

#### METABOLIC AND BARIATRIC SURGERY ACCREDITATION AND QUALITY IMPROVEMENT PROGRAM

## How to Put the "Quality" in MBSAQIP Standard 7.2: "QI Initiatives"

Teresa Fraker, MS, RN, CPHQ Program Administrator, MBSAQIP Division of Research & Optimal Patient Care (DROPC) American College of Surgeons (ACS)

# Getting Started! Read Standard 7.2 carefully

MBSAQIP<sup>®</sup>

A QUALITY PROGRAM

Optimal Resources for Metabolic and Bariatric Surgery

2019 Standards

facs.org/**mbsaqip** 

ASMBS American Society for Metabolic and Baristric Surgery AMERICAN COLLEGE OF SURGEONS Inspiring Quality: Highest Standards, Better Outcomes

#### 7.2 Quality Improvement Initiatives

#### **Definition and Requirements**

The goal for MBSAQIP-Accredited centers is to provide safe, efficacious, and high-quality care to each patient at all times. To achieve this goal, it is imperative to develop a culture of collaboration and safety among all MBS Committee members at the center. Quality improvement (QI) emphasizes a continuous, multidisciplinary effort to improve the process of care and its outcome. Thus, QI must be supported by a reliable method of data collection that consistently obtains valid and objective information necessary to identify opportunities for improvement at the center. The semiannual risk-adjusted reports (SAR), non-risk-adjusted reports, and other data sources (for example, patient experience scores) are valuable tools to evaluate areas for improvement for the center and must be used to identify pertinent QI initiatives. These initiatives must change structure, processes, and/or clinical pathways within the center.

With oversight from the MBS Director, all MBSAQIP-Accredited centers must measure, evaluate, and improve their performance through at least one quality improvement initiative each year. The timeline for completion of each QI initiative is variable depending on the scope of the project, and must be determined by the MBS Committee. However, a new QI initiative is still underway.

Centers must adopt a consistent methodology for quality improvement initiatives. The methodology may vary from center to center depending on the unique needs and expectations of each. Various QI methodologies can be adopted to support quality improvement initiatives. Further information about QI methodologies can be found on the MBSAQIP website. facs.org/quality-programs/mbsaqip/ resources.

Renewal centers must first review their risk-adjuated and non-risk-adjuated clinical outcomes data provided by the MBSAQIP Registry to identify quality improvement initiatives, and must prioritize QI initiatives that focus on improving surgical outcomes. Centers found to be a high outlier on the semiannual risk-adjusted report (SAR) must develop a QI initiative designed to address the high outlier status. If the center is a high outlier in more than one model on the semiannual risk-adjusted report (SAR), the MBS Committee must prioritize these clinical issues and the next QI initiative must address the greatest risk to patient safety. Although only one QI initiative is required each year, the MBSAQIP encourages the use of multiple QI initiative or address issues related to clinical outcomes and patient safety when warranted. If further investigation reveals a QI initiative addressing a high outlier status is unwarranted (for example, concurrent data shows subsequent resolution of the issue), the center may select an alternative QI initiative driven by other data or process reviews. However, the center must provide written justification to support this decision.

Initial centers, and renewal centers that do not have a high outlier status on the semiannual risk-adjusted report (SAR), must develop quality improvement initiatives prioritizing other issues related to clinical outcomes and patient safety. If no such issues are readily identifiable, QI initiatives must target other areas for improvement, including, **but not limited to**: internal processes, clinical pathways, patient education, patient experience, or other relevant issues related to providing safe, efficacious, and high-quality care to metabolic and bariatric patients.

#### Quality Improvement Outline

These 6 steps outline the basic process for completing a quality improvement initiative that satisfies the requirements outlined above. Further information about quality improvement, including a detailed review of this 6 step process, can be found on the MBSAQIP website, facs.org/ quality-programs/mbsaqip/resources.

#### 1. Review Data

- a. Semiannual risk-adjusted reports (SAR)
- b. Non-risk-adjusted reports
   c. Internal data

#### 2. Identify the Problem

- a. High outlier status
   b. Other areas for improvement
- 3. Propose Intervention
- a. Discuss contributing factors
   b. Root cause analysis
- 4. Choose Quality Improvement Methodology
- MBSAQIP-Accredited centers are able to use any consistent quality improvement methodology that satisfies their unique needs
- b. Establish a timeline for review and metrics to track progress

#### 5. Implement Intervention & Monitor Data

a. Consistently implement the intervention

#### b. Monitor data

- Present Results

   Gather all documentation and data
- b. Review progress
- c. Summarize the findings and results of the quality
- improvement initiative



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## **Standard 7.2 Verbiage**

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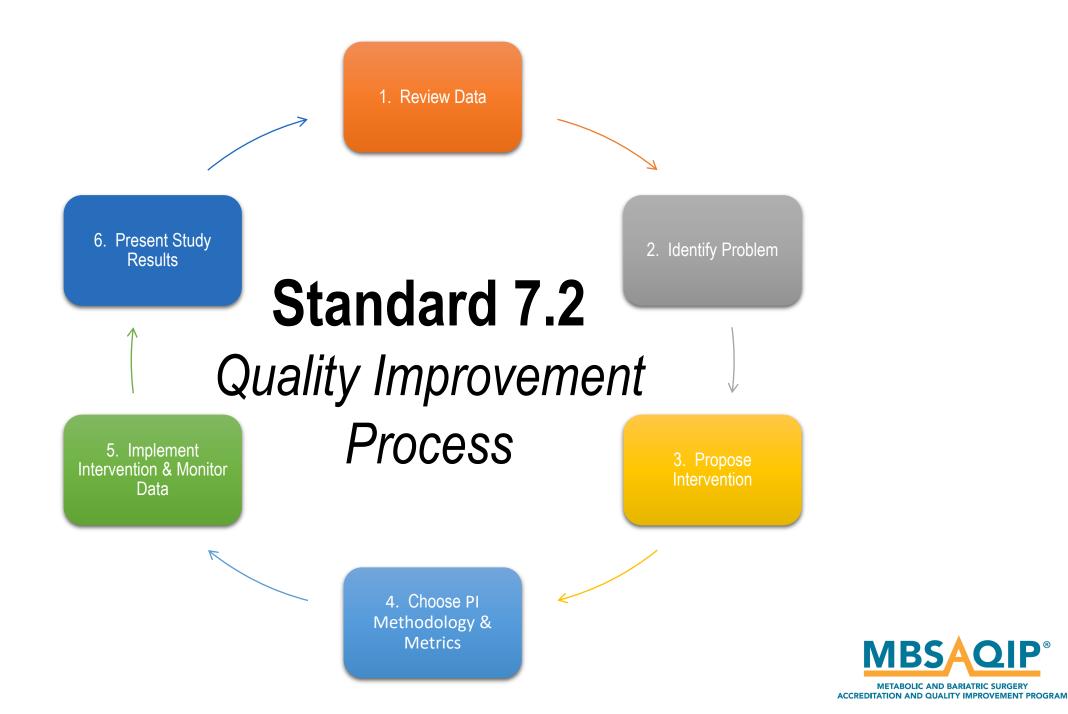
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- 6. Present Results
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  - b. Review progress
  - c. Summarize the findings and results of the quality improvement initiative



## Standard 7.2: The 5 Process Steps

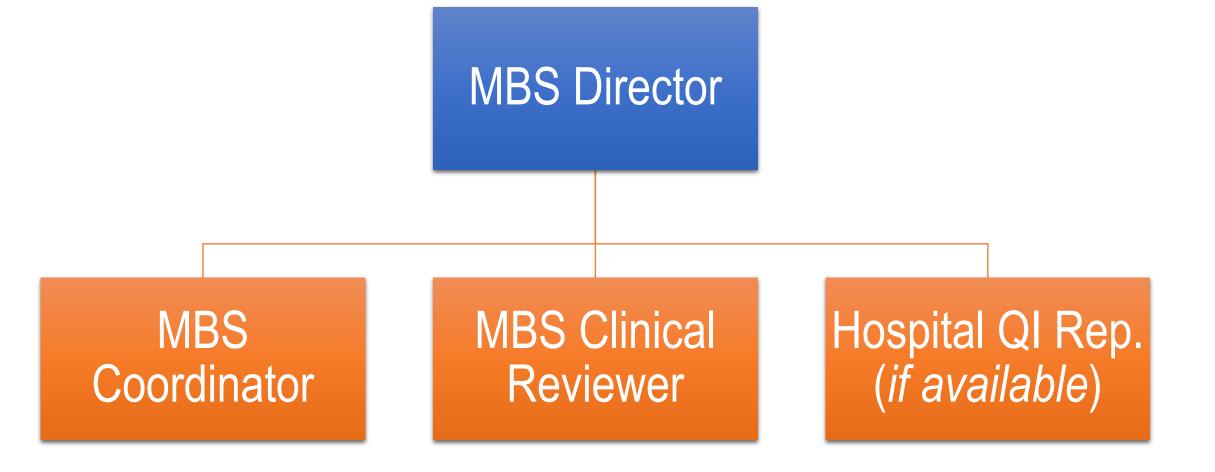








## Before you get started: Assemble a CORE QI Team



## **Data Sources**

#### **1. SAR Site Summary Report**

	strectomy										
	Total	Obser	ved	Pred**	Expected	Odds	CL	***	Outlier	Decile	Comment*
	Cases	Events	Rate	Obs. Rate	Rate	Ratio	Lower	Upper			
LSG Morbidity	242	8	3.31%	3.02%	2.18%	1.41	0.73	2.74	No	8	As Expected
LSG All Occurrences Morbidity	242	9	3.72%	4.18%	5.14%	0.80	0.48	1.34	No	2	As Expected
LSG Leak	242	0	0.00%	0.25%	0.39%	0.64	0.15	2.62	No	1	Exemplary
LSG Bleeding	242	1	0.41%	0.64%	0.87%	0.73	0.24	2.18	No	2	As Expected
LSG SSI	242	1	0.41%	0.40%	0.39%	1.03	0.26	4.15	No	7	As Expected
LSG All Cause Reoperation	242	2	0.83%	0.96%	1.09%	0.88	0.37	2.14	No	4	As Expected
LSG Related Reoperation	242	1	0.41%	0.63%	0.79%	0.79	0.29	2.18	No	2	As Expected
LSG All Cause Intervention	242	0	0.00%	0.35%	0.59%	0.59	0.17	2.09	No	1	Exemplary
LSG Related Intervention	242	0	0.00%	0.29%	0.48%	0.59	0.15	2.37	No	1	Exemplary
LSG All Cause Readmission	242	6	2.48%	2.98%	3.72%	0.80	0.45	1.39	No	2	As Expected
			2.07%	2.29%	2.62%	0.87	0.45	1.65	No	4	As Expected
		pass Obser	ved	Pred**	Expected	Odds	CI	***	No Outlier		As Expected Comment*
Laparoscopic Roux-en-Y	Y Gastric By	pass	ved Rate	Pred** Obs. Rate	Expected Rate						
Laparoscopic Roux-en-Y	Y Gastric By Total Cases 92	pass Obser	ved Rate 6.52%	Pred** Obs. Rate 5.47%	Expected Rate 3.13%	Odds Ratio 1.80	C.I. Lower 0.82	*** Upper 3.93		Decile 9	Comment*
Laparoscopic Roux-en-!	Y Gastric By Total Cases	pass Obser Events	ved Rate	Pred** Obs. Rate	Expected Rate	Odds Ratio	CI. Lower	*** Upper	Outlier	Decile	Comment*
Laparoscopic Roux-en-? LRYGB Mondaty LRYGB AI Occurrences Mondaty	Y Gastric By Total Cases 92	Dass Obser Events 6	ved Rate 6.52%	Pred** Obs. Rate 5.47%	Expected Rate 3.13%	Odds Ratio 1.80	C.I. Lower 0.82	*** Upper 3.93	Outlier	Decile 9	Comment*
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Laparoscopic Roux-en-Y Levis Monialy Levis Al Occumences Maturaly Levis Lean Levis Beeding	Y Gastric By Total Cases 92 92 92 92	Dass Obser Events 5 8	ved Rate 6.52% 8.70% 1.09%	Pred** Obs. Rate 5.47% 8.52% 0.44%	Expected Rate 3.13% 8.17% 0.25%	Odds Ratio 1.80 1.05 1.78	CI. Lower 0.82 0.57 0.34	*** Upper 3.93 1.92 9.39	Outlier No No	Decile 9 6 9	Comment* As Expected As Expected As Expected
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Laparoscopic Roux-en-Y LINGB Mobility LINGB AL Courtness Motivity LINGB Electing LINGB Bleeding LINGB AL Caue Respension LINGB Related Respension	Y Gastric By Total Cases 92 92 92 92 92 92 92 92	Dass Obser Events 6 8 1 1 2 4	Ved Rate 6.52% 8.70% 1.09% 1.09% 2.17% 4.35%	Pred** Obs. Rate 5.47% 8.52% 0.44% 1.56% 1.56% 3.07%	Expected Rate 3.13% 0.25% 1.78% 0.75% 2.28%	Odds Ratio 1.80 1.05 1.78 0.87 2.07 1.36	CI. Lower 0.82 0.57 0.34 0.35 0.54 0.63	**** Upper 3.93 1.92 9.39 2.18 7.88 2.94	No No No No No No	Decile 9 6 9 3 9	Comment* As Expected As Expected As Expected As Expected As Expected As Expected
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LSO Related Resolution Laparoscopic Roux-en-Y LRYGB Monially LRYGB AN Occumences Morbidly LRYGB AN Occumences Morbidly LRYGB Beeding LRYGB Beeding LRYGB Roade Resperation LRYGB Roade Resperation LRYGB AN Oace Resolution LRYGB AN Oace Resolution LRYGB AN Oace Resolution	Y Gastric By Total Cases 92 92 92 92 92 92 92 92 92 92	<b>Dass</b> Obser Events 6 8 1 1 2 4 3 0	ved Rate 6.52% 8.70% 1.09% 1.09% 2.17% 4.35% 3.26% 0.00%	Pred** Obs. Rate 5.47% 8.52% 0.44% 1.56% 1.54% 3.07% 2.42% 0.57%	Expected Rate 3.13% 0.25% 1.78% 0.75% 2.28% 1.88% 1.17%	Odds Ratio 1.80 1.05 1.78 0.87 2.07 1.36 1.30 0.57	CI. Lower 0.82 0.57 0.34 0.35 0.54 0.53 0.54 0.53	*** Upper 3.93 1.92 9.39 2.18 7.88 2.94 3.10 2.55	Outlier No No No No No No	Decile 9 6 9 3 9 9 9 9	Comment* As Expected As Expected As Expected As Expected As Expected As Expected Exemplary



#### 2. Online Benchmarking Reports

#### 30-Day Morbidity and Mortality Report

Reports case counts and percentages of morbidities and mortalities. Displays surgeon specific, site specific, and comparison dat

#### Reporting Period: 07/01/2015 - 06/30/2016

CPT<sup>®</sup> Group: All Operations

Total # of Cases: Site = 12 / Comparison = 59

	ALL OPERATIONS			
	5	SITE	сом	PARISON
Total Number of Cases <sup>1</sup>	12		59	
Mortality				
Mortalities	2	16.7%	3	5.1%
Morbidity				
Cases with one or more occurrences	4	33.3%	26	44.1%
GENERAL POSTOPERATIVE OCCURRENCES				
Cases With Wound Occurrences				
Superficial Incisional SSI	0	0%	4	6.8%
Deep Incisional SSI	0	0%	0	0%
Organ/Space SSI	2	16.7%	4	6.8%
Wound Disruption	2	16.7%	2	3.4%
Cases With Respiratory Occurrences				
Pneumonia	0	0%	2	3.4%
Intraoperative OR Postoperative Unplanned Intubation	0	0%	1	1.7%
Pulmonary Embolism	0	0%	0	0%
On Ventilator > 48 hours	0	0%	1	1.7%
Cases With Urinary Tract Occurrences				
Progressive Renal Insufficiency	0	0%	0	0%
Acute Renal Failure	0	0%	0	0%
Urinary Tract Infection	0	0%	2	3.4%

#### 3. Internal Data

(e.g., patient experience scores)

			As of	September	2012
	f patients who repor lways" communicat		77%		
	f patients who repor Ahways" communica		77%		
that they	f patients who repor "Always" received h s they wanted.				
	f patients who repor "Always" well contro		6		
staff "Alw	f patients who repor ays" explained abou ring it to them.				
	f patients who report bathroom were "Alw		7%		
the area a	f patients who repor round their room wa quiet at night.				
that YES,	f patients at each ho they were given info ng their recovery at	rmation about what		82%	
a rating of	f patients who gave f 9 or 10 on a scale f to 10 (highest).		•		
	f patients who report initely recommend t		73%		

#### **1. Review Data**







## **IMPORTANT:** Dedicate time to learn about your SAR data!

#### A Home

¢s Reports	Reports	July			
Program Resources	Case Details & Custom Fields Report	The following			
۶ QI Tools	Custom Fields Manual Instructions				
🛢 DataPortal	Basic Excel in MBSAQIP Excel Tutorial				
	Current SAR				
	SAR Archive				
	Interactive Site Summary				
	Case Occurrences Report Case details filtered by SAR, type, and model	<			
	Non-Risk Adjusted MBSAQIP Online Report Tutorial Instructions				

#### 2018 Semiannual Report

ng are a list of published documents for July 2018 Semiannual Report.

 July 2018 Semiannual Report Model Reports Site List Powerpoint Presentation Site-Level QCDR Measures MBSAQIP Semiannual Report Supplement QCDR Model Reports Tutorials - Interpreting the MBSAQIP SAR Tutorials - Statistical Modeling Site Summary Report



## **Benchmark Data**



## If Outlier = "High", then QI project required\*

MBSAQIP 07/01/2012 - 06/30/2013 Semiannual Report: Site Summary

Site Number:

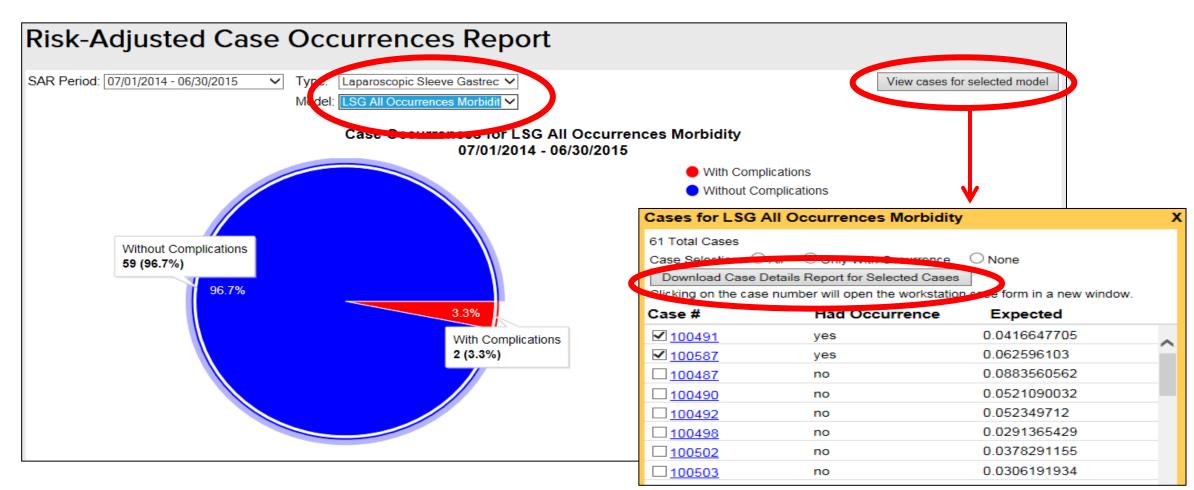
	Total	Observed		Pred**	Expected	Odds	C.I.***		Outlier	Decile	Performance*
	Cases	Events	Rate	Obs. Rate	Rate	Ratio	Lower	Upper			Assessment
LSG All Cause Intervention	158	1	0.63%	0.65%	0.66%	0.98	0.29	3.: 8	No	6	As Expected
LSG Related Intervention	158	1	0.63%	0.51%	0.44%	1.15	0.31	4.:0	No	Z	As Expecte
LSG All Cause Readmission	158	9	5.70%	4.14%	2.74%	1.55	0.87	2.75	No	- N	Needs Improvement
LSG Related Readmission	158	8	5.06%	3.42%	1.81%	1.93	1.00	3.73	High	10	Needs Improvemen



## **Benchmark Data**



## **Drill down using Case Occurrences Report**



## **Prioritize Patient Safety and Outcomes**

## If Outcomes Data does not reveal a problem, ask:

- Gaps in resources or care services?
- Issues regarding timeline of care?
- Gaps in patient compliance or follow-up?
- Issues related to patient satisfaction or procedure effectiveness?
- Educational gaps for patients or staff?



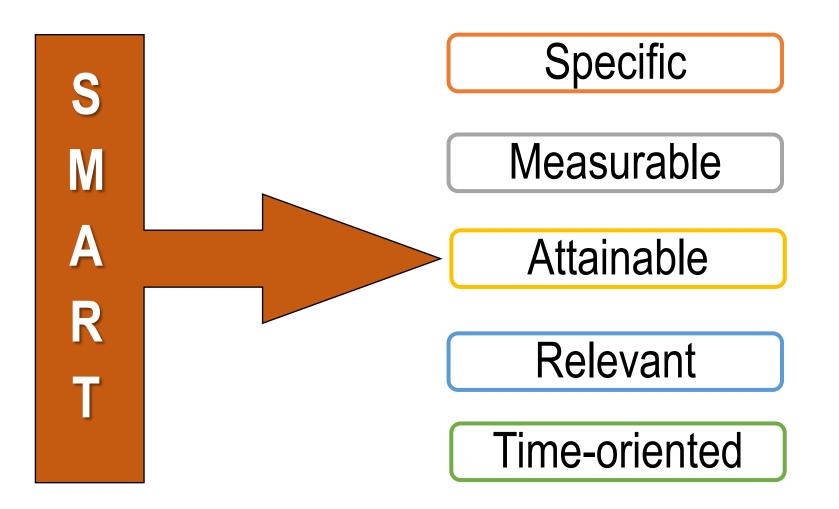
2. Identify Problem

# Write a Problem Statement



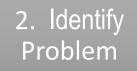
- 3 things that must be included in the Problem Statement:
- 1. Clearly identify a <u>specific</u> problem you want to solve through your QI Project.
- 2. Identify your baseline and goal metrics.
- 3. Identify the timeline for meeting this goal.







## **Problem Statement Example**



Our predicted (adjusted) observed rate for

All Cause Readmission for LSG was 7.2% in the 2015 calendar

year, which makes us a high outlier in this model. Our goal is to

lower our LSG readmission rate to the expected rate of 3.72% by

December 31, 2016.



3. Propose Intervention

# **Propose Intervention**

- Gather all members of the MBS Committee to discuss all possible factors contributing to the problem
- Conduct literature review--may reference ASMBS Guidelines and Position
   Statements <a href="http://asmbs.org/resource-categories/position-statements">http://asmbs.org/resource-categories/position-statements</a>
- May choose to implement a Root Cause Analysis tool such as "The 5 Whys", "SIPOC", or a "Fishbone Diagram"
- Document a plan for intervention



# **PI Tools and Metrics**

4. Choose PI Methodology & Metrics

- Choose Process Improvement (PI) Tool or standardized methodology
- Identify metrics and measurement tool
  - Choose/create a measurement tool (MBSAQIP Data Registry, Survey, Excel Spreadsheet, etc.)
  - Create a data point using MBSAQIP Data Registry If you want to capture a specific data point
    - In the Data Registry Custom Fields and extract that data via the Case Details and Custom Fields Report
- Establish project calendar



# PDC(S)A

4. Choose PI Methodology & Metrics

### **PLAN**

Recognize and plan for an improvement opportunity

## ACT

Implement the improvement; change the study if there is no improvement

## DO

Test the plan

## CHECK

Analyze the results and identify what you have learned





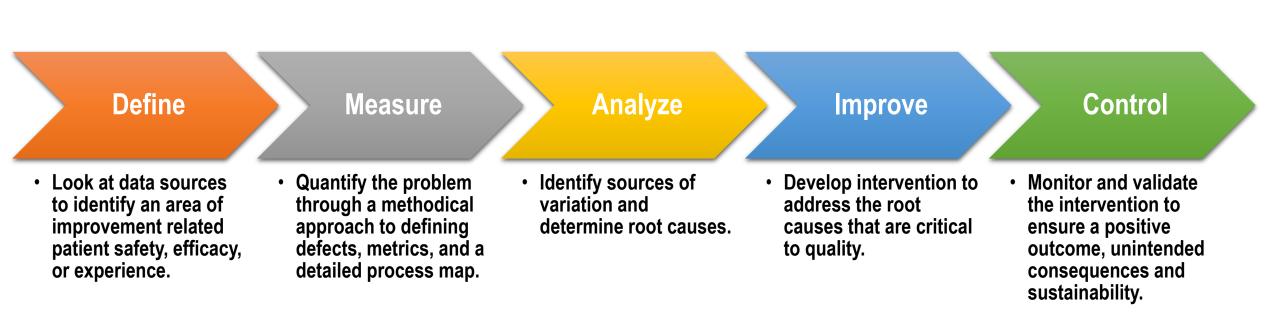
## The benefits of repeated cycles

- Belief that change will result in improvement
- Opportunities for 'failures' without impacting performance
- Minimizes resistance when implemented
- Adapts to changing environment



## DMAIC

#### 4. Choose PI Methodology & Metrics





## Prioritization Matrix (Define phase of DMAIC)

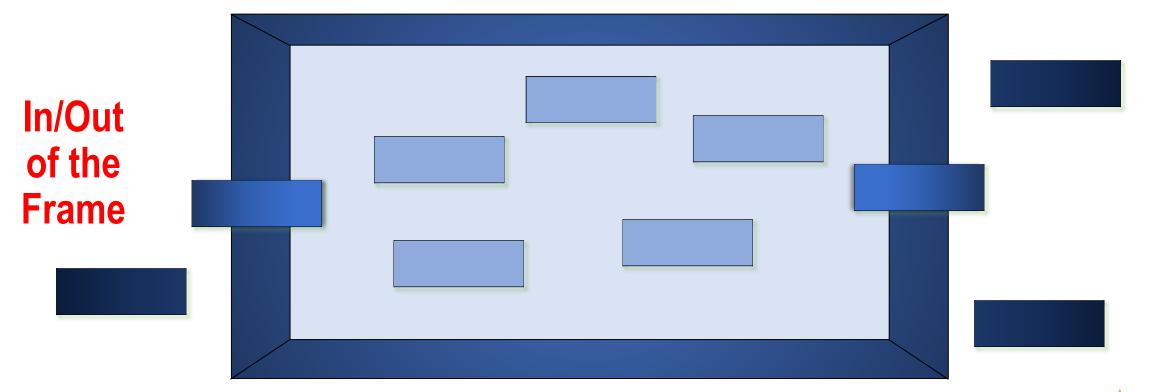






## **Bounding Exercise**

Draw a large square picture frame on a flip chart – This metaphor helps the team identify what falls inside the picture of their project and what falls out.





## More Of/Less Of: Clinic Patient Throughput Example

#### More of...

Improved patient satisfaction surveys

Patients praising reduced wait-time

Transparent communication to patients about wait-time

Staff working together as a team

Prompt room assignment

Coordination of check-in/check-out

#### Less of...

Patients complaining to manager

Patients leaving without being seen

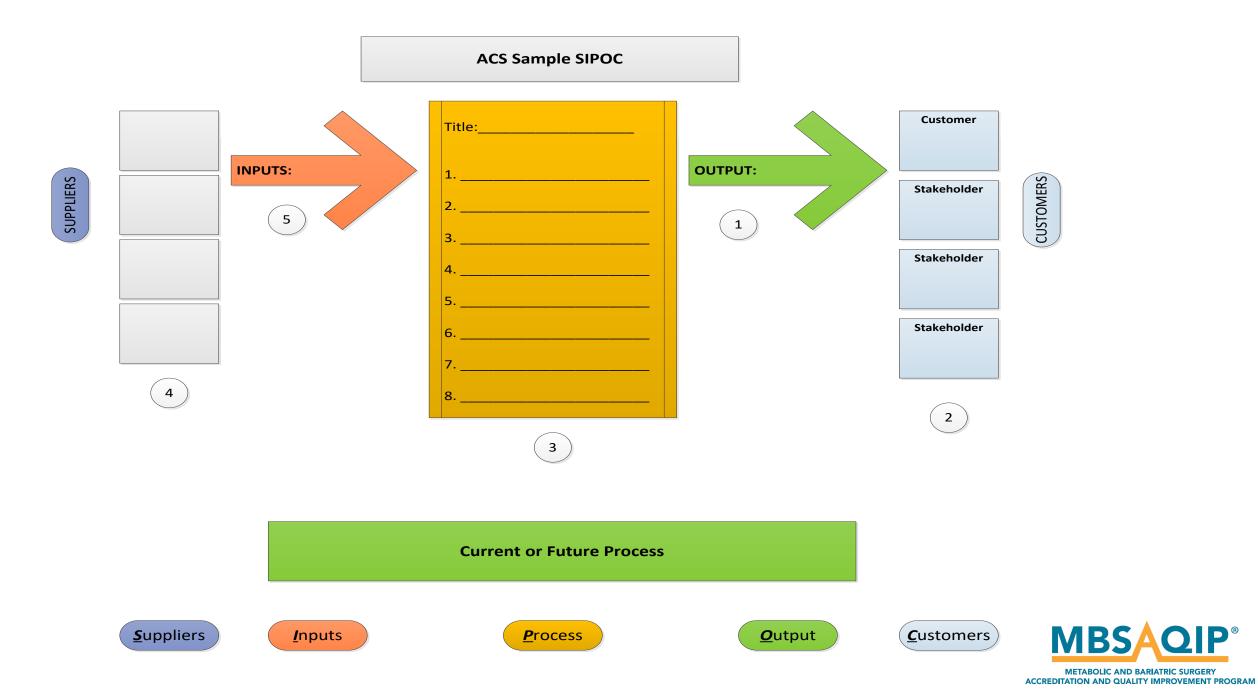
Staff not communicating with each other and patients

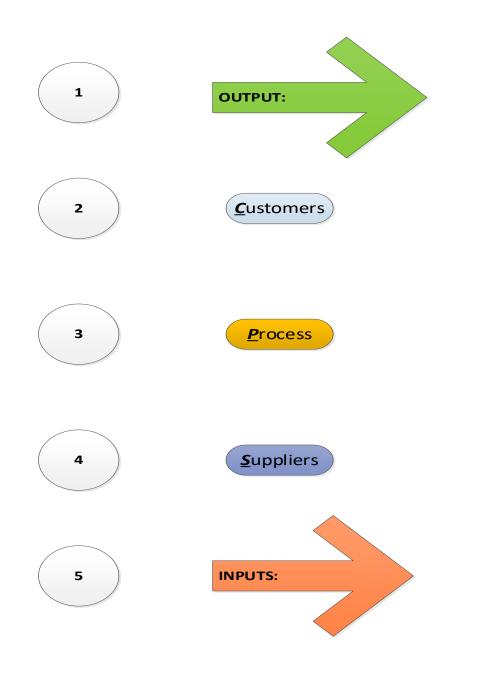
Providers being upset at staff

Long wait times in reception area

Patients waiting to check-out







What product, process, procedure, policy, improvement or new entity does this team want to produce. State it here as the OUTPUT. 5 words or less.

Who is going to receive and benefit from the OUTPUT the team desires to produce. The primary beneficiary of the OUTPUT is the CUSTOMER. Other, secondary or adjunct interested parties are STAKEHOLDERS. List all that apply.

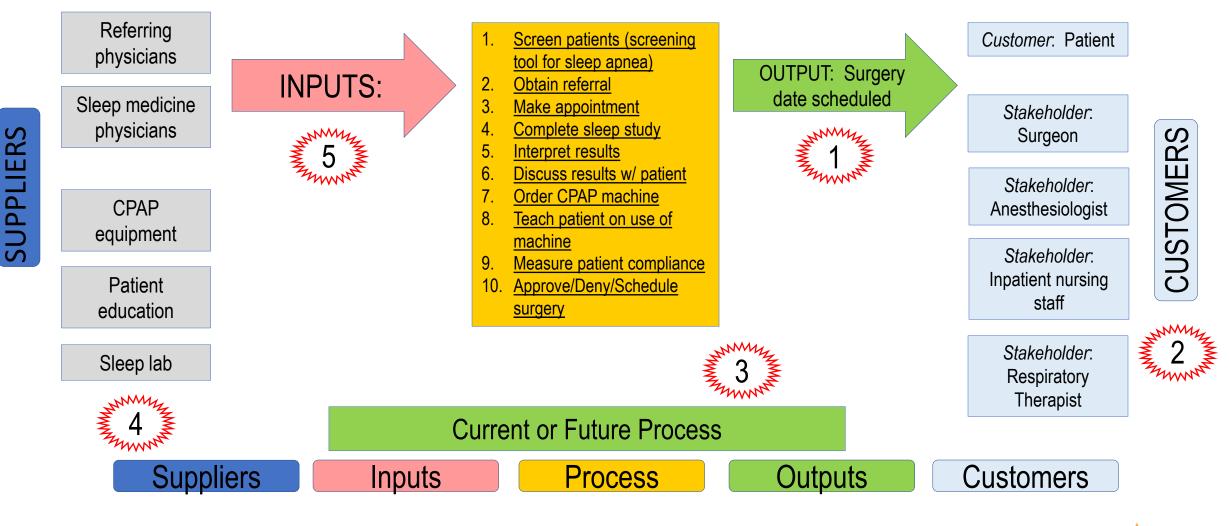
Imagine how the OUTPUT is to be produced. What are the 10 – 12 MAJOR steps or activities that need to be performed, in order to create the desired OUTCOME? List them here. This is the High Level Process that either exists, or will exist. Functional Workflows will develop this process in more detail. State your Process steps using a Verb/Noun two word descriptor.

In order to accomplish the 10 – 12 Process Steps: Who will supply the items described in your Process? Who will provide the Labor, Equipment, Facility, Materials, Components or Environment for your Process steps to convert, to achieve the desired Output. These are the required SUPPLIERS for the PROCESS

INPUTS are the specific items the Suppliers provide to the Process, for the Process to work effectively. Sometimes identifying the Suppliers is enough detail. If more detail is desired, you can individually state for each supplier, the specific contribution. State what makes sense or leave blank.



#### Sample SIPOC: 100 % patient compliance w/ preoperative CPAP and BIPAP use





## 5 Whys (Analyze Phase of DMAIC)

Do the following steps to find the Root Cause:

- 1. State the main cause
- 2. Ask <u>WHY</u> the main cause happens
- 3. Ask <u>WHY</u> the cause in #2 happens
- 4. Ask <u>WHY</u> the cause in #3 happens = Root Cause



## **5 Whys Example**

**<u>Problem</u>**: Post-operative UTIs in 20 patients within 30 days of surgery.

Main Cause: Foleys were placed in the OR in each of these patients.

<u>Why</u>? This is the surgeon's preference.

<u>Why</u>? Because the surgeons are worried about urinary retention during the case.

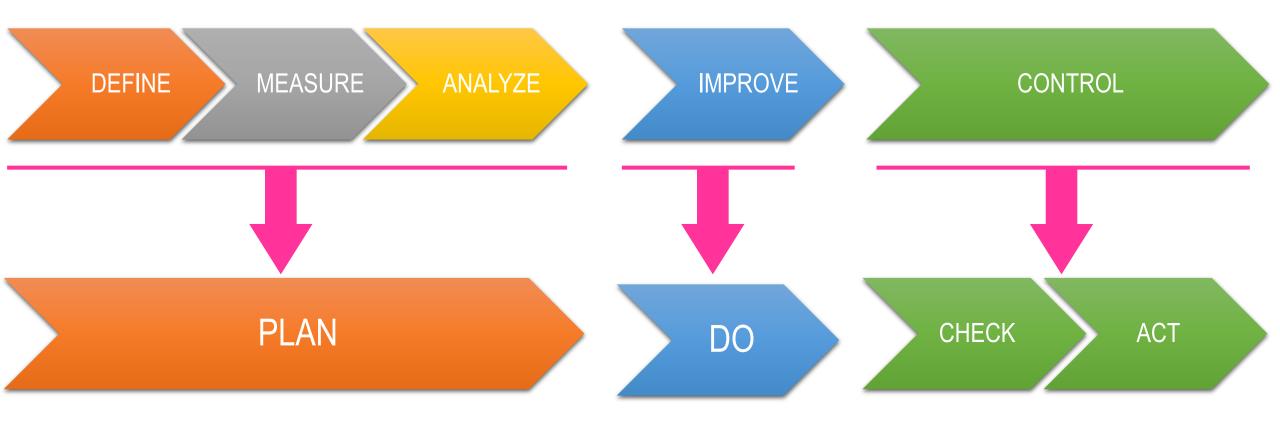
<u>Why</u>? Urinary retention causes pain for the patients & potentially occludes the operative field, in addition, patients often have trouble urinating after general anesthesia.







# Process Improvement Comparison *DMAIC vs PDCA*



# Implement Intervention and Monitor Data

- Communicate, communicate, <u>COMMUNICATE</u>!
- MBS Director gathers all stakeholders to ensure engagement and buy-in
- Intervention must be <u>clearly defined</u> and <u>implemented consistently</u>
- Data must be monitored closely and often.
  - ✓ If desired outcomes are not achieved, adjustments to the protocol should be made



# QI Wrap - Up

6. Present Study Results

- Gather all documentation and data for presentation to the MBS Committee at the annual QI Meeting (see Standard 2.4 for details); compare your data with current national benchmark data if available
- Review lessons learned, ways to sustain improvement, etc.
- Keep all records and documentation on file for your next triennial MBSAQIP Site Visit

## **CELEBRATE** your efforts and your successes!





## **Remember!**

- 1. QI Projects must be led by the **MBS DIRECTOR** and engage all members of the MBS Committee
- 2. Accredited centers must implement a **NEW** QI project every year
- 3. QI Projects are **DYNAMIC** and must be monitored over the course of the year
- 4. QI Projects must address a **PROBLEM**



## **Remember!**

- 5. QI Projects must be **DATA-DRIVEN**
- 6. Once you begin receiving Semiannual Risk-adjusted Reports (SARs), your center must prioritize QI related to models where the center is found to be a **HIGH OUTLIER** (see Standard 7.2 for complete details)



## **Reminder!**

**IMPORTANT NOTE:** Identifying a good QI initiative may require reviewing multiple different topics in order to identify the one most appropriate for your program



## **QI Ideas from the "Trenches"**

- Project to increase PO protein intake at 30-day post-operative visit
- Project to increase attendance at support groups
- Project(s) to increase long-term follow-up (LTFU) compliance
- Project to ensure lab results obtained prior to LTFU appointments with MBS Team members
- Project to decrease patient waiting times in MBS Clinic



## **QI Ideas from the "Trenches"**

- Project to increase patient adherence to post-operative exercise regimen
- Project to identify thorough pre-operative patient work-up/evaluations
- Project to increase patient compliance with preoperative CPAP use
- Project to increase PO hydration the first 30-days after surgery





## Additional Resources: http://www.health.state.mn.us/qi/

MDH Minnesota Department o	FHealth HOME TOPICS ABOUT US	
QI and Performance Management	Quality Improvement and Performance	🛨 Share This
Quality Improvement and	Management	How are we doing?
Performance Management	On This Page	Please provide feedback!
Public Health & QI Toolbox	What are QI and Performance Management? QI Processes and Tools (Public Health & QI Toolbox)	Contact the PH Practice Section
Customer Focus	<u>QI Projects</u>	health.ophp@state.mn.us
More QI Resources	Customer Focus	Phone: 651-201-3880
Related Topics	<u>QI Training and Webinars</u> <u>More QI Resources</u>	Staff Contact Information
LPH Assessment and Planning: QI Plans	You Might Also Like	Most Requested: PH Practice Section
Public Health Core Competencies	LPH Assessment and Planning Process: QI Plans Public Health Core Competencies	Get Help and Technical Assistance
Accreditation	Accreditation	Contact Local Public Health
QI Training and Webinars	<b>Need Technical Assistance?</b> The Public Health Practice Section can help: <u>Help and Technical Assistance</u>	Find Your Public Health Nurse Consultant
Health Partnerships Division	Available to Local and Tribal Public Health.	CHS Mailbag & Calendar
Emergency Prep.		Training & Webinars
and Response	What are QI and Performance Management?	LPH Assessment and Plannin Process and Deliverables
Public Health Practice Section	Quality Improvement (QI) is the use of a deliberate and defined improvement	Public Health & QI Toolbox
Health Partnerships 🛛 🗗	process and the continuous and ongoing effort to achieve measurable	Annual Reporting (PPMRS)
Division	improvements in the efficiency, effectiveness, performance, accountability,	

# **Quality Improvement Toolkits**

- 30-Day Readmission, Surgical Site Infection (SSI) and Urinary Tract Infection (UTI)
- Resource Portal

#### QI Tools

Surgeon NPI National Provider Identifier

Quality and Safety Conference Presentations

30 Day Readmission Toolkit

Surgical Site Infection (SSI) Toolkit

Case Data Validation Tool

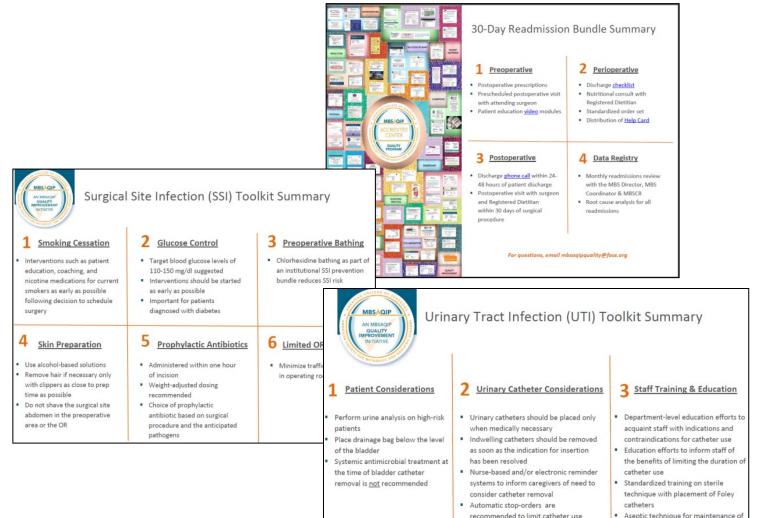
Urinary Tract Infection (UTI) Toolkit

~	Toolkit Overview
~	Video
~	<b>PowerPoint Presentation</b>
~	Case Study
~	Visual Abstract



# **Quality Improvement Toolkits**

- Toolkit elements:
  - ✓ Educational video
  - ✓ PowerPoint presentation
  - ✓Case study
  - ✓ Visual abstract
  - ✓Additional resources



duration

indwelling bladder catheters

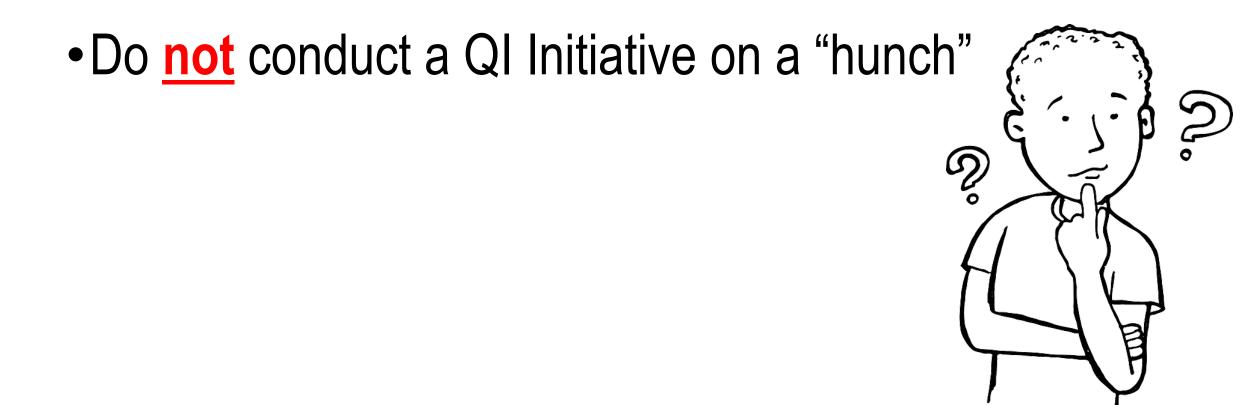


## **Closing Reminders**

- QI Projects must address a **PROBLEM** (if you don't have any SSIs in your sleeve patients, then don't choose this as your project)
- QI Projects must be DATA-DRIVEN--develop a metric to measure the effectiveness of your QI project and identify the baseline



## What Not to Do....









METABOLIC AND BARIATRIC SURGERY ACCREDITATION AND QUALITY IMPROVEMENT PROGRAM A QUALITY PROGRAM of the AMERICAN COLLEGE OF SURGEONS

Website: www.facs.org/mbsaqip Email: mbsaqipquality@facs.org Phone: 312-202-5565