

Webinar 2: The Model for Improvement

Thrive in your Workplace | 2019

Agenda

- I. Objectives
- II. Overview of the *Model for Improvement*
- III. Testing Changes
- IV. Case Studies
- V. Wrapping Up

Objectives

By the end of this webinar, participants will be able to:

- Explain the importance of establishing a process for introducing workplace mental health innovation
- Apply the *Model for Improvement*
- Test changes on a small scale using the Plan-Do-Study-Act (PDSA) cycle
- Access tools and templates to get started

Many organizations understand the importance of workplace mental health but struggle to operationalize program ideas

“Eighty-five percent of all performance problems are not people problems, they are process problems.”

- Dr. W. Edwards Deming

The *Model for Improvement* is a conceptually simple model that organizations can apply to introduce a workplace mental health strategy

What are we trying to accomplish?

How we will know that a change is an improvement?

What change can we make that will result in an improvement?



Step 1: Set an Aim



What are we trying to accomplish (to improve X, for whom, by when)?

Your aim should be:

- Bold
- Realistic
- Clear
- Concise
- Measureable
- Meaningful

Which are the better aim statements (pick 3)?

- Help employees feel comfortable with mental health at work
- Increase employees' knowledge about common mental health disorders and how to access care at work
- Improve access to psychiatrists for employees
- Decrease the waiting time for a first appointment with an in-network psychiatrist for employees from 31 to seven days
- Managers should talk to their employees about mental health
- Increase managers' skills about how to discuss mental health to increase usage of EAP

Which is the better aim statement?

- Help employees feel comfortable with mental health at work
- **Increase employees' knowledge about common mental health disorders and how to access care at work**
- Improve access to psychiatrists for employees
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- Managers should talk to their employees about mental health
- **Increase managers' skills about how to discuss mental health to increase usage of EAP**

Step 2: Establish metrics / indicators

Programmatic change can be measured in terms of both Process and Outcome metrics:

- **Process metrics** describe the activities/strategies that will be delivered to implement the program
- **Outcome metrics** can be short term, intermediate, and long term and measure changes as a result of the program

Review common workplace mental health aims to jog your thinking about appropriate metrics

Aim	Measured in terms of...
Increase worker productivity	Changes in Absenteeism and Presenteeism
Reduce healthcare Spending	Medical and pharmacy costs, quality of care
Improve mental health	Changes in functional performance or reduced symptoms of stress, depression and anxiety based on data collected from health assessments

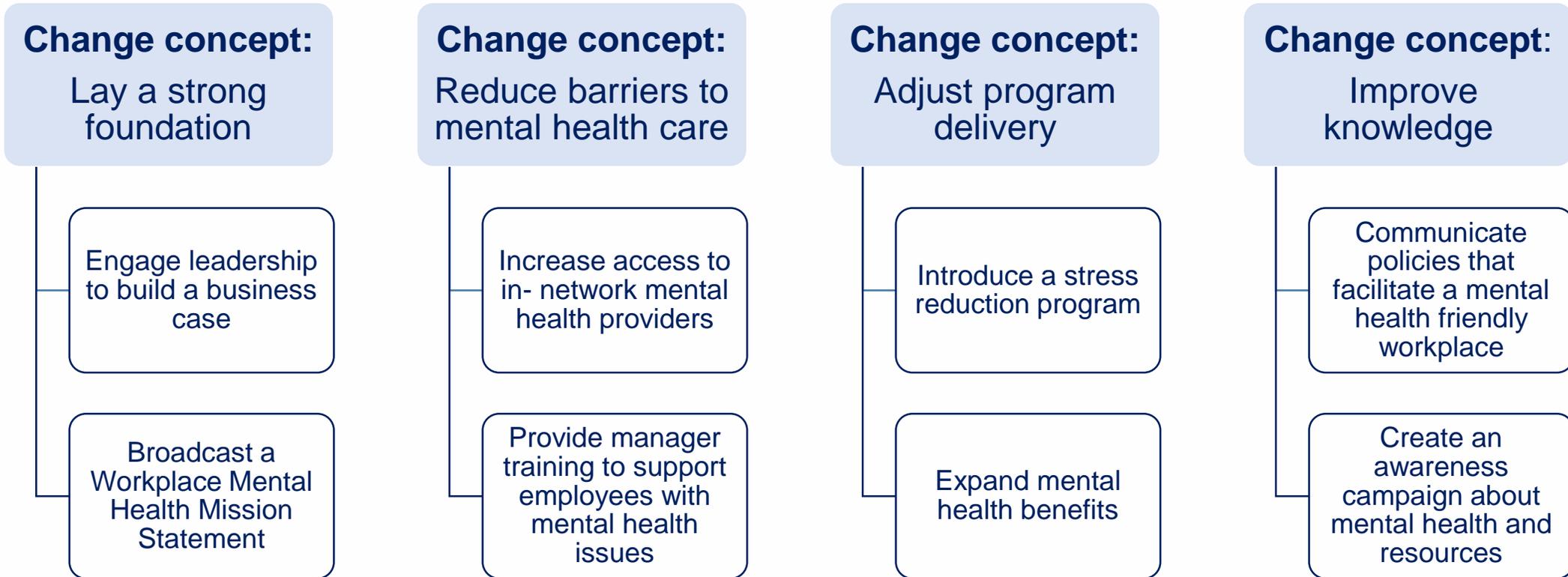
Friendly pop quiz: Is it a process metric, short-term or long-term outcome metric?

- +/- healthcare expenditures related to mental health prescriptions
- Increase in utilization of Employee Assistance Program
- Number of employees who visit new website on resources for depression
- +/- change of employees who take disability leave due to mental health
- Increase in knowledge about common mental health issues
- Number of managers trained in supportive practices

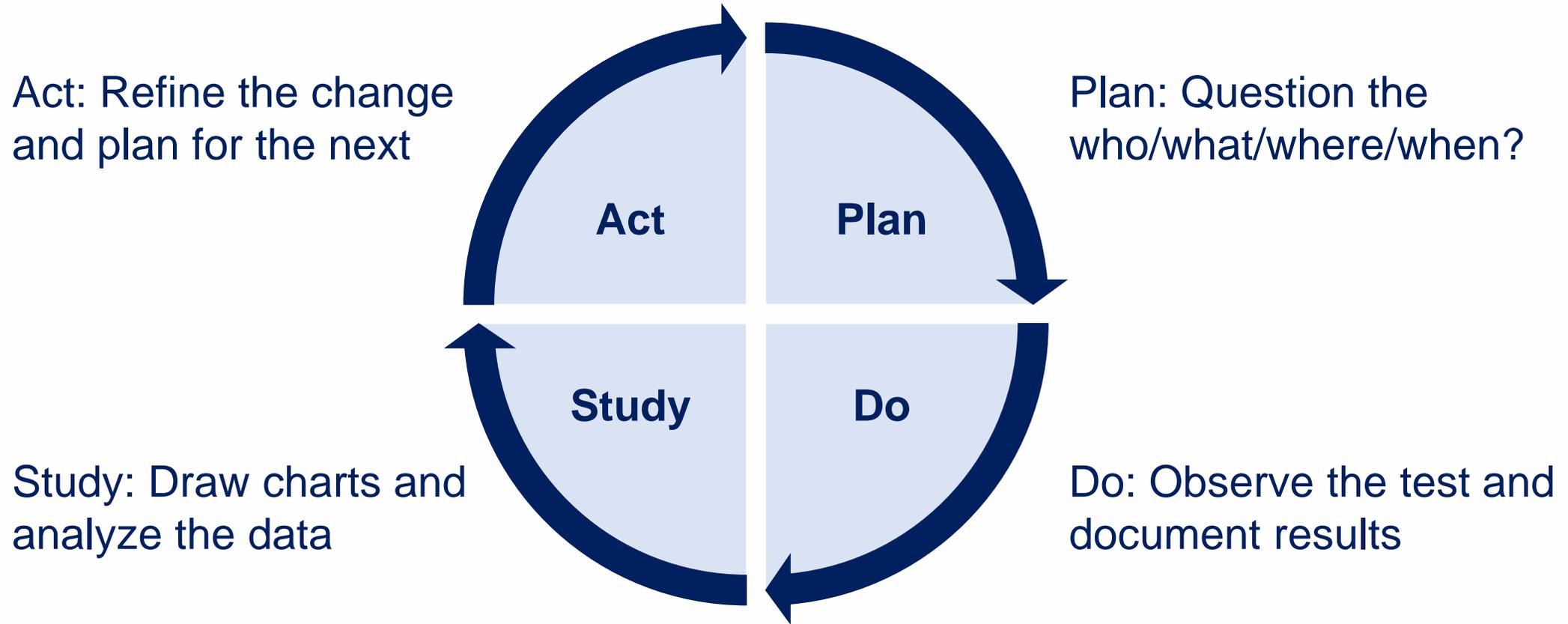
Friendly pop quiz solutions : Is it a process metric, short-term or long-term outcome metric?

- +/- healthcare expenditures related to mental health prescriptions – **Long-term outcome**
- Increase in utilization of Employee Assistance Program – **Short-term outcome**
- Number of employees who visit new website on resources for depression – **Process**
- +/- change of employees who take disability leave due to mental health – **Long-term outcome**
- Increase in knowledge about common mental health issues – **Short-term outcome**
- Number of managers trained in supportive practices – **Process**

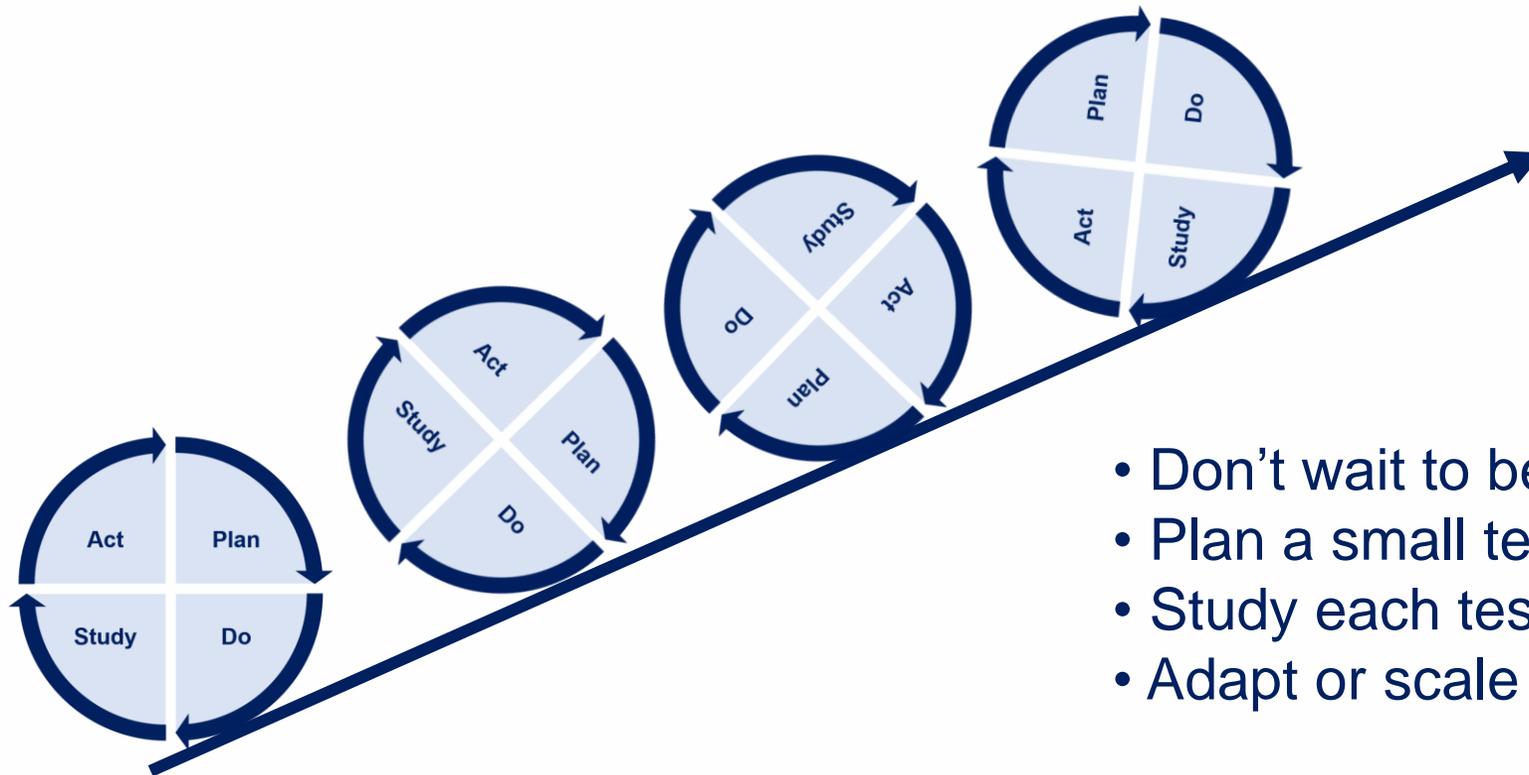
Step 3: Develop a *change concept* that supports your aim



Step 4: Test your change concept with a Plan, Do, Study, Act (PDSA) cycle

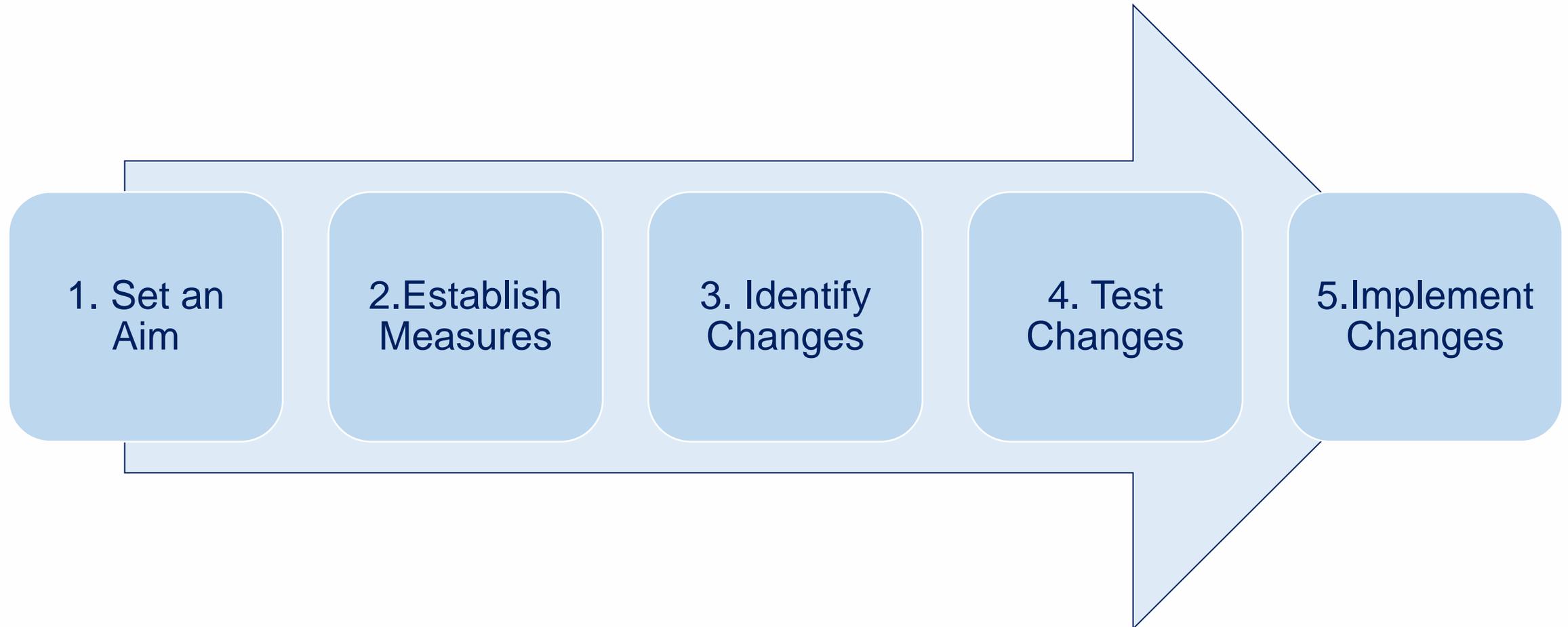


Linking PDSA Test Cycles



- Don't wait to begin
- Plan a small test
- Study each test and adapt
- Adapt or scale

Review: Using the *Model for Improvement* to improve access to care



Implementation Tips

- Introduce one change at a time
- Think about implementing recommendations that promote change at both the organizational and employee level
- Consider the accessibility needs of your workforce
- Involve all different levels of the workforce in the decision-making process
- Plan for broad dissemination and sustainability

Case Study



Case Study: A data analytics company aims to help employees who struggle with depression

Aim: Increase employee knowledge about depression and connections to care via the Employee Assistance Program (EAP)

Change concept: Implement an awareness campaign about common symptoms

- of depression and how to make an appointment with the EAP

Measures:

- Participation in educational initiatives at work about depression (Process)
- Pre/post survey of employee knowledge about depression (Outcome)
- +/- appointments made with EAP related to depression (Outcome)

Using the MFI to test the change concept

Plan

- Convene an implementation group and one department to pilot program

Do

- Conduct a campaign about depression and include the EAP's phone number

Study

- Review # of hits to campaign, including email open rates and the EAP data on utilization

Act

- Include a link to schedule an EAP session
- Add information about telehealth resources in future communications

During the study phase, data showed that people had opened emails, but not making phone calls to the EAP. When asked, people indicated that they did not want to have to make a call to get services!

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Improvement
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Webinar 7: Supportive Management Practices

Webinar 8: Addressing Burnout in the Workplace

Webinar 9: Building a Peer Support Program

Webinar 10: Creating a Vicarious Trauma Informed Workplace

References

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Deming, W. E. (1982). *Quality, productivity, and competitive position*. Cambridge, MA: Massachusetts Institute of Technology, Center for Advanced Engineering Study.

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