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- CEOs • Senior Management •
- Performance Management •
- Decision & Data Support •
- Quality Improvement & Risk Management

# So Why Are We Measuring? Savvy Leadership Tactics for Using Data for Improvement

July 7, 2009, Kingbridge Centre, King City, Ontario

*Building Capacity for Quality Improvement*



# So Why Are We Measuring?

## Savvy Leadership Tactics for Using Data for Improvement

### Introduction: What's it all about?

This action oriented 1-day workshop is geared toward leaders and their quality improvement and data support teams who seek to optimally use their data for decision-making and improvement. The morning session will focus on enhancing the use of data for both improvement and accountability. Key principles will include the value of viewing data over time, the fallacy of comparing this year to last year same quarter, tips for learning more from balanced scorecard data, why leaders would want to see a Shewhart control chart, how to read and use a Shewhart chart. The afternoon will focus on specific skills related to selecting the appropriate Shewhart control chart for the type of data being used and Shewhart chart analysis and guidance.

### Who Should Attend?

This course is designed for healthcare leaders at upper and middle management level. We recommend that a team attend. The team could include the CEO, Senior Management, Performance Management, Decision & Data Support, Quality Improvement & Risk Management.

### Agenda Highlights

- The Power of Viewing Data Over Time
- Analytic and Enumerative Statistics
- Introduction to Shewhart Control Charts
- Analyzing and Using Shewhart Chart
- Leadership Pitfalls: Comparing this Quarter to same Quarter Last Year and more
- Getting More out of Balanced Score Cards or Other Leadership Measurement Systems
- How To Select The Correct Shewhart Chart
- What To Do When "Yucky" Events Are Rare
- What To Do When Denominators Are Huge
- When To Make And To Revise Limits

### Workshop Objectives

By the end of this workshop participants will be able to:

- Select the appropriate tool from a chest of data tools for the question being addressed
- Analyze a run chart
- Identify signals that indicate statistically significant evidence of change on a run chart
- Analyze a Pareto chart, a Histogram and a Scatter Diagram
- Analyzing and Using Shewhart Control Charts

### Agenda

#### 8:00 am - 9:30 am

Introduction:

- Why view data over time?
- 3 Uses of Data
- Introductory Case Study

Introduction to Control Charts

- Introduction to variation: special/common cause and link to improvement
- Control charts: What are they? Why would a leader use one?
- Shewhart Chart Analysis: Rules for identifying special cause
- Leadership Case Study

#### 10:00 am - 10:15 am

Break

#### 10:15 am – 12:00 pm

Leadership Case Study Continued

- Invoice Errors, IA case study 2 (Ave-Distribution Charts, Mortality, ADEs)
- Why comparing this quarter to same quarter last year doesn't work!
- How do control limits compare to benchmarks/ targets?
- Getting More from Balanced Score Card Data
- Putting This To Work: What Does It Take?

#### 12:00 pm – 12:45 pm

Lunch

#### 12:45 pm - 2:30 pm

How to choose the right type of control chart

- Telling variable from attribute data

Charts for Variables (Measurement) Data

- The Individuals Chart
- The X bar and S Chart

Attribute Control Charts

- Control Chart for Classification Data
- The P chart

- Measurement vs. classification: which is more useful?

#### 2:15 pm – 2:30 pm

Break

#### 2:30 pm – 5:00 pm

Control chart for Counts data

- The C and U charts
- Working with rates (like med errors, accident rates etc.)

Special Circumstances

- Working with rare events
- Working with huge denominators (over-dispersion)



## So Why Are We Measuring?: Savvy Leadership Tactics for Using Data Improvement

### About Our Faculty

#### Sandra Murray

Sandra is a principal in Corporate Transformation Concepts, an independent consulting firm formed in 1994. She assists clients to see, and improve, their organizations as a system. Sandra concentrates her consulting in the areas of using data for improvement, business process improvement methods and strategic planning. Sandra has extensive background in both quality improvement theory and practice in the areas of using data for improvement, facilitation, process identification and improvement, and strategic business planning. She is currently on the faculty of the Institute for Healthcare Improvement (IHI) and the National Association for Healthcare Quality. She is the editor of a book on improvement tools and two videotapes on using data for improvement.

### About the Quality Healthcare Network

[www.qhn.ca](http://www.qhn.ca)

The Quality Healthcare Network (QHN) is a non-profit, member-based organization dedicated to fostering the development and adoption of best practices by its members through education and shared improvement projects.

Our immediate customer is our members - people and groups from hospitals, home-care agencies, community care access centres, rehab centres and mental health facilities that might not otherwise have the opportunity to come together to elevate health system performance through innovative and collaborative means.

The Network is also the Ontario lead of the Safer Healthcare Now! (SHN) campaign, an ambitious pan-Canadian effort aimed at reducing the number of injuries and deaths related to adverse events, such as infections and medication incidents.

# So Why Are We Measuring?: Savvy Leadership Tactics for Using Data Improvement

## Registration Form

July 7, 2009, Kingbridge Centre, King City, Ontario

I am registering as

- A QHN member at the rate of \$429 + GST
- A nonQHN member at the rate of \$599 + GST

**Please complete a registration form for each attendee.**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Email: \_\_\_\_\_

Telephone: \_\_\_\_\_

Allergies or Special Needs: \_\_\_\_\_

### **Fine Print**

All substitutions and cancellations must be submitted in writing. **If you cancel your registration within 10 days of the event taking place you will be responsible for a \$100 administration fee.** By signing the attached registration form you acknowledge having read these terms. This is done as space is extremely limited for these workshops.

**Privacy Policy:** *All personal information collected on this form will only be used for purposes of conference administration.*

Please check here if you do not wish your coordinates listed on the participation sheet.  
Please complete and return your registration form to: Sean Molloy via fax at 416.351.3762 or email to [sean.molloy@qhn.ca](mailto:sean.molloy@qhn.ca)

Please note that a photographer will be onhand. If you do not want your photo taken, please tell the photographer.

**Should you require more information please contact Sean Molloy at 416.351.3760 or at [sean.molloy@qhn.ca](mailto:sean.molloy@qhn.ca)**