

# Workshop 8 (AIM 108)



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# Recap from Workshop 7

1. Selected a change idea to test
2. Learned about PDSA cycles and their role in Quality Improvement
3. Started the “Plan” phase of the first PDSA cycle
4. Reviewed the importance of generating short-term wins during continual Quality Improvement efforts

# Learning objectives

1. Analyze data collected during the first PDSA cycle
2. Review barriers presented during the PDSA cycle
3. Strategize for the next steps in your Quality Improvement efforts
4. Realize the value of sustainability and spread to maintain momentum and institute lasting change

# Study

- Analyze data collected during the first PDSA cycle
  - What story is it telling?
- Compare results to predictions made in the “Plan” phase
- What barriers were presented during your first cycle?
- What did you learn?



# Act

- Time to make a decision!
- Recall the options available:
  - Drop → Change idea was not suitable/feasible
  - Modify → Further adjustment(s)/improvement(s) to the change idea are required before it can be test on a larger scale
    - Could be due to problems encountered
  - Test it again with a broader scope
  - Test it under different conditions
  - Implement



## Exercise 20 (QI)



# Study and act: the real deal



Objective of this exercise is to practice the “Study” and “Act” phases with the results from your first attempt at a PDSA cycle.

## Study



- Review your data
  - What is it telling you?
  - How do results compare to your prediction(s)?
  - Did barriers present themselves and potentially affect your data?

## Act

- What do you want to do next?



Record details in the PDSA Template.

PDSA Template				
Cycle #:		Date:		
Root cause:		Plan		
Change idea:				
Purpose of this cycle is to:				
<input type="checkbox"/> Develop <input type="checkbox"/> Test <input type="checkbox"/> Implement				
Objective of this cycle is to:				
Questions for the cycle to answer about the change idea:				
Prediction:				
Task(s) required				
What? (specific task)	Who?	When?	Where?	
Data collection				
What data will be collected?	How? (Chart audit, checklist, etc)	Who?	When?	Where?
Data collected (Summarize the data collected)				
Study				
What was learned?		Were there any barriers?		
Act – What comes next?				
Next step(s)			Drop/Modify/Test/Other	

# Implementing Long-lasting Changes (CM/QI/TmB)



# Ensuring change lasts

- You have worked hard to reach this point; don't let complacency distract you from your goal!
- Combines themes found in Quality Improvement, Change Management, and Team Building

## Quality Improvement



## Change Management



- Build on the change
- Embed the change

## Team Building

- Build on the change
- Share lessons learned

# Sustainability – Build on the change

- You want to hold the gains of your project over the long-term
- Goal should be for improvements to stay and for the clinic/team to avoid regression
- Sustainability is accomplished by:
  - Standardizing work and training
  - Stakeholder engagement and communication
  - Audits
  - All staff working at their full scope of practice

## Exercise 21 (CM/QI/TmB)

# How does standardization help?



Objective of this exercise is for team members to understand the value of standardized instructions.



Listen to the instructions given by the course facilitator.



Record results on the template provided.

# Standardization

- Identify areas where the work process has changed
  - Changes must become part of everyday operations
- Document new standard
  - Procedures or instructions
- Train and educate staff
- Eliminate wasteful actions that do not contribute to success or survivability



# Stakeholder engagement and communication

- Communicate successes to all (recall Workshop 7 – Short-term wins)
- Need to understand all the roles affected by the change
- Plan for training → Addressed in standardization
- Communicate the successes to all



# Take action against regression

- Conduct audits
- Schedule review of:
  - Process
  - Outcomes
  - Establish frequency of audit
  - Identify the individuals responsible
- Goals:
  - Measuring compliance
  - Collect feedback on how the system is reacting to change
  - Outcomes achieved and maintained



# Staff should work at their full scope of practice

- Staff members should be engaged in meaningful work
- Everyone should focus on their area of expertise
- Match skills with tasks
- Don't waste talent!



# Spread

- Share lessons learned through the process
  - Show the value of your work
  - Instill belief that change may lead to an improvement
  - Will keep others interested in continued QI and CM
- Identify those responsible for spreading the change
- Communication plan
  - Similar to stakeholder engagement and communication from “Sustainability”

# How did we address the three pillars?

1. **Change management:** Discussed maintaining momentum and instituting change and how it is embedded in QI methodology
2. **Quality improvement:** Reviewed team's "Plan" and "Do"; group discussion on "Study" and "Act"; identified ways to implement long-lasting changes (sustain and spread)
3. **Team building:** Discussed how "Build on the change" and "Share lessons learned" are embedded within concepts from QI (Sustain and spread), and CM (Build on the change); all of which contribute to creating long-lasting changes

# What next? How do we maintain momentum?

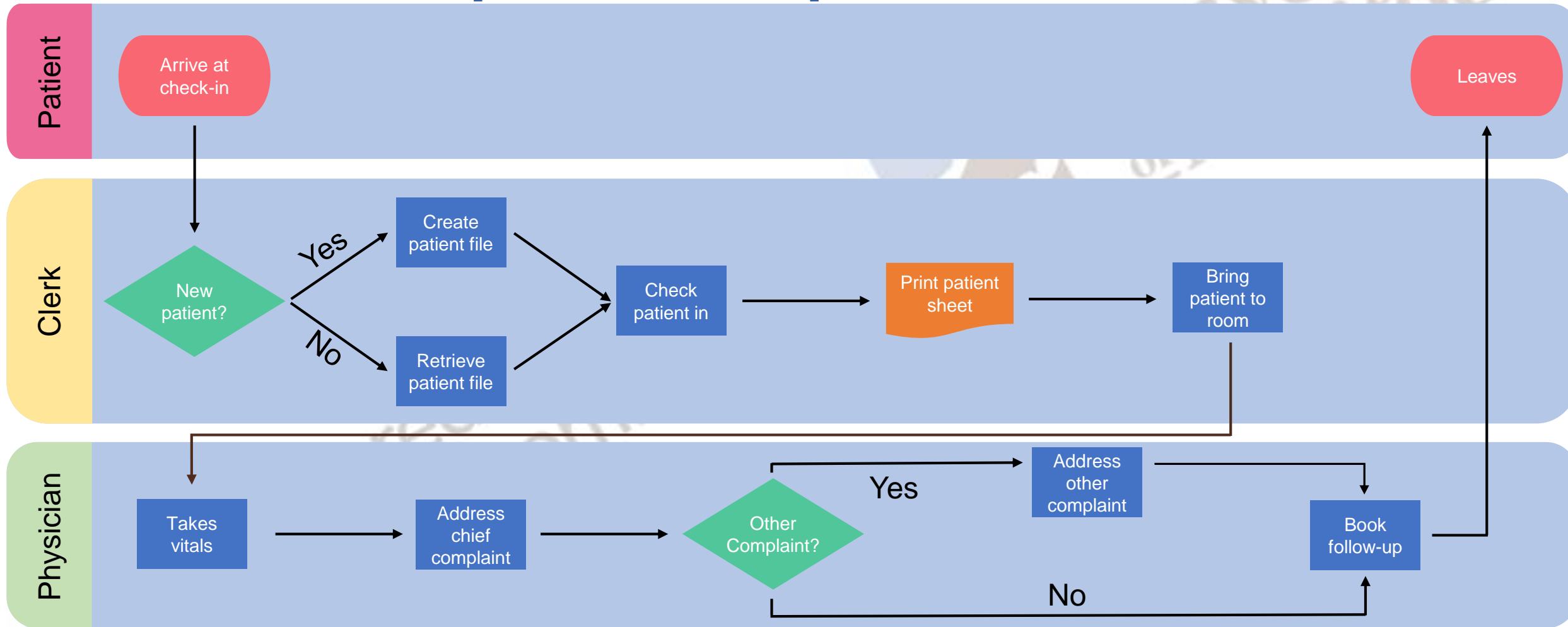
1. Ensure sustainability
2. Apply AIM methodologies to other projects
  - i. Additional access-related issues
  - ii. Other clinic-related problems
    - E.g., Sourcing supplies
3. Improve team functioning



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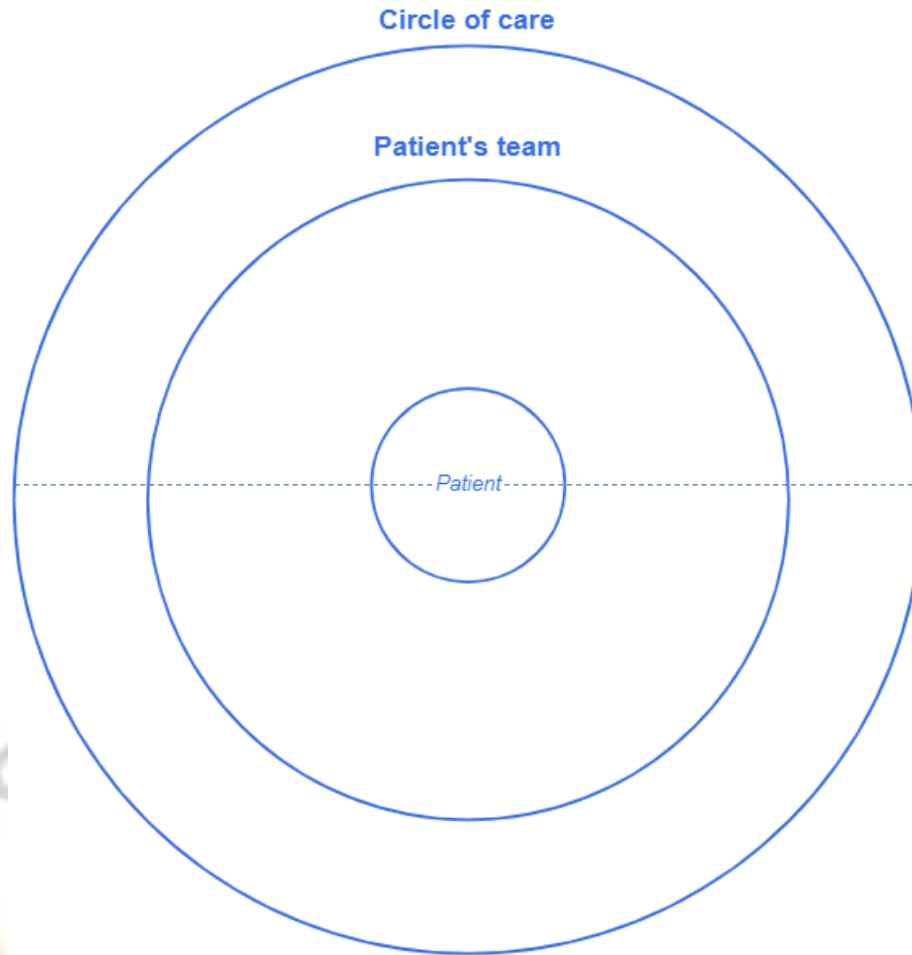
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# Swim lane process map





# Team mapping



## Team mapping pieces

Role

Team/Tool

Other

Task

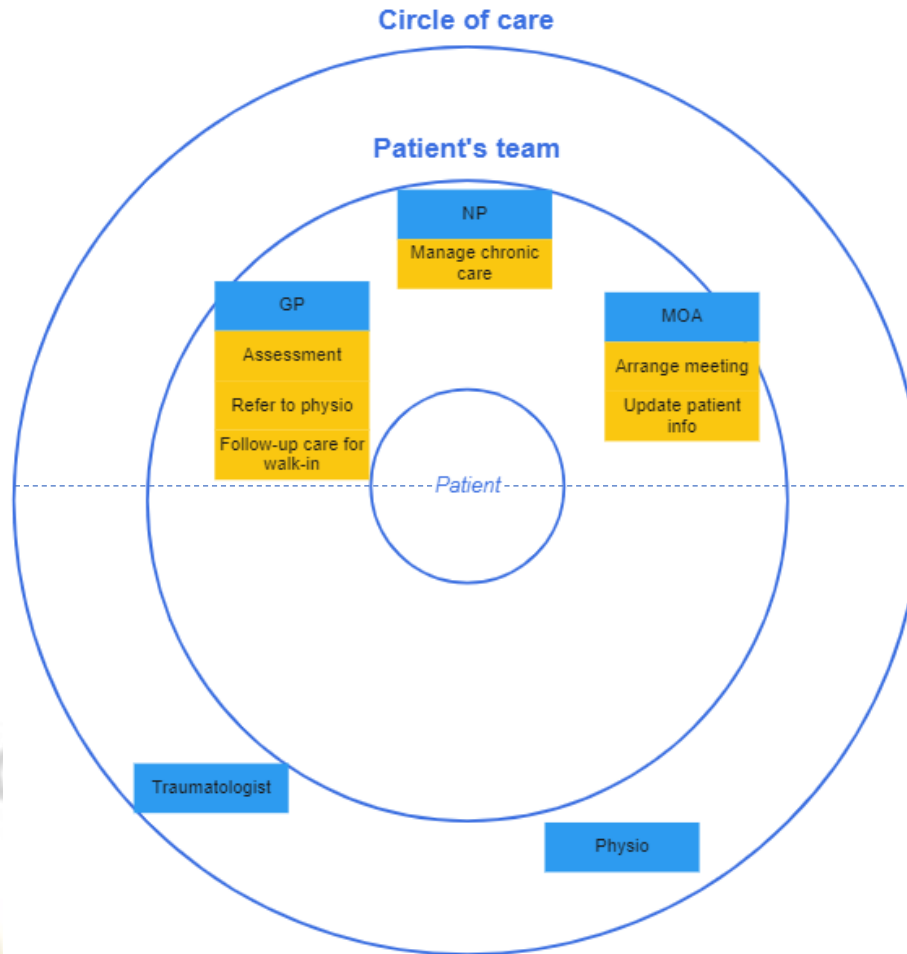
New task

## Gaps

Gap

Gap

# Team mapping



## Team mapping pieces

Role

Team/Tool

Other

Task

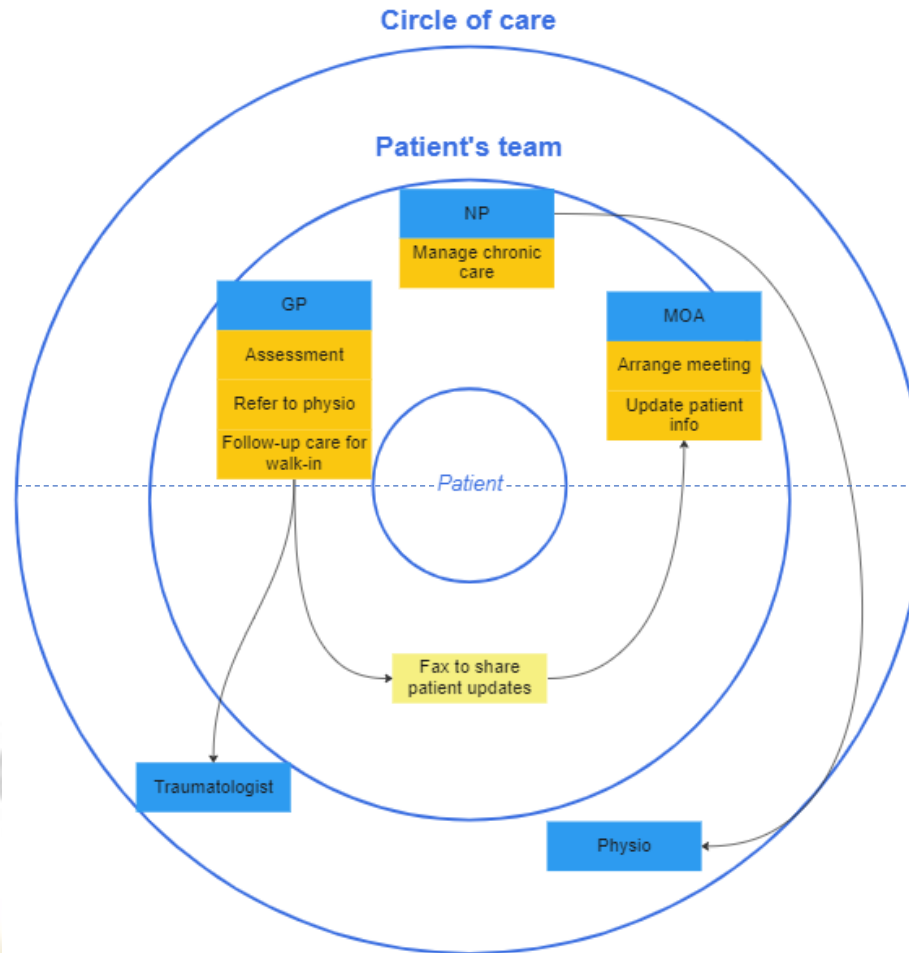
New task

## Gaps

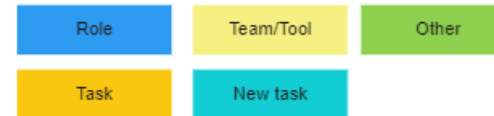
Gap

Gap

# Team mapping



## Team mapping pieces



## Gaps

No shared EMR  
between GP/NP and  
physio

Gap

Gap

# What next? How do we maintain momentum?

1. Ensure sustainability
2. Apply AIM methodologies to other projects
  - i. Additional access-related issues
  - ii. Other clinic-related problems
    - E.g., Sourcing supplies
3. Improve team functioning
4. **On-going support from the AIM team**
5. **Sharing successes**



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