

Preparing for Successful Organizational Change

UTI Toolkit – Module 5

Narration by:

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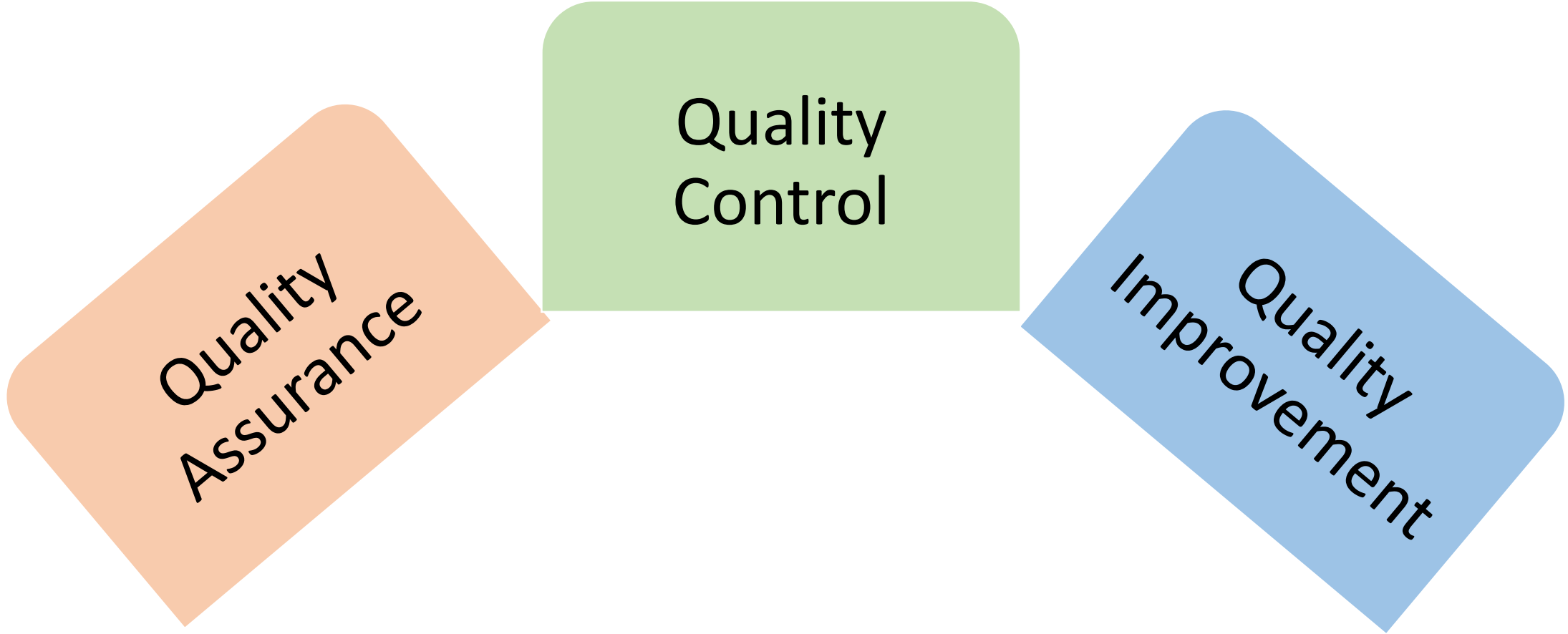
Objectives

- Understand quality assurance, quality control and quality improvement
- Identify differences between QA and QI
- Understand the role of CQI in organizational change
- Discuss the coaching sequence for organizational change
- Identify the importance of a team based approach to organizational change

What is Quality?

- Quality is the extent to which patient care programs and services increase the likelihood of desired not undesired patient outcomes based on existing knowledge.
- According to Institute of Medicine (IOM), quality health care should be:
 - Safe
 - Effective
 - Patient-centered
 - Timely
 - Efficient
 - Equitable

Areas of Quality Focus



Quality Assurance

- Quality assurance (QA): set of **activities utilized** to ensure the **processes used** lead to products that meet predetermined standards of quality
- QA is a reactionary approach to quality improvement
- QA focuses on why an error occurred and often involves a retrospective review of the process

Quality Control

- Quality control (QC): set of testing activities used to confirm the components and final products meet predetermined requirements
- QC is derived from manufacturing and is intended to block the release of “defective” products.
- QC often involved testing a sample of the product or process to confirm that it “contain” any errors.
- Medication dispensing: confirm right drug, right dose, right directions, right patient before dispensing

Quality Improvement

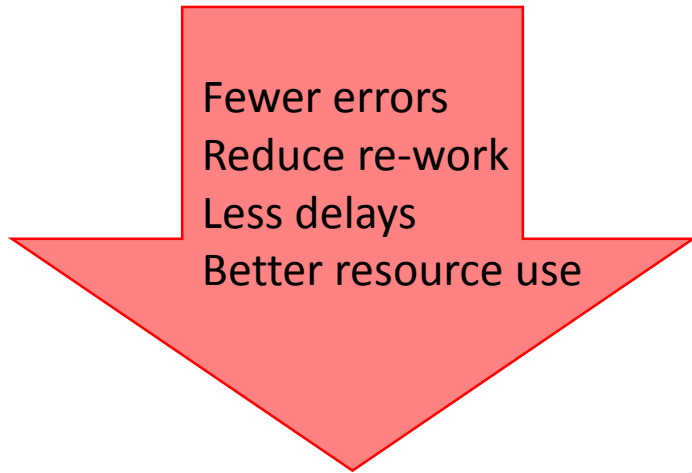
- Quality improvement is the systematic approach to increase desired outcomes and reduce or eliminate undesired outcomes.
- Elements include:
 - Identify areas for improvement
 - Devise mechanism to evaluate the impact of change
 - Quickly implement changes or innovations, often using PDSA rapid cycle change
 - Understand the benefits
 - Share lessons learned with others

Differences between QA and QI

Quality Assurance	Quality Improvement
Conforming to standards	Improved performance
Relies on inspection of the final product, the service, or a step in the process	Ongoing/occurs repeatedly over time
Focuses on what went wrong with a process or product	Focuses on systems and their interactions
May involve determining fault after something goes wrong (punitive)	Involves fixing or improving processes (nonjudgmental)
Individual assignment or departmental function	Interdisciplinary function
Typically retrospective in nature	Typically prospective in nature
Usually completed to avoid a problem or address a problem	Can be completed without identifying problems

Deming's CQI philosophy

Long term
strategy to
improve
process and
products and
customer
satisfaction



Decreased
costs



Increased
productivity



Continuous Quality Improvement

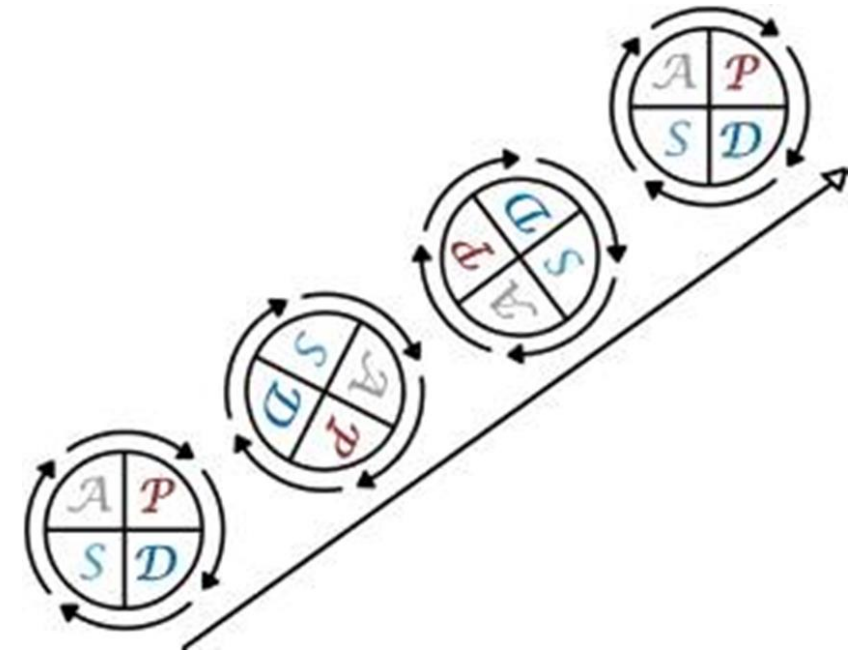
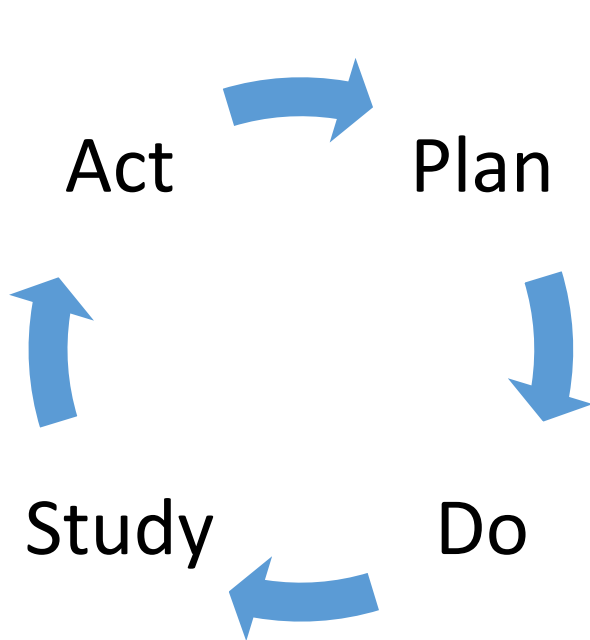
- Continuous quality improvement (CQI): the ongoing or repeated enhancements of a product or service
 - Assumes most things can be improved
 - Emphasizes the organization, systems, and processes
 - The focus is not correcting individual errors after they occur
 - Continually and incrementally improving individual steps within processes that lead to variation and errors
 - Requires objective data to analyze and improve processes

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in an improvement?



Core Coaching Principles: **Sequence**

- Change and quality improvement projects require a 5 step sequence:



Core Coaching Principles: Sequence



- **Engagement Phase:**

- Establish the initial relationship with representatives within the organization who are leading change and executive sponsors.
- Explore key questions to create a general project compass heading.
- Cultivate awareness regarding the return on investment (ROI) of the project.

Core Coaching Principles: **Retreat**

- Understand environment, our organization, and its opportunities for improvement
 - Why are we doing what we are doing?
 - Where do we need to go?
 - How can we get there?
 - How can we improve?
 - What are the risks, challenges, and opportunities that we need to address?
- Safely find a path forward by regrouping and recharging



Core Coaching Principles: **Urgency**

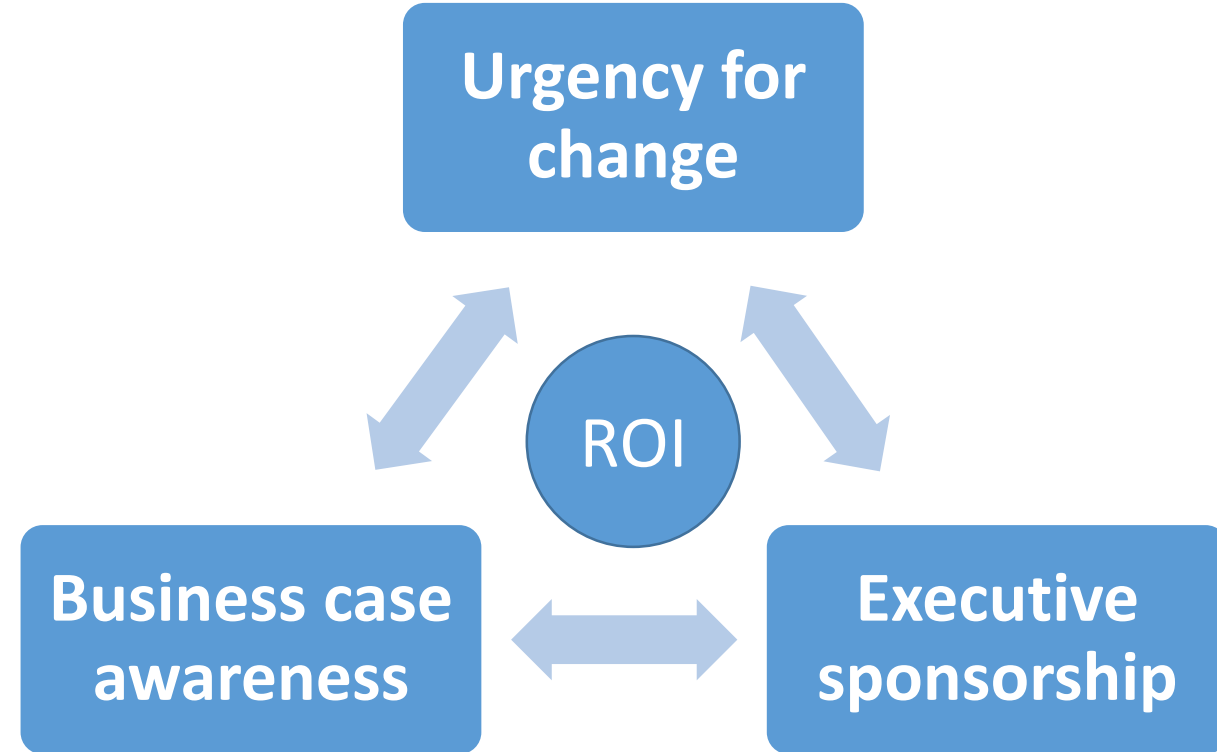
Urgency requires a
“Burning Platform”.



How can we increase a felt sense of urgency?

A Sense of Urgency, John Kotter

- 1. Bring the outside in:** external opportunities, vs. “we know best”
- 2. Behave with urgency every day:** Walk the talk and lead by example.
- 3. Find opportunity in crises:** Leveraged the crisis to break through complacency.
- 4. Deal with the No-Nos:** Address those who hinder change.

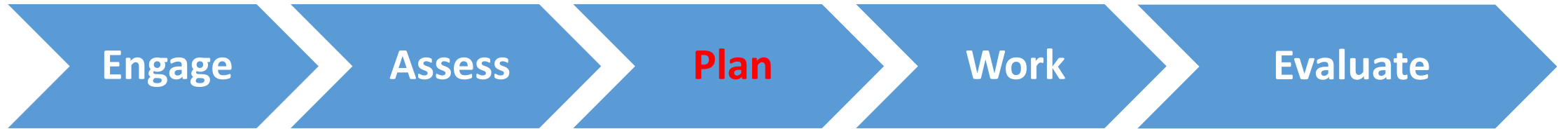


Core Coaching Principles: Sequence



- Assessment Phase:
- Use tools to understand the organizational environment, strengths and challenges.
- Dialogue to establish clear stretch goals.

Core Coaching Principles: Sequence



- **Planning Phase:**
- Plan the details of the change/ project.
- Define strategies and tools to measure progress toward the chosen goals.
- Dedicate time, people and resources to the project.
- Develop a project timeline.
- Cultivate commitment among team members.

Core Coaching Principles: **Teams**

***If you want to go fast,
go alone...***

***If you want to go far,
go together.***

African proverb



Team as Verb



To Team...the act of
Teaming...

To put together in order to
do something or to achieve
a particular effect.

Traits of Strong Teams

1. Learn and adapt quickly to change.
2. Communicate and share ideas, successes, challenges.
3. Diligently focus on the details and fundamentals of success.
4. Have diverse experiences, skills, and ideas.
5. Have a clearly articulated common mission/ goal.
6. Trust each other to perform with commitment.

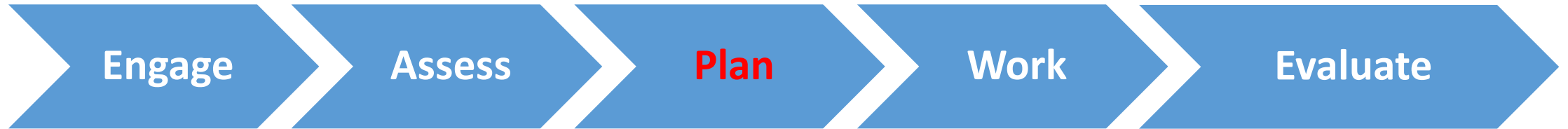


Change Teams

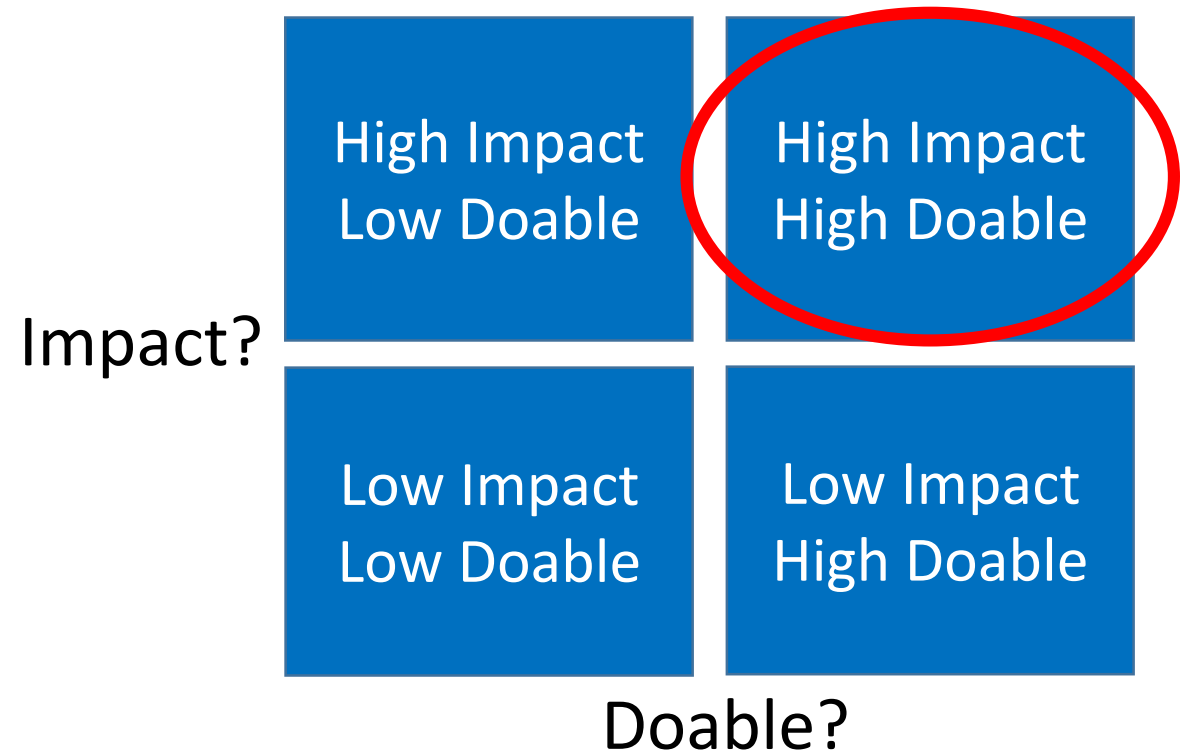
- **Executive Sponsor**
- **Change Leader**
- **Data Coordinator**
- **Team members**
- **Sustain Leader**



Core Coaching Principles: Sequence



- **Planning Phase:**
- Consider projects that have high impact
- Consider projects that are doable



Core Coaching Principles: Sequence



- **Work Phase:**
- Conduct regular meetings.
- Adjust the implementation as needed based upon continuous dialogue.
- Maintain team engagement in the face of competing priorities.
- Avoid mission creep.
- Maintain executive sponsorship and team alignment.
- Monitor project data.

Core Coaching Principles: Sequence



- **Evaluation & Sustain Phase:**

- Review of the data collected and the experience of the team.
- Sustain activities that have produced desired results.
- Establish new norms that change the culture.
- Celebrate success.

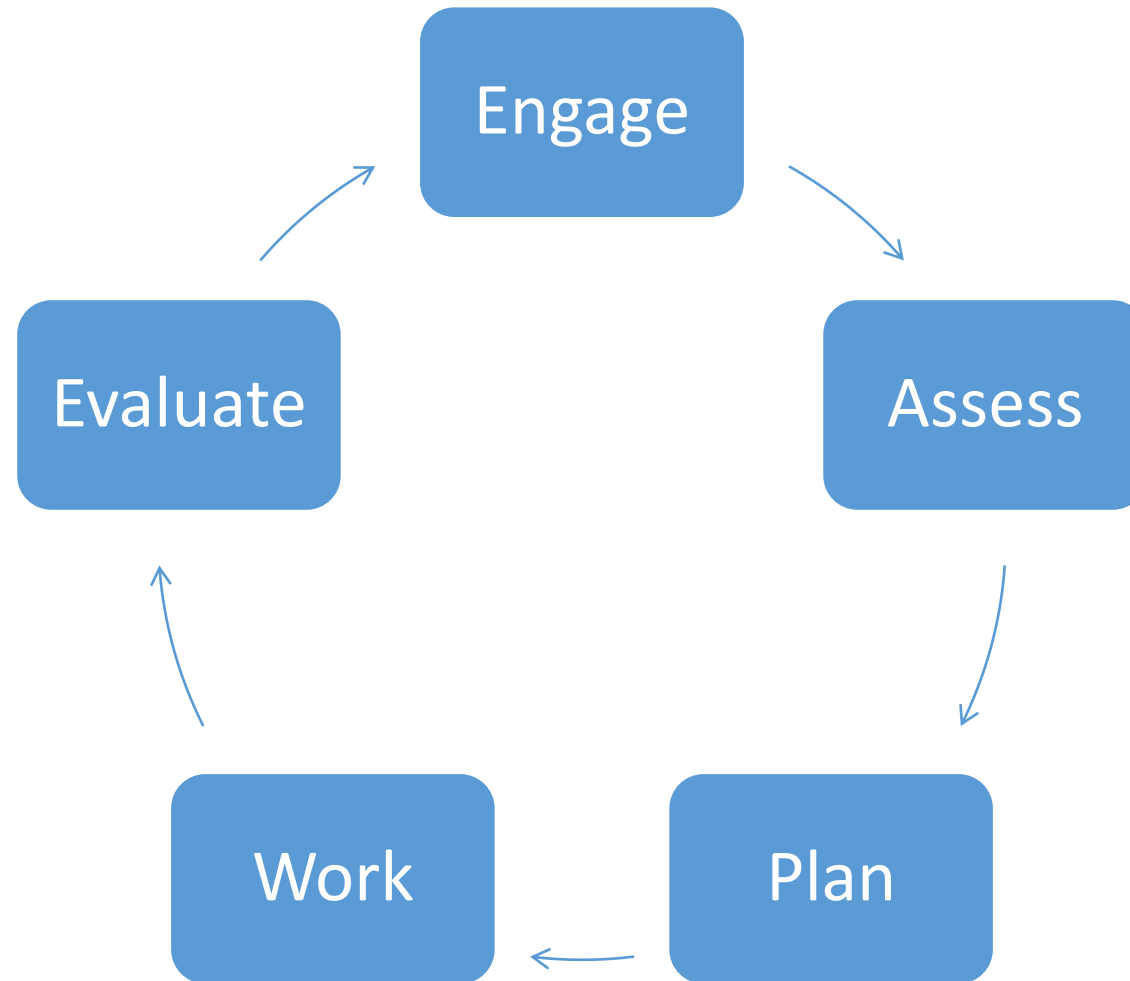
Recommended Sequence:



The all too common sequence:



Continuous Improvement requires continuous action:



Key Take Away Messages

- Quality assurance and quality control are useful but continuous quality improvement is the most effective approach to successful organization change.
- Change and quality improvement projects require a 5 step sequence.
- Organizational change requires a team comprised of the right individuals.
- Internal processes such as QAPI provide a framework for active CQI