

Improvement Collaboratives: Design and Implementation



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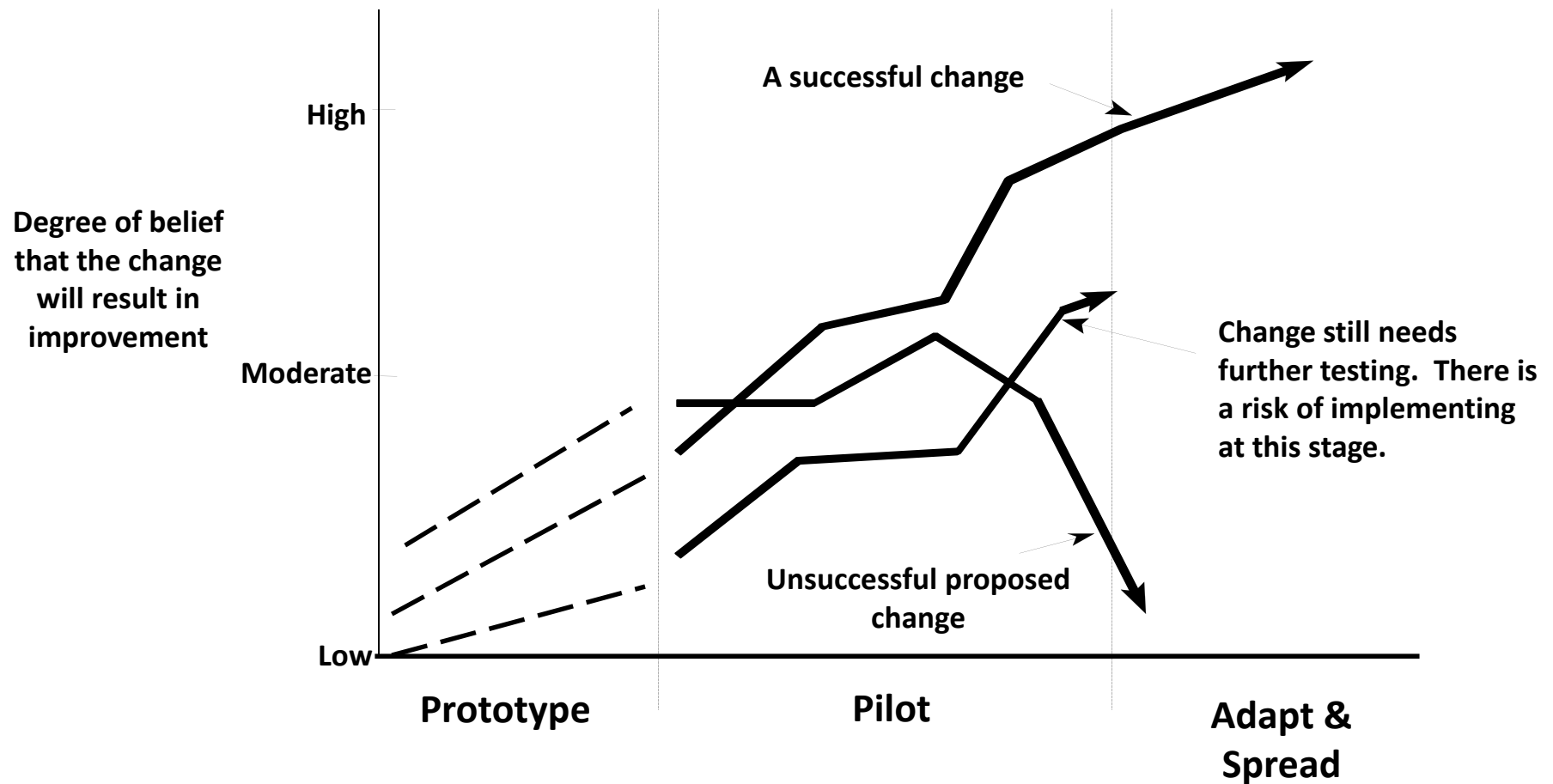
Definition of Collaborative

- Done with or working with others for a common purpose or benefit; "a cooperative effort" (The Free Dictionary)
- Working together toward a common end (Answers.com)

The IHI Breakthrough Series Collaborative: Background

- Educational efforts on improvement training insufficient to drive change.
- Goal: To provide a structure for learning and action that would engage organizations in making real, system-level changes that would lead to dramatic improvements in care.
- BTS Collaborative conceptualized in 1994.

Project Scoping: Where Should a New Project Begin?



Criteria for Topic Selection

“Ripe for Improvement”

- Current prevailing practice deviates from the best scientific knowledge.
- Improvements would produce clearly positive results by reducing costs and improving quality.
- The possibility of breakthrough improvement had been demonstrated by at least some “sentinel” organizations.

Key Elements of Design

- Combine subject matter experts in specific clinical areas with application experts who could help organizations select, test and implement changes.
- Organizations commit to working for 6-15 months.
- Alternate:
 - Learning Sessions: In person to learn about topic and to plan changes.
 - Action Periods: Teams worked in their organizations and test changes in clinical settings.
- Structure
 - Aim & Charter
 - Define the problem and the goal: Close a gap.
 - “50% reduction in adverse drug events.”
 - 80% of teams to reach 4 on scale (improved outcomes).
 - Time limited
 - Change Package
 - Known changes based on published evidence and successful work.
 - Includes the “what” and the “how.”

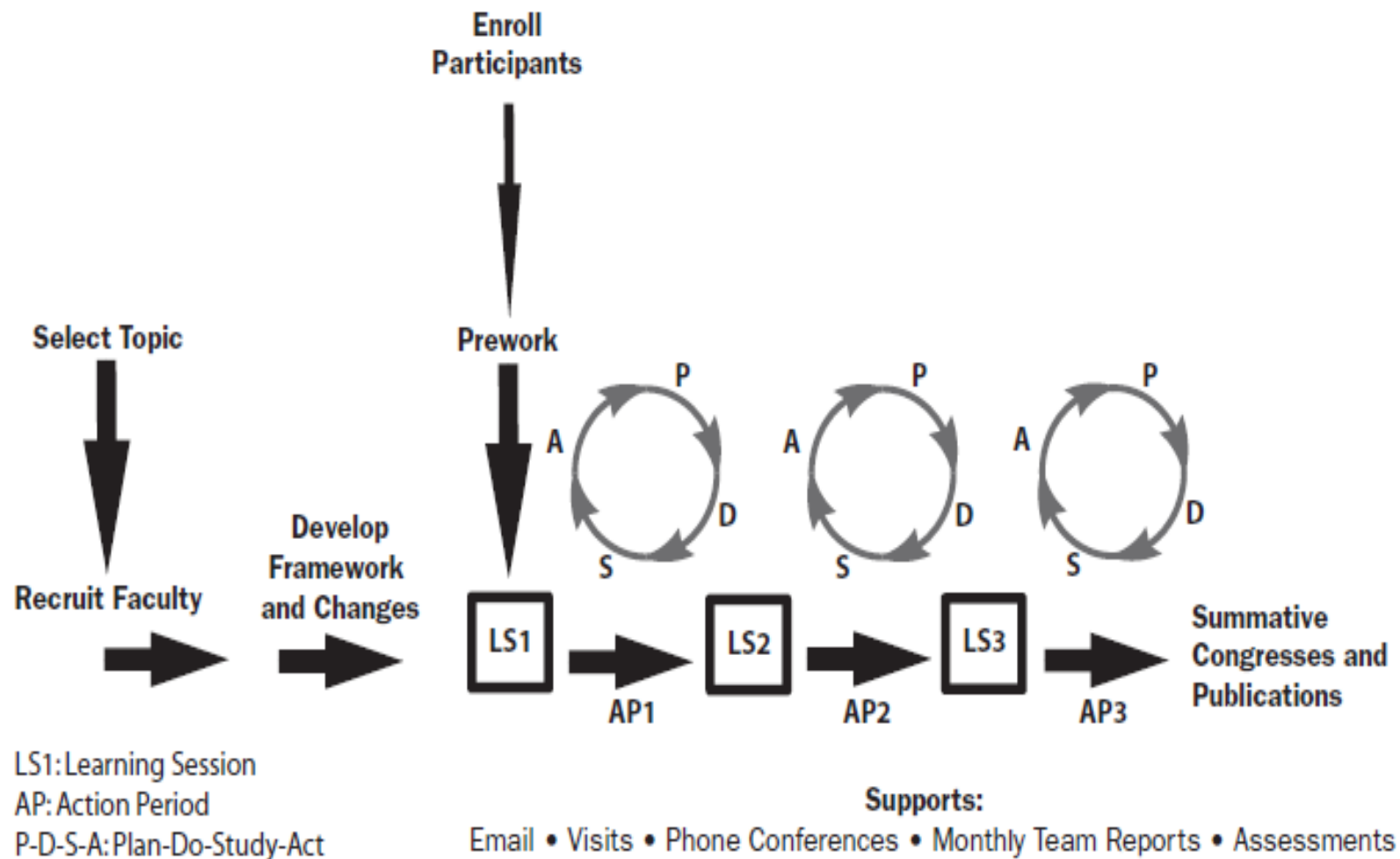
Structure

- Measurement Strategy
 - Standard measures that align with collaborative aim and goals.
 - Combination of outcome, process & balancing.
- Assessment Scale
 - Linear scale to assess implementation and improvement.
 - Trajectory with goals based on timeline.

Activities to Support Learning & Sharing

- Learning Sessions – usually 3
 - Progress towards “all teach, all learn”
- Website for sharing information
- Monthly Reports
 - Use of assessment scale for progress
- All-team calls/webinars
 - Workgroups on focused topics
- Listserve or discussion board

Breakthrough Series Model



From The Institute for Healthcare Improvement White Paper: The Breakthrough Series: IHI's Collaborative Model for Achieving Breakthrough Improvement © 2003 The Institute for Healthcare Improvement. Available at www.ihl.org

Key Aspects of Collaboratives

- Focus on closing gap of a known problem with known solutions.
- Standard model for the work
 - IHI uses The Model for Improvement
- Fast paced with timeline for goals
- Standard measures
- Working participation required
- Sharing required
- “All teach, all learn”

Needs of Collaborative

- Structured leadership roles
 - Director, improvement advisor, project manager
 - Faculty, subject matter experts
- Clear aim(s) or context for the collaborative
 - One common aim or set of aims or individual aim(s) within a specific scope?
 - Measurable, quantifiable, with dates
- Improvement Methodology
- Measurement Plan
- Learning System Design
 - Reporting, activities, sharing, assessment

Learning System for Improvement

Learning happens:

- At the place where individual sites are working on improvement – they learn what works and what does not to help them reach their objectives of better care and better outcomes for “those” they serve.
- When sites share and discuss with other sites.
- When the changes and results are consolidated, analyzed and synthesized across sites to determine what changes can be implemented effectively in a range of environments.
- When others not involved in the collaborative are exposed to this information.

From: [Learning System Standards for Health Care Improvement](#)

USAID Health Care Improvement Project 5 September 2010

Design of a Learning System for Improvement

If we draw lessons from complexity science, we can see that the design of an effective learning system for improvement must be *simple*, *adaptable* in complex improvement environments *and capable of being applied in different ways*, according to local circumstances.

From: [Learning System Standards for Health Care Improvement](#)

USAID Health Care Improvement Project 5 September 2010

Learning System Key Activities

- CAPTURE – approaches, lessons, results
- SHARE – with each other and Collaborative leaders
- PACKAGE – document and organize content
- DISSEMINATE – multiple media & approaches

CAPTURE

Participants

Document learning:

- What is tested
- What works and fails
- Lessons learned
- Strategies (how)
- Results (data)

Collaborative Leaders

Review and assess:

- Access and review learning and results from participants
- Identify opportunities for sharing

SHARE

Participants

- Share learning & results with Collaborative leaders and peers.
- Actively participate in group activities.

Connect with peers for ideas, questions, feedback.

Collaborative Leaders

- Promote and encourage sharing between all.
- Schedule sharing activities (e.g., webinars, case studies, virtual and in-person events).

PACKAGE

Participants

- Document work, lessons and results.
- Share tools and resources.

Collaborative Leaders

- Harvest participant documentation.
- Assess and organize for commonalities.
- Develop and create packaged content (driver diagrams, change packages, guides, tools, resources, etc.).

DISSEMINATE

Participants

- Share learning & results broadly.
- Participate in dissemination activities.

Collaborative Leaders

- Identify best practices.
- Organize multiple methods for dissemination (e.g., webinars, conferences, publications, etc.).

Questions to Answer

- How will participants
 - document lessons, results, etc.?
 - share tools, resources, materials?
- How will Collaborative Leaders
 - access participants documentation? review and assess?
 - promote and encourage sharing?
 - schedule sharing activities?
 - harvest and package content?
 - plan for dissemination?

Needs of Participants

- Team roles
 - Who is needed, key roles for the work
- Requirements
 - Reporting – what, how often, where/how
 - Activities
- Schedule and timeline of activities
 - Estimate of time involved

Recommendations

- Determine aim(s) of collaborative
- Select an improvement methodology – it's the blueprint for the work
- Form a team with key roles
- Develop an overall plan that includes all collaborative needs with a timeline of activities
- Prepare materials for participants
- Share widely

Questions?

