Quality Improvement Session

The Aurum Institute
Lauren De Kock, Winnet Chinogwenya
What is QI?
What is QI?
Our Interpretation of QI
What are we LEARNING about?

Scale of LEARNING

It's about growth of knowledge – only way to learn within this complex environment is through constant empirical experience adjusted not confined.
Prerequisite

THE FUTURE BELONGS TO THE CURIOUS. THE ONES WHO ARE NOT AFRAID TO TRY IT, EXPLORE IT, POKE AT IT, QUESTION IT AND TURN IT INSIDE OUT.

skillshare.com
If everybody followed the rules, nothing would ever change. Without change there would be no progress."

Richard Branson
virgin
Progress vs Change

Change is not always progress... A fever of newness has everywhere been confused with the spirit of progress.

— Henry Ford —
Being Willing to Change

"Insanity is doing the same thing over & over again & expecting different results."

Albert Einstein
Your View is Not the Only View
Its not as it appears
Look to Learn

Learning takes place:
- Replicated
- Don’t want it repeated
- Improve

FAILED
The Value of “Failed” Tests

"I did not fail one thousand times; I found one thousand ways how to not to make a light bulb."

Thomas Edison
Quality patient-centred care

“Care that is **respectful of and responsive** to individual patient preferences, needs and values in order that **patient values guides all clinical decisions**. This demands **partnership** among professionals, patients and families in the care giving process” (Institute of medicine....2001)
Deming on the Nature of Quality

• “Quality is meeting and exceeding the customer’s needs and expectations and then continuing to improve.”
Charlene's Story

• TB on the Heart
Is this what it feels like to be THE POINT

Indignity
Anonymous
Ignorant
Powerless
YOUR choice trumps MY choice
Indignity
Nameless
Told
Helpless
Not asked
Homogenised
No choice
The PATIENT is the POINT!!
It's not as it appears

Look to Learn
“Every system is perfectly designed to achieve the result it gets”

Paul Batalden
What are we trying to accomplish?

What change can we make that will result in improvement?

How will we know that a change is an improvement?

Improvement Guide, Chapter 1, p.24
Appendix C, p. 454
Quality Improvement

The Juran Trilogy

- Quality Planning
- Quality Control (During Operations)

Sporadic Spike (RCA/SCA)
Original Zone of Quality Control
Cost of Poor Quality Chronic Waste

Quality Improvement

New Zone of Quality Control

Lessons Learned
Lets play and learn

AEROPLANE GAME
Task

As a team design a plane that will fly for 8 M.
<table>
<thead>
<tr>
<th>What we need</th>
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<tbody>
<tr>
<td><strong>Tools</strong></td>
</tr>
<tr>
<td>• Blank pieces of paper</td>
</tr>
<tr>
<td>• Recording sheet</td>
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<tr>
<td>• Fishbone template</td>
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<td>• PDSA learning cycle</td>
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<tr>
<td>• Tape measure</td>
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<tr>
<td><strong>People</strong></td>
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<td>• Record keeper</td>
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<td>• Observer</td>
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STEP 1

Design your plane

Instructions
1. Use the sheets of paper and other materials provided
2. Design and produce a paper airplane
STEP 2

Get a baseline

Instructions

1. Identify a record keeper & observer
2. Take your plane to the “flight deck”
3. Launch your airplane – Perform 3 throws
4. Measure and record the distance traveled on the recording sheet
5. Return to your table
Data recording sheet

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<th>Throw 2</th>
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<th>Throw 4</th>
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SMART AIM

To improve the flight distance of the paper plane from *(baseline)* meters to 8 meters by round 3
The Overall Aim: What you are trying to achieve; how much by when

The PDSA Aim: what outcome you hope to achieve as a result of your test during this PDSA; how much by when

The Change Idea: Idea to be tested for this PDSA

Material Required:

Act
- Adapt
- Increase scale
- Different conditions
- Adopt
- abandon

Plan
- Who
- What
- When
- How (scale)
- Data

Study
- Analyse data and observations

Do
- Process Data
- Observations

The Measures (Outcome):

The Measures (Process):

The Prediction:
Cause and effect - Fishbone

- **Lifestyle**:
  - Poor nutrition
  - Social life
  - Long distance to travel
  - Rife stigma & discrimination

- **Clinical system**:
  - Cannot get appointment
  - Poor processes
  - Stock outs
  - Religious beliefs against medication
  - Cultural practices

- **Psychosocial**:
  - Acceptance of status
  - Conflict at home
  - Support
  - Contract work
  - Affordability

- **Economic situation**

- **Environment**

- **Culture**

**Poor viral load suppression in patient X**
STEP 3

Identify the problems & develop ideas

Instructions

1. Using the fishbone or 5 whys identify the problems you faced
2. Agree as a group what problem area/s you want to improve
3. Based on your agreement redesign your plane
4. Document on the PDSA learning sheet
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What
When
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Analyse data and observations

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Process Data
Observations

1A
STEP 4

Test, Learn, Adapt

Instructions

1. Return to the flight deck
2. Launch your plane – 3 throws
3. Measure and record outcome on the Recording sheet
4. Return to your table and reflect using the PDSA learning sheet
5. You can do 2-3 rounds of redesigning and launching your plane. Make sure all rounds you are recording your outcomes
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Material Required:

The Measures (Outcome):

Plan
Who
What
When
How (scale)
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The Prediction:

The Measures (Process):

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Adapt
Increase scale
Different conditions
Adopt
abandon

Study
Analyse data and observations

Do
Process Data
Observations
Theory of Change

• What have you learnt about throwing an aeroplane 8m 3 x consecutively?
• What does not work?
• Why?
• What does work?
• Why?
• What is your theory of change?
The WHY – QI!

WHY WE NEED TO DO WHAT WE NEED TO DO IN THE WAY THAT WE NEED TO DO IT!!
Testing a Theory NOT just a change

Scale of learning not just testing for improvement
What are we trying to accomplish?

What change can we make that will result in improvement?

How will we know that a change is an improvement?

AIM

RCA & CHANGE IDEAS

MEASUREMENT

What change can we make that will result in improvement?

How will we know that a change is an improvement?
The Basis for the Science of Improvement

Based on Deming’s System of Profound Knowledge

- Appreciation of a system
- Building Knowledge (Theory of Knowledge)
- Human Side of Change (Psychology)
- Understanding Variation
“Improvement of any system requires will, ideas and execution.”

- Building the **Will** for Change
- Cultivate Promising Improvement **Ideas**
- Putting those ideas into action through effective **Execution**

- Tom Nolan, PhD
Steps to Quality Improvement

Step 1: Problem

Step 2: Data

Step 3: Team

Step 4: Finding the Root Cause

Step 5: Idea for Change

Step 6: Act, Plan, Study, Do

Step 7: Implementation

Step 8: Monitoring and Review
What is QI?

• We propose defining it as the combined and unceasing efforts of everyone—healthcare professionals, patients and their families, researchers, payers, planners and educators—to make the changes that will lead to better patient outcomes (health), better system performance (care) and better professional development (learning).

  – What is “quality improvement” and how can it transform healthcare? Paul B Batalden and Frank Davidoff
What is QI?

• ...healthcare will not realise its full potential unless change making becomes an intrinsic part of everyone's job, every day, in all parts of the system. Defined in this way, improvement involves a substantial shift in our idea of the work of healthcare...

  – What is “quality improvement” and how can it transform healthcare? Paul B Batalden and Frank Davidoff
WHAT IS THAT SHIFT?

THE WAY WE VIEW & DO OUR WORK

...everyone has 2 interdependent roles:

1 - **DOING** the work and
2 - **IMPROVING** the work