

Achieving Transformational Change

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Transformational Change

Transformation (1) alters the culture of the institution by changing select underlying assumptions and institutional behaviors, processes, and products; (2) is deep and pervasive, affecting the whole institution; (3) is intentional; and (4) occurs over time.*

- Incremental improvement is not enough
- The pace of improvement is not fast enough

* *Working Definition from American Council on Education, En Route to Transformation, © 1998*

Pillars for Transformational Change

Environment

- * *Measures and Goals Reframed*
- * *Transparency and Payment Alignment*

Organization

- * *Leadership Engagement*
- * *Early Adopter, Early Majority Focus*

Microsystem

- * *Teamwork Culture*

Patient

- * *STEEEP Aims*

Pillars for Transformational Change

Environment

- Measures and goals need to go beyond the “starter set” or traditional, easy to capture metrics (e.g., mammography screening)
- Current measures emphasize setting-specific evaluations and need to consider cross-setting opportunities where handoffs lead to greatest failures
 - Consider “bigger dots” and stretch goals and context of measures— e.g., mortality, safety attitudes (*IHI System Level Measures*)
- Continue to push public reporting and demonstrations in pay for performance (*Bridges to Excellence*)

Organization

- Engage leadership in Change
 - For improvement, spread and holding the gains, leadership is essential (*Reinertsen, Bradley, Spread/Change Management Literature*)
- Focus on the early adopters and early majority
 - Work with the edge of the curve (*Rogers – Diffusion of Innovations, Change Management Literature*)

Pillars for Transformational Change

Microsystem

- Culture is a system that needs dramatic change
 - Teamwork is one major component of culture change and critical to improvement (*JAMA, March 10, 2004; Pronovost; Quality and Safety in Healthcare, November 2004; Crew Resource Management*)

Patient

- Ensure the 6 IOM aims are addressed
 - Safety, Effectiveness are common, Patient-centered discussed, but not often measured (*Crossing the Quality Chasm*)

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QIO Role in Promoting Transformational Change

Environment

- QIOs can support testing of measures and goals that are “out of the norm of easily measured process variables” – e.g., culture, cross-setting, reliability
- Virginia Health Quality Center working with Anthem on Hospital Pay for Performance through data validation
- Delmarva Foundation working with state of Maryland in accelerating public reporting – measures development and testing, consumer decision making

Organization

- Stratis Health involved in Patient Safety Executive Session in Minnesota
- Work with Identified Participants (IP) group yields positive results in nursing homes and home health agencies (Data from OASIS and MDS shows greater improvement in providers working with QIOs)

QIO Role in Promoting Transformational Change

Microsystem

- Delmarva Foundation working with state hospital association in Maryland Patient Safety Center – DF running Culture Collaborative
- Quality Partners of Rhode Island spearheading the testing and development of change packages in improving nursing home culture (staff culture and resident centered culture aims)

QIO Role in Accelerating Transformational Change

- Partnership with local stakeholders
- Testing of new measures, goals and change concepts
- Push on culture change and leadership engagement (support IT adoption)
- Work with the committed (early adopters and early majority)

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