



## Improvement at Monash Health

*Sarah Lorentzen, Director of Continuous Improvement*

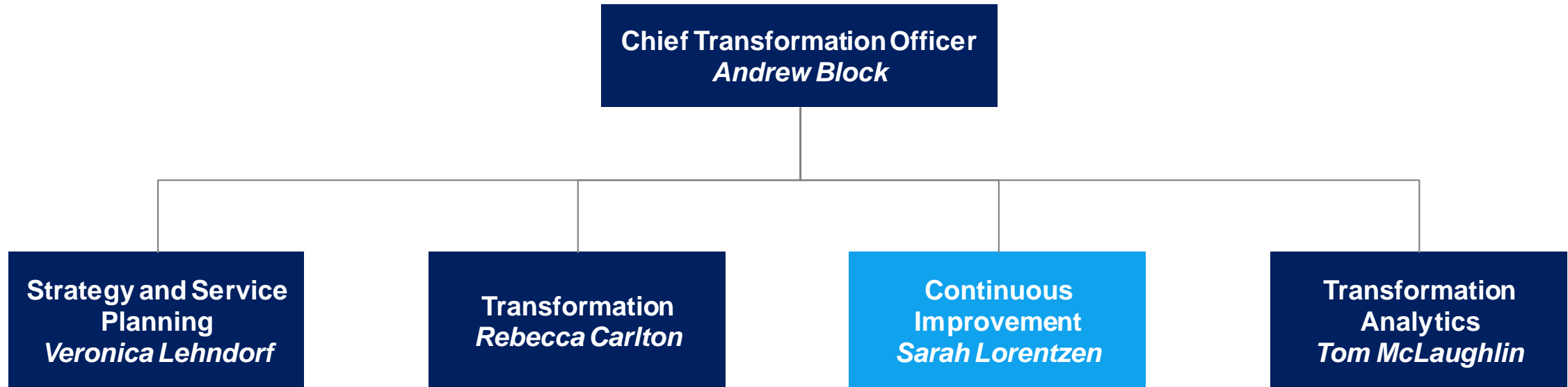
## Topic

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- 1 Who we are – the Transformation Office and the Continuous Improvement Team
- 2 What we do – how we support Monash Health
- 3 How we do it – the Model for Improvement
- 4 Where you can get help to do it too!



# The Transformation Office



## The CI Team – Improvement Partners



**Anton Glagovski**  
*Senior Improvement Partner*

Current Portfolio:  
Specialist Consulting  
Coaching for Improvement



**Stephanie Pearce**  
*Acting Senior Improvement Partner*

Current Portfolio:  
Hospital Vaccination Clinics



**Christy Hatherley**  
*Improvement Partner*

Portfolio:  
eReferral  
Cancer Care at Home





## The CI Team – Clinicians in Redesign



**Steve Dang**  
*Clinician in Redesign*

Current Portfolio:  
GP eReferral



**Emma Belcher**  
*Clinician in Redesign*

Current Portfolio:  
Surgery



**Bec McLochlan**  
*Clinician in Redesign*

Current Portfolio:  
High Volume Vaccination  
Centres



**Rachel Mansfield**  
*Clinician in Redesign*

Current Portfolio:  
GEM@Home  
Cancer Care at Home



The Continuous Improvement Team has 2 main functions:

1) To **support delivery of Monash Health's strategic priority initiatives**

- Specialist Consulting
- Surgical Reform
- Care in the Community
- Progression of Care
- COVID-19 Vaccination

2) To **build capability for continuous improvement**

- Team and individual coaching for improvement
- Training (Managing at Monash series)
- Development of supporting resources (tools and templates)











PREPARATION AREA

**Monash Health**  
South East Public Health Unit



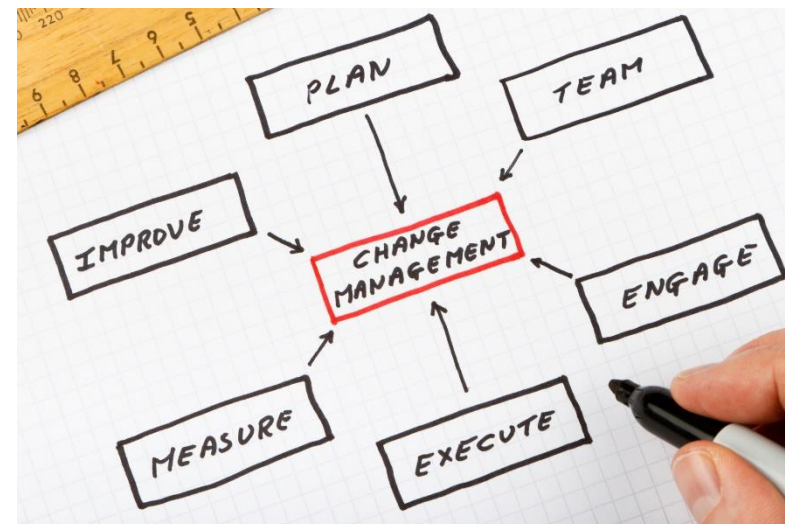




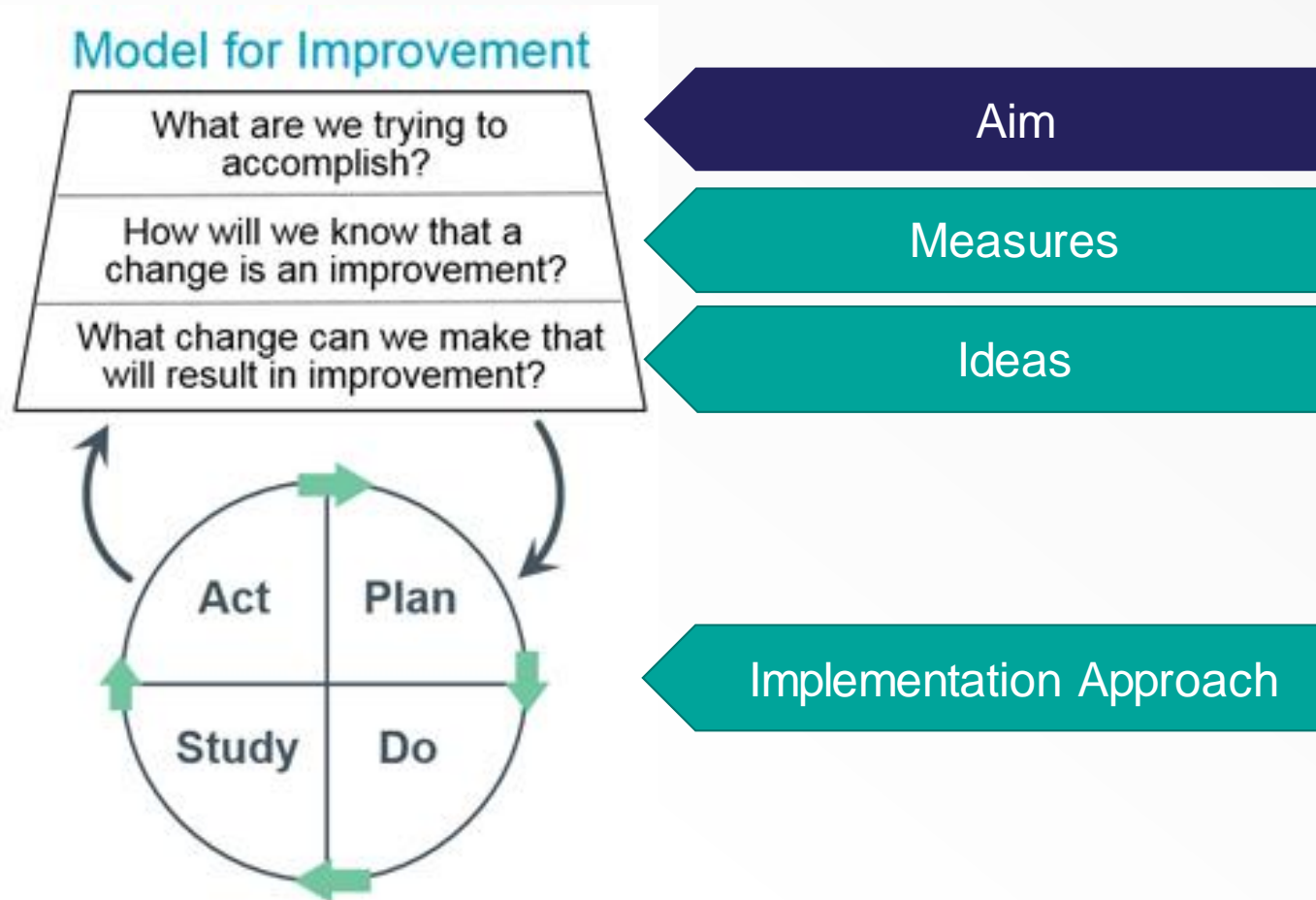








# The IHI Model of Improvement can be used as a framework to guide successful quality improvement initiatives



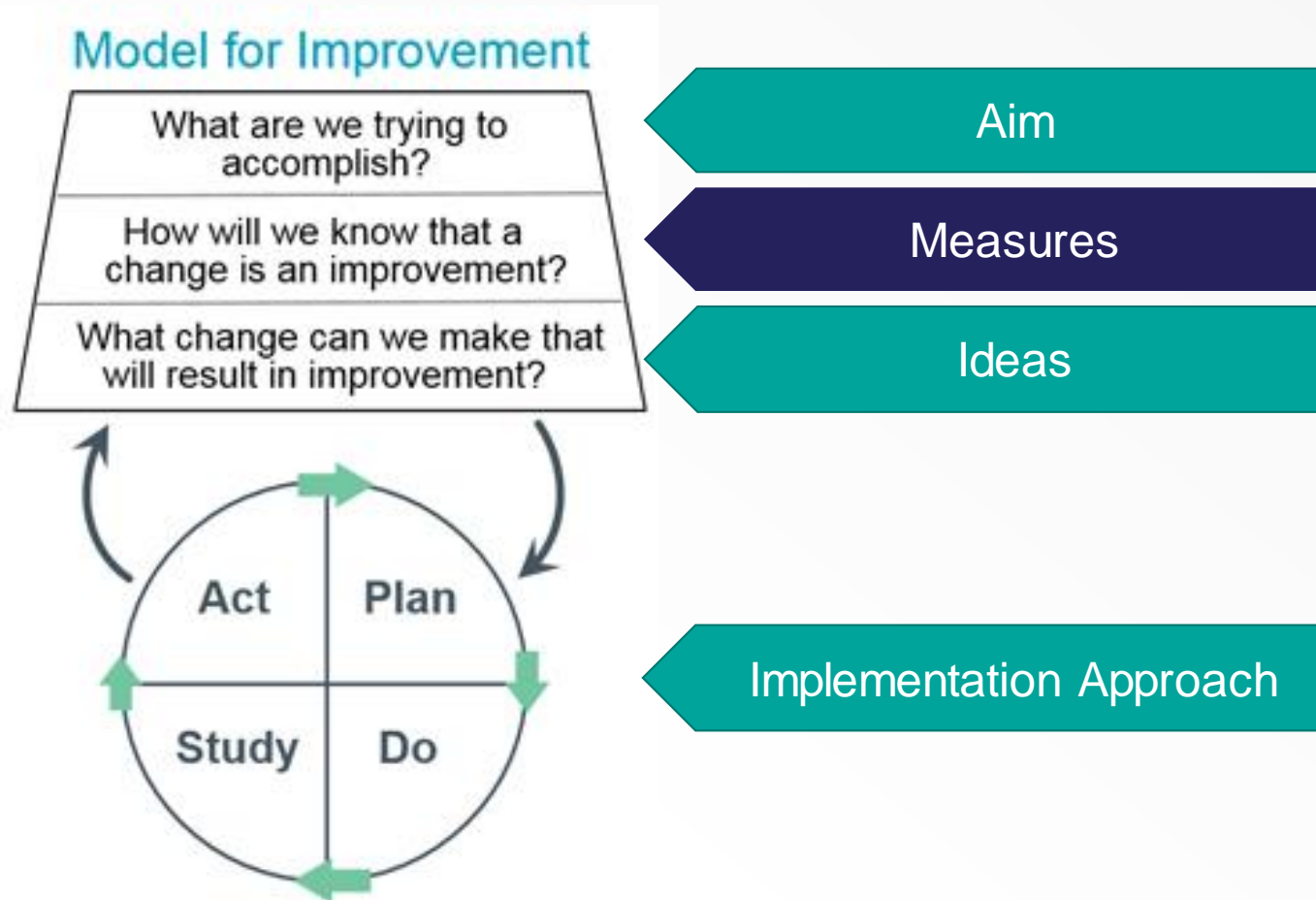


## A clear aim will have these key components

<b>What?</b>	State the focus of your improvement effort
<b>How good?</b>	Declare a numerical goal for outcomes. Be ambitious but make it achievable.
<b>By when?</b>	Specify a timeframe
<b>For whom?</b>	Name the patients or clients of focus. Who will benefit?
<b>Where?</b>	Define the process or system you want to improve. What's the scope?



# The IHI Model of Improvement can be used as a framework to guide successful quality improvement initiatives





# How will we know a change is an improvement?

Improvement is not just about measurement.

You can't fatten a cow by weighing it!



**Measurement is necessary. It enables us to answer these key questions:**

- Have we made a difference?
- Is this change making a positive impact?
- Have we met the aim of the project?
- What is the best next action to take?



## Selecting the right measures

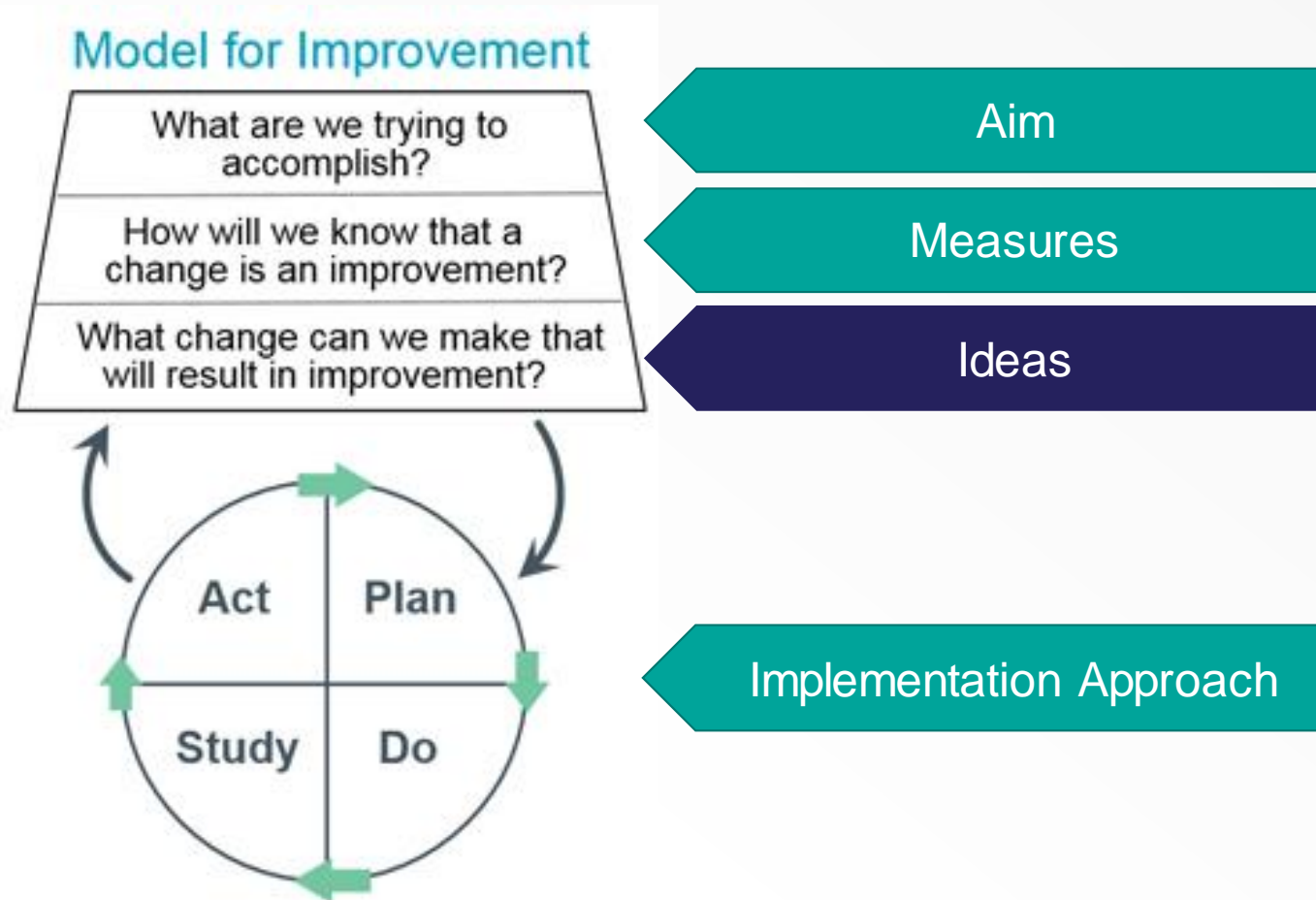
<b>Outcome measure</b>	Reflect the impact of the health care service or intervention on the health status of patients. What is the end result of the improvement work? Ties in directly to the aim.
<b>Process measure</b>	Are the parts/steps in the system performing as planned? Are we on track in our efforts to improve the system?
<b>Balancing measure</b>	Are changes designed to improve one part of the system causing new problems in other parts of the system?

	<b>Reducing falls</b>	<b>Improving marathon time</b>
<b>Outcome measure</b>	# of falls reported in Riskman	Time to complete marathon
<b>Process measure</b>	% patients assessed on admission % hourly rounding completed	% completion of daily training Avg days diet followed
<b>Balancing measure</b>	\$ overbudget	# injuries sustained





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# Where do improvement ideas come from?

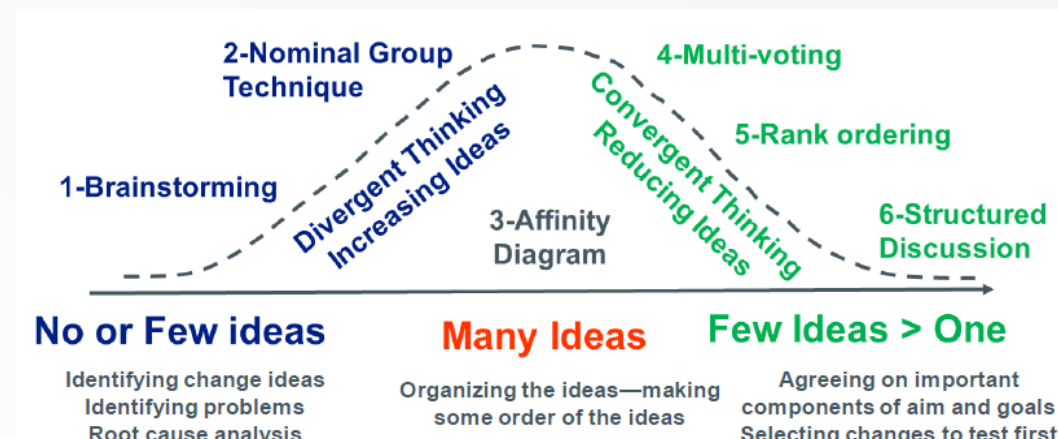
Be clear on the problem you're trying to solve...  
Study the current state!

Studying the current state will help you to identify the key problem, and improve the quality of your initiatives.

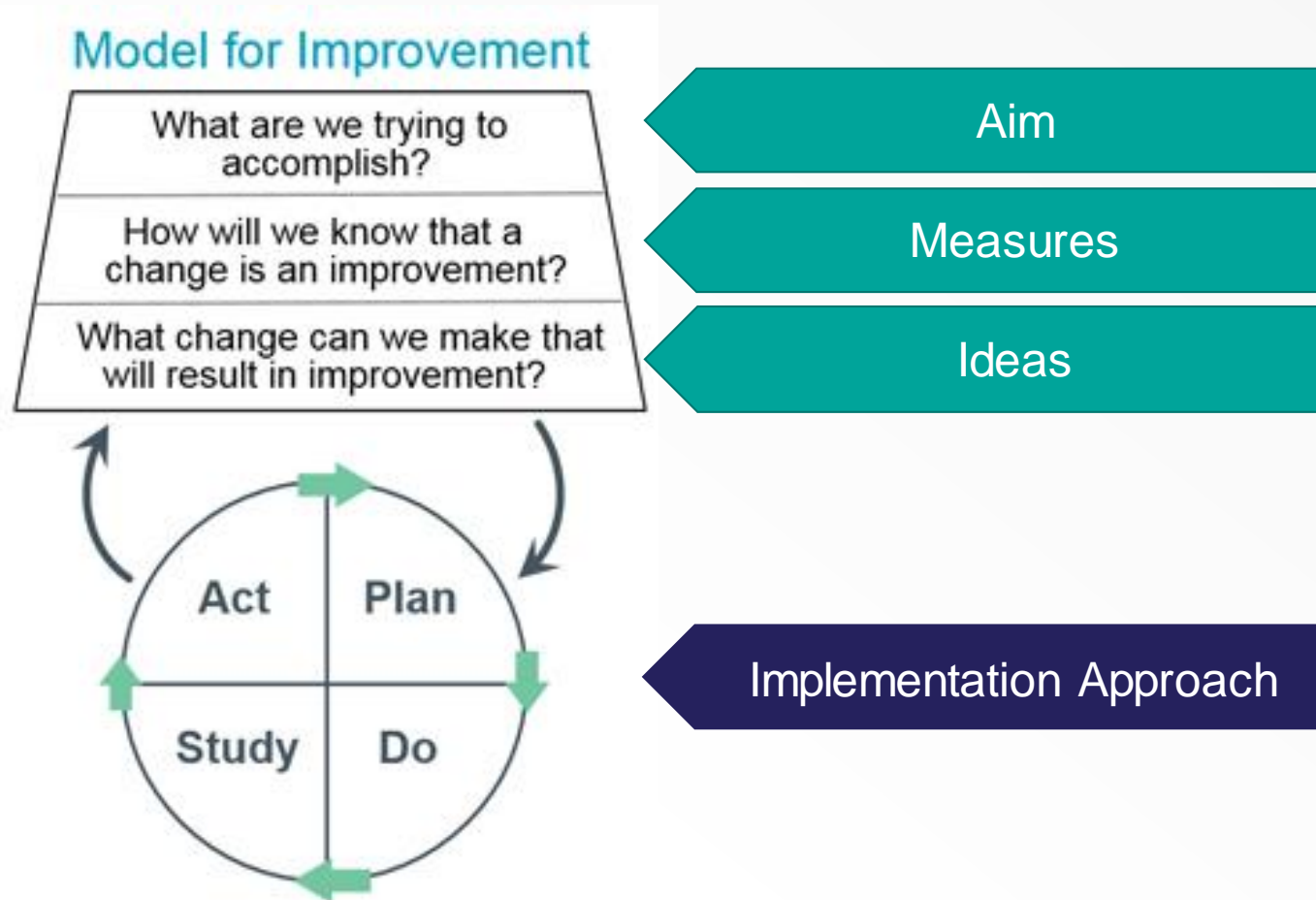
Tools to use:

- Process mapping
- 5 Why's
- Fishbone diagrams
- Driver diagrams

Generate your change ideas



# The IHI Model of Improvement can be used as a framework to guide successful quality improvement initiatives





## PDSA – A way to test big ideas in small ways



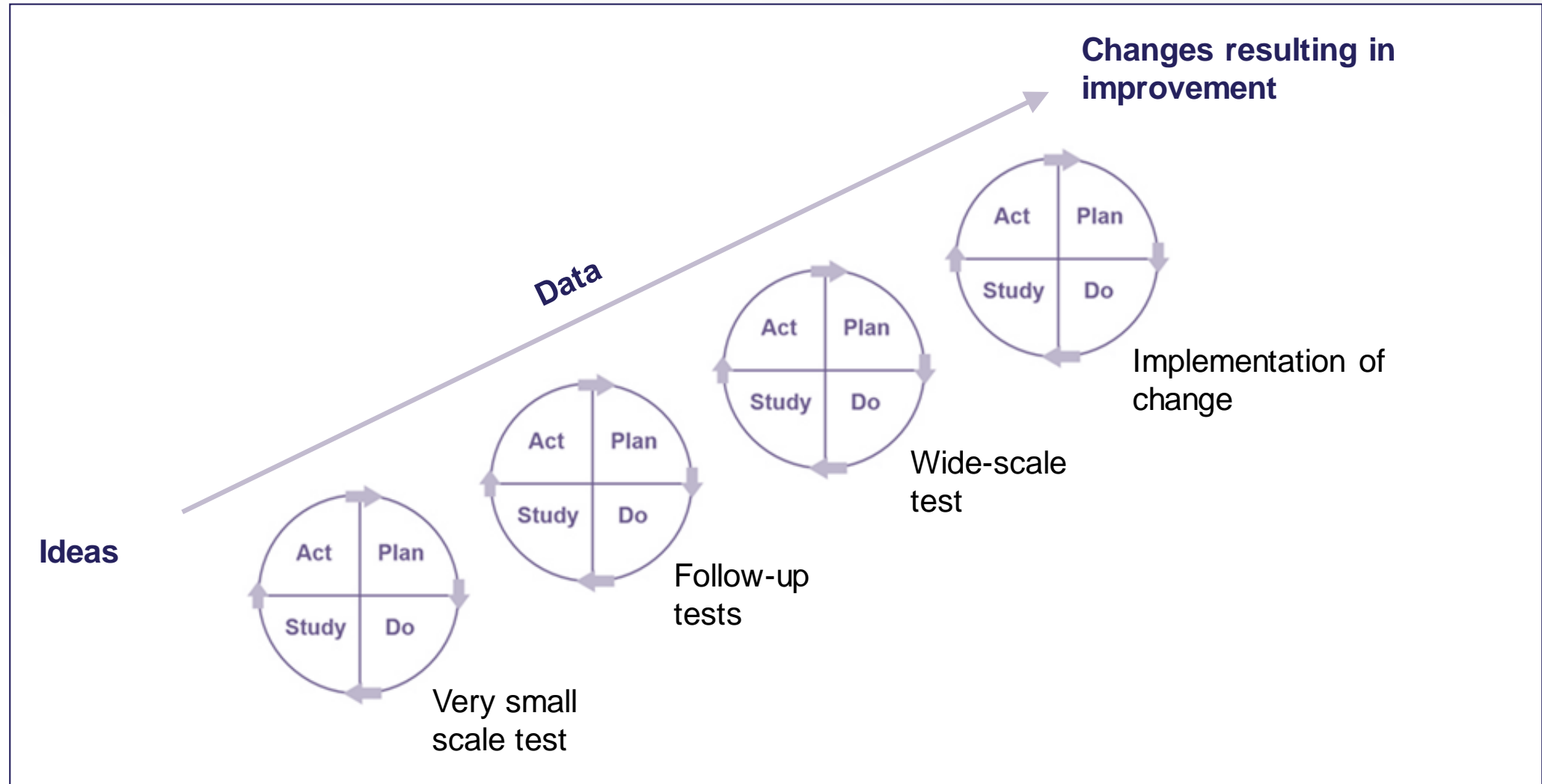
### Start small – think **one**

Conduct the test in one hospital, on one ward, with one nurse, with one patient, on one day.

- **Increase** belief that the change will result in improvement
- **Opportunity** for learning from “failures” without impacting performance on large scale
- **Learn** how much improvement can be expected from the change
- **Identify** how to adapt the change to conditions in the local environment
- **Evaluate** costs and side-effects of the change
- **Minimise** resistance upon implementation



# Continuously learn from your previous tests of change



**BRACE YOURSELF**



**ACCREDITATION IS COMING**



# Where do I go to get help with Quality Improvement?



## Who can help?

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- [Quality Partners](#)
- Continuous Improvement Team
  - Sarah Lorentzen
  - Anton Glagovski
  - Steph Pearce
  - Christy Hatherley
  - Clinicians in Redesign



## Any online resources?

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- [Continuous Improvement Intranet page](#)
- [IHI website](#)



## Any suggested courses?

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- IHI Open School

*Registrations now open for July and October intakes.*

*Email **Christy Hatherley***

