



# **The ABCs of QI:** ***The ABCs of QI: What Changes Can We Make that Will Result in Improvement?***



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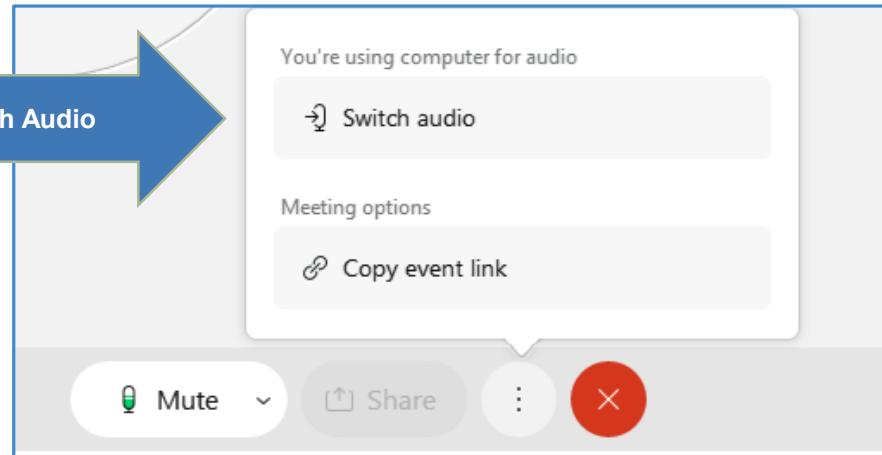


# Webinar Instructions

To avoid echoes and feedback, we request that you use the telephone audio instead of your computer audio for listening and speaking during the webinar.

**Figure 1**

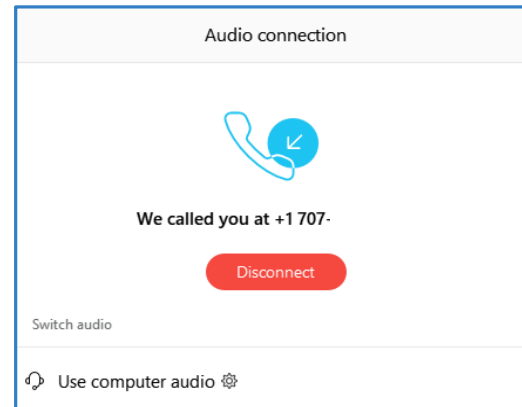
Click Switch Audio



You can switch your audio connection by clicking on the three dot ellipsis icon found at the bottom of your screen.

**Figure 2**

Enter telephone number



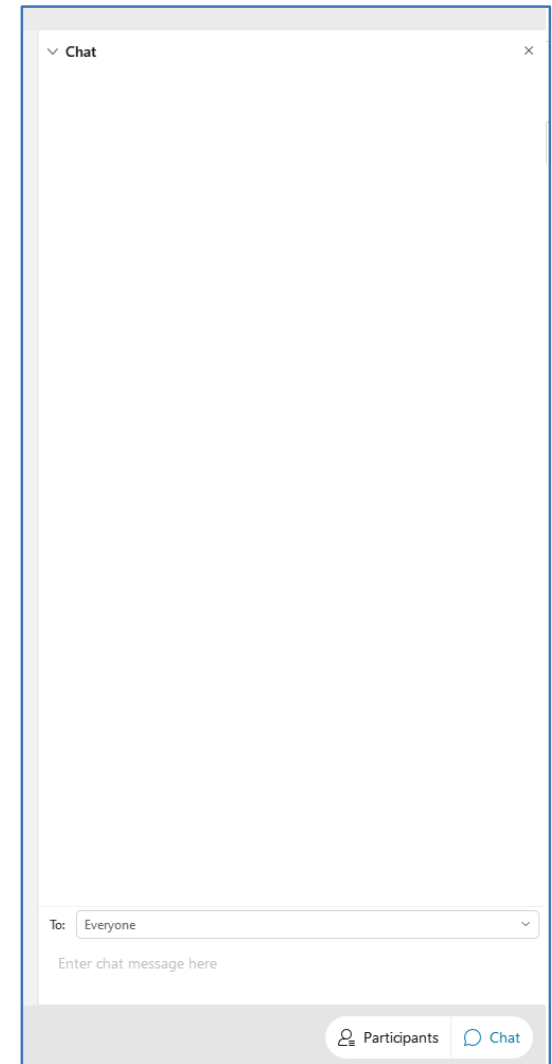


# Webinar Instructions

- All attendees have been muted to eliminate any possible noise/interference/distraction.
- Please take a moment and open your chat box by clicking the chat icon found at the bottom right-hand corner of your screen and as shown in **Figure 1**.
- If you have any questions, please type your questions into the chat box, and they will be answered throughout the presentation.
- Be sure to select “**Everyone**” when sending a message.



Figure 1





# Conflict of Interest

All presenters have signed a conflict of interest form and have declared that there is no conflict of interest and nothing to disclose for this presentation.



# Learning Objectives

1

**Describe at least two change sources**

2

**Learn the purpose and components of a Driver Diagram**

3

**Understand the benefits and use of Process Mapping**



# Review Session III – Set of Measures

## Outcome

- Relates directly to aim
- Answers question – did we achieve our aim?

## Process

- Measures whether a change has been accomplished
- Helps us understand why we did or did not achieve our aim

## Balance

- “Unintended” impact
- Can be + or - impact



# Considerations When You Are Selecting Measures

- **Improvement Topic**
  - Manageable number of measures
  - Define patient population
- **Methodology**
  - Sample size
  - Frequency
  - Sources
- **Key Players: Data Selection/ Data Collection**
  - QI team
  - Involve “front line” in the selection of measures
  - Involve the data collectors in planning collection
  - Get senior leader support for your measures



# Sources for Change: Driver Diagram and Process Mapping





# Focus for This Section

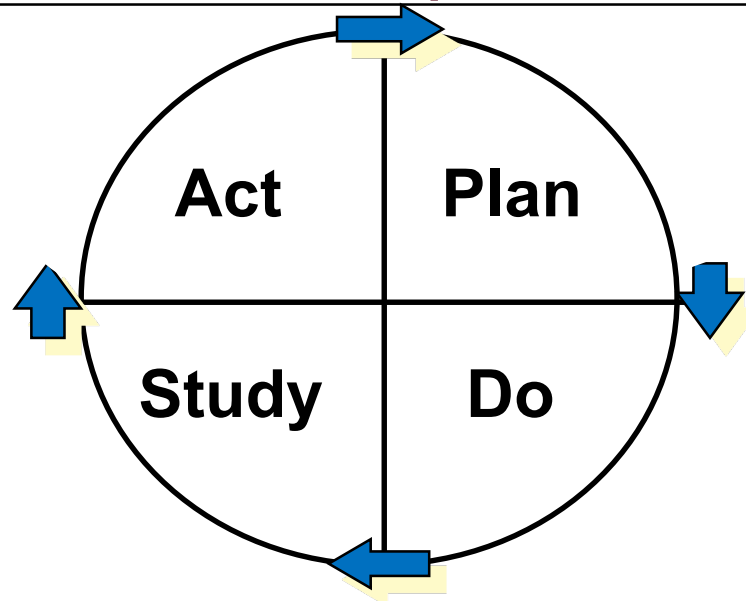
## Model for Improvement

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?

Change Ideas

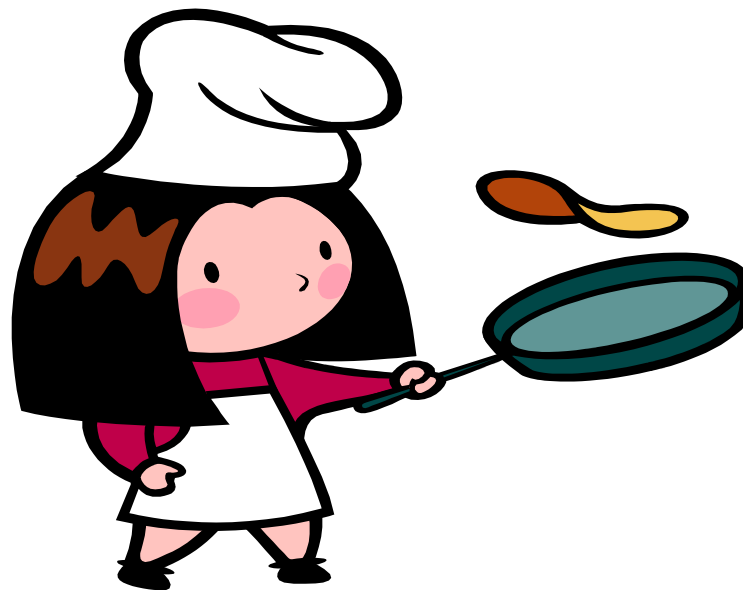


From Associates in Process Improvement.



# Making Changes

What if I wanted to become a better cook?  
What are some ideas that I might use?





# Sources for Changes

Published research

Experts

Peers

Benchmark

Patients: “Voice of the Customer/Patient”

- Focus groups; surveys

The 5 Whys



# Driver Diagram

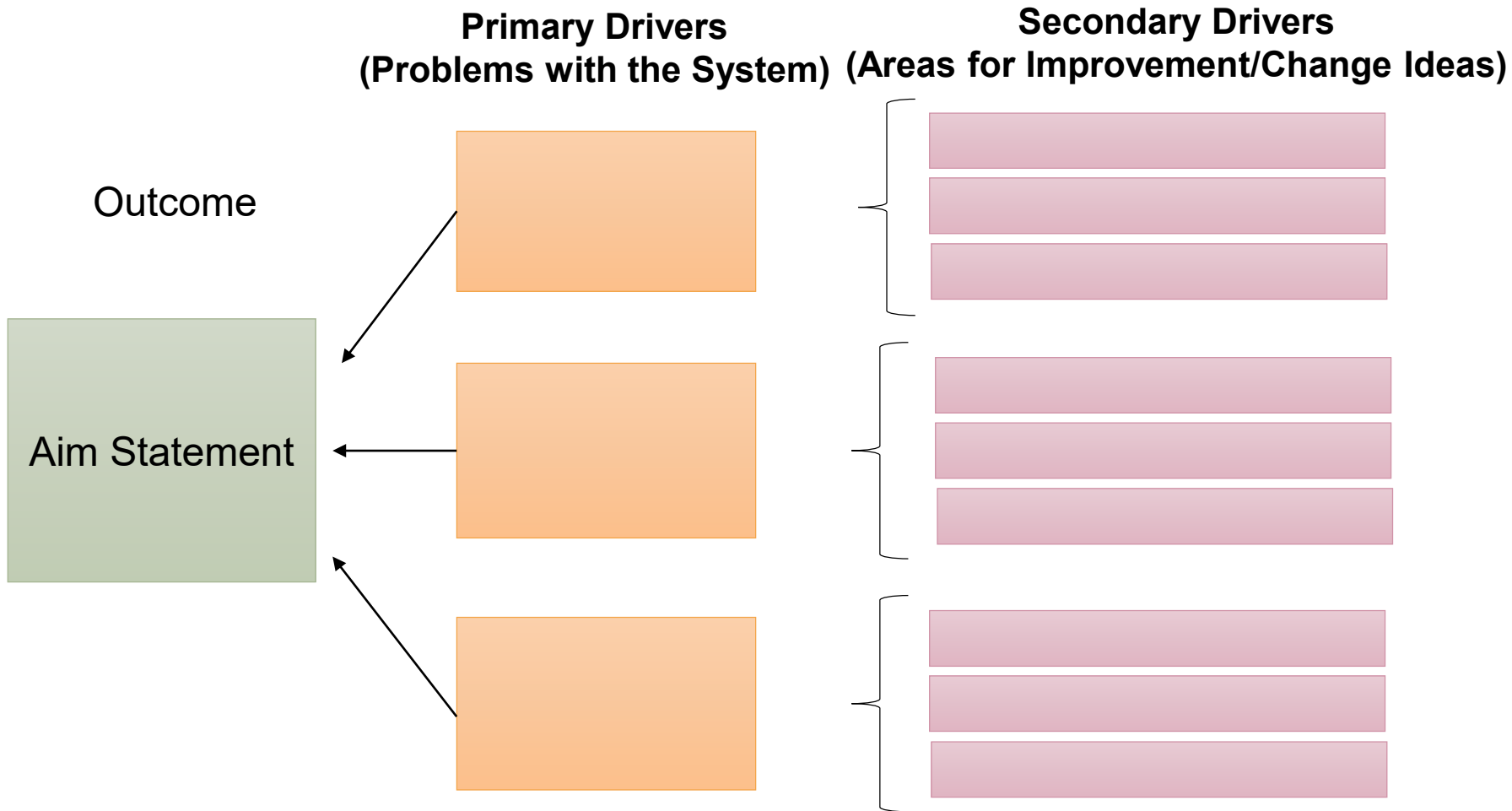
## Purpose

- Translates a high-level improvement goal into sub-projects
- Helps organize change concepts and ideas
- Tests theories about cause and effect
- Serves as a communication tool

Source: Health Quality Ontario, *Driver Diagram Instruction*



# Driver Diagrams





# Brainstorming for Driver Diagram

## Focus Area: Asthma Management

Provider is not using the nationally recognized standards

Patient does not know how to properly use controller medication

Inhaled controller medicine was not prescribed for patient

Patient did not pick up prescribed controller medication

No evidence of asthma in progress note

Incorrect classification in EMR

No diagnosis of asthma in EMR

No follow-up or case management provided for patient

Patient does not keep scheduled appointments



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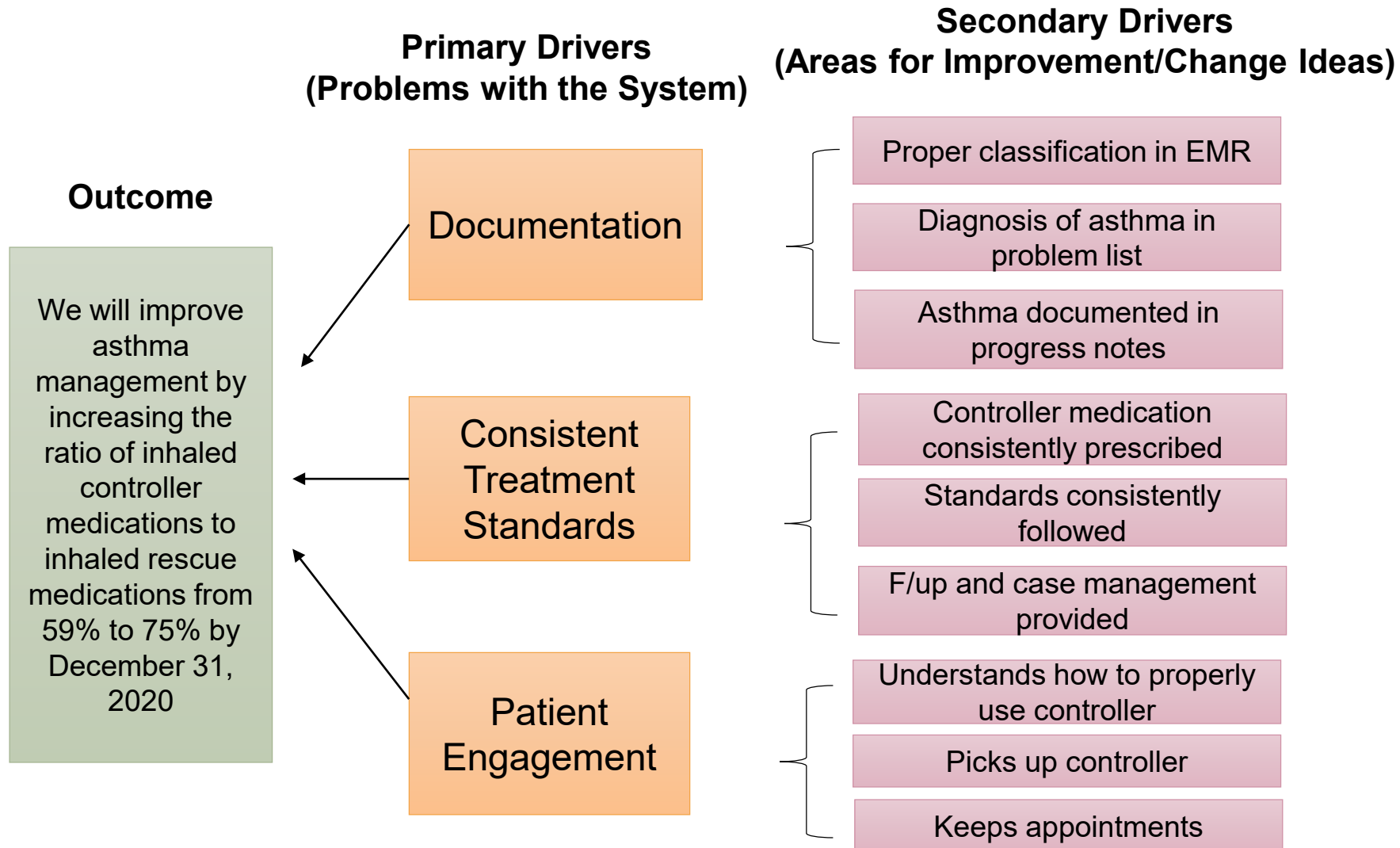
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# Driver Diagram







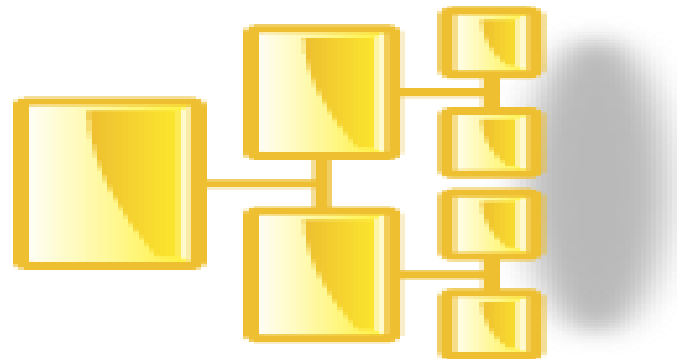
# Let's See How It Works . . .





# Exercise

- 10 minutes: Start a driver diagram for this scenario
- Identify drivers and at least one change idea for each





# Developing Driver Diagrams - Recap

- Team brainstorming tool
- Organizes change concepts and ideas
- Include those who know the work
- If primary drivers are less defined, work backwards
  - Collect change ideas
  - Cluster common ideas together to identify primary driver



# Questions



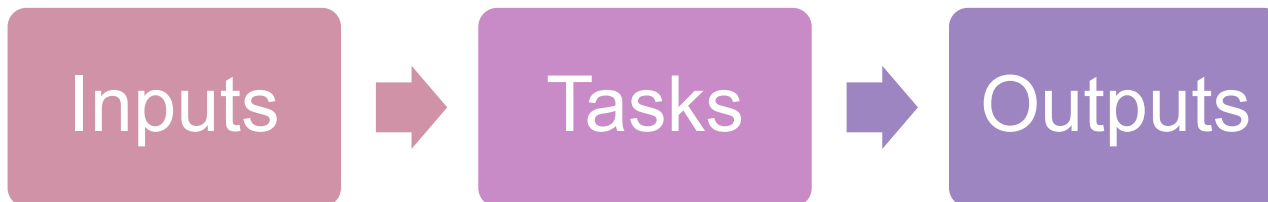


# Process Mapping



# What is Process Mapping?

- A visual aid for picturing our work processes
- It shows each step of a process sequentially
- A visual diagram of a sequence of events that results in a particular outcome
- Process mapping serves as a source for identifying challenges/opportunities, as well as a tool for drafting new or updated processes



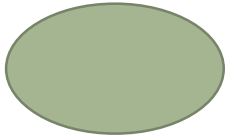


# Benefits of Process Flow Mapping

- Understand the context in which the change will be made
- Serves as a tool for logical thinking about the process
- Defines and standardizes the steps and sequences
- Identify changes that could be made:
  - Gaps in systems
  - Wasted efforts (redundancy, extra steps, use of resources)
- Builds consensus



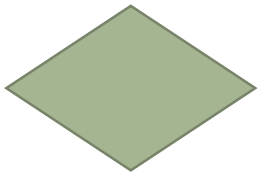
# Process Mapping Symbols



- **Start and End:** Oval used to show inputs (materials, information or action) that starts a process and outputs (the results) at the end of a process



- **Activity:** Rectangle represents one task/ activity/step in the process



- **Decision:** Diamond represents a decision point in the process



- **Break:** A circle identifies a break in the process





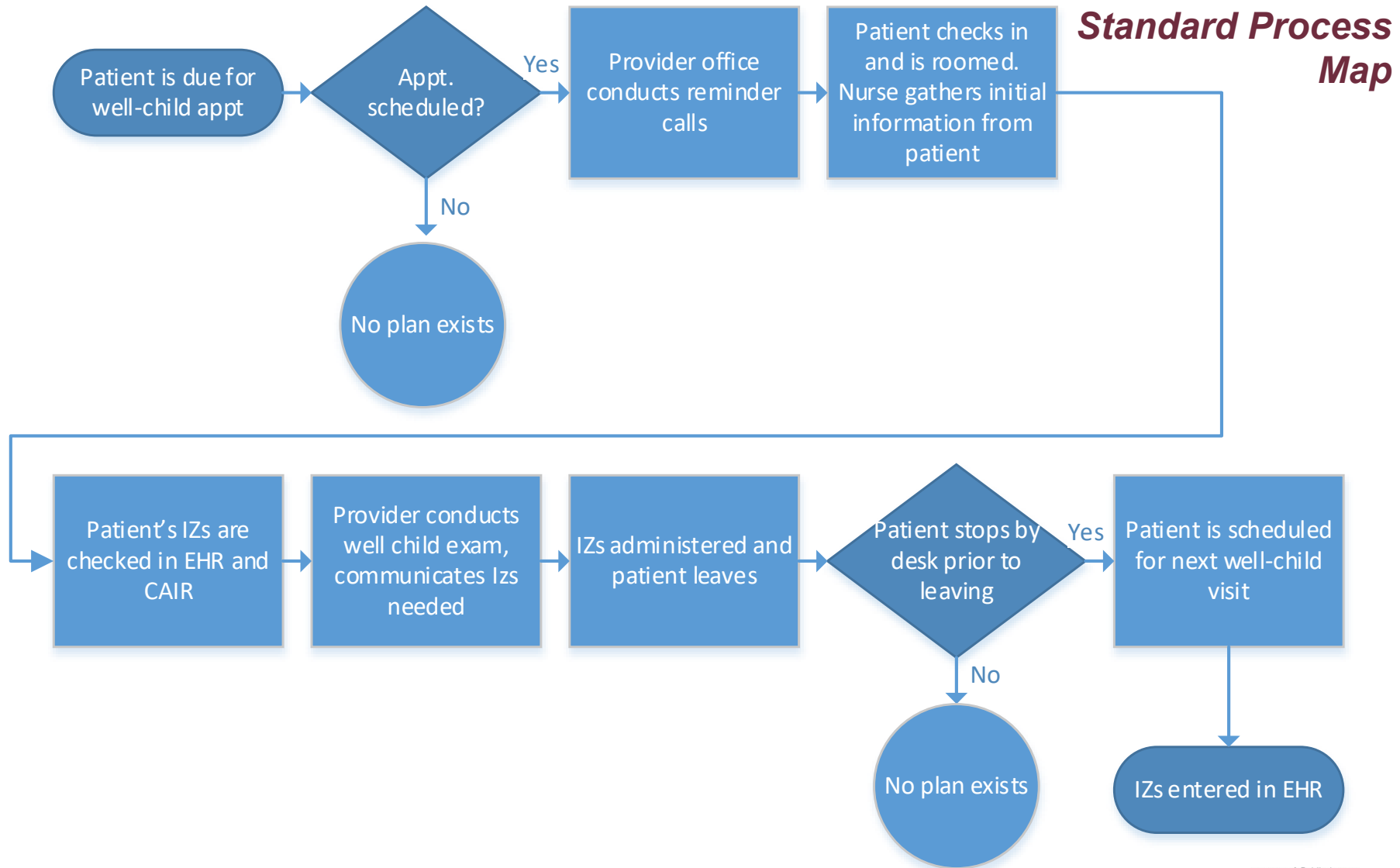
# Analyzing a Process Map

- Identify holes/differences in the process  
“Pin yourself to the problem”
- Identify wasted effort
- Keep in mind the aim of the process
- Brainstorm solutions
  - Develop PDSA cycles





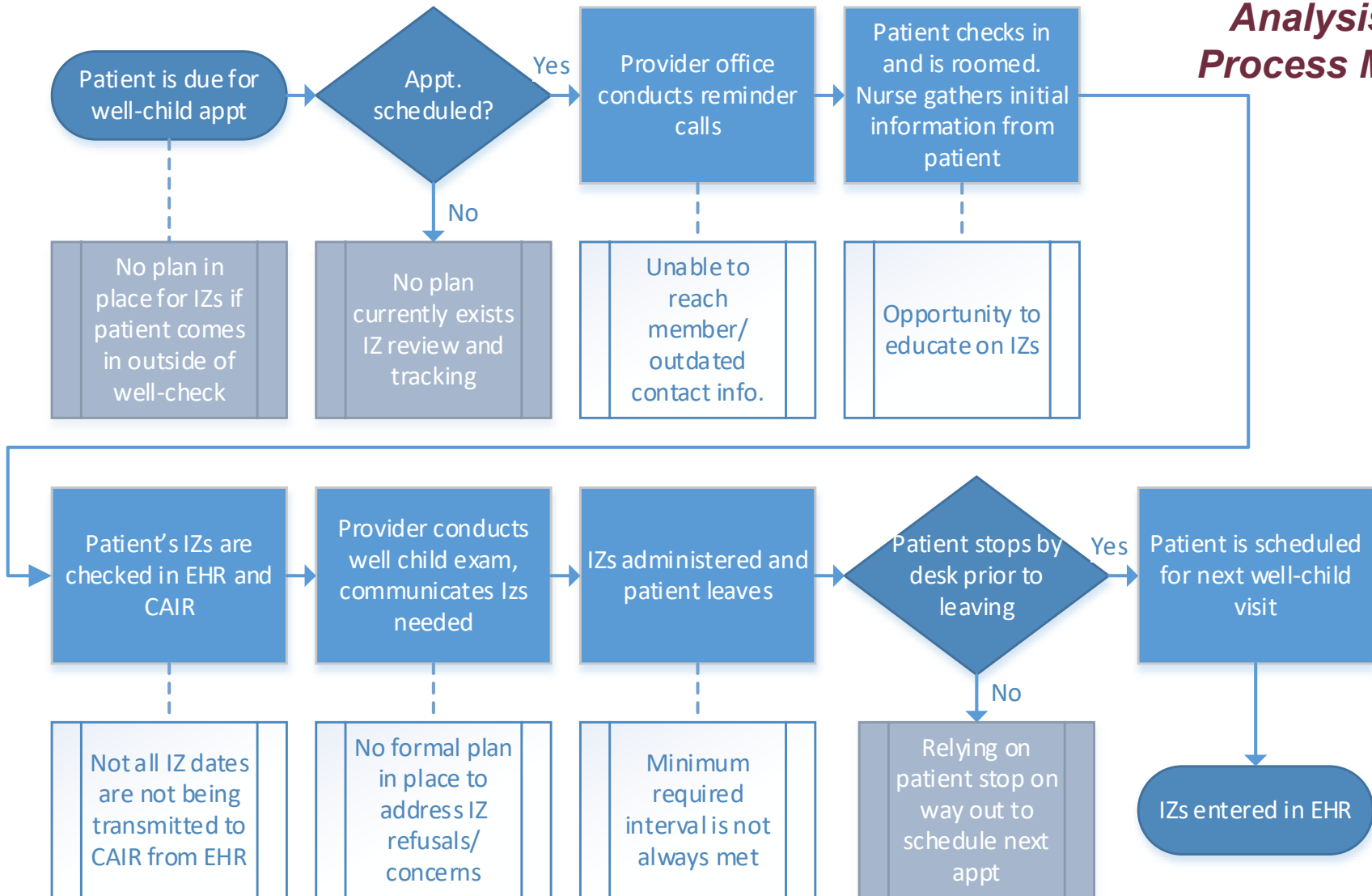
# Immunization Process





# Immunization Process

## Analysis of Process Map





# Key Questions for Analyzing Process Steps

Purpose	What?	What is done?	Eliminate
	Why?	<p>What is the purpose?</p> <p>Is the purpose accomplished?</p> <p>Why is it necessary?</p> <p>What if it were eliminated?</p> <p>What would make it unnecessary?</p>	Combine Rearrange
Place	Where?	<p>Where is it performed?</p> <p>What alternate locations are viable?</p> <p>Can the departments be reorganized?</p>	
Sequence	When?	<p>What other sequences would work?</p> <p>Can it be combined with another event?</p> <p>What are the implications of other sequences?</p>	
Person	Who?	<p>Who performs the task?</p> <p>Who else could perform it?</p>	
Means	How?	<p>What other methods are available?</p> <p>What other process technologies exist?</p> <p>Can smaller scale processes be used?</p>	Simplify



# Process Mapping Exercise

## Group Activity - Process Map

- Scenario: Shopping for my family each week. I write a shopping list just before going to the store
  - **Challenge:** While shopping, some items are forgotten and I have to go back to the store
  - **Goal:** Get all items in one trip and have a happy family and happy parent/caregiver
  - **Your role:** Help me map out a basic weekly shopping routine (as-is) and identify some areas for improvement
  - Create the as-is process map
  - Identify areas for improvement



# Process Mapping Recap

- Helps us understand the current state, the positions and people involved, and the desired output
- Helps us understand how work currently happens
- It identifies process through the “eyes of your patients/customers”
- Identifies existing “work-around” and waste
- Great team builder and builds consensus



# Process Mapping Recap - Guidelines

- Create a high-level as-is process map, from the patient/customer perspective

Use post-its to create process map

(**Tip:** Use different colors, one for process steps and one for areas for improvement)

1. Identify a scribe and facilitator
2. Define the starting point
3. Brainstorm high-level process steps together  
(One process step per post-it.)
4. Define the ending point
5. Briefly discuss and document challenges or inefficiencies that could occur within each step

- Always include people who are impacted by the work



# Additional Sources for Change

- Benchmarking
- Utilizing real experiences and input from patients/family members: “Voice of the Customer/Patient”
  - Focus groups, surveys, and storytelling
- The 5 Whys





Lean Six Sigma Belgium

**“It does not matter where you are coming from. All that matters is where you are going”.**  
Brian Tracy

[LeanSixSigmaBelgium.com](http://LeanSixSigmaBelgium.com)



# Questions





# ABC's of QI - Upcoming Session

*Session 5:5 - Testing and Implementing Changes via the Plan-Do-Study-Act Cycle Webinar*

**Date:** Thursday, November 12     **Time:** Noon - 1 p.m.

**Registration:**

[http://www.partnershiphp.org/Providers/Quality/Pages/Quality\\_Events.aspx](http://www.partnershiphp.org/Providers/Quality/Pages/Quality_Events.aspx)



# Quality Improvement Trainings

## Accelerated Learning Education Program

### (Recording Available)

- Well Child Visit in the First 15 Months of Life Webinar  
**Date:** Tuesday, September 22 **Time:** Noon – 1 p.m.
- Childhood Immunization Measures Webinar  
**Date:** Tuesday, October 6 **Time:** Noon – 1 p.m.
- Academic Detailing Webinar: Improving Asthma Care and the HEDIS Asthma Medication Ratio  
**Date:** Tuesday, October 20 **Time:** Noon – 1 p.m.

## 2019 PCP QIP High Performers – How'd They Do That?

### (Recording Available)

- Webinar #1 of 3 (PCP's with > 10, 000 PHC members)  
**Date:** Thursday, September 17 **Time:** Noon – 1 p.m.
- Webinar #2 of 3 (PCP's between 10 – 20,000 PHC members)  
**Date:** Thursday, October 8 **Time:** Noon -1 p.m.
- **Webinar #3 of 3 (PCP's with < 20, 000 PHC members)**  
**Date:** Thursday, November 5 **Time:** Noon – 1 p.m.

- **Tools for Prioritizing Quality Measures**

**Date:** Thursday, October 1 **Time:** Noon – 1 p.m.  
(Recording Available)

- **Change Management/Change Fatigue and QI Webinar**

**Date:** Tuesday, October 27 **Time:** Noon – 1 p.m.  
(Recording Available)

### Register:

[http://www.partnershiphp.org/Providers/Quality/Pages/Quality\\_Events.aspx](http://www.partnershiphp.org/Providers/Quality/Pages/Quality_Events.aspx)

### Recordings:

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



# 1:1 Coaching with Improvement Advisor

- Improvement Advisors Can Help:
  - Additional Training and Clarification on the Model for Improvement
  - Project Planning
  - Advise on Quality Projects including:
    - Aim Statement
    - Project Charter
    - Driver Diagram / Process Mapping
    - PDSAs



# Evaluations

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





# Continuing Education Credits

Approved for 1.0 AAFP Elective credits. \*\*CME is for physicians and physician assistants and other healthcare professionals whose continuing educational requirements can be met with AAFP CME.

Provider approved by the California Board of Registered Nursing, Provider #CEP16728 for 1.0 hours.



# Resources

## A Quick Guide to Starting Your Quality Improvement Projects

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

## QI Monthly Newsletters

<http://www.partnershiphp.org/Providers/Quality/Pages/PCPQIPMonthlyNewsletter.aspx>







# Thank You!

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