

**Designing “Great” Clinical Systems:
Albert Einstein Medical Center
Emergency Department Kickoff**

February 18, 2004

Green Belt Session 1

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WWW.clinicalmicrosystem.org

Materials & To Do

- ◆ **Video: Berwick IDCOP video**
- ◆ **Assessing Your Practice Workbook**
- ◆ **Practice Profile**

A great ED

“They give me exactly what I want (and need) exactly when I want (and need) it.”

**- Don Berwick, MD
IHI IDCOP Motto**

Agenda

◆ **January 26th 2004: 5:30 – 7:30**

1. Introductions & why we are here

2. Diagnosing your microsystem

3. Selecting a theme for improvement

4. Next steps

Introductions & Why We Are Here

Part 1

Why are we here?

To develop people

- Head
- Hand
- Heart



**To respond to
market and
professional
pressures**

**To grow the
microsystem from
the inside out**

Introductions

- ◆ **Introductions**
- ◆ **Name and type of position**
- ◆ **1 thing that patients ...**
 - ✓ **really love about our ED is**
 - ✓ **drives some patients nuts is**

Buzz on “love” and “nuts”

Why we are here

- ◆ Learn about our practice
- ◆ Improve our practice
- ◆ Improve our work life
- ◆ Studio course for **GREEN** Belts



✓ *Action learning Educating the Reflective Practitioner*

→ Donald Schon

A great ED.

A great clinical microsystem.

***“They give me exactly what I want (and need) exactly when I want (and need) it . . .
. . . While maintaining and improving
a joyful work environment
and a financially viable organization.”***

**- Don Berwick, MD
IHI IDCOP Motto**

Your ED is a Microsystem

“Every system is perfectly designed to get the results it gets.”

- ✓ Your practice is a small system**
- ✓ A complex adaptive system**
- ✓ A clinical microsystem**
 - Emerging change & making change**

**Making tests of change using
scientific method**

Diagnosing Your Microsystem

Part 2

Main Idea

You can (further) develop your ED by using microsystem thinking ...

- 1. Assess & diagnose your system**
- 2. Use scientific method to test changes in the system**
- 3. Get everyone in the game ... engage their hearts, minds and hands**

Caring for Patients & Growing Microsystems

◆ PATIENTS ...

✓ Assess

✓ Diagnose

✓ Treat

→ Involving the patient & family in the process

◆ MICROSYSTEMS...

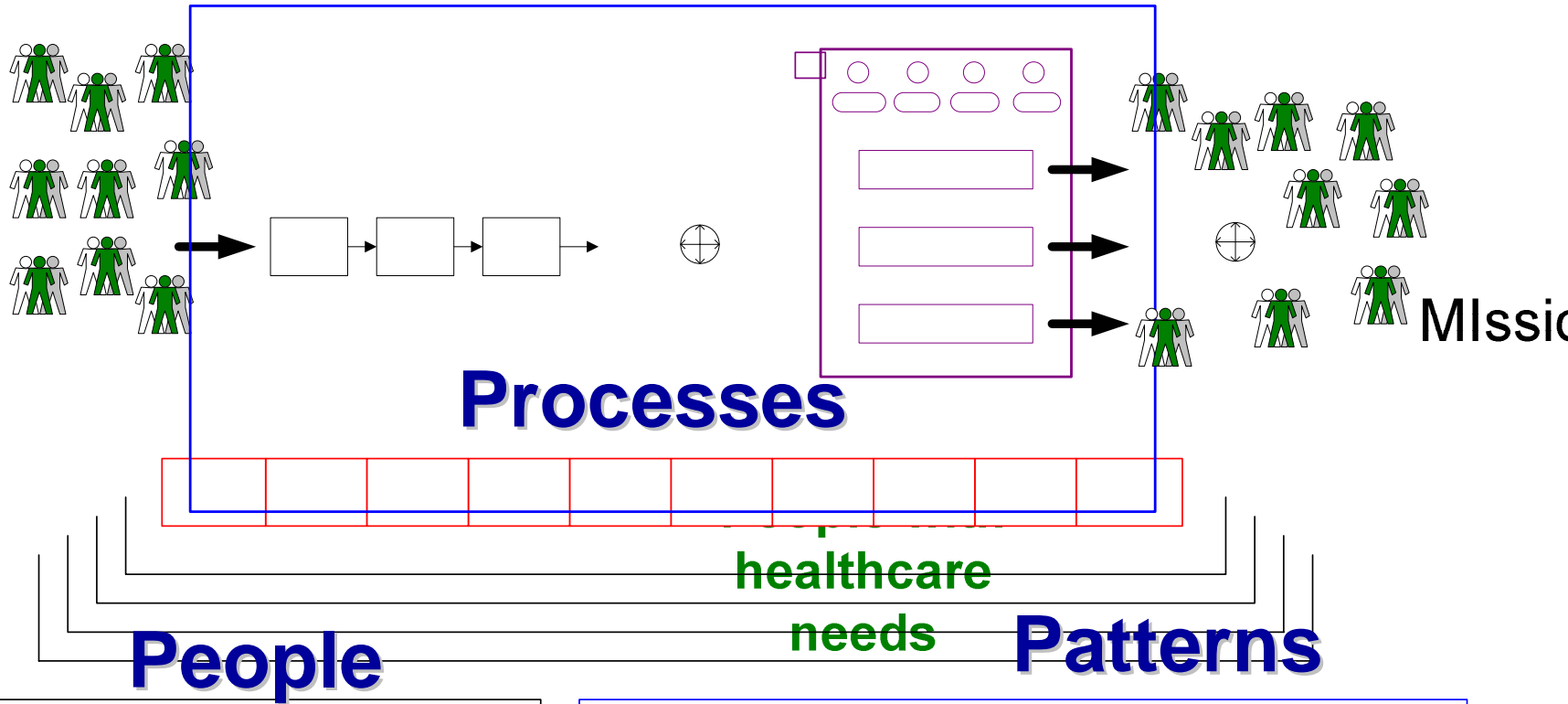
✓ Assess

✓ Diagnose

✓ Treat


→ Involving the microsystem players in the process

Patients



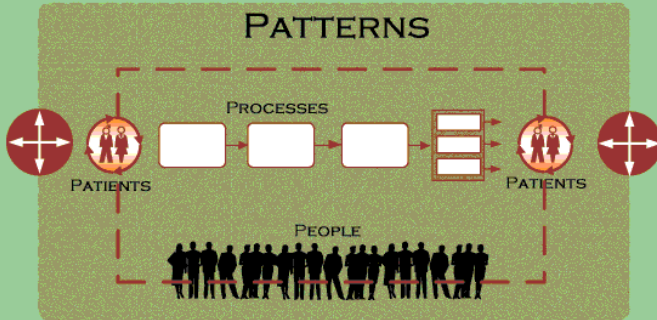
Healthy		Chronic			
Very High Risk					

Assess & Diagnose: Assessing Your Practice

 IdealizedDesign™ of Clinical Office Practices
IMPROVING CLINICAL OFFICE PRACTICES AND OUTCOMES

ASSESSING YOUR PRACTICE

“THE GREEN BOOK”



The diagram, titled 'PATTERNS', is enclosed in a dashed red border. At the top, the word 'PATTERNS' is written in a serif font. Below it, a horizontal flow is shown: a circular icon of two people labeled 'PATIENTS' on the left, followed by three rectangular boxes labeled 'PROCESSES', and another circular icon of two people labeled 'PATIENTS' on the right. Arrows indicate a flow from left to right. On the far left and far right of the diagram are circular icons with four arrows pointing outwards. Below the flow, a row of silhouettes of people is labeled 'PEOPLE'. The entire diagram is set against a textured, light brown background.

“KNOW YOUR PATIENTS”

“KNOW YOUR PEOPLE”

“KNOW YOUR PROCESSES”

“KNOW YOUR PATTERNS”

© 2002, Trustees of Dartmouth College, Godfrey, Institute for Healthcare Improvement Draft, Rev: 10/10/02

See www.Clinicalmicrosystem.org

Go to Assessing Your Practice and the Practice Profile

File = AYP Assessing Your Practice Einstein PDF

Diagnosing your microsystem

Use the Clinical Microsystem Action Guide to continue to diagnose the strengths of your microsystem and to start identifying improvement opportunities

***Time to
Exercise!***



Exercise

- ◆ **Choose roles**
- ◆ **Set up your meeting agenda**
- ◆ **Analyze PRACTICE PROFILE DATA**
- ◆ **What does the data “say” about your**
 - ✓ **Patients, Practice, Process**
- ◆ **What critical data would you like to get next?**
- ◆ **Evaluate your meeting**

Roles

◆ **Leader**

- ✓ **Prepares agenda, moves agenda, elicits participation**

◆ **Recorder**

- ✓ **Visual record for group, next actions list**

◆ **Timekeeper**

- ✓ **Verbally announces amount of time remaining and when time is up**

◆ **Facilitator**

- ✓ **Helps to manage group process, to balance participation, to keep group focused on objectives**

Report Outs

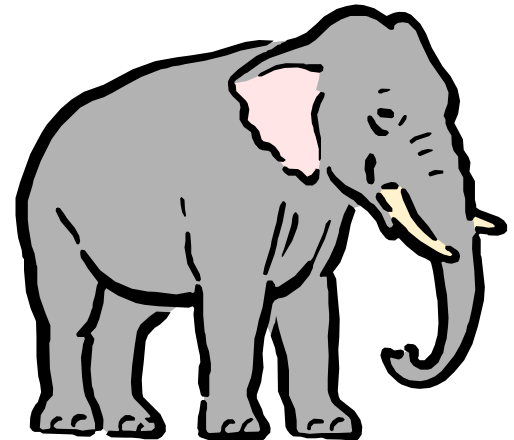
- ◆ **What did you learn about your practice?**

Selecting First Theme for Improvement

Part 3

Selecting first “theme” for improvement

**“How do you eat an
elephant?”**



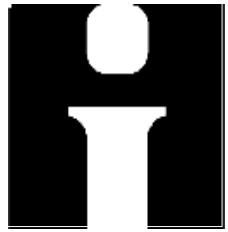
Think about ...

- ◆ **What you learned from your ED Practice Profile discussion**
- ◆ **What delights and disappoints patients**
- ◆ **What is intolerable for staff**
- ◆ **The IHI IDCOP 4 themes**

Video



◆ **Dr. Don Berwick video**



Key Themes and Components of Ideal Practices

“They give me exactly the help I want (and need) exactly when I want (and need) it.”

ACCESS	INTERACTION	RELIABILITY	VITALITY
Open Access	Customized Communication	Knowledge Management	Research and Development
Continuous Flow	Interaction Technology	Population Management	Staff Development
Alternatives to 1:1 Visits			
Optimized Care Team/Master Schedule			
Leadership/Measurement Systems/Financial Management			

Time to Exercise!



Exercise: Select a major theme for microsystem improvement

- ◆ **A major theme is an essential process that is critical to patients and staff**
- ◆ **Most of the process is inside your “blue picket fence” -- ie, your ED can control (most of) the process and thus impact outcomes**
- ◆ **Write first draft of a global aim statement for the theme that you have selected**

Global Aim Template

- ◆ We aim to (*insert name of process*) in (*insert clinical location in which process is embedded*)
- ◆ The process begins with (*start point*)
- ◆ The process ends with (*end point*)
- ◆ By working on the process we expect (*list benefits*)
- ◆ It is important to work on this now because (*list imperatives*)

Wrap Up



Wrap up and next steps

- ◆ **Begin thinking about the short and long term**
- ◆ **Complete the PRACTICE PROFILE and the Assessing Your Practice Workbook to begin clarifying your path forward**
- ◆ **Plan for weekly “sacred” improvement team meetings (eg, 55 minutes per week on Wednesdays at 12:15-1:10) to work on achieving your aim**
- ◆ **Plan to work with your coaches to complete the “Greenbelt” learning program (while testing changes to achieve your Aim)**

Remember that every clinical microsystem must

- ◆ **Do the job**
 - ✓ meet patient's needs
- ◆ **Meet staff needs**
 - ✓ for respect, challenge, growth, joy, & earnings
- ◆ **Maintain self as an organization**
 - ✓ mission, values, finances, image

Evaluate and Adjourn

- ◆ **Session Aim: To begin to strengthen knowledge of ED as a microsystem and to begin to focus improvement work in your ED based on microsystem thinking**
- ◆ **Evaluate this session**

Evaluation

Begin here

- ◆ **What went well?**
- ◆ **What could be improved?**
- ◆ **Stay away from naming the judgments, e.g. “good.”**
 - ◆ **Focus on the processes and what about them went well, could be improved.**
- ◆ **Use this record as the starting point for the next session.**

spares

A Picture of a Microsystem

The Physiology

Exercise: What does your microsystem look like?

- ◆ **Make a “picture” of your practice using micro-system model**
- ◆ **Give 4 minute overview of practice**
- ◆ **Use Clinical Microsystem Action Guide Practice Profile tool (page 16)**
 - ✓ **Know your patients**
 - ✓ **Know your practice**

3. Meeting skills part 1

- ◆ **When you think about “meetings”
what words come to mind???**

Meeting Skills (pg 73-75)

- ◆ **Roles**
- ◆ **Processes**
- ◆ **Aimed & Timed Agendas**

Roles

◆ **Leader**

- ✓ Prepares agenda, moves agenda, elicits participation

◆ **Recorder**

- ✓ Visual record for group, next actions list

◆ **Timekeeper**

- ✓ Verbally announces amount of time remaining and when time is up

◆ **Facilitator**

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Phases & Processes

- ◆ **Pre-meeting plan**
- ◆ **In meeting**
 - ✓ focusing on aims
 - ✓ working on aims
 - ✓ setting up next actions
- ◆ **Post-meeting follow through**
- ◆ **Making decisions**
- ◆ **Managing time**
- ◆ **Sharing leadership**
- ◆ **Listening**
- ◆ **Managing conflict**
- ◆ **Giving feedback**
- ◆ **Learning**
- ◆ **Having fun**

7 Step Meeting Process/Agenda

- 1. Clarify aims: what we will get done**
- 2. Review roles: leader, recorder, timekeeper, facilitator**
- 3. Review agenda**
- 4. Work through agenda items**
- 5. Review meeting record: review flipchart record, make changes/additions, decide what to keep for meeting record**
- 6. Plan next actions & next agenda: who will do what off line & aims for next meeting**
- 7. Evaluate the meeting: went well, could improve**

Sample Agenda

Meeting Agenda

Date	Team
Time	Place

Time	Method	Content
		1. Clarify Objectives A. B.
		2. Review Roles Leader: Recorder: Timekeeper: Facilitator/Advisor:
		3. Review Agenda
		4. Work Through Agenda Items A. B. C. D.
		5. Review the Meeting Record
		6. Plan Next Agenda
		7. Evaluate Meeting

Sample Agenda

Organization Name: _____ -Agenda- Department Name: _____ Day, Date: _____ Time of Meeting: _____ Meeting Location: _____			
<i>Aim of Our Microsystem:</i>			
Leader: Recorder: Timekeeper: Facilitator: Participants:			
Time	Method	Item	Aim/Action
		1. Clarify Objectives A. B.	
		2. Review Roles Leader: Recorder: Timekeeper: Facilitator/Advisor:	
		3. Review Agenda	
		4. Work Through Agenda Items A. B. C. D.	
		5. Review Meeting Record	
		6. Plan Next Agenda	
		7. Evaluate Meeting	

Ground rules

- ◆ Practice not interrupting each other.
- ◆ Work to include other's ideas.
- ◆ Do unto others as you wish them to do to you.
- ◆ Try not to repeat the same points--even for the emphasis you hoped for the first time you said it and didn't get.
- ◆ Practice not defending previously held viewpoints if by suspending them for a while, you might learn something new.
- ◆ Try not to be too nice at the expense of rigor--help the group progress in it's thinking.
- ◆ Practice forgiveness for new ideas and ways of learning that don't seem to work as well as they might eventually.
- ◆ Laugh a little.

Nabil's Meeting Rules

- ◆ **Participate in the meeting and not in the hall.**
- ◆ **Speak to the agenda item being discussed.**
- ◆ **Plan your words to conserve time.**
- ◆ **Clearly state, opinion or fact. If it is a fact, give the references.**
- ◆ **For opinions, use only “I” statements, unless you have permission to speak for the “we”.**
- ◆ **If you oppose, you must propose.**