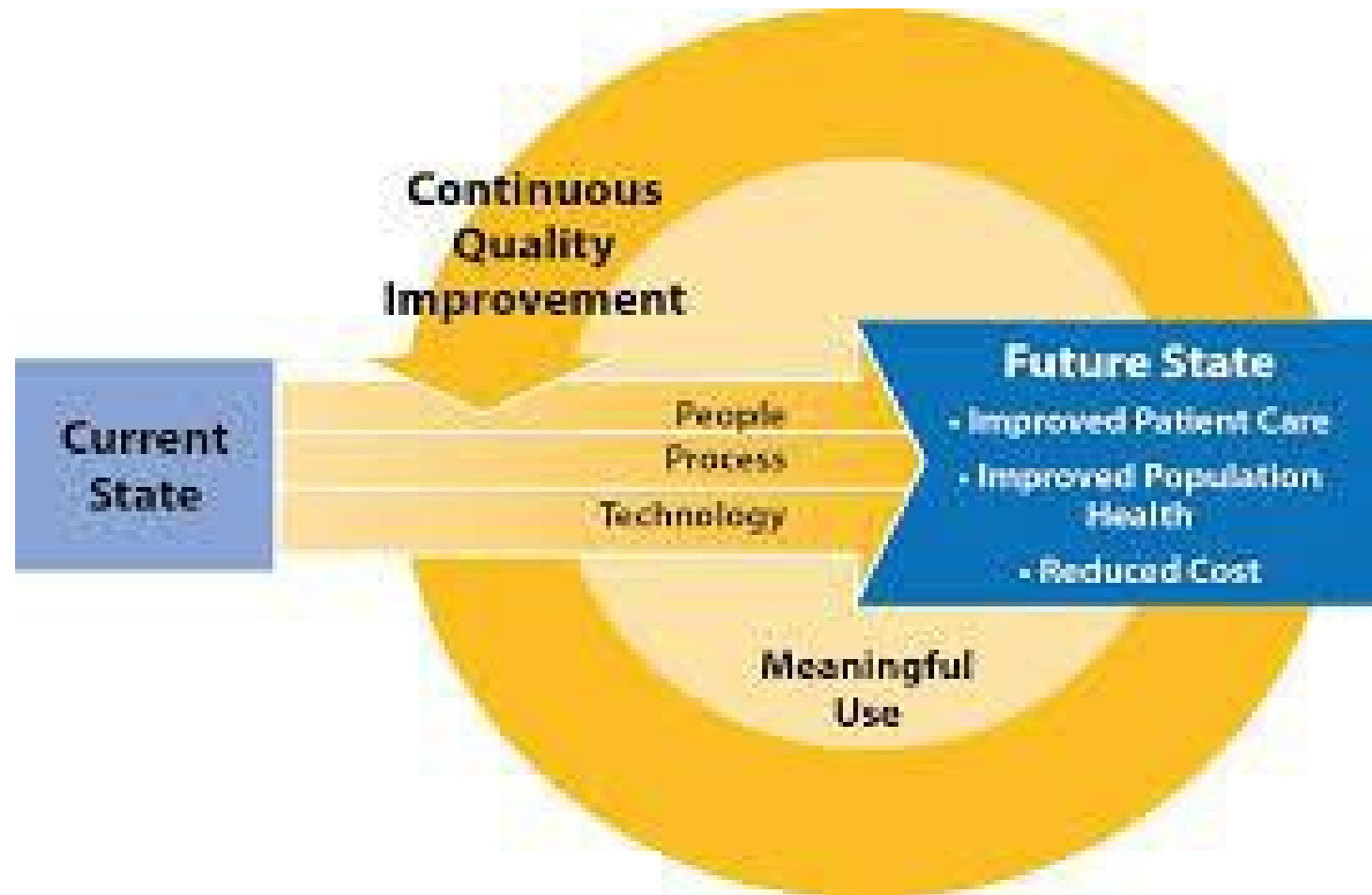
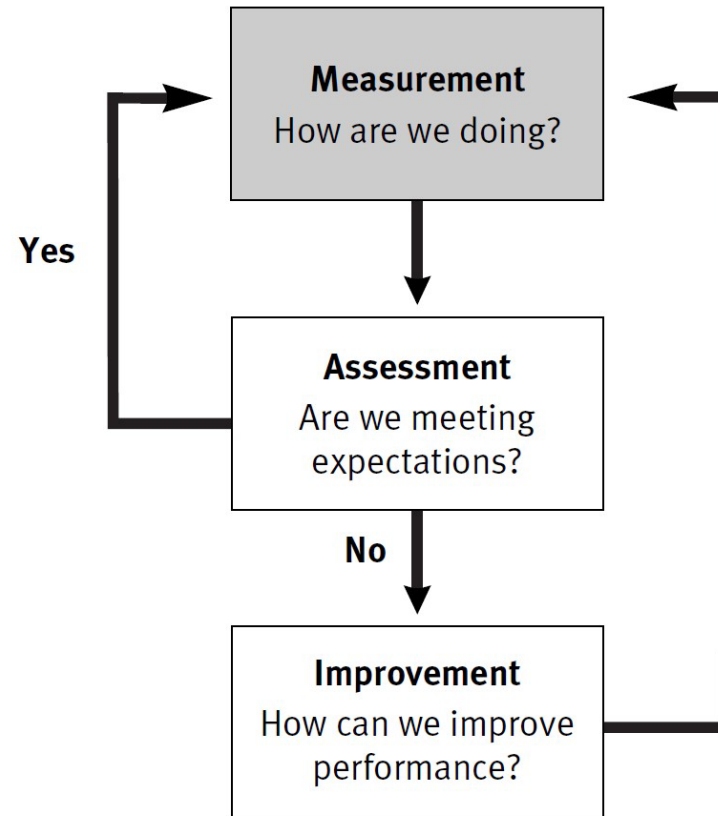


Continuous Quality Improvement

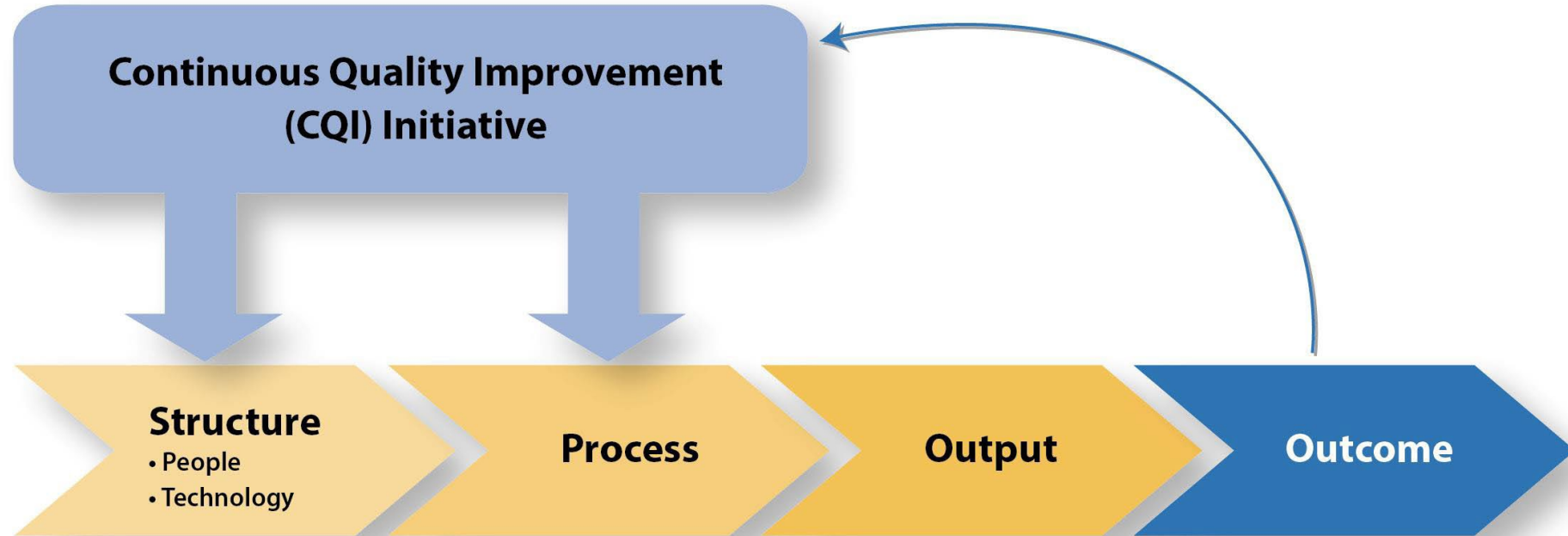
Continuous Quality Improvement (CQI)

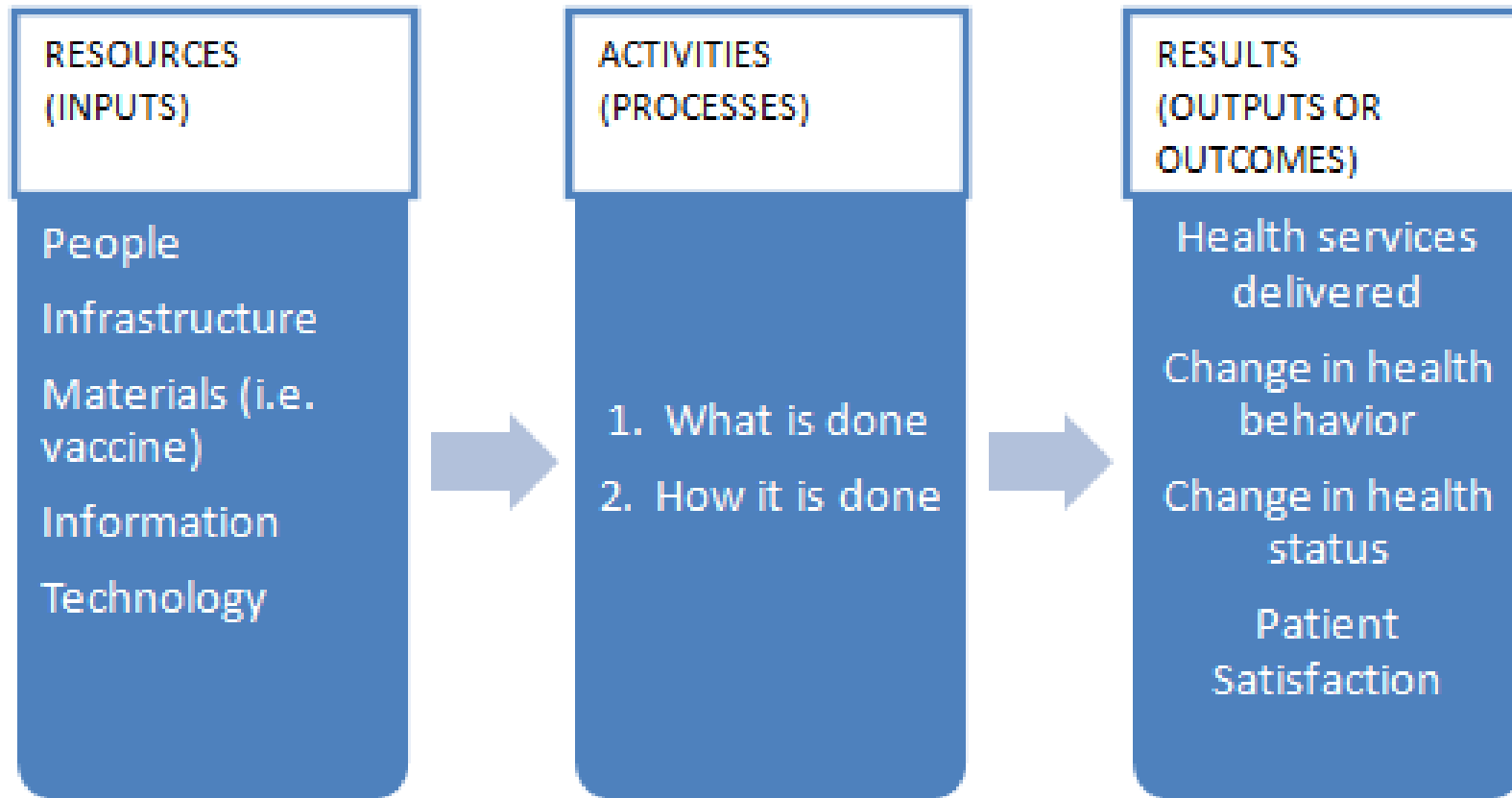
- Continuous QI is a philosophy that encourages all health care team members to continuously ask: “How are we doing?” and “Can we do it better?” (Edwards, 2008).
- More specifically, can we do it more efficiently? Can we be more effective? Can we do it faster? Can we do it in a more timely way?
- Continuous improvement begins with the culture of improvement for the patient, the practice, and the population in general.





Structure and Process

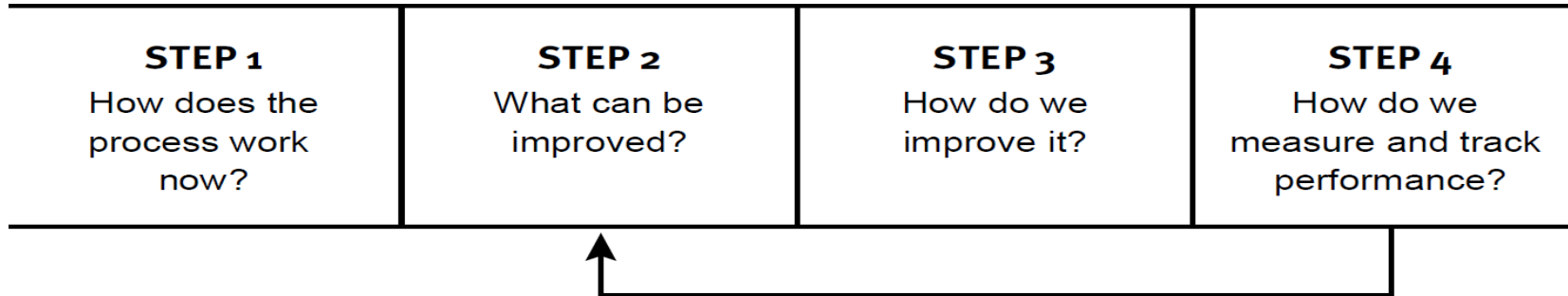




QI Programme

- Involves **systematic activities** that are organized and implemented by an organization to monitor, assess, and improve its quality of health care.
- The activities are **cyclical** so that an organization continues to seek higher levels of performance to optimize its care for the patients it serves, while striving for continuous improvement.

Improvement Project Steps



- Analyse current practices
- Define the improvement goal
- Design and implement improvements.
- Measure success.

Why Is a QI Program Essential to a Health Care Organization?

- Improved patient health (clinical) outcomes
 - process outcomes (e.g., provide recommended screenings)
 - health outcomes (e.g., decreased morbidity and mortality).
- Improved efficiency of managerial and clinical processes
- Avoided costs associated with process failures, errors, and poor outcomes

Why Is a QI Program Essential to a ~~Health Care Organization?~~

- Proactive processes that recognize and solve problems before they occur ensure that systems of care are reliable and predictable
- Improved communication with resources that are internal and external to an organization, such as, funders, civic and community organizations

Improvement teams

- Coordinated through an *improvement team*, also known as a *quality improvement (QI) team*.
- The effectiveness of the QI process often depends on the ability of the improvement team members to work well together, and especially with the rest of the health system

Attributes of QI team members

- Respected by a broad range of staff
- Team players
- Excellent listeners
- Good communicators
- Proven problem solvers
- Frustrated with the current situation and ready for change
- Creative and able to offer solutions
- Flexible--demonstrated by their willingness to change and accept new technology
- Proficient in the areas and systems focused for improvement

Team members

- system leadership,
- technical expertise,
- day-to-day leadership

System Leadership (Team Leader)

- Leader with authority in the organization
 - to institute a suggested change and to overcome barriers that may inhibit its implementation.
 - understands both the implications of the proposed change for various parts of the system and the remote consequences the change might trigger.
 - has authority over all of the areas affected by the change.
 - This person should also be authorized to allocate the time and resources the team needs to achieve its aim

Technical expert

- A **clinical technical expert** knows the subject intimately and understands the processes of care.
- An **expert on improvement methods** can provide additional technical support by helping the team determine what to measure, assisting in design of simple, effective measurement tools, and providing guidance on collection, interpretation, and display of data

Day to day leader

- driver of the project, overseeing data collection and ensuring that tests are implemented.
- should understand the details of the system and the various effects of making change(s) in the system.
- needs to work effectively with the physician champion(s)

Key staff roles

- QIP leader- drives the work, measurement and team, communicates with key stakeholders
- QIP champion- leader to help drive change, the provider needs to be an individual who is well-respected and influential among the medical staff, works well with management, and is open to change and new approaches

Key staff roles

- **Operations person** is integrally involved in current processes and needs to be part of the team, because much of the innovative work involves designing new processes and streamlining old ones.
- **Data entry person** carries out the data-entry function, and needs sufficient time and computer access to enter data and submit reports regularly.
- **Data specialist** collects and analyzes data, and uses QI tools

QI Journey

- What are the desired improvements?
- How are changes and improvements measured?
- How is staff organized to accomplish the work?
- How can QI models be leveraged to accomplish improvements effectively and efficiently?
- How is change managed?

What are the desired improvements?

- High volume, affecting a large number of patients
- High frequency
- High risk, placing patients at risk for poor outcomes
- Longstanding
- Multiple unsuccessful attempts to resolve in the past
- Strong and differing opinions on cause or resolution of the problem

Key learnings....

- CQI → systematic activities
- Cyclical process
- Key stakeholders
- Roles and responsibilities
- Change Management