

EXERCISE 1
DEVELOPING A PROJECT AIM

You recently joined Redland County EMS as part of the clinical quality leadership team. In assessing opportunities for your next quality improvement project, you and the team begin by examining the National EMS Quality Alliance (NEMSQA) suite of measures. Specifically, you start with a review of performance reports related to documentation of vital signs for patients not transported by EMS (TTR-01). Redland County EMS has approximately 50 encounters that end in non-transport per week.

You receive the following data for the last 12 weeks:

Month	TTR-01 % of patients not transported by EMS with documentation of a basic set of vital signs
Week 1	44%
Week 2	24%
Week 3	41%
Week 4	55%
Week 5	35%
Week 6	57%
Week 7	39%
Week 8	47%
Week 9	25%
Week 10	35%
Week 11	42%
Week 12	40%
Average	40%

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1) Does this topic have the elements of a good improvement project? Why or why not?

2) What would good performance look like for this measure?

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SMART GOAL	PRIMARY DRIVERS	SECONDARY DRIVERS	CHANGE THEORIES
<p>To obtain a full set of vital signs in at least 90% non-transported patients within one year.</p>	<p>Definition of a "Patient"</p>	<p>Policy / Protocol</p>	
		<p>Culture around "lift assist"</p>	
		<p>Documentation requirements</p>	
		<p>Education</p>	
	<p>Patient assessment</p>	<p>Equipment</p>	
		<p>Education</p>	
		<p>Process</p>	
	<p>Patient preferences</p>	<p>Financial concerns</p>	
		<p>Trust and rapport with EMS clinicians</p>	
		<p>Understanding of health risks</p>	

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Using the change concept list, develop ideas you might test that relate to the secondary drivers on your driver diagram.

Change Concepts

<p>Eliminate Waste</p> <ol style="list-style-type: none"> 1. Eliminate things that are not used 2. Eliminate multiple entries 3. Reduce or eliminate overkill 4. Reduce controls on the system 5. Recycle or reuse 6. Use substitution 7. Reduce classifications 8. Remove intermediaries 9. Match the amount to the need 10. Use sampling 11. Change targets or set points <p>Improve Workflow</p> <ol style="list-style-type: none"> 12. Synchronize 13. Schedule into multiple processes 14. Minimize handoffs 15. Move steps in the process close together 16. Find and remove bottlenecks 17. Use automation 18. Smooth workflow 19. Do tasks in parallel 20. Consider people as in the same system 21. Use multiple processing units 22. Adjust to peak demand <p>Optimize Inventory</p> <ol style="list-style-type: none"> 23. Match inventory to predicted demand 24. Use pull systems 25. Reduce choice of features 26. Reduce multiple brands of the same item <p>Change the Work Environment</p> <ol style="list-style-type: none"> 27. Give people access to information 28. Use proper measurements 29. Take care of basics 30. Reduce demotivating aspects of the pay system 31. Conduct training 32. Implement cross-training 33. Invest more resources in improvement 34. Focus on core process and purpose 35. Share risks 36. Emphasize natural and logical consequences 37. Develop alliances and cooperative relationships 	<p>Enhance Producer/Consumer Relationship</p> <ol style="list-style-type: none"> 38. Listen to customers 39. Coach the customer to use a product/service 40. Focus on the outcome to a customer 41. Use a coordinator 42. Reach agreement on expectations 43. Outsource for "free" 44. Optimize level of inspection 45. Work with suppliers <p>Manage Variation</p> <ol style="list-style-type: none"> 46. Standardization (create a formal process) 47. Stop tampering 48. Develop operational definitions 49. Improve predictions 50. Develop contingency plans 51. Sort product into grades 52. Desensitize 53. Exploit variation <p>Manage Time</p> <ol style="list-style-type: none"> 54. Reduce setup or startup time 55. Set up timing to use discounts 56. Optimize maintenance 57. Extend specialist's time 58. Reduce wait time <p>Design Systems to Avoid Mistakes</p> <ol style="list-style-type: none"> 59. Use reminders 60. Use differentiation 61. Use constraints 62. Use affordances <p>Focus on the Product or Service</p> <ol style="list-style-type: none"> 63. Mass customize 64. Offer product/service anytime 65. Offer product/service anyplace 66. Emphasize intangibles 67. Influence or take advantage of fashion trends 68. Reduce the number of components 69. Disguise defects or problems 70. Differentiate product using quality dimensions 71. Change the order of process steps 72. Manage uncertainty — not tasks
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Change concepts developed by Associates in Process Improvement. (See: Langley GJ, Nolan KM, Nolan TW, Norman CL, Provost LP. The Improvement Guide. San Francisco: Jossey-Bass Publishers, Inc.; 2009.)