

Script for step 1

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We just learnt what is Quality improvement and we shall now take you through the Science of Quality Improvement where we learn the methods of quality improvement in a scientific step wise manner. We will walk through 4 steps of QI. The first step is Identification of problem, formation of a team and formulating an aim statement.

Then in step 2 we will learn to analyze different tools to measure the process and outcomes.

Step 3 is about learning how to develop change and test the change as PDSA cycle.

Last but not the least step 4 is about sustaining the improvement in the health care system.

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In next 10 minutes I'll be dealing with step 1 where we will be learning about how to review data to identify problems, Then how to prioritize the problem which needs to be worked upon. How to make a team and then writing a clear aim statement.

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When we work in our health system we have resources like we have infrastructure, material, drugs, IT and we work with those resources to get the outputs in terms of delivery of services and of client satisfaction. Despite best of our efforts problems do exist in any given system. In order to identify the problems we need to ask 2 questions

1. What is being done? that is called Content of care
2. how it is being done? This is known as Process of care

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Once we see what and how things are being done isn't in the form of process mapping we can identify the areas that are bottlenecks /challenges have problems need to be fixed. For that we need to have data with us

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One can
Now we see how to review data form register /case records or computerized system .Typically at most places this is register

Let us see this labour room record of a district hospital. When we review this record we can see there are few important process of care like we can see that the recommended protocol to prevent PPH is not being followed in all the cases and out of 10 women who delivered in labour room 5 received uterotonic within 10 min of delivery.

Kommentar [ad1]: Should you make his three – Outcome the third

Another process we see is immediate drying of neonate is not happening in all the cases only 70% of neonates were dried immediately after birth. Similarly delayed cord clamping occurred in only 8 cases. And 2 cases were referred to higher centres because of PPH.

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~~Hence, Therefore~~ once we review our existing data carefully we learn that so many problems are existing in the system that can be worked upon. But we can not change everything and therefore we need to prioritize and find out what we want to work upon ?

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The next step is to make a list of whatever problems you identify. Because QI is a new skill for many people it is useful to think of the first improvement project as an opportunity for learning. Because of this, it is helpful for new teams to work on QI projects which:

- Are easy to fix
- Do not need many resources
- Have a fast turn-around time (so you can get results quickly)
- Have value for patients ~~or have impact~~

You can leave more complex, long-term projects until you have built stronger skills in using QI methods

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We have a tool called prioritization matrix to prioritize the problem

Suppose we identify two problems that need to be worked upon, we can measure on a scale of 1-5 in terms of "how is the problem important to patients, similarly how affordable or if it is easy to measure and if it is under the control of team members.

So a total score is calculated for each issue and one with the highest score is chosen for working.

~~(we can explain the examples if time permits)~~

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Now once you assessed your situation, you have made a decision to work on a particular problem you need to plan a project and for that the most imp step is selecting your team

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Your team should have people who are directly involved in that work needing change. Team members should preferably be volunteers who are intrinsically motivated, enthusiastic wanting to bring the change and who also are influential so that they can make people do the things.

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The team members should come from every level from all the departments and may be from administrators to cleaners. One of the members has to be a team leader who has the capacity to get other members involved in the work, has patience to listen everyone and should be skilled to take the discussion to some directions. A team Leader need not necessarily be the most senior person rather can be anyone with just mentioned skills. The number of members to be included although varies depending on the project undertaken, but it is advisable to keep the numbers 5-8 as too many members may be difficult to manage and too less may find the task difficult and get exhausted.

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Why is team work important

Healthcare system has multiple range of people, as a team when different range of people are involved in a work it gives an opportunity to everyone to identify, generate newer, better ideas. This also improves uptake of any solution and reduces the resistance to change. Of course when we achieve something together it increases confidence of every team member.

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Now let us learn how to write an aim statement

Writing an aim statement is basically description of a team's desired outcome which is expressed in a measurable and time specific way.

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An aim statement should be clear, specific and linked to specific patient population. It should include a goal and should neither be too difficult nor too long to achieve. It should also include a solution.

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Now how to check that your aim statement is good. For that there is an abbreviation called SMART.

SMART means

S- Specific, M-measurable, A-achievable, R-Relevant and recorded, T-timely

The aim statement should have all these components.

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Another way to see the completeness of your statement is it should be able to answer some questions. Let us see this example

~~Suppose~~Suppose your team picks up a problem that there are many Central line associated blood stream infections in Medical ICU of your hospital and now they make an aim statement

To reduce the incidence of Central line associated blood stream infections in Medicine ICU of AIIMS New Delhi from 30% to 10% in next 6 weeks.

Now let us ask the questions

- ▶ Who (which patients)- will be benefitted
Patients admitted in Medicine ICU of AIIMS New Delhi .
- ▶ What (the outcome)-
Central line associated blood stream infections
- ▶ How much (the amount of desired improvement)-
from baseline rate of 30% % to <10%
- ▶ By when (time over which change will occur)-
within 6 weeks

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Now let us see few examples of aim statement

To increase the compliance of proper bio medical waste disposal in Department of Surgery.

Do we think this is a good aim statement ? No because it does not specify who will be doing it , it is not measurable and it does not have a time line

Therefore the SMART aim statement will be

To increase the compliance of proper bio medical waste disposal among doctors in Department of Surgery from 80% to 100% in next 4 weeks.

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Another example

AIIMS will have 75% of all of their employees vaccinated for Hepatitis B.

This is also not SMART

As this is specific , achievable and relevant but it is not measurable and timely

So correct will be

AIIMS will have 75% of all of their employees vaccinated for Hepatitis B from current level 20% over next 6 months .

With this now We have learnt step 1, [how to chose a problem, prioritization, making a Team and writing an Aim statement](#) let us proceed to step 2

Thank you