Identifying the Gaps

Frank Federico

Objectives

- Discuss how to identify gaps and causes of the problem you are trying to solve

- Describe the reason for asking why five times to understand the root of the problem

Discussion

- What tools/methods do you use to identify the problems you will work on?

Have you ever experienced this?

- We don't have time for this
- Too much change happening
- We don't understand why we have to do this
- This doesn't make sense
- This doesn't match our workflow

OR

- Works for a while but not sustained
- Need to implement reminders
- Provide compliance data on unit's/ areas performance

Why Some Improvement Efforts Fail

- We do not get to the root of the problem
- We do not understand human factors and engineer systems to deal with the human condition
- We do not simplify
- We add steps to the processes that result in increased work and complexity
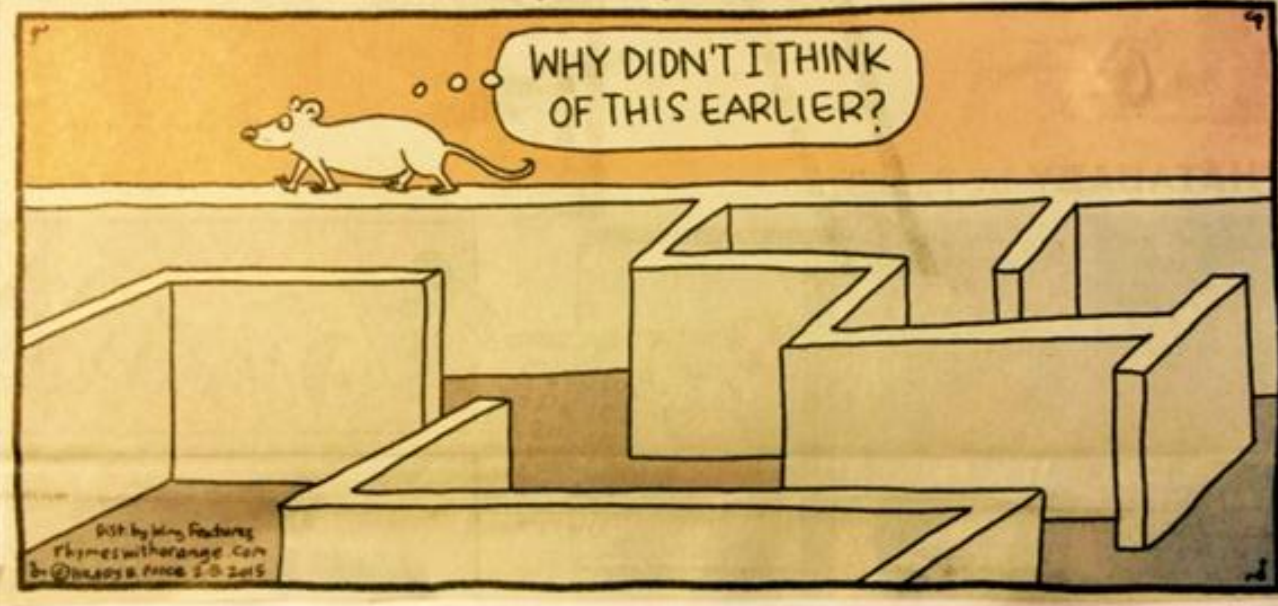- We do not check that our changes have solved the problem

Frank's observations

Defining the Problem

"If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions."
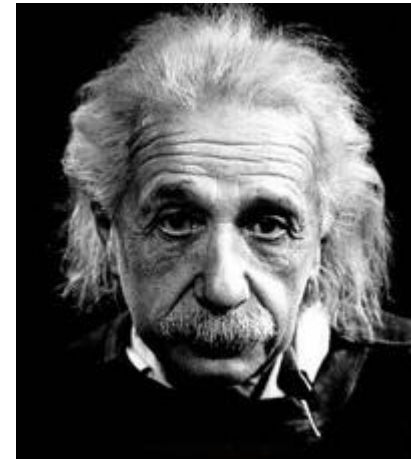
Visualize the Steps

- Develop a high level flow diagram

- 3 to 5 Steps-keep it simple

- Identify defects

  – Is there a cascade?

  – Which is the biggest defect?
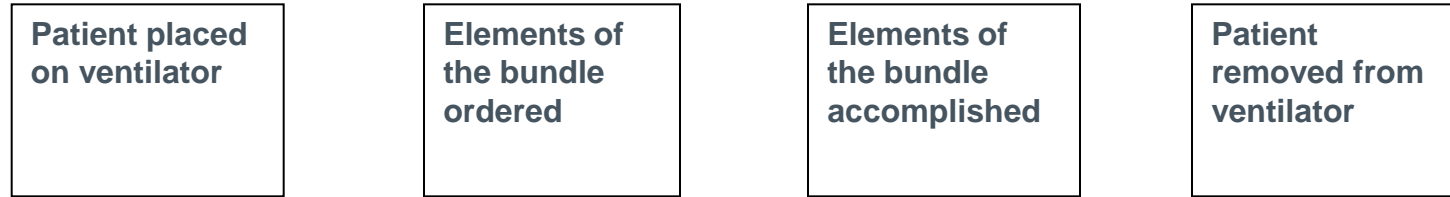
  – Identify what you will fix

Example: Ventilator Care Bundle "Set Up"
Segment: Medical ICU With 2 Willing Doctors

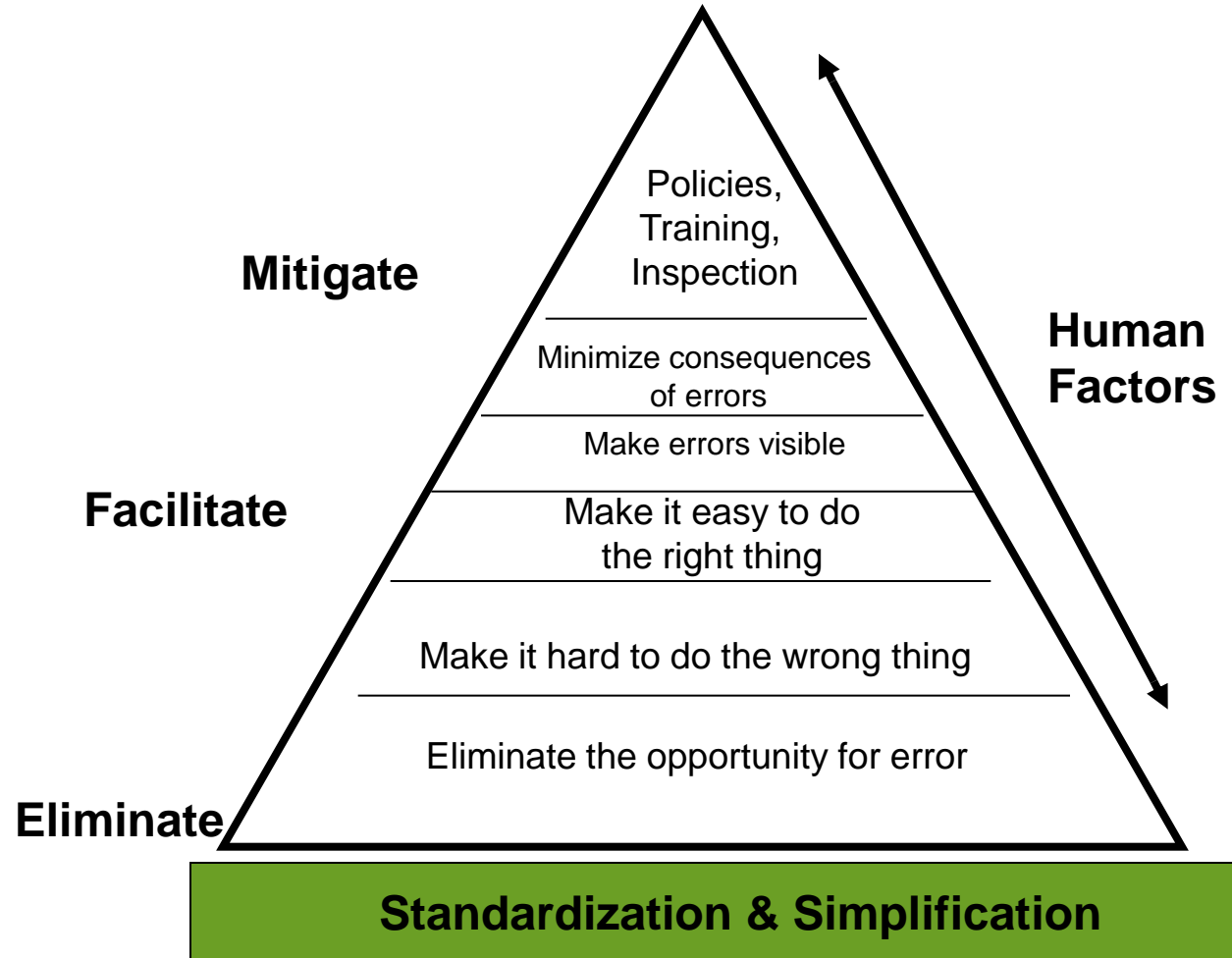| Patient placed on ventilator	Elements of the bundle ordered	Elements of the bundle accomplished	Patient removed from ventilator

Of the elements of the bundle, the head of the bed elevation is most commonly not accomplished

Our aim: achieve a 95% or better reliability at keeping the head of the bed elevated

Institute for Healthcare Improvement

NPSF

TOGETHER FOR SAFER CARE

Ask WHY? many times

Error Reduction Overview: Hierarchy of Controls

Mitigate

Policies,
Training,
Inspection

Minimize consequences
of errors

Make errors visible

Facilitate

Make it easy to do
the right thing

Make it hard to do the wrong thing

Eliminate the opportunity for error

Eliminate

Human Factors

Standardization & Simplification

Adapted by Doug Bonacum KP

Identify Future State

- What would the ideal process look like?
- What is the gap between the ideal and what is in place?
    - Work as imagined versus work as done
- Identify what is needed to close that gap

Ask

- What is the problem?
  - Lack of knowledge about how the work is to be completed?
  - Lack of resources to complete the task?
    - time, personnel, equipment, workload
  - Lack of desire to complete the task?
  - Lack of understanding why the improvement is needed?
  - Lack of improvement method or expertise?
  - Lack of simplified process? (complexity)