AN ORGANIZATIONAL FRAMEWORK FOR DRIVING CONTINUOUS IMPROVEMENT

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Background

Prior to 2012, employees interested in advancing their quality improvement skills sought education outside this organization. In an effort to increase the capacity to do meaningful improvement work, our organization sponsored four teams to attend the Advanced Training Program at Intermountain Healthcare in Salt Lake City between 2008-2010. In addition, several employees attended Lean Six Sigma training through a local community college. Finally, 250 annual subscriptions for the Institute for Healthcare Improvement Open School were purchased and made available to all staff. Based on this momentum and the identified need, an organizational framework for continuous improvement was developed.

Methods (cont.)

PDSA cycles focused on the following:

- Basic Improvement Science
- Target Audience: Champions, Sponsors
- Schedule: 7 hour, one day course
- Offered: twice per year
- Targeted Project-Based Improvement Methods:
  - Target Audience: Fellows
  - Schedule: 10 hour, 8 day course
  - Offered: once per year
- Comprehensive / Project-Based Improvement:
  - Target Audience: Teams interested in improvement, Leaders driving change
  - Schedule: 8 days, two 6.5 hour days each month for 4 months
  - Offered: twice a year

A CQPI Roadmap guides teams through the improvement cycle (fig 2). Course evaluation consists of standard assessment of objectives; pre- and post-course assessment; and qualitative feedback through “roses” and “thorns.” Surveys were developed and then refined to obtain serial Team Assessment Scores (TAS) (fig 3) for teams completing the Team CQPI course.

Results (cont.)

In addition, a post course assessment of quality improvement knowledge was added in the spring of 2014, demonstrating an increase from novice to an intermediate level of knowledge during that semester. The average TAS at six months following completion of the Team CQPI course is 3.5, representing improvement. A process was developed to reliably obtain TAS for each team at each session of the Team CQPI course in the spring of 2014. Data represents progression through the project cycle for Team CQPI projects during fall 2013 and spring 2014 semesters (fig 4).

Discussion

Development of an organizational framework for driving continuous improvement has been well received and has resulted in measurable change in the TAS outcome measure for local improvement efforts. Demand continues to outweigh the ability to supply the necessary education. Continuous assessment of the CQPI program has led to standardization of curriculum across courses, more effective delivery of the content, and a predictable support structure. Adjustments to the evaluation process facilitate measurement of the program’s impact on the improvement efforts of the organization. Next steps for the program include enhancing the skills of quality improvement leaders and coaches within the organization. Planning for an advanced two day CQPI course is underway and scheduled for the spring of 2015.

Acknowledgements

Mike Boyd, Henry Parente, Felicity Pino, Cecilia Carlson, Christina Batiste, Ellen Kisling, Sandra Bradt, Karen Aikens