

## Workshop 3 (AIM 103)





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### Recap from Workshop 2

1. Create a shared understanding of your opportunity for improvement related to patient access
2. Develop a problem statement based on your shared understanding
3. Start to build a project charter
4. Introduce the concepts of team building
5. Discuss how your opportunity for improvement serves your clinic's vision

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### Where did we leave off?

Quality Improvement	Change Management	Team Building
1. Getting started	4. Develop change ideas	4. Engage and involve the organization
2. Create and establish and establish resources	5. Test a change idea	5. Implement and sustain
3. System engagement	6. Sustain and spread	6. Evaluate existing resources
		7. Decide as a team
		8. Engagement
		9. Remove obstacles
		10. Create a test team
		11. Build on the change
		12. Share lessons learned

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### Learning objectives

1. Define the first two questions of the Model for Improvement
  - SMART aim statements
  - Types of measures
2. Create an aim statement
3. Comprehend the importance of communication and how to integrate it into your improvement efforts

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### Model for Improvement (MI)

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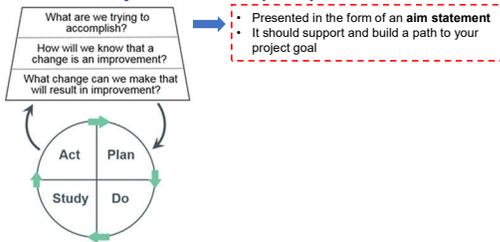
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### Model for improvement (MFI)



Linghy, G. J., Moore, K. S., Nolan, K. M., Nolan, T. W., Norman, C. L., & Provost, L. P. (2005). The Improvement Guide.

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**Aim Statement (QI)**

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**Relationship between problem and aim statements**

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**Relationship between problem and aim statements**

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### Crafting an aim statement



- The elements of the aim statement are:
  - **S**pecific – Be precise about your action and your target population
  - **M**easurable – Must have a clear, objective outcome measure to know if the change is an improvement
  - **A**ctionable/**A**ttainable – Is your goal practical and are your outcomes realistically achievable?
  - **R**elevant/**R**ealistic – Does your outcome align with the long-term goal and is it feasible?
  - **T**ime-bound – A specific timeline identified

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### Exercise 9 (QI)

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### Evaluating an aim statement

 Objective of this exercise is for the group to practice evaluating the quality of various aim statements.

 Read the aim statement examples and vote whether you believe the examples are good or bad.

 To submit answers, visit [www.menti.com](http://www.menti.com) and enter the code provided by the course facilitator.

 Discuss the SMART components of each aim statement.

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**Exercise 10 (QI)**

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**Evolution of an aim statement**

 Objective of this exercise is to learn how a SMART aim statement may evolve for the example of "the coffee at work tastes bad."

 Remember what SMART stands for:

- Specific; Measurable; Actionable/Attainable; Relevant/Realistic; Time-bound

 Discuss as a group the quality of aim statements.

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**Evolution of an aim statement**

**#1** Our goal is to make better tasting coffee by winter 2023.

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**#2** Our goal is to increase the taste of the coffee made in the morning at work by 100% by December 25<sup>th</sup>, 2023.

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**#3** Our goal is to increase the taste rating of the office coffee brewed in the morning from an average of 4/10 to an average of at least 8/10 by December 25<sup>th</sup>, 2023.

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### Communication engages others and allows them to be part of the journey




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### Communication guide

<b>Communication Guide</b>	
What method of communication are you using to the extent?	
<input type="checkbox"/> Email	<input type="checkbox"/> One-on-one meeting
<input type="checkbox"/> Phone	<input type="checkbox"/> Small group meeting
<input type="checkbox"/> Poster	<input type="checkbox"/> Other
<input type="checkbox"/> Other, please list	
Who will be in charge of the communication plan? (Creating, distributing, organizing meetings, etc.)	
How frequently will messages be sent/updated?	
<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly
<input type="checkbox"/> Monthly	<input type="checkbox"/> Whenever new information is available
What is the key message? (All messages should be transparent, simple, and relevant to stakeholders)	
Who needs to receive this message?	
How will feedback be collected and who will be responsible for feedback collection?	

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### Homework 2 (CM/QI/TmB)

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### Creating and executing a communication plan

 Objective of this homework is to consider a communication plan for your problem and aim statements.

-  **Review the Communication Guide.**
  - Evaluate communication resources available to you and your team.
- Distribute problem and aim statements clinic-wide for feedback.**
  - Use feedback to adjust and fine-tune both the problem and aim statements.

 Complete Communication Guide and update the Project Charter.

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### Measurement (QI)

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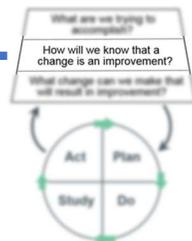
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### Measurement

2  Create aim statement and establish measures



Langley, G.J., Moynihan, E., Nolan, K.M., Nolan, T.W., Norman, C.L., & Provost, L.P. (2006). The measurement guide.

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### Measurement

- Measurements allow you to identify if a change led to an improvement
- Three types of measures exist:

**Outcome measures**

- Are the changes fulfilling the aim statement?
- Answers the "so what?" question

**Process measures**

- Are you doing the right steps to get you where you want to be?
- The workings of the system

**Balance measures**

- What are you sacrificing?
- What are the unintended consequences of focusing efforts on this problem?

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### Exercise 12 (QI)

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### Identifying types of measures

 Objective of this exercise is for the group to practice identifying the types of measures associated with an aim statement.

**Read the aim statements and identify the types of measures.**

**Recall the three types of measures:**

- Outcome
- Process
- Balance

 To submit answers, visit [www.menti.com](http://www.menti.com) and enter the code provided by the course facilitator.

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### How did we address the three pillars?

1. **Change management:** Team will communicate the problem and aim statements as homework
2. **Quality improvement:** Close examination of MFI; drafted a SMART aim statement; introduction to measurement (types of measures)
3. **Team building:** Decided as a team on aim statement; encourage engagement of stakeholders through a communication plan (including collecting feedback)

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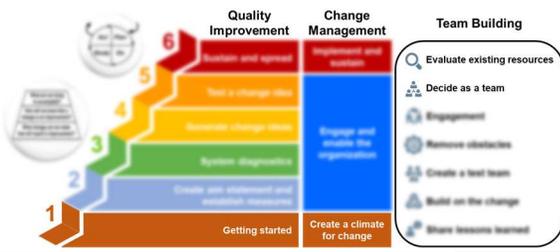
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### How did we address the three pillars?



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### How did we address the three pillars?



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### Action items for the next two weeks

- Consider developing and executing a communication plan for the problem and aim statements
- Revise the aim statement
- Update the project charter

Project Charter Template		Department
Name		
Unit		
Lead		
Project description		
Project objectives		
Project start and end dates		
Project sponsor		
Project steering committee		
Project budget		
Project risks		
Project status		
Project next steps		
Project contact information		
Project approval		

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### Next steps

- Discussing sources of data and data tools
- Identifying outcome/process/balance measures for your quality improvement initiative
- Developing a data collection plan

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