



Institute for
Healthcare
Improvement

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Taipei

Global Lessons for Improving Quality and Safety

Asia Forum on Quality & Safety in Healthcare

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Greetings from IHI



*Our mission is to improve health
and healthcare worldwide*



IHI Strategy

Vision

Everyone has the best care and health possible

Mission

Improve health and health care worldwide

Strategic Approach

IHI applies practical improvement science and methods to improve and sustain performance in health and health systems across the world.

We generate optimism, spark and harvest fresh ideas, and strengthen local capabilities.



Our work is
driven by

- Improvement Science
- Health Equity
- Joy in Work





A New Quality Paradigm

Old way	New way
Quality is about compliance.	Quality is about continuous, systematic improvement.
Quality is a function of governance.	Quality is a shared responsibility.
Leadership creates standards.	Leadership creates culture.
Power is concentrated (in the hands of the checkers or inspectors).	Power is distributed to patients and staff at the point of care.
Data is for assessment.	Data is for rapid adjustment.



The journey may be difficult



"a smooth sea never made a skilled sailor"

-English Proverb



Setting a course – 4 key priorities



1. **Strategy Matters**
2. **Culture**
3. **Embrace improvement (or you can't fatten a cow by weighing it*)**
4. **Create joy in work**

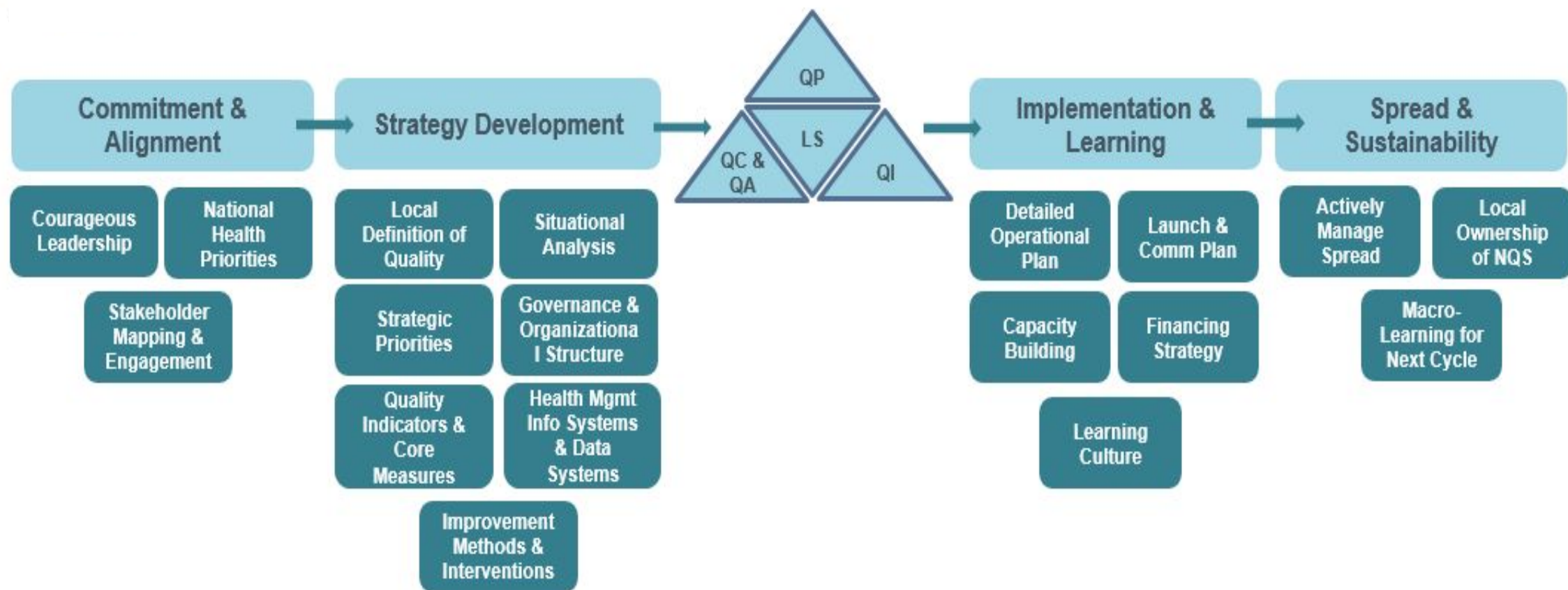
** Palestinian proverb*



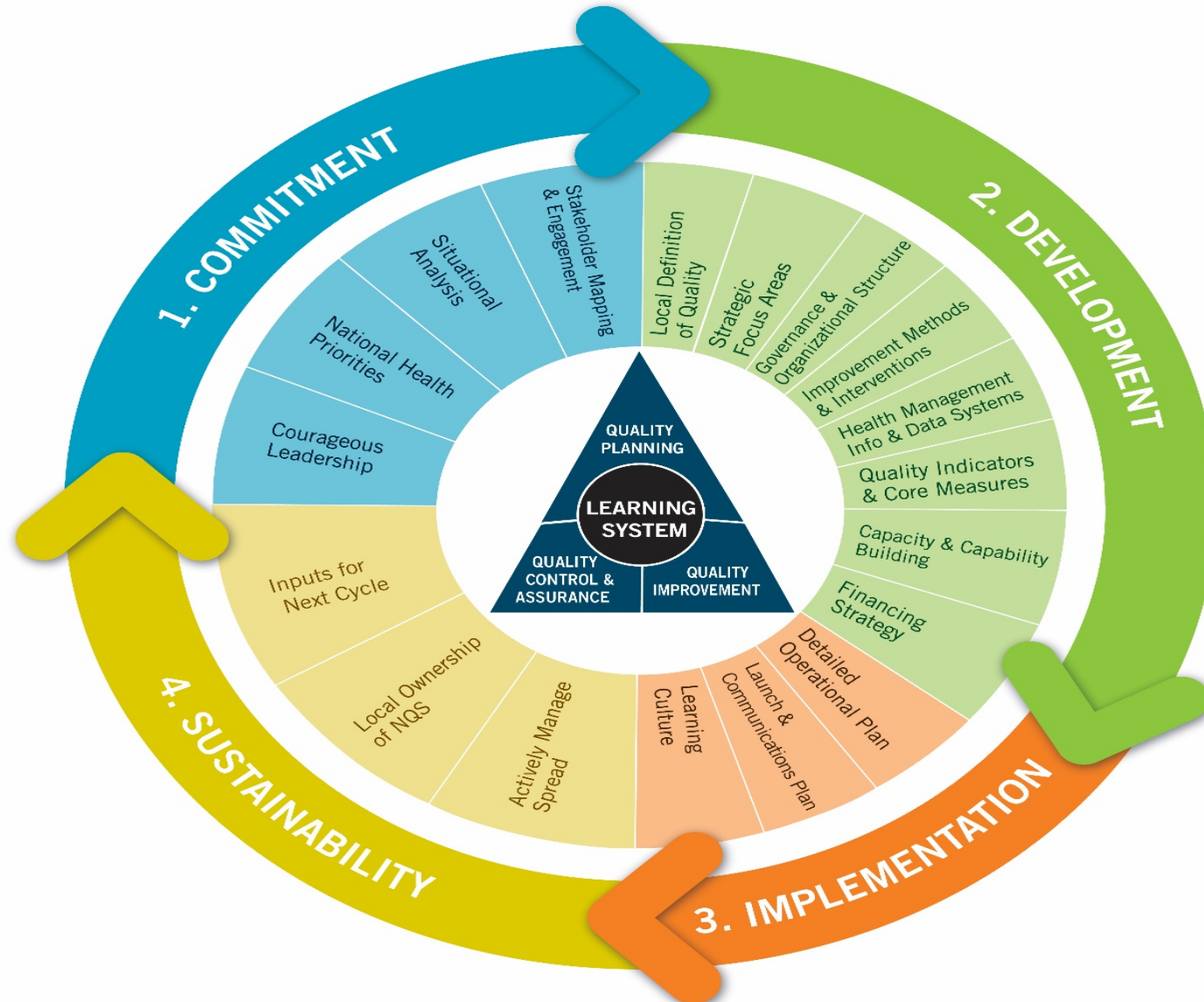
International Learning on Quality as a Strategy



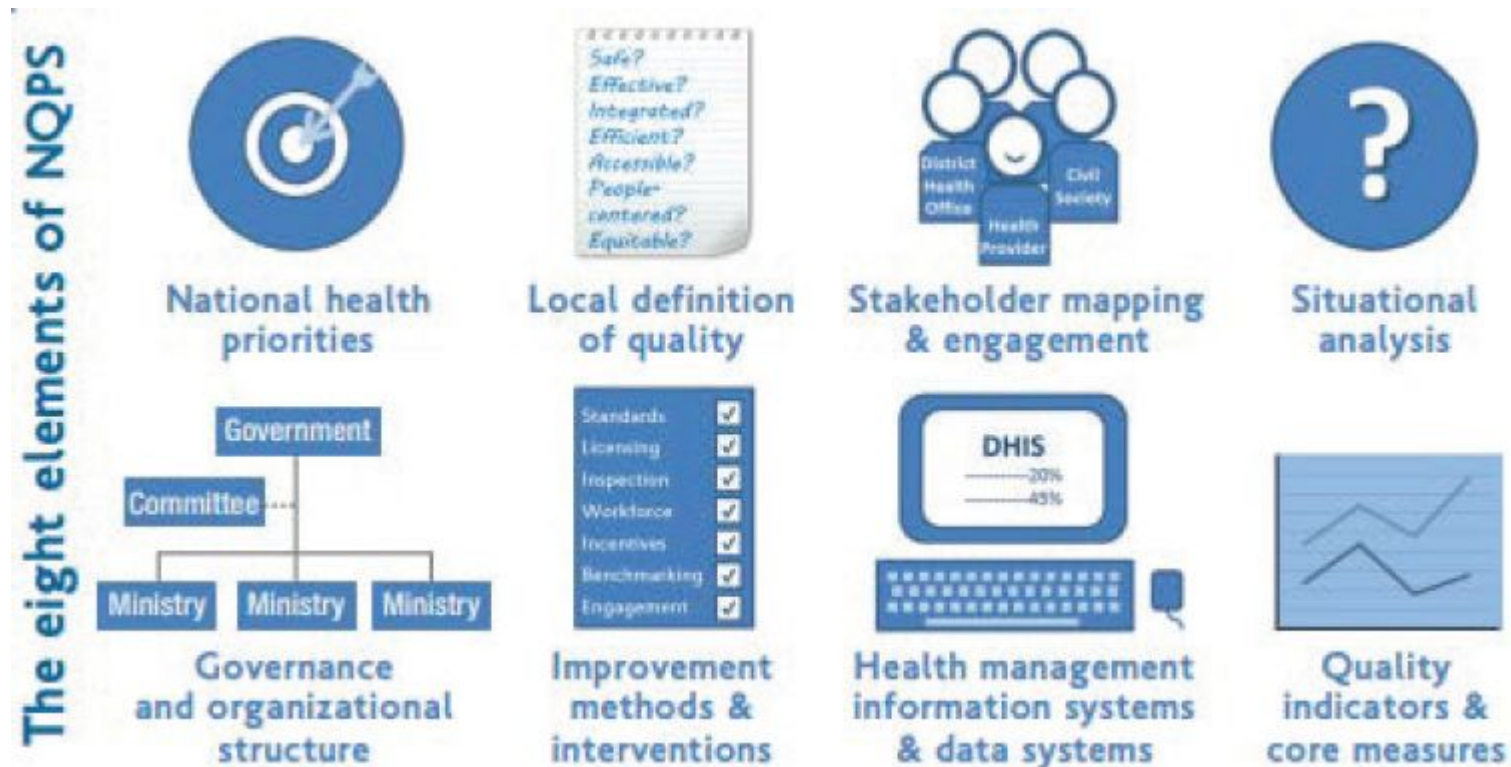
Key Elements and Lessons



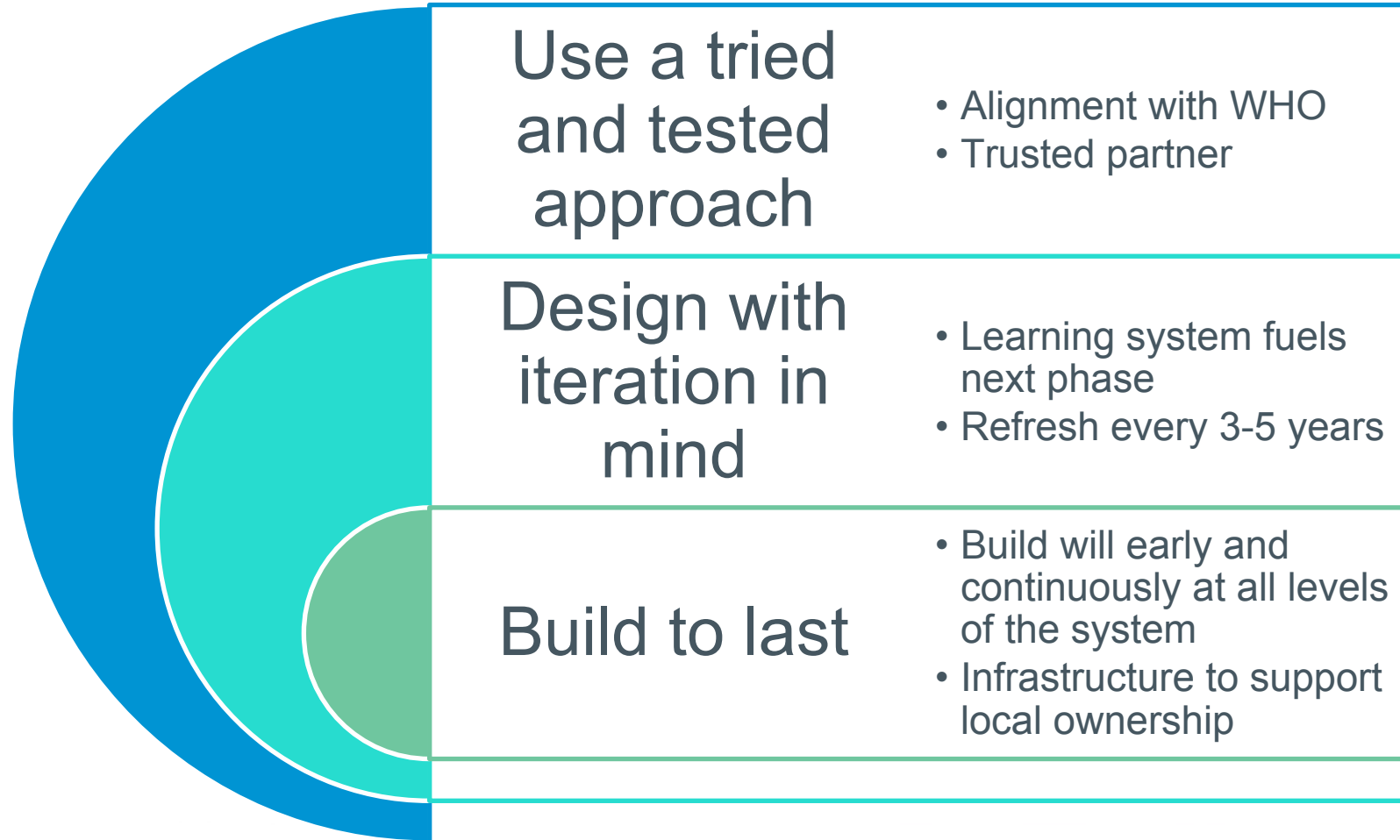
IHI National Quality Strategy Framework



WHO Strategy Guidance



Tips to get started



Culture eats strategy for breakfast



“The only thing of real importance that leaders do is to create and manage culture.”

- Edgar Schein

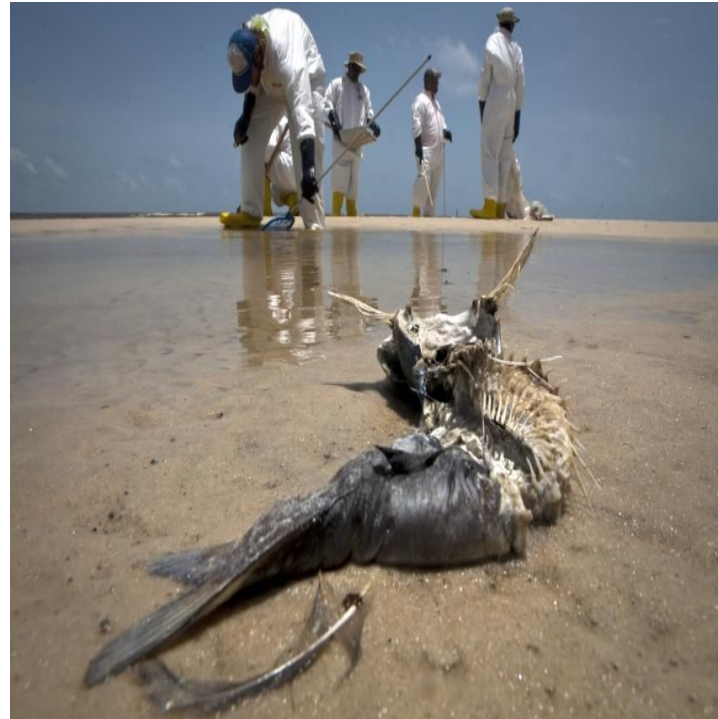


What do these have in common?

NASA Challenger



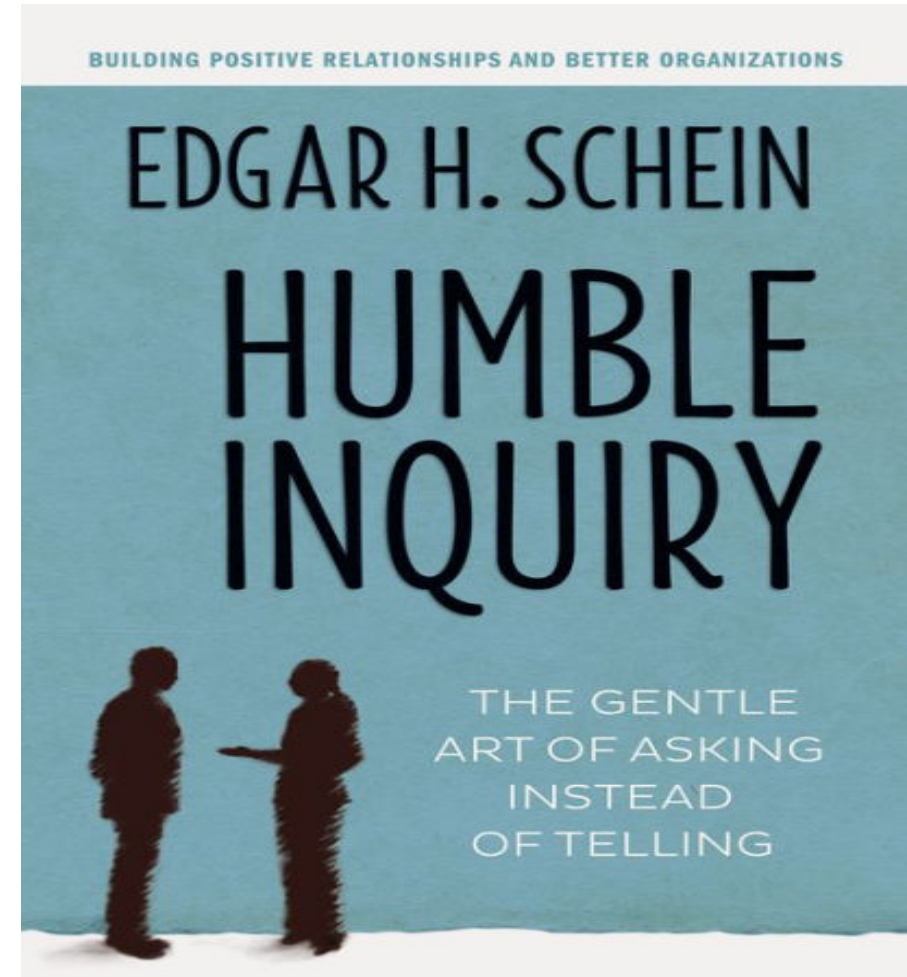
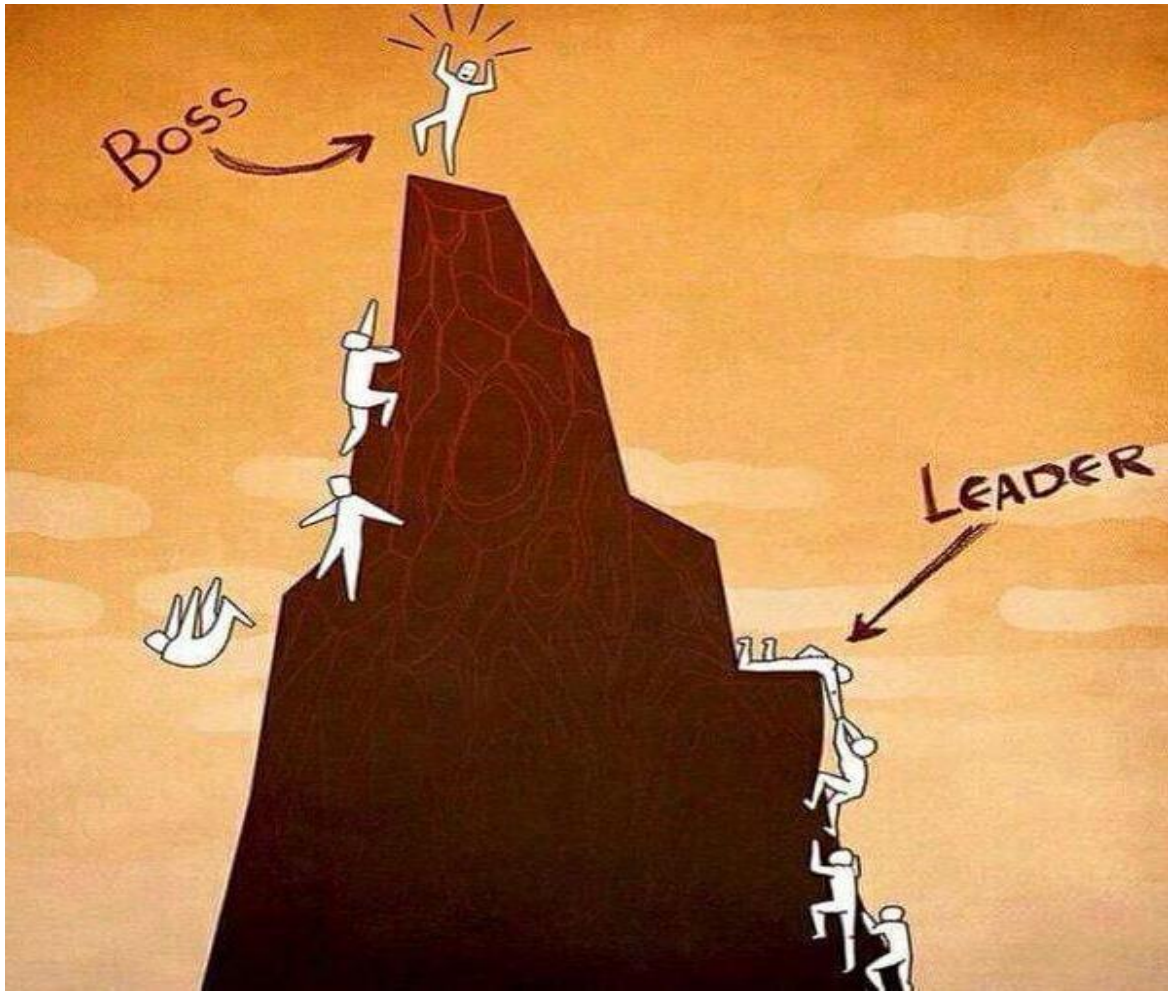
BP Gulf Spill



Fukushima



Ask and Listen: Heroism is out, Humility is in!



Schein on Culture

- **Culture is a result of what an organization has learned from dealing with problems and organizing itself internally**
- **Your culture always helps and hinders problem solving**
- **Culture is a group phenomenon**
- **Don't focus on culture because it can be a bottomless pit. Instead, get groups involved in solving problems**

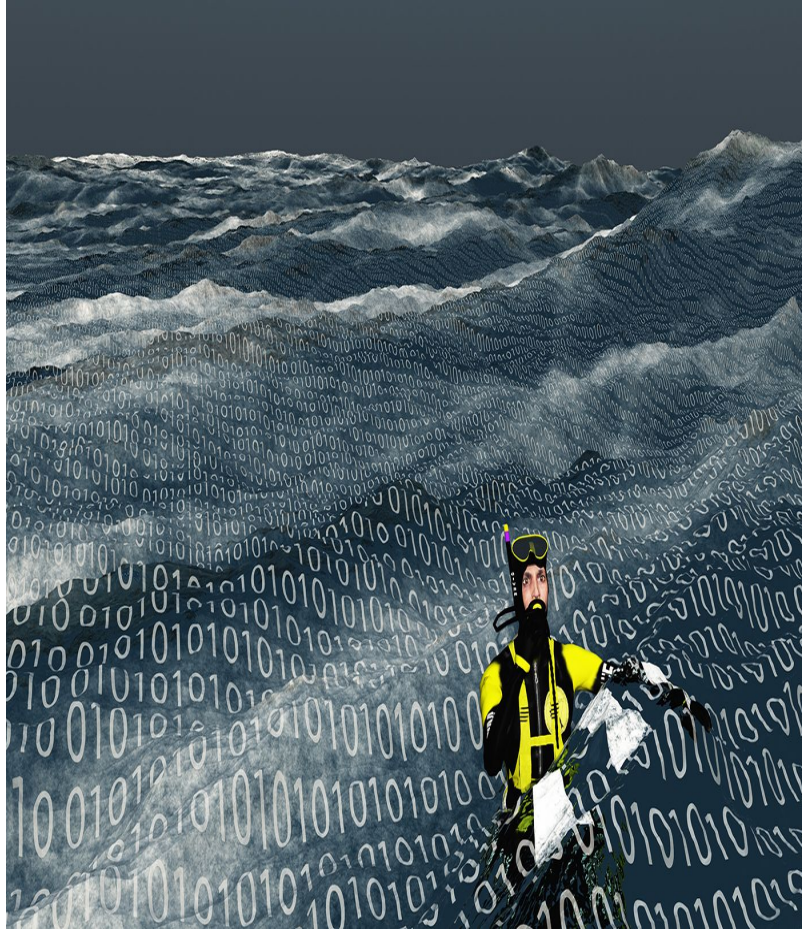


Back to our cow....Measurement is not Improvement



“You can’t fatten a cow while it’s standing on the scale.”

"Drowning in Measurement, Overwhelmed by checking"



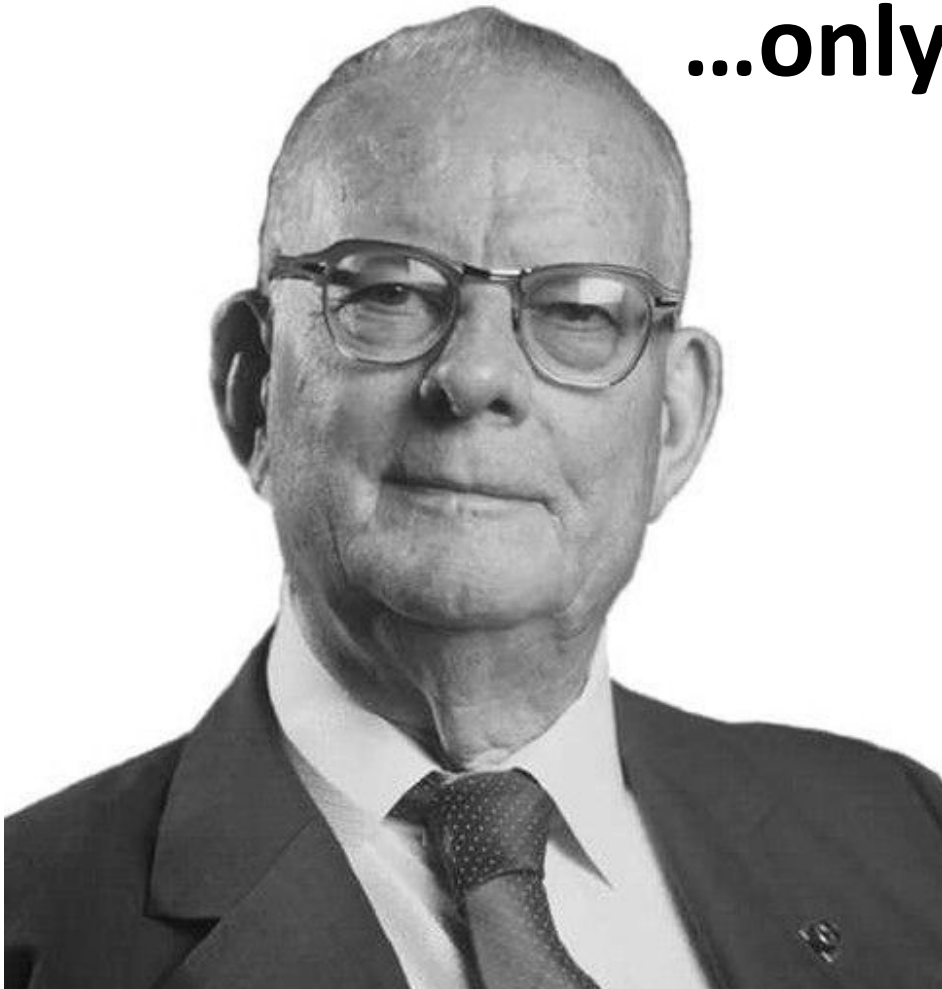
Quality comes not from inspection, but from improvement of the production process.

W Edwards Deming; Out of the Crisis



You need a 'method'

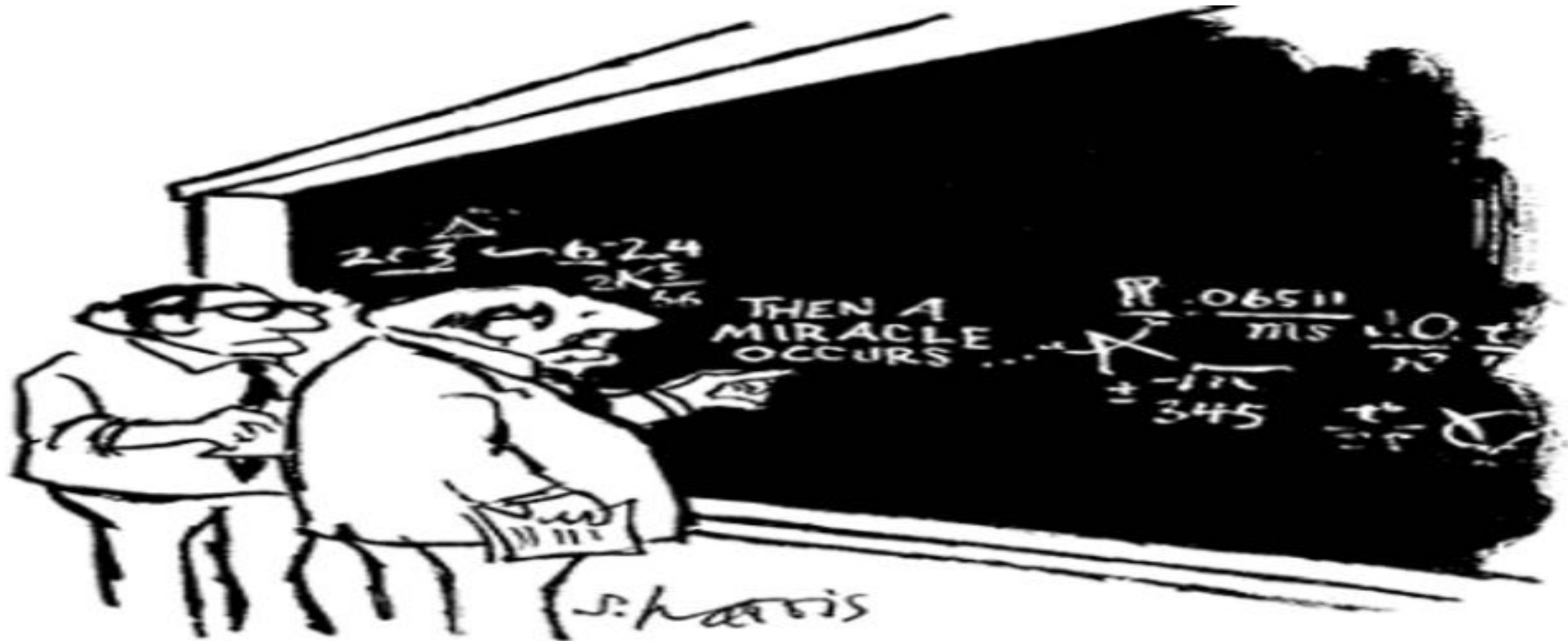
**“By what method?
...only the method counts”**



W. Edwards Deming



Some people's method?

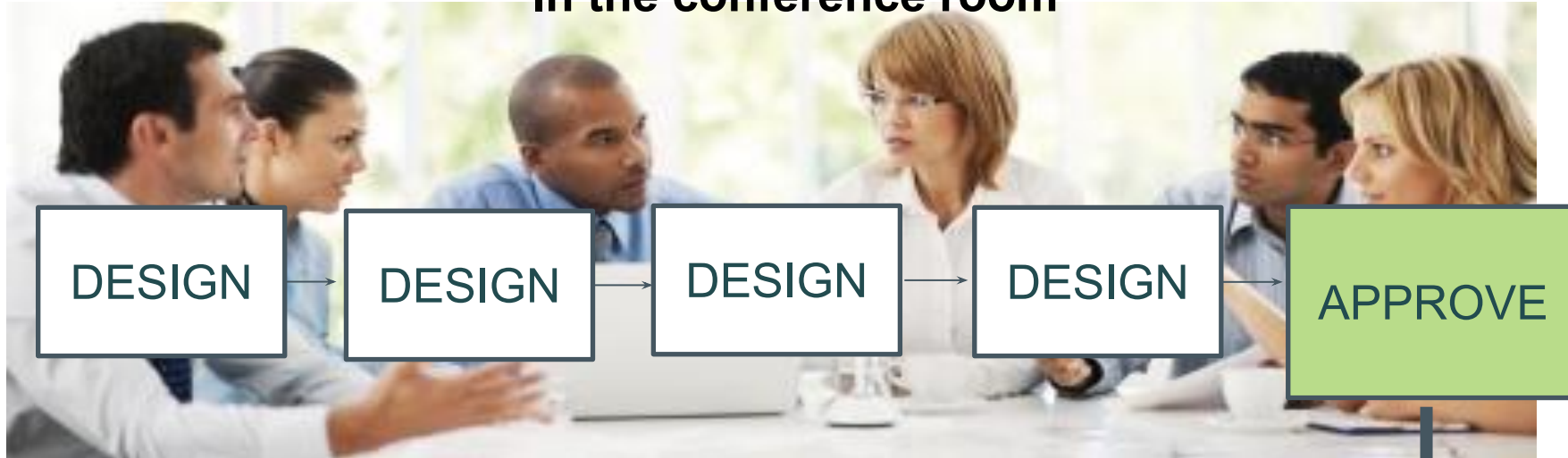


"I think you should be more explicit here in step two."



A Typical Approach...

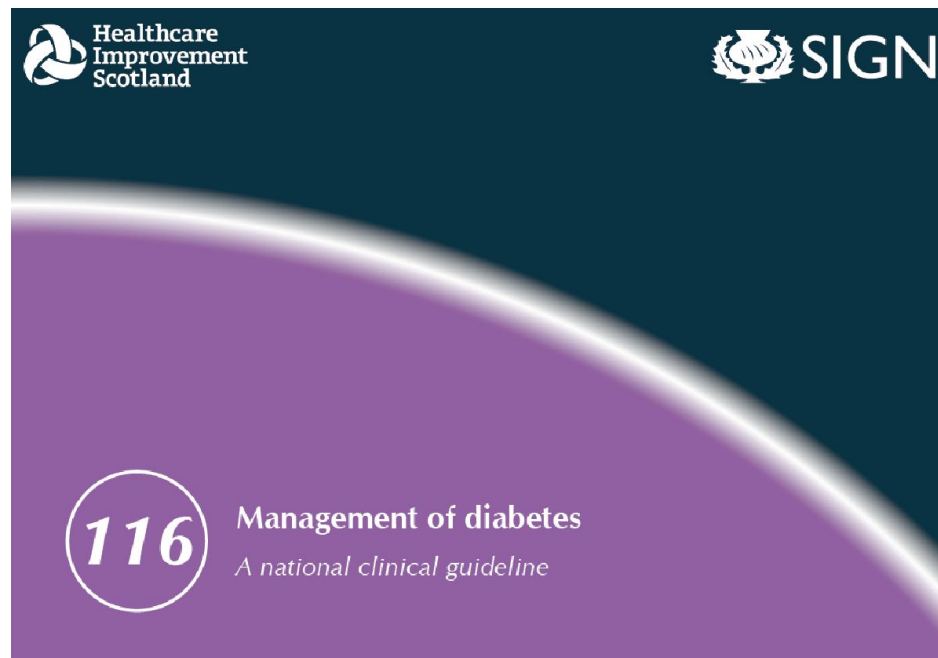
In the conference room



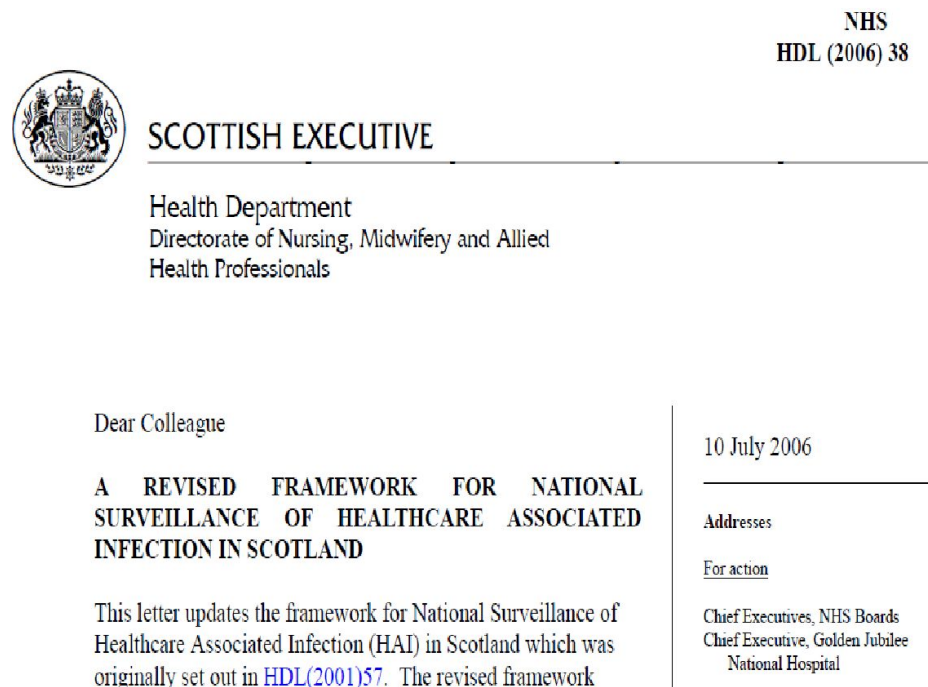
.....and in the real world.



This was my old way



170 pages!



1 of 7 on HAI issued in 2005/06



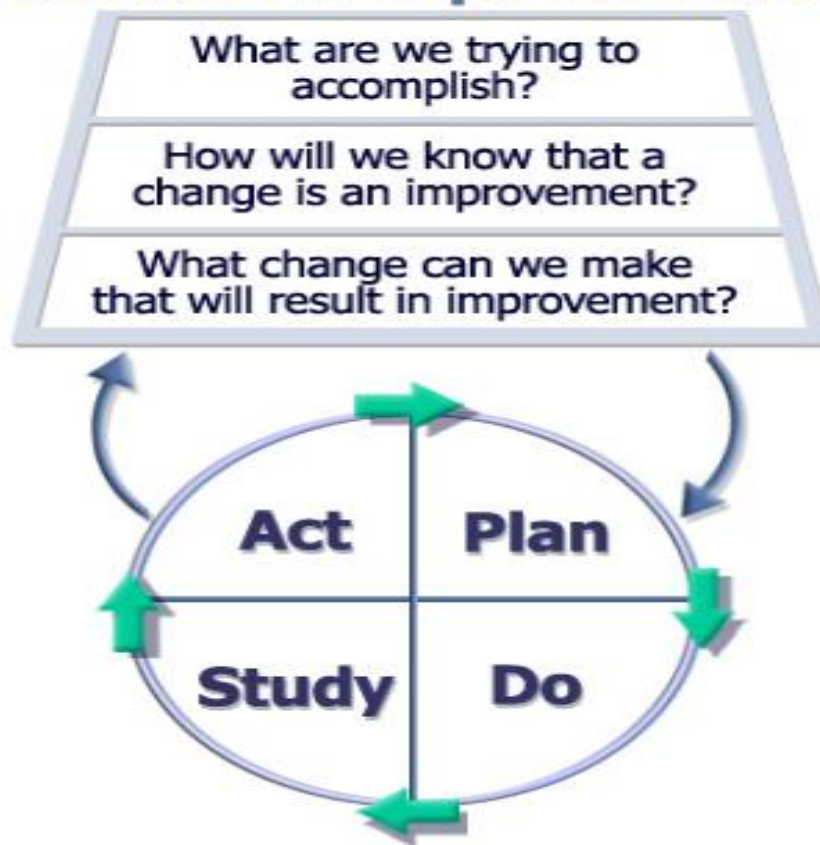
Of Course I had a Plan B/C

Please Notice This



Model for Improvement

Model for Improvement



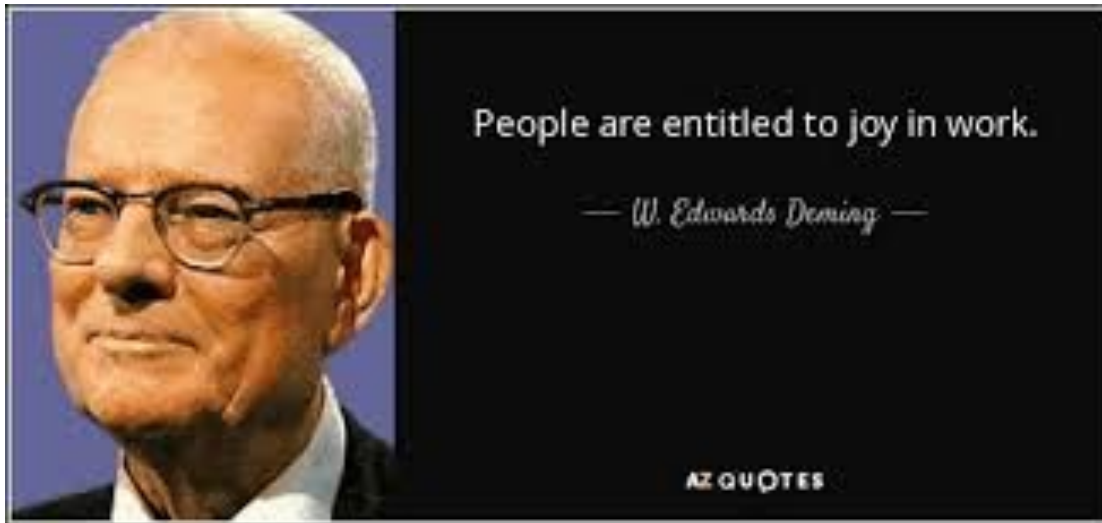
‘This model is not magic, but it is probably the most useful single framework I have encountered in twenty years of my own work on quality improvement’

Dr Donald M. Berwick
President Emeritus IHI,

The Quality Improvement Approach



Deming and Joy



“Management’s overall aim should be to create a system in which everybody may take joy in his work.”

– Dr. W. Edwards Deming



Joy is more than absence of burnout...



We are coming to understand health not as the absence of disease, but rather as the process by which individuals maintain their sense of coherence (i.e. sense that life is comprehensible, manageable, and meaningful) and ability to function in the face of changes in themselves and their relationships with their environment.

— Aaron Antonovsky —

AZ QUOTES



How to Create a Joyful, Engaged Workforce

Outcome:

↑ Patient experience
↑ Organizational performance
↓ Staff burnout

4. Use improvement science to test approaches to improving joy in your organization

3. Commit to making *Joy in Work* a shared responsibility at all levels

2. Identify unique impediments to *Joy in Work* in the local context

1. Ask staff “what matters to you?”





**41% Lower
Absenteeism**



**58% Fewer Patient
Safety Incidents**



To recap

- Quality as a Strategy
- Pay attention to culture (or it will eat your strategy)
- Measuring is not the same as improving
- Find the joy in work

