



Roadmap to HEALTH EQUITY

Peer Learning
Network

- We'll get started in just a moment.
- Please make sure you are on mute unless you are speaking.
- We will have time for questions at the end, but feel free to type a question into the chat any time.
- If you'd like to ask a question or make a comment, please use the "raise hand" function.



Roadmap to **HEALTH EQUITY**

Driving Quality Improvement

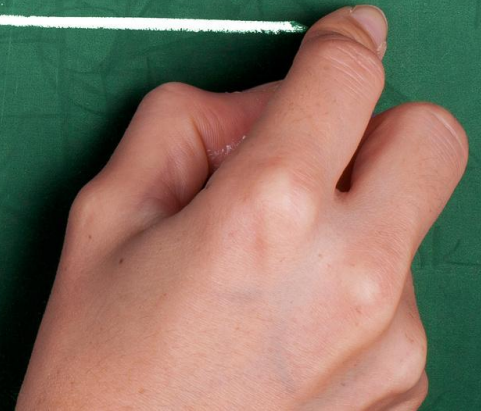
May 8th, 2025 | 12:00pm ET



Hello!

My name is

- Your name
- Your clinic
- Location (City/State)



Call Objectives:

- Explore how to move from identifying change ideas to choosing a place to start
- Describe types of changes and the impact they make
- Discuss how to approach testing changes geared towards improvement

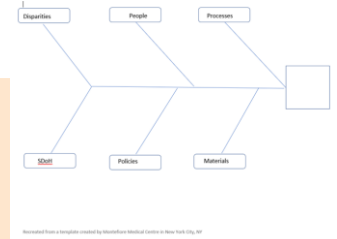


Where have we been?



Explored identifying areas
for improvement through:

Gap Analysis
Fishbone diagrams



Set an Aim for improvement

What are we trying to
accomplish?

How will we know that a
change is an improvement?

What change can we make
that will result in improvement?



What are we trying to accomplish?

Gap Analysis and Charter
– ID IMPROVEMENTS

Impact/Effort –WHICH
IMPROVEMENTS

PSDA – TRY
IMPROVEMENTS



QI PICK Prioritization Matrix

- Team-based activity
- List out all potential improvements or projects (use your Gap Analysis for ideas)
- Assess on difficulty of implementing and potential pay-off
 - Possible (low pay-off, easy to implement)
 - Implement (high pay-off, easy to implement)
 - Challenge (high pay-off, hard to implement)
 - Kill (low pay-off, hard to implement)
- Suggest doing a max of 12 potential improvements or projects on a PICK



Gap Analysis - Example



CURRENT STATE	FUTURE STATE
What aspects of our clinic would we like to improve? <i>(These can be wide or narrow, qualitative or quantitative, but should be specific.)</i> 1. Staff training on practice procedures and protocols in each perspective area needed. Educational sessions for support staff. 2. Expand and refine SJC's telemedicine model 3. Based on an analysis of patient needs and options available to address them, expand Clinic operating days and/or hours 4. Minimize barriers to accessing care and deliver consistently high-quality patient service 5. Optimize workflow to possibly include DSM, enhancing screening by MAs 6. Create a referral process	What will these aspects look like after we improve? <i>(These can be highly specific or generic.)</i> 1. All staff should be aware of all procedures relating to their job duties to avoid any confusion on the process steps that should be completed. 2. Facilitate patient eligibility and maximize access to (and utilization of) primary care and other SJC services. 3. Increase the number of appointment slots, remove barriers to accessing care during the workday, and expand volunteer opportunities 4. Improve telehealth services, serve communities that do not have any access to care. 5. Allows us to measure referral completion



Gap Analysis - Example



10.4

What can your practice do to remedy the factors listed above that are contributing to the gap(s)? (These remedies should be action-oriented and specific.) ¶

¶

1. Training for staff on telehealth resources ¶
2. Create workflows and procedures ¶
3. Telehealth education/training for patients ¶
4. ¶
5. ¶
6. ¶
7. ¶

What resources are available to address the gap(s)? ¶

1. Creating manuals for staff ¶
2. EMR resources available for staff ¶
3. Telehealth resources available in current system ¶
4. ¶
5. ¶

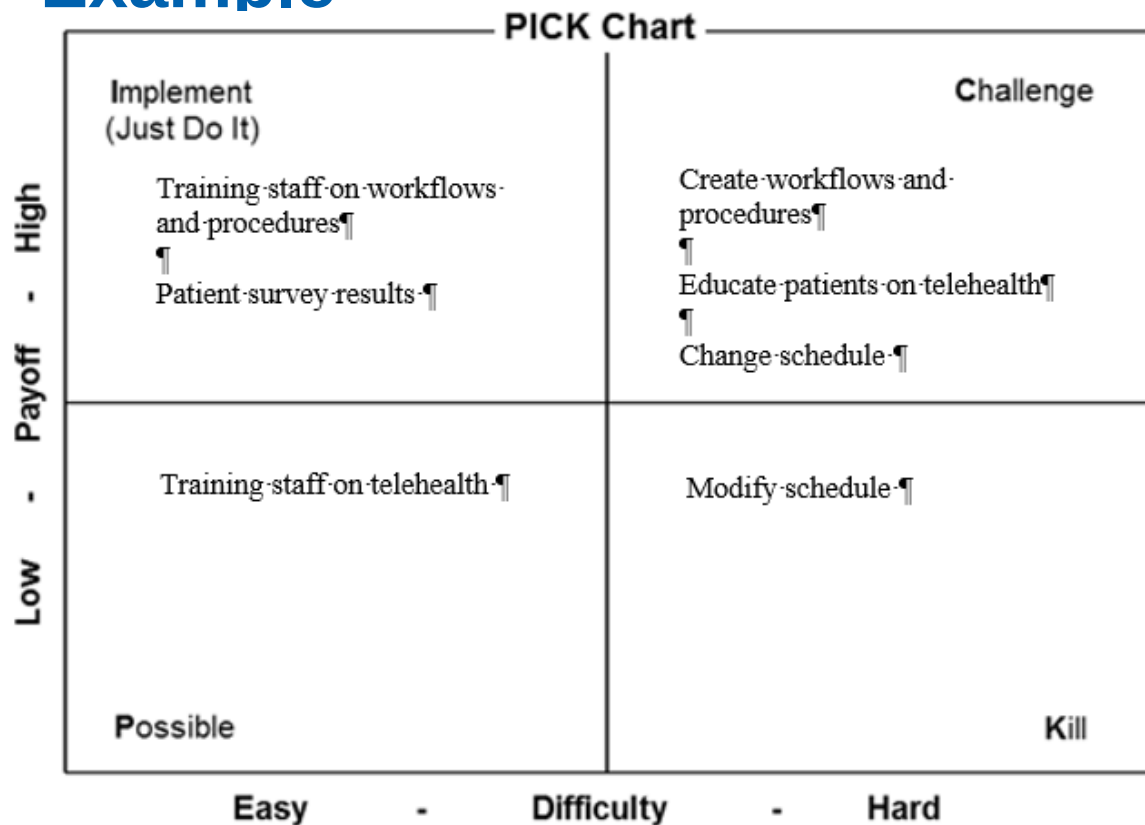
Adapted from <https://blog.udemy.com/gap-analysis-template/>. Accessed January 12, 2016. ¶

Source: AMA. Practice transformation series: plan-do-study-act. 2016. ¶

¶



PICK - Example



PICK - Example

PICK·Prioritization·List·of·Possible·Projects/Improvement·Activities¶

Project·Idea¶	Difficulty¶ (Easy·or·Hard)¶	Payoff¶ (Low·or·High)¶	PICK·¶ Quadrant¶	Project· Owner¶	Notes/Comments¶
Training·on·telehealth· resources·for·staff¶	Easy¶	Low¶	Possible¶	Executive· Director¶	Which·resources?·Not·sure·which·would·be· helpful·Needs·more·exploring·¶
Create·workflows·around· screening¶	Hard¶	high¶	Challenge¶	Operations· Manager¶	Use·templates·provided·by·Americares¶
Create·procedures·around· screening¶	Hard¶	high¶	Challenge¶	Operations· Manager¶	Use·templates·provided·by·Americares¶
Training·on·workflows·for·staff¶	Easy¶	high¶	Implement¶	Executive· Director¶	Requires·a·draft·first!·Do·during·staff·meetings¶
Training·on·procedures·for· staff¶	Easy¶	high·¶	Implement¶	Executive· Director·¶	Requires·a·draft·first!·Do·during·staff·meetings¶
Education·for·patients·on· telehealth·¶	Hard¶	high¶	Challenge¶	Patient· Care· Coordinator¶	Consider·on·the·spot·training·for·patients·before· a·visit¶
Look·at·survey·results·to·see· what·schedule·modifications· need·to·be·made·for·patients·¶	Easy¶	high¶	Implement¶	Operations· Manager¶	Pull·results·for·review·at·a·QI·meeting¶
Modify·schedule·to·make·more· appointments·available¶	Hard¶	Maybe· high/maybe· low¶	Challenge/Kill¶	Operations· Manager¶	Would·a·schedule·change·help·or·not?·Need·to· explore·more·¶



First Order Change = MORE

- More of the same ideas/changes already tried/implemented
- More time, money, staff, effort, inspections, alerts, screens, posters, warnings, stickers, education, in-services, “talking tos,” data reviews, mailings, reminders, paperwork, policy and procedures...
- Maintains the status quo
- **More of the same system**



Second Order Change = Change to the system

- Transforms our way of working
- Think of a flow chart, human behavior/movement is changed
- Can be big or small
- Can be harder to come up with because of the power of the human mind, “perceptual ruts”
- **Creates a new system**



Plan-Do-Study-Act Cycles



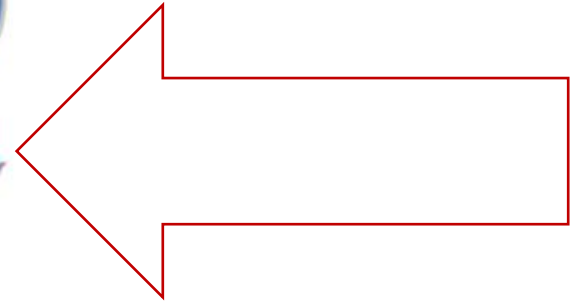
Poll

How much do you know about PDSA cycles??

- a. I have never heard of them
- b. I have heard of it but not applied
- c. I have applied at least once
- d. I have applied extensively
- e. I could teach/coach others on how to use them



Model for Improvement



Langley, et al, *The Improvement Guide*, 2009

A concept inherent in how we live and learn...



**What's
next?**

Act

- Ready to implement?
- Try something else?
- Next cycle

Plan

- Objective
- Questions & predictions
- Plan to carry out:
Who? When?
How? Where?

**What will
happen if we
try something
different?**

Do

- Carry out plan
- Document problems
- Begin data analysis

Let's try it!

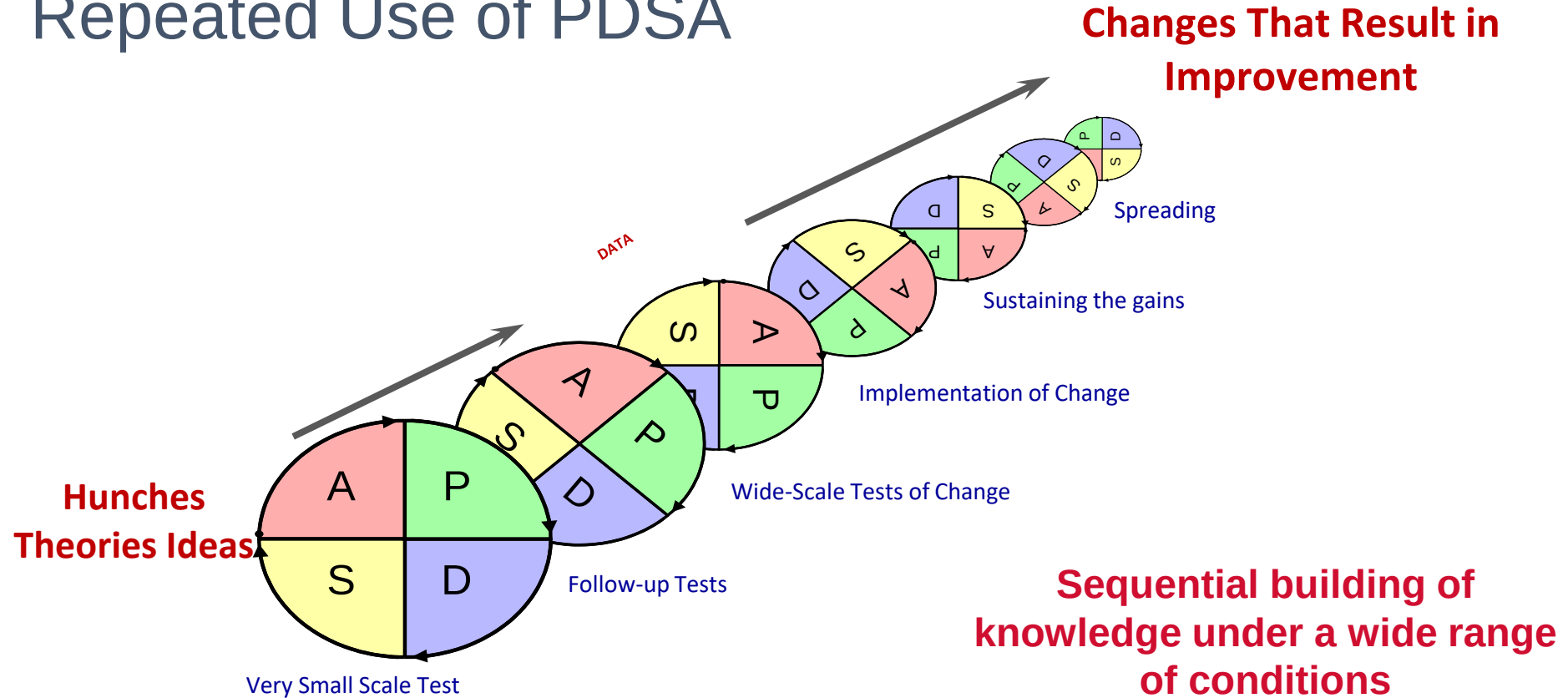
Study

- Complete data analysis
- Compare to predictions
- Summarize

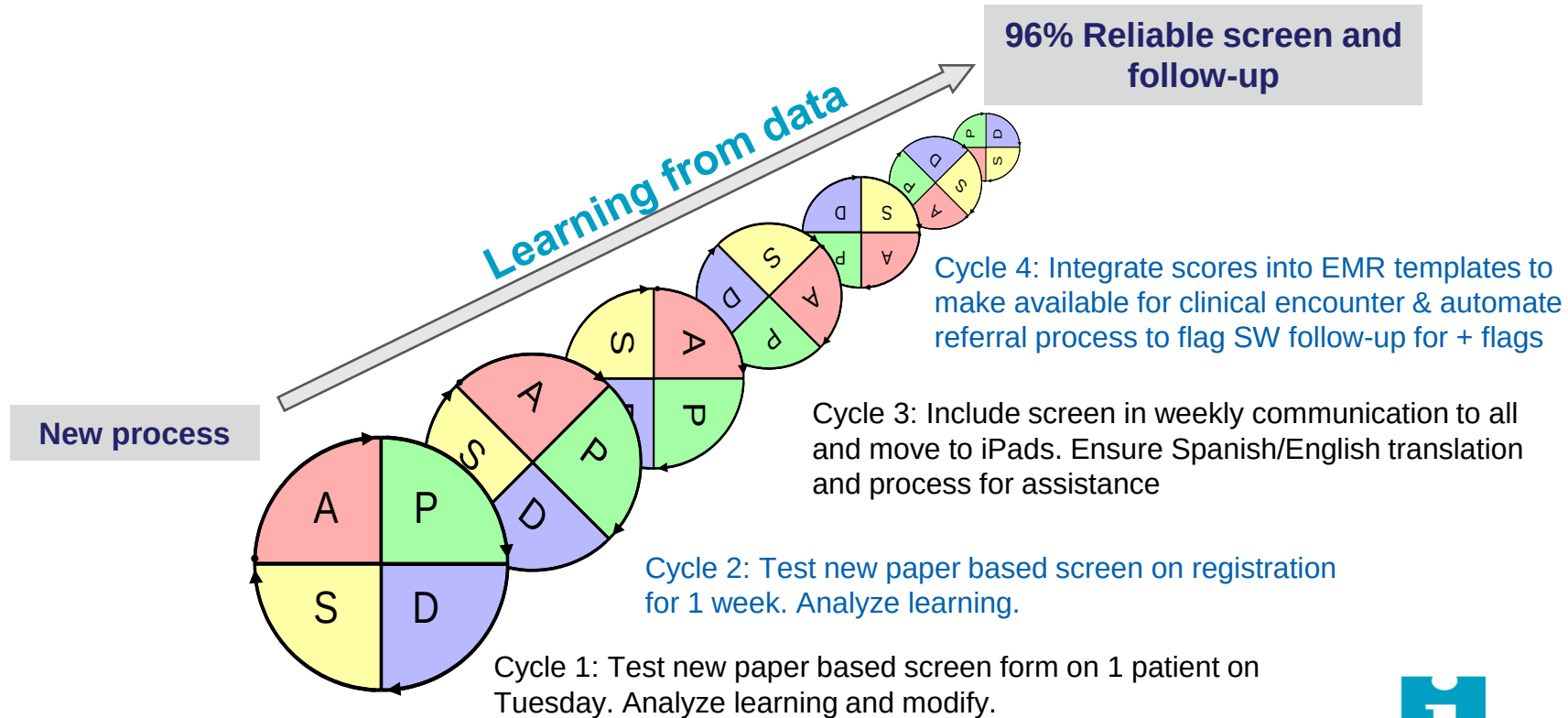
**Did it
work?**



Repeated Use of PDSA



Example PDSA Ramp



4) Act: “What’s next?”

Run new PDSA with adaptations:

- Hold conversation as part of next upcoming office visits for 3 patients in the next 2 weeks.

1) Plan: “What will happen if we try something different?”

What: CHW will reach out to 3 patients with uncontrolled BP receiving care at clinic; Screen for SDoH and referral to relevant community based supports.

Prediction: Patients may be hard to reach. Screening may take longer by phone.

When: May 7-May 10

Who: Mary (CHW)

3) Study: “What happened?”

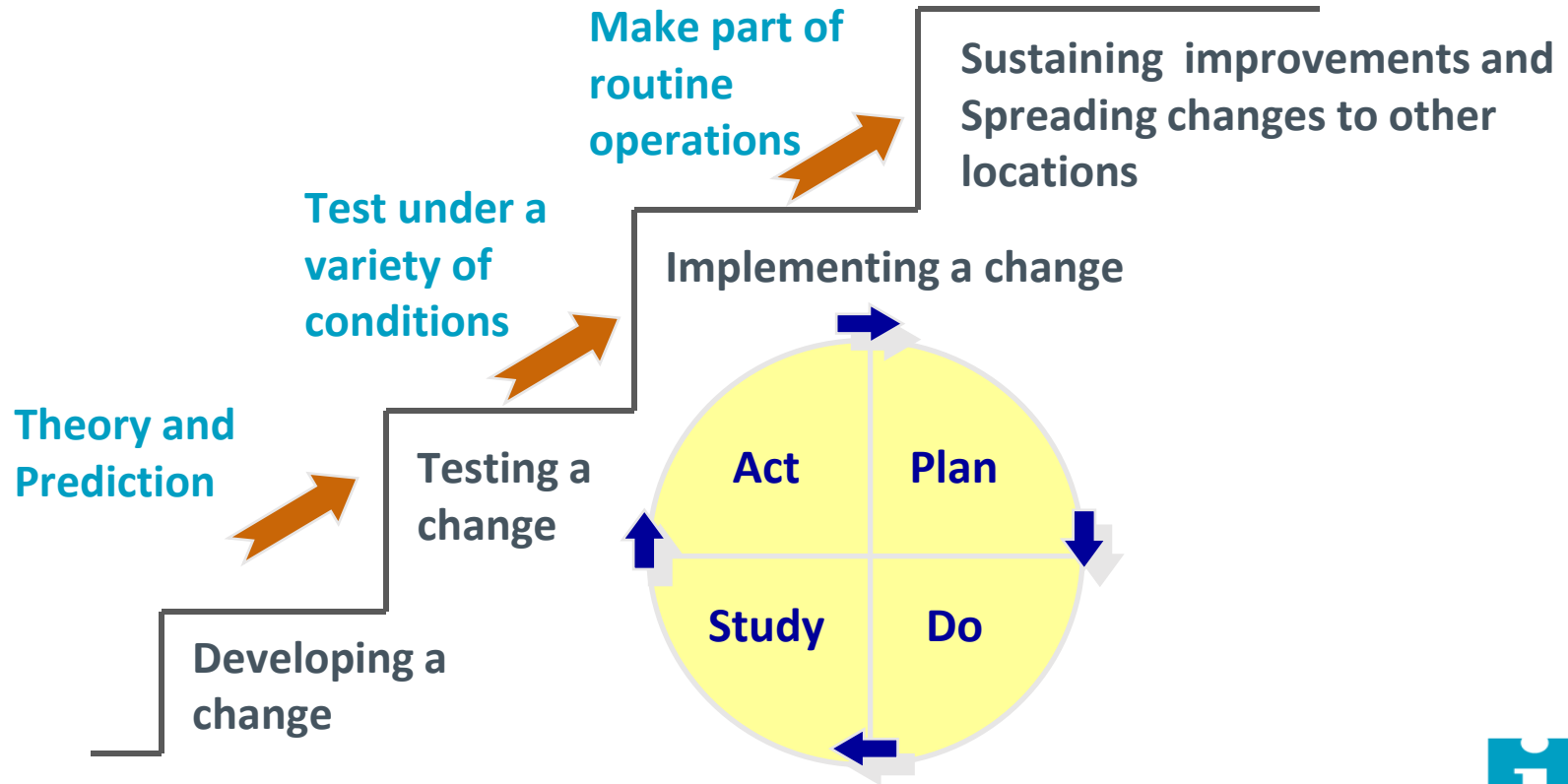
2 patients successfully contacted and connection to food pantry made for 1. Had incorrect contact info for 1 pt.

Learnings:

- Difficult to reach patients, had to try 2-3 times
- Conversation was lengthy and might not be feasible long term as phone conversation. Might want to test as part of next office visit.

2) Do: “Let’s try it.”

plan carried out as noted



Key Performance Improvement Step	Equity Considerations
Identify the issue	- What populations are impacted by the problem you are targeting? - Does the team feel comfortable discussing bias and structural inequities? - What training has the team received around ingraining equity into their performance work? - Does the team composition and structure promote inclusivity? How will the patient voice be incorporated into program design? - What are potential structural barriers to success?
Define the aim	- Are the targeted populations clearly articulated in the aim statement? - Does the specified timeframe match patient needs? - What bias exists in current data sets?
Assess the current state	What inequities already exist? What types of tests of change have been previously conducted to address these inequities? - What policies, procedures, and practices are currently in place? - What strategies will help mitigate bias in data collection/analysis? - What is the local culture surrounding the issue? Does the infrastructure needed for the project exist?
Plan tests of change	- Will the test of change impact those most vulnerable? - Are materials readily available in the language(s) and formats necessary? - Will the planned test of change address the root cause of inequity? - How can we ensure that those impacted by a test of change will have input into the process?
Learn from tests of change	Were any inadvertent intervention-generated disparities created? If so, which tests of change can address those disparities? - Do the target populations believe the project outcome? - Did stratified data demonstrate that gains were experienced equally by all?
Modify and scale up	- What are potential structural barriers to spread and sustainability? - What best practices helped to achieve this? How will best practices be shared? - Are we keeping up with the dynamic discussions about health equity and are future projects updated appropriately? - Are there newly identified healthcare disparities that warrant PI efforts?

Template: PDSA (Short-form)

Objective (What question(s) do we want to answer?):

Date:

Change Idea:

PDSA#: _____

4) Act: “What’s next?” • Adapt? Adopt? Abandon? Run again?	1) Plan: “What will happen if we try something different?” • What will you do? When and where will you do it? Who will do it? • What data will you collect and how will you collect it? • What do you predict will happen?
3) Study: “What happened?” • What did you learn? • Was your prediction right or wrong?	2) Do: “Let’s try it.” • Did the test go as planned? • Run the test: Carry out the plan. Collect and record the data.



Breakouts (15min)

In random breakout groups discuss:

- *What is one idea you are exploring in your clinic and what is your next/first test related to it?*



Quick tips for early PDSAs



SMALL TESTS
WHEN IDEAS ARE
NEW



INSURE YOU
'STUDY'



SHRINK TIMELINES
TO LEARN MORE
QUICKLY



USE PREDICTION

Homework for your Cohort calls

1. Reflect on the change ideas you have chosen for your project and consider if they will result in fundamental changes to your clinic processes
2. Test one PDSA before your next cohort call (if you can!)

OR

Come with your plan for your first test to share





Questions