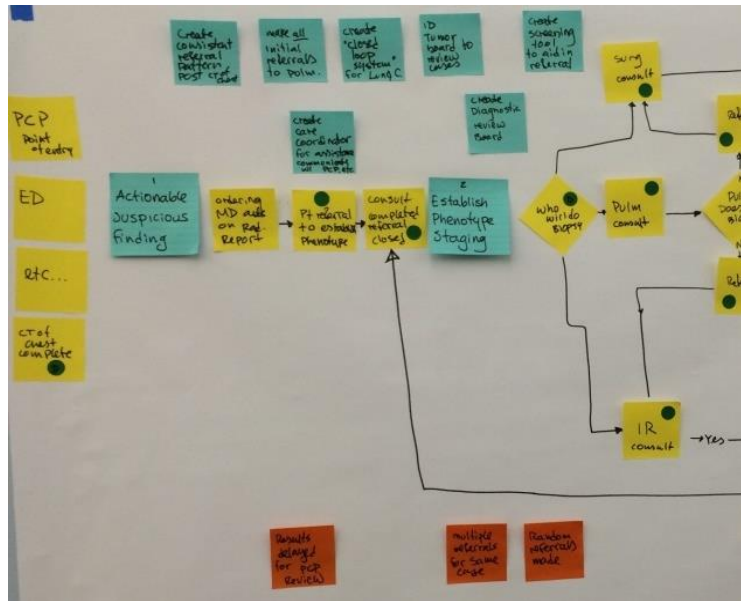


Performance Improvement Tools Overview

For KP Residents



April 30, 2015

Quality Improvement and Patient Safety for KP Residents

Hugo Danilo, Director of Performance Improvement, LAMC

Your basic clinical Toolbox



Your basic PI Toolbox

Project Charter Radiation Oncology UBT

Problem Statement:
The regional goal for colorectal screening has consistently not been met by the Dept. of Radiation Oncology.

Team:
 Sponsor: R. Luterbach / Dr. R. Wang
 Champions: Dr. Michael Girvigian, S.C. Miller / M. Villanueva
 Co-Leads: Mark DeHaro, Maria Caceres
 SMEs: David J. Harrington, Aida Chan, Jodi Sujishi, Kevin E Monge
 UBT Facilitators: Ebony Jones-Streets, Vicki Barkan

S.M.A.R.T. Goal:
Increase colorectal screening for the Dept. of Radiation Oncology to >30% (regional target) by Q1 2013

Time Frame:
 Start Date: Sept. 11, 2012
 End Date: Dec. 31, 2012

Metric	Target	Actual
Glycemic Control (HbA1c < or = 9.0)	40%	70%
Colorectal Cancer Screening	30%	81%
Adherence to Quit	50%	60%
Offered Strategies & Rx to Quit	40%	87%
LDL-C Test in Diabetics	60%	84%

Follow-up for High Blood Pressure Reading subgoal. Target by Data date

KAISER PERMANENTE

Process Mapping

- Graphical method to map a process
- Activities are depicted by symbols
- And linked by arrows
- Visualizes process, gaps and ideas

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Brainstorming

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Driver Diagram

Podiatry Service Experience

- ASQ scores
- Access scores

Primary Drivers

- Service Oriented Culture
- Appointment Scheduling Process
- Appointment Demand
- Appointment Supply

Secondary Drivers

- Service Oriented Processes
- Standard Scripting
- Right Phone Number
- Referral Requirements
- Centralized Scheduling
- Consults
- Diabetic Nail Care
- Clinic Cancellations
- Back Up Plan for MD Vacation/Sick Time
- Templates Open

Changes

- Nurses schedule follow-up appointments before members leave clinic;
- Schedulers confirm member is happy with when they got appointment
- Scheduler scripting – introduce team themselves as part of Podiatry team scheduling
- Disable old phone number, which just rings unanswered
- Ensure PCPs and members know referrals are good for 3 years
- Assign scheduler in centralized call center with primary responsibility for podiatry
- Train other schedulers in podiatry scheduling
- Ensure consult slots are only used for new patients
- Replace vacant MD position with diabetic nail care nurse
- Create proactive back up scheduling process to have necessary supply when MDs are out on vacation or sick
- Open Podiatry templates 3 months instead of 2 months so follow-up appointments do not have to be wait listed

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Learning Objectives

In this module we will cover several PI tools:

- Project charter
- Process map
- Driver diagram
- Brainstorming root causes
- Prioritizing potential solutions

Team Breakout activity will involve a KP Case Study

Kaiser Permanente's Performance Improvement Model



What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Model for Improvement developed by
Associates in Process Improvement © 1994

Assess

- Voice of the Customer (VOC)
- Process map
- Baseline data
- Charter project
- Create portfolio
- Data collection plan

Develop/ Identify
Change

- Standardize and simplify
- Reduce waste
 - 6S
- Reduce defects
- Apply evidence-based practices

Test

Implement/Control

- Training
- Policy & procedures
- Feedback loops
- Error proofing
- Control charts
- Spread plan



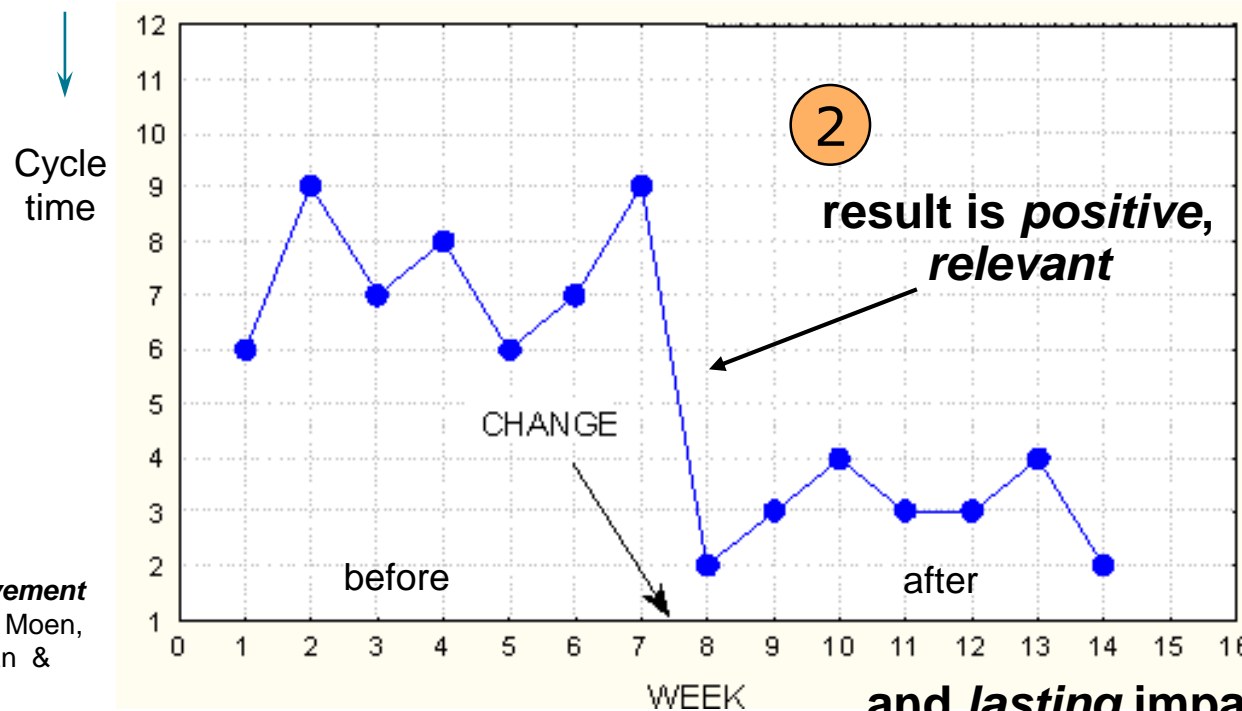
Operational Definition of Improvement

4

on *measures (balancing) that matter* to the organization

1

Improvement is the result of some design or redesign of the system.



2

result is *positive, relevant*

3

and *lasting impact*

Reference: *The Improvement Guide*, 2nd ed. Langley, Moen, Nolan, Nolan, Norman & Provost, p. 16

Basic Team Roles



Sponsor

- Establishes the need & vision
- Initiates the project
 - Allocates resources and time
 - Removes barriers
- Rewards and recognizes



Champion /Process Owner

- Promotes change in the organization
- Ensures change is sustainable
 - Focuses on results
- Can be liaison between team and Sr. mgmt.



Project Lead (s)

- Assembles team
 - Facilitates meetings
- Ensures work is progressing
- Ensures project coordination
- Provides status reports
- Partners with IA



Team members

- Does the improvement work
- Subject matter expert
- Works with team to create the best solutions
- Runs tests and collects data



Improvement Advisor

- Provides PI support and guidance
- Helps interpret data and results
- Helps team “see” their learnings & successes
 - Helps with change aspects

Project Charter

- Problem Statement
 - SMART Goal

Problem Statement:

Describe where the process is today using data and precise language. Give current performance and how that doesn't meet target or goal.

Team:

Sponsor: <<NAME>>
Champion: <<NAME>>
Co-Leads: <<NAME>>
Team Members: <<NAME and Role>>
<<NAME and Role>>
<<NAME and Role>>
<<NAME and Role>>

Insert Graph or Chart that led to the chartering of this project. Should be simple and self-explanatory.

S.M.A.R.T. Goal:

Use **S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**imely language in your description of the goal.

Time Frame:

Start Date: **xx/xx/xxxx**
End Date: **xx/xx/xxxx**

Problem Statement...start with the facts

- **What**..Exactly is the problem?
- **Who**..Says there is problem?
- **Where**..Exactly is the problem happening?
- **When**..Is it happening? How long?
- **How Many People**.. Does the problem impact? Statistics?



Then condense to 2-3 sentences max.

S.M.A.R.T. Goal

- **“S”** = Specific Avoids generic statements
- **“M”** = Measurable Based on metrics and data
- **“A”** = Attainable Should be doable. Avoids “world hunger.”
- **“R”** = Relevant Related to problem statement
- **“T”** = Timely Must have an end date

Problem Statement:

The regional goal for colorectal screening has consistently not been met by the Dept. of Radiation Oncology.

Team:

Sponsor: R. Luterbach / Dr. R. Wang
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Vicki Barkan

Metric	Target	Actual
Glycemic Control (HbA1c < or = 9.0)	45%	70%
Colorectal Cancer Screening	30%	18%
Advise to Quit	50%	81%
Offered Strategies & Rx to Quit	50%	60%
LDL-C Test in Diabetics	40%	67%
Follow-up for High Blood Pressure Reading SSCOR Target, by Distr date	65%	87%

S.M.A.R.T. Goal:

Increase colorectal screening for the Dept. of Radiation Oncology to >30% (regional target) by Q1 2013

Time Frame:

Start Date: **Sept. 11, 2012**
End Date: **Dec. 31, 2012.**

Table Exercise (10 Minutes)

Create a Project Charter for Case Study...

Pain Management (Service)
Hospital Acquired Infections- CLABSI (Quality)
Hematology Oncology Infusion Center (Access)
Sepsis Coding (Affordability)

Project Charter:

Problem Statement:

Team:

Sponsor:
Champion:
Co-Leads:
Team Members:

S.M.A.R.T. Goal:

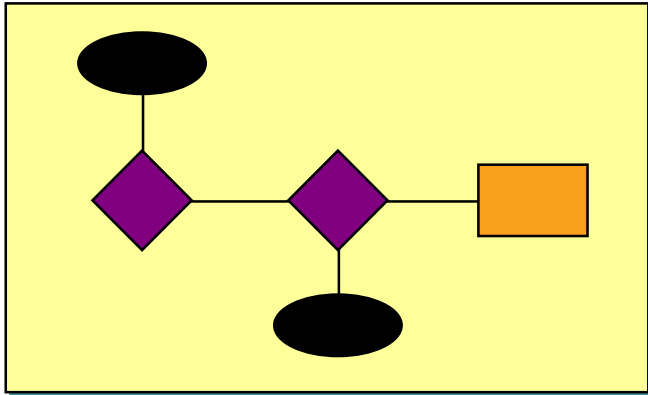
Time Frame:

Start Date:
End Date:

Breakout

Process Mapping

Process Map



Why

- Provides clear understanding of the process scope or execution baseline.
- Illustrates what is happening versus what should be happening
- Captures critical organizational knowledge
- Facilitates identification of problem areas
- Stimulates ideas for business process reengineering
- Facilitates identifying locations for data gathering (process measurement)

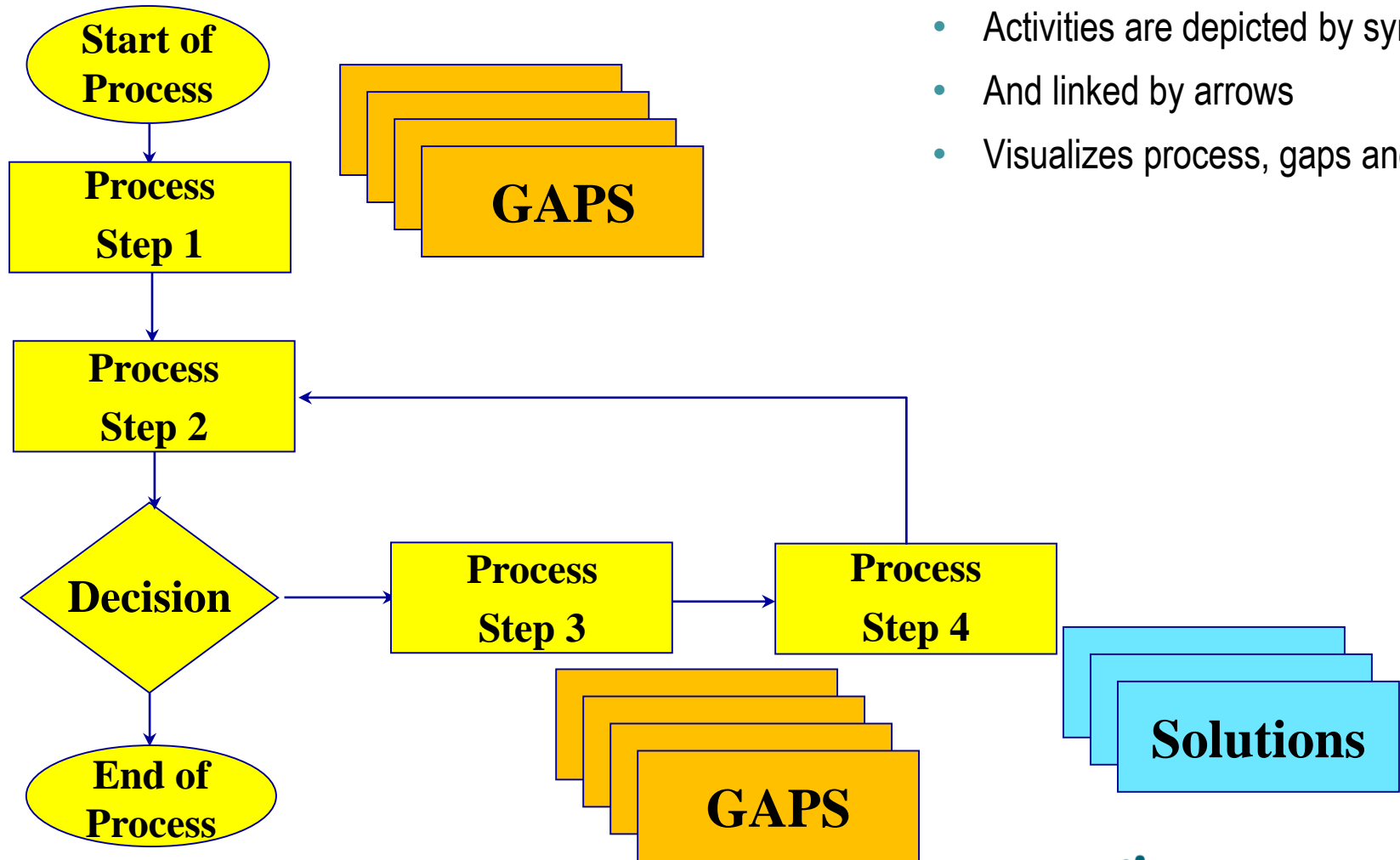
What

- A process map is a graphical means of depicting the steps or activities which constitute a process. It is a fundamental planning tool for identifying customers. Process Maps are also called flow charts.

How

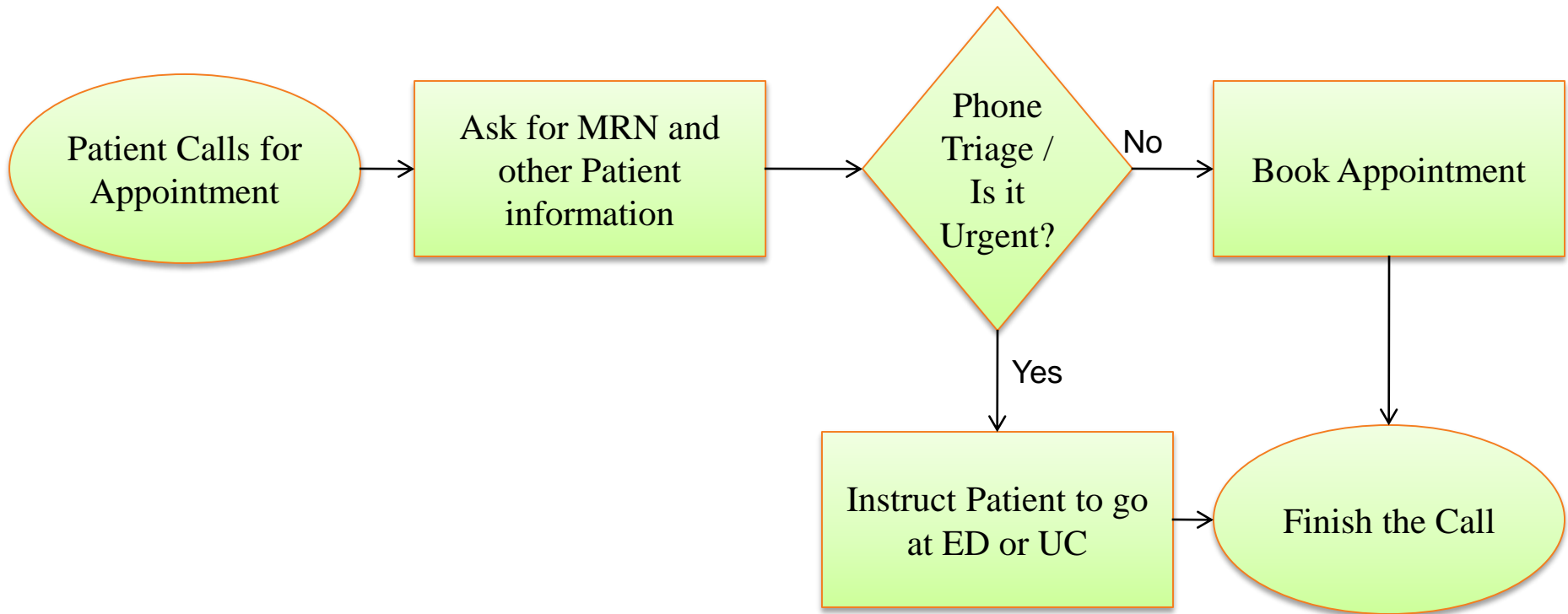
- Use the right people. Include people who work in the process, customers and suppliers. An independent facilitator to keep independence.
- All members must participate.
- Data must be visible to all personnel all the time.
- Start with Post-It notes; rarely is a session completed without reworking the map. Avoid transparencies; this only allows 1 segment of the chart to be displayed at a time.
- Enough time needs to be allotted. Process Maps take longer than is expected.
- Use the common charting symbols.

Process Mapping

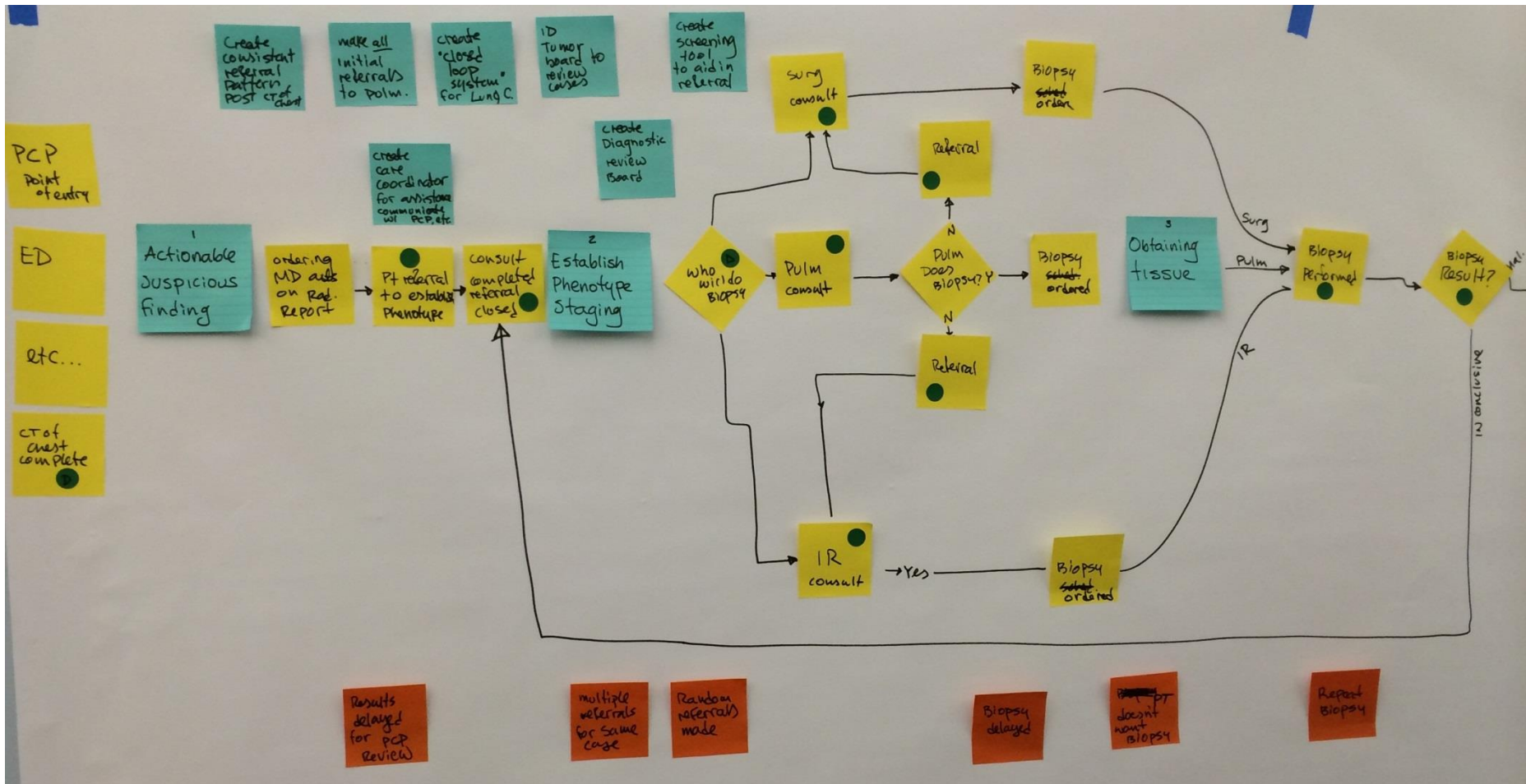


- Graphical method to map a process
 - Activities are depicted by symbols
 - And linked by arrows
 - Visualizes process, gaps and ideas

Example



Example: Lung Cancer Diagnose Stage 1 of 2



Example: Lung Cancer Diagnose Stage 2 of 2

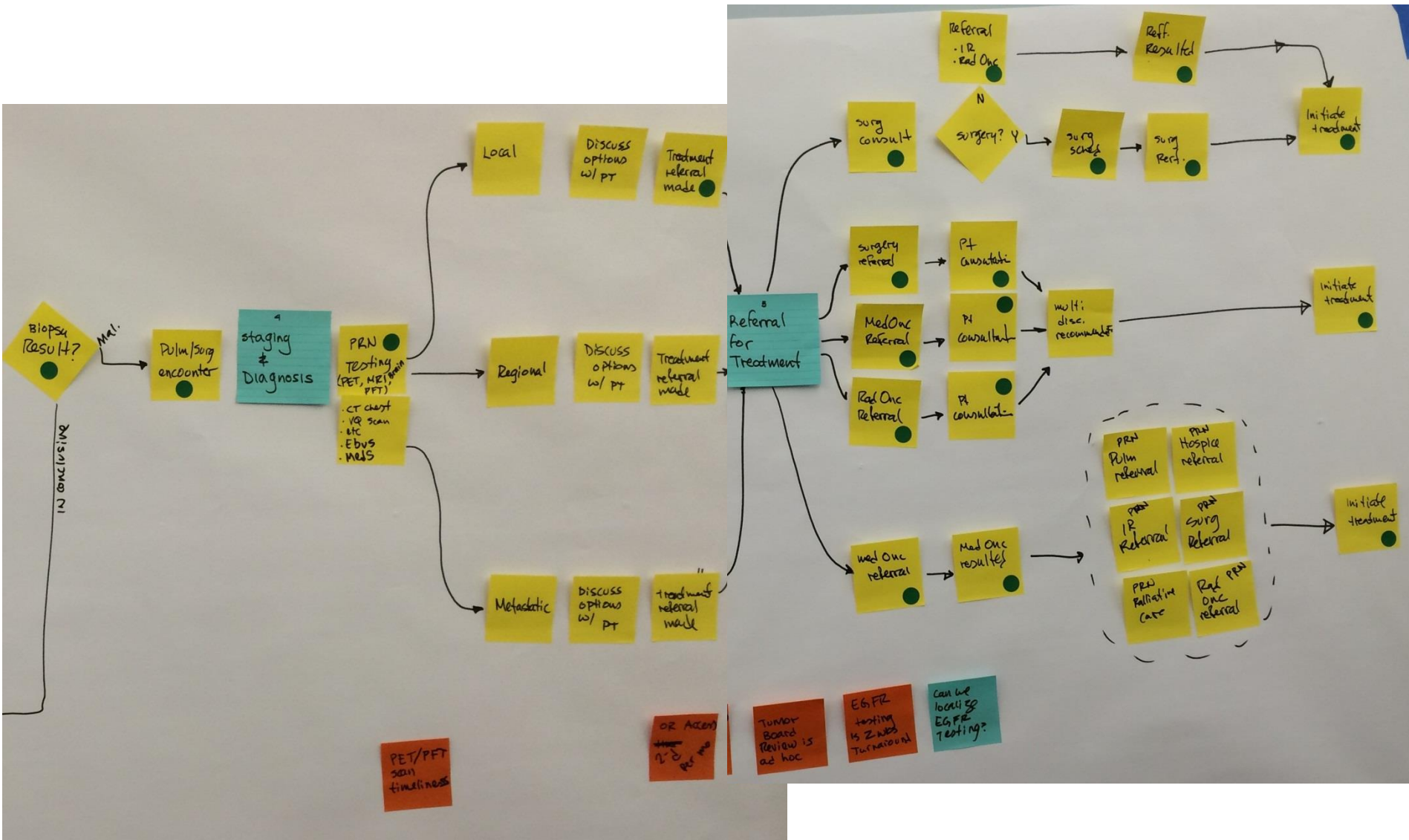


Table Exercise (10 Minutes)

- Create a Process Map for your Case Study...

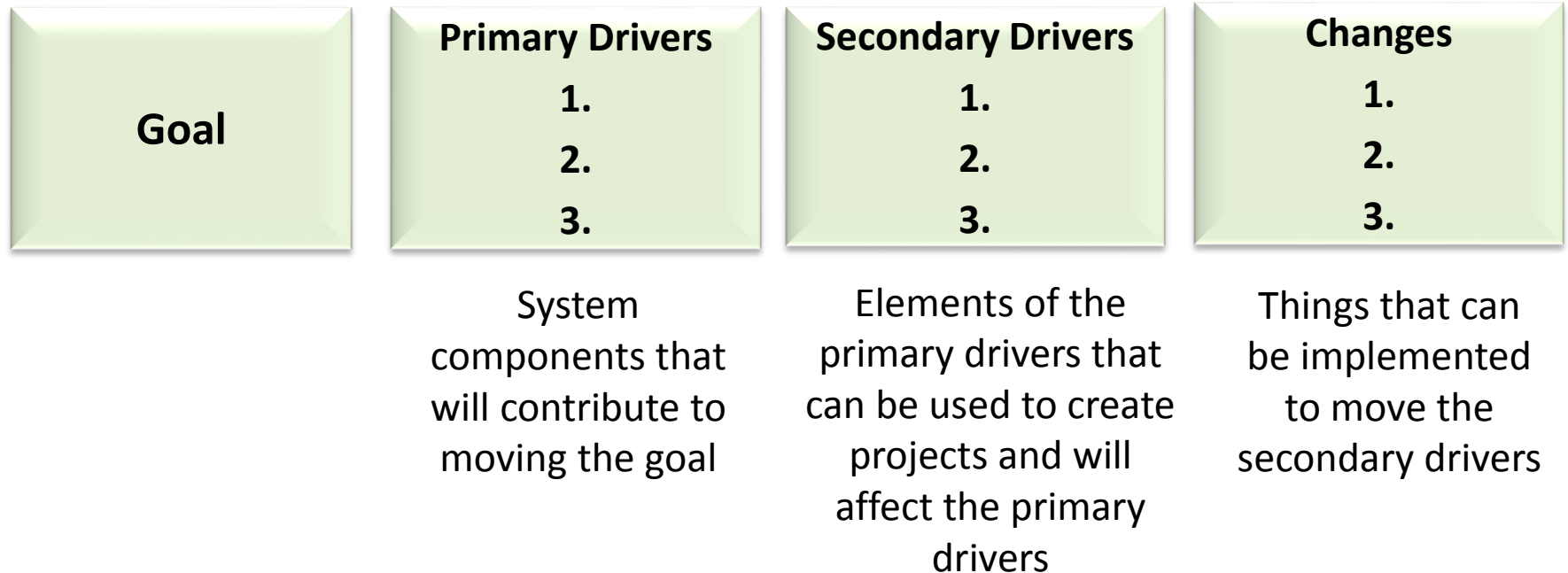
Breakout

Root Cause Analysis

- Driver diagram

A Driver Diagram Is ...

A pictorial display that helps conceptualize an issue and determine the pathway to achieve your goal



An Example

Goal

Improve Accuracy of Surgical Preference Cards

Measure: % of carts that are free of all errors (wrong, not picked, damaged instruments)

Driver

Notification of surgical supply part number changes

Playbook - Regionally established playbook on obtaining KSN/Onelink IDs and adding items to Optime

Tracking Requests - File to track all request for adding disposables and instruments into Optime

Mass Substitutions - Ability to perform mass substitutions in Optime

Access - Grant Manager access to the Optime portion that allows mass substitutions

W.I.N.D. - CS & OR staff report wrong part number as they are encountered by marking item on preference cards

Change

Update Part Number when Changing Vendor

Items Entered into Optime in a timely and organized fashion. **Efficient**

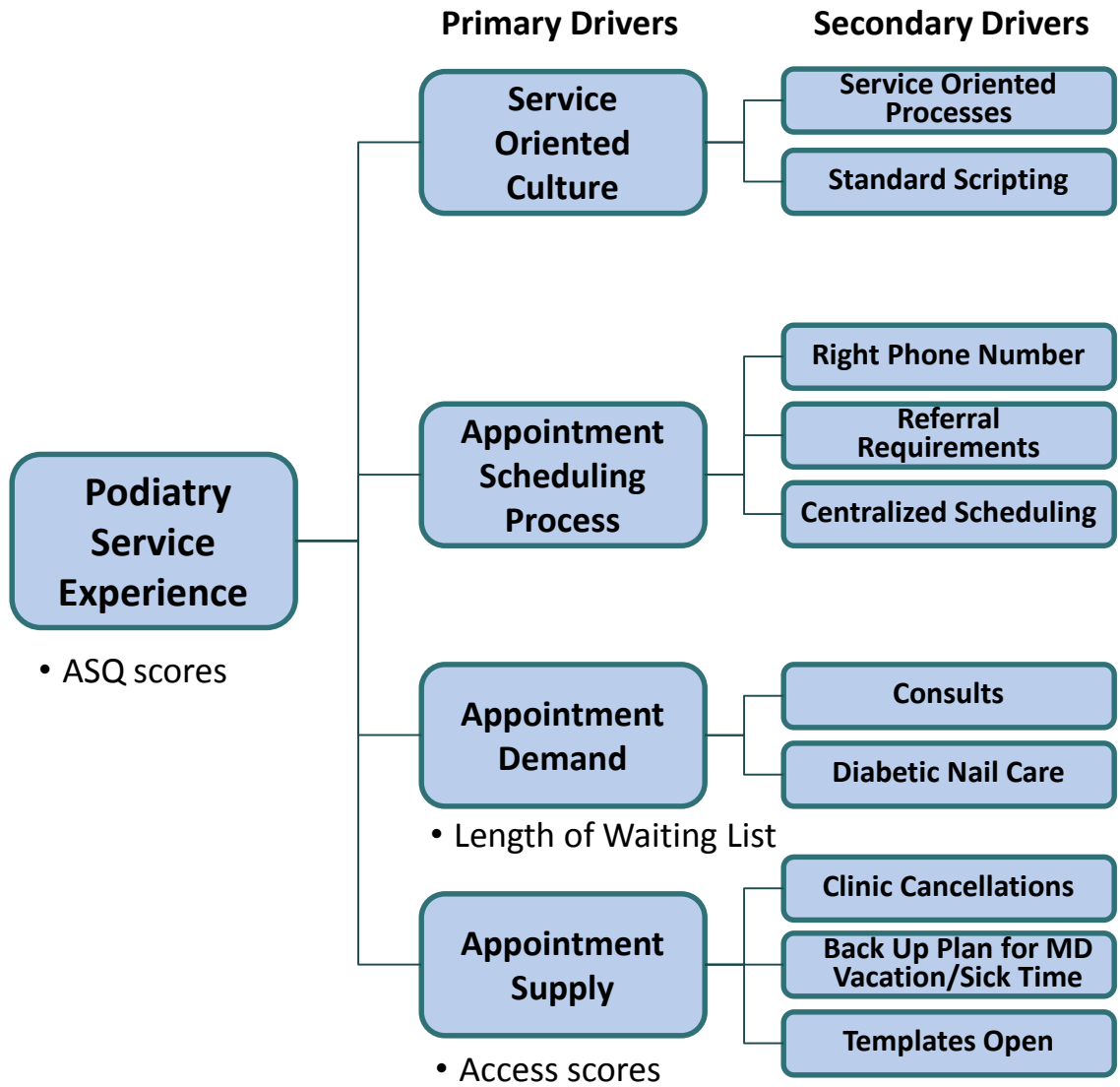
Prevent Requests From Falling Through the Cracks - Make it easy to know which requests have been completed or in process

Maintenance of Preference Cards
Eliminate need for manually maintenance

Reduce Waiting Time
Facilitate ability to do mass substitution in a timely manner

Report Wrong Part Number
Facilitate way of reporting wrong part number to SEAM manager

Driver Diagram



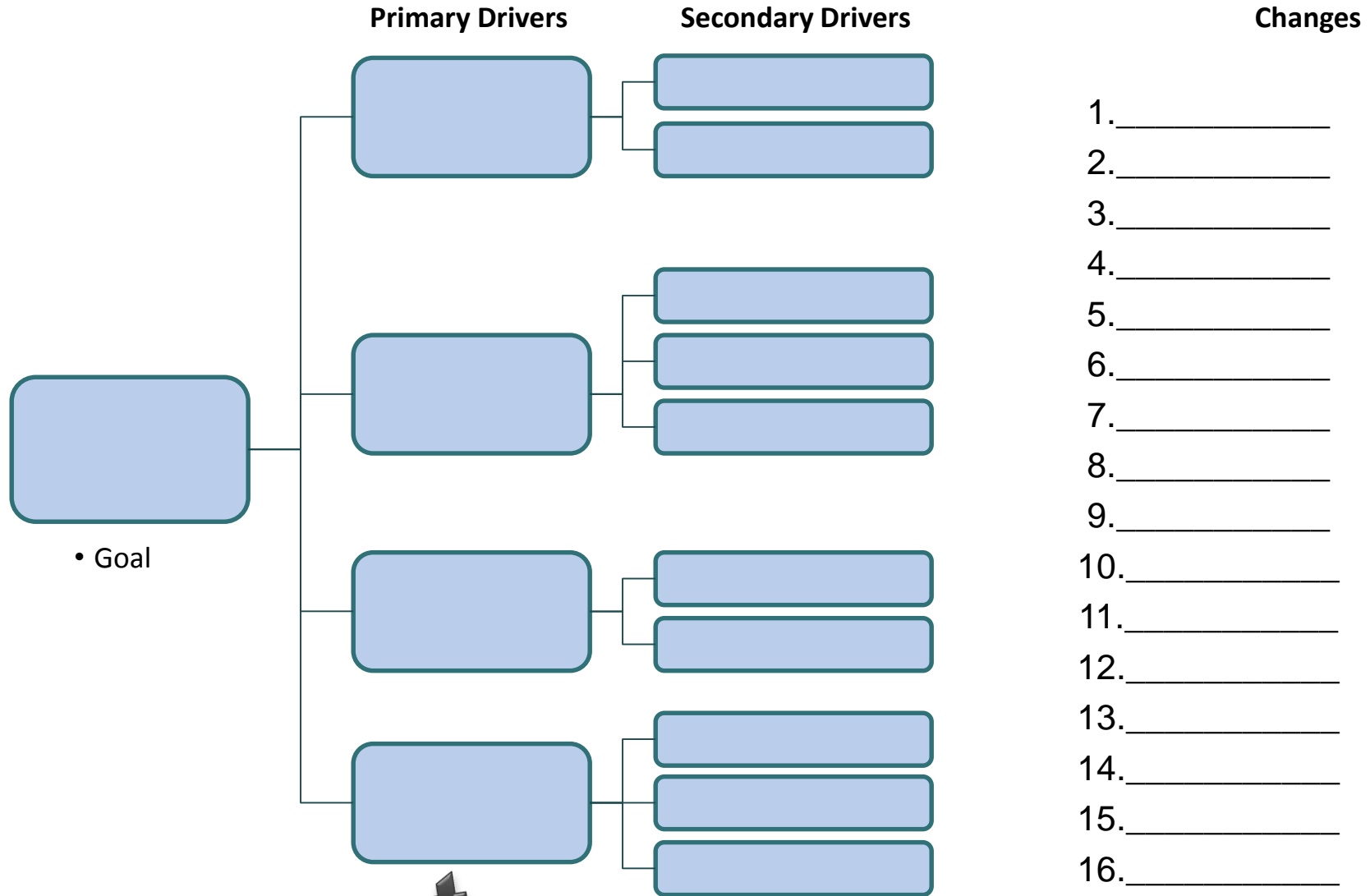
Changes

1. Nurses schedule follow-up appointments before members leave clinic;
2. Schedulers confirm member is happy with when they got appointment
3. Scheduler scripting – introduce themselves as part of Podiatry team
4. Disable old phone number, which just rings unanswered
5. Ensure PCPs and members know referrals are good for 3 years
6. Assign scheduler in centralized call center with primary responsibility for podiatry
7. Train other schedulers in podiatry scheduling
8. Ensure consult slots are only used for new patients
9. Replace vacant MD position with diabetic nail care nurse
10. Create proactive back up scheduling process to have necessary supply when MDs are out on vacation or sick
11. Open Podiatry templates 3 months instead of 2 months so follow-up appointments do not have to be wait listed

Table Exercise (10 Minutes)

- Create a Driver Diagram for your Case Study...

Driver Diagram



Breakout

Formulating Solutions

- Brainstorming
- Idea Prioritization

Brainstorming



Why

- Brainstorming produces many ideas/ solutions in a short time.
- Facilitates the creative thinking process.
- Separates idea generation from the judging of the ideas.

What

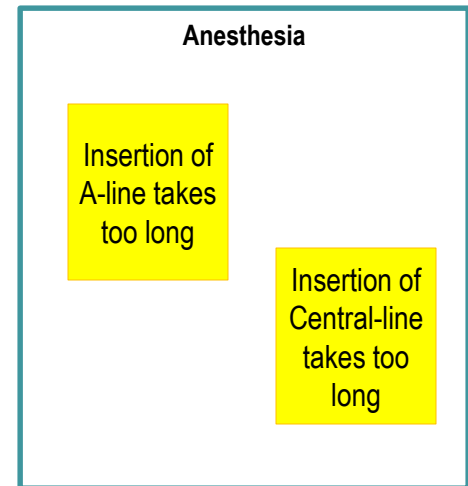
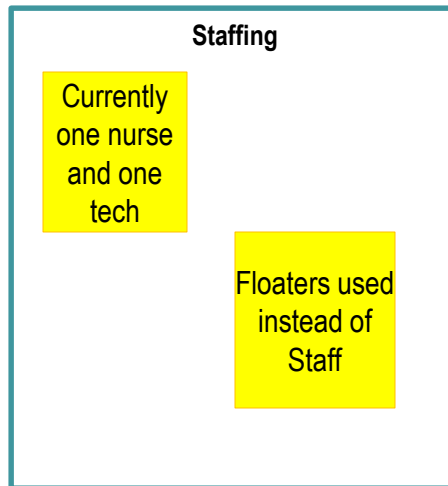
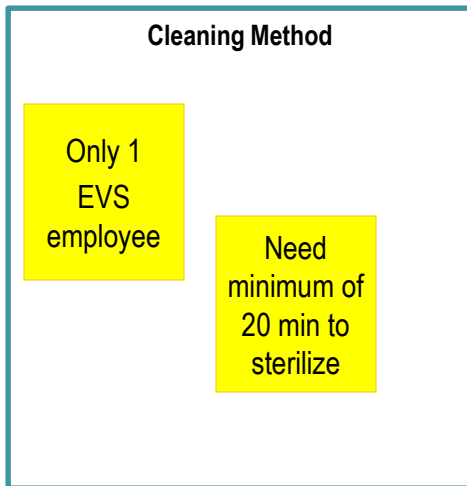
- A freeform method of generating unconstrained ideas/solutions and equalizing involvement in the analysis process

How

- Review the topic – "why, how, or what" questions.
- Give everyone a minute or two of silence to think about the question.
- Invite everyone to call out their ideas (important: no discussion of ideas until session is complete).
- Write down every idea.
- Consolidate like ideas and discuss complete list.
- Use consensus building tools to assist in prioritization.

Brainstorming – Step 1

1- Ask your Team why something goes wrong and group ideas into themes



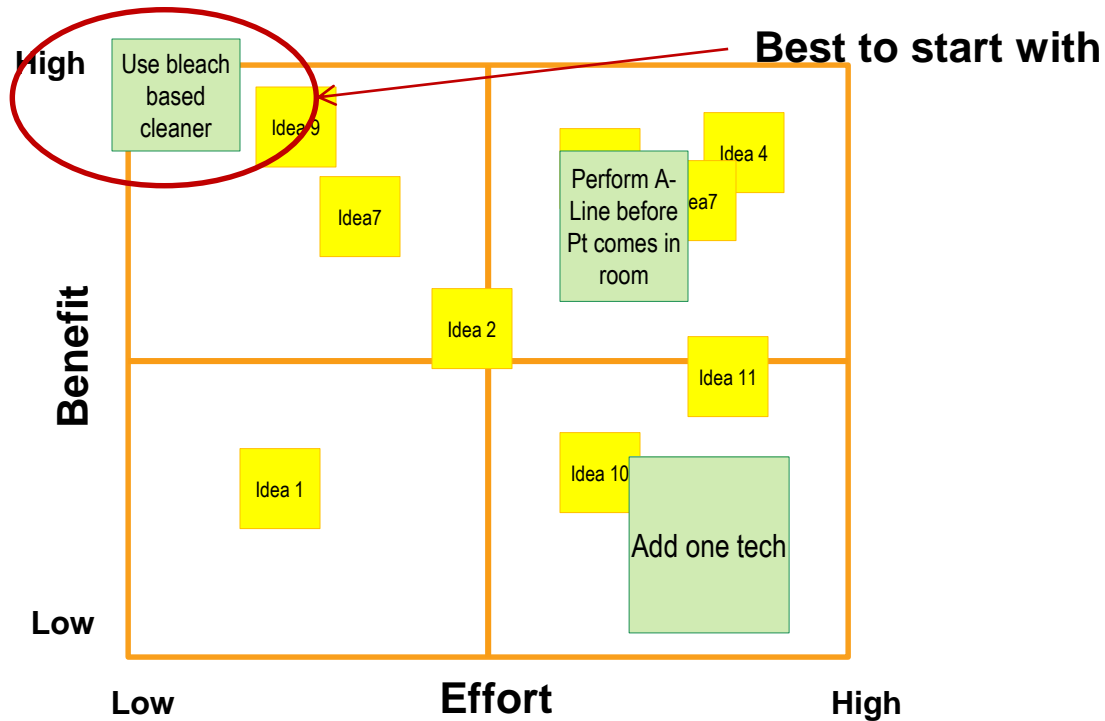
Brainstorming – Step 2

2- Discuss and identify potential solutions per issue or theme

Theme for / ISSUES	IDEAS FOR RESOLUTION
<p>Cleaning method</p>	<p>Use bleach based cleaner</p>
<p>Staffing</p>	<p>Add one tech</p>
<p>Insertion of A-line takes too long</p>	<p>Perform A-Line before Pt comes in room</p>

Brainstorming – Step 3

3 – Prioritize. Discuss and place ideas on an Effort vs Benefit matrix.



Prioritizing Solutions- Communication

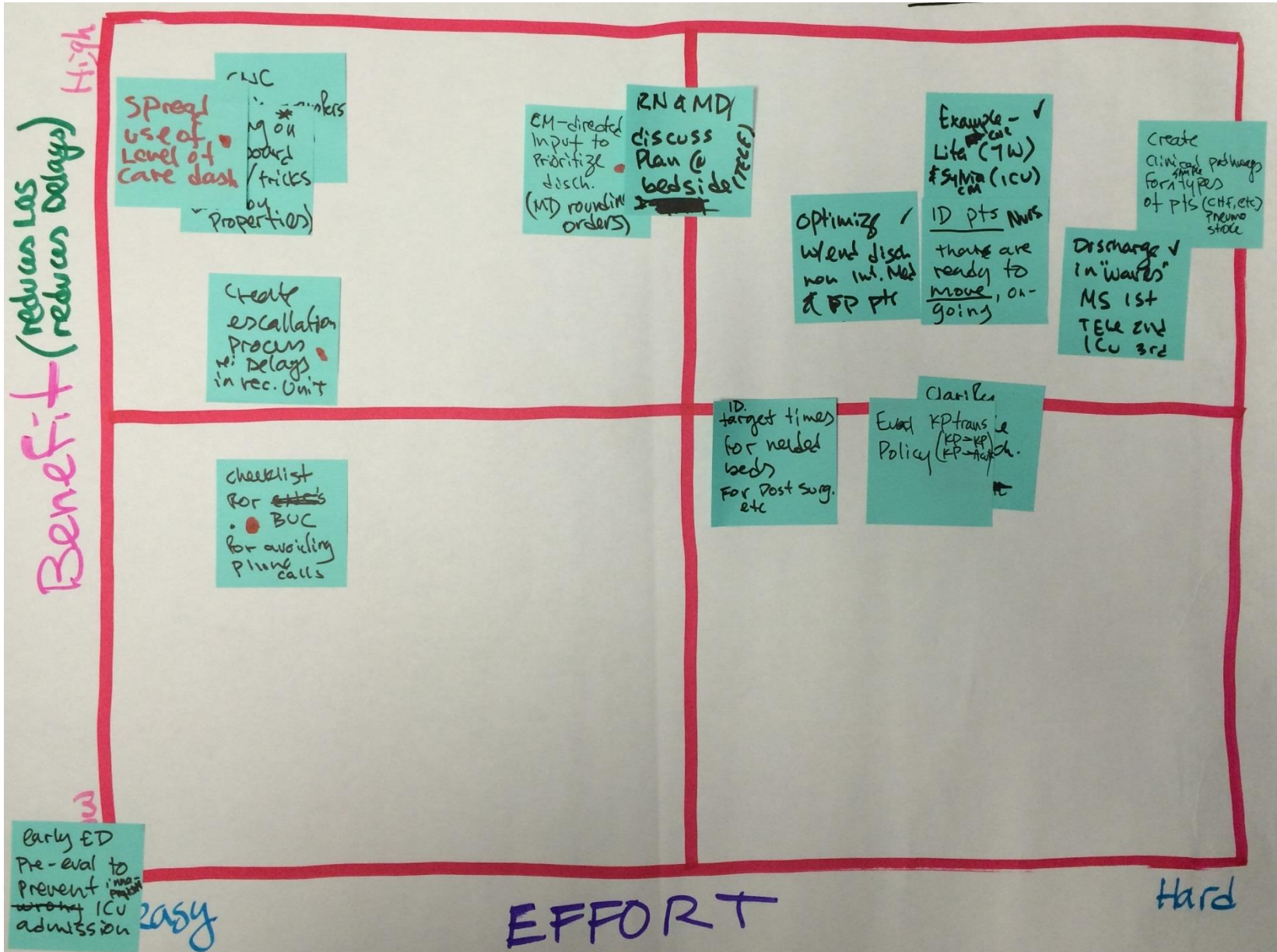


Table Exercise (10 Minutes)
–Brainstorm Root Causes
–Prioritize Solutions
for your Case Study...

Brainstorming on root causes

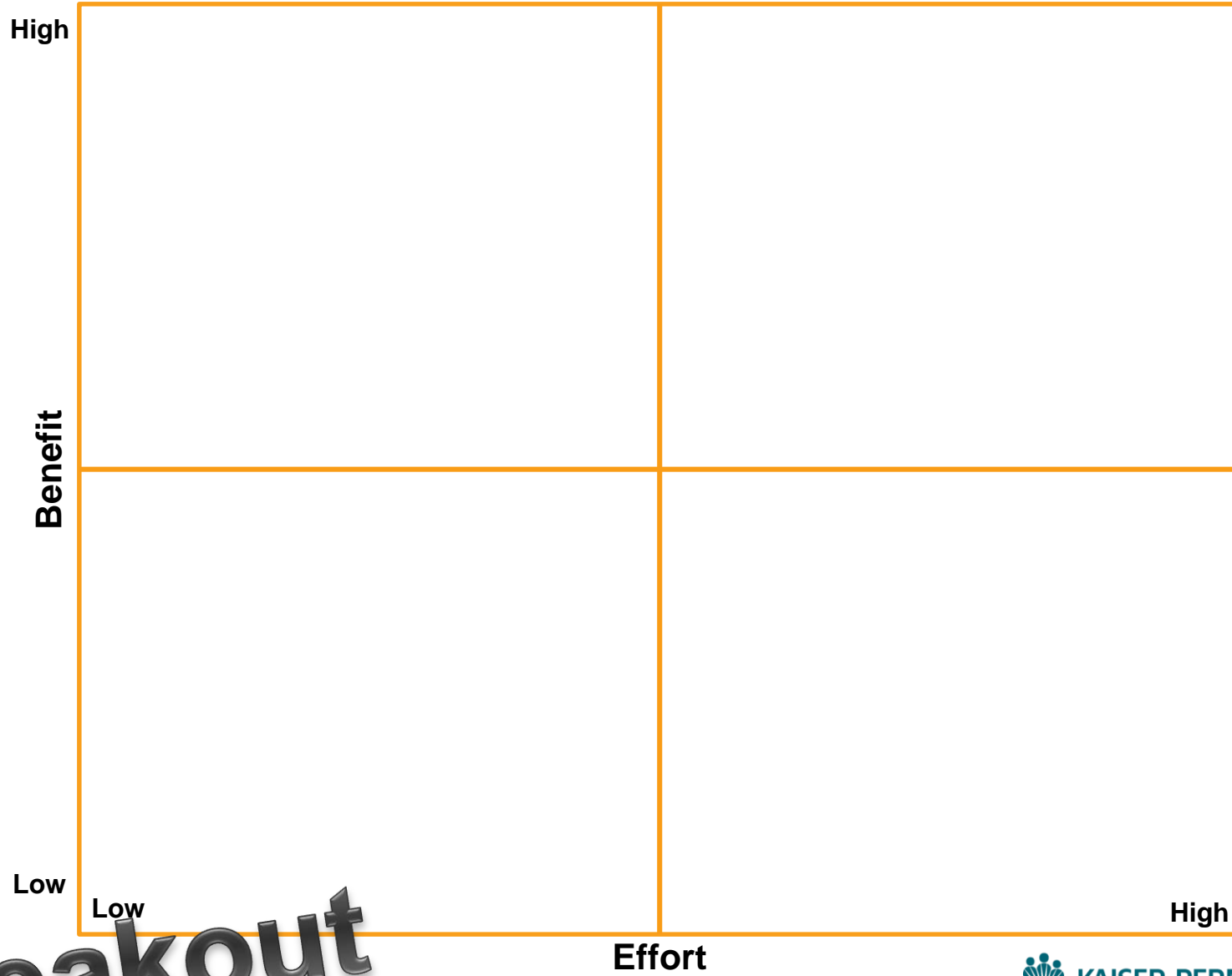
Theme: _____

Theme: _____

Theme: _____

Breakout

Idea Prioritization



Breakout

Effort

For a Successful PI Project:

1. Set a SMART goal

- **"S"** = Specific Anyone can understand
- **"M"** = Measurable Metrics and Data exist
- **"A"** = Attainable Knowing how to improve
- **"R"** = Realistic Considering constraints
- **"T"** = Timely Must have a date

2. Create a Project Charter

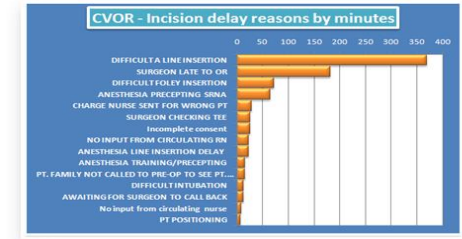
Problem Statement:
Time for new KP members to book first appointment with a PCP >1 month

Team Members:
- Sponsors
- Leads / Owners
- Change Agent (PM, IA, MD)
- SME: Subject Matter Experts

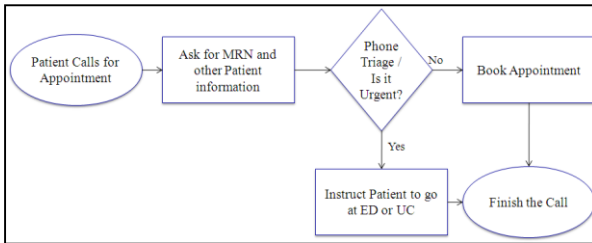
SMART Goal:
Reduce TAT for new KP members to book first time appointment with PCP from >1 month to less than 2 weeks by September 30, 2012

Time Frame:
- Start Date
- Key Milestones
- End Date
- Control Date

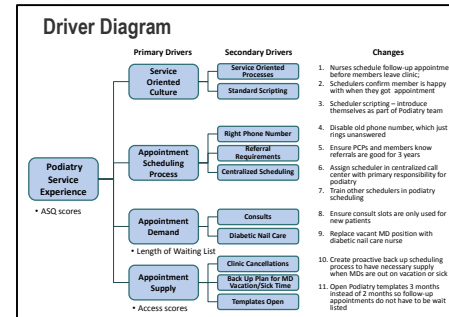
3. Measure current performance



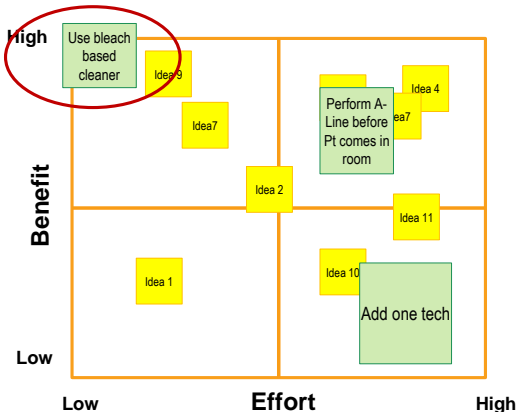
4. Understand the Process



5. Identify the Root Cause of a problem



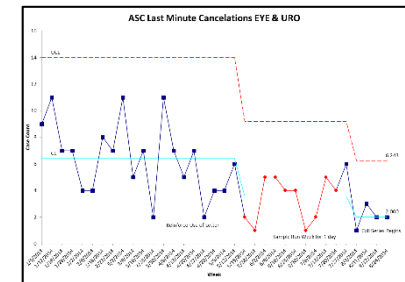
6. Prioritize Solutions



7. Action Plan (who / When /What)

Due	Owner	Physician	Action	Status
5/4	Yannis		Send to the team vlookup cheat sheet	Completed
5/11	Yannis		Collect feedback on simplified P-Cards	Completed
5/11	Yannis/Claudia/Watson	Birusingh	2hours meeting to educate coordinators on how to update cards	Completed
5/11	Sally/Dean	N/A	Provide Current Item Master File	PO based?
5/20	Donald		Policy for distributing trays 48hours prior to procedure	Not completed
5/31	Hazel/Yannis	Marlin	Cataract (Yannis to oversee the conversion) Preference Card Update	Completed
5/31	Intira	Lim	Manible Osteotomy Preference Card Clean-Up / Update	Completed
5/31	Yannis		Separation of LAMC P-Cards from West LA	Completed
5/31	Leri	Difronzo	Lap APY Preference Card Clean-Up / Update	Completed
7/31	Hazel	Lee	ACL Preference Card Clean-Up / Update	Completed
5/31	Daizy	Shapiro	Cysto Preference Card Clean-Up / Update	Completed

8. Measure Improved performance





obrigado

Dank U

Merci

mahalo

Köszi

спасибо

Grazie

Thank
you

mauruuru

Takk

Gracias

Dziękuję

Děkuju

danke

Kiitos