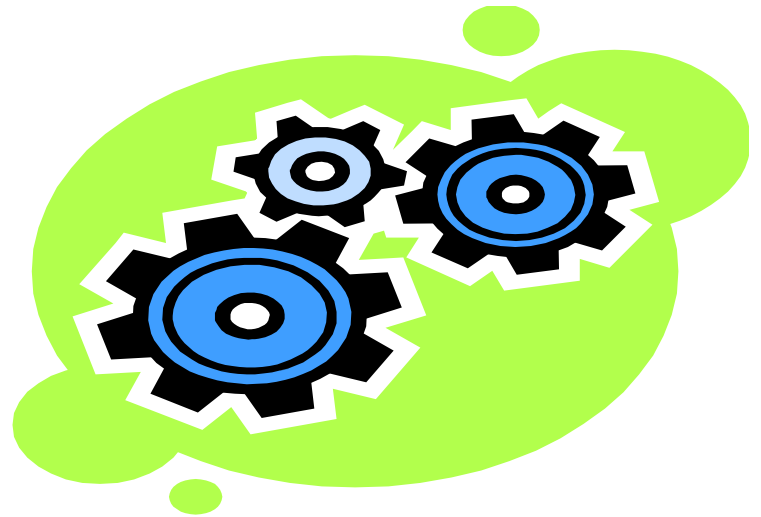# Continuous Quality Improvement (CQI)

Introduction to the
Plan-Do-Check-Act (PDCA) Cycle

Objectives

- Orient PH staff to CQI Tools
  - The CQI Team
  - Team Meetings
  - PDCA Cycle

The CQI Team

- Roles

  - Project Champion

  - CQI Coordinator/Facilitator

  - Recorder

  - Multidisciplinary participants

Project Champion

- Leads all aspects of CQI Team efforts
  - Development, implementation, evaluation of CQI related activities and interventions
  - Responsible for meetings and securing CQI resources

- Familiar/expert in practice, professional and/or recognized standards

Project Champion (cont.)

- Understands area of focus – problem under study
- Establishes standards in conformance with guidelines or national standards
- Promulgates learnings and outcomes with staff and administration
- Generates and establishes buy-in
- Deliver staff education, as needed

CQI Coordinator/Facilitator

- Coordinates CQI activities
- Ensures CQI team members are completing assignments
- Oversees data collection process/evaluation.
- Supports CQI team trainings
- Prepares/supports CQI related communications

Recorder

- Minute taker – "historian"
- Records decisions and decision making process.
- "Tells the CQI story" to staff
- Information orients new members to past efforts
- Protection against "making the same mistakes over and over again"
- Documentation helps future CQI teams

Multidisciplinary Participants

- Understands the problem under study and committed to improvement
- Represent members of the larger team
- Don't have to provide direct service
- Can be intervention specific
- Can be ad hoc members

CQI Team Meetings

- Agenda set by Project Champion
- Agree upon a minute taker and format
- Everyone is responsible for the productivity of the team meetings and team effort
- Establish and honor ground rules
  - Start on time and end on time
  - Own the process and the product

The PDCA Wheel

Plan-Do-Check-Act (PDCA) Wheel
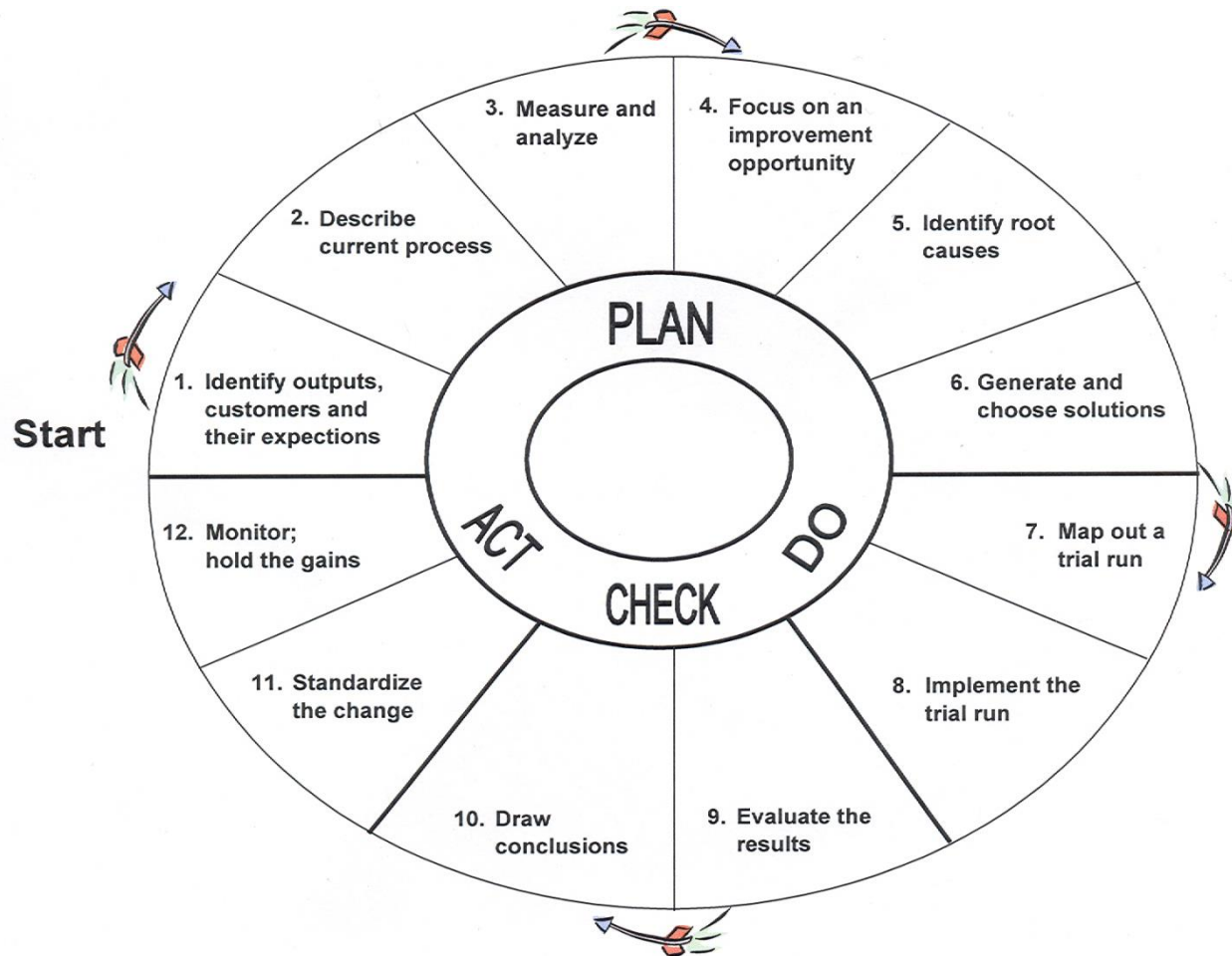
Plan: (1) Identify Outputs, Customers, and Their Expectations

- Identify customers

- Seek input from customers – internal and external.

- Obtain outputs – i.e. satisfaction surveys

Plan: (2) Describe Current Process

- Consider the role of customers, the community and information technology in you current process or service
- Education materials/instructors
- Service team
- Tools
- Service and process flow

Plan: (3) Measure and Analyze

- More than a "hunch" that there is a problem

- Need to obtain baseline information about the population you serve

- Look at benchmarks, standards, regulatory requirements

Plan: (4) Focus on Improvement Opportunity "The Identified Problem"

- Is the improvement opportunity/identified problem
  - Problem prone?
  - High volume?
  - Variations in practice/lack of standardized protocol?
  - Simply necessary?

- The team and administration need to buy-in to the opportunity
- Inclusive and replicable decision making process to prioritize and choose opportunity

Plan: (5) Identify Root Causes

- What is the main (actionable) root cause that is directly related to the identified problem?

- Team brainstorming

- The analysis should be done by the CQI Team and beyond

- Be honest about barriers

Plan: (6) Generate & Choose Solutions

- What can be changed?
- How can it be changed?
  - Customers
  - IT
  - Community
  - Public Policy
  - Systems

- Best practices, review the literature, speak with experts, etc

Plan: (6) Generate & Choose Solutions

- Team-focused brainstorming and shared decision making
- The prioritized solution should be DIRECTLY related to the main root cause
- Set standards, determine the measures, plan the timelines "Plan to Measure!!!"

  - Measurable objectives

    "SMART" Objectives

  - Process and "hard" outcomes

SMART Objectives

- **S**pecific - identify a specific event
- **M**easurable – identify the amount of change to be achieved
- **A**chievable – and realistic
- **R**elevant – logical and relate to goal
- **T**ime-bound – provide a date by which the objective is to be achieved

Do: (7)

- Map out limited intervention
  - Map out a trial run
  - Revisit measurable objectives

- Consider:
  - Current team membership
  - Current meeting frequency/length of meetings
  - Need for education of staff
  - Be data driven
  - Build upon early learnings/process

Do: (8)

- Implement trial run

- Should be for at least a two week period

- Team members assigned to support intervention on a daily basis

Check: (9/10)

(9) Evaluate the results/monitor compliance

    - Team-based analysis

    - Flexible and inclusive process
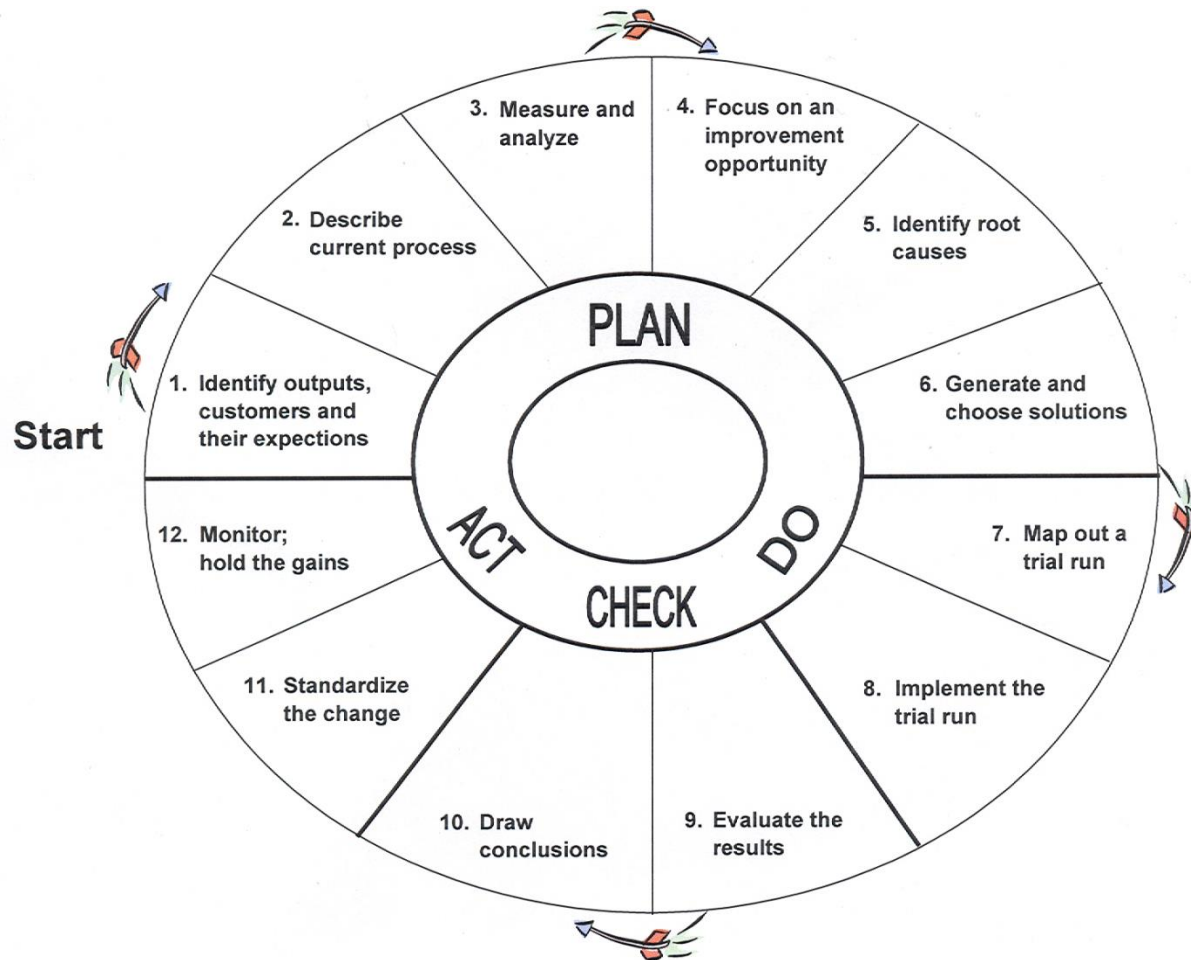
(10)Draw conclusions

    - Delineate successes and learnings

(11/12) Act

(11) Adopt, revise, or abandon the intervention
- Enlarge the intervention?

(12) Plan to plan again, Plan to check again, Standardize evaluation, monitoring and feedback

Plan-Do-Check-Act (PDCA) Wheel

A few final words...

- One step at a time
  - Don't sacrifice the process for the product!

- Remember your path.