

HOME AND COMMUNITY BASED SERVICES  
PERFORMANCE-BASED INCENTIVE PAYMENT  
PROGRAM (HCBS PIPP):

# READY, AIM, CHANGE

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# Email with Questions or for Materials

Email [dhs.hcbsspipp@state.mn.us](mailto:dhs.hcbsspipp@state.mn.us) if you...

- Have questions about the presentation
- Need copies of the PowerPoint and materials

“This project is already changing the way our staff members think...

**I wish we had done this  
years ago.”**

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Current HCBS PIPP Grantee

# What is Quality?

- Meeting or exceeding customers' needs and expectations so that they have a better life.
- What do we mean by customer?
  - Those we serve
  - Those who are impacted by our services
    - People receiving services
    - Family of people receiving services
    - Staff
    - Partner organizations

# What is Improvement?

## Two types of improvement

- Restoring something to a previous level of performance
- Breakthrough performance

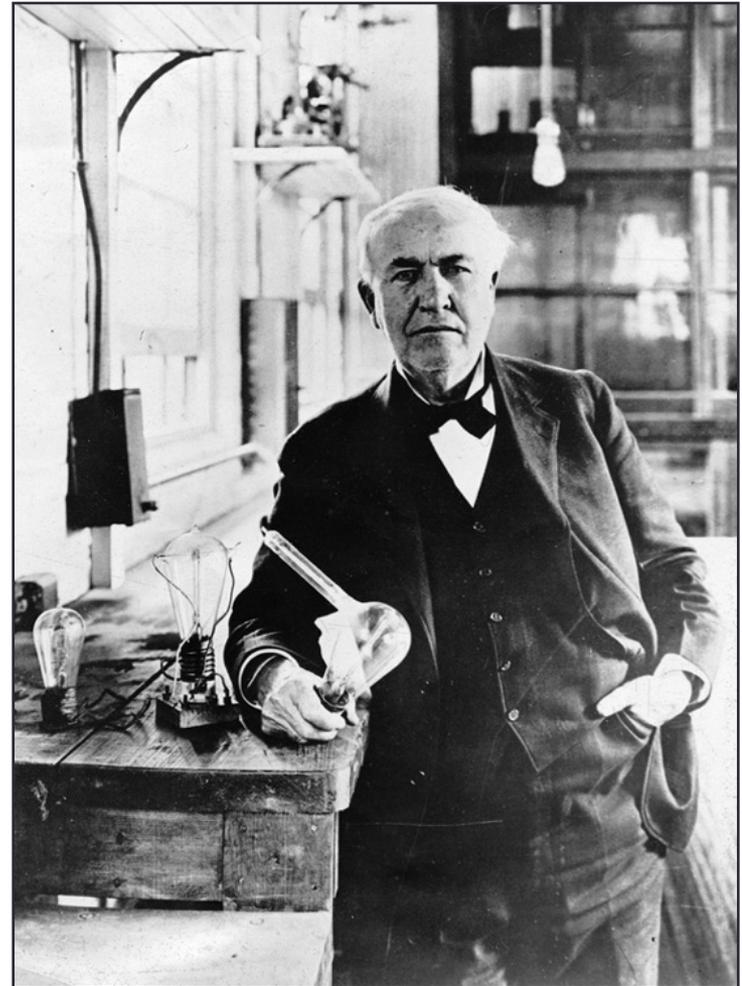
## Types of Approaches

- Standardization
- Improvement
- Innovation
- Trial and learn

# The Value of “Failed” Tests

*“I did not fail one thousand times; I found one thousand ways how not to make a light bulb.”*

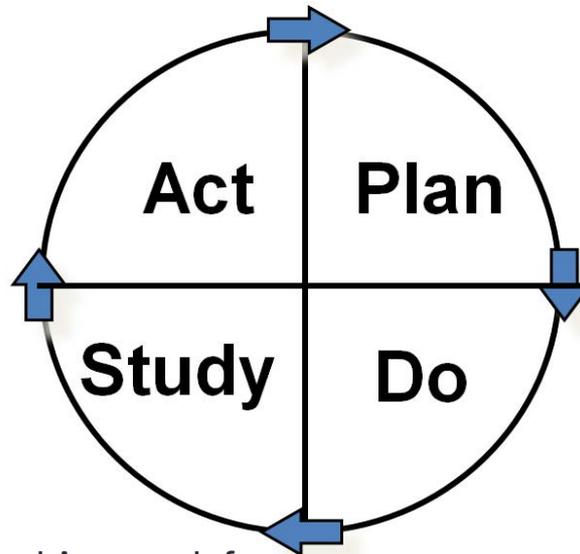
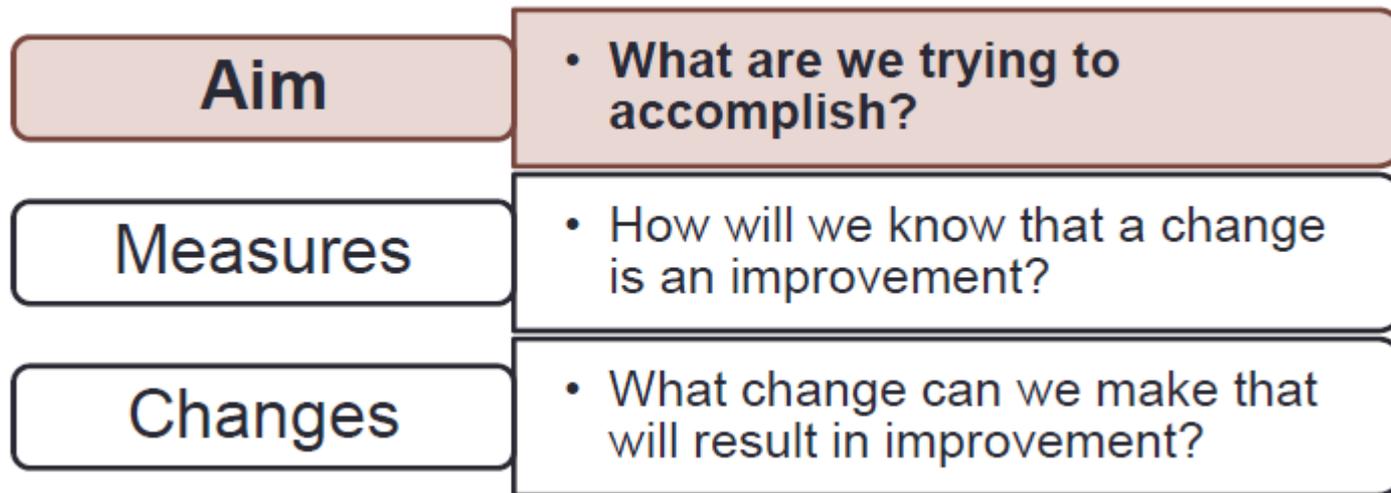
*Thomas Edison*



# Examples of Improvement Approaches

- The Model for Improvement
- Results Based Accountability
- Lean
- Six Sigma
- Focus PDCA
- Quality Circles
- And many more

# The Model for Improvement: Aim



The Improvement Guide: A Practical Approach for Enhancing Organizational Performance (2009). Langely, et al. Jossey Bass.

# Aim: What are we trying to accomplish?

- By when?
- What will we do?
- Who benefits?
- How much improvement do we want to achieve?

## **Example:**

- By December 2014, we want put in place a reliable system so that 95% or more of children are screened for readiness to learn by age 3 and referred to their school district as needed.

# Aim : What are We Trying To Accomplish?

## Creating the Aim statement

An Aim is

- Not just a vague desire to do better
- A commitment to achieve measured improvement
  - In a specific *system*
  - With a definite *timeline*
  - And numeric *goals*

“Soon” is *not* a time

“Hope” is *not* a plan

“Some” is *not* a number

Aim: What are we trying to accomplish?

## Aim Statement Example

By May 2015, we want to increase the “face to face” time between staff and service participants by 50% by:

- Simplifying documentation
- Reducing time to document by 50%
- And 90% or more of care givers to rate improve satisfaction with visits

Can you tell..

- By when?
- What?
- For whom?
- How much improvement?

Aim: What are we trying to accomplish?

## Robustness of An Aim Statement

### Agency Aim Statement

By June 19, 2015, our home health agency will improve wound care and reduce related hospital admissions to less than 3 per year.

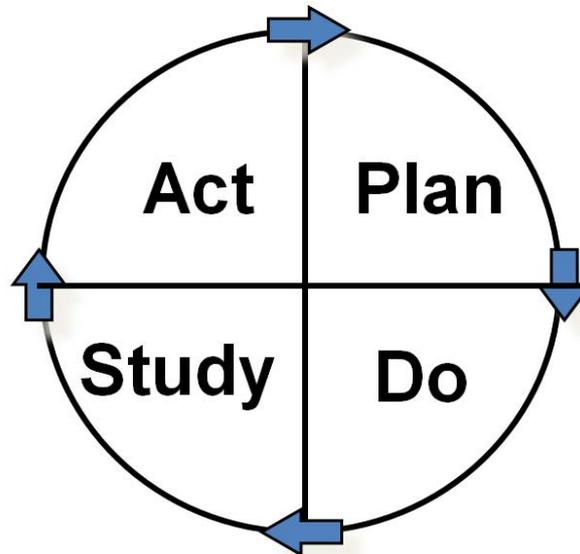
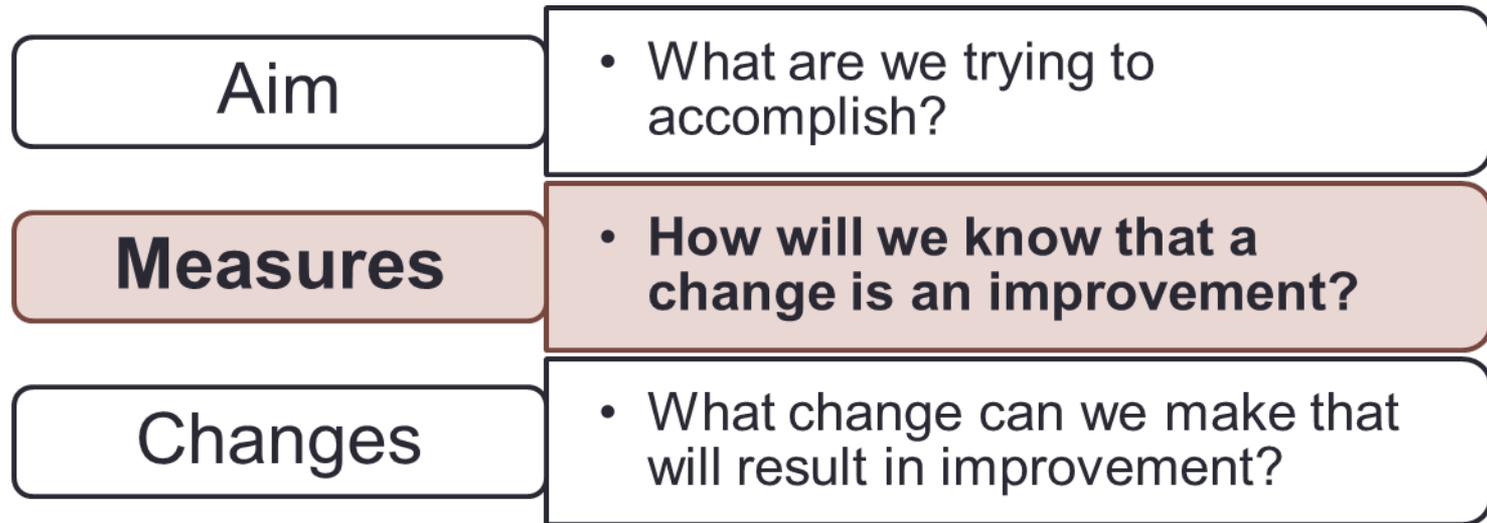
- 95% of patients or family can teach back the 4 items for wound care prevention and treatment
- 95% or more of patients will receive “4 eye” check

### Staff Aim Statement

By February, I will engage family in wound prevention so that they assist me in a 4 eye assessment each visit and can teach back the 4 items to prevent wounds. No patients will develop a wound on my watch.

For those with any wound, we will prevent wound escalation.

# The Model for Improvement: Measures



# Measures: How will we know that a change is an improvement?

- Improvement requires change
- Not all change is an improvement



Measures: How will we know that a change is an improvement?

## Three Types of Measures

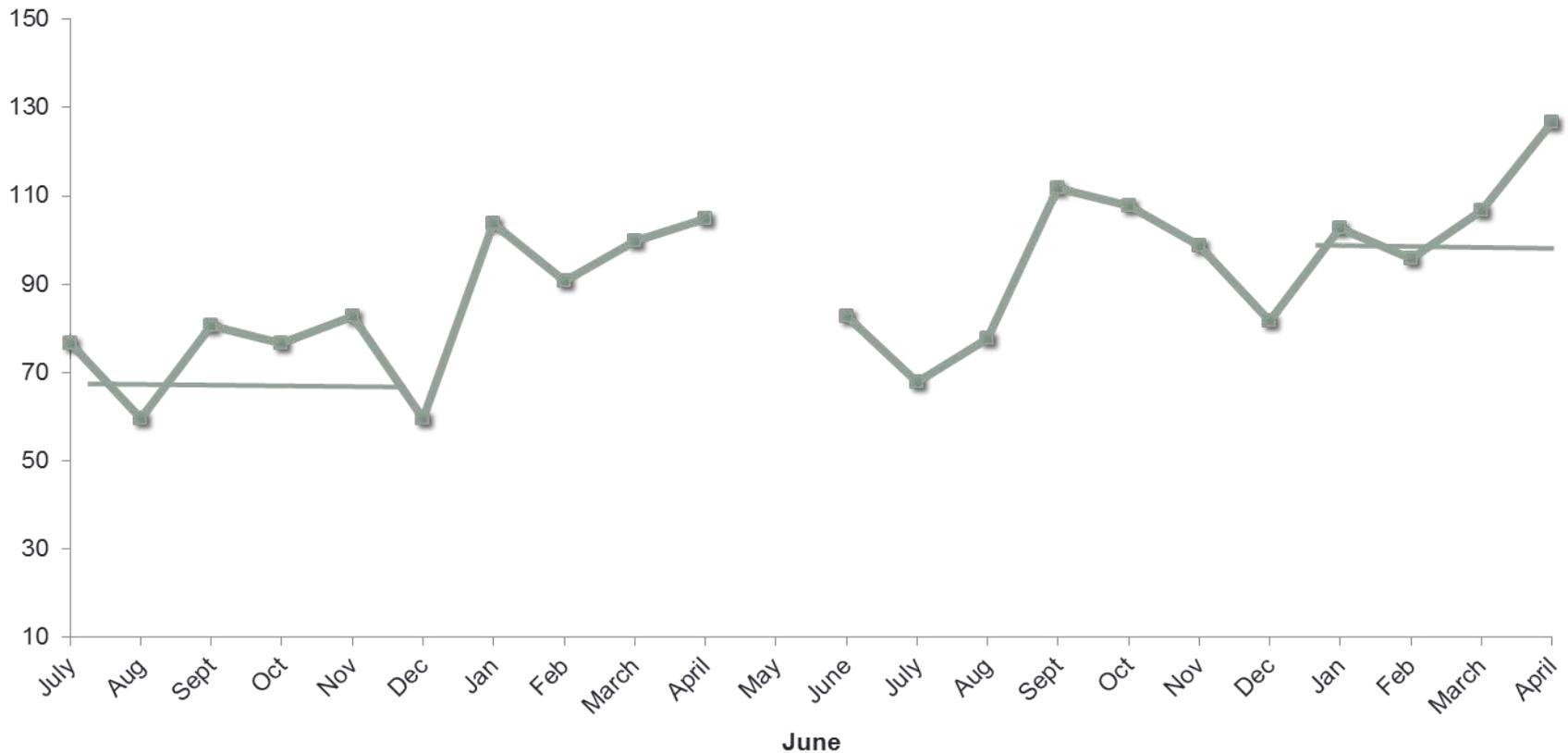
1. Outcome measures: reflect what we want to accomplish
2. Process measures: reflect how the work is done
3. Balancing measures: reveal unintended consequences of improving the system

Measures: How will we know that a change is an improvement?

# Using Data to Show Improvement.

Aim is to improve face time. This is an outcome measure

## Example: Minutes of "Face Time" Per Visit

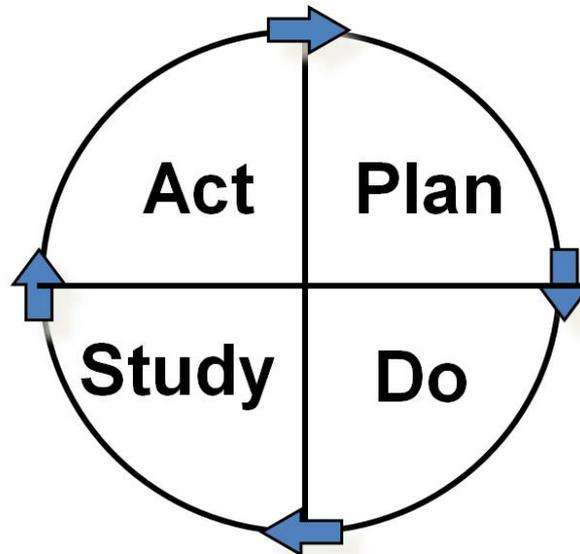
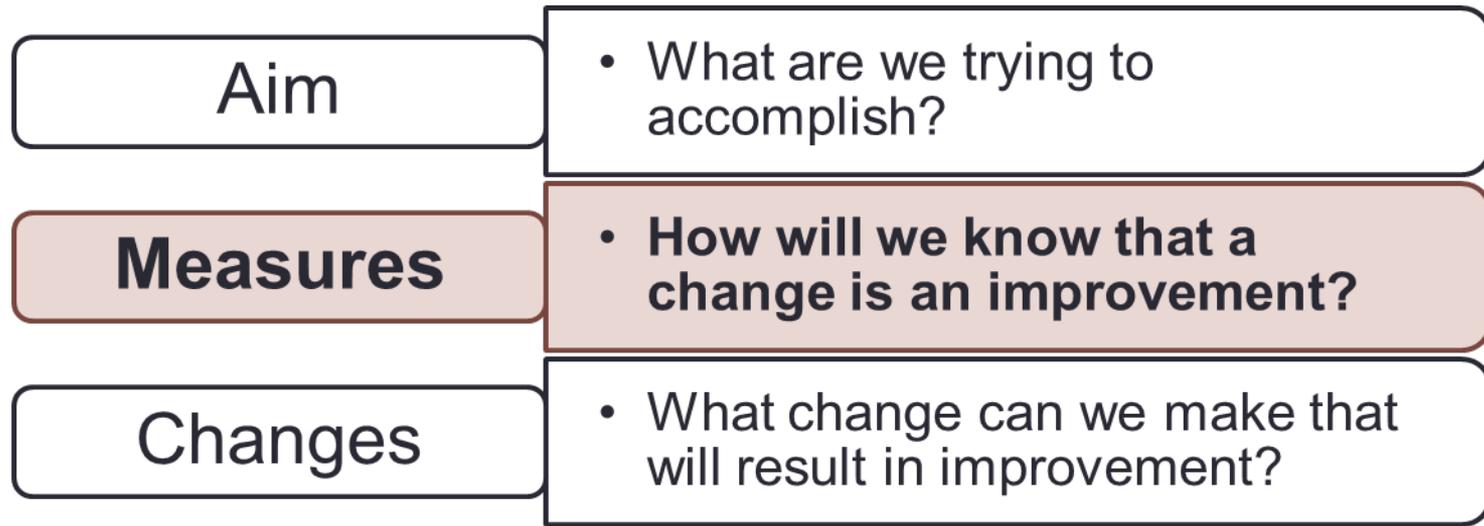


Measures: How will we know that a change is an improvement?

## More about Measures

- Measures are for learning not judgment!
- No measure is perfect
- Is it easy to collect?
- Already available?
- Can we use the data to take better action?
- Is it sensitive to the changes we make?
- Not just numeric, words are data too

# The Model for Improvement: Changes



# Changes: What changes can we make that will result in improvement?

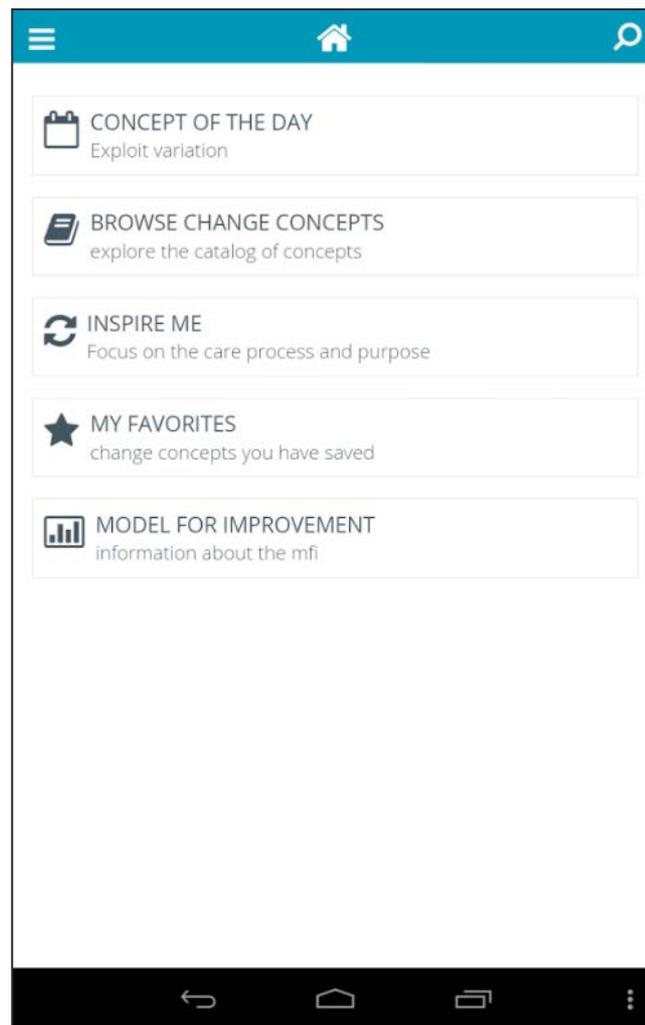
- Where do change ideas come from?
  - “Evidence” and the literature
  - Hunches
  - Experience
  - The people you serve and their family
  - Better practices from others
  - Idea generation techniques
- Generic Change Concepts



Changes: What changes can we make that will result in improvement?

# Free Change Concepts Tool

- Institute for Healthcare Improvement: Model for Improvement App
- Free in the app stores
  - [Google Play App Store](#)
  - [iTunes App Store](#)



Changes: What changes can we make that will result in improvement?

## Driving the Change

- How can we increase our degree of belief or confidence in a change?
- How might we contextualize a change to our work setting?

Changes: What changes can we make that will result in improvement?

## Driver Diagrams

- Driver Diagrams
  - The best theory to date to get results
  - On one page
  - Actionable and includes more concrete changes
  - Necessary and sufficient changes to get results



Changes: What changes can we make that will result in improvement?

## Putting Together your Driver Diagram

### **AIM Statement**

Answers the questions:

- By when?
- What will we do?
- Who benefits?
- How much improvement do we want to achieve?

### **Key Drivers**

Answers the question:

Is this a main area of influence to get results?

### **Change Ideas**

Answers the questions:

What changes will move us in the direction of our future aim?  
Are the changes known to work?  
Whether and how can the changes be adapted for our use?

# Changes: What changes can we make that will result in improvement?

## Example Driver Diagram for ABCD Clinics

### AIM Statement

By June 2014, we develop a reliable process to screen and refer all kids before age 3 to prepare them for Kindergarten. 95% of kids at age 3 will be screened and refereed to Early Learning programs if needed.

Key Drivers	Change Ideas
Screen	Screen all children before age 3 Develop a standardized consent process ID those 3-5 who have not been screened
Refer	Build relationships with referral sources Meet monthly to problem solve
Track	Create a registry or spread sheet to track Set tracking intervals Communicate with clinic providers
Follow Up	Define follow up interval Check in with family if accessed services, satisfied with process, have any concerns. Develop a survey and survey 5 families a mo. Track on registry or spread sheet
Coach family to use resources	Co-create care plan Use Teach Back for import of referral Inform family of resources /financing
Communicate & cooperate with other services and agencies	Hold period meeting at clinic for all stakeholders Problem solve at meeting

Changes: What changes can we make that will result in improvement?

## Example Driver Diagram Employment Services

### AIM Statement

By June 2015, we will expand our capacity to support people with disabilities who are deaf and heard of hearing in their work place.

50% of the people we serve in our program will secure competitive employment.

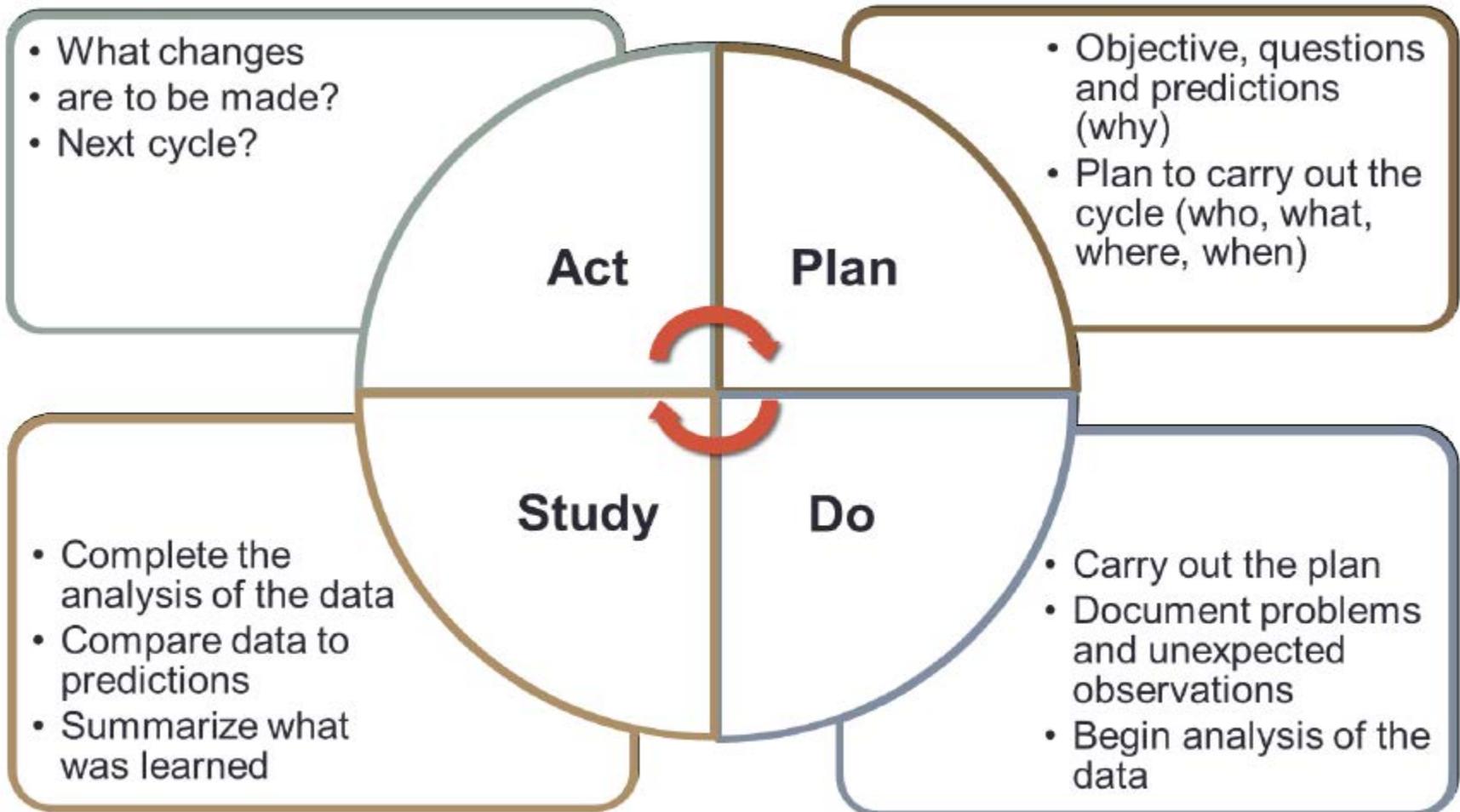
Key Drivers	Change Ideas
Staff	Staff adequately ACRE Training Share learnings with other staff
Agency	Build relationships with employers Meet regularly
	Create spread sheet to track job progress Set monthly goals Communicate with staff about progress Implement survey to track related measures Involve program participants and families in quality improvement team Communicate goals of service and impact on service participants
Program participants	Advertise new offerings to people and their families Work with program participants to identify and set employment goals

From Vision to Implementation:

# The Plan, Do, Study, Act (PDSA) Cycle

- The PDSA cycle...
  - Activates change, is the engine of change
  - Allows you to learn your way to results
  - Takes you from trial and error to trial and learn
- Going from the Driver Diagram to PDSA cycles...
  - Use change ideas from your driver diagram to create PDSA cycles
  - Using the PDSA cycle to focus on change ideas helps you to learn how a specific change idea will work for your unique circumstances
  - The PDSA cycle is a way to collect data on a small scale to test out a change idea to see if it has promise
- PDSA cycles use data, but not 'project' measures. PDSA data is focused to help you understand if a change idea shows promise.

# The PDSA Cycle for Learning and Improvement



## The PDSA Cycle for Learning and Improvement

# Tips for Testing

- Document your test on PDSA worksheet
- Scale down – think “Drop Two”
  - Year?
  - Quarter?
  - Month?
  - Week?
  - Day?
  - Hour?
- Think in “1s”
  - 1 Day
  - 1 Person
  - 1 Visit
  - 1 Staff
- Test under more circumstances
- Fool proof before making permanent change
- Test changes from driver diagram in parallel

# The PDSA Cycle for Learning and Improvement

## Start Small with Baby Steps

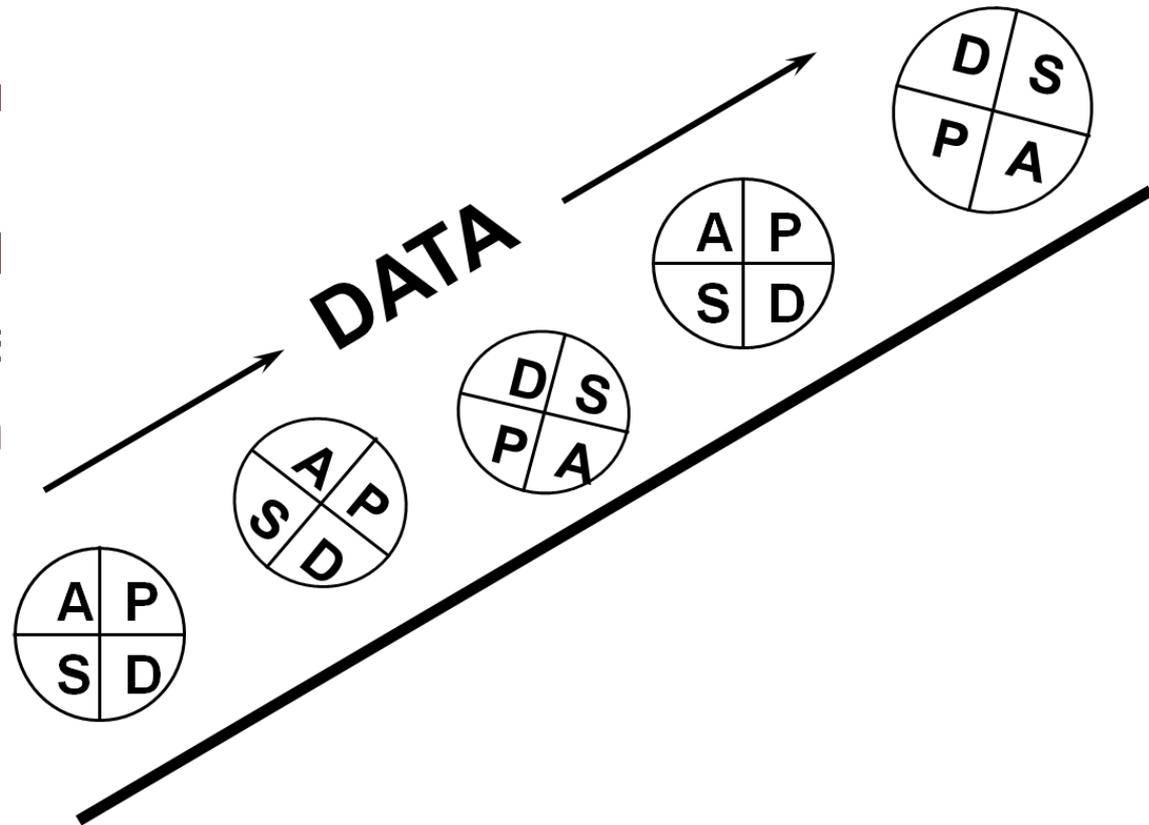
**Cycle 1:** Test with one person or 1 visit

**Cycle 2:** Revise test with simple and a complicated situation

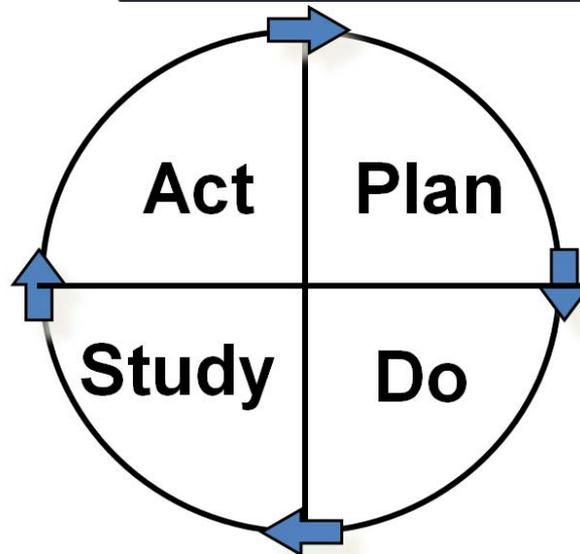
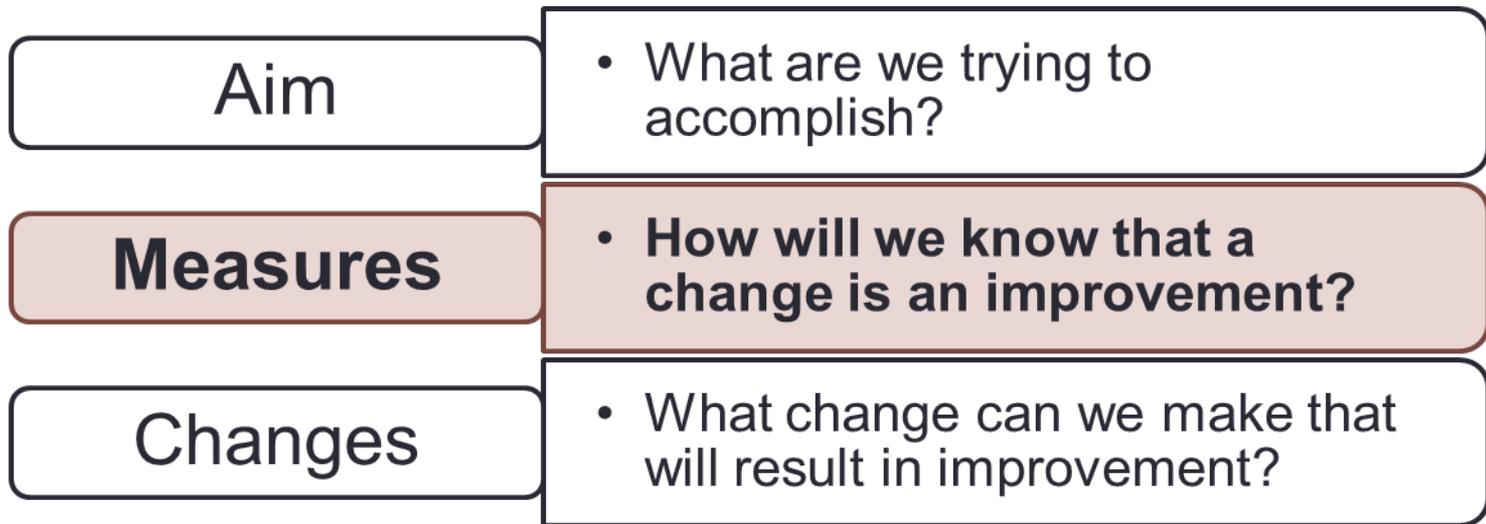
**Cycle 3:** Expand to include or activities in a day

**Cycle 4:** Share results with and enlist others to test 2 weeks, then a month

**Cycle 5:** Implement



# The Model for Improvement: Take Aways



# Questions?

Email [dhs.hcbsspipp@state.mn.us](mailto:dhs.hcbsspipp@state.mn.us)

# References and Resources

[Associates in Process Improvement](http://www.apiweb.org): [www.apiweb.org](http://www.apiweb.org)

[The Institute for Healthcare Improvement](http://www.IHI.org): [www.IHI.org](http://www.IHI.org)

The Improvement Guide. 2<sup>nd</sup> ed. (2009). Langley, Moen, Nolan, Nolan, Norman, Provost. Jossey-Bass.

[HCBS Quality Improvement](http://www.HCBSImprovement.info): [www.HCBSImprovement.info](http://www.HCBSImprovement.info)

Free Institute for Healthcare Improvement: Model for Improvement (IHI MFI) App

- [Google Play App Store](#)
- [iTunes App Store](#)

# Save the Date for the Next HCBS PIPP Webinar...

## **The Quality Improvement Project: Strategies for Successful Change**

December 2, 2014 10:00-11:00am

The training will give an overview of techniques to use when implementing a quality improvement project to successfully implement changes and sustain improvement.

Email [dhs.hcbsspipp@state.mn.us](mailto:dhs.hcbsspipp@state.mn.us) to be notified when registration becomes available