



*Quality of Health Care -  
Using a Quality  
Improvement Approach  
Field Work Guide*

First Edition 2014



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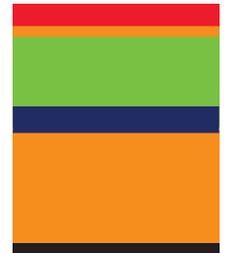


# Quality of Health Care Using a Quality Improvement Approach

Field Work Guide



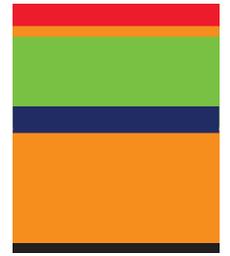
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# FIELD WORK INSTRUCTIONS FOR QI PROJECTS



The field work practicum for the Quality Improvement Training of Health Care Workers in Zambia is intended to give you an opportunity to apply the knowledge and skills you have acquired in quality improvement. The exercise will be conducted at an assigned health facility. Your group will be expected to follow the listed steps on a QI project of your choice:

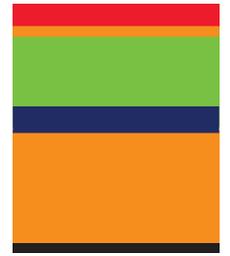
1. Once at the facility, use any available and relevant source of data (performance assessments, observations, exit interviews to some clients/patients from any chosen service or department, interviews with staff, HMIS, complaints from clients (if any), structured surveys, etc.) to identify performance gaps in any area that require improvement.
2. What is the source of data for the identified performance gaps?
3. List the quality problems you have identified.
4. Use the decision/prioritization matrix to prioritize and rank the quality problems.
5. Summarize the institutional context of the facility in relation to the quality problem (QI project) identified.
6. Identify stakeholders relevant to the QI project, map and classify them as appropriate. List strategies that you are going to use to ensure stakeholder involvement throughout the project implementation.
7. State the performance problem, actual performance, desired performance and the performance gap statement for the problem you identified.
8. Formulate the Performance indicator(s).
9. Assign and identify a relevant team leader and team members for this QI project.
10. Follow these steps:
  - Draw a flow chart of the existing process through which your problem occurs to help you identify and understand where the gaps in performance are.

- Identify specific points in the flow chart which could be contributing to the performance gap.
- Conduct a root cause analysis to find the underlying reasons/factors why there is a problem using a FISH BONE and/or the WHY TREE. (Place each cause on the appropriate performance factor to ensure relevance/logic).
- List the possible root causes from identified.
- Use a prioritization matrix OR pareto chart, to rank the root causes. Make sure to use appropriate criteria.
- Identify appropriate interventions for the root cause ranked on first position.
- Use a prioritization matrix to rank the interventions. Make sure to use appropriate criteria
- Assign responsibilities for each task.
- Use the implementation plan provided. Indicate how you will monitor and evaluate the interventions.
- Assuming the project has been implemented over a period of 6 months with monthly monitoring, fill in the QI Monitoring plan and present the data on an appropriate graph.

### TAKE NOTE

- Use the QI documents given to you.
- In order to obtain maximum benefits from this exercise:  
Use team dynamics for your group. Choose a team leader; develop a simple questionnaire for patients about the service and staff, ensuring that two people write the notes. Introduce the team very quickly and ensure you inform the facility of the purpose and the advantage of discussing quality problems.

# QUALITY IMPROVEMENT PROJECT DECISION MATRIX



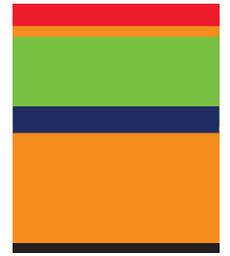
QI PROBLEMS/ POTENTIAL QI PROJECTS	CRITERIA				TOTAL
	ISSUE SEEN AS IMPORTANT	REALISTIC SCOPE	LIKELIHOOD OF SUCCESS	POTENTIAL IMPACT (patients, resources, indicators, efficiency etc)	
1.					
2.					
3.					
4.					
5.					
6.					

- a. Under the column titled “Potential QI Projects,” make a list of areas or processes that should be considered for quality improvement projects.
- b. Using a scale from 1-5, rate each project by using criteria:  
Key:  
5-extremely important, 4-very important, 3-slightly important,  
2-important, 1-not important  
(You may wish to revise the criteria to include other items such as consequences of not addressing the problem, cost, etc).
- c. Undertake the project(s) with the highest score.

**Stakeholder Interest/Involvement Map**

Low involvement	High involvement	
<p><b>Keep informed</b></p>	<p><b>Actively engage</b></p>	<p><b>High Interest</b></p>
<p><b>Occasionally contact</b></p>	<p><b>Keep satisfied</b></p>	<p><b>Low Interest</b></p>

# QI PROJECT TEMPLATE



Facility Name: \_\_\_\_\_ Program/Dept.: \_\_\_\_\_

Date project initiated: \_\_\_\_\_

Frequency of monitoring/reviewing the project: \_\_\_\_\_

## QI Project:

1. Performance problem \_\_\_\_\_

2. Actual performance \_\_\_\_\_

3. Desired performance \_\_\_\_\_

4. Performance gap statement \_\_\_\_\_

5. Sources of data \_\_\_\_\_

6. Performance indicator(s) \_\_\_\_\_

## QI Team

Team Leader: \_\_\_\_\_

Team Members: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

## Current/Existing Process

Flowcharts: (attach additional information as needed)

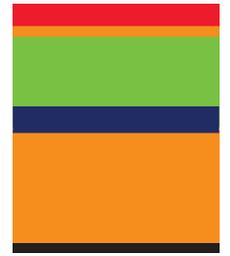
## Root Cause Analysis

Fishbone Diagram: (attach additional information as needed)

- a. Ask “Why” at least 5 times for each cause until you say “I don’t know”
- b. Circle the Root Cause
  - Verify the gap identified using data
- c. Rank the causes using the prioritization matrix

Assuming the project has been implemented over a period of 6 months with monthly monitoring, fill in the QI Monitoring plan and present the data on an appropriate graph.

# PRIORITIZATION MATRIX FOR RANKING ROOT CAUSES



ROOT CAUSES	CRITERIA				
	COST OF ADDRESSING PROBLEM (COST EFFECTIVENESS)	FREQUENCY OF OCCURRENCE OF PROBLEM	LIKELIHOOD OF SUCCESS	POTENTIAL IMPACT	TOTAL
1.					
2.					
3.					
4.					
5.					
6.					

- Identify appropriate interventions for the root cause ranked on first position
- Using a prioritization matrix, establish appropriate criteria to rank and select the most appropriate interventions

# QUALITY IMPROVEMENT PROJECT WORK-PLAN

<b>Monitoring/ Review Date</b>	<b>Reason for the Gap</b>	<b>Change/ Intervention</b>	<b>Key Action Steps</b>	<b>Performance Indicator(s)</b> How do you know what you are doing is working/closing the gap?	<b>Required Resources</b>	<b>Responsible Person</b>



