1. What is Continuous Process Improvement?
Continuous Process Improvement is the daily practice of increasing the value of our clinical care not only by improving quality, safety and the patient experience, but also by reducing waste from our processes of care. CPI is a constant rethinking of care delivery. We will build upon our daily incremental successes, and learn from our shortcomings, so that every day we are a better place to work, and every day we are a better place for patients to receive care.

2. What is my role in CPI?
The best understanding of clinical care exists at the frontline. As a result, many of the best ideas also come from the frontline. We want you to feel empowered to share your ideas for improvement with your local unit. We encourage you to focus on getting to the root of the problem and fixing it permanently. Often it is easier to work around the problem, but if we do that consistently, we undermine our capacity to achieve excellence. Your feedback is critical to CPI, as is an open environment in which to provide it. It is best practice to approach your local leadership team first; and when you need support to move forward, come to the CPI Hub.

3. What is the CPI Hub?
UCSF Health has many great programs and teams working to improve various aspects of the health care experience. The CPI Hub, like the hub in a wheel, will help to draw the relevant programs and resources—the spokes—together to help you and your unit tackle a particular issue. Over time, the Hub will be familiar with the various initiatives and interventions across our clinical enterprise and will connect you with the appropriate units to leverage collective wisdom. This is a key component of the “learning culture” that the CPI Hub seeks to develop.

Remember when your patient stayed an extra day in the hospital, or waited several days to hear back from the clinic for medication advice? The CPI Hub wants to help you change that. Remember when you tried to get data to help understand why your no-show rate was so high but didn’t know where to start? The CPI Hub hopes to fix that for you. Or that time when your unit spent multiple days fixing a problem that you later learned another unit had already solved? The CPI Hub hopes to change that for you, too.

The CPI Hub is led by the Chief Innovation Officer, the Chief Quality Officer, and the CPI
Director. We have a dedicated team of staff focused on Data, Training, and Quality/Process Improvement, in addition to direct communication and access to resources from our CPI Partners such as Quality and Safety, Service Excellence, Performance Excellence (Lean), Decision Support, Clinical Systems, Information Technology, Caring Wisely, and Learning and Development, just to name a few.

What the CPI Hub is **not**: The CPI Hub is not the gatekeeper to your local projects. You are free to carry out your ideas in your local units, and we are here to make that possible for you in the least amount of time and effort.

4. **What can I expect from the CPI Hub, and how will it impact me?**
The CPI Hub is designed to support you in improving care delivery by drawing together and sharing best practices and resources around Data, Training, Process Improvement, and Quality.

In Year 1, you can expect the following:

**Unit Based Leadership Teams (UBLTs).** Unit-based leadership is an inter-professional model of shared leadership and accountability for making things work better that has proven successful in other high-performing health systems. This model formalizes physician, nurse and practice management leadership teams across the clinical enterprise, and pairs them with an Improvement Specialist to form UBLTs. See additional details under Question #6.

**The CPI Data Portal.** Because data drives improvement, we are also developing a simplified one-stop shop for submitting and receiving data requests. There are multiple places where quality, operations, performance and outcome data reside at UCSF, and it is not always clear where one should begin with a data request. The CPI Data Portal will serve as a one-stop site to streamline any data requests relating to quality, safety, patient experience or health care costs.

**CPI 101.** Many of you tell us that you find it confusing how some of the recent initiatives to improve clinical care and the patient experience interrelate—such as Living Pride and Lean. The CPI 101 training module will serve to integrate the key aspects of CPI in the areas of Quality and Safety, Lean, Living Pride and Health Care Value for all faculty, staff and trainees. The objective of this module is to inspire and enable everyone involved with patient care to participate meaningfully in CPI activities on the frontlines.

**A Learning Health System.** We will build platforms that cross-fertilize ideas, share impact evaluations, and disseminate best practices. This will make it easier to be aware of the large number of specific initiatives and projects that are happening across UCSF Health to improve quality, operations and experience.
5. How can I participate in CPI activities?
In your own local unit, every time you seize the opportunity or share an idea to improve a process that makes the lives of our patients, our patient’s families, our clinicians, and our staff better, you are engaging in CPI. CPI is an ongoing, iterative mindset to do things better. There will also be organized opportunities in your units and across the organization to participate in large-scale improvement projects, and we will share those with you as they arise. If you would like to support the CPI Hub in additional ways, please do not hesitate to email cpi@ucsf.edu

6. What is the Unit-based Leadership Team (UBLT)?
The UBLT model is grounded on the understanding that those familiar with how the work is done are in the best position to improve it. Therefore, the UBLTs will each be composed of local leaders drawn from the disciplines directly responsible for care delivery in that unit. Oftentimes, this means a triad partnership of medical director, nurse manager and Improvement Specialist (IS); and in other cases, the addition of administrative leaders and/or practice managers. The Improvement Specialists are core members of the CPI Hub who will have seamless access to quality, operations and financial data, as well as core members of each clinical unit where they will help to implement key improvement activities.

The UBLT approach is gaining popularity across the nation as more and more healthcare institutions realize the benefits of unit-based shared decision-making and accountability. Early adopters include the University of Pennsylvania, Northwestern University, Emory University, Michigan University, to name a few.

Each UBLT will collectively work on 2 Health System goals and will also identify its own unit-specific goals – as the local people know best what’s most important and why. The framework for teamwork and collaboration is grounded on a mission to make processes on the unit better so everyone can work smarter – not harder – to produce a more rewarding and impactful experience not only for our patients but also for our providers and staff.

We recognize that many of our existing programs and teams target their improvements across units – from service lines, divisions, to departments. This type of work will continue but will be synchronized through the UBLTs. The UBLT, as an effector arm of frontline engagement, will provide direction to the providers and staff on each unit.

There will be 10 UBLTs in the first wave (see below), and we expect to scale up based on what we learn during the first year.

*Inpatient*

14 M/S (Hospital Medicine)

9/13 Adult ICU

Pediatric ICU
Pediatric CICU (to begin in March 2015 at Mission Bay)
8 L/S (Neurology; Neurosurgery)

Outpatient
Cardiology
Hepatology
Multiple Sclerosis/Neurodiagnostics
Lakeshore-Family Medicine
General Pediatrics

7. What resources are being provided to UBLTs to ensure their success?
The CPI Hub will create opportunities for the UBLTs to learn from and share experiences with the other leadership units within the hospital. There will be monthly meetings with all of the unit leaders to share issues, solutions, experiences, and best practices related to specific improvement initiatives in a learning network model. These meetings will serve to highlight progress made by each UBLT, enable the Hub to provide appropriate institutional support where there are challenges, and allow UBLTs to support each other in their efforts to collectively meet the strategic goals of our organization. In addition, UBLT leaders will undergo training on leadership development, including, but not limited to, relationship building, change management techniques, driving sustainability, boosting engagement, and hardwiring outcomes. Lean training will also be provided.

*Continuous Process Improvement is Everyone’s Journey.*
Questions? Feedback? Email cpi@ucsf.edu.