

The Mystery of Poor A1C Control

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MISSY MCCULLOUGH

So I'll start by introducing myself. My name is Missy McCullough and I'm with OU Health Science Center specifically with our group OPHIC. And I'm a practice facilitator. I'm also a lead on a practice facilitation project and I've done that since 2016. I'm excited to be able to bring this to you today. And look forward to some of your questions, your feedback at the end of how this went. And the only way I've been able to figure out how to get through my slides is to actually use this thing. I don't see a little right there on the, on them. Thank you. See, right. There, there we go now. OK. So I've told you a little bit about myself and wanted to figure out a little bit of my audience. So I'm just wanting to know how many of you are actually familiar with root cause analysis like RCAK. And then who in here has actually used a fish bone diagram or a cause and effect diagram? OK. So who has trained clinics on how to use the fish bone diagram? Has anyone actually been the trainer of it? OK. And maybe why that hesitation of even trying to teach to fish, right is kind of that analogy like, you know, we don't just keep feeding the fish, we teach clinics how to fish, right? And, and so the next question with, if you haven't even attempted to train them, the next question I know the answer to and is whose clinics have actually given you the buy-in and actually used that fish bone diagram that you trained them on? So we already stopped right there of just even our hesitation to train clinics. So I think that's interesting. So today, just the, this is kind of our flow of the day. We're gonna go over very small amount of root cause analysis and fish bone diagram. If this is new to you very much encourage you to get on the AHRQ website. There are so many great resources that will get you up to speed more so on this process. And we will look at the background of the case we're going to solve today. We will then get to small groups and work together to solve the mystery. You will. I will be your game facilitator. I will be the host. I know the answers. So don't ask me for the answers. We will then discuss the learnings and observations from the game. And then if there is time, we will brainstorm ideas to address the uncovered issue, but there's not time still going to talk about those next steps. And then for like for your convenience, I have just a, you know, a document that will let you know kind of how I did this, how I created this process, how to do it a little template of playing cards and all kinds of things like that. I did not print out those things to hand to you, but our conference leaders have that and we'll post that so everyone can use that. OK. So the first thing we're gonna do is just look at root cause analysis. We know that one of the most important functions as a facilitator is to help improve performance measures and improve quality of care. And sometimes it's the challenge just to obtain the performance data. Have you encouraged? Yes. Yes. So we, we have experienced just getting that data. We, we are celebrating at that point. That is obtaining the data actually enough to improve quality of care? No. So that's why we're gonna look at examining the underlying workflows that's driving the performance. And

then we're gonna do this by using root cause analysis. And so anytime you see that RCA, that's what we're talking about and I have it defined for you there. And then that below is the fish bone diagram and this is the one that we're gonna really use today for our RCA tool. This is gonna be something that I, I hope that if you used it before that you will find it more a fun way to see how to use this tool. And the fish bone diagrams also can be called a cause and effect diagram if that's what you're used to seeing it. We do when you use it to organize ideas about what causes a problem. So now we're gonna dive in and so it's time to put, you know, get out your magnifying glasses, put your sleuth pats on because now it's time to look at the case file that we're going to be trying to uncover the mystery of today. And so that is the mystery of poor HBA1c control. And so a primary care clinic in rural Oklahoma participated in a QI project that was focused on heart health and diabetes control. Their diabetes. HBA1c poor control quality performance measure was 18% in June of 2020 increased to 38% by June of 2021. And, if you're familiar with that performance measure, we don't want that one to go up, we don't want that one to go down. And so this was a significant increase in one year. So, we're looking at this in the, the, you know, to the clinic, this was a mystery to everyone. And so how can we help this clinic to solve the mystery of the poor HBA1c control? Well as their practice facilitator, I led the brainstorming session with the key people at the clinic. And then we identified categories of contributing factors to the problem and some potential causes of the significant increase. And the responses from this brainstorming session were recorded on the fish bone diagrams. I've already done the legwork for you all today. You're welcome. And so that's what we'll see here. So what you can see right here is that we started by adding the problem or effect into the head of the fish where you see poor HBA1c control. Then we identified categories of contributing factors and added them to the boxes where you see providers, patients, staff process environment, and then IT technology. And next we brainstorm possible causes of the problem and place them under the categories where they fit best for the fish bones. And so you'll see, right here, it's this beautiful layout of six categories with four that go underneath. This is not how it always works, but for our game today, it is. So, this is what we've come up with to be able to utilize or solving the mystery today. Now, before I go any further, I want you to know every each team will be provided a paper copy of this and this will be your tool to use for the game. And I did wanna clarify any of the acronyms that are used on here just to make sure that we're on the same page. And I'm not ass ing that everyone knows the acronyms that I put on there and of what I mean by them. So you can see the in under the providers, the DSMES is diabetes self management education and support. And then you'll see DM and my daughter looked at it. She thought it was direct messages. It's not, it's diabetes mellitus (she's 11). And you'll also see QPM. It's a quality performance measure. And then under the IT area, there's two acronyms EHR, Electronic Health Record, and then POC is point of care. If there's anything else that you see that it's not making sense to you, please let me know. Again, this is something I created, it makes sense to me but I'm always wanting feedback and to be able to provide clarification. Ok? So now we're gonna get in to the fun stuff. We're going to form teams. So we're gonna have five teams that are formed. Hopefully, I, I think we have enough to make that happen and each of your teams are gonna designate kind of that team representative that might like speak up each for each time and it's OK if there's just like two of you and you

share that responsibility that works for a larger group. If you're using this later on, designating one person would work. So at this point in time, I'm gonna ask for you guys to form, let's see, Heather, do you know how many are in here? Heather's my moderator. I don't know if she's accounted yet. I think we could do it with those groups of

LAUREN QUINTANA

two and one group will have three.

MISSY MCCULLOUGH

OK?

AUDIENCE MEMBER

I was just counting.

MISSY MCCULLOUGH

Yes. So if we can get groups of two and then one person add to one of those groups of two and we kind of form that right now as you form that, go ahead and decide what your team name is. What you wanna, you know, be. "Red Rover, red rover,"

AUDIENCE MEMBER

So you gotta split into two teams. We need this draft right there. What did you say? Two groups of four? OK, like the first room and we have, you guys want to divide into two. Yeah. Yes. Yeah, you too. We'll join these guys here. That's fine. Well, no, it, you two are you? You're in trouble now, starting up, figure it out anyway.

MISSY MCCULLOUGH

I have lots of, ok, let's go around the room and see what team names that we found here. I was like, what is your team name?

AUDIENCE MEMBER

Snubbed. Snub. Oh, my God. I'm too strong. You guys? "Sugar Busters."

MISSY MCCULLOUGH

Sugar Busters, okay. I like it. The diabetes people here.

AUDIENCE MEMBER

Oh, I don't know. We were just thinking like..."007" It's the sixth year.

MISSY MCCULLOUGH

Ok. In the back? Do you guys have a name?

AUDIENCE MEMBER

She's from Michigan, we're from Oklahoma. So I just said "MiOkie." The "No Names." "No Namers"?

MISSY MCCULLOUGH

OK. Very secretive, very secretive. Not even gonna provide the name. OK. If I get one person from each of your teams come up here and I'm going to provide you that completed fish bone diagram and also an envelope that is sealed, please keep it sealed until I instruct otherwise. Everyone needs a tape dispenser, but you'll want a piece of tape because whenever before these teams, we're gonna go ahead and kind of find your place on this whiteboard and to place your fish bone diagram. So you'll want like a piece of tape. Yeah, to put it up. Ok, next team and you'll want a piece of tape?

AUDIENCE MEMBER

Oh, I see.

SPEAKER

MISSY MCCULLOUGH

So we've got....this? I know. Ok, so, what the next piece I'm gonna set you all up for success and write this. I'm gonna get step in front here so I can read it pretty well. But, I'm gonna go over, the game instructions and then from, from there, I am your game facilitator. Don't worry if you didn't catch on to everything, I've got you. I support you, but I will guide you through. So, don't worry about all of that but do try to, you know, between you and your partner come, figure out, some of these things. So just curious how many in the room have ever played the board game Clue? Excellent. It is a staple in our house. And so between like with that, and then the, like how to solve the mysteries that we are faced with as a facilitator. That is kind of how this came up. Now, it will be played similar, but there I have come up with some modifications that will help us get through this mystery. So let's go into the game instructions. So the object of the game is to be the first team to solve the mystery by identifying the root cause of the problem and once I initiate the start of the game, you may begin crossing off the causes as, as clues are revealed, such as the clues that are on the cards that are gonna be in your envelope whenever you open that. And as the game progresses, you will continue marking off potential causes. And here's a twist to the Clue game: and circling root causes that you identify. So there's a process of elimination, but there's also going to be things you're actively listening to that it's leading you to the root cause. So to the end, I will read a clue aloud and your team has 20 seconds to discuss and then, you're gonna make a suggestion. So in this suggestion, it will be four causes and it'll be one cause from four different categories. Remember, there's six different categories on your fish bone diagram. So you're gonna use four different categories, instead of being like in a room like in the board game Clue. We're gonna use one of these causes, must be from one of the cards you were dealt. So if you think of it as like three cards from, that you're looking to maybe cross off to figure out and one that's a decoy from your from your cards. And then we'll start with the team to the left of you and they will try to prove you wrong on your suggestion by showing you one card that contradicts your suggestion. So, if that team to your left has more than one that you've said out loud, don't let them on to that. Make

sure you only reveal one of those cards. If that team to your left does not have any of those cards. We go to the next team to the left and the next team and so forth until we get to someone who has that clue in their hand and that card in their hand and can secretly reveal it. So then, to make sure we're, I'm at the right place. Yes. So then the team adds, or the team decides to pass. So the next team would get to go or you can make an accusation. So the accusation is, you're stating this is it. We have figured out the mystery. These are the, these are the root causes. And when you make the accusation, you get to secretly look the envelope, I can't reach it right now, but I have the envelope that have, the actual root cause cards in there. And you will look to see if you're right. If you are not, you are out of the game. But if you do solve the mystery, you are the winner of the game, there are prizes. So, you know, I want you guys to compete a little bit. So we do this, we gone through these rules that remember, I do have slides. I'll help guide you through and remind you of some of these things as we go.

AUDIENCE MEMBER

Let's try one time. So we wanna be quiet amongst ourselves, right? Like, so other people don't.

MISSY MCCULLOUGH

So there quiet about the things you want people to hear and maybe flip some things off that you maybe think that it would be misleading. So that's a good question. I'm not going to reveal at this time how many cards I will say there's, it's a plural, how many cards are in here. But if I need to, to help the game along later on, I will reveal that part of it. So that's, that is a, it's a good question and I purposely as a facilitator in working with clinics, do we know how many root causes there are? So that's a piece of why I did not let you know upfront how many root causes you're looking for. And then as we get down to like down to time, I will help with that piece of it. But I really want this to be pretty simulated of like an experience. So that, that is a piece of why I chose not to do that.

AUDIENCE MEMBER

So one is wrong and my other is?

SPEAKER

MISSY MCCULLOUGH

So three of the four of like suggestions from.... So you'll look at your fish bone diagram. And so at the very beginning here in just a minute, I'm gonna have you guys, you know, look in your envelope and you'll start crossing things off. So it could be one from each category that's not crossed off that you would make a suggestion about. One of those does need to come from your own hand though. And that helps for it to keep like to keep a, a little bit of that Clue game in where, you know, you kind of have to be in a room to make a suggestion. It helps keep that piece of it in there. So one of them will come from your hand. OK. OK. So, so the team that's gonna go first is the group that Snub or Snubbers. And so, so, I was

going to come in here and, and have some flip charts and put a little piece of paper behind a flip chart, but I thought it was such a great interaction that we have already that we're, we're gonna go ahead and like make that the decision.

SPEAKER

MISSY MCCULLOUGH

OK. So right now everyone's gonna go ahead and get into your envelopes. You, you can get wherever you want in the room as your group, if you like, however you wanna figure that out. And go ahead and get into your envelopes and use your fish bone diagram. You'll want a pen or pencil, something that you can be using to mark off and you don't want other teams to be seen what they're doing.

SPEAKER

MISSY MCCULLOUGH

You want to cross off any card that you have because it cannot possibly be one of the cards that I have in here. That's why.

AUDIENCE MEMBER

I have four things. We cross off?

MISSY MCCULLOUGH

Yes. I, I think that you already know, you already know the answer before we get started. If you want to use this board and tape that on it, that's why I had to get a piece of tape. If you want to do that, you can and wanna stay seated, you can however you would like to be.

SPEAKER

MISSY MCCULLOUGH

So this would be either training your team, or like actually using it in the clinic for your QI, like, you know, even, you know, larger organizations of like the QI teams that you really want that relationship with you. OK. So our No Namers, I'm going to reveal clue number one. So clue number one is for everyone. So every clue is for everyone to be like listening to, figuring out that it's your turn after I read it, you'll have that 20 seconds, and I have a timer, and to decide what suggestion you wanna make. So that is, that's how we, how we'll proceed. So I'm gonna read this clue, the next slide.

AUDIENCE MEMBER

To mark one off?

MISSY MCCULLOUGH

To make the suggestion of four different causes. Yes. And I'll have that on the next slide. So don't worry about that part.

AUDIENCE MEMBER

So only Snubbed makes a guess?

MISSY MCCULLOUGH

No Namers. Ok. So here's the clue: facilitation observations confirmed that providers were trained on academic detailing guides and they are using up to date evidence based guidelines.

SPEAKER

MISSY MCCULLOUGH

I'm going to---this is where I remind you to choose four causes from your fish bone diagram. Each being the different and you'll have 20 seconds to figure out which ones you want to say out loud and then the team to your left. The Snubs, is that what it is?

AUDIENCE MEMBER

No, we're on the right.

MISSY MCCULLOUGH

Oh, you're my left.

AUDIENCE MEMBER

So something based on what we think?

MISSY MCCULLOUGH

Yes, you're always, you're the detective the whole thing that. Ok I've got the 20 second timer going.

SPEAKER

AUDIENCE MEMBER

Are you able to repeat it or?

LAUREN QUINTANA

No?

AUDIENCE MEMBER

No, I mean, if not, then so if so

MISSY MCCULLOUGH

I can right before we go into this one, but go ahead and you're gonna go ahead and give your four and I will, I will say that again.

AUDIENCE MEMBER

Ok. So we're giving our four guesses of what we think the cause is.

MISSY MCCULLOUGH

You're allowed four guesses and the team here to the left, if they have any of those from their cards, they have to secretly show it to you.

AUDIENCE MEMBER

Do they show it to the whole group or to just them? How do we secretly show them, get up and walk over there, I guess?

MISSY MCCULLOUGH

Yeah. So like, so if they, if we get to you and so if you would just go secretly, like show them, they would look, they would give it back to you.

AUDIENCE MEMBER

So, so are we allow to hear what you were saying? I mean, I mean, as detectives.

MISSY MCCULLOUGH

Alright now for everyone to have turn we're gonna have, that's why the use of, if you'll say the category name, like if you'll say that provide us the process.

SPEAKER

AUDIENCE MEMBER

Inconsistent use of DM care plans.

MISSY MCCULLOUGH

Ok.

AUDIENCE MEMBER

Orders, I'm sorry, providers, orders not entered. Patient not attending three month follow up visits and staff turnover.

MISSY MCCULLOUGH

Ok. So team in the back...MyOkie? Ok. Did you have any of the four that they in looking at of your card? Do you have any of the four they said? Ok. We'll go to the [next group]. If you

have even just one, you'll reveal that one to them secretly. So you're gonna go and provide that to them so

SPEAKER 0

they can see what that is. And then you would write that off of your, your

LAUREN QUINTANA

card.

SPEAKER

MISSY MCCULLOUGH

Would you like the pass to the next team or would you to make a guess?

AUDIENCE MEMBER

Repeat the four things again?

SPEAKER

MISSY MCCULLOUGH

So in order for me to get through this, I can't keep repeating things and slowing it down, is that something as we know as facilitators of something? So I have, I have to hold the line on that one. In order to get through it, we'll have to go by the timing. Otherwise we're not gonna get through, we need to get through it. We'll help you, trust us.

SPEAKER

MISSY MCCULLOUGH

So the next clue is...

SPEAKER

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MISSY MCCULLOUGH

So the next clue is for...every everything I read out is to everyone. So you'll want to really pay attention on this. A fallout analysis was conducted to see why patients in the denominator didn't make it to the numerator. And these were the findings: there were no mapping errors of labs. Correct documentation was used, lab orders were entered and patients were provided educational resources.

SPEAKER

MISSY MCCULLOUGH

OK. So MyOkies, I'm starting your 20 second timer to figure out which of the four categories that you're gonna be looking at.

SPEAKER

MISSY MCCULLOUGH

So now you're going to give us the four causes out loud for your suggestion.

AUDIENCE MEMBER

I just say on staff turnover, providers and effective communication with patient. Then for environment we have transportation barriers and medication is unaffordable.

MISSY MCCULLOUGH

So we need one from environment and then one from another category, you have not said a lot. So one which one of those from environment?

AUDIENCE MEMBER

Under environment, we'll keep transportation barriers.

MISSY MCCULLOUGH

OK.

AUDIENCE MEMBER

For IT it'll be POC HB machine malfunction.

MISSY MCCULLOUGH

OK. And so we'll have the Double O's, like you're that next trip to their left. So do you have any of those cards to show to them?

SPEAKER

AUDIENCE MEMBER

No, no POC HBA1c machine malfunction, transportation barriers, staff turnover. And what did we say? Ineffective communication in effective communication with patient? OK.

MISSY MCCULLOUGH

So okay, so I will go to this group here and Sugar Busters: Do you have any of those? You don't pick none of those so, Snubbed? Do you have any of those work cards? So then reveal one to the MyOkies, so you're gonna reveal just one to the MyOkies and even if you have

more than one. OK. And so now do you want to pass to the next team or do you want to make the accusation?

AUDIENCE MEMBER

We're gonna go to the next clue will be revealed.

MISSY MCCULLOUGH

So the next clue is that you arrived and this is, you know, 007 straight after this. So it's, you arrived at your clinic the scheduled day and time, but the gatekeeper won't let you in today. So you don't get a clue. Does that sound nice? Does it happen though? It, it, it does happen. So you're going to base your suggestion off of what you have learned so far.

SPEAKER

AUDIENCE MEMBER

And, and we can't say what others have said already?

MISSY MCCULLOUGH

It doesn't mean that you can't say what they've said. Ok, so what is your suggestion of four different categories? One being your own card?

SPEAKER

AUDIENCE MEMBER

Medication is unaffordable.

MISSY MCCULLOUGH

Can you say the category of like that it belongs to? So people can see where you're at?

AUDIENCE MEMBER

Environment. And medication is unaffordable. Ineffective communication with patients, under providers. Staff skip documentation workflow steps, hang on and IT technology POC HBA1c machine malfunctions.

MISSY MCCULLOUGH

Ok.

AUDIENCE MEMBER

I got it.

MISSY MCCULLOUGH

Ok. So, Sugar Bustars, if you have one of those, go ahead and reveal it just to the Double Os.

SPEAKER

MISSY MCCULLOUGH

And with Double Os, would you like to make an accusation or pass to the next team here?

AUDIENCE MEMBER

We don't know yet.

MISSY MCCULLOUGH

Ok. So I will reveal the next clue. I will need one person from each group to come up here and if you're going to get a light, we're gonna decipher a note. So this is a UV light. You may have noticed that there is a white piece of paper that your cards were in. Do you need two to carry back there? Is there some another team? Yes. 007 didn't come back or Double O Sixes didn't come back for it. So was there a white piece of paper that maybe was around in the envelope that covered your cards? You will want to use that light and see if you can find a clue on there. So I need to decipher this.

SPEAKER

AUDIENCE MEMBER

Look at this. Oh, goodness. Oh my gosh.

LAUREN QUINTANA

OK.

SPEAKER

LAUREN QUINTANA

SPEAKER

MISSY MCCULLOUGH

I'll give you a hint. Three a really important thing to know. As a key. Three.

SPEAKER

MISSY MCCULLOUGH

Sometimes things are a little difficult. So three letters, three letters is a really significant thing to know about. Three letters.

SPEAKER

MISSY MCCULLOUGH

Just the alphabet and as it is and three and three letters. Three letters to right or left of the alphabet.

SPEAKER

LAUREN QUINTANA

MISSY MCCULLOUGH

I feel like the best place to start is that letter D that kind of sticks out to you, that one single word, that's just one letter. If you figure it out, you should be able to figure out anything else that's on there.

SPEAKER

MISSY MCCULLOUGH

Ok. So what I would suggest is one of the teammates keeps really trying to work on the deciphering piece.

SPEAKER

MISSY MCCULLOUGH

Ok. So my Sugar Busters, your team, I think it is your turn to provide a suggestion. And so I'm going to go ahead and start that timer for 20 seconds and you'll come up with what you wanna do. Come up with the first year suggestion of four categories.

AUDIENCE MEMBER

And one must be your ours?

MISSY MCCULLOUGH

Yes. My goodness, we're multitasking. Can we do it right here?

AUDIENCE MEMBER

No, I don't think we can.

MISSY MCCULLOUGH

Ok. Sugar Busters. Let us know what your four suggested causes would be.

AUDIENCE MEMBER

And one of them has to be in our hand?

MISSY MCCULLOUGH

One has to be in your hand and they all have to be from a different category and you can read out loud the end the category like "providers" for instance, and then what the fish bone piece it is.

SPEAKER

MISSY MCCULLOUGH

You need to listen to like what these are because if you have any of these in your cards in your hand, you'll need to reveal it to them.

AUDIENCE MEMBER

Ok. So patient not utilizing patient portal.

MISSY MCCULLOUGH

Ok.

AUDIENCE MEMBER

Well, I think under patient. Under "staff": not identifying DM patients upon rooming. Under "process": inconsistent training in different units and then under "environment": COVID-19.

MISSY MCCULLOUGH

Ok. So from those four, do you have any of those parts? Ok. So we'll go onto No Namers, any of those parts?

AUDIENCE MEMBER

Yes.

SPEAKER

MISSY MCCULLOUGH

Ok.

LAUREN QUINTANA

So you'll secretly reveal that to the Sugar Busters.

MISSY MCCULLOUGH

Make an accusation. Ok. All right. The next clue is that on July 7th of 2021, the practice facilitator did a last 10 patients chart audit that revealed two, only two of 10 patients had a follow up HBA1c visit in the past 12 months. Okay, the Snubs. We're gonna go ahead and let you have your 20 seconds to decide which of the four causes you want to say out loud. Make your suggestion.

SPEAKER

AUDIENCE MEMBER

Inconsistent use of diabetes mellitus care.

MISSY MCCULLOUGH

If you can see what the-

AUDIENCE MEMBER

Oh, I'm sorry, process.

MISSY MCCULLOUGH

What was it?

AUDIENCE MEMBER

Inconsistent use of DM care plans.

MISSY MCCULLOUGH

Ok.

AUDIENCE MEMBER

And then providers not referring to DSMES.

MISSY MCCULLOUGH

Ok.

AUDIENCE MEMBER

Environment: lack of nutritional resources.

MISSY MCCULLOUGH

Ok.

AUDIENCE MEMBER

And IT: EHR lacks ability to build DM patient registry.

MISSY MCCULLOUGH

Ok, so No Namers. Do you have any of?

SPEAKER

MISSY MCCULLOUGH

Do you have any of this? It goes to the Snubs?. Okay Snubs would you like to make an accusation?

AUDIENCE MEMBER

Can I ask just a confirming question? Is it four things that would we have to figure out to solve the problem? Is it four?

MISSY MCCULLOUGH

So I haven't revealed how many cards are in this envelope.

AUDIENCE MEMBER

Well, could you do that? And then I'll get answers?

SPEAKER

MISSY MCCULLOUGH

And I say, ok, so that was it that, and let's see, after this point, everyone's gonna start really need to make some accusations to get it going here.

AUDIENCE MEMBER

And if you make an accusation and you're wrong, you're out of the game. Yeah. Yeah, definitely.

MISSY MCCULLOUGH

So after accusation, excuse me, we'll play Vanna. Ok. We have an accusation. Let's go for it.

AUDIENCE MEMBER

Do I have to tell them or can I get the envelope?

MISSY MCCULLOUGH

Yes. So your accusation has said out loud and then you get to look at the envelope.

AUDIENCE MEMBER

Well, I tell them then because then if we're wrong, they'll win.

MISSY MCCULLOUGH

They'll know something wasn't right. So they won't know what.

AUDIENCE MEMBER

Providers not referring to DSMES.

MISSY MCCULLOUGH

Ok.

AUDIENCE MEMBER

Patient non adherence to medication and environment, lack of nutritional resources.

MISSY MCCULLOUGH

Ok. And so you're able to come look at this.

AUDIENCE MEMBER

Do we get to pick which car we win?

MISSY MCCULLOUGH

Absolutely. So, oh, yeah, you'll just keep it up here and secretly look. So you'll come up here because you secretly look, sorry, my handwriting. Don't show how many are in there because you didn't get to know. Okay so we all know that Snubs took the risk, but they are out of the game. So, thanks.

AUDIENCE MEMBER

Appreciate it.

SPEAKER

MISSY MCCULLOUGH

And you do play, as far as like revealing cards and things like that, just you don't get to make accusations.

AUDIENCE MEMBER

Do we have to tell the truth about that?

SPEAKER 0

And that note that we deciphered, is that just a clue?

MISSY MCCULLOUGH

It is a clue.

SPEAKER

MISSY MCCULLOUGH

So at this point, at this point, every team must take one of your cards and reveal it to everyone in the room. So you're gonna to say out loud and like show it like that...like that is the card. So we'll go ahead and start go ahead and Snubbed, show one of your cards to everyone. One of your playing cards.

AUDIENCE MEMBER

Put the ace of hearts up.

MISSY MCCULLOUGH

So what does it...can you say it out loud for everyone?

AUDIENCE MEMBER

IT: labs not synching with EHR. Providers: orders, not entered.

MISSY MCCULLOUGH

Ok.

AUDIENCE MEMBER

We already knew that. Environment- lack of nutritional resources.

MISSY MCCULLOUGH

OK. And double Os?

AUDIENCE MEMBER

Process- inconsistent use of DM [inaudible]. Staff- staff skip documentation workflow steps.

MISSY MCCULLOUGH

Ok. Thank you.

SPEAKER

MISSY MCCULLOUGH

OK. So the next clue that I'm gonna provide: this one and then, after this clue, everyone's gonna, need to be like making an accusation at this point. OK. All right. The QI coordinator at the clinic that the facilitator established relationship with at the beginning of the project, worked with the clinic from May 2019 to February 2021. Then a new QI coordinator was hired in April of 2021. In July 2021, This QI coordinator called the eight patients from that

chart group, that chart audit, that did not have a follow up visit in the past 12 months. These eight patients reported that their medications are affordable and they have been taking them as prescribed. Five of the eight patients reported that they did not go to their HBA1c follow-up appointments due to the fear of being in a public setting and contracting COVID-19. OK. So at this point, we're back to the beginning and, we're gonna have the No Namers, make your accusation. You'll make an accusation of what causes you think are in here. There are four causes in here.

AUDIENCE MEMBER

100 bucks, I'll tell you.

SPEAKER

AUDIENCE MEMBER

You want us to do it out loud, out loud? So we said one is under process, new process without protocol to track the CQM.

MISSY MCCULLOUGH

OK.

AUDIENCE MEMBER

And then environment was COVID-19. Patient: not attending the three month follow up visits and staff turnover.

MISSY MCCULLOUGH

You got it, you got it!

SPEAKER

MISSY MCCULLOUGH

But just right now, No Namers are provided, at least your sleuth awards.

SPEAKER

MISSY MCCULLOUGH

So at this point, we have solved the mystery and, and I just wanna, guide you through just a little bit of some discussion and I do want a picture of the with the group that solved the mystery afterwards and don't let me forget that.

AUDIENCE MEMBER

Oh, we won't.

MISSY MCCULLOUGH

OK. So I wanna know from you. What did what did you observe in? What ways did this game simulate practice facilitation? Was anyone frustrated?

AUDIENCE MEMBER

Absolutely. Your clues were much more valuable than anything else. There is the details, the small details that are in the story.

MISSY MCCULLOUGH

You got to figure out what matters and it can

AUDIENCE MEMBER

be time consuming and time that you might have to

MISSY MCCULLOUGH

spend with the clinic that day or time they have to spend with you that day and that's all you get it right. Anything else that that was simulated?

AUDIENCE MEMBER

The sign frame position handwriting and you don't get a little secret pen to figure it out right?

MISSY MCCULLOUGH

There is a lot of that. The way I see that is sometimes the answer is right in front of you, but you need to shine a different light on it to be able to see it, right? That's, that's true. Also some of the QI tools. So like so the the tools like the fish bone diagram, like being able to use an actual detective tool or a QI tool. Teamwork. Was there teamwork that was involved? And then did you feel out of your comfort zone at any time? So like that, that was another that was as intended. What about the gatekeeper? That wasn't fair, right? It get, it gets to you and you don't even get a clue, right? But that happens in practice facilitation, right? Like you, you have the schedule appointment, you have plans for that day because you have planned out your weeks and months of what, how you're going to be moving through this intervention and you just don't get it right. So those are some things that I hope that you did observe during that also the hostility of some of teams.

AUDIENCE MEMBER

I also noticed that were giving some of these clues, they were lengthy. And so I was trying to like mentally take notes, but also read that I've got to learn to stop and listen fully. Keep on what I'm doing.

MISSY MCCULLOUGH

Yes. And we're having to multitask? And that, and that is a piece of that, you know, even though someone might be giving us some information right here on the side, I can't stop what I'm doing right now. That is truly how we work. That's, that's truly how we work.

AUDIENCE MEMBER

When you're trying to listen to what others are saying because in a meeting, sometimes that's how if you're leading the meeting and there's some grumblings, you're trying to hear it so that you can, you know, address it as opposed to you know, not ignoring it and just kind of moving on.

LAUREN QUINTANA

So, yeah, it was a game but we were listening

MISSY MCCULLOUGH

What QI tools were used? You know, kind of set them out that we were, that were used in the game? So that fish bone diagram that everyone has right there. Anything else that you could that you could tell that that was a QI tool? [Process of elimination] Excellent. Did you hear about the chart audit and the revealing of the clue? And then the fallout analysis that was revealed. Observations by the facilitator interviewing. I didn't have a five Ys but I was going to put one in there, and stuff, but that, those are things that you can add in there for these clues. We kind of got process of elimination, but any other, processing that like that you would want that, that you noticed that you used? Because it wasn't just crossing off. It was also, what, what else were you doing? It's like you're, you're like, there's things that you're having to listen to in order to circle, right? Like, so, so you're, you're not, it's not just a one way of only eliminating, but you're also having to see what guides you to the, the actual issue.

AUDIENCE MEMBER

There's also some divide and conquer, like, kind of discovering like what strengths different people have.

MISSY MCCULLOUGH

Absolutely. Absolutely. What could have happened if the Q I tools were not used with this clinic? What, what could have happened if they just, decided, you know, we know we're just gonna figure this out and they started making process changes without figuring this out?

AUDIENCE MEMBER

Well, they really weren't serving their patients very well.

LAUREN QUINTANA

I mean, their A1c numbers were

SPEAKER 0

gonna continue to increase and that's not good for the

LAUREN QUINTANA
patients, I guess

AUDIENCE MEMBER
and how could it disrupted something that was already well. Yeah, break something else.

MISSY MCCULLOUGH
Absolutely. And so would it would, it actually have been like a shortcut to have skipped this process? To them in the moment they thought: yeah! But then in actuality, now they know exactly what to address. And then what if we only look for one root cause? What if the facilitator only, you know, kind of said: Well, this must be it. So now we're gonna brainstorm and figure out about that. What, what would happen?

AUDIENCE MEMBER
The numbers continue to rise.

MISSY MCCULLOUGH
Yes. And kind of frustration and the money that was spent on the implementation, the time, the training all of the things and it didn't even see an improvement in that performance measure. And so the next step would be to brainstorm. The idea is to address the causes of poor HBA1c control with the clinic. For time purposes, I'm just gonna let you know like a great way to quantify which problems or the fish bones either happen more frequently or have more impact is to be able to like informally survey the clinic. And then you could use like Kratom chart to determine which of these would have the most impact. And then a PDSA follow or a test to see what the impact of change is. Speaking of PDSA, Heather Gamble is our moderator for this. And she is presenting in a workshop tomorrow and she will have an interactive activity about going into like doing some PDSAs. So that would be a great follow up to this. And today, this is what I, I hope that you know, that the systematic approach is the way to go and not just the hasty, quick decisions with the clinic to implement processes. Kind of being able to effectively use fish bone diagrams. And hopefully that you see the value of this tool and can convey this to the clinics and be able to train them as well. And I also, like I said, I have a template to be able to help you recreate this and customize it to whatever problem that you might want to do. Like as the, as the [inaudible] and this is a little bit of a PDSA myself. This is the first time I have trained a group or like led them through in this way to be able to do this. So I can see what I need to do and not to do later. So you are a little bit of my PDSA. I really appreciate you guys bringing the energy that you brought today. And I really appreciate choosing to come to this workshop in the afternoon, whatever, you know, it can be tough to be creative. I appreciate your feedback and letting me read you on what was difficult and what wasn't so that I can even make changes myself to my process. I appreciate all of those things.

AUDIENCE MEMBER

You're saying that this was going to be part of the slides are already filled in with those particular issues?

MISSY MCCULLOUGH

Particular things are on my slide deck, they are on the slide, on the template, the template that I have that kind of guide you through how to create this. There is a blank one that you can use and there's like, no, I want one with these. So I have, it's on the slide deck will have.

AUDIENCE MEMBER

Thank you.

MISSY MCCULLOUGH

Yeah, absolutely.

AUDIENCE MEMBER

So there was that exactly the same as when you were doing it with your clinic of the same items that were on there. And how, instead of using the game of Clue,

LAUREN QUINTANA

how did you decipher what was wrong and what was

MISSY MCCULLOUGH

not the right question? So, with, with the clinic that I was inspired by a clinic that I worked with in a project and that I facilitated and that really was their problem. And we did, I did not think of this game yet, right? But we did brainstorm things that I have on the fish bone diagram. There are some added extras in there. But we really were leaning towards some of the IT, thinking that that could be a problem and every time we checked into that, that was not the problem. And so it always led us back to some other areas and that, that new QI coordinator that was hired on. She like taking that extra time to call the patients from the chart audit and was very valuable to find out from the patients why they were not showing up. I know that this like even in the beginning when I gave that background and I provided you with that the year in which things happened, you would have been the COVID-19. At that point, it wasn't like in your base yet, it wasn't revealed. But using the telemedicine visits and stuff, people got used to that and not coming in in person and getting their A1cs checked every three months like they were used to and with the staff turnover of who is looking at those kinds of things in that moment that those were huge, those were huge impacts with the telemedicine and that, that is your...because you deciphered the clue, would you mind reading that clue out to everyone that you deciphered? What is it? They're like, how do they know things that we don't know?

AUDIENCE MEMBER

So this is: due to COVID, the clinic started using telemedicine but did not implement a protocol to track diabetes control.

MISSY MCCULLOUGH

And so because of that, that was a big piece. And so that, that, that is kind of how this all played out. So those truly were the causes that I was inspired by. So like my daughter who loves to play this game and as a facilitator in a clinic of how to, you know, of using the RCA process, putting that together and being able to hopefully give you guys something to think about and hopefully that you come out with more than what was given. I, I hope to hear like, oh, you know what I did to this, right? I love emails but, you know, you know what, you know what or else I thought it, I would love that.