Leveraging DMAIC & Active Management for Sustainable Quality Improvements:

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Presentation Overview

- A New Approach
- Getting to Know You
- DMAIC
- Stakeholder Engagement
- Control Revisited
- Managing the Game of Hot Potato
- Auditing and Active Management

Active Learning
Changes from YOUR Feedback

- Broad, Proven Concepts with a Deeper Dive on 1-2 Ideas
- Trace a Successful Project
- Balance Between Didactics and Activities

Icebreaker: Who Are You?

- Answer Privately in Socrative.com,
- Type in Room Number: AMYSHORT
- Login as Student
- Enter at Least One Letter as a Name

Or Use the App

Click Here for Menu

Click Here to Login
How Experienced Are You in QI?

- Answer Privately in Socrative.com,
- Type in Room Number: **AMYSHORT**
- Login as Student
- Enter at Least One Letter as a Name

Successful Organizations

- Understand what their customers want
- **Understand how they are measuring up**
- **Can describe, monitor and adjust processes**
- Can examine and support employee performance and functions
- Can quickly identify and respond to internal and external demands
Successful Organizations Use DMAIC

Define
Measure
Analyze
Improve
Control

DMAIC

Define
Measure
Analyze
Improve
Control
What Compliance Issue Keeps You Up at Night?

DMAIC

- Define
- Measure
- Analyze
- Improve
- Control
Find a way to make the important measurable instead of making the measurable important

Where the Journey Begins: Data
Why Data?

• You Cannot Manage what You Cannot Measure

• Data → Information → Knowledge → Wisdom

“In God we trust. All others, bring data.”

-W.E. Deming
Measurement 101: “Eyeball your data”

- The Importance of Visual Inspection

- First Step in Analyzing and Understanding Your Data

Shhhhh....It’s a Secret
Measure

The Process Map

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

The only way to get different results is to change the system.
Why Process Map?

- You Can’t Fix a Problem Until You Understand the Present State
  - ... How It REALLY Works
  - .... Everyone Shares the Same Understanding
- Process Maps Reveal Where Improvement Is Needed Most
- Process Mapping Helps Keep a Project in Scope

Process Map Errors

- Only Working with Those Distal to the Process
- Mapping the Improved Process First
- Mapping the Way a Process is “Supposed to Work”
- Incorrect Level of Abstraction
- Not Verifying Accuracy
DMAIC

Define

Measure

Analyze

Improve

Control

Analyze

• Walk the Process Map and Refine It
  • Spend Time with the People Who Do the Work
  • Re-scope if Needed
• Capture Cycle Times
• Brainstorm Ideas for Improvement
  • Fishbone Diagrams
  • Affinity Diagrams
DMAIC

Define
Measure
Analyze
**Improve**
Control

Piloting Improvement and Change

We must remember...

*All Improvements stem from change, but not all changes are improvements*

&

Hope is not an improvement strategy
The Engine for Innovation & Change: PDSA Cycle

START HERE

1. **Act**
   - What changes need to be made?
   - Next cycle?

2. **Plan**
   - Objective
   - Predictions
   - Plan to carry out the cycle (who, what, where, when)

3. **Do**
   - Carry out the plan
   - Document observations
   - Record data

4. **Study**
   - Analyze data
   - Compare results to predictions
   - Summarize what was learned

**Hoorah for PDSA!**

- Action-oriented Learning
- Scientific Process
  - Hypothesize
  - Experiment
  - Evaluate
  - Synthesize
- Avoid “Analysis Paralysis”
- Lessons in STUDY and ACT Become Public
- Knowledge and Speeds Generalization
- Minimal Expenditures $$
- Vertical Team Facilitates Buy-in
Test the Change

PDSA: Process change

DMAIC

Define
Measure
Analyze
Improve
Control
Now What?

- “Surface” Key Process and Outcome Measures
- Timely Data Entry = “Knowable” Individual and Group Performance
- Embed Use of Data into Management Repertoire

CONTROL

[Chart showing Key Process Service Systems: Medication Errors]
CONTROL

• This is the Most Difficult Phase in DMAIC

• Maintaining the Gains

• Safeguards: What Will Be Done to Keep this on Track?

• Responsibility Rests on the Process Owner (Role of KPI)

What Happens in this Phase?

• Pick the Right Control Method (Checklists, Monitoring, Reporting)

• What is Acceptable Variance?

• Document the Response Plan

Mission Impossible

Is this you?
It Takes a Team!

But... I’m All Alone

Sustainable, transformative, change requires an engaged, interdisciplinary, team

• Let your leadership know what you need

• Work these principles as best you can in your own sphere
  • It takes time
  • It takes constant effort
  • It’s worth it!
Successful Organizations

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... Is multifactorial and complicated!

- Today's focus is on:
  - Stakeholder engagement
    - Communication (bite sized!)
Stakeholder Engagement

Stakeholder: Anybody who can affect or is affected by an organization, strategy or project

What you get from stakeholder engagement:

- Agreement on purpose and direction (i.e. buy-in) of a project or program
- Early identification of potential issues, conflicts and benefits
- Generation of new ideas
- Defusion of conflict situations before these impede progress
- Increased community cohesion and strengthened shared identity

From OGC Successful Delivery Toolkit 2005

Stakeholder Engagement

Key elements for stakeholder identification:

- Who is directly responsible for the decisions on the issues?
- Who is influential in the area, community and/or organization?
- Who will be affected by any decisions on the issue (individuals and organizations)?
- Who runs organizations with relevant interests?
- Who is influential on this issue?
- Who can obstruct a decision if not involved?
- Who has been involved in this issue in the past?
- Who has not been involved, but should have been?

REVIT Stakeholder Engagement: A Tool Kit

Who Are Your Stakeholders?

<table>
<thead>
<tr>
<th>Name and Role</th>
<th>Strategic Objective</th>
<th>Scope of Influence</th>
<th>Coherence with Objective</th>
<th>Key Alliances</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Doe, Clinic manager</td>
<td>Care delivery</td>
<td>Clinical site/staff</td>
<td>Indifferent</td>
<td>Corporation VP HR</td>
</tr>
</tbody>
</table>

Adapted from "Mainstreaming Participation"
Prioritize Your Stakeholders

Stakeholder Actions

**Someone's position on the grid shows you the actions you have to take with them:**

- **High power, interested people:** these are the people you must fully engage and make the greatest efforts to satisfy

- **High power, less interested people:** put enough work in with these people to keep them satisfied, but not so much that they become bored with your message
Stakeholder Actions

Someone's position on the grid shows you the actions you have to take with them:

- **Low power, interested people**: keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.

- **Low power, less interested people**: again, monitor these people, but do not bore them with excessive communication.

Understand Your Stakeholders

- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?

- What motivates them most of all?

- What information do they want from you?

- How do they want to receive information from you? What is the best way of communicating your message to them?

- What is their current opinion of your work? Is it based on good information?

- Who influences their opinions generally, and who influences their opinion of you?
Understand Your Stakeholders

- Do some of these influencers therefore become important stakeholders in their own right?

- If they are not likely to be positive, what will win them around to support your project?

- If you don’t think you will be able to win them around, how will you manage their opposition?

- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

Strategic Tip: Be Compelling

Don’t "push it through" – it’s much better to convince people that it’s important and urgent – only that way can you get a clear commitment from others

- What conditions create the need for change?

- What are the underlying causes?

- Have you identified and made a case for the change?

- Have you identified the one crucial reason for change?

- “WIIIFM”?
Strategic Tip: Get the Word Out

One size does not fit all for communication

- Which stakeholders will need regular one on one chats?
- Do you need to do organization wide “town halls”?
- Do people at your organization read emails reliably?
- Can you put articles in the company newsletter?
- Which regular operational or staff meetings should you attend?
- Is a special activity required to gain attention?

But... I’m All Alone

Sustainable, transformative, change requires an engaged, interdisciplinary, team

- Let your leadership know what you need
- Work these principles as best you can in your own sphere
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Focus and Streamline

Changing the Approach is Key to Success

Typical

Plan/Define
Data Collection/Measure
Data Analysis
Data Utilization/Improve
Follow-up/Control

Desired
Quality Assurance or Improvement?

Key Performance Indicators (KPIs)

- How do you measure success
- Type of performance measurement
- Help an organization define and measure progress
- Linked to an organization's mission and vision
- Should include regular examinations of goals/expectations

Are We Consistently Meeting Stakeholders Service Expectations And Goals?
Why Are KPIs Important?

• Sustainability in a new era

• Performance information is front and center

• Increase the pace of effective decision-making

• Decisions need to be targeted and informed

• Use of KPIs embedded into management will enable these abilities

Scorecard
Active Management vs. Auditing

<table>
<thead>
<tr>
<th>Component</th>
<th>Active Management with Data</th>
<th>Auditing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale</td>
<td>Population</td>
<td>Sample</td>
</tr>
<tr>
<td>Time</td>
<td>Close to real time</td>
<td>Retrospective</td>
</tr>
<tr>
<td>Opportunities to examine Performance Status</td>
<td>Frequent</td>
<td>Dependent on audit schedule</td>
</tr>
<tr>
<td>Focus</td>
<td>Current and Future</td>
<td>Retrospective and Future</td>
</tr>
<tr>
<td>Organizational Risk</td>
<td>Catch issues quickly</td>
<td>Depends on Audit timeframe</td>
</tr>
</tbody>
</table>
Whoever Owns the Process, Shoulders the Responsibility
Questions?