

**DON'T JUST  
WAIT AND SEE**

**IMPROVING  
DEVELOPMENTAL  
SCREENING AND  
FOLLOW-UP**

# STRATEGIES FOR SUSTAINING THE CHANGE

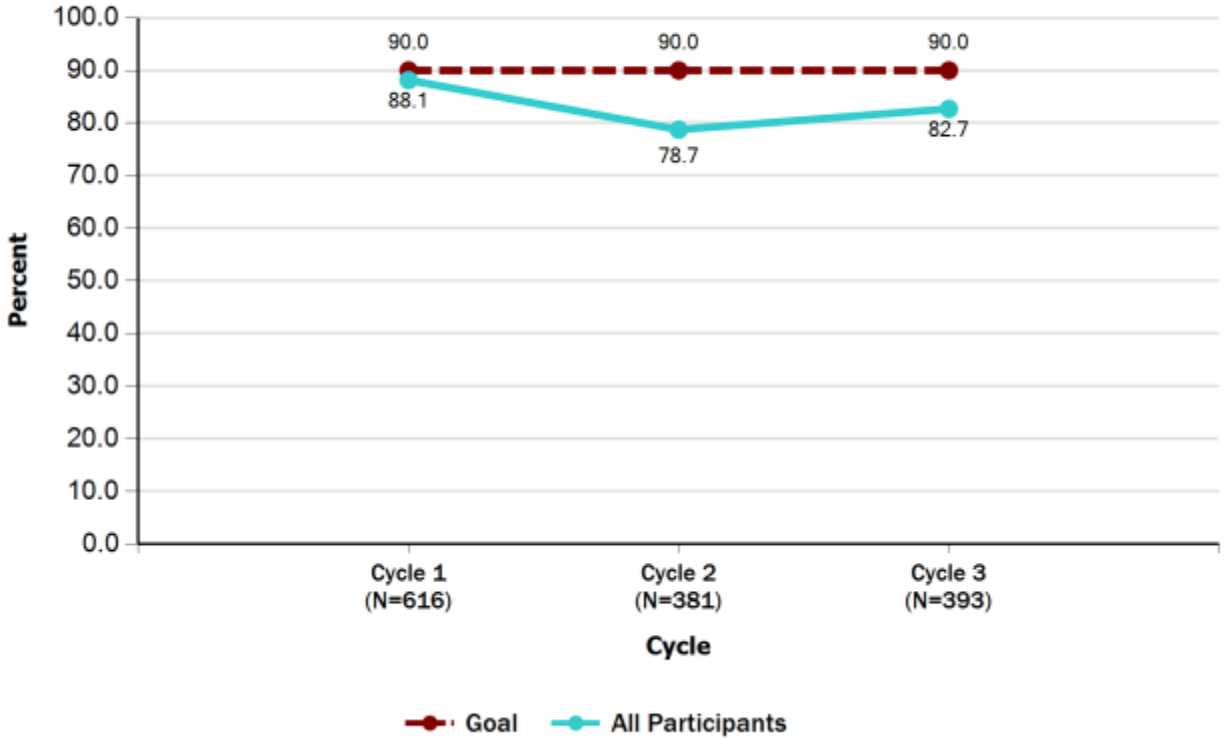
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EDWARD CURRY MD FAAP

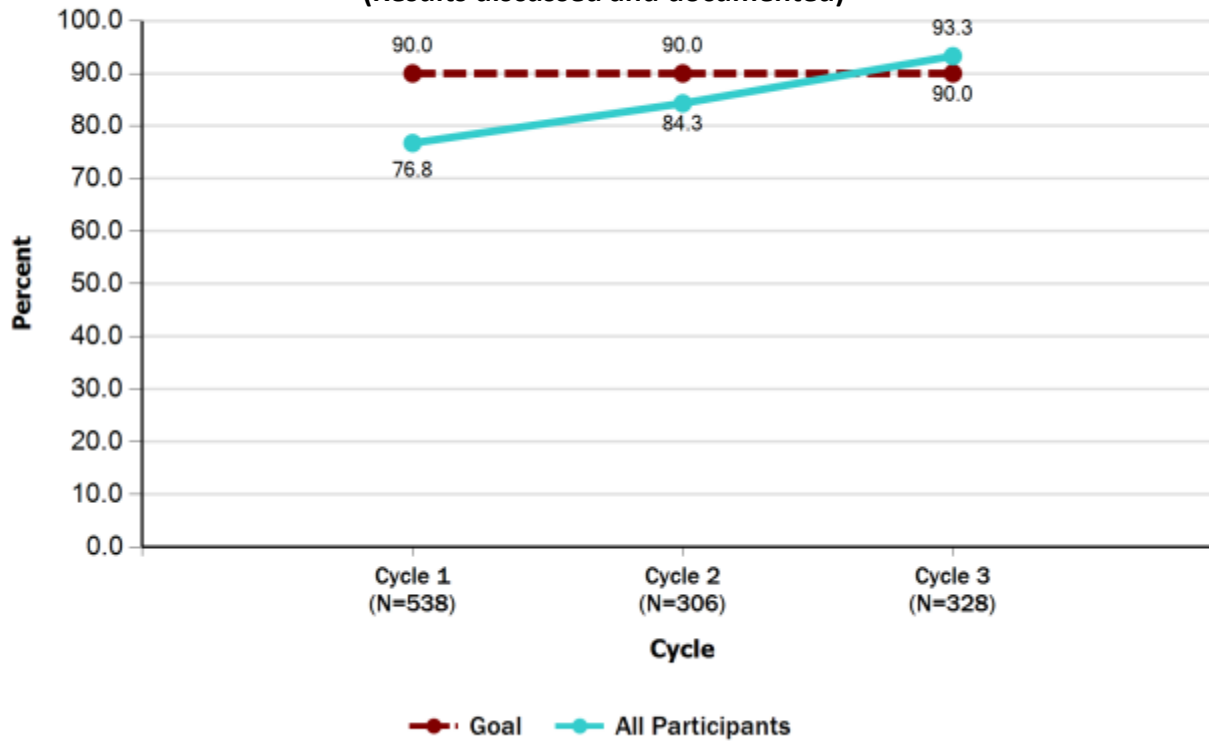
# Aggregate Data Cycle 3

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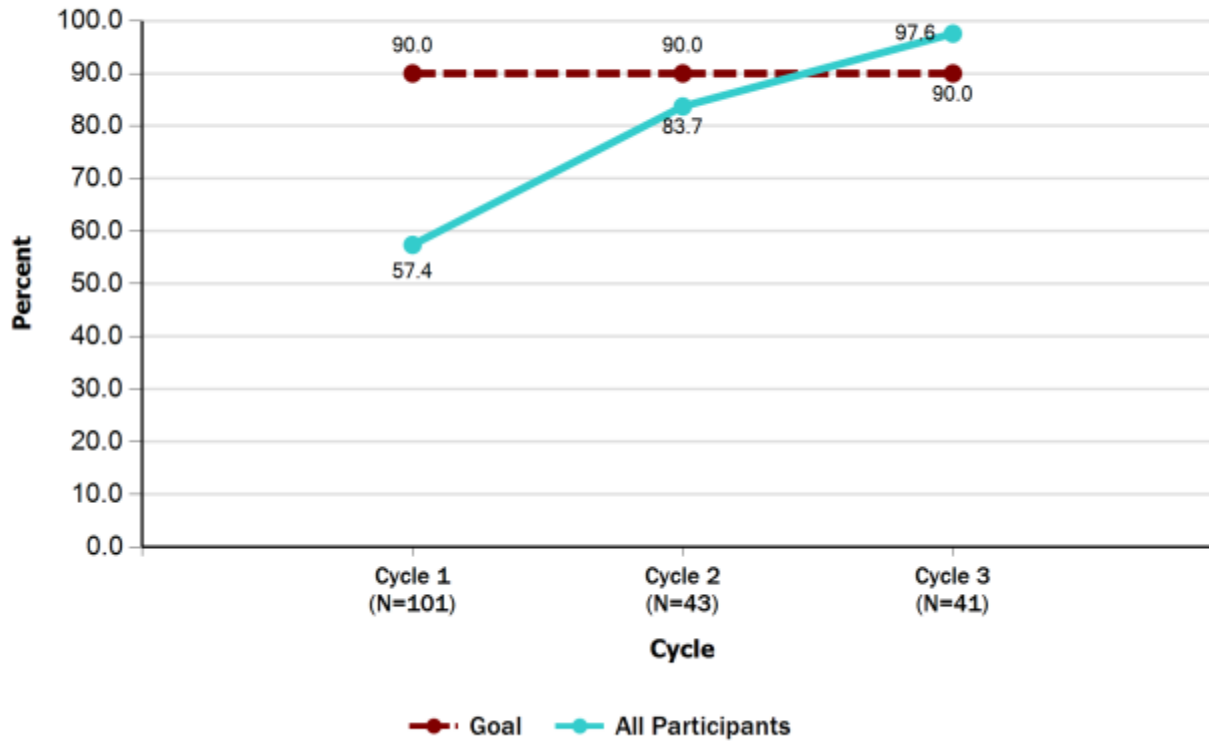
### Developmental Screening



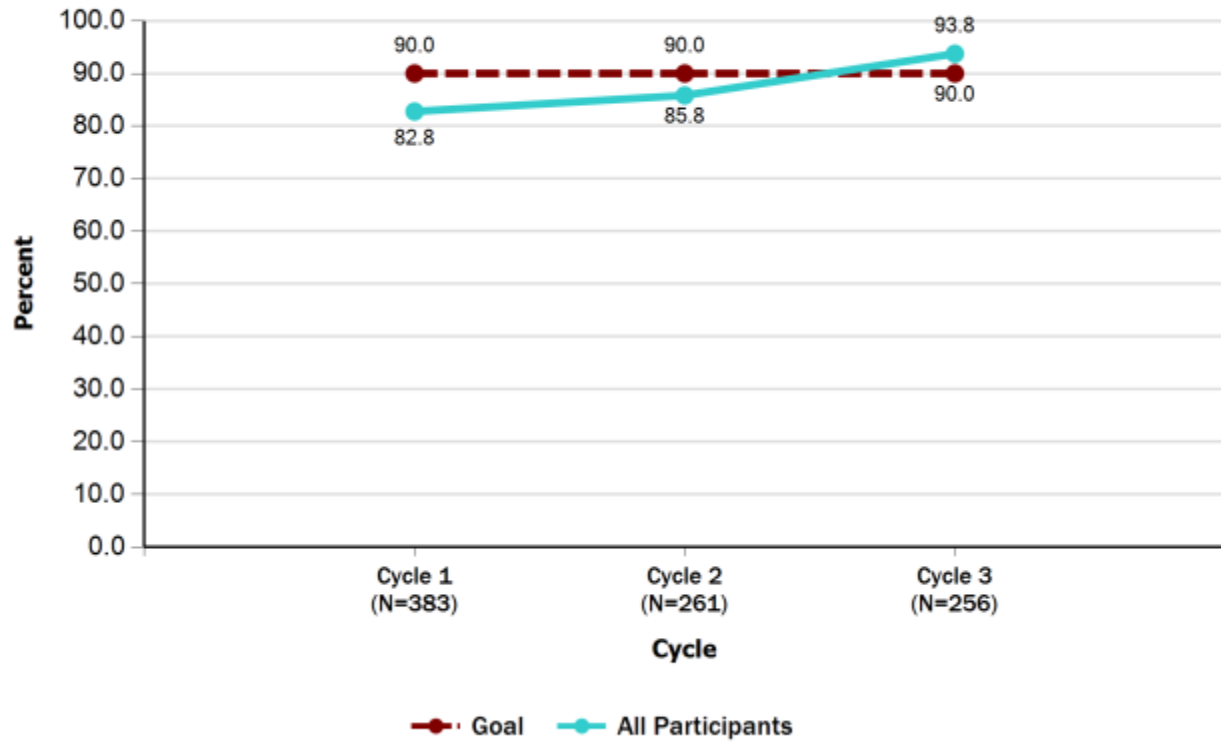
### Developmental Screening Follow-Up (Results discussed and documented)



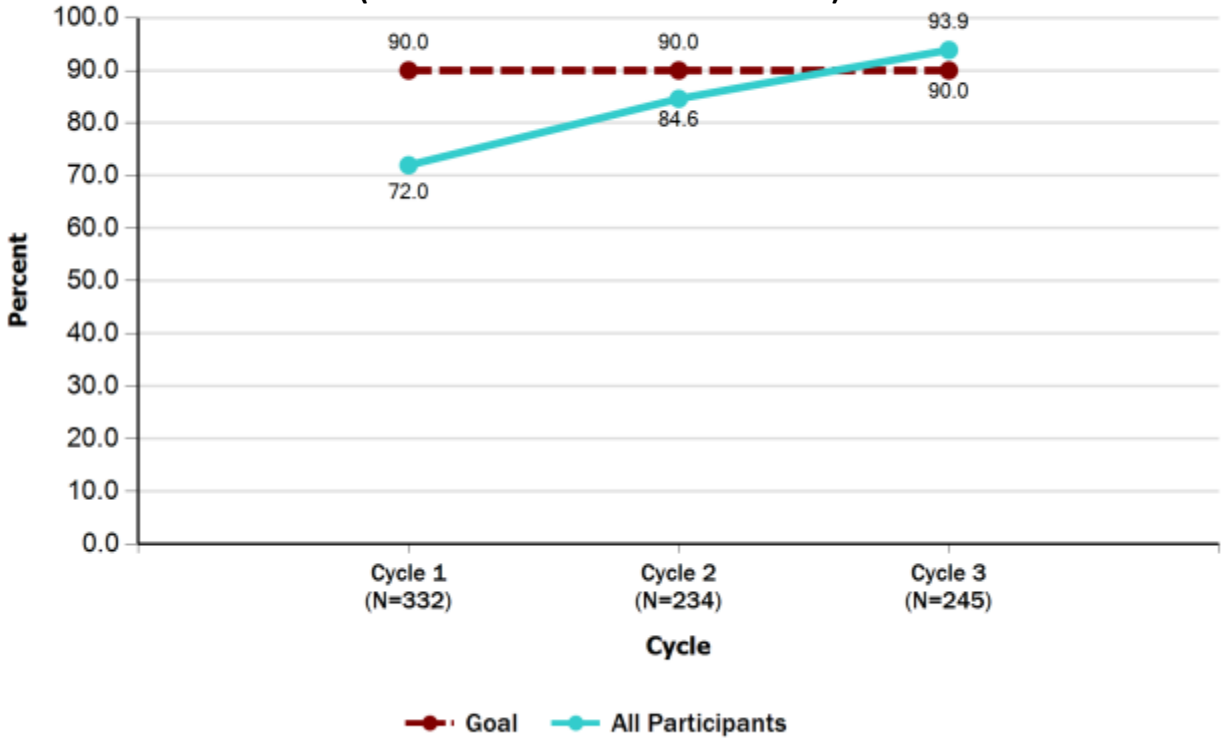
### Developmental Screening Referral



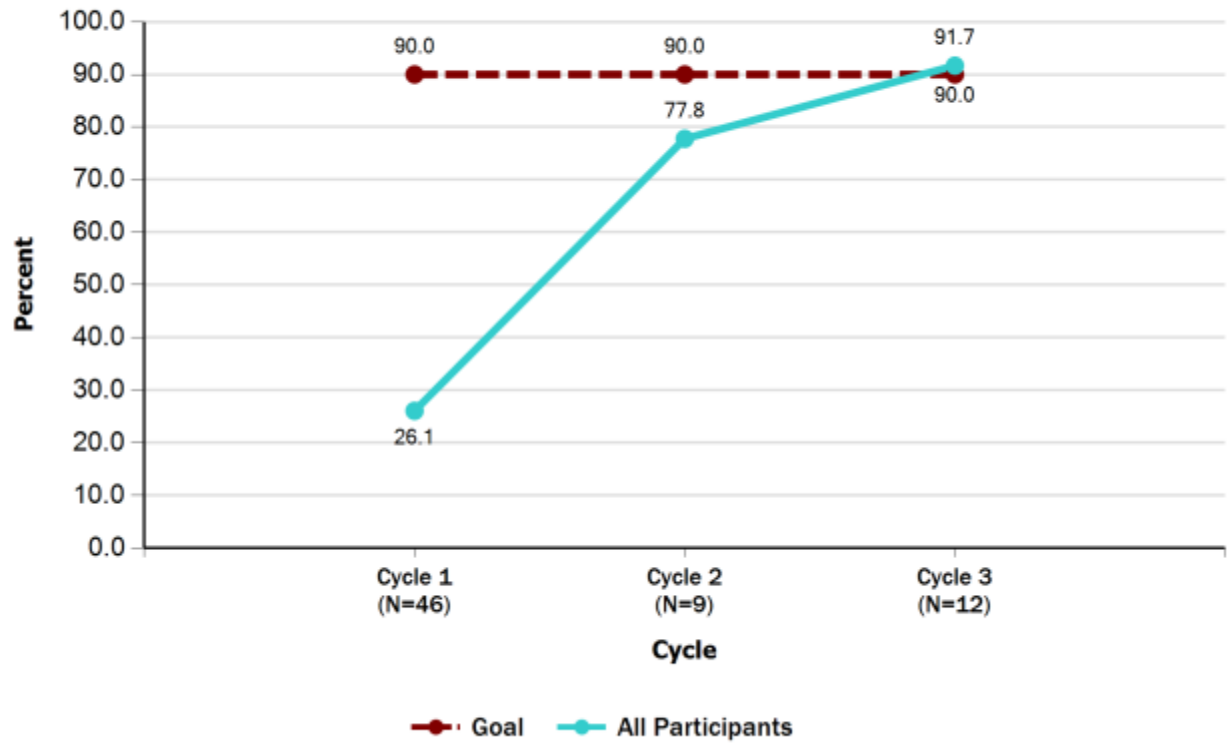
### Autism Screening



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



### Autism Screening Referral





# Learning Objectives

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- 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

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- “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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- **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

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- System must be independent of people involved
- Continuously monitor results
- Expect changing conditions and be prepared
  - New EHR
  - New staff

# Tip For Sustaining Gains

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- 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



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# Questions + Discussion

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