QUALITY IMPROVEMENT OVERVIEW

DESCHUTES COUNTY

Improvement Cycles

Act

Plan

Study

Do

What is Quality Improvement?

Quality improvement (QI) is the use of a defined process to analyze and improve processes and procedures to improve community health. – Public Health Foundation

Assessing your Culture: NACCHO Roadmap to a Culture of Quality

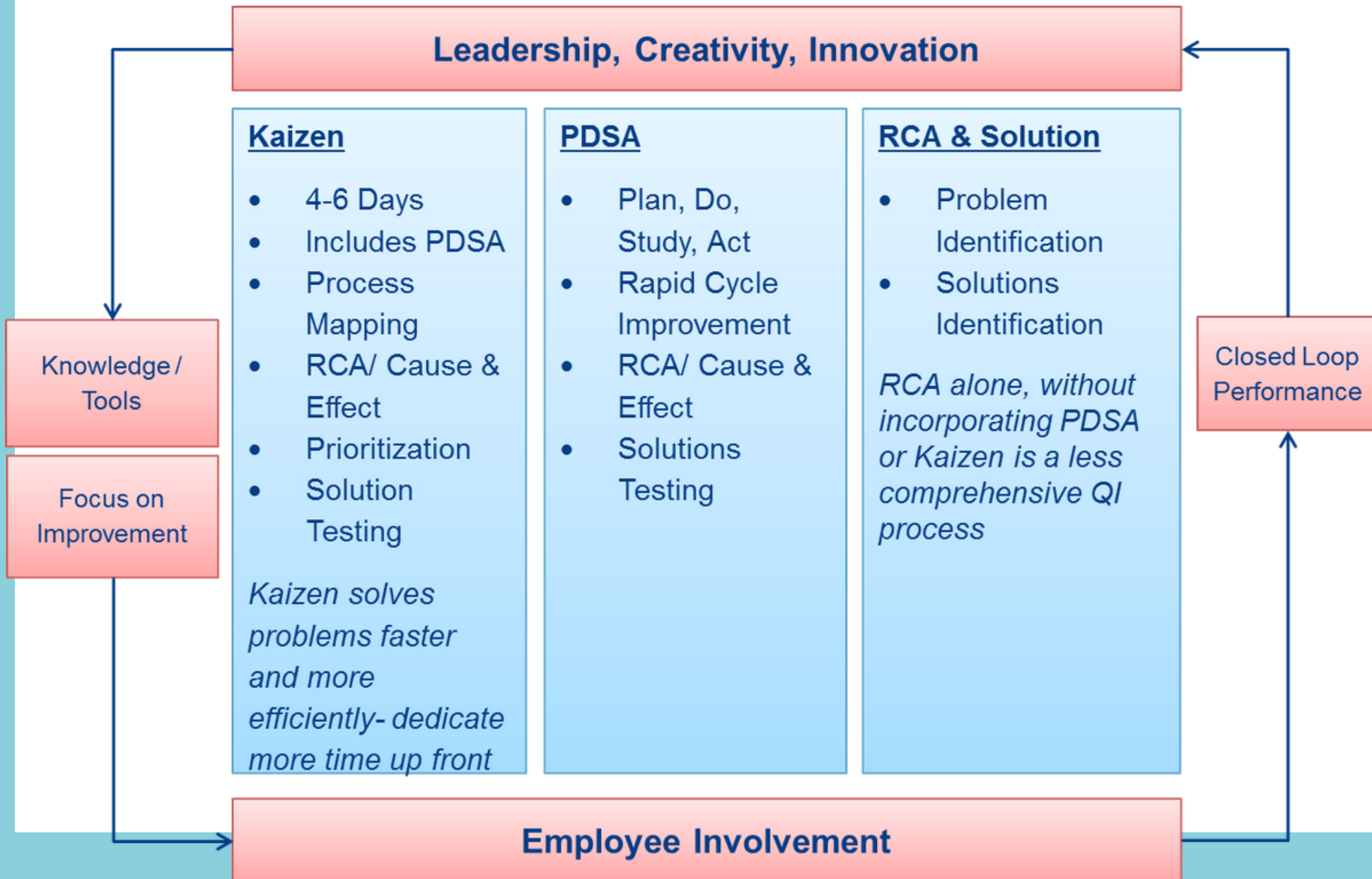Phase 1: No Knowledge of QI — Phase 2: Not Involved with QI — Phase 3: Informal or Ad Hoc QI — Phase 4: Formal QI in Specific Areas — Phase 5: Formal Agency-Wide QI — Phase 6: Quality Culture
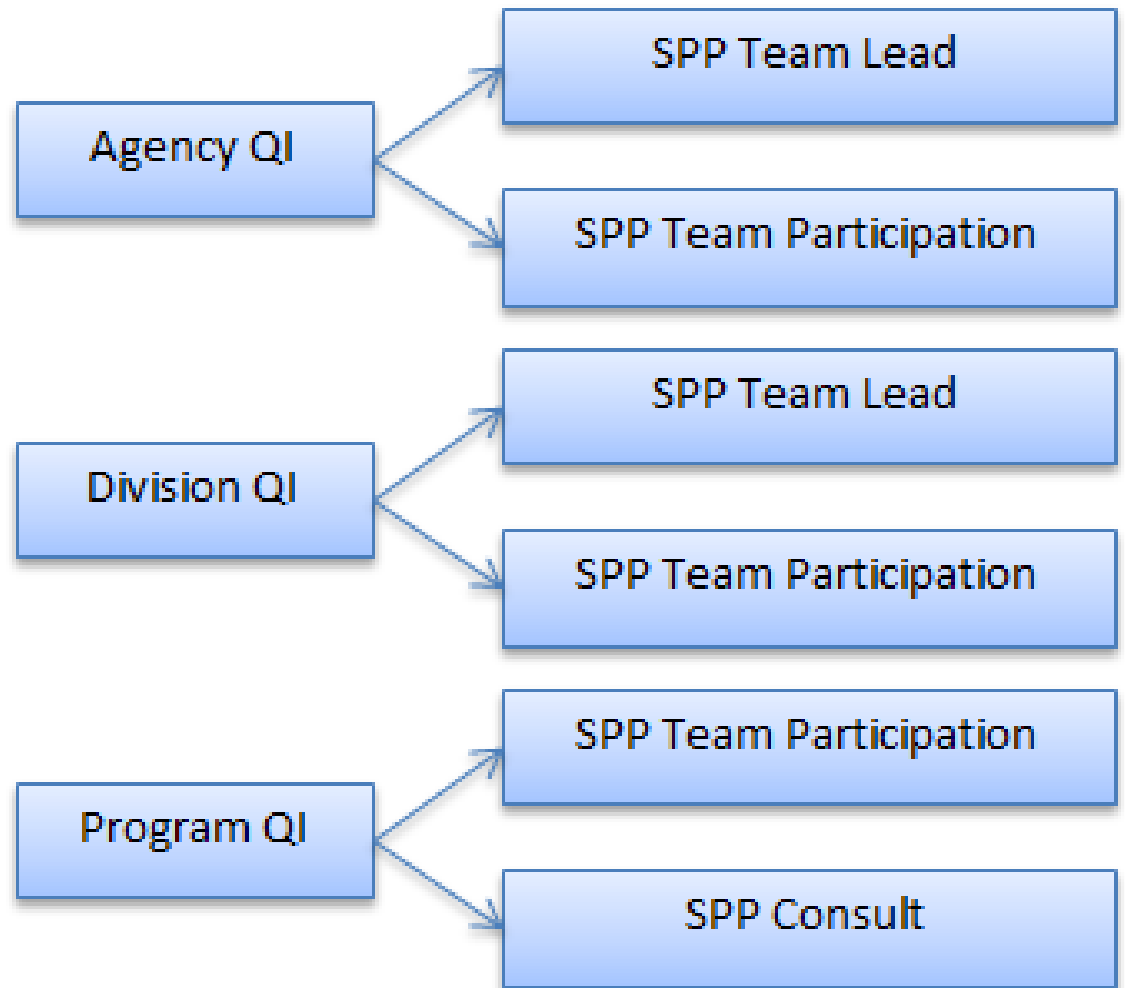
Type of QI

Leadership, Creativity, Innovation

Knowledge / Tools

Focus on Improvement

Kaizen

- 4-6 Days
- Includes PDSA
- Process Mapping
- RCA/ Cause & Effect
- Prioritization
- Solution Testing

Kaizen solves problems faster and more efficiently- dedicate more time up front

PDSA

- Plan, Do, Study, Act
- Rapid Cycle Improvement
- RCA/ Cause & Effect
- Solutions Testing

RCA & Solution

- Problem Identification
- Solutions Identification

RCA alone, without incorporating PDSA or Kaizen is a less comprehensive QI process

Closed Loop Performance

Employee Involvement

TEAM SUPPORT AND FACILITATION

- We are always available for consult, training, and assistance

- We appreciate being involved in Division and Agency Level projects

- We want to help: We have many agency tools and resources. To keep up with best practices, these sometimes change. Feel free to chat with us about what to use/ the most current resources.

Agency QI
→ SPP Team Lead
→ SPP Team Participation

Division QI
→ SPP Team Lead
→ SPP Team Participation

Program QI
→ SPP Team Participation
→ SPP Consult

Referral of Care

Dashboard

2015 Quality Improvement Project: Internal Referral Process Background and Results

Problem

Deschutes County Health Services (DCHS) leadership identified the improvement of an inter-departmental referral process in its 2015 strategic plan. DCHS is composed of three divisions: Public Health, Behavioral Health, and the Early Learning Hub. Although community members may benefit from the essential services provided by all divisions, there was no standardized internal process to assist a community member in navigating between the three divisions, or between services within the divisions.

AIM Statement

By May 31st, 2016, DCHS aims to increase customer knowledge, use, and satisfaction with the services provided by DCHS by 10%, and increase staff knowledge of the internal referral process and services, and satisfaction with the process by 20%.

What Occurred

A Kaizen event, with leadership and guidance from the PHAB leaders academy, was hosted from August 10th through August 14th, 2015. The DCHS Services Directory (Deskbook) was launched in October, 2015, and the online referral form and the internal referral process on November 2nd, 2015. The number, type, source, and processes time for referrals was tracked monthly from November through January, and quarterly thereafter to determine opportunities for continuous quality improvement.

Root Cause Analysis | **QI Process Used: Kaizen, PDSA (Plan, Do, Study, Act)**

Results

The number of referrals increased from 27 in November to 46 in February, with a peak of 74 referrals in January. The average time to close a referrals remains within the 14 day maximum, with the highest average time at 7.3 days in January. The number of clients scheduled appears correlated to the number of referrals made, with approximately 30% of referrals made scheduled. This information will be reviewed until May, 2016, and quarterly thereafter.

Staff Perception:

Pre-Event Survey **73 responses** July 27-31, 2015

Post-Event Survey **43 responses** Feb 15-19, 2016

"I think it's great"

"Doesn't seem to be used by (all) DC employees"

CQI Staff education & Leadership support

Comfort Making Referrals	Satisfaction with Process	Satisfied Clients Recieve All Needed Services
Pre-Launch: 42%	Pre-Launch: 15%	Pre-Launch: 43%
Post-Launch: 62%	Post-Launch: 52%	Post-Launch: 38%

A follow-up survey for DCHS customers/clients will be distributed 5/2016

TOOLS AND RESOURCES

You learn to use the following tools and resources in your daily work and during projects

SWOT

Goal and Aim Statement

Plan, Do, Study, Act (PDSA)

Process Mapping

Identify Waste

Prioritization (Problems and solutions)

Root Cause Analysis

Current State/Future State Mapping

Other tools and resources: Reach out to us!

SWOT ANALYSIS

- Used in agency strategic planning

- A handy tool to use when prioritizing projects and initiatives

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	**S** Strengths	**W** Weaknesses
External origin (attributes of the environment)	**O** Opportunities	**T** Threats

Goal and Aim Statement *(Let's Practice)*

To: What is the specific goal, purpose or outcome desired?
              Ex: Decrease time making coffee

For: Who benefits from the results? What is the scope?
              Ex: Me

By: What is your basic approach to solving the problem?
              Ex: Decrease number of steps in the process

              What are the benefits from achieving the goal?
So That   *Ex: Spend more time on other activities*

              How will you measure success? (What are you measuring, how and target)
Standards/   *Ex: Time spent preparing coffee*
 Targets:

              What requirements or limitations exist?
Condition: *Ex: Cannot hire help, cannot skip drinking coffee, etc.*

Plan, Do, Study, Act (PDSA)

Understand the problem; analyze; identify root causes; identify effective and efficient solutions

Set goal & measures, Collect information and data, and Analyze and identify potential solutions

Identify whether goal has been reached; learn why and what further actions are required

Analyze results and determine impact, and Extract learning

Plan	Do	Study	Act

Implement actions and test potential solutions

Perform assignments to test potential solutions, and Measure results

Effectively install the new process or outcome in the workplace

Create a reliable process and standardized work, Teach the reliable process and establish accountability for use, Measure results, Provide mechanism for addressing questions and receiving ideas , and Provide feedback and consequences for use

Plan:

Map the Current Process
Collect Data and Information

What:

Data and Information Identification

What data and information will help you understand the problem?

Time, defects and types, forms of waste, frequency of occurrence
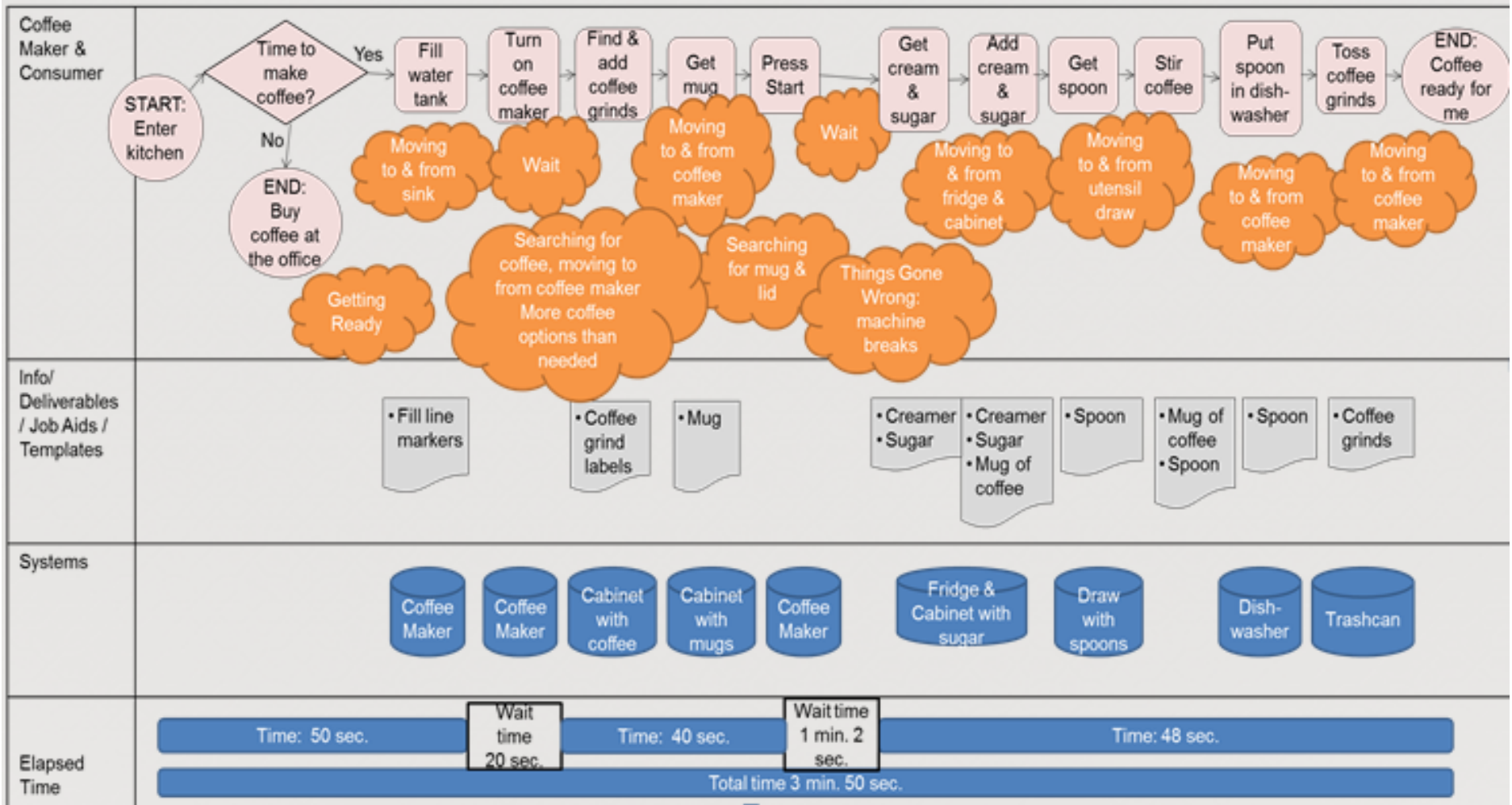
How:

Observe and Document

For a Work Process: Generate a simple Process Map and identify wastes from observing the process

For a specific non-process problem: Collect data about issue and examples

Process Mapping *(Let's Practice)*

Making Morning Coffee (Current)

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Identify Waste *(Let's Practice)*

Moving: *Any movement of people, items, or information*

Stopping: *Any delay in value-adding activities*

Searching: *Locating something or someone needed to do work.*

Inspecting: *Checking to ensure work has been done correctly*

Getting Ready: Activity to prepare to do work

Things Gone Wrong

    Defects: Output does not meet standards, specifications, or expectations
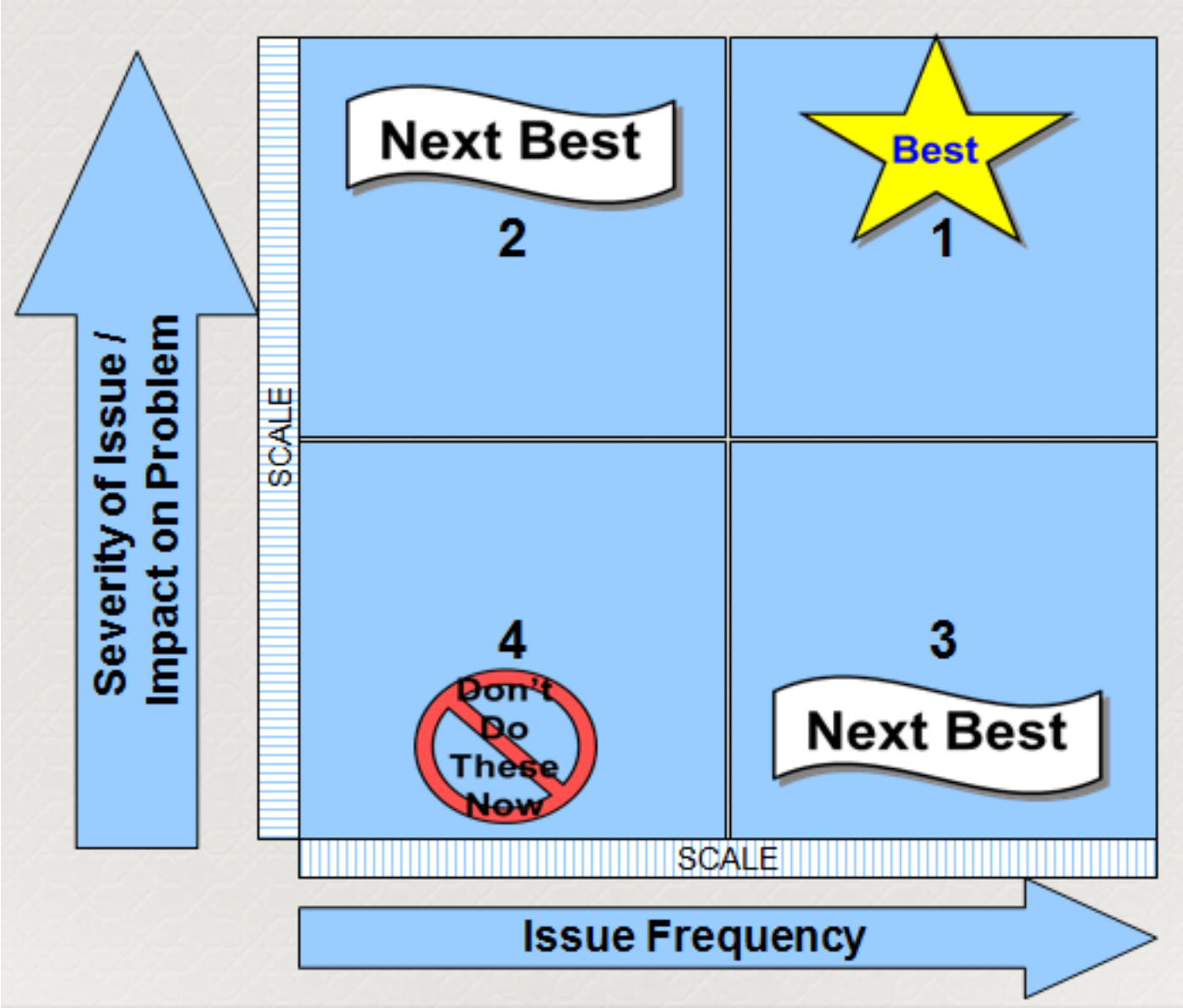
    Variation: Movement around a target

    Rework / Fixing: Effort to correct a defect.

More Than Needed: Overproduction

Not Needed: Something that is not necessary in order to provide value to the customer

Underutilized Potential: Not utilizing the capability of every team member

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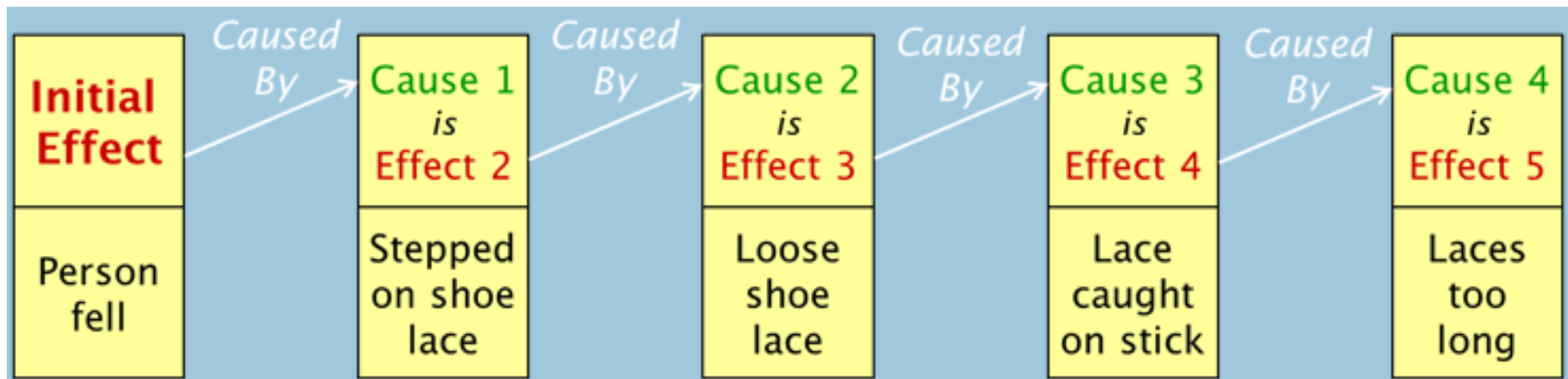# Prioritize Problems *(Let's Practice)*

Root Cause/ 5-whys (*Let's Practice*)

Effect: The problem, issue or outcome that exists.

Cause: Why did the effect happen?

Once you have identified the "why" of a cause, it now becomes the next effect to evaluate.

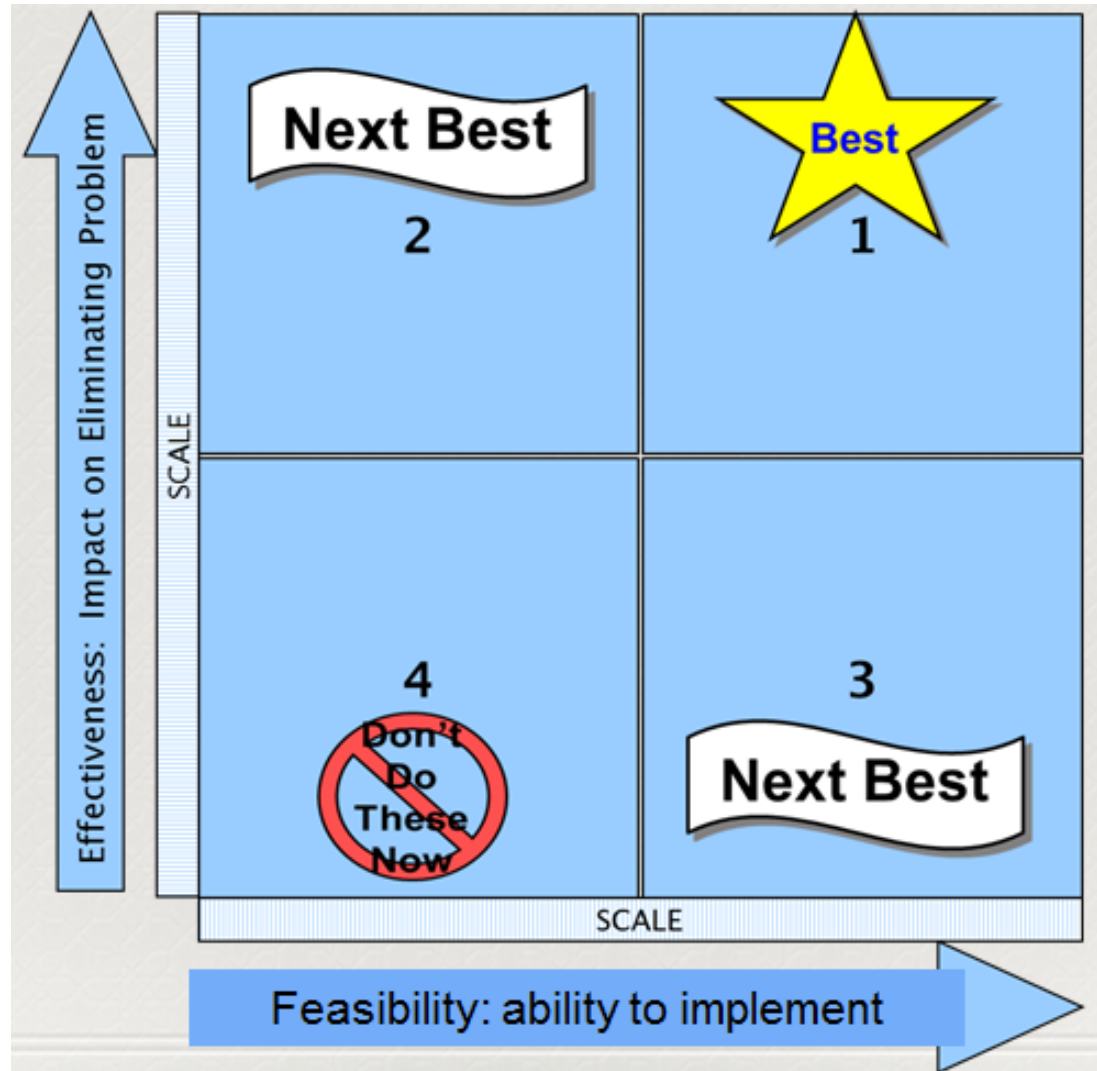# Solution Identification & Prioritization *(Let's Practice)*

Identify potential solutions to address each root causes identified

Solutions should:

prevent the cause from reoccurring
be within your ability to make it happen
be consistent with stated goals
prioritize if necessary

Continual Impact LLC

Next Steps:

1) Create ideal future state map

2) Test potential solutions & identify process improvement needs

3) Complete project management template

4) Send required information & the project management template to the AchieveIt administrators to add to program operational plan

5) Implement project!

6) Review metrics. Did you meet your initial goal? what else needs to be done, if anything, to achieve your goals?

TAKEAWAYS

ESTABLISH A GOAL

With measures and targets

SEEK OUT DATA

To understand the problem, eliminate waste, and increase value

LOOK BEYOND THE SYMPTOM

Seek the underlying cause ("5 Whys")

PROPERLY INSTALL THE SOLUTIONS