Project:

Tree Diagram Worksheet

In a tree diagram, reading left-to-right answers "how", while right-to-left answers "why"

What are we trying to accomplish?

Overarching Aim & Measures

Overarching Aim: **(How much by when??)**

Overarching Outcome Measures:

LOCAL Measures:
System Level Measures:

Clinical Outcome Measures:
•

Balancing Measures:
•

How will we know that a change is an improvement?
(Process Measures)

What changes can we make that will lead to an improvement?

Evidence from Literature and Research

Locally driven change Ideas (for Large Scale Change) to translate concept to action

	Changes in Structure	***Changes in Process***	***Changes in Behaviour***

Outcome Measures lagging indicators impact in 18 24 months

Process (Activity) Measures: 6 12 months

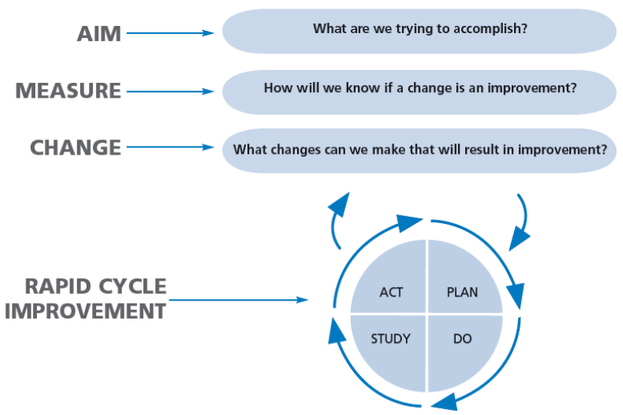
Overarching (Implementation) Project Charter

Local changes PDSA cycles & measures evidence 3 6 months

System Transformation through Quality Improvement

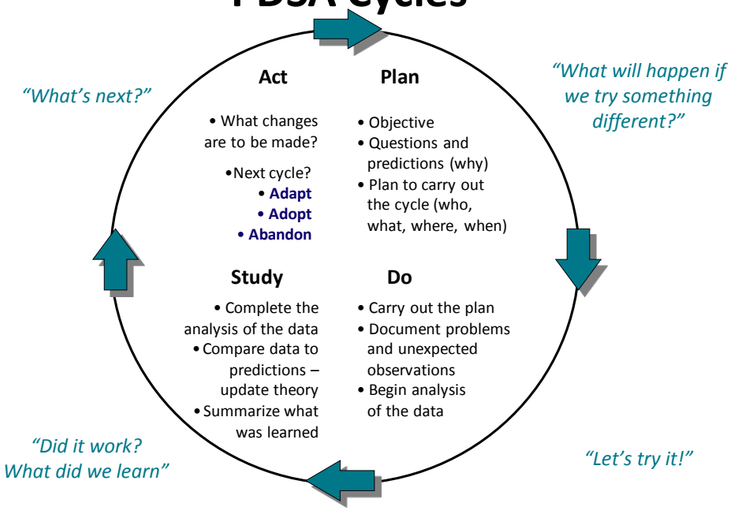
Developing, Implementing and Testing Change Ideas

The Model for Improvement



Langley, Nolan, Nolan, Norman, Provost, Moen "The Improvement Guide"

PDSA Cycles



Lloyd, R. & Scoville, R. "The Science of Improvement"

Measuring Improvement

A Family of Measures

AIM: What are we trying to accomplish? How much by when?

Outcome measures	**Process measures**
– Are we fulfilling our aim? – What's important for the customer? – This is the "so what" piece – Outcome measures are lagging indicators – Voice of the customer	– Are we doing the things we said we'd do that we thought would result in an improvement? – How long does it take us? Is it useful? – Process measures are leading indicators – Voice of the system
Balancing measures	**PDSA measures**
- Are we inadvertently impacting other parts of the system through our action? - What could go wrong if we do this? - Differentiating between Outcome and Balancing measures often depends on the intent. If you are trying to improve it, then it's an outcome measure. If you want it to stay the same, it's a balancing measure (e.g. client satisfaction)	– How long does it take to complete the form? (Quantitative data on the impact of a particular change to work flow) – Is it difficult to complete? (qualitative data to help refine the change) – Intended to inform the next cycle/identify areas of process to "tweak"

Designing Improvements

Foundational Lean Principles & Design Attributes

Principles

Create Value:
An activity that contributes directly to satisfying the needs of the customer

Eliminate Waste:
Defects: Clarification/re-work
Over-production: doing too much/too early
Waiting: for people, information, supplies
Non-utilized brainpower
Transportation: unnecessary movement of things
Inventory: clients waiting to be assessed
Motion: unnecessary movement of people
Extra processing/over-processing: over-assessing, redundancy

Flow	Pull	Defect Free	Visual Management
➢ 1x1	➢ On demand	➢No redundancy	➢See normal from abnormal
➢ In sequence	➢ Inventory free	➢No rework	➢At a glance
➢ OHIO	➢ One way to send	➢No checking	➢In 5 seconds or less
➢ OHMO	➢ One way to receive	➢No clarifying	➢Everyone sees
➢ Link value added steps	➢ Tight connections	➢Mistake proof	➢Everyone acts/reacts
➢ Standard work	➢ Supermarket	➢Andon	➢Standards
➢ No waiting	➢ Consistent response times		

+ Continuous Improvement!

Sequencing Change Ideas into an Action Plan

Impact-Effort Matrix

Principles of Access

- Understand and balance supply & demand
- Increase the supply of visits
- Reduce demand for visits
- Reduce appointment types and times
- Reduce backlog
- Develop contingency plans

20-Sept-2012