Quality Improvement (QI) Learning Academy
May 20, 2021

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Agenda

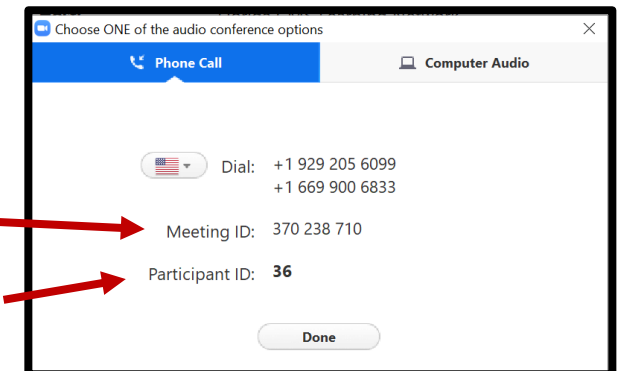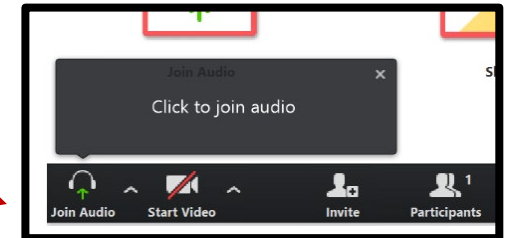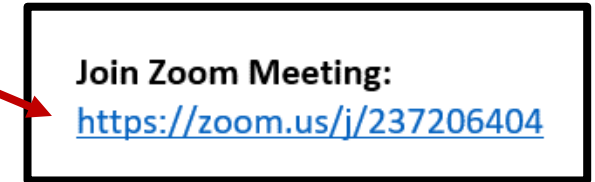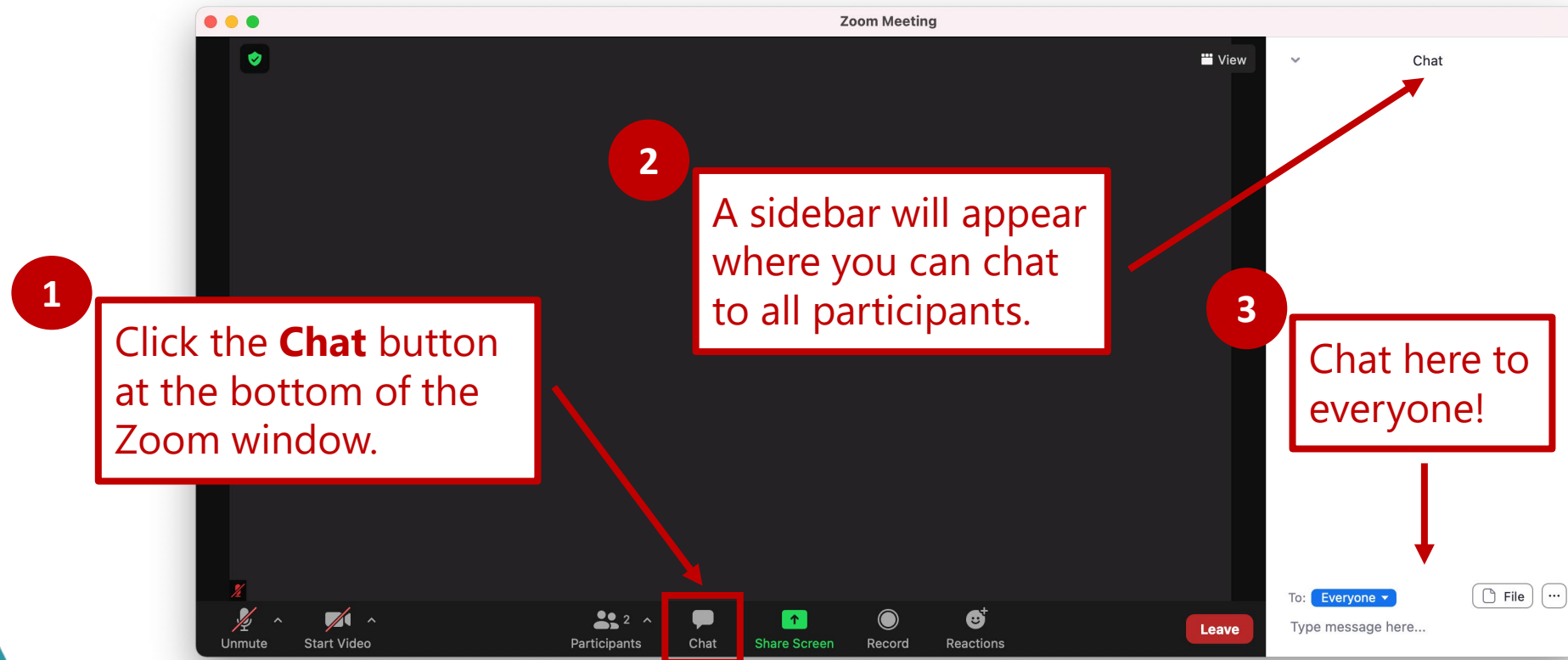|	
Housekeeping	Tess Pritchard, NICHQ
Welcome	Olivia Giordano, NICHQ
Testing Changes that Grow Equity	Jane Taylor, EdD
Next Steps	Danisha Charles, NICHQ

Meeting Logistics

- This session is being recorded.

- All participants are muted upon entry. We ask that you remain muted to limit background noise.

- Members are encouraged to participate in the discussion by typing your comments or asking questions using the chat box.

Connecting to the Audio Conference

- Join the Zoom Meeting by **clicking the Zoom Meeting link** & launching the Zoom application

- An audio conference box will appear
  - If you do not see the box, click '**Join Audio**'

- From the audio conference box, select '**Phone Call**' or '**Computer Audio**'
  - If using the phone:
    - Dial one of the given numbers next to "**Dial**"
    - You will be prompted to enter the **Meeting ID**
    - Then you will be prompted to enter the **Participant ID**

Join Zoom Meeting:
https://zoom.us/j/237206404

Join Audio
Click to join audio

Join Audio   Start Video   Invite   Participants

Choose ONE of the audio conference options

Phone Call   Computer Audio

Dial: +1 929 205 6099
      +1 669 900 6833

Meeting ID: 370 238 710

Participant ID: 36

Done

How to Chat

1 Click the **Chat** button at the bottom of the Zoom window.

2 A sidebar will appear where you can chat to all participants.

3 Chat here to everyone!

Welcome Back to the Healthy Start Learning Academy!

Did you attend the last QI Learning Academy session or watch the recording?

Or is this your first session?

Quality Improvement Learning Academy

Goal:

Build grantee knowledge and develop grantee skills around Quality Improvement (QI), to support them in executing a QI project with an equity lens, achieving their programmatic goals, and meeting the Healthy Start benchmarks

QI Learning Academy Schedule

Session #1: Power, Philosophy and Culture: Introduction to Quality Improvement	February 18, 2-4 p.m. EST
Session #2: Using Power-Leveling Tools	March 18, 2-4 p.m. EST
Session #3: Using Data that Grows Equity	April 16, 2-4 p.m. EST
Session #4: Testing Changes with an Equity Focus	May 20, 2-4 p.m. EST
Session #5: Implementation, Holding the Gains and Spreading Change	June 18, 2-4 p.m. EST

QI Learning Academy Session #3

Learning Objective:

Develop the facility to answer the first two questions in the *Model for Improvement* with an equity focus

Today's Focus:

What changes can we make to bring about improvement?

Jane Taylor, EdD
Improvement Advisor and Healthy Start Faculty

Wah-ba-sha Village on the Mississippi River. Watercolor by
Seth Eastman, ca. 1845, MNHS Collections

Acknowledgement
of
Land and Country

Review Overall

✓ Introduction to Model for Improvement

✓ Power mapping: data, influence, funding

✓ Historical context of improvement

✓ No blame no shame data

WS-1: What are we trying to accomplish?

Aim statements for improvement projects

- What and how can we learn what is most needed in the community?
- By when?
- How much improvement (goals in concrete measurable terms)?
- How can we discover what matters most to those we serve through an equity lens?
- For whom? Who will benefit the most from the improvement with an added equity lens ?

WS-2: Improvement tools

✓ Equity lens: Tools that support distribution of power

- Divergent thinking: Brainstorming, nominal group, affinity diagrams
- Convergent thinking: matrix of impact and ease; multi-voting, ranking
- Team roles and rotating of team roles
- 7 step meeting agenda
    1. Clarify the objective of the meeting
    2. Review roles
    3. Review the agenda and time allotment
    4. Work through the agenda
    5. Review the meeting record
    6. Determine next steps and plan next agenda
    7. Evaluate the meeting

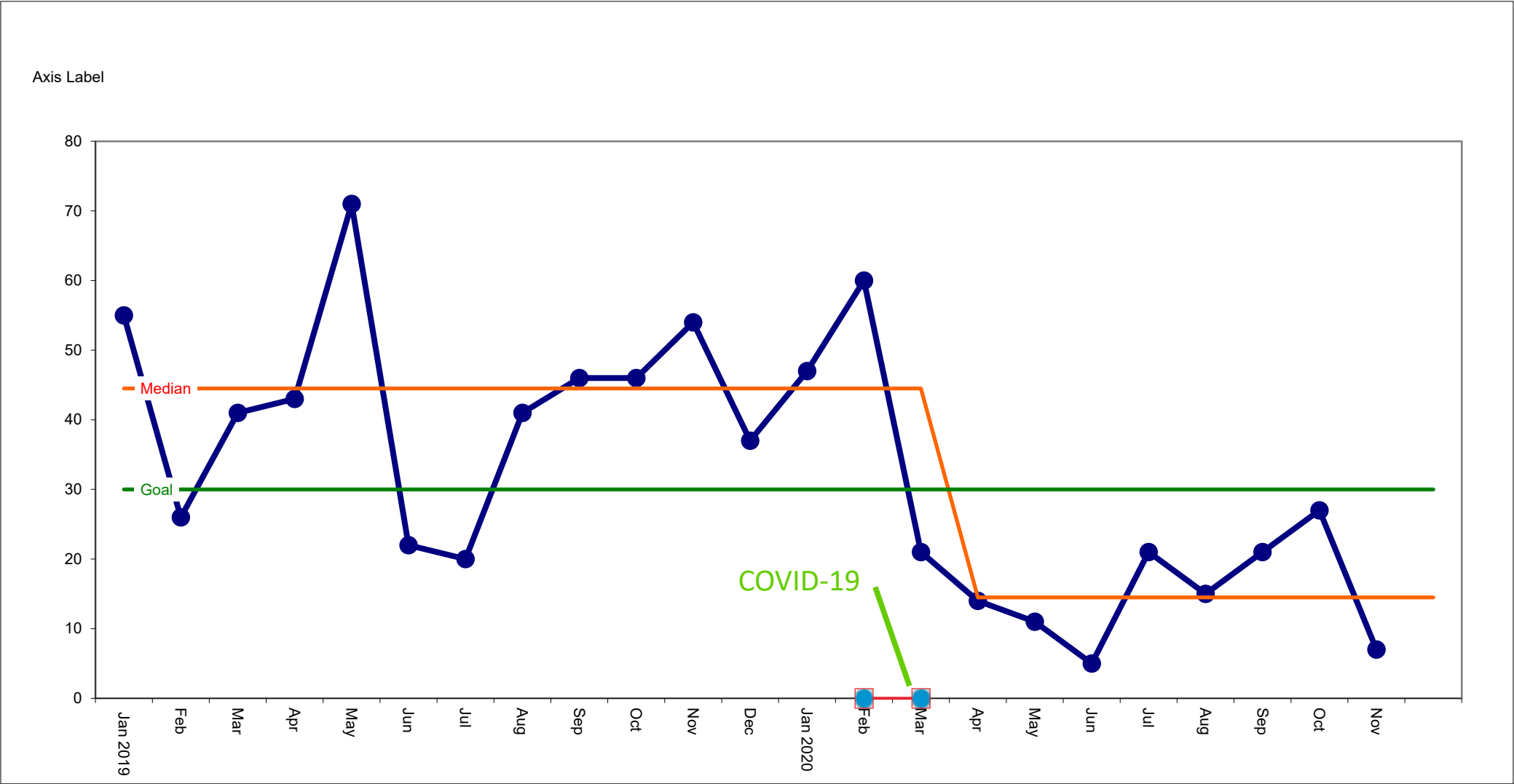# Family of Measures in an Improvement Project

Traditional

- Outcome

- Process

- Balancing

Reframing

- What we value

- What we value about how we do it, make it happen

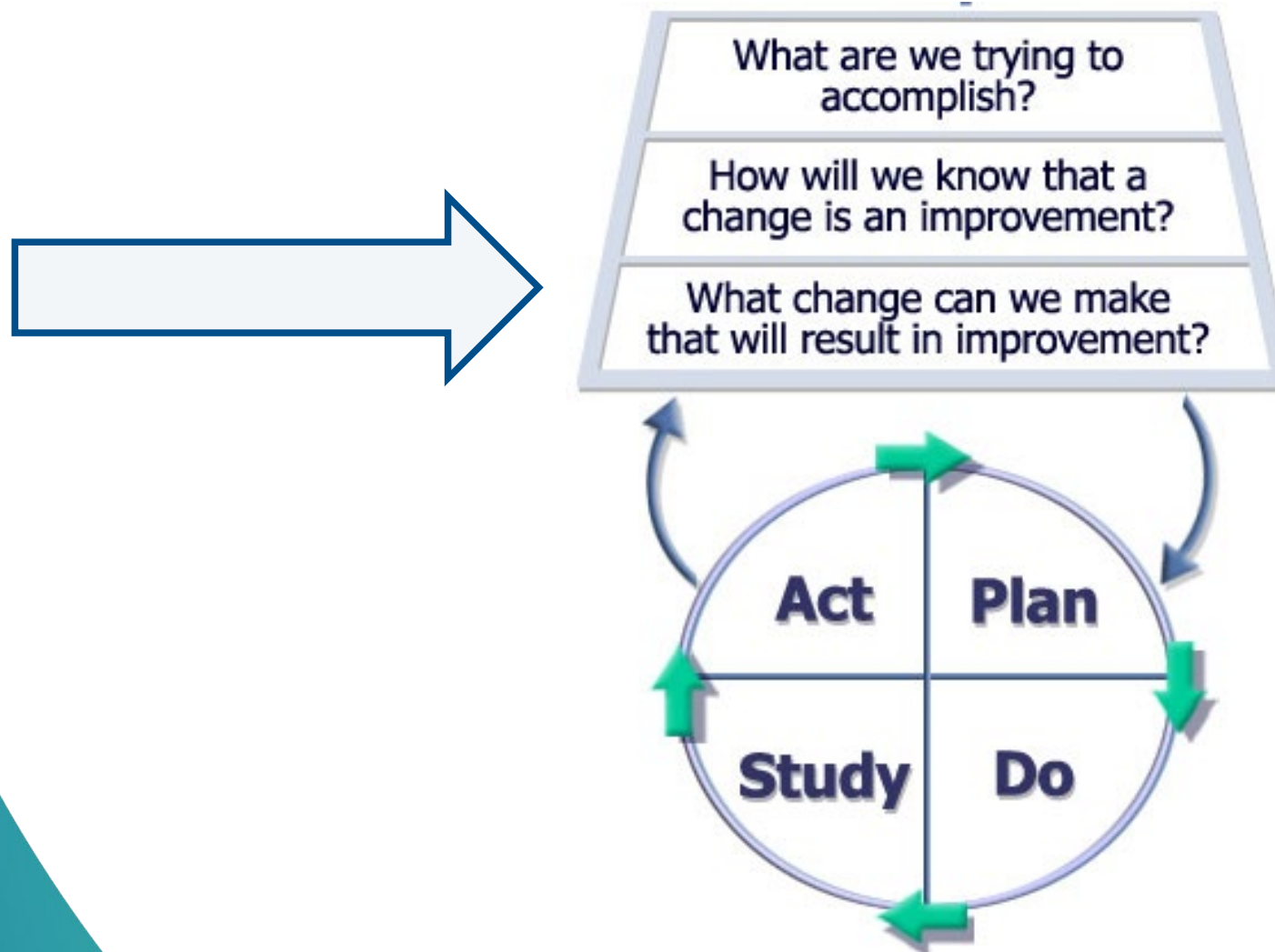- How we make sure no one else is harmed

COVID-19 Effect

Visit the data.

WS-3 is about Changes

The Model for Improvement

What changes can we make that will result in improvement?

- Work on the conditions that drive our racist systems
  - Structures
  - Processes
  - Values and social norms

How might we "lessen and eventually resolve the contradiction between everyday life and our wildest dreams?"

Chicago Surrealist Group 1976 in Robin D.G. Kelley's <u>Freedom Dreams.</u> Beacon Press 2002

Change Ideas: What else should we add?

Equity Infused Quality Improvement Science – The Non-Dominant Narrative

Freedom Dreams

Archeology of wisdom and knowledge

Invitation and discover of community strengths and history

Invitation and discovery of untold stories

Lived experience

How we imagine a new world

"Collective memories of resistance, trauma, survival, love, joy, cultural modes of expression and practices that push and expand the fundamental ideas of democracy."

Bettina Love

Change Ideas

Dominant QI Subculture Source

Traditional Improvement Science – The Dominant Narrative

❖ Evidence

❖ Literature

❖ Subject matter expertise

❖ Observation and analogous observation

❖ Use of creativity methods

❖ 72 Change Concepts (<u>The Improvement Guide</u>)

By the way, we can always take what is useful from traditional improvement science too!

Why and How We Use Change Ideas

Quick Test Work Sheet
H.S. Site_____

- Idea to test

- Who will try it?

- When can we try this?

- How small is this quick test? Could it be smaller:

- What we hope will happen:

Tips:
- ☐ Quick Test
- ☐ Small Test
- ☐ Test of 1

Test to Learn. Become an Interrupter!

Yolanda Sealey-Ruiz

NICHQ
National Institute for
Children's Health Quality

BREAKOUT
Developing change ideas

For 10 minutes in groups of 3,
- Introduce yourselves
- Select a person to record change ideas you generate.
- Your imagination is free! What are some of the changes you would like to make at your Healthy Start site? You might find it useful to jot down a few thoughts before sharing.

Ideas may come from…
- Freedom Dreams
- Archeology of wisdom and knowledge
- Invitation and discover of community "Collective memories of resistance, trauma, survival, love, joy, cultural modes of expression and practices that push and expand the fundamental ideas of democracy." – Bettina Love
- Invitation and discovery of untold stories
- How we imagine a new world

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SHARE OUT

BREAKOUT 2

For 15 minutes in groups of three,
- Select a recorder.
- Share an idea you care about enough to try.
- You will select one change idea among you and work out how you could do a quick test.
- Recorder, share your screen and complete a quick test worksheet as a group activity.

SHARE OUT

MODEL FOR IMPROVEMENT *DATE* _____

Objective for this PDSA Cycle:

Is this cycle used to develop, test, or implement a change?

What question(s) do we want to answer on this PDSA cycle?

_____

Plan:
Plan to answer questions: Who, What, When, Where

Plan for collection of data: Who, What, When, Where

Predictions (for questions above based on plan):

Do:
Carry out the change or test; Collect data and begin analysis.

Study:
Complete analysis of data:

Compare the data to your predictions and summarize the learning

Act:
Are we ready to make a change? Plan for the next cycle
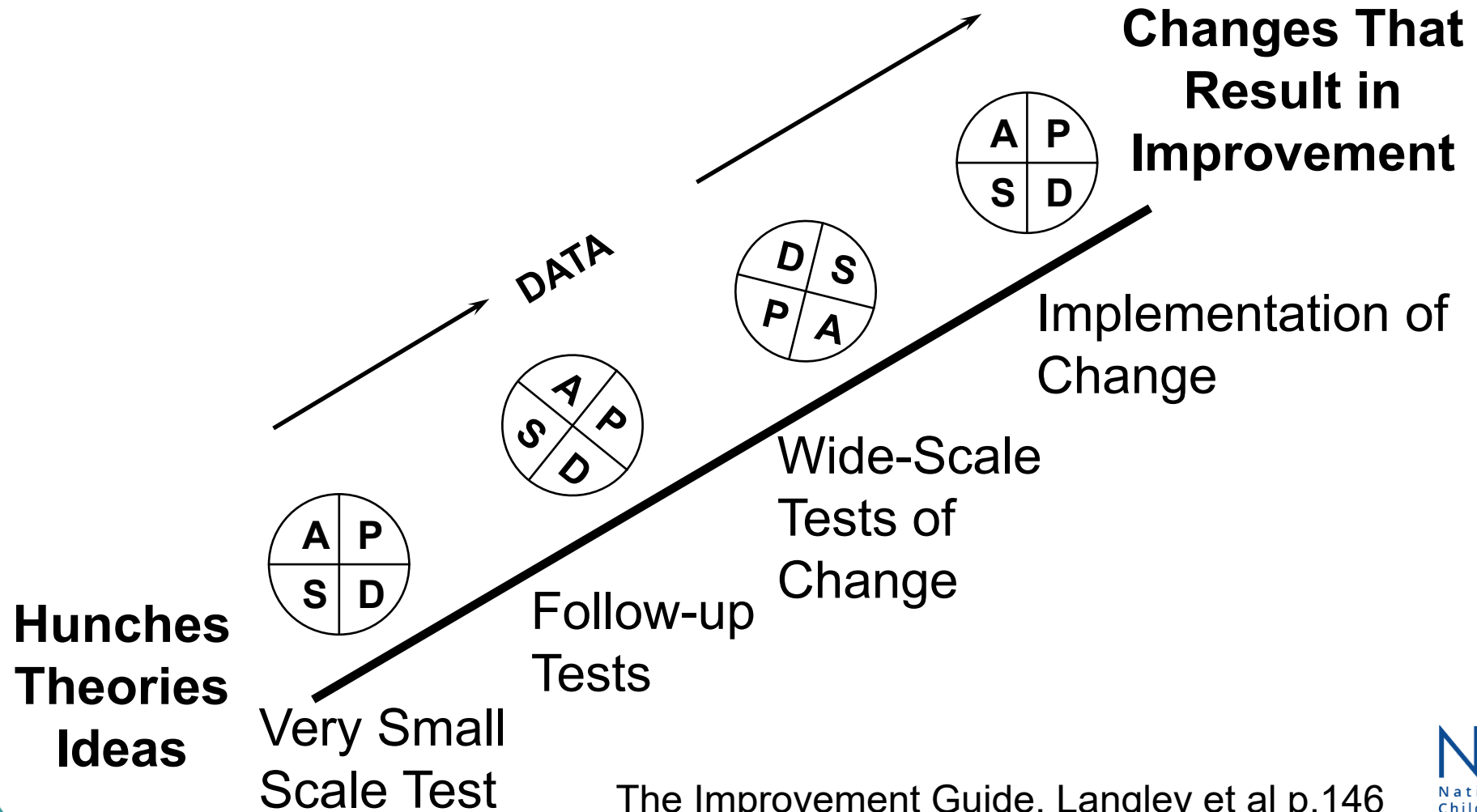
Quick Test Work Sheet
H.S. Site_____

• Idea to test

• Who will try it?
• When can we try this?

• How small is this quick test? Could it be smaller:
• What we hope will happen:

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Quality

Like a potato chip, one test is never enough!

✓ Test until you have learned all you need.

✓ Test until you have a lot of improvement confidence in the idea.

✓ Test under a wider range of conditions.

✓ Test until you are ready to implement.

Photo by Mayu Yamamura on Unsplash

Repeated Use of the PDSA Cycle

Changes That Result in Improvement

DATA

Implementation of Change

Wide-Scale Tests of Change

Hunches Theories Ideas

Follow-up Tests

Very Small Scale Test

The Improvement Guide, Langley et al p.146
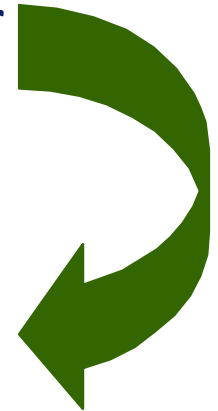
Tips for Testing

- Use a form to document your test.

- Scale down – think "Drop Two"

- Oneness
  - 1 Dad
  - 1 Clinic, 1 day
  - 1 Mom
  - 1 Breastfeeding consult

- Make changes in parallel

- Know the situation in your organization

- Year
- Quarter
- Month
- Week
- 2 Days
- Hour
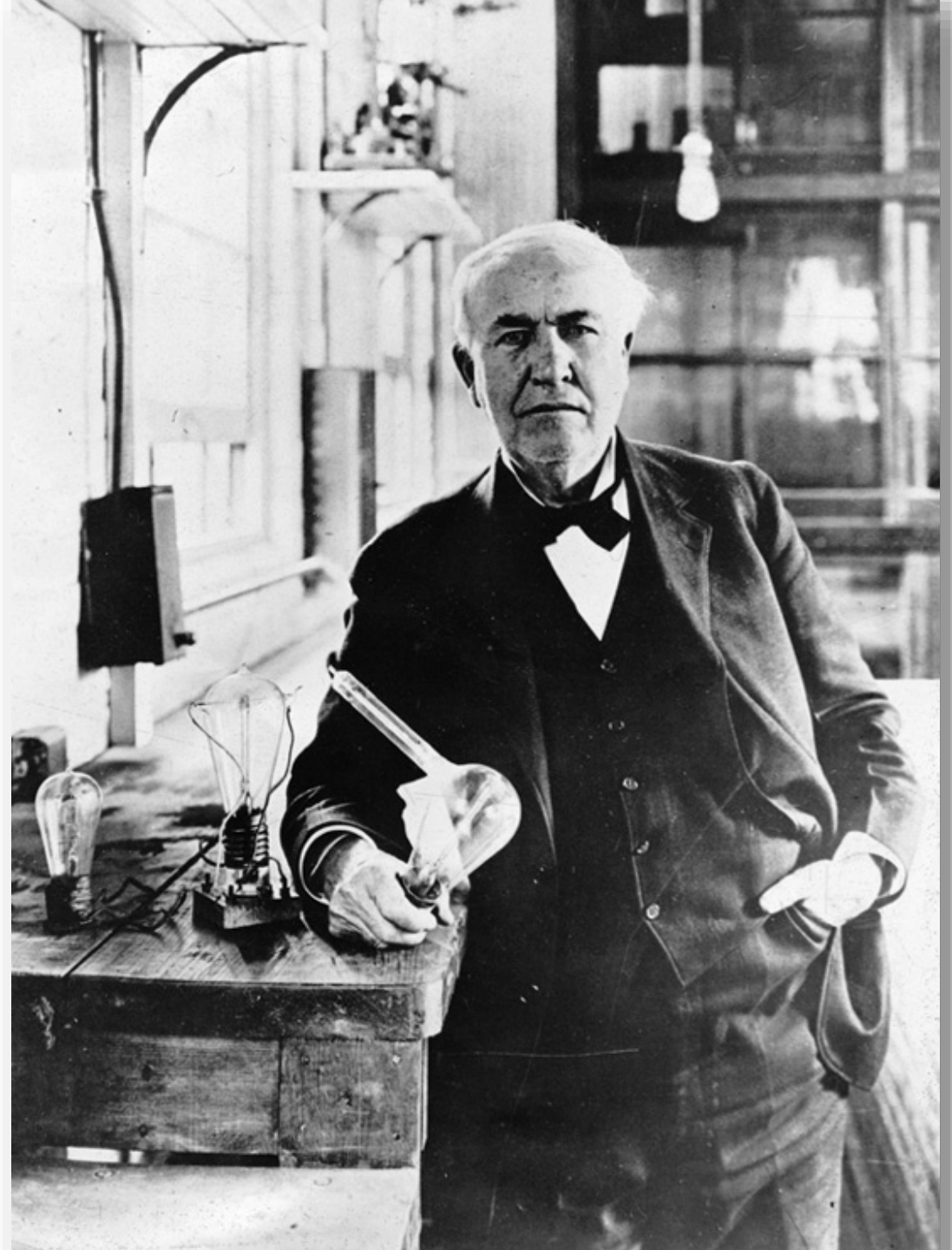
"What can we try by next Tuesday, Without harming a hair on the head of a person?" Don Berwick

The Value of "Failed" Tests

"I did not fail one thousand times; I found one thousand ways how not to make a light bulb. "

Thomas Edison

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Testing v. Implementation

- **Testing** – Trying and adapting existing knowledge on small scale. Learning what works in your system, culture, at your Healthy Start

- **Implementation** – Making this change a part of the day-to-day operation of the system
  - Would the change persist even if its champion were to leave the organization?

Implementation

- The change is **permanent** - need to develop all support infrastructure to maintain change

- High **expectation** to see improvement (no failures)

- Increased scope will lead to increased **resistance** (Value of evidence from successful tests)

Deciding on the Scale of the Test

		NO COMMITMENT	SOME COMMITMENT	STRONG COMMITMENT
Low degree of belief that change idea will lead to Improvement	**Cost of failure large**	*Very small-scale test*	*Very small-scale test*	*Very small-scale test*
	Cost of failure small	*Very small-scale test*	*Very small-scale test*	*Small-scale test*
High degree of belief that change idea will lead to Improvement	**Cost of failure large**	*Very small-scale test*	*Small-scale test*	*Large-scale test*
	Cost of failure small	*Small-scale test*	*Large-scale test*	*Implement*

The Improvement Guide p. 146

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After Implementation

Old System   New System

⟵————————————————————————————————————

➤ *"We met our goals"*
➤ *"We assumed the improvement would hold"*
➤ *Other priorities took all resources away (not on senior management's radar screen)*
➤ *Did not learn how to hold the gains*
➤ *Infrastructure not in place*

IHI.org
Impact Series Worshops

During Implementation

- Map out the flow of the new process

- Provide training on the new process
  - Chance to explain the "why" of the change
  - New skills may be needed
  - Include method of maintenance

- Provide recognition
  - Publicize the results and learning
  - Show appreciation for people's efforts

- Understand and address the causes of resistance
  - Seek and use input from those affected by the change

During Implementation
Addressing the Social Aspects of Change

o Provide information on why the change is being made

o Give specific information on how the change will affect people

o Seek and use input from others, especially those affected by the change, while the change is being tested

o Publicize the results and learning

o Show appreciation for people's efforts

o Understand and address the causes of resistance

Implementation

- Degree of belief
- WIFM
- Will
- Policy
- Procedure
- Training
- Hardwire the Change
- And . . . It takes longer than test,

After Implementation

- Assign ownership
  - Process owner is responsible for the improvement and maintenance work of the new process

Leadership has a role too

- Share run charts and annotate
- Share progress report and any lived experience stories
- Ask for support you need
- Set up a regular time to meet

BREAKOUT 3

For 10 minutes in groups of four,
- Introduce yourself
- Surface one program implementation that did not succeed.
- Thinking back over our discussion, how might the implementation have been done in a way that it might have succeeded?

SHARE OUT

Q&A

Next Steps

Danisha Charles
Healthy Start TA & Support Center

Healthy Start CoLab

- Connect with your fellow Learning Academy participants and Jane on the Healthy Start CoLab!

- If you do not have a CoLab account, please email healthystart@nichq.org

Next QI Learning Academy Session

Friday, June 18, 2-4 p.m. EST

Healthy Start Deadlines & Events

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May 2021

Can be found on the EPIC website or bit.ly/hs-deadlines-and-events

Deadlines:

May 15   HSMED-II Report (CSV or XML) Due
May 21   NPCL International Fatherhood Conference Survey
May 30   Aggregate Report (Excel) Due

Events:

May 5   HS Breastfeeding Cohort Meeting #3 — *Cohort members only*
May 6   Building and Strengthening Healthy Start Community Action Networks Webinar #1
May 6   Focus Group: The Legacy of Slavery and Impact of Racism on Breastfeeding – *Past and present BF cohort members only*
May 6   NPCL Fatherhood Development Training Day 1 – *Registrants only*
May 7   NPCL Fatherhood Development Training Day 2 – *Registrants only*
May 11   Fatherhood Talk Tuesday
May 13   Building and Strengthening Healthy Start Community Action Networks Webinar #2
May 17   TIROE CoP Learning Session #1 – *COP members only*
May 18   Maternal Mental Health Webinar #2
May 19   Healthy Start COIN Meeting #6 — *COIN members only*
May 19   HS Evaluation Cohort Meeting #2 — *Cohort members only*
May 20   Quality Improvement Learning Academy Meeting #4
May 26   Rapid Response Virtual Home Visiting Series Webinar #3
May 27   HS CAN Learning Academy Meeting #1

Healthy Start Staff Support Groups hosted by Postpartum Support International – held weekly through May 2021
  • Frontline Staff Group: Wednesdays from 3-4 p.m. EST
  • Project Directors/Managers Group: Mondays from 2-3 p.m. EST

www.healthystartepic.org

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Survey

- Please scan the QR code or visit https://link.nichq.org/i92 to complete the survey

- Your responses will help shape the future Learning Academy sessions!

Questions?

Email Jane Taylor at
jane1taylor@mac.com
or the TA & Support
Center at
healthystart@nichq.org

Thank
You!