

Using Narratives for Quality Improvement

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Disclosures

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Quality – Classic Definition:

the ability of a product or service to consistently meet or exceed customer expectations

Health Care Quality:

"the degree to which health care services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge" – National Academy of Medicine

Quality Improvement (QI):

process-based, data-driven approach to systematically improve the ways care is delivered to patients*

Model for Improvement

What are we trying to accomplish?

Aims

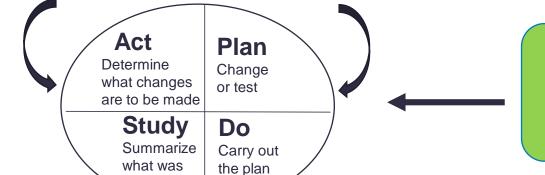
How will we know that a change is an improvement?

Measures

What change can we make that will result in an improvement?

learned

Changes



Test the Changes (PDSA Cycles)

Source: Langley GL, Nolan KM, Nolan TW, et al. The improvement guide: a practical approach to enhancing organizational performance. San Francisco: Jossey-Bass; 1996. PDSA cycle was developed by W. Edwards Deming. [Deming WE. The new economics for industry, government, education. Cambridge: Massachusetts Institute of Technology; 1994.]

The theory, expectation, hope



Requirements for success

Information

Resources

Workforce engagement

Creative ideas

Problem identification

Inclusive data:
Problem capture
for all groups

Elements needed to function well (e.g., information, sharing system, measurement system, time, personnel) Willing to receive negative feedback

Motivation to undertake QI

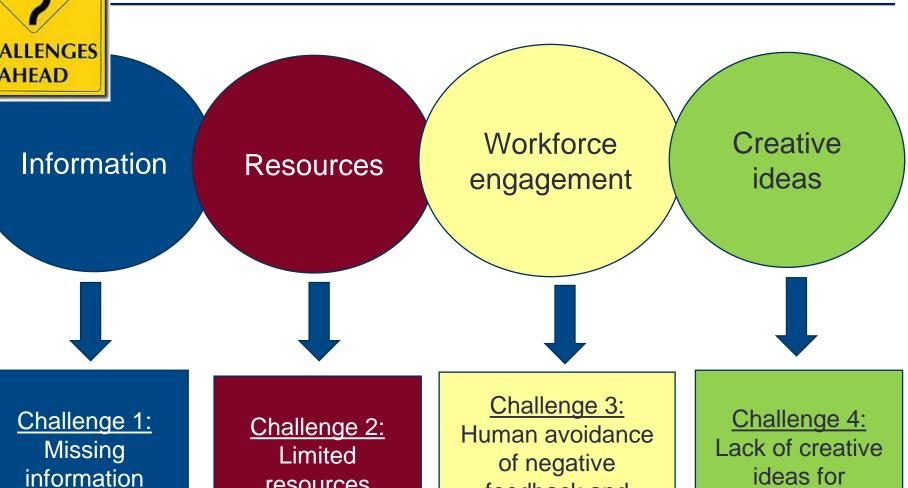
Trust in others to use for good

Teamwork and empowered teams

Eliciting novel and useful suggestions for improvement



The challenges to requirements



resources

feedback and difficult situations improvement

Poll Question

Which two challenges to improving patient experience perturb your organization the most?

Please select two.

A	Missing information
В	Limited resources
С	Human avoidance of negative feedback and difficult situations
D	Lack of creative ideas for improvement
E	Other challenge(s)





- Elaborates on existing domains in surveys
- Identifies additional important domains
- Actionable information
 - Gives specific insight into experiences
 - Offers creative ideas for improvement
- Equity in voicing of feedback
 - Elicits the voice of less empowered racially and economically

(Grob, Schlesinger et al. What Words Convey, *Milbank Quarterly*, 2019)

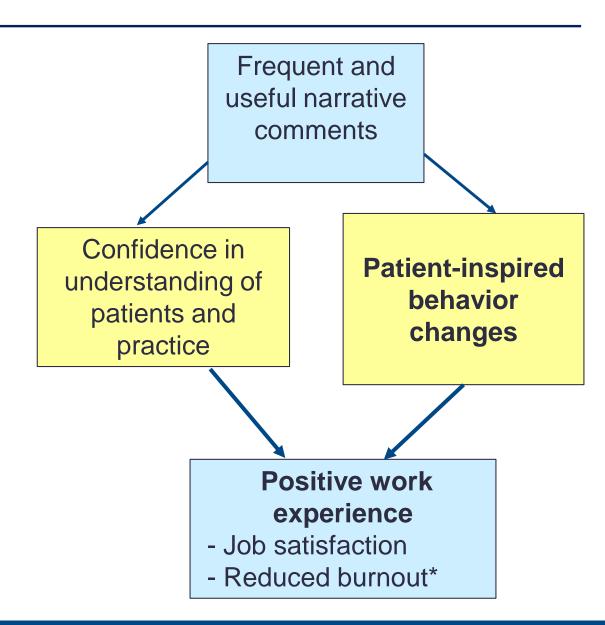


More efficient use of personnel and systems

BUT ALSO

Potential change or increase in resources needed

Challenge 3:
Avoidance
of negative
feedback and
negative
situations



Challenge 4:
Lack of creative ideas for improvement



Discussion

