Introduction to Quality Improvement
Objectives

- To gain an understanding of:
  - Quality
  - Quality improvement
  - The Model for Improvement
  - The PDSA cycle
What is Quality?

- Institute of Medicine: “Quality of Care” “is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge”.

- Institute for Healthcare Improvement (IHI): “Quality is turning into outcomes management, and involves minimizing unnecessary variation so that outcomes become more predictable and certain”.

- Quality Digest: “Quality is meeting the customer's needs in a way that exceeds the customer's expectations”.
What is Quality Improvement?

- Patient Safety– Quality Improvement: “A formal approach to the analysis of performance and systematic efforts to improve it”.

MCCP

Online Orientation
6 Dimensions of Quality

- Safe
- Effective
- Patient-centered
- Timely
- Efficient
- Equitable

How can we improve a system to achieve better results in the dimensions of quality?

IHI, 2011a
To improve a system...

- You need to:
  - Know your customers (patients/residents).
  - Understand where the system is failing – Identify what is wrong.
  - Identify step that needs fixing.
  - Implement change.
2-Step Model

Step 1: Three questions

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Step 2: PDSA cycle

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Model of 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?

Step 1: Questions

Step 2: PDSA

MODEL FOR IMPROVEMENT

API, 2010
PDSA Cycle

- Plan a change
- Do the change
- Study the results
- Act on the results

Walter Shewhart was the first person to propose a version of the PDSA cycle. W. Edwards Deming modified Shewhart's cycle to PDSA, replacing "check" with "study."
Change Concepts

- Eliminate Waste
- Improve Work Flow
- Optimize Inventory:
  - Change the Work Environment
  - Producer/Customer Interface
- Manage Time
- Focus on Variation
- Error Proofing
- Focus on the Product or Service
Step 2: Test the Changes – PDSA Cycle

All improvement will require change, but not all change will result in improvement
To test your change use the PDSA cycle.

Start with a **PLAN**
- Objectives
- Questions and predictions
- A Plan to carry out the cycle
  - who,
  - what,
  - where,
  - when
- A Plan for data collection
PDSA Cycle

- **Do**: the action part of the process
  - document problems and unexpected results
  - collecting and analyzing data
  - meeting with involved parties
PDSA Cycle

- **Study**
  - Analyze process improvement data
  - Compare data to prediction
  - Summarize what was learned

- Some focus areas of improvement are:
  - Clinical Outcomes
  - Cost
  - Access to Care
  - Satisfaction
  - Community Service
  - Regular Satisfaction Surveys
PDSA Cycle

- **Act**
  - What changes are to be made
  - Start the next cycle?
Continuous Improvement

- Start small and think ahead a few steps.
- Test changes.
- Continuous improvement often requires a few sequential PDSA cycles.
Next Steps: Implement & Spread the CHANGE

Change usually comes after a series of successful tests

- Educate and train everyone involved.
- Make changes to job descriptions, policies, procedures, forms.
- Address supply and equipment issues.
- Assign day-to-day ownership for the maintenance of the new process.

(Langley, Moen, Nolan, Nolan, Norman & Provost, 2009)
References

References