Introduction to Quality Improvement
Objectives

• To gain an understanding of:
  • Quality
  • Quality improvement
  • Model for Improvement
What is Quality?

Six components of health care quality identified by the Institute of Medicine:

- safety,
- effectiveness,
- timeliness,
- patient-centeredness,
- equity, and
- efficiency.
Quality Improvement

• Quality Improvement is a “systematic, formal approach to the analysis of practice performance and efforts to improve performance.”

(American Academy of Family Physicians, 2019)
To improve a system...

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

Step 1: Ask 3 Questions

- What are we trying to accomplish? (The Aim)
- How will we know that a change is an improvement? (The Measure)
- What change can we make that will result in improvement? (The Change)

Step 2: PDSA

API, 2010
PDSA Cycle

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

- Eliminate Waste
- Improve Workflow
- Optimize Inventory:
- Change the Work Environment
- Producer/Customer Interface
- Manage Time
- Focus on Variation
- Error Proofing
- Focus on the Product or Service

IHI, 2012
All improvement will require change, but not all change will result in improvement
PDSA Cycle

- 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
  - Documenting 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