

Welcome!

While we wait for others to log on, please chat in:

- Your name
- Your role
- The organization you represent





Better Quality Through Better Measurement

Informational Call

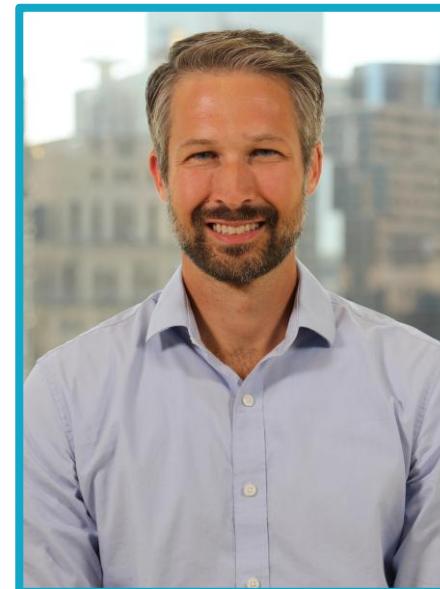
Lauren Downing, Director, Program Management, IHI
Jesse McCall, MBA, Senior Project Director, IHI

February 6, 2026

IHI Program Team



Lauren Downing
Director, Program Management
Institute for Healthcare Improvement



Jesse McCall, MBA
Senior Project Director
Institute for Healthcare Improvement

Agenda

**Here's how we will
spend our time
together.**



IHI Overview

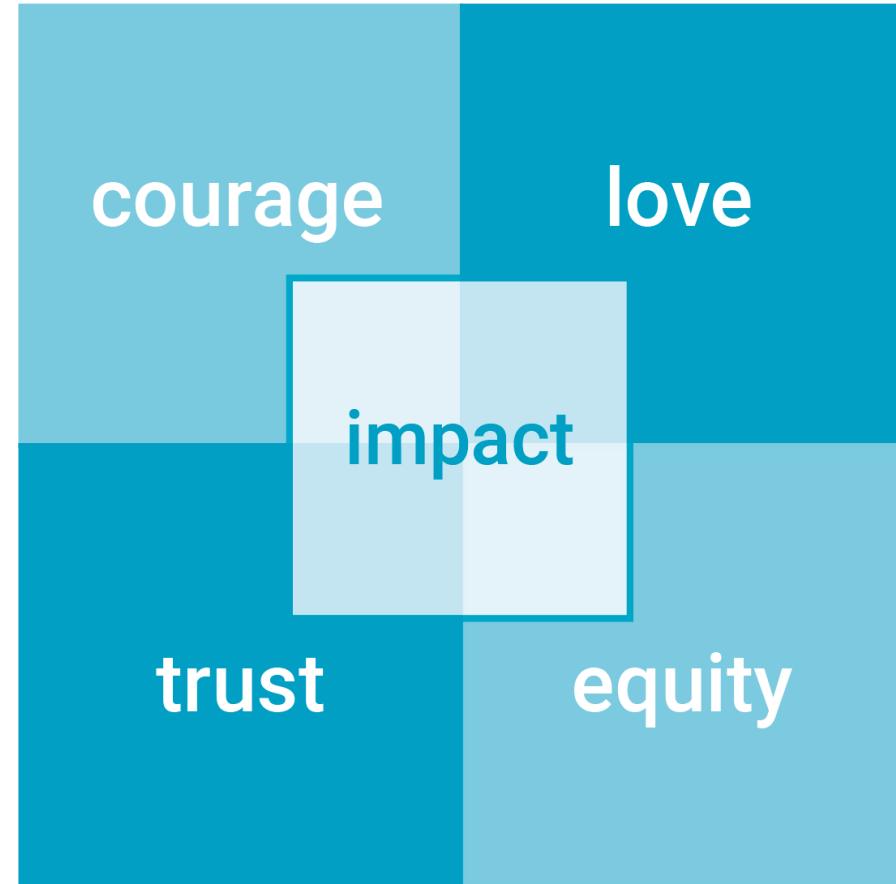
Our Mission

To improve health
and health care
worldwide

Our Vision

Everyone has
the best care and
health possible

Our Values



Since 1991

In large systems and small villages, we have taken improvement methods originally used in the manufacturing industry and applied them to improving all aspects of health and health care.

We build improvement capability by providing people with methods and tools to make care better.



Let's Hear from You

What drew you to this call?

What would make a course like this most valuable to you?



Program At-a-Glance



Open School Subscription
Online course subscription options include Full Access Pass, Patient Safety Bundle, Quality Improvement Bundle and GME Bundle.

Patient Safety and Quality Improvement: Foundations for Early Career Professionals
Build confidence and skills to launch your career improving safety and quality in health care.

Moving Quality Improvement from Theory to Action
Develop hands-on skills with QI tools to drive meaningful, measurable improvements

Patient & Workforce Safety Path

Leading Patient Safety: Essentials for Managers
Coach your teams to deliver safer care and create systems that consistently perform at a higher level.

Human Factors in Action
Apply human factors to create safer, smarter healthcare by design.

Redesigning Event Review with Root Cause Analyses and Actions (RCA²)
Turn adverse events into lasting improvements using proven root cause analysis methods.

Preventing & Mitigating Workplace Violence in Healthcare
Reduce harm by addressing workplace violence with proactive prevention and response practices.

Certification Programs

Quality Improvement Path

Leading Quality Improvement: Essentials for Managers
Equip managers to lead QI work that engages staff and improves results across the organization.

Creating and Analyzing Control Charts
Use control charts to analyze variation, spot trends, and strengthen your improvement work..

Better Quality Through Better Measurement
Harness the power of data to detect risks, guide improvements, and strengthen performance..

Improvement Coach
Develop coaching skills that inspire teams to own outcomes, drive change, and achieve lasting improvements.

Certification Programs

Learn, Connect and Grow with IHI Education

Pick Your Path to Meaningful Impact

Beyond HRO
Shape patient safety with a modern approach grounded in Resilience Engineering and Human Factors.

Chief Quality Officer
Gain the foundational skills and frameworks to excel as a Chief Quality Officer while building your leadership network

Improvement Advisor
Develop advanced improvement skills through a year of virtual learning, coaching, and real-world project work.

In this program, you will learn how to:



Program Objectives

- **Create** measurement systems, develop operational definitions, and build data collection plans to support quality improvement
- **Develop** clear operational definitions and practical data collection plans aligned with an improvement aim
- **Construct and analyze** run and control charts to distinguish special from common cause variation
- **Engage** improvement stakeholders and use data for improvement rather than judgement

Who Should Attend

This online course is open to professionals familiar with quality improvement methods interested in taking a deeper look into measurement. This includes:

- Quality Leaders, Directors, Managers and Staff
- Chief Quality Officers
- Patient Safety Officers/Executives
- Data Analytics Staff



Core Faculty



Robert Lloyd, MRPL, PhD
Senior Fellow and Faculty
Institute for Healthcare Improvement

Jesse McCall, MBA
Senior Project Director
Institute for Healthcare Improvement



Program Design and Key Dates

All Learner Calls



All Learner Call 1

April 30
10AM -11AM ET

All Learner Call 2

May 14
10AM -11AM ET

All Learner Call 3

May 28
10AM -11AM ET

All Learner Call 4

June 11
10AM -11AM ET

All Learner Call 5

June 25
10 -11:30AM ET

All Learner Call 6

July 9
10 -11:30AM ET

Course Lessons*



Lesson 1

Opens
April 16

Lesson 2

Opens
April 30

Lesson 3

Opens
May 14

Lesson 4

Opens
May 28

Lesson 5

Opens
June 11

Lesson 6

Opens
June 25

Project Application



Applying your learning to your project locally

Optional 1:1 Coaching with Faculty

All-Learner Calls and 1:1 Coaching

What can I expect in the All-Learner calls?

- Content Review
- Case Study Applications
- Facilitated Discussion
- Breakout Sessions
- Peer Coaching and Feedback

1:1 Coaching (optional)

- Participants can schedule 15 or 30-minute time slots with the faculty during designated times.
- Times are based on faculty availability.
- It is on a first-come, first-serve basis.



Lessons Overview

#	Lesson Name	Objectives
1	Introduction to the Quality Measurement Journey	<ul style="list-style-type: none">• List the steps in the Quality Measurement Journey.• Contrast different approaches to performance measurement.• Identify current skill level in key measurement concepts, methods, and tools.• Construct a complete aim statement.
2	Creating Measures and Data Collection Plans	<ul style="list-style-type: none">• Differentiate between a concept and a measure.• Organize measures into outcome, process, balancing.• Create clear and unambiguous operational definitions.• Apply Key concepts in data collection.• Describe several different methods of sampling.
3	Understanding Variation	<ul style="list-style-type: none">• Identify the different purposes of data analysis.• Discuss the importance of viewing data over time.• Differentiate between common and special cause variation
4	Run Chart	<ul style="list-style-type: none">• Define best practice in the visual display of data.• Describe the elements of a run chart.• Interpret data on a run chart
5	Control Charts	<ul style="list-style-type: none">• Describe the benefits of using control charts.• Differentiate the various types of data in order to select the proper control chart.• Apply control chart rules to identify special cause variation.

Lessons Overview, Continued

#	Lesson Name	Objectives
6	Linking Measurement to Improvement	<ul style="list-style-type: none">• Apply learning from Quality Measurement Journey to Improvement.• Formulate your approach to improvement following this course.• Discuss how to adjust the measurement approach during the process of improvement.

Measurement is Central to Improvement

- The purpose of measurement in QI work is for learning not judgment!
- All measures have limitations, but that does not negate their value for learning
- You need a set of 3-8 measures reported daily, weekly or monthly
- Measures should be linked to the team's Aim.
- Measures should be used to guide improvement and test changes.
- Measures should be integrated into the team's daily routine and make use of existing databases when possible



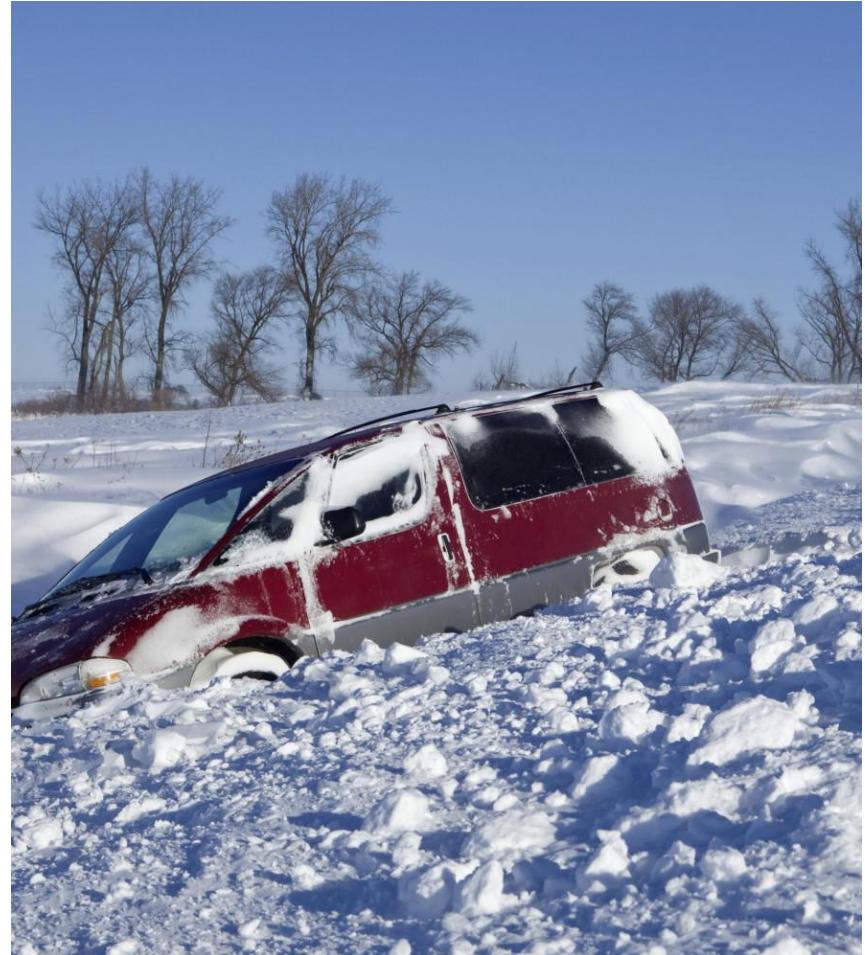
Chat Question...

What is your biggest challenge around measurement?



Measurement ditches

- Overambitious plans
- Unclear operational definitions
- Measure is not sensitive enough to capture improvement
- Unclear/insufficient sampling plans
- Measures not linked to improvements
- Plans did not factor in analysis and collection roles
- Data collection plans hard to implement
- Trouble with analysis
 - Skill level
 - Missing data



A mixed-methods study of challenges experienced by clinical teams in measuring improvement. Woodcock, Liberati & Dixon Woods, BMJ Qual Saf August 2019

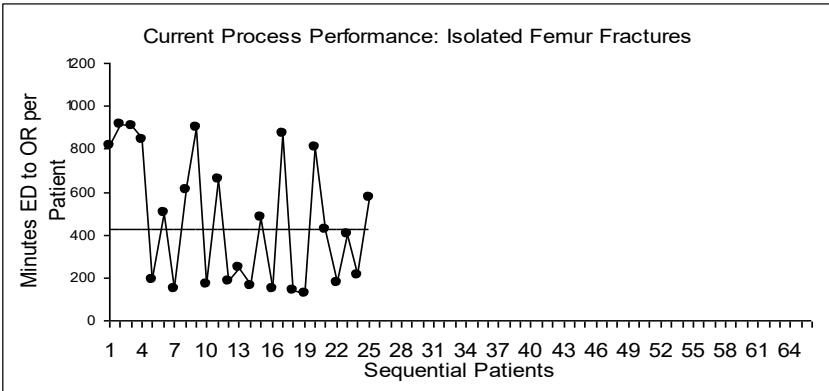


Milestones in the Quality Measurement Journey (QMJ)

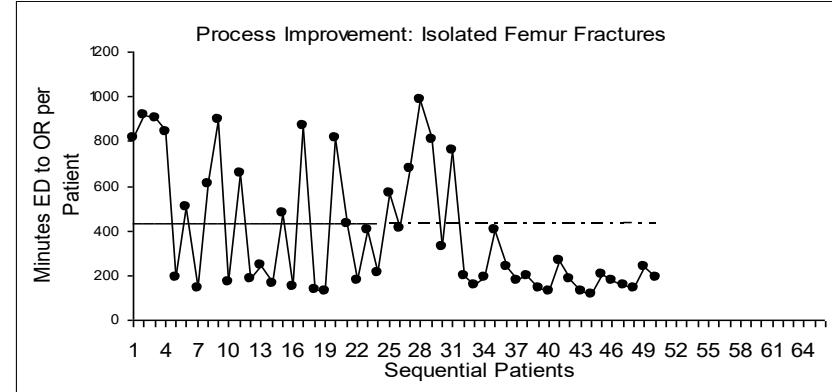


Three uses of time series charts

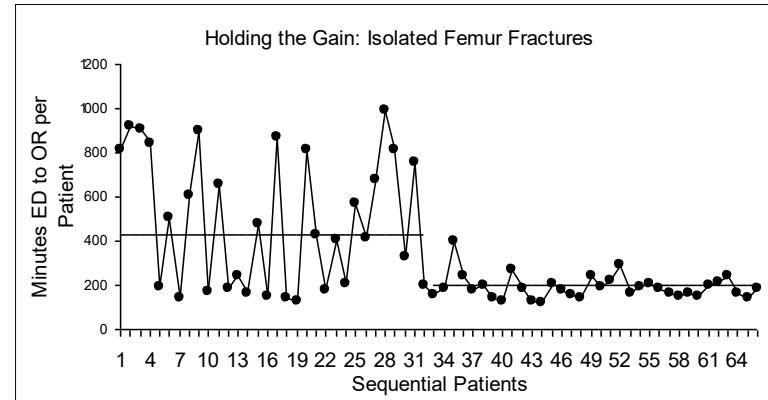
1. Make process performance visible



2. Determine if a change is an improvement



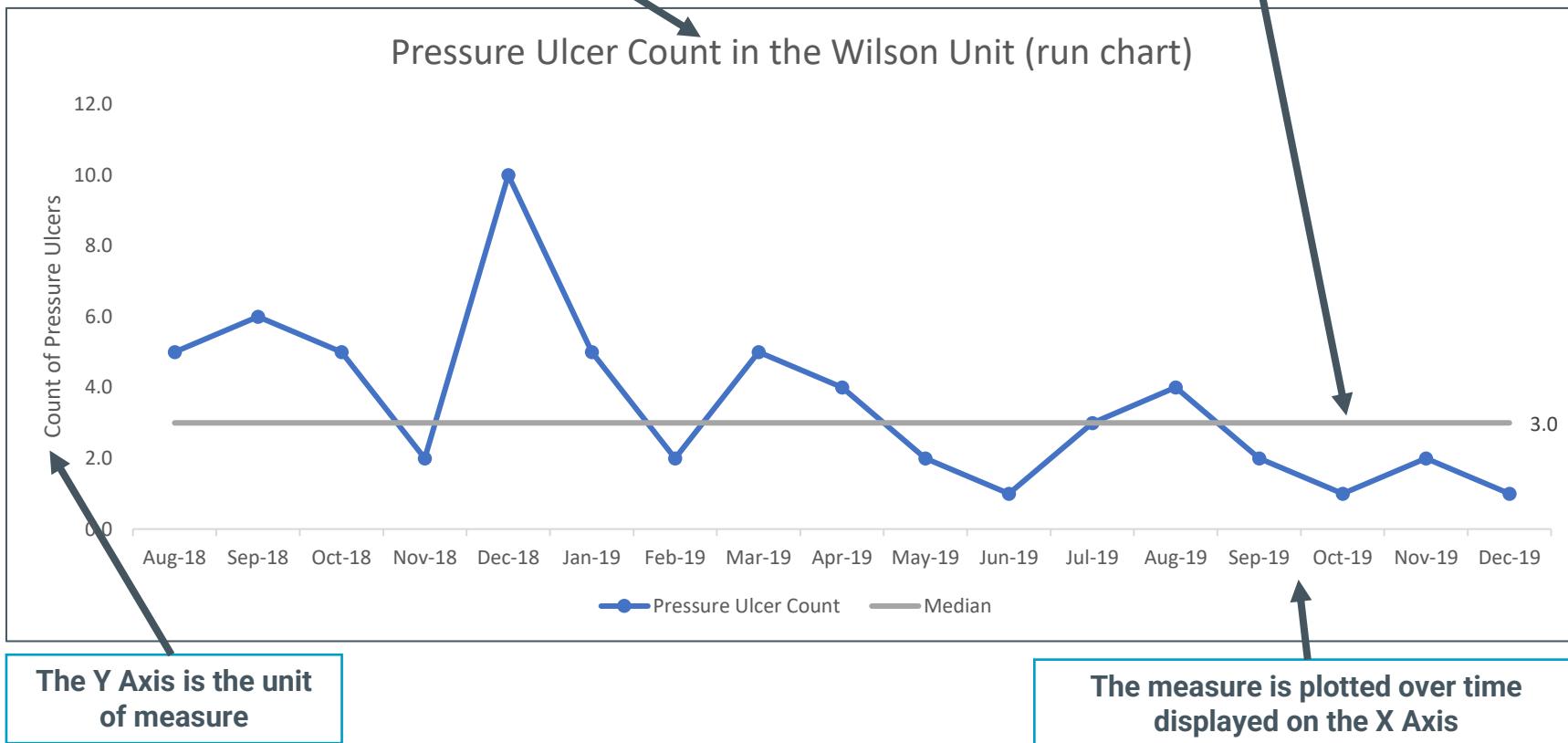
3. Determine if we are holding the gains



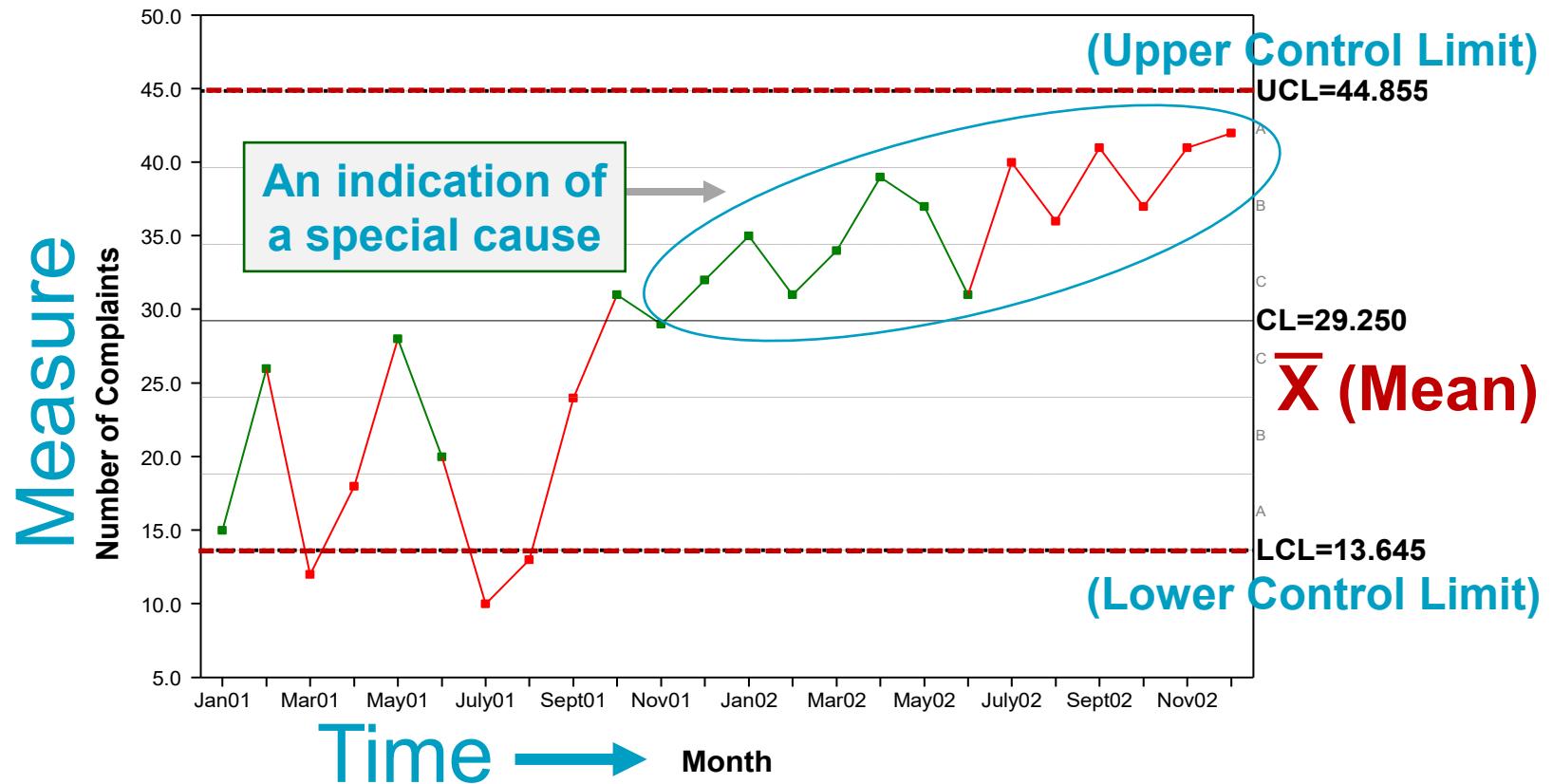
A Run Chart!

One measure at a time, could be a percent, count, time, length, weight, etc.

The centerline (CL) on a Run Chart is the median (half of the data points are above/below the median)



A Control/SPC/Shewhart Chart!



Why are Control Charts preferred over Run Charts?

Because Control Charts...

1. Are more sensitive than run charts
 - A run chart cannot detect special causes that are due to point-to-point variation (median versus the mean)
 - Tests for detecting special causes can be used with control charts
2. Have the added feature of control limits, which allow us to determine if the process is stable (common cause variation) or not stable (special cause variation).
3. Can be used to define process capability.
4. Allow us to more accurately predict process behavior and future performance.



Technical Requirements



Participants should be proficient with Excel.

We will be using Excel to create run charts



Participants may wish to purchase SPC software

We will cover how to select the correct control charts and how to analyze them, but will not be using a specific software to instruct the creation of them.



Continuing Education



JOINTLY ACCREDITED PROVIDER™
INTERPROFESSIONAL CONTINUING EDUCATION

In support of improving patient care, the Institute for Healthcare Improvement is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.



Expectations



Attendance



Active Participation



Asynchronous Assignments

Any Questions?



What's Next?

Register

[Better Quality Through Better Measurement](#)

Scholarships

- ❖ Scholarship deadline [March 27, 2026](#)
- ❖ Registration deadline [April 30, 2026](#)

Additional questions?

Email Lauren Downing at ldowning@ihi.org

Want to learn about other IHI programs?

<https://www.ihi.org/learn/courses>



Feedback

At IHI, continuous improvement is what we do.

Your feedback helps us learn, adapt, and make future sessions even more valuable.

We'd love to hear from you!

