







Exercise: Measurement Self-Assessment

This self-assessment is designed to help quality facilitators gain a better understanding of where they personally stand with respect to the milestones in the Quality Journey. What would your reaction be if you had to explain the PDSA cycle to your colleagues? Why is it preferable to plot data over time rather than use aggregated statistics and tests of significance? Can you construct a run chart or help a team decide which control is most appropriate for their data?

You may not be asked to do all of the things listed below today or even next week. But, if you are facilitating a QI team or expect to achieve the MUPD goals, sooner or later these questions will be posed. How will you deal with them?

The place to start is to be honest with yourself and see how much you know about QI concepts and methods. Once you have had this period of self-reflection, you will be ready to develop a learning plan for yourself and those on your improvement team.

Use the following Response Scale. Select the one response which best captures your opinion.

- 1 I could teach this topic to others!
- 2 I could do this by myself right now but would not want to teach it!
- 3 I could do this but I would have to study first!
- 4 I could do this with a little help from my friends!
- 5 I'm not sure I could do this!
- 6 I'd have to call in an outside expert!

Source: R. Lloyd, *Quality Health Care: A Guide to Developing and Using Indicators*. Jones & Bartlett Publishers, 2004: 301-304.

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	Response Scale						
ivieasurement Topic or Skill		2	3	4	5	6	
Build clear aim statements for our work							
Move my team from concepts to specific quantifiable measures							
Building clear and unambiguous operational definitions							
Develop data collection plans							
Explain why plotting data over time is preferable to using aggregated data and summary statistics							
Describe the differences between common and special causes of variation							
Construct and interpret run and control charts							
Identify specific ideas that we believe will achieve the MUPD goals							
Set up and run PDSA tests on the ideas we have for improvement							
Apply the sequence of improvement (testing, implementing and spreading) to the eight MUPD campaign planks							

The Messiness of Life!

"Some problems are so complex that you have to be highly intelligent and well informed just to be undecided about them."

--Laurence J. Peter



































Profound Knowledge Worksheet					
Appreciation for a System	Human Behavior				
•	•				
•	•				
•	I ●				
•	 				
Theory of Knowledge	Understanding Variation				
•	•				
•	•				
•	•				
• 24	• •				







- Defines <u>boundaries</u>: the system to be improved (scope, patient population, processes to address, providers, beginning & end, etc.)
- Specifies <u>numerical goals</u> for <u>outcomes</u> (<u>How good?</u>)

(ambitious but achievable)

- Includes <u>timeframe (By when?)</u>
- Provides <u>guidance</u> (on sponsor, resources, strategies, barriers, interim & process goals)



















"You can't fatten a cow by weighing it"



Improvement is <u>NOT</u> just about measurement!

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Palestinian Proverb

However, without measurement you will never be able to know the answer to question #2 in the MFI.

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Measurement is Central to the Team's Ability to Improve

- The purpose of measurement in QI work is for *learning not* judgment!
- All measurement has limitations, but the limitations do not negate its value for learning.
- Build a <u>balanced set of measures</u> that reflect the VOC and VOP.
- All measurement should be linked to the team's Aim.
- Measurement should be used to guide improvement and test changes.
- Measurement should be integrated into the team's daily routine.
- Data should be plotted over time on annotate graphs.
- Focus on the Vital Few!







Question #3: What Changes Can We Make that will Result in Improvement?

"All improvement will require change, but not all change will result in improvement!"

G. Langley, et al *The Improvement Guide*. Jossey-Bass Publishers, San Francisco, 2009: xxi.

The Model for Improvement (MFI) provides an approach to help increase the odds that the changes we make will result in lasting improvement.

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Exercise:

Developing Change Concepts

- For the eight *Change Concepts (planks)* in the MUPD initiative, develop specific ideas for PDSA testing for each Change Concept.
- Use the *Developing Ideas for Change Worksheet* to record your ideas.
- Be sure to explore your <u>theories</u> and <u>predictions</u> about each change concept with those on your team.

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Developing Ideas for Change Work Area or Project:						
Direct Care Staff trained in accurate BP measurement						
Hypertension Guideline used and adherence monitored						
BP addressed for every hypertension patient, every primary care visit						
Discussion Questions	<u>s:</u>	·				
What specific change	concepts and related idea	as will achieve the Aim?				
What theories and pre concepts and ideas	edictions can you make at s will cause improvement	oout how these change ?				
46 • Use Force Filed Analysis to evaluate the ideas						





































