



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

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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

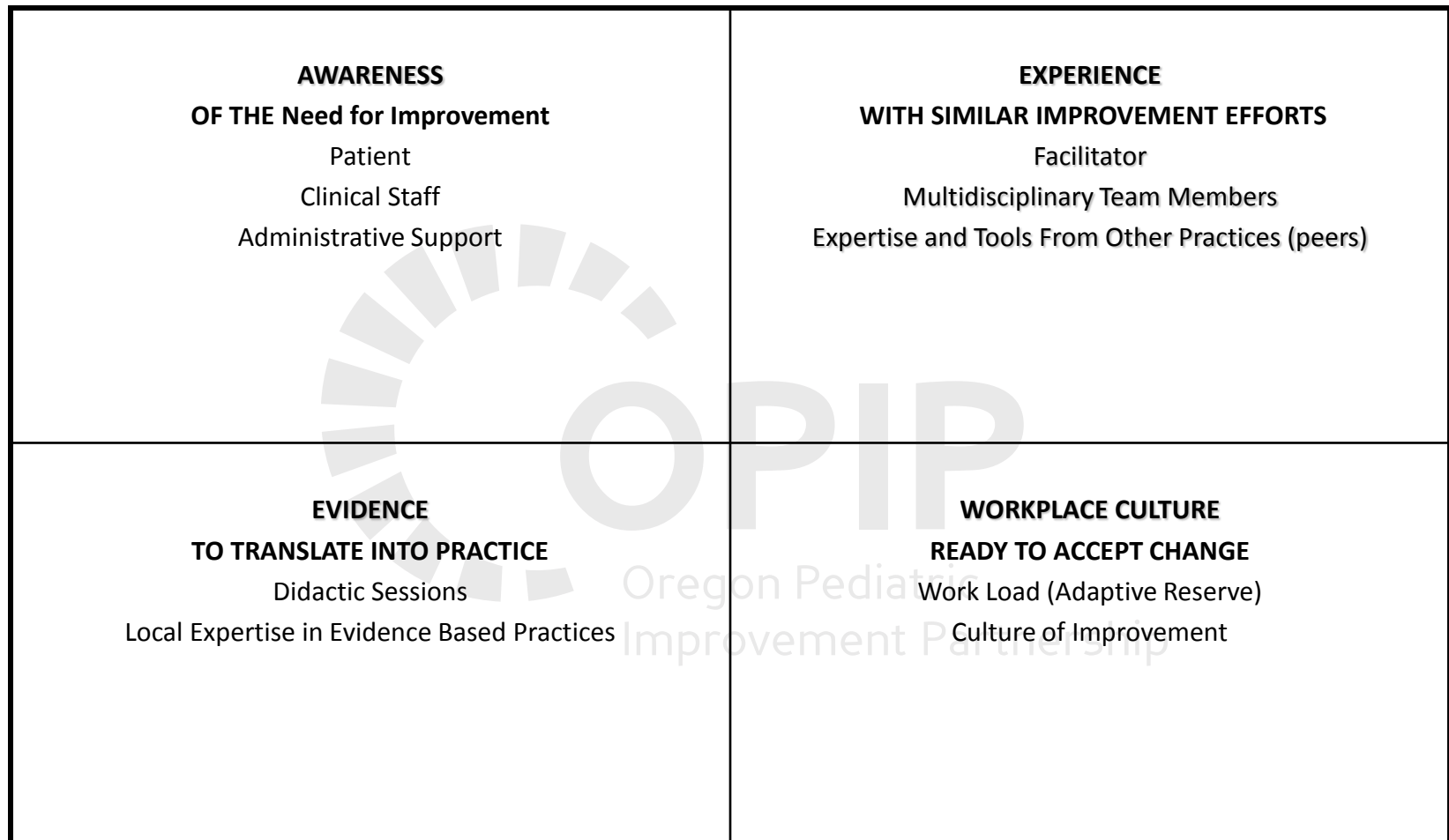
Change = not just *doing* something different, but *engineering* something different

at least one step in at least one process

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An Atmosphere for Change



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The Driving Force for Change

THE TEAM

Leverages frontline expertise and experience.
DRIVES not only the change/interventions,
but also the implementation

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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

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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...

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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

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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

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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

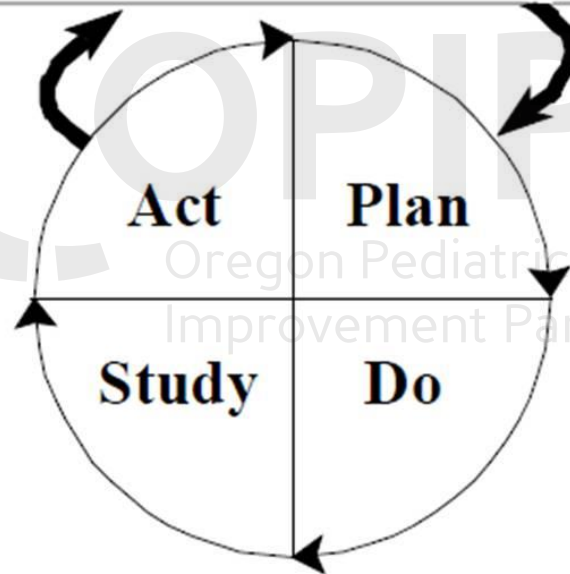
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Model for Improvement

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?



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QI Tools

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



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