

ICSI Team Quality Improvement (QI) Learning Community

A project made possible through
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ICSI Team



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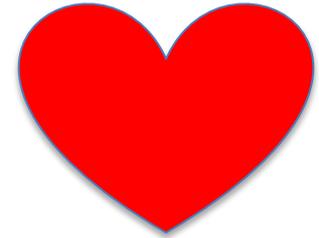


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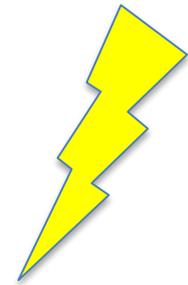
A health care collaborative
focused on the Triple Aim:
Improving the health of the population,
the patient care experience, and the
affordability of care.

The idea

Chocolate + Peanut Butter =



Quality Improvement + Team =



Team QI Learning Community Overview

Our aim:

Provide education and skill-building in team development, communication and QI to improve organizations' capacity to apply QI skills to transformation efforts.

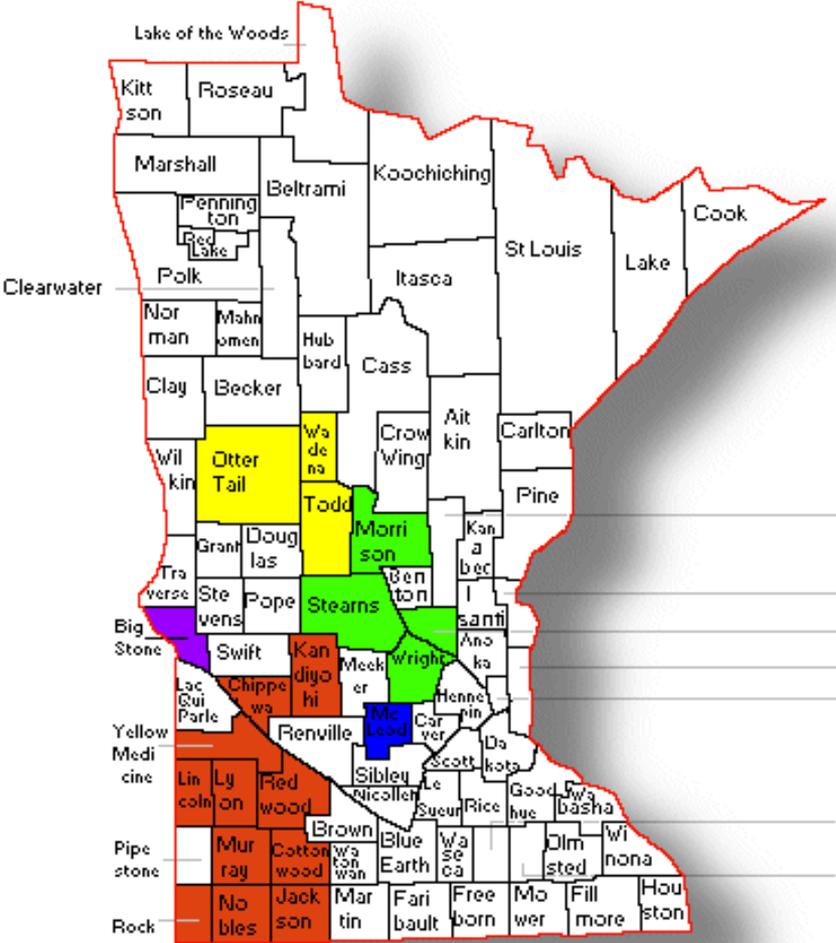
Team QI Learning Community Overview

Participants:

- Hutchinson Health
- Ortonville Area Health Services
- Tri-County Health Care, Wadena
- Southern Prairie Community Care
- CentraCare Health, St. Cloud

Team QI Learning Community Overview

- - Hutchinson Health
- - CentraCare
- - Tri-County Health
- - Ortonville (OAH)
- - So Prairie Comm Care



Team QI Learning Community Activities

- Recruitment
- Choosing teams, designating Learning Leaders
- Face to face events – February and May
 - Focus on Team QI skills and choosing improvement goals
 - Patient and community involvement in change with patient testimony



Team QI Learning Community Activities

- Webinars
 - Touch base on QI goals, coaching
 - Involving the community
- Learning Leader calls
 - Planning, advisory, and peer learning
- Onsite Training



Photo by Robin Sautter

Sample of Improvement Projects

- Increase knowledge among staff of PDSA (Plan Do Study Act)
- Increase completion of forms while waiting to 80%
- Use “teaming” methods to aid meeting outcomes
- Create and test scripting for care coordination outreach
- Use “yes, and” to aid engagement of others planning efforts

A Taste of Team QI

Team

Team Definition - Noun

Team (noun):

a group of people who work together at a particular job

Oxford Dictionaries

Teams in Healthcare

Traditional Teams:

- **Care Team** (provider and nurse/MA or unit)
- **Leadership/Management Team**
- **Quality Improvement Team**

Healthcare in 2016

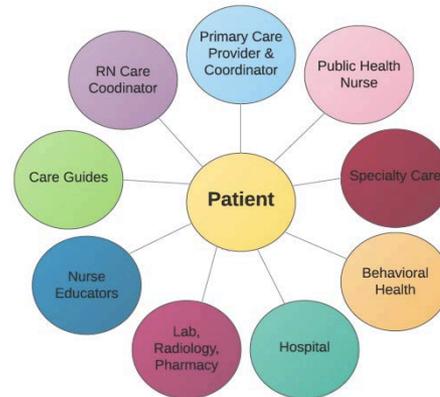


Triple Aim
Health Care Home
Integrated Health Partnerships
Accountable Care Organization
MACRA
Value Based Contracting
Pay for Performance
Patient Centered
Care Coordination
Registries
Community Engagement

Teams in Healthcare

Triple Aim Era Teams:

- **“Team Based Care”** (care team + care coordinators, PHN, RN specialists)
- **Health vs. Health Care** (patients as part of the team, community engagement partnerships)
- **Integrated Health Partnerships, Accountable Care Organizations**



Team Definition - Verb

Team (verb):

To come together [as a team] to achieve a common goal

Oxford Dictionaries

Team = All

- Target Model
- Fundraising Team
- Hospital Janitor

What do all teams have in common?

PEOPLE

Quality Improvement (QI) is a Team Sport

“While each QI program may appear different, a successful program always incorporates the following four key principles:

- QI work as systems and processes
- Focus on patients
- **Focus on being part of the team**
- Focus on use of the data ”

*Quality Improvement
US Dept Health & Human Services - HRSA*

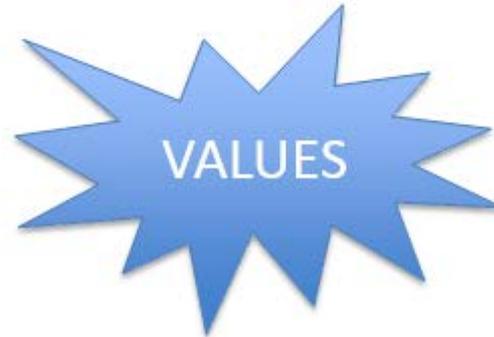


Complex Issues



Adaptive Challenges

Complex Issues Require Change in



Solving Malnutrition in Vietnam

Ownership vs. Buy-in

Buy-in:

Someone else, or some group of people, has done the development, the thinking and the deciding, and now they have to convince you to come along. **You are being sold their idea** -- so that you can implement their idea without your involvement in the initial conversations or resulting decisions.

Ownership:

You are a stakeholder of an idea, a decision, an action plan, a choice; you have participated in its development; it's a choice you freely made.

Concept: Co-Design

“Nothing About Us Without Us”

Wanted: Collaboration

How do we **work together** to achieve shared goals?

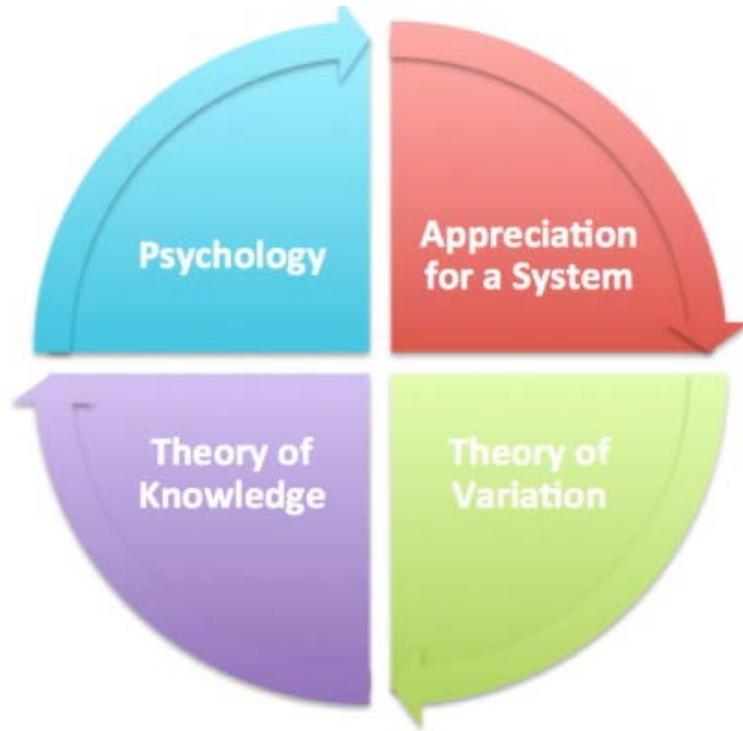
- Smooth transitions between all touchpoints in your system
- Partnerships between organizations to coordinate care
- Creating self management plans
- Creating quality improvement plans
- Sharing data
- Activated and engaged workforce

Inspiration on Collaboration – outside healthcare

Group Experience:

- See an example of a highly effective team (master collaborators) and understand how they are able to support each other so well
- Hands-on practice of teaming techniques

Deming's System of Profound Knowledge



Emotion/Feelings

Thinking

Behavior

Outcomes

Improvement Science (QI)

What comes to mind when you
hear “quality improvement?”



Everyday Improvement Projects

- **Getting to work**
 - Goal: On time
- **Cooking / recipes**
 - Goal: Tastes good, doesn't take too long
- **Family routines**
 - Everything gets done, everyone is happy

Everyday Improvement Feels Simple...

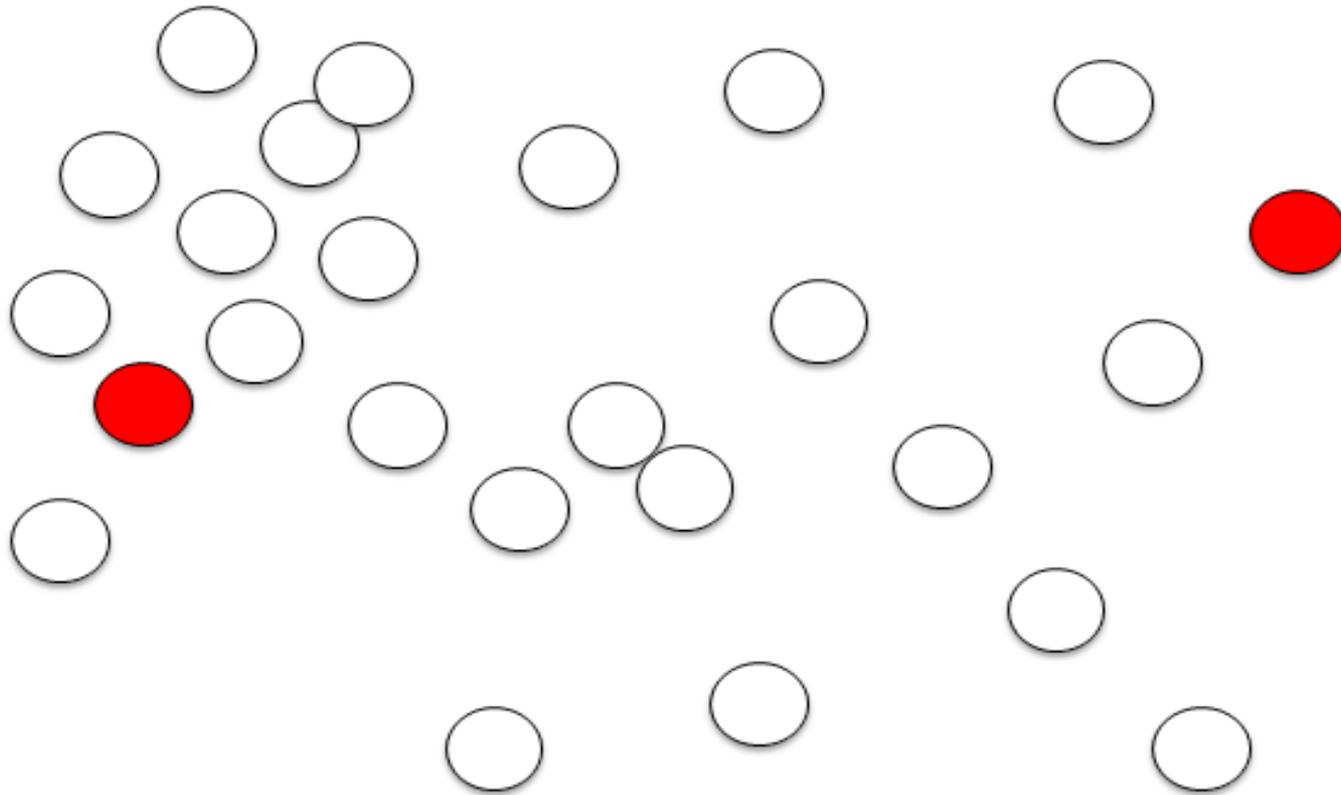
Workplace improvement feels hard.....

yet, you are likely always working to make thing better.

- At home the stakes may feel lower (safer)
- At work, there may be consequences to making “mistakes”



ICSI Bead Factory



What is a system?

sys·tem

/ˈsɪstəm/ 

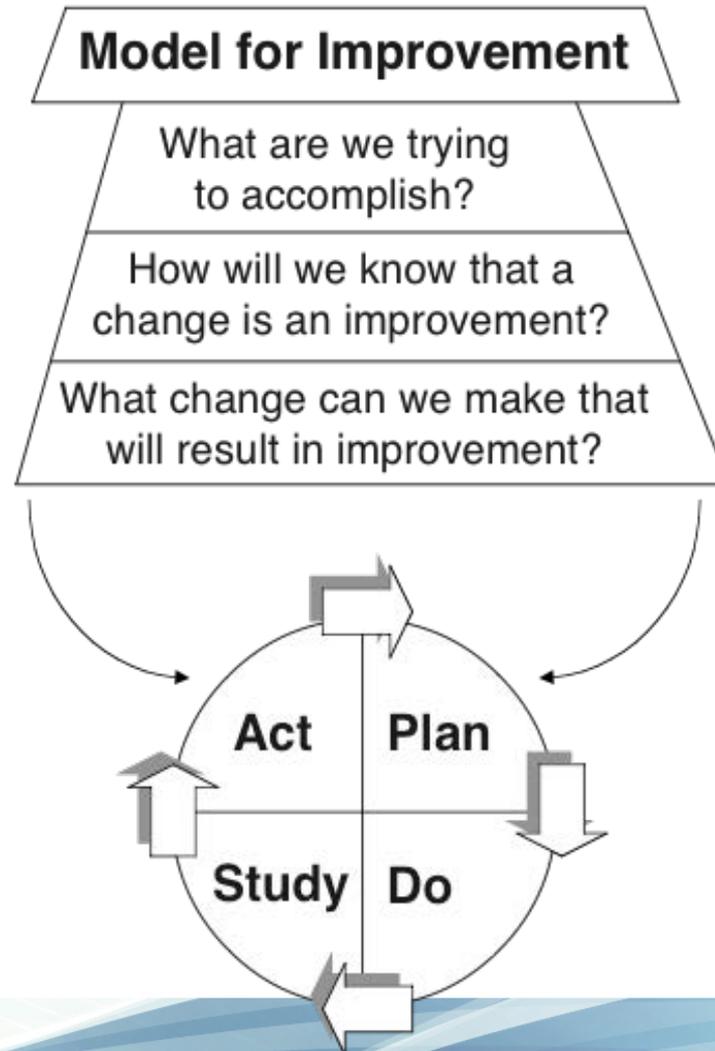
noun

1. a set of connected things or parts forming a complex whole, in particular.
2. a set of principles or procedures according to which something is done; an organized scheme or method.
"a multiparty system of government"
synonyms: [method](#), [methodology](#), [technique](#), [process](#), [procedure](#), [approach](#), [practice](#); [More](#)

Improvement Method: Model for Improvement



The Model for Improvement



How long is a PDSA cycle?

Small test of change cycles are short:

- A single incident/encounter
- An hour
- A day
- A week



Hands On Activity:

3-5 Rapid Tests of Change

Go Small to Go Big

“Testing a change on a small scale actually speeds up the pace and increases the impact of improvement....”

- People are less resistant to a test than large-scale implementation
- Fewer people involved in a small-scale test
 - Less logistics to be planned
- Problems can be identified and corrected early on”

Tom Nolan



Reflection at end of workshop

- What resonated with you today?
- How do you see team and improvement in your current culture? What might it look like moving forward?
- **Call to action:** What change will YOU make this week to positively impact your organization's goals?

What did teams learn?

(or, how do we know if our change
was an improvement?)

Sample Improvement Projects

- Increase knowledge among staff of PDSA
 - From 16% of sample to spread across entire system, and advancing quality plan
- Increase completion of forms while waiting
 - To 80% of patients, giving physicians and patients 5.6 min additional minutes
- Create and test scripting for care coordination outreach
 - To determining what are “meaningful contacts”
- Use “yes, and” to aid engagement in planning efforts
 - To engaging all staff in learning Team QI skills
- Use “teaming” methods to aid meeting outcomes

Additional onsite trainings

- Three organizations
- 100 + people participated, mixed staff, leadership
- General curriculum, customized examples
- Sessions varied from 2-6 hours

Snapshots



Snapshots



From Learning Leaders:

“Quick progress was made when communication was easy and open.”

“It struck a chord; we realized we had to listen to our staff. We decided to take a team approach to redesigning our program.”

From Learning Leaders:

“The registration team has done very well with the forms added to their responsibility. They were receptive since they were given a heads up to the new task and also because they had a say in the feedback.”

“This has helped take our Health Care Home workgroup to the next level and apply learning to our quality improvement goal for the remains of the year...we learned that we can start small, really promote it, and then coach others.”

Using data to improve

- Early feedback on specific training components identified:
 - More on how PDSAs are *small* changes, and why important
 - Clarify more how collaborative communications applies to work
 - Keeping it fun and active was highly rated

Evaluations

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N	A	SA
I recognize how the concepts of team and quality improvement go together.	1	2	3	4	5		13	41
I understand how the model of improvement applies to QI projects.	1	2	3	4	5		23	31
I learned something new about collaboration and teams.	1	2	3	4	5		16	38
The simple project tools introduced can help organize our work.	1	2	3	4	5		18	36
The team time was valuable.	1	2	3	4	5	2	18	34
The networking time was valuable.	1	2	3	4	5	2	20	32

n = 54

“Please give examples of what was most helpful”

- Atmosphere of learning
- Team time
- Including everyone in “teaming” - listen to all
- It was a good motivator
- Process map with all the pieces, and positivity
- The bead demo really made clear areas to reflect on w/in the management team
- QI incorporates into all areas/departments
- If we say things in a positive way it will be easier to receive
- Shouldn't put down others ideas for change
- Don't let your team fail
- I feel it would be beneficial to anyone, it's a morale booster
- “Yes, and” ... my voice is valuable

“What would you like to learn or practice in future?”

- Practice improvement, to identify those skills in real time
- Resilience
- How to use PDSA tools better
- 5 whys
- Small tests of change
- The steps it takes to complete tasks in our process
- Be more vocal with change, with my ideas
- “Yes, and ...”, thank you, and I hear you
- More teamwork skills
- More on performance improvement
- “Yes, and ...”, more training is not always the solution

What made it work?

- Ensuring need and fit of curriculum and methods
- Emphasis on real-time, real-world learning application
- Making it accessible, fun
- **Learning Leaders**
 - ✓ *Who identified where their groups needed to start, engaged team members – and modeled skills and learning.*
 - ✓ *They brought the message back and helped roll it out deeper in their organizations.*

Start small, engage all



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Thank you.