



NATIONAL QUALITY CENTER

# **“The Right Tool for the Job” Using QI Tools To Improve**

**February 21, 2013**

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# Learning Outcomes

Participants will be able to:

- Understand the steps and symbols used in workflow process diagrams,
- Understand how selected grantees have applied the tools and the benefit derived from this, and
- Understand how to begin to develop a workflow process diagram of their own work processes.

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# Agenda

- QI Principles and Framework
- Workflow Diagrams
  - The Basics
  - Examples
- Q&A – Grantee Examples

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# Why Look at Processes?

## **Fundamental Concept of Improvement:**

**“Every system is perfectly designed to achieve exactly the results it achieves”**

## **Principles of Improvement:**

- Understanding work in terms of processes and systems
- Developing solutions by teams of providers and patients
- Focusing on patient needs
- Testing and measuring effects of changes

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Most problems are found in processes  
not in people



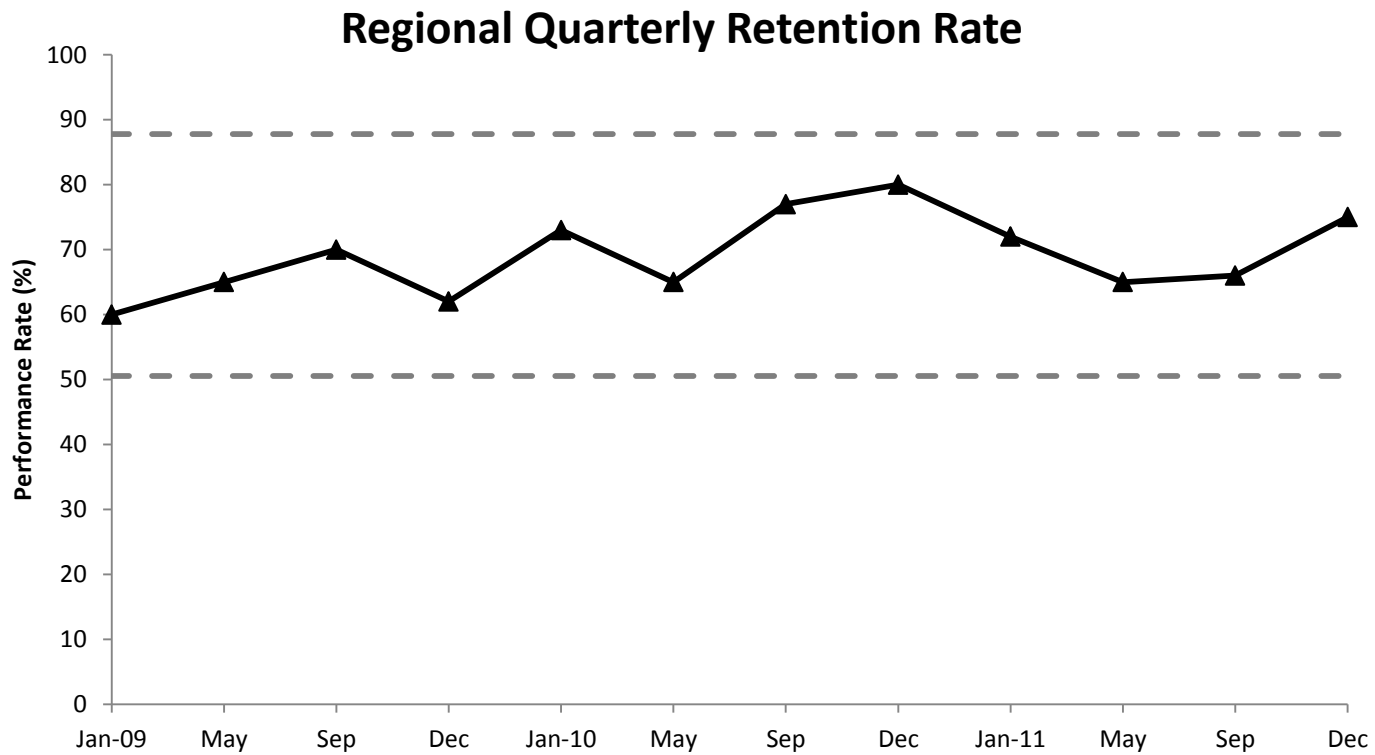
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# Understanding Work in Terms of Processes and Systems

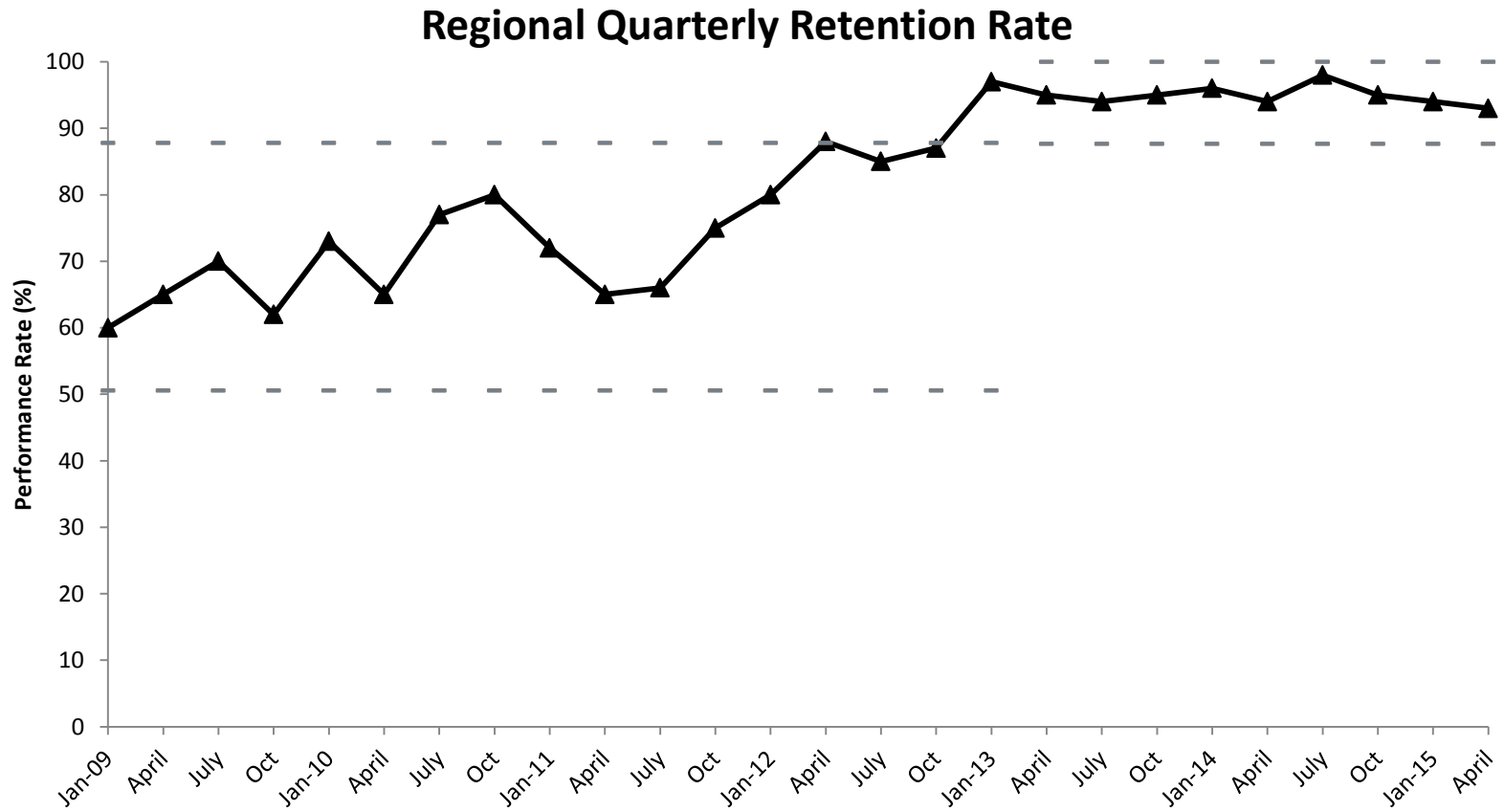
## Benefits

- Clearer understanding of the overall system and processes
- Target processes that need improvement
- Efficient allocation of staff and resources
- Effective use of team's input and creative problem solving
- Better understanding of each other's roles
- Reduction in waste and time

# Current System Produces These Results



# Improved Processes Expected to Produce These Results





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# When do you develop your workflow diagram?

## QI Project Steps

Step 1: Review, Collect and Analyze Baseline Data

Step 2: Develop a Project Team Work Plan

**Step 3: Investigate the Process/Problem**

Step 4. Plan and Test Changes – PDSA Cycles

Step 5: Evaluate Results with Key Stakeholders

Step 6: Systematize Change

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# QI Principle

- Understand work in terms of processes and systems
  - A system is made up of processes
  - Processes comprise steps

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# Definition

A workflow diagram or flow chart is a picture of the steps of a process to:

- Understand the process
- Identify potential problem steps and contributing reasons
- Outline the ideal process steps (PDSA to test and measure change)
- Enable communications with others

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# Types of Processes to be Improved

- Patient flow
- Material flow
- Information flow
- Clinical practice

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# Creating a Workflow Process Diagram

1. Understand reason for using this tool: quantitative and qualitative baseline data
2. Define starting and ending points
3. Document each step
4. Follow each branch to the end
5. Review the chart .

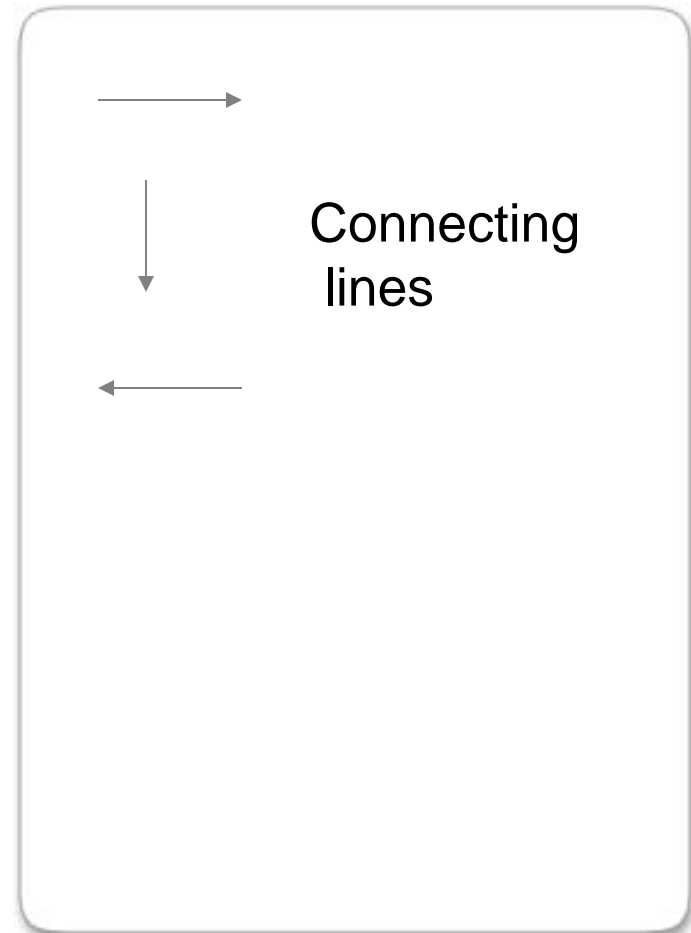
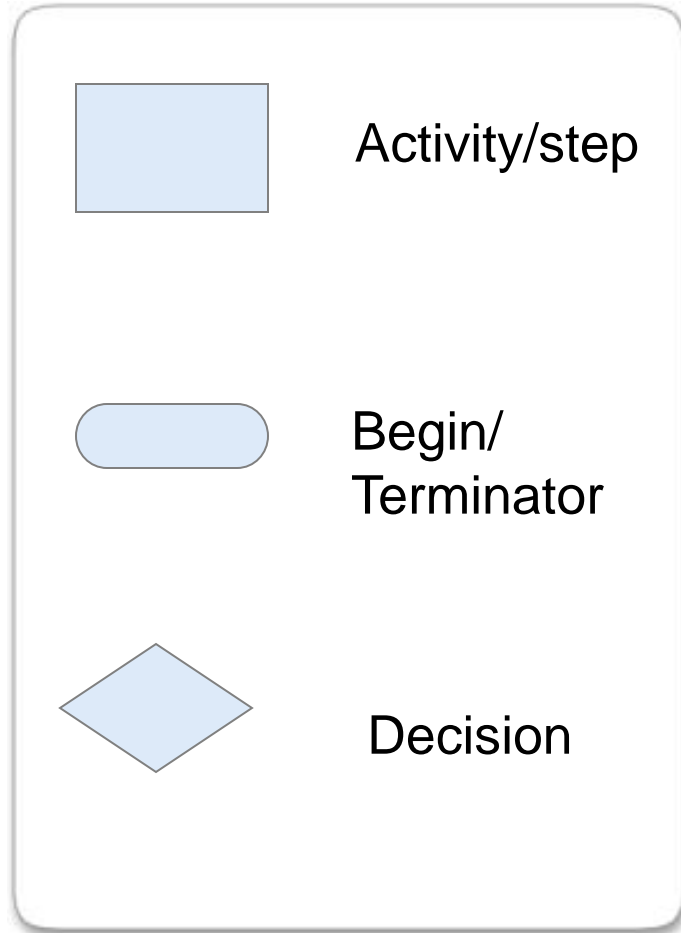
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# Testing and Measuring a Workflow Process (March TA Call on PDSA)

1. Identify key problem steps and problem.
2. Write key causes to each identified problem.
3. Select interventions (new steps) that address key cause.
4. Then test and measure new process.
5. Repeat as necessary.
6. Support new process – e.g. communication, new procedure guidelines.

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# Most Commonly Used Flowchart Symbols



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## Examples: Use of Workflow Process Diagrams

- Improve processes related to a performance measure or multiple measures
  - VL suppression and retention, Cervical Cancer Screen and follow up colposcopies,
  - ADAP
  - Transition: Youth, Post Partum Women



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# Your Improvement Process

Write in the chat room the process you want to examine.

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# Grantee Examples

## VL Suppression

- Paul Cassidy – Greater New Bedford CHC, New Bedford, MA

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## Improvement Goal

To increase patients' viral load suppression rate from 73% to 85% in six months.

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# Causal Analysis

Problem Steps with workflow processes on

Two Levels:

## **Patient**

- Insufficient time for adherence education for patients not suppressed

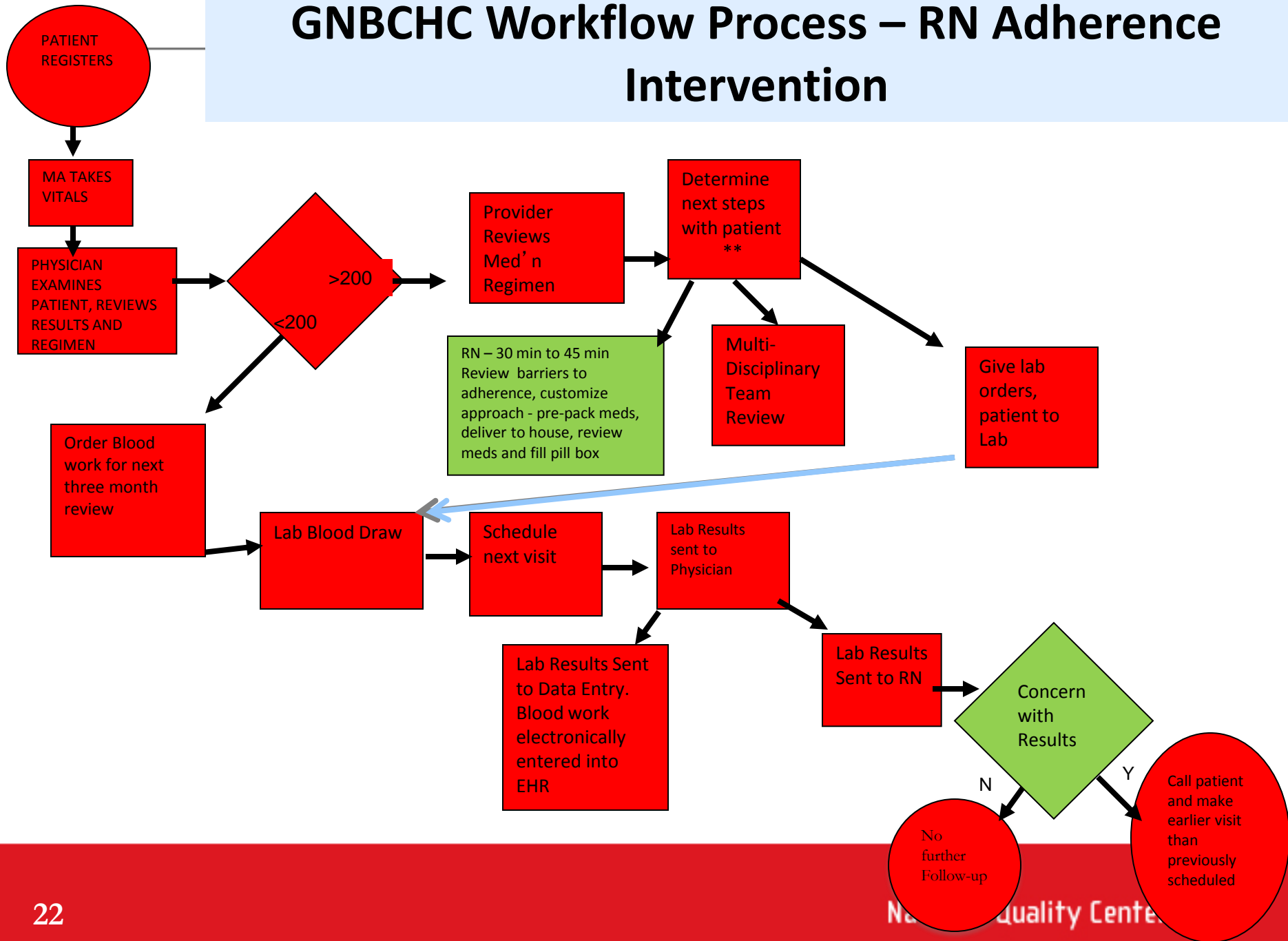
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# Causal Analysis

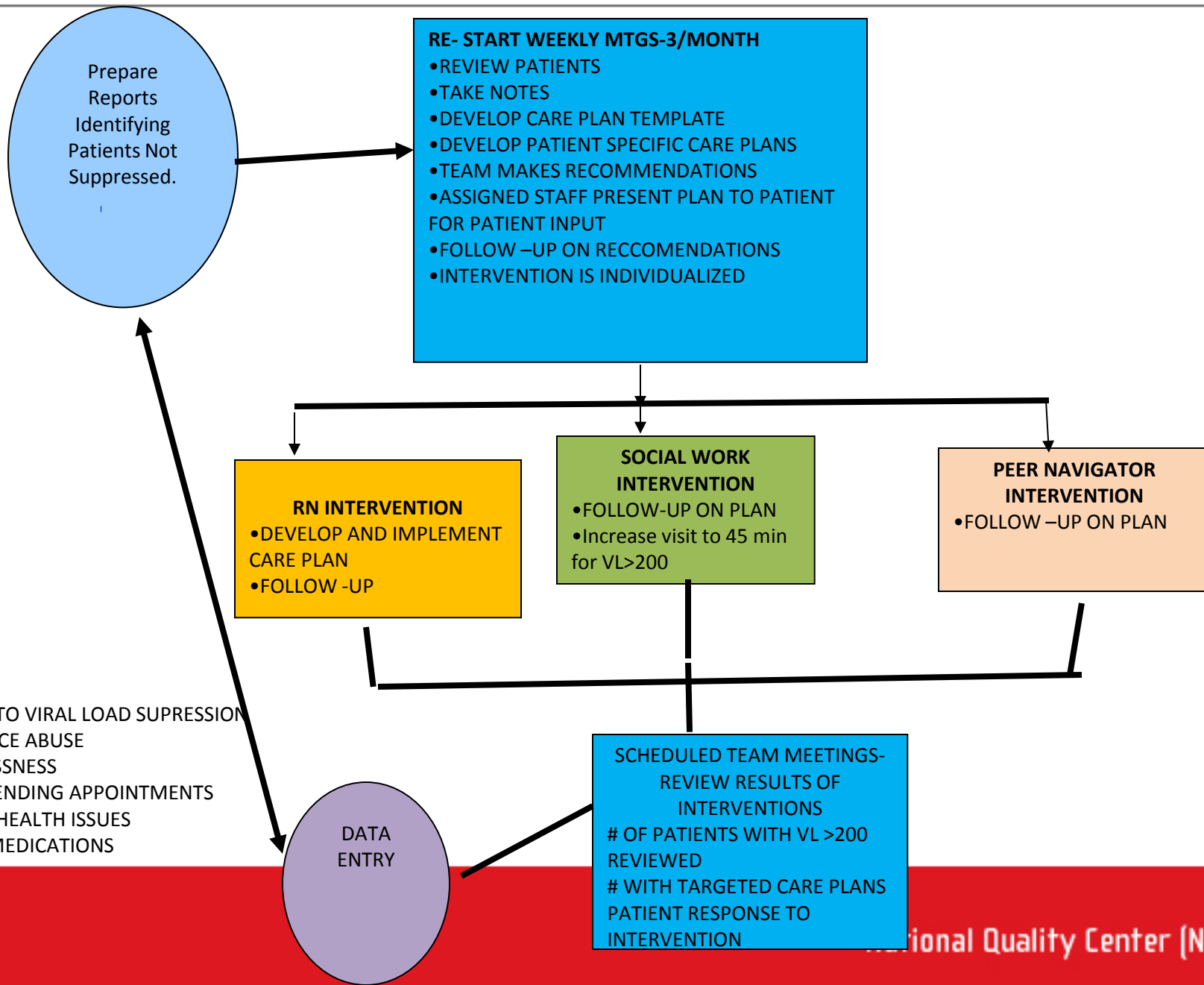
## **Program System for Managing Patient Care Level**

- Weekly (3x/month, then reduced to 2x/month) multi-disciplinary team meetings for patient review had stopped meeting for 6 months due to construction; thus a loss of focus on non suppressed patients
- Minimal input of multidisciplinary team members ideas into tailored care plans for each non suppressed patient
- No feedback loop for reporting results of the interventions back to the team

# GNBCHC Workflow Process – RN Adherence Intervention

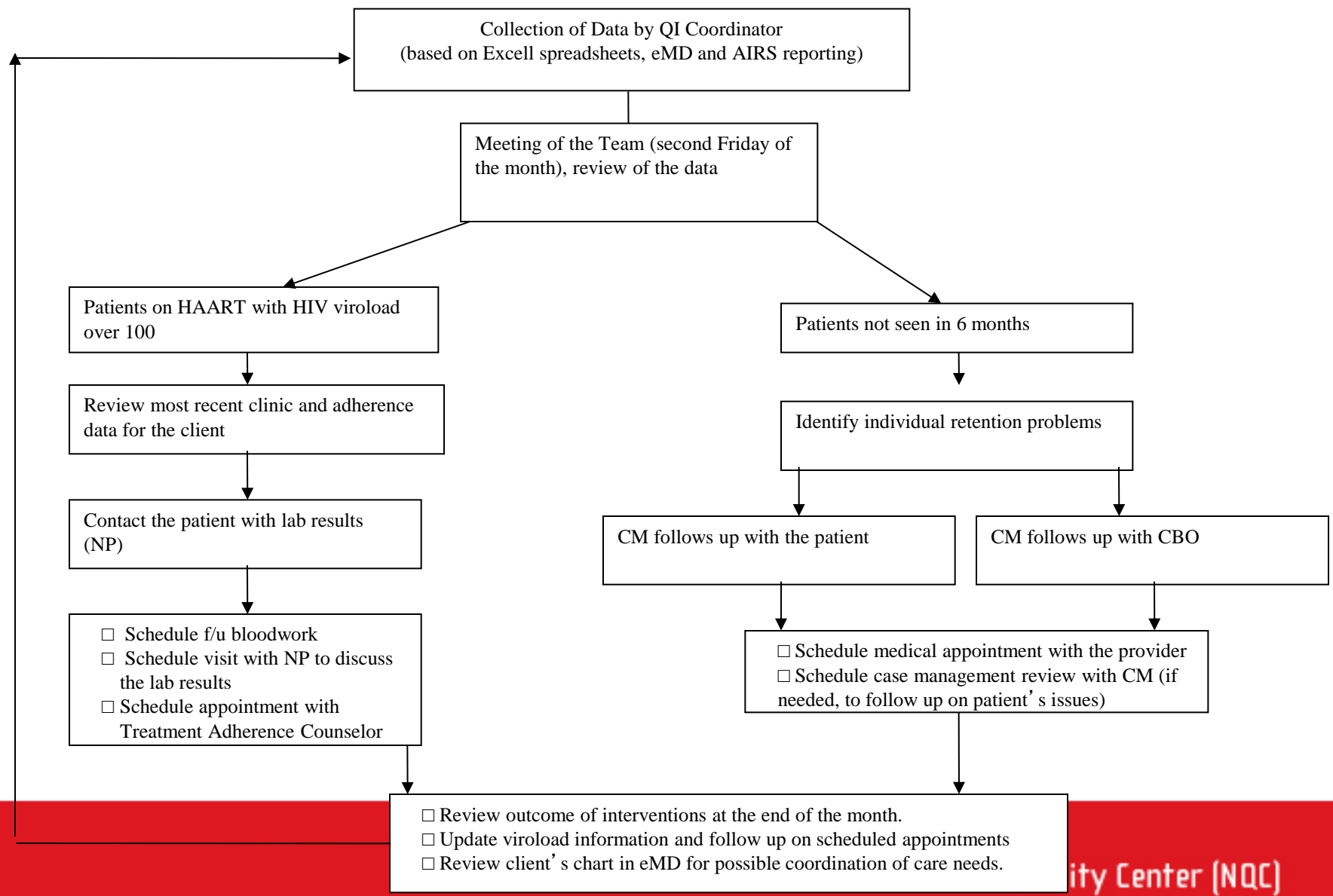


# GNBCHC WEEKLY MULTI DISCIPLINARY MTGS – Patient Care System Management



# Team Activities – test new process for retention and VL suppression

## Arnot Ogden Medical Center – IVY Clinic



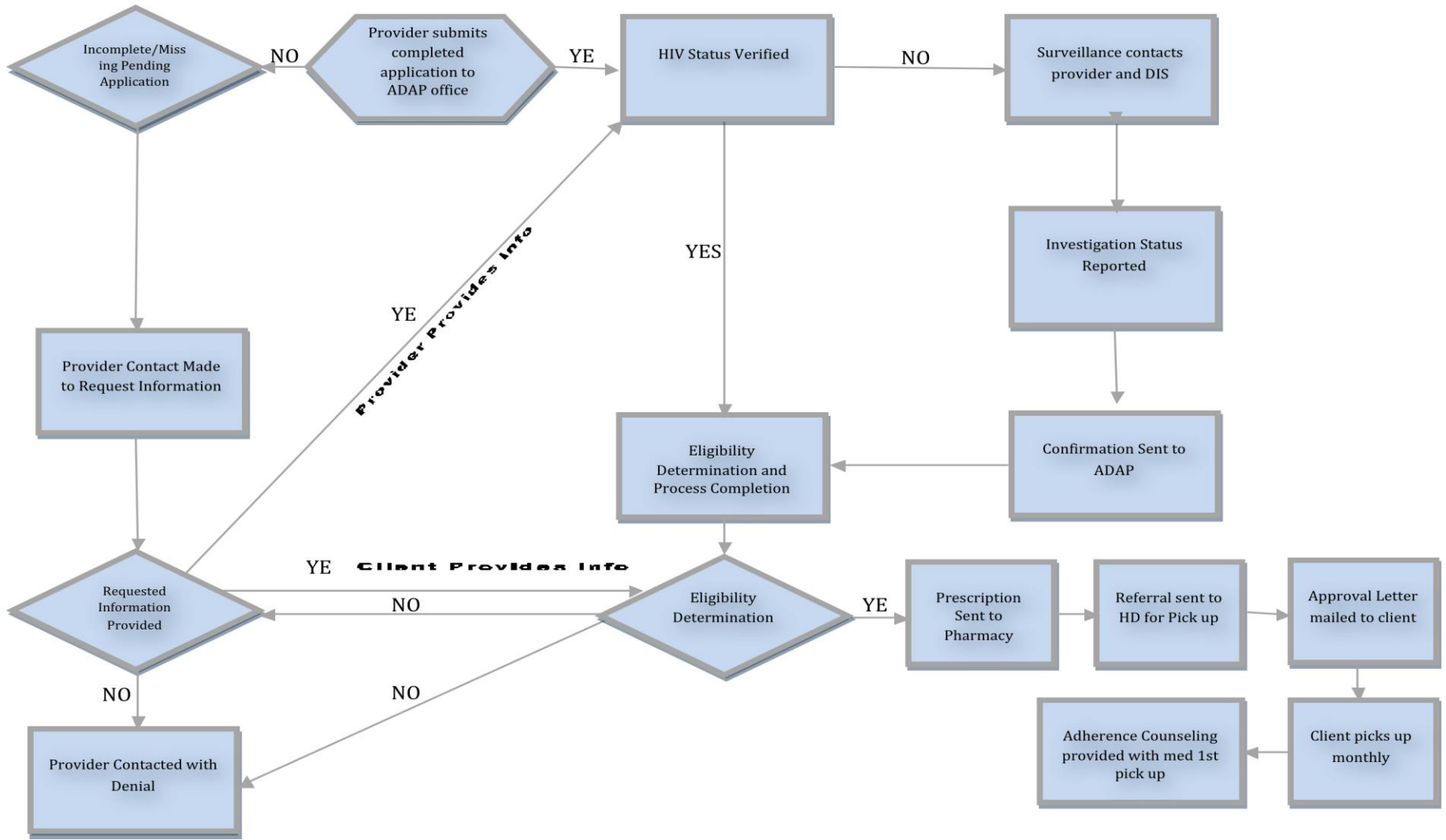


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# MSDH – ADAP Workflow Process

Eva Thomas – ADAP Director, Mississippi State  
Department of Health, Jackson, MS

**ADAP APPLICATION PROCESS**  
**Client Within Two Weeks Submit Income or Requested Information Flow Chart**



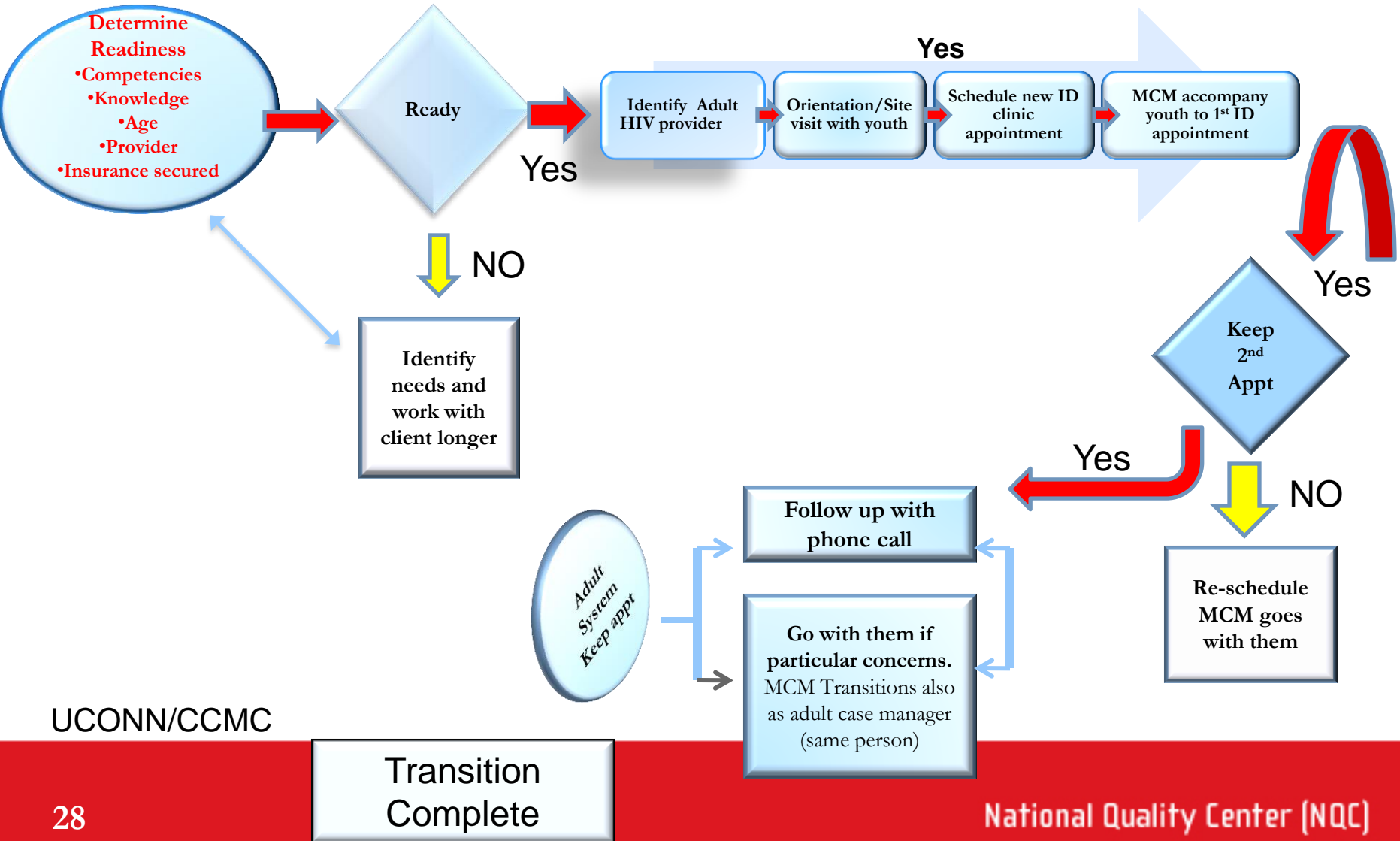
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# Part D Family Support Program – University of Connecticut

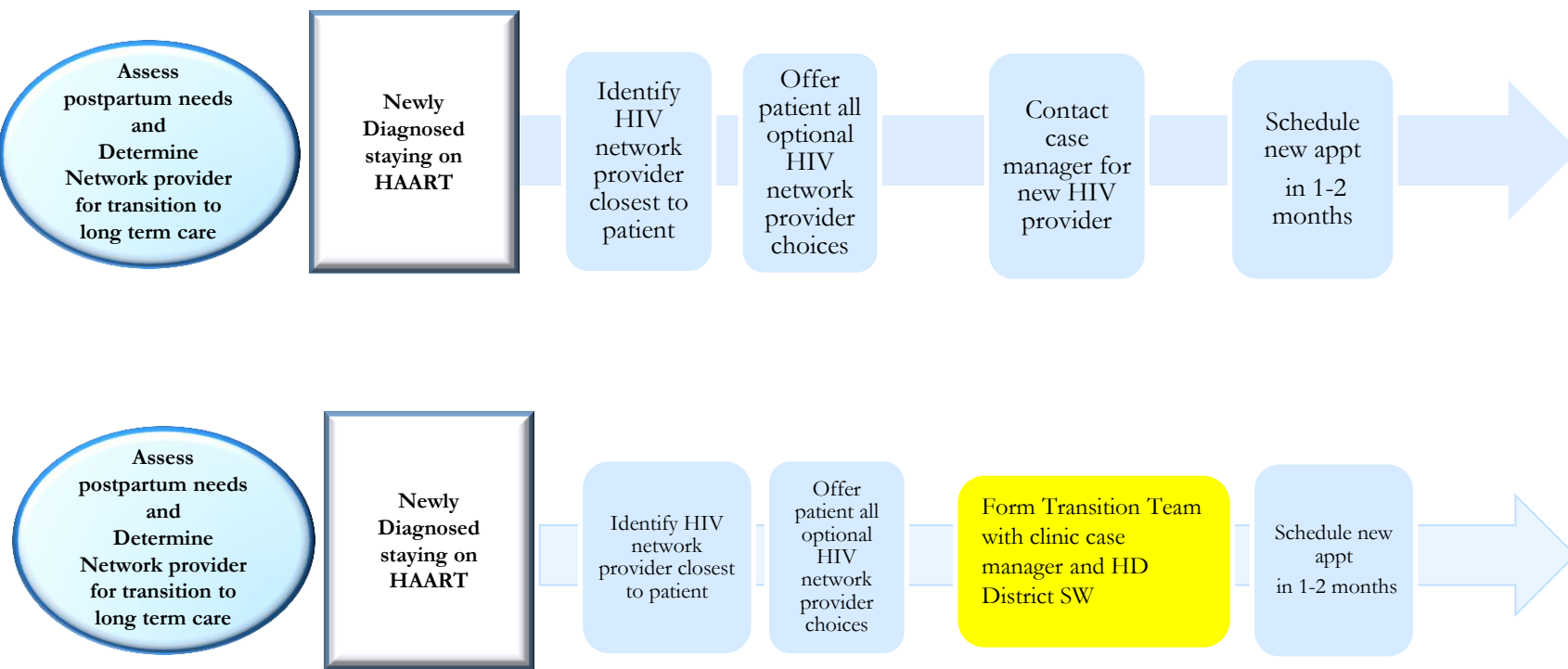
Danielle Warren-Diaz, MS, Family Support Program  
Coordinator

Nilda Fernandez, MSW, Medical Case Manager and  
Prevention Supervisor

# CHCACT Network: YOUTH TRANSITION to Adult Care



# Postpartum Transition/Linkage Process to Long-term Care



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## Get Started!

Write down your first four to six steps.

How did it go? Write your comments and questions in the chat room.

Your next steps: Be sure to include team members in developing the diagram, giving feedback, and final agreement on its accuracy!

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# LCHC John Ryan's Multidisciplinary Clinic Meetings

