

Focus on Improvement

How Reliable Are Your Infection Prevention Processes?

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Core Questions

Are your infection prevention processes consistent - regardless of the day of week? time of day? place?

- How do you know if a process is reliable?
- What can you do if a process isn't reliable? Or if you aren't sure?

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PROCESS IMPROVEMENT

HOW TO MAKE CHANGE STICK

- Focus initially on **KEY PROCESS** rather than on benchmarked outcomes.
- Evaluate if staff **KNOW** the process.
- **KEEP IT SIMPLE!**
- Commit to be a **LEARNING ORGANIZATION**.

REASSESS THE GOAL

- The goal is **95%** performance.
- **WHY?** 95% or better means it is likely to be **SUSTAINABLE** over time.

KEEP IT SIMPLE

- It is more important that the process be **STANDARD** than it be perfect.
- When you design for perfection - you often get overly complex protocols, planning for every contingency.
- A **policy** and procedure make look great on paper, but it if is too complicated it likely won't be remembered or followed.
- Shift away from **RESOURCE INTENSIVE** meetings to **MINIMAL RESOURCE** approach. **Smaller is better. Play around** with improvements and pilot test.

FOCUS ON PROCESS

If you think a **PROCESS** works pretty well, test the **FIVE ATTRIBUTES**

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- **WHO** does it
- **WHEN** should it be done
- **WHERE** is it done
- **HOW** is it done
- **WHAT** is needed to do it

- Ask **5 staff** to describe the 5 attributes.
- If **5 direct care staff** can describe the work with the 5 attributes, you have a good chance to achieve **95% performance** and **SUSTAIN** the performance over time.
- If they can't, determine which attribute they can't describe and develop a **simple process** for improvement.

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If you have a process that does **NOT** work so well

- Determine if it is a **COMMON** or **INFREQUENT** failure.
- Observation of **ONE PERSON** does not mean it is a common failure.
- Fix **ONE Attribute** (*who, when, where, how, what*) at a time.

COMMON

- Don't **rely** too heavily on education as **THE FIX**.
- Get **CURIOUS** to determine **WHY** this is occurring.
- **Inform staff** on the **WHY**:
 - **WHY** is this process important.
 - **WHY** do we do it this way.
- Get **CURIOUS** - **WHY** are they **NOT** following the process.
- Develop a **plan** to fix **ONE** process, test and refine.
- Keep it **SIMPLE!**

INFREQUENT

- Infrequent does **NOT** mean you have a bad process.
- Don't try to make it perfect - you will use up too many precious resources.
- Talk to that one person to reeducate or determine **WHY** it is occurring.
- Accept defeat & **MOVE ON** to focus on another process.

REMEMBER - HOW DO YOU EAT AN ELEPHANT? ONE BITE AT A TIME!
PERFECTION IS THE ENEMY OF RELIABLE DESIGN!

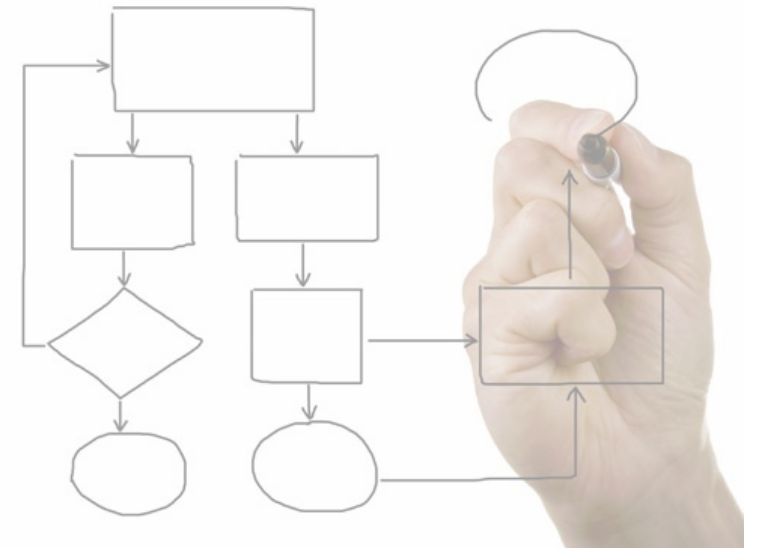
Process Improvement by Roger Resar and Frank Federico, IHI, Maria DeVries, THE GREEN HOUSE® Project, and Arkansas COVID-19 Action Network

How do you know if a process is reliable?

Ask 5 staff about the 5 Attributes of the process:

- **WHO** does it (person)
- **WHEN** should it be done (time)
- **WHERE** is it done (place)
- **HOW** is it done (process)
- **WHAT** is needed to do it (materials, equipment, supplies)

If all responses are consistent - there is a high likelihood the process is reliable!



What do you do if you think a process isn't reliable?

- Determine if there is a **Common** or **Infrequent** failure
- Observation of **one person** does **not** mean it is a common failure
- **Fix one area** or attribute at a time

Common Failure

- Don't rely too heavily on education as the fix (training is always necessary *and* never sufficient for fundamental change)
- Gather your team, **get curious, ask WHY** failures are occurring
- Create a high-level block diagram and locate issues – remember all problems live in processes



- Fix **ONE** area or attribute of the process at a time using an improvement process
- Keep it simple!

Infrequent Failure

- Infrequent does not mean you have a bad process
- Talk to the person(s) involved to determine why it occurred (**get curious, it's likely there is a good reason**) then re-educate or revise, as needed
- Help the person(s) involved to correct problem(s), learn and move on
- Don't try to make it perfect – you will use up too many resources

Keep it Simple!

First Simplify

- Resist urge to add steps or complexity
- Engage in robust testing of trial solutions with **the people who are responsible for doing the work** – here, there, everywhere
- Make new designs better for residents and for staff
 - Easy to do the right thing
 - Hard to do wrong thing

Then Standardize

- Remember that it more important for a process to be **STANDARD** then it is for it to be perfect!



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For Process Reliability

- 95% or better means it is likely to be **SUSTAINABLE** over time.
- It is more important for a process to be **STANDARD** than it is for it to be perfect!
- 95% achievable if you ...
 - Standardize for the 80% majority
 - Have a back-up plan for the 20% minority

