

# Quality Improvement Learning Collaborative

## **Session 1:**

## **Introduction to Quality Improvement, Processes and Systems, and Prioritization**

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# Stratis Health

Stratis Health is a nonprofit organization that leads collaboration and innovation in health care quality and safety and serves as a trusted expert in facilitating improvement for people and communities.

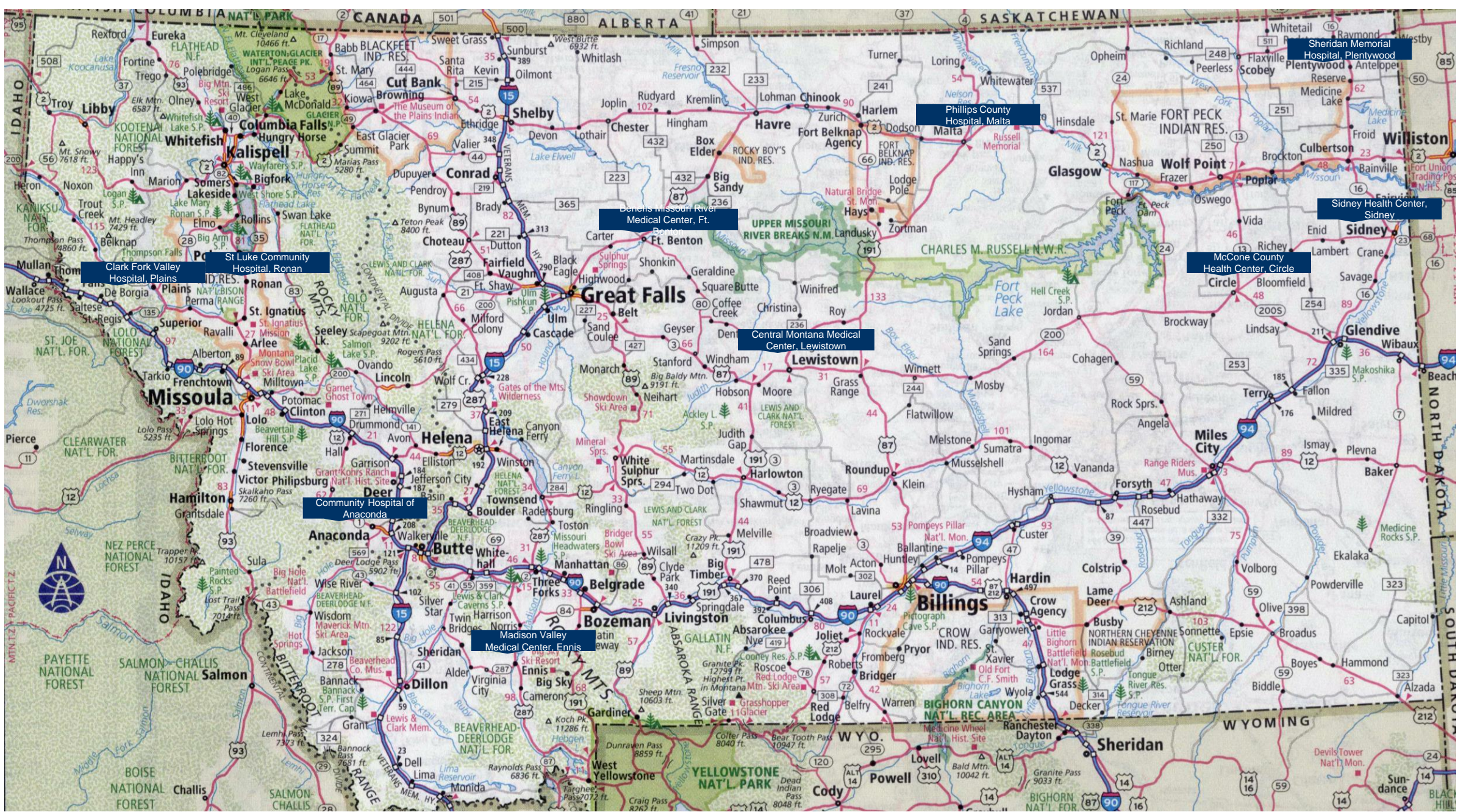
The organization has a long history of working with rural providers, Critical Access Hospitals (CAH), and the Flex Program.

# Chat Introductions

- Name
- Title/Role
- Organization
- Something unique or special about your community







Sheridan Memorial Hospital, Plentywood

Phillips County Hospital, Malta

Sidney Health Center, Sidney

McCone County Health Center, Circle

Central Montana Medical Center, Lewistown

Great Falls Medical Center, Ft. Benton

Community Hospital of Anaconda

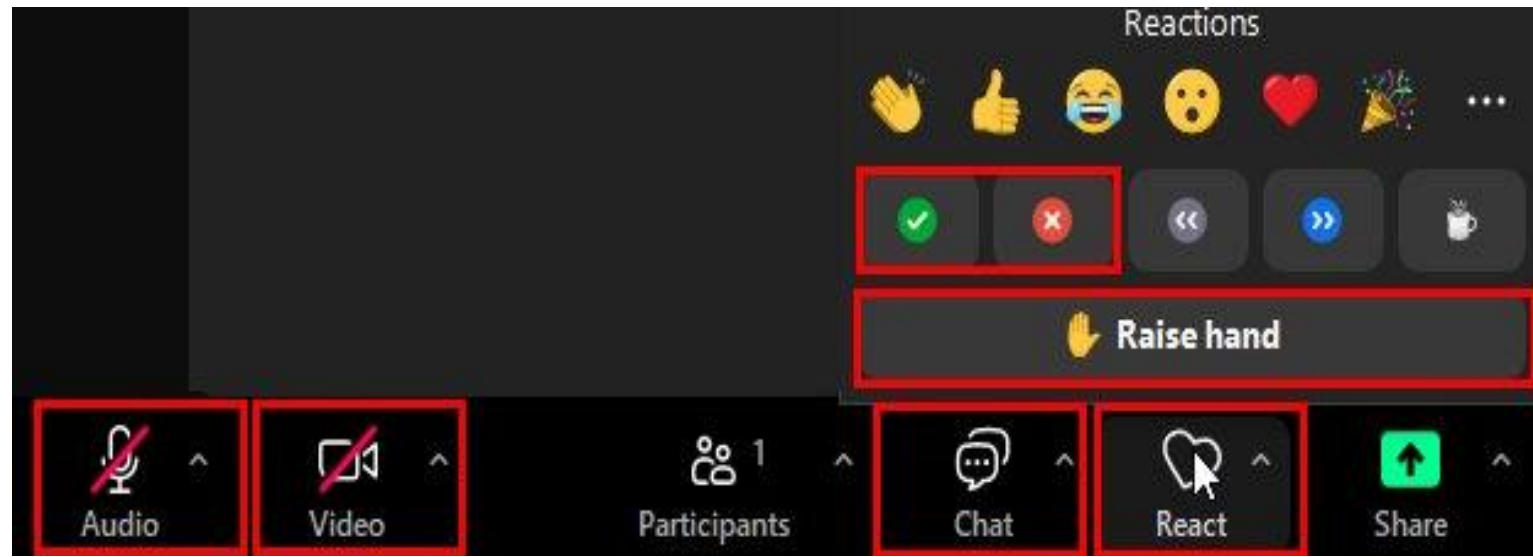
Madison Valley Medical Center, Ennis

Clark Fork Valley Hospital, Plains

St. Luke Community Hospital, Ronan



# Housekeeping



- Video On requested
- Use the chat
- Raise your hand
- Unmute and talk
- Complete polls
- Participate in breakout groups

# Timeline and Content

Sessions will be held every other Wednesday from 1– 2 p.m. MT on the following dates:



# Learning Collaborative Objectives:

- Apply systems thinking and support quality improvement through organizational culture.
- Plan and manage quality improvement projects.
- Select and practice quality improvement methods and tools.
- Collect, analyze, and illustrate data for quality improvement.

# Quality Improvement (QI) Basics Course

- Series of 25 recorded modules – 15 minutes or less
- Slides, transcripts, and editable tools
- Topics include:
  - Introduction to QI
  - Team Concepts & Communication
  - Organizational Culture & Change Management
  - QI Processes
  - Data to Support QI



<https://stratishealth.org/toolkit/quality-improvement-basics>



# Session 1 Overview

# Session 1 Learning Objectives:

- Describe foundational elements of quality improvement.
- Explain the concept of systems thinking in the context of quality improvement.
- Select quality improvement projects based on priority.

# Session 1 Pre-Work



## Review Modules

- Introduction to Quality Improvement
- Processes and Systems
- Prioritization



## Review Tools and Resources

- PICK Prioritization Matrix
- QI Prioritization Tool

Modules and Resources Available Here:  
[Quality Improvement Basics - Stratis Health](#)



# Pre-Knowledge Gain Poll

Rate the following statement:

I understand the foundational elements of quality improvement, including systems thinking, and can effectively prioritize projects using appropriate tools.





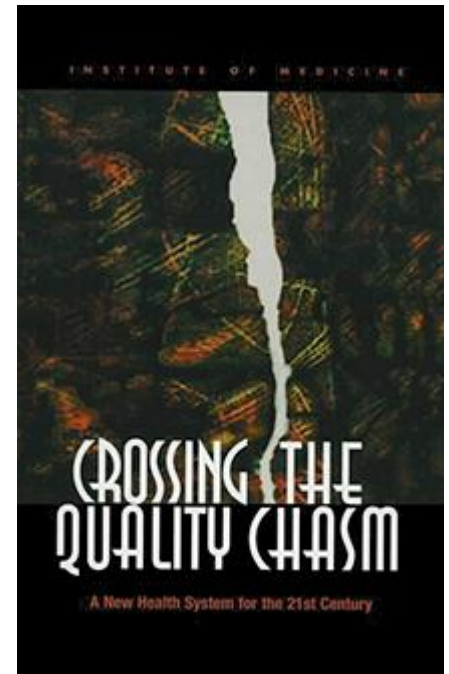
# QI Foundational Concepts

# Health Care Quality Defined

“The degree to which health care services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.”

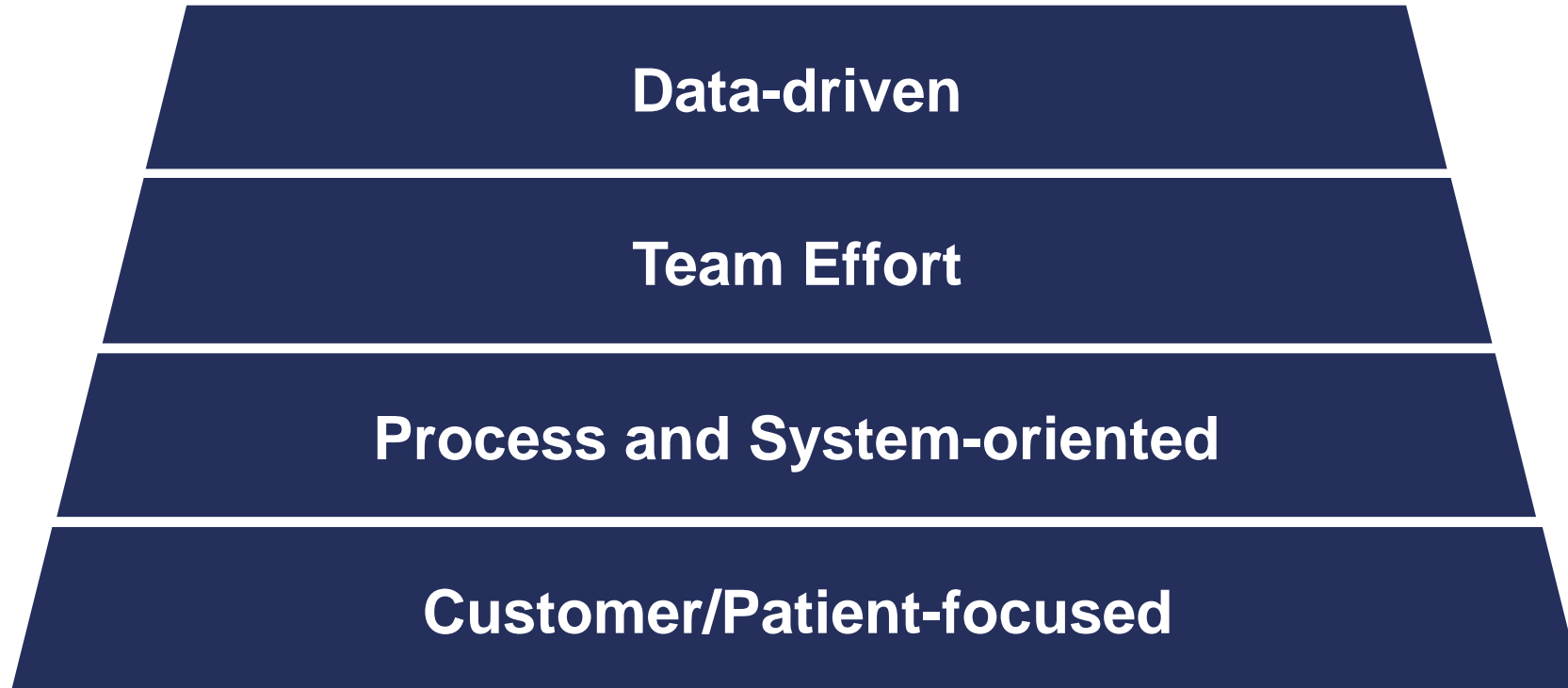
Six dimensions of health care quality

- **S**afe
- **T**imely
- **E**ffective
- **E**fficient
- **E**quitable
- **P**atient-centered

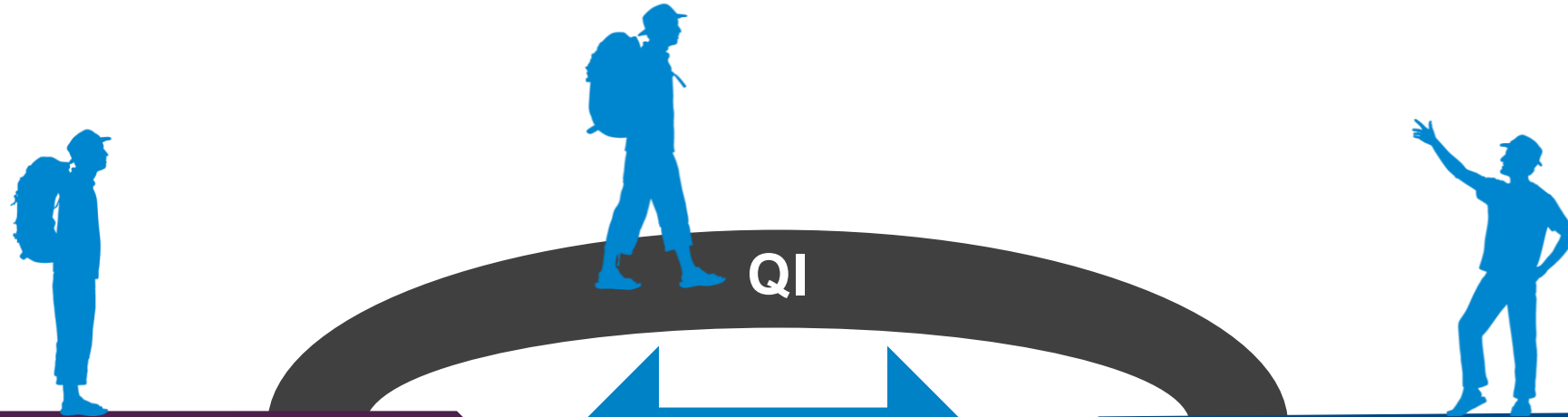


Crossing the Quality Chasm: A New Health System for the 21st Century

# Foundations of QI



# QI Helps Bridge the Gap



Opportunities to improve are identified where there is a gap between what we know and how we practice.



# What does quality improvement help us accomplish?

Doing the right thing well – the right care for the right patient, every time.

- What is the *right thing*?
  - Evidence-based practice
  - Regulatory guidelines
  - Standards of practice
- What does it mean to do it well?
  - Benchmarking

Source: Institute of Medicine, 1999: To Err is Human

# Quality Models and Frameworks

- There are many approaches to quality management and improvement. While the formality and structure of the models vary, core concepts are similar.
- Models
  - Draw upon multiple disciplines, for example, change management, psychology, behavioral economics, systems, and human factors engineering
  - Are leadership driven and involve staff at all levels
  - Include a systematic approach for change
  - Include ongoing measurement and evaluation of progress

# It's the System, NOT the People

Despite the best intentions of a dedicated and highly skilled workforce, our system, which intends to heal, too often does just the opposite – leading to unintended harm and unnecessary deaths at alarming rates.

- Institute for Healthcare Improvement (IHI)

**“Every system is perfectly designed to produce exactly the results it produces.”**



# Quality is Everyone's Responsibility

- Quality improvement cannot be considered the role of one department or person.
- Quality isn't a program, rather it is the way work is done every day by each person in the organization.
- People at every level need to have the desire to improve systems, processes, and outcomes.
- Everyone needs to feel connected to the larger vision and mission of the organization.



# In Summary

- Quality improvement is a structured process that involves staff in continuously enhancing health care to meet or exceed customer expectations.
- Ensures the right care is provided to patients every time, using scientific methods and tools to create consistent, reliable, and improving processes.
- The four foundational elements of QI are:
  1. Being customer-focused
  2. Process and system-oriented
  3. Valuing team effort
  4. Being data-driven

# Processes and Systems

# Processes vs. Systems

## Process

A sequence of steps that produce a desired product or outcome

- Often guided by policies and procedures
- Needs to be developed to work within a system

## System

The combination and relationship between:

- Processes
- People and organizational culture
- Environmental factors and equipment involved
- Resources available

# Process Thinking

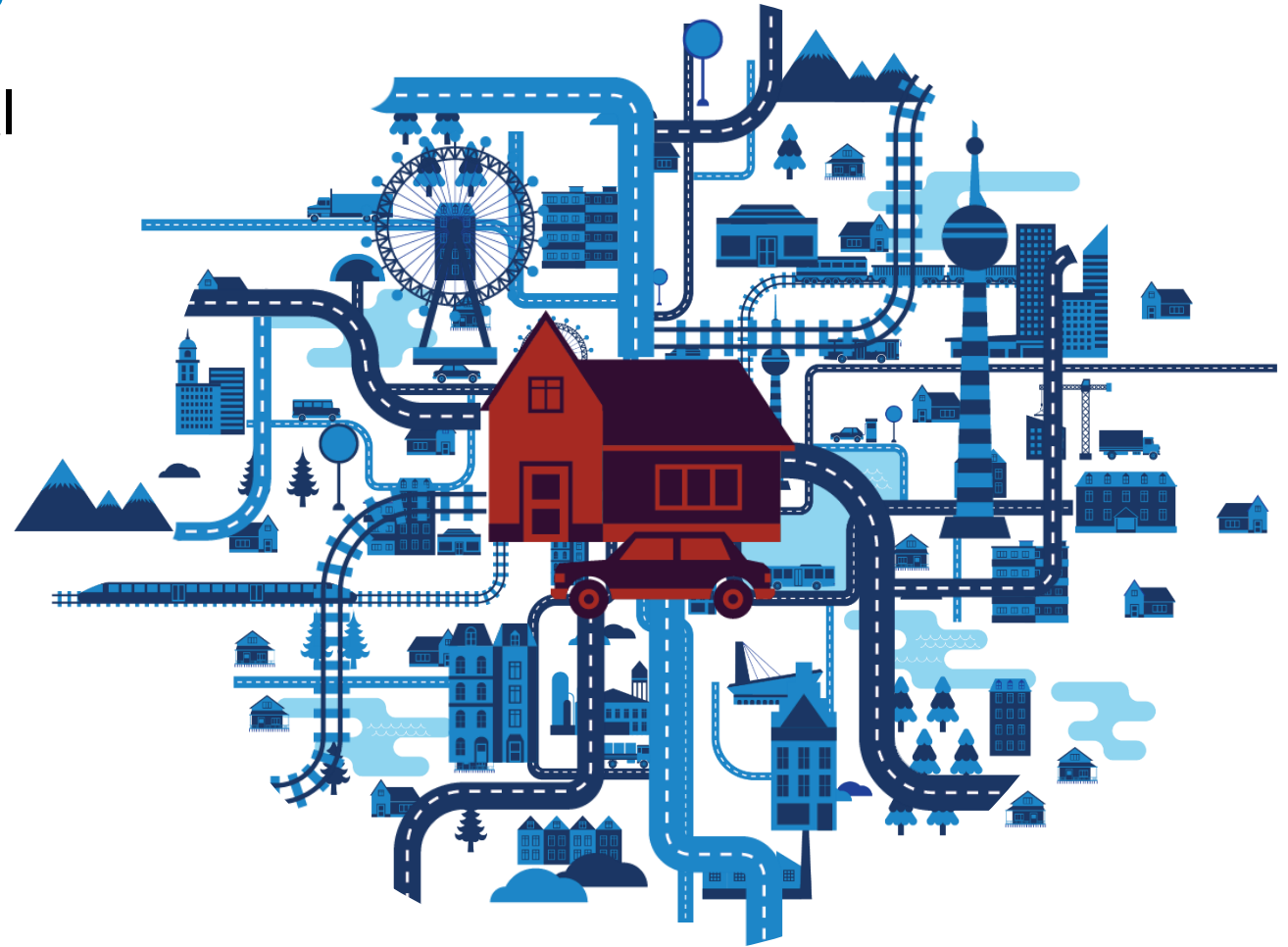
- Seeing processes
- Identify the steps and decision points
- Diagramming the steps in sequence



- Finding where improvements can be made

# Systems Thinking

- Understanding how the individual parts within the system influence one another
- Recognizing that the parts of a system can be best understood through how they relate to each other, rather than in isolation
- Using critical thinking skills to analyze, synthesize and evaluate information
- Having situational awareness



# Reframing Our Approach

## Instead of saying:

- “This is how we do things here.”
- “This is how we’ve always done it.”
- “This is how I was told to do it.”

## Try saying:

- “This is how we do things here until we find a better way.”
- “There is always room for improvement.”
- “I wonder if there is a better way to do it.”

# In Summary

- **Process:** Standard sequence of steps to complete a task or produce a result.
- **System:** Environment which processes are implemented; involving processes, people, culture, environmental factors, equipment, and resources.
- **Systems thinking:** Examines the big picture, recognizing that changes at any point can impact the entire system.

Note: There are potential pitfalls in both process and system thinking that can hinder progress or improvements



# Discussion

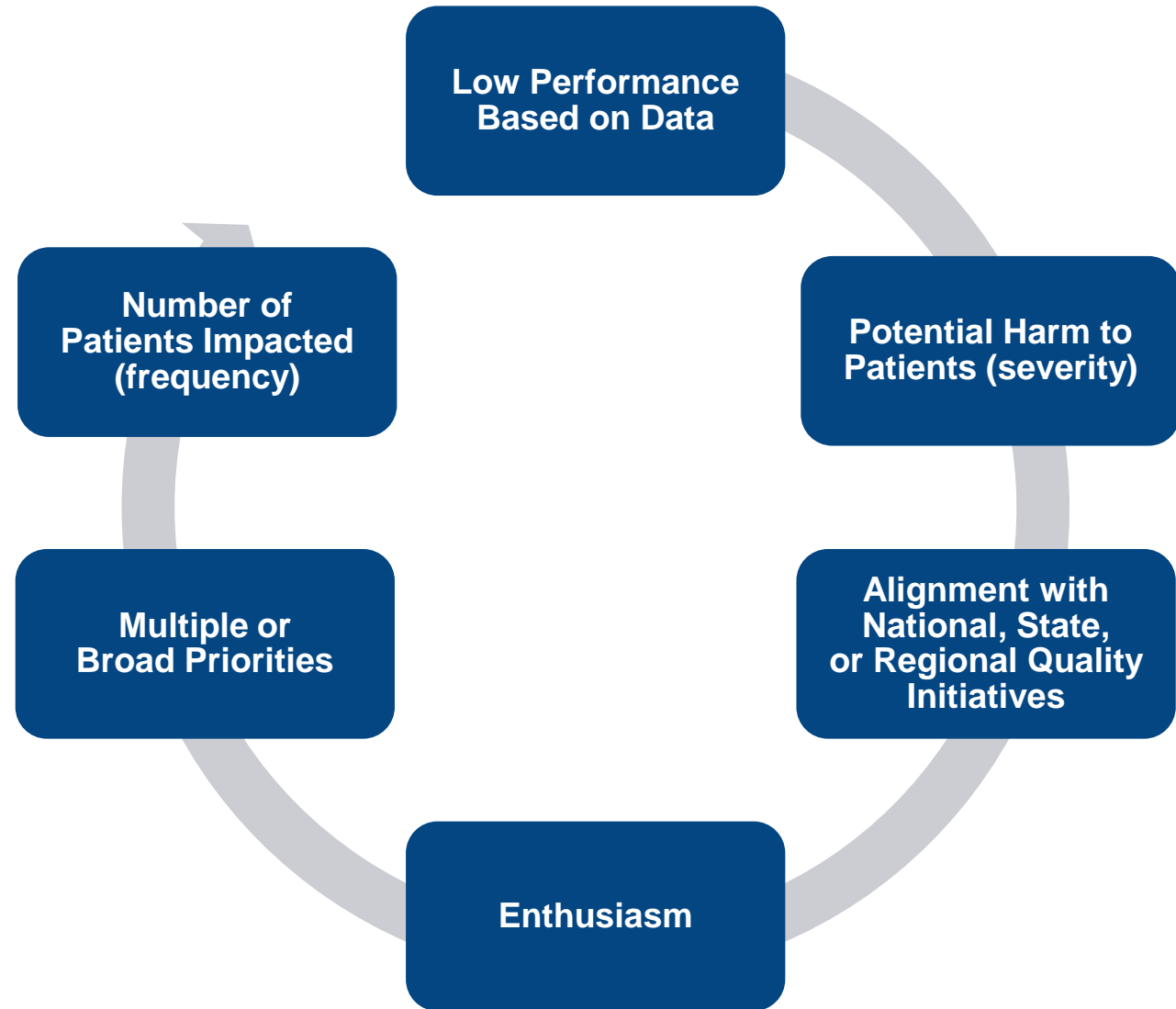
Share with the group about a time your hospital implemented a change, and it had unexpected impact on other areas or processes.

How did/may have adopting a systems thinking approach help?



# Prioritization

# Prioritizing QI Opportunities



# Prioritization Criteria

- Aligns with organizational strategic plan and priorities
- Actionable/feasible
- Community readiness
- Cost
- Demand
- Health equity
- Integration
- Leadership support
- Potential impact
- Prevalence
- Resources
- Risk
- Urgency

# Think About:

- What existing standards or guidelines are available to provide direction for this initiative?
- What measures can be used to monitor progress?
- Is the topic publicly reported?
- Which type of changes primarily will be involved (i.e., system changes, environmental changes, staffing changes)?
- Which staff will be most affected by the initiative? What training needs will this initiative present?
- Is there an identified champion(s) for this initiative?
- If we work on this area, will this have effects in several areas or ways?

# Prioritization Matrix

- Sorts or ranks a diverse set of opportunities or ideas into an order of importance based on a set of criteria
- Quantifies decision
- Helps manage emotion
- Creates a future reference if needed
- Adaptable
- Creates a platform for discussion

# Creating a Prioritization Matrix

Score each area in the following columns based on a rating system of 1 to 5 as described below:

1 = very low	2 = low	3 = medium	4 = high	5 = very high
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<b>Problem or opportunity to address</b>	<b>Prevalance</b> <i>The frequency at which this occurs</i>	<b>Risk</b> <i>The level of risk to well-being this poses to our patients</i>	<b>Cost</b> <i>The cost incurred each time this occurs</i>	<b>Actionable/ Feasible</b> <i>Our ability to improve given current resources</i>	<b>Total</b>
------------------------------------------	----------------------------------------------------------------	----------------------------------------------------------------------------------	---------------------------------------------------------------	--------------------------------------------------------------------------------------	--------------

1 (Opportunity)
2 (Opportunity)
3 (Opportunity)
4 (Opportunity)
5 (Opportunity)

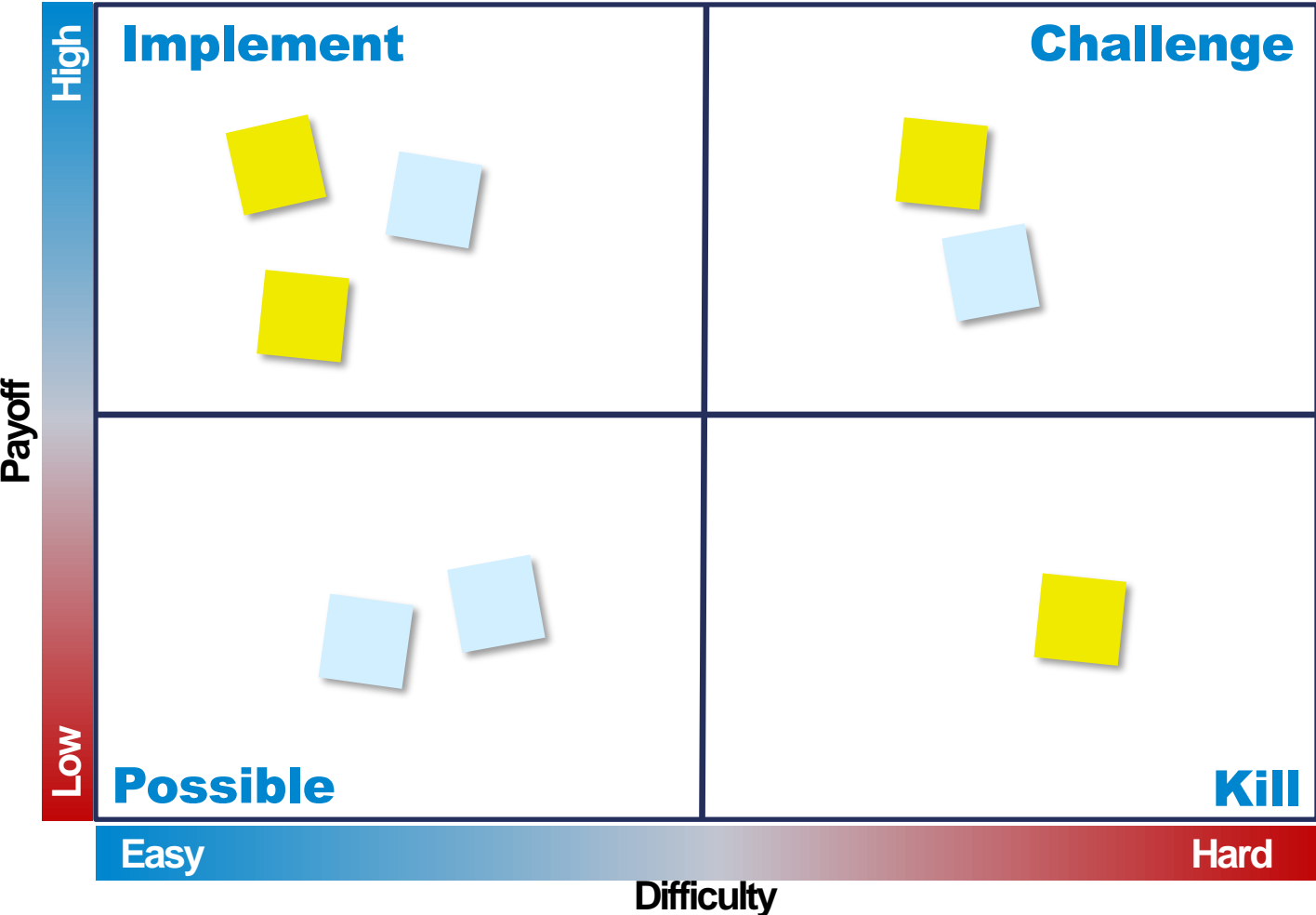
List criteria developed by the group that will be used to evaluate across the remaining columns.



Download a template: <http://live.com>



# PICK Chart



# Practicing Prioritization

## Opportunities:

- Reduce hospital readmissions
- Enhance antibiotic stewardship
- Improve emergency department patient flow
- Expand or establish telehealth services
- Implement screening and referral processes for health-related social needs and social drivers of health

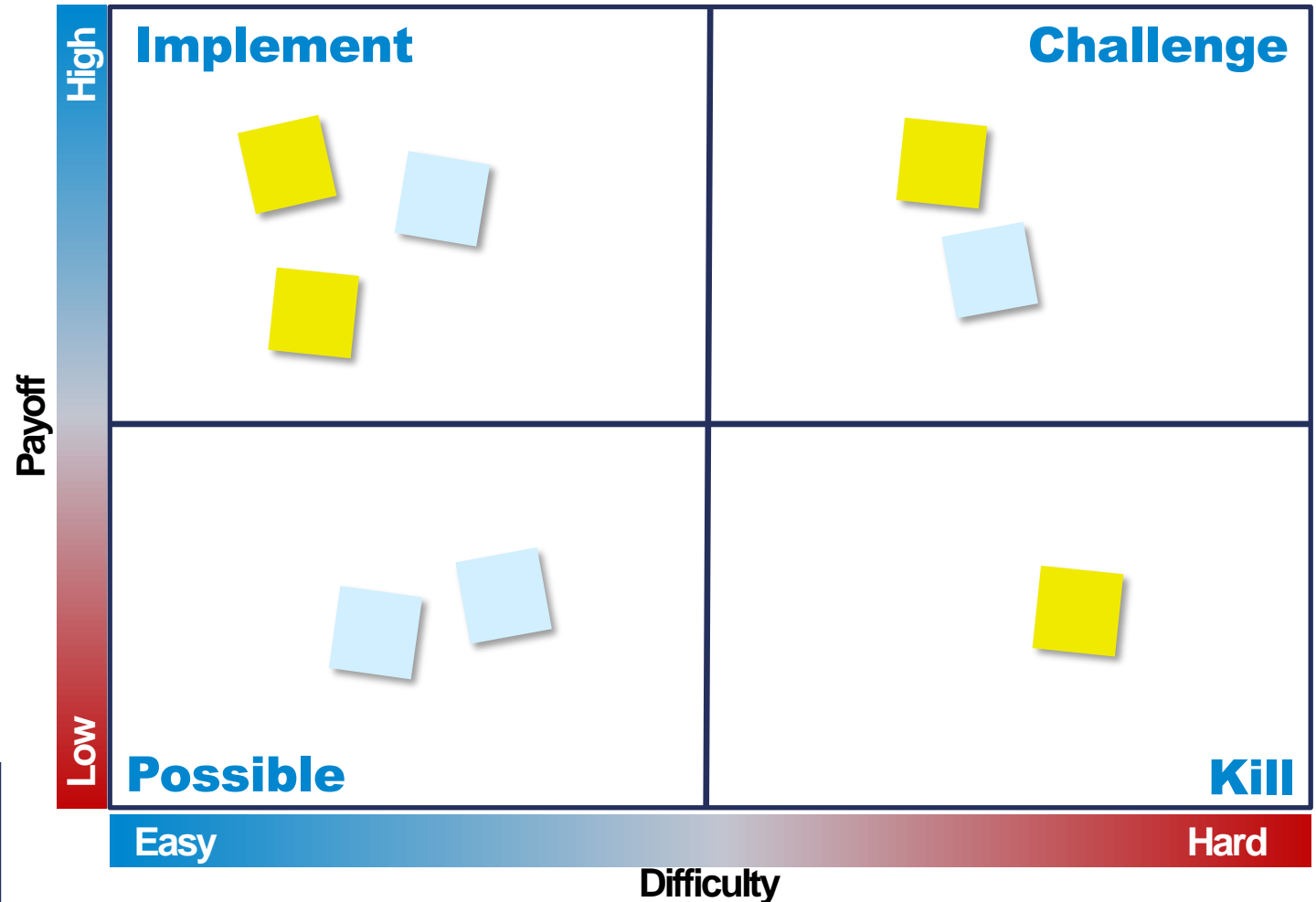


# PICK Chart Activity

## Opportunities:

- Reduce hospital readmissions
- Enhance antibiotic stewardship
- Improve emergency department patient flow
- Expand or establish telehealth services
- Implement screening and referral processes for health-related social needs and social drivers of health

Factors to consider: Prevalence,  
Risk, Cost, Feasibility



# Report-Out

What factors were significant?

- Prevalence
- Risk
- Cost
- Feasibility
- Other



# In Summary

- Tools like a prioritization matrix or PICK chart are useful for making quantifiable, team-based decisions.
- In a prioritization matrix, teams list opportunities and agreed-upon criteria.
- Apply these criteria to each opportunity to make decisions.
- A PICK chart helps teams map ideas into four quadrants based on feasibility and impact.

# Close-Out Poll

Rate the following statements:



1. I understand the foundational elements of quality improvement, including systems thinking, and can effectively prioritize projects using appropriate tools.
2. The learning objectives for this session were achieved.
  - *Describe foundational elements of quality improvement.*
  - *Explain the concept of systems thinking in the context of quality improvement.*
  - *Select quality improvement projects based on priority.*
3. This session met or exceeded my expectations.

# Wrap-Up





# Application Homework

- Try reframing a conversation using a systems thinking approach
  - Reference slide 25 (reframing our approach)
- Use a prioritization tool to help support team discussion about project opportunities
- Be prepared to share the topic of your hospital's QI project at the next session

# Prepare for Session 2



## Review Modules

- [The Model for Improvement](#)  
(14-minute video)
- [Introduction to Process Mapping](#)  
(8-minute video)
- [Data Basics](#)  
(11-minute video)



## Review Tools & Resources

- [Model for Improvement and PDSA Worksheet](#)
- [Cause and Effect Tool/Fishbone Diagram](#)

# Bonus Content

- [How to Improve: Model for Improvement | Institute for Healthcare Improvement \(ihi.org\)](#)
- [Resource Guide: Management Methodologies and Value-Based Strategies \(Rural Health Value\)](#)

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To learn more about Stratis Health go to [www.stratishealth.org](http://www.stratishealth.org).

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