

Introduction—CQI for Physicians

Physicians have an enormous impact on the quality and cost of patient care. Therefore, they should be at the forefront of any healthcare organization's CQI efforts.

However, this is seldom the case. Typically, physicians view Continuous Quality Improvement (CQI) as an "administrative" tool with little or no relevance to their profession or the quality of care they deliver to their patients. As a result, physicians remain on the sidelines. Opportunities for significant improvements are not addressed. Key clinical improvements may not occur.

Even when CQI efforts attempt to draw physicians into process improvement and problem solving, they often resist because they do not appreciate the inherent value in process improvement. You hear remarks such as, "I don't have the time to get involved." Or, "Fix the problem and let me know when it's done." Of course, the lack of physician involvement typically means that proposed solutions are never fully implemented, because of a lack of physician support.

Physicians would like to become involved in making things better, if they only knew how, had some assurance that their contributions would be valued, and their time not wasted. That's where CQI for Physicians comes in.

Course Overview—CQI for Physicians

This workshop prepares physicians to take a leadership role in your CQI process.

Guided by a physician-facilitator, participants work with examples drawn directly from their own experience. They discover that, for the most part, the problems they encounter daily are caused by broken processes rather than by individuals. Participants then understand that fixing these processes requires a system-based approach and a collaborative effort.

CQI for Physicians enables participants to:

- Identify systems and common causes that constrain best practices in their office and in the hospital
- Apply quality improvement tools to scheduling, billing, and other problems commonly experienced in office practice and at the hospital
- Become more involved with improving patient care without increasing the amount of time they spend in the hospital

Carefully designed to sustain physician interest and involvement, the workshop is fast-paced, free of 'business' jargon, and presents CQI as a way to use the scientific method in addressing problems experienced in medical practice. The format is modular, allowing the course to be presented in two hour increments; not disturbing the physicians' daily routines.

The key to the success of CQI for Physicians is the physician-facilitator who understands the day-to-day frustrations that physicians face and who shares participants' overriding concerns for providing the best patient care possible. This helps generate an atmosphere of trust that encourages participants to voice their core concerns. The facilitator then focuses in on those concerns to provide a compelling demonstration of the value of CQI and the value of physician participation in CQI initiatives.

ODI's recommended implementation approach

- Select and train physician facilitators
- Conduct workshops for physicians

Facilitator Training

ODI will work with management to understand who the best facilitator candidates are among the physicians. We can also assist in their selection and recruitment. Then ODI will certify physicians from your organization to serve as facilitators of CQI for Physicians. Facilitator certification prepares your people to train their colleagues in CQI concepts and skills. Your trained facilitators help sustain commitment to CQI by encouraging involvement and by providing timely and expert assistance whenever it is needed.

Physician Workshops

The contents of the workshop include:

- An understanding of patient and physician oriented views of quality
- Building alignment between customers and suppliers inside the office or hospital
- System thinking and system-based problem solving
- A five phase template for identifying improvement opportunities and developing solutions
- An exercise in team problem solving

The physician-facilitator can easily modify the content of the workshop to focus on the concerns of hospital-based physicians, community-based physicians, or other physician groups.

ODI Assistance

Expert consulting help is available from ODI to support your implementation of CQI for Physicians, including ways to promote the workshops within the medical community.

In addition, the following training materials and services are available to support your implementation of CQI for Physicians:

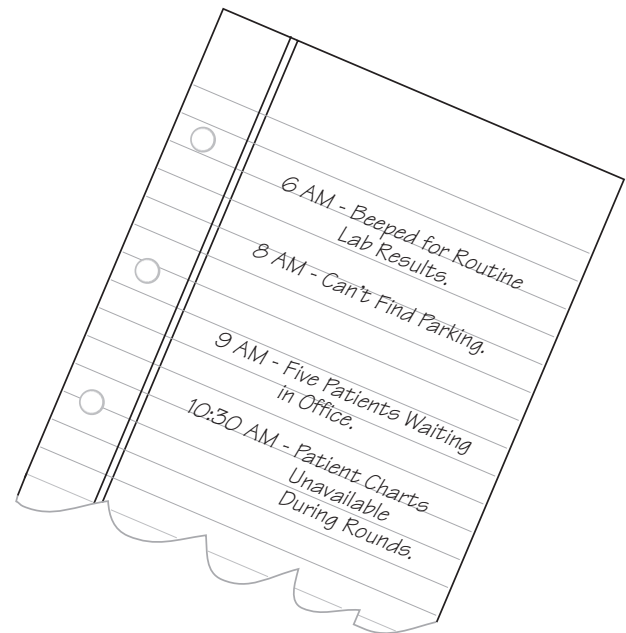
- Facilitator materials
- Workbooks for participants

Benefits

CQI for Physicians has been received enthusiastically by physicians across the United States. The workshop powerfully demonstrates the need for collaborative, system-based problem solving and process improvement. The workshop shows how CQI can directly benefit physicians in both the hospital and in their office practice.

If building effective partnerships with physicians is a key part of your survival and growth strategy, CQI for Physicians is a critical next step.

The Good Doctor has A Bad Day



In this CQI for Physicians exercise, participants list the most frustrating events they might face in the course of an imaginary day. Then they examine the lists to determine which events are rooted in special causes and which are caused by breakdowns in systems or processes. The exercise demonstrates that, when the source of any problem is in doubt, a defective process is the most likely culprit.