Title:
Shaping the Future of Healthcare: Using QI Frameworks and Methodologies for Process Improvement

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Session Title:
Healthcare System Technology
Slot:
F 21: Monday, 30 October 2017: 9:30 AM-10:15 AM
Scheduled Time:
9:30 AM

Keywords:
Clinical Practice, Quality Improvement and Root Cause Analysis

References:

Abstract Summary:
Quality improvement (QI) has become an increasingly important part of the health care industry, both in patient care and education. In 2012, the UCLA Department of Medicine Quality created a QI Scholarship Program that includes real hands on QI experience for clinicians.

Learning Activity:

<table>
<thead>
<tr>
<th>LEARNING OBJECTIVES</th>
<th>EXPANDED CONTENT OUTLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify a plan and process to establish a QI Scholarship Program for health care practitioners.</td>
<td>a. Call for applications b. Training Schedule c. Project Timeline d. Scholarship Stipend</td>
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<td>2. Evaluate QI methods and tools that facilitate understanding of an underlying health problem as well as improving health care processes and outcomes.</td>
<td>a. LEAN methodology and A3 Tool b. Problem Statement c. Current State and Best Practices/Literature Search d. Goal of the project e. Root Cause Analysis f. Solutions g. Check h. Act</td>
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</tbody>
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Abstract Text:

Background: Quality Improvement (QI) is an important skill for clinicians to learn during nursing and medical school, however time is limited because of program requirements related to clinical skills. Clinicians receive varying levels of QI methodology training during their formal education and even schools that incorporate QI do not spend adequate time in teaching specific tools and techniques. Most importantly, QI requires hands-on experience to master techniques, which is often difficult to gain during nursing and medical school. The UCLA Department of Medicine (DOM) is committed to bridging the gap between clinical practice and the drive to provide high quality and cost-effective care. The QI Scholarship Program enables each clinician to design a project focused on their own clinical environment aligned with departmental and service-specific priorities. The Scholars apply the knowledge and methods of health care QI to the care of individual patients and populations. In this scenario, the Scholars develop new knowledge for the ongoing improvement of quality and value of health care services.

Implementation: The call for applications is sent out every summer to the residency program. Interested individuals are asked to apply by a predetermined date in early fall. The application includes the scholarship award amount, training schedule, important due dates and list of departmental and service-specific priorities. Each year the program selects six to ten clinicians from the application pool and Scholars and the DOM Quality agree on the focus and scope of the project. Each Scholar is provided training on QI methods and tools that facilitate evaluating an underlying problem and improving health care processes and outcomes. The program provides longitudinal mentorship and monthly check-in points to ensure ongoing progress with individual projects. At the end of the academic year, the Scholars are required to present their projects in a podium or poster presentation.

Evaluation & Outcomes: The QI Scholars are trained to systematically analyze practice using QI methods and implement changes with the goal of practice improvement. The Model for Improvement and Plan-Do-Study-Act (PDSA) is introduced and progress is tracked through the A3 tool. All Scholars projects are collaborative and interdisciplinary in nature and are completed by academic year. During the program, Scholars build teamwork skills and develop a personal sense of responsibility for their population. At the end of the program, Scholars present their projects to their peers and colleagues at different hospital committee meetings and conferences.

Impact & Lessons Learned: The QI Scholarship Program is extremely popular and feedback from faculty and clinicians is overwhelmingly positive. Numerous outcome measures have been achieved including new assessment and management of pain on the inpatient medicine units, first DOM Wellness Retreat and creation of UCLA Health Diabetes pathway. There are many valuable lessons that have been learned along the way, including involving leadership from the onset, establishing a clear vision and objectives, ensuring the right QI tools are implemented, creating a burning platform to engage others, sharing information with stakeholder in a timely manner, guaranteeing there is a mechanism for project sustainability and remembering to celebrate successes.