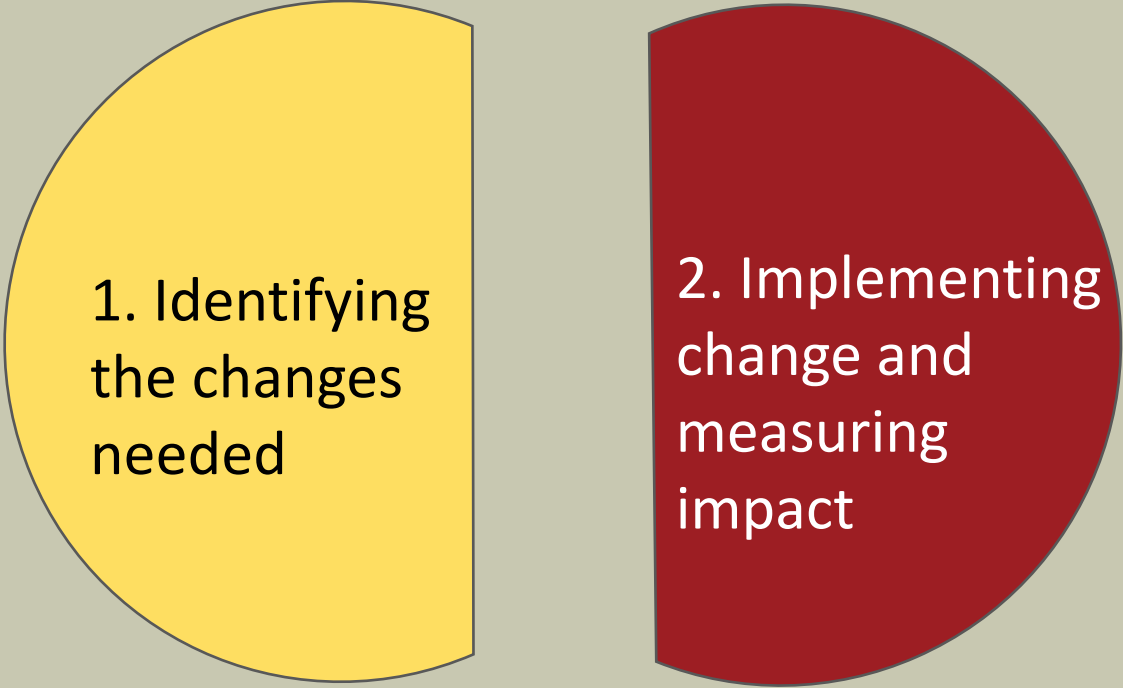# What does an organization have to do to continually improve?
Part I: Tools to identify changes needed

Thursday, July 12th
12-1 PM MT

Two parts to this Question we will focus on

1. Identifying the changes needed

2. Implementing change and measuring impact

Defining Quality of Care

"Quality of care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge."
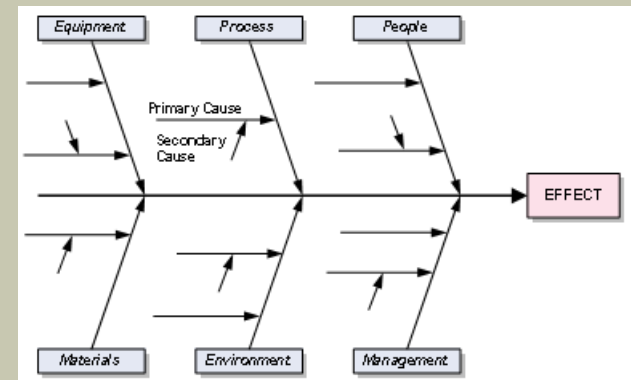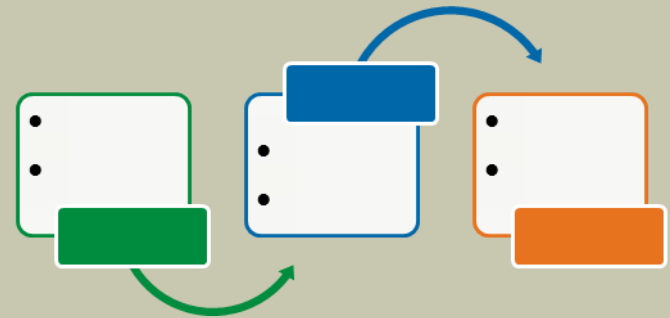
- Institute of Medicine
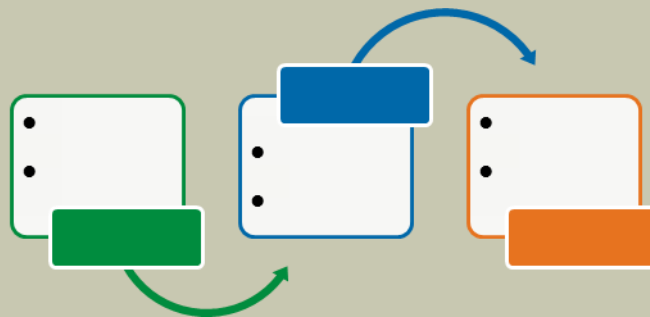
Why is Quality Improvement Important?

➢ Patient-centered

➢ The right thing to do

➢ Helps you evaluate and improve your work

➢ It could be required

➢ Enhances new system implementations

➢ Strengthens funding / reimbursement

➢ Influences cost

Today we will look at:

- Process Mapping

- Cause & Effect Diagram

- Matrix of Prioritization

Steps

1. Identify the process you are going to look at

2. Identify team members that are involved in the process

3. Map out process (this may take a few iterations)
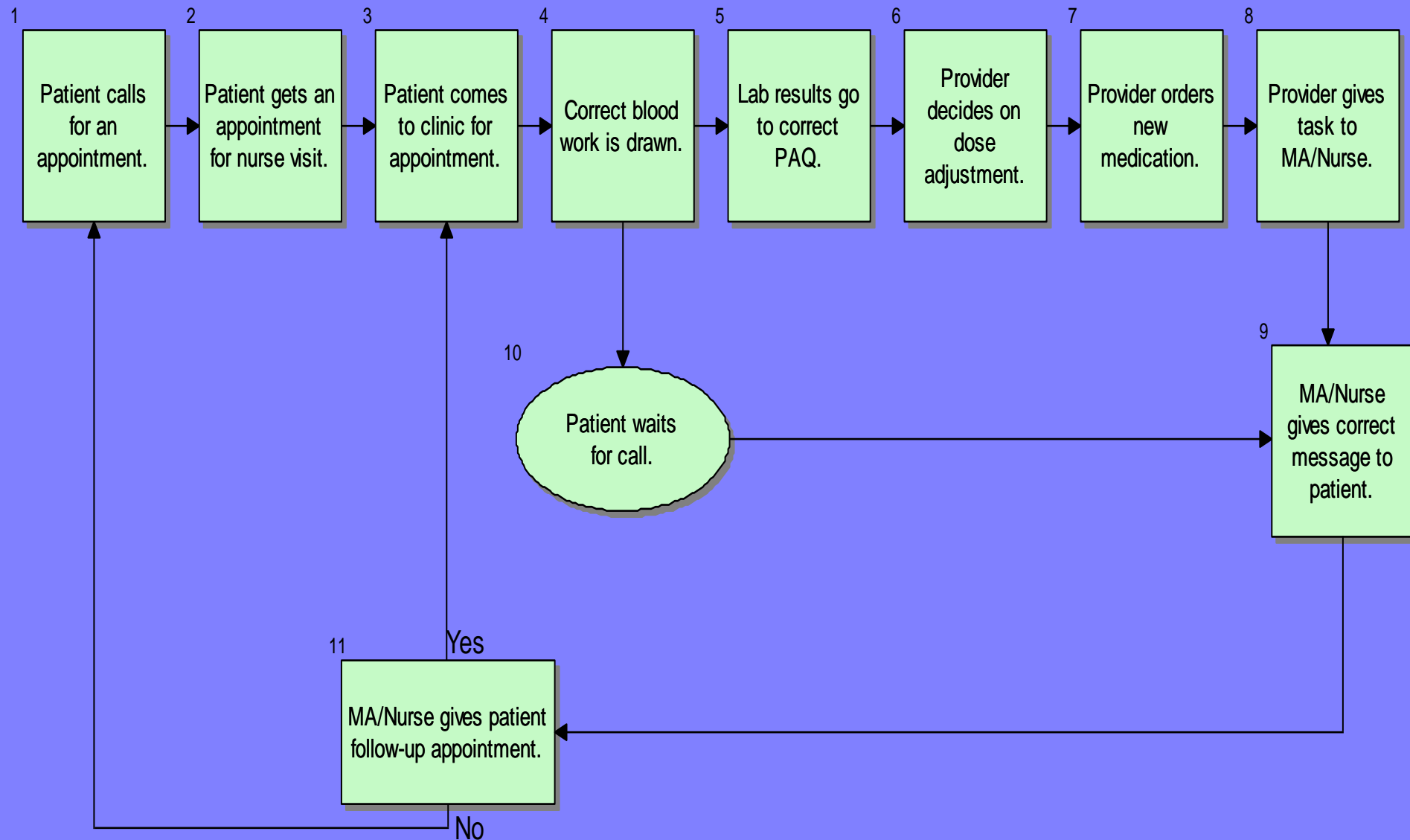
Process Mapping

The point of mapping is not the map, but understanding the flow of information and material.
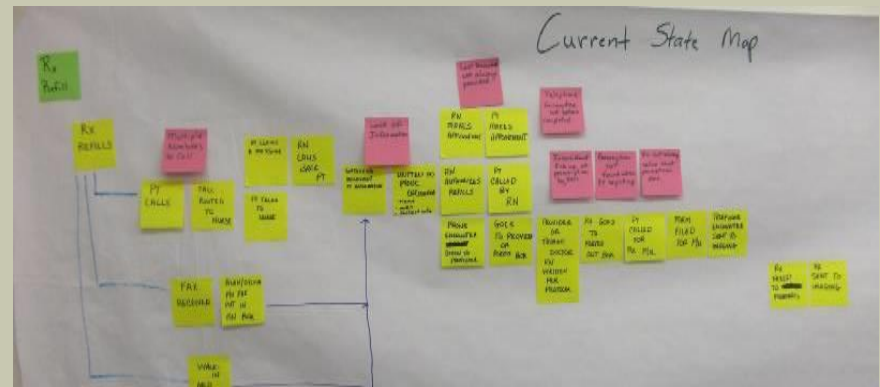
Let's View an Example

Ongoing Warfarin Management

1 Patient calls for an appointment.

2 Patient gets an appointment for nurse visit.

3 Patient comes to clinic for appointment.

4 Correct blood work is drawn.

5 Lab results go to correct PAQ.

6 Provider decides on dose adjustment.

7 Provider orders new medication.

8 Provider gives task to MA/Nurse.

9 MA/Nurse gives correct message to patient.

10 Patient waits for call.

11 MA/Nurse gives patient follow-up appointment.

Yes

No

An additional step to consider with process mapping…

VALUE STREAMING

VALUE STREAMING

Which Steps in the Process:

- Add Value for the Patient

- Are Required

- Do Not Add Value for the Patient

A step is value-added if:

- The patient recognizes the value

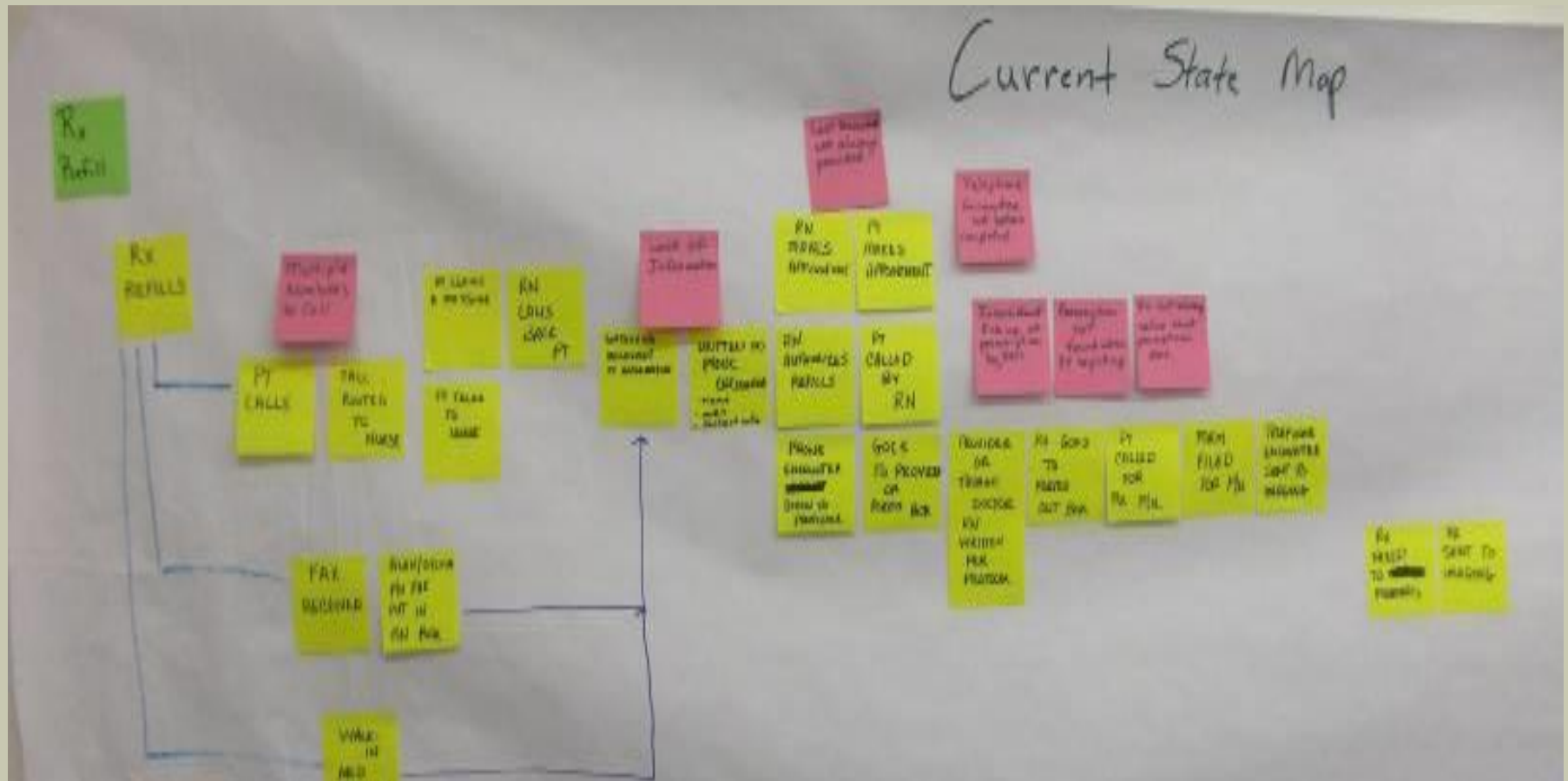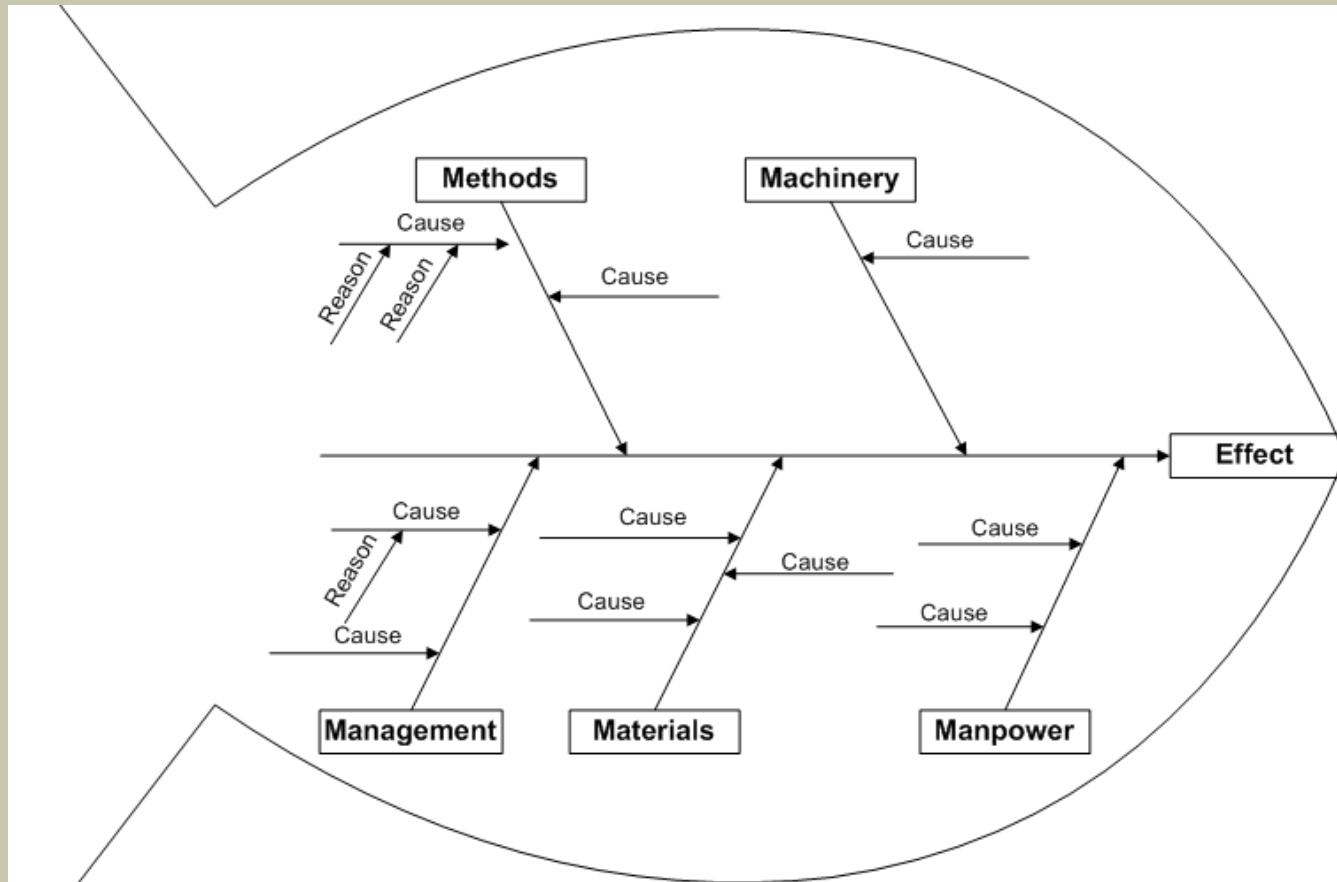- It improves the service

- It's done right the first time

Questions to Determine Non-Value Added Steps

- Which activities do not add value?

- Which activities can be eliminated?

- Which activities can be combined?

- Which activities can be replaced by simpler ones?

Example of Value Stream

CAUSE & EFFECT DIAGRAM

Let's look at an Example

Fishbone diagram — Root cause: Patient does not get scheduled with their PCP

- Phone system is too complicated and by the time patients reach Call Center they are frustrated
- Providers are seeing other providers' patients
- Schedulers are not making an effort to schedule patients with their PCP
- Schedulers are scheduling patients with whichever provider has an opening
- Schedulers have not been trained on the importance of continuity
- Patient does not get scheduled with their PCP
- There are no resources that talk about the importance of provider/team: patient continuity
- Attitude: Come in, do my job and go home
- Management is involved in a new initiative and doesn't have time to help address issue
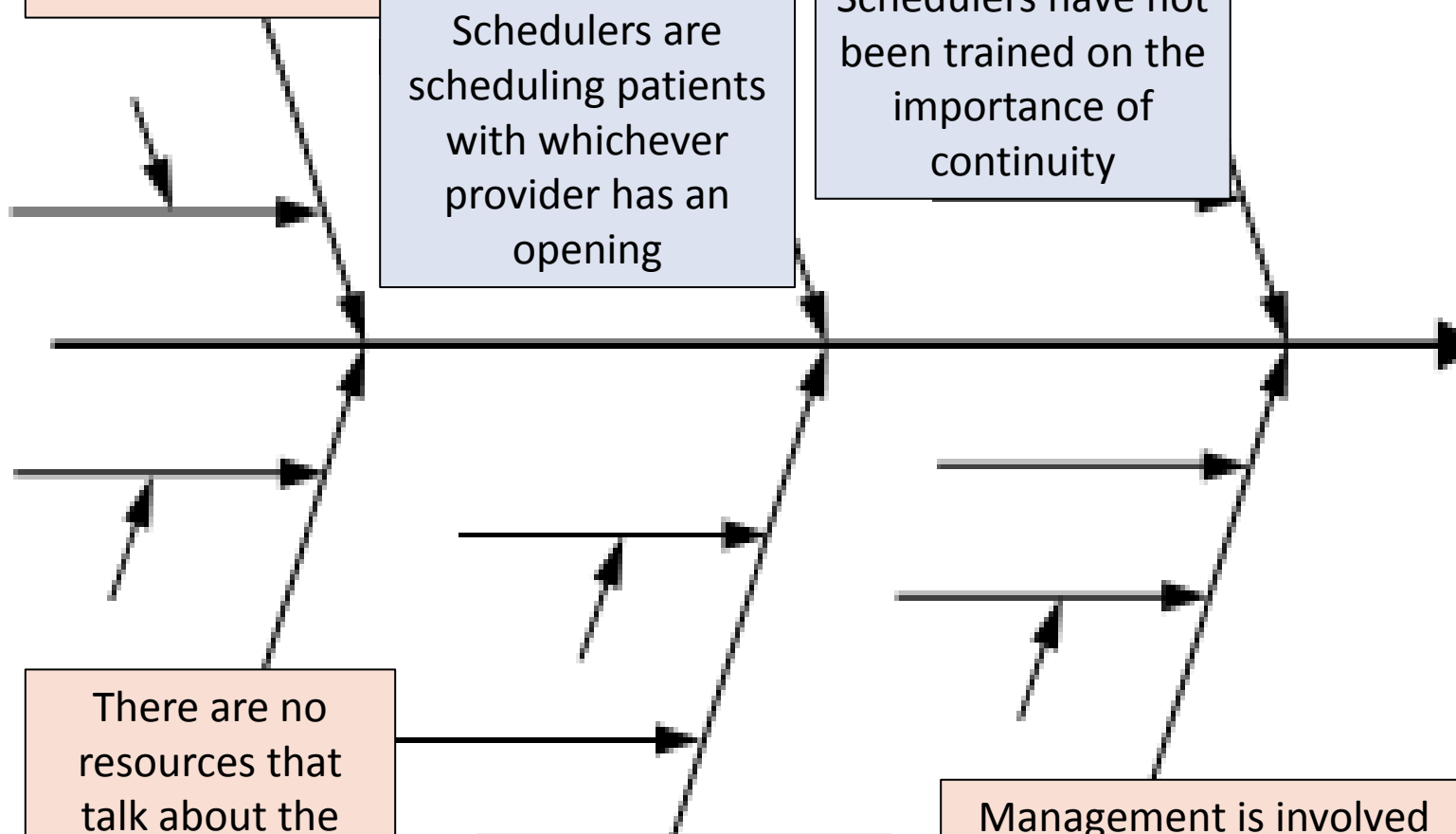
An alternative… 5 WHYs

Issue: Patient does not get scheduled with their PCP

Why 1	Why 2	Why 3	Why 4	Why 5
Phone system is too complicated and by the time patients reach Call Center they are frustrated	Leadership has not prioritized improving the phone system			
	There is no alternate way of reaching the practice, provider or team			
Providers are seeing other providers' patients	Schedulers are not making an effort to schedule patients with their PCP	Schedulers have not been trained on the importance of continuity	Management is involved in a new initiative and doesn't have time to help address issue	
	Providers and their teams are not looking at their schedules ahead of time			

Prioritization Matrix

Identified Root Causes	Frequency of Occurrence	Impact when it occurs	Prioritization
Primary Driver 1 (*Initial Cause*)			
Cause 1	2	1	2x1=2
Cause 2	3	2	3x2=6
Primary Driver 2 (*Initial Cause*)			
Cause 3	3	1	3x1=3
Cause 4	1	1	1x1=1

Prioritization Matrix

Identified Root Causes	Frequency of Occurrence	Impact when it occurs	Prioritization
Phone system is too complicated and by the time patients reach Call Center they are frustrated			
1. **Leadership has not prioritized improving the phone system**	**3**	**3**	**9**
2. There is no alternate way of reaching the practice, provider or team	2	2	4
Providers are seeing other providers' patients			
1. Management is involved in a new initiative and doesn't have time to help address issue	1	3	3
2. **Providers and their teams are not looking at their schedules ahead of time**	**3**	**2**	**6**