Developing high quality practice performance: The Primary Care Practice Improvement Tool (PC-PIT)

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Background

• The 2008 World Health Organisation Report ‘Primary Health Care – Now More than Ever’ and Australia’s first National Primary Health Care Strategy focused on key areas including:
  – Performance management and improvement
  – Accountability
  – Quality and Safety benchmarking
  – ‘System’s thinking’
  – Team work
  – Patient-centricity
  – E-health and information technology
  – Organisational and clinical governance
  – Change management

• Refocus on primary health care microsystems & the underpinning philosophy of organisational development

  “... adopting appropriate principles of management, organisations can increase quality, simultaneously reduce costs ... the key is to practise continued improvement.” ¹
Background (continued)

What has already been done

• Extensive work undertaken in the design & implementation of quality improvement tools in tertiary care settings

What is missing

• Few practice performance (organisational) tools designed for & rigorously trialed in, general practice settings

• Focus has been on single-strategy approaches & emphasis on clinical indicators of quality care, education & training
Aim & Significance

**AIM** - To improve the quality & performance of Australian primary health care services

**SIGNIFICANCE** - A tool to use in to improve the quality in primary health care through a focus on elements integral to high quality practice performance
Methods

• Systematic literature review to identify the key elements integral to high quality practice performance \(^2\)\(^{-15}\) defined as ‘systems, structures & processes which enable delivery of good quality patient care but which do not include clinical processes’ \(^16\)

• Cyclical partner feedback & discussion

• Development of the Primary Care Practice Improvement Tool (PC-PIT)

• Pilot, Trial & validation of the PC-PIT in general practice and primary health care settings nationally
Partnership Process

Our CRE partners
(eg. AAPM, RACGP, AGPAL, ACHS, APNA)

Development & trial of the Primary Care Practice Improvement Tool
(PC-PIT)

International network

The End Users
(eg. Practice Managers, GPs, Practice Nurses)

Australian Medicare Local Alliance
Australian Medicare Locals
The Primary Care Practice Improvement Tool (PC-PIT)

- Online
- Whole of practice approach to improving practice performance
- Facilitated by Practice Managers (internal process, no extensive external facilitation required)
- Additional support & training resources provided online
- Low or no cost to practices
Seven key elements of quality practice performance (1)

1. Patient-centred & community focused care (accessible, comprehensive, coordinated care focusing on individuals, their families & broader community with the aim of improving the value of healthcare)

2. Leadership & ‘leading’ (roles & responsibilities, a ‘driver’ of quality improvement both clinical & non-clinical)

3. Governance (practice systems & structures)
   (i) Organisational governance
   (ii) Clinical governance

4. Communication (focus on communication within the practice & also between practices & other services)
   (i) Team-based care
   (ii) Availability of information for patients
   (iii) Availability of information for staff
Seven key elements of quality practice performance (2)

5. Change Management (change adoption; ability to manage change & systems or structures for incentivising change)
   (i) Readiness for change
   (ii) Education & training
   (iii) Incentives for change

6. Performance (a culture for reflecting on practice functioning; use of data & information to inform improvement)
   (i) Process improvement
   (ii) Performance results

7. Information & Information technology (the collection & management of quality data & information – patient population, clinical & financial)
The practice provides continuing and comprehensive medical care to individuals and their families, through a continuing patient–health professional relationship of trust, clinical expertise and the use of best available evidence. Clinical teams, resources and services are all coordinated in the practice. Patients have input into the way their care is provided.

We always work together to ensure our patients can access comprehensive coordinated care. We work in partnership with all services within and outside the practice. We use best available clinical guidelines. We focus on the health of our patients in the context of their families. We have a system in place to enable patients to have input.

I do not believe our practice takes the patient centred care approach as described.

Not Applicable
4 steps of the PC-PIT Quality Improvement Cycle

1. Practice Managers are trained & supported to lead quality improvement using the PC-PIT via webinars & online training resources

2. A link to online PC-PIT & Guide distributed to Practice Managers who ensure its completion by all staff members

3. The CRE team uses completed online tools to generate & send a confidential report for each practice. This report gives an overall score for each element or can be aggregated via staff groups

4. Using the PC-PIT Reports, the Practice Manager facilitates discussion among the practice team to identify an area for improvement, strategies to achieve it, a timeline for implementation & measures of success formalised into an action guide by using the RACGP Plan-Do-Study-Act approach
4 steps of the PC-PIT Quality Improvement Cycle Validation & Evaluation

**Step 1**
Independent PC-PIT Visit

**Step 2**
Comparison of Practice PC-PIT & Independent Visit Scores

**Step 3**
Qualitative interviews with staff & review of materials & documentation

**Step 4**
Review of the PDSA Plan & improvement outcome(s)

- **Step 1:** All practice staff complete the PC-PIT online
- **Step 2:** Receive a whole practice score in a Practice PC-PIT Report
- **Step 3:** Use the PC-PIT Report scores to identify a broad area you wish to improve
- **Step 4:** Your Practice Manager will facilitate the Plan-Do-Study-Act approach to undertake, monitor and review the improvement
Progress to date

• Systematic literature review (completed, paper in prep)

• Pilot of PC-PIT with 6 high functioning practices (completed, paper in prep)

• Trial of PC-PIT (commenced August, 2013)
  o Advice from statisticians on the development of the trial protocol & validation methodology
  o 87 practices expressing interest nationally
  o 21 practices selected to participate
  o 150 completed online PC-PIT forms
  o 12 Independent Visits conducted
Preliminary qualitative results
Practice Manager feedback

This is a very useful tool, capturing the most relevant areas of practice function.

Practices don’t have a standardised way of looking at practice function & performance; we all use different questionnaires or surveys in different ways… This tool provides a way of reviewing our practice across the most important areas… & I like how it involves all staff.

I have had feedback from staff that we need to improve communication – & we have tried to do that… introducing an intranet instant messaging & flag system, opportunities for discussion… I don’t know - I’m still getting requests to improve it from admin, nurses and GPs… I think the PC-PIT scores will reflect it & I want to use it to open discussion & then plan with staff… encourage them to be proactive & take responsibility for identifying … making changes.
### Looking forward - 2014 & Beyond

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Description</th>
<th>Phase 1 Validation &amp; Outcomes Measures</th>
<th>Phase 2 Validation &amp; Outcomes Measures</th>
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</thead>
<tbody>
<tr>
<td><strong>August 2013 - June 2014</strong></td>
<td>Phase 1 trial of the PC-PIT • 20 practices</td>
<td>Validation (Phase 1)</td>
<td>Validation (Phase 2)</td>
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<td>Monitor &amp; review PDSA outcomes measures</td>
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<td>Process evaluation of PC-PIT use in practice</td>
<td>Re-application of the PC-PIT by Phase 1 practices</td>
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<td>Refinement of PC-PIT; Independent Visit process &amp; indicators</td>
<td>Review of PC-PIT; Independent Visit process &amp; indicators</td>
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<td>Launch of online PC-PIT Forum for Users</td>
<td>Links with existing practice CQI cycles</td>
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<td>Finalisation PC-PIT online resource suite</td>
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<td><strong>July 2014 - August 2015</strong></td>
<td>Phase 2 trial of the PC-PIT &amp; embedding the approach in practices • 40 practices</td>
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<td><strong>September - December 2015</strong></td>
<td>Continued embedding of PC-PIT in practices • Partners</td>
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<td>Continued work with partners (eg. Practices; AAPM; AMLA; Medicare Locals; RACGP &amp; AGPAL)</td>
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<td>to embed PC-PIT &amp; formalised training in appropriate existing CQI frameworks &amp; programs.</td>
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References

Thank you

Questions or comments?