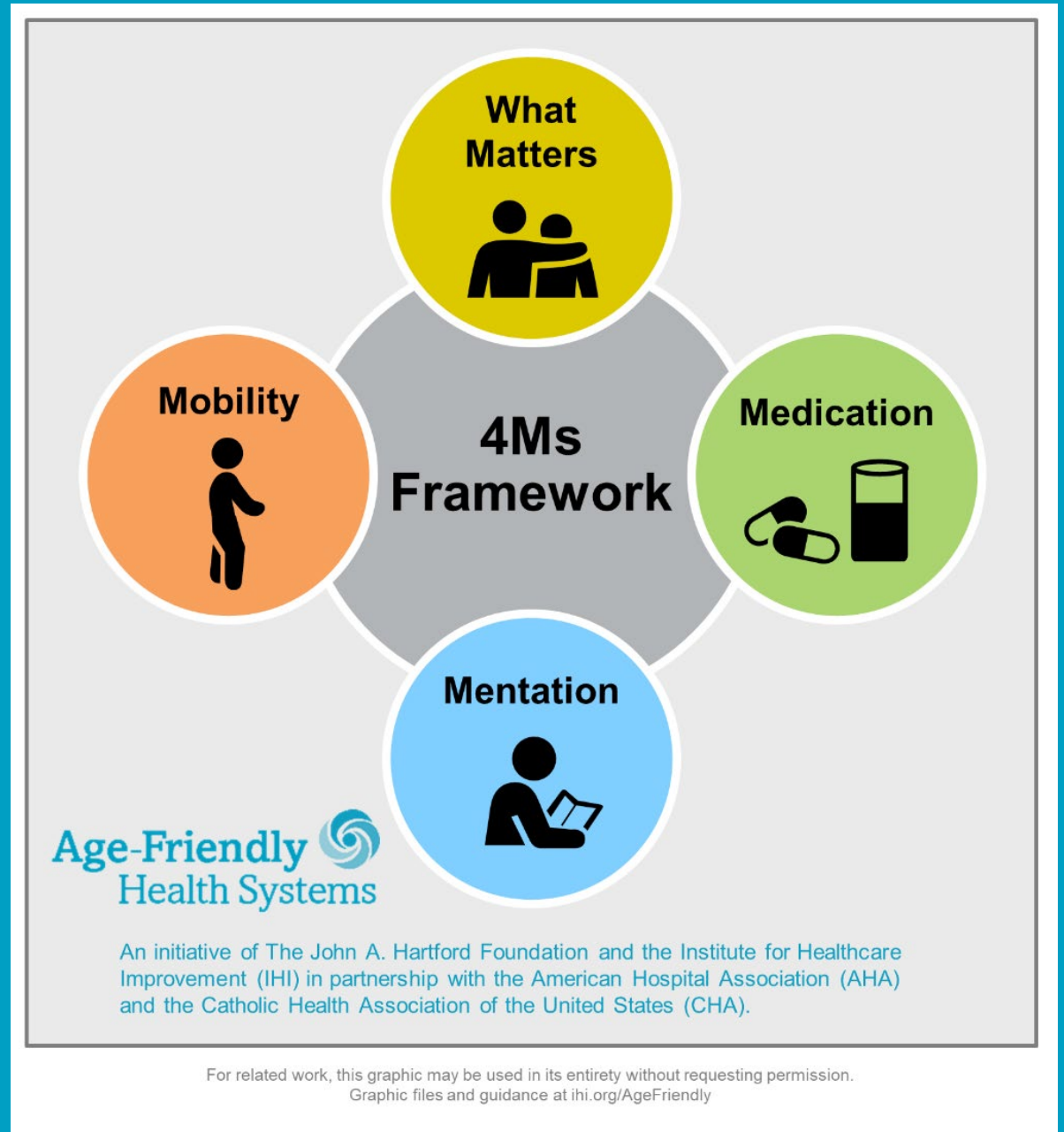# Mechanisms for Organizational Behavior Change to Address the Needs of People Living with Alzheimer's Disease and Related Dementias: A Workshop

Session 4 Creating Change | Day 2 - May 24, 2022

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Why the 4Ms?

- Represents core health issues for older adults

- Builds on strong evidence base

- Simplifies and reduces implementation and measurement burden on systems while increasing effect

- Components are synergistic and reinforce one another

Mate K, Fulmer T, Pelton L, et al. Evidence for the 4Ms: Interactions and Outcomes across the Care Continuum. Journal of Aging and Health. 2021;33(7-8):469-481. doi:10.1177/0898264321991658

Asking and Acting on   What Matters

Your Conversation Starter Guide For Caregivers of People with Alzheimer's or Other Forms of Dementia. Boston, Massachusetts: Institute for Healthcare Improvement; 2021. (Available on www.IHI.org)

Your Conversation Starter Guide

For Caregivers of People with Alzheimer's or Other Forms of Dementia

How to understand what matters most to someone living with Alzheimer's or another form of dementia, and help them have a say in their health care.

Institute for Healthcare Improvement

the **conversation** project

What is Expected

Age-Friendly Health System Measures - All Measures to be Stratified by Age and Race and Ethnicity

Access to Care:

- Count of older adults who receive care (numerator)
- Count of 65+ population in capture region (denominator)

Access to 4Ms in the Health System:

- Count of older adults whose care includes the 4Ms (numerator)
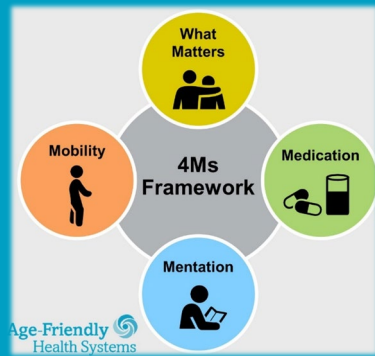- Count of older adults who receive care (denominator)

Outcome Measures:

- 30-day readmissions
- HCAHPS/CG-CAHPS
- Length of stay
- ED utilization
- Delirium

Process Measures:

- ACP documentation (NQF 326)
- What Matters documentation
- Presence of any of 7 high-risk medications
- Screened & documented for Depression, Dementia, Delirium (hospital only)
- Screened for mobility

Implementing at Scale

Loose

Regional, local decisions:
- How you will practice each of the 4Ms
- Roles and responsibilities
- EHR support

Tight

Tight

Age-Friendly Health System Measures; All Measures to be Stratified by Age and Race and Ethnicity
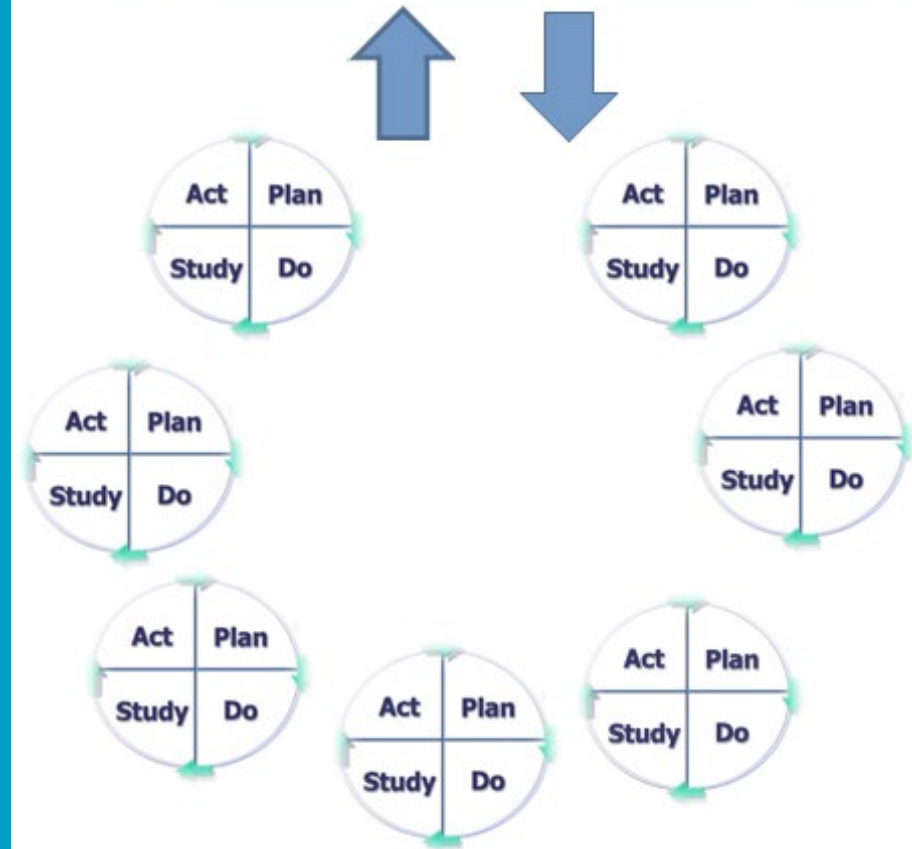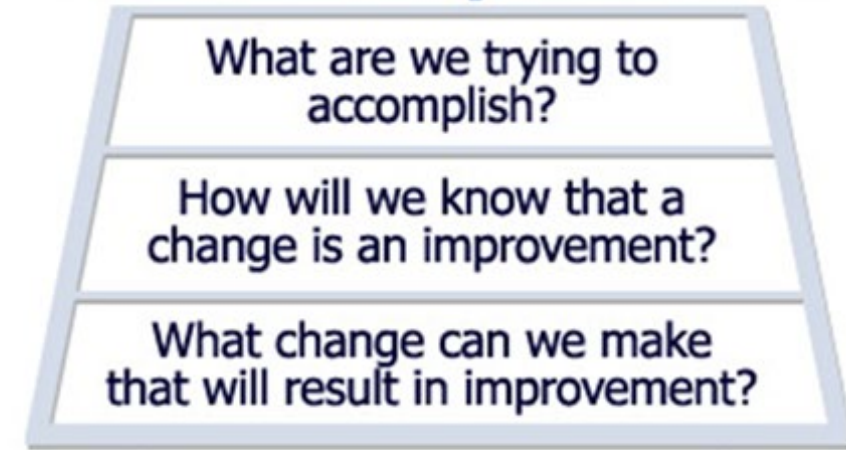
Learning systems, data systems, infrastructure for scale-up, human capacity for scale-up, capability for scale-up, sustainability
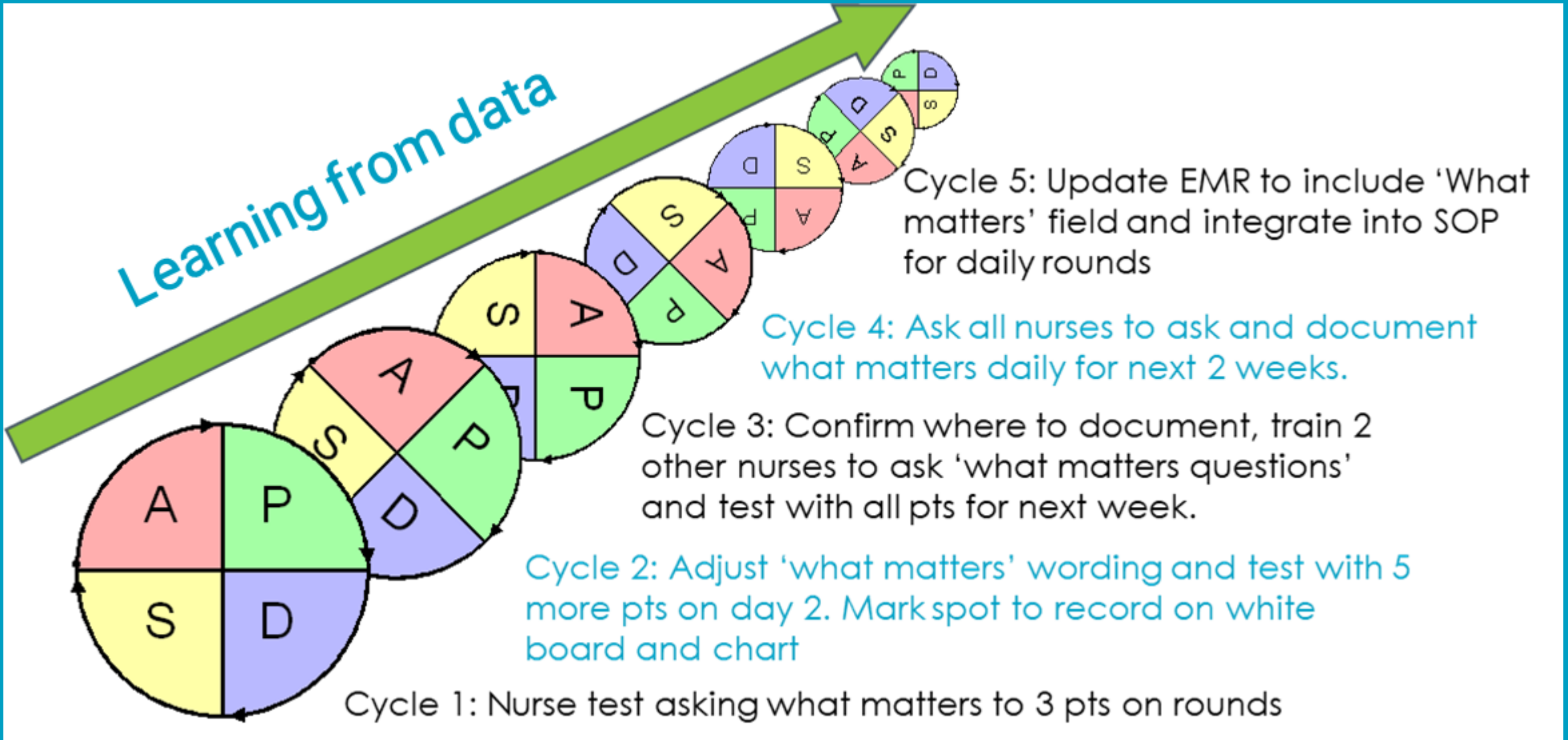
Support Systems

Barker PM, Reid A, Schall MW. A framework for scaling up health interventions: Lessons from large-scale improvement initiatives in Africa. Implementation Science. 2016 Jan;11(1):12.

How to Learn for Local Adoption

Langley GL, Moen R, Nolan KM, Nolan TW, Norman CL, Provost LP. *The Improvement Guide: A Practical Approach to Enhancing Organizational Performance* (2nd edition). San Francisco: Jossey-Bass Publishers; 2009.

Scaling Up What Matters
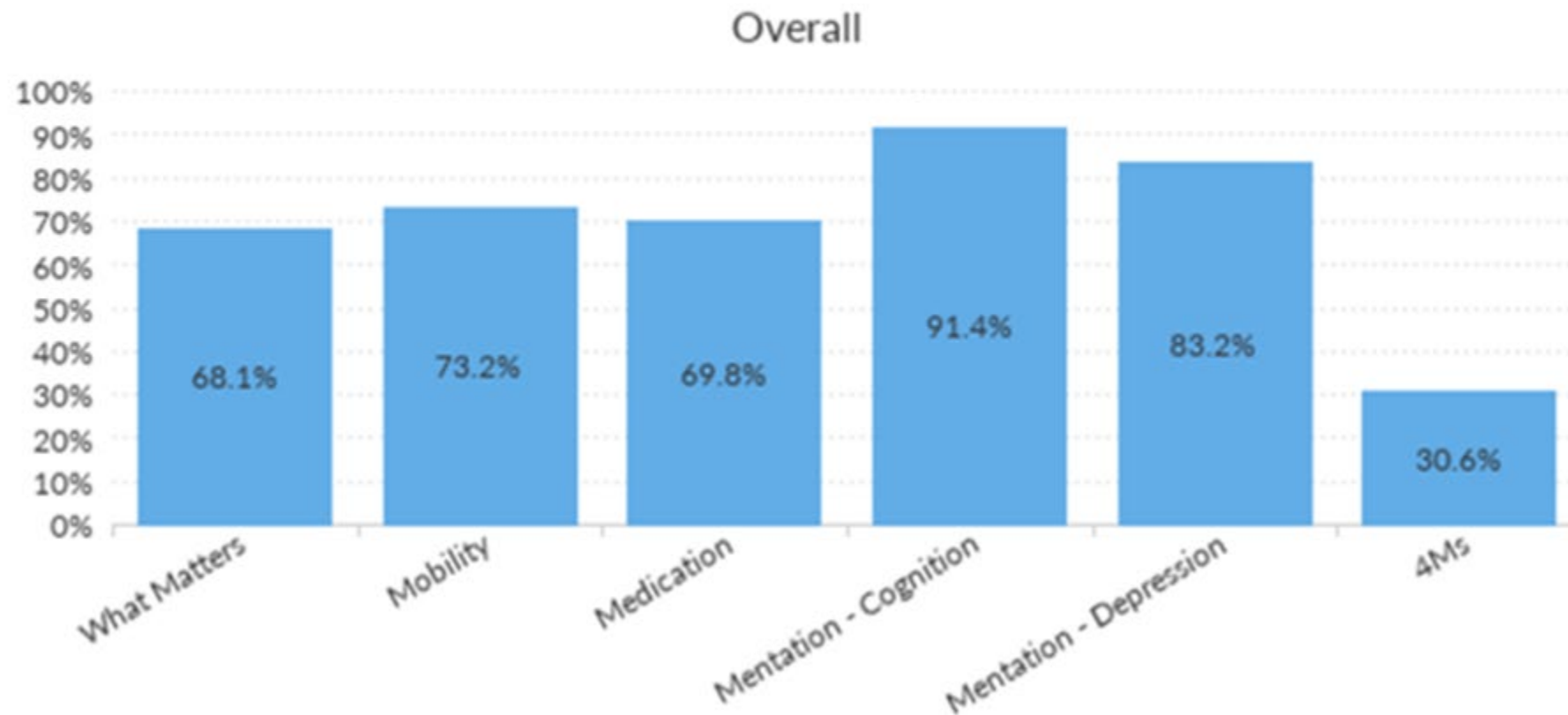

Learning from data
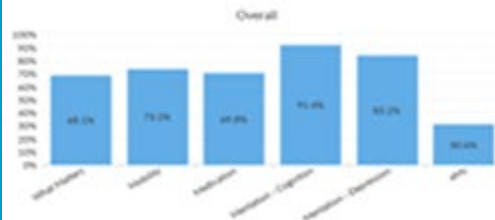
Cycle 5: Update EMR to include 'What matters' field and integrate into SOP for daily rounds

Cycle 4: Ask all nurses to ask and document what matters daily for next 2 weeks.

Cycle 3: Confirm where to document, train 2 other nurses to ask 'what matters questions' and test with all pts for next week.

Cycle 2: Adjust 'what matters' wording and test with 5 more pts on day 2. Mark spot to record on white board and chart

Cycle 1: Nurse test asking what matters to 3 pts on rounds

PDSA: Study

Equity in What Matters

Overall

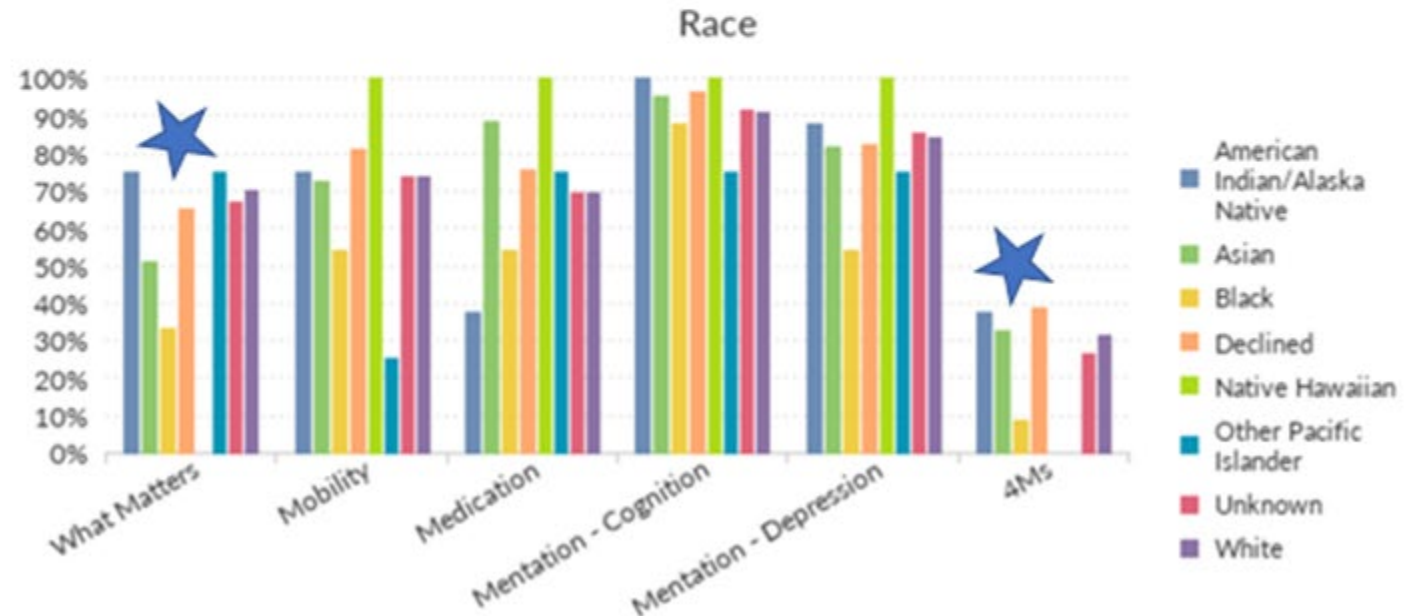| Category	Percentage
What Matters	68.1%
Mobility	73.2%
Medication	69.8%
Mentation – Cognition	91.4%
Mentation – Depression	83.2%
4Ms	30.6%

PD**S**A: Study

Equity in What Matters

Important to break down by REaL data because the population average may not be the whole story ...

PDSAs Over Time: 5X Scale-up

Number of Individuals	System issues to overcome or questions to answer
5	Can we make these changes - within a practitioner's scope of practice?
25	Can we test and regularize time, setting and information?
125	Can we settle on standard practice, standard measures?
625	Can we automate and can we get paid?
3125	Can we change jobs, personnel, patient expectations? Solve professional norms, standards.
15,625	Can we improve care for all older adults? Solve regulation, standards, payment, information, culture.

- Developed by Dr. Joanne Lynn, 2009

How to Learn for Local Adoption

Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. IHI Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017.

Older Adults Reached with 4Ms

More than 1,400,000 older adults have been reached with 4Ms care

"Thank you so much for caring enough to ask questions." Family member of Quiburi Nursing Home resident

"You can see changes in their level of engagement as they enhance their own perceptions of their health and well-being." Sarah Sjostrom, RN, Hebrew SeniorLife

"I feel like I matter." - Patient at Sharp Healthcare, CA, USA

All numbers were self-reported; Counts submitted were averaged; Counts projected through February 2020, if submitted prior to February 2020; Counts projected through February 2022, if submitted after February 2020.

Age-Friendly Health Systems