



NATIONAL NURSING HOME COVID-19 ACTION NETWORK

PROCESS IMPROVEMENT

HOW TO MAKE CHANGE STICK

- Focus initially on KEY PROCESS rather than on benchmarked outcomes.
- Evaluate if staff KNOW the process.
- KEEP it SIMPLE!
- Commit to be a LEARNING ORGANIZATION.

REASSESS THE GOAL

- The goal is 95% performance.
- WHY? 95% or better means it is likely to be SUSTAINABLE over time.



KEEP IT SIMPLE

- It is more important that the process be STANDARD than it be perfect.
- When you design for perfection - you often get overly complex protocols, planning for every contingency.
- A policy and procedure make look great on paper, but if it is too complicated it likely won't be remembered or followed.
- Shift away from RESOURCE INTENSIVE meetings to MINIMAL RESOURCE approach. Smaller is better. Play around with improvements and pilot test.

FOCUS ON PROCESS

If you think a PROCESS works pretty well, test the FIVE ATTRIBUTES



- WHO does it
- WHEN should it be done
- WHERE is it done
- HOW is it done
- WHAT is needed to do it

- Ask **5 staff** to describe the 5 attributes.
- If 5 direct care staff can describe the work with the 5 attributes, you have a good chance to achieve 95% performance and SUSTAIN the performance over time.
- If they can't, determine which attribute they can't describe and develop a simple process for improvement.



If you have a process that does NOT work so well

- Determine if it is a COMMON or INFREQUENT failure.
- Observation of ONE PERSON does not mean it is a common failure.
- Fix ONE Attribute (*who, when, where, how, what*) at a time.

COMMON

- Don't rely too heavily on education as THE FIX.
- Get CURIOUS to determine WHY this is occurring.
- Inform staff on the **WHY**:
 - WHY is this process important.
 - WHY do we do it this way.
- Get CURIOUS - WHY are they NOT following the process.
- Develop a plan to fix ONE process, test and refine.
- Keep it SIMPLE!

INFREQUENT

- Infrequent does NOT mean you have a bad process.
- Don't try to make it perfect - you will use up too many precious resources.
- Talk to that one person to reeducate or determine WHY it is occurring.
- Accept defeat & MOVE ON to focus on another process.

**REMEMBER - HOW DO YOU EAT AN ELEPHANT?
ONE BITE AT A TIME!**

PERFECTION IS THE ENEMY OF RELIABLE DESIGN!

