



Institute for  
Healthcare  
Improvement

# Facilitating Large System Change Efforts

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*Vice President*

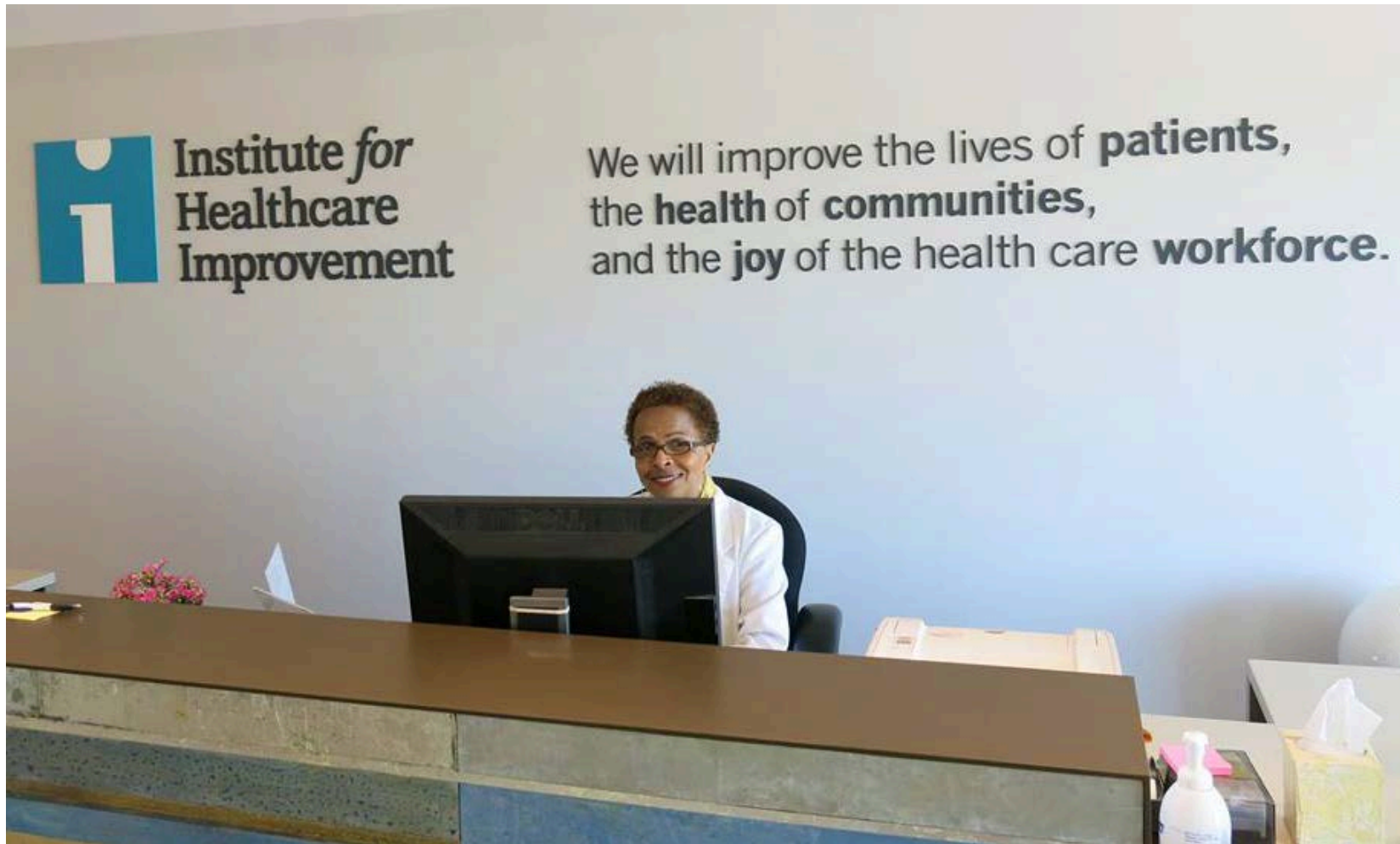


September 22, 2016

# Our Mission:

## To improve health and health care worldwide

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## **Our Mission**

To improve health and health care worldwide.

## **Our Vision**

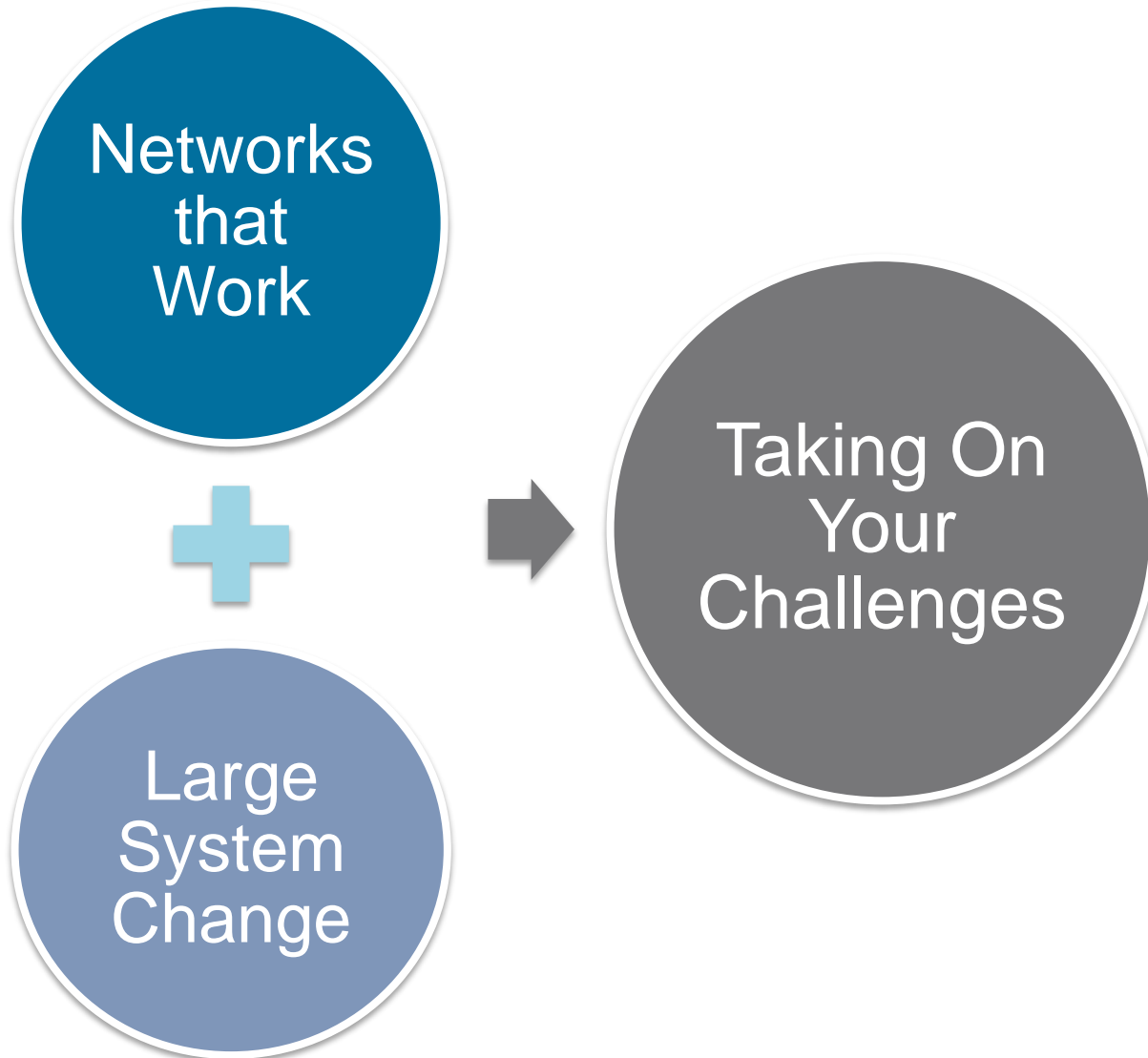
Everyone has the best care and health possible.

## **Who We Are**

IHI is a leading innovator in health and health care improvement worldwide, joining forces with the IHI community to spark bold, inventive ways to improve the health of individuals and populations.



# Today



# *As Your Networks Evolve, Consider your Biggest Challenge...*

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- Communication
- Agreements
- Missing Links
- Resources
- Capability to Deliver

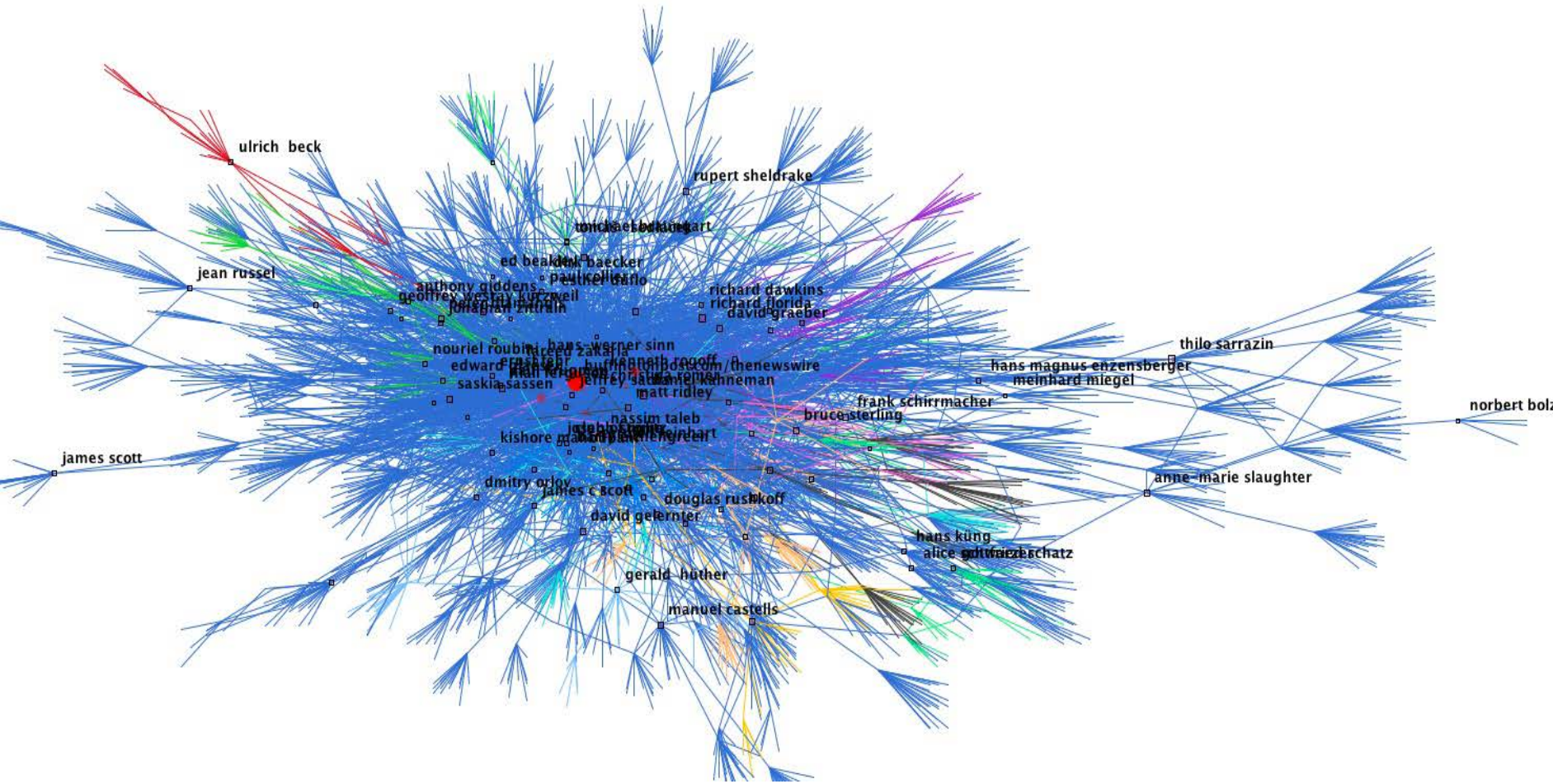


# Networks that Work

*What Networks are you in?  
How do they work?*



# Mega Trends Map of an active and vital network

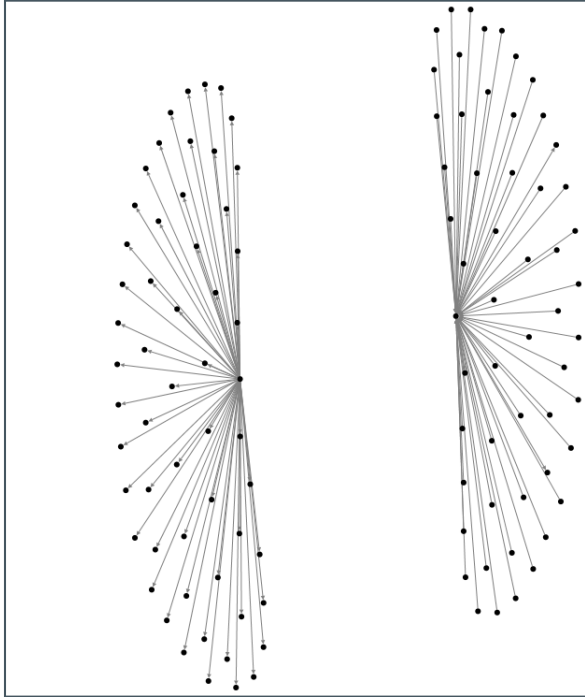


From Frick, K. Mega-trendsetters



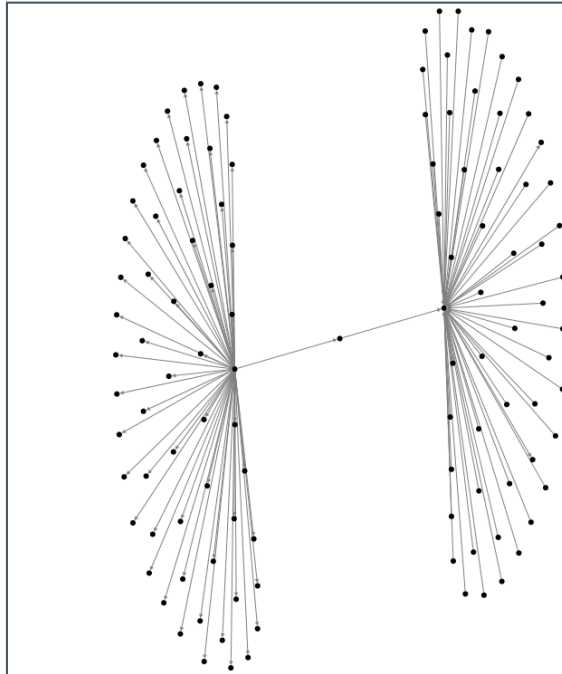


Well connected within the network,  
disconnected between networks

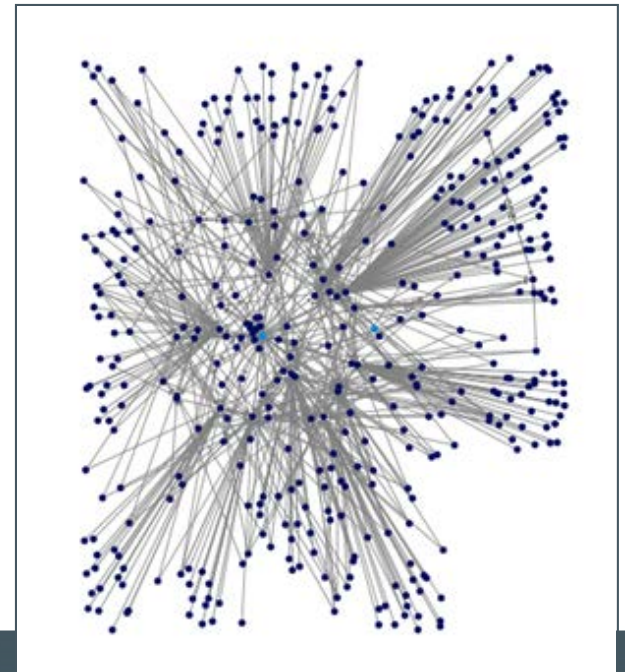


Changing nature of the picture of  
the network over time.

Well connected within the network  
and the beginning of a connection  
between networks.



Growing connections within and  
between networks.







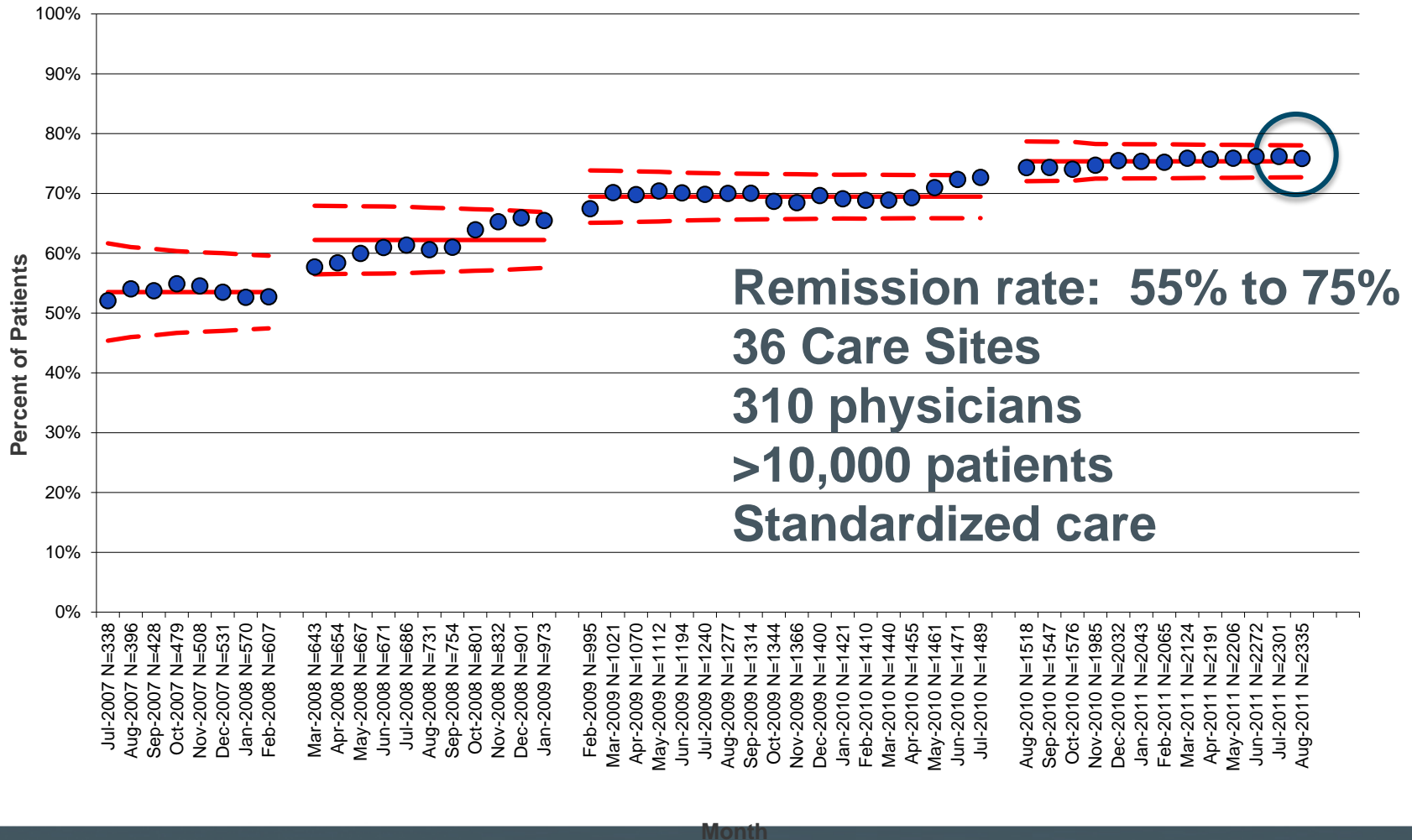
# COLLABORATIVE CHRONIC CARE NETWORK

Supported by  
NIH NIDDK R01DK085719  
AHRQ R01HS020024  
AHRQ U18HS016957  
ImproveCareNow Network Care Centers



# Percent of Patients in Remission

Percent of IBD Patients in Remission (PGA)



# Match What We Learned With What You Have Learned

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1. Personal connections are IT!
2. Face-to-face interaction is essential
3. People are busy—make it easy
  - Simple ways to communicate are essential
  - Use existing ways to interact if they are already established
4. Network governance will influence participation



# What Do You Need to Do to Be a Boundary Spanning Leader?

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- The capability to create and support direction, alignment and commitment across boundaries in service of a higher vision or goal.
- Skills:
  - Buffering
  - Reflecting
  - Connecting
  - Mobilizing
  - Weaving
  - Transforming



*If you want to build up your network so that it works, what should you do?*



# Large System Change



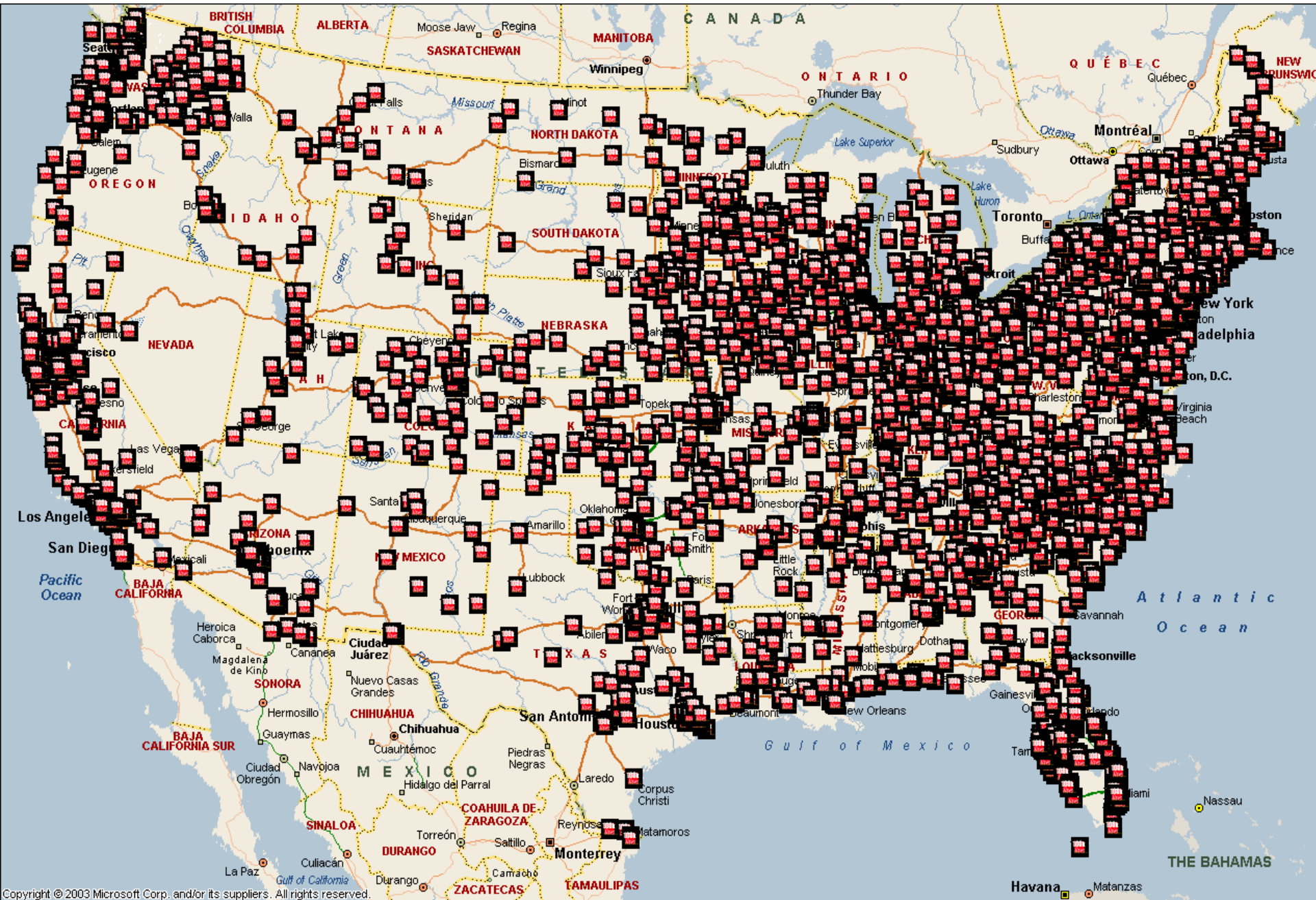
# Examples of Large System Change

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- Campaign—Whole Country
- Major Shift in a Patient Journey or Experience Across the System
- Community Level Change that Extends from Health Care to All Services







# POINT-Poverty Outcomes and Improvement Network Teams

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## *Three Communities in NE Wisconsin with Single Aim, One Common Data Set*

- 100 Organizations in 50 Teams
- Libraries, Child Care, Clinics, Dentists, ...
- Concerted Effort to Cross Boundaries

- Adequate Education,
- Adequate Social and Human Services,
- Economic Self Sufficiency,
- Physical and Dental Health;
- Psychological Health and Addictions; and
- Family Support & Social Connectedness.



# Improvement and Large System Change

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What is Your Map?  
What Step Have You  
Skipped?  
What are the Missing  
Links?



# From the Network You Have to the Network That Is UP to the Challenge

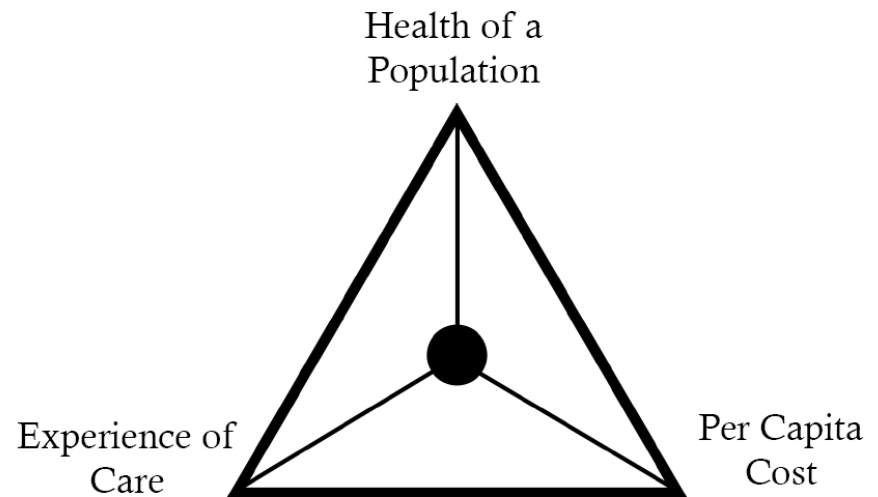


# 1. Set Aim

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For Example:

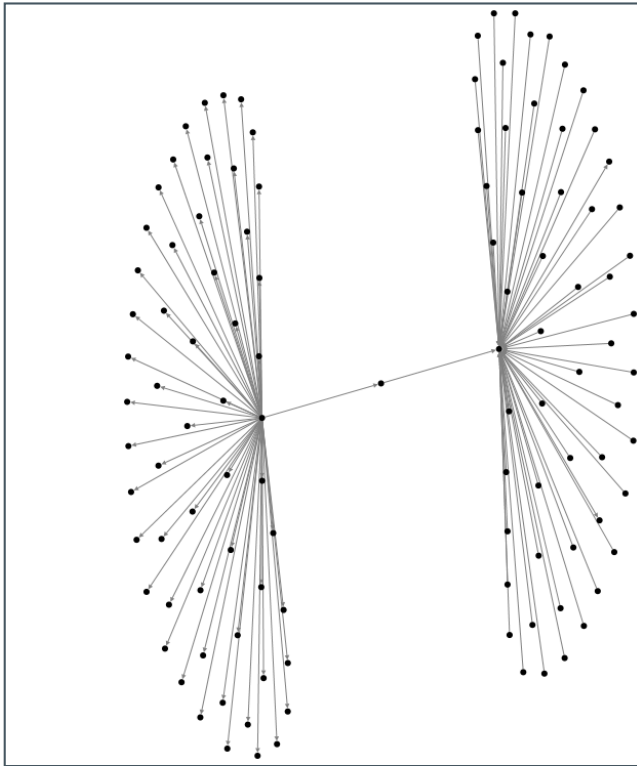
All clients have flawless transitions among settings by June, 2017



The *Triple Aim*



## 2. Understand Your Network and Map Relationships



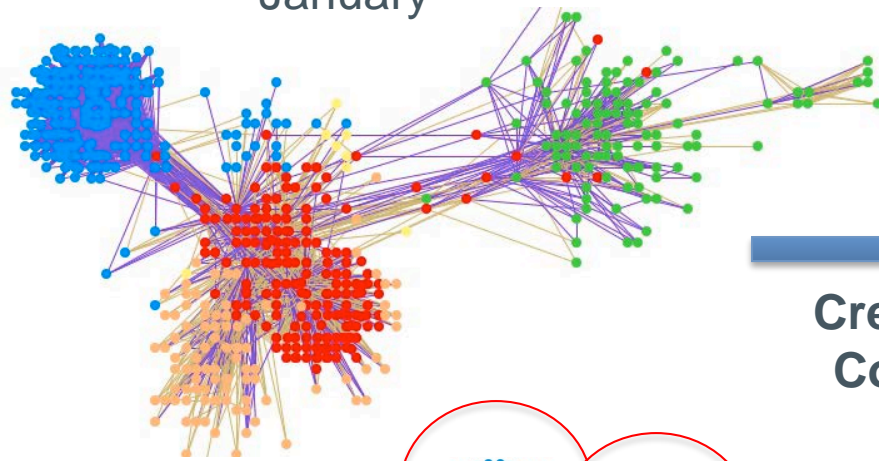
Identify who is in different roles:

- What is working well?
- Who is most connected?
- Who is the best role-model?
- Where do the best relationships already exist?



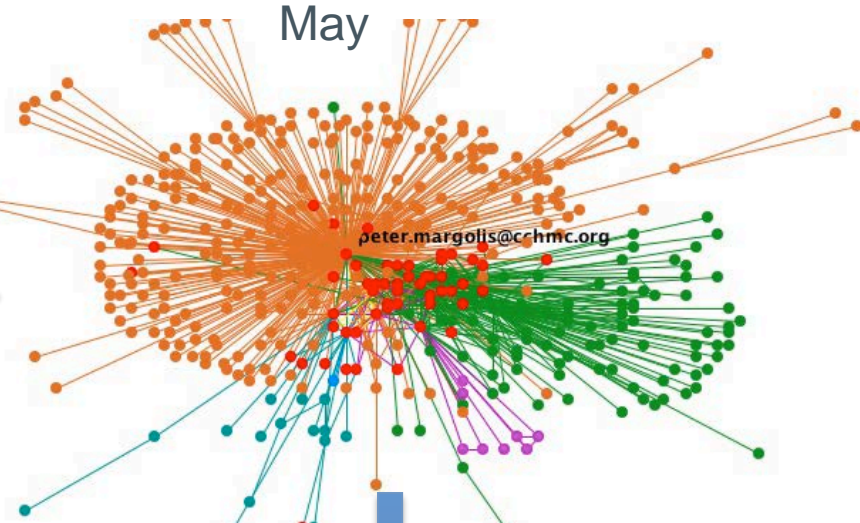
# 3. Make a Reasonable Plan to Shape the Network

January



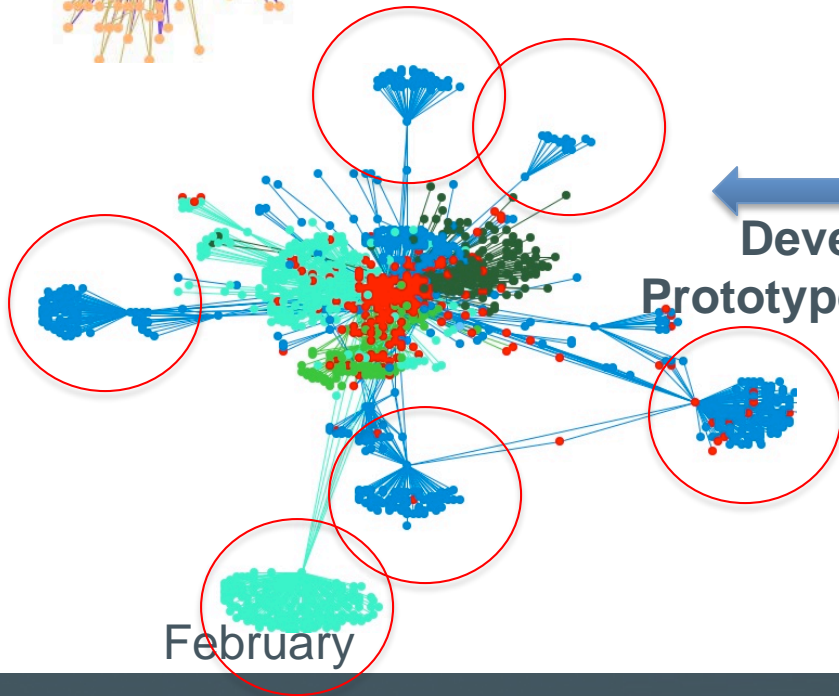
Create Core

May

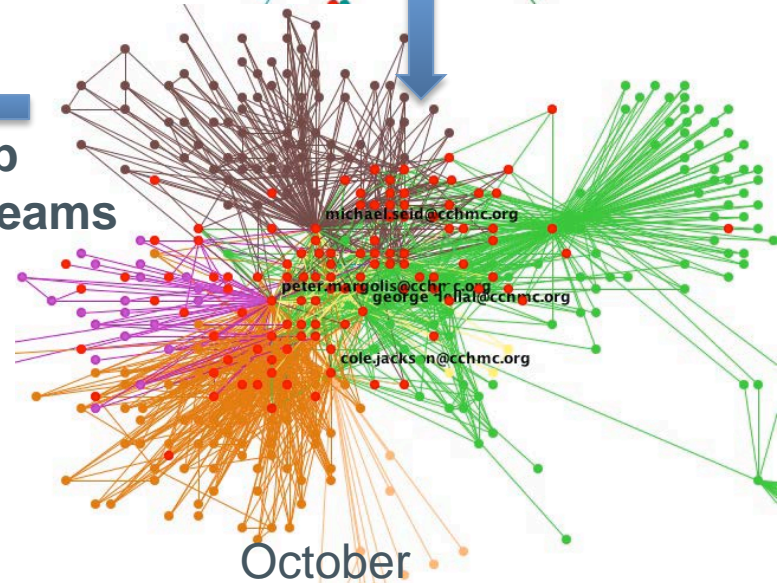


Develop Prototype Teams

February



October



# 4. Start (Improvement Skills Help)

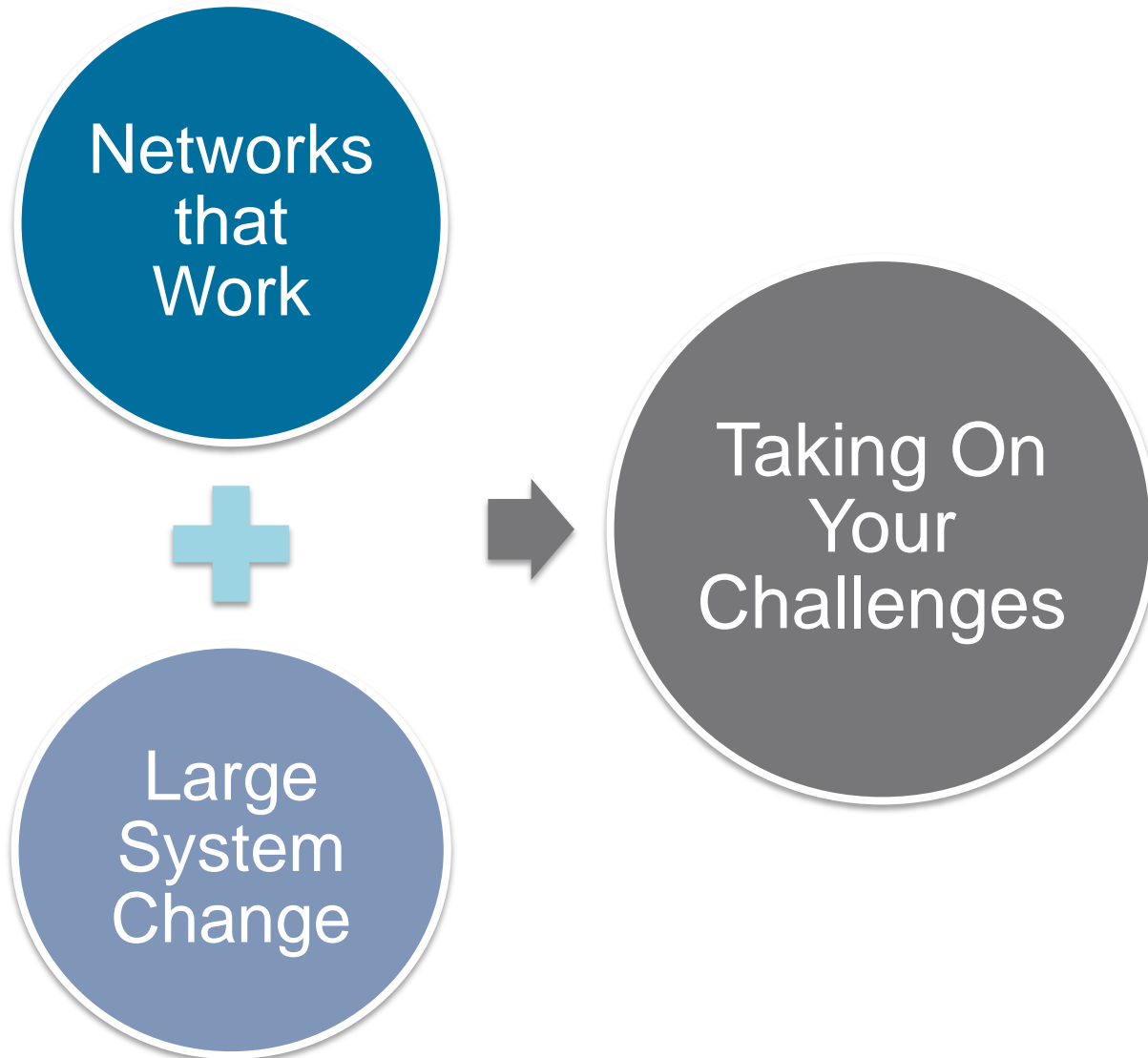
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- ✓ Start Small
  - ✓ Across One Boundary—Hospital to Home; Clinic to Social Services
  - ✓ With people who already work together
- ✓ Try over and over to get it right (reliable)
- ✓ When it is working, expand to other populations and boundaries in your system: 2 places to 8 places to 32 places.....
- ✓ Build in the structures to make it a win all the way around

*You are only really going to be partners if you work out the kinks together!!!!*



# Today



# Resources

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- Gloor P. *Swarm Creativity*. New York: Oxford University Press. 2006
- Swensen S, Pugh M, McMullan C, Kabcenell A. *High-Impact Leadership: Improve Care, Improve the Health of Populations, and Reduce Costs*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2013. ([www.ihl.org](http://www.ihl.org))
- Ernst C. and Chrobot-Mason, D. *Boundary-Spanning Leadership*. New York: McGraw-Hill Professional. 2011
- McCannon CJ, Schall MW, Perla RJ. *Planning for Scale: A Guide for Designing Large-Scale Improvement Initiatives*. IHI Innovation Series white paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2008. ([www.IHI.org](http://www.IHI.org))



# Brief Video

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[Learning Session 2 Video](#)

