

Glossary of Terms

Term	Definition
BTS	BTS stands for Breakthrough Series designed by the Institute of Healthcare Improvement to assist healthcare organisations in bridging the gap between what we know and what we do. It also encourages collaborative learning between participant organisations.
Collaborative	A Breakthrough Series Collaborative is a short-term (6- to 18-month) learning system that brings together a large number of teams to seek improvement in a focused topic area.
Learning Sessions	Learning Sessions are face-to-face meetings, bringing together multidisciplinary teams and the expert faculty to exchange ideas. Participating project teams learn about the chosen topic, the improvement methodology, and plan the changes they will test back in the workplace. As the Collaborative progresses, team members learn even more from one another as they report on successes, barriers, and lessons learned in general sessions, workshops, storyboard presentations, and informal dialogue and exchange. Improvement knowledge is bolstered by the practical voices of peers who can say, “I had the same problem; let me tell you how I solved it.”
Action Period	During Action Periods between the Learning Sessions, teams test and implement changes in their local settings—and collect data to measure the impact of the changes. They hold regular project team meetings, and submit monthly progress reports for the entire Collaborative to review. Teams are supported with coaching by an Improvement Advisor, and are encouraged to attend Masterclasses that enable them to share information and learn from subject matter experts.
MFI	To apply changes in their local settings, Collaborative participants learn an approach for organising and carrying out their improvement work, called the Model for Improvement. This model, developed by Associates in Process Improvement (The Improvement Guide, Jossey-Bass, 1996), identifies four key elements of successful process improvement: specific and measurable aims, measures of improvement that are tracked over time, key changes that will result in the desired improvement, and a series of testing “cycles” during which teams learn how to apply key change ideas in their workplaces.
Aim Statement	An Aim statement is meant to answer the question “What are we trying to accomplish?” The aim should be time-specific and measurable; it should also define the specific population that will be affected.
Driver Diagram	A driver diagram is a tool that helps you to translate a high level improvement goal into a logical set of underpinning goals and projects. It captures an entire change programme in a single diagram and also provides a measurement framework for monitoring progress.
Change Ideas	Change ideas are ideas for improvement. The change ideas can be entered into a driver diagram but need to be tested using the MFI before being implemented.
PDSA	The PDSA (Plan-Do-Study-Act) Cycle is a systematic series of steps for gaining valuable learning and knowledge for the continual improvement of a product or process. It forms the testing stage of the Model for Improvement.

<p>Measures: <i>Outcome</i> <i>Process</i> <i>Balance</i></p>	<p>Measurement is a critical part of testing and implementing changes; measures tell a team whether the changes they are making are leading to improvement. As such, Collaboratives involve regular measurement and assessment. With the support of an Improvement Advisor, all teams are required to develop a measurement system relevant to their project aim, collect data while testing change ideas, and to maintain run charts tracking their outcome measures over time.</p> <p>The different types of measures are:</p> <p>Healthy weight, healthy kids</p> <p>Outcome measures: reflect what we are trying to accomplish</p> <ul style="list-style-type: none"> • Proportion of children who are a healthy weight (BMI <91st percentile) <p>Process measures: reflect the work done to accomplish the outcome</p> <ul style="list-style-type: none"> • Proportion of children eating 5+ fruit and vegetables per day • Proportion of children engaging in >60 minutes physical activity per day <p>Balancing measures: alert us to unintended consequences of improvement</p> <ul style="list-style-type: none"> • Levels of family satisfaction around meal preparation and free time <p><i>Or another example</i></p> <p>Healthy services, healthy systems</p> <p>Outcome measures: reflect what we are trying to accomplish</p> <ul style="list-style-type: none"> • Number of patients that remain Smokefree at 4 weeks <p>Process measures: reflect the work done to accomplish the outcome</p> <ul style="list-style-type: none"> • Number of referrals received by the Smokefree service • Number of patients attending first assessment with the Smokefree team <p>Balancing measures: alert us to unintended consequences of improvement</p> <ul style="list-style-type: none"> • Patient satisfaction at 4 weeks with being smokefree
<p>Change package</p>	<p>A change package is a document that provides the background and aim of the Collaborative, the Driver Diagram(s), proven change ideas, supporting evidence of the change ideas, and the associated measures. It shows what previous Collaboratives have found to be useful in developing specific ideas for changes that have led to improvement.</p>
<p>Scale and Spread</p>	<p>Scale and spread refers to the scale of the improvement and “spreading” them wider to achieve greater impact.</p>

