

“Quality Improvement Whys and Hows”

Charmaine Chan, DO

Quality Improvement Whys and Hows

Presented by
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Introduction

- Why is QI important?
- Why bother, I’m too busy seeing patients?
- How do I even start?

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Disclosures

NONE!

What about YOU?...

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Goals

- Get you excited about quality improvement!
- View quality improvement as a way to get staff buy in and improve morale
- Resources to help you get started

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History of QI

Joseph Juran and his best-known book.

W. Edwards Deming
1900 - 1993

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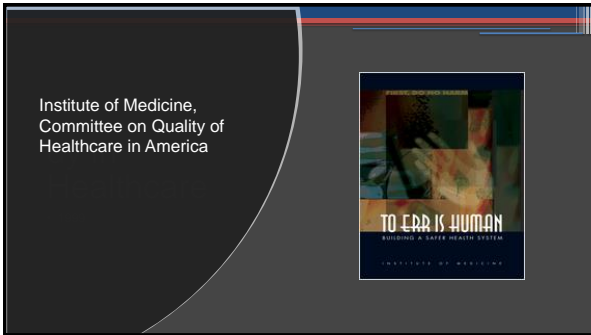
History of QI in Healthcare

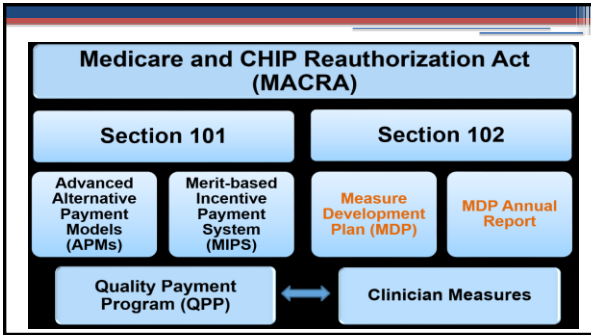
- **1951** Joint Commission on Accreditation of Hospitals
- **1965** Medicaid and Medicare, Utilization Review Committees were established
- **1970** National Academy of Science established the Institute of Medicine (IOM)
- **1989** Precursor of the Agency for Healthcare Research and Quality (AHRQ)
- **1990** National Committee on Quality Assurance (NCQA) was established to accredit physicians, health plans and medical groups
 - HEDIS and CAHPS

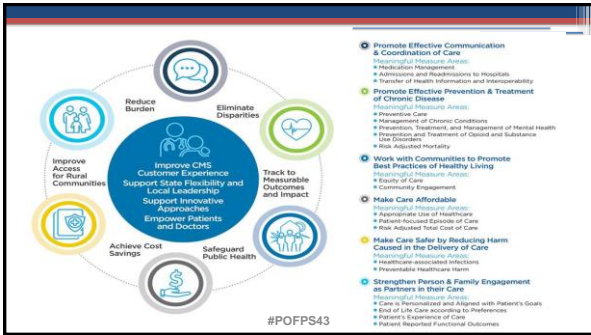
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How can you avoid do QI?...



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Why else?...



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Why do QI?
Staff buy in...and burn out prevention

- 2015 Mayo clinic survey of 3896 physician
- 40% reported at least one symptom of burn out
- Burn out rates higher in physicians who rated their leaders unfavorably
- Even physician groups with high satisfaction of >79%, leadership quality explains almost 1/2 the variation of satisfaction scores

"Burnout Among Health Professionals and its Effect on Patient Safety" PSNet: Patient Safety Network

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Why do QI?
Staff buy in...and burn out prevention

- Randomized controlled trial of the impact of changes in work conditions on clinician stress and burnout.
- Baseline assessments of clinician burnout, working conditions, and quality metrics in 166 physicians, nurse practitioners, and physician assistants in 34 primary care clinics.

Linder M, Poplau S, Grossman E, et al. "A cluster randomized trial of interventions to improve work conditions and clinician burnout in primary care: results from the Healthy Work Place (HWP) study." J Gen Intern Med. 2015;30:1105-1111.

Why do QI?
Staff buy in...and burn out prevention

- Results:
 - Clinics that focused on **workflow improvements or targeted QI projects** saw significantly **REDUCED** rates of burnout.
 - Clinics that chose to address **improvements in communication** saw **INCREASED** rates of clinician satisfaction.

Linder M, Poplau S, Grossman E, et al. "A cluster randomized trial of interventions to improve work conditions and clinician burnout in primary care: results from the Healthy Work Place (HWP) study." J Gen Intern Med. 2015;30:1105-1111.

How do you start?
Baseline assessment

- Do you have champions on all levels of your organization?
- Do you know what are your colleagues and staff's talents and interest?
- What is making work more joy- "full"?
- *What is happening at work that makes it a drag?

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How do you start?
Brainstorming group

- Set the atmosphere for a brainstorming session
- Use post its, white boards, flip charts
- Lay down ground rules and have defined criteria
- Write down own ideas
- Share ideas
- Facilitator guides discussion building on ideas: FUN!!!

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How do you start?
Brainstorming

- Step Ladder Technique
- Crawford Slip Method
- Round robin brainstorming

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Why Cause Analysis

EVENT: What happened? Define the problem as an event.

PERFORMANCE: What's been happening? Define the problem as a pattern by selecting a poor performance factor.

STRUC TIME: Why is it happening? What are the tangible and intangible structures underlying the study event?

ACTION: What are the implications for action? What can you do to change the study?

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Root Cause Analysis

- Fishbone
 - People
 - Processes
 - Materials
 - Equipment
 - Environment
 - Measurements

Fishbone Diagram
www.leansstrategiesinternational.com
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Root Cause Analysis: Fishbone

Root Cause Analysis: PDSA cycle

- P = Plan
- D = Do
- S = Study
- A = Act

The PDSA Cycle for Learning and Improvement

Plan (What will happen if we try something different?)

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

Do (Let's try it!)

- Carry out plan
- Document problems
- Begin data analysis

Study (Did it work?)

- Complete data analysis
- Compare to predictions
- Summarize

Act (What's next?)

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

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What's next?

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Did it work?

Act

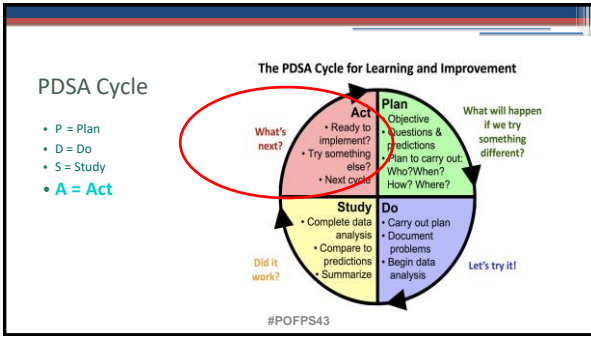
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What's next?

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Are you excited to start now?...

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Summary

- History of Quality Improvement in healthcare
- The reasons QI needs to happen regularly in all healthcare setting
- Techniques and tools for starting QI
- Reminder that:
 - QI can be FUN!!!!

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Look at these faces...



Resources:

- Lundin, Stephen, Harry Paul and John Christensen. Fish: A Proven Way to Boost Morale and Improve Results. New York: Hyperion Books, 2000.
- “Burnout Among Health Professionals and Its Effect on Patient Safety.” PSNet: Patient Safety Network, psnet.ahrq.gov/perspectives/perspective/190/burnout-among-health-professionals-and-its-effect-on-patient-safety.
- “A Cluster Randomized Trial of Interventions to Improve Work Conditions and Clinician Burnout in Primary Care: Results from the Healthy Work Place (HWP) Study.” PSNet: Patient Safety Network, 2015, psnet.ahrq.gov/resources/resource/29697.
- Mind Tools: Essential Skills for an Excellent Career website: www.mindtools.com
- Institutes of Healthcare Improvement (IHI) website: www.IHI.org

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