Coaching Effective Quality Improvement

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Think of terrible coaches you have had

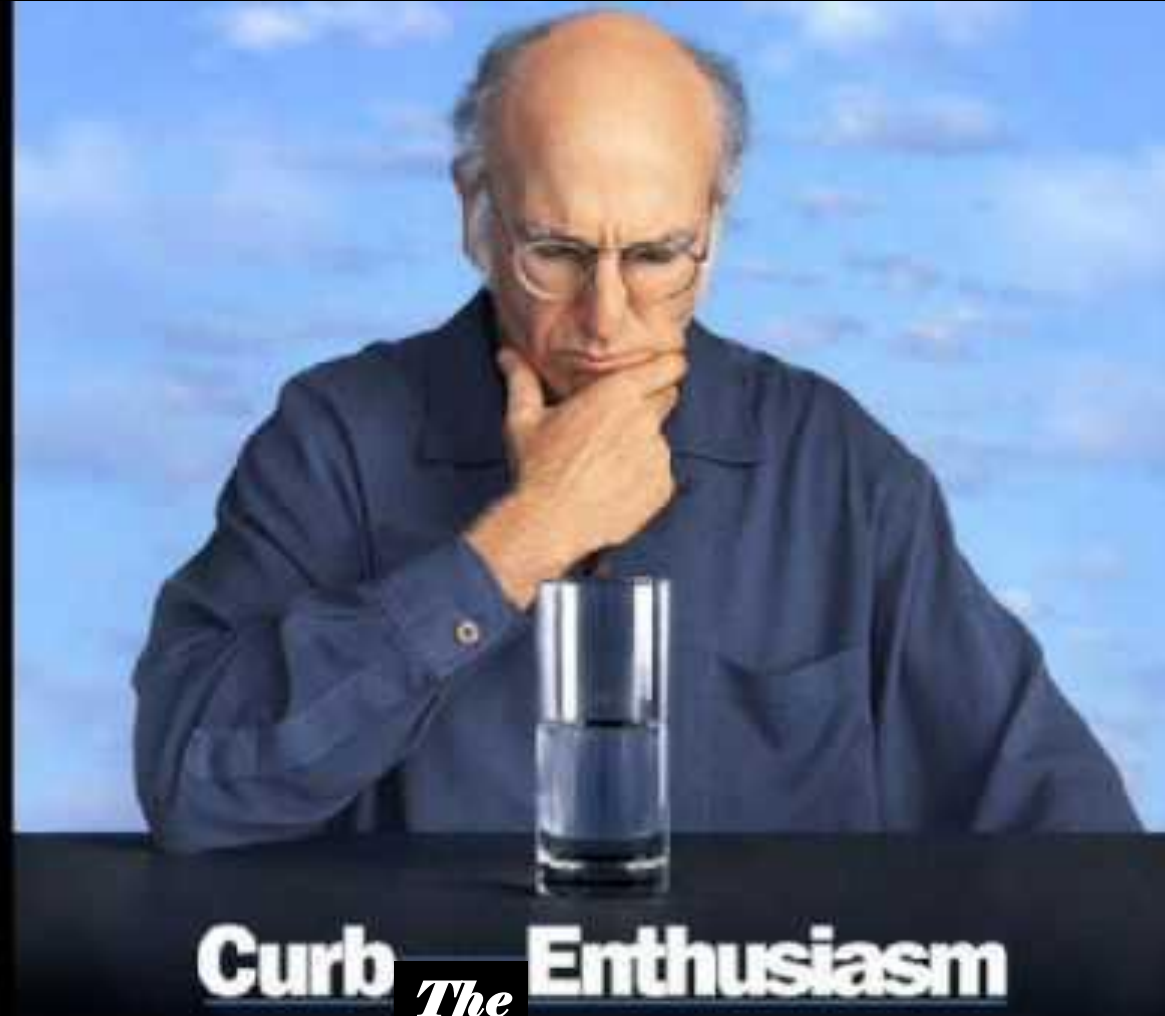# Now think of exceptional coaches you have had…

Project Selection

The single most important thing a QI coach can help with is helping the team to understand what problem to work on.

Get this wrong and you guarantee yourself and your team frustration and failure...

Before you even start

Guiding effectively

People will come to you with great energy for problematic plans
Lets review some examples

In this environment, is this the right problem for this team to work on?

Breakout

This idea fits into the category of waste reduction.

How do you think the hospital will perceive the juice-to-squeeze ratio of this initiative?

How would you coach this enthusiastic learner to understand that his initiative to reduce waste of oxygen may not be the best use of his enthusiasm, time, and energy?
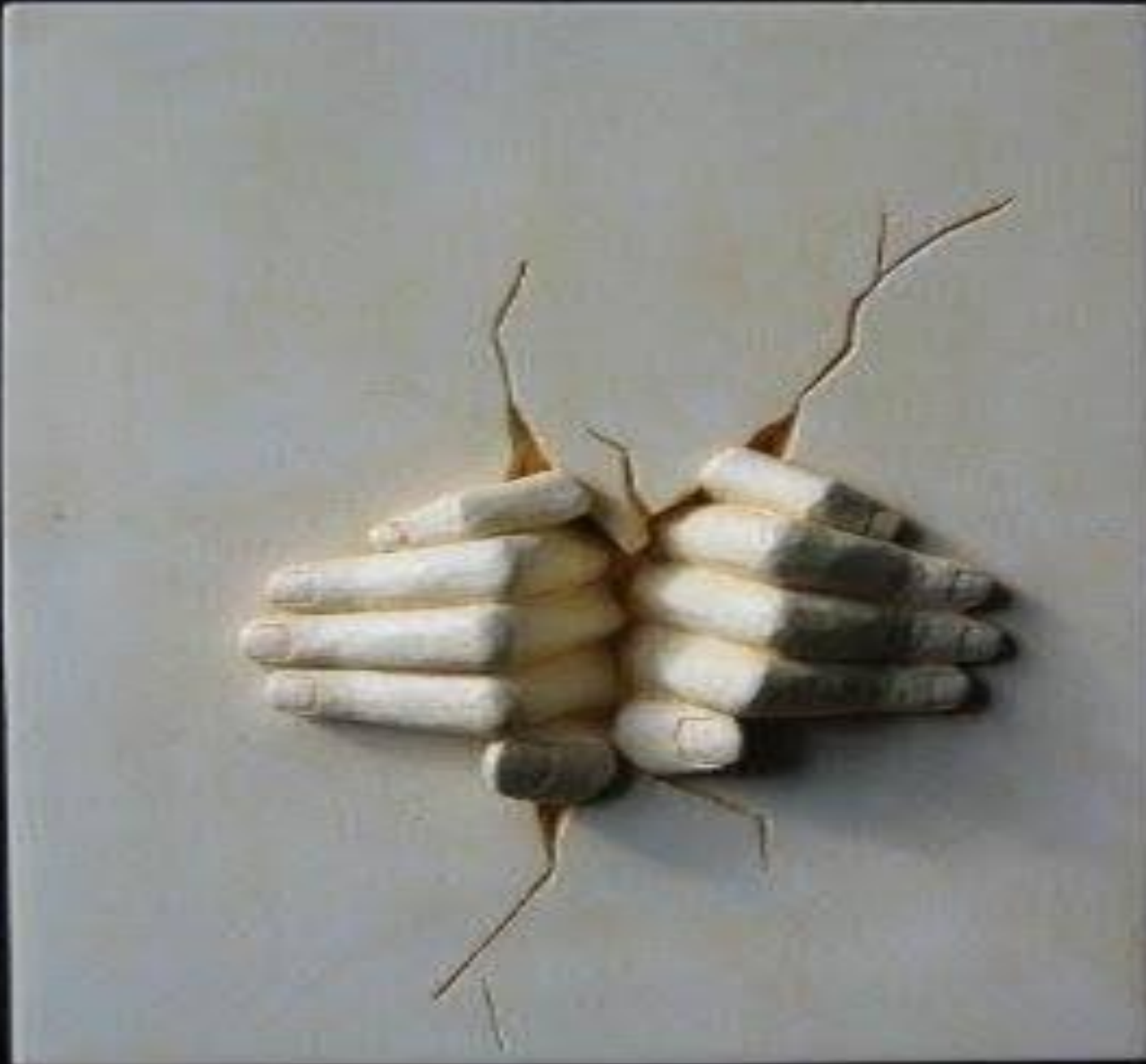
This idea fits into the category of high value care.

What barriers can you anticipate and what do you think of this resident's chance of finding success with the initiative?

How would you coach this learner?

Scope

Project insignificant
Even success is a failure

Project too large to accomplish with resources and time
Attempting to boil the ocean

Control

Project critically depends on one factor outside of project
teams control

Clinical Environment

Resource Constraints

Project requires BUDGET
No path for funding

Project dependent on data that
does not exist
and can not be obtained during project time

Unstable Personnel
Project requires buy-in from a
workforce where turnover is high
(>40%)

Physical Infrastructure
Project cannot proceed until physical
relocation (of lab, clinic, etc.) occurs

Stakeholder Environment

Project not aligned with institutional priorities
Will fail to get support or momentum

Project team lacks influence/credibility with key
stakeholders.

Intractable conflict between essential stakeholders
Team has no viable path to consensus about project focus or
interventions

Project Team Constraints

Project team lacks bandwidth for intensity of intervention

Project team lacks necessary expertise
Team is outside their wheelhouse.

As A Coach How Do You Provide Positive Guidance?

By expanding the universe of possibilities
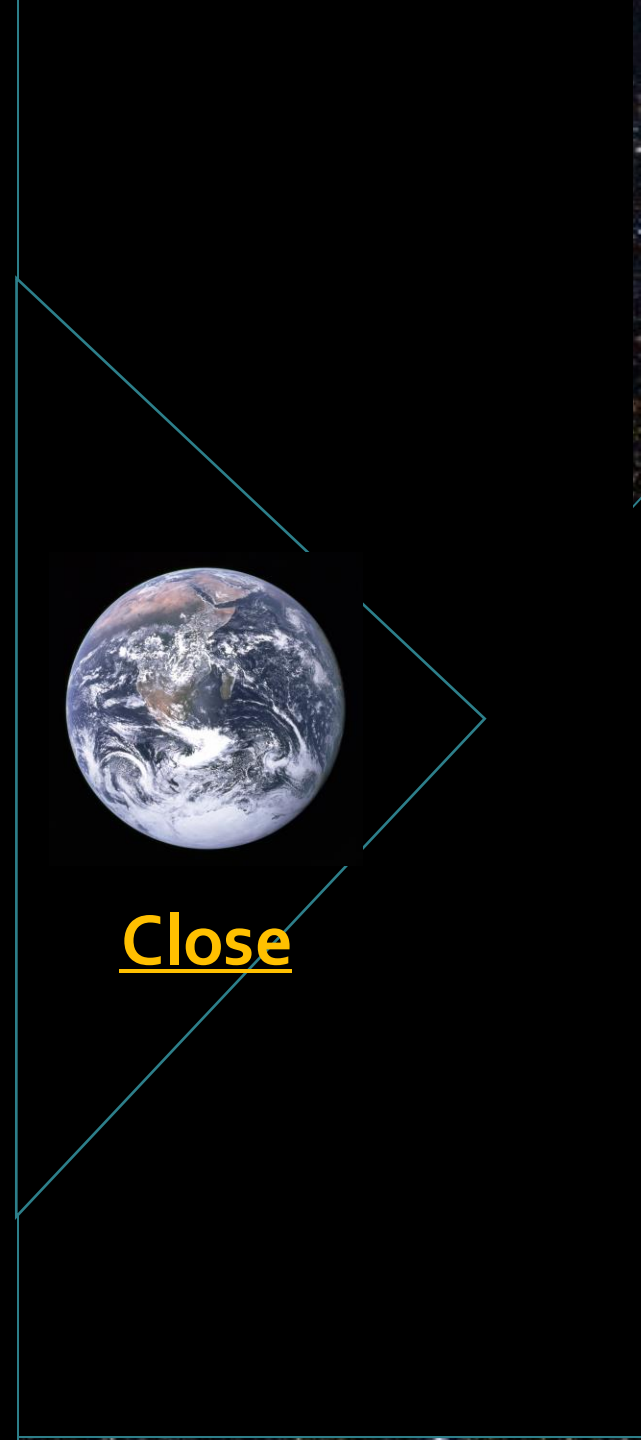
Open
Explore many ideas

Coach's job is to keep discussion broad

Narrow
Organize information

Coach may elicit constraints

Close

Adaptive

- "Yes that is an interesting problem and…"

- Work to develop at least three problems before picking one to work on.

- Have the team compare advantages and disadvantages of each.

Flexibility

- Once the BEST problem has been selected

- Be able to identify at least *three* different strategies

(not necessarily specific interventions)

to create an improvement.
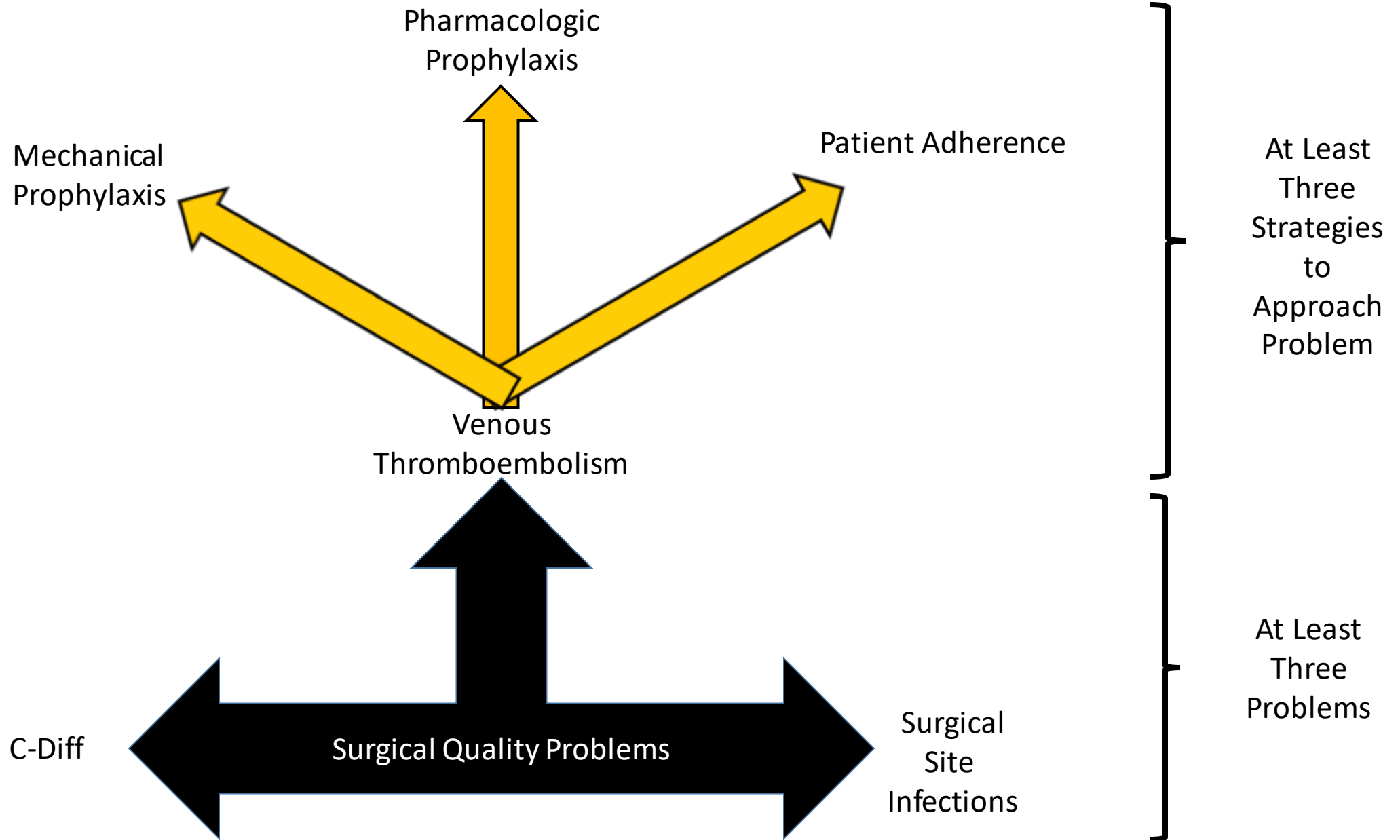
The broad domain of interest is QI in lab testing.
The initial problem targeted for improvement is excess blood loss.

Take 10 minutes to develop as many other problems within lab testing as you can and then rapidly come to a consensus on two additional problems that would be as important, or more important than unnecessary phlebotomy.

Break-out Session
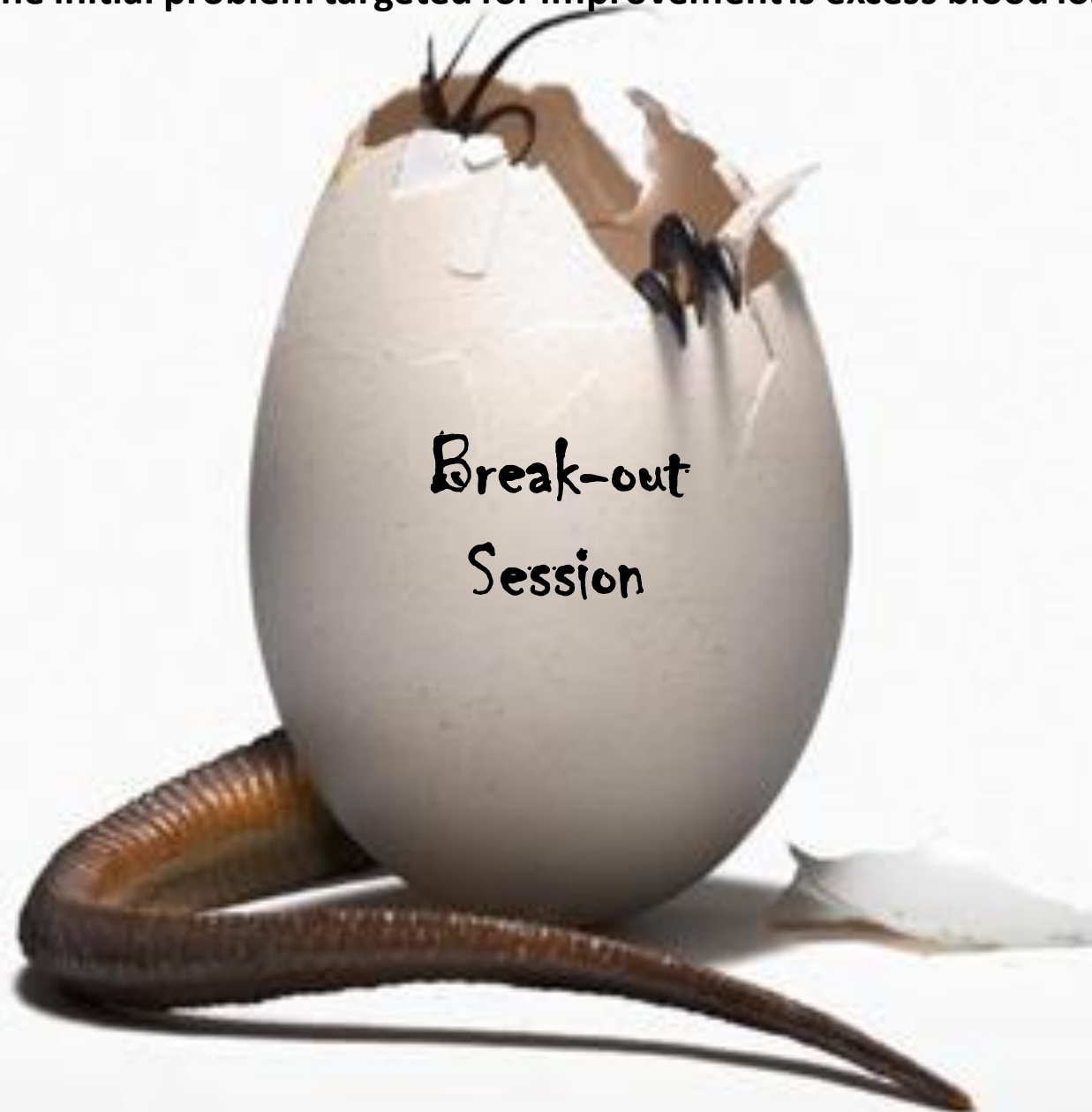
Take an additional 10 minutes to use the problem of "excess blood loss" and come up with at least two other compelling strategies that could be pursued to address the underlying problem. When you are done we will bring your table's best ideas back to the larger group.

Meetings

Have your team be prepared to bring specific questions/barriers/ or challenges to each meeting with you?

Anticipatory planning

Identification of Blind spots

Barrier Removal

Coach your team instead of leading their project

Framework for Coaching Projects

Tools

Project Charter Tool

QI versus Research Tool

Project:

Project Leader:
Coach:

Background:
Brief description of current state and background which prompted the change initiative. This section should be able to succinctly make the case for the "sense of urgency" for why the status quo needs to change which would resonate with key stakeholders.

Guiding Coalition
Names of members of your core leadership team. Members of project design and implementation team, essential champions, and executive sponsor for your project.

Vision
Describe your vision for what your change could accomplish. Often this is described in terms of alignment with mission and values of the stakeholders or institution. The vision should inspire others to strive to attain your proposed change. Communicate this vision relentlessly.

Project Objective(s)
A good and focused objective is consistent with SMART principles.
Remove barriers and empower for action:
Specific
Measurable
Attainable
Relevant
Time Bound

Key Stakeholders
Who will be touched by your project OR could influence it's success. Include end users, groups essential to roll-out, and individuals with the power/influence to prevent your project's success

Implementation Plan/Empower Action
Specific tactics you will use to achieve the project initiative. Steps to determine what specific interventions will be used and how change will be implemented

Communication Plan
Details of both Vision and Methods (in-person, email, phone calls, group meetings, newsletters) and frequency for communication to your key stakeholders.

Key Measures	Metrics	Baseline	Goal
Process	Metrics designed to measure if intervention is being implemented faithfully		
Balancing	Metrics designed to assure that the intervention is not having untoward effect on some other important outcome		
Outcome	Metric which demonstrates ultimate impact of project on patients, providers, or institution.		
Estimated ROI	Calculate financial impact of project including both estimated cost to implement change and estimated benefit if outcome goal is reached		

Plan to recognize and celebrate short term wins
"hoopla"

Project Timeline
Don't let up!

How will progress be translated into sustainable change?

*Modified from Colorado Institute for Quality Project Charter and John Kotter's Steps of Leading Change.