Objectives

At the end of this session, participants will be able to:
- Describe IHI’s mission and vision
About IHI

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, convener, partner, and driver of results in health and health care improvement worldwide.

IHI's Strategy to Improve Health and Health Care Worldwide

Accelerate the pace of improvement in health care

Innovate and partner with organizations and communities to improve health

Supporting our customers wherever they are on the journey

October 2014
The Way We Work: A Leverage Strategy

Goal: Harvest, create, and test bold, innovative ideas and new models of care that support our strategic initiatives
Innovation:
Northern Ireland Leaders in our Sandbox
R&D 90-day Projects (2014-2015)

WAVE 33
- Rationalizing Policy and Procedure Development
- Working with Insurers
- Higher-level Measurement
- Implementing and Sustaining a System of Patient Access to the “Right Care, in the Right Place, at the Right Time.”
- Transitions from Today’s Models to the Future
- Inpatient Mental Health

WAVE 34
- Systems of Safety
- Optimized Access and Flow
- Maternal and Child Health
- Leadership Alliance
- 100M Healthier Lives

WAVE 35
- Revisiting the Juran Trilogy
- Maternal and Infant Health
- Access to the “Right” Care
- Safety Across the Continuum
- Health Disparities

WAVE 36
- Equity Part II
- Maternal/Infant Health
- Access and Flow
- Collaborating Improvement Methods
- Improving Front Line Management

The Way We Work: A Leverage Strategy

Goal: Leverage strategic partnerships and key initiatives to achieve ambitious improvement goals
Current Strategic Partners

Partnering To Achieve Big Aims

<table>
<thead>
<tr>
<th>Partner</th>
<th>Key Areas of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contra Costa, USA</td>
<td>Primary Care Collaborative, Building Improvement Capacity</td>
</tr>
<tr>
<td>Danish Society for Patient Safety, Denmark</td>
<td>Improving Patient Safety in Mental Health, Flow and Community Care</td>
</tr>
<tr>
<td>Hamad Medical Corporation, Qatar</td>
<td>The Best Care Always Campaign, Middle East Forum on Quality Improvement in Healthcare, Ambulance Service R&amp;D, Hamad Local Fellowship Program, The IHI Open School and The IHI Fellowship Program</td>
</tr>
<tr>
<td>Jönköping County Council, Sweden</td>
<td>Building Foundations of Science of Improvement in Quality Registers, The Triple Aim/ Cost and Quality, Pioneer Sponsor of the Conversation Project</td>
</tr>
<tr>
<td>Kaiser Permanente, USA</td>
<td>Performance Improvement System, Triple Aim for Populations, Cost and Quality Pilot, Social Determinants of Health, Spread and Scale</td>
</tr>
<tr>
<td>NHS Scotland, Scotland</td>
<td>Safety (Acute Adult, Primary Care, Pediatrics, Mental Health and Maternal Health), Early Years Collaborative, Person-Centered Health Care, Building Improvement Capacity</td>
</tr>
</tbody>
</table>
## Partnering To Achieve Big Aims

<table>
<thead>
<tr>
<th>Partner</th>
<th>Key Areas of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>NHS South of England, England</td>
<td>Improving Patient Safety in Mental Health</td>
</tr>
<tr>
<td>North Shore Long Island Jewish, USA</td>
<td>Accelerating Reduction in Sepsis Mortality, Improving the Care of Patients with Advanced Illness, Raising Improvement Capability-IHI Open School and Improvement Advisor Training, PLUS: Summer Camp 2013, WIHI Programming on Sepsis, National Forum, Virtual Site Visit</td>
</tr>
<tr>
<td>St. Charles Health System, USA</td>
<td>Triple Aim for Populations, Pioneer Sponsor of Conversation Ready</td>
</tr>
<tr>
<td>Singapore Health Initiative Network (SHINe), Singapore</td>
<td>Patient Safety Collaborative</td>
</tr>
</tbody>
</table>

## Building PI Capability and Skills

- **2008**: Improvement Advisor, Leadership, First project, Oversight responsibility, Several teams, 90 days
- **2009-2011**: Several Improvement Advisors, Prioritization and portfolios, Oversight groups, Sponsor and champion accountability by service, Team development and alignment of goals
- **2012 and beyond**: Service line IA’s, All leaders know role and skills, Prioritization and oversight in operations, Alignment of portfolios, Standard work, Teams know goals and test change

Learning and sharing systems regionally and program-wide Improvement Institute

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Progress on Key Indicators

- Hospital Standardized Mortality Ratio: 52%
- BSI Rolling 12 Mo. Rate: 35%
- Cdiff: 19%
- SRAES: 82%
- HAPUS: 7%
- Readmissions: 21%
- Inpatient Utilization: 20%
- Worker Injury Rates: 30%
- RFO: 20%

NOTE: Data above reflects rolling twelve month observed/expected ratio

Dramatic Reduction in Risk Adjusted Hospital Mortality

Hospital Standardized Mortality Ratios

- KP - All Facilities
- US Medicare Overall
- Kaiser Foundation Hospital

NOTE: Data above reflects rolling twelve month observed/expected ratio
Significant Reduction in Use of Inpatient Bed
National Patient Day Rate

Inpatient Days per 1000, 2009Jan-2013Mar
All Lines of Business, All Regions, Unadjusted

All Regions

Source: Inpatient Days per 1000 report, National Inpatient Analytic

All Kaiser Permanente Medicare Plans Receive 5 out of 5 Stars

October 15, 2013
North America

**SCALE: Spreading Community Accelerators through Learning and Evaluation**

Kicked off the SCALE work funded by RWJF (community level work as part of 100M Healthier Lives)

Seminar on the Triple Aim with the Canadian Foundation for Healthcare Improvement

Leadership Alliance
Radical Design Principles

- Design systems that expect and embrace change
- Change the balance of power
- Cultivate joy in work
- Make it easy
- Move knowledge, not people
- Cooperate and collaborate
- Assume abundance
- Return the money


Move Knowledge, Not People

- Hub-and-spoke knowledge-sharing networks, led by expert teams who use multi-point videoconferencing to conduct virtual clinics with community providers. Primary care doctors, nurses, and other clinicians learn to provide excellent specialty care to patients in their own communities.

- IHI is working with 20 Federally Qualified Health Centers across the US to use Project ECHO technology (video-teaching, coaching and mentoring) to improve flow in these clinics and to build improvement skills.
Treatment Outcomes

<table>
<thead>
<tr>
<th>Outcome</th>
<th>ECHO</th>
<th>UNMH</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minority</td>
<td>68%</td>
<td>49%</td>
<td>P&lt;0.01</td>
</tr>
<tr>
<td>SVR* (Cure) Genotype 1</td>
<td>50%</td>
<td>46%</td>
<td>NS</td>
</tr>
<tr>
<td>SVR* (Cure) Genotype 2/3</td>
<td>70%</td>
<td>71%</td>
<td>NS</td>
</tr>
</tbody>
</table>

*SVR=sustained viral response

## Successful Expansion into Multiple Diseases

<table>
<thead>
<tr>
<th>Time</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
</tr>
</thead>
<tbody>
<tr>
<td>8-10 a.m.</td>
<td>Hepatitis C</td>
<td>Diabetes &amp; Endocrinology</td>
<td>Geriatrics/Dementia</td>
<td>Palliative Care</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Arora</td>
<td>Bouchonville</td>
<td>Herman</td>
<td>Care</td>
<td>Neale</td>
</tr>
<tr>
<td>10-12 a.m.</td>
<td>Rheumatology</td>
<td>Chronic Pain</td>
<td>Integrated Addictions &amp; Psychiatry</td>
<td>Complex Care</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bankhurst</td>
<td>Katzman</td>
<td>Komaromy</td>
<td>Care</td>
<td>Neale</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Komaromy</td>
</tr>
<tr>
<td>2-4 p.m.</td>
<td>HIV</td>
<td>Prison Peer Educator Training</td>
<td>Women’s Health &amp; Genomics</td>
<td></td>
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<tr>
<td></td>
<td>Iandiorio</td>
<td>Thornton</td>
<td>Curet</td>
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<tr>
<td></td>
<td>Thornton</td>
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</tr>
</tbody>
</table>

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### 100 Million Healthier Lives

- 100 Million Healthier Lives
How?

**Unite** a Guiding Coalition across people and organizations to achieve 100 million people living healthier lives by 2020

**Co-design** core strategies and an asset-based implementation plan through workgroups (i.e., December meeting and ongoing)

**Develop** infrastructure for learning, improvement, and motivation. (i.e., RWJF SCALE Initiative)

**Engage** health care, people, and communities to improve health

**Create** meaningful connections, removal of barriers, and ongoing support

---

**Who is part of 100M Healthier Lives?**

*Examples*
**Africa**

**Ghana:**
- Project Fives Alive!: Under 5 mortality reduction and improved MNH referral systems
- Grand Challenges Canada: Epilepsy and Maternal Depression

**Ethiopia:**
- Ethiopia Planning Grant: Large Scale MNH Exploration and National Quality Strategy

**Malawi:**
- Preterm: Preterm mortality reduction

**Multi-Country:**
- Partnership for HIV Free Survival—eMTCT in Kenya, Lesotho, Mozambique, South Africa, Uganda, Tanzania
- A Billion Minds and Lives: Mental Health in Ghana, Nigeria, Ethiopia, Kenya, Rwanda and Zambia
- Courses: Leading and Facilitating and Quality Improvement Leadership Methods, Data training

**Nigeria:**
- Federal Ministry of Health: Quality Strategy development and implementation, MNH collaboratives

**South Africa:**
- Aurum Institute: eMTCT and TB prevention, care and treatment
- South to South: eMTCT prevention, care and treatment
- PATH: Maternal and Child Health

**Liberia:**
- Health Systems Strengthening: Institutionalizing QI and QA, MNCH collaborative and community engagement

**Africa: Project Fives Alive! Results**

![Graph showing Under-5 Mortality Rate in 134 Hospitals across Seven Regions]

- **Center:** 15.9
- **LCL:** 10.9
- **UCL:** 25

**31% Reduction**

*Collaborative Launch*
Latin America

- Growth of IHI Open School
- Faculty Development
- 1st Latin American Fellow at IHI
- Continuation of strong working partnership with Einstein
- Translation of IHI content into Spanish and Portuguese
- 1st Latin American Forum (Sao Paolo, Brazil) in August
2013 strategies – Chronic absenteeism

COND. PRIMARIOS

ASISTENCIA

School absenteeism

Aim: to reduce absenteeism by 20%

COND. SECUNDARIOS

Children motivation

Parents’ motivation

INTERVENCIONES

Panel of attendance
Monthly incentive
Parents diploma

Chronic absenteeism address at parents’ meeting

Text message when absent
By weekly report.

School Director’s presence at parents meeting

Parent ideas for solutions at parents meeting

Transportation provision

Personal interviews with parents

Actions by the School Leadership Team

School Director’s presence at parents meeting

Parent ideas for solutions at parents meeting

Transportation provision

Personal interviews with parents
Felicitaciones

Se otorga el siguiente diploma.

A: [nombre]

Por su asistencia a la primera visita en sala

Escuela Copecuen NT1

[Nombre del Director]

27 de junio 2013

[Nombre del Equipo de Sala]
### OBESITY PREVENTION

**Plan & Do**

**Goal:** To eliminate sugar-sweetened beverages and increase water consumption in preschool classrooms

#### Sugar sweetened beverages

#### Water consumption
**Goal:** To eliminate sugar-sweetened beverages and increase water consumption in preschool classrooms

**Ciclo 1:** Make a pitcher of water & individual cups available to children.

**Ciclo 2:** Communicate to parents that juices and soda are no longer permitted - send home beverages sent to school.

**Ciclo 3:** Develop simple, child-centered measurement
Plan & Do

**Goal:** To eliminate sugar-sweetened beverages and increase water consumption in preschool classrooms

**Ciclo 1:** Make a pitcher of water & individual cups available to children.

**Ciclo 2:** Communicate to parents that juices and soda are no longer permitted - send home beverages sent to school.

**Ciclo 3:** Develop simple, child-centered measurement.

**Ciclo 4:** Serve water with lunch.

**Ciclo 5:** Use plants to show scientific benefits to drinking water over soda.
Middle East and Asia Pacific

- Over 2500 attendees at 3rd Middle East Forum (Doha)
- Launched Hamad Quality Improvement Institute
- Perinatal improvement project in India
- Leadership programs and partnership with Monash University (Australia)
Europe

The Way We Work: A Leverage Strategy

Goal: Offer programming to transfer knowledge and build improvement capability
Global Forums (2015-2016)

- Latin American Forum (Brazil)
- BMJ/IHI Asia Pacific Forum (Hong Kong)
- National Forum (Orlando)
- BMJ/IHI International Forum (Sweden)
- Middle East Forum (Qatar)

- Reaching nearly 15,000 people in person!

New Courses

- Population Management Executive Development Program
- Behavioral Health Integration: A Key Step towards the Triple Aim
- Rapid-Cycle Evaluation for Healthcare Improvement Programs
- IHI Learning Excursion: Detroit
- Graduate Medical Education: Focusing on Quality and Safety in a Clinical Learning Environment
- Patient and Family Advisors - Getting the Most Out of Your Partnership
- Engaging Patients and Families in Multidisciplinary Rounds
- Patient Reported Measures
- Making Mental Health Safer in Hospital Settings
- Health Equity
- Medical Safety from the Patient's Perspective
- Preparing Care Teams for Bundled Payments
- Pain Management & Reducing Opioid Use
- Better Health/Lower Costs
- Advanced Measurement for Improvement
- Getting Results at Scale
New Physician Leader Program

The International Leadership Development Program for Physicians

- Joint program run by IHI and the Harvard T.H. Chan School of Public Health
- **Spring 2016, in Boston, MA**
- Designed for physicians from outside the United States including:
  - Chief Executive Officers
  - Chief Medical Officers
  - Vice Presidents
  - Chairs or Chiefs of Services or Departments
  - "Rising stars" whose responsibilities require them to allocate substantial resources, develop policies, and provide organizational leadership and direction for personnel

The Way We Work: A Leverage Strategy

Goal: Build reach and will to accelerate the pace of improvement worldwide
Going Viral

http://www.ihi.org/resources/Pages/AudioandVideo/MikeEvansVideoQIHealth.aspx

https://www.youtube.com/watch?v=jq52ZjMzgyl&list=UUL-IWPkXGn3JYYYsPnPqGlg

Going Massive

A new Coursera MOOC developed with Fred Southwick at Univ. of Florida

- reached 6,833 students from 150 countries over its eight-week course.

And IHI is developing its own MOOC in collaboration with HarvardX and the Harvard T.H. Chan School of Public Health. Content for this first course will include the principles and practices of quality improvement.

We’re planning for future courses on organizational change management, qualitative and quantitative improvement and research methods, systems engineering, IT-enabled improvement, and leadership.
246,053 students and residents registered on IHI.org

238,357 students and residents have completed over 1.7M courses

46,883 students and residents have earned their Basic Certificate of Completion

739 chapters in 72 countries

WIHI Topics (2014-2015)

- Violence Prevention and Community Health
- SBAR, Structured Communication, and Safety
- Working Toward Health Equity
- SNFs and Reducing Rehospitalizations
- Making Sense of Changing (Hypertension) Guidelines
- Patients with Complex Needs
- Reclaiming Empathy
- Transforming Tensions and Tempers on Care Teams
- Partnering with Patients for Safety
- Early Results and Tough Scrutiny on PCMHs
- Making Improvement Less Draining, More Sustaining
- New Roles, New Routes for Managing Populations
- The Continuum for Time-Sensitive Care
- Preventing Financial Harm to Patients: The Costs of Care Initiative
- Making Sense of Patient Experience Data
- Graduate Medical Education and the CLER Program
- Safe Mental Health Care in the Hospital
- Better Care, Better Value for Joint Replacement
- Optimizing Safety with the HER
- 100 Million Healthier Lives by 2020
- The Road to Team-Based Primary Care and Behavioral Health
- End-of-Life Care and How Communities Can Become “Conversation Ready”
- When Everyone Knows Your Name: Identifying Patients with Complex Needs
- The Ups and Downs of Health Care Costs and Reform
- Topping the Charts in Pediatric Care and Adverse Events Reporting
- Bundles and Buy-In for Value-Based Care
- The Managers and Management We Need to Improve Care
- All Hands on Deck to Reduce C. diff
- Reducing Risks and Defects in Real Time
- Oregon’s Coordinated Care Organizations (CCOs)
- Best Practices for Newly Diagnosed Cancer Patients
- Gaining Ground: Quality Improvement and US Medical Residency
- Disability Competent Care
- Saving Lives By Design: Lessons for All from Ghana’s Project Fives Alive!
The Improvement App

September 2013 – February 2014:
Wave 29: IHI’s Approach to Behavioral Health Integration
Wave 30: Program Design for Behavioral Health Integration

Fall 2014:
Web&ACTION (offering again in Fall 2015)

Behavioral Health Integration
(from Innovation to programming)

- Two WIHIs
- Healthcare Executive Article
- Innovation Report on ihi.org
- Three blog posts
- Presentations at Forum and Summit

February, 2015:
Launch Optimize Primary Care Teams Collaborative
Internal Quality Improvement

- Total participants in IHI QI programs: 150*

Topics covered
- Lunch and Learns:
  - Why many improvement initiatives are found to fail: A closer look at recent publications
  - Comparing Lean and Quality Improvement
  - The third health care revolution and supporting change and improvement
- Staff Quality Improvement Program (2 waves)
  - 4 month internal improvement program with 2-day fundamentals of improvement workshop
- IA Program, BTS College
- Open School Courses
- QI Games (Airplane Game, Mr. Potato Head, Hospital Life, Friday Night at the ER)

* Not unique users

IHI Board

James Anderson
Cincinnati Children's Hospital Medical Center (ret.)

Maureen Bisognano
Institute for Healthcare Improvement

Tom Chapman, EdD, MPH
The HSC Foundation

Michael Dowling
Secretary/Treasurer
North Shore-LIJ Health System

Eileff Fairer, MD, MPH
The Dartmouth Institute for Health Policy and Clinical Practice

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Mothers Against Medical Errors

Gary Kaplan, MD
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Virginia Mason Medical Center

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Intermountain Healthcare

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Pacific Research Group on Health

Rudolph Pierce, Esq.
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Immediate Past President, Mexican Academy of Medicine

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California Healthcare Foundation

Nancy Snyderman, MD, FACS
NBC News

Jennie Chin Hansen
American Geriatrics Society

Helen Haskell
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California Healthcare Foundation

Nancy Snyderman, MD, FACS
NBC News

* Not unique users
IHI Staff

Aleya Martin
Project Manager
Cambridge, MA
MPH (International Health and Development)

Experience (IHI and non-IHI)
• Training and technical assistance in healthy communities, health equity, coalition development, policy, systems, and environmental changes
• Qualitative research

Professional Interests
• Healthy Communities Movement
• Health Equity
• Capacity Building
• International Health

Personal Interests (Optional)
• DIY Crafts

Current Projects
• SCALE

Strategic Past Projects
• None
Looking Ahead: FY16 Priorities

- 100 Million People Living Healthier Lives
- Systems of Safety
- Optimized Access and Flow for Right Care, Right Place, Right Time
- Maternal and Infant Health
- Joy in Work
- Improving equity and reducing disparities in health and health care

We'll accomplish these priorities through:

- Guiding Coalition
- Leadership Alliance
- Extended global reach (e.g., more low-cost professional development offerings, tailored for the global audience)