Change Leader Academy

Why Process Improvement

- Customers are served by *processes.*

- You must improve your processes to better serve your *customers.*

- Improved organizational processes improve access, retention, staff satisfaction, finacial bottom line, etc…

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Small Change, Big Impacts

- Small changes create a big difference for both clients and staff
- Effective changes don't have to be expensive
  - Devoting *one hour* of a receptionist's time each day to confirm next-day appointments cost one agency $4,000 per year. The resulting decrease in no-shows increased revenue by *over $400,000 per year.*

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4 Aims

- Reduce Waiting Times
- Reduce No-Shows
- Increase Continuation
- Increase Admissions

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Five Principles

- Understand and involve the customer
- Fix key problems
- Pick a powerful Change Leader
- Get ideas from outside the organization
- Use rapid-cycle testing

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Rapid-cycle Testing

Start by asking five questions:

1. What's it like to be our customer?
2. What are we trying to accomplish?
3. How will we know if a change is an improvement?
4. What changes can we test that may result in an improvement?
5. How can we sustain the improvement?

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Making Changes

- **PDSA Cycles**
  - **P**lan the change
  - **D**o the plan
  - **S**tudy the results
  - **A**ct on the new knowledge
    - Adapt
    - Adopt
    - Abandon
- Two-week-long cycles

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Change Cycles

Changes that Result in Improvement

DATA
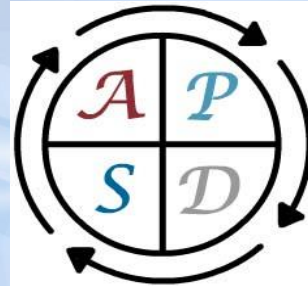
Hunches Theories Ideas

Reference: Langley, Nolan, Nolan, Norman, & Provost. The Improvement Guide

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Business Case

- What keeps the CEO up at night?

- The case for process improvement
  - Bottom line impact
  - Strategic advantage
  - Staff retention and workforce development

- The key to sustainability

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- Repository for resources

  – Case studies and promising practices

  – Tool box of just-in-time training regarding process improvement

  – Assessment tools for readiness and sustainability

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Other Resources

- Smart Chart

- NIATx Workbook

- Case Study Series and Business Case Series

- PI 101 PowerPoint Presentations

- "Coaches Page" on www.NIATx.net

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