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
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
- **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**
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

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

**Change concept:** Lay a strong foundation
- Engage leadership to build a business case
- Broadcast a Workplace Mental Health Mission Statement

**Change concept:** Reduce barriers to mental health care
- Increase access to in-network mental health providers
- Provide manager training to support employees with mental health issues

**Change concept:** Adjust program delivery
- Introduce a stress reduction program
- Expand mental health benefits

**Change concept:** Improve knowledge
- Communicate policies that facilitate a mental health friendly workplace
- Create an awareness campaign about mental health and resources
Step 4: Test your change concept with a Plan, Do, Study, Act (PDSA) cycle

- **Plan**: Question the who/what/where/when?
- **Do**: Observe the test and document results
- **Study**: Draw charts and analyze the data
- **Act**: Refine the change and plan for the next
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

1. Set an Aim
2. Establish Measures
3. Identify Changes
4. Test Changes
5. Implement Changes
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

- 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

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<th>Act</th>
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| • Convene an implementation group and one department to pilot program | • Conduct a campaign about depression and include the EAP’s phone number | • Review # of hits to campaign, including email open rates and the EAP data on utilization | • 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!
Thank you for participating in the TWP Model for Improvement Webinar!

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References

