

*Coaching change through data
driven team work*

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UTI Toolkit – Module 5

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Objectives

- Learn why it is important to track data in organizational change.
- Identify seven rules of the road related to using data to inform organizational change
- Discuss elements of the seven rules of the road.

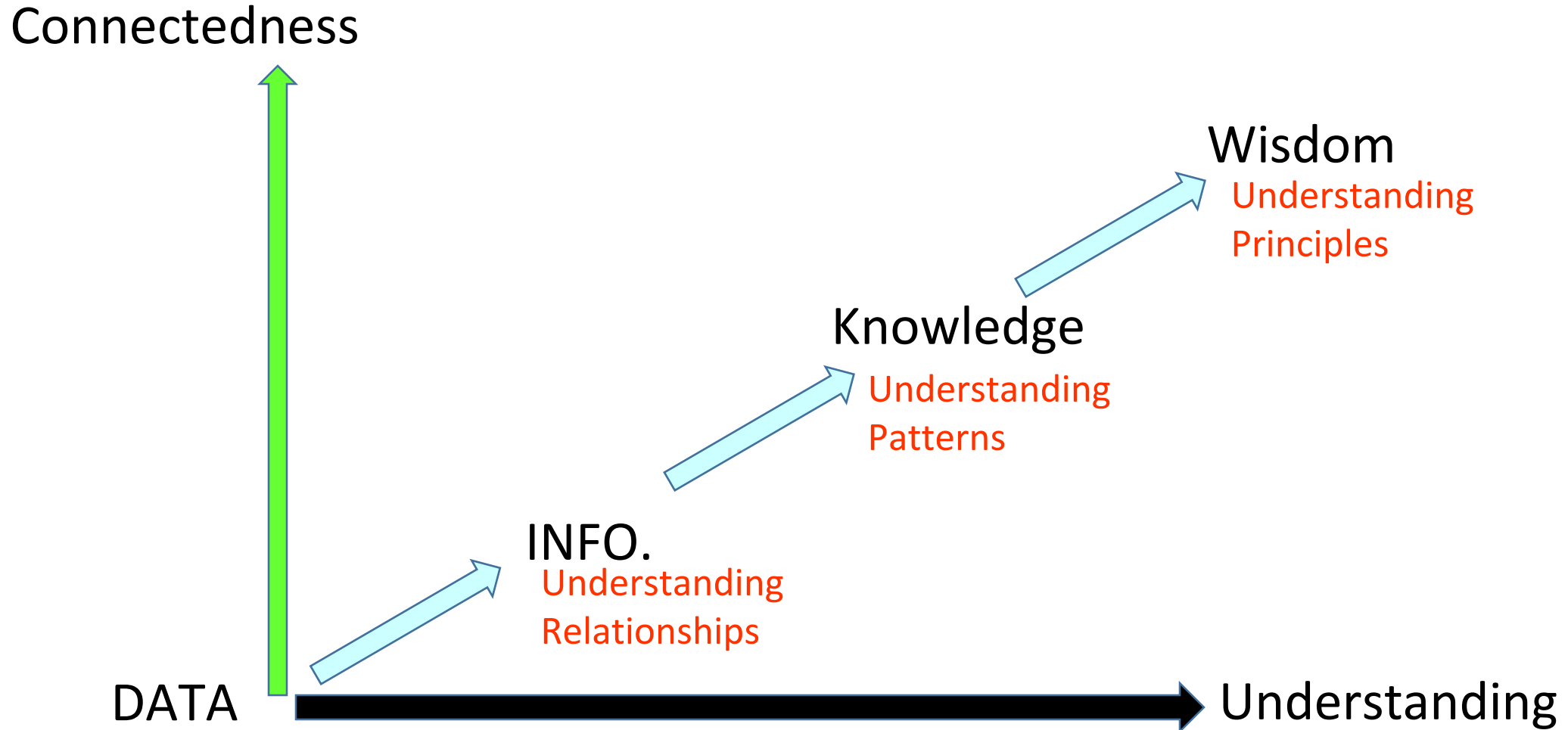
POWERFUL DATA, POWERFUL CHANGE:

Why is it important to track data?

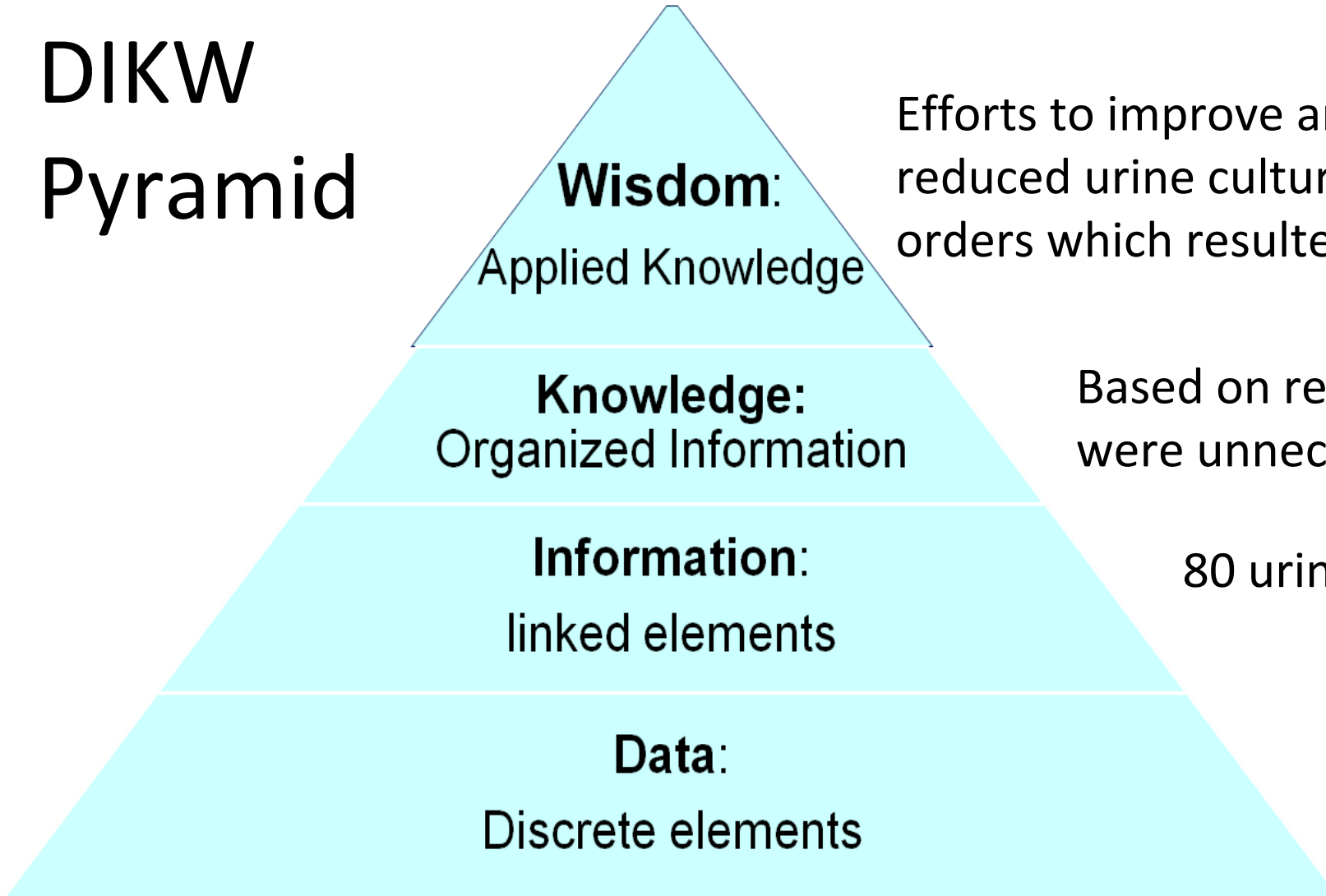
- If you want to change something, ***measure it.***
- Answers the question: “**How will we know a change is an improvement?**”
- *Measuring change enhances process improvement by*
 - *Identifying which changes worked.*
 - *Learning which changes resulted in improvement and*
 - *Understanding which changes resulted in the most significant improvement*



Using Data toward greater Connectedness & Understanding



DIKW Pyramid



Wisdom:
Applied Knowledge

Efforts to improve antibiotic prescribing resulted in reduced urine cultures and resulting antibiotic orders which resulted in improved patient care.

Knowledge:
Organized Information

Based on review, 20% of urine cultures were unnecessary.

Information:
linked elements

80 urine cultures ordered.

Data:
Discrete elements

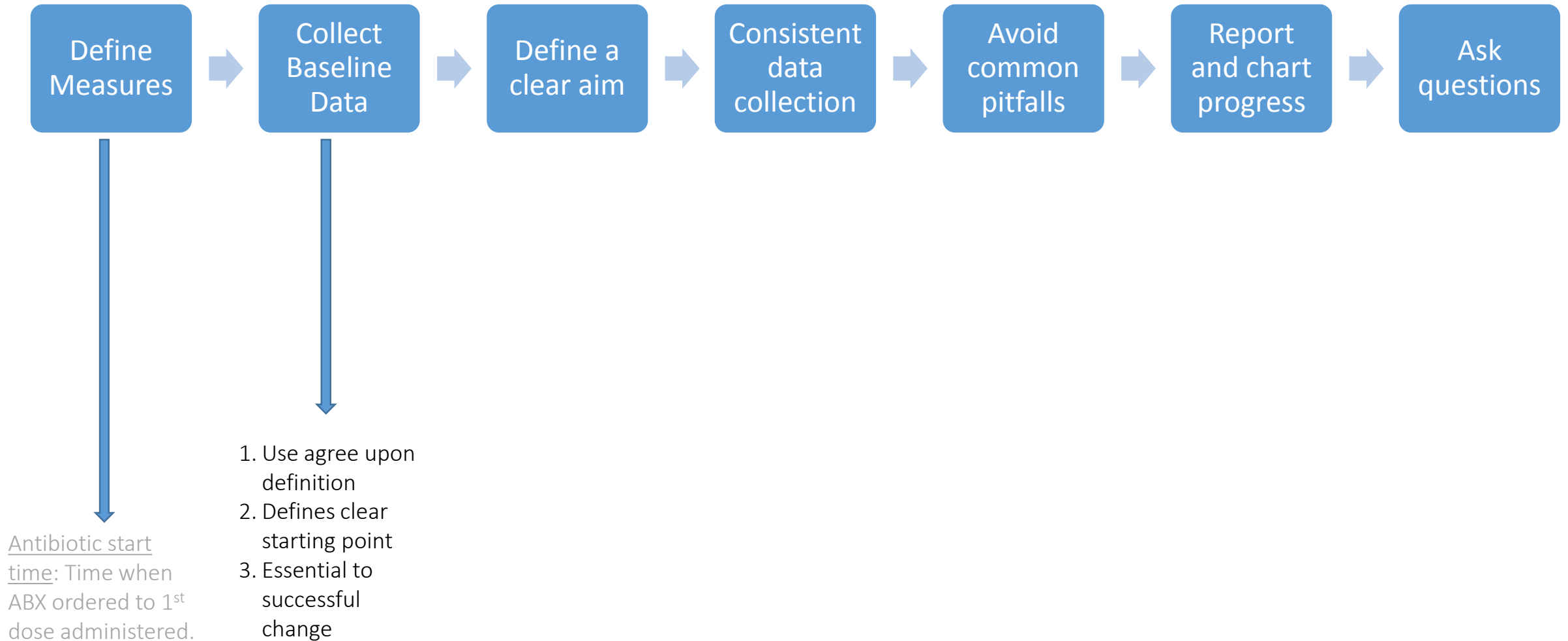
100 residents identified with suspected UTI symptoms.

7 Simple Rules of the Road

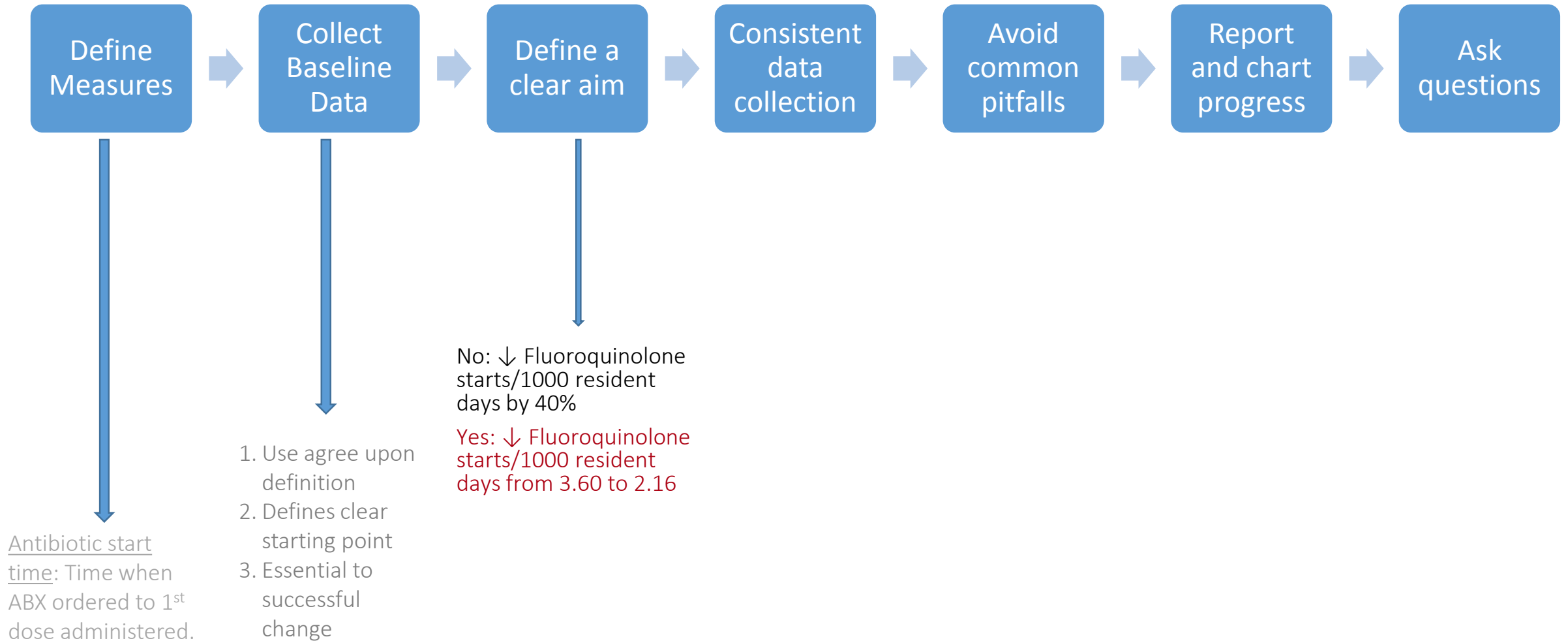


Antibiotic start time: Time when ABX ordered to 1st dose administered.

7 Simple Rules of the Road



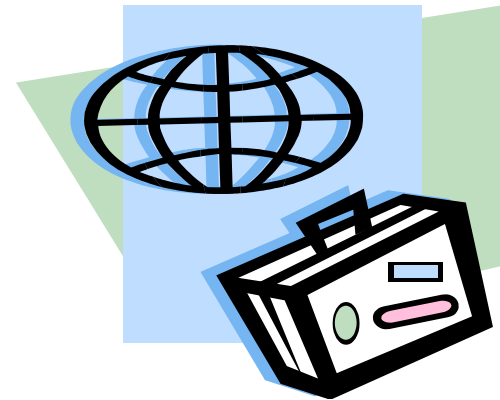
7 Simple Rules of the Road



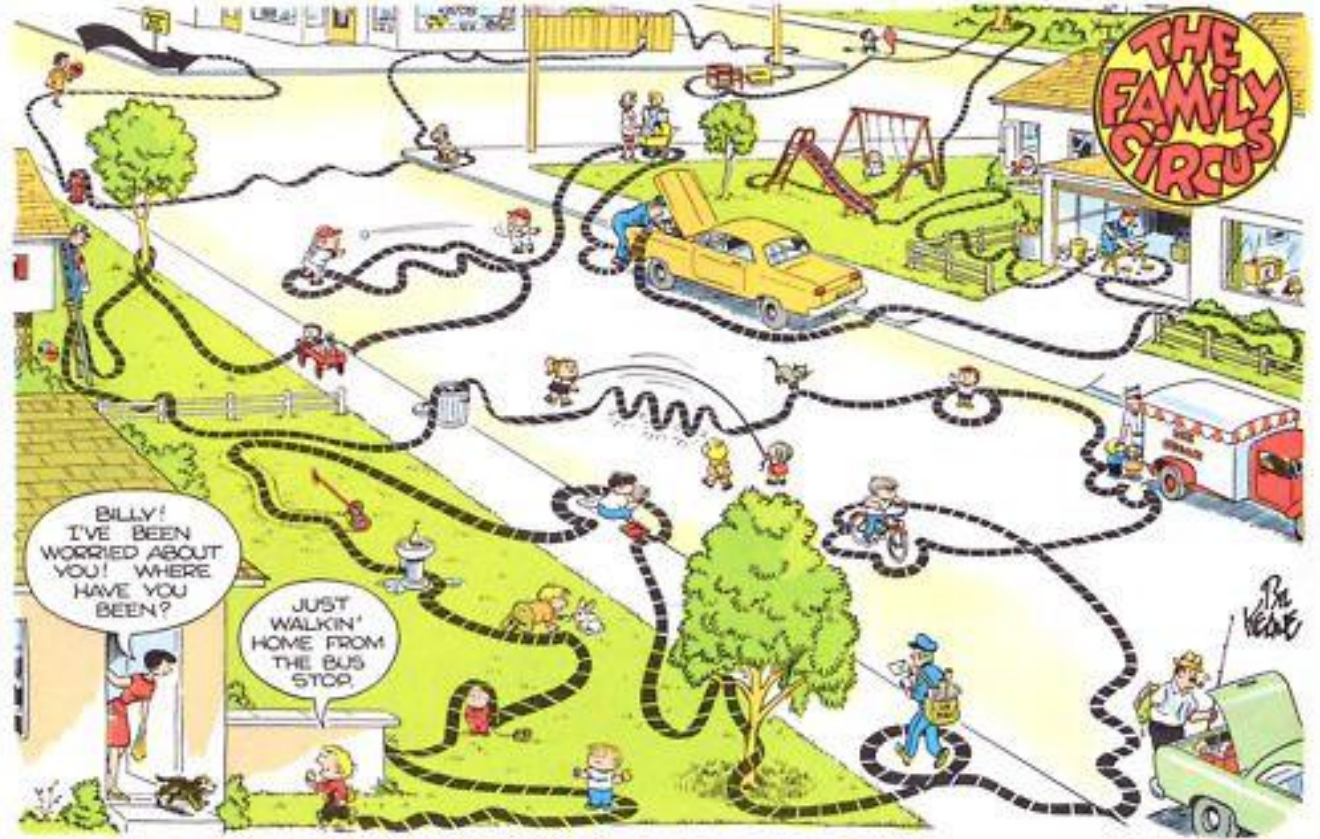
Rule 3: Establishing an aim

- **Be flexible**

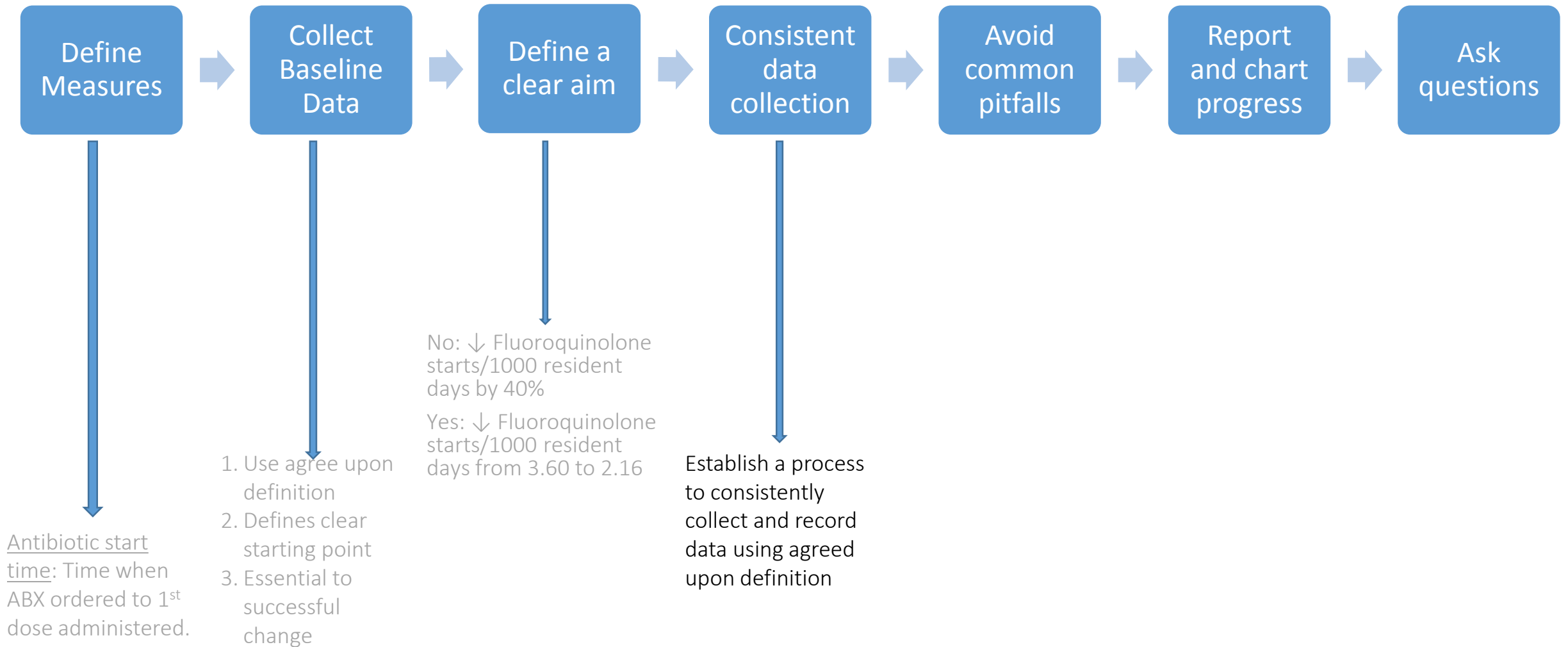
- Information suggests changing the aim, change it
- Aim is too ambitious, set a realistic aim that still challenges the agency to improve
- Aim is easily achieved, set a more ambitious aim that stretches the agency's capacity to improve



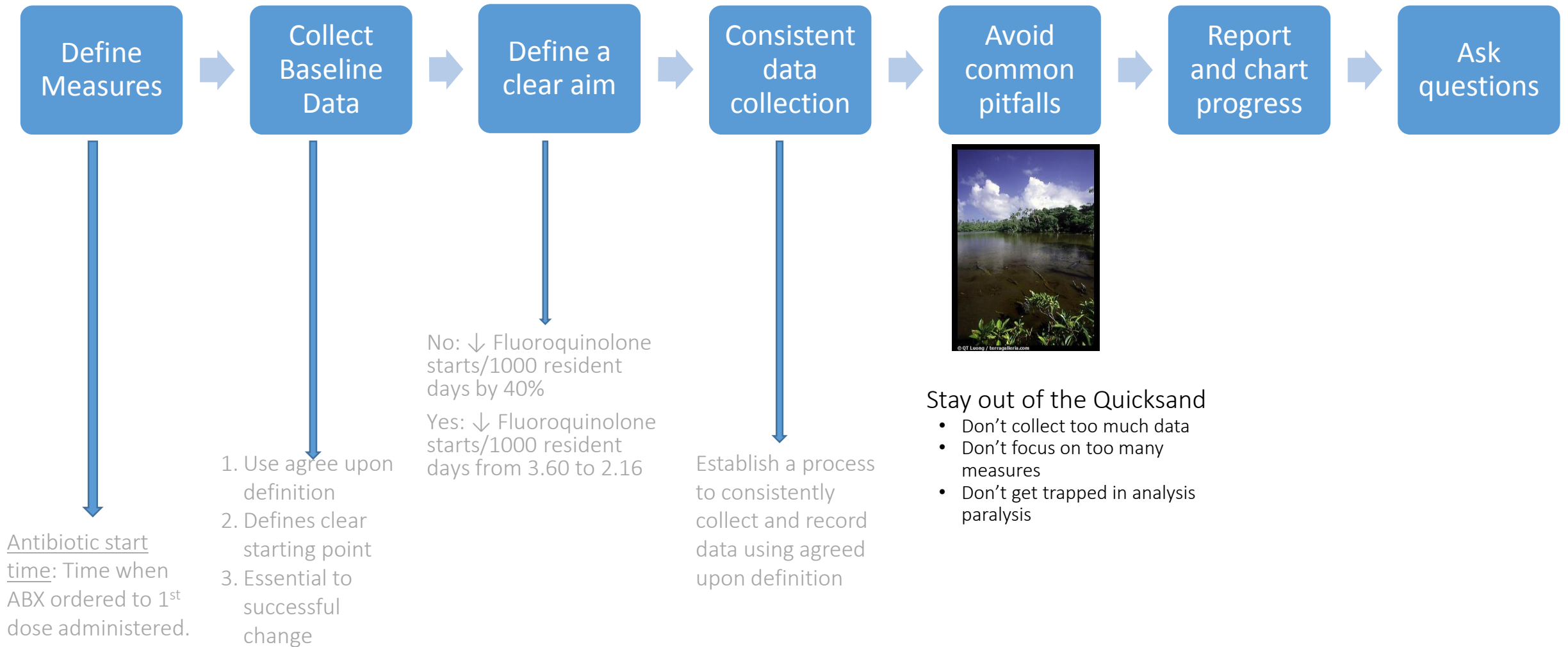
No Aim, No Baseline =



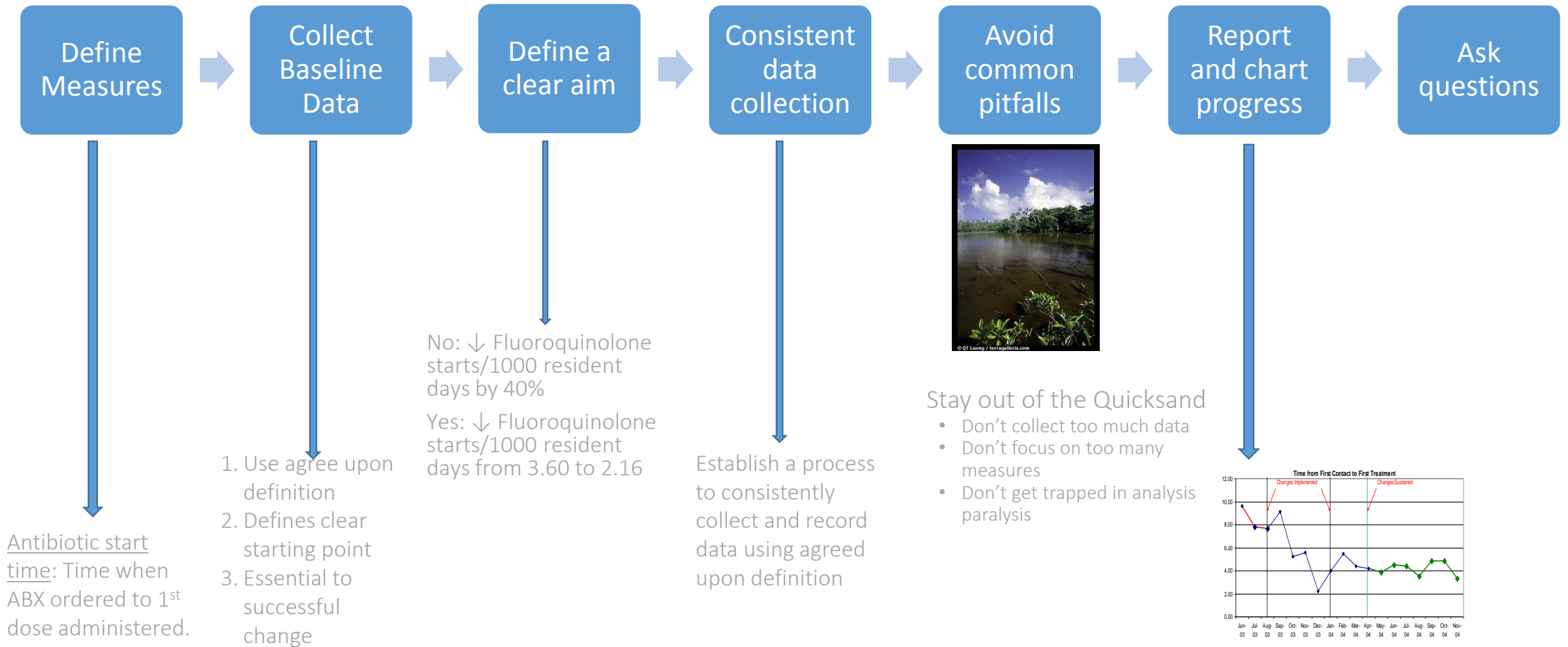
7 Simple Rules of the Road



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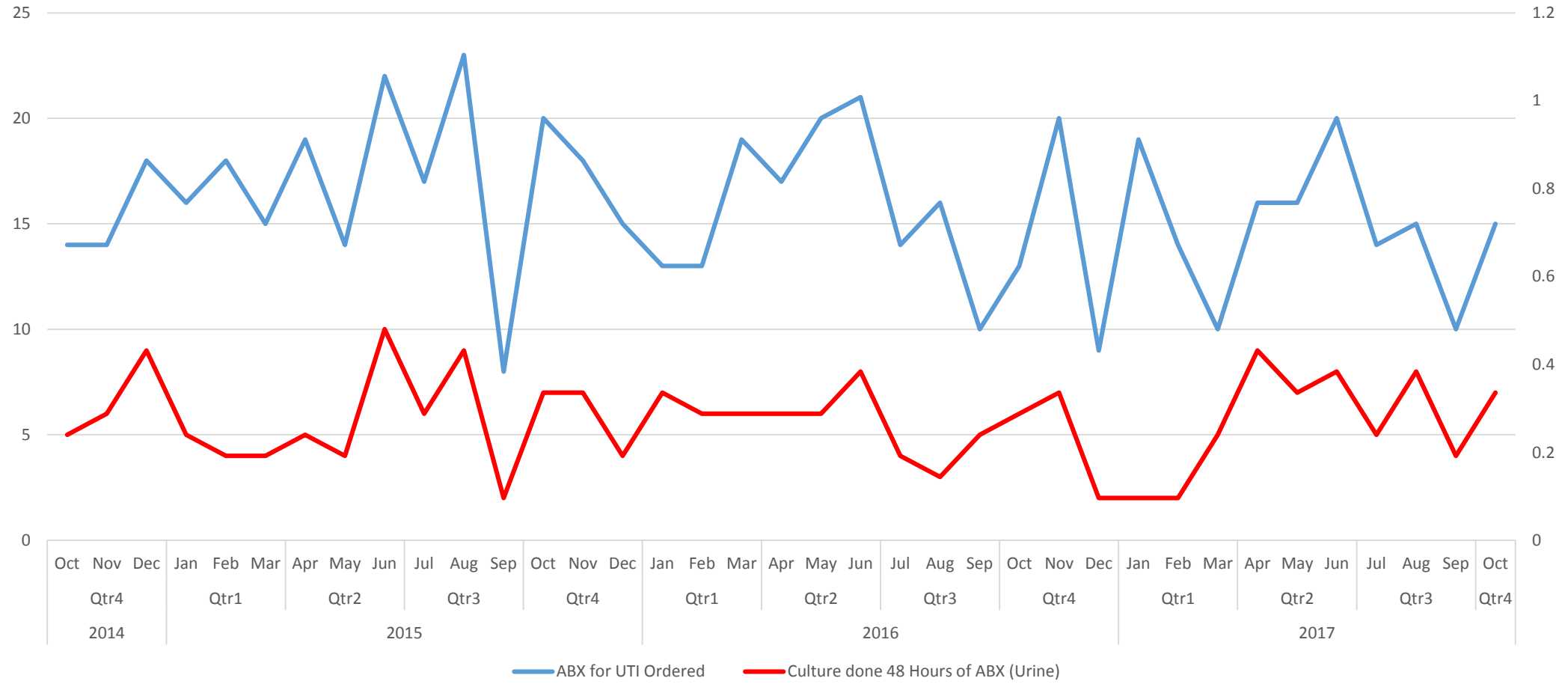
Rule 6: Report and Chart Progress

- A Simple Axiom: One chart, one message
- Charts can be used to:
 - Highlight the baseline (pre-change) data
 - Identify when a change was introduced
 - Visually represent the impact of individual changes over time, and
 - Inform your agency about sustaining change over time.

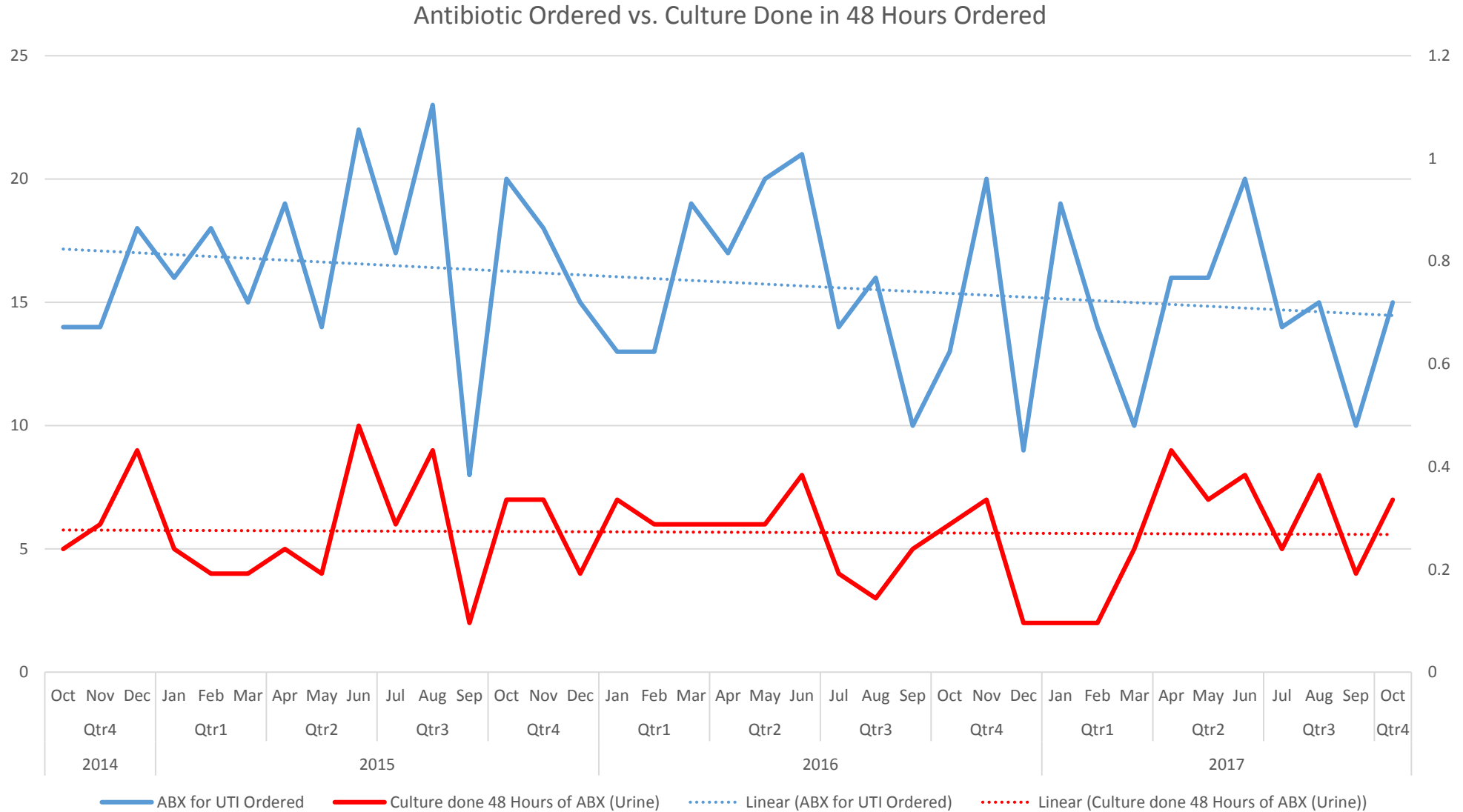
Guidance for Providing Feedback

1. Ensure staff has sufficient background and/or familiarity to adequately interpret data.
2. Display numbers so that others can understand them.
3. Interpret numbers to make the correct decisions based on them.
4. Relate the numbers to people getting better.
5. Link the numbers to success stories to motivate others towards improvement.

Antibiotic Ordered vs. Urinalysis Ordered

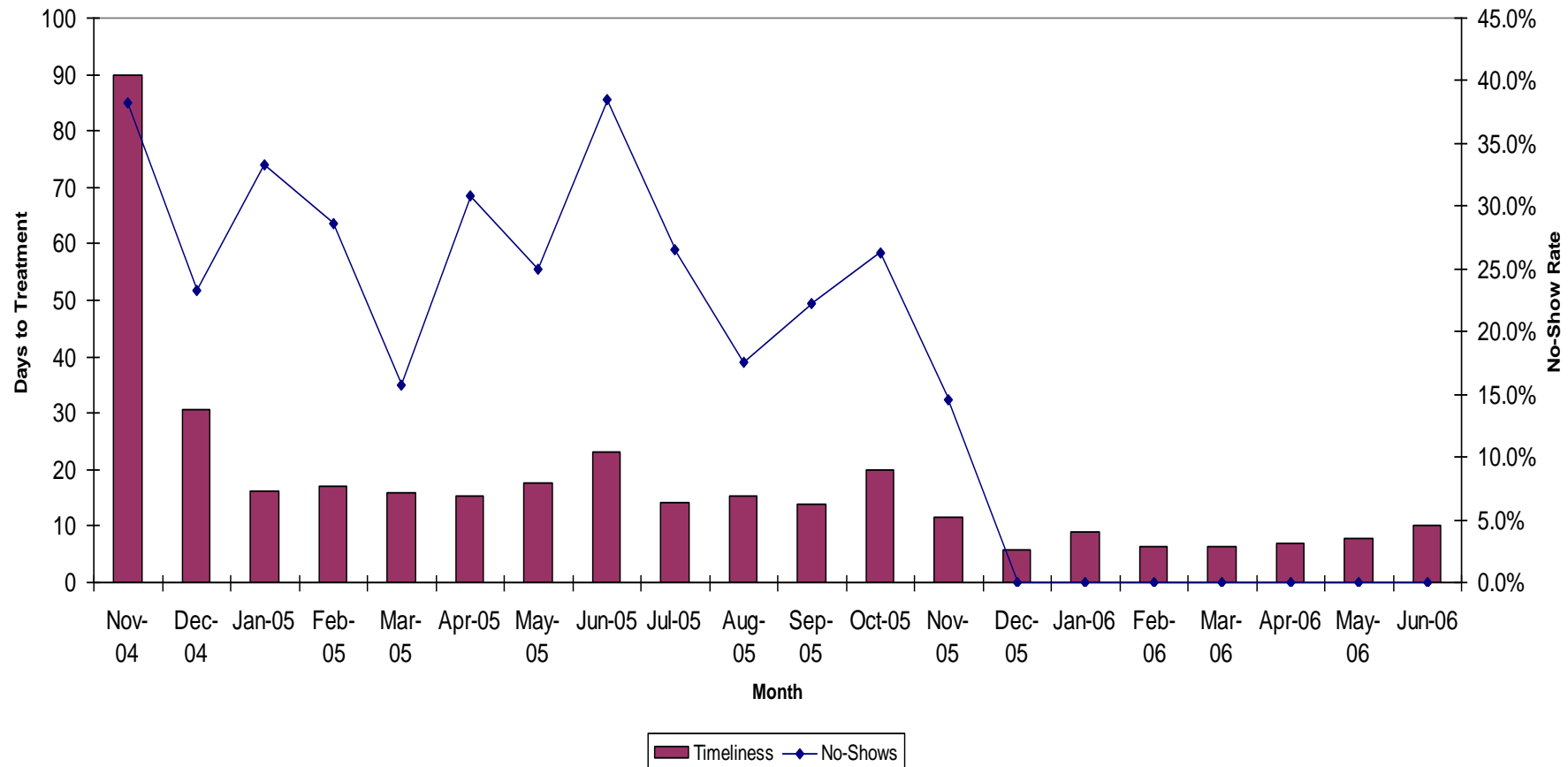


Use of trend lines can show how the data is changing



Often a Change in One Area will impact another

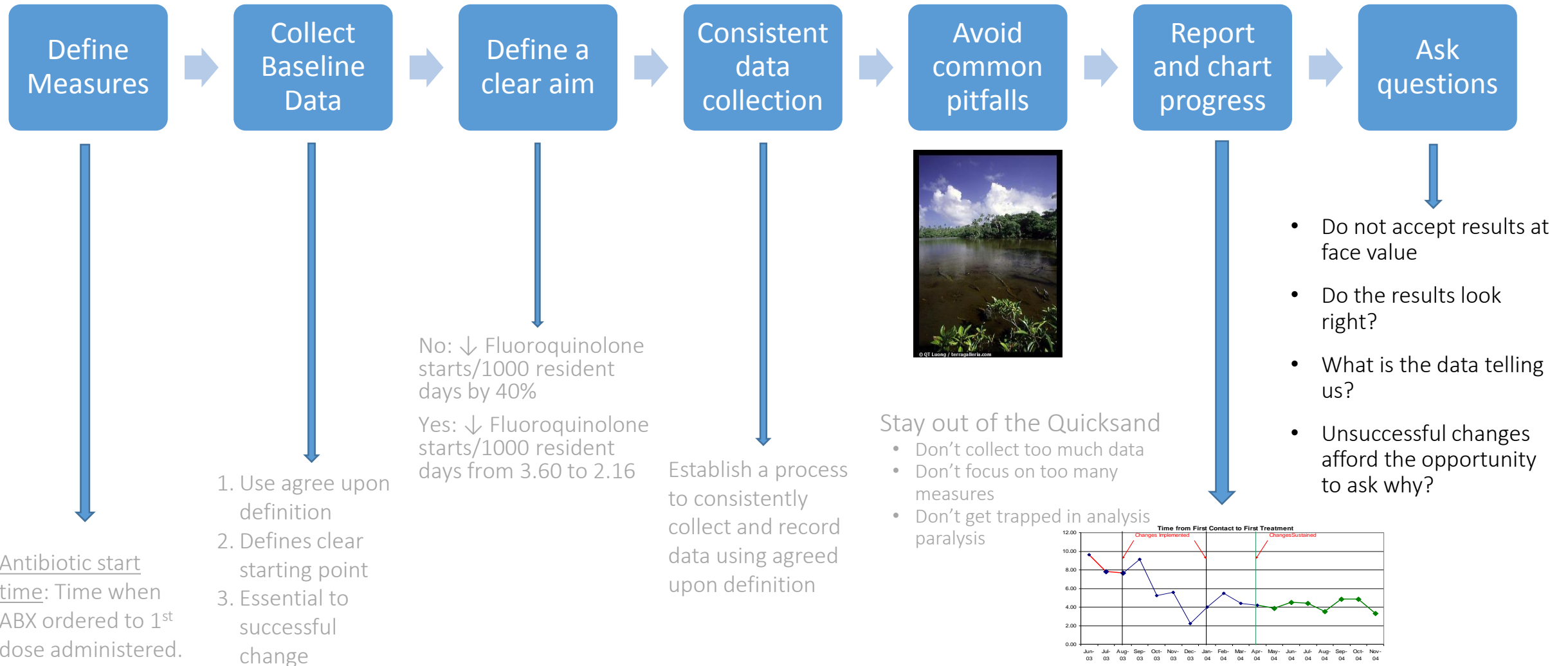
Days to Treatment and No-Show Rates



Providing Feedback: Questions to Consider

- How will the measures be reported?
 - Only to leadership
 - Quality Assurance/Quality Improvement (QAPI) meeting
- How often will the measures be reported and the charts updated?
- What else – besides the measures on these simple line charts – should be reported?
 - Information about process changes
 - Changes in resident acuity
 - Impact of staffing on outcomes

7 Simple Rules of the Road



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What did this module accomplish?

- Learned the importance of data in organizational change.
- Identified seven simple rules of the road for using data in organizational change
 - Discussed the importance of defining measures and collecting data consistently based on the measure definition.
 - Emphasized the importance of a clear aim that allows the organization to experience a real impact of change efforts
 - Highlighted the importance of simple and focused feedback
 - Identified the power of questions in exploring the impact of change.