



Continuing, Sustaining and Spreading your Improvements

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Closing Celebration – Edmonton, AB

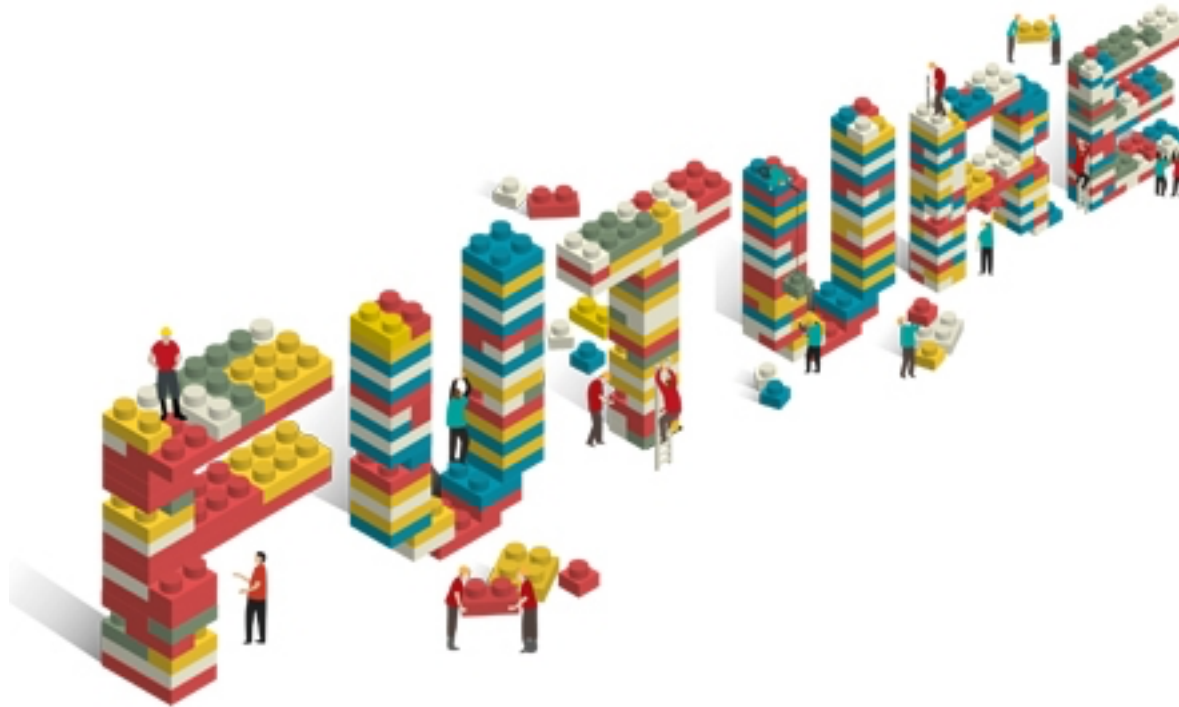


UNIVERSITY OF ALBERTA
FACULTY OF MEDICINE & DENTISTRY



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It ain't over



Continued Improvement



Continued Improvement

- We are not there yet
- All of us, at all the sites, need to continue to strive for a 30 minute median
- Continue to make changes
 - What are other sites doing that you should do?
 - How can you reduce variation at your site?
- Make strategic alliances

Implement Your Changes

How to
Effectively
Implement
**Organizational
Change**



Implement Your Changes

- Are your changes dependent on one particular person?
 - Yes -> your changes have not been implemented yet.
- Create algorithms, protocols, policies, procedures
 - Pre-notification of a STAT Stroke
 - Swarm
 - Direct to CT
 - Heads-up call to RAAPID

Implementing Your Changes

- Senior Administration Engagement and Support



Continued Improvement and Sustaining Your Changes

- Set-Up Regular Meetings with Team
- Set Targets
- Create a List of Additional Changes to Implement
- Understand what changes have not been fully implemented and work toward implementing them
- Continued data feedback
- Spread the word: 1. at your site & 2. referring sites

QuICR's Role Centrally



QuICR's Role Centrally

- QuICR Registry
 - Continued data feedback
 - DTN Dashboards
 - Integration with AHS data
- Continued Activities
 - Site Visits
 - Webinars
 - Meetings/workshops
- Telestroke
 - Continue to work with PSCs and RAAPID
 - Further streamline the process

Spread and Dissemination



IHI Sustainability Guide

- <http://www.ihl.org/resources/pages/tools/howtoguidesustainabilityspread.aspx>



Part I: Key Components of Sustainability (Holding the Gains)

1. Supportive Management Structure
2. Structures to “Foolproof” Change
3. Robust, Transparent Feedback Systems
4. Shared Sense of the Systems to Be Improved
5. Culture of Improvement and a Deeply Engaged Staff
6. Formal Capacity-Building Programs

1. Supportive Management Structure

- Board and **executive team** creates **accountability systems for tracking performance**, assigning senior-level responsibility for holding gains on the Campaign interventions, and reviewing intervention-level performance monthly in a structured reporting format (e.g., an organizational scorecard).
- Board and **executive team effectively communicates measurable improvement aims** and the importance of sustaining performance in the intervention area, **utilizing key communications vehicles** (emails, newsletters, hospital meetings) to emphasize their importance.
- **Executive team celebrates successful attainment of improvement aims.**

2. Structures to “Foolproof” Change

- Managers of improvement activities **document successful processes in guidelines and training materials.**
- Managers of improvement activity **develop tools (e.g., checklists, pre-packaged “kits” of materials used in applying the intervention)** and technology to support sustained implementation of the intervention.

3. Robust, Transparent Feedback Systems

- **The hospital has in place a measurement system that regularly generates data on performance**, abstracted at *different levels of detail for different audiences* (e.g., organization-wide measures for executives, unit-specific data for providers).
- **The hospital publicly displays improvement data on all improvement interventions**, noting performance as measured against aims articulated by leadership.

4. A Shared Sense of the Systems to Be Improved

- Managers of improvement activity use tools to **map the process that has been improved** (e.g., flow charts), *allowing for shared analysis of systems as sustainability work proceeds.*

5. Culture of Improvement and Deeply Engaged Staff

- **Everyone** in the organization is **clear on major performance improvement activity and can explain their role in it.**
- **Staff view quality improvement work as part of their job** and they *believe that they have a stake in continually enhancing their performance* in any given intervention area.
- Managers of improvement activity **write job descriptions** to reflect involvement in introducing a particular intervention and supporting ongoing improvement work.
- Managers of improvement activity **create opportunities for all stakeholders to express concerns about the improvement process, and to share ideas for improvement.**

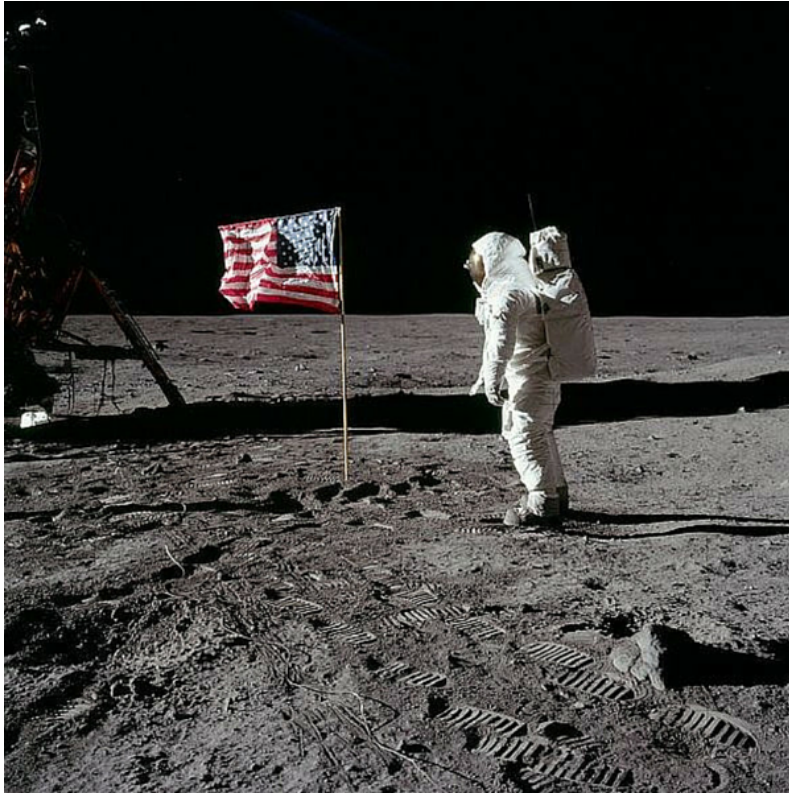
6. Formal Capacity-Building Programs

- Managers of improvement activity **closely consider the composition and skill base of participating teams**, working to enhance confidence and core competencies.
- **Every stakeholder in the organization is introduced to the content of any new improvement intervention** and provided ongoing *training* in quality improvement methods

Part II: Spreading Campaign Interventions to ALL Locations

1. Laying the Foundation for Spread
2. Developing an Initial Plan for Spread
3. Refining the Plan

Questions



“Start by doing
what’s necessary;
then do what’s
possible; and
suddenly you are
doing the impossible.”

Francis of Assisi

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