



The ABCs of QI:



Session 4: What Changes Can We Make That Will Result in Improvement?



Renzo Amaya, Project Manager
Dorian Roberts, Senior Project Manager
Andrea Harris, Project Manager



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



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



Sources for Change: Driver Diagram and Process Mapping



Focus For This Section

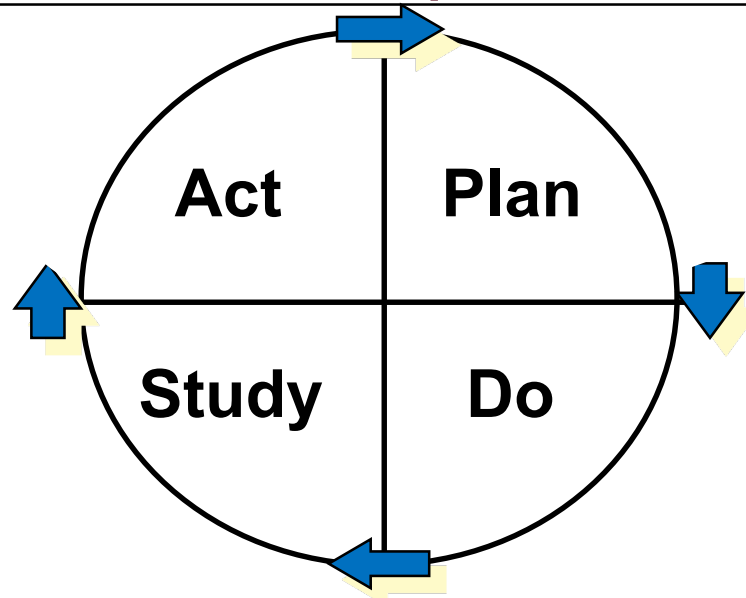
Model for Improvement

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

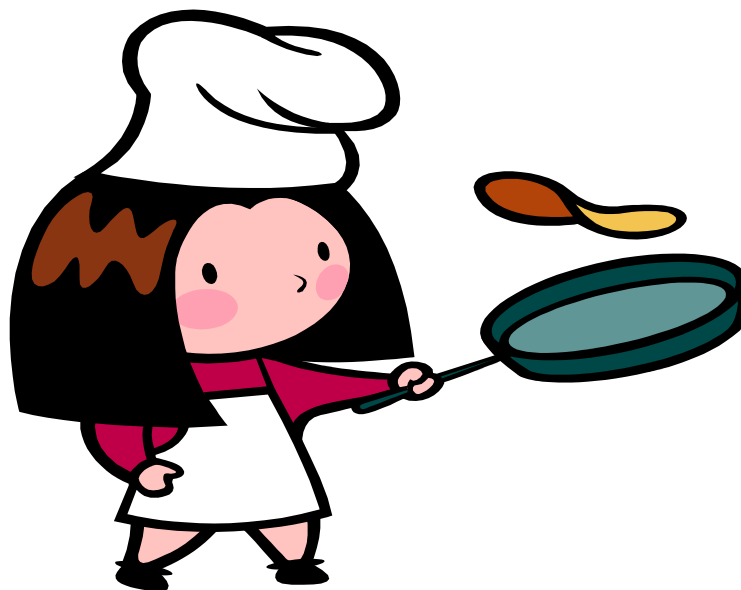


From Associates in Process Improvement.



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 Five Whys



Driver Diagram

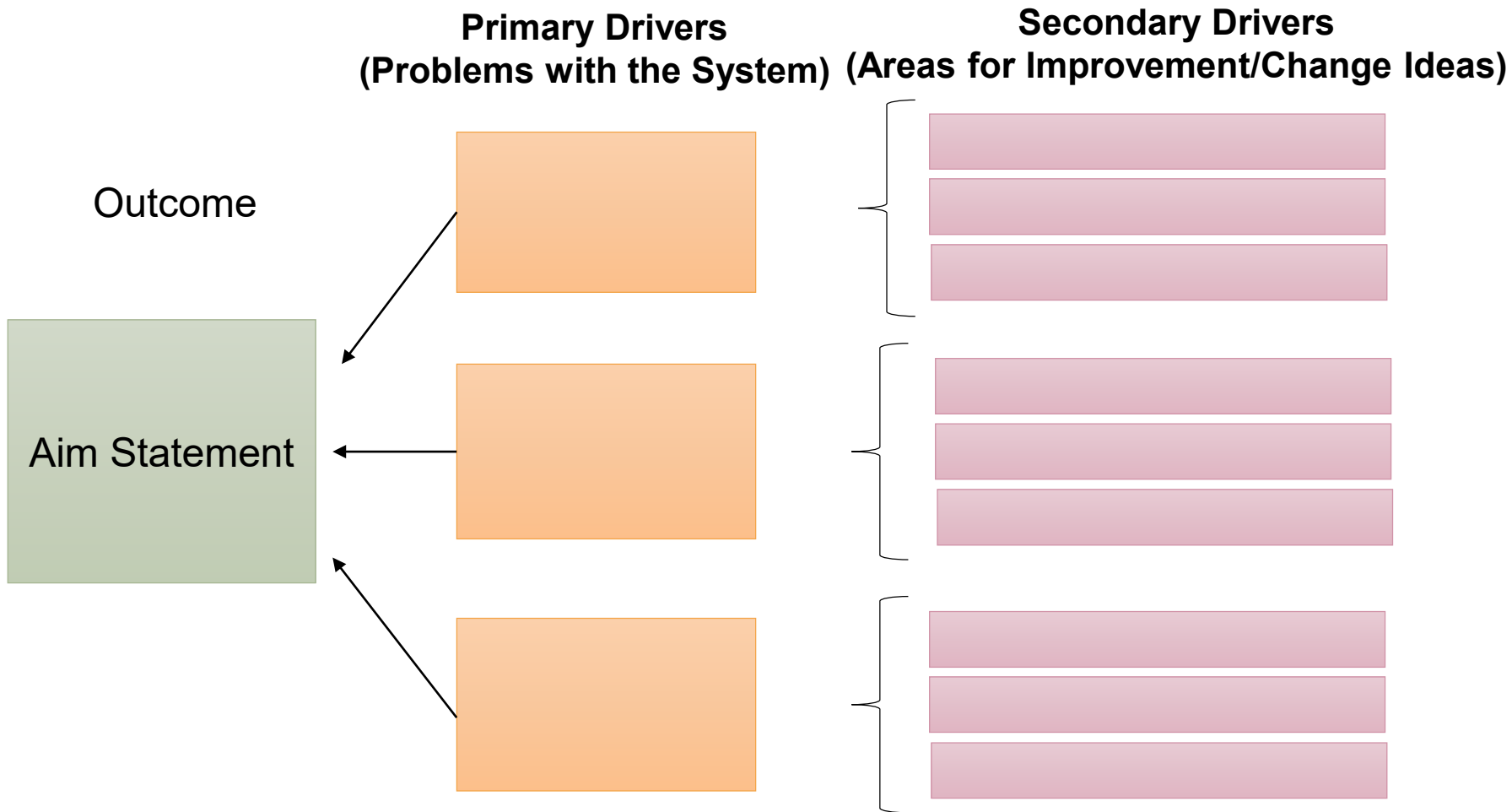
Purpose

- 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 did not pick up prescribed controller medication

Incorrect classification in EMR

No diagnosis of asthma in EMR

Patient does not know how to properly use controller medication

No follow-up or case management provided for patient

Inhaled controller medicine was not prescribed for patient

No evidence of asthma in progress note

Patient does not keep scheduled appointments



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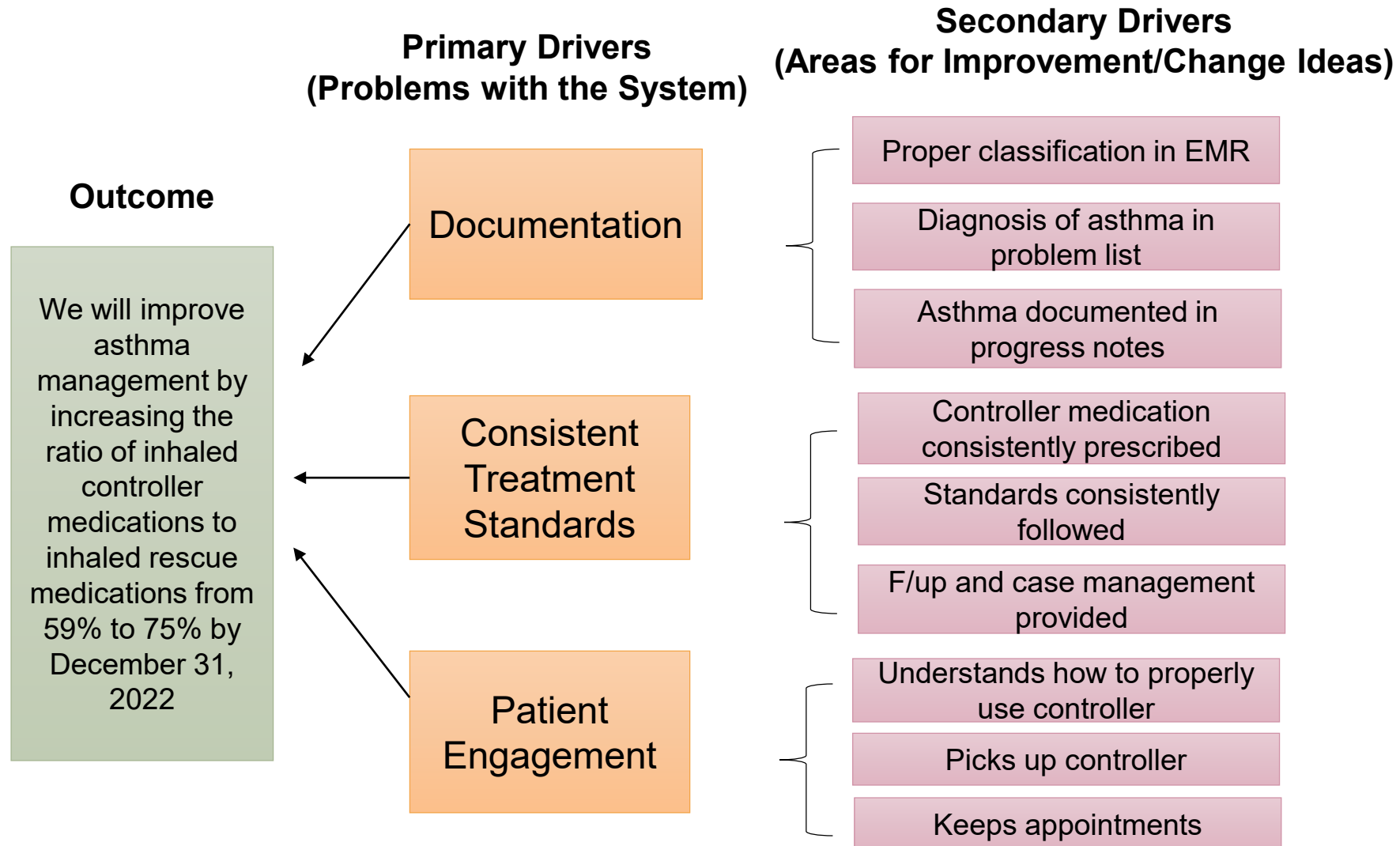
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Driver Diagram





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 backward
 - Collect change ideas
 - Cluster common ideas together to identify primary driver



Questions



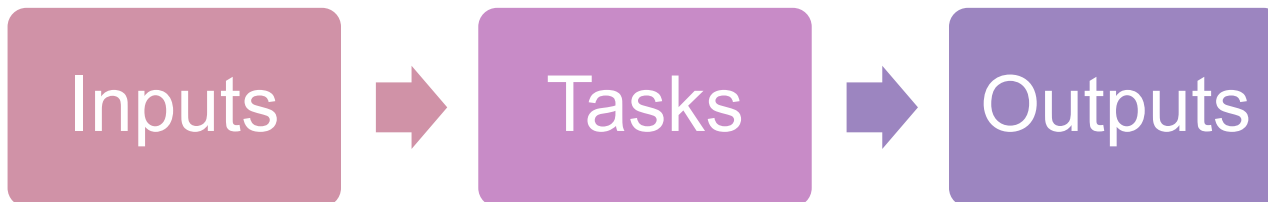


Process Mapping



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



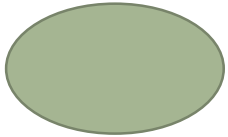


Benefits of Process Flow Mapping

- 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



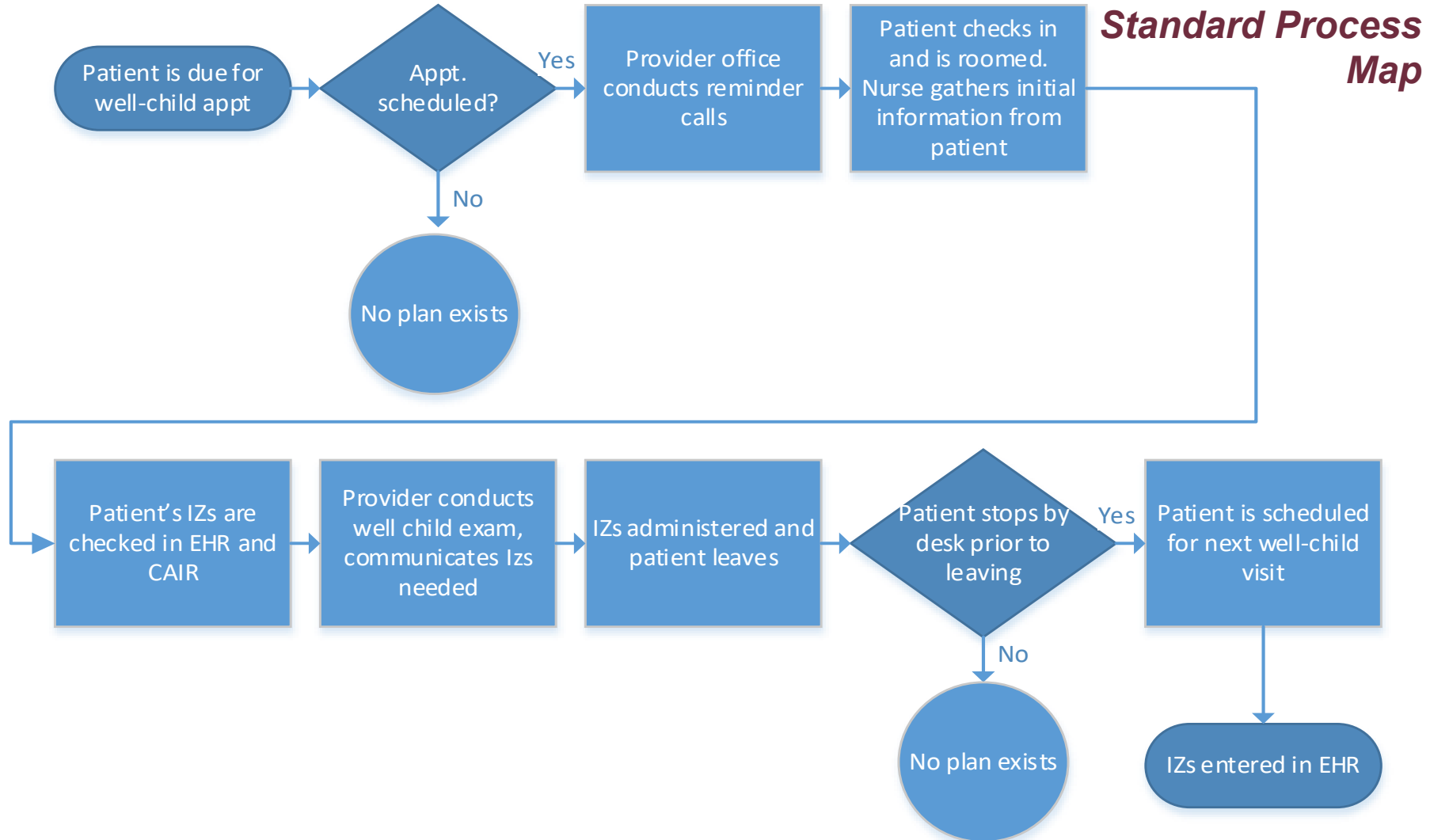


Key Questions for Analyzing Process Steps

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



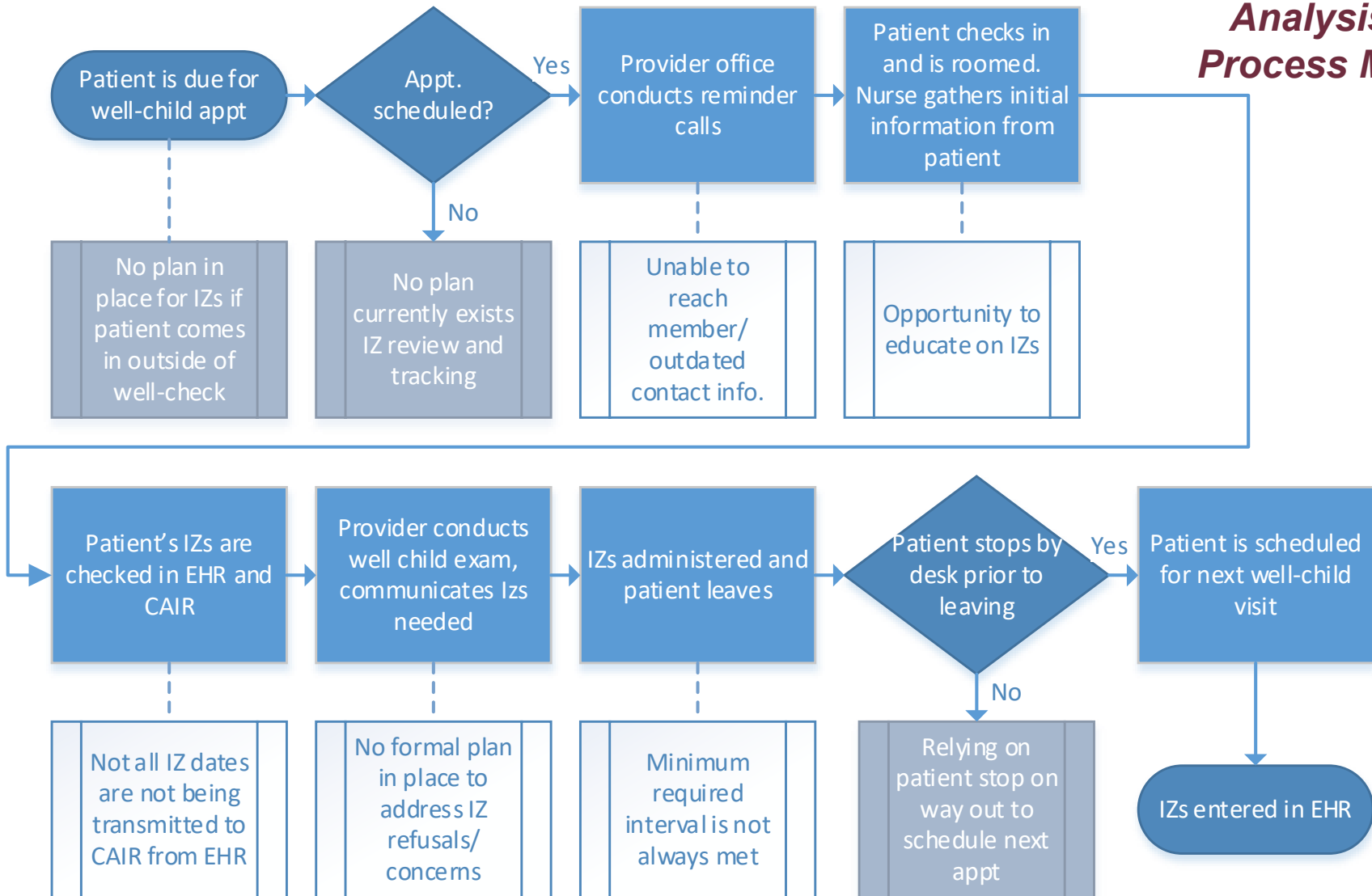
Immunization Process





Immunization Process

Analysis of Process Map





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 Five Whys



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

Brian Tracy

LeanSixSigmaBelgium.com



Questions





ABCs of QI Final Session

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

Date: Wednesday, June 22 **Time:** Noon - 1 p.m.



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

Using Lean and A3 Thinking to Manage Improvement Projects

This course will provide an introduction to Lean Thinking and how improvement teams can use the A3 tool to manage the full cycle of an improvement project from planning, monitoring, and sharing what you are learning.

Date: June 15 **Time:** Noon - 1:15 p.m.



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



Evaluations

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





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!

ABCs of QI Presenters:

Renzo Amaya - ramaya@partnershiphp.org

Dorian Roberts - doroberts@partnershiphp.org

Andrea Harris - aharris@partnershiphp.org

Amanda Kim - akim@partnershiphp.org

Yolanda Latham - ylatham@partnershiphp.org

Flora Maiki - fmaiki@partnershiphp.org

QI/Performance Team:

ImprovementAcademy@partnershiphp.org