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 13\textsuperscript{th} – Webinar 1: Defining the Project Scope
• March 7\textsuperscript{th} – Webinar 2: Analyzing the Current State
• March 23\textsuperscript{rd} – In-Person Workshop: Process Mapping, Issue Prioritization, and Root Cause Analysis
• April 17\textsuperscript{th} – Webinar 3: Right Side of the A3
• May 4\textsuperscript{th} – 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
  o Discharge planning does not really start at admission

• Use of key words and consistent language is important
  o Language consistent with survey verbiage
  o Language around “managing health”
  o Key words for medication discussions

• Lack of standard work around education

• Perception of doing something additional vs. doing something differently
  o Gain staff buy-in
Capturing the Current State

Step 1: Observe

Step 2: Map

Step 3: Collect Data

Step 4: Validate
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)
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
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:
  o Must be scoped small
  o 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

PACE Prioritization Matrix

- Priority
- Action
- Consider
- Eliminate

Ease of Implementation

Anticipated Benefit

High
Low
Difficult
Easy

Numbers representing identified issues plotted on the matrix.
Hospital Updates

TIME TO SHARE
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**

<table>
<thead>
<tr>
<th>What?</th>
<th>Who?</th>
<th>When?</th>
<th>Where?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions to be taken</td>
<td>Responsible person</td>
<td>Times, Dates</td>
<td></td>
</tr>
<tr>
<td>Cost:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Root Cause Analysis**
- List problem(s)
- Most likely direct (or root) cause:
  - Why?
  - Why?
  - Why?
  - Why?

**Follow-Up**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Actual Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>How will you check the effects?</td>
<td>In red ink/pencil</td>
</tr>
<tr>
<td>When will you check them?</td>
<td>Date check done</td>
</tr>
<tr>
<td></td>
<td>Results, compare to predicted</td>
</tr>
</tbody>
</table>
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

• Create a graphic of the IDEAL state

• Should be defect free, no waste and safe for all
Target Condition

Gap Analysis

Current State
Where we are now

Future State
Where we want to be

Perform GAP analysis to determine the steps needed to get to the desired future state

GAP
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 17\textsuperscript{th} – Poster Presentation at Quarterly Meeting
thank you