Using QAPI to Improve Care: Making it Work

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Module 1: QAPI: Process of Change

Objectives:

- Identify who needs to be involved in order to make changes.
- Identify how to make and implement a positive culture of change.
- List the steps necessary to be ready for change.
- Identify how to create and sustain changes

What facility do you work in?

- A) Aurora Medical Group
- B) DaVita/Total Renal Care
- C) DVA Renal Healthcare
- D) Fresenius Medical Care
- E) Gundersen Luthern
- F) Korkor, Adel B
- G) Midwest Dialysis Center
- H) Other

Submit
Clear
If choose other, please type the name of your organization.

What is quality care and why should I care?

Institute Of Medicine

- The degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.
- Safe, Effective, Patient-centered, Timely, Efficient, and Equitable

What is quality care and why should I care?

CMS Definition of Quality Is...

The Right Care for Every Patient Every Time
Improving Through Change

REMEMBER:
All improvement requires change
BUT
Not all change IS improvement!

What is Change?
Change is a departure from an existing process or way of doing something, to a new process or a different way of doing the same thing.

Why Do We Resist Change?
- **Loss of control** - I don’t have enough information...
- **Loss of identity** - We’ve always done it this way...
- **Loss of competence** - I’m afraid I’ll make a mistake...

Ezekiel Oseni, CISA, ACA, CSEP, ACS
Change Management in Process Change
Volume 1, 2007
**Process Change**

- People
- Policy
- Procedure
- Equipment

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**Culture Change**

**Corporate culture**

The total sum of the values, customs, traditions and meanings that make a company unique. Corporate culture is often called "the character of an organization".

The values of a corporate culture influence the ethical standards within a corporation, as well as managerial behavior.

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**Process readiness**

+ **Culture readiness**

= **Change in Outcomes**
What is Change Readiness?

<table>
<thead>
<tr>
<th>Category</th>
<th>10% Ready</th>
<th>50% Ready</th>
<th>90% Ready</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading Change</td>
<td>No one in charge</td>
<td>Leadership clear, commitment clear in some areas</td>
<td>Clear management commitment</td>
</tr>
<tr>
<td>Shared Need</td>
<td>Most happy with status quo</td>
<td>Many think a change is needed</td>
<td>Everyone knows a change is needed</td>
</tr>
<tr>
<td>Vision</td>
<td>What vision?</td>
<td>Some consensus on what is needed, but also some apathy</td>
<td>Everyone knows the necessary outcome</td>
</tr>
<tr>
<td>Mobilizing commitment</td>
<td>A staffer might help someone</td>
<td>Some resources dedicated, more are needed</td>
<td>All needed resources are available</td>
</tr>
<tr>
<td>Monitoring Progress</td>
<td>Everyone has their own opinion</td>
<td>Some things are measured, but staff at times &quot;just feeling&quot;</td>
<td>Clear measures and goals</td>
</tr>
<tr>
<td>Anchoring Change</td>
<td>Why does anything have to be done?</td>
<td>Discussion has begun, but hasn’t finished</td>
<td>Everyone knows what has to be done to embed change</td>
</tr>
</tbody>
</table>


Not Quite Ready....

- What is your improvement project?
- Are you happy with how things are going?
- Vision, what vision?
  - I’m not involved in that, the social worker can talk to you about that.
  - If you ask me, what we should really be doing is...
  - I’m not even sure why we are trying this—where’s the benefit?
- Do you have a clear leader in charge of driving improvement?
- No shared need to change
- Is there a lack of vision for your project?
- All staff are not committed to the project.
- Varying opinions prevent progress
  - Change anchor not in place

Getting there...

- Yea, Deb is leading that, but I’m not sure how’s it going...
- I think we should change, but Bob doesn’t agree...
- I’m starting to see where this is going...
- We’ve been asked to do extra tasks, but I don’t have time...
- Are you collecting data? No, but I know we’re getting better.
- A meeting was scheduled to talk about this
- Is Leadership clear, is commitment widespread?
  - The shared need for change needs to be widespread.
  - There needs to be consensus on the project needs.
  - You have to be willing to dedicate resources, if and when needed.
  - Data is measurable, staff instinct is not.
  - Discussion has begun
We’re Ready...

- Deb is leading, and we improved by 5% this month!
- I’m on board—can’t wait to see our numbers next month.
- We’re aiming for all patients to meet goal.
- I’m so glad I get to play a part in this.
- We improved 5% this month—we’re almost at goal.
- Not sure why we didn’t change before.

- Clear leadership in place.
- The shared need is widespread to all staff.
- All staff know the ultimate goal to achieve.
- All the needed resources are available.
- Clear measures and goals.
- Change is well embedded in practice.

Creating Change

- Evaluate processes
  - People, Policy, Procedure, Equipment
- Determine barriers to change
- Identify ways to overcome barriers
- Seek out best practices
- Create environment of collaboration

From the top down...
- Support Resources

CREATIVE CHANGE

From the ground up...
- Problem identification
- Idea development
End of Module 1

Thank you!

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