

Practice makes...improvement!

My journey to building CQI capacity

Abby Eskenazi



Wisconsin Department of
Children and Families

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Hello!



- **Name:** Abby Eskenazi
- **Title:** Home Visiting Quality Improvement Coordinator
- **Organization:** Wisconsin Department of Children and Families
- **CQI Experience:** 5 years of experience implementing the Model for Improvement and Plan-Do-Study-Act cycles (PDSAs)
- **CQI Training:** 2019 Institute for Healthcare Improvement (IHI) Breakthrough Series College Improvement Advisor track
- **FYI:** I like to include pictures of my cat, Gus, when I talk about CQI and data 🐱



Shout out to the rest of my team!

- Ricky Ferrari Traner, Prevention and Early Intervention Section Manager
- Terri Enters, Home Visiting State Coordinator
- Sharon Gilbert, Home Visiting Nurse Consultant
- Diane Knutson, Home Visiting Data Coordinator
- Courtney Windorski, Family Support Program Coordinator



Overview of Today's Discussion

- Introductions
- CQI methodology
- Practice! Applying CQI methodology in my everyday life
- Practice! Applying CQI methodology in my professional life
- Q & A



Session Objectives

- **Objective:** Attendees will build their knowledge of CQI methodology
- **Objective:** Attendees will learn about online CQI training resources to strengthen their CQI capacity
- **Objective:** Attendees will identify at least one action step to build their own CQI capacity



Who is in the room?

- If you haven't already, please complete the poll questions in the Whova app





My journey toward building CQI capacity

Pack your bags!



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Reactions?



PDSA Practice

Coin Spinning Game



Source: Institute for Healthcare Improvement, IHI Open School Videos, retrieved 10/6/2023.
<http://www.ihl.org/education/IHIOpenSchool/resources/Pages/Tools/default.aspx>

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Coin Spinning PDSA Game

Game Instructions:

<http://www.ihl.org/education/IHIOpenSchool/resources/Pages/Tools/default.aspx>

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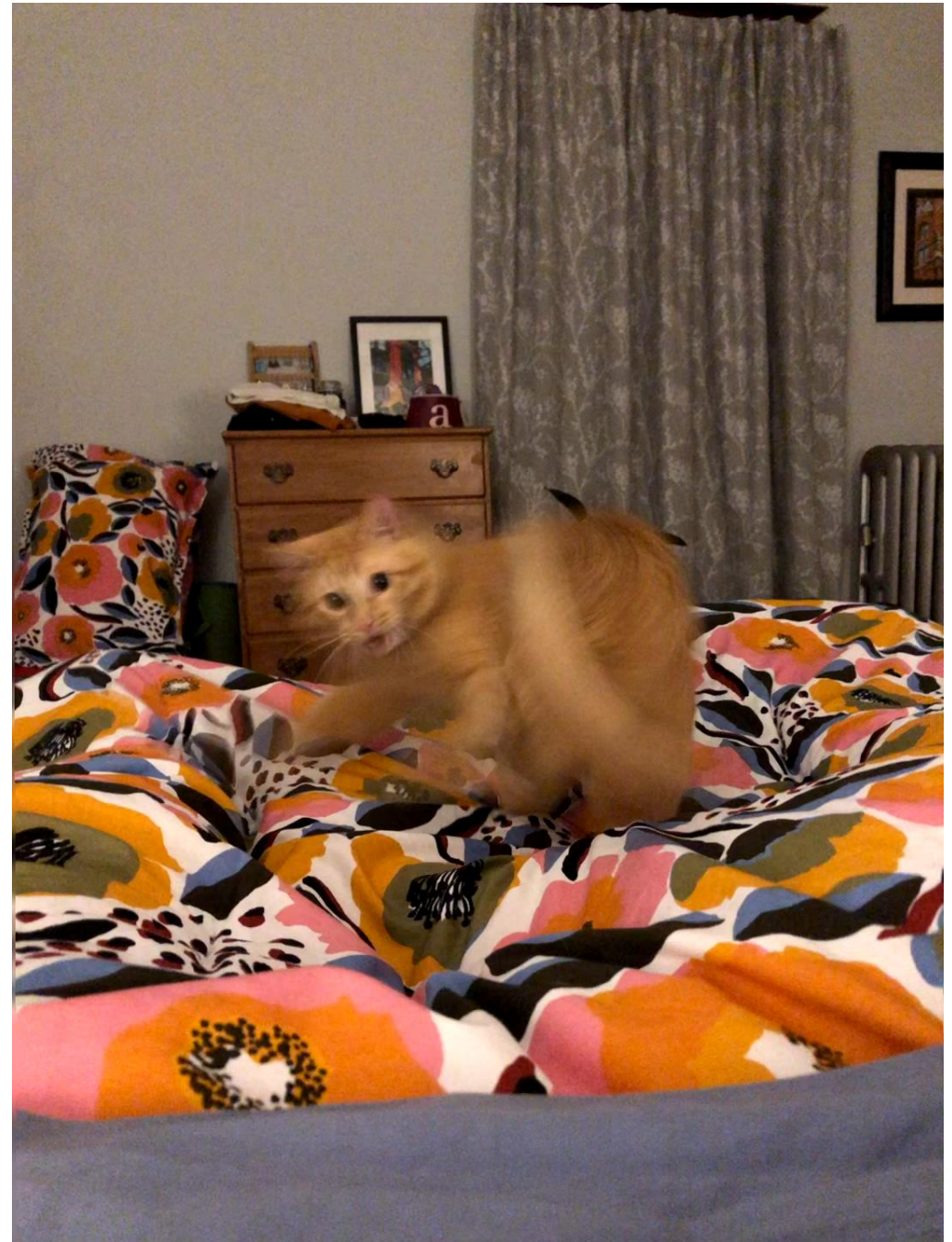


Key Steps for Coin Spinning Game

- Grab your coins and time piece!
- You will work together with folks at your table
- You'll need to assign someone to spin the coin, someone to keep time, and someone to record
- Your aim is to spin the coin for as long as you can!
- Don't forget to make a prediction before spinning and track your progress on your run chart!



Ready, set, spin!



Coin Spinning PDSA Game

- How did it go?
- How long did your coin spin?
- What do you think helped the coin spin longer?



Coin Spinning PDSA Game

Game Debrief:

<http://www.ihl.org/education/IHIOpenSchool/resources/Pages/Tools/default.aspx>

Source: Institute for Healthcare Improvement, IHI Open School Videos, retrieved 10/6/2023.
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Practice!

Applying CQI methodology to my everyday life



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Making it stick

- It can take awhile for CQI methodology to sink in
- It took me 6 months to a year to understand the concepts of the Model for Improvement



Making it stick

- Something that really helped me when I was first learning how to do CQI was to run a small, personal CQI project
- This allowed me to:
 - Get a “taste” of what using this CQI methodology involved
 - Practice my CQI skills



Example: Improving Work/Life Balance

- I noticed that in my first year at my CQI job, I was working too much.
- I was staying late in the evenings and going to the office almost every weekend to try to catch up.
- I was feeling stressed, and it was interfering with time I wanted to be spending with my partner, friends, and family.



What am I trying to accomplish?

Abby's SMART aim statement

By 6/25/19:

- *decrease my average workday duration by 30 minutes (from 9 hours 21 min to 8 hours 51 min)*
- *Decrease my stress rating from a 3.16 to a 2.91*
- *Keep average weekend work to less than 3 hours*



How will I know that a change is an improvement?

Abby's measures

- Track # hours worked each weekday
 - Method: write start and end times on daily to do list
- Track stress levels
 - Method: At end of each workday, ask myself what my stress level is on a scale of 1-5 (5 is highest). Record results on daily to do list
- Track # hours worked each weekend
 - Method: write start and end times on weekend to do list



What ideas can I test to get closer to my SMART aim?



Abby's ideas:

- Update to do list format to be more efficient
- Set timer at end of workday as reminder that it is time to go home
- Set boundaries for work time on travel days
- Commit to ending meetings on time
- Daily mindfulness practice



Use PDSAs to Test Change Ideas

Example: Update to do list format

Start date: 6/10/19 **End date:** 6/14/19

If I... limit my daily to do list to fewer tasks, **will it result in...** me feeling less stressed and more productive?

Prediction: I think this will help me feel more accomplished and make it easier for me to work fewer hours

Plan: I will start using a smaller notepad for my daily to do list that can only fit 8 tasks per page. I will pick out the notepad from the office supply closet on 6/10/19

Do: I picked out the notepad and used one page per day for the week of 6/10. 3 out of 5 days, stress level was below a "3". Everyday, I completed the majority of tasks on my list.

Study: Looking at fewer tasks at a time helped me to focus in on the priority items and spend less time feeling overwhelmed, which ultimately took time away from completing work. Stress scores were reasonable throughout the week

Act: Adapt. Test out using the smaller notepad during a week where I am traveling.

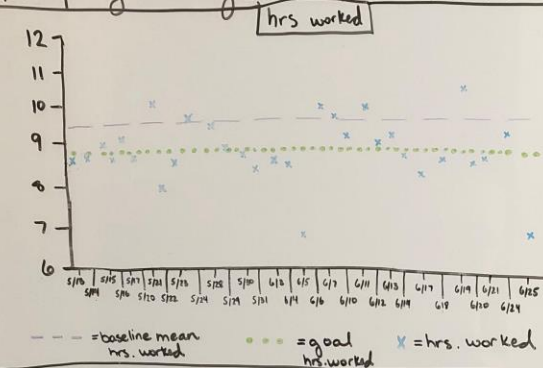
Source: Langley, Nolan, Nolan, Norman, Provost; *Improvement Guide*, 1996.



Results

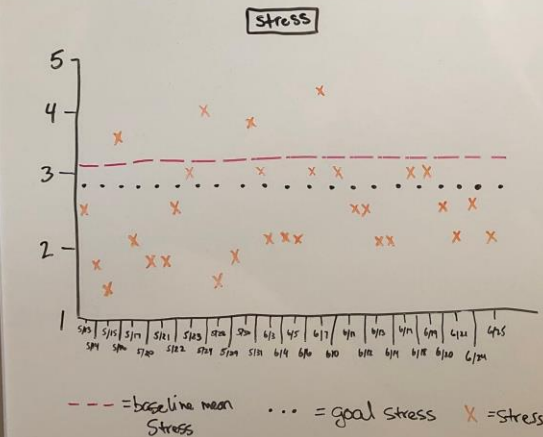
- Tracked progress on a whiteboard in my kitchen (great accountability tool!)
- Decreased average workday hours, stress level, and weekend work
- Increased understanding of CQI concepts and belief that CQI methodology leads to improvement!

SMART AIM: By 6/25/19, decrease my average work day duration from 9hrs 21 min to 8hrs 51min (30 min) and decrease my average stress rating from a 3.16 to a 2.91, while keeping average weekend work to less than 3 hours.



PDSA's tested

- ① Change to do list to 5-8 work goals + 2-3 personal goals per day (5/13-5/15)
- ② Adapt to do list from PDSA cycle #1 to travel days: write down 2-4 work goals and 1-2 personal goals per day (5/20-5/21)
- ③ Change master to do list to an urgent vs. important matrix (5/23-5/24)
- ④ Set an objective for group meetings (6/3)
- ⑤ Set certain times of day to check email on travel days (6/5-6/7)
- ⑥ Set realistic expectations for completing tasks requested by co-workers and outside entities (6/18-6/25)



Results

- Average hrs worked: 8hrs 54min
- decreased by 27 min
 - did not meet goal
- Average stress rating: 2.56
- decreased by .6
 - Met and exceed goal!
- Average weekend hrs: 2hrs 58min
- met goal
 - more room for improvement

Weekend work: less than 3 hours on average

5/11-5/12	5/11-5/19	5/25-5/27	6/1-6/2	6/8-6/9	6/15-6/16	6/22-6/23	Average
4hrs.	2hrs. 36min.	2hrs. 53min.	Ø	4hrs. 14min.	3hrs. 51min.	3hrs. 8min.	2hrs. 58min.

Practice!

Applying CQI methodology in my professional life



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Making it stick

- Something that helps me continue to practice my CQI skills is using CQI methods in my professional life

Gus does not look excited about using CQI at work, but I know you all are pumped! 😊



Example 2: Run internal team CQI projects

- Our state team runs internal CQI projects about once a year
- All team members brainstorm ideas and vote on a final topic
- Work collaboratively to:
 - Set SMART Aim
 - Develop measures
 - Brainstorm change ideas
 - Run PDSA cycles
- Sometimes, we just use PDSAs instead of the components listed above



Sample PDSA

Rapid Cycle #:	
PDSA Cycle Start Date: 12/22/22	PDSA Cycle End Date:1/5/23
What is the idea/change to be tested?	
To end Core team meetings 5 minutes early	
Questions we want to answer with this PDSA cycle:	
<i>If we...</i> change the calendar invite to end 5 minutes before the 1.5 hours and set a timer to go off 10 minutes before we need to end the meeting	
<i>Will it result in...</i> ending the meeting 5 minutes early	
Prediction:	
Diane: I think this will work and will allow transition time between meetings.	
Terri: Easier said than done, but if we focus on it, we can do it. I think we will end up using Thursday protected time a lot more.	
Courtney: I think we will be successful if we are mindful about changing the invites to end early.	
Sharon: Sounds good. Yes, I think this will work.	
Abby: I think this will be one piece of successfully ending the meeting 5 minutes early, but I think we will need add more structures in place to end the meeting early.	



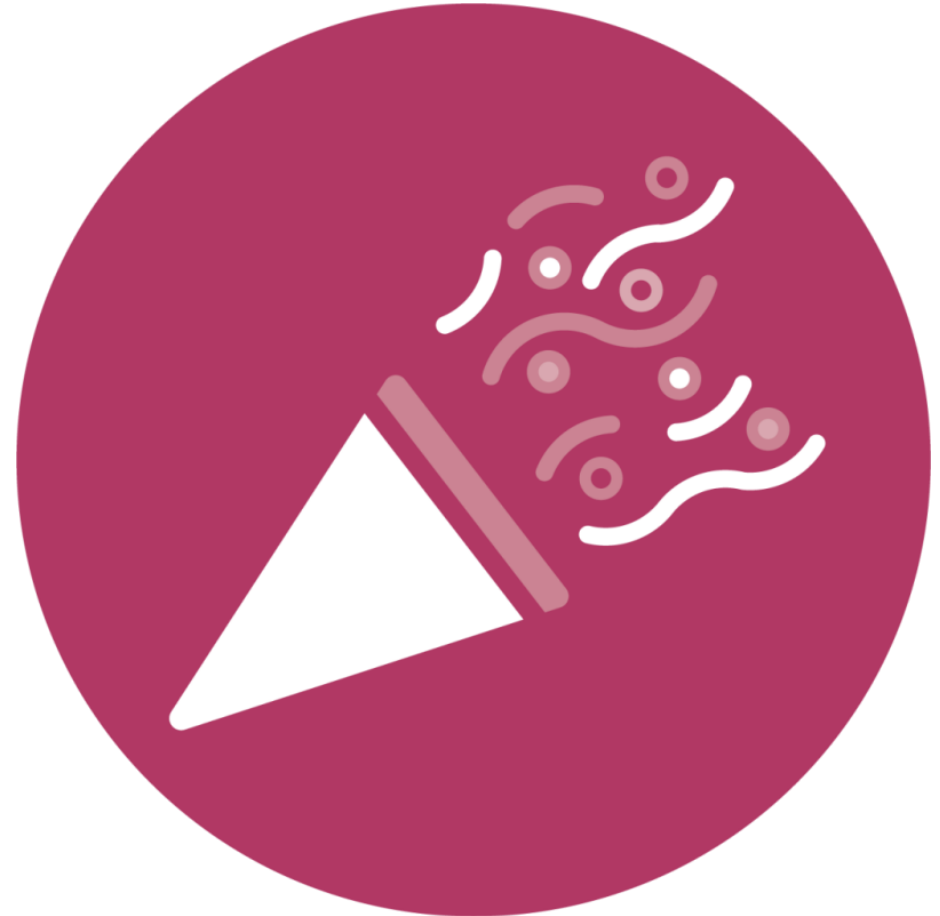
Sample PDSA

P	PLAN: <i>What are the tasks needed to set up this test of change? Who is responsible? How will it get done? By when? What is the plan for collection of data (who, what, where, when, and how)?</i>
	Terri will set the timer to go off 10 minutes before the meeting end time. Terri will also change the calendar invite to end 5 minutes beforehand.
D	DO: <i>Provide a simple summary of what actually happened with the test. Document any observations and problems from the PLAN.</i>
	Terri changed the calendar invite. Abby reminded folks that this was our test for this week and Terri set a timer to go off 10 minutes before the meeting end time and then another timer 5 minutes before the meeting end time.
S	STUDY: <i>What were the results? How do they compare with your prediction? What surprised you?</i>
	Diane: we were more mindful about keeping the conversation on topic. Terri: the balance of the agenda is always tricky. Less meeting report out this time because of holidays, so had more time for check in/agenda items. Nice to have Thursday time to cover rest of the agenda. Courtney suggestion: maybe we use Thursdays for meeting report out and focus on agenda items during Core Team Meeting. Terri: Maybe we don't report it out/just write it and folks read it. But again, if there needs to be discussion about the meeting, put it on the agenda. Another compromise might be to just choose one meeting to report out about rather than all meetings. Diane and Abby: All of these sound great to test. Why not? Sharon: these are things to try! Hard for me to stay within the one liner, like to be expansive, open to trying all these ideas.
A	ACT: <i>What is your next step? Adapt? Abandon? Adopt? Why? What changes are to be made to the process (decisions made/action to take)?</i>
	Adapt. Continue to test ending meeting 5 minutes early on calendar invite and setting timer for 10 minutes before the meeting end time.



Results

- Ran 20 PDSA cycles
- Adopted 6 change ideas, including:
 - CQI is first priority on the staff meeting agenda
 - Use Microsoft Teams to create and update weekly agenda



Questions?



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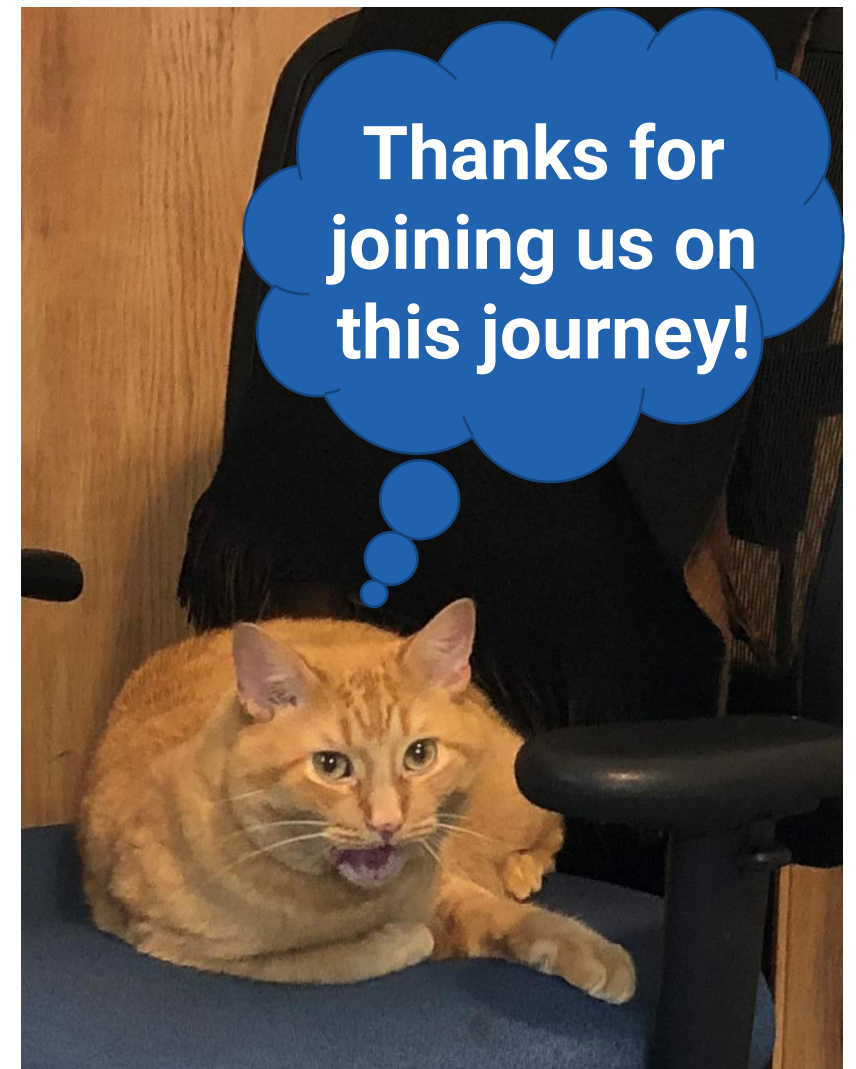


Discussion questions

- How do you apply CQI methodology to your personal/professional life to build your CQI capacity?
- What is one action step you will take to build your CQI capacity after this session?



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