



Göteborg, June 2014

*Using FRAM as
a Quality Improvement Tool
in Health Care*

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Focus of the Improvement Project

*What is the difference
between a good day and a
bad day?*

Life-giving and
satisfactory day



Awful and tiring day

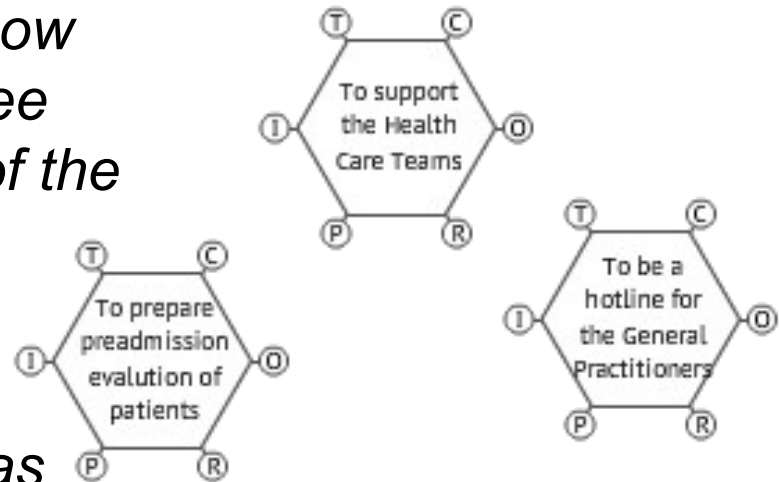
Focus of the Improvement Project



- *“Ad hoc” days*
 - *A Spine Centre*
 - *Three main functions*
 - *All three functions were carried out by doctors only*
 - *6 doctors*
- *Main functions:*
 - *To prepare preadmission evaluation of patients*
 - *To be a hotline for the General Practitioners*
 - *To support the Health Care Teams at the Spine Centre*

The use of FRAM

- **FRAM:**
To identify opportunities for improvement by describing how the work was done in the three functions and the variability of the functions
- **Data and information:**
Interviews of staff members as the main source to identify work-as-done and the possible variability



Interviews

- *6 on-site interviews:*
 - *1 experienced Doctor*
 - *1 experienced Secretary*
 - *2 experienced Therapist*
 - *2 experienced Nurses*
- *Interview guides structured according to the 6 aspect of FRAM, to control the interviews and to ensure the data collection.*
- *Duration of each interview 1 to 1.5 hours*



Result

- *The support function is a time-stressing aspect of the preadmission evaluation function*
- *The doctors realized that the way they (mis)use the support function will put an unacceptable disturbance on the preadmission evaluation function:*

“It is OK to join this internal meeting - we have the support function”

“It is OK to be away to conferences - we have the support function”

“It is OK to arrange a meeting even though it is at busy time in the centre we have the support function”



Result

Work-as-imagined

- Output from the preadmission evaluation:
 - "Urgent"
 - "Normal"

Unknown
unknowns

Work-as-done

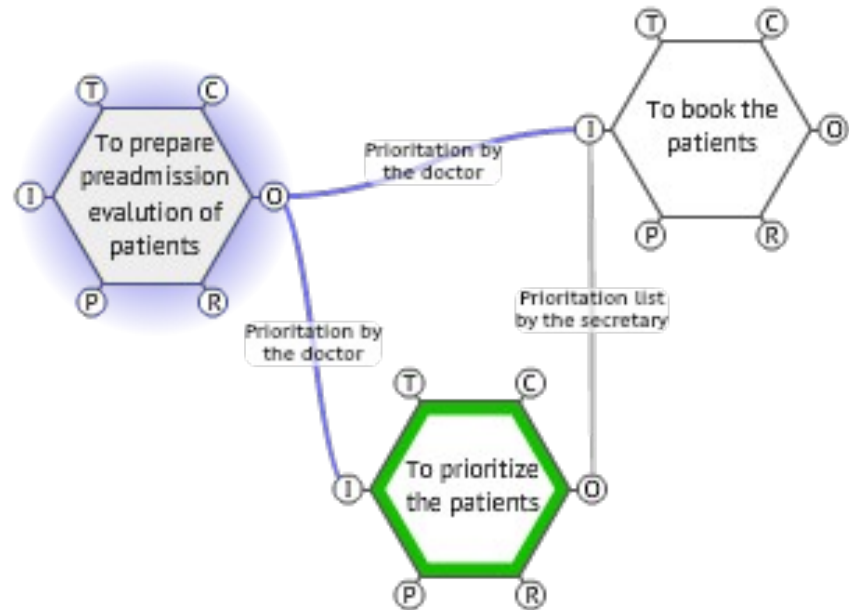
- Output from the preadmission evaluation
 - "Urgent"
 - "Urgent +"
 - "Urgent ++"
 - "Urgent +++"
 - "Urgent" - and the doctor would personally go to the secretary and say: This is urgent !
 - "Normal"

Result

Work-as-done

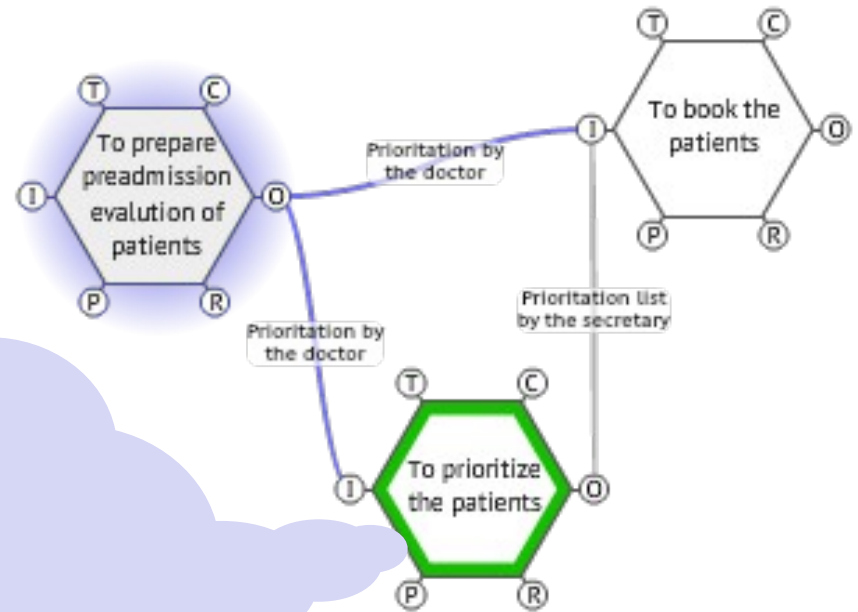
The doctors realized

- That the consequence of their different ways of prioritizing was a "hidden" function
- The "hidden" function made it possible to be efficient, but left the final prioritization to the secretary.



"Hidden" function

Result



“Hidden” functions are not something negative – they make things work.

But the result can be something unwanted

“Hidden” function

Thank you for your attention!



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18-06-2014