



NCC Pediatrics Continuity Clinic Curriculum: Process Improvement—“Barrier Busters”

Overall Goals:

ACGME Competency: Practice Based Learning & Improvement:

“Residents must demonstrate the ability to investigate and evaluate their care of patients, to appraise and assimilate scientific evidence, and continuously improve patient care based on constant self-evaluation and life-long learning.”

American Board of Pediatrics: Requirement for Maintenance of Certification:

“To maintain board certification, diplomates must participate in an ABP certified (i.e. meets ABP standards for methodological rigor and successful improvement) quality improvement activity for MOC (maintenance of certification).”

Conference Agenda:

- Review FOCUS-PDCA format. *Discuss in the context of current project.*
- Review “Barrier Busters” slides. *Discuss in the context of current project.*

Post-Conference Agenda:

- Consider next steps for PDCA cycle.
- Plan ahead for **June 6th** PI Project Resident Roundtable at AM Report.
These *informal* presentations should focus on “lessons learned”.

Extra Credit:

- [“Physicians as Leaders in the Improvement of Health Care Systems”](#) (Annals of IM,1998)
- [“Teaching Quality Improvement: The Devil is in the Details”](#) (JAMA, 2007)

FOCUS P-D-C-A

Performance Improvement Model to Identify and Solve Problems and Processes

The FOCUS phase
helps to narrow the team's attention to a discrete opportunity for improvement.

F	FIND	<i>Find a process that needs improvement.</i> Define the process and its customers. Decide who will benefit from the improvement. Understanding how the process fits within the hospital's system and priorities.
O	ORGANIZE	<i>Select a team who is knowledgeable in the process.</i> Determine team size, members who represent various levels in the organization, select members, and prepare to document their progress.
C	CLARIFY	<i>Clarify the current knowledge of the process.</i> Define the process <u>as it is</u> and <u>as it should be</u> . Team reviews current knowledge and then must understand the process to be able to analyze it and differentiate the way it actually works and the way it is meant to work.
U	UNDERSTAND	<i>Understand the causes of variation.</i> Team will measure the process and learn the causes of variation. They will then formulate a plan to data collection, collecting the data, using the information to establish specific, measurable, and controllable variations.
S	SELECT	<i>Select the potential process improvement.</i> Determine the action that needs to be taken to improve the process (must be supported by <u>documented evidence</u> .)

The P-D-C-A phase allows the team to pursue that opportunity and review its outcome.

P	PLAN	<i>Plan the improvement/data collection.</i> Plan the change by studying the process, deciding what could improve it, and identifying data to help.
D	DO	<i>Do the improvement/data collection/data analysis.</i> Execute the plan on a small scale or by simulation.
C	CHECK	<i>Check the data for process improvement.</i> Observe the results of the change. Document the results of the change. Modify the change, if necessary and possible.
A	ACT	<i>Act to hold the gain/continue improvement.</i> Implement the change if it is working. If it fails, abandon the plan and repeat the cycle.

Barrier Busters



➤ Barrier - Problems with Setting an Aim

- Is there sponsorship for the project?
- Does project fit with organizational mission?
- Does project conflict with our values?
- Is Aim Statement clear and precise?

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Barrier Busters



➤ Barrier - Problems with Teams

- Is your leader available and empowered?
- Are you meeting weekly?
- Does everyone know their responsibilities?
- If you have conflicts, who can you request to facilitate your team?

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Barrier Busters



➤ Barrier - Problems with Resources

- Suggestions:
 - Keep your team small at first
 - Use volunteers and champions
 - Collect just enough data
 - Set a dedicated meeting time
 - Huddle if needed (15 minutes is all you need!)
 - Involve senior leadership if resources are a problem

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Barrier - Resistance :

- “No one thinks there is a problem”
 - Take the high ground...
- “We are different”
 - Share information and challenge assumptions...
- “It’s too difficult”
 - Look at others (internally & externally) that have successfully made a change
 - Break ideas for change into small components
 - Present changes as a “test” - that can be accepted, refined, or abandoned
 - Use just enough data
 - Post results of the small test from the outset as proof that it can happen
- Engage senior leadership - it is a must

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➤ Barrier - Problems with Ownership

- Be sure to include all impacted areas
- Collaborate with staff at all levels
- Involve the people that DO the work
- Find champions in several disciplines
- Keep sponsors informed and involved

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