NIATx
Change Leader Orientation

Quality Improvement in Public Health

Webinar
June 27, 2011
11:00 AM – 12:30 PM
CHES Credit

• If you are a certified health education specialist and interested in earning continuing education contact hours (CHECH) for this Webinar, send your CHES number and contact information to Sarah Rittner at Sarah.Rittner@iphionline.org.

• Specific CHECH paperwork must be completed.

• Documentation of participation is required.
Webinar Logistics

• Handouts are available for note-taking.
• We will have Q and A session at the end of the presentation.
• If you have questions that come up during the presentation, type them into the Chat Log.
• Please mute lines when not speaking.
Objectives

• Understand the core principles, practices, and tools essential to effectively leading change using the NIATx approach to process improvement.

• Learn the critical roles, responsibilities, and relationships essential to the successful deployment of a change model.

• Complete the Change Leader webinar ready to apply their learning to a specific improvement in their agency/community.
Presenter

Tom Mosgaller, MA
Director of Change Management
Division of Center for Health Enhancement Systems Support (CHESS)
College of Engineering
University of Wisconsin-Madison
The 4 Methods of Quality

- Quality by Design
- Quality by Process Improvement
- Quality by Compliance
- Quality by Inspection

NIATx focus

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All work is a process.

W. Edwards Deming

Poor processes account for 85% of the problems in serving customers.
Five Principles

• Understand and involve the customer
• Fix key problems
• Pick a powerful Change Leader
• Get ideas from outside the organization
• Use rapid-cycle testing
Kano’s Model of Customer Perceptions

The diagram illustrates the relationship between customer satisfaction and the presence of characteristics that either delight customers or result in dissatisfaction. The model is divided into four quadrants:

- **Delighters**: Characteristics that significantly increase customer delight and satisfaction.
- **Must Be**: Characteristics that are essential for customer satisfaction, but if absent, do not result in dissatisfaction.
- **More Is Better**: Characteristics that, if present, increase customer satisfaction, but if absent, result in dissatisfaction.
- **Dissatisfaction**: Characteristics that can lead to customer dissatisfaction if present.

The x-axis represents the presence of the characteristic, ranging from absent to fulfilled. The y-axis represents customer satisfaction, ranging from dissatisfaction to delight.
PDSA Cycle for Improvement

**Plan**
- Objective
- Questions and predictions (why)
- Plan to carry out the cycle (who, what, where, when)

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

**Study**
- Complete the analysis of the data
- Compare data to predictions
- Summarize what was learned

**Act**
- What changes are to be made in next cycle?
  - Abandon
  - Adapt
  - Adopt

**Plan**
- Objective
- Questions and predictions (why)
- Plan to carry out the cycle (who, what, where, when)
1. What are we trying to accomplish?

2. How will we know that a change is an improvement?

3. What changes can we make that will result in an improvement?

Reference: Langley, Nolan, Nolan, Norman, & Provost. The Improvement Guide
PDSA: The Bigger Picture

- Walk Through
- Generate Ideas
- Plan Change
- Pilot Test
- Show Benefit/Educate
- Study Data
- Do Change
- Adjust the Plan
- Celebrate
- Act
- Sustain Change
- Adjust Change
- Stop and try New Change

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Changes That Result in Improvement

Change Cycles
PD-SA-Sustain

Rapid cycle changes should be do-able in 2 weeks !!!!!
Maybe.....

Data

Hunches

Theories

Ideas

Changes

That Result
in
Improvement

PD
SA
AP
SD
DS
SP
PA

# How-to Steps for the NIATx Process Improvement Model

<table>
<thead>
<tr>
<th>STEP #</th>
<th>TASK</th>
<th>TOOL or DOCUMENT</th>
<th>PEOPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identify one important problem to improve, a target objective (aim), and a process to focus on</td>
<td>Quick Start Road Map (Your “big picture sketch pad”)</td>
<td>Executive Sponsor and Change Leader</td>
</tr>
<tr>
<td>2</td>
<td>Conduct a walk-through of the process</td>
<td>See Walk-through instructions</td>
<td>Executive Sponsor and Change Leader</td>
</tr>
<tr>
<td>3</td>
<td>Assemble a Change Team</td>
<td>Quick Start Road Map</td>
<td>Executive Sponsor and Change Leader</td>
</tr>
<tr>
<td>4</td>
<td>Review walk-through experience with Change Team; identify strengths &amp; opportunities in the process</td>
<td>Your walk-through notes</td>
<td>Change Leader and Change Team</td>
</tr>
<tr>
<td>5</td>
<td>Flowchart the process: Identify bottlenecks and barriers</td>
<td>Flowcharting</td>
<td>Change Leader and Change Team</td>
</tr>
<tr>
<td>6</td>
<td>Conduct an NGT exercise to brainstorm solutions and vote on which change to test first (other ideas go to the parking lot for future PDSA cycles)</td>
<td>Nominal Group Technique (NGT)</td>
<td>Change Leader and Change Team</td>
</tr>
<tr>
<td>7</td>
<td>Assign roles among the Change Team and document your Change Project</td>
<td>Change Project Form</td>
<td>Change Leader and Change Team</td>
</tr>
<tr>
<td>8</td>
<td>Do PDSA rapid cycle tests until you achieve your aim; test only one change per cycle</td>
<td>Plan-Do-Study-Act Rapid Cycle Testing; Document on Change Project Form</td>
<td>Change Leader and Change Team</td>
</tr>
<tr>
<td>9</td>
<td>Develop a sustainability plan for your change project to hold the gains</td>
<td>Change Project Form</td>
<td>Change Leader and Change Team</td>
</tr>
<tr>
<td>10</td>
<td>Change project is completed. Celebrate!</td>
<td>Celebration Event</td>
<td>Executive Sponsor, Change Leader and Change Team</td>
</tr>
<tr>
<td>11</td>
<td>Tell Your Story - Sharing your change project results</td>
<td>The 5x5 Presentation Model (5 power point slides in 5 minutes)</td>
<td>Change Leader</td>
</tr>
</tbody>
</table>
Questions?
NIATx Resources

Visit **WWW.NIATX.NET** to download "how to" tools.

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For Additional Information

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✓ www.iphionline.org
  – Click on the IL Accreditation Development Project Tab to find resources.

✓ http://iphionline.wikispaces.com/
  – Archived Webinars and QI resources
This session has been recorded and will be available for future viewing.

Please complete the feedback form. We value your input.