

# Quality Improvement News

by Jordan Eisenstock, MD

Launched officially in July of 2015, the Quality Improvement in Psychiatry program, or QulP, is a product of the Department of Psychiatry Strategic Planning Retreat from the year prior. The purpose of the program is to establish leadership structure throughout the path of quality improvement and guideline development that enables UMass Memorial Medical Center to provide high-quality psychiatric care. QulP is designed to promote quality and patient safety through risk reduction and continuous improvement. This includes development of a program that provides for the continuous monitoring and evaluation of patient care activities in the Department of Psychiatry in collaboration with the Medical Center for the purpose of improving outcomes. QulP membership is comprised of division leaders, but is also open to any faculty and residents who are interested in participating in these quality improvement efforts for our patients.



QulP meets from 12:00-1:00pm on the 3rd Tuesday of every month. Meeting agenda items vary, but the standard structure for the meetings is consistent and specifically allows for listening, discussion, and sharing. Maintaining alignment with Department and Medical Center strategies/goals is (in part) accomplished through utilization of a PICK chart, a tool first utilized in the world of business to thoughtfully balance the opportunity costs associated with deployment of the oftentimes scarce tangible and intangible resources of an organization. Vetting the utility, efficacy, potential impact and ease of implementation of various project opportunities is therefore one of the primary objectives for QulP. For those projects chosen, or in some cases those chosen for us because of external regulatory requirements, a process for project management is implemented and nurtured via QulP. In most circumstances, Lean methodology including A3 and PDSA is the standard work form chosen. Since Lean has only recently entered into "life" in the hospital, teaching the Lean methodology and diffusing this knowledge throughout all corners of the Department has been a focus during QulP's first 6 months.

As part of this initiative, all graduating residents have already earned their white belts in Lean training, and we have hopes that they will ultimately leave the program with yellow or green belts by June. Toward this goal every PGY-4 resident is currently matched up with a faculty collaborator and is working through a quality improvement project of their choice. Examples include proper utilization of benzodiazepines in the outpatient setting and possible misuse of Section 12's at UMass and in the healthcare system more broadly. Other QulP highlights during its first 6 months include restraint reduction, auto medication renewals on the inpatient units, and patient satisfaction scores.

If you would like to learn more about QulP, please do not hesitate to contact Dr. Jordan Eisenstock, [Jordan.eisenstock@umassmemorial.org](mailto:Jordan.eisenstock@umassmemorial.org), or Nick Comeau, our lead facilitator (and Lean black belt) from the Center for Innovation and Transformational Change, [Nicholas.comeau@umassmemorial.org](mailto:Nicholas.comeau@umassmemorial.org).