KEY ELEMENTS in IHI QUALITY IMPROVEMENT COLLABORATIVES on HAI

• Focus on the “how” not the “what”
  o The “what” are the evidence based guidelines and recommendations that already exits. New guidelines are not the goal – that is clinical research.
  o Select an area where there is a clear gap between what is possible and the practice at most organizations – goal is to close the gap.
  o Learn from organizations that have succeeded – how did they do it? The collaborative should be based on spreading that “how” to others who can benefit from those who have done it.

• Foundation is WILL – IDEAS – EXECUTION
  o Will – participants must own the problem and have leadership support to improvement.
  o Ideas – don’t recreate the wheel, rather learn from the success of others.
  o Execution- use proven quality methods to test and measure.
  o IHI uses the Model for Improvement: small scale, rapid testing with measurement.

This area of the IHI website contains lots of information and resources on this: http://www.ihi.org/IHI/Topics/Improvement/ImprovementMethods/

• High-level summary of IHI collaborative process:
  o Learn who the organizations are who have achieved improvement on the topic.

IHI has identified over 200 Mentor Hospitals on various topics, including CLI, VAP, SSI, MRSA and CAUTI. The full list with contact info is available here: http://www.ihi.org/IHI/Programs/Campaign/mentor_registry.htm

  o Host an expert meeting including experts in the “what” but mainly in the “how”.
  o Output of expert meeting:
    ▪ Aim – what will be achieved by how much by when
      Goal in aim may not be zero, i.e., this is only the first goal in the journey
      Each team will set its own focused aim – essential for will
    ▪ Change Package – practical process changes made in organizations that have been successful
    ▪ Measurement Plan – process, outcome and balancing measures

The materials from the IHI collaborative in this area plus many other content items can be found here: http://www.ihi.org/IHI/Topics/HealthcareAssociatedInfections/

  o Collaborative runs for 9-12 months: ALL TEACH, ALL LEARN
    ▪ Launch with a learning session – 2 days, all participants
      • Share the aim, changes and measures; participants develop action plans
    ▪ Monthly support includes:
      • Monthly reports on changes, data and learning: TRANSPARENCY
      • Feedback and coaching from reports
      • 1 or 2 calls per month for all to share & discuss work, guest presentations
      • Ad hoc workgroups or special topic calls
      • Email listserv
      • Sharing of documents and tools (private website)
    ▪ 2-3 learning sessions over the collaborative
    ▪ Staffing:
      • Project director (about ½ time)
      • Project manager or coordinator (about ½ time)
• Improvement Advisor (expert on quality methods & measurement) (2-3 days per month)
• Lead faculty (2 days per month)
• Additional faculty (1-2 days per month)

- Participating teams
  • Must have senior leadership sponsor and clinical champion
  • Need a mix representing all front line areas involved
  • Ideal – start with a pilot unit – one area
  • Include someone from finance on the team
  • One person must be designated as day-to-day leader

- Keys to success
  o Don’t recreate the wheel!
  o Measure, measure, measure – no one gets pass unless they show the data
  o Measure over time
  o Test on a small scale, multiple times, multiple ways before implementing
  o Transparency
  o Keep it simple and sensible – teams have a tendency to add more complexity than needed
  o Aim high – high performance is >95% sustained over time. 80-90% is not good enough (that is 10-20% failure). Being the best of crummy data is not the goal.

During the IHI Campaigns, a Node Network was developed. Each state has a Node – an organization or group of organizations that served as the local dissemination point for IHI Campaign information. IHI has provided training to Nodes on quality improvement and many have led local and regional initiatives to improve on topics including the HAI areas noted under Mentors. IHI continues to provide on-going support to Nodes. The list of Nodes and contact information is available at: http://www.ihi.org/IHI/Programs/Campaign/Campaign.htm?TabId=4#Nodes