Welcome Back
Fee-for-Service, Level I

January 2012

Project Funded by CSAT

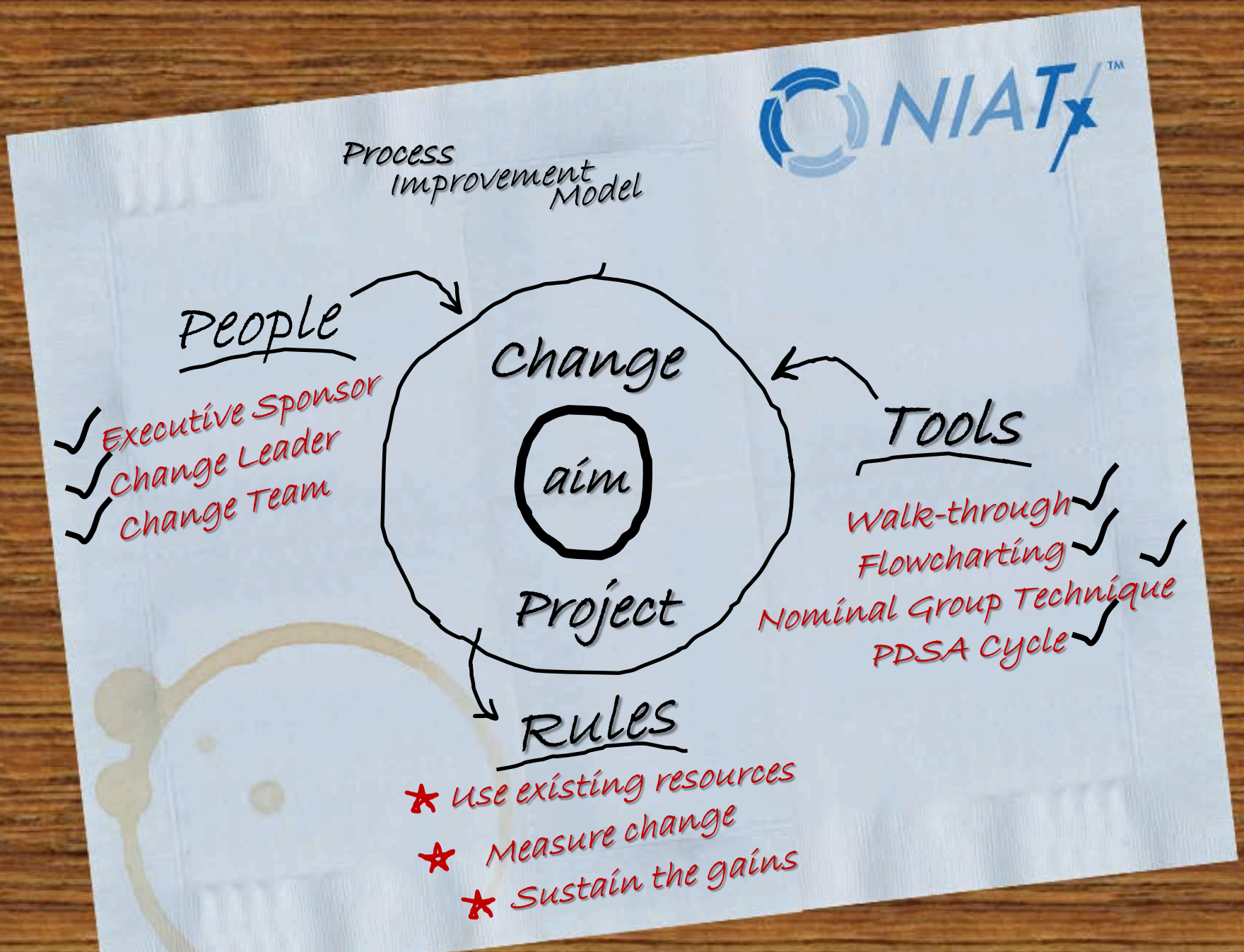
Reduce Waiting Times & No-shows • Increase Admissions & Continuation

NIATx Model

Reduce Waiting Times & No-shows • Increase Admissions & Continuation

"Never invest in any idea you can't illustrate with a crayon." –

Peter Lynch


NIATx™
Process Improvement Model
People
Executive Sponsor
Change Leader
Change Team
Change
aim
Project
Tools
Walk-through
Flowcharting
Nominal Group Technique
PDSA Cycle
Rules
use existing resources
Measure change
Sustain the gains

Who's Who in Process Improvement?

Reduce Waiting Times & No-shows • Increase Admissions & Continuation

Change Team Responsibilities

- Identify possible changes that could meet the objective
- Decide how to implement the change
- Create and conduct rapid-cycle pilot tests until goal is achieved
- Collect data
- Study results to see if the change should be adopted, adapted or abandoned

Key Roles:
Change Team

AIM

LOCATION

POPULATION

What makes this approach to change different?

- Change is a big experiment
- No mistakes, no right or wrong
- Data tells you if the change was an improvement
- Customer guides change ideas

To often we design processes to meet the organization's needs and not the needs of the customer.

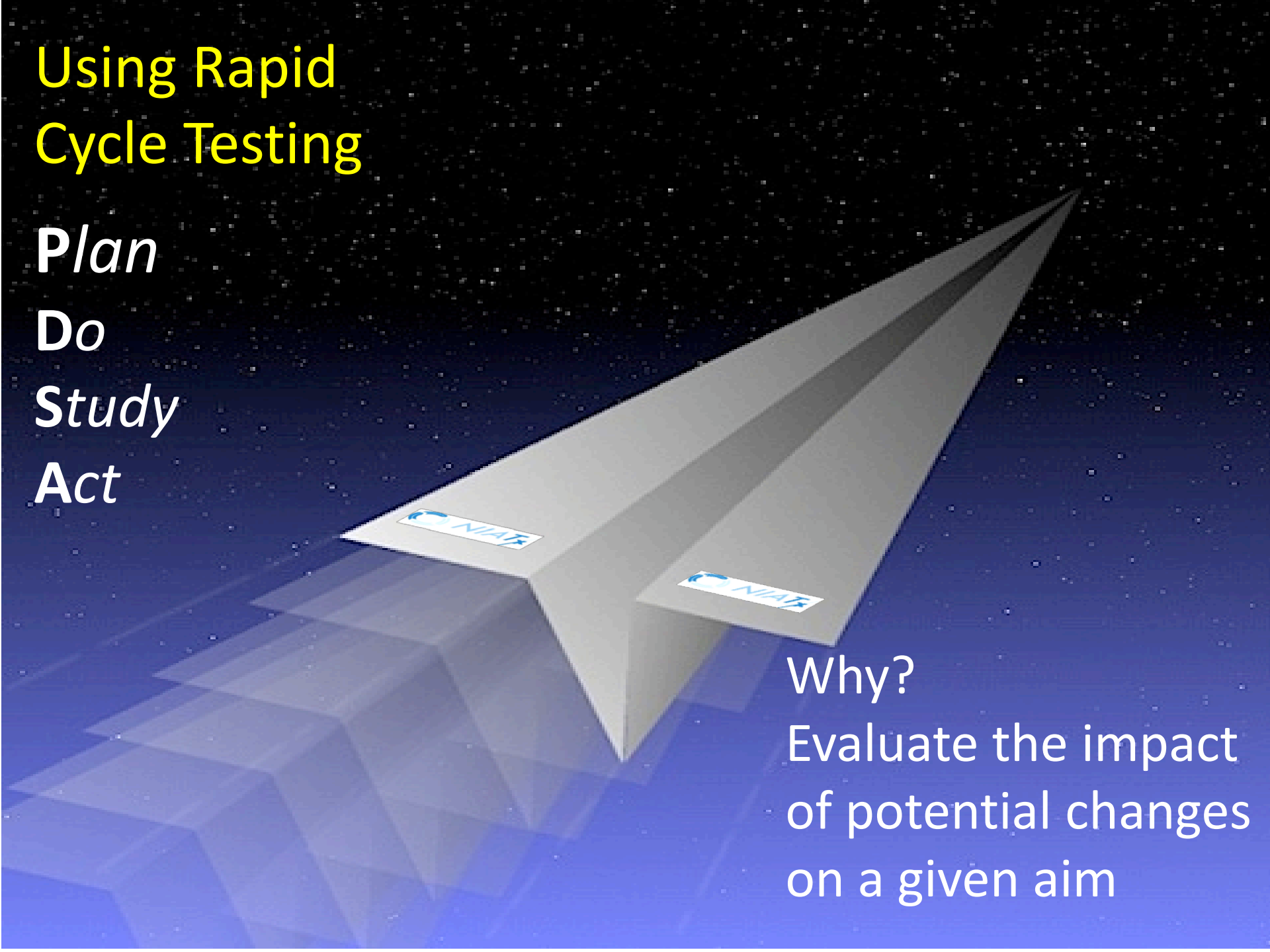
Using Rapid Cycle Testing

P*lan*

D*o*

S*tudy*

A*ct*



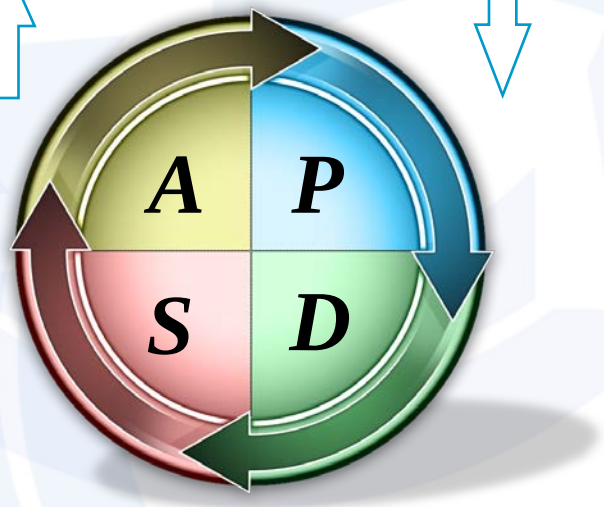
Why?
Evaluate the impact of potential changes on a given aim

Model for Improvement

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*

Learning Objectives

Participants will:

- Understand the basic concepts of a rapid cycle change using the Plan-Do-Study-Act approach to process improvements.

- Practice entering information on the *Change Project Form*.

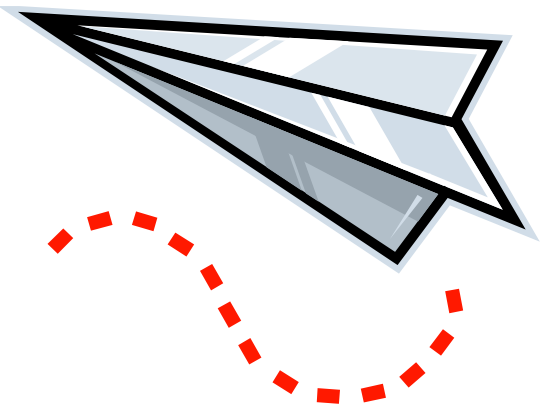
Name of Organization: Wing and a Prayer Airlines, Inc.

1. **CHANGE PROJECT TITLE**	*Going the Distance*
2. What **AIM** will the Change Project address? Choose one aim and indicate baseline measure and target.	**Increase flight distance of our plane** Increase the distance the paper airplane flies by **25%** over the baseline distance of _10_ feet.
4. **START DATE** and expected completion date	
7. **EXECUTIVE SPONSOR**	Mary Adams
8. **CHANGE LEADER**	Jane Smith
9. **CHANGE TEAM MEMBERS**	Carla, Sam, Terri, John (Jerry is our data coordinator)

PDSA CYCLES

Rapid Cycle #	Cycle Begin Date 2010	Cycle End Date 2010	**Plan** *What is the idea/change to be tested?*	**Do** *What steps are you specifically making to test this idea/change? Who is responsible?*	**Study** *What were the results? How do they compare with baseline measure?*	***Act*** *What is your next step? Adopt? Adapt? Abandon?*
B	11/2	11/2	The team will design/build one paper airplane. Fly the plane to see how far it will go.	Two pilots (Clara & John) will fly the airplane. Jerry will document the distance traveled for each flight and record it on the template.	Distance traveled: flight #1 = **11 ft.** flight #2 = **9 ft.** **Plane took an immediate nose dive so it was decided that more weight was needed in the back of the plane.**	**Baseline data** was established. Average distance =10 ft. We will now select a change to test.
1	11/2	11/2	Add masking tape to the wings.	A 1" piece of masking tape was placed on both wings near the tail of the plane. Carla and John will test fly. Jerry will document data.	Distance traveled: Carla's flight = 4 ft. John's flight = 6 ft. The wings sagged from the weight of the tape making the plane fall quickly.	**Abandon** The tail of the plane seems too heavy and reduced the distance traveled. We will remove the tape.

PDSA Cycle for Flight Improvement

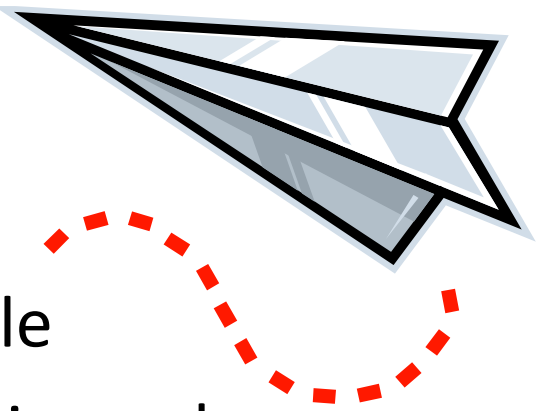


- Form Teams (4-6 members)
- Count off by _____
- Assign the following roles
  - Team Lead (NIATx = change leader)
  - Pilot 1
  - Pilot 2
  - Data collection/scribe
  - Designers
- Design and build a paper airplane for distance and accuracy
- Flight One - Pilot 1 and Pilot 2 will fly the plane, record the data this will be your baseline (the number you want to improve)

Repeat

- Rapid Cycle: More cycles means more data means more chances to improve, means a better score

PDSA Cycle for Flight Improvement



Rules

- Only one design change per PDSA cycle
- Each team designs and commits to flying only one plane
- All planes must have wings and be able to fly
- Each design is flown by each of the pilots
- In order to fly you must get clearance from the air traffic controller

Have Fun

&

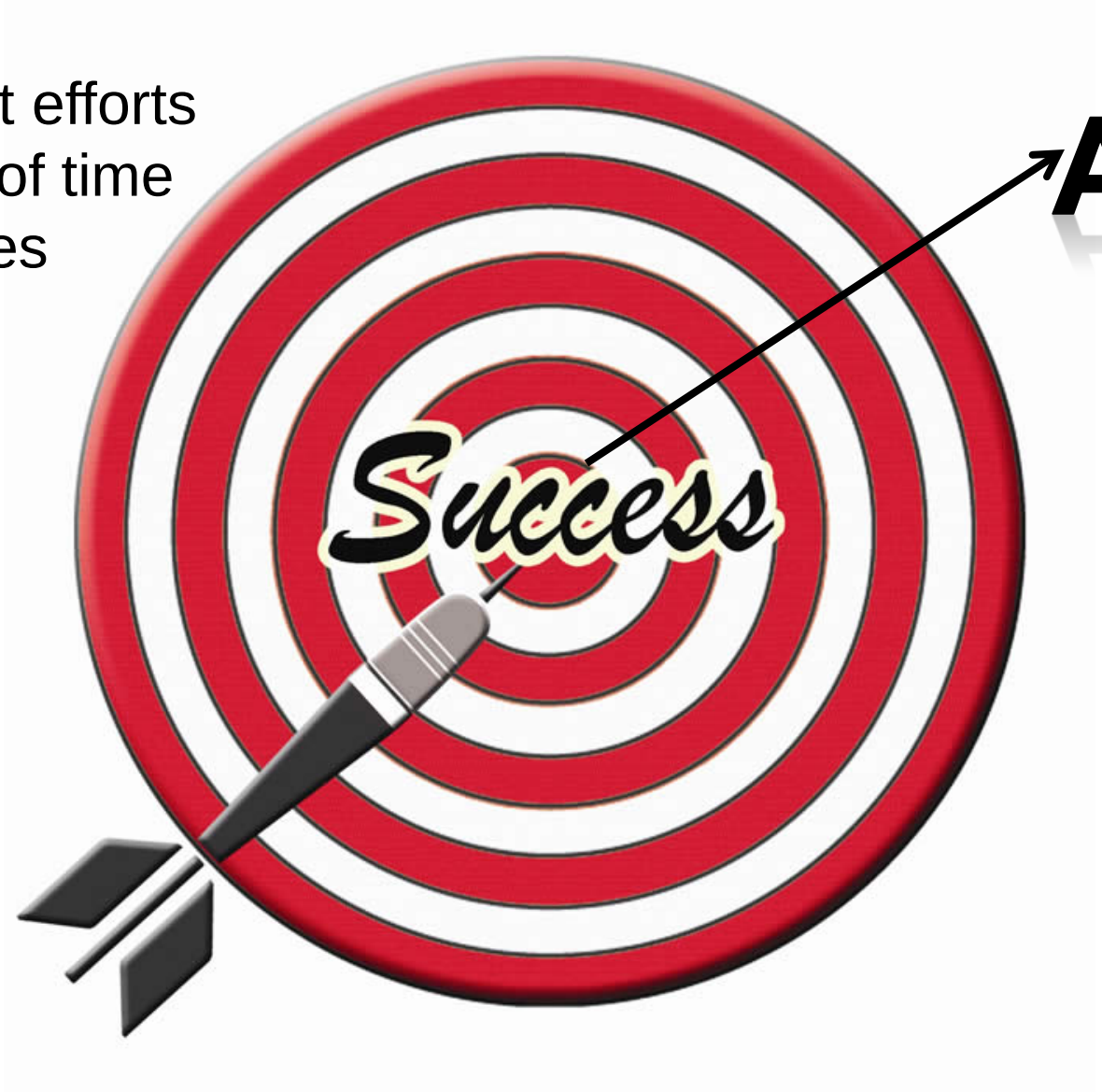
Fly Safe!!!

Discussion

What did you learn about rapid cycle change projects?

Designing Change Projects

Unfocused improvement efforts are a waste of time and resources



Designing Change Projects

WRITING A GOOD AIM STATEMENT

Flowcharting

Why Flowchart?

Flowcharts force an organizational focus on ***process***.

Why Flowchart?

Flowcharting is useful for:

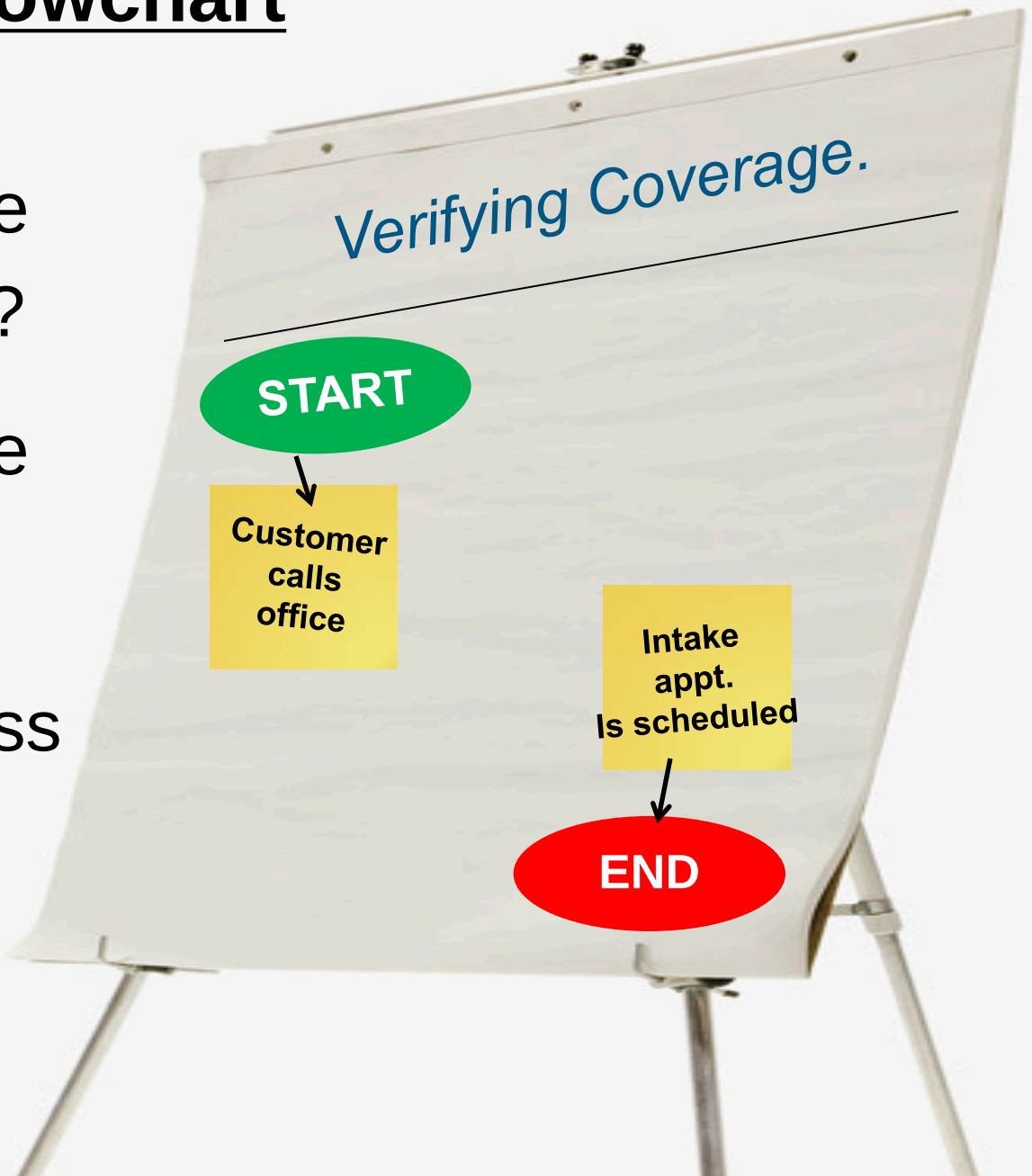
1. Providing a starting point to understand the process as it is today.
2. Identifying key problems/bottlenecks
3. Showing where to test ideas for most impact
4. Adding interactivity & fun - gets the team together
5. Creating a simple & succinct visual process overview

Setting up a flowchart

Where does the process **begin**?

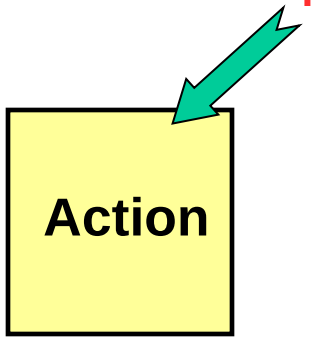
Where does the process **end**?

Title the process you are flowcharting.

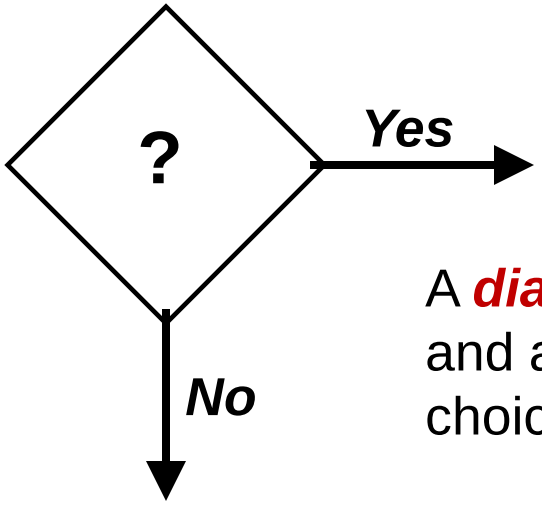


Key Symbols for Flowcharts

Post-It Notes are great for flowcharting.



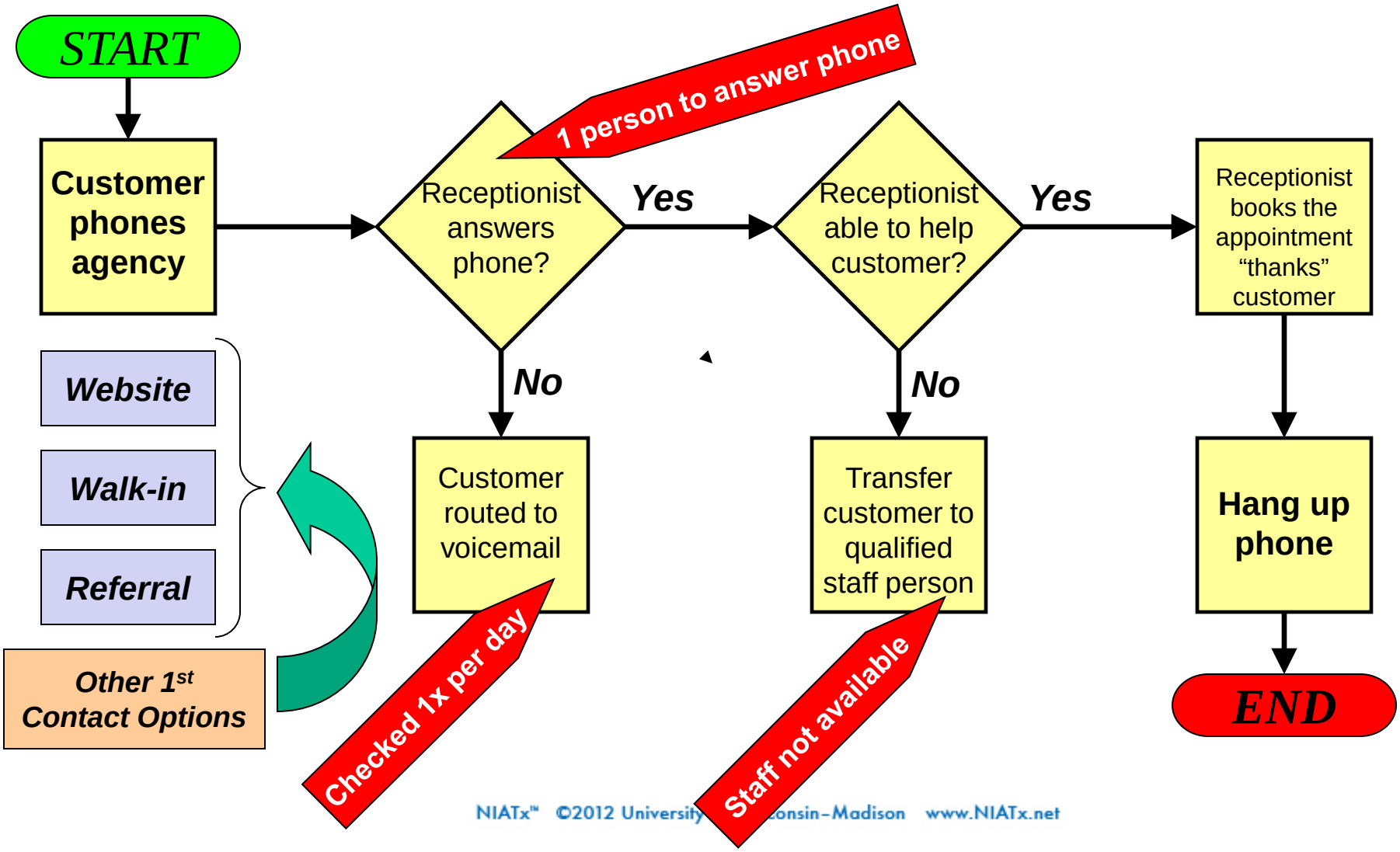
A ***square*** identifies a step in the process



A ***diamond*** is a decision point in the process and asks a "yes or no" question or offers a choice of direction in the process.

Sample Flowchart

Process name: *Customer 1st Contact (phone call) to Agency Response*



Change Team Assignment

Before You Start

1. Identify a Change Leader to lead the flowchart discussion.

2. Choose one person's organization and complete the flowchart exercise.

Change Team Assignment

Flowchart the billing process.

Remember the steps to follow:

1. Define where the process begins and ends
2. Give your flowchart a title: e.g., "*First Contact to Scheduling First Appointment*"
3. Define process steps
4. Review/refine flowchart
5. Identify problems and bottlenecks
6. Customer barriers

Large Group Discussion

1. Useful?

2. How could you use your flowchart to help engage your organization in the change process?

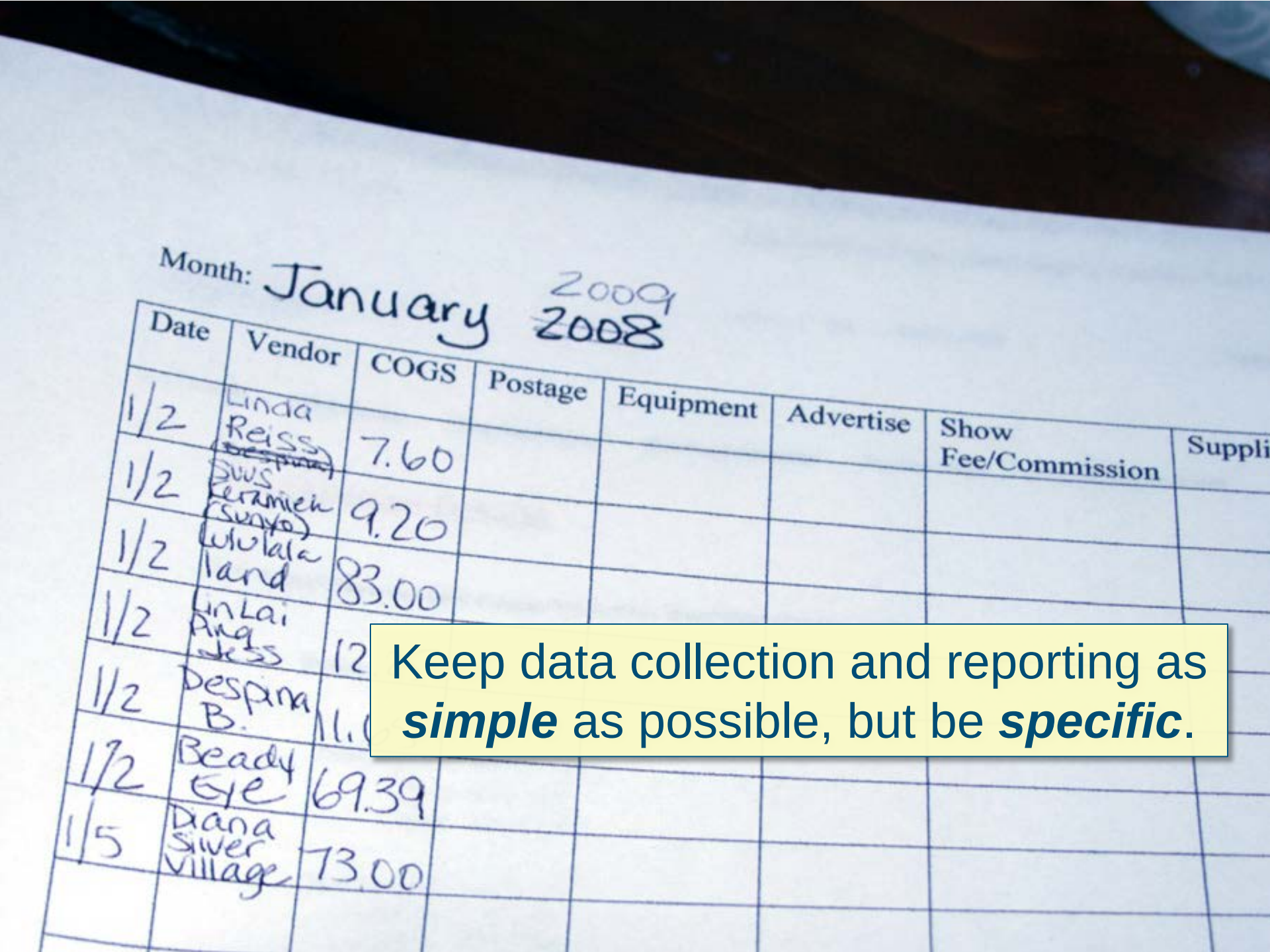
Learning Objectives

- The importance of data in a change project.
- A six-step process for the effective measurement of the impact of change.

Data answers three common change project questions…..

- How will you know which changes worked and which did not?
- How will you know which changes resulted in an improvement?
- Which change(s) is the most important and resulted in the most significant improvement?


Data *directs the action steps toward a change project improvement goal.*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1/2 SWS
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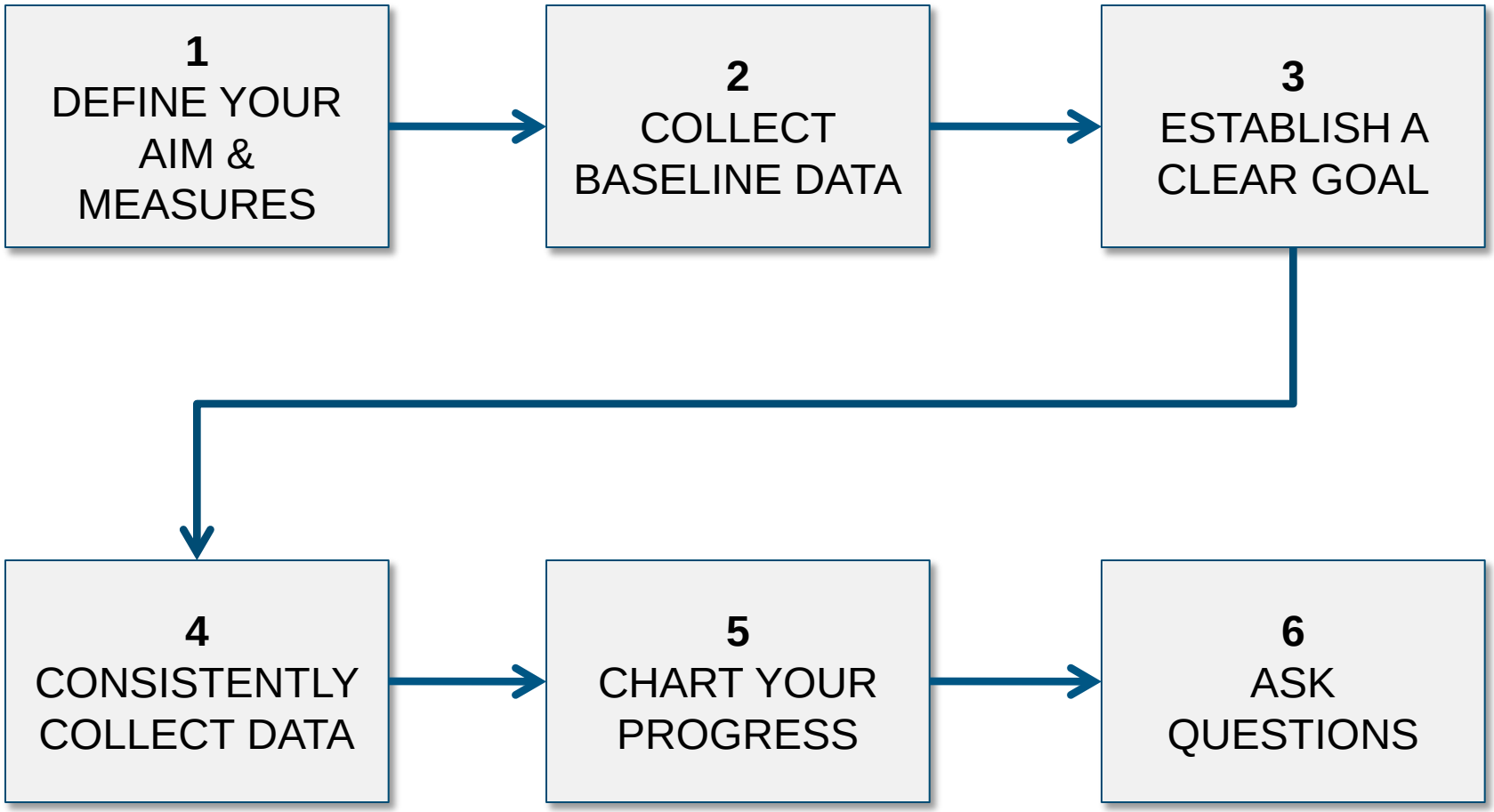
1/2 Wululaa land
83.00
1/2 inLai Ang
1/2 Despina B.
1/2 Ready Eye
69.39
1/5 Dana Silver Village
73.00
Keep data collection and reporting as ***simple*** as possible, but be ***specific***.

NIATx™

A 6 Step Process for Measuring the Impact of Change

6 Steps for Measuring the Impact of Change



1. Define your measures.

Clear definitions of your measures should:

- Clarify project objectives
- Be agreed upon by stakeholders

This ensures that the **results** are *interpretable* and *accepted* within the organization.

2. Collect baseline data.

Never start a change project without it.

QUESTIONS TO ASK:

A. *Was the data defined to ensure that we collect exactly the information needed?*
B. *How accurate is the data? Does accuracy matter?*
C. *Does the process ensure that the measures will be collected consistently?*
D. *Do trade-offs exist? Is quality more important than the time required to collect data?*

3. Establish a clear goal.

A goal should:

- Be realistic yet ambitious
- Be linked to project objectives
- Avoid confusion

This ensures that the **results** are *interpretable* and *accepted* within the organization.

4. Consistently collect data.

As a team, decide:

Who will collect the data?

How will they collect it?

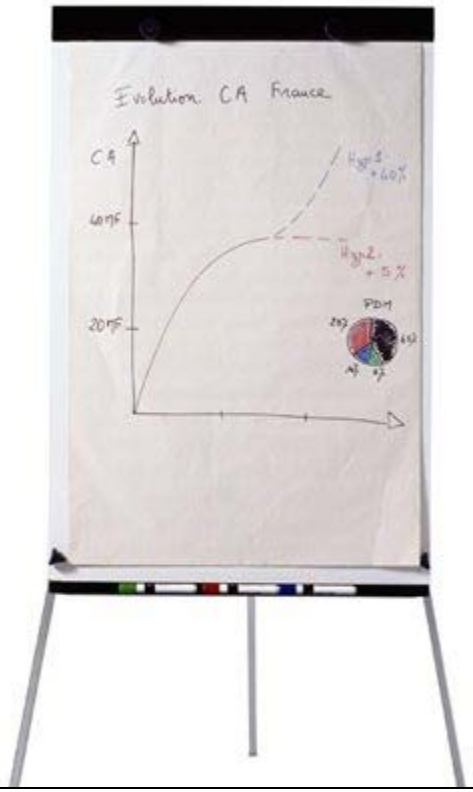
Where will the data be stored?

Regular data collection is a crucial part of the change process.

5. Chart your progress.

Share **pre-change** (baseline) and **post-change** data with:

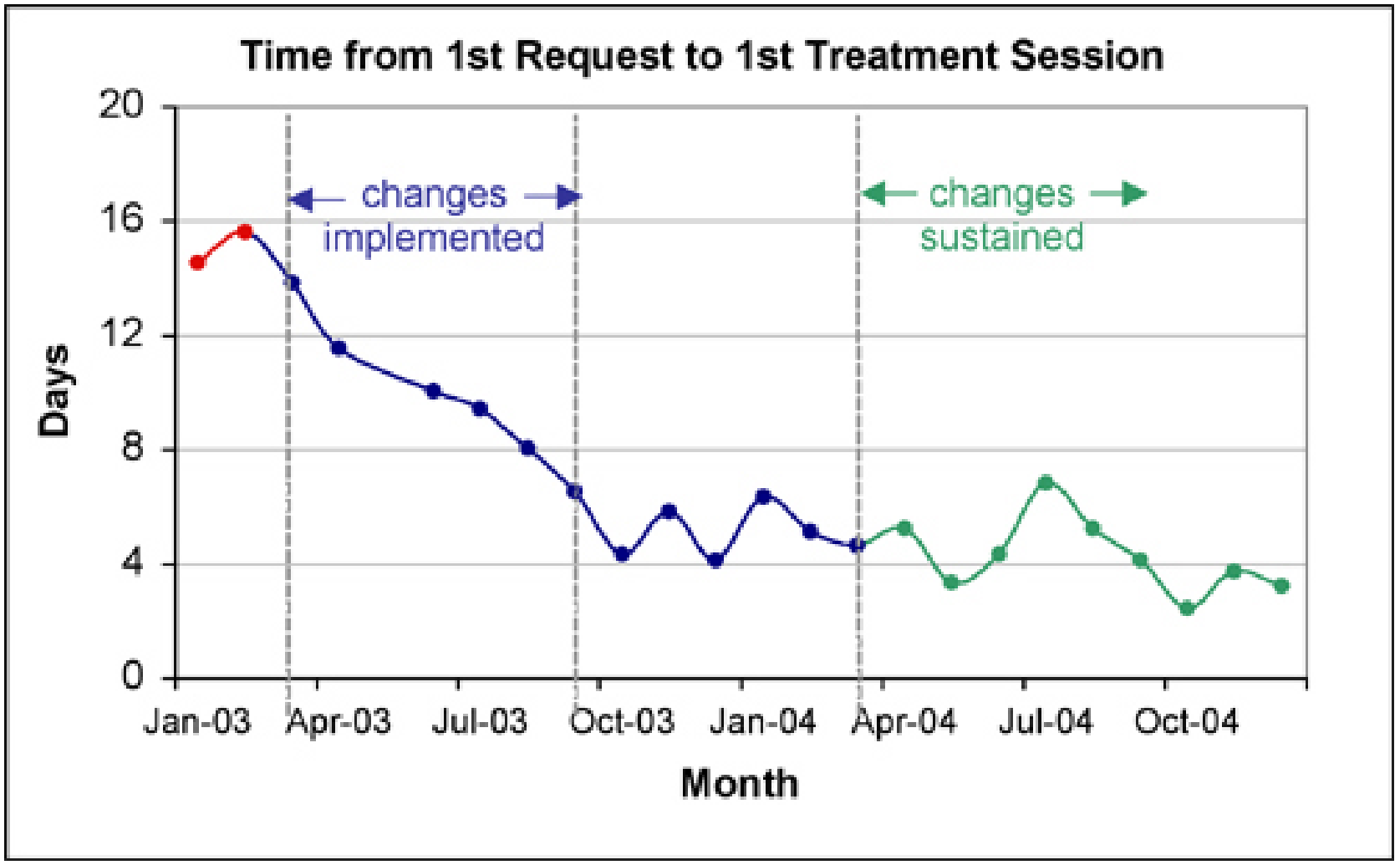
- Change Team
- Executive Sponsor
- Others in the organization



Line graph

Use ***visual aids*** for sharing the data.

A simple line graph example

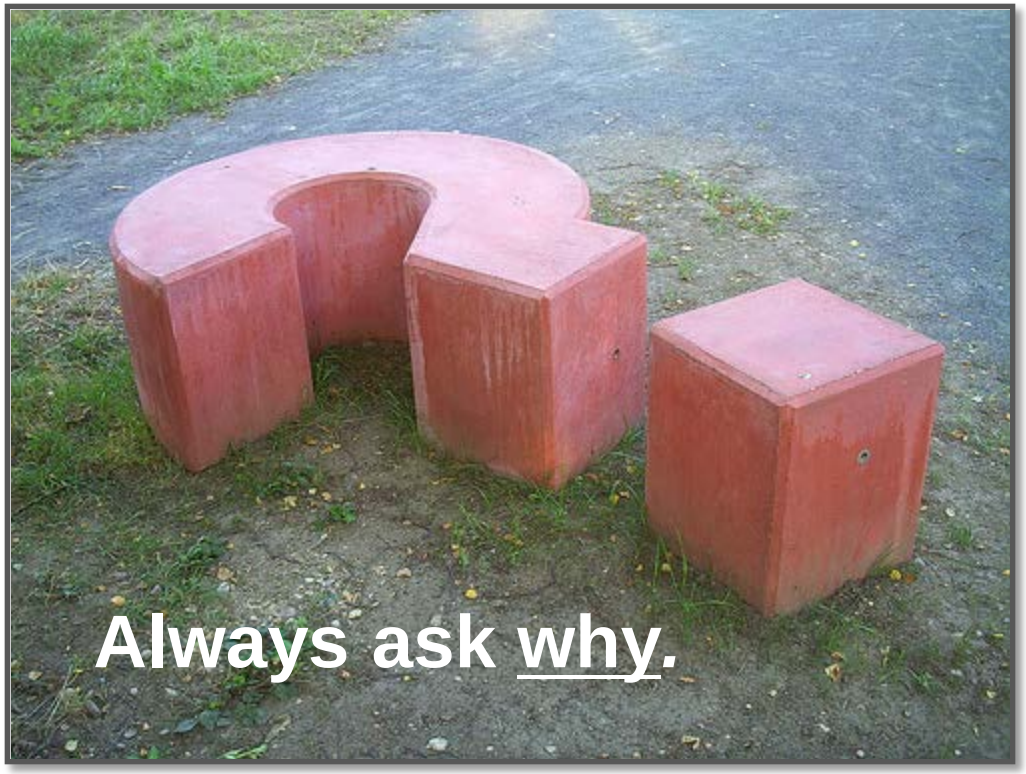


Remember: One graph, one message.

6. Ask questions.

What is the information telling me about change in my organization?

Why was one change successful and another unsuccessful?



Begin to fill out the measurement worksheet

Collaboration
Why?

Reduce Waiting Times & No-shows • Increase Admissions & Continuation

"If you have an apple and I have an apple and we exchange these apples then you and I will still each have one apple.

But if you have an idea and I have an idea and we exchange these ideas, then each of us will have two ideas.“

George Bernard Shaw

Coach/NIATx/Convener
Design this slide

Call to Action
What will you do next?

Thank you!