

Continuing your QI Journey: Building Skills to Advance QI Knowledge



August 5, 2016

Welcome!

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Session Goals

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1. Describe and demonstrate the utility of an intermediate level quality improvement (QI) method or tool/s, including example of real-life use.
2. Describe and demonstrate the real-time application of intermediate level QI method or tool/s through audience participation.
3. Discuss any questions that audience members have regarding utility or application of highlighted QI methods or tool/s.

The PDSA cycle: Beyond the Act Stage

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Implementing and Sustaining Successful Changes

Plan-Do-Study-**ACT**

Standardize the Improvement and Establish Future Plans

Step Eight: Standardize the Improvement or Develop a New Theory

- ✓ If your improvement was successful on a small scale test it on a wider scale
 - ✓ Continue testing until an acceptable level of improvement is achieved
 - ✓ Make plans to standardize the improvement
- ✓ If your change was not an improvement, develop a new theory and test it; often several cycles are needed to produce the desired improvement

Step Nine: Establish Future Plans

- ✓ Celebrate your success
- ✓ Communicate your accomplishments to internal and external customers
- ✓ Take steps to preserve your gains and sustain your accomplishments
- ✓ Make long term plans for additional improvements
- ✓ Conduct iterative PDSA cycles, when needed



The Science of Improvement

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- The Juran Trilogy



Quality Planning (QP)

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- Helps make sure you design your processes to get the outcomes you want to achieve
 - Understand what your internal and external customers want
 - Develop processes, procedures, and policies to guide practice
 - Figure out how you will know if your processes, procedures, and policies are working
- Sometimes we start QI projects and realize we don't have processes, procedures or policies in place to guide standard practice – this tells us that what we need is a QP project (vs a QI project)

Quality Control (QC)

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- Helps ensure that processes remains stable over time
- Focuses on how processes operate
 - Monitoring processes for stability
 - Noticing emerging problems
 - Taking steps to address problems
- Measures performance
 - Processes are continually assessed against goals
 - ✦ When gaps between expected and observed performance are noticed, QI efforts are used to make improvement

Quality Control vs. Quality Assurance

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- Have much in common! Each:
 - Evaluates performance
 - Compares performance to goals
 - Acts on the difference
- Also differ:

Quality Control

Primary purpose: maintain control

- Performance is evaluated during operations and compared to goals

Quality Assurance

Primary purpose: verify that control is being maintained

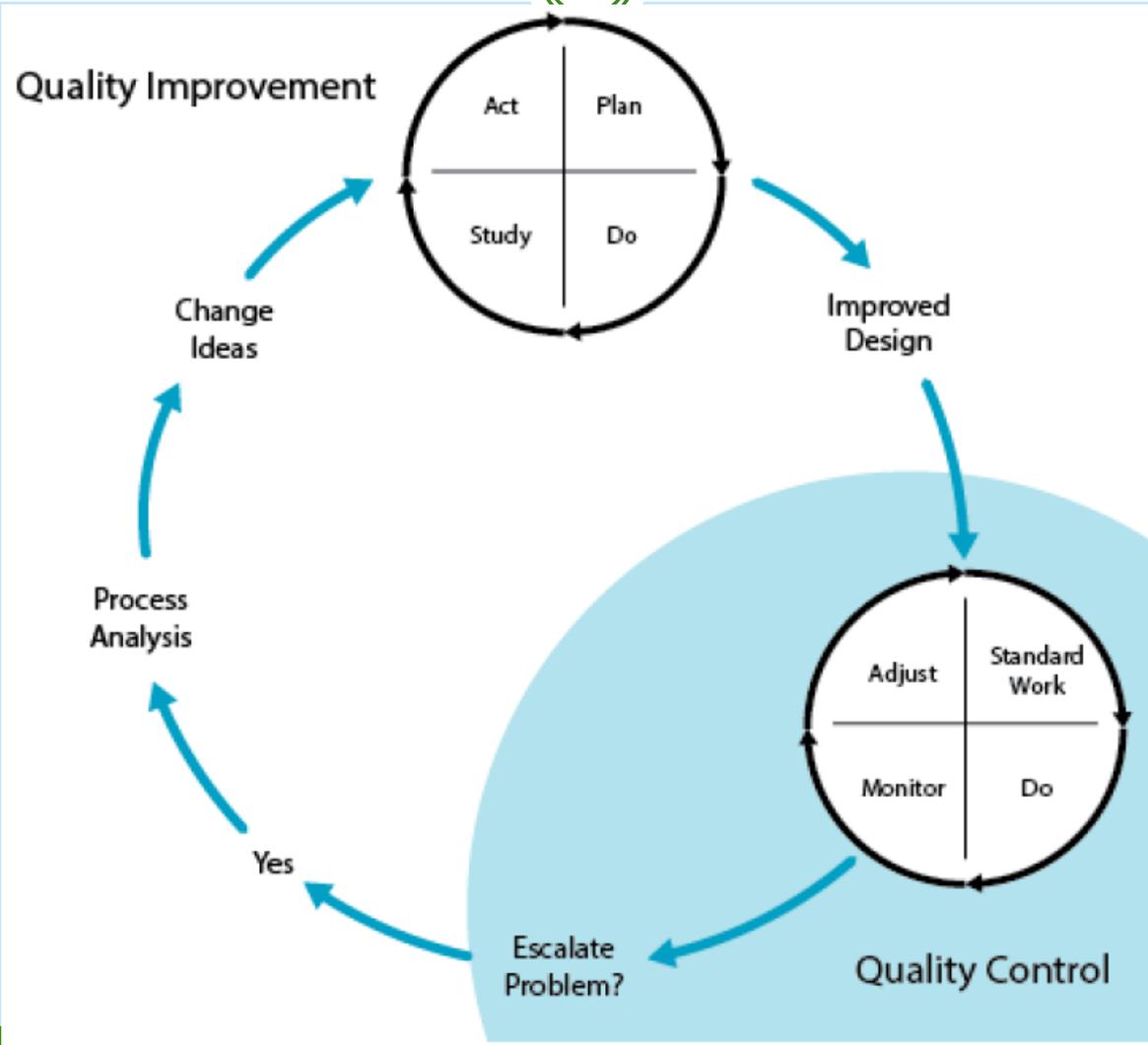
- Performance is evaluated after operations and compared to goals

Quality Improvement (QI)

- Focuses on improvement
- Team sets an aim, analyzes the current process, identifies causes of poor quality, and identifies a theory of improvement
- Team uses a variety of methods and tools to develop and test changes
- When cycles are successful, QC is used to monitor the revised process to ensure performance is maintained at the new level

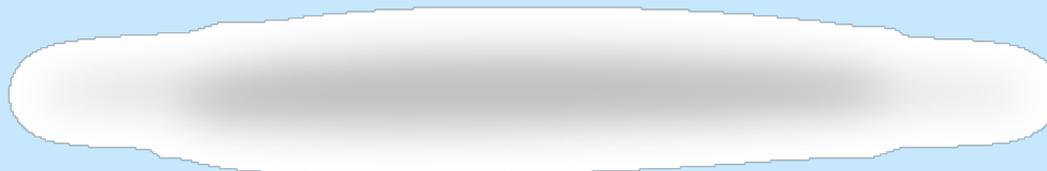
Relationship between QI and Quality Control

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Questions and Answers

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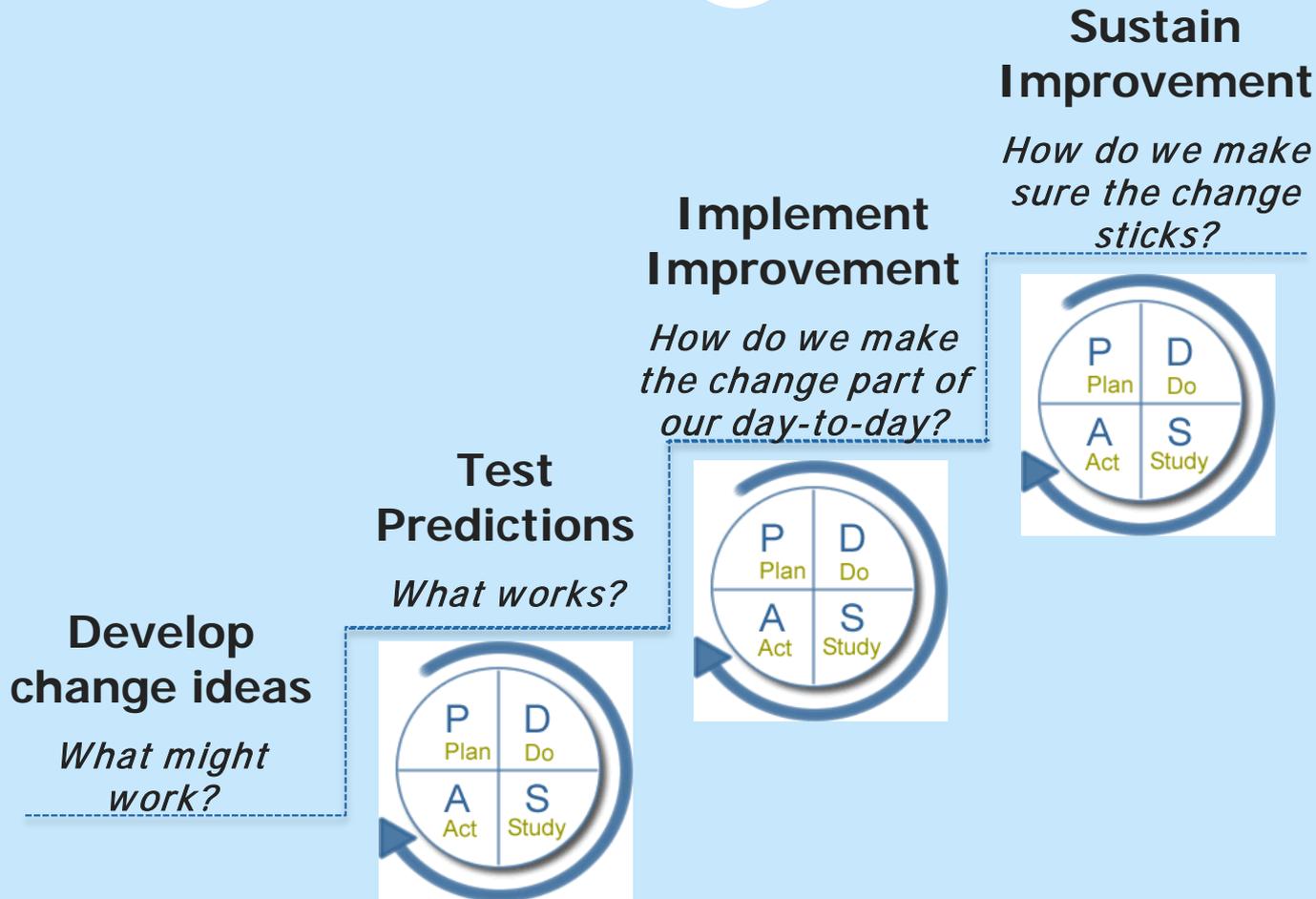


Group Discussion



How have you implemented and sustained successful changes tested through PDCA cycles?

The Sequence for Improvement and Spread



Terms to Consider

- **“Testing”** – trying out changes on a small scale to determine how they work through PDSA cycles
 - Change is temporary, not permanent
 - Only a few people are impacted by the change
 - Lots of learning!
- **“Implementing”** – integrating successful changes as part of your day-to-day practices
 - Change is no longer temporary
 - More staff are impacted
 - Expect success!
- **“Sustaining”** – monitoring changes that have been implemented to ensure they continue operating as anticipated

Difference between Testing and Implementation

Testing	Implementation
Not permanent	Becomes part of routine
Minimal supporting process changes needed	Supporting processes changed (improved)
Focus on learning and minimal risk	Performance should be close to predictions (less learning)
Failure expected – even planned	Success expected
Minimal people effected	Greater number of people impacted
Takes a short period of time	Takes more time
Resistance lower	Potential for resistance higher

Implementing and Sustaining Improvements is Hard Work

- Improvements that yield excellent gains are many times lost due to:
 - Procedures, policies, job descriptions, etc. not being changed to support implementation
 - Attention shifts to other priorities
 - Staff reverting to the “old way” of doing things
- For example, let’s take a moment and consider the metric system...

The Metric System of Measurement

- Internationally agreed upon measurement system
- Thomas Jefferson and George Washington were early advocates
- From 1790 to today, there have been recommendations, acts and treaties passed by congress, pressures from other nations for the U.S. to adopt, posters to encourage adoption, executive orders passed, etc. – YET the U.S. has still not adopted the Metric System as standard

Countries that Do Not Use the Metric System



How long will it take you to implement your good ideas?

Group Discussion



What challenges have you encountered when it comes to implementing and sustaining successful changes?

Practices that Support Implementation

Key Implementation Areas	Changes that Support Implementation
Standardization	Policies and Procedures Hiring Procedures
Documentation	Job Descriptions
Training	Staff Education/Training
Measurement	Information Flow
Resourcing	Material Purchases

For Example...

- Focus of PDSA cycle:
 - Problem: Families are not receiving the number of home visits they should.
 - Aim: By July 30, 2016, North County EHS program will increase the expected home visit completion rate from 60% to 80%.
 - Improvement Theory: If we call families one day prior to scheduled home visit and send a text reminder the day of the home visit, then more families will receive the home visits they should.
- Outcome of PDSA cycle: team exceed aim by achieving 85% home visit completion rate during the test!

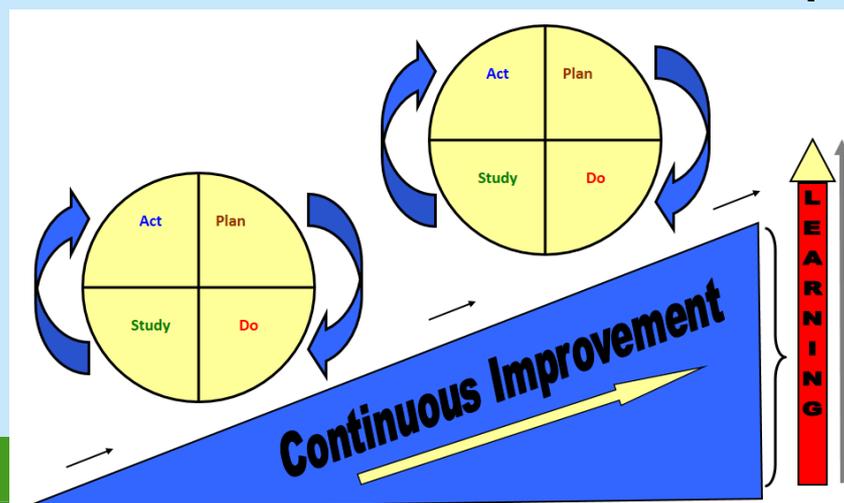
For Example Continued...

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- Steps taken to implement and sustain improvement:
 - Process map was updated to reflect the revised process
 - Home visit reminder procedures were written
 - All staff were trained on procedures and revised process
 - An additional PDSA cycle using the written procedures and revised process with all home visitors was run
 - Regular supervision meetings were used to check in and provide support
 - Data were tracked and monitored using a run chart on a monthly basis (chart includes data prior to improvement work and following improvement work)

Benefits of Standardization

- Hold the gains achieved during PDSA cycles
- Gain consistency in how processes are implemented and their overall performance
- Achieve and maintain performance goals
 - Meet standards and measures for program
- Develop a platform for continuous improvement



Discuss with your Neighbor

1. Think about a specific (not broad) change you have implemented in your home visiting program/organization.

2. Assume that all the members of your QI team all leave this year:
 - Will this change continue to be used in the program/organization?
 - What could make your program/organization revert to the old system without this change?

Sustaining the Gains

- QI is only one part of quality – planning for quality and monitoring quality are also critical
- Implementation of successful changes takes time – sustained change does not happen overnight
- QI is only helpful in the long run if gains are sustained – think about concrete and specific ways you will make sure that you keep doing what works

Thank You!



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Best wishes on your quality journey!

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