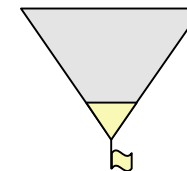


Table 3. Micro-Meso-Macro Framework

Clinical Microsystem Awareness and Transformational Development

Microsystems Developmental & Organization Transformation Journey: The Stages

1. Create awareness of flow of work and the clinical unit as an interdependent group of people with capacity to make change
2. Test some changes to address some of the “embarrassing stuff”
3. See one’s selves as a system of care
4. Respond to strategic challenges and invitations
5. Measure performance
6. Learn to integrate multiple improvement cycles while taking care of patients
7. Unending curiosity about and pursuit of “best known” world class processes and outcomes



Microsystem Level

“Inside Out”

0-6 Months **Pre-work: Visit www.clinicalmicrosystem.org Read Part 1, 8, 9 of series/Watch Batalden streaming video

- Form Interdisciplinary Lead Team (Patients/Families)
- Dartmouth Microsystem Improvement Curriculum
- Learning to work together using effective meeting skills
- Rehearsing within studio course format
- Practicing in clinical practice
- Daily huddles, weekly Lead Team meetings, monthly all staff meetings
- Learning sessions (Monthly)
- Conference calls (Between sessions)

Mesosystem Level

“Creating the Conditions”

- Link strategy, operations and people-“Make it Happen”
- Support and facilitate meso/microsystem protected time to reflect and learn
- Identify resources to support meso/microsystem development including information technology and performance measure resources
- Develop measures of microsystem performance
- Address roadblocks and barriers to micro/mesosystem improvement and progress
- Set goals/expectations
- Link improvement with “evidence”
- Advocate for the microsystem and the macrosystem

Macrosystem Level

“Outside In”

- Develop clear vision for meso/microsystems
- Set goals for improvement
- Make clear distinctions between what the system will do and what it will not do.
- Design meso/microsystem manager & leadership professional development strategy
- Engage Board of Trustees with improvement strategies
- Expect all Senior Leaders to be familiar and involved with meso/microsystem improvement
- Expect all staff to engage in learning and improvement
- Provide regular feedback and encouragement to meso/microsystem level staff
- Articulate the contributions of the clinical microsystems and how they advance the organization worthy aim and enhances the well-being of the whole enterprise
- Create an appreciation for the regulatory environment of healthcare and the reimbursement mechanisms and how these external forces influence all levels of the healthcare system: Micro, Meso and Macro

6-12 Months

- Staff reinforcement by Leadership
- Colleague reinforcement
- New habit development through repetition
- Improvement science in action
- Add more improvement cycles
- Build measurement into practice
- Measures/Dashboards/Data Walls
- Playbooks & Storyboards
- Relationships between microsystems (linkages)
- PDSA-SDSA Improvement
- Best Practice using Value Stream Mapping/LEAN design principles

- Convene meso/microsystems to work on linkages and “handoffs”
- Focus on the patient journey within and between microsystems
- Focus on the “flow” of care, information and patient and staff needs
- Facilitate system coordination
- Link with electronic medical records
- Link Business Initiatives/Strategic Plan to microsystem level
- Attract cooperation across health professional discrepancy traditions
- Track & tell stories about improvement results and lessons learned at meso/microsystem levels
- Include improvement as regular agenda item

- Expect improvement science & measured results from meso/microsystems
- Develop whole system measures & targets/goals
- Attract cooperation across health professional discrepancy traditions
- Design Review and Accountability quarterly meetings for Senior Leaders
- Track and tell stories about improvement results and lessons learned at meso/microsystem levels
- Develop budgets to support and develop strategic improvement
- Ensure resources to support meso/micro system (e.g. IT)
- Plan time in schedule (develop the habit) to round at meso/microsystem levels to observe where learning, improvement and change must happen

12-18 Months

- Continue "new way of providing care, continuously improving and working together"
 - Actively engage more staff involvement
 - Multiple improvements occurring
 - Network with other microsystems to support efforts
 - Coach network and development
 - Leadership development
 - Annual review, reflect, and plan retreats
 - Quarterly system review & Accountability meetings to Meso-Macro Leadership
- Link performance management to daily work and results
 - Support and coach microsystem leadership development
 - Provide resources to support microsystem development
 - Provide feedback and encouragement to microsystem
 - Encourage and support search of "best practice"
- Develop professional development strategies across all professionals
 - Design HR selection and orientation process linked to identified needs of macro/microsystems
 - Link performance management to daily work and results
 - Align recognition, incentives, and rewards for individuals and groups to foster accountability for improving and maintaining quality, efficiency and flexibility
 - Create system to link measurement & accountability at micro/meso/macro levels
 - Develop "Quality College" for ongoing support and capability building throughout organization