

# Rapid Improvement Events

**John McTaggart**

[johnm@ciservices.co.nz](mailto:johnm@ciservices.co.nz)

October 2018

# 3 Key Points

- 1 What is a RIE and when to use it?
- 2 How do you prepare for a RIE?
- 3 How do you facilitate a RIE?

# What is a RIE?

Essentially it is a 3 to 5 day event that commences with a process problem and concludes with a tested, approved, and in some cases, implemented solution.

# When can you use a RIE?

When there is urgency associated with solving a problem - with a desire to compress an improvement project into a short timeframe.

# 8 Important Prerequisites

- ✓ A Sponsor who wants to see things done
- ✓ A Sponsor / Approving Panel who is prepared to support the work of the group
- ✓ A problem that requires an immediate solution
- ✓ Issues that can be broken down into manageable and realistic recommendations and action plans

# 8 Important Prerequisites

- ✓ Participants who represent a cross section of the impacted parties and who are willing to work openly and collaboratively
- ✓ Clear accountability for the improvements
- ✓ Realistic, clearly identified 'no-go' areas
- ✓ Experienced facilitators who are passionate about improving the business

# Roles and Responsibilities

## Sponsor and Approving Panel

- **Defines and scopes the problem**
- **Sets the challenge and expectations at the commencement of the event**
- **Makes the final decision on the event recommendations**
- **Provide support and creates ownership for the event outcomes**

# Roles and Responsibilities

## Facilitator

- Works with the Sponsor to select event participants
- Prepares documentation and ensures availability of relevant data
- Provide progress updates to the business
- Works with sponsor to define issues and expectations
- Designs the event agenda
- Manages the meeting venue and logistics
- Facilitates event



# Roles and Responsibilities

## Meeting Participants

- Fully engages in the event, generating ideas and discussion
- Contributes thoughts on potential root causes
- Develops and implements solutions
- Presents recommendations to the Sponsor and other stakeholders
- Key driver for any post-event activities
- Ensures that approved recommendations are fully implemented and sustained

# Roles and Responsibilities

## Recommendation Owner

- Key driver for any post-event activities
- Ensures that approved recommendations are fully implemented and sustained

# Expectations of the participants

	Expectations
<b>Team Members</b>	<ul style="list-style-type: none"><li>• Open Mind</li><li>• Positive attitude</li><li>• Subject Matter Experts</li><li>• Proactively generates ideas on how it could be done differently</li><li>• Will implement ideas - get hands dirty</li><li>• Will prepare communication materials for the affected staff</li></ul>
<b>Approval Committee</b>	<ul style="list-style-type: none"><li>• Open mind</li><li>• Opening kickoff of event</li><li>• Challenge team to think outside the box - bigger changes better than incremental</li><li>• Will approve recommended improvements</li><li>• Support &amp; Celebrate team's good work</li></ul>

# Preparation Checklist

*A quick checklist  
before agreeing to  
proceed with the event*

- Is the problem clearly defined?
- Is the problem the right size – big enough to warrant the investment and small enough to be able to be solved within the time allocated?
- Do we have access to all the relevant facts?
- Will we have all the right people in the room to –
  - develop the best solution?
  - make a decision at the end of each day?
- Do we have commitment from the Sponsor and approving panel?
- Do we have clear accountability for implementation and process ownership?

# Murphy's Law @ Rapid Improvement Events

- Everything will take longer than you expect
- Groups will drift onto other topics, particularly in the early stages
- Everything will take longer than you expect
- Without an agenda and a plan the group will wander all over the problem-solving map
- The presentation to the Approval Panel will always need improvement
- Despite your best efforts there will be a logistical issue!
- If you ask the group for direction everyone will have a different answer
- The group will want to address more issues than you want to
- ... and everything will take longer than you expect

# Errors to avoid

Taking the wrong approach to the problem.

- × Involving the wrong people.
- × Trying to solve the wrong problem.
- × Addressing the problem with the wrong timing.
- × Wrongly accepting a false or incomplete solution.
- × Wrongly rejecting a true and effective solution.

# Event Roles and Date

<u>Role</u>	<u>Name</u>	<u>Title</u>
-------------	-------------	--------------

Sponsor

Approving Panel

Facilitator(s)

Recommendation Owner(s)

**Duration Of Session**

**Preferred Date(s)** (Indicate approximate range if unable to nominate specific dates)

*The Approving Panel needs to be people who have decision making authority.*

# Defining The Issue/Problem

**Where is the problem (eg which specific part of a process)?**

*This should be a clear and precise articulation of the problem or issue that is proposed to be addressed by the event.*

**What is wrong with it?**

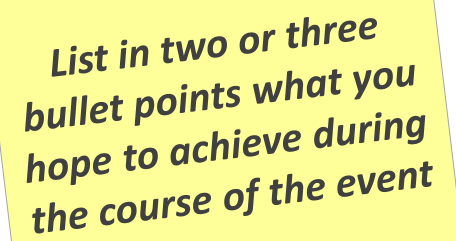


# Objectives of the Event

✓ Objective 1 :

✓ Objective 2 :

✓ Objective 3 :



*List in two or three  
bullet points what you  
hope to achieve during  
the course of the event*

# Scope of the Event

✓ In scope

✗ Out of scope

List the areas and activities that are in and out of scope for the event



# Event Participants

**Participants**  
**Name**

**Title**

*List the names of the people who need to be present for us to be able to develop and implement solutions*

**Approving Panel**  
**Name**

**Title**

*List the names of the people who need to be present for us to be able to take a final decision on the recommendations*

# Gathering The Facts

**Item**

**Who?**

**By When?**

---

*List data or other information that we would need to have available to help us to understand the problem and make a decision at the event*

# Solution Guidelines

**The proposed solution must be ...**

*Define the criteria to help  
the participants decide if  
a solution is appropriate*

# RIE Facilitation skills



## Listening

- Check for understanding
- Paraphrase
- Summarise

## Questioning

- Probe
- Clarify
- Expand



## Acting neutral

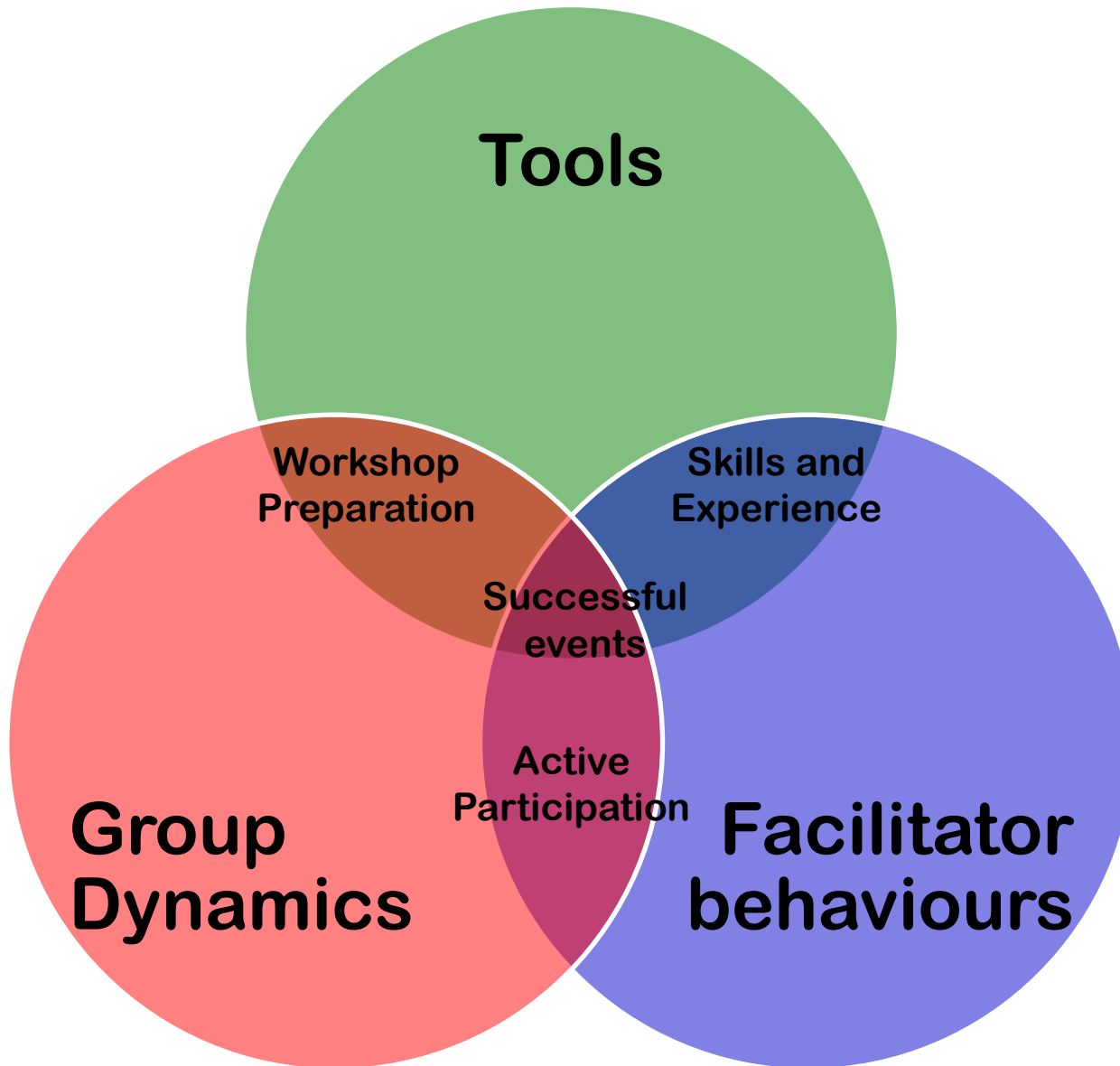
- No opinions, no interruption, no debating
- No leading the witness

# RIE Facilitation – Agenda example

	Day 1	Day 2	Day 3
8:30 to 9:00	Open from Sponsor	Preview the day / Review yesterday, including any feedback	Preview the day / Review yesterday, including any feedback
9:00 to 9:30	SPACER - refer to high-level agenda on flip charts	Begin brainstorming solutions	Begin piloting / prototyping / testing (PDSA) solutions
9:30 to 10:00	Undesired effects		
10:00 to 10:30	Morning tea	Morning tea	Morning tea
10:30 to 11:00	Review current performance (data file). Key insights??	Finalise brainstorm	Continue piloting / prototyping / testing (PDSA) solutions
11:00 to 11:30	Review process maps	Solution selection	
11:30 to 12:00			
12:00 to 12:30	Lunch	Lunch	Lunch
12:30 to 13:00	Finalise review of current state	Solution selection	Agree final solutions and commence action plan
13:00 to 13:30	FMEA session		
13:30 to 14:00		Afternoon tea	Prepare final presentation to Sponsors
14:00 to 14:30		Afternoon tea	Refine solutions in preparation for piloting on day 3
14:30 to 15:00	Refine action plan		
15:00 to 15:30	Final presentation to Sponsors		
15:00 to 15:30	Agree on main issues to be addressed based on FMEA - including ID of any data needed		
15:30 to 16:00	Summarise days activities	Summarise days activities	Close
16:00 to 16:30	Close	Close	

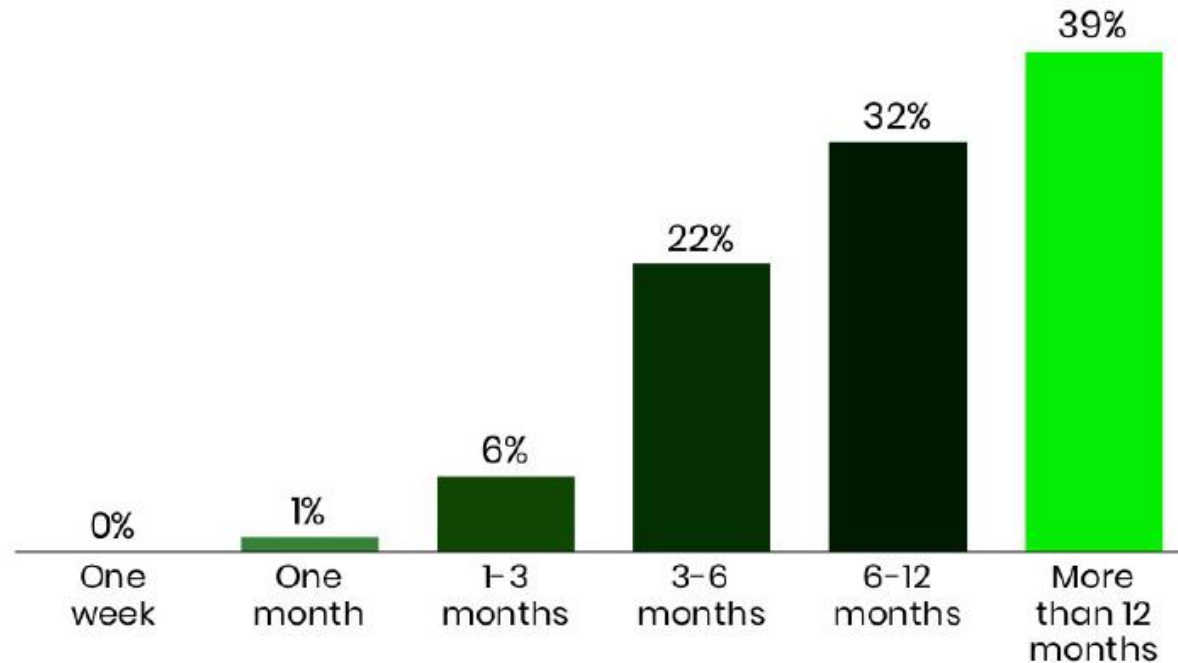


# Facilitation



The following slides are the results of the survey questions that were completed during the event using [www.mentimeter.com](http://www.mentimeter.com)

# How long do improvement projects typically take at your orgn?





# In your organisation, what problems do you have that might be helped with a RIE?

Triage process

Living the values

Outpatients

Waiting lists

Getting all key stakeholders together at one time, first time.

Use of time. Health documentation.

getting the team together often enough to get shared input

Allocation of cases following triage

Sorting out ERAS Patient flow so appropriate patients are on it and EDDs are met.



# In your organisation, what problems do you have that might be helped with a RIE?

Location- multiple sites

Focus group with consumers for out top two Maori / total population disparities

Optimising antimicrobial use

Brain tumor pathway to support patients with greater mental, physical and social support through their journey, wherever it may lead.

Improved adverse event reporting with rapid prescriber feedback

Falls injuries reduction

Organising a model to inform acute demand management in local health systems

Organising a process that enables personal health data sharing between providers.

Getting surgeons to ED in a timely manner



# In your organisation, what problems do you have that might be helped with a RIE?

Discharges before 11

Improved discharge summaries

Getting all the key stakeholders together at one time, first time

Clinical transcription queues reducing queue size

