

Peer Coaching: Leaders of Change Part 4 Quality Improvement Basics: Plan-Do-Study-Act (PDSA) and Root Cause Analysis (RCA)



Objectives

- What does quality look like to you?
- What is performance improvement?
- Importance of testing changes
- Using PDSAs every day
- Concepts of RCA and applying the 5-Whys
- How residents and families can contribute to quality improvement efforts

What does quality look like to you?



Quality and Quality Improvement Is...

Quality

is managing outcomes by minimizing unnecessary changes so a result becomes more predictable, certain and desirable.

Quality Improvement

is a planned, systematic approach to monitoring, analysis and improvement of performance to achieve optimal consumer outcomes and consumer experience.

Quality Assurance vs. Performance Improvement

FOCUS AREA	PERFORMANCE IMPROVEMENT
Motivation	Continuously improving processes to meet standards
Means	Prevention
Attitude	Chosen, proactive
Focus	Processes or Systems
Scope	Resident care
Responsibility	All

Three Fundamental Questions to Begin Making Improvements

The Model for Improvement

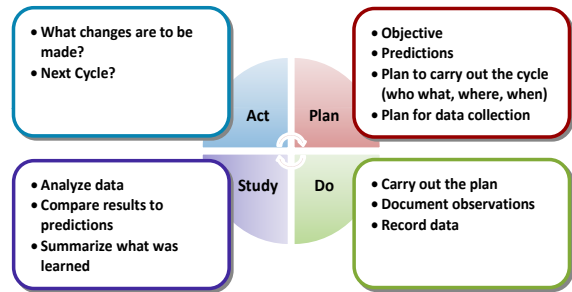


The Benefits of Testing Changes

Testing helps to:

- Increase the team's belief that change will result in improvement
- Document how much improvement can be expected from change
- Learn how to adapt change to conditions in local environments
- Evaluate costs and side-effects of change
- Minimize resistance upon implementation

PDSA Cycle for Learning and Improvement



Using PDSA in Daily Activities



Let's Be Movie Reviewers

What did you see or hear in the video that stuck in your mind?

What did our video mom do after each one of her changes?

Has anyone ever used this method to make a change at home or work? What were your results?

“Houston, we have a problem...”

The **starting point** for any improvement effort is

- recognition of a problem and
- identifying and eliminating its “root cause.”

What is Root Cause Analysis?

RCA seeks to identify the primary cause(s) of problems, so that you can

1. determine **what** happened;
2. determine **why** it happened;
3. figure out **what to do** to reduce the likelihood that it will happen again.

Philosophy of RCA

- Focuses on **systems** and **processes**, *not* on individuals
- The true problem must be understood before action is taken, i.e., **what caused the problem** to happen, or root cause(s)

RCA Uses a Systems Focus

Symptom Approach

vs.

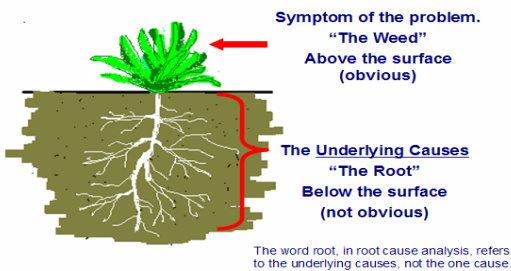
Systems Approach

- "Errors are often a result of worker carelessness."
- "We need to train and motivate workers to be more careful."
- "We don't have the time or resources to really get to the bottom of this problem."



- "Errors are the result of defects in the system. People are only part of the process."
- "We need to find out why this is happening and implement mistake-proofing, so it won't happen again."
- "We need to fix it for good, or it will come back again and again."

RCA Addresses Underlying Causes

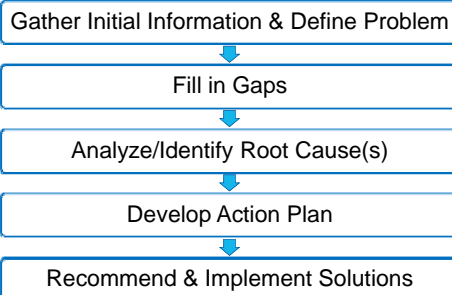


How do you kill a weed?

Use Root Cause Analysis to

Examine	Unexpected events & outcomes
	Close calls
Identify	Trends
	Changes that will lead to improvement
Direct	Action plans

The RCA Process: 5 Steps



Step 1:

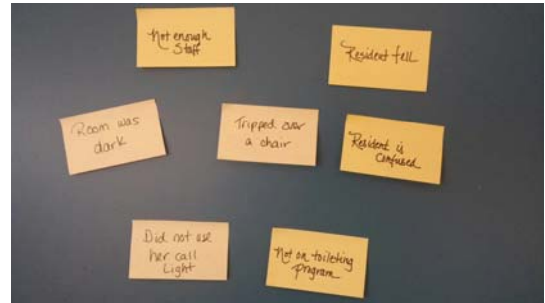
Gather initial information & define the problem

- The initial information will likely be on the incident report or adverse trend
- What are you trying to correct?
 - ✓ Define who, what, when, where, how
 - ✓ Brainstorm ideas and then work together to define a single problem

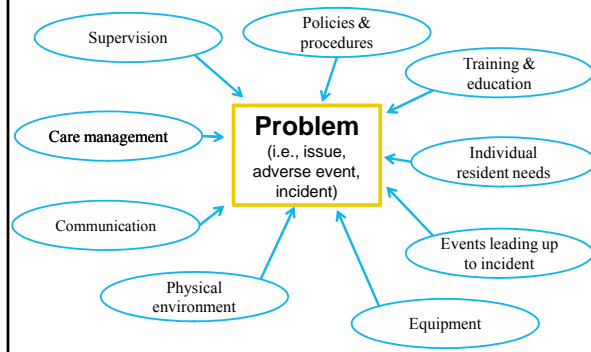
Activity

- Pause the recording and review sections 1 & 2 on the “RCA Worksheet Example.”
- See the next slide for a visual of how to use sticky notes when brainstorming to identify what the actual problem is.

Sticky Notes for Brainstorming



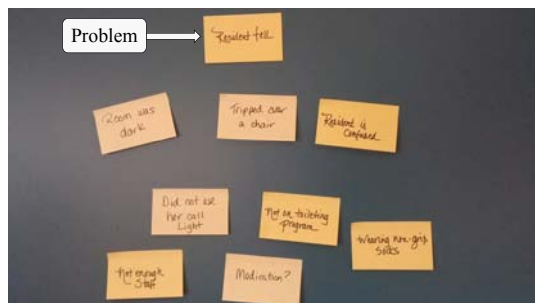
Investigate to Identify Contributing Factors



Activity

- Pause the recording and review section 3 on the “RCA Worksheet Example.”
- See the next slide for a visual of use of sticky notes when identifying contributing factors.

Identifying Contributing Factors



Step 2: Fill in the Gaps

- What other sources might have additional information regarding the problem?
 - ✓ Consult your team/co-workers
 - ✓ Interview the resident and/or family
 - ✓ Walk through the event where it occurred
 - ✓ Review all documentation sources

Activity

- Pause the recording and review section 4 of the “RCA Worksheet Example.”

Step 3:

Analyze/Identify the Root Cause(s)

- What conditions allowed the problem to occur? **Use the 5-Whys**
- What other factors impact the problem?
- What are the underlying reasons each contributing factor exists?
- Can you impact the contributing factor?

Getting to the Root Cause

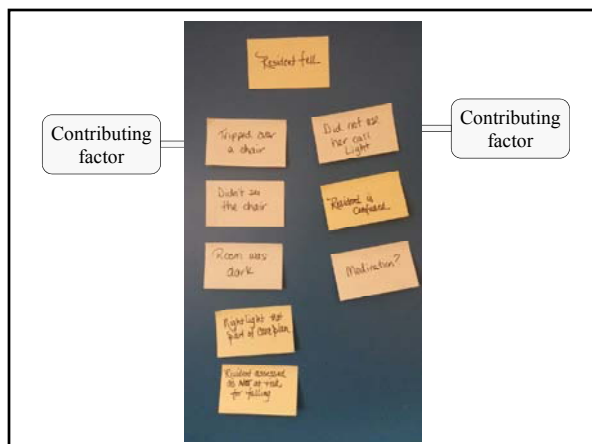
The 5-Whys

- Question-asking method to uncover underlying causes of event
- Ask “Why?” questions until all logical causes (and/or root causes) can be identified

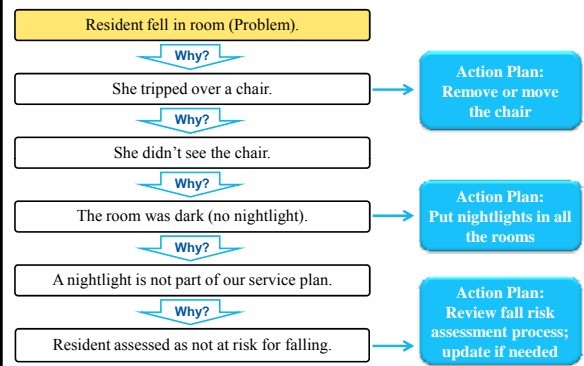
Uncovering root cause → Action plan = Prevent event from happening again

Activity

- Pause the recording and review section 5 of the “RCA Worksheet Example.”
- See the next slide for a visual of use of sticky notes when brainstorming other contributing factors.



5-Whys Example



Activity

Pause the recording and complete sections 1 through 5 on the “RCA Worksheet Example” handout for an event you have experienced.

Summary

- Using Root Cause Analysis methods can be quick and easy and more in-depth, depending on event.
- Use → comfort → habit

Residents and families can help by giving feedback

Your care team may come to you before starting an improvement project to:

- Gather information to help identify the focus for the project
- Seek your input on what might improve the process
- Ask your thoughts on specific issues to be investigated

The role YOU play in performance improvement

Get involved in the family and resident councils – Don’t have one ask your care team how one could be started.

Listen to concerns of fellow residents and families – There may be a potential area for improvement to be investigated.

Provide constructive feedback to your care team on issues of concern (e.g., food, activities, care, environmental, etc.).

Participate in satisfaction surveys when distributed.

Get to know you management team and care team.

For more information on questions to ask use the CMS publication titled Nursing Home Checklist. Downloadable at: www.medicare.gov/NursingHomeCompare/checklist.pdf

Next Steps

1. Help us improve our assistance:

Complete a brief evaluation by clicking on the link at mpqhf.org. You will receive your Peer Coach certificate after you submit your evaluation.

2. Contact us if you have questions!

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