CHOOSING OPPORTUNITIES FOR IMPROVEMENT

QUALITY IMPROVEMENT

LEARNING OBJECTIVES

After engaging in this session, you will be able to:

- **Describe** and evaluate your practice.

- **Identify** perceived opportunities for improvement in your practice.

- **Apply the QI Framework and QA approaches to identify** previously unperceived quality improvement opportunities in your practice.

- Prioritize opportunities for improvement

- **Select** a QI opportunity at the system level to initiate your QI journey.

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WHY WE ARE HERE…

Take a moment to visualize a patient (client) who might have been able to receive better care. Consider jotting down his/her name.

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CHOOSING A QI PROJECT

Choosing the right improvement opportunity for your QI project is the crucial first step.

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4 STEPS TO CHOOSE A QI PROJECT

1. Describe the reality of your practice.

2. Identify perceived opportunities for improvement.

3. Apply Quality Improvement Framework parameters to identify unperceived needs in your practice.

4. Prioritize and select an area you would like to improve.

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4 STEPS TO CHOOSE A QI PROJECT

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1. DESCRIBE THE REALITY OF YOUR PRACTICE

You prepared a description of your practice for today's session.

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1. DESCRIBE THE REALITY OF YOUR PRACTICE

THE 5 P'S OF YOUR PRACTICE.

Purpose

Patients

Professionals

Processes

Patterns

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1. DESCRIBE THE REALITY OF YOUR PRACTICE

PURPOSE

- Why does your practice exist?

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1. DESCRIBE THE REALITY OF YOUR PRACTICE

PATIENTS

- Age distribution
- Numbers
- Disease indicators
- Most frequent
  - Diagnoses/conditions
  - Referrals
  - "Frequent Flyers"

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1. DESCRIBE THE REALITY OF YOUR PRACTICE

PATIENTS: Determinants of Health

"PROGRESS"

Place of residence/ **P**ets

Race/ethnicity/culture

Occupation

Gender

Religion

Educational level

Socio-economic status

Social capital/social exclusion

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1. DESCRIBE THE REALITY OF YOUR PRACTICE

PROFESSIONALS

▪ Staff

• Interprofessional team

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1. DESCRIBE THE REALITY OF YOUR PRACTICE

PROCESSES

- Flow charts of routine processes
- Patient cycle time
- Days/hours of operation
- Appointment types
- Appointment duration
- Billing

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PATTERNS

- Culture – What do you see as you observe your practice?
  - Is it "service oriented?"
  - Is it a happy place to work?
  - What are the priorities that govern people's activities?

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1. DESCRIBE THE REALITY OF YOUR PRACTICE

Debrief pre-work:

Describe your practice to your table group.

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1. DESCRIBE THE REALITY OF YOUR PRACTICE

Who sees primarily geriatric patients?

Who is presented with a lot of psychiatric issues?

Who works with multiple cultures?

Who works with the homeless?

Who has a staff of less than 5?

More than 5?

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2. IDENTIFY PERCEIVED OPPORTUNITIES FOR IMPROVEMENT

PURPOSE

- Identify any Performance Gaps

- Where are you not meeting recognized best practices?

- Is there an opportunity to better meet patient needs?

- e.g. Only 40% of your patients over 55 have done FOBT (not meeting clinical guidelines)

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2. IDENTIFY PERCEIVED OPPORTUNITIES FOR IMPROVEMENT

PURPOSE - Link to QA

- Accreditation soon for Primary Care
  - Focus on policies and procedures
  - Indicators/measures driven
  - Tells you where to improve, versus you analyzing your practice and choosing where to improve
  - Example:
    - http://qualitybookoftools.ca/ (free download)

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2. IDENTIFY PERCEIVED OPPORTUNITIES FOR IMPROVEMENT

PATIENTS

- Identify patients at high risk

- Identify patients without resources (human or financial)

- What will positively impact patients?
  - e.g. patients in need of same day service

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<u>PROFESSIONALS</u>

- Insufficient clinical patient time
- Excessive time spent coordinating care
- Need for administrative support for clinical time or non-acute care
- Resources needed to manage practice
- Aspect of care challenging or problematic for health care team
  - e.g. professionals not working at full scope

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PROCESSES

- Lack of after-hours coverage

- Lost reports

- Problem prone processes

- Excessive waiting

- What bottlenecks, waste, waits and/or other inefficiencies could be eliminated?

  - e.g. line-ups when receptionist opens window to begin the day.

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2. IDENTIFY PERCEIVED OPPORTUNITIES FOR IMPROVEMENT

PATTERNS

- Patients on hold while staff carry out personal conversation

- Providers chatting about patients in the halls

- Outside walls papered with signs for patients

- High number of patient complaints about limited phone access

- Staff threatened by drug seeking patients

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2. IDENTIFY PERCEIVED OPPORTUNITIES FOR IMPROVEMENT

- Purpose — Only 40% patients have FOBT.

- Patients — Need for same day appointments

- Professional — Working beneath full scope

- Process — Line up waiting to start day

- Pattern — Angry patients in reception area.

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2. IDENTIFY PERCEIVED OPPORTUNITIES FOR IMPROVEMENT

Identify a perceived opportunity for change in your practice. Discuss at your table.

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2. IDENTIFY PERCEIVED OPPORTUNITIES FOR IMPROVEMENT

What perceived opportunities for improvement did you identify?

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4 STEPS TO CHOOSE A QI PROJECT

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3. APPLY QI FRAMEWORK TO IDENTIFY UNPERCEIVED NEEDS

THE 6 CRITERIA OF THE QI FRAMEWORK

- Help evaluate how well your practice functions and performs.

- Provide metrics stick to assess your practice.

- Help expose perceived and *unperceived* needs.

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3. APPLY QI FRAMEWORK TO IDENTIFY UNPERCEIVED NEEDS

THE 6 CRITERIA OF THE QI FRAMEWORK

Patient-centered

Efficient

Equitable

Effective

Timely and accessible

Safe

"PE³TS"

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3. APPLY QI FRAMEWORK TO IDENTIFY UNPERCEIVED NEEDS

Once you have applied PE^{3}TS:

- Recognize an unperceived opportunity for improvement and then set a goal.

- Reveal a system that needs to be improved.

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3. APPLY QI FRAMEWORK TO IDENTIFY UNPERCEIVED NEEDS

Now apply "PE^{3}TS" to your practice.

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3. APPLY QI FRAMEWORK TO IDENTIFY UNPERCEIVED NEEDS

Have you now identified previously unperceived problems in your practice?

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4 STEPS TO CHOOSE A QI PROJECT

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4. **Prioritize and select an area you would like to improve.**

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4. PRIORITIZE AND SELECT YOUR QI PROJECT

Look for opportunities that will impact positively on the greatest need in your practice.

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4. PRIORITIZE AND SELECT YOUR QI PROJECT

- Assess if the project is feasible.
- Set realistic time frames.

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4. PRIORITIZE AND SELECT YOUR QI PROJECT

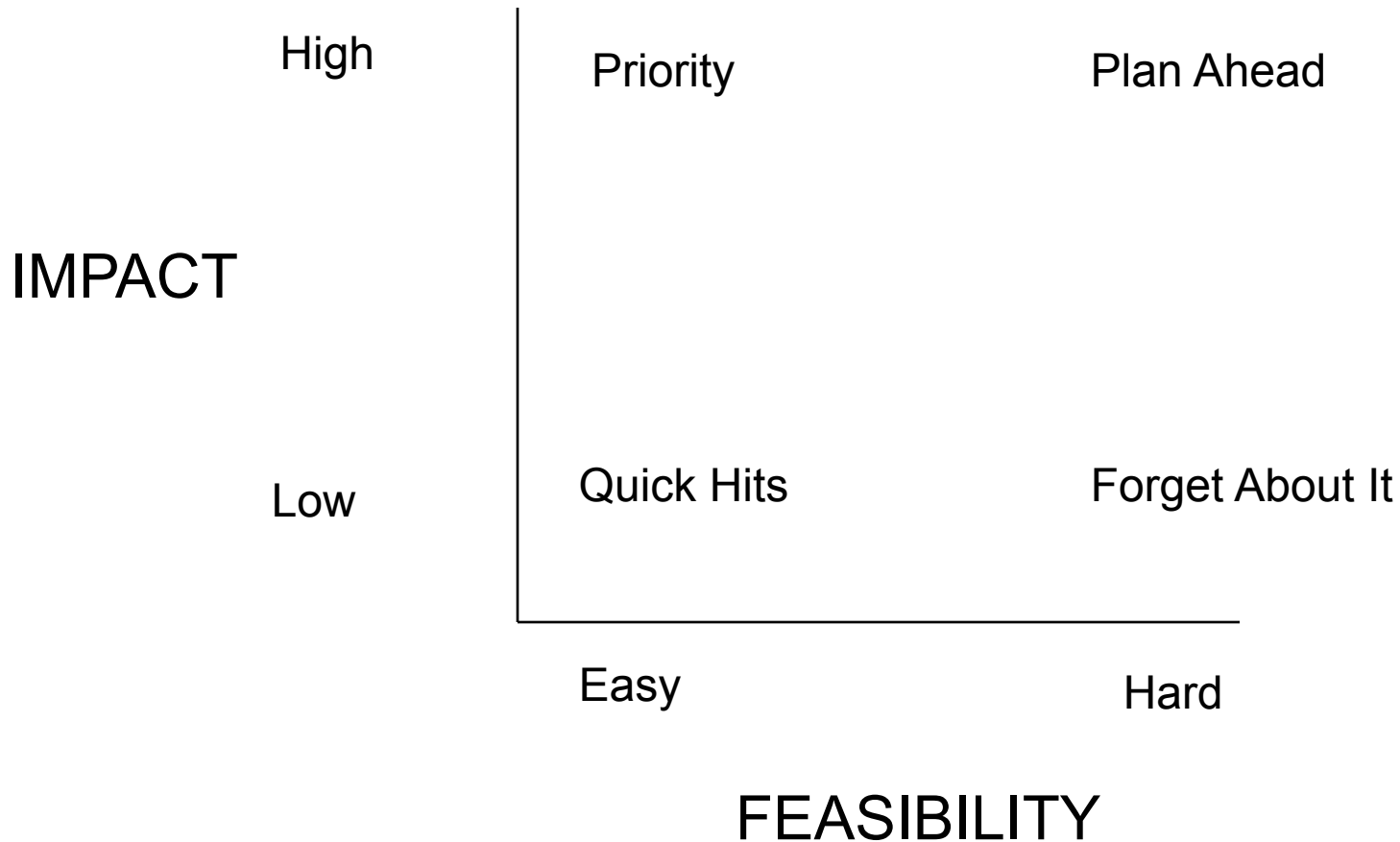## RANK IMPACT & FEASIBILITY

<u>Impact</u> (High/Low)

- What makes patient care more effective?

. . .and. . .

- What makes it easier or more efficient for me as the health care provider, and for my team?

<u>Feasibility</u> (Easy/Hard)

- A more feasible project requires no new resources or extensive planning.

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If the new process does not make life easier for providers,
it will not work –
EVEN IF it provides better outcomes.

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4. PRIORITIZE AND SELECT YOUR QI PROJECT

High

Priority   Plan Ahead

IMPACT

Low

Quick Hits   Forget About It

Easy   Hard

FEASIBILITY

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PRIORITIZING OPPORTUNITIES FOR IMPROVEMENT

CASE STUDY – Opportunities for Improvement

- Equity – improve outcomes for marginalized populations

- Access – house bound frail elderly

- Effectiveness – cancer screening rates

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PRIORITIZING OPPORTUNITIES FOR IMPROVEMENT

CASE STUDY – Opportunities for Improvement

- Efficiency – improve continuity of care

- Safety – medication reconciliation

- Patient centeredness – institutional versus home death
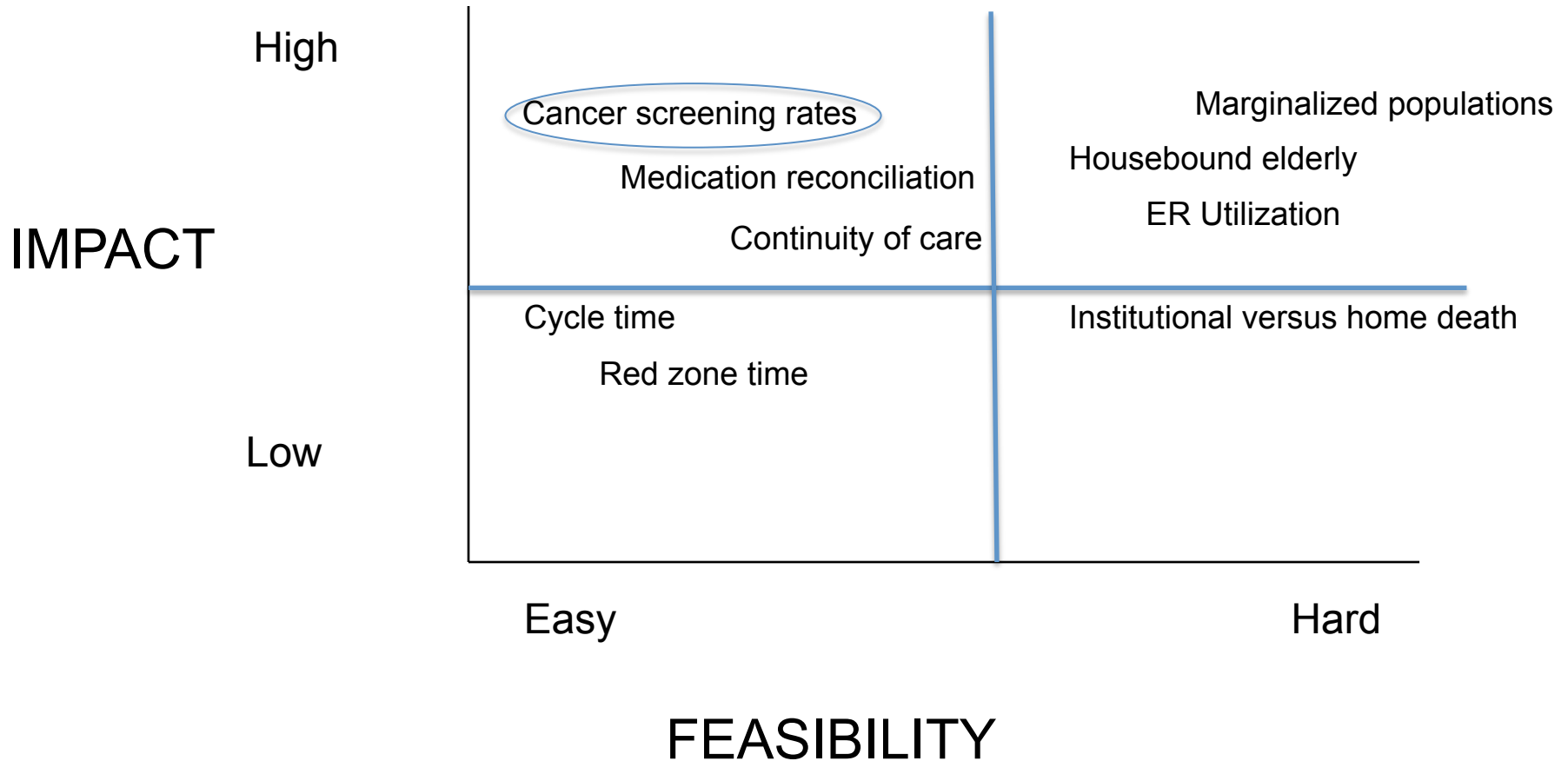
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PRIORITIZING OPPORTUNITIES FOR IMPROVEMENT

CASE STUDY – Opportunities for Improvement

- Cycle time – reduce time in unit during appointment

- Red zone time – increase percentage of time spent with provider

- Emergency visits – reduce utilization for chronic diseases

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4. PRIORITIZE AND SELECT YOUR QI PROJECT FOCUS

IMPACT

High

Low

Cancer screening rates

Medication reconciliation

Continuity of care

Marginalized populations

Housebound elderly

ER Utilization

Cycle time

Red zone time

Institutional versus home death

Easy

Hard

FEASIBILITY

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4. PRIORITIZE AND SELECT YOUR QI PROJECT

Looking at your own practice, prioritize perceived and unperceived opportunities for improvement and select one to work on.

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Have you each selected an opportunity for improvement for your QI project?

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SO, NOW YOU KNOW:

Describe and evaluate your practice.

Identify perceived opportunities for improvement in your practice.

Apply the QI Framework and QA approaches to identify previously unperceived quality improvement opportunities in your practice.

Prioritize opportunities for improvement

Select a QI opportunity at the system level to initiate your QI journey.

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QUESTIONS?

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ACKNOWLEDGEMENTS AND REFERENCES

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