Driving Sustainment: Quality Management Packages

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**Background:**
One of the biggest challenges within the healthcare industry is the ability to drive continuous improvement and sustain change around complex quality outcomes, such as hospital acquired infections or readmissions. Improving and sustaining these outcomes requires collaboration and decision making across multiple departments, each of which have their own internal processes and procedures. Improvements are made, but without structure to tie together all of the key processes that impact an outcome and identify when processes are failing, they cannot be sustained. A cross functional team working on reducing Hospital Acquired C. difficile Infection, determined the need to create a sustainment structure.

**Project Aim:**
Create a quality improvement structure that will drive long term sustainment and continuous improvement involving complex outcomes.

**Framework Developed:**
The team created the Quality Management Package (QMP) framework as the structure to drive sustainment and continuous improvement. This framework:

- Identifies stakeholders and their responsibilities
- Includes high level process maps and workflows
- Links together other policies and procedures that impact the outcome
- Contains a control plan with triggers that allow quick identification of process barriers and obstacles

Once the framework was defined, it was rapid cycle tested with the improvement work around Hospital Acquired C. difficile Infection.

**Examples/Applications:**
QMPs were successfully used to sustain the reduction in Hospital Acquired C. difficile Infections. Improvements have been sustained using this methodology for three years. Since the framework has proven successful, QMPs are being developed for outcomes such as Acute Myocardial Infarctions, Sepsis and Stroke.

**Lessons Learned:**
- Structure is essential for driving sustainment and continuous improvement.
- Control plans allow for quick identification and remediation of problems before they impact the outcomes.
- Adjustments should be made as we learn more about our processes and how they impact outcomes.