



Complex Care Startup Toolkit

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Data and process improvements: **Process and outcomes improvement**

This document is part of the *Complex Care Startup Toolkit*, a practical collection of guides, templates, and other tools to launch and grow a new complex care program. Find the full toolkit at www.nationalcomplex.care/startup-toolkit.

Continuous improvement of processes and outcomes is the hallmark of a high-functioning complex care organization and program. There are many tools and resources available to support improved program implementation. Organizations must commit to a culture of improvement and evolve to meet the changing needs of their stakeholders and populations being served.

Key considerations

1. Root cause analysis can be applied to clinical- and system-level challenges. Does your program have a plan and dedicated resources for continuous process and outcomes improvement?
2. Do you have an aim statement? In other words, what are you trying to accomplish?
3. Self-assessing the ways in which your organization embodies and supports health justice and racial equity will lead to new insights and opportunities for growth and change.

Below, find resources you can use as you work through each of these key considerations.



Resources

Key consideration # 1: Root cause analysis can be applied to clinical- and system-level challenges. Does your program have a plan and dedicated resources for continuous process and outcomes improvement?

- **QI essentials toolkit**

This toolkit helps you to launch and manage improvement projects. Each of the nine tools in the toolkit includes a short description, instructions, an example, and a blank template. Tools include: cause and effect diagram, driver diagram failure modes and effects analysis (FMEA), flowchart, histogram, pareto Chart, PDSA worksheet, project planning form, run chart & control chart, and scatter diagram.

- **Pathways to person-centered care**

This checklist tool with action steps helps you to improve your delivery of person-centered care. Providers and teams can choose action steps that are best suited for their setting, resource availability, and team configuration.

- **The Plan-Do-Study-Act (PDSA) worksheet**

This worksheet helps you to test and implement quality improvement changes.

- **Five whys tool for root cause analysis**

This problem-solving technique helps you to get to the root of a problem quickly. The Five Whys strategy involves looking at any problem and drilling down by asking: "Why?" or "What caused this problem?"

- **Sustainability planning worksheet**

This worksheet helps you to plan for the long-term sustainability of an improvement effort. Areas of focus include: measurement, ownership, communication and training, hardwiring for change, and assessment of workload.

- **Change concepts worksheet**

This worksheet helps you to generate and test change concepts. A change concept is a general notion or approach to change that has been found to be useful in developing specific ideas for improvement. Quality improvement teams can choose a few relevant change concepts and for each change concept selected, generate a short list of change ideas related to that general concept.

- **QI project measures worksheet**

This worksheet helps you to begin selecting measures for a QI project. When trying to make a change in a complex system, projects need to develop a family of measures to collect as data throughout the duration of the project in order to understand the impact of changes. Typically, projects track 1–2 outcome measures, 3–5 process measures, and sometimes 1–2 balancing measures.



- **Alameda County’s Youth Transitions Partnership Program: A practical example of using CQI to support successful program implementation**

This case study helps you to gain familiarity with a CQI process to support early program implementation.

Key consideration # 2: Do you have an aim statement? In other words, what are you trying to accomplish?

- **Aim statement worksheet**

This worksheet helps you to delineate clear and specific plans. An aim statement is the answer to the first question in the IHI’s Model for Improvement, “What are we trying to accomplish?”

Key consideration # 3: Self-assessing the ways in which your organization embodies and supports health justice and racial equity will lead to new insights and opportunities for growth and change.

- **Working principles for health justice & racial equity: Organizational self-assessment**

This organizational assessment helps you to reflect on the ways in which your organization embodies health justice and racial equity in practice, and identify opportunities for growth and improvement. This assessment is simply a guide to facilitate reflection and team discussions, and support actions that organizations can take to improve authentic community partnerships.

About the Camden Coalition of Healthcare Providers

We are a multidisciplinary nonprofit working to improve care for people with complex health and social needs in Camden, NJ, and across the country. The Camden Coalition works to advance the field of **complex care** by implementing person-centered programs and piloting new models that address chronic illness and social barriers to health and well-being. Supported by a robust data infrastructure, cross-sector convening, and shared learning, our community-based programs deliver better care to the most vulnerable individuals **in Camden** and **regionally**.

The **National Center for Complex Health and Social Needs** (National Center), an initiative of the Camden Coalition, connects complex care practitioners with each other and supports the field with tools and resources that move complex care forward. The National Center’s founding sponsors are the Atlantic Philanthropies, the Robert Wood Johnson Foundation, and AARP.