

Quality Improvement Transforms Knox County

Creating a QI Culture

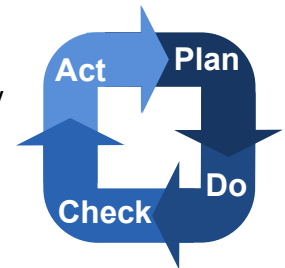
Knox County Health Department in Tennessee began using Quality Improvement (QI) tools and techniques to address asthma management in their local community. At the conclusion of an asthma management demonstration project, funded by AstraZeneca, Knox County administrators wanted to integrate QI into the daily work habits of all employees—the next step in creating a culture of QI. PHF’s senior Quality Advisor John W. (Jack) Moran taught Knox County Health Department employees basic QI tools and techniques and then they formed multiple teams and used their new QI skills to address an existing problem within their units. Three of their stories are highlighted here.

3 SUCCESS STORIES

- **Clinical Inventory Control**
 Developed electronic supply request form which decreased carrying costs, reduced risk of holding expired vaccines, and improved inventory management.
- **Restaurant Complaints**
 Revised 7-year old complaint form to gather additional information from the complainant; updated form is now used by all departments.
- **Vaccine Transport to Outlying Clinics**
 Created a facsimile reorder system for outlying clinics, which decreased by half the amount of time between order and delivery.

QI Method: Plan-Do-Check-Act (PDCA) Cycle

This cycle allows organizations to PLAN what they want to accomplish, DO what they plan, CHECK the results, and ACT on the results. This is a simple and powerful way to begin the QI process. Each Knox County QI team used this process to analyze the effectiveness of their improvement plans.

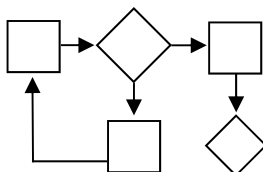


QI Tools Used:

	May	June	July	Name
Step 1				Joe
Step 2				Sam
Step 3				Ann
Step 4				Joe
Step 5				Sam

Gantt Chart (Used by *restaurant complaints* team)

A Gantt chart is a matrix that depicts tasks and task owners against a timeline. It is often created at the beginning of a project to display progress and identify potential obstacles. The team leader can use this matrix to monitor progress and deadlines.



Flowchart (Used by *vaccine transport* and *clinical inventory control* teams)

A flowchart helps a team understand a process by using shapes, lines, and text to represent the conditions for movement among steps. The flowchart identifies often forgotten tasks and shows the interdependence between tasks. After creating the flowchart, the team can add or remove steps to streamline the process.

“Quality Improvement is no longer just an additional activity that has to be done; it has become the way we work more efficiently. Integrating QI into daily work saves us time and makes us more productive.”

-Jennifer Johnson, Director of Quality Improvement, Knox County