



Addictions &
Mental Health
Ontario

Dépendances &
santé mentale
d'Ontario



Canadian Mental
Health Association
Ontario



Ontario Health
Quality

camh

Quality Improvement Plan (QIP) Journey Web Series: Chapter 2 Measurement Session One – Counting What Counts

October 22, 2020

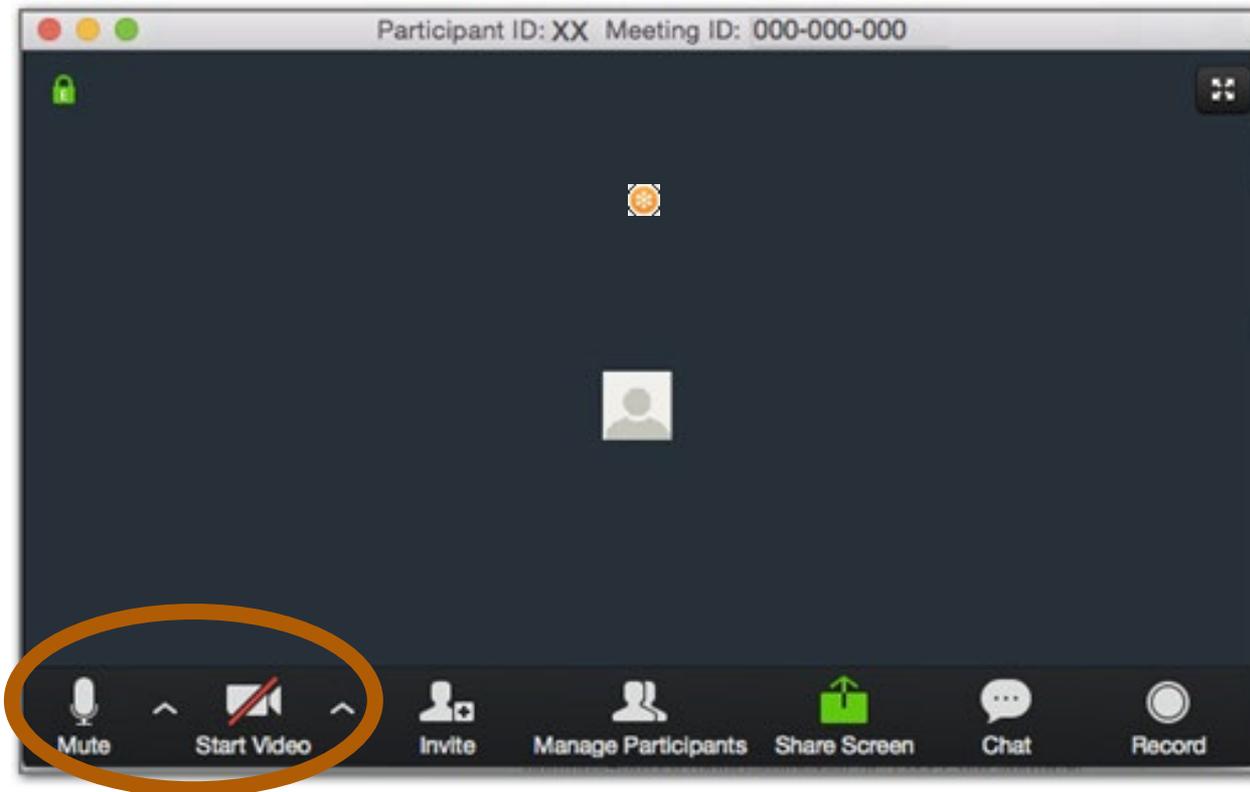


e-QiP

Excellence through Quality
Improvement Project
Community-focused. Data-driven.

Using Zoom Together!

Audio and Visual Controls



Using Zoom Together!

During the session if you want to contribute but not speak please use the chat function at the right hand of the toolbar



Learning Objectives



Through active participation in this session participants will:

- Understand the importance of data in your QIP
- Know the sources of data relative to your QIP
- Understand the different type of measures and how they align with your QIP
- Know methods to determine targets
- Discuss keys to success

Quality Improvement is a priority



- Ministry of Health
 - Improving quality
 - Implementing innovative solutions
- Centre of Excellence for MH&A
 - Performance indicators to establish & monitor performance expectations
- Ontario Health
 - Mandate to “bring together a unified “single team” to “execute the government’s strategy, oversee health care delivery, improve clinical guidance, and extend and **strengthen quality and performance improvement capacities** across the continuum of care.”

ID AIM		MEASURE								CHANGE				
QUALITY DIMENSION	MEASURE / INDICATOR	TYPE	UNIT / POPULATION	SOURCE / PERIOD	ORG ID	CURRENT PERFORMANCE	TARGET PERFORMANCE	TARGET JUSTIFICATION	EXTERNAL COLLABORATORS	PLANNED IMPROVEMENT INITIATIVES (CHANGE IDEAS)	METHODS	PROCESS MEASURES	TARGET FOR PROCESS MEASURE	COMMENTS



Our two roles in health care

All health care professionals have 2 jobs at work

Providing care; and
Improving care

Quality by Design – A Clinical Microsystems Approach
E.C. Nelson, P.B. Batalden, M.M. Godfrey

Chapter One:

Once Upon a Time There was a QIP Journey

Recap

Just Do It: Practical Tips

- Start with what you have
Know your program / service objectives
- Use the quality domains (safe, effective, person centered, efficient, timely, equitable) and your Strategic Directions Operational Goals to guide through your process
- Look for what stands out
- Use others, you are not alone:
 - In analyzing the data, it may or may not be an area for improvement, help to narrow it down
 - Your board and leadership team to set priorities for the QIP
 - To develop your teams



Introducing today's Panelists



Debbie
Bang,
Director QI
AMHO &
Co-lead E-
QIP



Hrishi
Navare,
QI/Data
Coach E-
QIP

Measurement - Counting what Counts

What are we counting and why



Data is the new Oil





Some is not a number.
Soon is not a time.

Donald Berwick

 quotefancy

We need “actual data”



Importance of Data

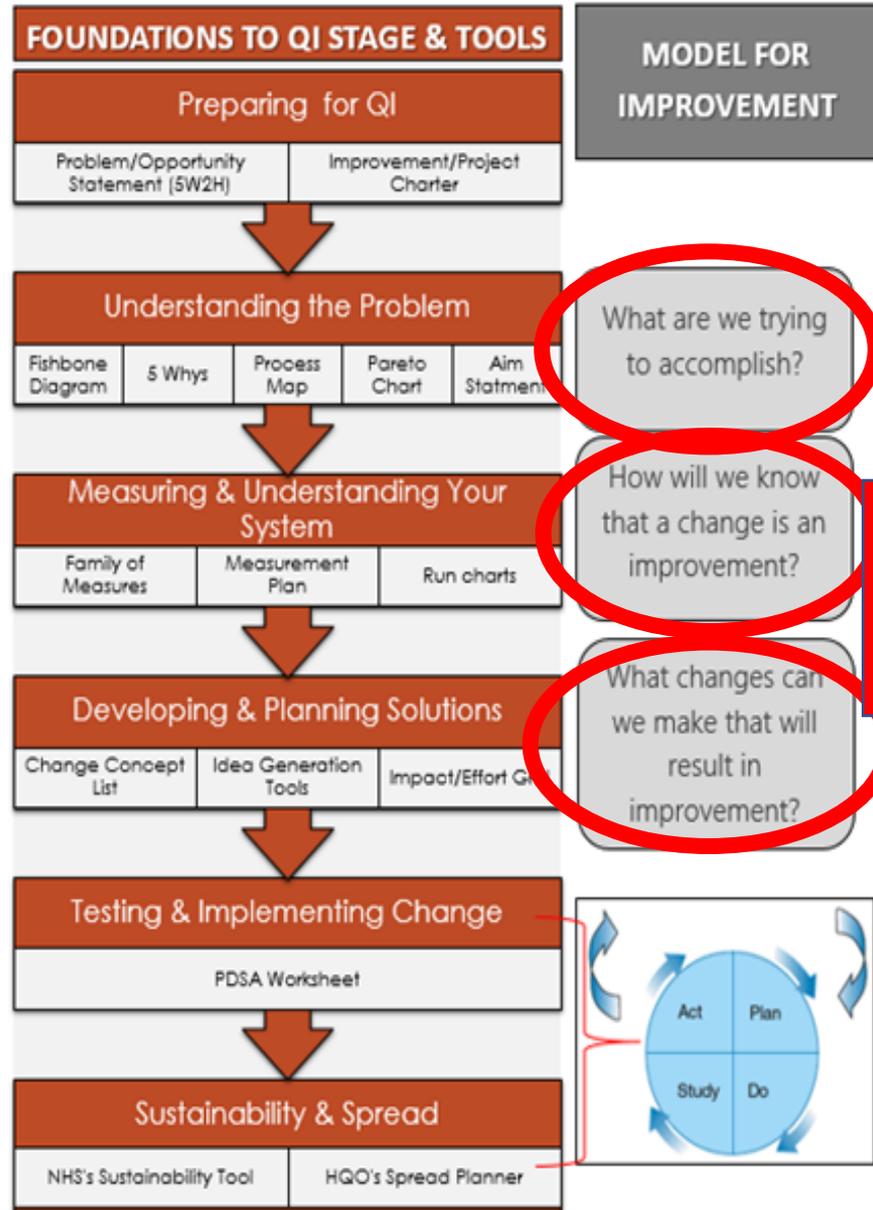
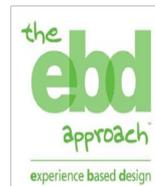
- What is “Data”

*Data are defined as “information, especially facts and numbers, collected to be examined, considered and used to help **decision-making.**”*

- We all need data to understand how we are doing
- Used to make judgements, to answer questions, and to monitor and support improvement
- Range of data used at different levels of the system:
 - client level, service level, organizational & population level



Experience Based Design is about designing better experiences...



Counting what Counts

For Want of a Nail

For want of a nail  the shoe  was lost,

For want of a shoe  the horse  was lost,

For want of a horse  the rider  was lost,

For want of a rider  the battle  was lost,

For want of a battle  the kingdom  was lost,

And all for the want of a horseshoe nail 

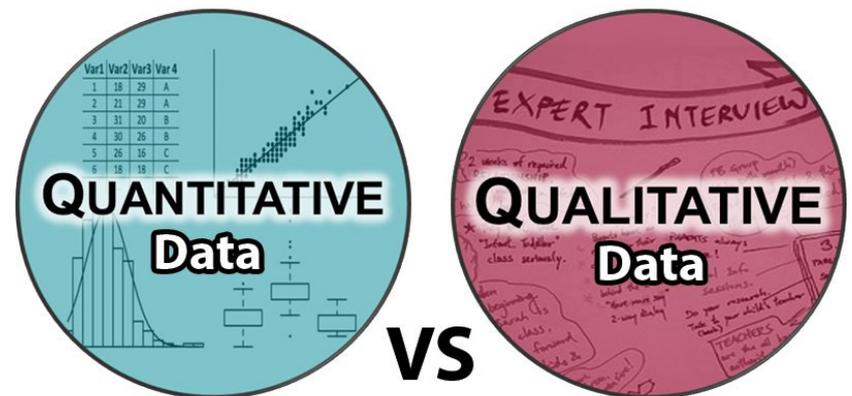
More than just numbers....

Quantitative: quantity, amount, range

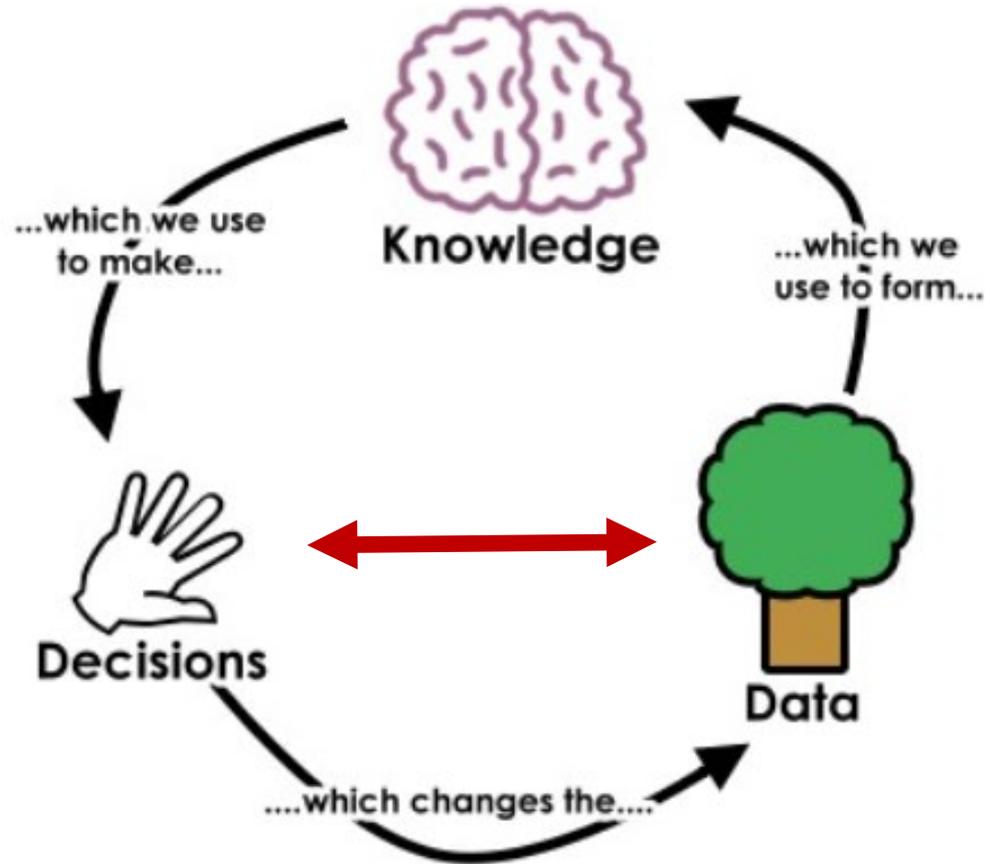
- E.g. Wait times, OPOC results

Qualitative: voices of interest group

- E.g. Surveys, focus groups, interviews



Link between Data & Decisions



Start with what you already know!

What do you already collect?

- ✓ Ontario Perception Of Care (OPOC)
- ✓ Employee Engagement/Satisfaction
- ✓ MIS / Common Data Set (CDS) i.e. wait times, contacts
- ✓ Client Record, OCAN– other data, what reports can you access
- ✓ Health and Safety i.e. incidents reported, evacuation drills
- ✓ HR – sick time, turn over, training
- ✓ Other



Family of Measures

Outcomes Measures

- ✓ Where are we ultimately trying to go?
- ✓ Are your changes leading to improvement
- ✓ Measures of the client or customer
- ✓ Typically represents “the client voice”

Process Measures

- ✓ Are we doing the right things to get to the outcome?
- ✓ Measures of the workings of the system
- ✓ Are we doing the right steps – are our changes working?

Balancing Measures

- ✓ Are the changes we are making to one part of the system causing unexpected changes in other parts of the system? (i.e. increased workload for staff?)
- ✓ Measures of other parts of the system

Outcome Measures / [Big Dots]

- Answer “so what?” (Why are we delivering the service?)
- Voice of the Client; what tax payers care about
- Some will be organization-specific (*within the control of a single organization*); others will be cross-sector (*contributed to by more than one sector*)

Example:

Organization-specific:

- **Timely:** Wait time from referral to first date of service
- **Client-centred:** Clients who “Strongly Agree” that they had a good overall experience

Cross-sector:

- **Effective:** Repeat visits to the Emergency Department
- **Timely:** Access to supportive housing



What is a Process Measure?

(And When are these Defined?)

Provide information about the extent to which a practice/ intervention has been implemented (*voice of the process*). *HINT: change idea measures*

Example 1:

- **Outcome Measure:** Average cleanliness score
 - **Change Idea:** Standard checklist for cleaning a building
- **Process Measure:**
 - # of clients who rate the building cleanliness as high or very good.

Example 2:

- **Outcome Measure:** Wait time from referral to first date of service
 - **Change Idea:** Centralize intake process for referrals across programs
- **Process Measure:**
 - % of referrals that go through centralized intake

Examples of Outcome and Process Measures

Outcome Measures



Weight lost



#of clients who agree or strongly agree they were involved in their treatment plan...

Process Measures

- # Calories per day
- Minutes of exercise per week

Clients who have a copy of their treatment plan in their own handwriting
of treatment plans in charts signed by clients

What is a Balancing Measure?

Measure unintended consequences that could result from implementing the idea(s) for change.

Example 1:

Outcome Measure: # critical incidents resulting in harm

Idea for Change: Interventions to decrease medication errors

Balancing Measure: # of incident reports for errors resulting in harm



Example 2:

Outcome Measure: Overall client experience

Idea for Change: Proactive Case Manager contacts to determine if there is anything they can help with

Balancing Measure: Increase in staff workload

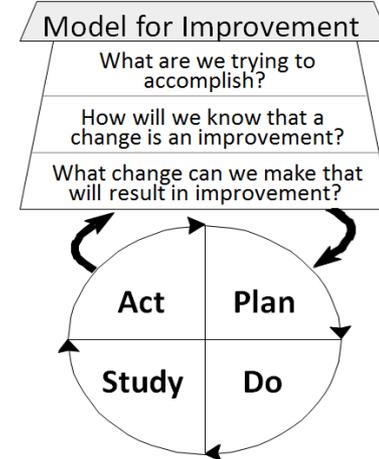
How Measures Align with QIP

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What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?





Target Setting

Why do we need a target for Improvement?

When you are planning to improve performance in an area it is important to have information on:

- Your current performance – **baseline**
- What **direction** you are trying to go – that is, what direction is an improvement? Targets should always guide you towards ***improvement***
- What would reflect high quality care (**aspirational**) balanced with what can be done (**achievable**)

Identifying targets

Targets can be identified using a few different approaches:

- Benchmark
- Provincial Average
- Peer Performance
- Literature, evidence based (standards)
- Planned change in performance using an absolute or relative value as the guide

Join us for Chapter 3 to learn more ...

OPOC Live Demo

Featuring ... **Chris Sullivan**
Implementation Specialist
Provincial System Support Program
Centre for Addiction and Mental Health (CAMH)

Keys to Success When Getting Started

- Be curious
- Ask questions: to the board, senior leaders, manager, service delivery team, clients/tenants and stakeholders - about the strengths and area for improvement for the agency
- Use data for decision making: look at all the available data – what are your sources?, check out the complaints and compliments
- Remember everything that counts can't be counted – look at qualitative data
- Involve clients/tenants – what data is important to them

Coming Soon!

Chapter 3: Measurement Session Two- Data Collection; fingers and toes are not enough

Objectives:

- Know how to create a measurement plan
- Understand how to complete measurement operational definitions
 - numerator and dominator
- Know how to record measures on the QIP template
- Understand how to graphically display and interpret data
- Know the pitfalls around data collection and analysis
- Discuss keys to success

Nov 13, 2020 11:00 AM-noon in Eastern Time (US and Canada)

[Registration](#)



Questions



Resources



<http://www.ihl.org/education/IHIOpenSchool/resources/Pages/AudioandVideo/Whiteboard15.aspx>

<http://www.hqontario.ca/Portals/0/documents/system-performance/benchmark-setting-ltc-indicators-feb-2017-en.pdf>

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Quick QI Webinars & Newsletter



E-QIP NEWS

Excellence through Quality Improvement Project

Message from Debbie and Naushaba

We are amidst unprecedented times with competing priorities which may seem in opposition. On one hand, keeping clients/tenants, team members, and your families' safe, balanced against providing the services that your clients/tenants need during the pandemic. The problem solving and ultimately cycles of plan, do, study, act (PDSA) are happening over minutes versus the usual slower, contemplative speed. Creative approaches (change ideas) are being implemented rapidly and altered as you gather data and input from team members and clients/tenants about what is working and as new information is shared by health authorities. Many of you are finding a balance between keeping your clients/tenants, team, and own families safe while providing services in new and modified ways. At E-QIP, we have started a hashtag [#QIOnTheFly](#), to capture the ways in which you are modifying your service delivery during COVID-19. Please share with us stories about adjustments you are making and what you are learning; E-QIP remains available to you as a conduit to share your great ideas through twitter -using our hashtag [#QIOnTheFly](#), or through an email or telephone call. We are beginning to share your innovations on our new website www.e-qip.ca and as well as future communiques and webinars.

E-QIP's Quick QI webinar series now available online!

- For refreshing knowledge on the *Model for Improvement*
- A series of 9 webinars which are 20-30 minutes each
- Based on our coach's first-hand experiences and case studies

Join our mailing list to stay informed of future webinars and training events:

<http://eepurl.com/b1A5EX>



Help us Evaluate our Event!

Please take a few minutes to help us evaluate today's event and let us know what future topics you would be interested in!

[Link to Survey](#)



