

# Data Comes in All Sizes

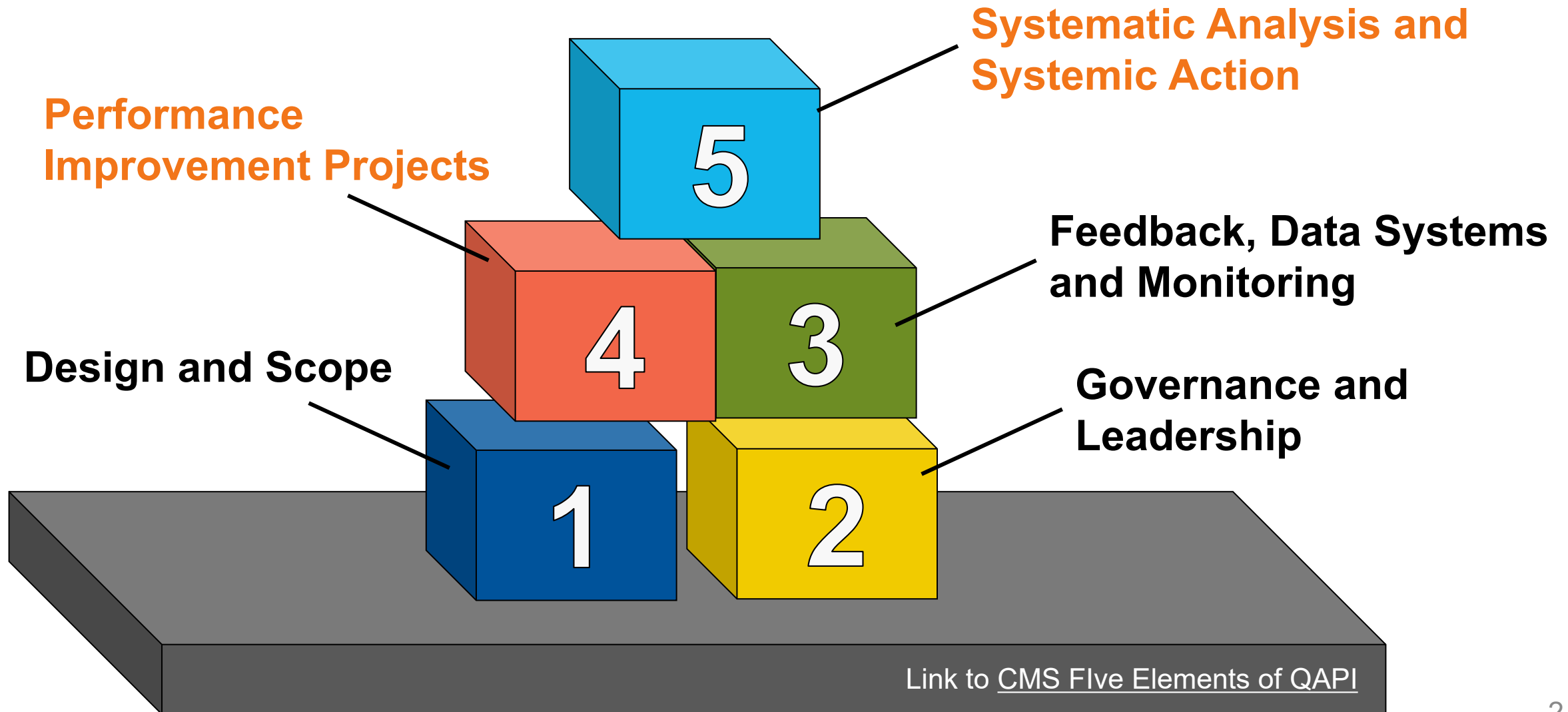
## Session 3

QAPI Elements 4 and 5

November 4, 2020



# Five elements of QAPI



# Session 3 Recap

- Element 3: Feedback, Data System and Monitoring
- Identify your Data and Reporting
  - Data Collection List
  - Crosswalk
  - Collection and Monitoring Plan
- Identify Gaps and Opportunities
  - Gap Analysis Tool
  - Root Cause Analysis (RCA)
  - Joint Commission Safer Matrix™
  - Failure Mode and Effect Analysis (FMEA)

# Topics

**1**

**Performance  
Improvement  
Projects (PIP)**

**2**

**Structured Tools  
for Use in PIP**

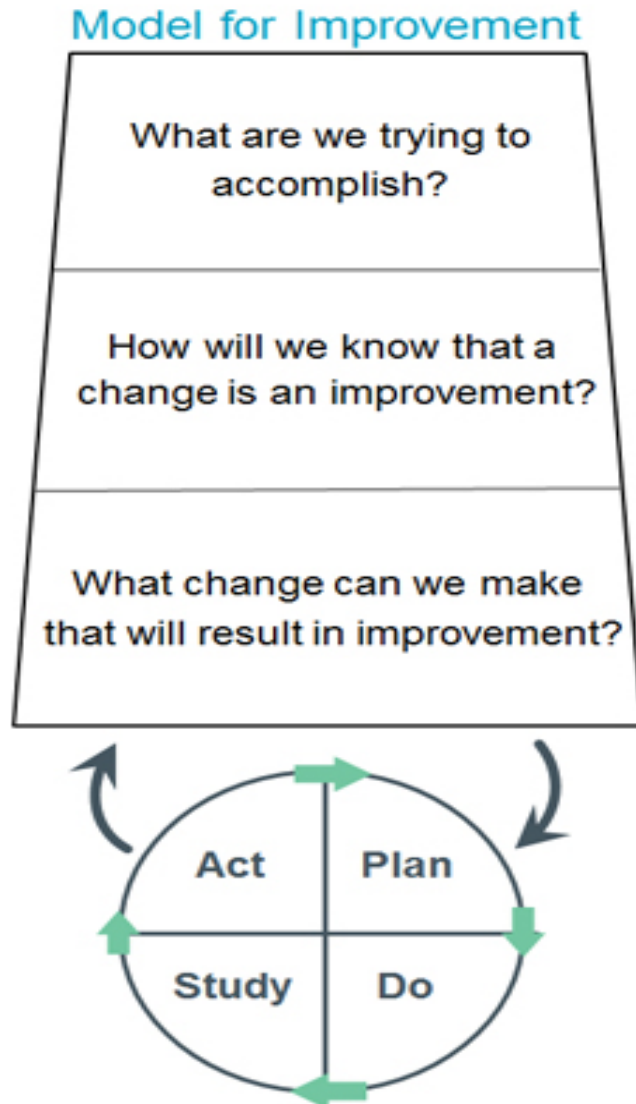
**3**

**Systematic  
Analysis and  
Action**

# QAPI Element 4: Performance Improvement Projects

- Prove we are working on problems and the success of our solution(s) is being measured.
- While all changes do not lead to improvement, all improvement requires change.
- *What do you think are the concepts of change you need to consider with any improvement project?*

# Institute for Healthcare Improvement's (IHI) Plan-Do-Study-Act (PDSA) Model



## Seven Steps

1. Forming the team
2. Setting aims
3. **Establishing measures**
4. **Selecting changes**
5. **Testing changes**
6. **Implementing changes**
7. Spreading changes

# PLAN – Do – Study - Act



Assemble  
your team



Draft AIM  
statement



Describe  
current  
statement

- Brainstorm: Ask basic questions
- Check sheet
- SWOT Analysis - Swim Lane Map



Describe  
problem



Identify causes  
- RCA

- Five Whys
- Cause and Effect Diagram: Fishbone

# Acting on Data

## RAPID CYCLE PROCESS IMPROVEMENT



Approach to evaluate  
change



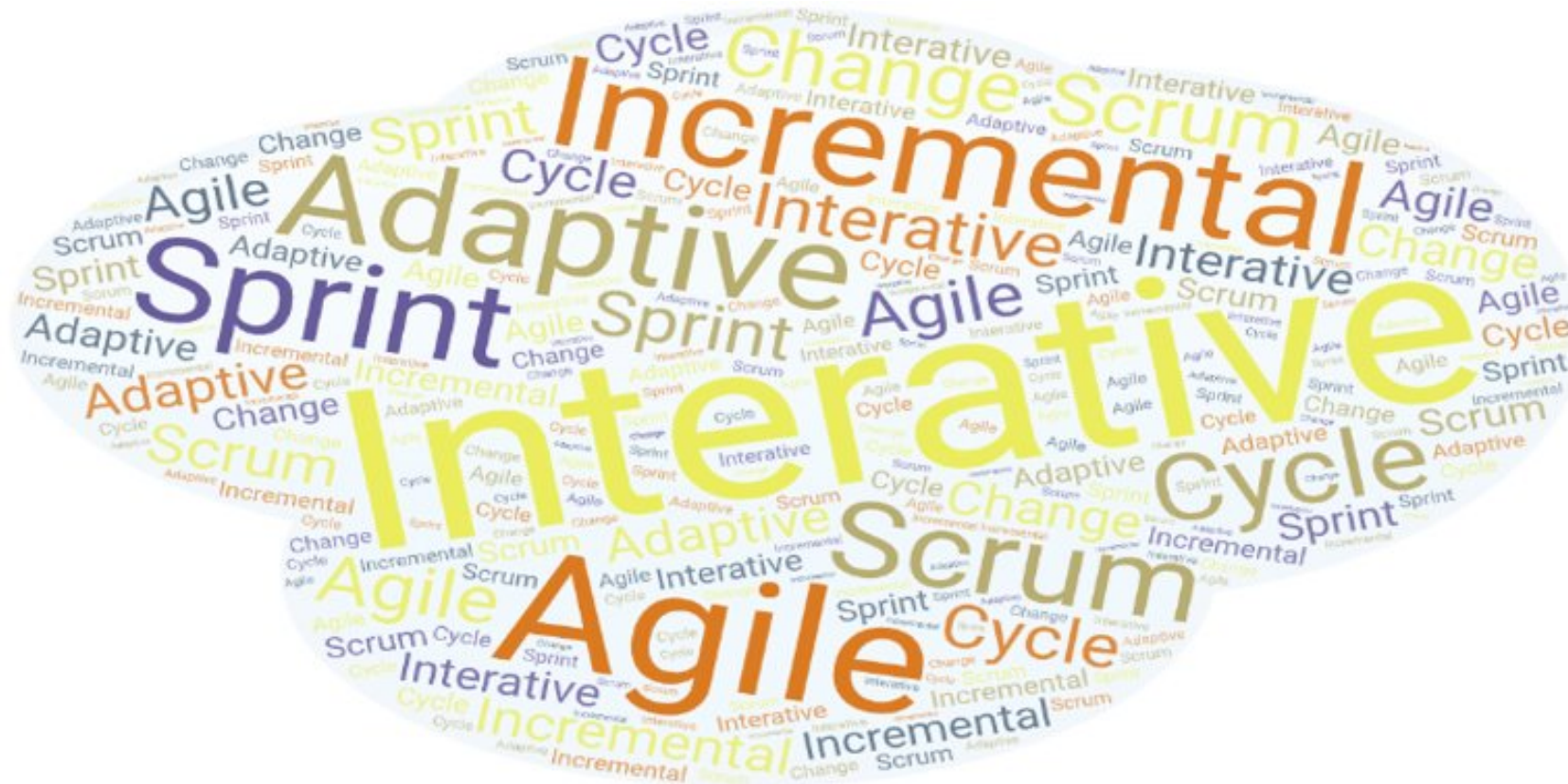
Promotes small  
scale, rapid-cycle  
change over short  
periods of time



Includes Plan-Do-  
Study-Act (PDSA)  
cycle

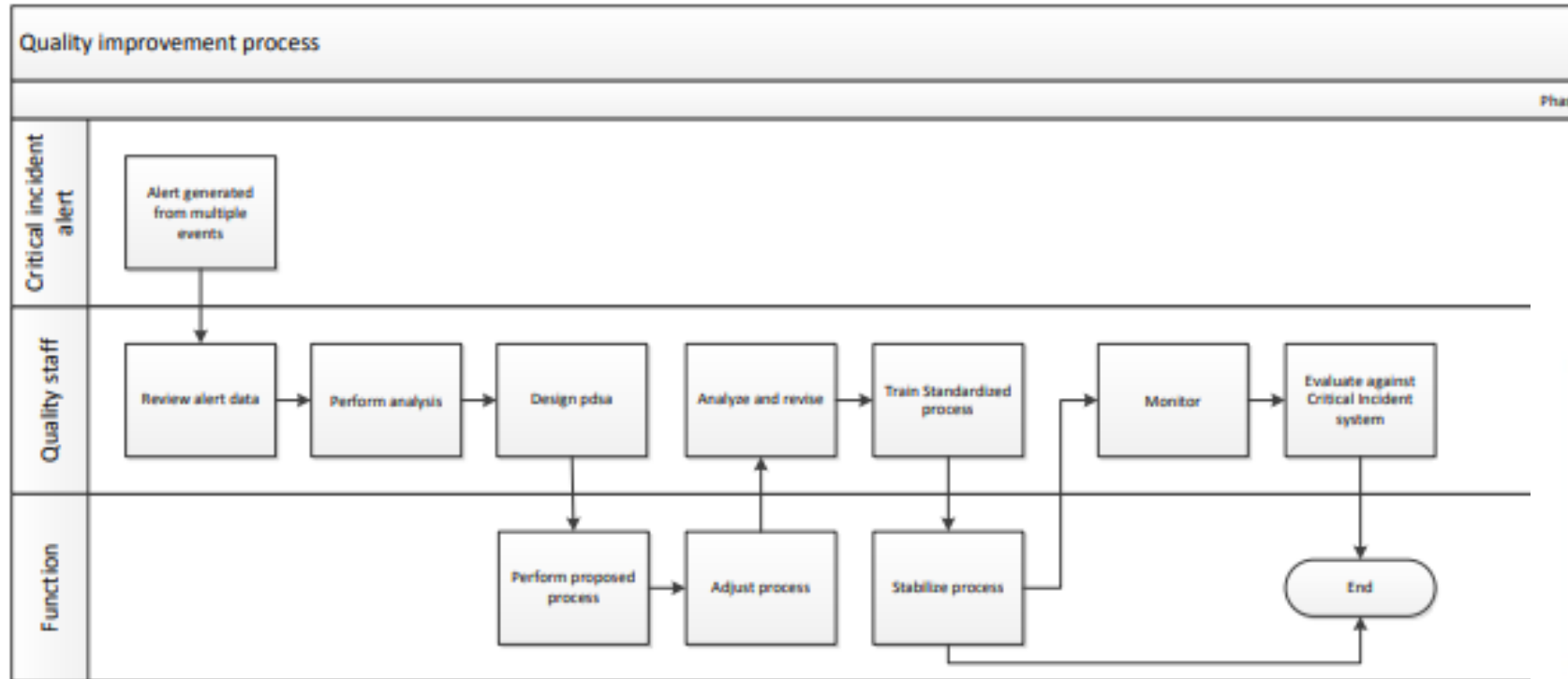


# Acting on Data



*“Great things are not done by impulse, but by a series of small things brought together.”*

# Swim Lane Map | SWOT Analysis

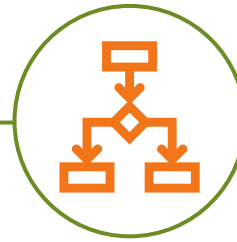


# The “Root” of the Problem

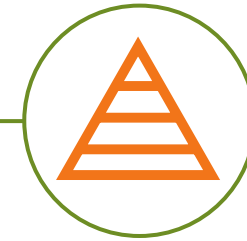
## RCA



Digging deeper to find reasons behind the reasons



A systematic process



Used to get to the underlying cause of a problem

# RCA Tools

The Five Whys?



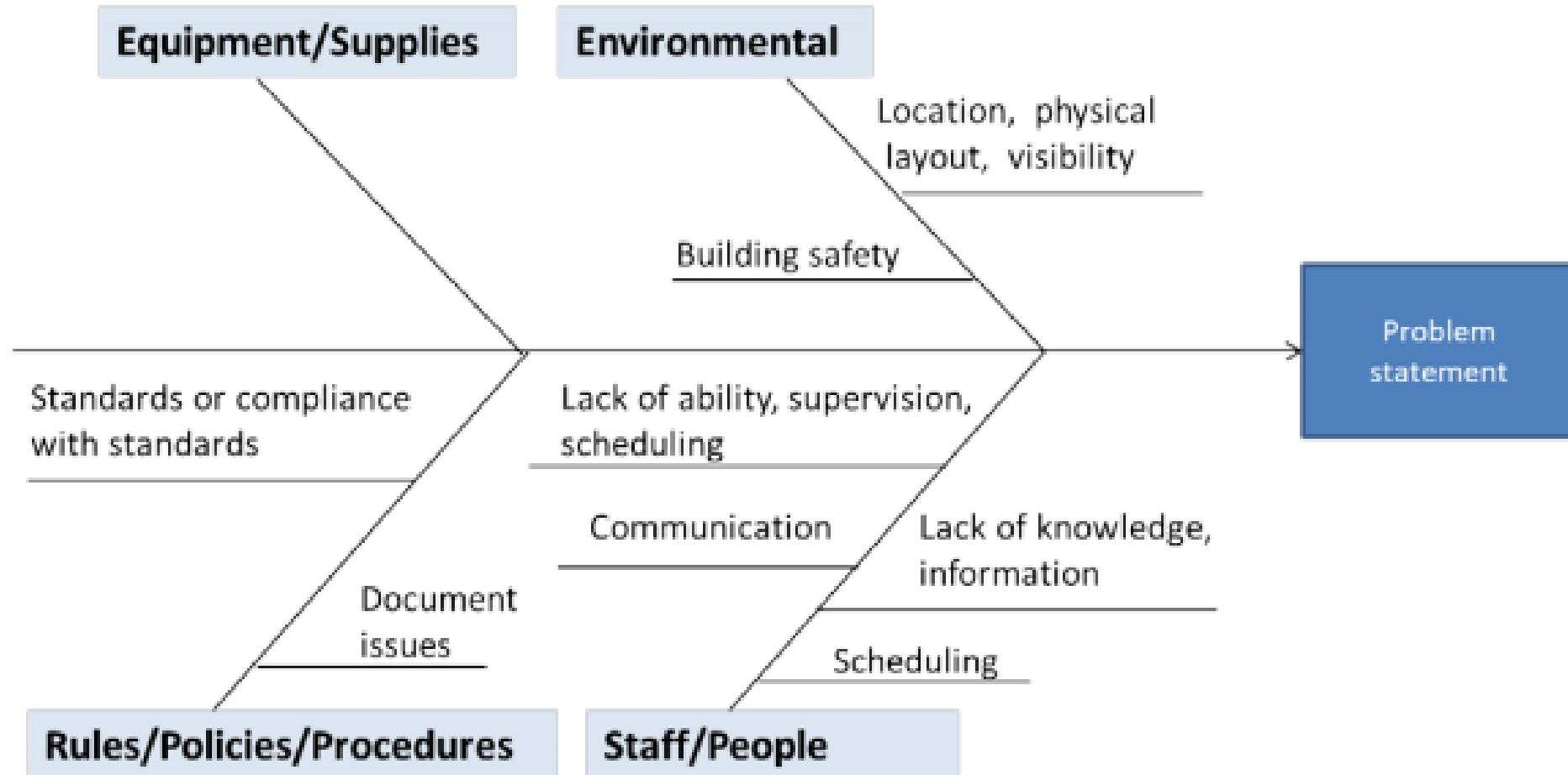
Cause and Effect  
Diagrams

➤ Fishbone Diagrams

# The Five Whys Tool

<b>Problem statement</b>	One sentence description of event or problem
<b>Why?</b> →	
<b>Why?</b> →	
<b>Why?</b> →	
<b>Why?</b> →	
<b>Why?</b> →	
<b>Root Cause(s)</b>	<ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li></ol> <p>To validate root causes, ask the following: If you removed this root cause, would this event or problem have been prevented?</p>

# Cause and Effect: Fishbone Diagram



# PLAN – Do – Study – Act

- Develop Alternatives
- Try to mitigate your root causes. Completing the statement:  
**"If we do \_\_\_\_\_, then \_\_\_\_\_ will happen."**
- Choose an alternative (or a few alternatives) that you believe will best help you reach your objective and maximize your resources.

# PLAN – Do – Study – Act



**Implement the  
Action Plan**



**Collect Data**

- Check sheet
- Run chart



**Document**

Problems, unexpected effects and general observations.



# Why is data important?

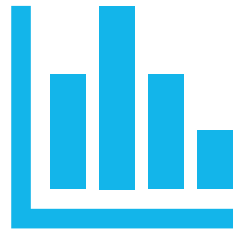
“Without data, you are just another person with an opinion.”

– *Edward Demming*

“If we have data, let's look at data. If all we have are opinions, let's go with mine.”

– *Jim Barksdale*

# Analyzing & Interpreting Data



## Analyzing Data

Review of Performance  
Define Performance Plan



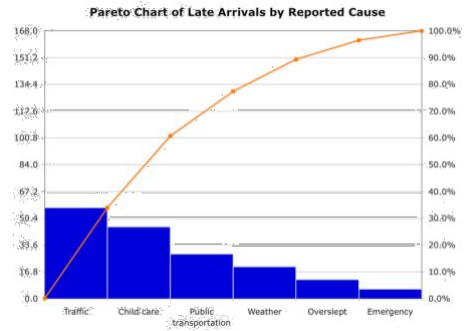
## Interpreting Data

Significance  
Evaluate and Improve

# PLAN – Do – Study – Act

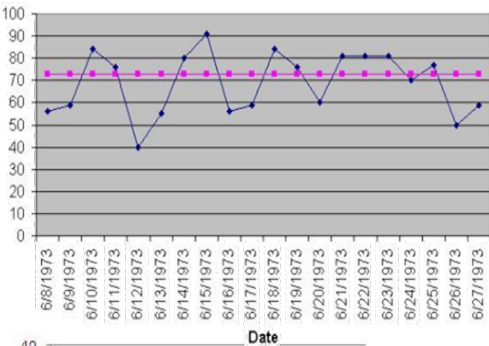
- Use the aim statement and data gathered to determine:
  - Did your plan result in an improvement? By how much/little?
  - Was the action worth the investment?
  - Do you see trends?
  - Were there unintended side effects?
- Use tools to visually review and evaluate an improvement
  - Pareto chart
  - Control chart
  - Run chart

# Tools for Analysis



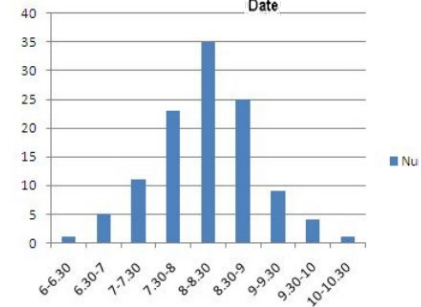
## Pareto Chart

Purpose: To see which causes or problems occur most frequently. To observe the Pareto effect when 20% of the causes contribute to 80% of the overall problem.



## Trend or Run Chart

Purpose: To give a visual representation of data over a period of time.



## Bar Chart or Histogram

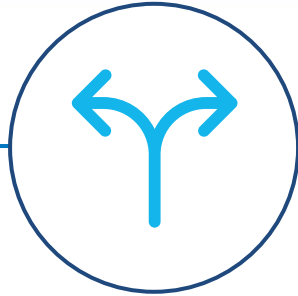
Purpose: To show comparisons among categories with a chart that uses either horizontal or vertical bars.

# QAPI Element 5: Systematic Analysis and Systemic Action



Our QAPI process isn't just putting out fires, it's **fixing** what's **wrong** with the **system**.

# Plan – Do – Study – Act



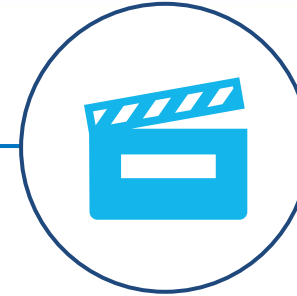
## Decision

### If Successful

- **Standardize** the improvement and begin to use it regularly.

### Not Successful

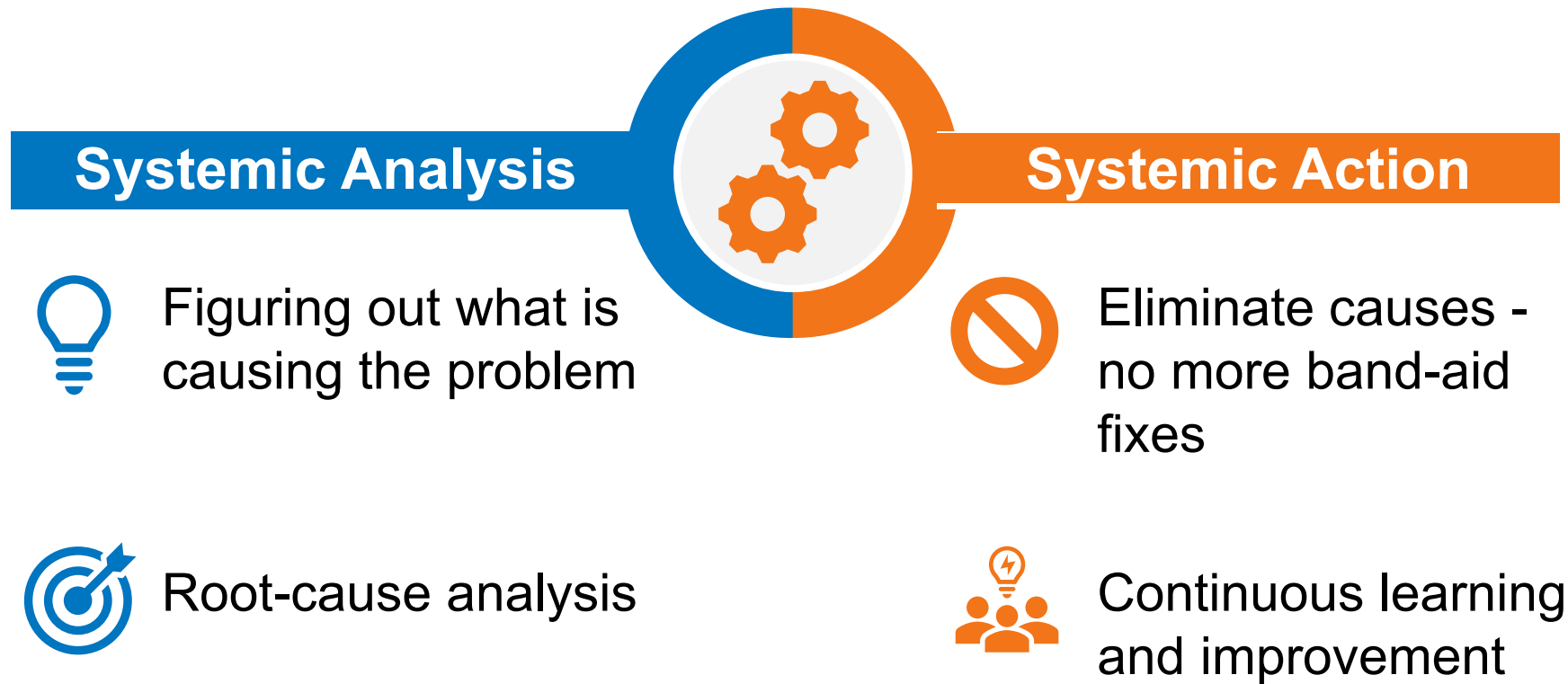
- Return to Stage 1: Revisit the process & **develop new plan** to **test for success**.



## Action

- Intuitively adopt PDSA
- Incremental change is a catalyst for new change
- **Sustain** your accomplishments
- Make adjustments in procedures to facilitate change
- **Celebrate** improvements and lessons learned

# Systematic Approach for Quality Improvement



# Systematic Approach for Sustained Improvement



Maintain policies and procedures



Define roles and responsibilities for new actions



Communicate the change(s) and its purpose



Identify and correct barriers/roadblocks



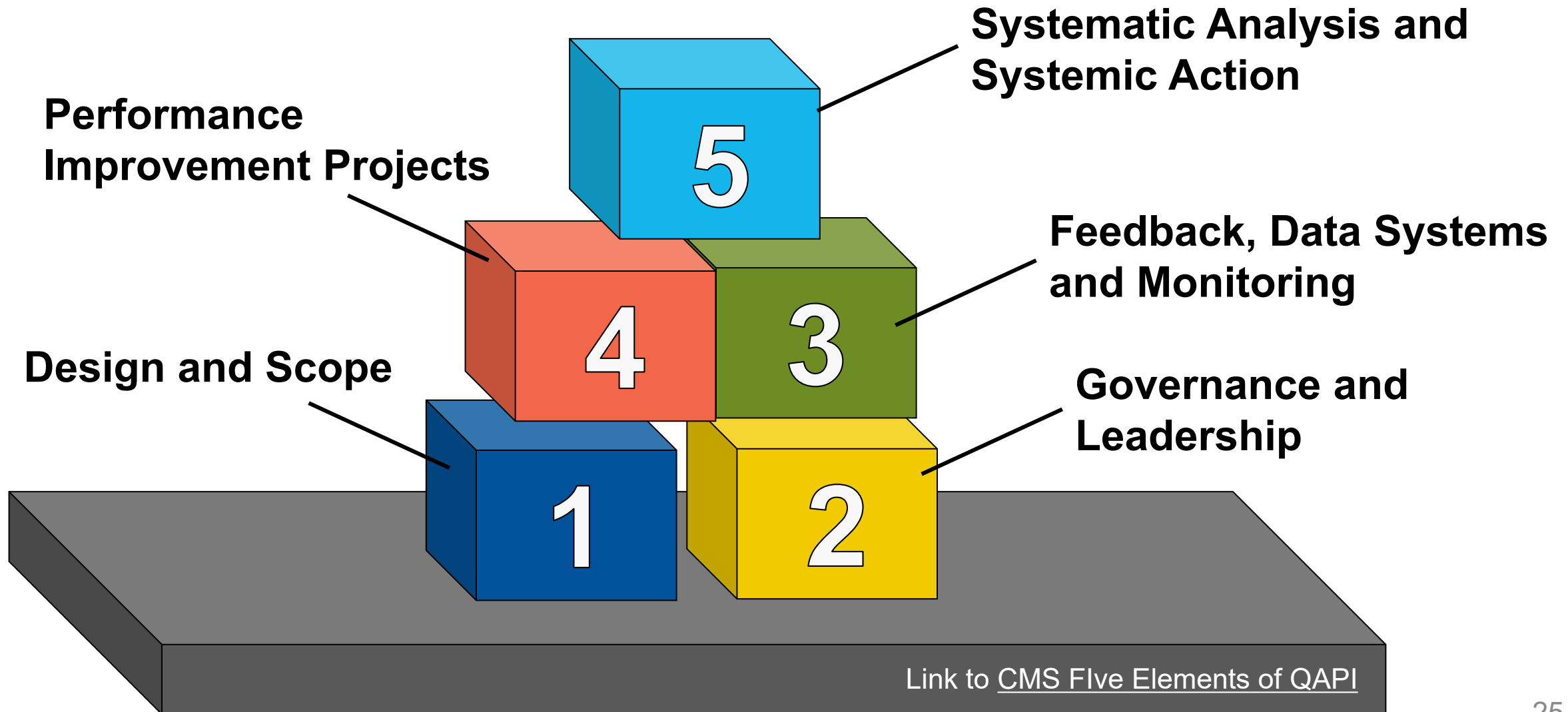
Integrate changes into employee education



Ensure adequate funding



# That's QAPI !



# Next Sessions



## **Session Four: Basics of Data November 18, 2020**

- Data Collection and Management
- Data Analysis

## **Session Five: Interpretation and Impact December 2, 2020**



**Quality Improvement  
Organizations**

Sharing Knowledge. Improving Health Care.

CENTERS FOR MEDICARE & MEDICAID SERVICES



**Mountain-Pacific**

*Quality Health*

# Questions?

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**THANK YOU FOR YOUR TIME!**

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# QAPI Resources

- [Process Tool Framework](#)
- [PDSA Template](#)
- [CMS Five Elements of QAPI](#)
- [Institute for Health Care Improvement: Model for Improvement](#)

# Tools Resource

Tool	Use to...
Data Gathering Checklist	Collect data on your quality issue and identify the most important source of the problem.
Flow Char/Process Map	Understand all the different steps that take place in your process. A fundamental tool for any QAPI project.
Root-Cause Analysis- Fishbone/Cause & Effect Diagrams	Brainstorm about the main causes of a quality problem and the sub-cause leading to each main cause.
Five Whys	Drill down deeper to get to the root cause of a problem.
Pareto Chart	See which causes or problems occur most frequently. Use to observe the Pareto effect when 20% of the causes contribute to 80% of the overall problem.
Trend or Run Chart	Give a visual representation of data over a period of time.
Bar chart	Show comparisons among categories with a chart that uses either horizontal or vertical bars.