Nothing Compares
NORTH CAROLINA

HCAHPS Care Transitions Rapid Improvement Project

April 17, 2018

Rapid Improvement Project Participants

- Cape Fear Valley – Bladen County Hospital
- Charles A. Cannon, Jr. Memorial Hospital
- J. Arthur Dosher Memorial Hospital
- LifeBrite Community Hospital of Stokes
- Murphy Medical Center
- Swain Community Hospital
- Vidant Bertie Hospital
- Vidant Chowan Hospital

Project Schedule

4 Sessions and 1 Workshop:

- February 13th – Webinar 1: Defining the Project Scope
- March 7th – Webinar 2: Analyzing the Current State
- March 23rd – In-Person Workshop: Process Mapping, Issue Prioritization, and Root Cause Analysis
- **April 17th – Webinar 3: Right Side of the A3**
- May 4th – Webinar 4: A3 Tools Review and Sharing

Today's Agenda

- Welcome and Introductions
- Learnings from In-Person Workshop
- A3 – Left Side Review
- Hospital Updates
- A3 – The Right Side
- Wrap Up/Next Steps

Learnings from In-Person Workshop

- What people think they are doing may be different from what is actually happening
  - Discharge planning does not really start at admission
- Use of key words and consistent language is important
  - Language consistent with survey verbiage
  - Language around “managing health”
  - Key words for medication discussions
- Lack of standard work around education
- Perception of doing something additional vs. doing something differently
  - Gain staff buy-in

Capturing the Current State

Step 1: Observe → **Step 2: Map** → **Step 3: Collect Data** → **Step 4: Validate**

OBSERVATION RECORD

ACTIVITY:

PERSON OBSERVED:

LOCATION:

DATE: OBSERVER:

sketch of physical location/work area

Time	Activity	NOTES
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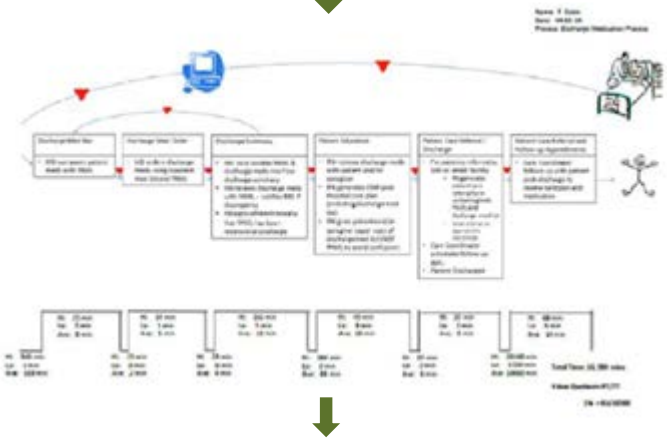


Sample # _____

Notes

Log into EHR _____:_____

Compare active patient meds with PAML _____:_____

_____ Initials_____

Begin discharge meds order _____:_____

Complete discharge meds order _____:_____

_____ Initials_____

Add PAML/discharge meds into final discharge summary _____:_____

RN signs off on PAML reviewed at discharge_____:_____

_____ Initials_____

Review discharge meds with patient _____:_____

Provide patient discharge med list _____:_____

_____ Initials_____

Generate patient care referral form _____:_____

Discharge patient _____:_____

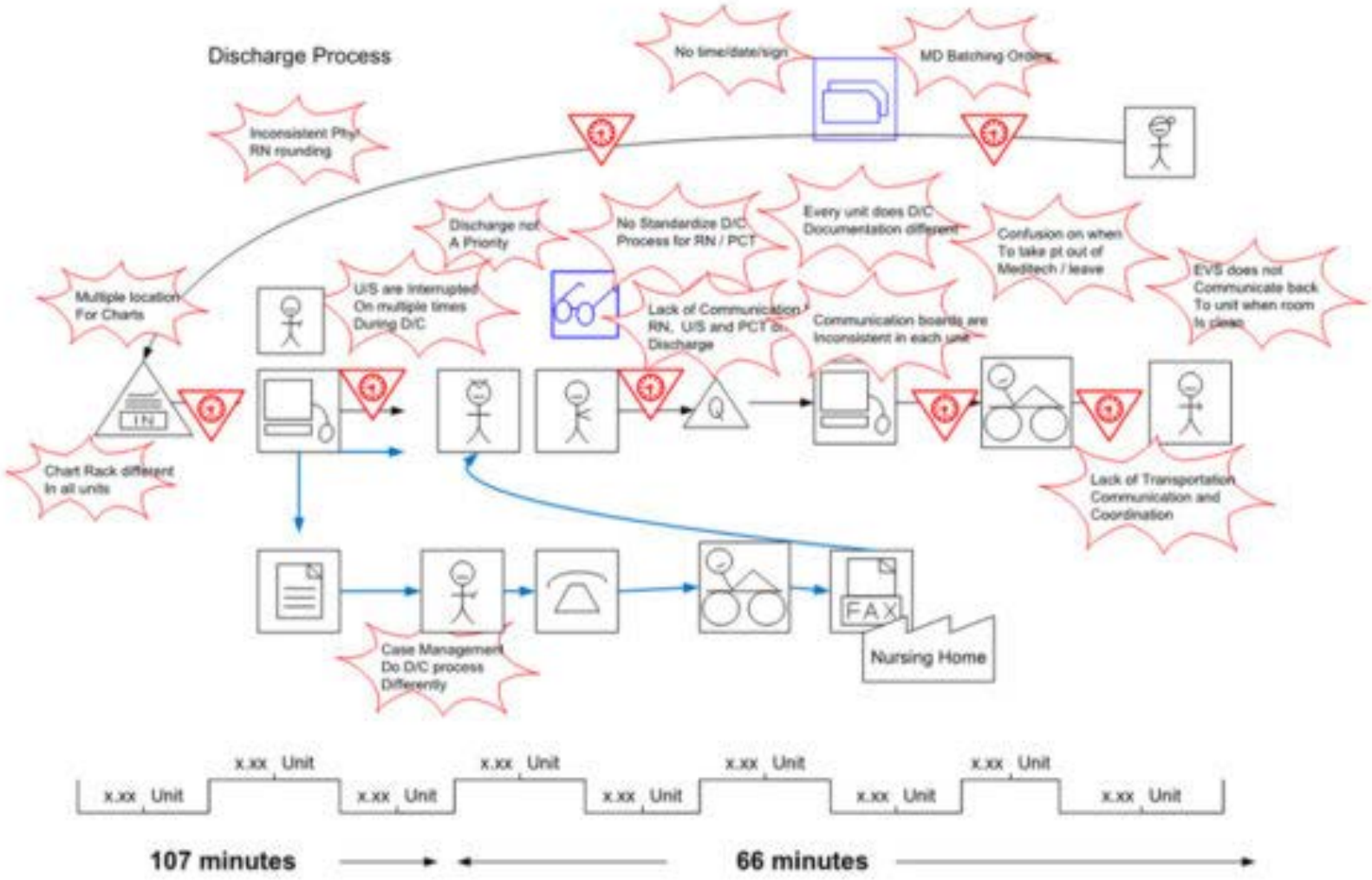
_____Initials_____

Call patient for post-discharge follow-up _____:_____

Update patient record _____:_____

_____Initials_____

Current State: Issue Identification



Root Cause/Problem Analysis

What is meant by "root cause"?

- Underlying reason, usually not obvious
- Versus a "contributing" cause, or symptoms

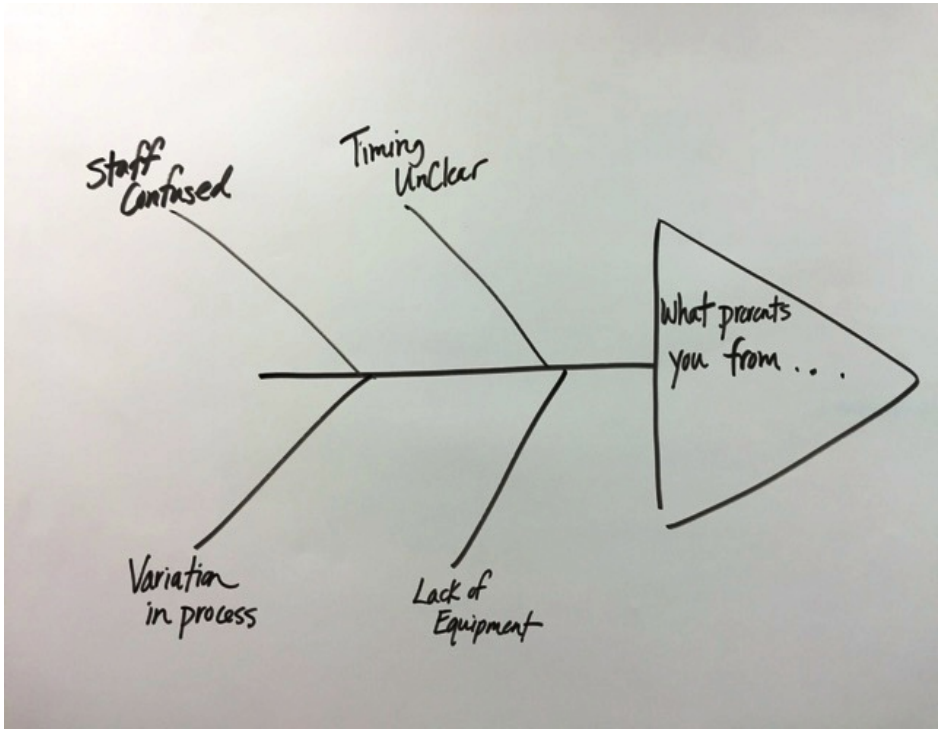
Why do we pursue the root cause?

- Root cause is solvable and will result in fixing the problem by applying a countermeasure
- Solving contributing causes or symptoms **won't** eliminate the problem (the waste)

Current State: Problem Analysis Tools

Fishbone Diagram:

- Identifies many possible causes for a problem
- Start by asking a question – *"What prevents medication from being delivered on time?"*
- Participant responses create the "bones" of the fish

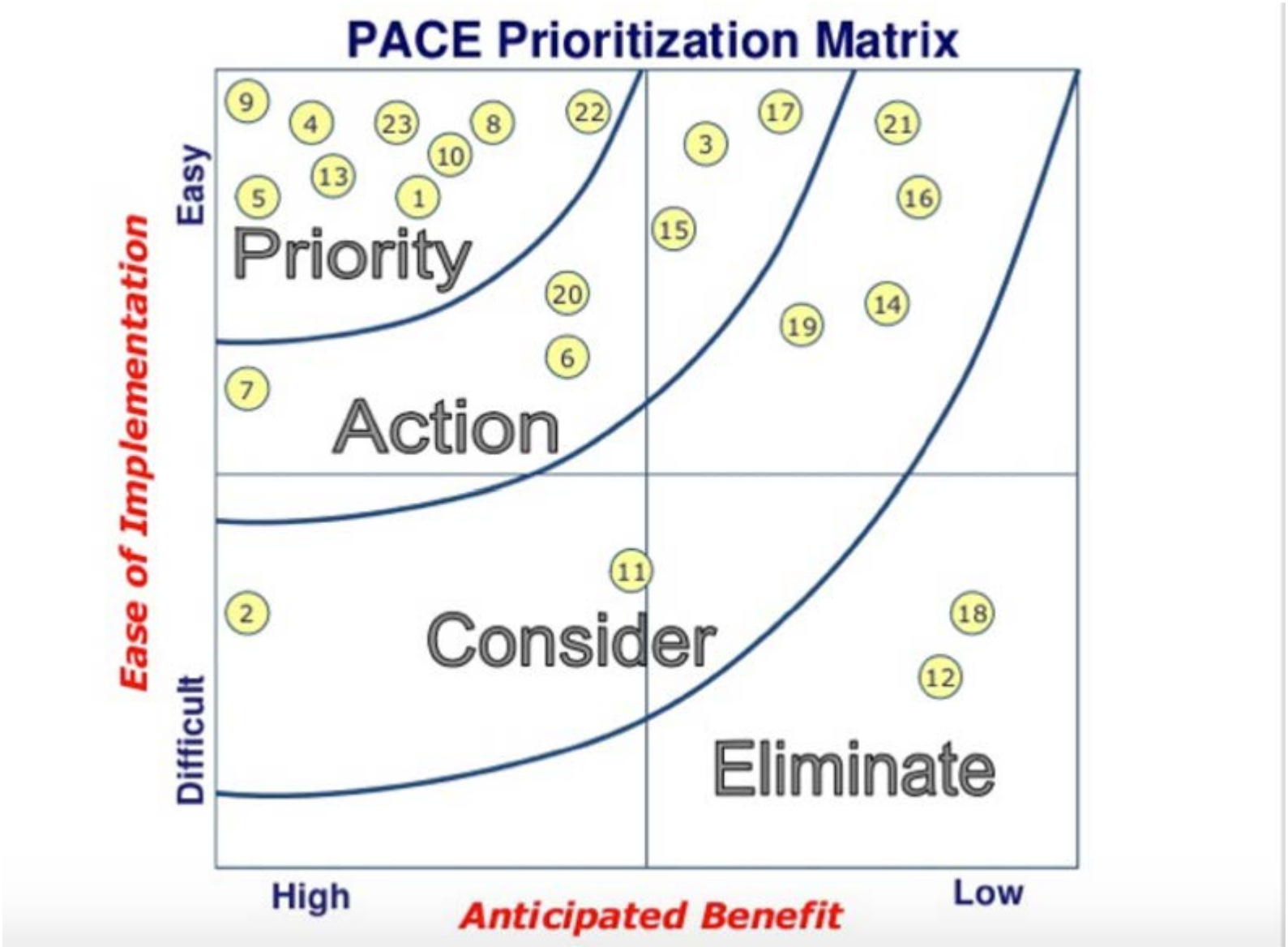


Current State: Problem Analysis Tools

5 Whys:

- Iterative, interrogative technique used to determine the root cause of a problem
- Asking iterative “whys” seeks to dig deeper and deeper into the problem
- Ask 5 Whys of a specific problem:
  - Must be scoped small
  - One branch of the fishbone
- Must be asked of those very familiar with the process or work (Rules of Use #4)

Prioritization of Identified Issues



Hospital Updates

A3 Problem Solving

What is our goal? **Scoping & Prioritization**

- Project
- Process
- A3 – Issue Statement

How is the work happening now? **Current State**

- Current State Mapping
- Observation
- Data Collection
- A3 – Background Data & Current Condition

What is not working? **Issues**

- Storm Clouds

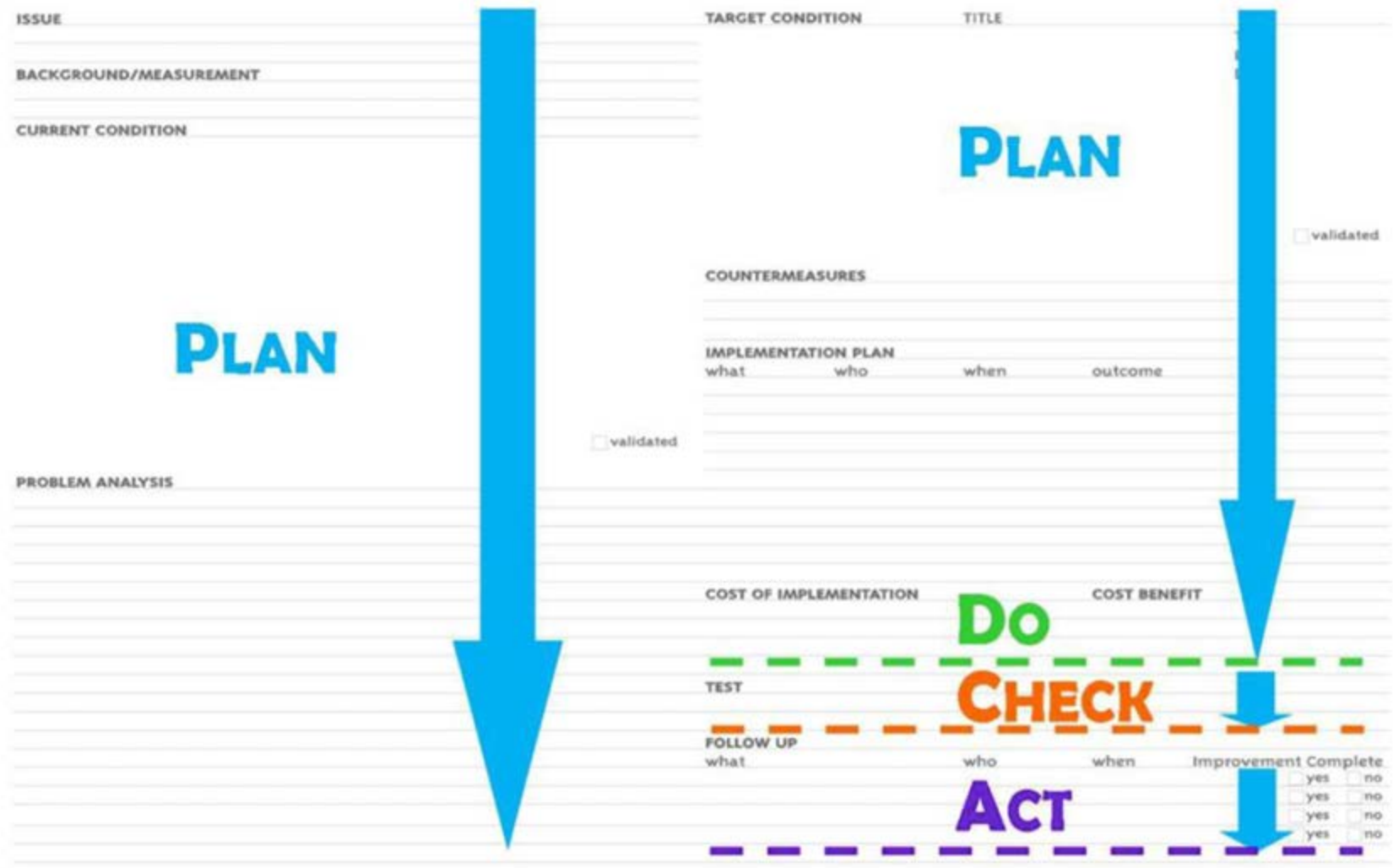
Why is it not working? **Root Cause Analysis**

- A-3 Problem Analysis

How do we fix it? **Countermeasures & Implementation Plan**

Did we reach our goal? **Test and Follow-up**

A3 Problem Solving & PDCA



A3: The Left Side

1. The Issue

- Statement of issue through the eyes of the patient

2. Background

- Clarification of the issue including historical information
- Determination of the weight of the issue
- Addition of measurement

3. Current Condition

- Graphical representation of how the work happens now
- Validated with affected parties
- Notation of problems with “storm clouds”

4. Problem Analysis

- Review of ”storm clouds”
- Consolidation of related “storm clouds”
- Use of the 5 “Whys” to get to the root cause

A3: The Right Side

5. Target Condition

- Proposed better way to work
- Validate with staff
- Does this move us closer to the Ideal State?

6. Countermeasures

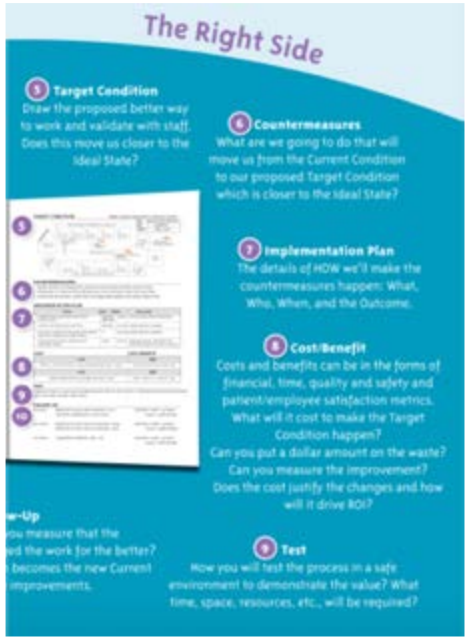
- What are we going to do to move us from Current State to proposed Target State?

7. Implementation Plan

- Details of how we will make the countermeasures happen
- What, who, when and the outcome

8. Cost Benefit

- Financial, time, quality, safety, patient/employee satisfaction
- What will it cost to make the target condition happen?
- Can you quantify the waste?
- Can you measure the improvement?



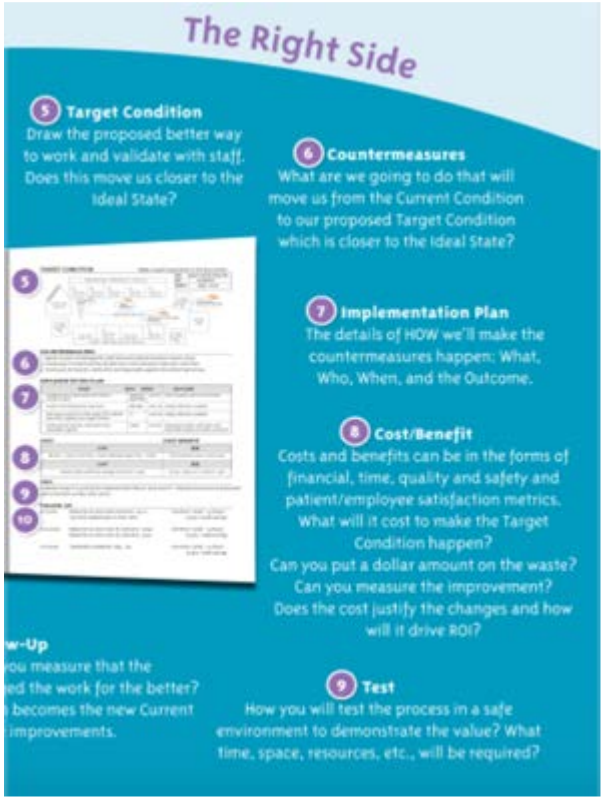
A3: The Right Side

9. Test

- How will you test the process in a safe environment to demonstrate the value?
- What time, space, resources, etc. will be required?

10. Follow-up

- How and when will you measure that the implementation has changed the work for the better?
- Follow-up information becomes the new Current State for future improvements



The A3 Report

Background

- Background of the problem
- Context required for full understanding
- Importance of the problem

Target Condition

- Diagram of proposed new process
- Countermeasures noted as fluffy clouds
- Measureable targets (quantity, time)

Current Condition

- Diagram of current situation (or process)
- Highlight problem(s) with storm bursts
- What about the system is not IDEAL
- Extent of the problem(s), i.e., measures

Implementation Plan

What?	*Who?*	*When?*	*Where?*
Actions to be taken	Responsible person	Times, Dates	

Cost:

Root Cause Analysis

- List problem(s)
- Most likely direct (or root) cause:

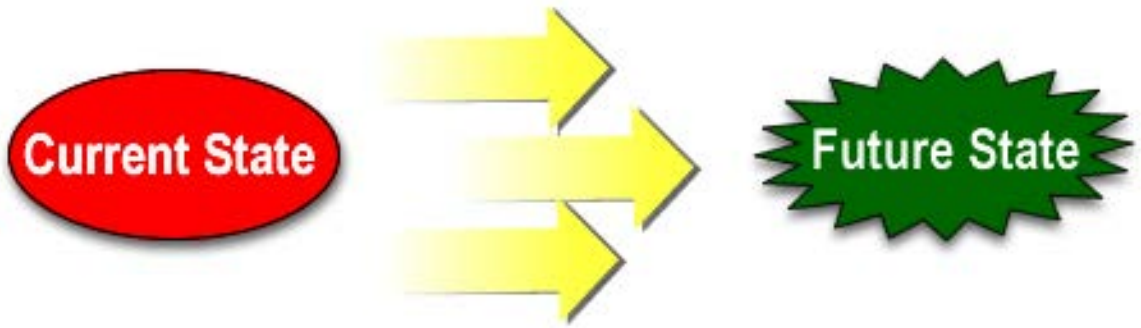
Why?
Why?
Why?
Why?
Why?

Follow-Up

Plan	*Actual Results*
• How will you check the effects? • When will you check them?	• In red ink/pencil • Date check done • Results, compare to predicted

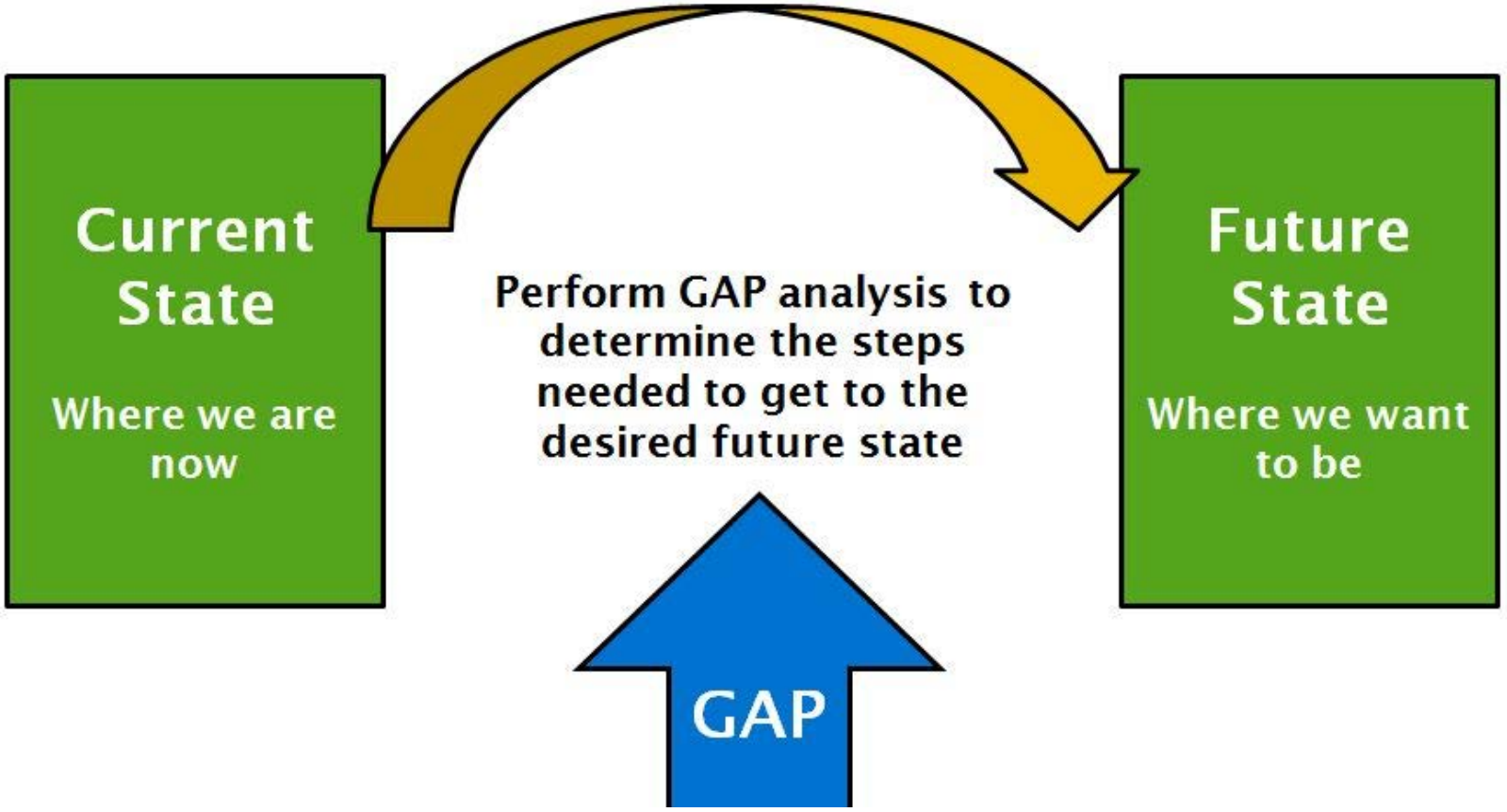
Target Condition

- Ideal state to strive for, not the result you will achieve
- Design work to create a new and better reality
- Strive to eliminate work-arounds and re-work involved in the current condition
- Creat a graphic of the IDEAL state
- Should be defect free, no waste and safe for all



Target Condition

Gap Analysis



Countermeasures

- Addresses the root cause while moving closer to an ideal state
  - One proposed countermeasure per root cause
- Specify what will be changed to get from current condition to target condition
- Hypotheses: if we do “A”, then we get “B”
  - PDSA testing

Key Strategies

Care Transitions

- Explaining patient responsibilities
- Scripting: “We want to have a good understanding of your preferences related to discharge needs.”
- Staff education on HCAHPS survey questions

Discharge Information

- Discharge planning
- Discharge education
- Discharge planning phone calls or home visits

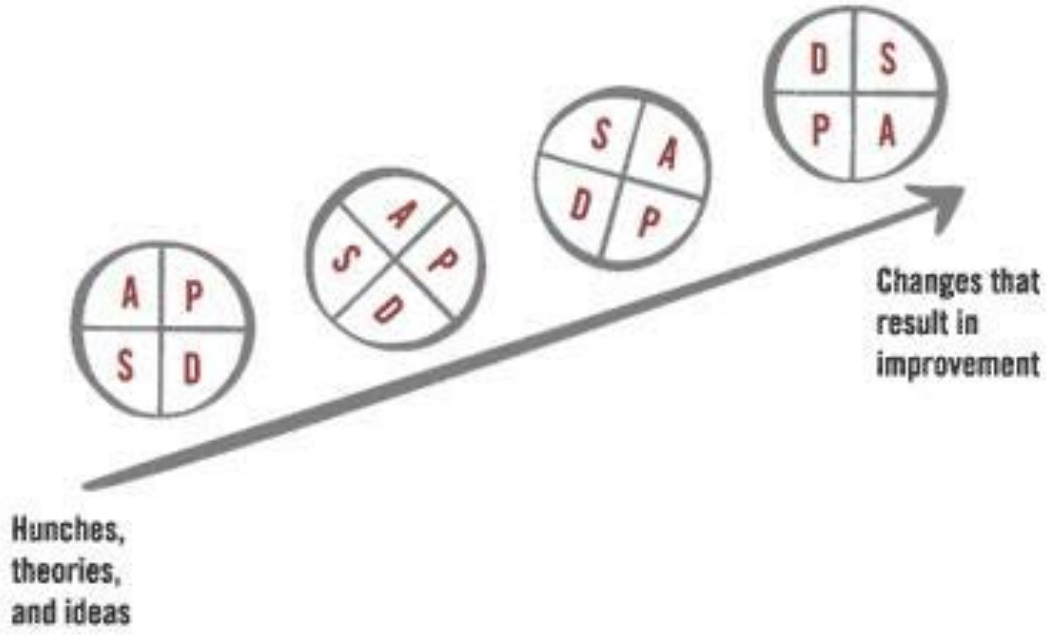
Implementation Plan

- Outline steps that must be accomplished to realize the target condition
- Specify content, sequence, timing, location and outcome of each step
- Pilot Test – real time trial with front line employees to validate the new process and gain their feedback

Small Tests of Change

Try out proposed better way to work with a safe, experimental attitude and environment:

- Defined test timeline
- Minimal risk
- Ability to tweak the system before implementation



Follow-Up

- Assigned to one or more individuals
- Specific dates for re-evaluation
- Follow-up report becomes new current condition
- If it's not perfect, that's OK – initiate another A3!

The "Magic" of A3 Problem Solving

- The A3 method demands the documentation of how the work actually happens
- The A3 report enables the people closest to the work to solve problems rather than just work around them
- The A3 report represents a thorough problem-solving approach – from problem identification to analysis and solution generation, all the way through implementation planning and follow-up

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- May 17th – Poster Presentation at Quarterly Meeting


thank
you