

Metrics That Matter

Primary Care Practice Metrics That Matter			
Name of Measure	Definition & Data Owner	Current & Target Values	Action Plan & Process Owner
<i>Patient-Centered Outcome Measures *</i>			
<u>Coronary Artery Disease (CAD)</u>			
Antiplatelet Therapy			
Lipid Profile			
Drug Therapy for Lowering LDL Chol.			
LDL Cholesterol Level			
Beta-Blocker Therapy-Prior MI			
ACE Inhibitor Therapy			
Blood Pressure			
<u>Heart Failure (HF)</u>			
Left Ventricular Function (LVF) Assess.			
Left Ventricular Function (LVF) Testing			
Patient Education			
Beta-Blocker Therapy			
ACE Inhibitor Therapy			
Weight Measurement			
Blood Pressure Screening			
Warfarin Therapy for Pts with Atrial Fib			
<u>Diabetes Mellitus (DM)</u>			
HbA1c Management			
Lipid Measurement			
HbA1c Management Control			
LDL Cholesterol Level			
Blood Pressure Management			
Urine Protein Testing			
Eye Exam Foot Exam			
<u>Preventive Care (PC)</u>			
Influenza Vaccination			
Pneumonia Vaccination			
Blood Pressure Measurement			
Lipid Measurement			
LDL Cholesterol level			
Colorectal Cancer Screening			
Breast Cancer Screening			
Tobacco Use			
Tobacco Cessation			
<u>Hypertension (HTN)</u>			
Blood Pressure Screening			
Blood Pressure Control			
Plan of Care			
* CMS (Center for Medicare and Medicaid Services) American Medical Association (AMA) Physician Consortium for Performance Improvement National Diabetes Quality Improvement Alliance (Alliance) National Committee for Quality Assurance (NCQA)			

X. Improving Your Clinical Microsystem

The Basics

What improvement tools are we currently using? Are there tools available that can help us be more successful in improving patient care and outcomes?

You now have much more information and data than you probably have had about your clinical microsystem in a way you may not have seen before. Once teams have become reflective about **Purpose, Patients, People, Processes, and Patterns**, interest usually turns to making improvements based on the data and information uncovered. This section will provide you with helpful tools and methods to make improvements and move toward becoming a high performing clinical microsystem.

Clinical microsystem improvements should be done with representation of every role in the clinical microsystem staff. Engaging the team members in improvement activities helps to increase the group intelligence of the clinical microsystem, gain early buy-in of need for improvements, and assists execution of the improvements. Outcomes can be improved through process improvements.

Once you have chosen a process to improve, you should use a disciplined process for improvement. The disciplined process includes a model for improvement, meeting skills and improvement tools.

2. The Model for Improvement

Principles of an effective Aim Statement include: Aim, Measures, Changes, PDSA (Plan-Do-Study-Act.) Aim statements set the parameters of the process to improve.

Principles of an effective aim statement

- State aim clearly
- Use numerical goals
- Set stretch goals
- Avoid aim drift
- Be prepared to fully shift aim if necessary

Sample Aim Statement

Create your aim statement that will help keep your focus clear and your work productive:

We aim to improve: _____
(Name the process)

in _____
(Clinical location in which process is embedded)

The process begins with: _____
(Name where the process begins)

The process ends with: _____
(Name the ending point of the process)

By working on the process, we expect: _____
(List benefits)

It is important to work on this now because: _____
(List imperatives)

Step 3 Diagnose

With the Interdisciplinary Lead Team review the 5Ps assessment, Metrics That Matter, and with consideration of your organizational strategic plan, select a first “theme,” (e.g., access, safety, flow, reliability, patient satisfaction, staff morale, prevention, supply and demand) for improvement.

- The purpose of assessing is to make an informed and correct overall diagnosis of you microsystem.
- First, identify and celebrate the strengths of your system.
- Second, identify and consider opportunities to improve your system.
 - The opportunities to improve may come from your own microsystem—based on assessment, staff suggestions and/or patient and family needs and complaints.
 - The opportunities to improve may come from outside your microsystem—based on a strategic project or external performance/quality measures.
 - Look not only at the detail of each of the assessment tools, but also synthesize all of the assessments and Metrics That Matter to “get the big picture” of the microsystem. Identify linkages within the data and information. Consider:
 - Waste and delays in the process steps. Look for processes that might be redesigned to result in better functions for roles and better outcomes for patients.
 - Patterns of variation in the microsystem. Be mindful of smoothing the variations or matching resources with the variation in demand.
 - Patterns of outcomes you wish to improve.
- It is usually smart to pick or focus on one important “theme” to improve at a time, and work with all the “players” in your system to make a big improvement in the area selected.
- Suggestions on how to make your diagnosis and select a theme follow next.

Diagnose Your Primary Care Practice

Write your Theme for Improvement

Overall Theme “Global” Aim Statement

Create an aim statement that will help keep your focus clear and your work productive:

We aim to improve: _____
(Name the process)

In: _____
(Clinical location in which process is embedded)

The process begins with: _____
(Name where the process begins)

The process ends with: _____
(Name the ending point of the process)

By working on the process, we expect: _____
(List benefits)

It is important to work on this now because: _____
(List imperatives)

Change Concepts³³

Eliminate Waste

- Eliminate things that are not used
- Eliminate multiple entry
- Reduce or eliminate overkill
- Reduce controls on the system
- Recycle or reuse
- Use substitution
- Reduce classifications
- Remove intermediaries
- Match the amount to the need
- Use sampling
- Change targets or set points

Improve Work Flow

- Synchronize
- Schedule into multiple processes
- Minimize handoffs
- Move steps in the process close together
- Find and remove bottlenecks
- Use automation
- Smooth workflow
- Do tasks in parallel
- Consider people as in the same system
- Use multiple processing units
- Adjust to peak demand

Optimize Inventory

- Match inventory to predicted demand
- Use pull systems
- Reduce choice of features
- Reduce multiple brands of same item

Change the Work Environment

- Give people access to information
- Use proper measurements
- Take care of basics
- Reduce demotivating aspects of pay system
- Conduct training
- Implement cross-training
- Invest more resources in improvement
- Focus on core processes and purpose
- Share risks
- Emphasize natural and logical consequences
- Develop alliance/cooperative relationships

Enhance the Producer/Customer Relationship

- Listen to customers
- Coach customers to use product/service
- Focus on the outcome to a customer
- Use a coordinator
- Reach agreement on expectations
- Outsource for “free”
- Optimize level of inspection
- Work with suppliers

Manage Time

- Reduce setup or startup time
- Set up timing to use discounts
- Optimize maintenance
- Extend specialist’s time
- Reduce wait time

Manage Variation

- Standardization (create a formal process)
- Stop tampering
- Develop operational definitions
- Improve predictions
- Develop contingency plans
- Sort product into grades
- Desensitize
- Exploit variation

Design Systems to Avoid Mistakes

- Use reminders
- Use differentiation
- Use constraints
- Use affordances

Focus on the Product or Service

- Mass customize
- Offer product/service anytime
- Offer product/service anyplace
- Emphasize intangibles
- Influence of take advantage of fashion trends
- Reduce the number of components
- Disguise defects of problems
- Differentiate product using quality dimension

³³ Langley G, Nolan K, Nolan T, Norman T, Provost L. *The Improvement Guide : A Practical Approach to Enhancing Organizational Performance*. 1st ed. The Jossey-Bass Business & Management Series. San Francisco, CA: Jossey-Bass Publishers; 1996: xxix, 370.