Implementing Quality Improvement
to Advance the Healthy Start Agenda

QI Peer Learning Network (QIPLN)

January 20, 2016

Improving Performance on Benchmarks
Healthy Start EPIC Center
QI Peer Learning Networks

QIPLN Webinar Objectives

1. Describe the **importance** of quality improvement and performance monitoring to Healthy Start programs

2. Understand the purpose and approach of the QIPLN

3. Review **benchmarks** and identify method for prioritizing one to target for improvement

QI Kickoff Poll

Has your Healthy Start program participated in a structured QI activity?

Why is it Important?

We need to know "what works, where and for whom"

- ✓ Demand for more efficient and effective systems of care.

- ✓ Resources continue to be reduced as costs and demand for services increase.

- ✓ Need to achieve better outcomes.

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"So, as you can see, customer satisfaction is up considerably since phasing out the complaint forms."

Importance of QI and PM

1 of the 5 HS Approaches

Increase Accountability through Quality Improvement, Performance Monitoring, and Evaluation: To conduct ongoing quality improvement, performance monitoring, and evaluation activities in order to identify best practices, demonstrate implementation of evidence-based practices, and report on results.

1 of 22 benchmarks

Increase the proportion of HS grantees who establish a quality improvement and performance monitoring process

What is the purpose of QI?

Systematic approach used to identify, prioritize and pursue opportunities to achieve the best outcomes for program participants.
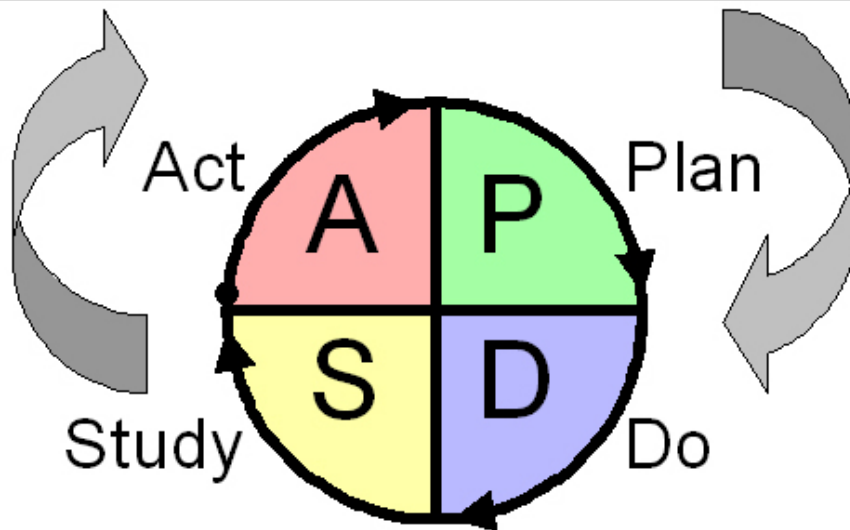
Introducing the Model for Improvement

Model for Improvement

AIM: What are we trying to accomplish?

MEASURES: How will we know if a change is an improvement?

CHANGE: What changes can we make that will result in improvement?

Act — A
Plan — P
Study — S
Do — D

A **continuous process** that identifies problems, identifies solutions to those problems and regularly monitors the results to determine whether improvements have been made.
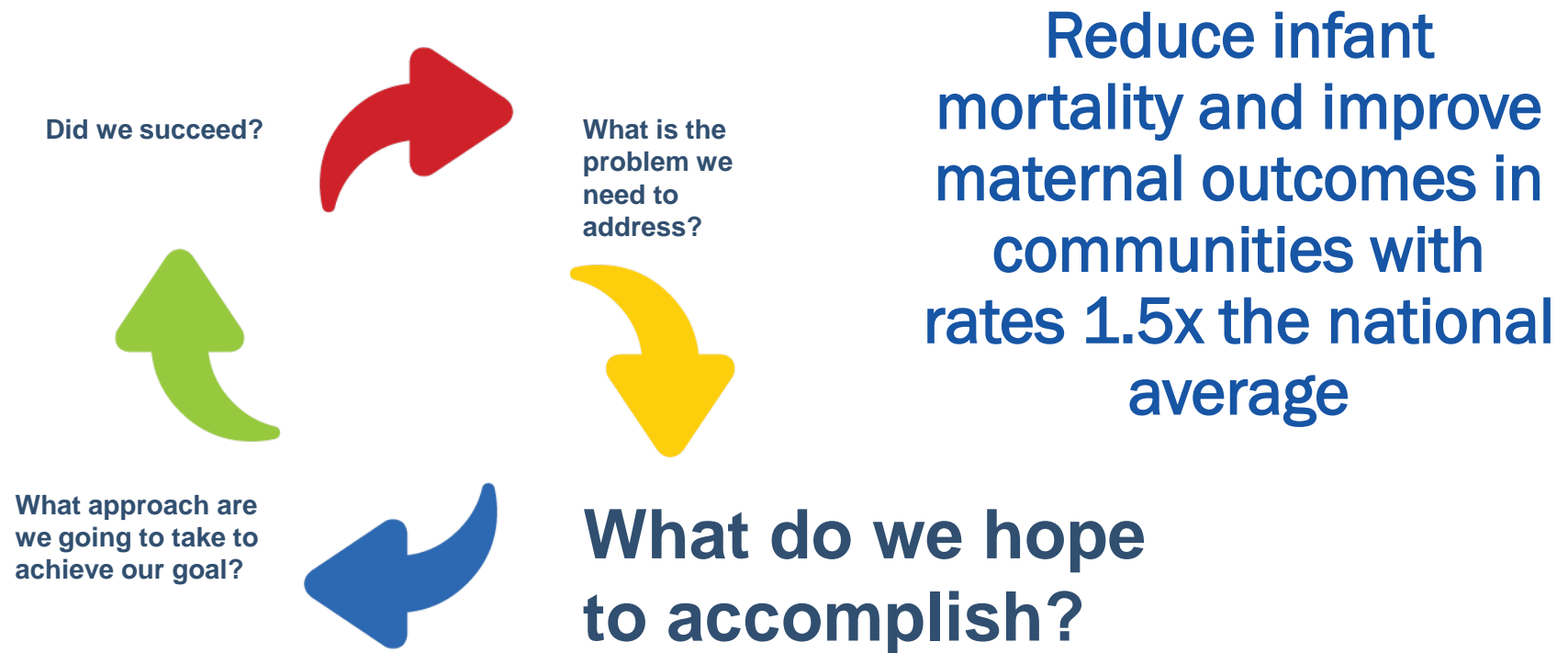
Program Improvement Cycle

What is the problem we are trying to address with the Healthy Start program?

Did we succeed?

What do we hope to accomplish?

What approach are we going to take to achieve our goal?

Program Improvement Cycle

What is the problem we are trying to address with the Healthy Start program?

Did we succeed?

What approach are we going to take to achieve our goal?

What do we hope to accomplish?

US reports significant disparities in rates of infant mortality and adverse perinatal outcomes

Program Improvement Cycle

Did we succeed?

What is the problem we need to address?

What approach are we going to take to achieve our goal?

What do we hope to accomplish?

Program Improvement Cycle

Did we succeed?

What is the problem we need to address?

What approach are we going to take to achieve our goal?

Reduce infant mortality and improve maternal outcomes in communities with rates 1.5x the national average

What do we hope to accomplish?

Program Improvement Cycle

Did we succeed?

What is the problem we need to address?

What do we hope to accomplish?

What approach are we going to take to achieve our goal?

Program Improvement Cycle

Apply evidence based practices to address individual risks for poor health outcomes

Promote system-wide solutions to meet participant needs

Did we succeed?

What is the problem we need to address?

What do we hope to accomplish?

What approach are we going to take to achieve our goal?

EPIC

Program Improvement Cycle

Did we succeed?

What is the problem we need to address?

What do we hope to accomplish?

What approach are we going to take to achieve our goal?

Program Improvement Cycle

Achieve Healthy Start participant targets and performance benchmarks

Did we succeed?

What is the problem we need to address?

What do we hope to accomplish?

What approach are we going to take to achieve our goal?

What is the QIPLN Initiative?

An initiative designed to support grantees in building a culture of QI and institutionalizing QI methods in routine business practices.

QI Peer Learning Network Goals

1. Increase knowledge, attitudes, skills, & practices around QI;

2. Contribute to MCHB's overarching goal to increase accountability through quality improvement, performance monitoring and evaluation;

3. Support HS grantees in adapting QI methods to achieve measured improvements; and

4. Improve performance on selected HS benchmark.

Logic Model

Resources → Activities → Outcomes → Impacts

Resources
- Participants
- HS Program staff
- Program leadership
- Community Partners
- EPIC Support

Activities
- Convene a QI Team
- Identify the Issue
- Establish a Baseline
- Develop a QI Plan
- Implement & Evaluate

Outcomes

Grantee	Participants
Improved services	Improved services
Client oriented employees	Improved client satisfaction
Improved funding	Expectations meet/exceeded
Improved client relations	Improved choices
Lower costs/costs contained	Friendlier atmosphere

Impacts
- Institutionalized QI and Performance Monitoring processes
- Achievement of MCHB's overarching goal of implementing & improving QI and Evaluation
- Improved performance on HS Benchmarks

QI PLN Overview

Number of PLNs: 6-7 each targeting a benchmark

Timeframe: Monthly calls between February – October, 2016

Expectations for Participation:

- Send 2 staff (QI Leads) to participate in monthly 1.5 hour QIPLN calls

- QI Leads to establish and facilitate on-site QI Team (5-6 people) to implement QI process between calls

- Develop QI Project Plan and test one PDSA cycle with intervention

- Own the QI process for sustainability

Who can be a QI Lead?

- Interested in QI and performance improvement
- Able to commit time to QIPLN Initiative – approx. 20-25 hours over a course of 9 months per QI Lead
- Prepared to:
  - Serve as QI lead and "liaison" between QIPLN and QI Team
  - Complete homework assignments with QI Team
  - Serve as trainer on the QI process to the overall agency and staff
  - Collaborate/share experiences with peers within the QIPLN
- Comfortable with data, data cleaning, aggregation and simple data analysis

QI Virtual Series

1. Establish QI Charter and Build QI Team

2. Establish Benchmark Baseline

3. Identify Root Causes

4. ID Solutions and Develop an AIM Statement

5. Develop a QI Plan

6-8. Pilot Test QI Plan

9. Present Results and Evaluate Impact

QI Project Plan

PDSA: Testing Change

Healthy Start EPIC Center
Supporting communities to give every child a Healthy Start.

AIM
State the overall goal you want to achieve

PLAN
What is happening now? What will happen if we try something different?

What is the change you plan to test?

Develop a plan (who is going to do what, by when, and where?)

List of tasks needed to set up this test of change	Person responsible	When to be done	Where to be done	Measure to determine success
1.				
2.				
3.				
4				

DO
Let's try it!

Carry out your test. Document your data and observations:

STUDY
Did it work?

Analyze data. How do the results compare with your prediction and summarize knowledge gained:

ACT
Decide what do to.

Are you going to: Adopt? Abandon? Adapt? Next steps:

14

The **QI Project Plan** details the rationale and approach your QI Team has identified to improve performance on the selected benchmark. It provides a framework you can use for any QI activity.

Meet the EPIC Facilitators

Naomi Clemmons

Lea Ayers LaFave

Megan Hiltner

Debra Olesen

Katelyn Doré

Karuna Chibber

Jillian Maccini

How to Choose a Benchmark?

18 to choose from!

Review of HS Benchmarks

% with RLP

% with postpartum visit
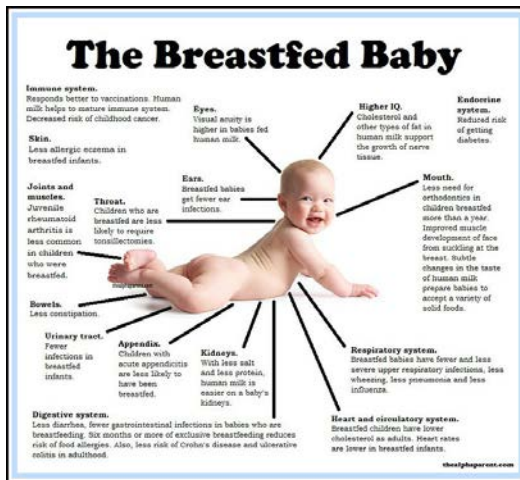
% with health insurance

% with well-woman visit

% with a medical home

Review of HS Benchmarks

% infants sleep on back
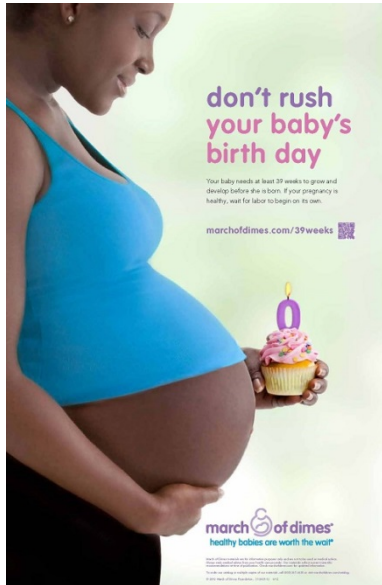
% infants breastfed at 6 mo

% abstain from smoking

% infants ever breastfed

% who conceive within 18 mos

Review of HS Benchmarks

% infants with well-child visit

% screened for depression and referred

% with IPV screening

% with EED

% receiving follow-up services

Review of HS Benchmarks

% with male involvement during pregnancy

% who read daily to infant

% with male involvement for infant 0-2 years

Prioritization Matrix

What is it and how can it help me?

A prioritization matrix is a brainstorming tool that provides objective criteria for organizing options.

How to use this tool:

- Bring together HS staff with diverse roles and responsibilities.

- Review the list of benchmarks and agree on 5-6 to target.

- Rate each benchmark based on: 1) staff interest, 2) benefit to HS participants and 3) perceived difficulty to change.

- Choose benchmark with highest score.

Selecting a Benchmark

Rate Each Benchmark Using Scale Provided

List of 5-6 Possible Benchmarks	Provide 1 reason for including this benchmark among your options	Staff Interest (low – 1, medium – 2, high - 3)	Benefit to Participants (low – 1, medium – 2, high - 3)	Difficult to Change (low – 3, medium - 2, high - 1)	Rating (Interest x Benefit x Difficulty)
Increase % of participants with health insurance	No CAC on site so participants are referred for eligibility assistance.	2	2	2	8
Increase % of participants screened for IPV	No standardized process so not all participants are routinely screened.	3	2	3	18
Increase % of participants with post partum visit	No primary care on –site so must refer participants. Difficulty getting confirmation that visit occurred.	1	3	1	3

The benchmark with the highest score represents the benchmark that staff is interested in improving and they believe is both doable and likely to have the greatest positive impact on participants.

This benchmark may be the best place to start!

QI Poll

How likely is your HS program to join a QIPLN?

Next Steps

Every Healthy Start Program will receive in invitation to join a QIPLN.

Please select your top three benchmarks and identify 2 QI Leads.

6-7 QIPLNs will be established for the most frequently selected benchmarks.

Your 2 QI Leads will be assigned to one QIPLN in January and contacted to schedule your first QIPLN call in February.

First QIPLN Meeting

QI LEADS SHOULD RESERVE FEBRUARY 24 1:30-4 PM EST FOR THE FIRST QIPLN CALL.

CALL-IN INFORMATION WILL BE MAILED IN EARLY FEBRUARY.

Resources/Further Reading

1. Selecting Project Indicators

2. Social Determinants of Health- HealthyPeople

3. National Healthy Start. (2011). Saving Our Nation's Babies: The Impact of the Federal Healthy Start Initiative

4. Peter C. Smith, Elias Mossialos and Irene Papanicolas. (2008). Performance measurement for health system improvement: experiences, challenges and prospects

Questions?

Contact the Healthy Start EPIC Center at:

URL: www.healthystartepic.org