Quality Improvement

Essential Concepts

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QI Theory: Quality Improvement in Healthcare

Goals for this presentation

• Understand fundamental concepts in quality improvement
• Identify key steps for a successful quality improvement project
• Become familiar with quality improvement tools and their use

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“Definition” of Improvement

It is NOT

- Asking people to work harder or faster
- Creating protocols and then failing to monitor their use or effect
- Changing for the sake of change
Improvement Requires Change

Every system is perfectly designed to achieve exactly the results it gets

➢ To improve the system, change the system…

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Less can be more

When changing the system, keep it simple

Change = not just *doing* something different, but *engineering* something different

at least one step in at least one process
## An Atmosphere for Change

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of the need for improvement</td>
<td>With similar improvement efforts</td>
</tr>
<tr>
<td>Patient</td>
<td>Facilitator</td>
</tr>
<tr>
<td>Clinical staff</td>
<td>Multidisciplinary team members</td>
</tr>
<tr>
<td>Administrative support</td>
<td>Expertise and tools from other practices (peers)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Workplace culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>To translate into practice</td>
<td>Ready to accept change</td>
</tr>
<tr>
<td>Didactic sessions</td>
<td>Work load (adaptive reserve)</td>
</tr>
<tr>
<td>Local expertise in evidence based practices</td>
<td>Culture of improvement</td>
</tr>
</tbody>
</table>

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The Driving Force for Change

Leverages frontline expertise and experience. DRIVES not only the change/interventions, but also the implementation.
The Driving Force for Change: The Multidisciplinary Team

Features of a good team...

- Safe (no *ad hominem* attacks)
- Inclusive (values all potential contributors including diverse views; not a clique)
- Open (considers all ideas fairly)
- Consensus seeking
Engineering Change

Improve incrementally. Learn through action.

Plan Do Study Act

PDSA → PDSA → PDSA → PDSA → PDSA → PDSA

Test small changes. Assess their effect.
Then re-work the changes and do it again…and again…
PDSA (the Benefits of Repeated Cycles)

- Increases belief that change will result in improvement
- Allows opportunities for “failures” without impacting performance
- Provides documentation of improvement
- Adapts to meet changing environment
- Evaluates costs and side-effects of the change
- Minimizes resistance upon implementation
PDSA

• Overview:
  – scientific method for action-oriented learning: shorthand for testing a small change in the real world setting
  – test a change by: planning it, trying it, measuring its results… and then trying to do it better the next time
  – multiple rounds of changes – some failures and some successes - should lead to improved aggregate outcome
PDSA

• Principles for Success:
  – start new changes on the smallest possible scale, e.g. one patient, one nurse, one doctor
  – run just as many PDSA cycles as necessary to gain confidence in your change – then expand
  – expand incrementally
    • expand to involve more nurses, providers, teams, etc
  – balance changes within system to ensure other processes not adversely stressed
Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Act

Plan

Study

Do

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QI Tools

- SMART Aim Statement Worksheet
- PDSA cycle worksheet
- Project planning form