STRATEGY 5:

BE A CONTINUOUS
LEARNING
ORGANIZATION

Change Concepts

5.a **Make systems thinking the norm.**

5.b **Track your progress.**

5.c **Plan and implement tests of change.**

5.a Change Concept: Make systems thinking the norm.

Action Items

5.a.1 Establish the nursing home as a learning organization whereby staff identifies areas for their own development and in care and service processes at the facility.

5.a.2 Empower residents and families to get involved by identifying areas of improvement and working towards the solution.

5.a.3 Seek the input of primary care physicians/providers in initiatives that impact their residents or the systems of care in the facility.

5.a.4 Discuss processes and systems to identify areas for improvement regularly – in meetings as well as everyday interactions.

5.a.5 If something goes wrong or could go wrong, discuss the processes and systems involved and how they could be improved to prevent future problems. Conduct root cause analyses to understand what happened and take action to prevent future occurrences.

5.a.6 Make visible and talk about how different processes and activities are inter-related and part of systems. Use interdisciplinary problem-solving to ensure safety and quality of life. For example, if a resident likes to stay up late and gets hungry, collaborate between food services and nursing to meet the resident's needs.

5.a.7 Identify implications and consequences of changes to show inter-connectedness and relationships, intended and unintended.

5.a.8 Build checks and balances into practices in order to prevent errors and lapses.

5.a.9 Use prompts and reminders to assist staff in completing critical processes and steps and prevent potential adverse events.

5.a.10 Structure services and staff to allow for maximum response to resident needs. Your systems and processes are set up to get the results you are currently getting. Understand your current processes and

how they are working in order to determine if changes are needed.

5.a.11 Create daily opportunities for learning. For example, use huddles to problem solve to share pertinent knowledge in real time, conduct rounding with MD or nurses or discuss short vignettes for learning and discussion of how your processes and systems are working.

5.a.12 Explore experiential learning opportunities that promote empathy and generate critical thinking about your systems and processes, such as being placed in lifts, being helped to eat, sitting in a shower chair.

5.b Change Concept: Track your progress.

Action Items

5.b.1 Measure important measures and indicators of care that are relevant and meaningful to the residents you serve. For example, pressure ulcer rates, falls, infections, emergency department and hospital admissions/readmissions, satisfaction.

5.b.2 Track staff incidents and accidents and other measures important to the organization.

5.b.3 Set stretch goals. Choose national, state, and local performance benchmarks to beat. Also identify minimum thresholds you do not want to fall below.

5.b.4 Get everyone involved in setting goals including staff, residents, families, management, and the board.

5.b.5 Openly and transparently share your performance data with staff, board, residents and families.

- Involve staff in systematically analyzing data to know about the outcomes of their efforts and to be able to identify where performance improvement may be needed.

- Track and report progress toward goals and in meeting performance improvement goals. Example of a goal: days at zero pressure ulcers.

- Post the scoreboard that charts progress in common areas such as halls, staff room, etc.

5.b.6 Support the development of employees who have skill in analyzing and interpreting data to assess organizational performance and support improvement initiatives. For example, provide opportunities for training and education on data collection and measurement methodology to staff involved in quality assurance and performance improvement.

5.c Change Concept: Plan and implement tests of change.

Action Items

5.c.1 Provide leadership support for performance improvement initiatives or projects. Include these roles (the same person may serve in multiple roles):

- A senior leader who will sponsor the project and provide needed resources.

- A person who can manage the project or initiative on a day-to-day basis– someone who is expected and able to keep momentum despite setbacks and other factors and distractions that come up.

- A key champion or cheerleader who is passionate about the change and can help facilitate change in the unit/department/organization.

5.c.2 Use a change methodology like PDSA (Plan, Do, Study, Act) to plan test incremental changes on a small

scale prior to implementation of changes; track and monitor your progress.

5.c.3 For each improvement initiative, set specific numerical performance improvement goals and minimum thresholds that staff and leadership personally own, believe in and understand their role in achieving.

5.c.4 For each improvement initiative, identify process and outcome measures that will be used to assess if the desired changes have been implemented and if they are resulting in an improvement.

5.c.5 Involve people who care about the process being improved (including residents and external stakeholders when appropriate). Use a multi-department and multi-disciplinary approach to improvement.

5.c.6 Take advantage of existing performance improvement templates and tools that are easy to use and guide systems thinking to define the problem, test interventions, and measure the impact on the problem and on the larger system. Tools are available to support:

- Prioritizing opportunities for improvement
- Chartering performance improvement teams
- Flowcharting
- Conducting root cause analysis
- Developing an action plan including measurement

5.c.7 Focus on the human side of change – recognize how hard it is for people to change. Understand that staff need to know why a change is needed (the value) and what specifically they need to do differently. Provide the support, resources, and tools staff will need in order to make the change. Check in with staff frequently to see how they changes are going. Remove barriers staff face to implementing changes.

Use this extra space to jot down brilliant ideas and action items!