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Ontario



Ontario Health  
Quality

camh

# Quality Improvement Plan (QIP) Journey Web Series: Chapter 7 **The Magic QIP Tricks and Tips**

March 4, 2021



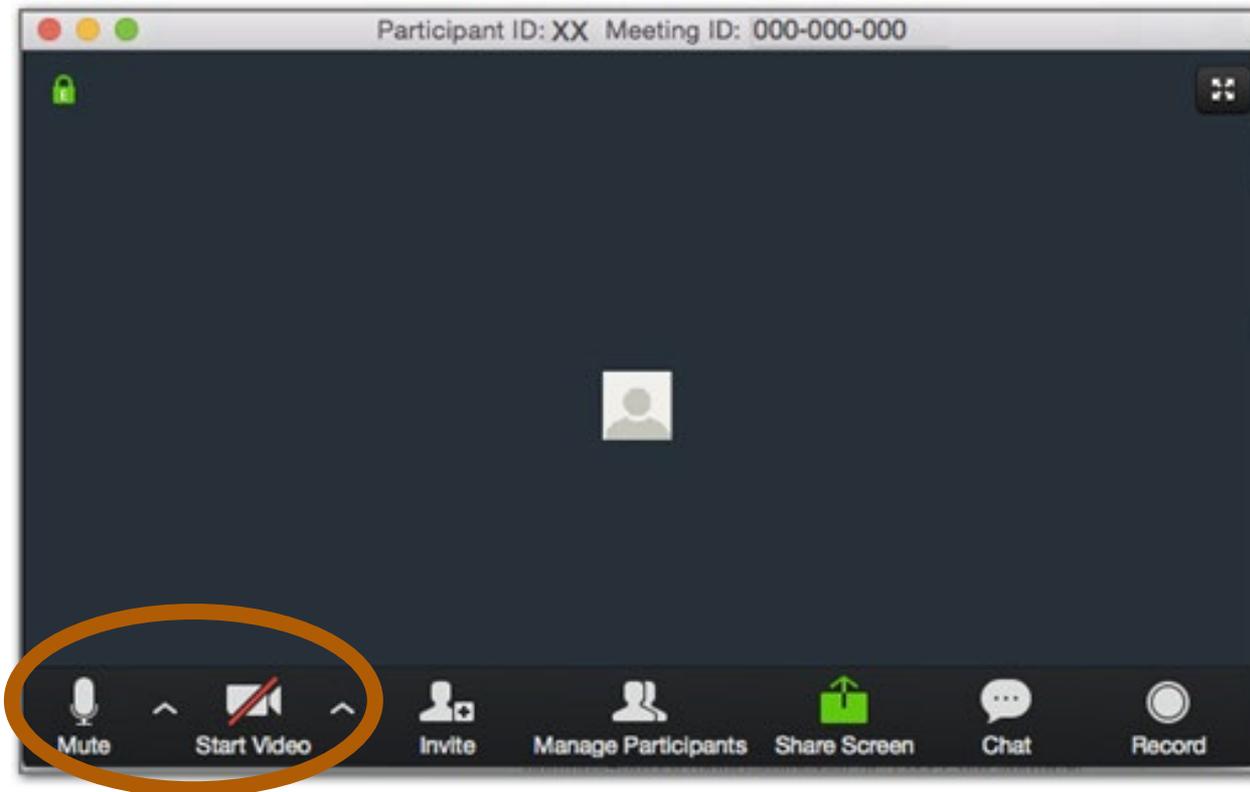
e-QiP

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



# Using Zoom Together!

## Audio and Visual Controls



# Using Zoom Together!

During the session if you wish to ask a question please use the chat function located at the right side of the toolbar



# Learning Objectives



## Objectives:

- Understand the importance of QI team meetings
- Know how to chair an effective QI meeting
- Know how to regularly engage executive sponsors and senior leadership in your QI journey
- Know how to anticipate and manage change resistance – resiliency
- 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

## Let's Recap.... Chapter One to Chapter Six

- Start with what you know; look for what stands out
- Use the quality domains, others and your Strategic Directions and Operational Goals to guide you through the process, **You are not alone!**
- Use data for decision making, look at all the available data, **Remember everything that counts can't always be counted** – look at qualitative data
- Create a measurement plan and record on the QIP template, **Recognize pitfalls around data collection and analysis - think of your data overtime vs a point in time**
- Understand the difference between activity and change ideas, **Use PDSA cycles to test rapid tests of change**
- **Ask “why” and “how” when building out your Driver Diagram**, Resist the temptation to jump to change ideas too soon.
- **Consider impact and effort** but don't discard ideas based on that alone
- You will have less time than you think you have and your **change ideas will be more complex than you think they are**
- **Don't make people say "that is an odd little change idea" Tell your QI story**
- **Wear rose coloured glasses – be optimistic about what you can achieve – tell a good news story**
- **Tell people given who you are and what you know, where are you going to go**

# Introducing today's Panelists



Alice Strachan  
Quality Specialist, Ontario  
Health, Clinical Institutes and  
Quality Programs



Melanie McGregor  
E-QIP QI Coach  
CMHA, Ontario Division

Laura Daly-Trottier  
E-QIP QI Coach  
CMHA, Ontario Division





*Justin Willman's*

SOCIAL DISTANCING  
**MAGICIAN  
STARTER KIT**



**PERFORM 10 AMAZING QIP TIPS & TRICKS  
WITHOUT LEAVING YOUR HOME OFFICE!**

PROCEEDS BENEFIT COVID-19 RELIEF CHARITIES

Understand the  
importance of QI Team  
meetings

# For your first trick...watch out for the illusion of needing a meeting

- Have you and others had time to reflect on and consider new information or next steps?
- Do you need to have discussion rather than simply provide information?
- Is real-time team input/discussion needed to make a decision or progress?

**If the answer is no, consider giving time to reflect or sharing info via email other methods rather than having a meeting.**



**Consider making part of your meeting float away – sometimes, shorter meetings or brief "huddles" can keep energy and focus better than longer meetings**



# How to chair an effective QI meeting

- Your role as Chair is "The Magician" - you make things happen, but you can't do it without volunteers from the audience – YOU DON'T DO ALL THE WORK! - the magic comes from collaboration
- Have and share an agenda ahead of time - be flexible and make agenda items disappear to future meetings if others are more pressing
- Circulate materials ahead of the meeting to be read in advance and PRESTO! You save time and make meetings more efficient



**"A motion has been made and seconded that this be one of those meetings where nothing actually gets done."**

# How to chair an effective QI meeting



- Keep your Aim, theory, and plan top of mind to stay in scope – pull your Project Charter out of your hat when needed
- BE EXCITED! Even if it's sometimes an illusion. **If you aren't excited and engaged, why would anyone else be?**

# How to chair an effective QI meeting

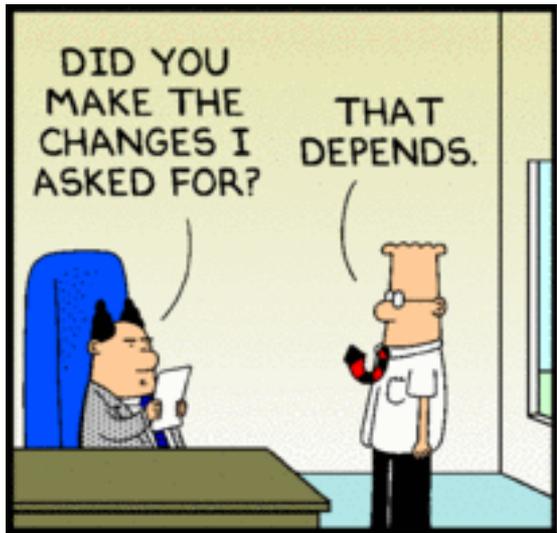
**Your magic wand in meetings?**



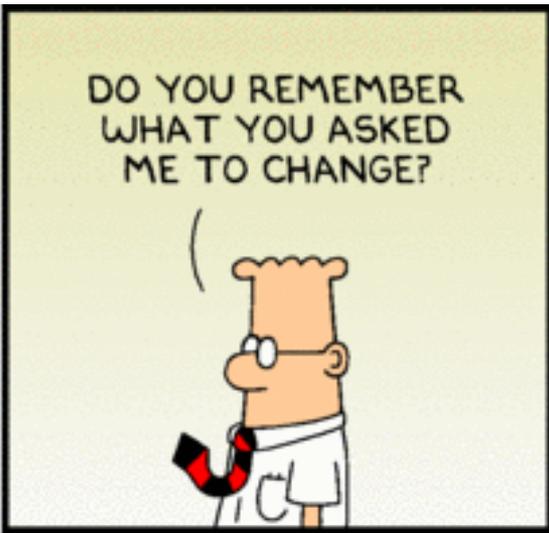
## **QUESTIONS!!**

They can get people involved, include everyone, generate ideas, bring new angles, stretch thinking.

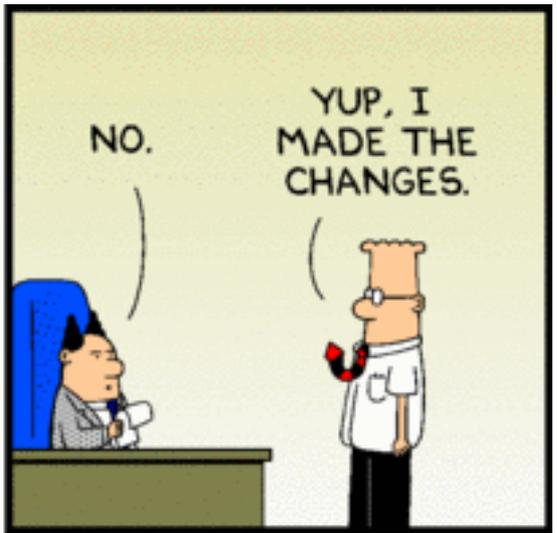
- "Can you help me understand...?"
- "What might happen if...?"
- "I'm wondering about...what do you think?"
- "What might our clients think about this?"
- "Can you say more about that?"



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scottadams@aol.com



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The Greatest  
Contributor to  
Successful Change  
is.....



# Active and Visible Executive Sponsorship



# Role of Executive Sponsor

- Provide **guidance** to the QI Team Lead
- **Champion** the project, including advocating for support from other departments/programs
- Ensure resource capacity, secure funding, and communicate the **priority** of the improvement within the organization
- Act as an escalation point and help to **resolve** issues beyond the Team Lead
- Serve as a primary point of **contact** for stakeholders
- Bridge gaps, **remove barriers**

## Do's and don'ts for navigating the executive sponsor (ES) partnership

### Do



#### **Set expectations with sponsors.**

Outline (in writing) both the ES and PM roles and responsibilities.

---



#### **Create a communication plan.**

Keep the ES informed using their preferred communication style and method.

---

### Don't



#### **Assume the sponsor understands what to do.**

Being given the role of ES doesn't mean they automatically know what's involved in sponsoring projects.

---



#### **Think every sponsor will communicate the same way.**

Everyone has a different communication style. Figure out their preferred style and shift your approach to fit them.

---

## Do's and don'ts for navigating the executive sponsor (ES) partnership

### Do



#### Identify the type of ES you're working with.

Build trust by working with them to turn their quirks into assets that can help the project.



#### Conduct periodic "health checks."

If you're not getting adequate support, confirm the project is still a priority, and try to transfer non-critical items.

### Don't



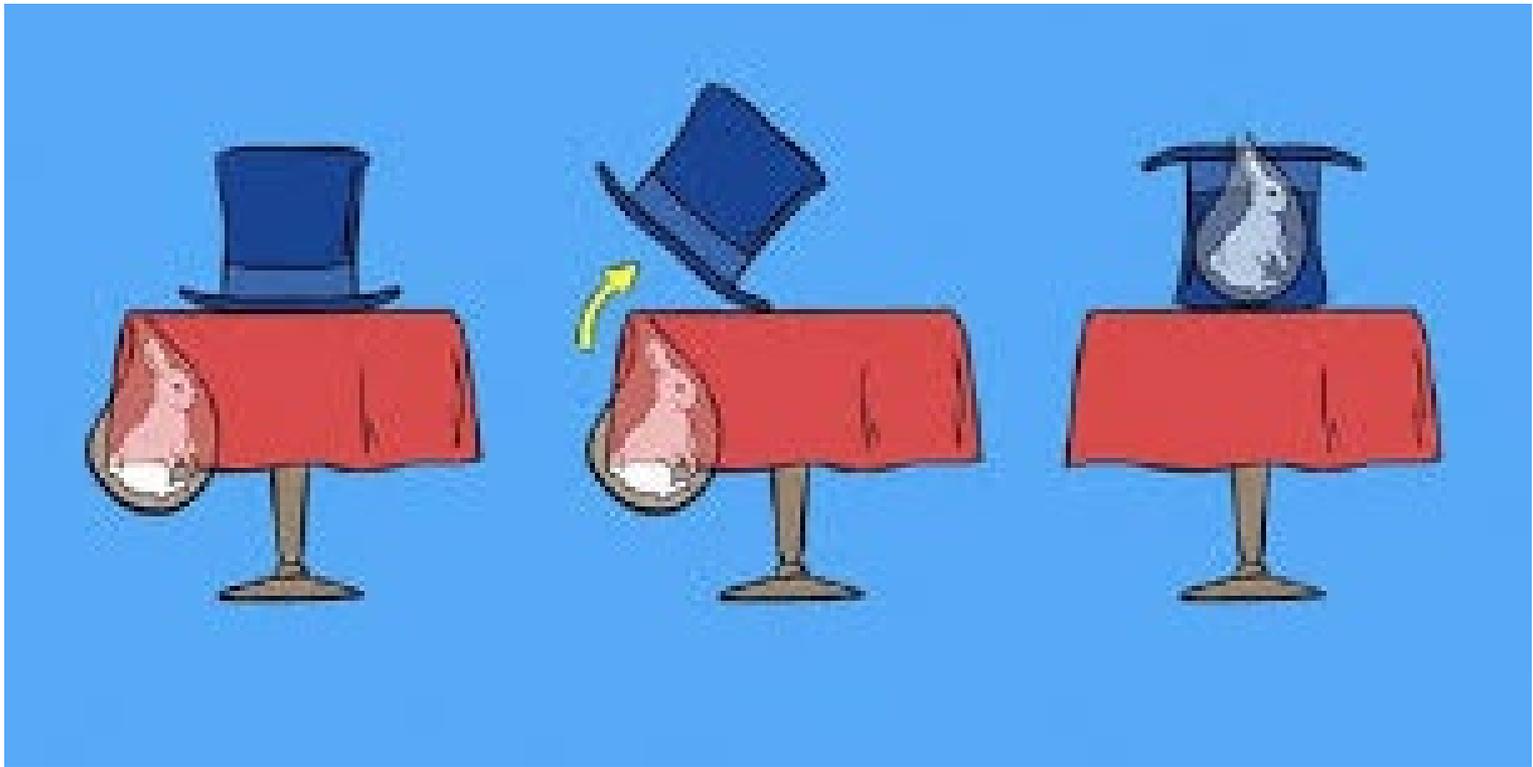
#### Be discouraged if your ES isn't ideally engaged.

Learn how to work with different personality types and social styles by figuring out what motivates them.



#### Wait for the project to stall before seeking help.

If an urgent issue arises and the sponsor does not respond, escalate the issue to address the lack of response.



4(Not so secret) Magic Tricks for Engaging Leadership Revealed....



# Leadership Engagement - Magic Trick #1

.....*project prioritization matters*



# Leadership Engagement Magic Trick #2

*Don't store your problems for the future*



# Leadership Engagement - Magic Trick #3

*Maintain Focus on Improved Client Outcomes*



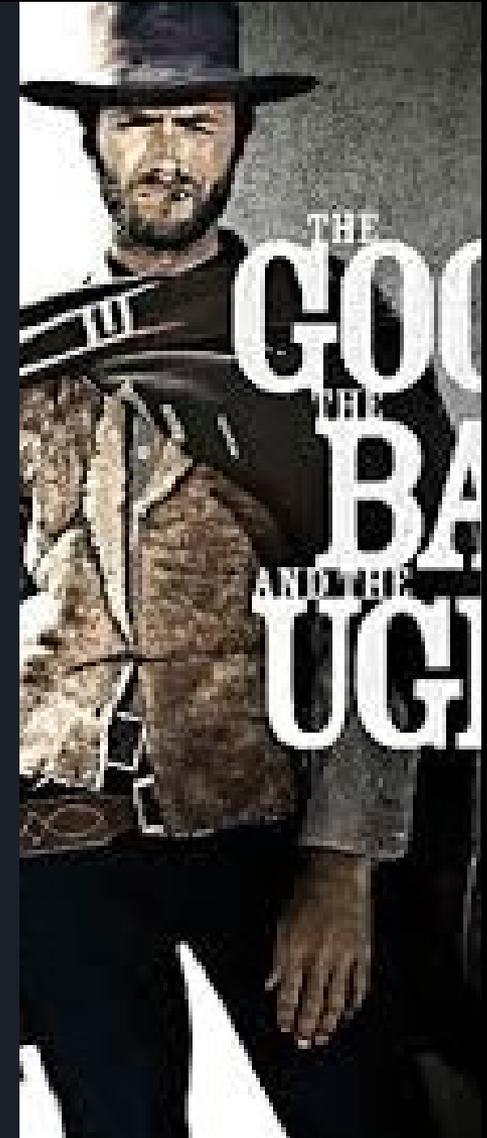
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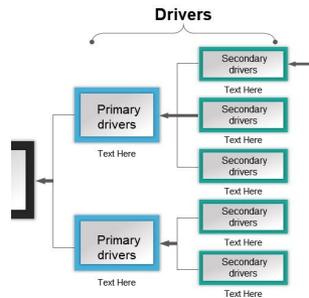
## Leadership Engagement - Magic Trick #4

- *Concise and Clear  
Communication*



# Tools for Communicating with Executive Sponsors, Leadership and Board

Diagram Plan PowerPoint



is slide is 100% editable. Adapt it to your needs and capture your audi

Insert Project Title Here

<b>Aim</b>	<b>Graphs of Measures</b>	<b>Barriers</b>
Aim:		
Why is this important?:		<b>Assistance Required from Executive Sponsor</b>
<b>Changes – Developmental (D), tested (T), implemented (I)</b>		<b>Next Key Steps for the Project</b>
What is in the development (D), testing (T), or implementation (I) stage?		
	<b>Team Members</b>	

Title:	Start Date:	Target End Date:
Teams:	Resources Required:	
Executive Sponsor:		
Team Lead:		
Process Owner:		
Improvement Advisor:	Scope/Boundaries:	
Team Members:		
What are we trying to accomplish?		
Problem Statement:	Aim Statement:	
How will we know that a change is an improvement?		
Measures:	Outcome:	Balancing:
What changes can we make that will result in an improvement?		
Root Causes of Problem:	Change Ideas:	Process Measures:
Key Milestones & Timeline:	Barriers and Mitigation Strategies:	
Signatures:		
Executive Sponsor:		
Process Owner/Project Lead:		



EQIP Advanced CoP QIP Narrative for submission to the CoP Thursday April 1st, 2021

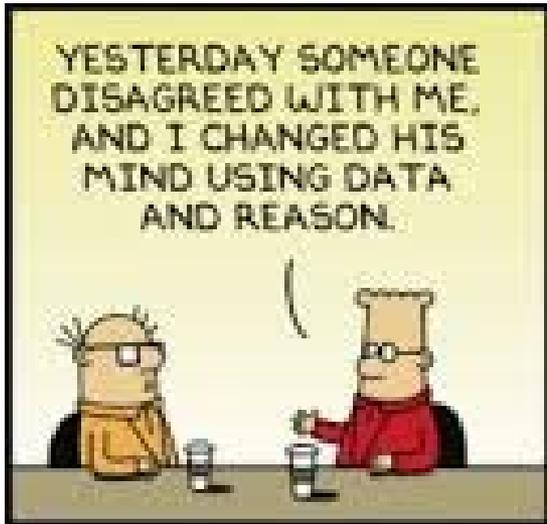
coming fiscal year (2021/22), what do you hope to achieve by following your Quality Improvement Plan?

ous quality improvement projects, what lessons learned will help your organization achieve these overarching goals?

g what is the purpose of the narrative?The narrative provides an opportunity to express how you plan to improve the quality of care you provide. It sets the stage for your narrative, please answer the questions above as they relate to your work on a few quality issues. As the executive summary of your QIP, the narrative should be shared with all clients, as you may choose to share. Use the narrative to engage patients/clients/residents in quality improvement planning or as a platform for quality improvement. The narrative resonates with those you may choose to involve and provides enough detail for them to understand the upcoming QIP

Wednesday April 1st, 2020

Being	Unit of Measurement	Population of Focus (Which services)	Data source (Where are you getting your data from?)	Reporting period	Current Performance (Baseline numbers)	Target performance (Desired state)	Target justification (How did you set the target?)	Priority
								2
								1
								2



COURTESY: @SCOTTADRIAN@VIX

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# It's all just an illusion

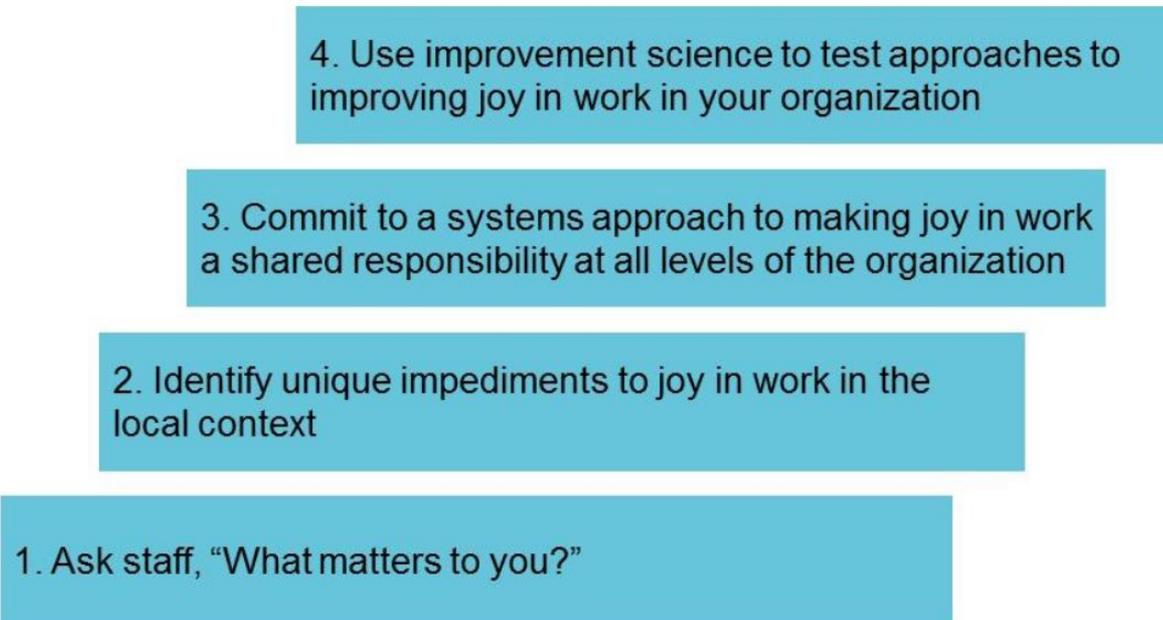


# Joy in Work ~ The Quadruple Aim

**We cannot achieve the Triple Aim  
or sustainable improvement  
without focusing on the  
wellbeing of the  
healthcare workforce**

# Improving Joy in Work

**Figure 1. Four Steps for Leaders**

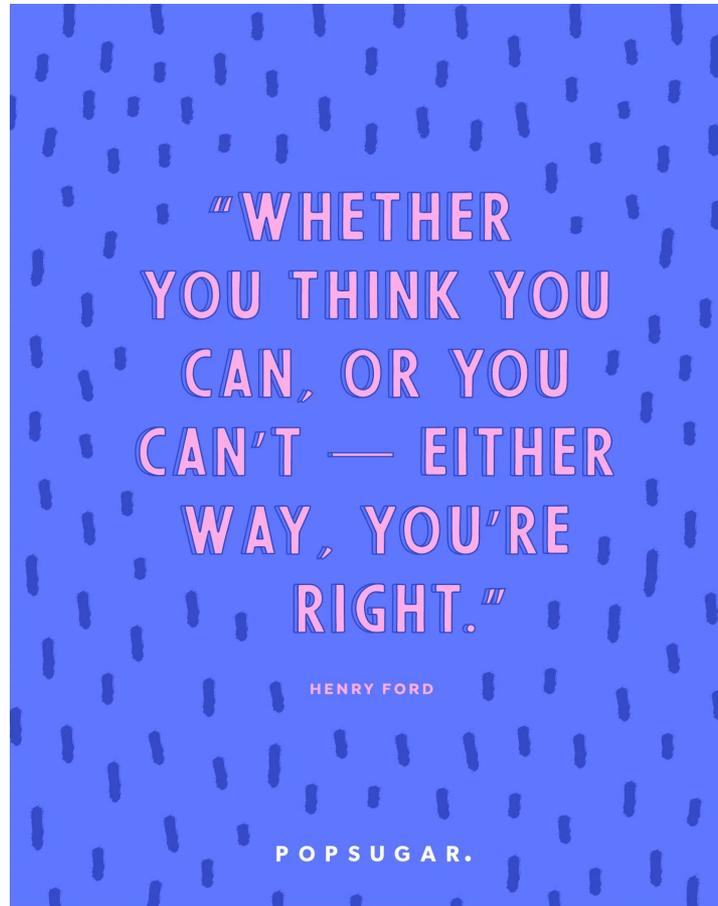


## Avoiding Thinking Traps



We take shortcuts to handle sensory overload we experience and then we make mistakes in interpretation/perception

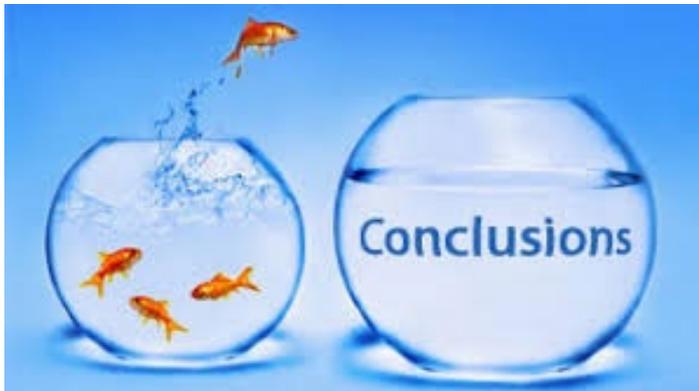
# Mind over matter



# Jumping to conclusions – walking the tightrope

Without data we ASSUME that things are negative

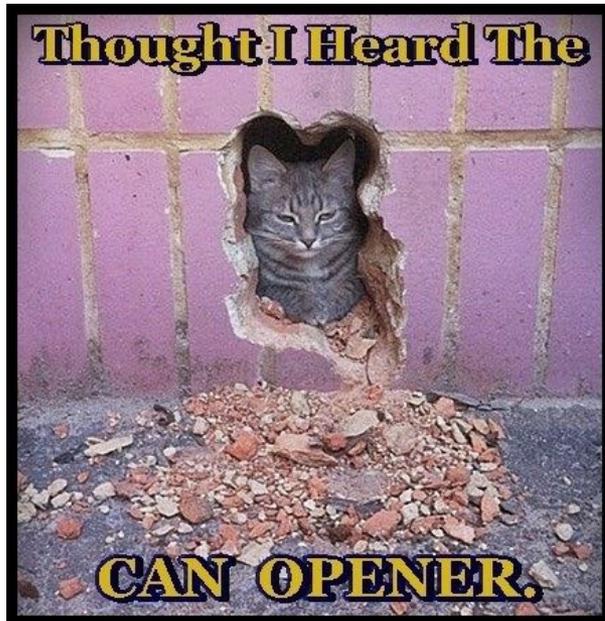
- Do we do this more often in certain situations, with certain people?
- Not saying you should ignore your gut but most intuitions don't require immediate action and would benefit from gathering additional information
- Need to test our assumptions, consider past experience, gather data



# Tunnel Vision- Look deeply into my eyes

Can't process everything that is going on

- Sample things in front of us and we are selective samplers
- Only see the negative aspects of a situation
- Most often directed to negative outcomes since being seeing positive outcomes does not elicit that same survival response
- Dissonance between what we believe and what we see



## Personalizing

Reflex tendency to attribute problems to one's own doing

- There is an adaptive piece to this in that we may get caught thinking that if we take the blame then we can fix it
- What makes a difference is whether or not we do try to fix, or we passively give up
- May also be an issue if you only blame yourself and don't consider other contributors
- Also, important that you believe that your contribution to the problem is changeable

**THINK YOU  
YOU CAN'T  
BE FOOLED?**

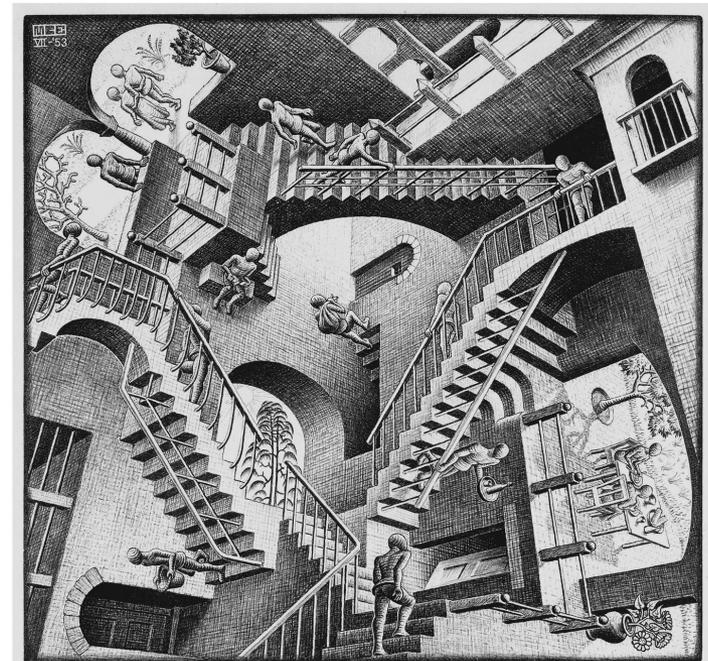
**You just were!**

**Read it again.**

# Overgeneralizing

Always and everything explanations

- The beliefs that this causes drives future behaviours
- Can be a self-fulfilling prophecy
- Tend to attribute the causes of problems to other people's character rather than to their behaviour i.e. they are lazy versus they were late with a report



# Poll – which one do you default to most often

## Thinking traps

- Jumping to conclusions
- Tunnel vision
- Personalizing
- Overgeneralizing



# So what

- Identify where you go when you are not feeling your most confident
- Identify one thing you will do to try and bring yourself back out of that trap



# 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 your data sources, check out the complaints and compliments – think of your data over time vs a point in time
- Remember everything that counts can't be counted – look at qualitative data
- Be sure everyone defines the data being collected in the same way
- Consider stubby pencil data collection
- In QI we are interested in good enough data
- Use data for light not heat – it is about learning
- Don't let perfection be the enemy of improvement
- Involve clients/tenants – what improvement is important to them
- Targets for improvement should be both aspirational and achievable



# Keys to Success continued

- Use data you already have or can easily collect that reflects what you are trying to measure. Think about your audience when presenting data
- Think “oneness”. Don’t boil the ocean
- Resist the temptation to jump to change ideas too soon. Understand root cause first
- Process Measures drive Outcome Measures and can only be defined once change ideas are generated
- Ask “why” and “how” when building out your Driver Diagram
- You may not always have secondary drivers and you may have the added layer of tertiary drivers
- Think small – scale down your ideas by at least one
- Consider impact and effort but don’t discard ideas based on that alone
- The workplan should tell someone else what you are trying to achieve and how you will do it
- You will have less time than you think you have and your change ideas will be more complex than you think they are
- Run charts can tell as story about your data
- Change can be noticed in run charts using the Run Chart Rules



# Keys to Success continued

- Keep it simple and consider your audience, avoid jargon and by using terms that are familiar.
- Be clear; write like your audience is a curious friend, then read it aloud and ask for feedback.
- Don't make people guess. Tell them who you are and what you are going to try to do
- Share photos, data graphs, etc
- The Narrative is a great place to reflect on your past QI experiences and how that will affect your new QI plan
- We all get shaken and set back on our heels, recognizing what you tend to do when this happens is #1 and figuring how to bring yourself back is #2
- Having active and visible leaders who provide guidance, remove barriers and be a champion for the QI activities.
- Concise and clear communication- use a variety of tools and methods to communicate with leadership about progress, next steps and required support, especially when QI gets hard!
- Watch out for the illusion of needing a meeting
- Shorter meetings or 'huddles' keeps the energy and focus better than a longer meeting
- Ask open ended questions

# Resources



[E-QIP Website](#)

# Questions?

# Upcoming Training Opportunities!

## Strategic and Data-driven Governance for Organizational and Regional Quality

**Who Should Attend:** Senior Leaders, Board Chairs, & Chairs of Quality Committees of Community-based Mental Health and Addictions Agencies

**Why Attend:**

**For Board Volunteers:**

- The roles and expectations of Board members in relation to organizational quality are significant and cannot be delegated to management; and,
- Expectations of Board members continue to increase with changes in provincial strategy, enhancements to accreditation standards, and implementation of Ontario Health Teams and other shared governance arrangements.

**For Senior Leaders:**

- The partnership between Senior Leaders and Board Members is critical to successful governance of organizational quality.
- Senior Leaders play a key role in reinforcing the respective roles of Board and Management, and in creating the building blocks necessary for Board members to effectively oversee quality.

**Timing:** The session will be offered on three dates to provide multiple opportunities to join:

- Friday, March 19<sup>th</sup> from 10am – 12pm
- Tuesday, March 23<sup>rd</sup> from 5:30pm-7:30pm
- Thursday March 25<sup>th</sup> from 12pm - 2pm

[CLICK HERE TO REGISTER](#)

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**The workshop will answer the following questions:**

- What do we mean by “Quality”?
- What are the roles and responsibilities of Senior Leaders and Boards in guiding and supporting high performance on organizational and regional goals for quality?
- How can data be used to establish priorities, monitor progress, drive decision-making, and support accountability?
- What mechanisms and tools can Senior Leaders and Boards use to guide and monitor progress service delivery priorities and outcomes?



# **BONUS CHAPTER! The Dish ran away with the Run Chart (Run Charts)**

**March 11<sup>th</sup>, 2021 at 1:00 p.m.**

In this chapter, participants will:

- Understand the different types of variation and their relationship to improvement
- Understand why Run Charts are useful in quality improvement
- Learn how to create and interpret Run Charts using the Run Chart Rules
- Understand how to tell the story of a Run Chart (annotation, terminology, etc.)
- Discuss keys to success

**[CLICK HERE TO REGISTER!](#)**





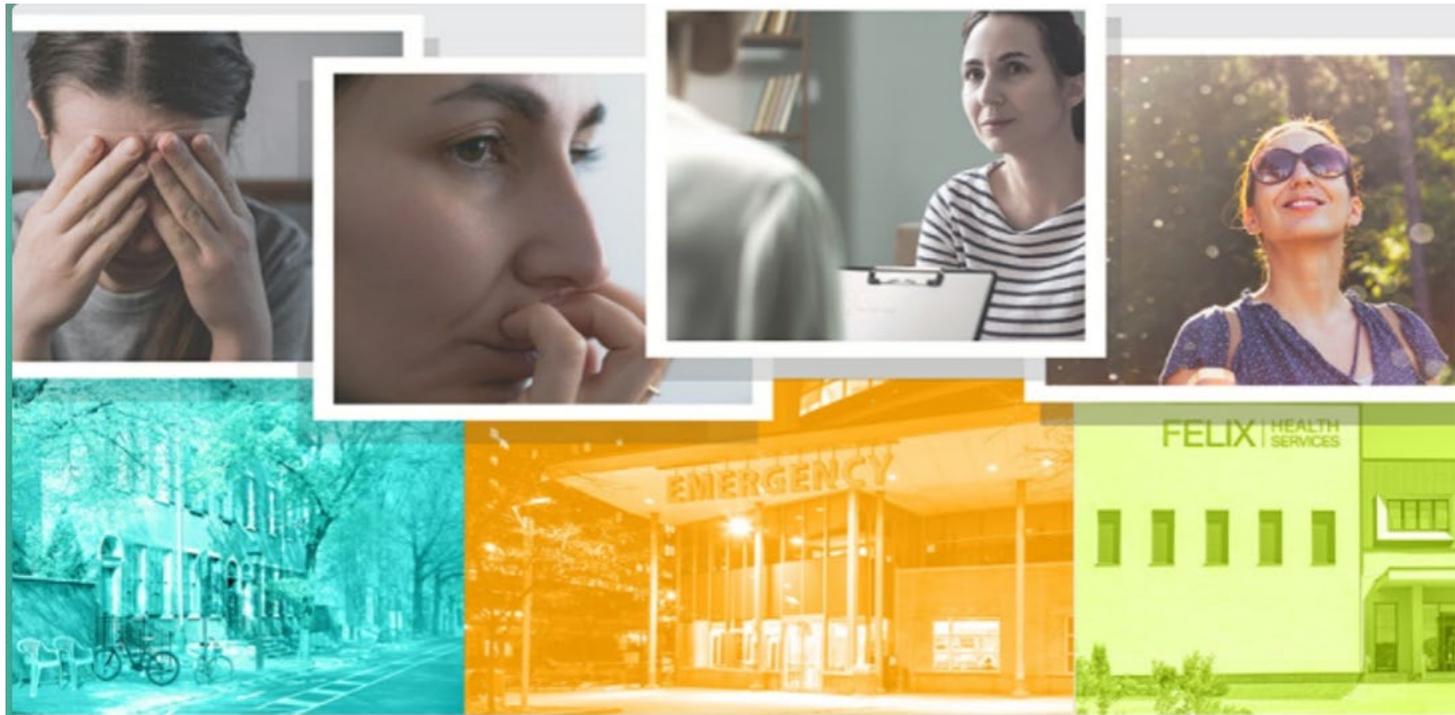
**QI INNOVATIONS**  
**UNDERSTAND**  
**PIVOT**  
**CHANGE**  
**2021 VIRTUAL CONFERENCE**

**Registration link**

<https://e-qip.ca/eqipconf2021/>



# Foundations to QI (IDEAS) e-Learning Course!



[CLICK HERE TO REGISTER!](#)

# Visit E-QIP's Website!



Visit us at [www.e-qip.ca](http://www.e-qip.ca)

Stay connected to the  
**E-QIP Community of Practice** on

The Quorum logo consists of a stylized '@' symbol followed by the word 'Quorum' in a blue, sans-serif font.



**JOIN TODAY!**



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Don't forget to click the **SUBSCRIBE TO UPDATES** button in the group to get notified when there's new activity!

# 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](http://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](#)



