Performance and Process Improvement

As seen through the prism of the Quality Manager's Role

1. Theoretical Framework – Approach to assessing quality
    - Structure
        - How resources are organized and managed to execute the processes required to deliver outputs and achieve desired outcomes
        - Easy to observe and measure
    - Process
        - Series of tasks to deliver an output and accomplish outcomes
        - Direct and support processes
        - Important to measure process – sometimes overlooked
    - Outcome
        - Sum of the effects of the interaction of structure and process
        - Not easily measured in the short term – affected by various factors
    - Forerunner for the systems approach in healthcare
2. 3-Legged Stool of Quality
    - Customer Focus
        - Quality and Customer Value – Defined by the customer
        - Identifying and engaging customers (internal and external)
        - Defining and measuring customer value – Dimensions of performance (Access to care, timeliness of services, cost, accuracy, engagement, safety, satisfaction for those receiving care, their significant others, and those providing care
        - Data collection
        - Data analysis – measure against targets
        - Reporting – Turning data into information and sharing with the appropriate stakeholders
        - Identifying improvement opportunities
    - Teamwork
        - Value and characteristics of teams
        - Types of teams and when to use them
        - Team structure and roles
        - Team charter
        - Team meetings – Management and documentation
        - Stages of team development and appropriate responses
        - Evaluating team effectiveness
    - Scientific Approach to process management and process improvement –Processes are reliable and repeatable and consistently deliver expected outputs and outcomes
        - Evidence based practices
        - Clearly defined standardized protocols, procedures, clinical guidelines
        - Staff training and evaluation
        - Monitoring and measuring process performance

    - Evaluating outcomes
    - Identifying opportunities for improvement
    - Establishing priorities for improvement
    - Applying performance improvement methods and approaches
    - Applying performance improvement tools
    - Applying data analysis tools
- Managing Change
    - Understanding Change – why change is necessary and difficult
    - Levels of Change (First order, second order)
    - Organizational competencies for managing Change (Leadership and stakeholder engagement, agility, resilience)
    - Assessing readiness for change – Define and measure readiness at various stages of the change process and use the data to drive the action plans for implementing the change
    - Recognizing when to move forward and when to step back or shift focus
    - Strategies for accelerating change – related to leadership, culture, structure, and techniques
    - Stages in changing behavior – Pre-contemplation; contemplation; preparation; action – unfreeze old behavior and implement change; maintenance – refreeze; and termination.
    - Various change models or concepts to help in understanding organizational and individual readiness and developing strategies to accelerate change
        - Prochaska's Stages in Changing Behavior
        - Kotter's 8 Change Accelerators and Network Change
        - Force Field Analysis
        - Diffusion of Innovation Model
        - Change/Innovation Perceptions
        - Categories of Innovation Adapters
        - Resistance to Change
        - Common errors in change management
    - Consider when and how the models/concepts apply in the change continuum
        - Developing and spreading the vision for the change
        - Assessing readiness for change
        - Developing the strategy
        - Implementing the change
        - Monitoring progress
        - Evaluating the effectiveness
        - Sustaining the change