

**Quality Improvement in Arizona CAHs—  
System and Practice**

**Refining and Measuring  
Your Process (Part 2)**

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**Today's Objectives**

- Review status of Aim statements.
- Review status of process flow charts.
- Review status of team charters.
- Identify key leverage point(s) for monitoring process performance.
- Identify potential process measures.
- Plan for Learning Session 3

## ***Review of Homework***

Aim Statements  
Process Flow Charts  
Team Charters  
Project Webpage

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## ***Demonstration of Project Web Page***

<http://www.hsag.com/services/special/cahs.aspx>

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## ***Understanding and Refining the Process***

- Name of process
- Start point
- Extent of the process to be mapped (level of detail)
- Who cares about the process (stakeholders)
- Who is involved in delivering the process
- Activities that define the process
- End point
- Process output/product

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## ***Key Leverage Point(s)***

- Intermediate points in the process at which monitoring will be easiest to accomplish and will give you most pertinent information as to whether your Aim is being accomplished.
- The key focal point(s) for designing interventions that will have maximum impact on improving the process.

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## ***About Measures***

- Measures can be used for learning.
- Measures can be used for judging.
- All measures have limitations, but the limitations do not negate their value.
- Measures are one voice of the system. Hearing the voice of the system gives us information on how to act within the system.
- Measures tell a story; goals give a reference point.

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## ***Measurement Guidelines***

- Types of measures
- Tips for developing measures
- Measure specifications

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## ***Types of Measures***

- Outcome
- Process
- Relative
- Absolute
- Rates
- Percentages
- Counts

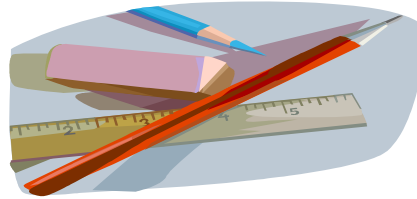
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## ***Tips for Developing and Using QI Measures***

- The key measures should clarify the Aim and make it tangible.
- Keep it simple; be careful about overdoing process measures.
- Seek usefulness, not perfection.
- Small samples over time should be used to determine if the process is improving.
- Collect data in segments at key leverage points in the process.

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## ***How does our process perform?***



- Measure Variation
  - Is it stable?
  - Is it predictable?
- Process Performance
  - Does it meet our performance expectations?

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## ***Measure Specifications***

- Denominator
  - What aspects of the process are you going to measure? What will you look at?
- Numerator
  - What are the criteria for successful completion of that aspect of the process?

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## ***Take-Home Messages***

- Clear Aims, complete team charters and detailed process flow charts are essential for developing effective measures.
- Effective measures should focus on monitoring key intervention point(s) that have maximum leverage for improving the process.

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## ***Homework***

- Obtain Official Approval for Team Charter
- Pilot Test New Process Flow Chart
- Develop at Least Two Process Measures Based on Aim and New Process

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**Next Steps:**  
**Who Does What by When**

Who	Does What	By When

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*Information for Health Care Improvement* 

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*Information for Health Care Improvement* 

## Refining and Measuring Your Process

*Over 1 million drug-related injuries occur every year in health care settings. The Institute of Medicine estimates that at least a quarter of these injuries are preventable.*

**To find out how to prevent medication errors, go to <http://www.hsag.com/drugsafety/>.**



[www.hsag.com](http://www.hsag.com)

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