STRATEGIES FOR SUSTAINING THE CHANGE

EDWARD CURRY MD FAAP
Aggregate Data Cycle 3
Autism Screening

Cycle 1 (N=383)  Cycle 2 (N=261)  Cycle 3 (N=256)

Percent

90.0  90.0  93.8
82.8  85.8  90.0

Goal  All Participants

Cycle
Autism Screening Follow-up
(Results discussed and documented)

Cycle 1 (N=332)
Cycle 2 (N=234)
Cycle 3 (N=245)

Percent

Goal
All Participants
Learning Objectives

• Identify key strategies for sustaining improvement
• Develop an appreciation of the role of continuing data collection for sustaining improvement
• Understand the need for a system for ongoing training, monitoring and modification
Old System vs New System

• “I met my goals”
• “I assumed the improvement would hold”
• Other priorities took all resources away
• Did not learn how to hold the gains
• Infrastructure not in place
Readiness for “Sustaining the change”
After Implementation

- Identify an Office Champion for Developmental Screening
- Continue as Office Priority
  - Make screening a standing agenda item for practice meetings
  - Share successes and updates regularly
- Establish Standardized Workflow
  - Office policy
- Implement standardized referral and feedback processes
  - Establish referral relationships
- Intend to hold gains
  - Continue to review the data
Communication for Sustainability

• Make aims, successes, learning, and benefits clear to all staff

• Document and publicize improvement efforts and learning

• Keep in contact with your team, other teams AND YOUR PATIENTS

• CELEBRATE SUCCESSES!! (100 days, above goals, etc.)
  ◦ Lunch time party is always good
Control Plan

• Outlines key measures and documentation to be maintained to ensure project gains are sustained
• Provides plan to monitor key measures
• Identifies person to notify if gains slip
• Creates plan to take corrective action
  • Use PDSA cycle
Monitoring

• Continue to use data and graphs

• Provide feedback and data to physicians and office staff
  ◦ Initially blinded data
  ◦ Once screening process is established
    ◦ Unblinded Data

• Meet periodically to check in on progress
Sustaining The Change: Future Planning

• Think about all the changes you have implemented during this collaborative and the hard work you have put into these changes.

• Assume your collaborative team members all retire TOMORROW:
  • What changes will continue to be used?
  • What could make your organization revert to the old system?
  • What would have to be in place to prevent your office from reverting to the old system?
Barriers: Sustaining and Spreading the Change

- Takes too much time or not important
  - Office staff and patient get backed up
  - MD has to address findings on developmental screening
  - Additional workload for staff and physicians
  - Workflow issues
    - Developmental screening tool not provided to parents prior to MD examination
    - Developmental screening tool not scored

- Referral processes is unclear
  - Resources not identified
  - No relationship developed with referral resources
Solutions to Barriers: Addressing the Change

- Inform why the change is important to be made
- Address the issue of time
- How the change will affect patients
- Understand and address the causes of resistance
- Publicize the results and learning
- Show appreciation for efforts
Solutions to Barriers: Infrastructure Redesign support processes

- Change job descriptions if necessary
- Train on the new workflow
  - Chance to explain the “why” of the change
  - New skills may be needed
  - Include method of maintenance
- Map out the new workflow and processes
Solutions to Barriers: Spreading the Change

• Phase One: Start with Pilot Program
  ◦ Allow early adopters to finalize the workflow and address issues quickly
  ◦ Develop a timeline for implementation of screening and workflow
  ◦ Hold an office meeting to discuss new workflow with all the staff including:
    ◦ Physicians
    ◦ Front and back office staff
Solutions to Barriers: Spreading the Change

- Phase Two: Recruit a willing group of physicians and office staff
  - Scale up the workflow to identify any additional issues
  - Rectify any issues uncovered and update workflow policy appropriately
  - Hold another Office Meeting to update all practice staff prior to full-practice implementation
Solutions to Barriers: Spreading the Change

• Final Phase: Implement in entire Practice
  ◦ Provide extra support for staff throughout the process
  ◦ Assign the most proficient staff as “mentors”
  ◦ Listen and document any concerns about screening process
  ◦ Address any concerns
  ◦ Have a timetable to address concerns
  ◦ Continue to hold Office Meetings to provide updates, successes, and challenges
PMAR Approach

• Policy/Procedure
  ◦ “How we do it around here” with specific policy and procedures describing the new workflow
  ◦ P/P includes the measures that will be followed
    ◦ Who is accountable
    ◦ Training processes for new staff

• Measurement
  ◦ Systematic approach to gathering data regularly either through an audit process that involves all the data or a sampling process that is designed as part of the P/P

• Accountability
  ◦ Establishes who is accountable for process performance and the frequency of meetings

• Repair
  ◦ Contingency plans for specific changes in performance
  ◦ If performance begins to trend downward by a certain percentage or if the metric reaches a critical level:
    ◦ Practice initiates a predetermined contingency plan to improve the measure
Tip For Sustaining Gains

• System must be independent of people involved
• Continuously monitor results
• Expect changing conditions and be prepared
  • New EHR
  • New staff
Tip For Sustaining Gains

• Provide incentives
  • By individual, team, or module
    • Lunch for team or module with highest completion rate
    • Small amount gift cards
  • Communicate improvement with patients
    • Have patient provide feedback on the process
    • Consider a patient survey
• Share good stories
  • How developmental screen help a child and family receive needed services