The Psychology of Change: Creating an Environment Where Improvement Can Thrive

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What is ICSI?
How do you feel about Quality Improvement?
Everyday Improvement Projects

• Getting to work
  – Goal: On time, good route

• Cooking / recipes
  – Goal: Tastes good, doesn’t take too long
How culture affects improvement

We are more likely to test and accept changes at home, than at work.

Home = Safe
Work = Risk/Consequences
It’s not the WHAT

It’s the HOW

Believe in MIRACLES
Deming’s System of Profound Knowledge
Deming’s System of Profound Knowledge - Appreciation
Deming’s System of Profound Knowledge - Variation

- Process Mapping
- 5 Whys
- Appreciation for a System
- Theory of Variation
- Data
- Run Charts
- Statistical Analysis
Deming’s System of Profound Knowledge – Theory

- Process Mapping
- 5 Whys
- Appreciation for a System
- Theory of Knowledge
- Theory of Variation
- PDSA Cycles
- Scientific Method
- Data
- Run Charts
- Statistical Analysis
Deming’s System of Profound Knowledge - Psychology

- Joy & Flourishing
- Motivation
- Pride

Psychology

Appreciation for a System

Process Mapping
5 Whys

Theory of Knowledge

Data
Run Charts
Statistical Analysis

PDSA Cycles
Scientific Method
Emotions/Feelings

Thinking

Behavior

Outcomes
Nike Quality Improvement
“I can’t get them to buy-in”
My Own Journey

Welcome to Planet Earth
My Learning & Understanding the History

“Oh wow! We thought the quality person just did reporting stuff!”

“I don’t think we have a policy on that.”

“I only became the measure champion because I was asked to.”

“I don’t know what happened, all the sudden some people were let go.”

“It’s not all about the data.”

“Everyone has always just kind of done what they wanted.”

“Things change, but no one really tells us.”

“Oh, I don’t really know why we do that.”
My What Did I Get Myself Into?
My Time to Blaze the Trail

The Berenstain Bears
BLAZE A TRAIL

Stan & Jan Berenstain
Focus Groups

• Key Measures
  • Hypertension (59% Jan 2018; 73% Oct 2018)
  • Diabetes (34% Jan 2018; 30% Oct 2018)
  • Depression (71% Jan 2018; 88% Oct 2018)
  • MyChart (97 users Jan 2018; 412 Oct 2018)

• Why it Works
  • Collaboration
  • Engagement
  • Safe space to share
  • Reaching small groups at a time
  • Utilizing staff to spread the word
Engagement Through Education

GUIDE TO CLINICAL QUALITY MEASURES

UPDATED NOVEMBER 2018
Southside Community Health Services

ADULT BLOOD PRESSURE SCREENING POLICY AND PROCEDURE

Applicable To: Clinical Staff
Subject: Adult Blood Pressure Screening
Distribute To: Medical Clinic Staff
Category: Medical Clinic Policy

Authorized By: Dr. Lisa Ortiz, Medical Director

Policy Dates: Effective: 10/1/2018 Reviewed/Revised:

Policy Reviewed by Board of Directors on: 10/16/2018
(Only this Policy is available in revised/reviewed by the Board)

Clinical Quality Measure Score Card
1/1/18 to 10/31/18

What we’re measuring in 2018
2017 Year End 2018 Goal September 2018 October 2018

Uncontrolled Diabetes (51+ (8%) power percentage correct) 53% 76% 76.0% 72.1% 4
Controlled Hypertension (144/90) 65% 71% 70.6% 73.1% 5
Diabetes Screening & Follow Up 80% 91% 88.1% 86% 4
Tobacco Use Intervention 94% 99% 94.0% 94.4% 4
Airline Interventions 95% 95% 93.5% 93.2% 2
NICAP & AMPED Interventions 62% 96% 90.0% 96.8% 1
CABG Invasive Therapy 75% 80% 78.3% 76.9% 2
Adult Weight Screening and Follow Up 35% 53% 37.4% 37.9% 2
Pediatric Weight Assessment and Counseling 85% 85% 73.0% 76.2% 6
Cholesterol Interventions 65% 58% 60.5% 80.3% 6
Cervical Cancer Screening 75% 75% 75.0% 75.0% 60
Carcinoma Colorectal Screening 64% 92% 80.7% 80.0% 6
Early entry into Preventive Care 75% 75% 80.4% 83.7% 4

Tips of the Month: What Can We Do?

Tobacco Use Intervention: None. Tobacco associates are determined by the patient. Tobacco assessment should be provided at every medical visit.

If you have any questions about the above details or have ideas on How to improve clinical quality measures. Please e-mail info@Southside.

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Connect with a Visual Management Board

- Quality Measures
- Access to Care
- Quality Work Plan
- Stop Light Chart
- Patient Survey Results
- Staff Survey Results
- New Employee Highlights
- Idea/Comment Cards
Campaigns and Pushes
Adopting “We Always”

We always screen our patients for depression.

“Suicide rates are up nationally 25% since 1999; up 40% in Minnesota.”

We always screen our patients for colorectal cancer.

“Colorectal cancer is the 3rd leading cause of cancer-related deaths in men and women in the United States.”
Current Projects

• “What Matters?” Conversations
  • 1:1 conversations with staff to find out what motivated them to work in healthcare, what their ideal workplace looks like, what are the pebbles and boulders
  • These will go up on the Visual Management Board
  • Joy in Work team – reconnecting to why we’re here

• Updating and Creating Policies and Procedures
  • Without them, it’s optional

• Developing Quarterly Onboarding Session
  • Key people to introduce themselves and important information related to their department.
Regular Resources

- Institute for Clinical Systems Improvement (ICSI)
  - Seminars and trainings
  - Online tools and resources
- Institute for Healthcare Improvement (IHI)
  - Finding Joy in Work 12 week course
  - Regular newsletters and webinars
- Health Information Technology Evaluation and Quality Center (HITEQ)
  - Regulatory reporting, EMR, IT resources
  - Regular Newsletters and webinars
- COLLEAGUES in QI
  - Network!
  - Go grab some coffee and share ideas to bring home
“We’re Not in Kansas Anymore.”
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THANK YOU