

The IHI Breakthrough Methodology:
A Successful National Model as a New Tool for QIO Local Projects

Background:

The Institute for Healthcare Improvement has run many national breakthrough quality improvement projects from clinical topics ranging from ambulatory care to medication safety. These successful collaborations bring facilities together for periodic training sessions interspersed with regular conference calls and periodic reporting. There is a cross-fertilization of ideas among collaborators as interventions are tried in rapid cycle quality improvement "mini-tests" of change. Participation in IHI collaborative breakthroughs is premised on senior executive leadership, who must sign a commitment to empower the breakthrough team. Progress reports are assessed on a simple 4-point scale and if no improvement is documented the Executive leadership of the organization is contacted and asked to facilitate improvement. The methodology has been proven successful nationally in many different clinical areas. Many PROs have participated in one or more breakthrough collaboratives, still more have attended the collaborative summits at the end of each breakthrough. This session will present lessons learned from collaborating in IHI breakthrough series and case studies of local projects modeled after the breakthrough methodology.

Session Objectives:

Order	Session Objectives
1	Describe the IHI Breakthrough Collaborative Model
2	Review QIO participation in IHI Breakthrough Collaboratives
3	Describe lessons learned from IHI Breakthroughs
4	Identify strategies for application of methodology to local QIO lead quality improvement projects

Content Description and Presentation Format:

The presentation will begin with an overview of IHI Breakthrough Methodology. This entails bringing groups of collaborators together for periodic learning labs, linking collaborators together through biweekly conference calls and inspiring cross fertilization from one collaborator to another. The Four QIOs with representatives on the panel have participated in different IHI collaboratives and several have actually modified the breakthrough collaborative model and applied it locally. Following the general overview of the breakthrough methodology each QIO panelist will present their experience and lessons learned implementing the breakthrough methodology locally. The IHI representative will then present an overview of the "breakthrough college", a new training program recently developed by IHI with the sole purpose of preparing organizations to facilitate breakthrough like quality improvement projects locally. The session will conclude with an open discussion regarding how QIOs might apply this methodology locally.

Short Biographies of Panelists

Matthew E. Fitzgerald, DrPH, MS, MPH, VP for Scientific Affairs (Panel Chair)

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Matthew Fitzgerald, DrPH, MS, Vice President for Scientific Affairs – Dr. Fitzgerald joined Delmarva Foundation in 1995. As Vice President for Scientific Affairs he is the lead analytic scientist and research methodologist, designing and implementing quasi-experimental quality improvement projects. A Certified Industrial Hygienist with a doctorate in Public Health from Johns Hopkins University, he brings a broad scientific background and systems approach to project design, analysis and implementation. Dr. Fitzgerald serves on the editorial board of the journal *Evaluation and the Health Professions*. In this capacity, Dr Fitzgerald has served as guest editor of two special issues concerning Medicare and Medicaid quality improvement programs. Dr. Fitzgerald has several publications related to health care quality improvement and has presented extensively on the topic, including at national conferences such as the Institute for Healthcare Improvements National Forum.

Marie W. Schall, MA, Breakthrough Series Collaborative Director

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As Collaborative Director for the Institute for Healthcare Improvement's Breakthrough Series, Marie works with the clinical chairs and the planning group of each collaborative to apply IHI's model for improvement, constructing a framework that enables participating organization to better understand and redesign their system of care. She is co-author of two Breakthrough Series-related books, *The Breakthrough Series Guide to Reducing Delays and Waiting Times Throughout the Healthcare System* and *The Breakthrough Series Guide to Improving Asthma Care in Children and Adults*.

Marie has over 15 years experience in health care improvement. In addition to working with IHI, Marie also served until January 2000 as Assistant Clinical Coordinator with the Peer Review Organization of New Jersey. At PRONJ Marie helped to design and implement the Health Care Financing Administration's (HCFA) Health Care Quality Improvement Program cooperative projects. Prior to joining IHI in 1995, Marie served as Director of Research for the Health Research and Educational Trust of New Jersey, a nonprofit affiliate of the New Jersey Hospital Association. A Swarthmore College graduate, Marie earned her masters degree in Sociology from Rutgers University and has completed course work for her doctorate at New York University.

Donna Daniel, PhD, Health Services Research Associate

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Dr. Daniel is a Health Services Research Associate in PRO-West's Seattle office. Dr. Daniel is experienced in health care research, survey, study, and grant services supporting PRO-West's Medicare and Medicaid contracts. Dr. Daniel trained in quality improvement methodologies with the Institute of Healthcare Improvement and currently serves as the faculty for hospital and outpatient staff to provide instruction and guidance in these methods. In addition, she is the Improvement Director and Measurement and Reporting Advisor for both the Washington State Diabetes Collaborative and the Washington State Cardiovascular Collaborative, specializing in quality improvement methodology, registry development, measurement and data tracking. Dr. Daniel received a BS, *magna cum laude*, in Mathematics and Statistics from Old Dominion University in Norfolk, Virginia. She received her PhD in Biometry and Epidemiology from Medical University of South Carolina.

Jennifer Lundblad, MBA, SR. VP Programs & Communications

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Jennifer provides leadership and direction for all operations of project management and communications functions and staff, which includes serving as the HCQIP Director and managing the communications and outreach areas of the QIO contract. She has responsibility to develop, support, and ensure successful implementation of the HCQIP program in Minnesota, drawing on the staff and resources within Stratis Health.

Jennifer has an extensive background in program development and management in both non-profit and education settings, and in marketing and communications. Her previous experiences includes serving as a Program Director at the University of Minnesota, Program Coordinator at Tufts University in Boston, and in other non-profit management positions, where she successfully conceptualized and developed education and training programs and collaborated extensively with community organizations and partners.

She has a BA in speech communication and economics from Macalester College, an MBA in public and non-profit management from Boston University, and is currently pursuing a PhD in Education with a focus on training and organization development at the University of Minnesota. Jennifer is a member of the Professional Development Committee of AHQA's Communication Network, and is a participant in the HCQIP Network. In addition, Jennifer is a member and committee co-chair of the Macalester College Alumni Board of Directors, a member of District 196 Community Education Advisory Council, and has been a Big Sister volunteer with the Big Brothers/Big Sisters program from more than five years.

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Mike Silver is the Director of Scientific Affairs and Patient Safety for *HealthInsight*, the Medicare Peer Review Organization for Nevada and Utah. Since 1995, he has been involved in the design, conduct, and analysis of *HealthInsight's* health care quality improvement projects. Since 1997, Mr. Silver's interests and duties have increasingly focused on issues related to patient safety and medical error. He is involved in ongoing study of human factors psychology and occupational safety management applications to health care, and facilitates local professional development activities in patient safety. Prior to coming to HealthInsight, he worked as a research statistician in the Department of Family and Preventive Medicine at the University of Utah. He received a Bachelor of Science degree in mathematics and a Master of Public Health from the University of Utah.