

The Science and Practice of Quality Improvement: Developing Capacity to Make a Difference

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Jeff Alexander, Ph.D.
Department of Health Management and Policy
University of Michigan School of Public Health

Goals

- n Problems with Quality Improvement Research- why it's not contributing to systems change
- n Modest proposals for advancing the science of implementation and the usefulness of QI research

State of the Art – QI Research

- n Single organization samples
- n Opportunistic not systematic
- n Imprecise measurement of QI intervention
- n No replication of studies
- n Short duration studies
- n No explicit consideration of context
- n No explicit consideration of cost

Bottom line:

We have inconsistent information about
what works, when it works, where it
works, or what it costs

The Problem Context

- n Current reimbursement system does not pay for quality
- n Consumers are unable to distinguish between good and poor quality
- n Fragmentation of motivation and effort by providers, employers, consumers, plans
- n Little consideration of implementation

BEYOND THE LINEAR MODEL



Implementation: the influence of content, context, and process

Implementation



Content

- Triability
- Innovation type
- Evidence interpretation and packaging

Process

- Opinion leaders, change champion
- Systemic processes (e.g., supervisory practices, quality improvement)
- Organizational learning

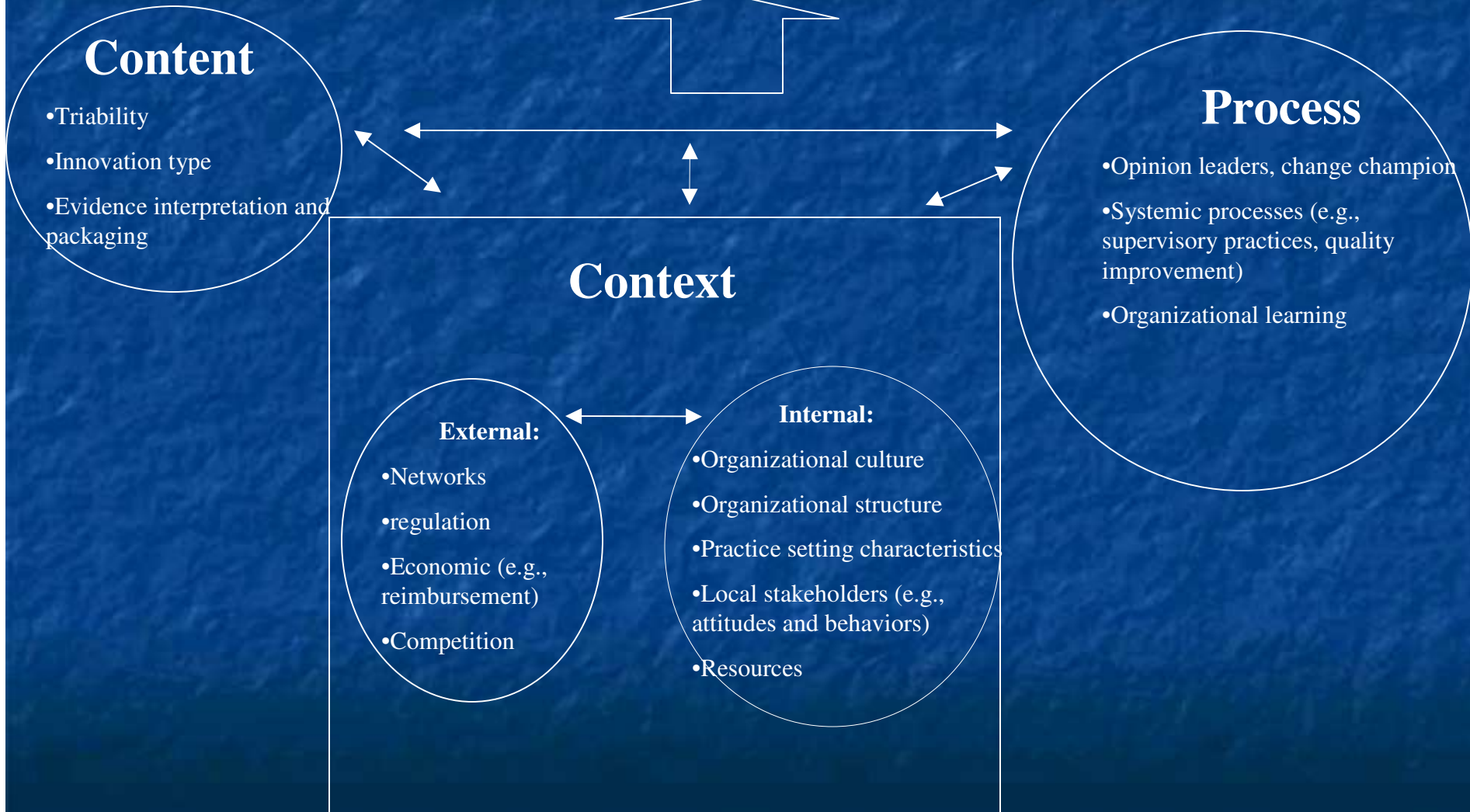
Context

External:

- Networks
- regulation
- Economic (e.g., reimbursement)
- Competition

Internal:

- Organizational culture
- Organizational structure
- Practice setting characteristics
- Local stakeholders (e.g., attitudes and behaviors)
- Resources



Attacking the Problem at Multiple Levels

- n Policy
- n Regional/community
- n Inter-organizational
- n Organizational

Life Cycle of Quality Improvement



Capacity Building for Implementation Research

- n Funding- investment in the science of implementation
- n Multi-disciplinary teams
- n Make implementation part of the intervention
- n Bring in users of intervention/innovation
- n Long term studies
- n Cost-effectiveness