UK HealthCare
Kentucky Regional Extension Center

WHERE DO WE GO FROM HERE?
REENGAGING WITH QUALITY IMPROVEMENT POST-PANDEMIC

- No Financial Disclosures

Kentucky Regional Extension Center

UK's Kentucky REC is a trusted advisor and partner to healthcare organizations, supplying expert guidance to maximize quality, outcomes and financial performance.

Kentucky REC Description

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To date, the Kentucky REC's activities include:

- Assisting more than 5,000 individual providers across Kentucky, including primary care providers and specialists

- Helping more than 95% of the Federally Qualified Health Centers (FQHCs) and Rural Health Clinics (RHCs) within Kentucky

- Working with more than 1/2 of all Kentucky hospitals in Promoting Interoperability, HIPAA, and Quality Improvement

- Supporting practices and health systems across the Commonwealth with practice transformation and success in value-based payment

Physician Services

1. **HIPAA SRA, Project Management & Vulnerability Scanning**

2. **Patient Centered Medical Home (PCMH) Consulting**

3. **Patient Centered Specialty Practice (PCSP) Consulting**

4. **Value Based Payment & QPP Support**

5. **Quality Improvement Support**

Hospital Services

1. **Promoting Interoperability (Formerly Meaningful Use)**

2. **HIPAA Security Analysis & Project Management**

3. **Hospital Quality Improvement Support**

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Objectives

Understand the elements of a high-reliability healthcare organization including leadership integration and foundational tenants of managing change.

Explain how to increase staff buy-in and engagement through the integration of the Model of Improvement into everyday clinical operations.

Learn the steps to creating an infrastructure for continuous quality improvement implementation and managing change.

Gain a deeper understanding of approaches and evidence-based best practices in transforming clinical practice to improve patient outcomes.

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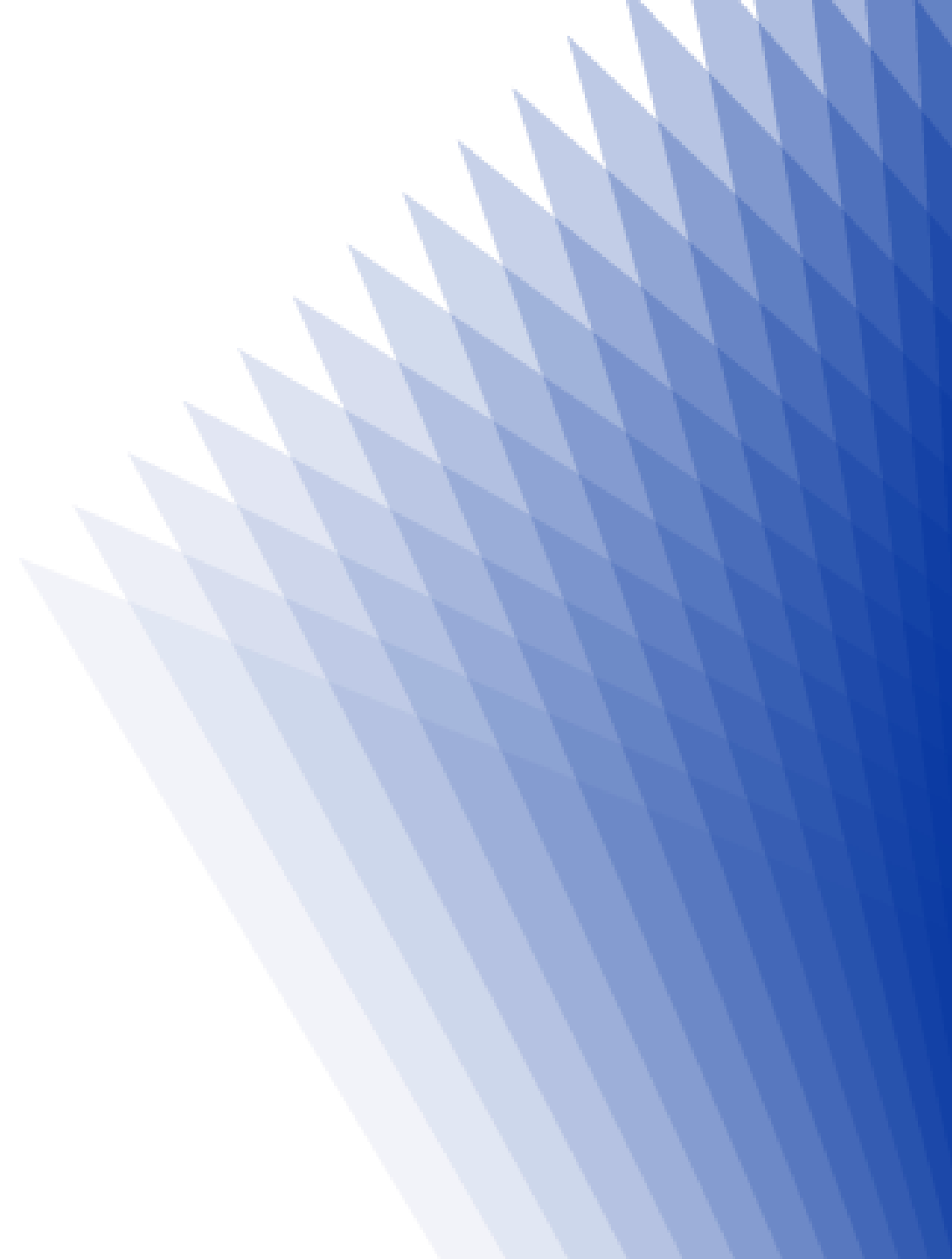
High Reliability Organizations

Organizations that operate in complex, high-hazard domains for extended periods without serious accidents or catastrophic failures.

Characteristics of High Reliability Organizations

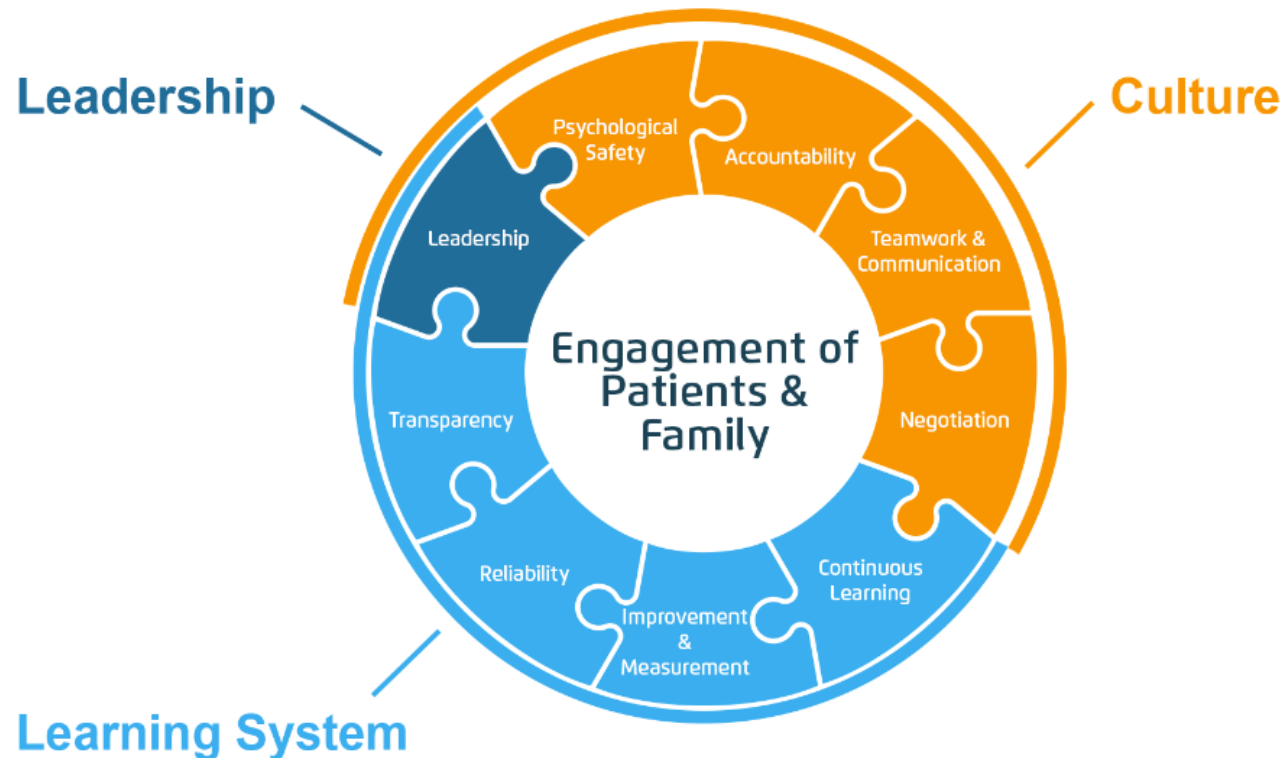| Preoccupied with Failure | Reluctance to Simplify | Sensitivity to Operations | Defer to Expertise | Commitment to Resilience |

Framework for Safe & Reliable Care

Framework for Safe & Reliable Care

Leadership

Culture

- Psychological Safety
- Accountability
- Leadership
- Teamwork & Communication
- Transparency
- Negotiation

Engagement of Patients & Family

- Reliability
- Improvement & Measurement
- Continuous Learning

Learning System

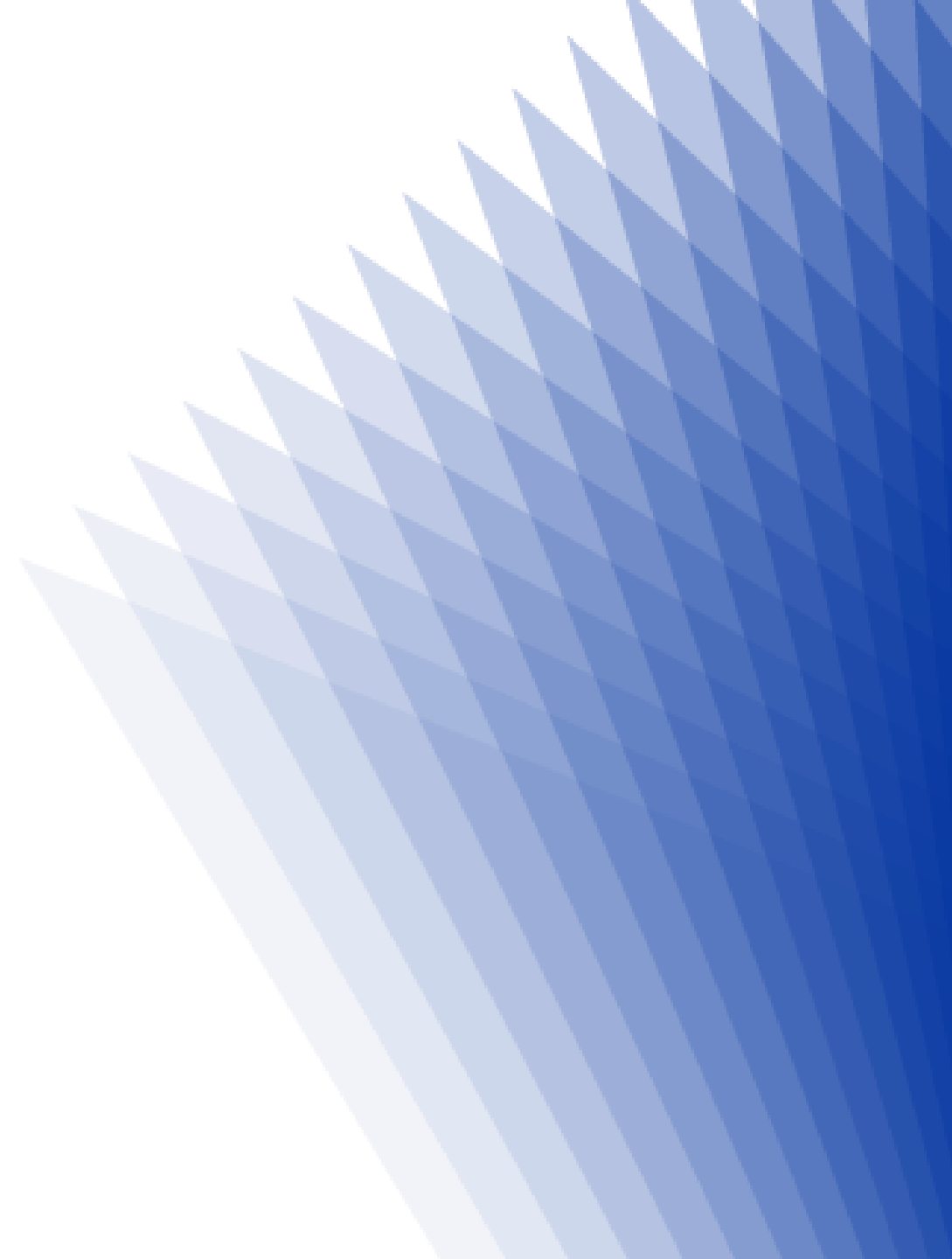Based on https://www.safeandreliablecare.com/blog/2016/11/29/s-r-sociotechnical-framework-ihi-minicourse

➤ Visible and Accountable Leadership
➤ Vigilant and Transparent Regarding Safety
➤ Address Burnout
➤ Engage Staff
➤ Continual Learners
➤ Close the Loop

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Buy-in & Engagement

Buy-in

It's not Quality Assurance

Consider your approach

When do you get your push back?

Change your vocabulary

Find your champion
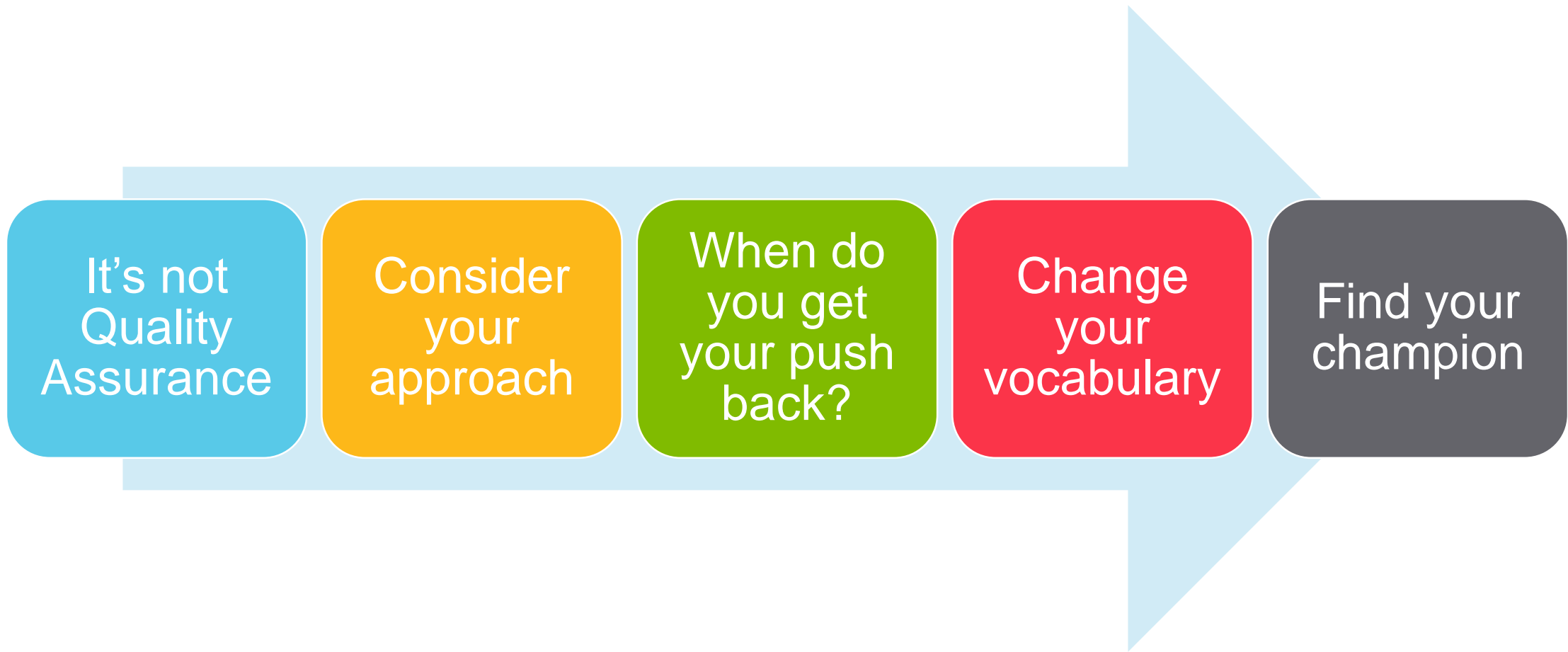
Engagement
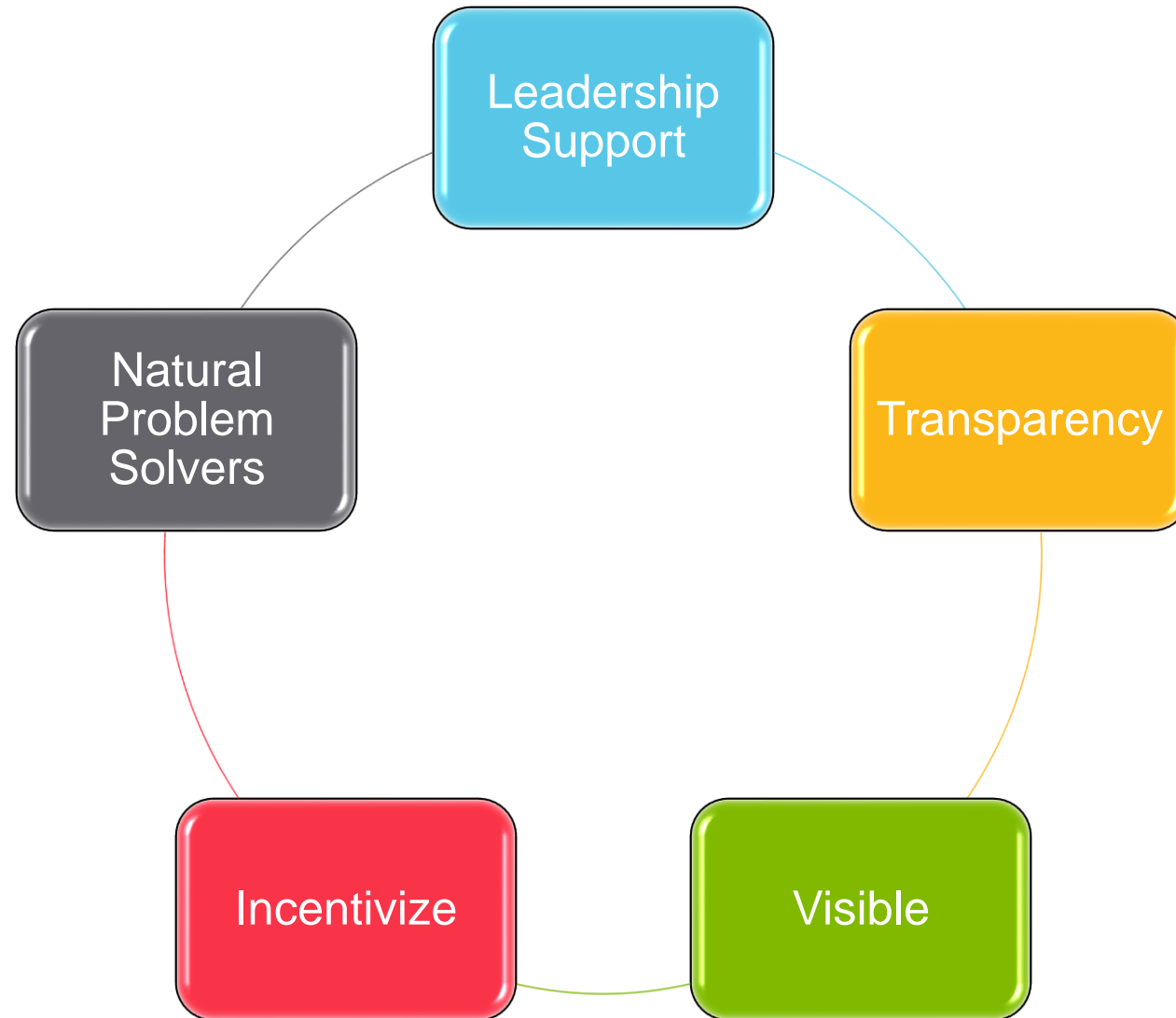
Continuous Quality Improvement (CQI)

Quality Improvement in Healthcare

DocMikeEvans | 11:09 | 694.7K views | 8 years ago

https://www.youtube.com/watch?v=jq52ZjMzqyI
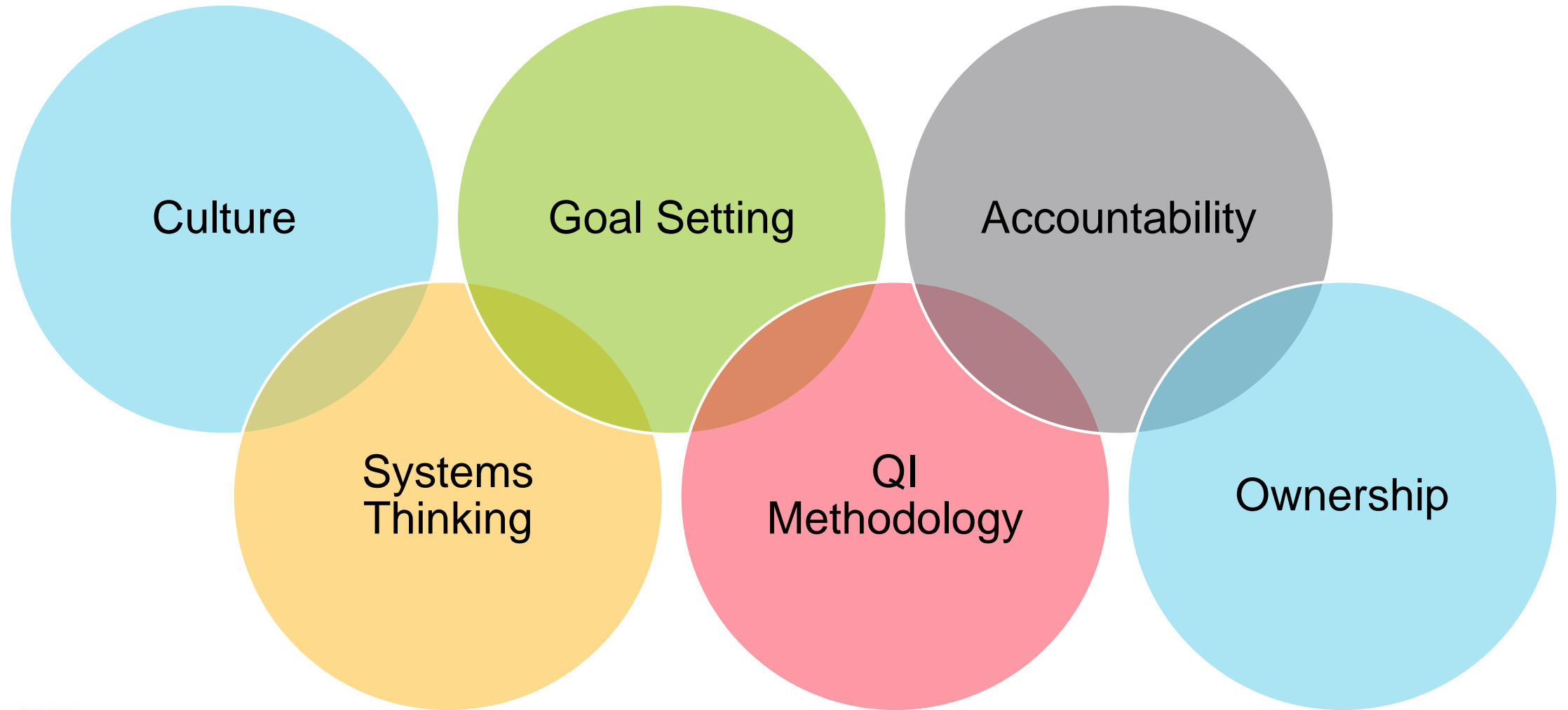
CQI: Creating a Systems Thinking Culture

Culture of Quality

System Thinking

CQI: Integrating the Model for Improvement
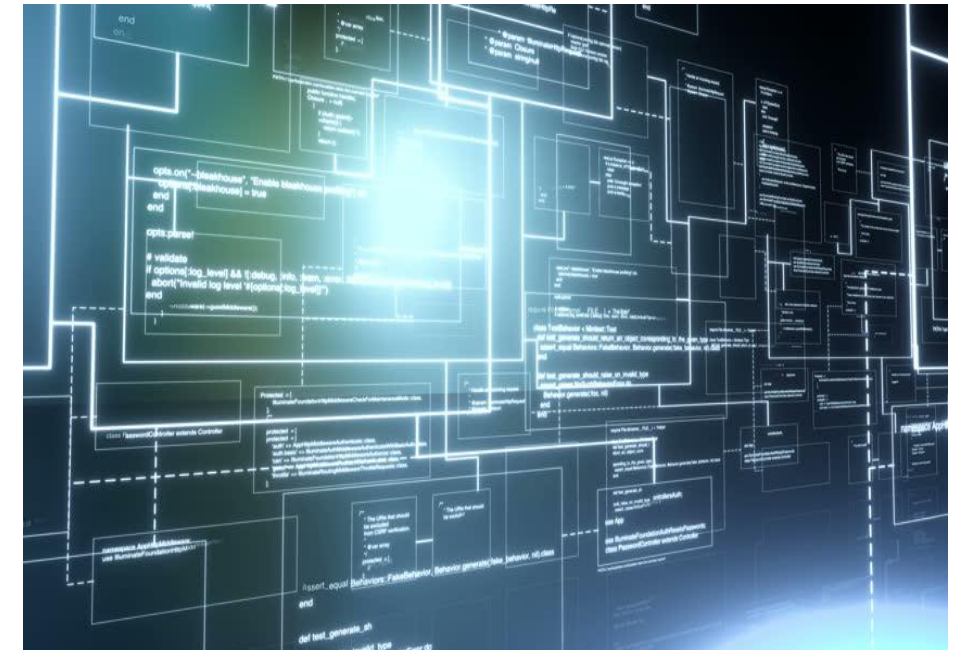
Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Act | Plan
Study | Do
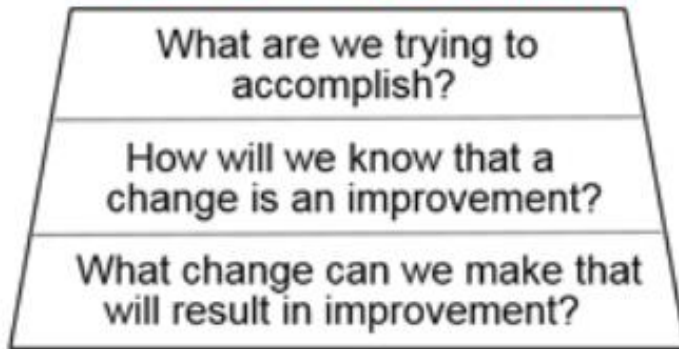
THINKING

- Set the Aim
- Select Measures
- Develop Ideas for Change
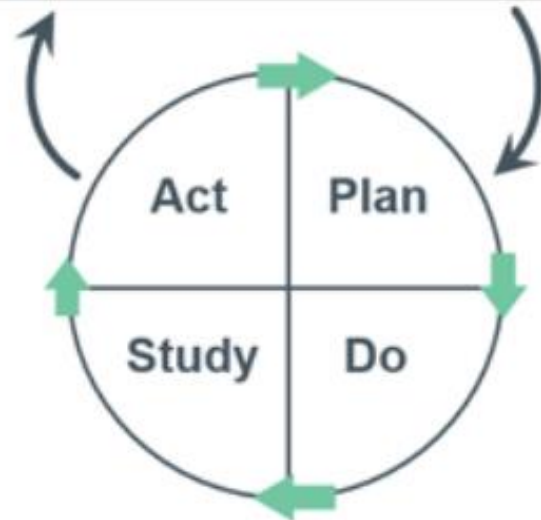
DOING

- 4 Step Process for Testing the Ideas for Change
- Plan It, Try It, Observe Results, Act on What is Learned

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Source: Langley GL, Nolan KM, Nolan TW, et al. The improvement guide: a practical approach to enhancing organizational performance. San Francisco: Jossey-Bass; 1996.

Process Owner helps Drive Culture

CQI: Building Accountability Frameworks

Common Purpose	Clear Expectations	Communication & Alignment	Coaching & Collaboration	Consequences +/-
Why Does This Matter?	Who Is Responsible? And What Does Success Look Like?	How Do We Set This Up For Success?	How's It Going? And What Adjustments Are Needed?	Learn & Act

Planning   **Monitoring**   **Reporting**

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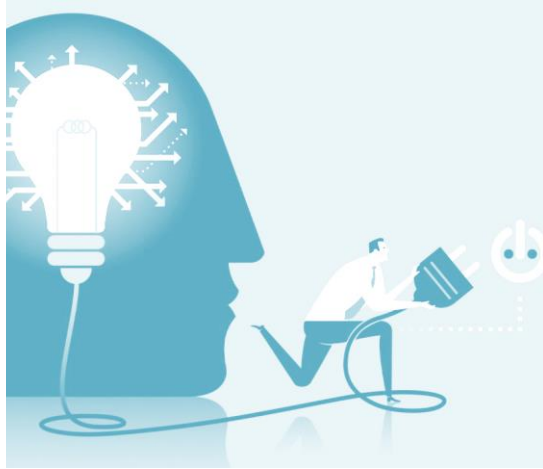Kentucky Regional Extension Center
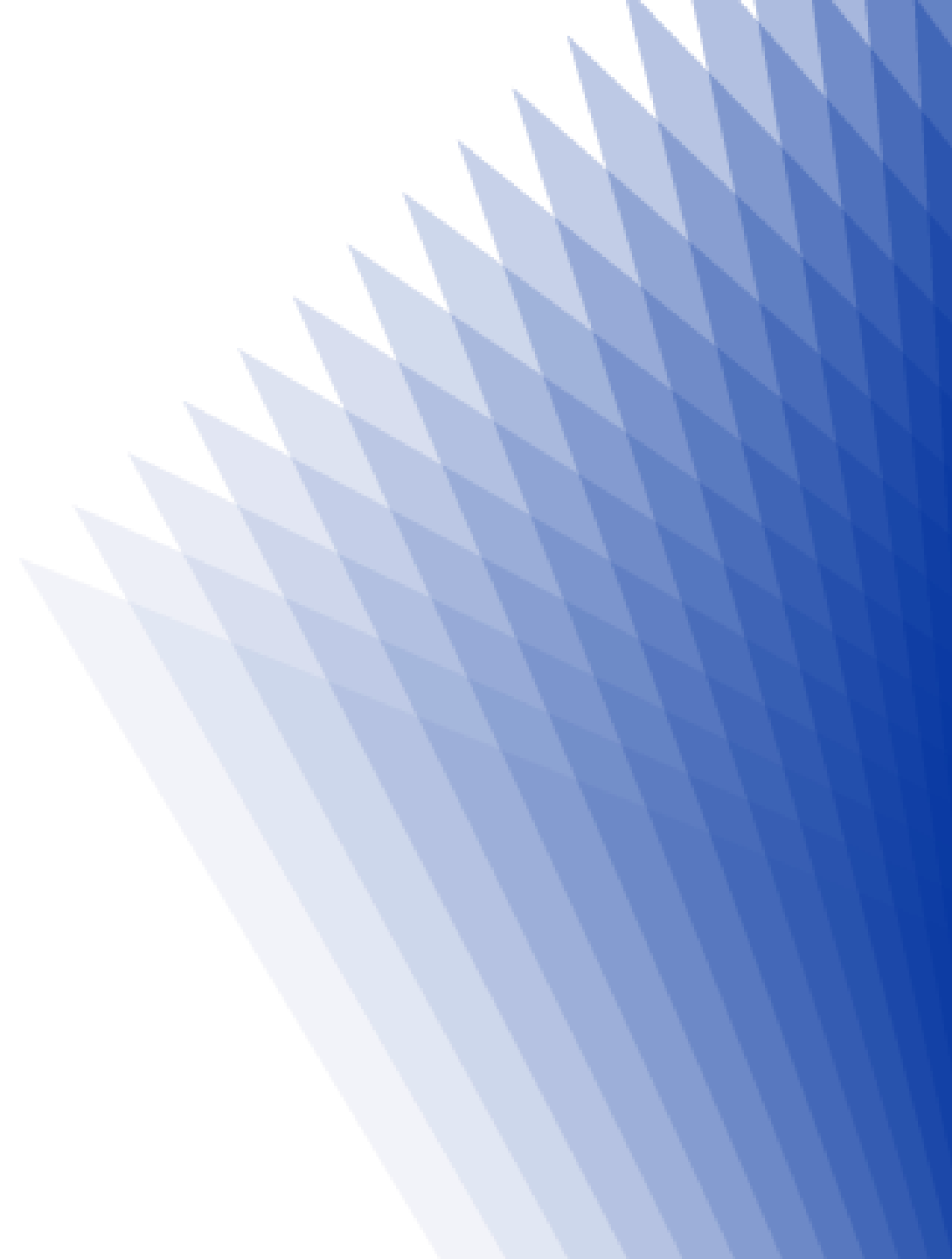
Practice Transformation Framework

Why Adopt A Transformation Framework?

- Allows for rapid implementation of a Quality Improvement infrastructure
- Establish an internal framework & pathway for a culture of continuous improvement
- Achieve strategic objectives of the organization in support of future transitions to value-based care models

What Are The Outcomes?

- Optimization of clinical quality performance & patient outcome improvement for financial health sustainability
- Engaged, efficient, & quality-focused clinicians & staff
- Increased agility & stability for changing payor environments
- Empowerment & improved efficacy of localized leadership teams
- Foundation of enhanced transparency and actionable change
- Multi-level infrastructure for adaptability or course correction
- Cultural hardwiring of Improvement & Innovation Mindset

Systematic Approach to QI

Data Transparency

- Transparent sharing of data of goals, progress to goals at dyadic, departmental, & organizational levels
- Validated data & routine reporting processes
- Progress monitoring infrastructure

Systematic Approach

- Adoption of organization-wide QI methodology (Ex. Lean/PDSA, Six Sigma)
- Aligned aims & goals across organization
- Shared learning & accountability system (Ex. Learning Collaborative Model)
- QI support infrastructure: coaching & education

Specific — S
Measureable — M
Attainable — A
Relevant — R
Time Based — T

SMART

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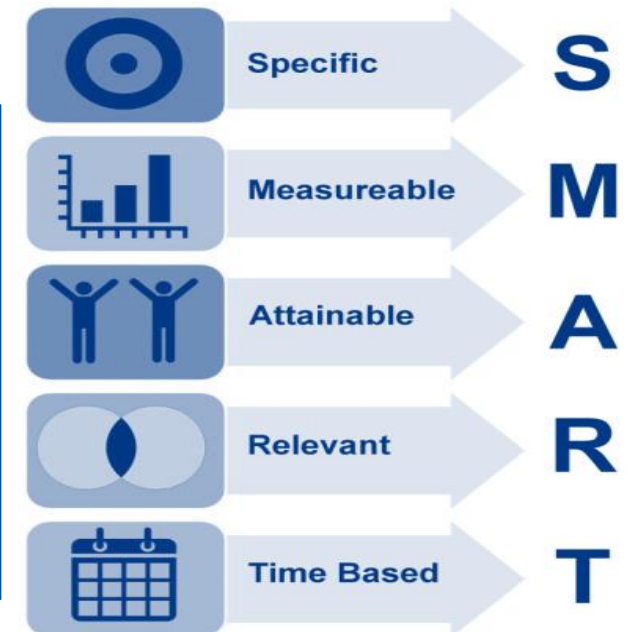
System Wide-Formal Dyadic/Triadic Partnership
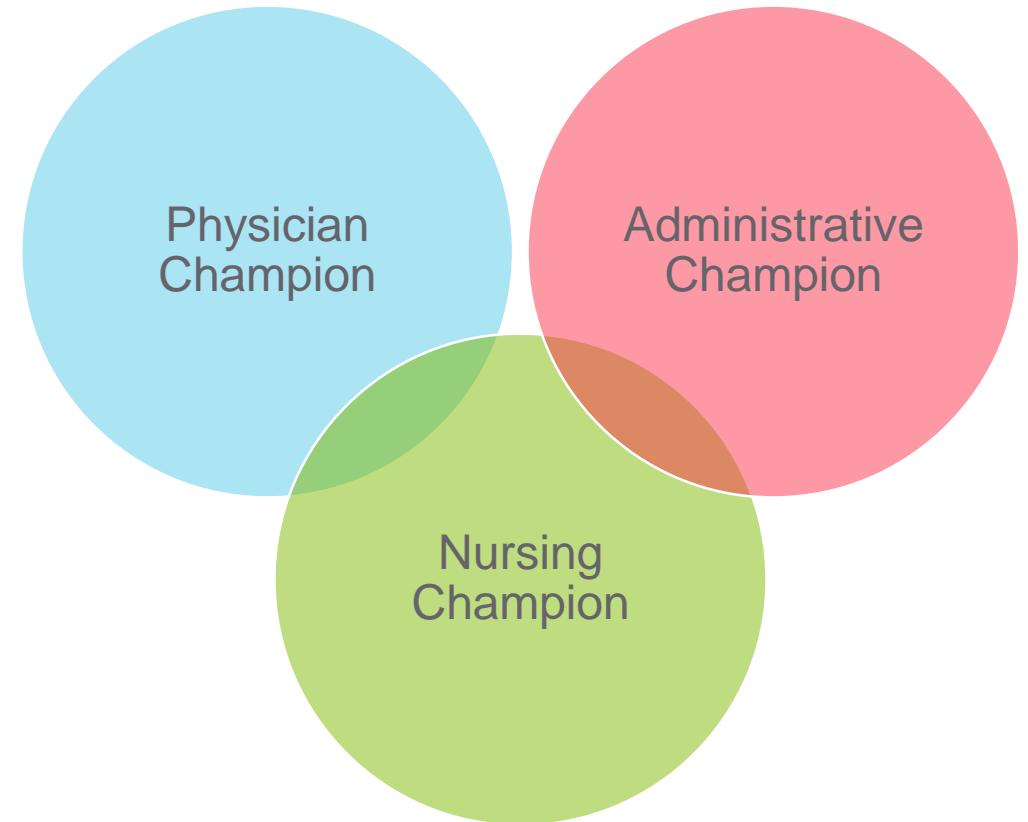
Strengthen Quality in Patient Care

- ## What are Dyads/Triads?
  - Productive pairs of physician & administrative &/or nursing champions for ambulatory clinics
  - Designed to engage & empower frontline teams in identifying & solving quality issues at the point of care

Physician Champion

Administrative Champion

Nursing Champion

Exceptional Care | Safe Care | Extraordinary Engagement | Efficient Care

The Model Unit

The Primary Role of Quality Dyad/Triad Leaders:

- Provide visible & consistent leadership
- Lead & design focalized QI within clinical area
- Cornerstone of change management within unit/area

Expected Outcome:

- Dyadic/Triadic leaders are asked to make meaningful **improving performance** within their localized area
- Outcomes are SMART goal-based centering on improving the quality, safety, efficiency & experience of care to align with organizational strategic initiatives

DYADS & TRIADS

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Transparent Data Sharing & Tool Development

Clinician and Departmental Performance Feedback

Trending/Run Chart Development for Continuous Monitoring

Cascading Goals & Accountability

Avenues for Open Communication

- Huddle Boards
- Learning Collaboratives
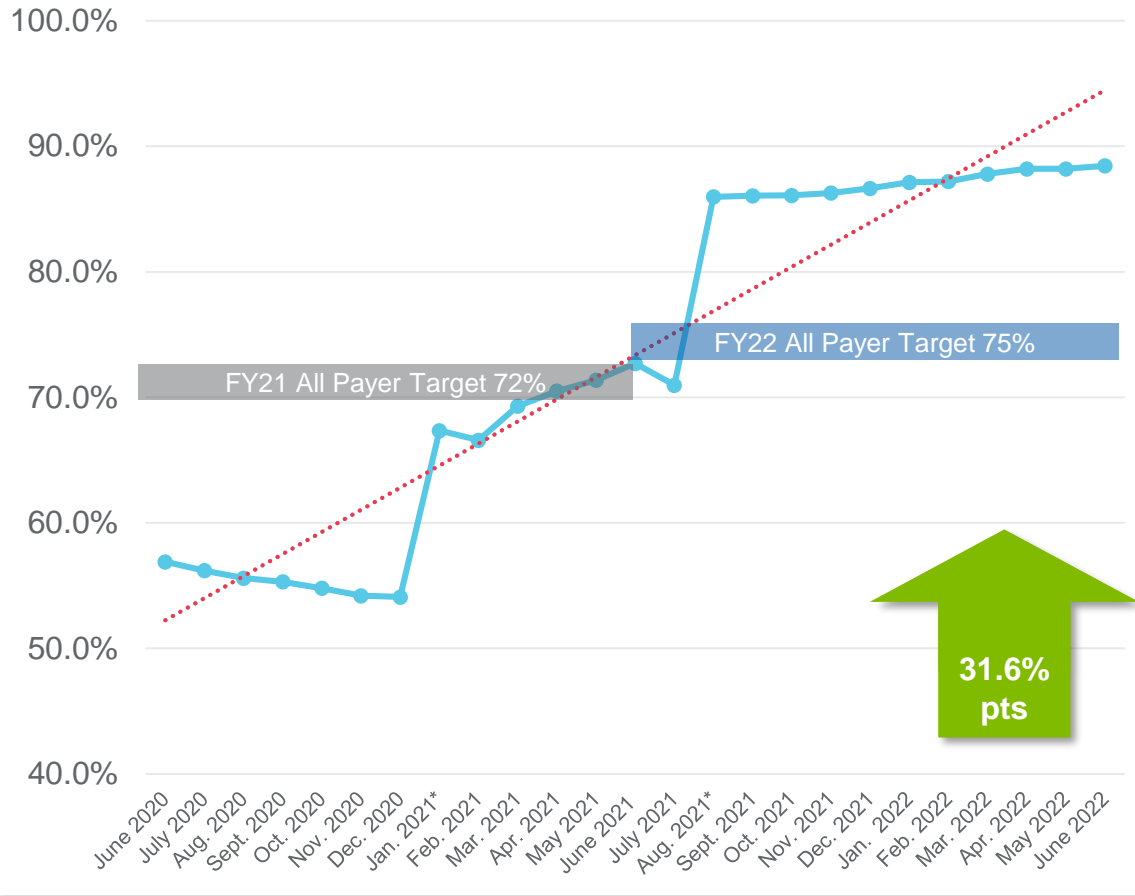- Resource Open Access
- Coaching Support

METRICS TOOLKIT

SOP Toolkit Development for Priority Organizational Measures

Performance Optimization

Clinical

Departmental

Organizational

Transformation At Work – Improving Tobacco Cessation

TOBACCO CESSATION SCREENING

Chart showing Tobacco Cessation Screening from June 2020 to June 2022, with FY21 All Payer Target 72%, FY22 All Payer Target 75%, and a 31.6% pts increase.
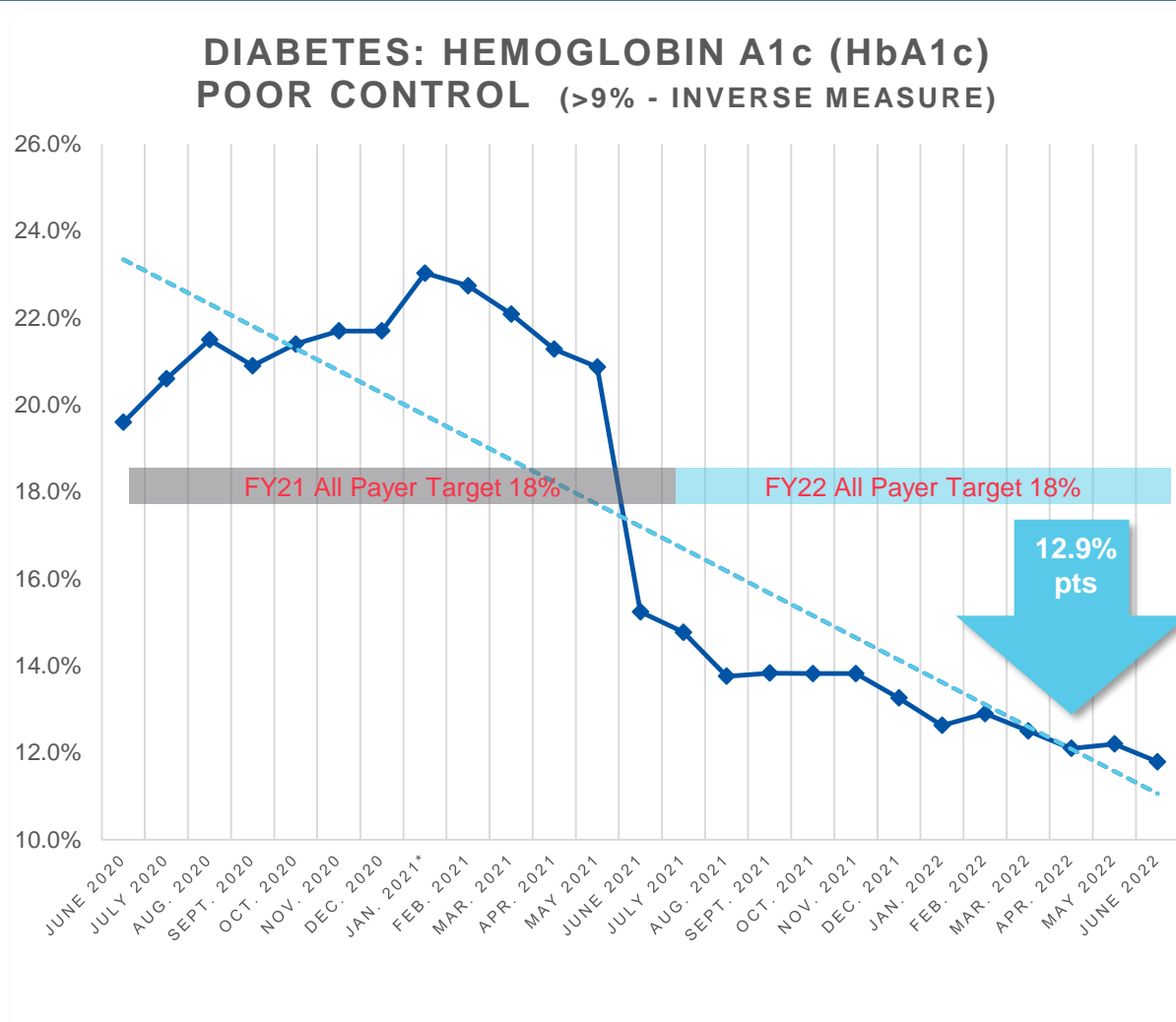
Organizational Activity Highlights

- On-going monthly QI coaching & monthly learning collaboratives for all dyad/triad teams
  - Platforms for rapid information dissemination & practice performance updates & accountability/transparency
- Continued improvement throughout COVID-19 PHE
- 6/2021 New EHR go-live
- Organizational-level interventions identified post-implementation
  - Rooming Protocol Standardization
  - Population Health Workflow Optimization
  - Quality Measure Validation System
  - CQM Change Package Development

Transformation At Work – Improving A1C

DIABETES: HEMOGLOBIN A1c (HbA1c)
POOR CONTROL (>9% - INVERSE MEASURE)

QI Approach for Transformation & Sustainability
- Multi-disciplinary team approach *(Information Technology, Clinicians, Nursing, EHR support, Quality, Clinical Documentation Integrity)*
- Adoption of standard QI methodology & provision of educational resources
- Establishment of a unified goal strategy for strategic alignment of clinic-level goals & enterprise priorities
- Engagement of practices in data sharing & accountability for performance
- Development of workflows, practical tools, & data validation processes to ensure accuracy & standardization of work

10/2019 Starting Value: 25%
6/2020-5/2022 Values:
- Highest: 23.0% in Jan 2021; Lowest: 12.1%

Practice Transformation Framework Services

KYREC Advisory Support & Deliverables

Model unit infrastructure overview & implementation guidance	Collaborative model approach
	Strategic priority identification for goal alignment
Design and framework development of model unit structure within primary care practices	Project plan development
	Charter creation
Quality data visualization tools & delivery model design	Data dissemination plan
	Standardized expectations & accountability structure
Train-the-trainer approach to cascade for organizational alignment	Quality metrics & other KPIs
	Learning collaborative implementation & framework
QI methodology training & educational material development	Tools & resources
	Model for Improvement and The Chronic Care Model

Variable- Length Ramp-Up Plans Available

Continued Quality Payment Program (QPP) Advisory Support

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Annual Conference

October 26th, 2023

Harper Hall,
Lexington, KY

https://www.eventbrite.com/e/2023-kentucky-rec-annual-conference-registration-647478404337

Kentucky REC Presents

MAXIMIZING EFFICIENCY in Healthcare

ADVANCING QUALITY, INTEROPERABILITY, AND SECURITY

LEXINGTON, KENTUCKY – JOIN US IN PERSON OR ONLINE

Details Coming Soon!

During our day together we'll discuss quality initiatives, HIPAA, Social Drivers of Health, and more to ensure that clinicians, hospital and ambulatory administrators, and clinic staff are well prepared for the challenges of modern healthcare.

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The Kentucky REC is here to help!

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