

# Quality Improvement as a Value Strategy

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TXACC Statewide Charitable  
Clinics Conference

April 28, 2017

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Community Health Solutions

# About Community Health Solutions

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- At Community Health Solutions our mission is to equip people for excellence in health improvement.
- We pursue our mission by providing strategy and practice support for organizations engaged in improving community health, and we specialize in working with safety net providers.
- Our signature solution is Action Learning, a powerful strategy for solving organizational challenges and developing team talent.

# Case Example 1

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- The clinic that was working on getting discharge summaries and lists of patients from the local hospital.

# Case Example 2

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- The practice that tried to have one person manage PCMH development

# What does QI mean to you?

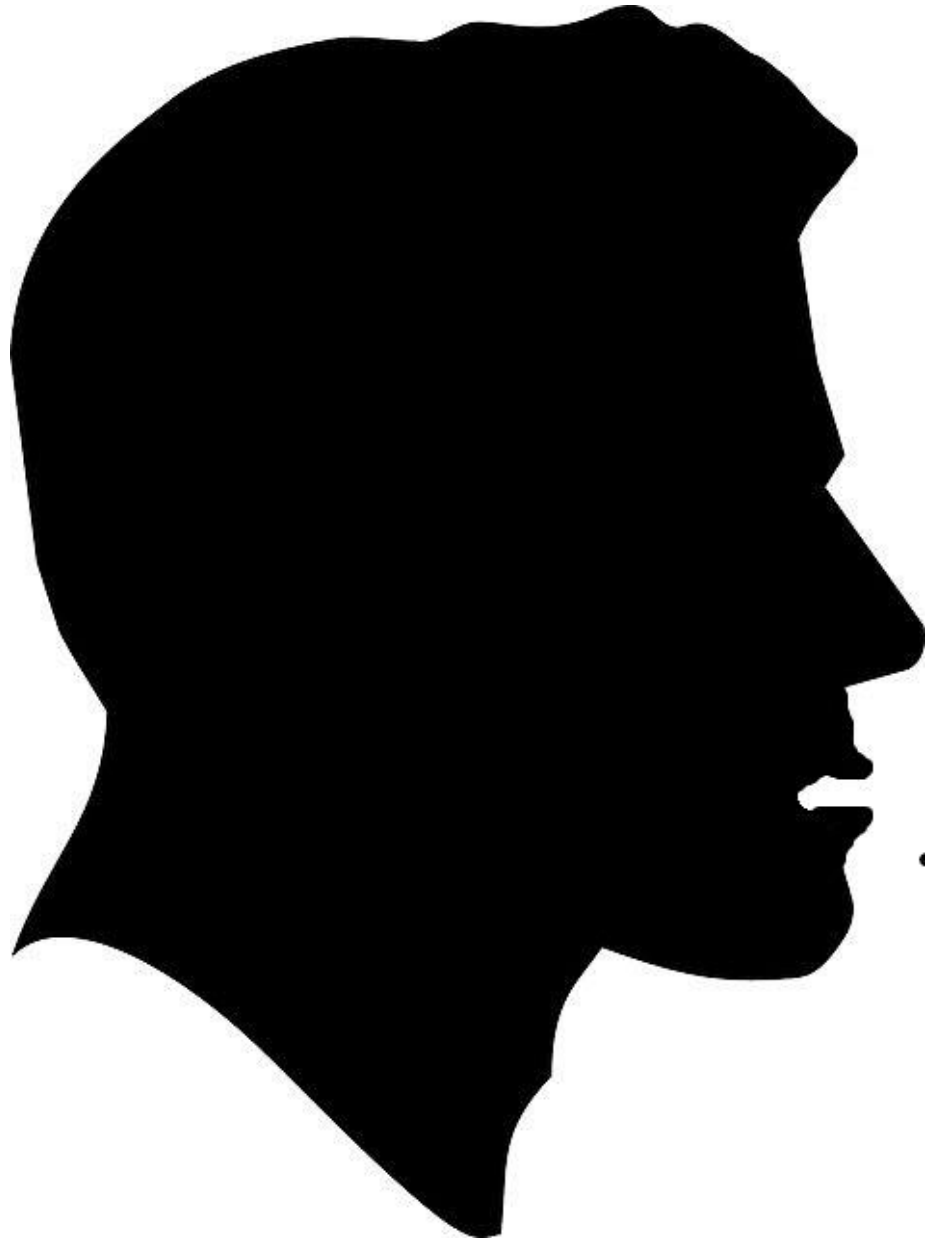
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Is it...

- Something you are required to do
- One more thing to do during the day
- Another set of measures that no one will use
- Reporting for the sake of having the data
- Another struggle with the EHR

Or something more...





**What's in it for  
me?**

**Will I have to  
do more work?**

**What's in it for  
me?**

# What if instead...

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We think of quality improvement as a way to:

- Advance your mission
- Serve your patients
- Work better as a team
- Change the status quo
- Demonstrate value

**~~Pulling data  
on measures,  
then putting  
the report in  
a dusty  
drawer~~**





# Re-Framing Questions

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- How do we set our priorities, based on what is important for our patients not based on what we are told or what is easy?
- Where do we want to improve as a team?
- Where do we see the needs in terms of our patients?
- Where do we see the needs internally?
- Who do we want to demonstrate our value to?

# Use Action Learning Principles

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- *Action learning* is a team-based approach for solving challenges and developing talent. Action learning can help you:
  - Solve challenges through focused action
  - Develop individual and team talent through experiential learning
  - Spread knowledge gained across the organization
  - Contribute to development of a continuously learning organization that is capable of rapidly responding to opportunities and challenges

# Use Action Learning Principles

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- *Action learning* is a good fit for Quality Improvement because:
  - QI is a team sport
  - QI requires continuous learning and action
  - QI must be sustained by a team of people over time
  - There is more collective know-how and energy in the team than in any single person

# Use Action Learning Principles

**Action Learning is a culture and a process in which we:**

1. Commit to achieving a defined objective
2. View ourselves as learners
3. View others as teachers
4. Ask for help when we need it
5. Practice mindful listening
6. Use questions more than directives
7. Welcome questions as opportunities
8. Value insight more than position
9. Let the best ideas win
10. Stay focused and efficient

# Apply Action Learning Principles to QI

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- What are your value priorities/aims?
- How do the quality measures and quality improvement strategies reinforce or support those priorities?
  
- Triple-Win Quality Measures
  - Important to patients
  - Important to clinicians
  - Important to other value stakeholders

Use those measures to drive improvement

# Worksheet Activity

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## Ten Questions for Defining Quality Improvement as a Value Strategy

- Ask these questions each time you consider undertaking a quality initiative.
- Here we define a quality initiative as any quality study or measure that is in place or under consideration by the organization.
- By applying these questions consistently over time, you can assure that your quality improvement strategy adds real value to your patients and your organization.

**Let's Each Try One!**

# What Did You Learn?

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- What QI initiative did you choose?
- Is the QI initiative adding value to your organization?
- If not, where do you feel like it could be better aligned?

# Practical Next Steps

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- Do you know the full scope of measures you are already reporting?
  - Grant funders
  - Board members
  - Leadership
  - Internal QI
- How about time periods that they need to be reported (when are they due and what time period(s) for the measure)?
- Let's find some efficiencies. Consider making a list or a spreadsheet.



# Celebrate the Action and the Learning

- Celebrate victories large and small
- Recognize people for their contributions
- Periodically share what you are learning:
  - About QI
  - About the organization
  - About teamwork
  - About yourselves
- Turn learning into momentum for meeting the next challenge
- Remember – learning organizations win!



# Questions?



# Contact

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