Maureen Bisognano
President and CEO, Institute for Healthcare Improvement
Our Vision
Everyone has the best care and health possible.

Our Mission
To improve health and health care worldwide.

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

Transforming health care will require:
- Reliable systems for providing safe, harm-free, evidence-based care
- Patients and families empowered to be genuine partners in their care
- New models for high-quality, high-value care
- Building improvement capability at all levels
- Improving health, improving care, and lowering per capita cost (Triple Aim)

Creating a culture of health will require:
- Health care systems optimized for “health” and “care”
- Bridges between health care, community, and public health
- Healthy communities initiatives
- Creating enabling conditions
- Peer-to-peer supports
- New mindsets

Accelerate the pace of improvement in health care

AND

Innovate and partner with organizations and communities to improve health

Supporting our customers wherever they are on the journey

Working in five Focus Areas

Leveraging IHI’s Core Strengths

- Innovating new models and methods
- Convening globally to harvest, share, and spread learning
- Partnering with others to accelerate the pace and scale of improvement
- Driving measurable results worldwide within health care and across communities

October 2014
The IHI Triple Aim

Population Health

Experience of Care

Per Capita Cost
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

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<th>Outcome</th>
<th>ECHO</th>
<th>UNMH</th>
<th>P-value</th>
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<tr>
<td></td>
<td>N=261</td>
<td>N=146</td>
<td></td>
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<tr>
<td>Minority</td>
<td>68%</td>
<td>49%</td>
<td>P&lt;0.01</td>
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<tr>
<td>SVR* (Cure) Genotype 1</td>
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<td>46%</td>
<td>NS</td>
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<td>SVR* (Cure) Genotype 2/3</td>
<td>70%</td>
<td>71%</td>
<td>NS</td>
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*SVR=sustained viral response

Successful Expansion into Multiple Diseases

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<tr>
<th>Time</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
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<td>8-10 a.m.</td>
<td>Hepatitis C</td>
<td>Diabetes &amp; Endocrinology</td>
<td>Geriatrics/Dementia</td>
<td>Palliative Care</td>
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<td></td>
<td>• Arora</td>
<td>• Bouchonville</td>
<td>• Herman</td>
<td>• Neale</td>
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<td>• Thornton</td>
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<tr>
<td>10-12 a.m.</td>
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<td>Chronic Pain</td>
<td>Integrated Addictions &amp; Psychiatry</td>
<td>Complex Care</td>
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<tr>
<td></td>
<td>• Bankhurst</td>
<td>• Katzman</td>
<td>• Komaromy</td>
<td>• Neale</td>
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<td>• Neale</td>
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<tr>
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<td>Prison Peer Educator Training</td>
<td>Women’s Health &amp; Genomics</td>
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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
Pueblo Triple Aim Corporation

- Reducing teen and unintended pregnancies
- Lowering obesity rates
- Helping vulnerable populations quit smoking
- Improving lives of frail elders
Healthy Monadnock

Priorities:

- Equity
- Mental health/substance abuse
- Built environment (green space, transportation etc.)
- Social determinants of health (food, education, housing, etc.)
- Engagement of people in their health
Changing the Approach

- New Roles
- New Sites
- New Teams
New Roles

- Upstreamists
- Extensivists
- Paramedic Teams
New Sites

- Home
- Work
- Schools
- Churches
Pharmacist Medication Reconciliation at Home
Healthy Employees = Healthy Business
What We Do

We lower employers’ health care spend... increasing savings
What We Do

We help employers create a healthier workforce... by increasing overall HRA scores.

Bellin Average HRA Scores

HRA Scores

What We Do

We help employers create a healthier workforce... by reducing the number of employees with high risk health conditions.
Employer Results

Employers with:
- Consumer Driven Health Plans
- HRA’s
- Onsite services
- Incentives for participation
- Prevention coverage

...results 21% below cost average

http://youtu.be/1hoW-xZw4wk
Accountable Care Organization

The people in our region will be the healthiest in the nation.
Community

Bellin Health Population 600,000

The people in our region will be the healthiest in the nation.
HEALTH AND WELLNESS
How we’re working to help people live longer, healthier lives.

Establishing wellness clinics
Wonderful offers employees and their families an on-site health and wellness center, staffed by a nurse practitioner and an occupational health technician. The clinic provides preventative care, immunizations, flu or tetanus shots and treatment for minor illnesses or injuries. They also offer screenings for diabetes, high blood pressure and high cholesterol.

The Wonderful Company Core Values

We act differently
With courage and fearlessness, we are relentless in our quest to inspire healthier food and beverage choices. As a privately held organization, we have the freedom and the power to make quick and effective decisions.

We play to win
Our employees set ambitious goals and meet challenges with unified purpose and unmatched energy.

We nourish, naturally
We believe that what you put into your body matters. The most nutritious — and best-tasting — foods are those from nature.

We are harvesting a better world
We use the power of business to make the world a better place.
New Sites

- Home
- Work
- Schools
- Churches
2013 strategies – Chronic absenteeism

**ASISTENCIA**

School absenteeism

**Aim:** to reduce absenteeism by 20%

**COND. PRIMARIOS**

- Actions by the School Leadership Team

**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
Felicitaciones

Se otorga el siguiente diploma.
A: Yanira Alee'

Por su asistencia a la primera visita en sala

Escuela Copequen NT1

27 de junio 2013

Roberto Cinto Cuadra
Director

Tías Marcela y Cristina
Equipo de sala
Days missed over the last 2 weeks

Name: López Leiva Emilie Andrea
Month: PreK-1 Marzo

¿Cuántos días he faltado durante este mes?
El niño que tuvo la mejor asistencia durante este mes, ¿cuántos días faltó?

Recordar que el Ausentismo Crónico ocurre cuando el niño falta 2 o más días por mes.

Reminder of ‘chronic absenteeism’
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.
Prueba de Cambio “Agua”
PDSA Health – Obesity prevention
Classroom Centro Parvulario

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

**Plan & Do**

- **Sugar sweetened beverages**
- **Water consumption**
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New Sites

- Home
- Work
- Schools
- Churches
Ministry of the Church Health Center

- 228 current students, pre-K, 3–5 year olds

- Monthly Average of 575 volunteer hours across 200+ families

- 2014 class improved by 74% in mastery of their academic skills
New Teams

- Daily Mile, Scotland
- Family Health Teams, Brazil
“Fit to play, fit to learn”

St Ninians Primary School
Stirling
Scotland
Ms Elaine Wyllie
wylliee48s@stirling.gov.uk
The Improvement Issue

The Provocation
St. Ninians 2012:
A school volunteer commented on how unfit the children looked
P.E teacher confirmed that many pupils were exhausted by the warm up stage of the P.E class.

An inconvenient truth
• Our School friend ....81
• He has his own castle and estate
• Hosts Famous Five nurture days
• 2 chess clubs + individuals
• Storytelling, poetry, recitation
  penny whistle
I wonder? (Test 1)

- Could the children run round the field a few times each day to get fit?
- Took 1 class on 1 day out to run round the field a few times to see what would happen?
- Many ‘couldn’t run the length of themselves.’
- Almost all of the children could only manage scout’s pace. It was true – they were not fit.
Improvement Science

**Test 1:** The field was measured – 5 laps = 1 mile

**Test 2:** One Primary 6 class (children age 9-11) ran a few laps round the field for 1 week February 2012 adjustments for clothing and footwear

**Test 3** can we do it consistently with a measurement system

**Test 4** can we do more running than walking

**Result:** After the 3 weeks, the improvement was so evident that the teacher and the children wanted to continue running each day
Aim: To create an opportunity to get children fitter by running a mile everyday at St Ninians School, Stirling in Scotland by June 2012

Cycle 1a: Begins with ME! Test the Daily mile with Head Teacher and 1 class on 1 day at a Scout Pace (20 running 20 walking)

Cycle 1b: Test the daily mile with one class for 1 day with a willing teacher Primary 6 Class

Cycle 1c: Test the daily mile with 1 class for 1 week adjustments for clothing and footwear

Cycle 1d: Test the daily mile with a measurement system for 2 weeks more running than walking

Cycle 1e: Test the daily mile for 3rd week and get other classes ready for testing

Process Change:
To introduce the Daily Mile with the Primary 6 Class
How the Daily Mile Works

- Children go out in almost all weathers
- Context driven time chosen by the teacher
- Easy to fit in to the day
  - fifteen minute turnaround max
  - no need to change into Exercise kit
  - no training for teachers – it is simple
  - it’s FREE!
- regularly refreshed – e.g. links to national sporting events and to the curriculum
- Integrated with policy educational activities (IDL) many links made
Measurement

• Each child / class plans their own approach to the Daily Mile and tracks their own performance.
• measurement and goals vary and are suggested by the children and the class teacher.
• Qualitative feedback from pupils, teachers and parents.
Parental feedback

- Parents are grateful that the school keeps their children fit and that it relieves feelings of guilt
- Children are sleeping better
- Children are eating better
- Parents from two classes not doing the Daily Mile regularly enough!
- Parents lead our running club
- The new school
Feedback from staff

• The children love being outside
• Cross-curricular learning benefits – e.g. Maths / Topic work
• It supports the rhythm of the classroom and the day
• the children’s confidence has increased
• Children are focussed and ready to learn when they come back into the classroom
• Relationships
The Daily Mile has resulted in transformational change for our children’s physical, mental and emotional health and wellbeing.
New Teams

- Daily Mile, Scotland
- Family Health Teams, Brazil
Programa Saude da Familia

Family Health Teams
- Physician
- Nurse
- Medical Technician
- Six community health workers

Each team is assigned 1,000 families

- Care and health promoters
The IHI Triple Aim

Population Health

Experience of Care

Per Capita Cost