The ABCs of QI:

Session 5: What Change Can We Make that Will Result in Improvement?

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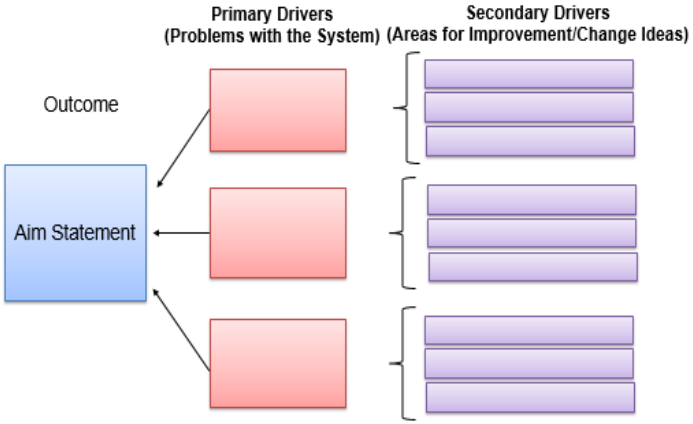
Review Session IV

Team Sources for Changes:

- Published research
- Experts
- Peers
- Patients "voice of the customer" (surveys, focus groups)
- 5 Whys
- **Driver Diagrams**
- **Process Mapping**

Driver Diagram



Process Map

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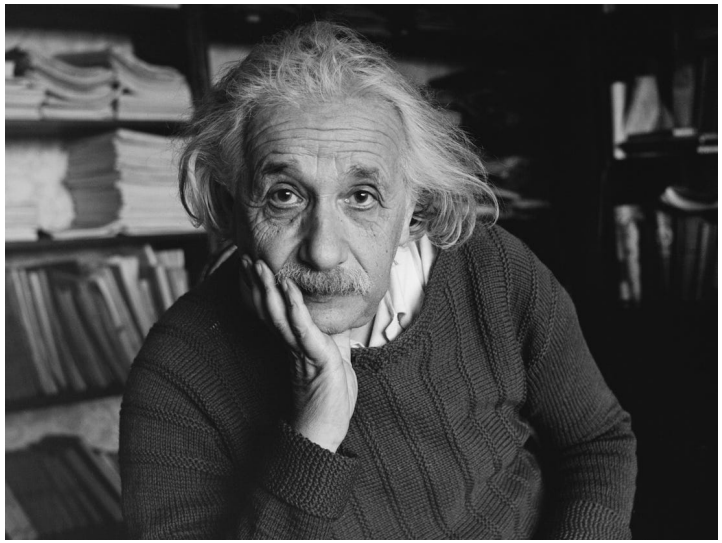

“Insanity is doing the same thing, over and over again, but expecting different results.”

— Albert Einstein

Learning Objectives

Learn, Understand, and Practice

1. How to use the PDSA Cycle to test change ideas

2. Importance of testing small

3. Critical elements of a successful implementation and how to ensure long-term sustainability

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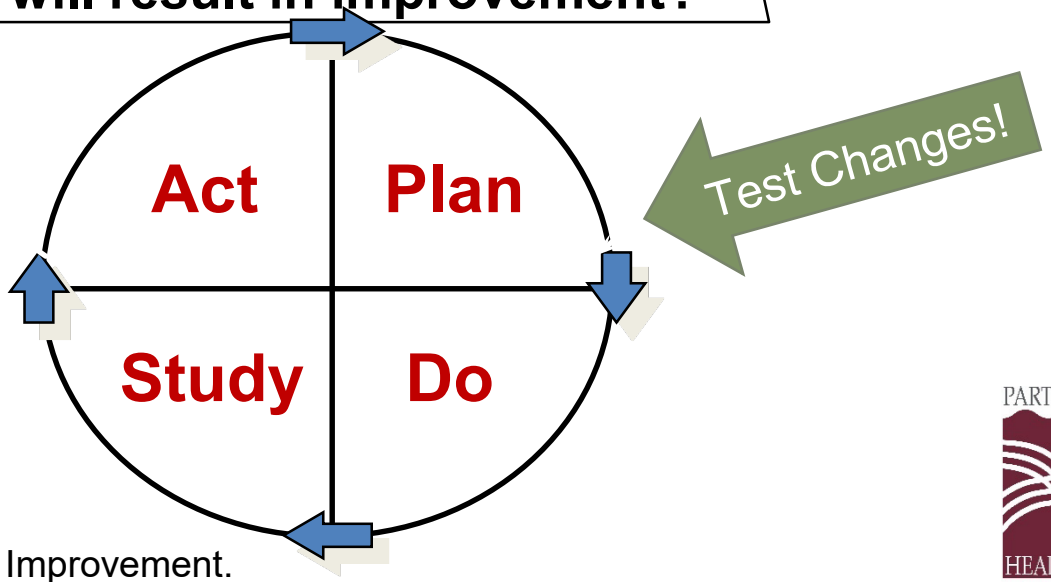
Testing Changes with the Model for Improvement

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?



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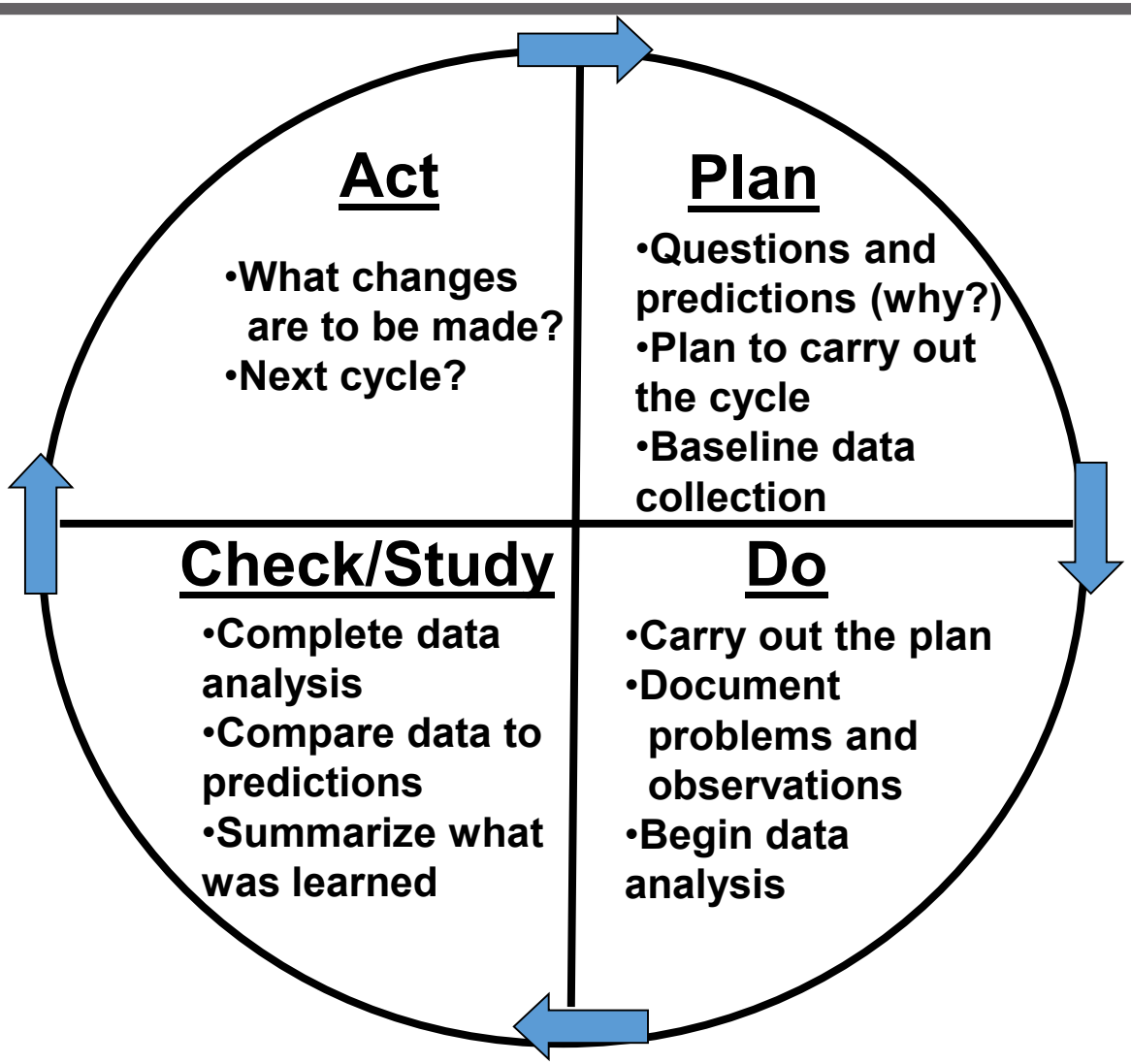
Rapid Cycle Improvement - PDSA



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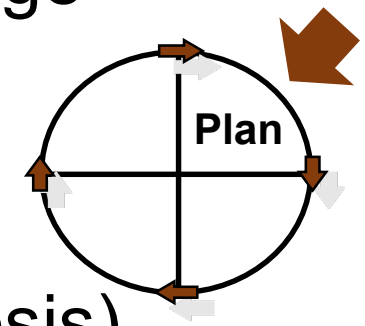
PDSA - Plan



Prepare the logistics for the selected change

- Who will do it?
- When will it be done?

Predict the outcome (what is your hypothesis)

- What do you think will happen?
- What do you expect to happen?

Create your data collection plan (for evaluation)

- How will you collect and record data
- Quantitative vs. qualitative

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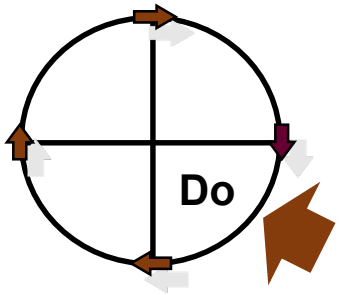
PDSA - Do

- Carry out the plan
- Document activity, problems and observations
- Collect the data



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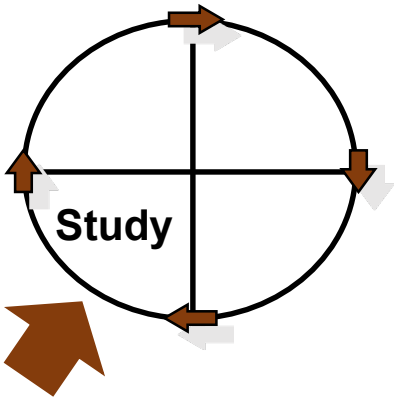
PDSA - Study



Complete data analysis

- Leave time for reflection about the test
  - What is your “gut” reaction?

Compare data to predictions

- What happened?
  - Did you get expected results?
  - Did anything unexpected happen?

Summarize what was learned

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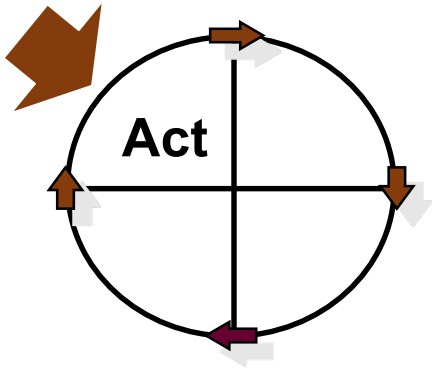
PDSA - Act

What will your next test cycle be?

- **A**dapt
- **A**dopt
- **A**bandon



Plan the next cycle

- Refine changes
- Change conditions
- Try it on a larger scale

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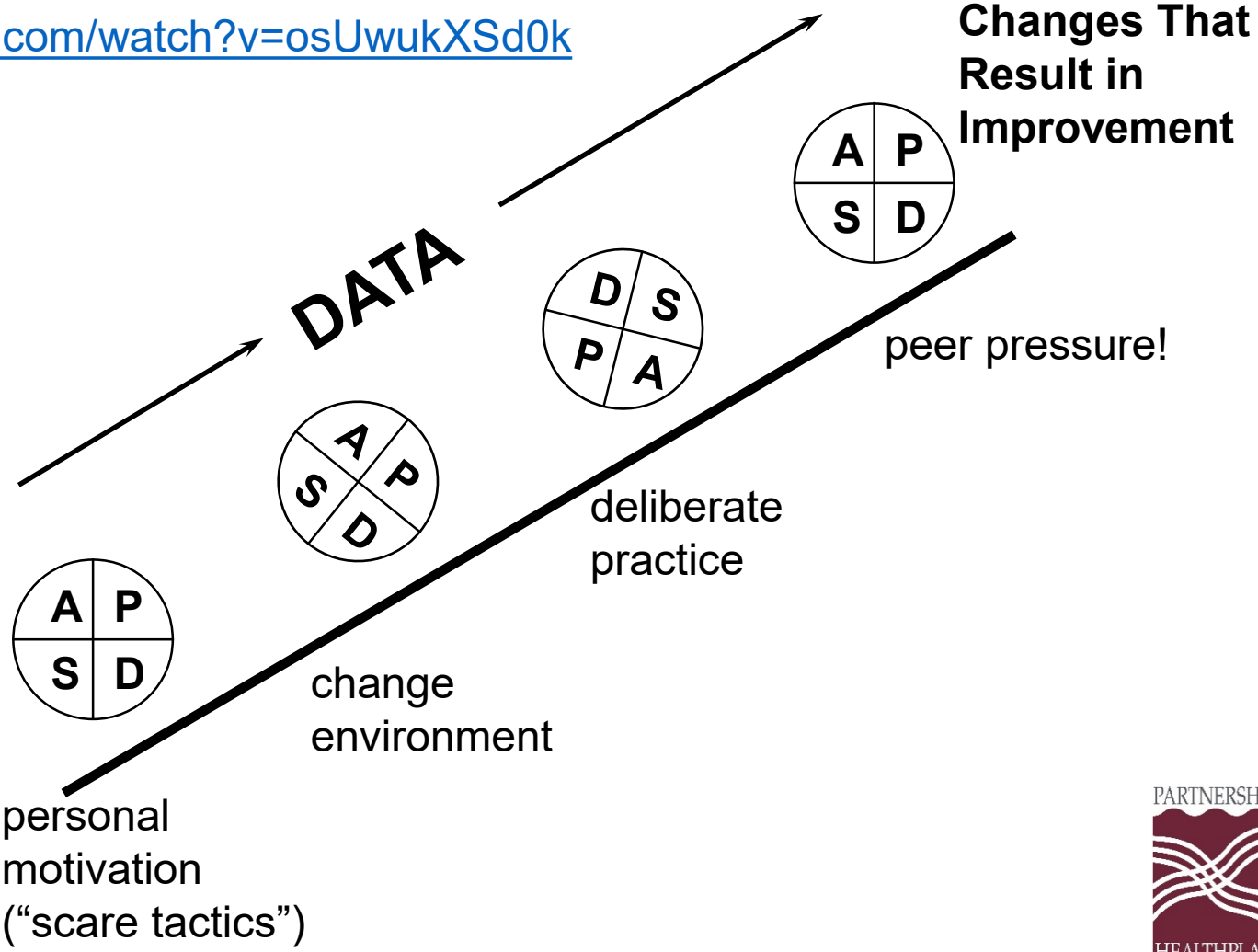
What Does a PDSA Cycle Look Like?

http://www.youtube.com/watch?v=osUwukXSd0k



PDSA Cycle

Vehicle for learning and action

- Facilitates learning through an iteration of cycles spurred by prediction

Three most common ways for using the cycle:

- To build knowledge
- To test a change idea
- To implement a change

The Improvement Guide, Chapter 5, page 99

Documenting Individual Cycles: PDSA Worksheet

PDSA (plan-do-study-act) Worksheet

TOOL: Patient Feedback **STEP:** Dissemination of surveys **CYCLE:** 1st Try

PLAN

I plan to: We are going to test a process of giving out satisfaction surveys and getting them filled out and back to us.

I hope this produces (predictions): We hope to get at least 25 completed surveys per week during this campaign.

Steps to execute:

1. We will display the surveys at the checkout desk.
2. The checkout attendant will encourage the patient to fill out a survey and put it in the box next to the surveys.
3. We will try this for 1 week.

DO

What did you observe?

- We noticed that patients often had other things to attend to at this time, like making an appointment or paying for services and did not feel they could take on another task at this time.
- The checkout area can get busy and backed up at times.
- The checkout attendant often remembered to ask the patient if they would like to fill out a survey.

STUDY

What did you learn? Did you meet your measurement goal?

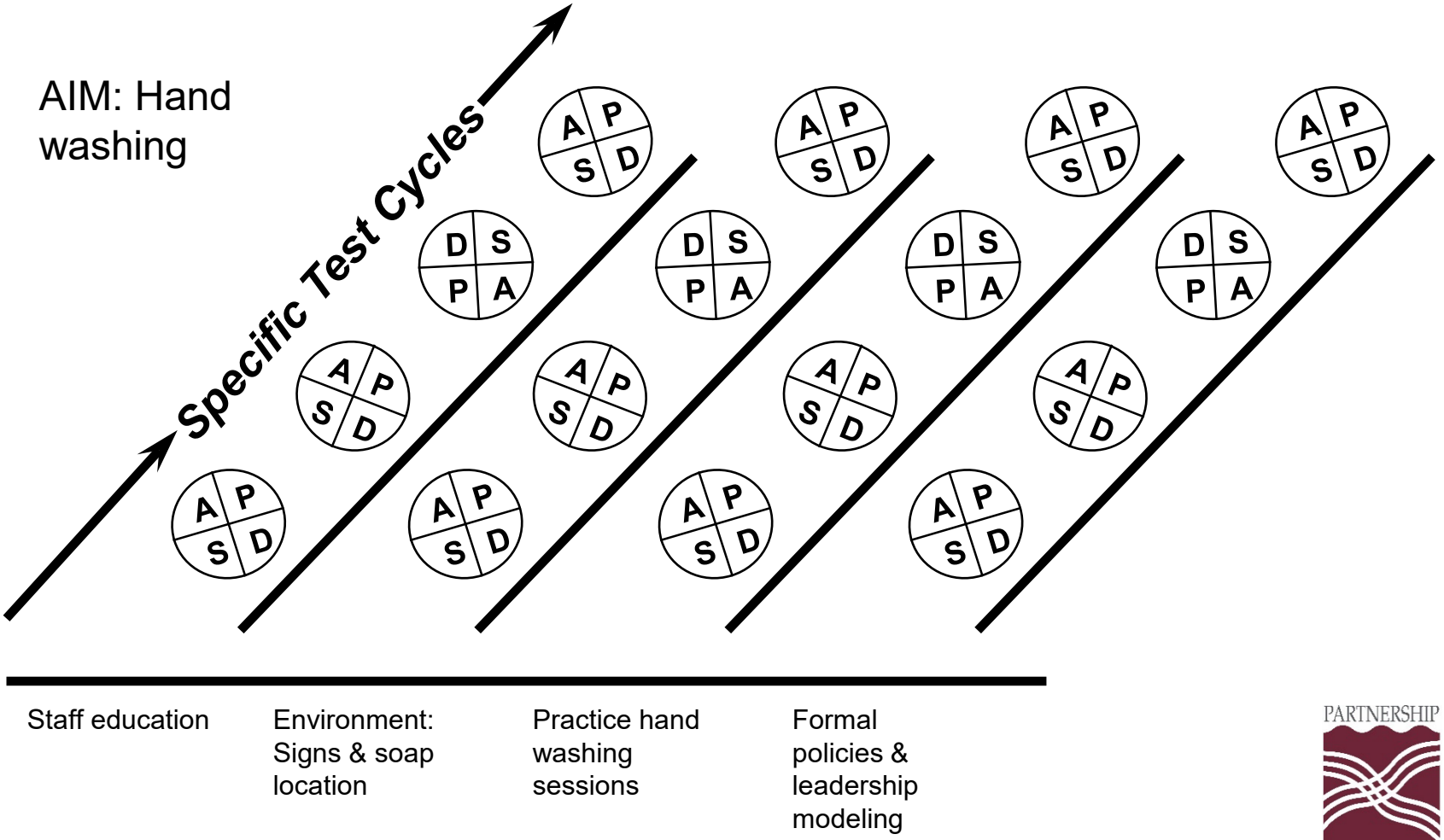
We only had 8 surveys returned at the end of the week. This process did not work well.

ACT

What did you conclude from this cycle?

- Patients did not want to stay to fill out the survey once their visit was over. We need to give patients a way to fill out the survey when they have time.
- We will encourage them to fill it out when they get home and offer a stamped envelope to mail the survey back to us.

Accelerate Improvement: PDSAs in Parallel



Documenting Your PDSA Cycles

Project: Patient Feedback

Test: Dissemination of surveys

	PLAN			DO		STUDY	ACT
PDSA Cycle No.	Description of test	What do you predict will happen?	How will you measure if your test made an improvement?	Date(s) of test	Notes	Results/Key Learning Key Learning	What will you do next? (abandon change, more testing, implement)
1	Patient Survey	We hope to receive 25 completed surveys per week during campaign	We will analyze the results of completed surveys	7/20 - 7/24	Pt. was busy checking in and missed the survey	8 survey completed by the end of the week. The process did not work	Patient did not want to stay after visit to complete survey. We will provide the survey with envelop and stamp and encourage patient to take home, fill-out and return my mail.
2							
3							
4							
5							

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Why Do Small Tests of Change?

- Try a temporary change and learn from it
- Understand the likelihood the change results in improvement
- Understand the extent and limitations of the change
- Learn to adapt the change to local environment
  - Evaluate cost
  - Address unexpected consequences
- Gain buy-in and minimize resistance if change is implemented and spread

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Consider this . . .

"I have not failed. I've just found 10,000 ways that won't work."
— Thomas Edison

F.A.I.L.

First Attempt In Learning

Don't give up. Celebrate failures. Audri's Rube Goldberg Monster Trap

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Remember

- Work with those who will work with you
- “It’s only a test...”
- Multiple small results build momentum
- Make your work visible to others
- Put patient care first
- Make the new way easier

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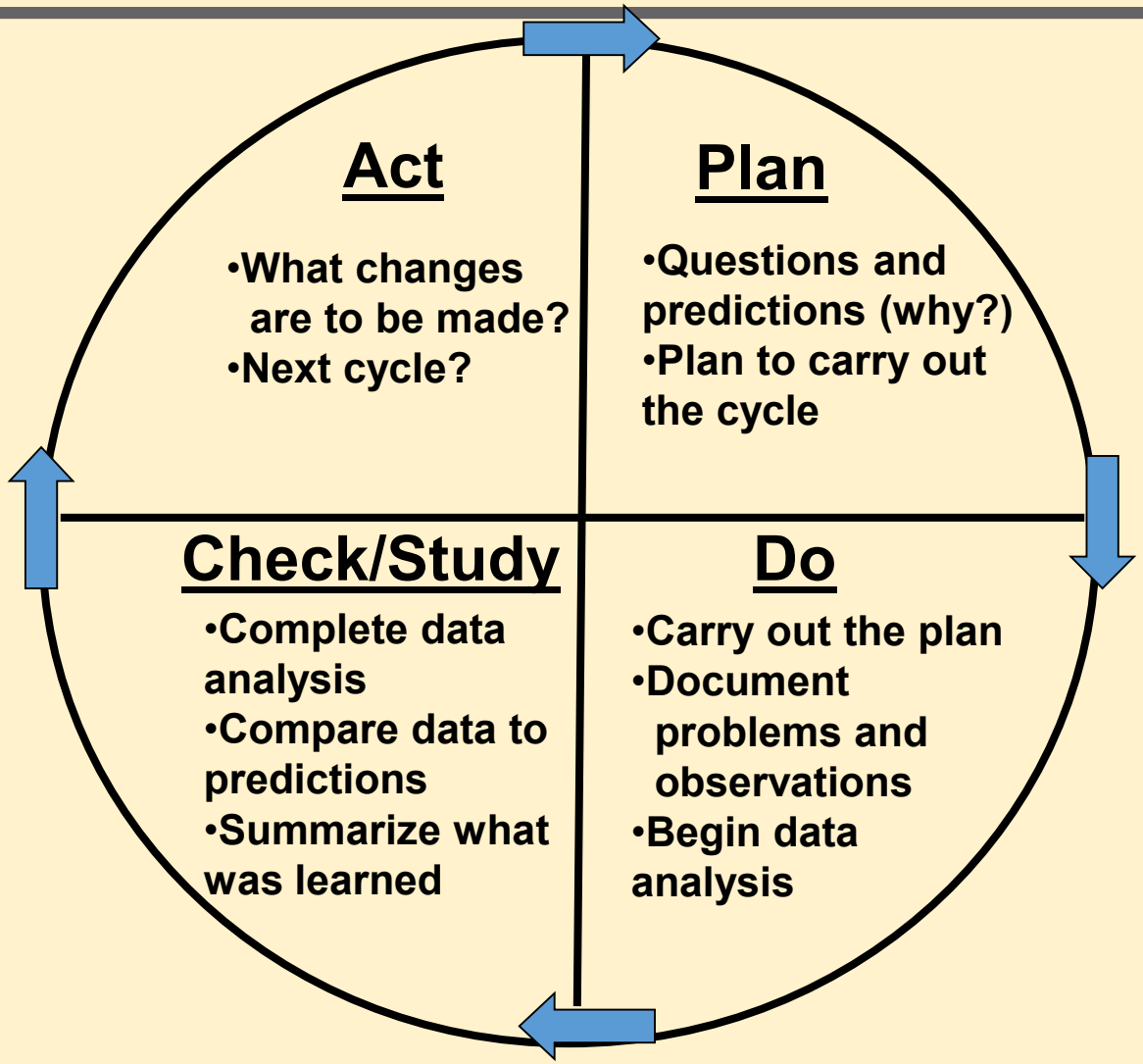
Knowledge Check



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Questions

Summary

Summary

Model for Improvement

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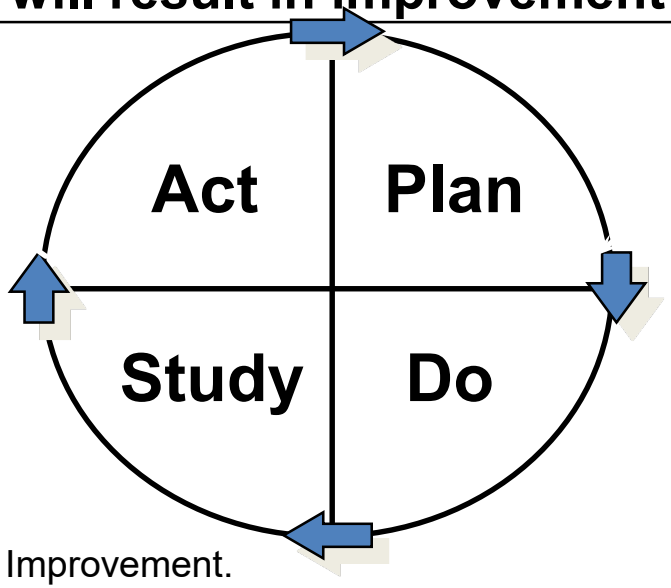

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Model for Improvement - 5 Steps

1. **Set an <u>Aim</u>** – What are we trying to accomplish? Is your goal SMART? *How good, by when, for whom*
2. **Establish <u>Measures</u>** – How will we know if a change is an improvement?
   a) *Outcome measure – Where are we trying to go? Including a baseline (minimum 5 data points). This should tie directly to your Aim*
   b) *Process measures – Are we doing the right things to get there? Indicators*
   c) *Balancing measures – What are the potential unintended consequences?*
3. **<u>Identify</u> Changes** - What changes can we make that will result in improvement? (research, team brainstorming)
4. **<u>Test</u> the Changes** (start small, multiple cycles)
   a) *<u>P</u>LAN the test, including who, when, predictions and a plan for collecting data*
   b) *<u>D</u>O the change and observe outcomes*
   c) *<u>S</u>TUDY the data and analyze the results*
   d) *<u>A</u>CT on the learnings to develop the next test (Adapt, Adopt, Abandon)*
5. **<u>Implement</u> Changes** – Drive spread and establish methods for long-term sustainability

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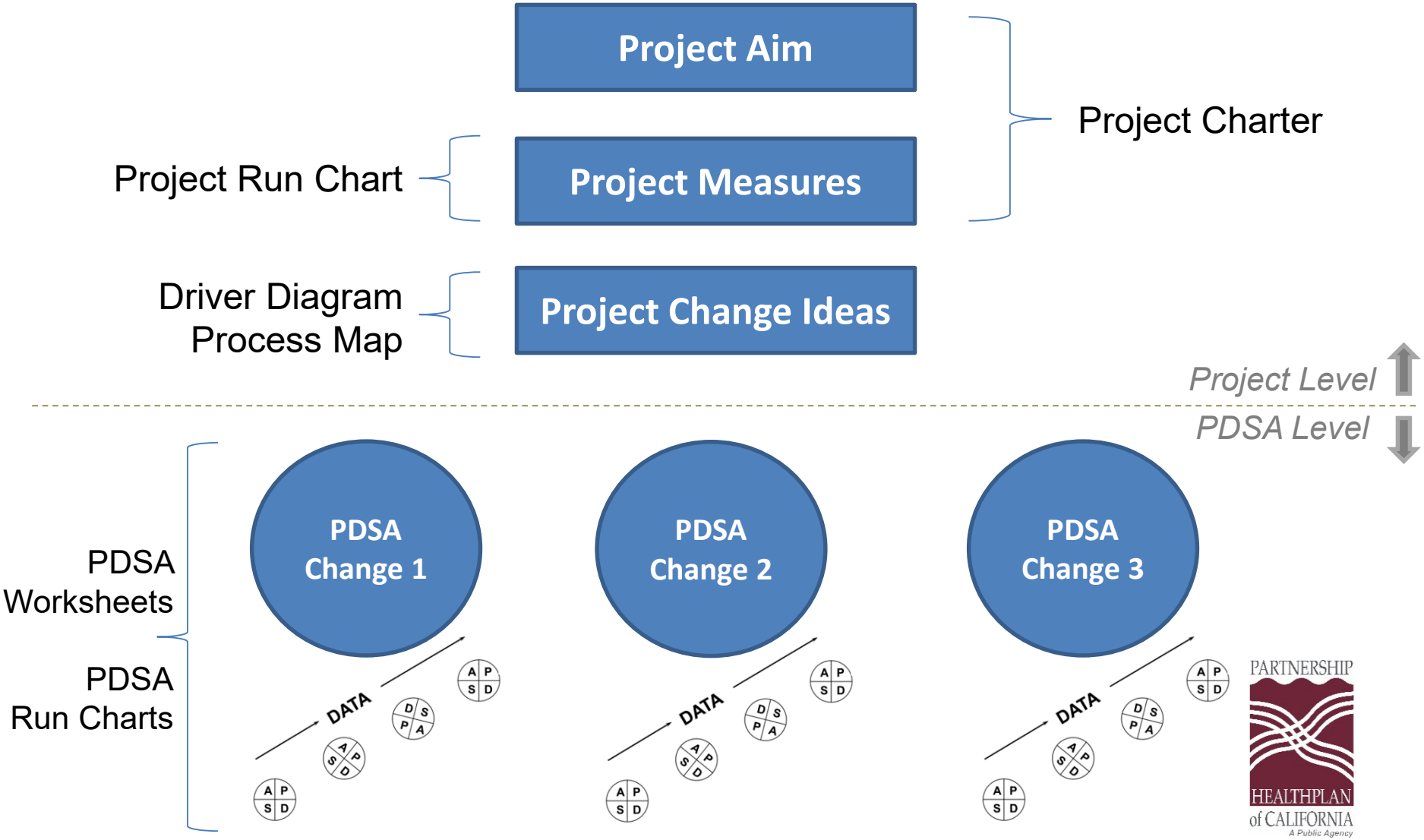
Applying the Model for Improvement



Implementing and Sustaining Project Outcomes

Implementation

Critical ingredients of a successful full-scale implementation of a solution include:

- Implementation Tasks, Owners and Timeframes
- Communication Plan
- Documentation
- Training
- Troubleshooting
- Performance Management
- Measurement
- Demonstration of Short-Term Wins
- Post-Implementation/Control Plan

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Control Plan

Set the stage for the implemented intervention to be successful. Document and communicate to appropriate owners:

- **Roles and Responsibilities**: Who will do what
- **Full implementation training** conducted and training materials filed
- **Plan for regular monitoring of process** - Including the measure for the process
- **Contingency planning documentation**: Anticipate what could go wrong and potential countermeasures
- **Post-mortem**: Team debrief on the project – what went well and learnings for future projects or the new process owner

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Questions

Evaluations

Please complete your evaluation. Your feedback is important to us!

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Thank You!

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Resources

A Quick Guide to Starting Your Quality Improvement Projects

http://www.partnershiphp.org/Providers/Quality/Pages/PIAcademyLandingPage.aspx

- Resources
- Quick Guide to Starting Your Quality Improvement Projects

Quality Improvement Trainings

Accelerated Learning Education Program

These learning sessions will cover Partnership HealthPlan of California's Primary Care Provider Quality Incentive Program measures.

Date: July 12 **Time:** Noon - 1:15 p.m.

Pediatric Health - Child and Adolescent Well-Care Visits (3-17 years), Screenings, and Immunizations for Adolescents

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Quality Improvement Trainings

On-Demand Courses

http://www.partnershiphp.org/Providers/Quality/Pages/PIATopicWebinarsToolkits.aspx

Webinars

PHC provides resources and webinars to help our providers improve performance across a variety of clinical, operational and patient experience metrics.

Click Here for On Demand Courses

- Accelerated Learning
- PCP QIP High Performers - How'd They Do That?
- Project Management 101
- Tools for Prioritizing Quality Measures
- Understanding the Benefits Delivery System

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Open Discussion