Session Objectives

- Identify key strategies for achieving results at scale
- Utilize a sequence of activities to guide scale up efforts
- Incorporate the building of a “scalable unit” into a plan for achieving results at scale
Agenda

- Welcome and Overview
- Check-in on Prework
- Brief Review of the Scale Up Framework
- Scalable Unit: Definition, Purpose, Examples
- Building Your Scalable Unit
- Wrap-Up

What does the Scale-Up Framework attempt to provide?

Guidance on multifaceted approach on how to take improvement to full scale

- Integrates IHI’s existing models and thinking on achieving results at scale
- Clarifies terminology - describes what happens in clear, simple terms.
- Describes three basic components:
  - Road map or sequence of activities to reach full scale
  - Adoption mechanisms
  - Infrastructure for scale up.
- Describes different methods that can be used at different stages of the journey to full scale.
The Scale-up Framework

Create Adoption Mechanisms

- Engage leadership
- Build a communication plan
- Identify and utilize existing networks
- Foster a culture of urgency and persistence
**Build Support Structures**

- Learning system
  - How people will be connected to learn improvements
- Data systems
  - Identify data, collection methods, method for review and accountability
- Infrastructure
  - Staffing, resources, communication systems, etc.
- Capability for scale-up
  - What improvement skills and training are needed
- Sustainability
  - Creating reliable systems (i.e., the train tracks)

**Ensure Sustainability**

- Key design feature in all phases (i.e., build into change package)
- Ensure high-reliability of the new processes (e.g., use failures to continually improve processes)
- Create monitoring systems to ensure desired results are being achieved
- Build support for structural elements (i.e., training, policies and procedures, standardize processes, etc.)
- Develop and use ongoing learning systems (i.e., opportunities for shared learning and support, refined change package and materials, etc.)
Purpose of the Scalable Unit

- Generate change package
- Test-bed the infrastructure capabilities
- Generate will and interest for spread

Definition of the Scalable Unit

- It is the smallest representation of full scale that supports the patient journey, and
- includes components of a self-contained functional unit (i.e., the people, processes and structures) that produces an output that is representative of the whole.
- Questions to consider:
  - Does it include all the elements that need scaling up?
  - Is it representative enough of the whole system?
  - Can it be scaled up?
Building Your Scalable Unit

- What are you trying to achieve (outcome result) at full scale, in what time frame?
- What is full scale in terms of service units, and the population they serve?
- What is the patient journey for the problem/gap you are trying to solve (Start – end)?
- What is your scalable unit – the smallest representation of full scale that supports the patient journey; should include components of a self-contained functional unit that produces an output that is representative of the whole.

Example #1: NC Children’s Hospital
Access to Sub-Specialty care

1. Intended outcome at scale
   - Children in the state who need access to subspecialty care should have non-urgent access to UNC subspecialist within 3 weeks

2. Define what full scale looks like (your ambition)
   - All of the 13 sub-specialty clinics in the system, within 2 years
Example #1: NC Children’s Hospital
Access to Sub-Specialty care

3. Describe the patient journey for the problem/gap you are trying to solve (Start – end)
   - Starts with primary care provider request
   - Involves negotiation around best date for family
   - Includes completion of clinic visit at arranged time
   - Ends with timely communication of plan for management of child with primary care provider

Example: NC Children’s Hospital
Access to Sub-Specialty care

4. Scalable unit: components of the smallest representation of a functional system that supports that patient journey
   - Does it include all the elements that need scaling up?
   - Is it representative enough of the whole system?
   - Can it be scaled up?
Example: Reducing Readmissions

- Intended outcome at scale: Thirty percent reduction in avoidable rehospitalizations for a participating hospital within 18 months.

- Define what full scale looks like (your ambition): Patients discharged from a participating hospital will experience a well-coordinated and person-centered handover to the next care provider, including home health agencies, nursing homes, primary care practices and/or community-based agencies.

- Describe the patient journey for the problem/gap you are trying to solve (Start – end) and the pathways in-between: Starts with admission to the hospital; an assessment of post-acute medical, behavioral and social needs; a person-centered care plan; and ends with the coordinated hand-over of patient to the next care provider.

- Scalable unit: Patients discharged from one hospital unit, the hospital care team, one home health agency, one nursing home, a primary care provider, and one or two community-based agencies.

### Process Changes to Achieve an Ideal Transition from Hospital (or SNF) to Home

- Skilled Nursing Care Centers
- Primary & Specialty Care
- Home Health Care
- Home (Patient & Family Caregivers)
- Process Changes
Example: HIV Care for Pregnant Mothers

- Intended outcome at scale: *Decrease the transmission rate of HIV from mother to child in all health facilities in the public health care system across the country. Decrease HIV transmission rate to <5% in 3 years.*

- Full scale, i.e., service units, and the population they serve: *All 52 districts, including 350 hospitals, 4000 clinics*

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Example: HIV Care for Pregnant Mothers

- The patient journey for the problem/gap you are trying to solve
  - Start - first antenatal care visit
  - End – discontinue breastfeeding after birth
Example: HIV Care for Pregnant Mothers

District is scalable unit
Full scale = 52 Districts
3 – 5 sub-districts in each District

4. Scalable unit: the smallest representation of a functional system that supports that patient journey (may need steps to achieve full coverage within the scalable unit)

Building Your Scalable Unit

- What are you trying to achieve (outcome result) at full scale, in what time frame?
- What is full scale in terms of service units, and the population they serve?
- What is the patient journey for the problem/gap you are trying to solve (Start – end)?
- What is your scalable unit – the smallest representation of full scale that supports the patient journey, i.e., components of a self-contained functional unit that produces an output that is representative of the whole? Could be a slice of the system.
Questions?

Exercise: State the Outcome at Scale

- At your tables, work in pairs or in a group (10 minutes)
- Answer the Question: What are you trying to achieve (outcome result) at full scale, in what time frame?
- Be ready to share biggest question or challenge with all participants (5 minutes)
Exercise: Define Full Scale

- At your tables, work in pairs or as a group (10 minutes)
- Answer the Question: What is full scale in terms service units, and population the units serve?
- Be ready to share biggest question or challenge with all participants (5 minutes)

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Exercise: Describe the Patient Journey

- At your tables, work in pairs or in a group (10 minutes)
- Answer the Question: What is the patient journey
  - Start and end
  - Key processes in-between
- Be ready to share biggest question or challenge with all participants (5 minutes)
Exercise: Identify the Scalable Unit

- At your tables, work in pairs or in a group (10 minutes)
- Answer the Question:
  - What is your scalable unit – the smallest representation of full scale that supports the patient journey?
  - Are you going start with a smaller sub-unit (i.e. a slice of the system, self-contained functional unit that produces an output that is representative of the whole)
- Be ready to share biggest question or challenge with all participants (5 minutes)

Wrap-Up

- What was your biggest insight from the session?
- What questions might you have?
- How might you apply this content to your scale-up work, starting next week?
In-Person Training

Getting Results at Scale

Session Details
Are you struggling with how to implement and sustain improvements across your hospital or health system?

The Institute for Healthcare Improvement (IHI), a leader in health care improvement, offers practical strategies to move from breakthrough improvement to sustained results. Over four days, attendees will co-create and drive the following key initiatives:

- Translate insights from breakthrough improvement projects into sustained results
- Develop, launch, and oversee a system of improvement
- Implement change management strategies to engage leaders and teams
- Build capacity for system improvement across the organization

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GETTING RESULTS AT SCALE
April 7-8, 2016
Cambridge, MA

ENROLL

Register rate
$1,973 per person
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