Montana Quality & Patient Safety Fellowship 2021

Kickoff Meeting

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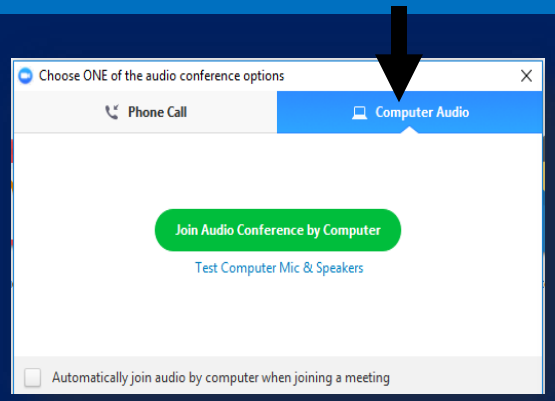
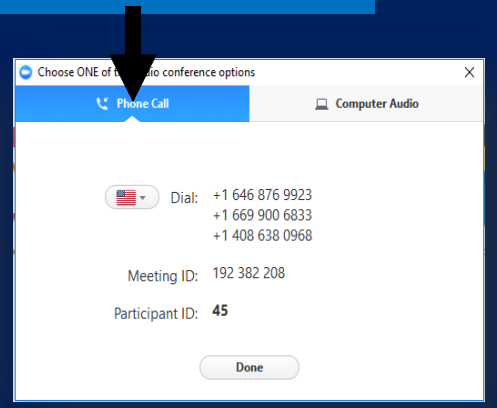
Zoom Platform Quick Reference

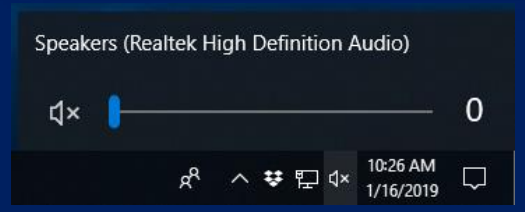
When you click on the zoom link:

- You will have to choose one of the audio conference options: Phone or Computer
- If you are experiencing a bad audio connection through your computer, try dialing in to the phone line.





- If you are experiencing an echo and dialed in over the phone, mute your computer speakers.



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Click on the Join Audio icon

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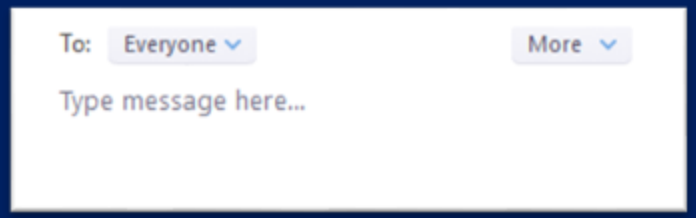
You can use the “Chat” feature to enter a question. Click the Chat to open the in-meeting chat.



You can type in the message box to enter your question or unmute your phone to ask a question.

Please mute your phones during the presentation

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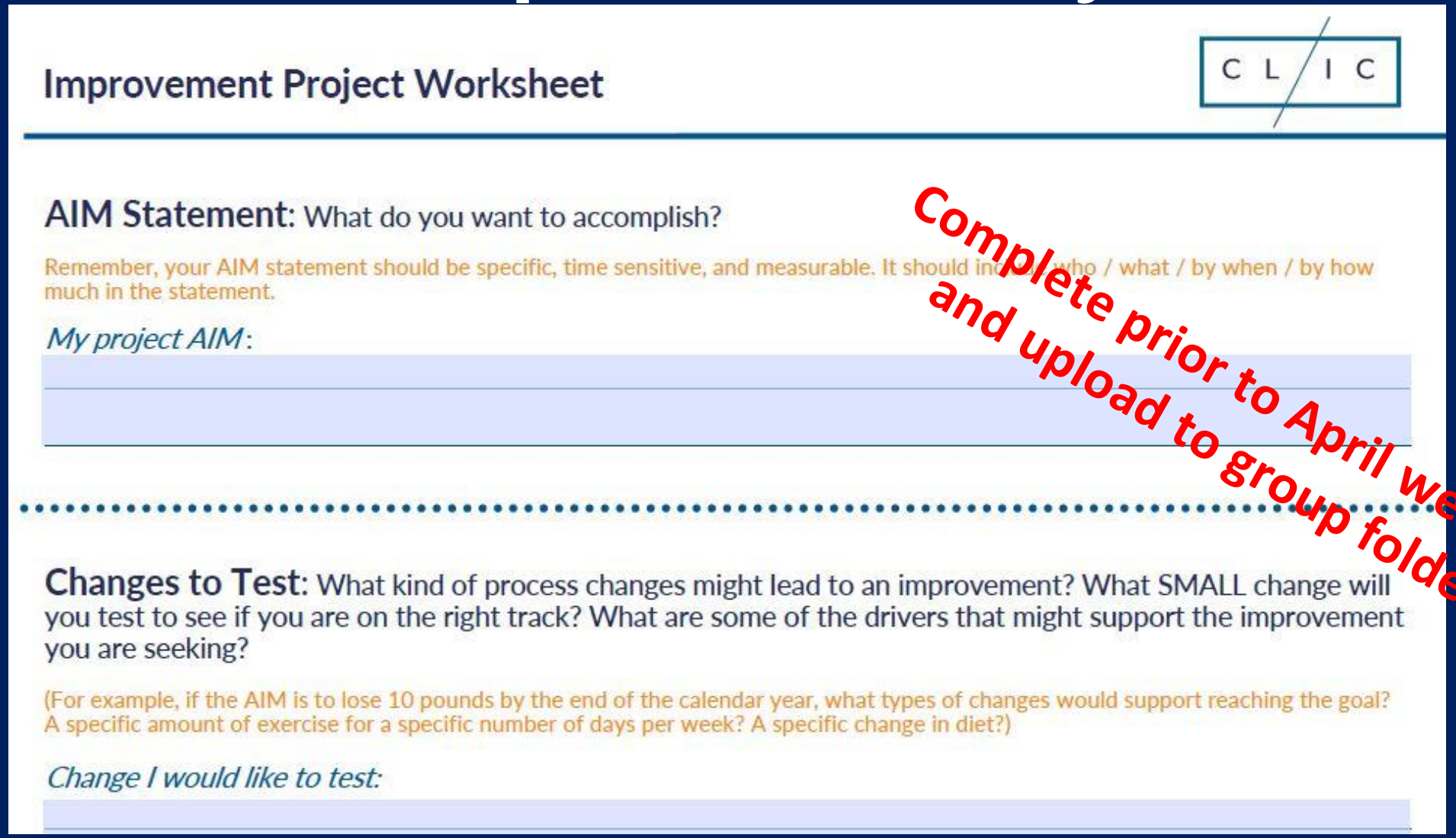
Goals for the Program

- Develop a foundational understanding of core concepts related to health care quality and patient safety
- Hone necessary skills required to lead health care quality and patient safety projects
- Apply skills to a SMALL quality improvement project from start to finish

Performance Improvement Project

- Complete your project plan prior to April webinar
- Set up coaching calls between April and May with Kim and Barb
- Complete project report prior to July webinar

Performance Improvement Project Planning



Improvement Project Worksheet

CLIC

AIM Statement: What do you want to accomplish?

Remember, your AIM statement should be specific, time sensitive, and measurable. It should include who / what / by when / by how much in the statement.

My project AIM:

Changes to Test: What kind of process changes might lead to an improvement? What SMALL change will you test to see if you are on the right track? What are some of the drivers that might support the improvement you are seeking?

(For example, if the AIM is to lose 10 pounds by the end of the calendar year, what types of changes would support reaching the goal? A specific amount of exercise for a specific number of days per week? A specific change in diet?)

Change I would like to test:

Complete prior to April webinar and upload to group folder

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Download the IHI Quality Essentials Toolkit at: http://www.ihi.org/resources/Pages/Tools/Quality-Improvement-Essentials-Toolkit.aspx

Selecting an Improvement Project

Selecting an Improvement Project – A Little Detective Work for You First

- How do we compare to others in this area?
- What has been reported?
- What small step could be taken towards improvement?
- Are others interested/engaged in this topic?
- Who needs to be engaged for this to be successful?

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Introduction to Health Care Improvement and The Model for Improvement

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Health Care is Increasingly Complex

- How do we provide care that is safe in the face of complexity?
- How do we address disparities in access to care and health outcomes?
- How do we put our patients and families at the center of the care team?

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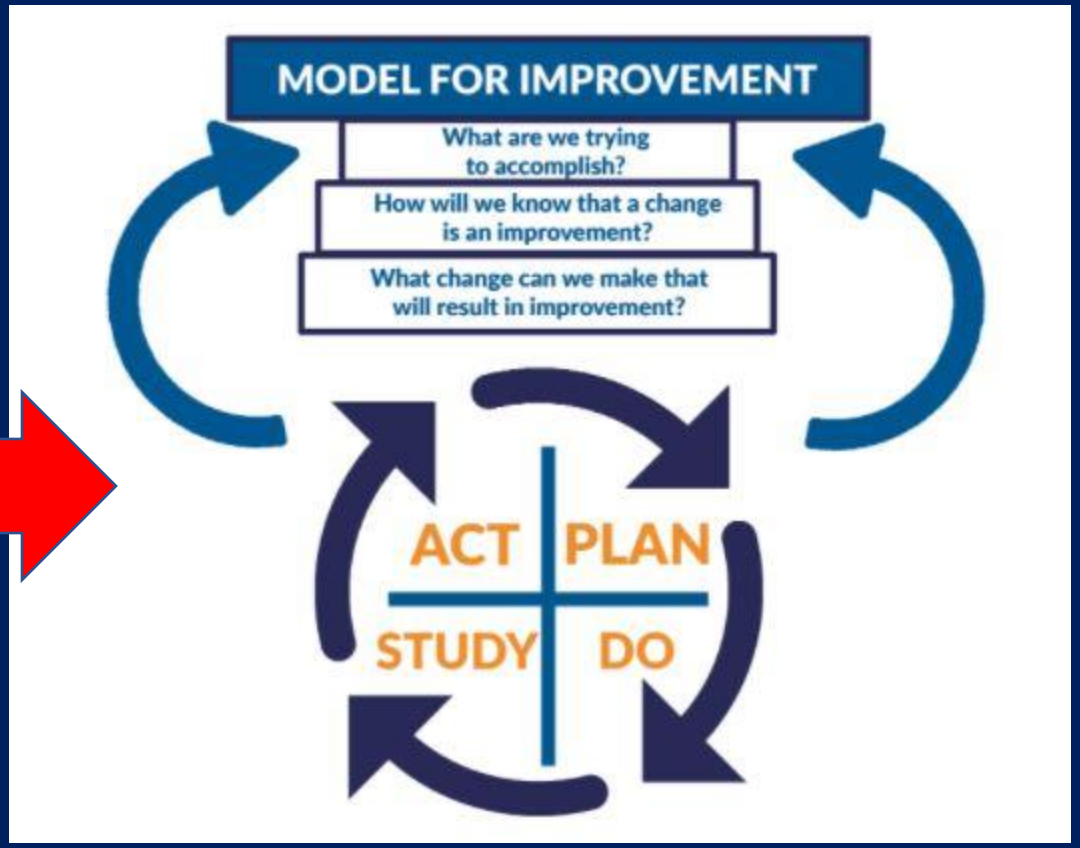
History of the Quality Improvement Movement

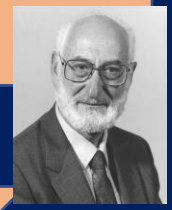


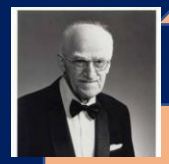
1918
Walter Shewhart joins the inspection team at Western Electric and starts to rethink quality control

1925
Edwards Deming begins working with Shewhart at Western Electric and learns about quality control

1950's
Deming works in Japan following WWII to improve manufacturing. PDSA cycle is developed

1996
Avedis Donabedian formulates the Structure – Process – Outcomes model of quality evaluation.

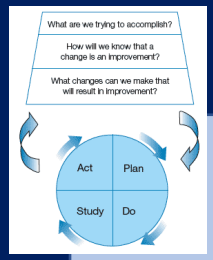




1924
Joseph Juran begins working at Western Electric and eventually becomes head of industrial engineering and focuses on production defects.

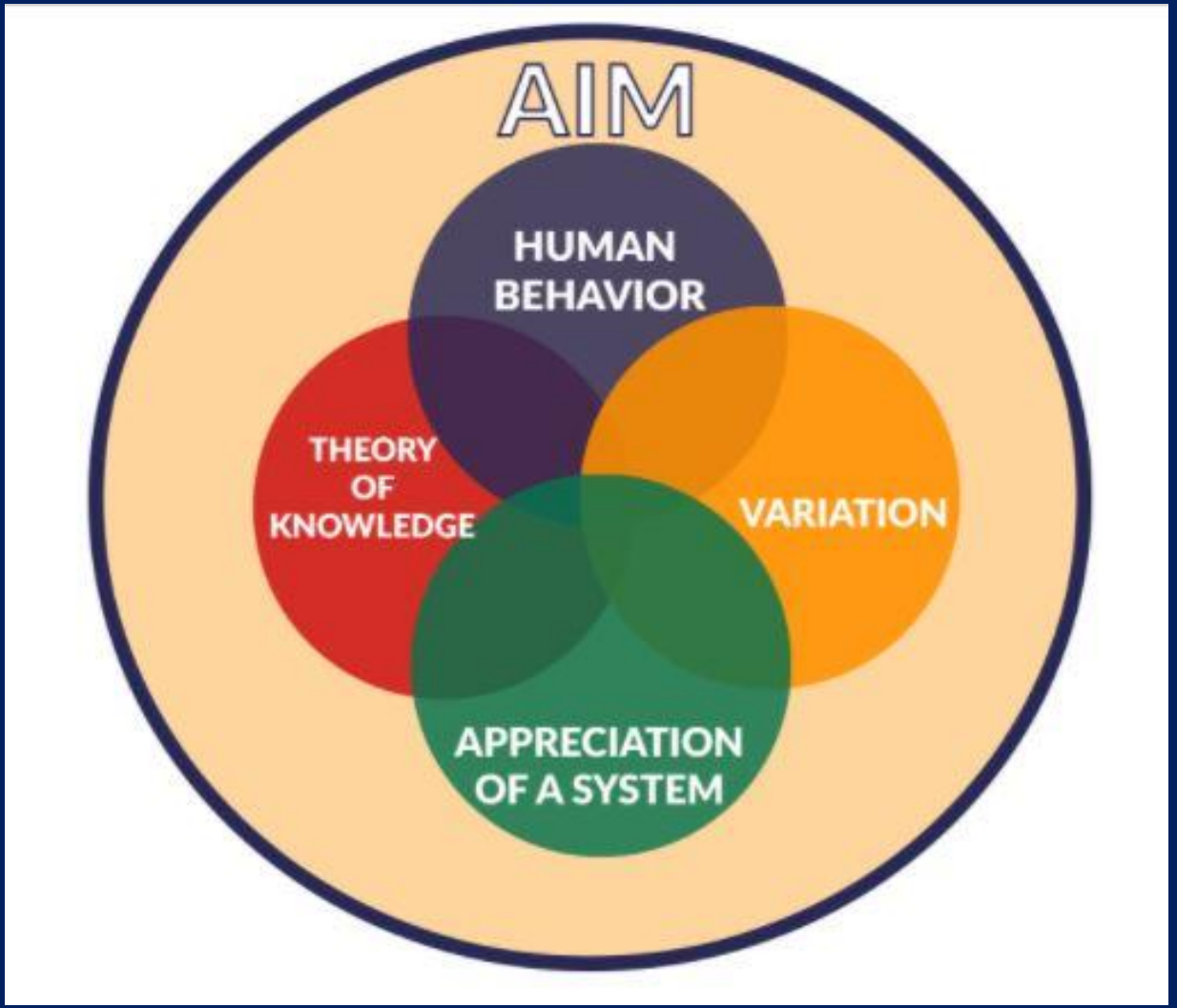
1939
Deming and Shewhart publish a scientific process for prevention of defects called specification – production – inspection
Later known as the Shewhart Cycle

1993
Deming writes *The New Economics* which details the System of Profound Knowledge



1994
Associates in Process Improvement develop the Model for Improvement

Deming's System of Profound Knowledge



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Improvement as a Change Management Exercise

While all changes do not lead to improvement, all improvement requires change.

How Do We?

- Decide to make a change
- Identify what needs to change
- Make a change
- Decide if the change resulted in improvement
- Be assured the change can be reliably sustained

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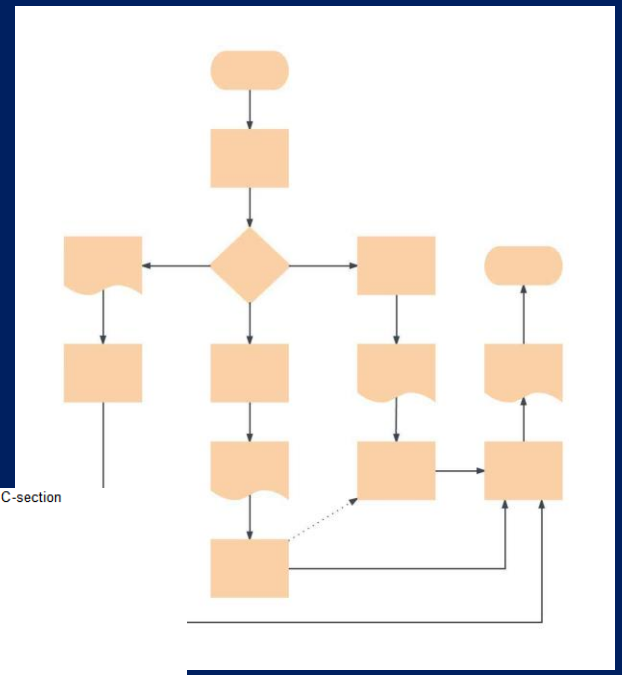
Decide to Make the Change

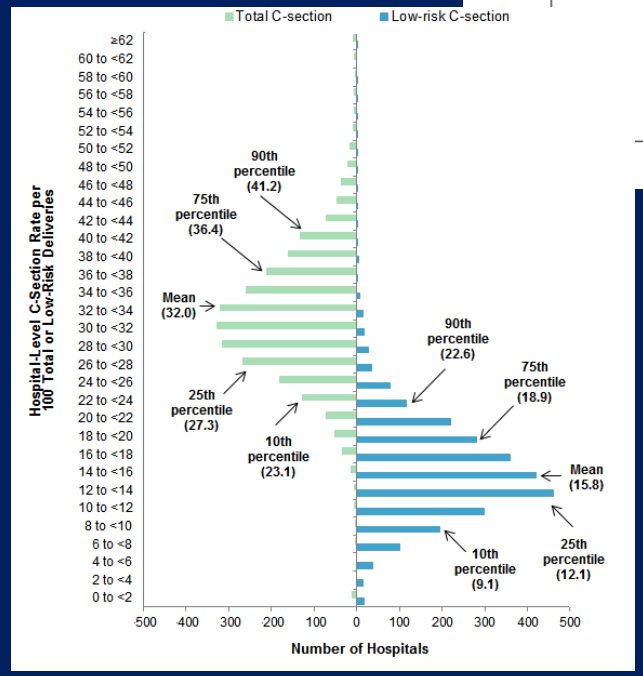
In God We Trust, All Others Must Bring Data

- Internal data
- External data
- Publicly reported data
- Anecdotal data

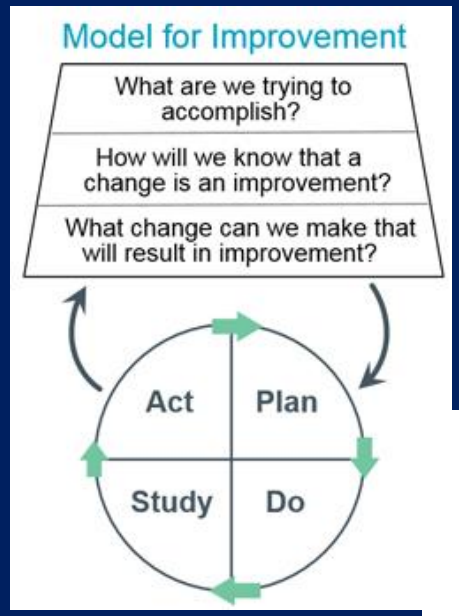
Identifying What Needs to Change

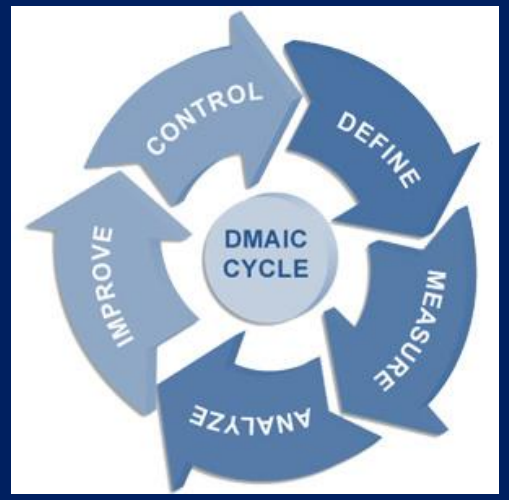
- Talk to the experts – Go to the Gemba
- Benchmark performance
- Prioritization
- Flowcharting current processes

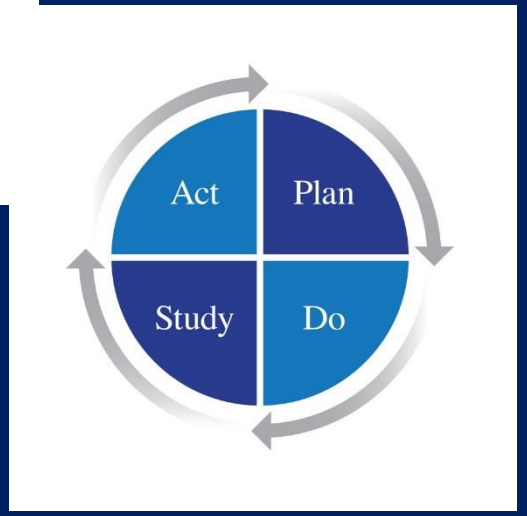




Many Methods – Same Goals







- DMAIC
- Model for Improvement
- PDSA cycles

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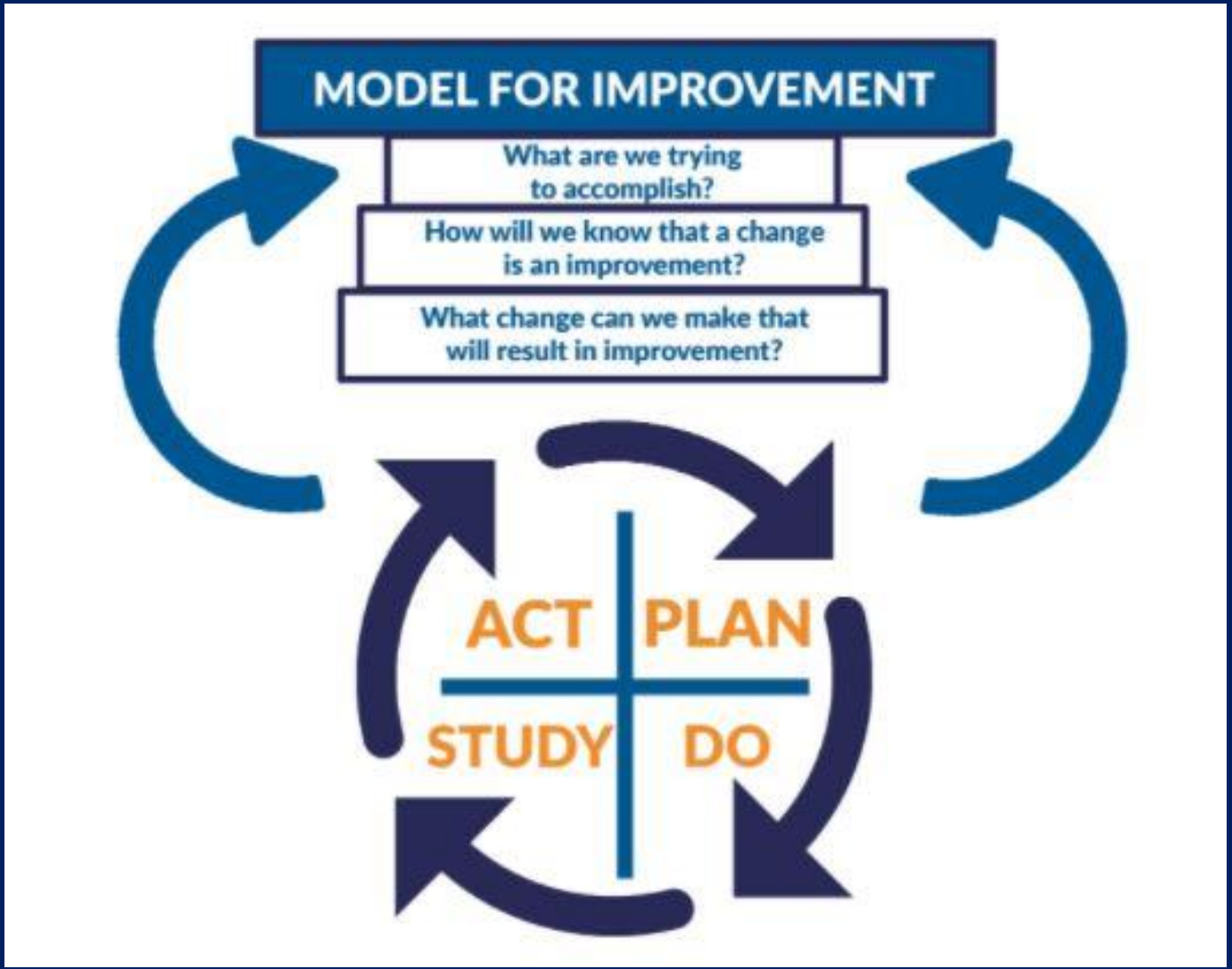
The Model for Improvement



Step 1: What Are We Trying to Accomplish?

AIM Statement

What Makes an Effective AIM Statement?

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Step 2: How Will We Know That a Change is an Improvement?

Measurement

What Should We Measure?

- ***Outcome*** – what do we want to have happen?
  - Mortality rate
  - Adverse event rate
  - Infection rate
  - Usually, the goal of outcome measures is to be as low as possible

- ***Process*** – how well are we completing the recommended steps in the protocol?
  - Hand hygiene compliance
  - Hourly rounding
  - Surgical time out
  - Usually, the goal of process measures is to be as high as possible

- ***Balancing*** – did our work to prevent one type of occurrence accidently cause another type of unwanted occurrence?
  - Patient falls rates compared to restraint usage rates
  - Antibiotic utilization compared to *C.difficile* rates
  - Our CAUTI rates went down (less catheters) but our falls with injury went up

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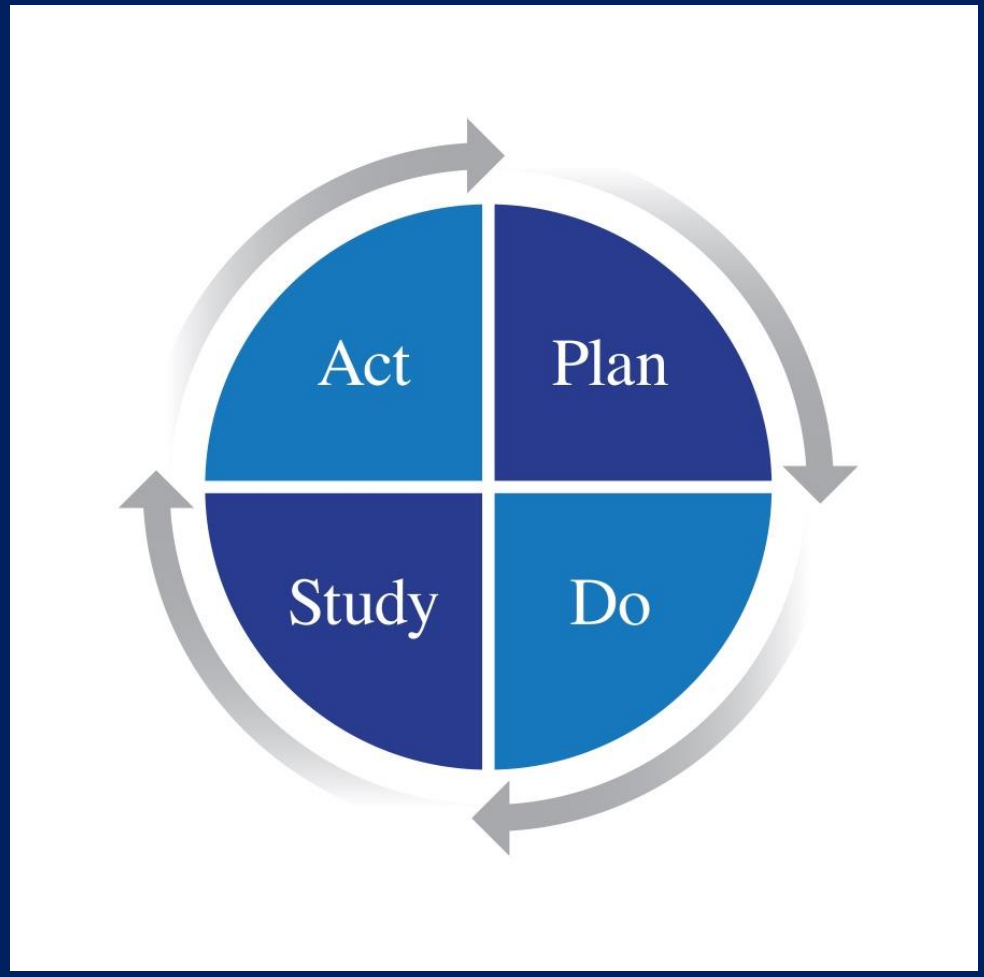
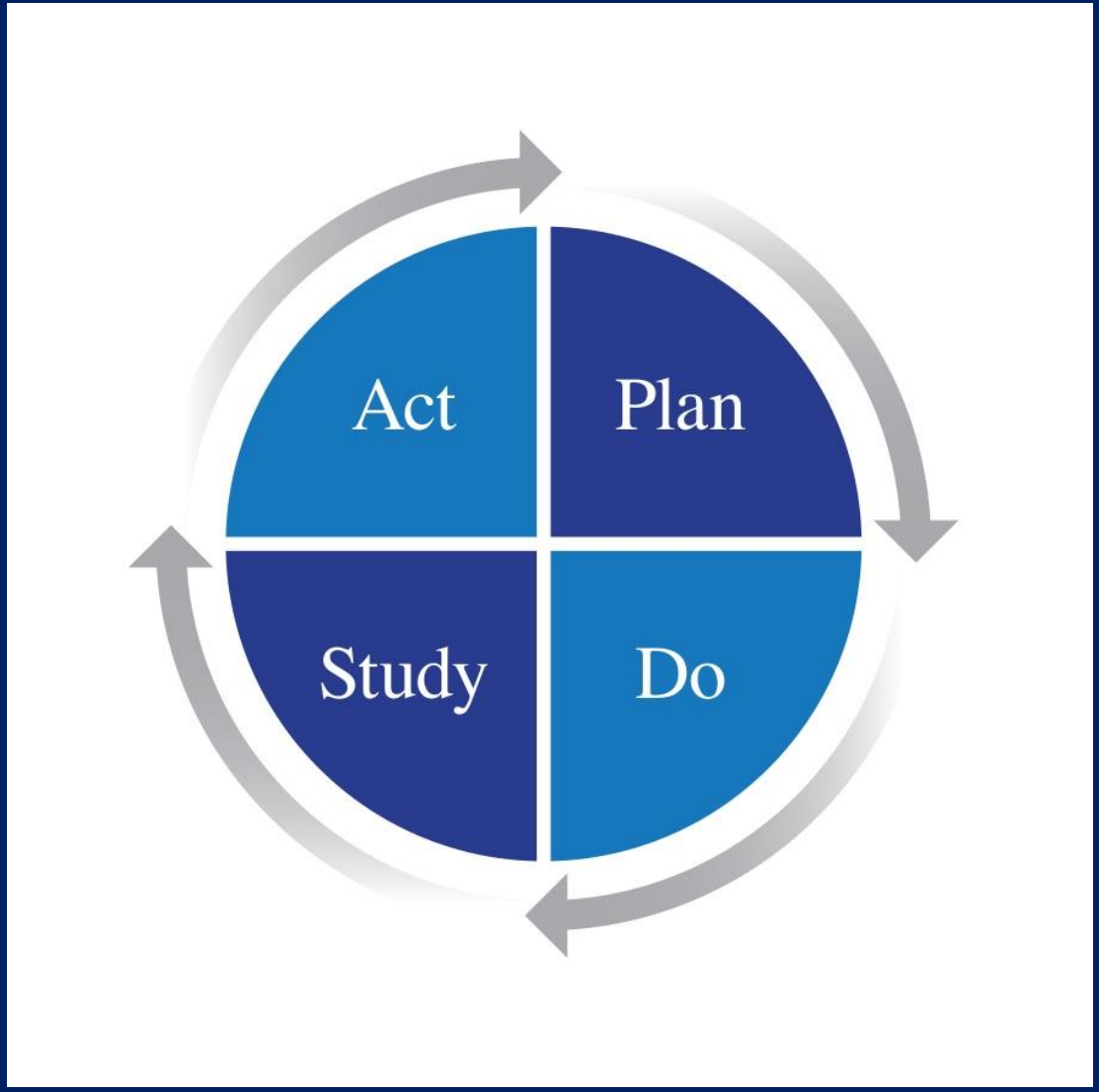
Data for Quality vs Data for Research

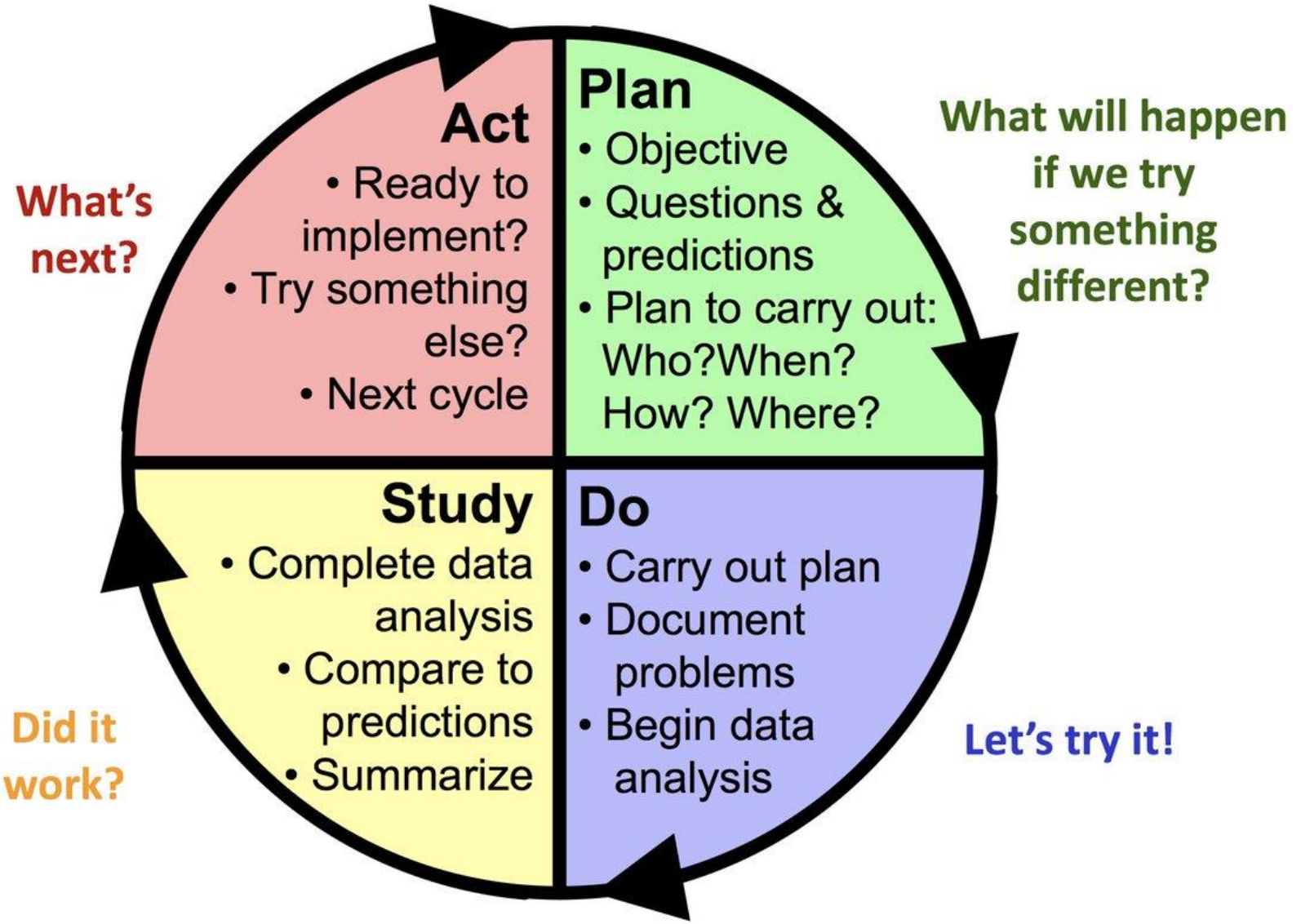
Step 3: What Change Can We Make That Will Result in Improvement?



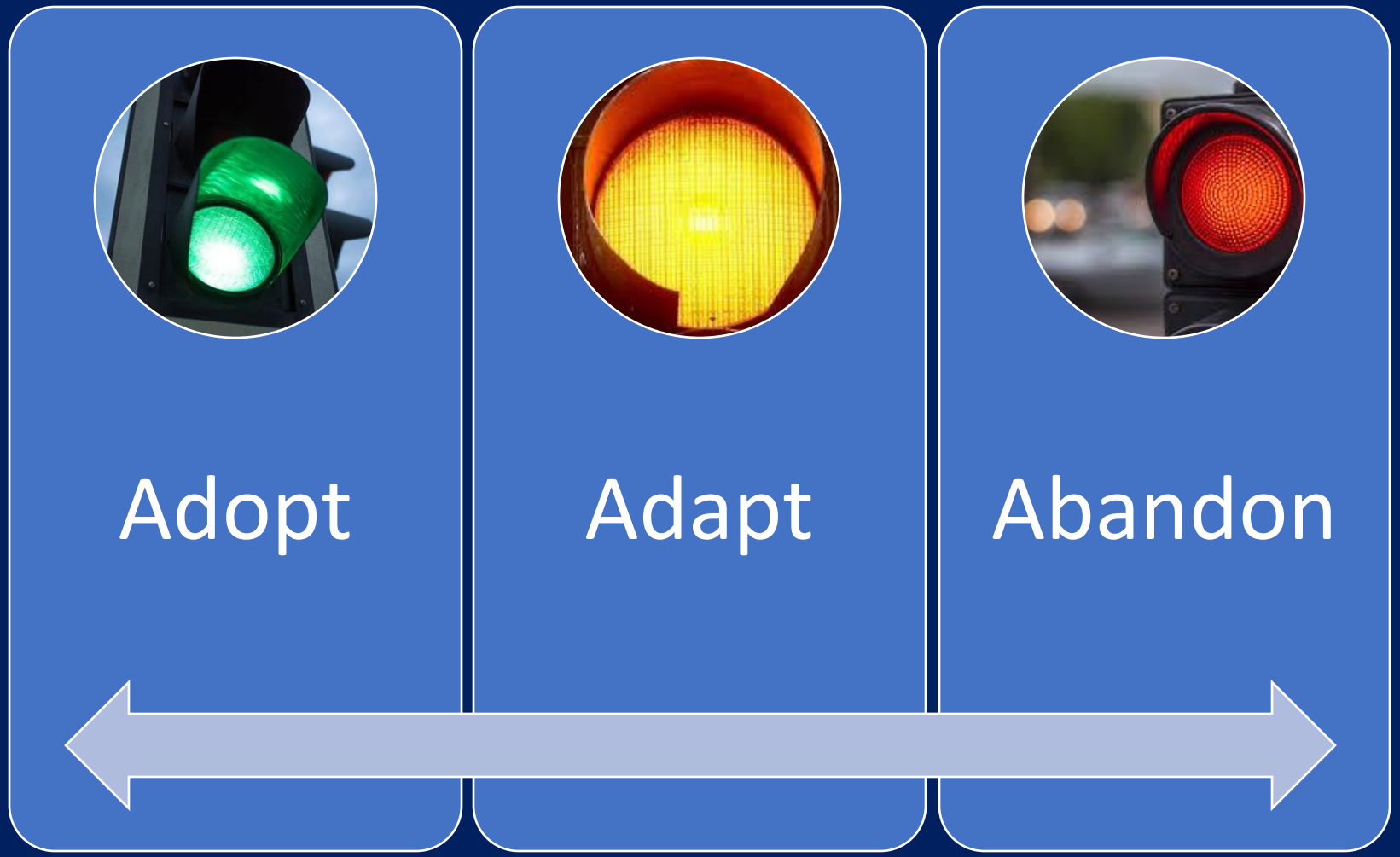
PDSA Cycle



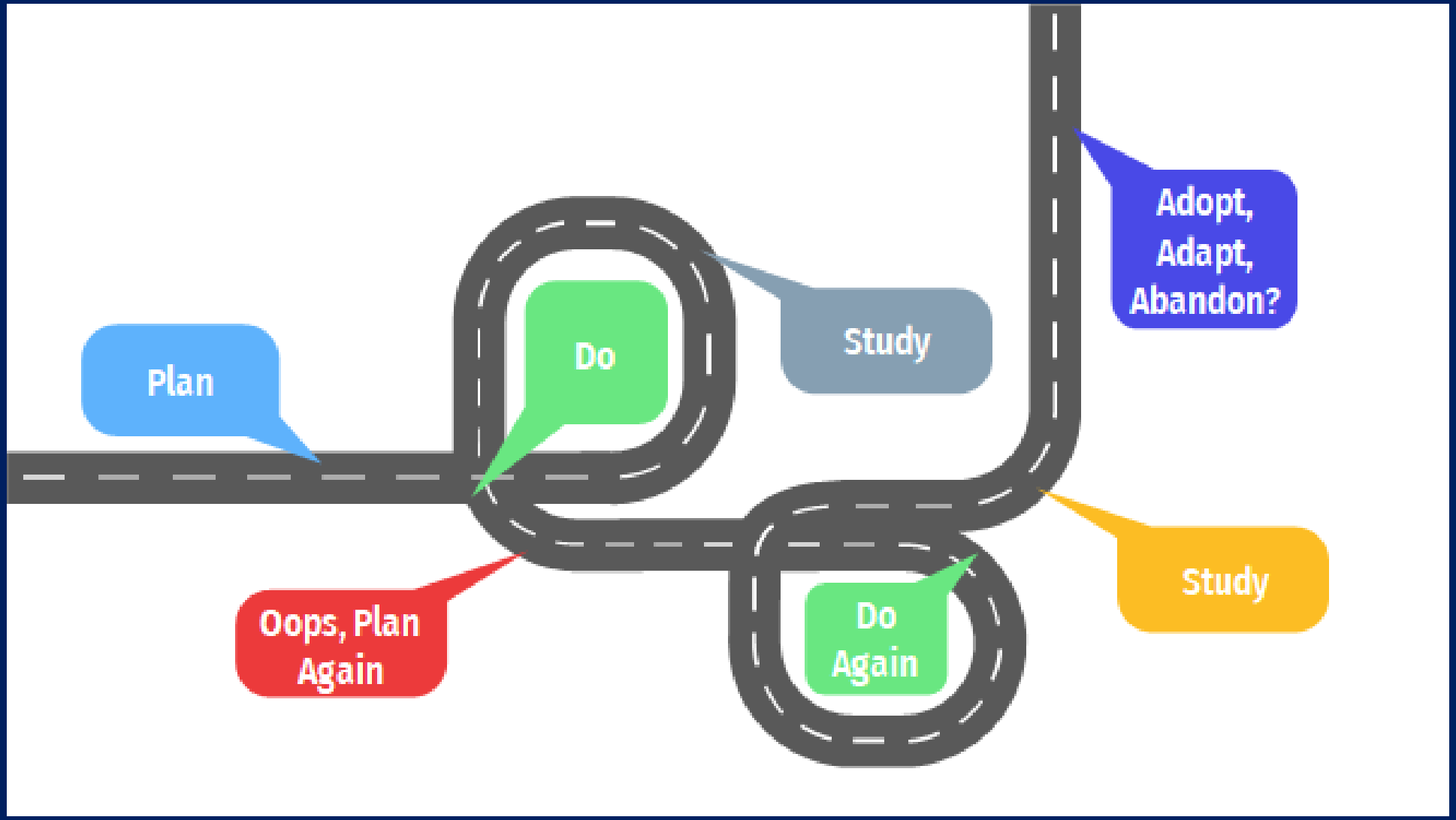
The PDSA Cycle for Learning and Improvement



PDSA Cycle



PDSA Reality



How Do We Assure the Change Can Be Reliably Sustained?

System design

- Human factors focus
- Design of tests and spread of adoption
- Champions /Frontline Workforce - Engaging the right people

Polling Question #1

Have you selected a Performance Improvement project for the Fellowship?

1. No, and I have no idea yet what I want to do
2. No, but I have a good idea about what I want to do
3. Yes, but now I think my plan idea might be too big
4. Yes, but I need to include/engage a few key people to be successful
5. Yes, and I already have a team ready to work together

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Discussion

- What would you like to improve in your department?
- Who needs to be engaged for the project to be successful?
- How might you use the Model for Improvement in your department?

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Thank you!

Contact Information for Coaching

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