

Cultivating Roots of Quality Improvement


Session 1: Getting Started: The Model for Improvement and How to Choose a Change
February 27, 2024

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Introductions: Your Guides


Barb DeBaun, MSN, RN, CIC
Improvement Advisor
Cynosure Health

With more than four decades of experience in infection prevention and quality improvement, Barb provides expert vision and leadership for health organizations that require assistance in developing and implementing initiatives.



Casey Driscoll, CPHQ
Director of Quality Programs
Montana Hospital Association

After over a decade at the Montana Hospital Association, Casey has found her passion for working with rural hospitals to improve the quality of care for Montana residents.



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Introductions: Our Hospitals

10 hospitals represented by 32 CAH staff!

In the chat:

- Name, Facility
- What are you looking forward to most in this project?

Billings Clinic Broadwater
 Bozeman Health
 Cabinet Peaks Medical Center
 Central Montana Medical Center
 Clark Fork Valley Hospital
 Community Hospital of Anaconda
 Livingston HealthCare
 McCone County Health Center
 Sidney Health Center
 St. Luke Community Healthcare



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Program Expectations

Purpose

Provide an avenue for Flex and HQIC member hospitals to work through a quality improvement project from the ground up using evidence-based tools and processes applied to topics of interest and priority.

Objectives

- Understand the Model for Improvement
- Identify tools to determine the root cause of a problem
- Identify types of data and apply to appropriate goals
- Implement tools for addressing adverse events
- Identify ways to engage patients and family in improvement efforts



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Program Expectations

Virtual Education

Eight education sessions with the final session reserved for project report outs and sharing.

Coaching Calls

Each team has four (up to 1 hour) of coaching calls at their disposal over the course of the project. One call must be used between the first and second sessions to address scope of the project.

Practical Applications

Sessions may have practical applications to complete in between. These will be kept small and manageable and should be done as a team.



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Expectations

Project Expectations

- Attend live sessions or view the recording.
- Complete assigned Practical Applications that will help support your learning.
- Engage in and contribute to group discussions.

Education Session Expectations

- Please turn your camera on if you are able.
- Speaking up is preferred over the chat for clarity and efficiency.
- Use the Raise Hand feature to speak up. We will watch and then 'call on' you.



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Schedule

Date	Topic	Practical Application (assigned)
Feb 27	Getting Started: The Model for Improvement & How to Choose a Change	Tool: 3 Questions
March 12	Heart of the Matter: Tools to Determine the Problem	Tool: Project Summary
March 26	What Tells the Story? How to Identify and Use Data	Tool: PDSA Cycle 1 and Summary
April 18	Just Do It...and Do It Again! Small Tests of Change and the Do-Study-Act of the PDSA Cycle	Tool: PDSA Cycle 2 +
April 30	The Leader Mindset	
May 21	No Blame No Shame: Addressing Patient Safety and Adverse Events	Poster development
June 11	Changing the Perspective Changes the Experience: Involving Patients and Family Advisors in Quality Improvement	
July 16	Celebration & Sharing	



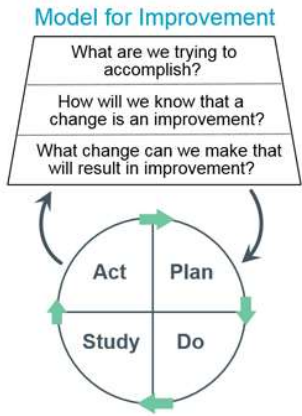
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Introduction to Improvement



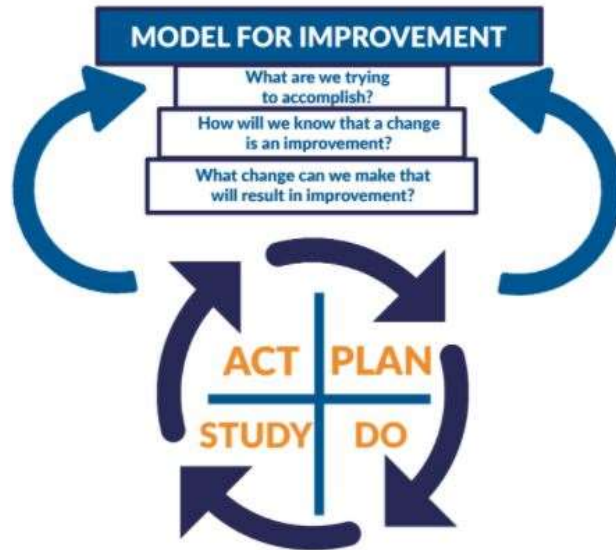
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Many methods...same goals



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The Model for Improvement



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Aim Statement:
what are we
trying to
accomplish, by
how much and
by when?



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What makes an AIM statement effective?



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AIM Statements

- Increase healthcare worker influenza vaccination rates to 98% by January 1, 2025
- Increase hand hygiene compliance rates to 95% by October 15, 2024
- Reduce falls with injury rates by 20% by November 1, 2024

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Measurement:
how will we
know that a
change is an
improvement?



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Data for quality vs.
data for research vs.
data for judgment

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What
should we
measure
and how?



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Types of Measures

Outcome (we usually want this to be low)

- Mortality
- Infection
- Falls with injury

Process (we usually want this to be high)

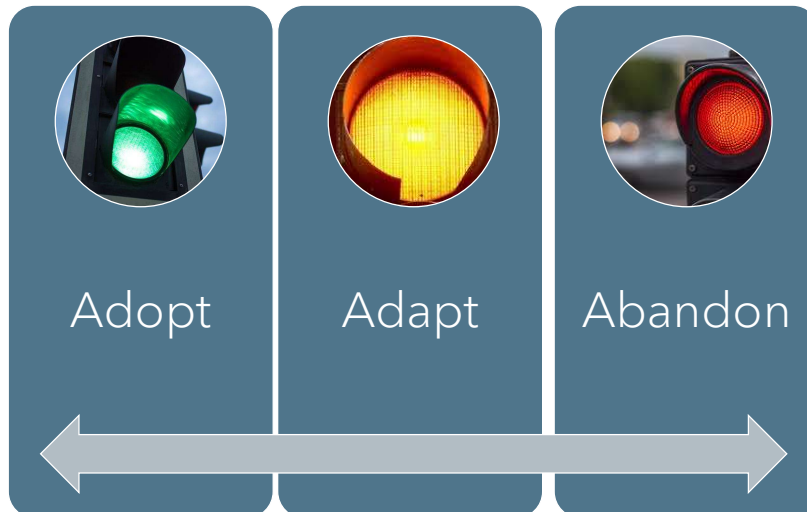
- Hand hygiene compliance
- Hourly rounding
- Surgical time out

Balance

- Patient falls compared to restraint usage
- Patient falls compared to urinary catheter usage

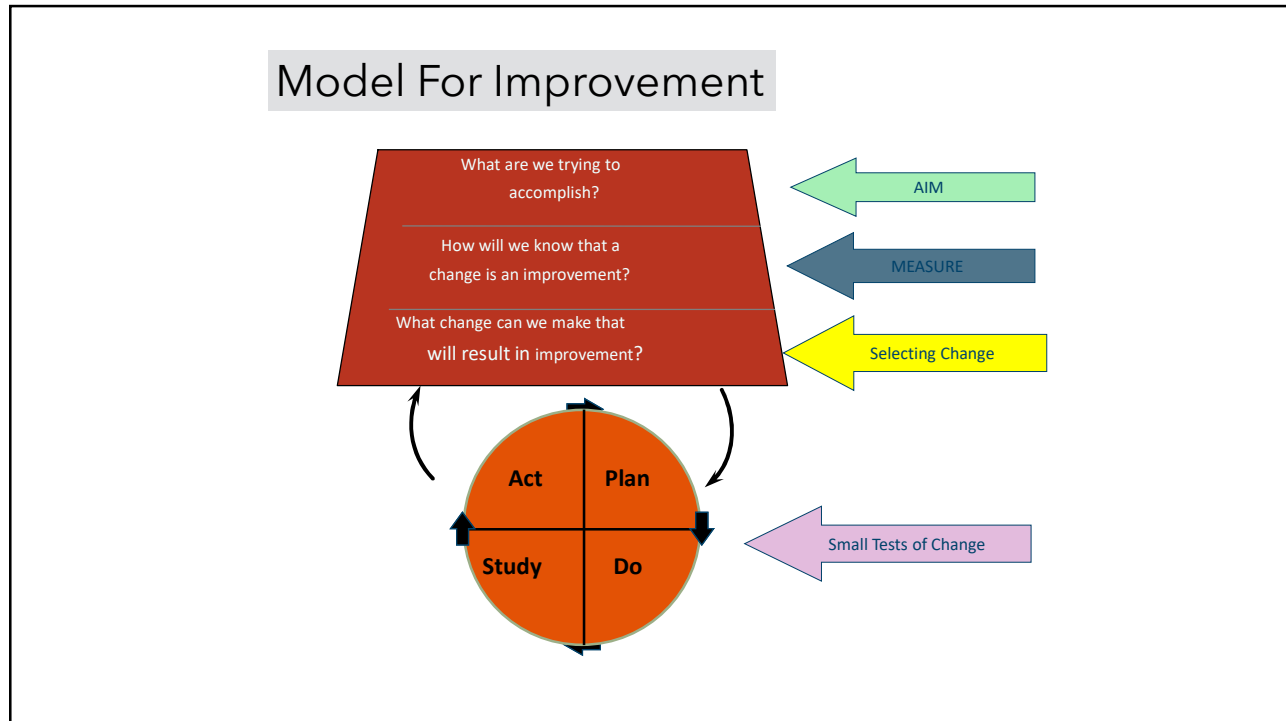
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How measures inform us

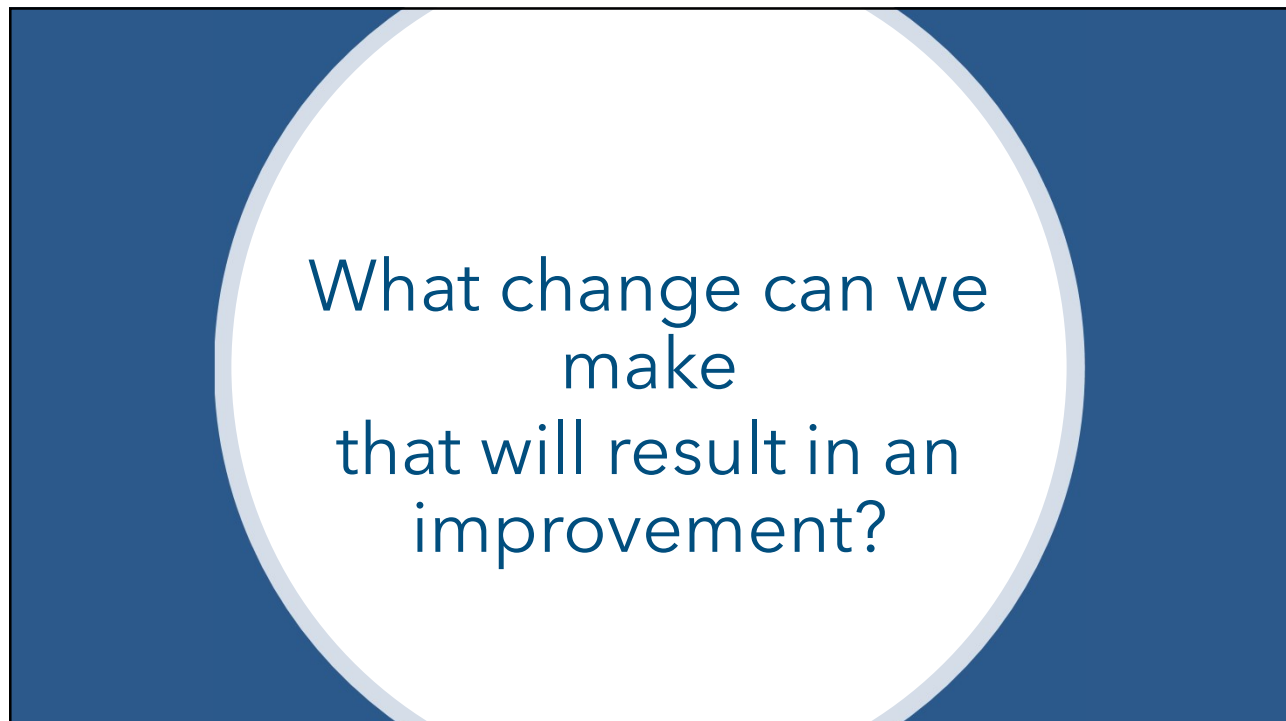


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Change Idea Exercise



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Brainstorming Exercise



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Examples of questions to brainstorm

Why are we having a problem with pressure injury in our patients?

What do we have so many patient falls with injury?

Why is our 'Nurse Communication' HCAHPS score rated so low?

Why do we have so many readmissions?

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Gather
and then
organize
'thoughts'



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Multi-Voting

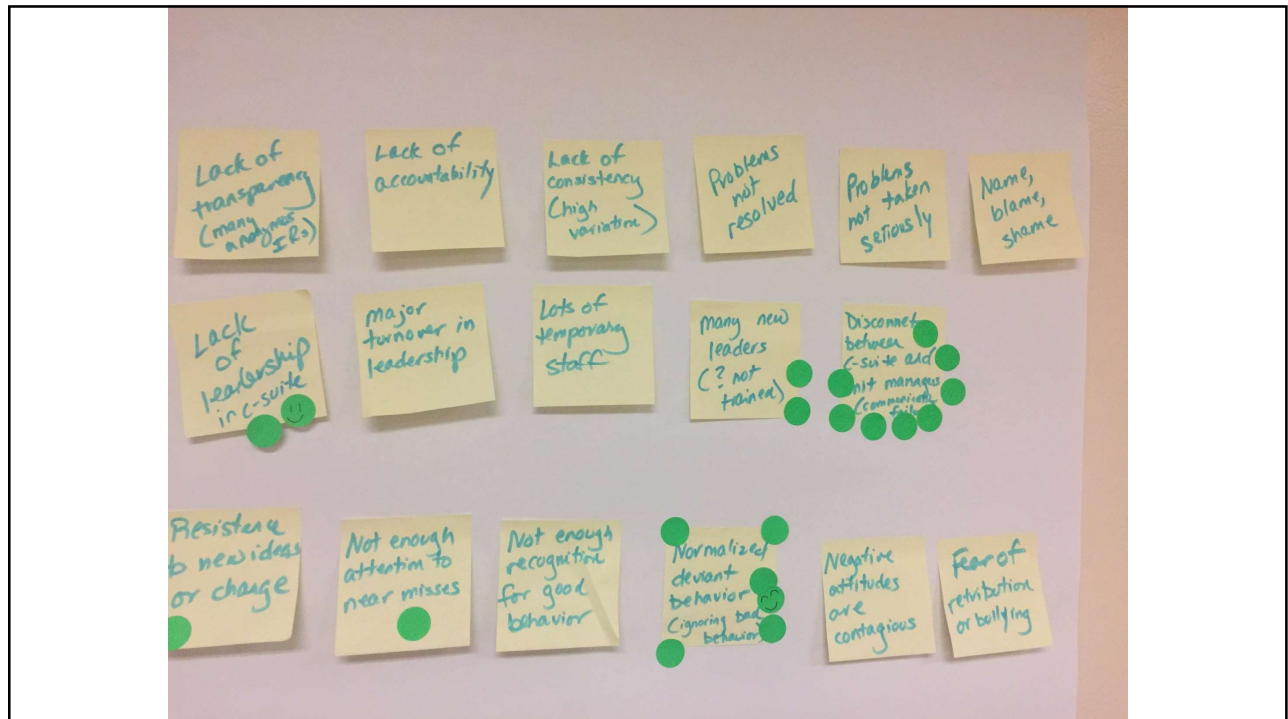
Typically, 3-6 ideas will get the most votes

Remove the post-its that received no or very few votes

Line up the 'highest vote issues'

Give everyone one dot and have them vote again for the ONE issue they would like to work on first

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The value of dots

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The PDSA Cycle for Learning and Improvement

What's next?

Did it work?

Let's try it!

What will happen if we try something different?

Plan

- Objective
- Questions & predictions
- Plan to carry out: Who?When? How? Where?

Do

- Carry out plan
- Document problems
- Begin data analysis

Study

- Complete data analysis
- Compare to predictions
- Summarize

Act

- Ready to implement?
- Try something else?
- Next cycle

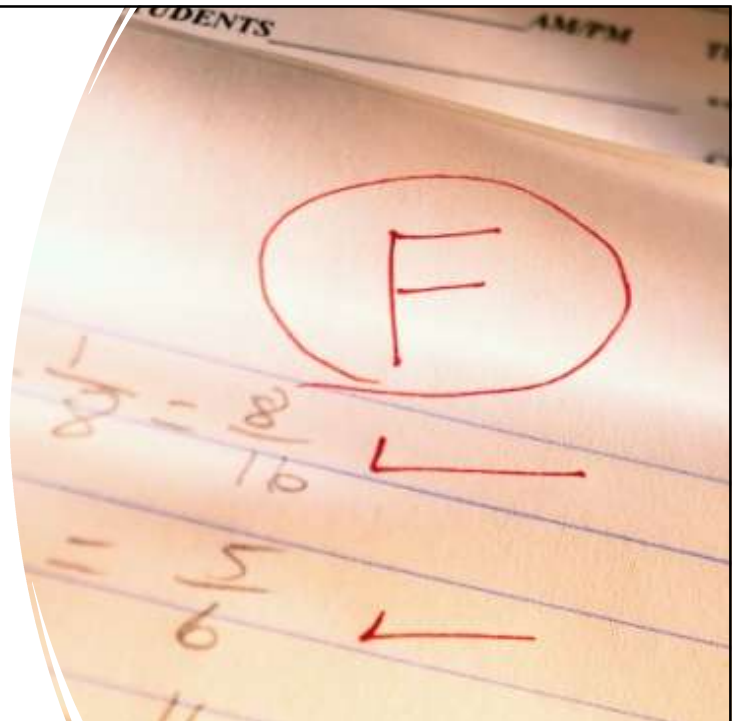
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Guidelines for Testing Change



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Fail Early, Fail Often



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What can I
test by
next
Tuesday?

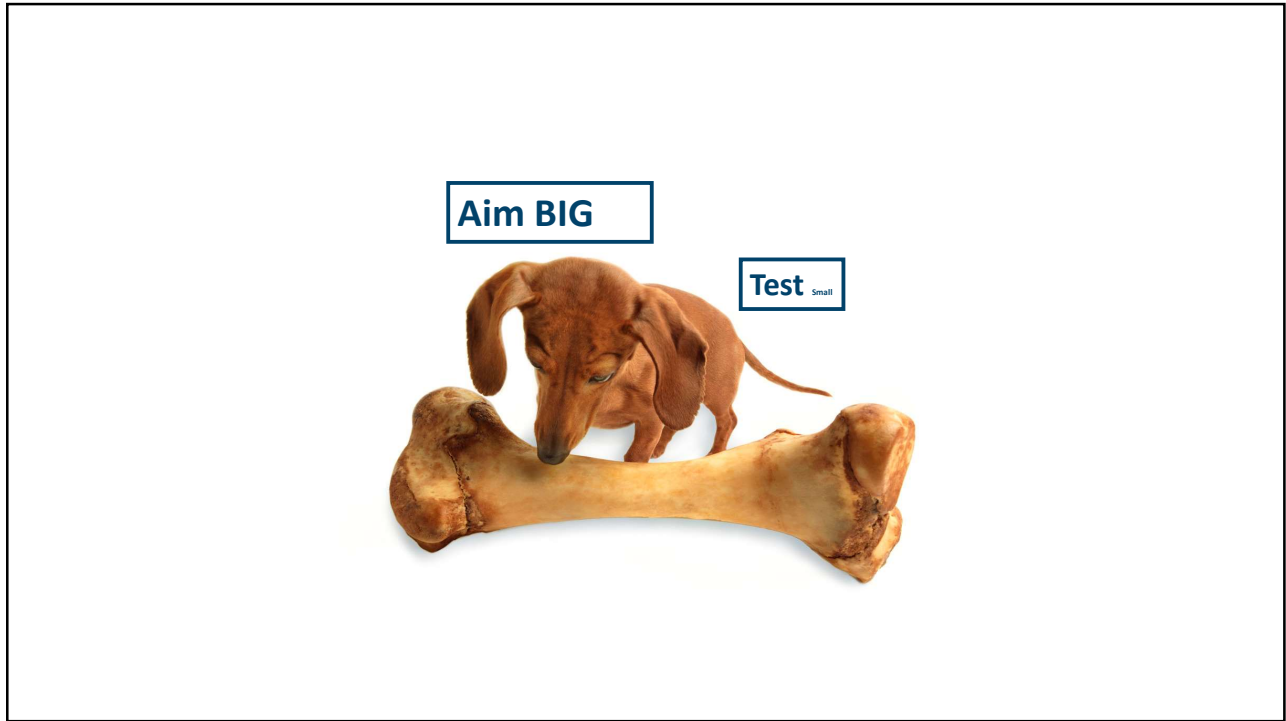


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Work with the willing

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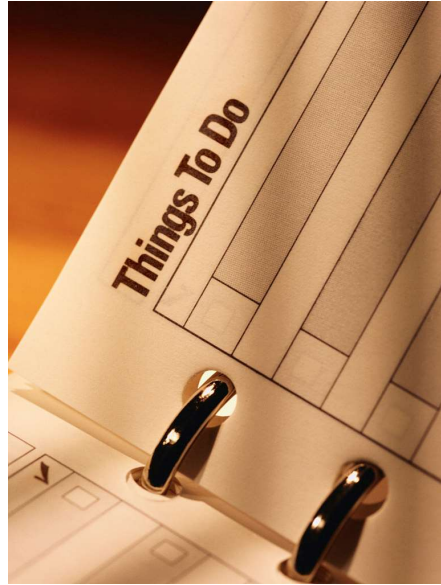


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Collect Data



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Consider a wide range of conditions



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Tool Demonstration

HOW TO USE THIS WORKBOOK	
1. Read the 'INTRODUCTION' tab to familiarize yourself with the process of making sustainable changes and a high overview of the tools and concepts included in this workbook.	
CLICK HERE TO ACCESS THE 'INTRODUCTION' TAB	
2. Save this template as a new document so you can complete content for your specific project.	
To save as a new document, click on File > Save As. When prompted save the new document to your preferred location and change the document name to identify the project.	
3. Start with answering the 3 Questions to frame your work in the '3 QUESTIONS' tab.	
CLICK HERE TO ACCESS THE '3 QUESTIONS' TAB	
4. In the 'PROJECT SUMMARY' tab; fill in the details in Summary and Plan sections. This will help organize thoughts, ideas, and goals of the project.	
CLICK HERE TO ACCESS THE 'PROJECT SUMMARY' TAB	
5. Develop first PDSA Cycle. Remember, you might do the PDSA process more than one time so if there is more than one cycle, a 'Cycle Template' tab is provide and can be copied for each cycle.	
CLICK HERE TO ACCESS THE 'PDSA CYCLE 1' TAB	
More than one cycle? Follow these instructions to copy the CYCLE TEMPLATE. Right Click on the CYCLE TEMPLATE tab and select <i>Move and Copy</i> . A Move or Copy dialogue box will open. Select <i>Project Summary</i> in the <i>Before Sheet</i> list then check the <i>Make a Copy</i> box. Select OK. Rename the tab by right clicking and selecting rename.	
6. Repeat as needed.	
ADVANCED TIP: Add additional tabs to this workbook for developed tools, data, and other information relevant to the project to help keep everything in one place!	
LOOK FOR Boxes like this to provide extra guidance and prompts!	



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Practical Application 1

- Complete "3 Questions" tab in the Toolkit.
- Schedule Scope Coaching with Barb.

THE 3 QUESTIONS	
These questions guide improvement work.	
QUESTION 1	
AIM/GOAL	What are we trying to accomplish?
S Specific	
M Measurable	
A Achievable	
R Relevant	
T Time-bound	
AIM STATEMENT: After identifying the SMART elements, write your Aim/Goal here. See box to the left for additional guidance.	
QUESTION 2	
MEASURES	How will we know that change is an improvement?
QUESTION 3	
IDEAS	What changes can we make that will result in an improvement?

QUESTION 1
Write in SMART Goal format. Bolded components should be included in Aim Statement.

Formula:
Our goal is to [quantifiable objective] by [timeframe or deadline], [key players or teams] will accomplish this goal by [what steps you'll take to achieve the goal]. Accomplishing this goal will [result or benefit].

QUESTION 2
Describe the measurable outcomes you want to see.

QUESTION 3
See Resources Tab for information and templates.

Define the process currently in place with process mapping or flow charting.

Identify opportunities for improvement. Use tools like Root Cause or Failure Mode & Effect Analysis.

Points where breakdowns occur
Work-arounds that have been developed
Variations that occur.
Duplicate or unnecessary steps
Decide what you will change and determine interventions based on analysis
Identify better ways to do something that address the root cause of the problem.
Learn what has worked at other organizations or by high performers.
Review best available evidence for what



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Contact

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Evaluation

Please complete the short evaluation that will appear when you leave the webinar.

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