C. Difficile Prevention Partnership
Regional Workshops

Checking in – Moving Forward

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Prevention of Medical Errors

Checking in

- Website and toolkit

- Measurement

- Feedback form
  - Questions?
  - What else do you need?

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Table Talk

Since beginning this work together:

- *What have you noticed?*

- *What have you tried?*

- *What have you learned?*

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What's Working?

Discovery & Action: Finding Solutions

Solutions before our very eyes
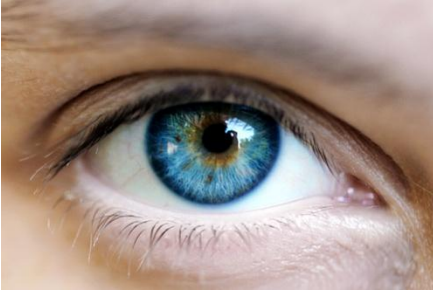
In every community or organization there are certain individuals or groups whose **uncommon practices/behaviors** enable them to find **better solutions** to problems than their neighbors or colleagues who have access to the **same resources.**

How can you discover what's working in your facility?

Better Results Begin with Better Questions…

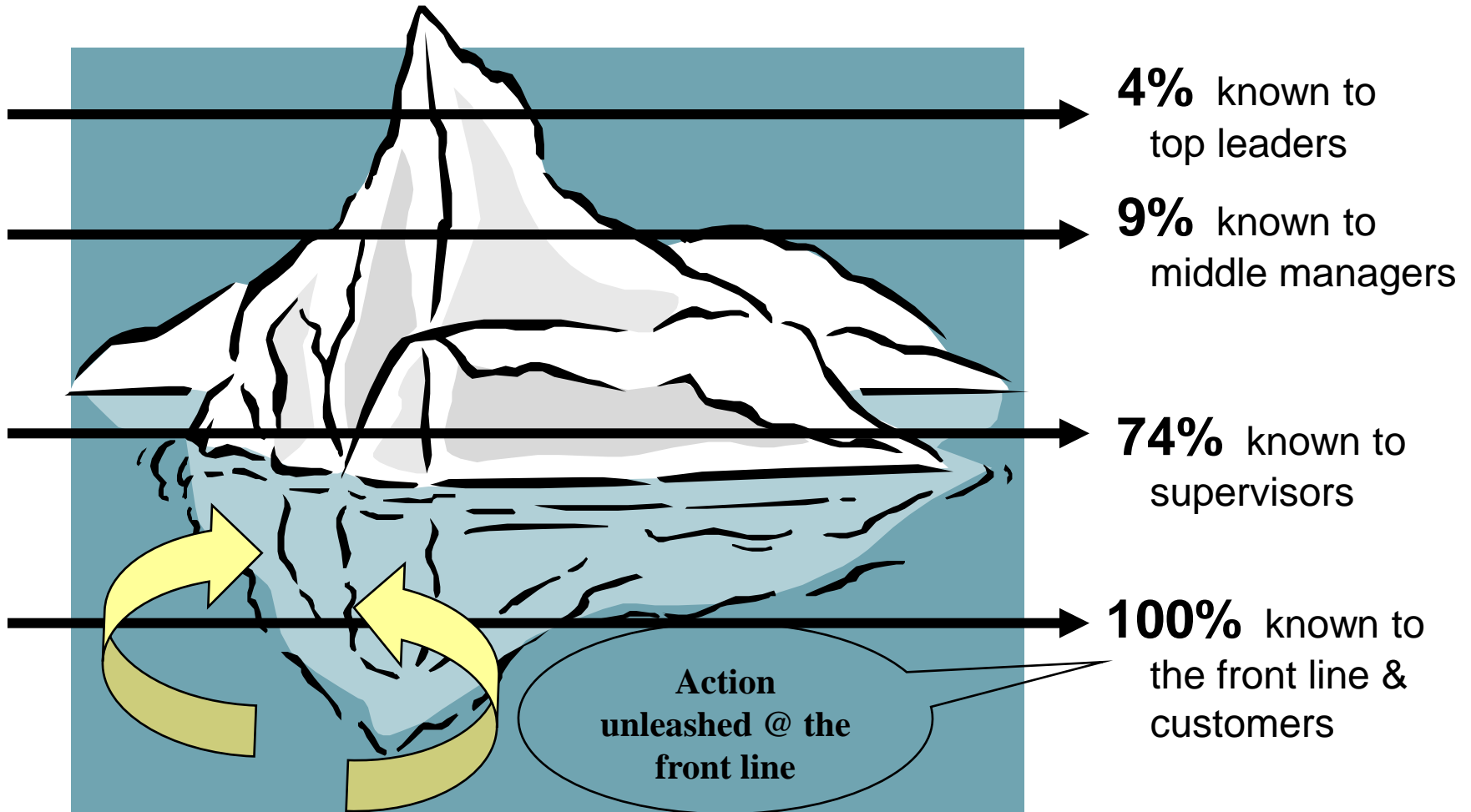**Great Results Come from Great Questions!**
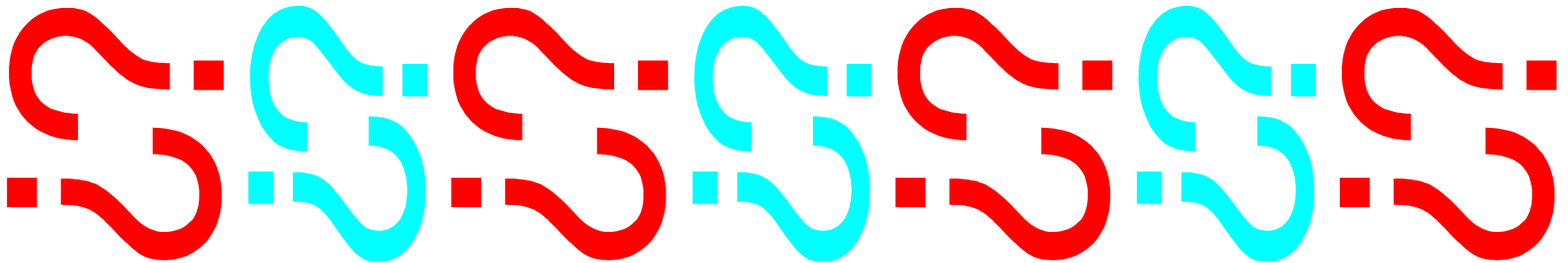
Six Great Discovery Questions that Lead to Action

Discovery & Action is driven by a specific set of questions:

- What would you like to know about this problem?

- What do **you do** about this problem?

- What are the **barriers** that prevent you from doing it 100% of the time?

- Who do you know who is doing the **right** thing or who has **overcome** these barriers? (the positive deviants)

- **Who else** needs to be in this conversation that isn't here? (i.e. "Don't decide about me without me")

- How do we **invite** those people to be part of the **action**?

- What other ideas do you have? (Bonus Question)

Problems & Opportunities
Awareness Iceberg

4% known to top leaders

9% known to middle managers

74% known to supervisors

100% known to the front line & customers

Action unleashed @ the front line

If we start by looking for existing solutions – and include everyone – especially "unusual suspects" the solutions we discover vastly exceed our wildest notions in their elegance, simplicity, scope and speed of implementation.

"NOTHING ABOUT ME WITHOUT ME"

Acting on Discoveries

- Engages the very people *"whose behavior needs to change to solve the problem" to* identify existing solutions **from within**

- Thereby suppressing the "immune rejection response"

Your Turn

We're inviting you to:

See one

    Do some

        Teach someone else

        Observe some

Generating New Ideas

Focus on HOW questions & really drill down to specifics…….

       How do you…..

           How do you…..

              How do you….

Ask the group who else (not there) might have an idea? Would someone in the group ask them?

Sometimes silence is working quiet – give people time to think and respond

What if?

You hear wrong information	**If the information is life-threatening correct it!** Otherwise, try something like: "That's interesting….what do the rest of you think?"
People start complaining	Acknowledge the complaint and reask YOUR question
There are no new ideas	Ask HOW and WHO questions Really drill down by asking: How do you? OK, then, how do you? Then how?
What if the group is really stuck?	Ask "what if" questions
People are shy	Try looking away and quietly waiting. Sometimes people are thinking before they talk
You get stuck	Try asking: What are you guys noticing………. Can you repeat that? What do you all think about …………?
You do it wrong	Remember, with practice, you can get better results but you cannot break this process

Tips: Using Discovery & Action Questions

Warning: This can be much harder than it first appears!

Do not:

➢ Answer questions that you have not been asked directly

➢ Miss small suggestions – these are often the most powerful!

➢ Come away with a to-do list for yourself

➢ *Decide about me without me…* invite "them" into the next dialogue

➢ Respond positively or negatively to contributions, let the group sift through their own assessments (e.g., ask, "How do others think or feel about this suggestion?")

Tips: Using Discovery & Action Questions

Warning: This can be much harder than it first appears!

Do:

- ✓ Give questions back to the group: wait at least 20 seconds for a response !

- ✓ Encourage quiet people to talk

- ✓ Flip cynical assertions by asking, "So, if I understand you correctly, no one has ever done this successfully or well!"

- ✓ Record actions to be taken by participants (NOT YOU) as they pop up

- ✓ Work through all the questions without worrying about the order (the dialogue WILL be non-linear)

- ✓ Maintain YOUR humility, YOU "sit at the feet" of people with solutions

Let's Practice

Discovery & Action Questions

1. How do you know if your patient has *C . difficile infection* (CDI)?

2. In your own practice – what can you do to prevent spreading CDI to other patients or staff ?

3. What prevents you from doing these things all the time?

4. Is there anyone who has a way of doing things that helps them overcome these barriers?

5. Do you have any ideas that might help overcome these barriers and prevent the spread of CDI?

6. What can we try now – any volunteers?

BONUS QUESTION: Who else needs to be involved?

The greatest obstacle to discovering the shape of the earth, the continents, and the oceans was not ignorance but the illusion of knowledge.

~ Daniel J. Boorstin

Using Small Tests of Change to Improve your Work

C. Difficile Partnership Collaborative

Regional Workshops

January, 2011

The Model for Improvement

What do we hope to achieve?
How will we know that a change is an improvement?
What changes can we make that will result in improvement?

Setting Aims

Establishing Measures

Selecting Changes

DISCOVERY AND ACTION

SMALL TESTS OF CHANGE

Act | Plan

Study | Do

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The PDSA Cycle

Act
- What changes are to be made?
- Next cycle?

Plan
- Questions and predictions (why)
- Plan to carry out the cycle (who, what, where, when)
- How will you evaluate?

Study
- Complete the analysis of the data
- Compare data to predictions
- Summarize what was learned

Do
- Carry out the plan
- Document problems and unexpected observations
- Begin looking at your data

Improve Communication of Current Precautions Status

PLAN:

•Standardize location of signage
•Store precautions signage in convenient location near/with PPE

DO:

•Installed sign holder outside room
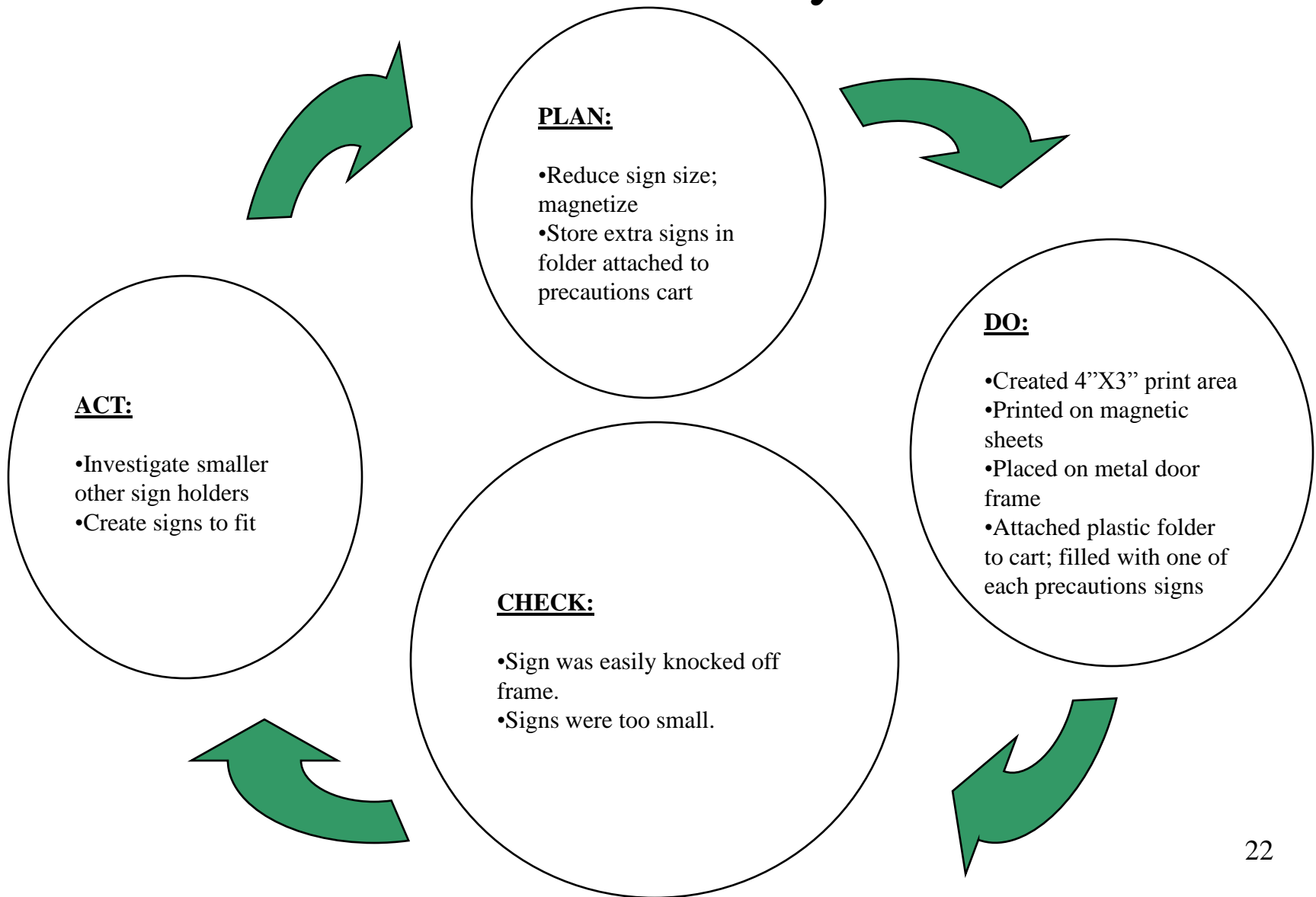•Store one of each precaution signs in each sign holder

CHECK:

•Sign holders too big for available space to accommodate 4 signs per room
•Sign fit well in holders; concern sign holders will break from continual expansion to remove/replace signs
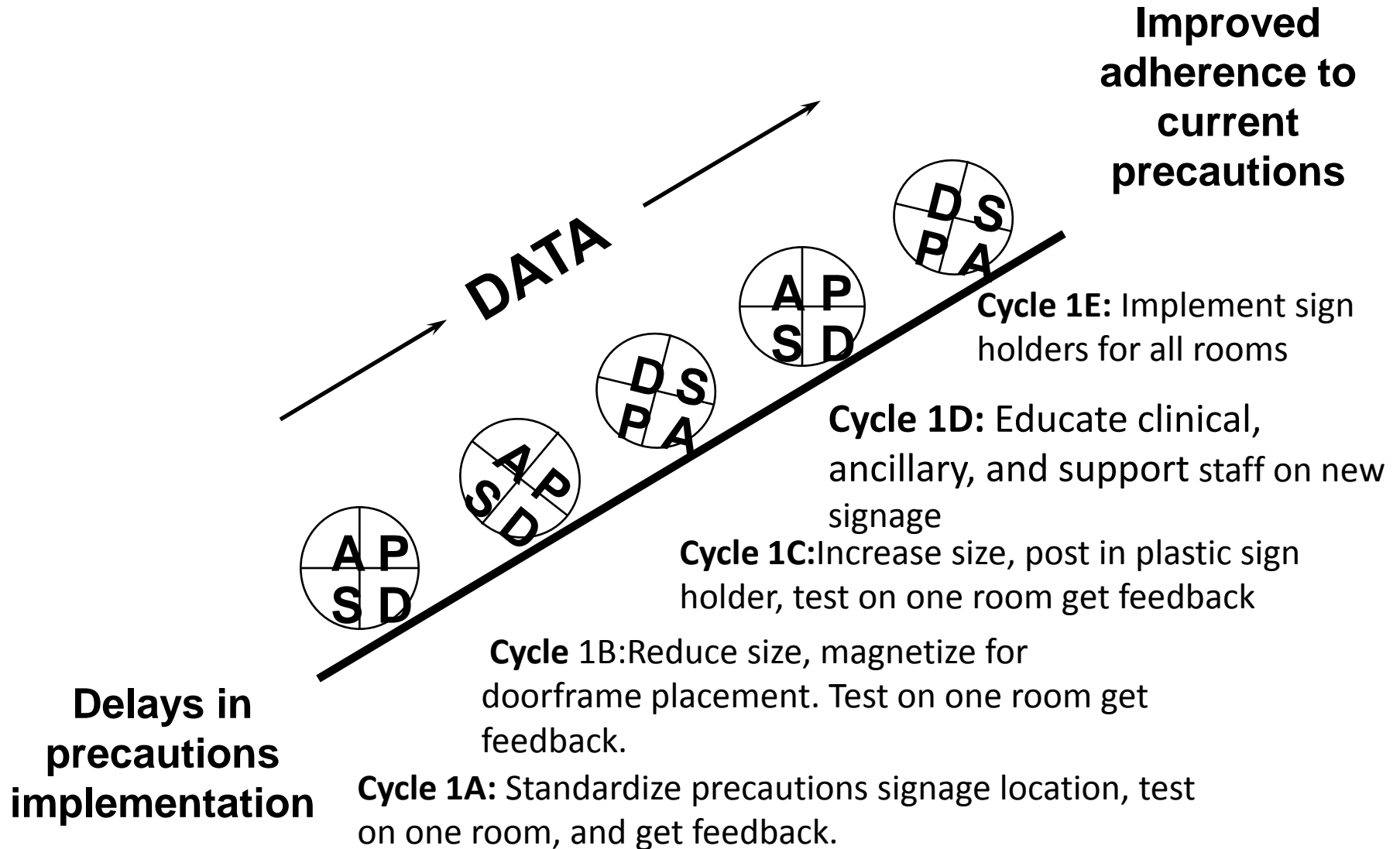
ACT:

•Reduce size of signs; magnetize signs to attach to door frame
•Reconsider signage storage options

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Improve Communication of Current Precautions Status – 2nd cycle

PLAN:

•Reduce sign size; magnetize
•Store extra signs in folder attached to precautions cart

DO:

•Created 4"X3" print area
•Printed on magnetic sheets
•Placed on metal door frame
•Attached plastic folder to cart; filled with one of each precautions signs

CHECK:

•Sign was easily knocked off frame.
•Signs were too small.

ACT:

•Investigate smaller other sign holders
•Create signs to fit

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Aim: Improve Communication of Current Precautions Status at Franciscan Children's Hospital

Improved adherence to current precautions

DATA

Cycle 1E: Implement sign holders for all rooms

Cycle 1D: Educate clinical, ancillary, and support staff on new signage

Cycle 1C: Increase size, post in plastic sign holder, test on one room get feedback

Cycle 1B: Reduce size, magnetize for doorframe placement. Test on one room get feedback.

Delays in precautions implementation

Cycle 1A: Standardize precautions signage location, test on one room, and get feedback.

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Use the PDSA Cycle for :

- Testing or adapting a change idea

- Implementing a change

- Spreading the changes to the
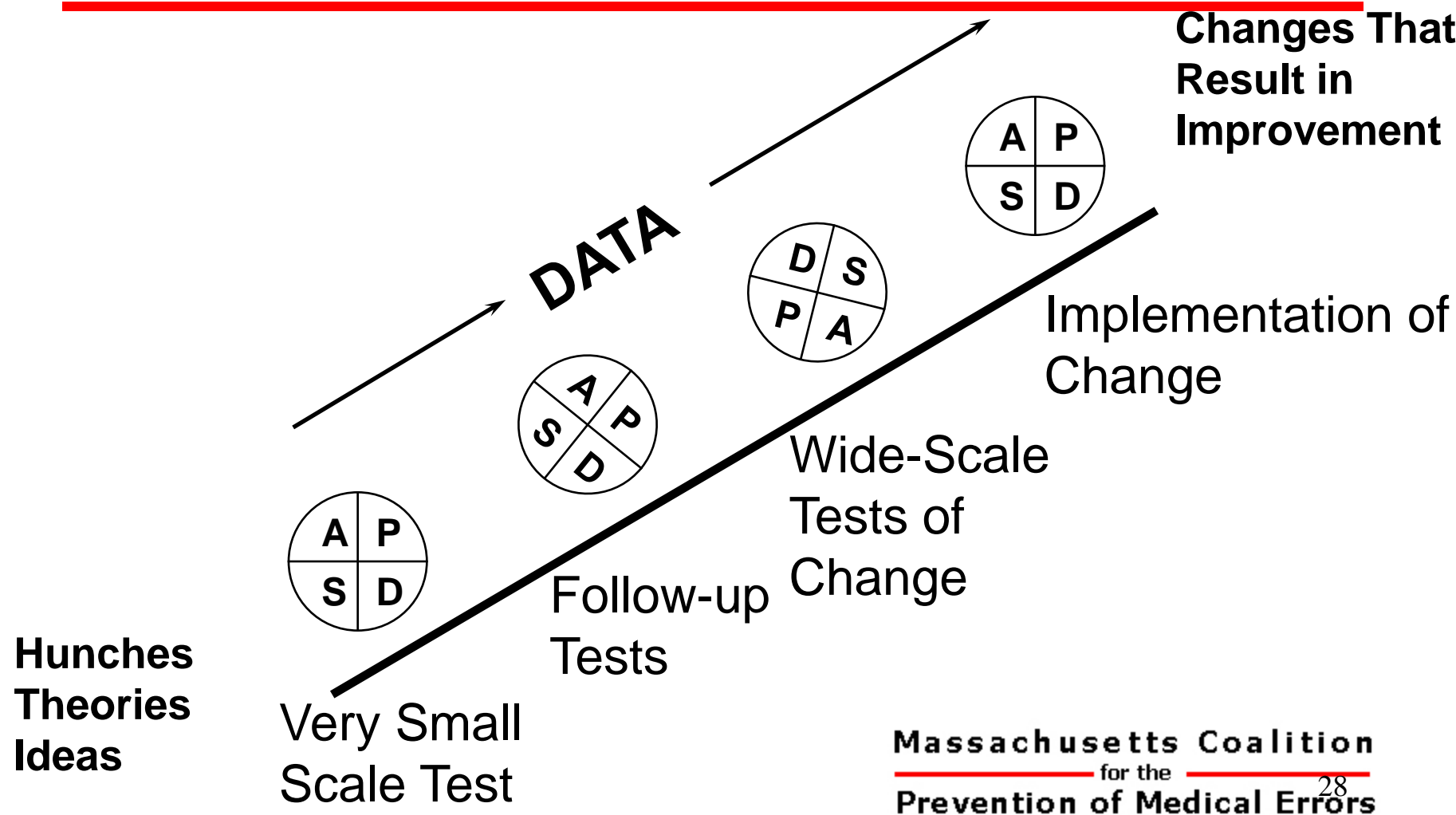
  rest of your system

Testing vs. Implementation

- ***Testing** –* Trying and adapting ideas and knowledge on small scale. Learning what works in your system.

- ***Implementation** –* Making this change a part of the day-to-day operation of the system – a permanent change in how work is done

  - Would the change persist even if its champion were to leave the organization?
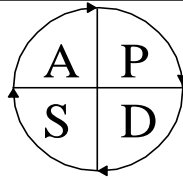
Why Test?

- Increase the belief that the change will result in improvement

- Predict how much improvement can be expected from the change

- Learn how to adapt the change to conditions in the local environment

- Evaluate costs and side-effects of the change

- Minimize resistance upon implementation

Repeated Use of the PDSA Cycle

Changes That Result in Improvement

DATA

A | P
S | D

D | S
P | A

A | P
S | D

A | P
S | D

Implementation of Change

Wide-Scale Tests of Change

Follow-up Tests

Hunches Theories Ideas

Very Small Scale Test

Successful Cycles to
Test Changes

- Plan multiple cycles for a test of a change

- Think a couple of cycles ahead

- Scale down size of test (# of patients, location)

- Test with volunteers

- Do not try to get buy-in, consensus, etc.

- Be innovative to make test feasible

- Collect useful data during each test

- Test over a wide range of conditions

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Form for planning a PDSA cycle

MODEL FOR IMPROVEMENT
CYCLE:____DATE:____

A | P
S | D

Objective for this PDSA Cycle

PLAN:
QUESTIONS:

PREDICTIONS:

PLAN FOR CHANGE OR TEST: WHO, WHAT, WHEN, WHERE

PLAN FOR COLLECTION OF DATA: WHO, WHAT, WHEN, WHERE

DO: CARRY OUT THE CHANGE OR TEST; COLLECT DATA AND BEGIN ANALYSIS.

STUDY: COMPLETE ANALYSIS OF DATA; SUMMARIZE WHAT WAS LEARNED.

ACT: ARE WE READY TO MAKE A CHANGE? PLAN FOR THE NEXT CYCLE

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