

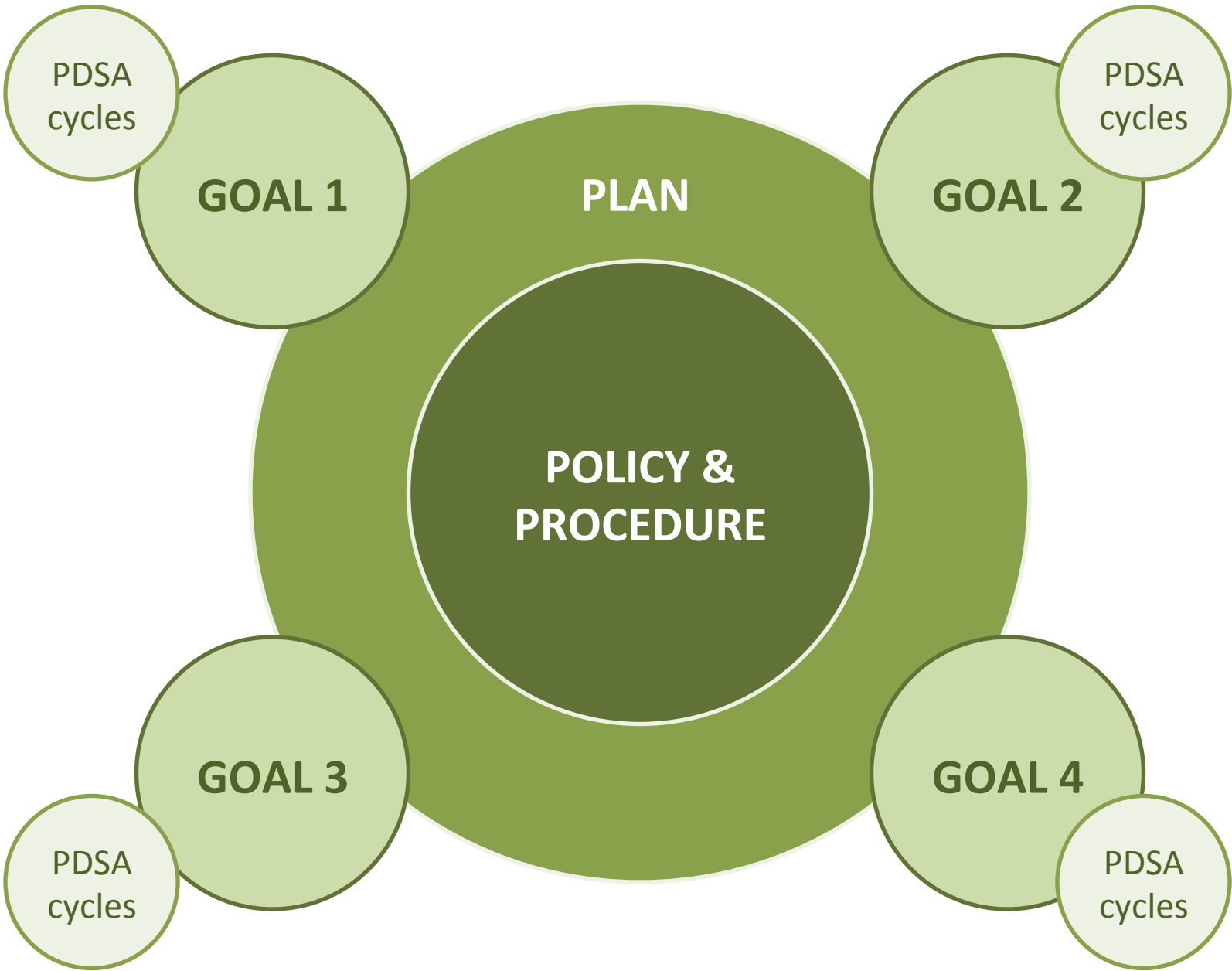
Planning for Improvement: Creating a Quality Improvement Plan that Drives Meaningful Change

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Health Care for the Homeless
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Introductions & Handouts

Goals

1. Understand the contents of an effective Performance Improvement Plan
2. Identify the external forces that must be considered in PI planning
3. Know how to create meaningful PI goals that make life better for staff and clients



PDSA cycles

GOAL 1

PLAN

GOAL 2

PDSA cycles

**POLICY &
PROCEDURE**

GOAL 3

GOAL 4

PDSA cycles

PDSA cycles

What is a PI Plan?

- HRSA: A detailed and overarching organizational work plan for the health care organization's clinical and service quality improvement activities.
- ECRI: A plan to systematically improve health care delivery and health outcomes for patients served by the health center. The scope of the QI/QA plan and strategy is organization wide.



COL. E. K. ELLSWORTH.

MAP OF THE SEAT OF WAR!

CONTAINING A MAP OF THE VICINITY OF
WASHINGTON, BALTIMORE, HARPER'S FERRY AND ANNAPOLIS,
WITH FIVE NEW ISLANDS LATER FROM VIRGINIA.

MAP SHOWING THE RAILROAD ROUTES, COAST LINES AND FORTS, BETWEEN BOSTON AND NORFOLK HARBOR:

Map of Norfolk Harbor, Fort Monroe and Vicinity, with 1 Mile Distance Lines from Ft. Monroe;

MAP OF THE VICINITY OF RICHMOND.

Small Map of the Atlantic States, showing the R. Road Connections; Diagram of the Camp at Cairo.

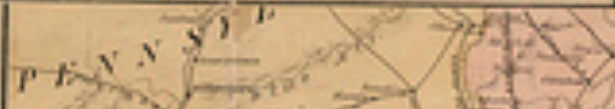
PLAN OF HARPER'S FERRY!

PORTRAITS OF GEN. B. F. BUTLER, THE LATE COL. E. ELLSWORTH, &c.



GEN. BENJ. F. BUTLER.

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What is a PI Plan?

- A roadmap for all quality activities, both operational and clinical



Photo: Michael Chrobak

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Contents of an Effective PI Plan

- More than 1,000 FQHCs
- More than 200 HCH projects
- Every PI plan is different
- Handout has resources from ECRI and HRSA
- Countless more are available online
- This workshop focuses on one approach

Contents of an Effective PI Plan

- Separate the structure from the goals
- Structure = Policy
- Goals = Plan

PLAN

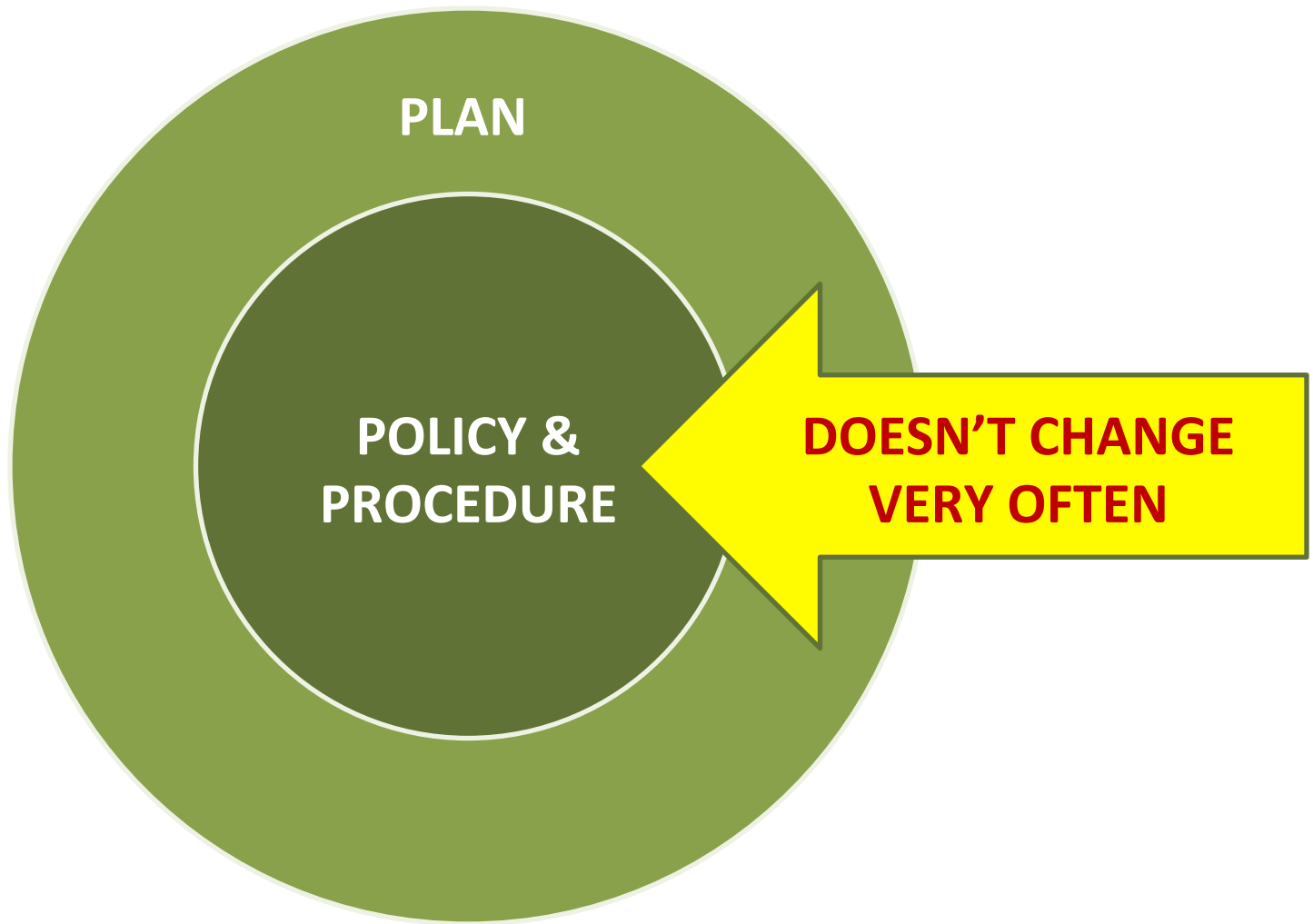
**POLICY &
PROCEDURE**

Contents of an Effective PI Plan

- The structure (or “Policy”) defines:
 - A health center’s PI program
 - What guides the program
 - Who is involved with the program
 - What tasks the program manages
 - The scope of the program
 - The program’s improvement methodology

Contents of an Effective PI Plan

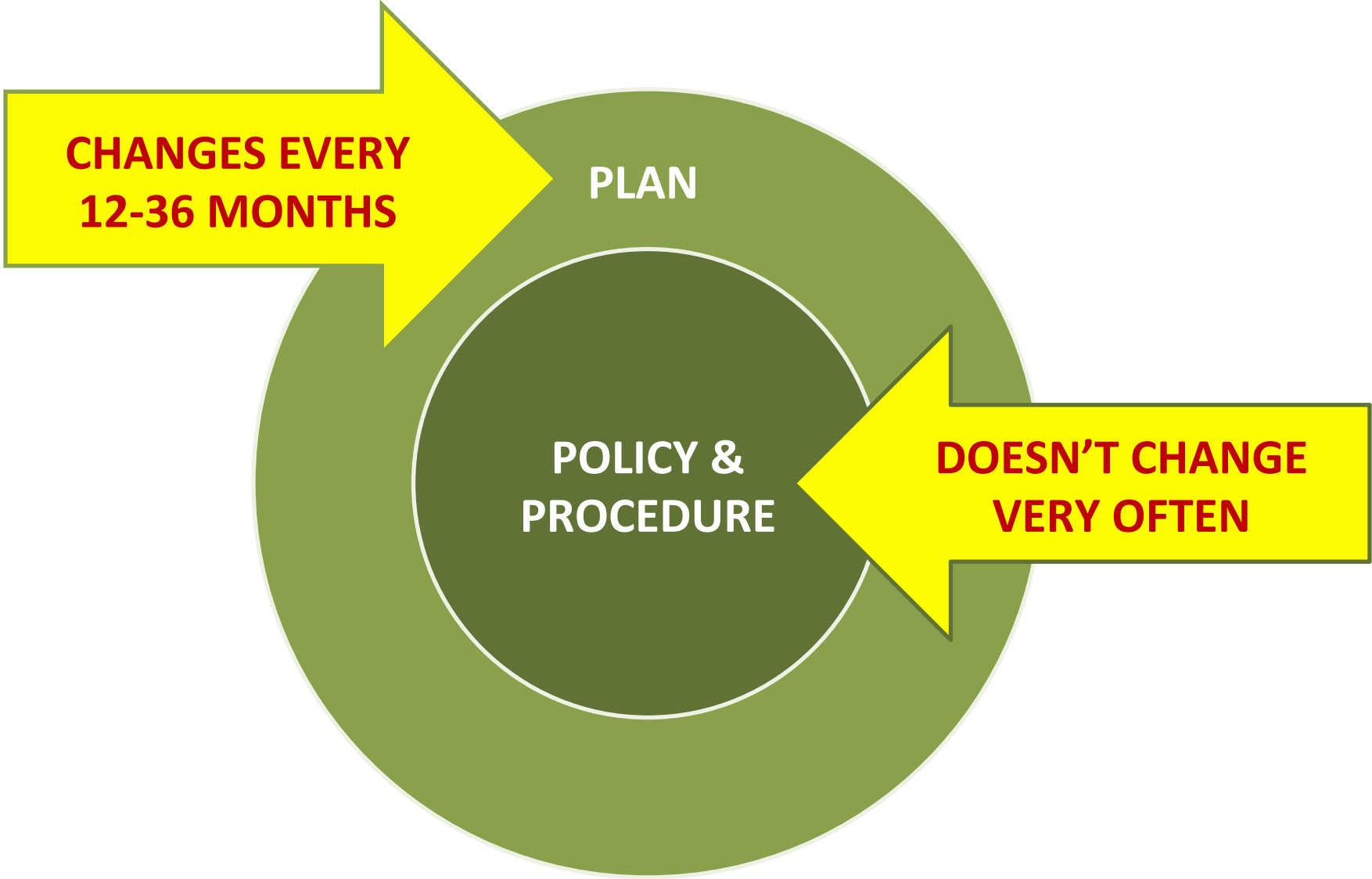
- The goals (or “Plan”) defines:
 - What we’re aiming to achieve in the next 12-36 months
- This is the most important part of your document, because it is the tool that sets your priorities and guides your day-to-day work



PLAN

**POLICY &
PROCEDURE**

**DOESN'T CHANGE
VERY OFTEN**



**CHANGES EVERY
12-36 MONTHS**

PLAN

**POLICY &
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PURPOSE:

To establish and guide the Performance Improvement program at Health Care for the Homeless.

POLICY:

Health Care for the Homeless will maintain a Performance Improvement program that objectively and continuously monitors, evaluates, and improves the quality of its work. This program will include systems to measure performance at the organizational, team, and individual level; maximize client and staff safety; manage and mitigate risk; and identify and act upon improvement opportunities. This program will collaborate with staff, leadership, and clients across all HCH teams and sites to improve outcomes and provide quality care.

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I. INTRODUCTION

This document presents a comprehensive policy and plan for the Performance Improvement (PI) program at Health Care for the Homeless (HCH) and all sites it operates. The PI program is guided by our Mission Statement, Core Values, and Strategic Plan.

- a. Mission Statement: “Health Care for the Homeless works to prevent and end homelessness for vulnerable individuals and families by providing quality, integrated health care and promoting access to affordable housing and sustainable incomes through direct service, advocacy, and community engagement.”
- b. Core Values:
 - i. Dignity: Foster respect and compassion
 - ii. Authenticity: Practice open and honest communication
 - iii. Hope: Find and focus on people’s strengths
 - iv. Justice: Build a healthy community that includes everyone
 - v. Passion: Challenge ourselves and the world around us
 - vi. Balance: Care for ourselves and help others to do the same
- c. Strategic Goals, 2012-2017:
 - i. Empowered and engaged workforce
 - ii. Integrated health care services
 - iii. Expanded continuum of housing opportunities
 - iv. Community engagement to end homelessness
 - v. Financial sustainability

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II. ORGANIZATIONAL AUTHORITY, RESPONSIBILITY, AND ACCOUNTABILITY

- a. The HCH Board of Directors (the board): The ultimate responsibility for the PI program rests with the board. The board's Program & PI (P&PI) Committee will receive reports on PI program activities from the Director of PI and the CMO at least 6 times per year. The P&PI Committee reports to the full Board of Directors at the monthly board meeting. The board:
 - i. Requires HCH to maintain a PI program.
 - ii. Authorizes executive leadership and staff to formulate and implement a comprehensive PI Policy and Plan that follows generally accepted standards of practice and complies with all relevant governmental and/or regulatory requirements.
 - iii. Reviews and approves the PI Policy and Plan annually.
 - iv. Ensures that reasonable support is provided for the PI program.
- b. President & CEO: Provides oversight of the PI program.
- c. Chief Medical Officer (CMO): Provides clinical guidance and overall direction to the PI program and supervises the Director of PI.
- d. Director of Performance Improvement: Directs the PI program and oversees PI activities throughout the agency. This person:
 - i. Creates, updates, and/or reviews relevant policies & procedures, and ensures the board

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III. PURPOSE

The PI program continuously monitors, evaluates, and improves the quality of work performed across all services and sites at HCH. The PI program helps to ensure the provision of the proper service to the proper client at the proper time by qualified and capable individuals. The PI program will:

- a. Objectively and systematically collect, analyze, and monitor clinical and operational data in an accurate and timely manner.
- b. Identify and prioritize strengths, weaknesses, trends, and opportunities for improvement, with focus on those that impact
 - i. clinical outcomes
 - ii. risk reduction and prevention
 - iii. client and/or staff safety
 - iv. client satisfaction
 - v. efficiency of clinical operations
 - vi. integration of care
 - vii. access to care
 - viii. comprehensiveness of care
 - ix. care coordination
 - x. continuity of care
 - xi. data integrity and availability
 - xii. adverse drug reactions
 - xiii. significant medication errors

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VI. METHODOLOGY

The PI program typically utilizes the PDSA (Plan / Do / Study / Act) process, described in Appendix I. Other methodologies – such as Lean, FMEA, or Six Sigma – are encouraged and welcomed.

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V. SCOPE

The PI program provides a system for continuously monitoring, evaluating, and improving the work of HCH. All activities at HCH are within the scope of the PI program, as prioritized by the PI Committee.

Contents of an Effective PI Plan

- PI Methodologies
 - PDSA (a.k.a. PDCA)
 - Six Sigma / Lean Six Sigma
 - Lean (a.k.a. Toyota Production System)
 - A3
 - TQM
 - And so many more!

Contents of an Effective PI Plan

- The Policy should also address:
 - Data-driven improvement
 - Risk management & mitigation
 - Sentinel events & root cause analyses
 - Continuous PI
 - Requirements from external stakeholders

Goals

1. Understand the contents of an effective Performance Improvement Plan
2. Identify the external forces that must be considered in PI planning
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External Forces

- Key external stakeholders
 - HRSA
 - FTCA
 - OSV
 - Ryan White
 - UDS
 - NCQA
 - Joint Commission
 - CMS / Meaningful Use
 - Local health departments

External Forces

- HRSA: “A QI Plan should (identify a) continuous process that is adaptive to change and that fits within the framework of other programmatic quality assurance and quality improvement activities, i.e. JCAHO, Medicaid, and other HRSA programs.”

External Forces

- HRSA OSV – No. 8: Quality Improvement / Assurance Plan: “Health center has an ongoing Quality Improvement/Quality Assurance (QI/QA) program that includes ... periodic assessment of ... the quality of services provided ... based on the systematic collection and evaluation of patient records”

External Forces

- CMS / Meaningful Use
 - Latest regulations released last week
 - Clinical Quality remains an integral part
 - Bar is getting increasingly higher

External Forces

- NCQA – PCMH Standard 6
 - “The practice uses performance data to identify opportunities for improvement and acts to improve clinical quality, efficiency and patient experience.”

External Forces

- Except for HRSA and Meaningful Use, external forces will look different at every HCH project

External Forces

- Don't let external forces drive your PI plan!!!

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Meaningful PI Goals

- What is a goal?

Meaningful PI Goals

- What is a goal? Something you are trying to achieve

Meaningful PI Goals

- Goals can be long-term or short-term
 - Long-term: typically takes 1+ year to achieve
- Often, goals build on each other

Meaningful PI Goals

- There are many ways to define PI goals
 - SMART goals
 - General goals
 - Aspirational goals
- A single goal can fit in more than one category

Meaningful PI Goals

- SMART goals
 - Specific – What exactly is your goal?
 - Measurable – How will you know you've achieved your goal?
 - Achievable – Is it possible to achieve this goal?
 - Relevant – Does this goal matter to our staff and clients?
 - Time-bound – When will you achieve the goal?

Meaningful PI Goals

“In 2016, we will ensure that at least 60% of female patients are screened for cervical cancer”

- S: Screening for cervical cancer
- M: 60%
- A: Depends on organization’s commitment and current screening rate
- R: Aligns with UDS, HEDIS, etc.
- T: Time-limited to one calendar year

Meaningful PI Goals

- General goals
 - High level goals that are more philosophical than logistic
 - Allow an organization to create improvement goals while allowing for new priorities to emerge
 - For Baltimore's PI Plan, we typically choose general goals

Meaningful PI Goals

“Increase the percentage of patients who receive preventive screenings.”

- Does not define specific information about the goal
- Allows the organization to determine how the goal is implemented, and change course throughout the time period as new information emerges

Meaningful PI Goals

- Aspirational goals
 - Goals that aspire to something that seems difficult or even impossible
 - May or may not be SMART
 - May or may not be general

Meaningful PI Goals

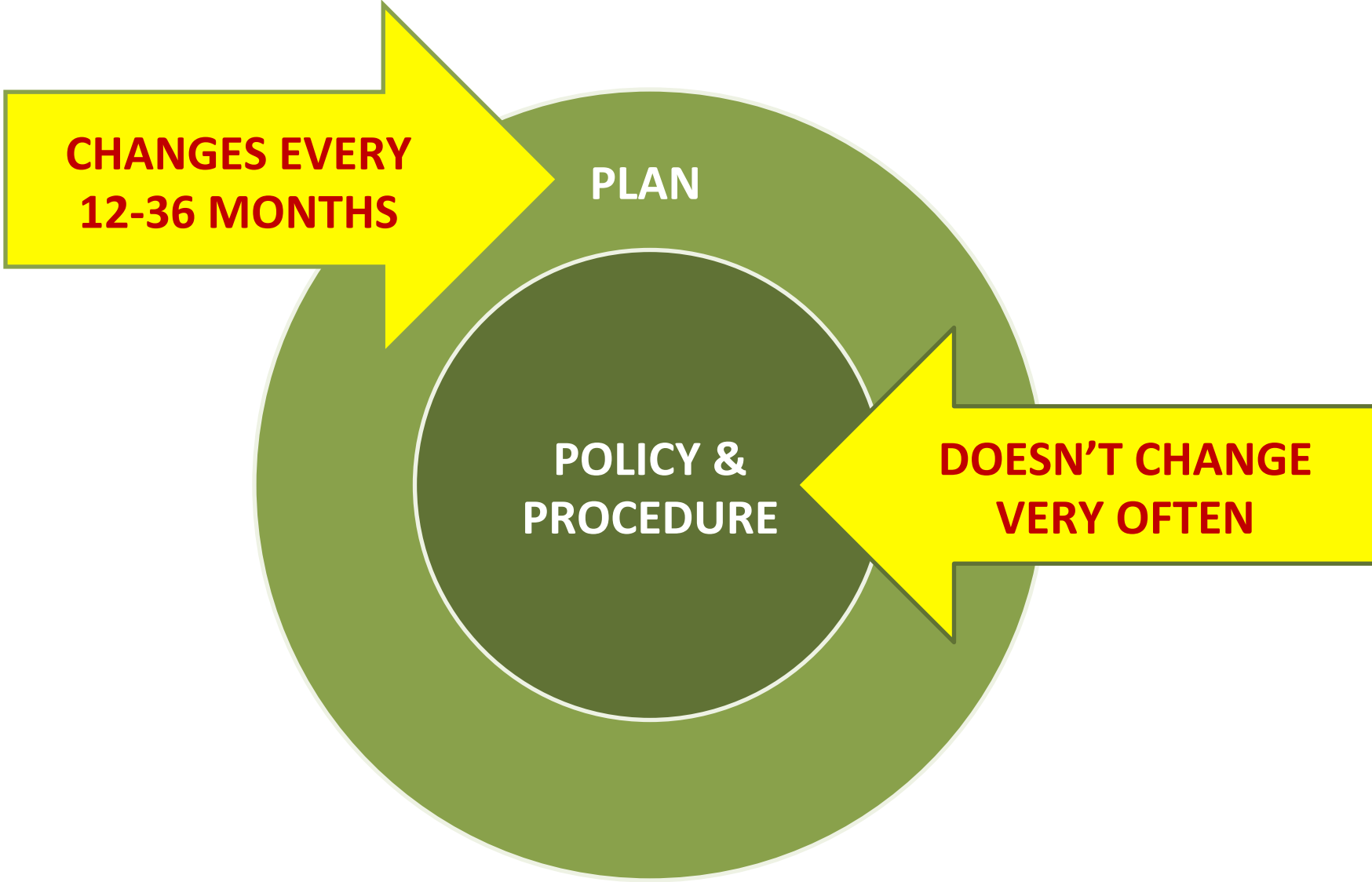
- Good aspirational goals ...
 - Should make you feel uneasy
 - Should cause an “OMG” moment, where you feel like you’re tackling the impossible
 - And should create the kind of inspiration that will make people willing to commit to achieving it

Meaningful PI Goals

“We choose to go to the moon. We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win...”

Meaningful PI Goals

- Operationalize the Azara DRVS population health management system
- Monitor, evaluate, prioritize, and improve the 32 clinical quality measures identified during 2014
- Develop chronic disease protocols that lead to improved care and outcomes
- Openly share clinical quality measures with clients, staff, the board, and community partners

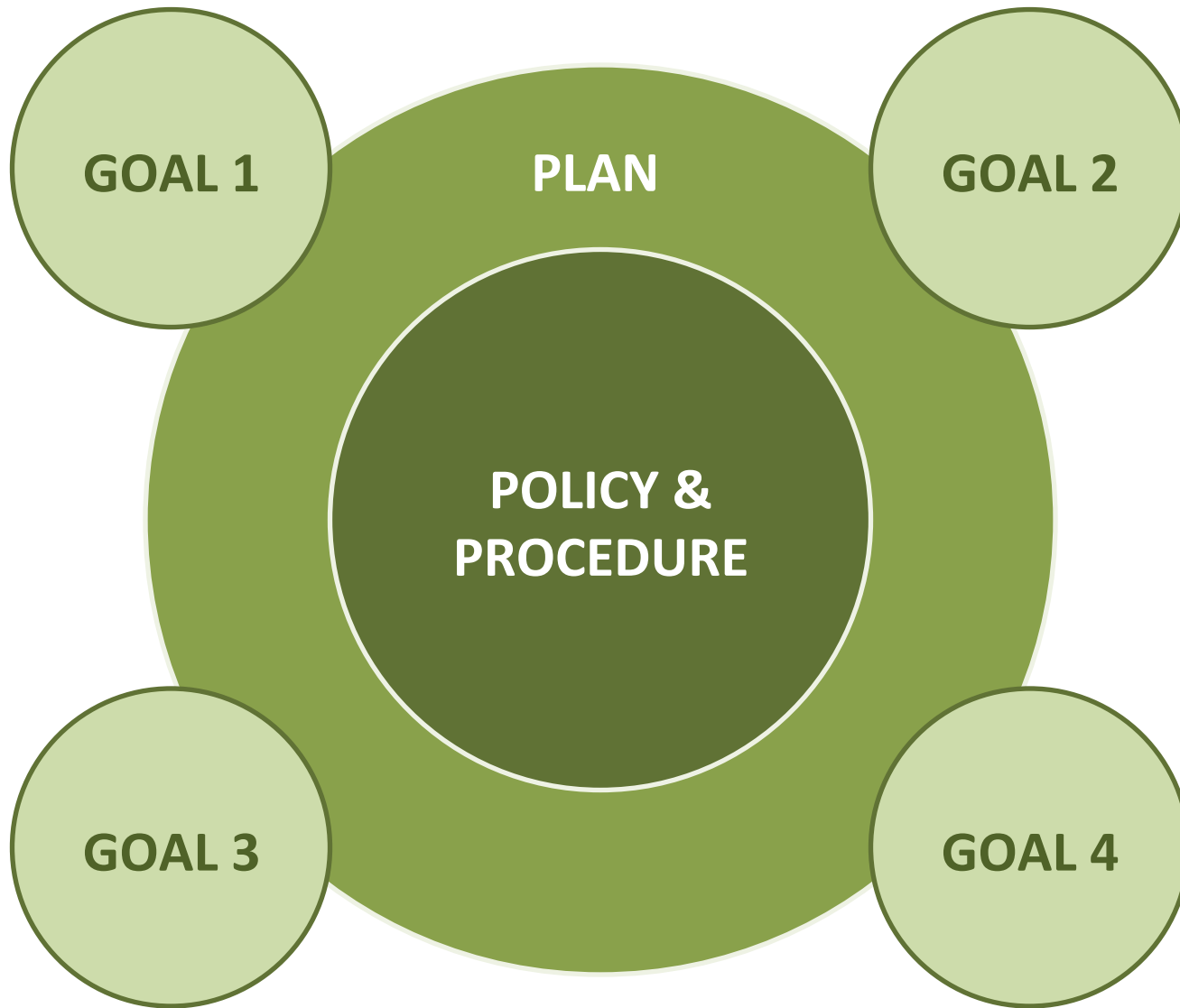


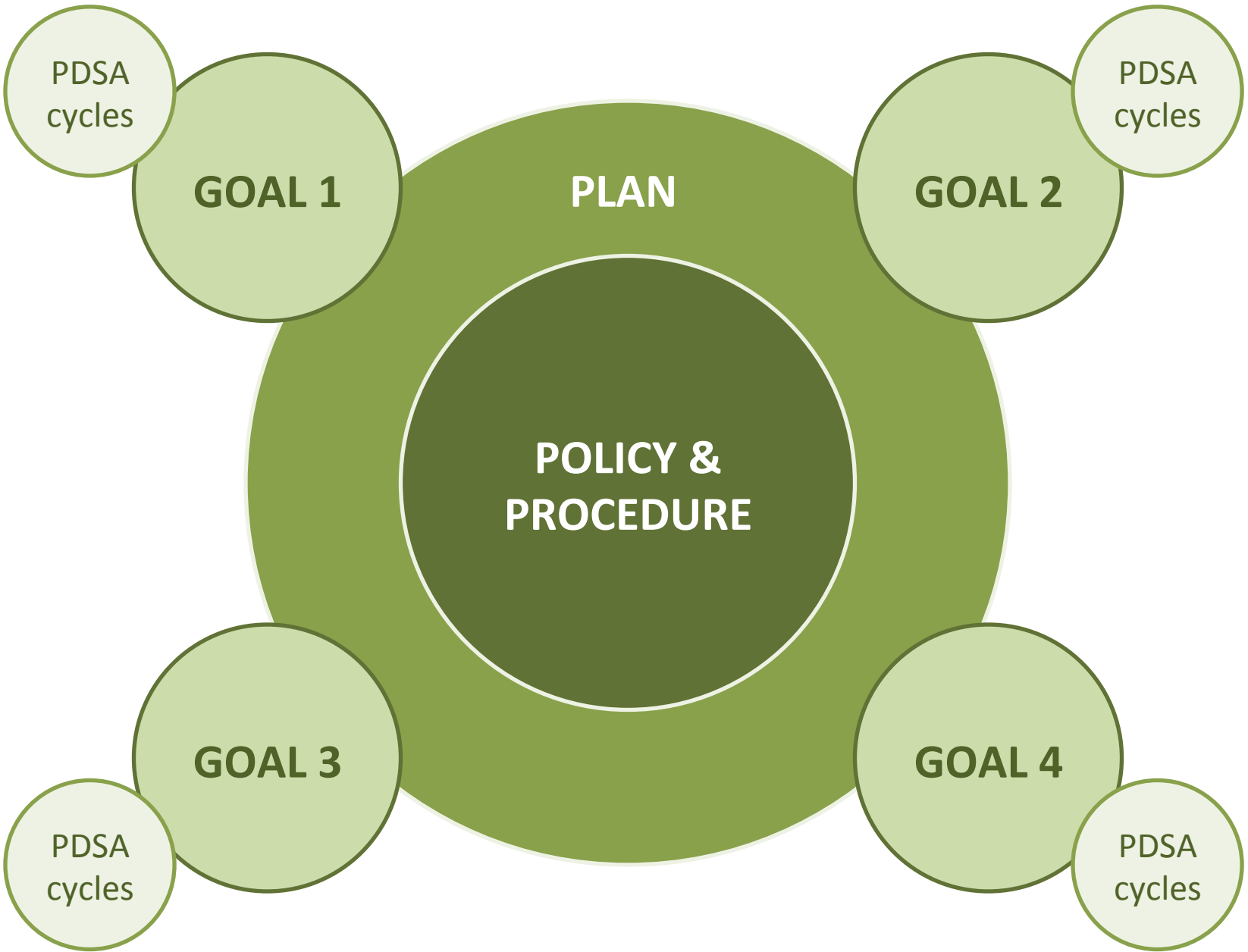
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GOAL 3

GOAL 4

PDSA cycles

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