

*“Quality improvement is a powerful engine of change for improving care for the most vulnerable of patients—those nearing the end of life with serious, chronic illness.*

*We must start now as we face a doubling of the number of older adults at risk of chronic conditions”*  
-Joanne Lynn, MD

**RAND Center to Improve Care of the Dying  
Quality Improvement Initiative  
1200 S. Hayes Street, Rm. 7120  
Arlington, VA 22202-5050  
703-413-1100, ext. 5460  
info@medicaring.org**

*Director:* Joanne Lynn, MD

*Quality Improvement Coordinator:*  
Sarah Myers, MPH

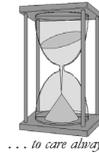
*Technical Experts:* Carol Spence, RN, MS;  
Anne Wilkinson, PhD, and process experts from IHI

*Expert clinical and technical consultants across the  
U.S. and other countries*

*See samples of our QI projects at  
[www.medicaring.org](http://www.medicaring.org)*

*Consultation cost varies by project and includes access to the Center to Improve Care of the Dying’s world-class support services, including sophisticated computing software and hardware systems, an extensive data collection facility, a state-of-the art library and publications department, and schedule management and financial systems for tracking projects.*

## The RAND Center to Improve Care of the Dying



**RAND Health**

*Improving the Quality of  
End of Life Care*

### Support for Your Quality Improvement Activities

Led by Joanne Lynn, MD, the RAND Center to Improve Care of the Dying has done pioneering work to improve the quality of end of life care nationwide. With the Institute for Healthcare Improvement (IHI), the Center has directed two successful Breakthrough Series Collaboratives on improving end of life care and in 2000, published the results of these efforts in its authoritative book, *Improving Care at the End of Life: A Sourcebook for Clinicians and Managers*. Breakthrough improvements achieved by participants included:

- 60% reduction in patients with pain greater than 5 on a 10-point scale
- 25% or more decrease in exacerbations in heart or lung failure
- 50% or more increase in documented discussion and planning in advance of emergency or incompetence

The Center has now adapted the model for improvement used in IHI’s quality improvement (QI) Collaboratives to the regional level and has demonstrated that the model is a powerful tool for

improving quality within individual organizations. In addition to improving patient outcomes, the model can help create an organizational culture that values continuous quality improvement and ongoing learning.

The RAND Center to Improve Care of the Dying (CICD) is pleased to offer expert support to hospitals, nursing homes, health systems, hospices, and other organizations that serve individuals nearing the end of life. We seek to help you make breakthrough change happen in *areas that matter to patients and families*. A key goal of our activities is to gather information and create a common database that can help improve the experience of dying patients and their families everywhere. We make our findings and lessons learned available to all so that all who aim to improve care for serious illness may succeed.

### Quality Improvement Collaboratives

Our Collaboratives are adapted from IHI's Breakthrough Series model. Harnessing the collective wisdom of participants and expert faculty, a Collaborative provides the clinical, technical, and social support needed to help organizations make dramatic improvements. QI teams work together for up to nine months to improve specific clinical or operational areas. Under the guidance of a panel of experts, team members study, test, and implement the latest knowledge available to produce rapid improvements in their organizations. The QI model used relies on rapid-cycle testing of promising changes. Participants in Collaboratives receive practical training in using the Cycle to improve care

for patients nearing the end of life, as well as ongoing expert faculty support and feedback on their progress toward improvement. QI and end of life care experts will manage and administer your Collaborative by conducting up to three Learning Sessions for participating teams, providing technical assistance and learning opportunities via conference calls and e-mail, and offering consultation and feedback on data collection and documentation of results. Teams will have access to listserv technology (hosted by Inter-Institutional Collaborating Network on End of

Life Care) allowing them to view and contribute to technical assistance provided to other teams.

**Will to improve + a team ready to make improvement happen**  
**+**  
**Appropriate aims + measures + rapid testing of changes**  
**=**  
**IMPROVEMENTS THAT MATTER TO PATIENTS AND FAMILIES!**

*We will adapt the Collaborative model to develop your local expertise and to fit the needs of your system, community, or region.*

### Intensive QI Learning Sessions

In these intensive, practical workshops, we will help interdisciplinary teams in your organization start making improvements in care provided to patients nearing the end of life, giving attendees a model and framework for making rapid changes. Participants will learn the key components of the Model for Improvement used in Breakthrough Series Collaboratives; learn the benefits of using rapid-cycle improvement to improve end of life care; hear about accomplishments of teams who have used this model; gain hands-on experience developing aims,

measures, and possible changes for their own QI activities; and will be fully supported to implement and document the results of these activities. Teams will gain access to listserv technology that will allow them to view and contribute to technical assistance provided to other teams with whom we are consulting.

*Half-Day (4 hours)*

*Full-Day (8 hours)*

*Tele-Learning Session (3 hours, includes all training materials, sent prior to the session)*

### Follow-up Site Visits

CICD or affiliated experts will make follow-up site visits to teams that have taken part in Learning Sessions, helping them review their progress, fine-tune plans for continued improvement, and troubleshoot barriers that have surfaced. Teams will have ongoing access to our listserv technology.

*Half-Day (4 hours)*

*Full-Day (8 hours)*

### Phone and E-mail Consultation and Feedback

We will provide ongoing coaching and support to teams that have implemented end of life care QI initiatives outside the context of a Collaborative. We will provide technical assistance and collaborative learning opportunities via telephone and e-mail and provide assistance with data collection and documentation of improvements. Teams will have access to our listserv technology for a year or more.

### Proposal Writing for QI Project Funding

RAND experts can assist you in writing proposals for quality improvement projects that could include RAND consultation, upon funding.

## Want to Learn More?

***Please call Sarah Myers at 703-413-1100, ext. 5460 to discuss tailoring our offerings to your needs and what we can help you achieve.***

