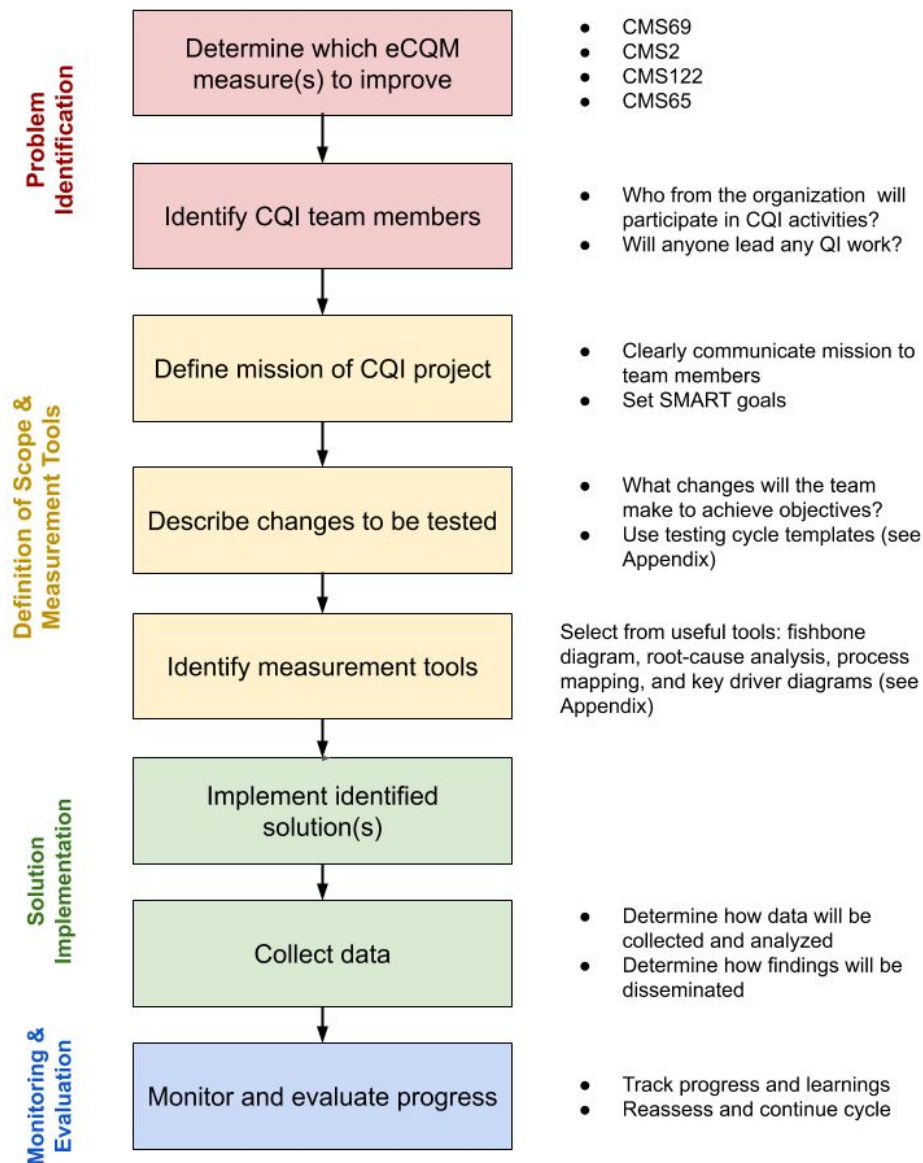




Best Practice Guide: How to Approach a Continuous Quality Improvement (CQI) Project

This best practice guide is designed to assist you with implementing Continuous Quality Improvement (CQI) projects to determine how to improve performance on any and all of your eCQM measures (CMS69, CMS2, CMS122, CMS165). These tenets can also be used for a CQI project to improve your utilization or patient satisfaction scores.

Flowchart^{1,2,3}



CQI Project Checklist

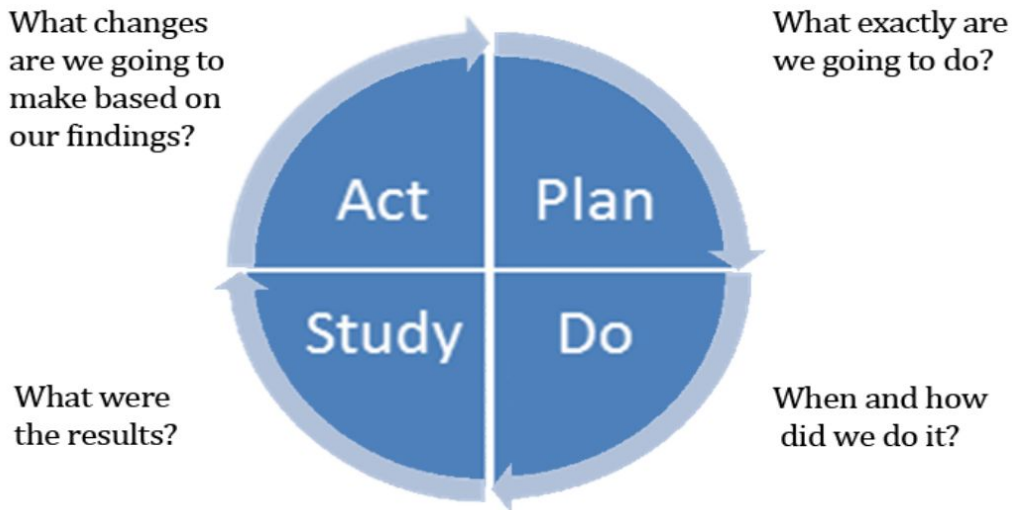
Problem Identification			
Task	Responsible Team Member	Complete?	Notes
Determine which eCQM to improve		<input type="checkbox"/>	Begin with the eCQM that has the most opportunity for improvement.
Identify team members to be involved in the CQI project		<input type="checkbox"/>	
Determine who, if anyone, will lead the CQI project (e.g. department, region, etc.)		<input type="checkbox"/>	
Determine if training is needed for any team members involved in CQI project		<input type="checkbox"/>	
Identify potential barriers		<input type="checkbox"/>	
Definition of Scope & Measurement Tools			
Task	Responsible Team Member	Complete?	Notes
Define mission of CQI project		<input type="checkbox"/>	Clearly communicate mission to team members.
Set SMART goals		<input type="checkbox"/>	
Describe changes to be tested		<input type="checkbox"/>	Use testing cycle templates.
Identify measurement tools and define metrics for success.		<input type="checkbox"/>	
Solution Implementation			
Task	Responsible Team Member	Complete?	Notes
Implement a solution		<input type="checkbox"/>	Pilot solution with a smaller population.
Collect and subsequently analyze data		<input type="checkbox"/>	
Determine how findings will be disseminated		<input type="checkbox"/>	
Monitoring and Evaluation			
Task	Responsible Team Member	Complete?	Notes
Track progress		<input type="checkbox"/>	
Share key learnings with the CQI team		<input type="checkbox"/>	
Continue the process and scale up as needed		<input type="checkbox"/>	



Appendices

Appendix A: Testing Cycle Template ([PDSA Cycle](#))

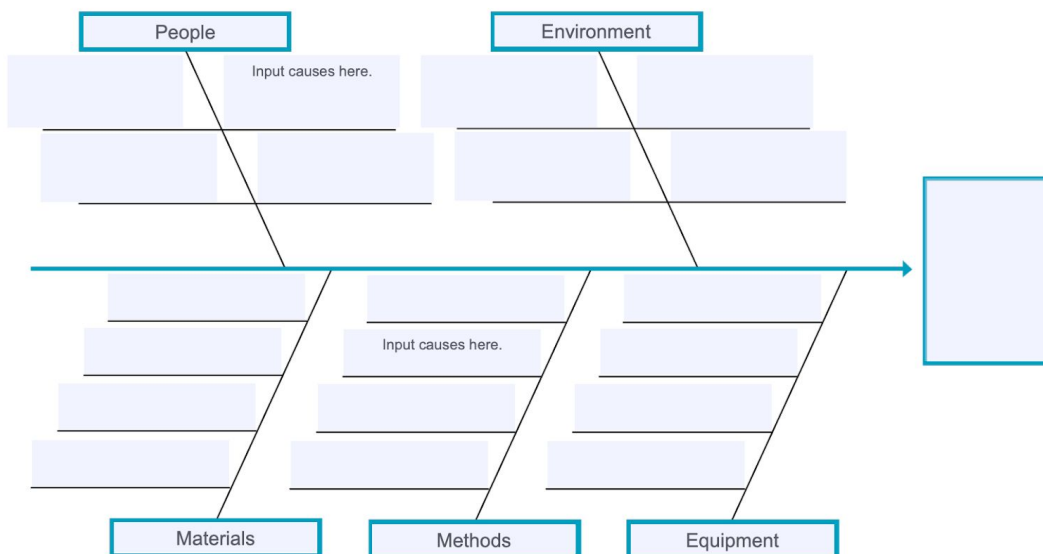
The PDSA (*Plan, Do, Study, Act*) Cycle is a four-step cycle used in the testing and implementation phase of QI approaches.



Appendix B: Measurement Tools Templates

[Fishbone Diagram](#)

The fishbone diagram is a cause-and-effect diagram used to brainstorm the main causes of a quality issue, with the problem statement represented at the head, each major cause represented as a bone, and each minor cause represented as smaller bones.



The Five-Whys for Root Cause Analysis

The Five-Whys is a simple tool used to get to the root of a problem.

Problem statement	One sentence description of event or problem
Why? →	
Why? →	
Why? →	
Why? →	
Why? →	
Root Cause(s)	<ol style="list-style-type: none"> 1. 2. 3. <p>To validate root causes, ask the following: If you removed this root cause, would this event or problem have been prevented?</p>

Driver Diagram Template

A driver diagram helps a team identify what drives the fulfillment of the goal.



Driver Diagram Template

SMART Aim	Primary Drivers <i>Critical system elements that are necessary and sufficient to achieve the aim</i>	Secondary Drivers <i>Elements that will result in a change in the associated primary driver</i>	Changes <i>Ideas that will result in improvement</i>
	PD1.		
	PD2.		
	PD3.		
	PD4.		
	PD5.		



Appendix C: Monitoring & Evaluation Plan Template

The Monitoring and Evaluation (M&E) Plan allows members involved in the CQI project to track progress towards targets to allow for increased accountability and transparency.

Evaluation Question	Data Collection Method	Source of Data
1.		
2.		

Evaluation Question	Criteria or Indicator	Standards (What Constitutes “Success”?)
1.		
2.		

References

1. Berman J. The Quality Assurance Project. <http://www.qaproject.org/index.html>.
2. National Learning Consortium. Continuous Quality Improvement (CQI) Strategies to Optimize your Practice.
https://www.healthit.gov/sites/default/files/tools/nlc_continuousqualityimprovementprimer.pdf.
3. James Bell Associates. Creating a Continuous Quality Improvement Plan.
<https://www.jbassoc.com/wp-content/uploads/2018/03/Creating-CQI-Plan.pdf>