

Nuts and Bolts of QI

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Advancing Healthcare
Improving Health

EQRO



Five Elements of QAPI

Kind of an “old” model but still useful.....

1. Governance and leadership
2. Design and scope
3. Feedback, data systems, monitoring
4. **Process improvement projects**
5. Systematic analysis and systemic action
 - Data-driven system analysis
 - Proactive broad continuous improvement



What Is a QI Project?



QI Projects in Healthcare

Think of the Triple Aim

- Improve **patient experience**
 - Healthcare processes and outcomes
 - Surgical or disease specific improvement; improving satisfaction; improving readmission rates, etc.
- Improve **population health**
 - Chronic condition management; vaccination rates; nutrition; anti-smoking efforts; use of preventive care services
- **Reduce costs** through quality
 - Improve efficiency, reduce LOS, staff stability etc.





Which Pepper Gives You Heartburn?

- Process
- Project
- Program





So How Are You Going to DO It?



**Is it a group of people or is it a team?
What makes the difference?**



First, Form a Team

The Role of the “QI Department”

- Effective teams
 - Have a clear purpose
 - Have defined roles for each team member to play
 - Have commitment to active engagement from each member
 - Have support from Senior Leadership
 - Have resources devoted to their success



Forming a Successful Team



Model for Improvement

What are we
trying to
accomplish?

How will we know
that a change is
an improvement?

What change can we make
that will result in
improvement?



What Are We Trying to Accomplish?

Developing an Aim

- State the aim clearly
- Use numerical goals
- State the time frame and site of the work

Example: “By the end of 2015, 80% of pregnant women in our health plan/RSN will be screened for depression, using the PHQ-9, administered by the MAs”



Let's Practice



How Will We Know That a Change Is an Improvement?

Measurement Basics

- Just enough!
- Qualitative AND quantitative – both are necessary
- A word about types of measurement
 - Research
 - Accountability
 - Quality Improvement



Measurement Basics (cont'd)

- Integrate measurement into the daily routine
- Plot measures regularly
- Use a “family” of five to seven measures
 - Outcome
 - Process
 - Balancing



Family of Measures

- Decreasing pre-term births (outcome)
 - Increase early entry into prenatal care
 - # of women entering prenatal care prior to start of second trimester
 - Satisfaction of staff with outreach efforts (balancing)
- Decreasing readmissions following psych hospitalization (outcome)
 - Increase access to outpatient services for follow up
 - # pts seen by outpatient services 7 – 14 days after DC
 - Patient satisfaction (balancing)

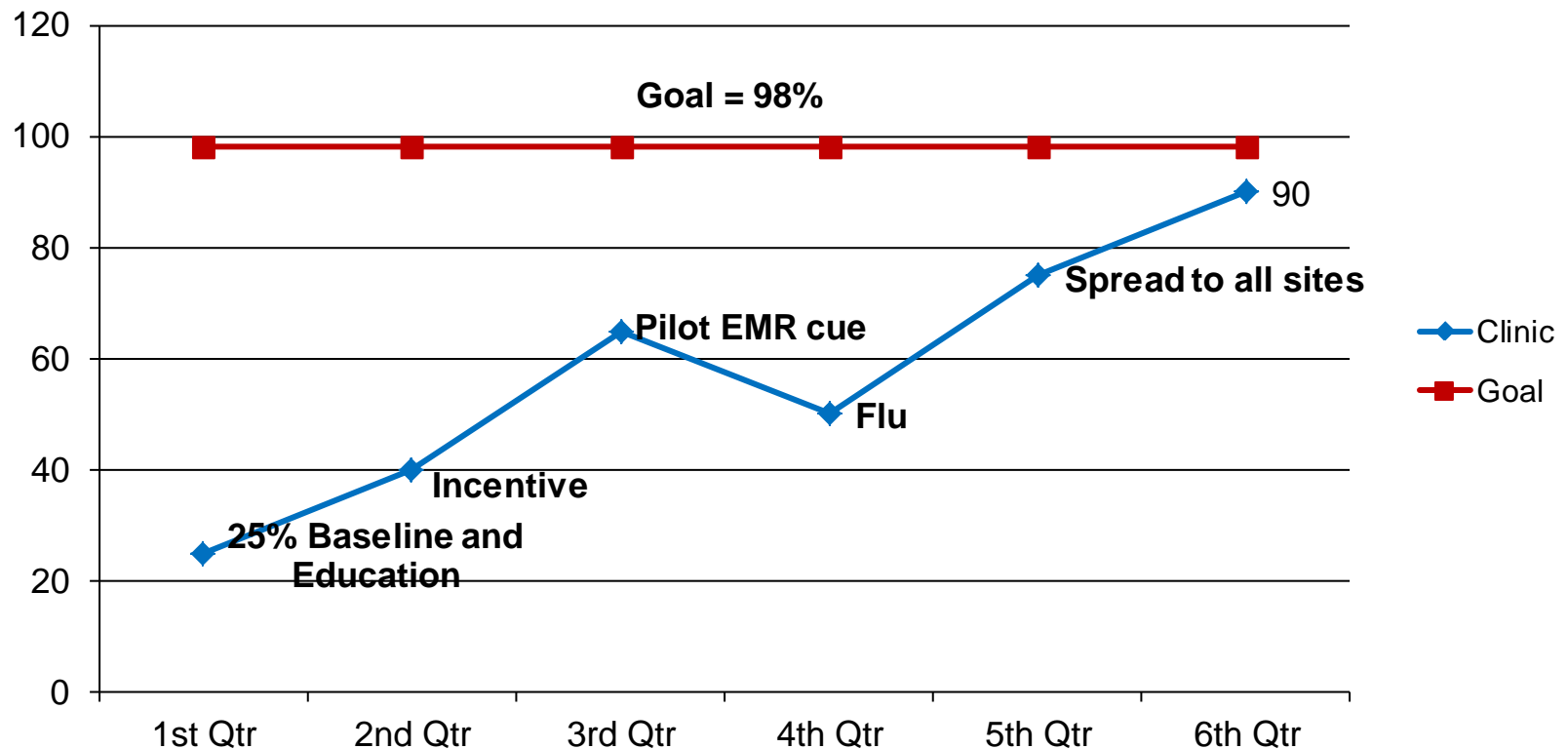


Measures for MCO, RSN Project

- Outcomes
 - ?
 - ?
- Process
 - ?
- Balancing



Example: Annotated Run Chart



Percent of pregnant women screened for depression



What Change Can We Make That Will Result in Improvement? Ideas About Changes to Try

- Who knows what can improve work processes?
- Think outside the box!
- “Steal shamelessly” – share openly!
- Proven resources – IHI, from EQR, other....**Where do you get your ideas?**



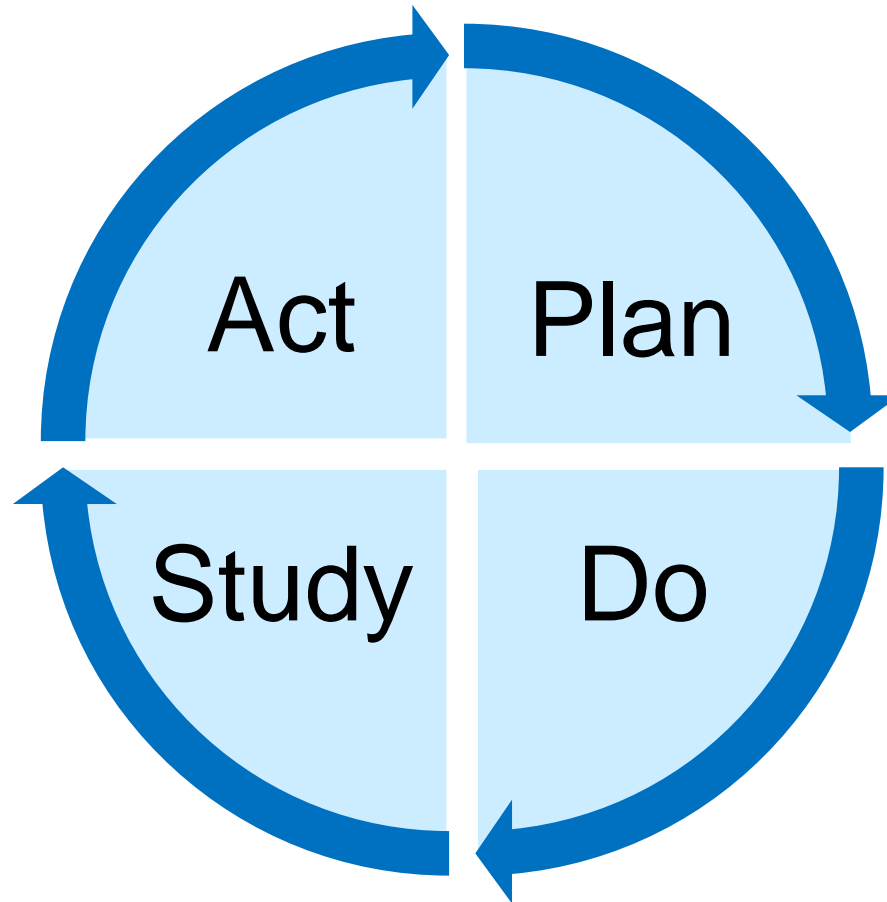
Accelerating Improvement

**PDSA Cycles
Paired with
the Model
For Improvement**

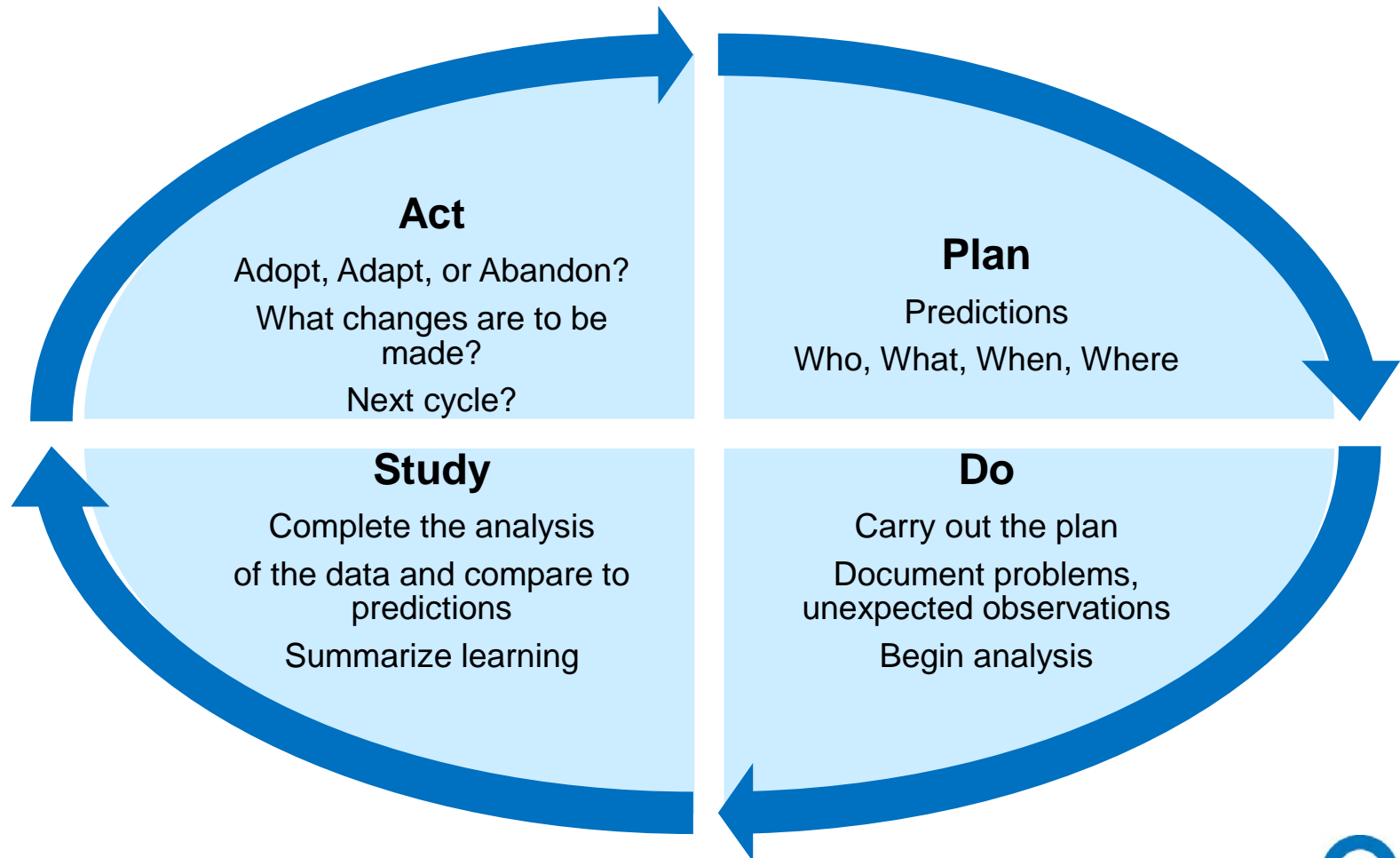


The PDSA Cycle

Four Steps: Plan, Do, Study, Act



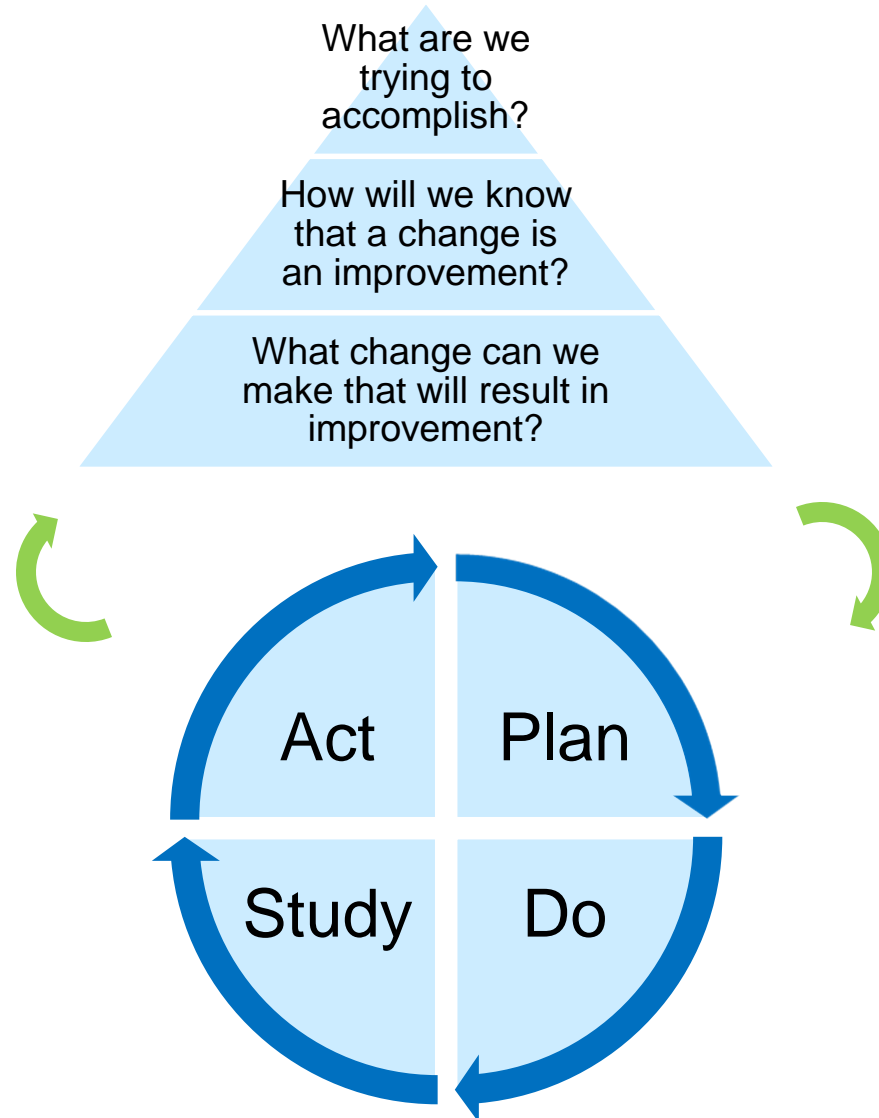
PDSA Cycle for Learning Improvement



Testing on a Small Scale



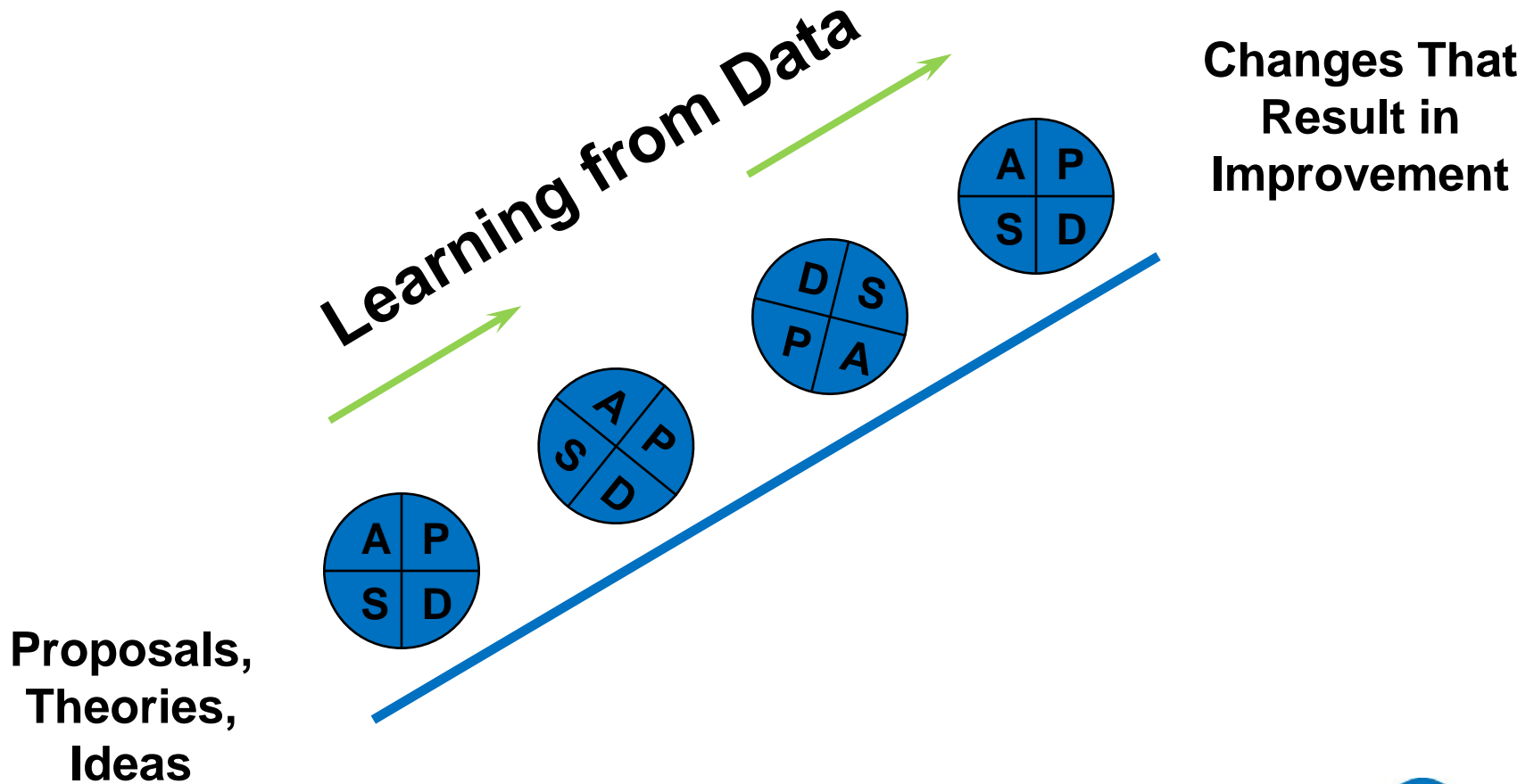
Model for Improvement



Let's Practice



Repeated Use of the PDOSA Cycle



Do you always need to test? It depends.....

Current Situation		Resistant	Indifferent	Ready
Low Confidence <i>That change idea will lead to improvement</i>	Large <i>Cost of failure</i>	Very, very Small Test	Very, very Small Test	Very, very Small Test
	Small <i>Cost of failure</i>	Very Small Test	Very Small Test	Small Test
High Confidence <i>That change idea will lead to improvement</i>	Large <i>Cost of failure</i>	Very Small Test	Small Test	Large Test
	Small <i>Cost of failure</i>	Small Test	Large Test	Implement





CHANGE



Components of Successful Change

Vision + Skills + Incentives + Resources + Action Plan = Change

Skills + Incentives + Resources + Action Plan = Confusion

Vision + Incentives + Resources + Action Plan = Anxiety

Vision + Skills + Resources + Action Plan = Resistance

Vision + Skills + Incentives + Action Plan = Frustration

Vision + Skills + Incentives + Resources = Treadmill



Questions?

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