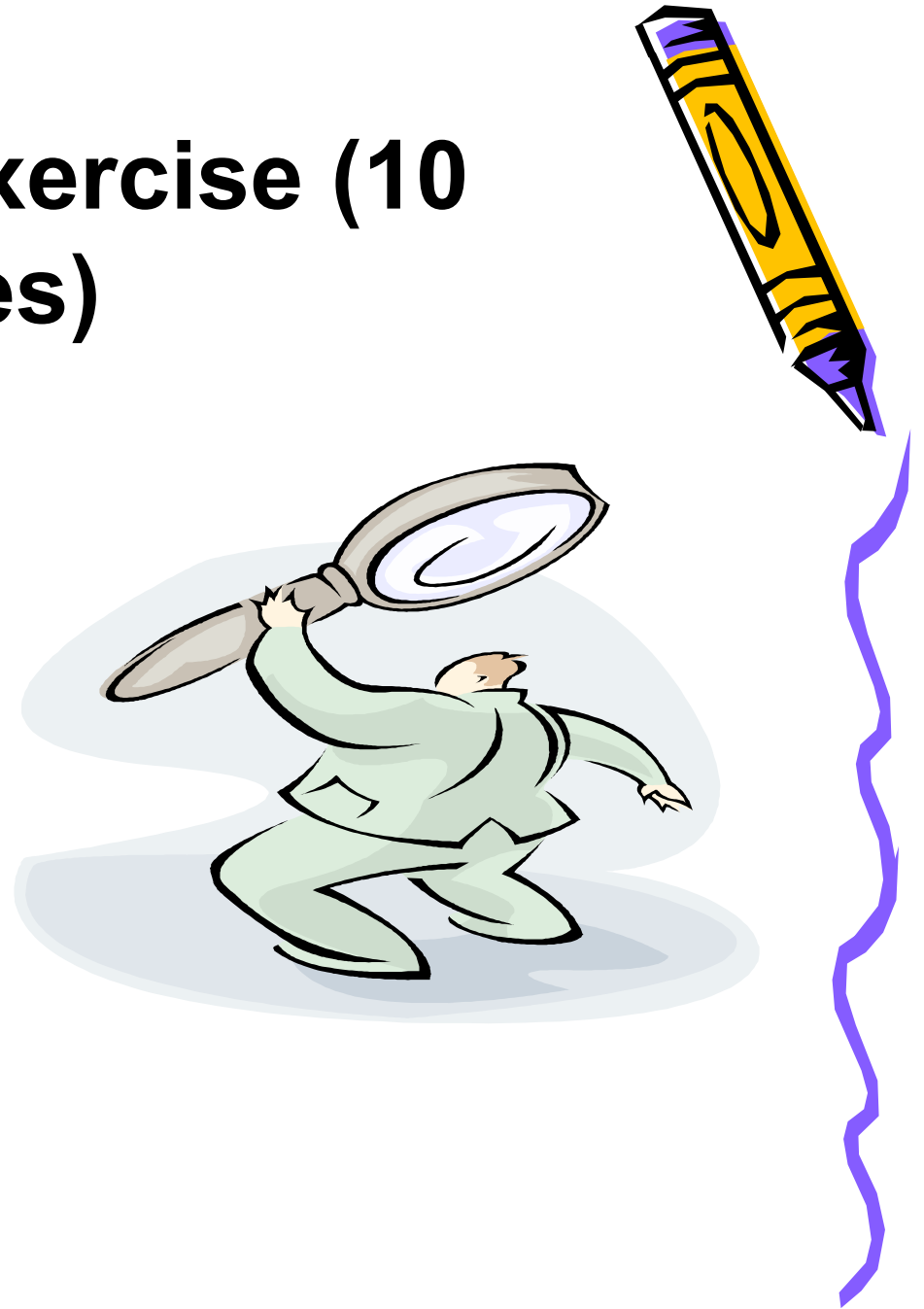
- Increase degree of belief
- Document expectations
- Minimize resistance
- Learn and adapt
- Evaluate costs and side-effects



PDSA Cycle Exercise (10 minutes)

Develop a small PDSA cycle based on one of the good ideas you have identified from the index.

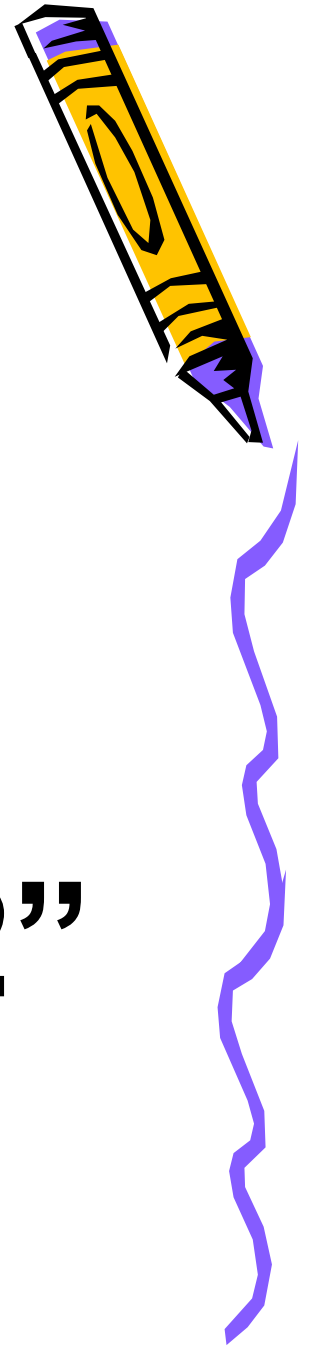
Work in pairs



PDSA Tip #1: Scale Down

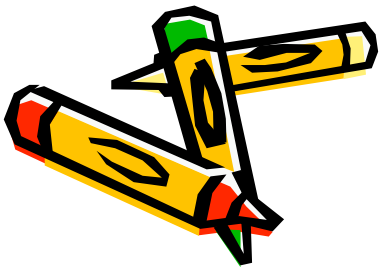
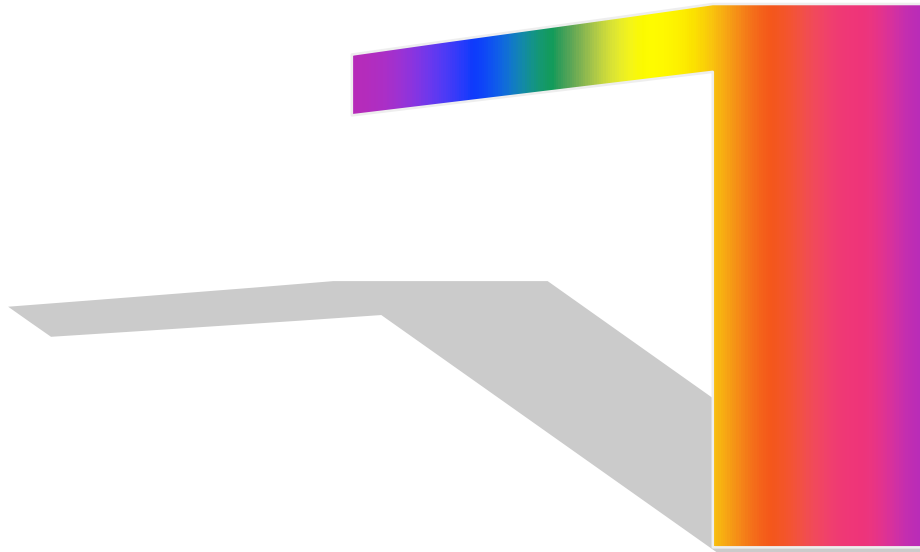
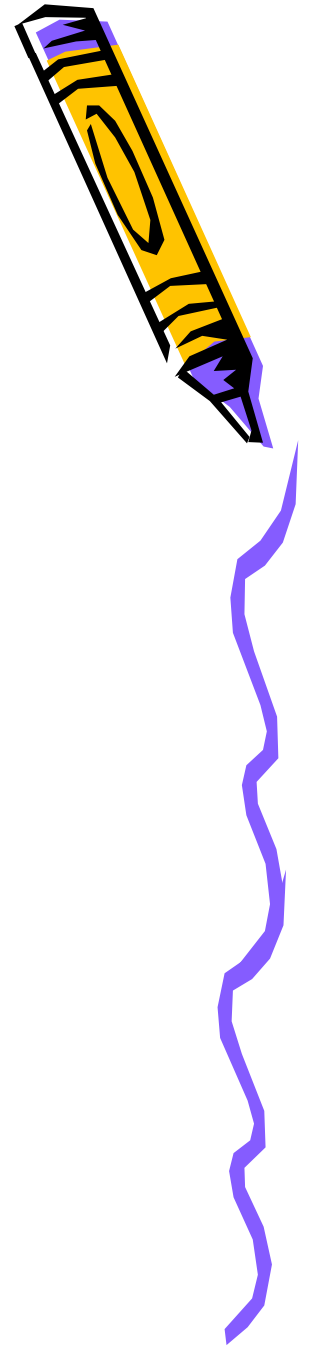
- Years
- Quarters
- Months
- Weeks
- Days
- Hours
- Minutes
- Number of pts

“Drop 2”

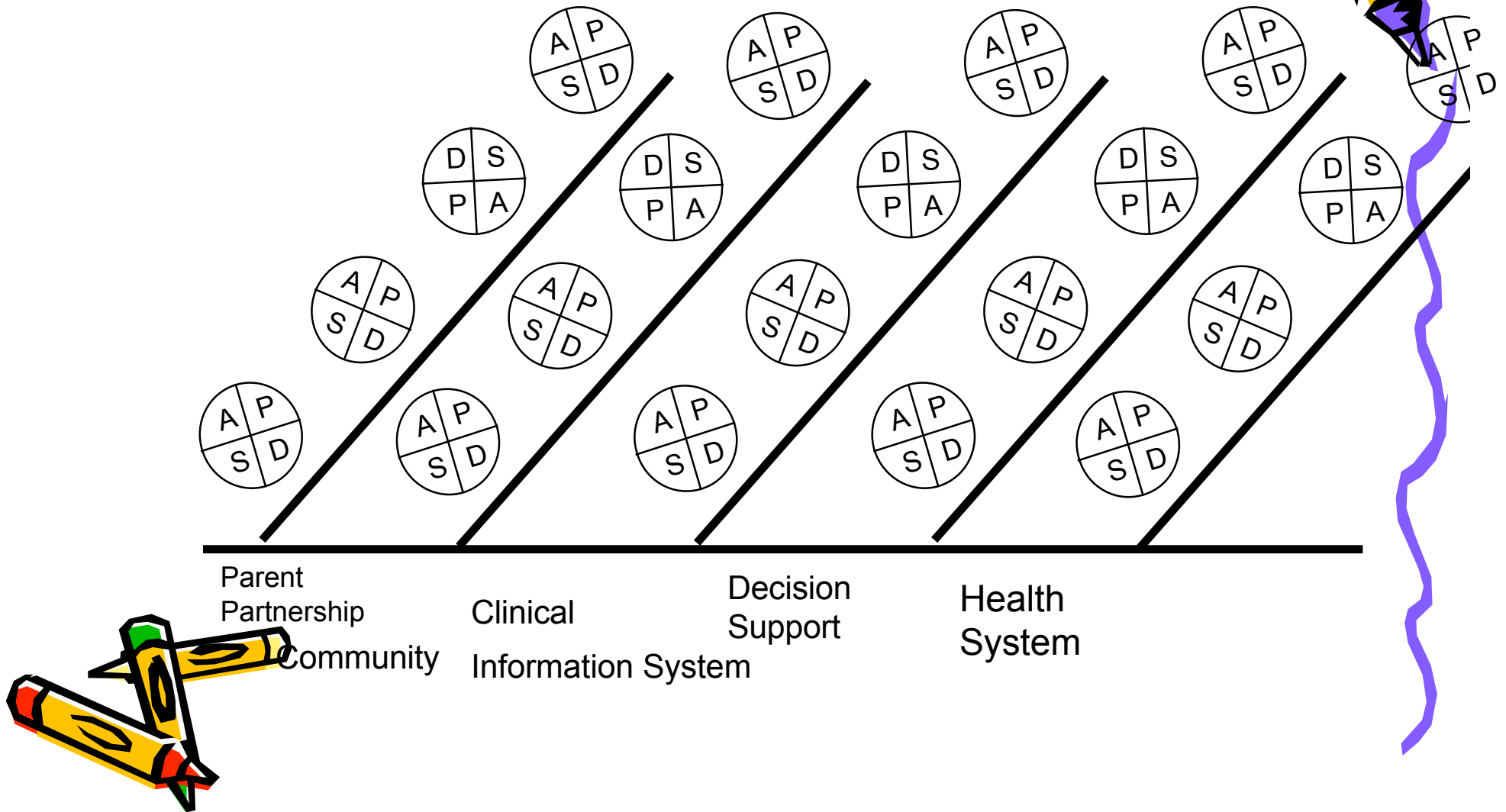


PDSA Tip #2: “Oneness”

- One



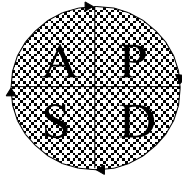
PDSA Tip #3: Changes in Parallel



PDSA Tip #4



MODEL FOR IMPROVEMENT CYCLE: ___ DATE: ___



Objective for this PDSA Cycle

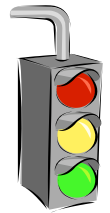
PLAN:

QUESTIONS:

PREDICTIONS:

PLAN FOR CHANGE OR TEST: WHO, WHAT, WHEN, WHERE

PLAN FOR COLLECTION OF DATA: WHO, WHAT, WHEN, WHERE



DO: CARRY OUT THE CHANGE OR TEST; COLLECT DATA AND BEGIN ANALYSIS.

STUDY: COMPLETE ANALYSIS OF DATA; SUMMARIZE WHAT WAS LEARNED.

ACT: ARE WE READY TO MAKE A CHANGE? PLAN FOR THE NEXT CYCLE. *

Task or Test?

Hold team meeting

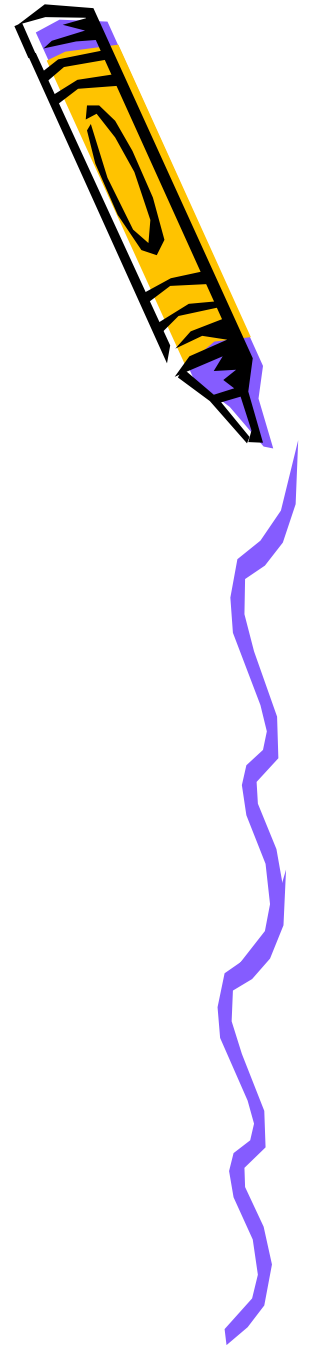
Decide which care plans to use

Create bulletin board

Learn what parents need most

Implement fax back forms

Hold youth focus group



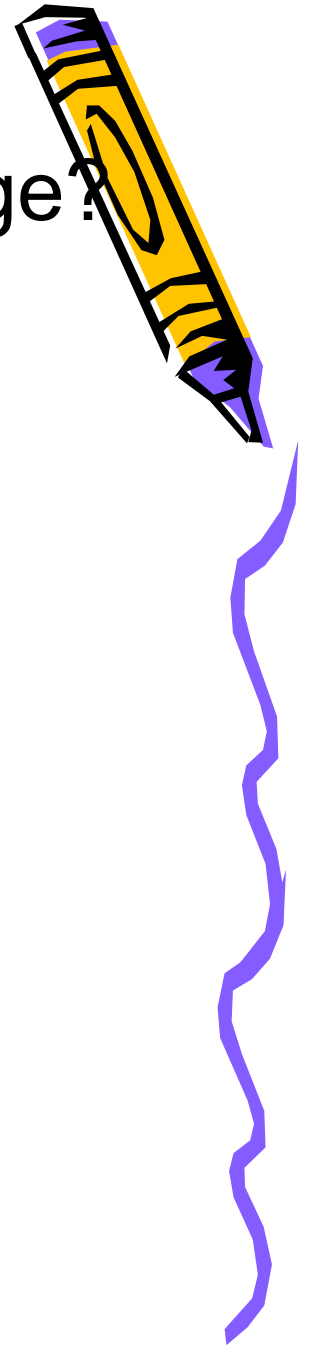
How do you make smaller test of change?

Use care plans for a month

Develop resource directory

Dedicate phone line for CSHCN

Hire Care Coordinator



Scale of Test



Current Situation		Resistant	Indifferent	Ready
Low Confidence that current 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 current 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

