



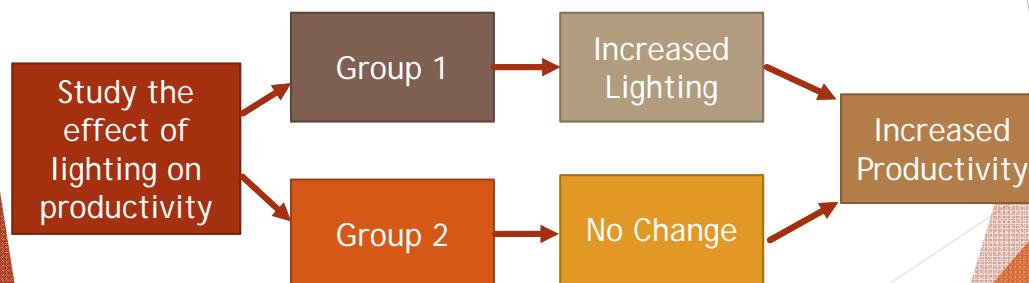
Exploring the Hawthorne Effect & CQI Low-Lying Fruit

Learning Objectives

- ▶ Review the Hawthorne Effect phenomena
- ▶ Understand how effective CQI management can support and facilitate a learning system
- ▶ Identify opportunities to engage in collaborative CQI projects

Hawthorne Effect

- ▶ 1924
- ▶ Elton Mayo
- ▶ Western Electric plant in Hawthorne, Illinois



Change Management

- ▶ Change management involves the selection of strategies to facilitate the transition of individuals, teams, or organizations from a current state of operation to the new, desired state.
- ▶ Types of Change:
 - ▶ Process Change - CQI, PDSA cycles
 - ▶ Technological Change - Infrastructure, Systems
 - ▶ Structural Change - Organizational hierarchy, Objectives, Roles
 - ▶ Personnel Change - Hiring, Turnover, Layoffs
 - ▶ Transformational Change - Shift in Culture

Sources of Resistance to Change

- ▶ Loss on control - "Don't tell me how to do my job!"
- ▶ Uncertainty - "What does this mean for me?"
- ▶ Surprises - "Where did this come from?"
- ▶ Excessive change - "Oh no! Another change- what now?!"
- ▶ Fear of blame - "Was I not doing a good job?"
- ▶ Lack of skills - "I don't know how to do this!"
- ▶ Ripple effect - "What have you done?"
- ▶ More work - "There is no time, my plate is full!"
- ▶ Past resentment - "Here we go again"

Learning Health System

- ▶ A learning health system is one that effectively uses performance data to drive continuous quality improvement. To be successful in realizing the value of technology-driven data management where organizations leverage their clinical service for quality measurement, both for internal process improvement and external reporting. Accomplishing this requires an organizational structure that ensures a close, collaborative working relationship between quality and IT professionals.

Deming's 14 Points on Quality Management

1. Create constancy of purpose for improving products and services.
2. Adopt the new philosophy.
3. Cease dependence on inspection to achieve quality.
4. End the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier.
5. Improve constantly and forever every process for planning, production and service.
6. Institute training on the job.
7. Adopt and institute leadership.
8. Drive out fear.
9. Break down barriers between staff areas.
10. Eliminate slogans, exhortations and targets for the workforce.
11. Eliminate numerical quotas for the workforce and numerical goals for management.
12. Remove barriers that rob people of pride of workmanship, and eliminate the annual rating or merit system.
13. Institute a vigorous program of education and self-improvement for everyone.
14. Put everybody in the company to work accomplishing the transformation.

Low-Lying Fruit

- ▶ Set quantifiable goals
- ▶ Track progress towards those goals
- ▶ Reward accomplishments



Summary

- ▶ Pay attention to people
- ▶ Adopt effective change management strategies
- ▶ Develop and support a learning health system
 - ▶ Partnership: Engage key leaders, national, state, regional and local collaborative partnerships, patients, and staff.
 - ▶ Collaboration: Form working teams
- ▶ Pick the low-lying fruit before you climb the tree
 - ▶ Execution: Create action plans, measures that matter, and execute - PDSA
 - ▶ Communication: Share lessons learned - CQI Storyboard

PDSA Cycle



Plan - What question are you trying to answer?

- Objective, predictions & plan

Do - What happened?

- Execute, document & record

Study - How did what happened compare with the plan?

- Analyze, compare, and summarize results

Act - What is the next step?

- Finalize changes & future steps

Measurement Imperative

"Not everything that counts can be counted, and not everything that can be counted counts" - Albert Einstein

But...

"You can't improve what you don't measure"
- Edwards Deming