

QUALITY IMPROVEMENT:

DIFFERENT METHODS AND
MODELS FOR IMPROVEMENT:
LEAN, SIX SIGMA AND THE
MODEL FOR IMPROVEMENT

December 12th 2014

Lean, Six Sigma & The Model For Improvement

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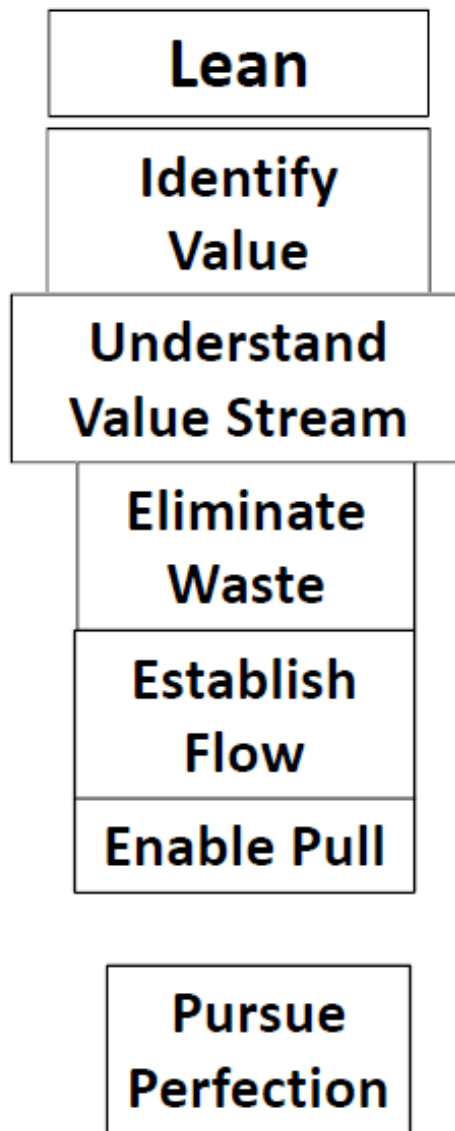
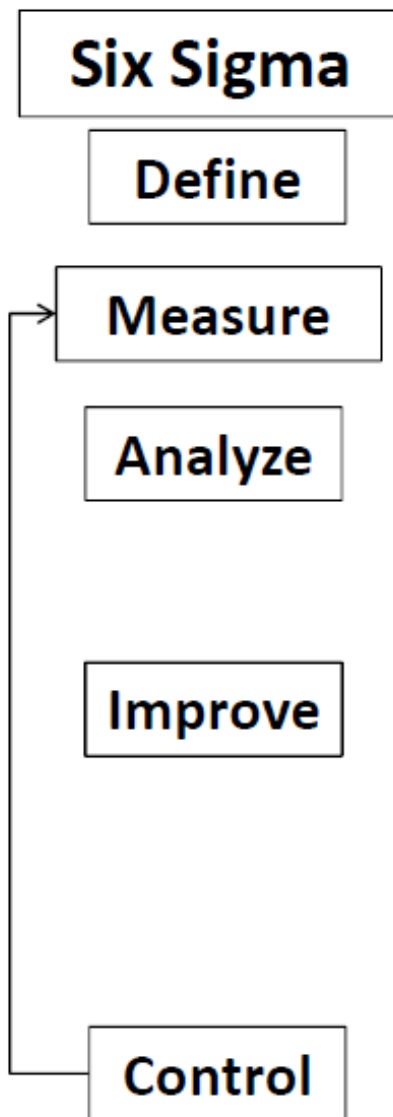


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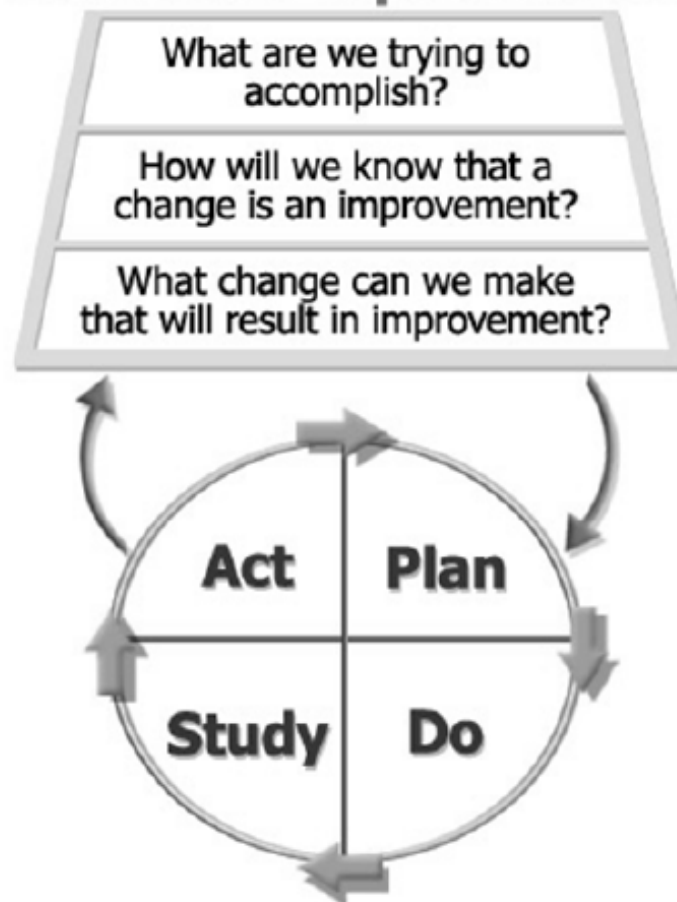
Model for Improvement



Six Sigma, Lean, MFI



Model for Improvement



Source: The Improvement Guide, API

Lean

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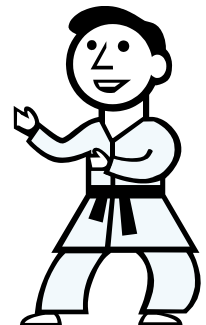
- An improvement philosophy
 - “a set of ideas about how to do something or how to live”
- Term coined in the 1980s originally used to describe the Toyota Business Model
- Lean Philosophy:
 1. Puts the customer experience at the center of its work.
 2. Focuses on identifying and eliminating "waste."
 3. Ensures that all parts of a process are value-added.
 4. Strives for continuous improvement.

Six Sigma

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- Improvement model that emphasizes measuring and reducing variation to decrease the number of errors within a process
- Two methods for Six Sigma improvement projects:
DMAIC and **DMADV**
 - **DMAIC**: Define, Measure, Analyze, Improve, Control
 - **DMADV**: Define, Measure, Analyze, Improve, Control
- Typically led by someone with Six Sigma training
- Most organizations now adopt Lean Six Sigma



Model for Improvement

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- Framework for testing and implementing changes that lead to improvement.
- Three fundamental questions part of every improvement project:
 1. What are we trying to accomplish?
 2. How will we know that a change is an improvement?
 3. What changes can we make that will result in improvement?

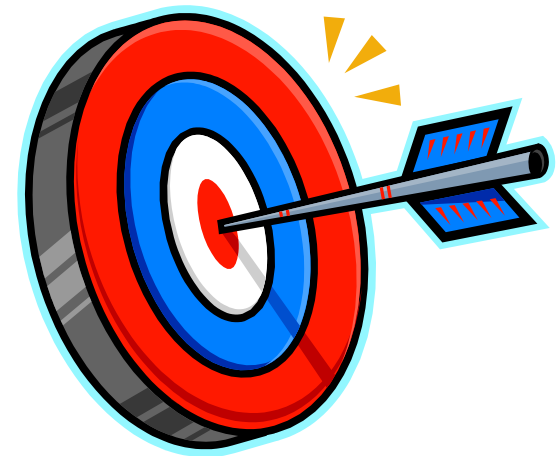
What Are We Trying To Accomplish?

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Step 1: Create an Aim Statement

- An aim statement is an **explicit** description of a team's desired outcomes, which are expressed in a **measurable** and **time-specific** way.

“Our aim is to reduce our wait time in the lobby from 30 minutes on average to 20 minutes by July 2015.”



“How will we know that a change is an improvement?”

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- Step 2: Choose measures for your project

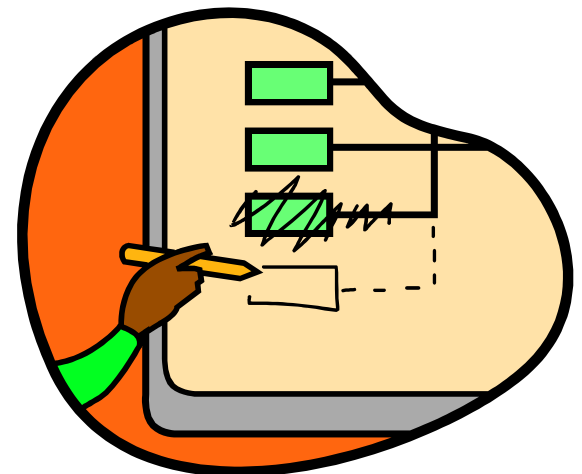


“What changes can we make that will result in improvement?”

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Step 3: Use change concepts to identify what you want to test

- Change concepts are general ideas used to stimulate specific, actionable steps that lead to improvement. (Safety Net Medical Home Initiative)
- Examples:
 - “Use substitution”
 - “Listen to customers”
 - “Standardization”



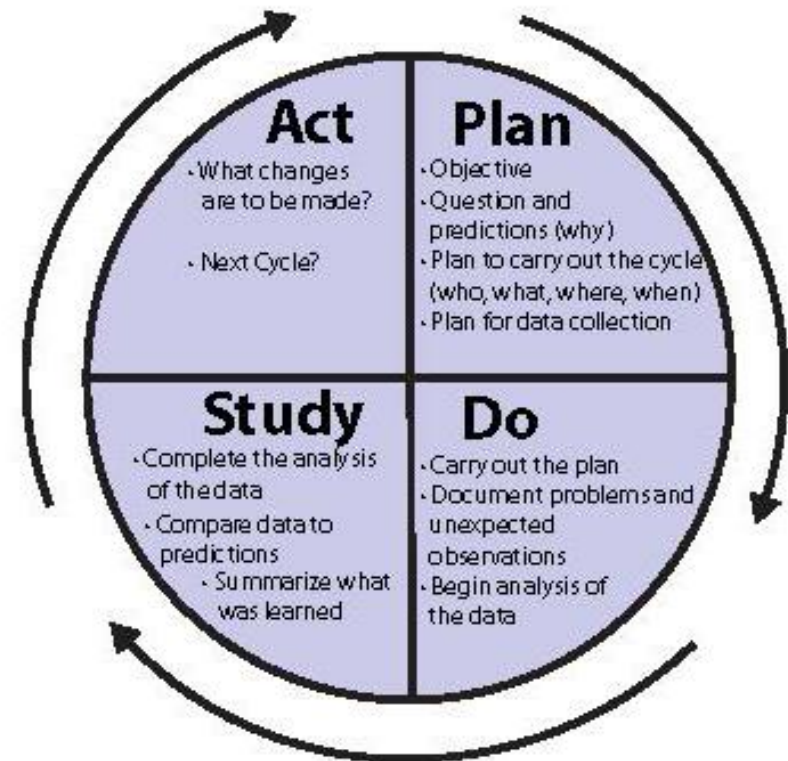
“What changes can we make that will result in improvement?”

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Step 4. Test a change

After discussing and selecting a change concept with your team, test your ideas using the PDSA cycle

The PDSA Cycle for Learning and Improving



Example Lean Tools & Concepts

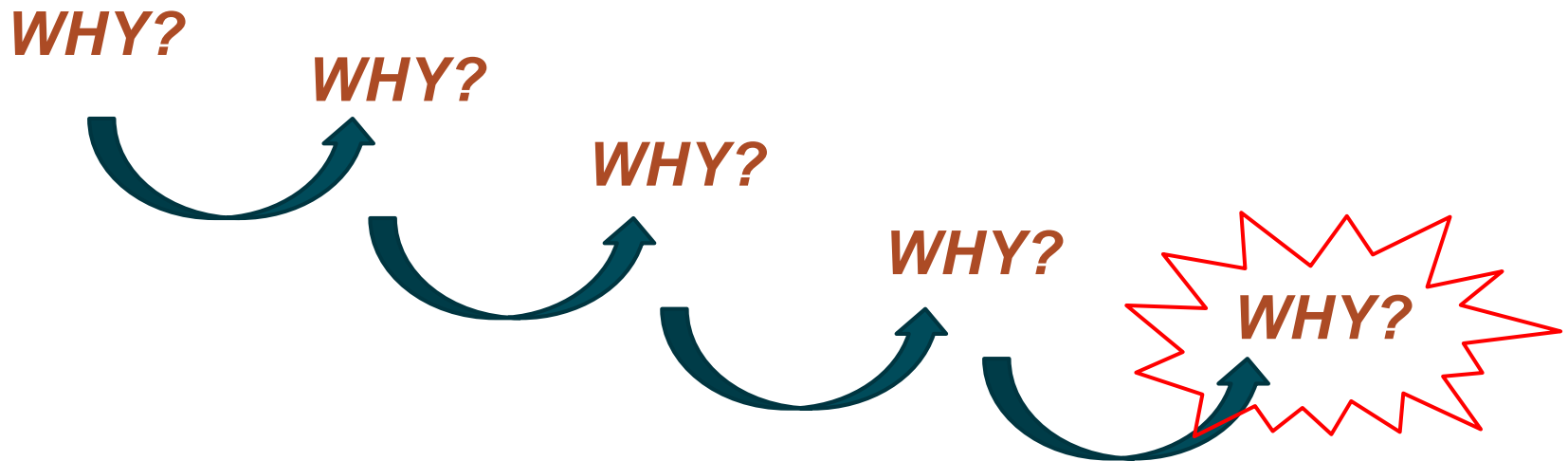
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The Five Why's

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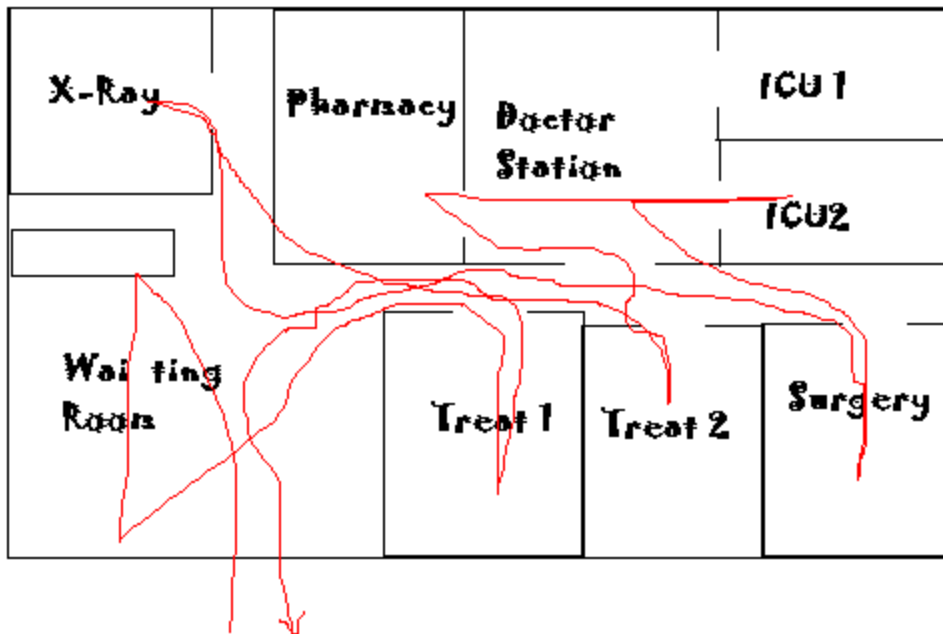
- A technique to get to the deeper reason behind a particular problem
- When to use: When you want to get to the root cause of a problem



Spaghetti Mapping

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- Process of mapping out a space and tracking the movement of people or products
- When to use: When you want to improve the physical flow of a process



Now what?

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- QI Managers: Consider incorporating one of these philosophies into your QI Plan
- Consider incorporating one or two of these tools into your work
 - Puzzled over why your MA's haven't used your new protocols? Use the Five why's!
 - Trying to brainstorm ideas to get people to use your new EMR report? Do an affinity diagram!
 - Testing a change to a process? Use PDSA cycles

Need more information?

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- Check your thumb drive for these tools
- Email us if you have any questions about these tools and how to use them (Data@orpca.org)

Other resources:

- The Institute for Healthcare Improvement - <http://www.ihl.org/Pages/default.aspx>
- Minnesota Department of Health QI Toolkit - <http://www.health.state.mn.us/divs/opi/qi/toolbox/>
- Tennessee Initiative for Perinatal Quality Care - <http://tipqc.org/qi/jit/>