

# **A Dynamic Systems Change Model for Quality Improvement and Capacity Development**

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# Disclosure

- **Sheila Murphy RN CPHQ**  
Has no financial interest or relationships to disclose
- **Jonathan Hanft PhD**  
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# Session Objectives

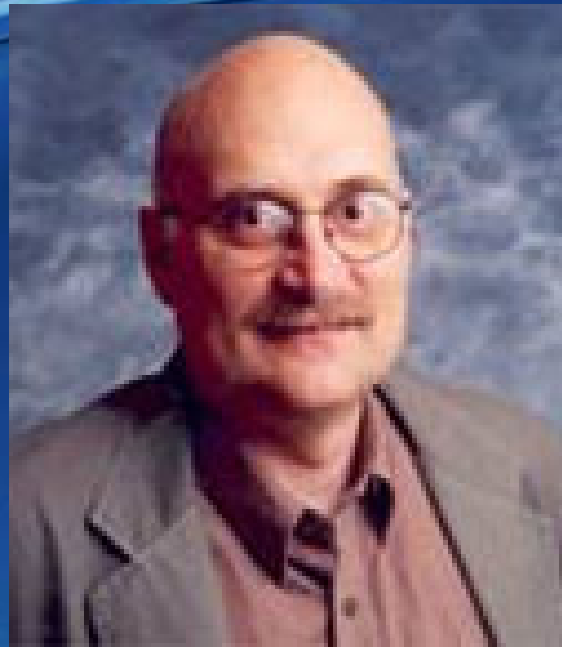
- Learn a new approach to sponsoring change on multiple levels
- Link the Dynamic Systems Change model to QM's Plan-Do-Study-Act
- Apply Dynamic Systems Change to real-life scenarios



*"Hey, the tide has turned!"*

# Meet the Model's Author

Emil Angelica of Community Consulting Group  
Minneapolis – St. Paul TGA's capacity development consultant



Community Consulting Group: [www.ccgpartnership.com](http://www.ccgpartnership.com)

# Notes from Emil Angelica

- Why a Systems Change Model?
- Why now?
- What have we learned already?

# Capacity Development Efforts

- Work with providers directly to provide quality assurance and compliance support
- Revisit systems and standards to identify changes that benefit clients



# Why Now?

- Needs of clients have changed as response to HIV evolved
- Non-profits need cost-efficient systems that provide quality client services
- HRSA/HAB expectations for significant impacts on client health



# In Order to Make Changes:

- Communicate about why, how, and expected results
- Make changes that make a difference
- Build buy-in from all stakeholders

# To Date We've Learned...

- Take time to build a detailed plan
- Involve all stakeholders, but especially those involved in implementing change
- Communicate, communicate, communicate



# How We Got Here

## Commitment to the Value of TA

- Meet providers where they are
- Organization focus
- Meaningful trainings

# How We Got Here

- Changes in the past five years
- Providers come by their resistance honestly
- Challenge: Change “us vs. them” to partnership



*Lucas Abraham*

# Managing Complex Change

Vision + Skills + Benefits + Resources + Action Plan → Accelerated Change

○ + Skills + Benefits + Resources + Action Plan → Confusion

Vision + ○ + Benefits + Resources + Action Plan → Anxiety

Vision + Skills + ○ + Resources + Action Plan → Slow Change

Vision + Skills + Benefits + ○ + Action Plan → Frustration

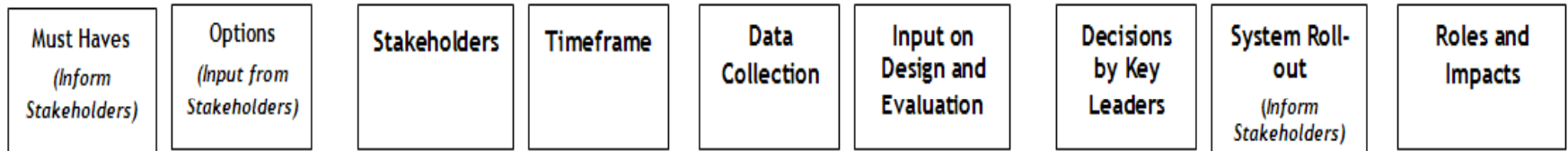
Vision + Skills + Benefits + Resources + ○ → False Starts

# Dynamic Systems Change Model

## COMPONENTS



## ELEMENTS



## QUESTIONS

What is the vision for system changes (what changes are necessary)?	What parts of the system do we need input on in order to make a decision?	Who do we need to hear from?  How will we hear from them?	When will the process start?  What are the milestones for each component?	What information do we already have that will assist in decision-making?  What information do we need to collect to make a decision?	What stakeholder input will inform our decision-making?  Who needs to be involved for political reasons?  How will consumers be represented?	Who needs to be involved in final decisions on the system?  How will we incorporate the input/data we have collected?	Who needs to hear about the system and any changes?  How will we inform providers about changes to the system?	What role will Ryan White staff play in the system?  What is the impact on the next RFP?  What measures will we be monitoring?
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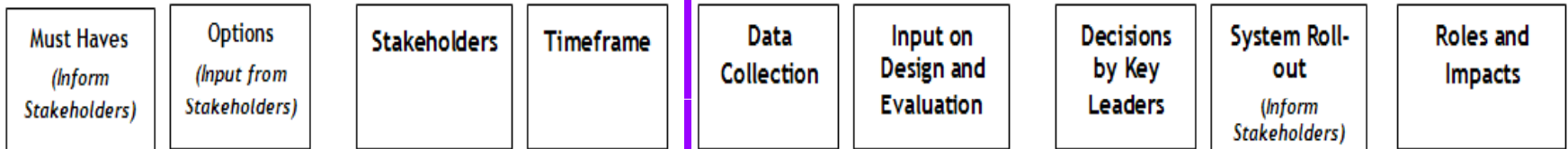
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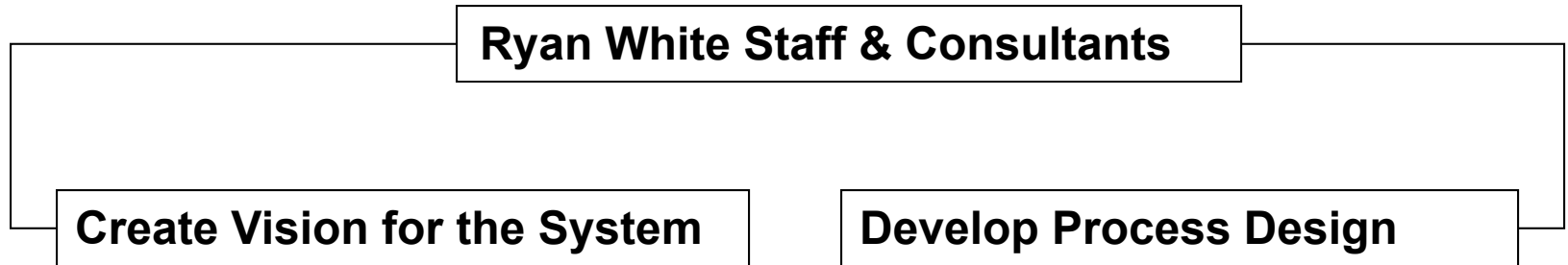
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# Dynamic Systems Change Model

## Components



## Elements



Questions 

# Dynamic Systems Change Model

## Questions:

- Vision – What changes are necessary?
- Must-Haves?

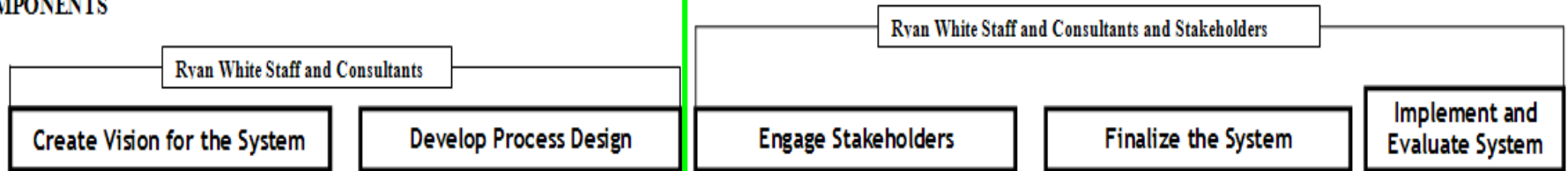
- Stakeholder input needed?
- Negotiables/Options?

Always ask: What resources are needed:

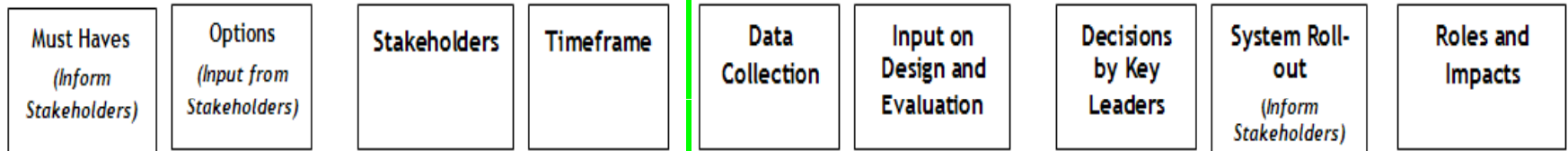


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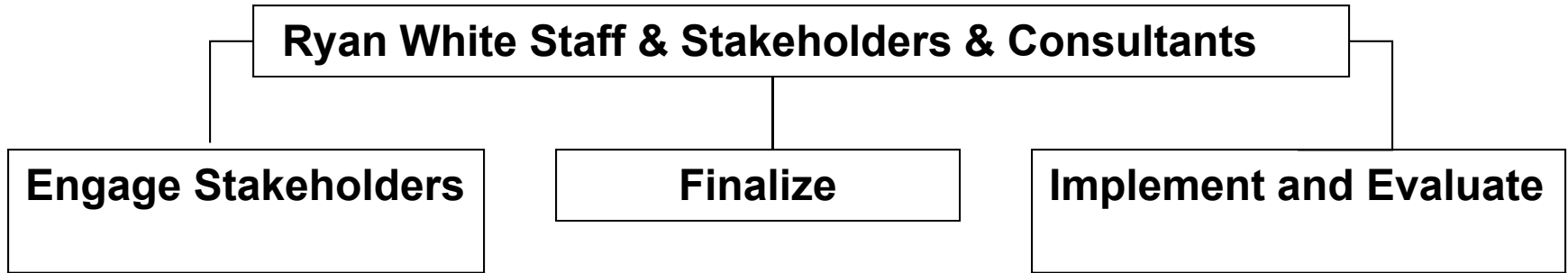
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## Questions:

- Incorporating Data and Input?
- Decision Makers?
- Who Needs System Information?
- Communicating Changes?

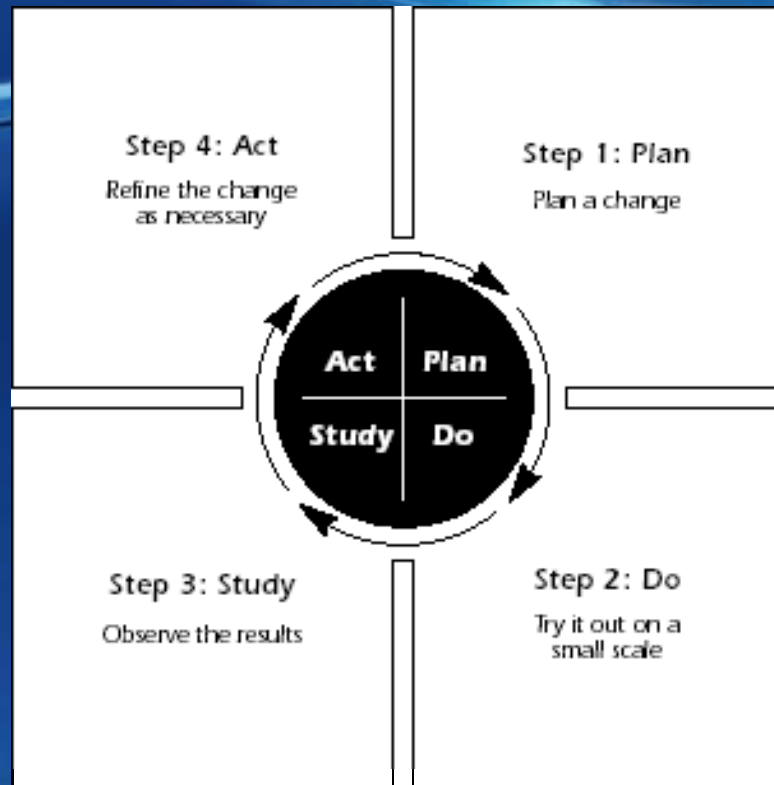
- RW Staff Role?
- Future Impact?
- Monitoring Measures?

**Always ask: What resources are needed:**



# QI Basics—Quick Review

## PDSA—the Building Blocks of Quality Improvement





# The Systems Change Model and PDSA

- Complementary, not contradictory
- Applies at each point in the PDSA cycle
- Helps get buy-in to make changes related to QI projects



# Applying the Model

Two Experiences:

- Data Improvement Project
- Service Review Project: Mental Health

# Applying the Model: Data Improvement Project

- Model evolved partly in response to project challenges
- Began applying about halfway through project
- Impact of clarifying must-haves, negotiables, stakeholder input

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What areas are negotiable or where several options would work for RW purposes?

Who do we need to hear from?

How will we hear from them?

When will the process start?

What are the milestones for each component?

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What role will Ryan White staff play in the system?

What is the impact on the next RFP?

What measures will we be monitoring?

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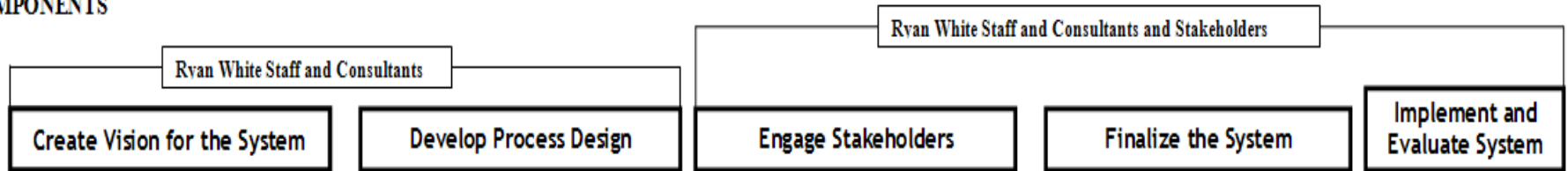
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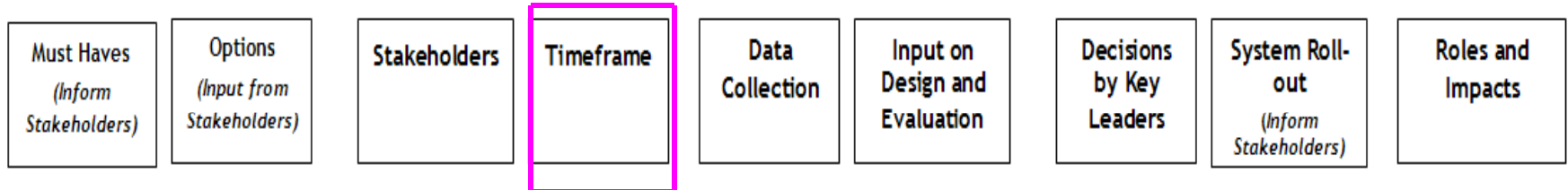
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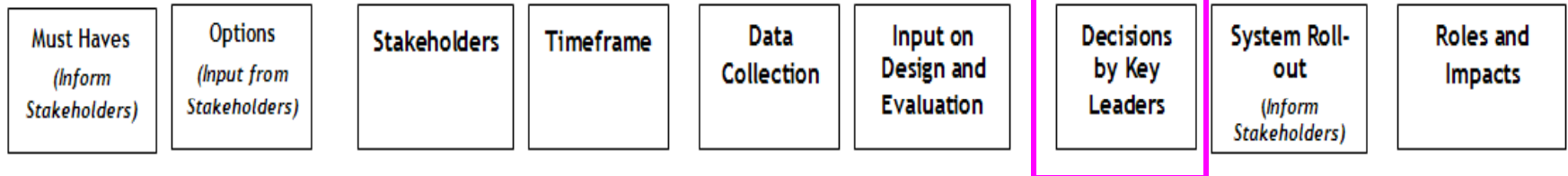
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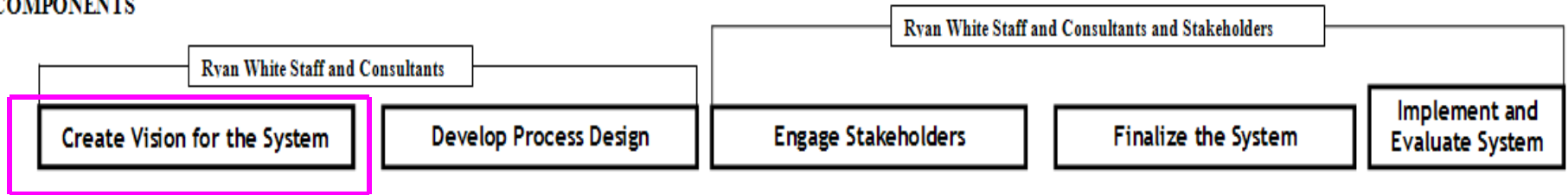
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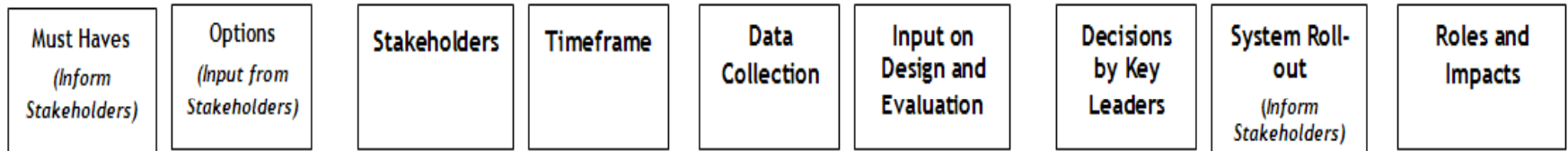
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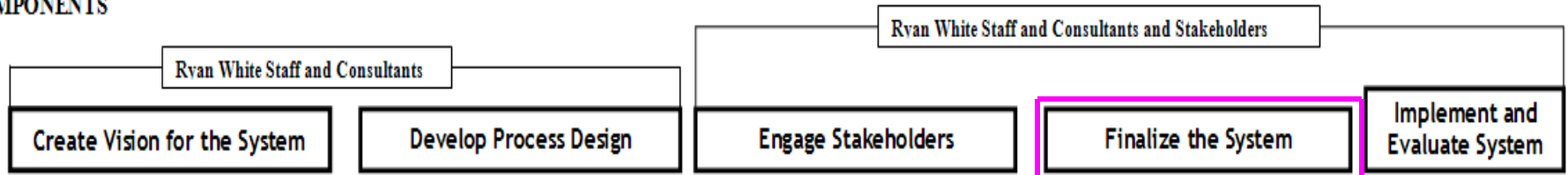
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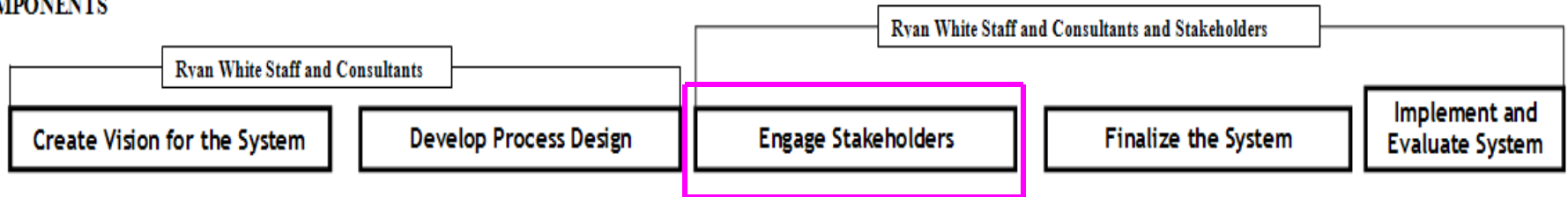
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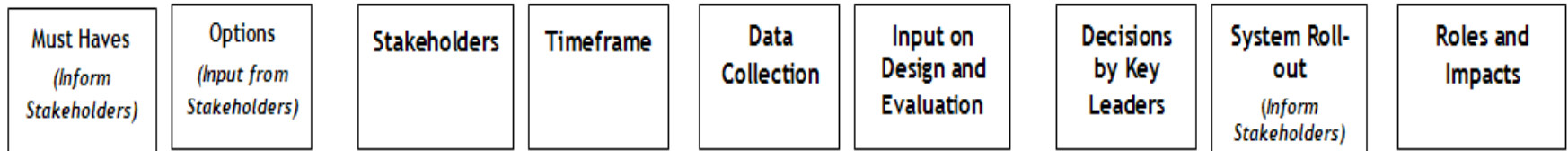


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# What Was Missing from the Data Improvement Project

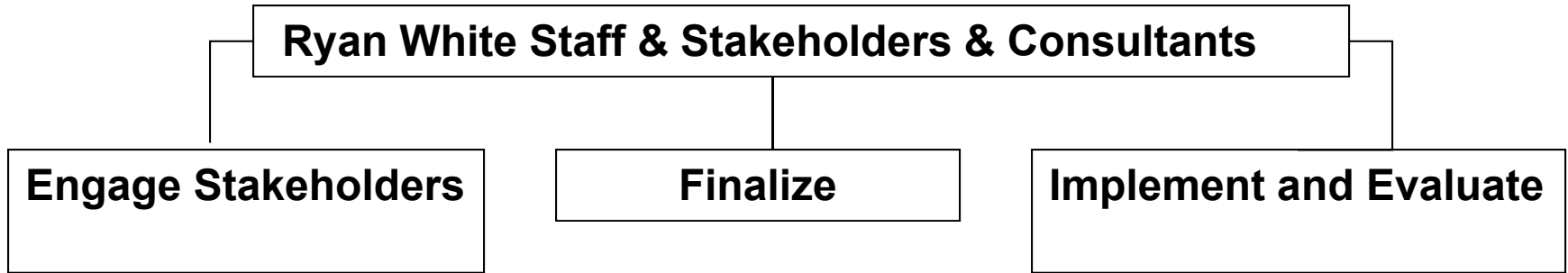
● + Skills + Benefits + Resources + Action Plan → Confusion

Vision + ● + Benefits + Resources + Action Plan → Anxiety

Vision + Skills + ● + Resources + Action Plan → Slow Change

# Dynamic Systems Change Model

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Questions 

# Dynamic Systems Change Model

## Questions:

- Decision Makers?
- Incorporating Data and Input?
- Who Needs System Information?
- Communicating Changes?

- RW Staff Role?
- Future Impact?
- Monitoring Measures?

**Always ask: What resources are needed:**



# Applying the Model: Mental Health Services Review

- First opportunity to apply the model at a project's start
- Good fit with programmatic and quality review of funded service
- Now in system evaluation phase—can view an entire cycle

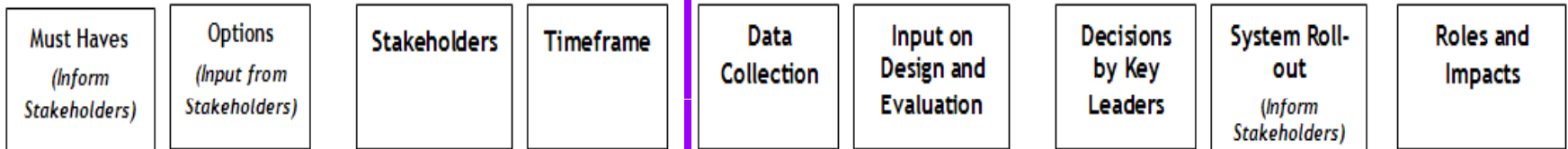


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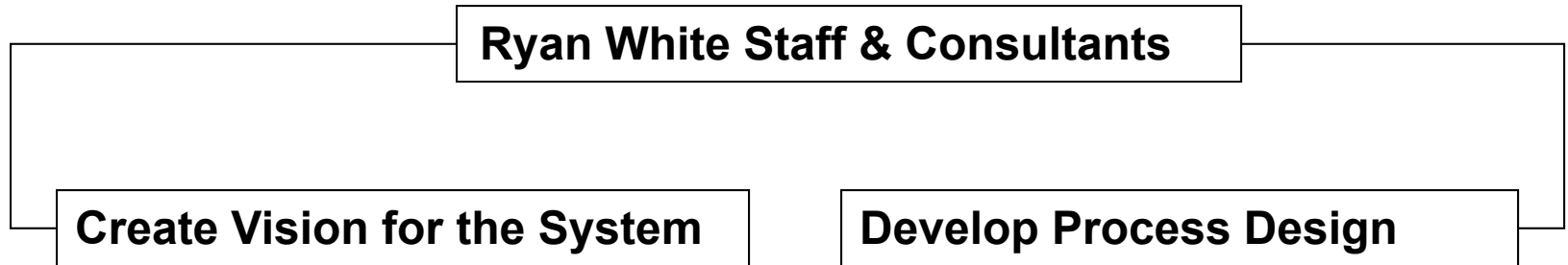
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## Questions:

- Vision – What changes are necessary?
- Must-Haves?

- Stakeholder input needed?
- Negotiables/Options?

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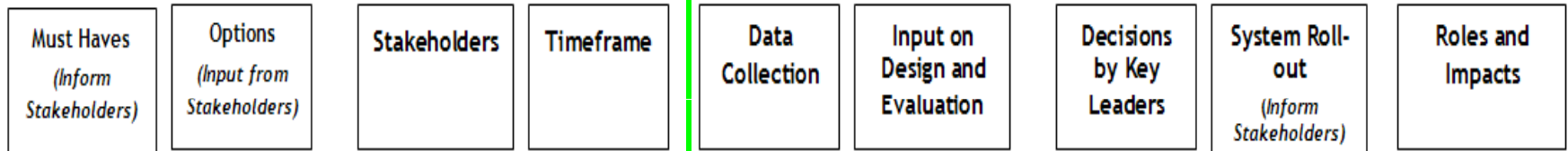


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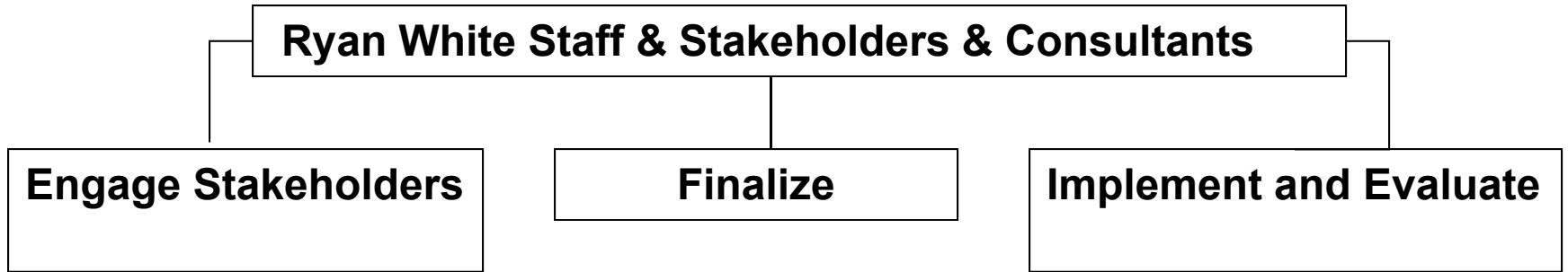
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# Applying the Model: Your Turn

## Individually Note on Worksheet

- One change you've worked on
- Where on the model did you begin?
- What were the barriers?
- What were your successes?
- What could you have added?
- What might have resulted from that addition?

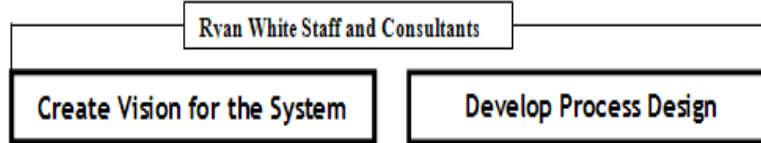
# Applying the Model: Your Turn

In your group:

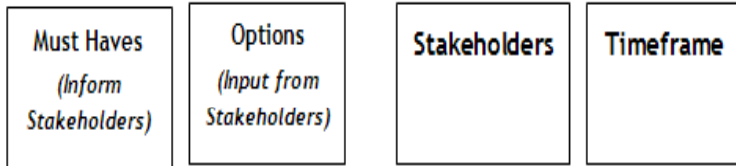
- Take time for each member to share highlights
- Identify a question for the large group about applying the model
- Identify an insight you gained from applying the model

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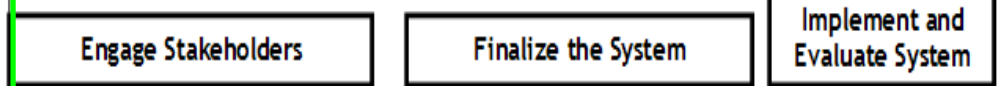
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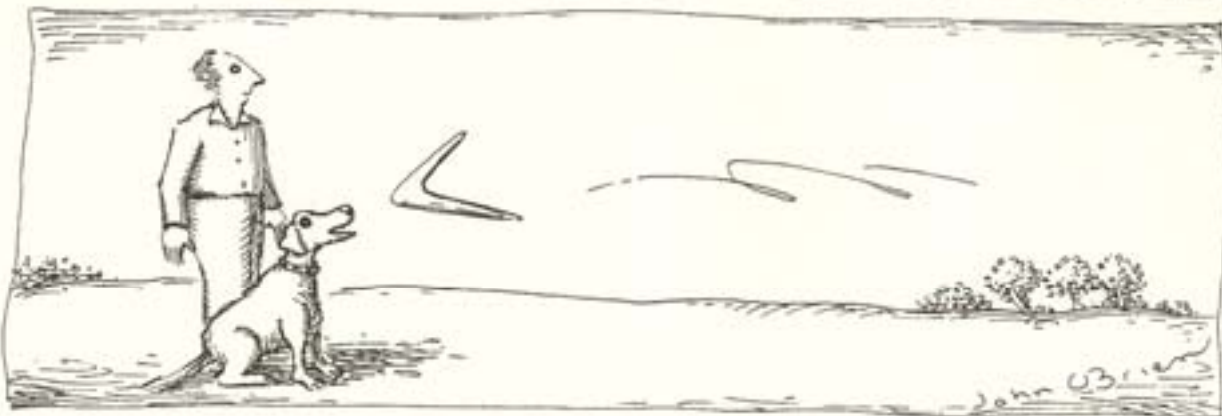
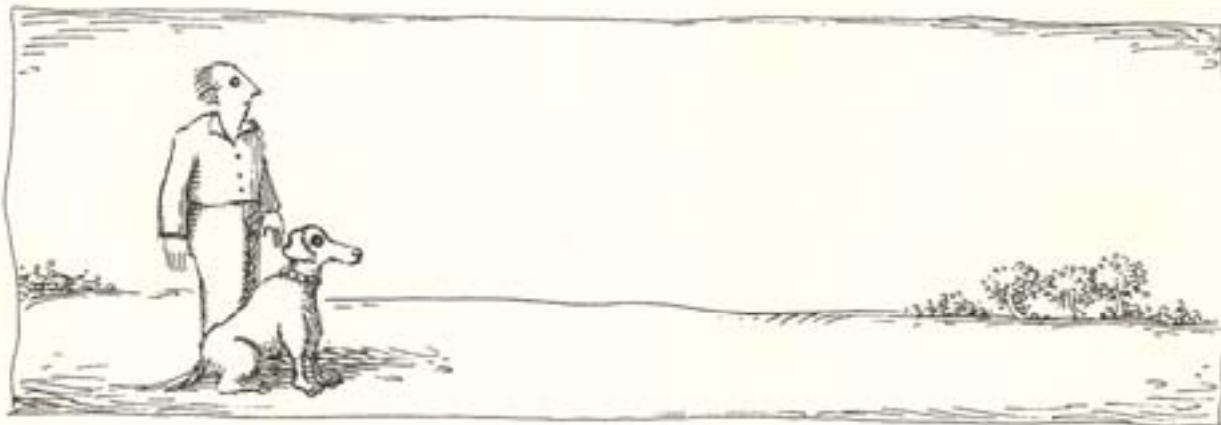
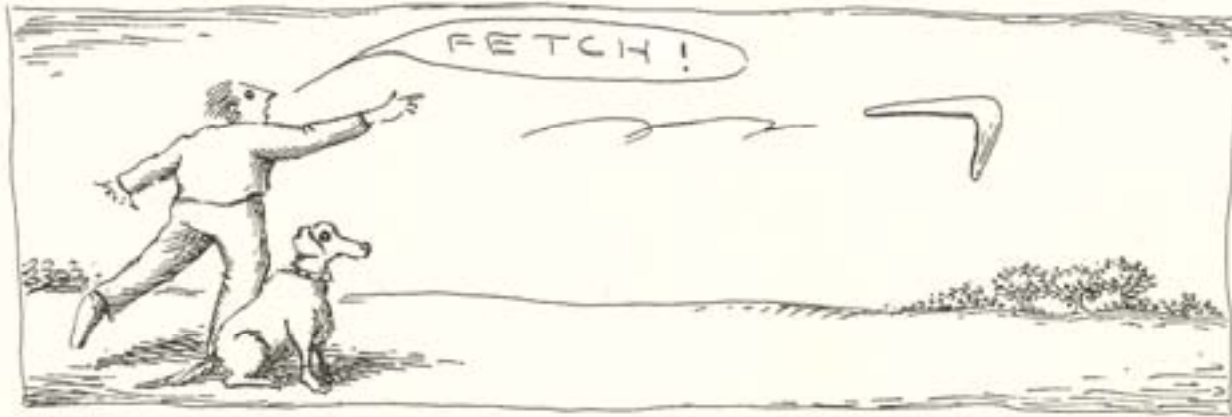
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Ryan White Staff and Consultants and Stakeholders



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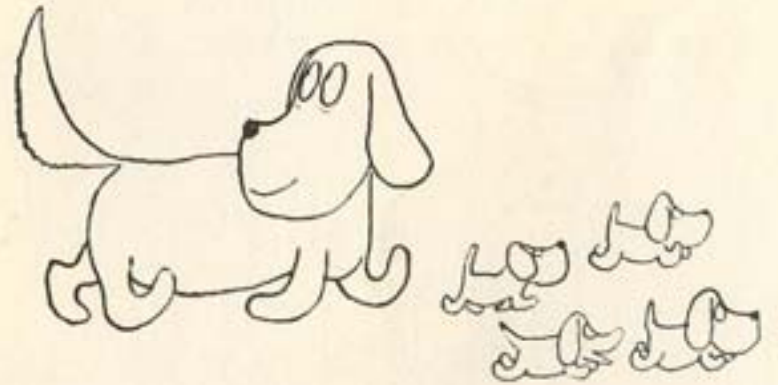
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STEINBERG



# Thank You

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- Sheila Murphy  
sheila.e.murphy@co.hennepin.mn.us
- Emil Angelica  
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