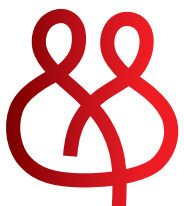
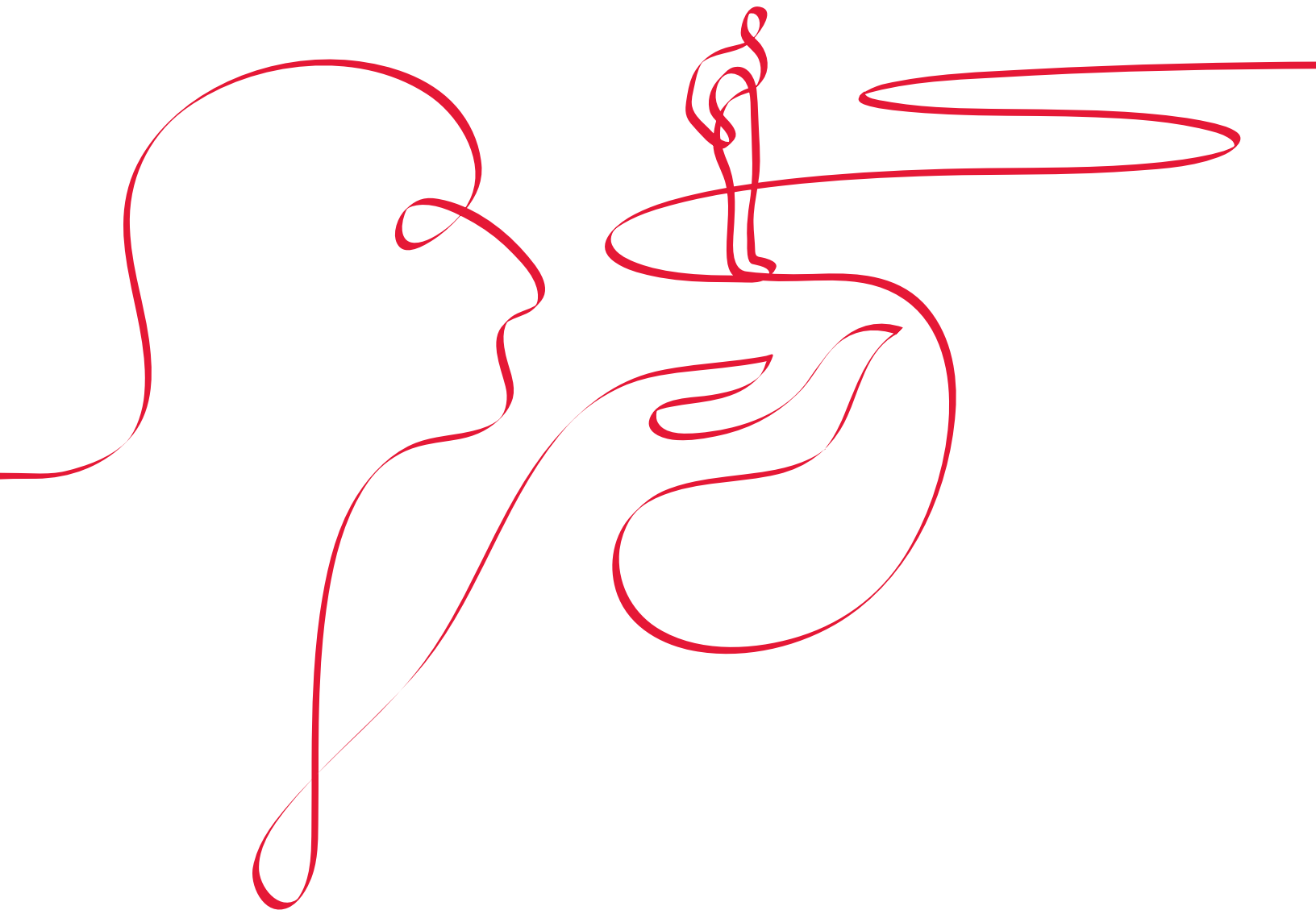


Think Big. Start Small.

HRSA Ryan White HIV/AIDS Program  
Center for Quality Improvement &  
Innovation Supports Your  
Improvement Efforts.



HRSA Ryan White HIV/AIDS Program

**CENTER FOR QUALITY  
IMPROVEMENT & INNOVATION**

# You work hard. Why improve?

In the last three decades, care for individuals with HIV/AIDS has advanced at a phenomenal pace, and improvements have been accomplished for many. But gaps in care still exist. Reductions in HIV-related morbidity and mortality are uneven across HIV-infected populations. Chasms exist between the quality of care that should be provided and the care that patients actually receive.

Many have called for action to improve quality of care for people with HIV and to advance HIV care for all populations. The National HIV/AIDS Strategy pushes for an increased number of people with undetectable viral loads.”

Accomplishing these goals is easier said than done. Many providers face barriers when trying to deliver high quality care to every patient, every time. We all know how challenging it is to start and sustain a clinical quality management program when your time, money, and staff are stretched to the limit. And if you do manage to get your staff excited for quality improvement, will you have the technical know-how to make the changes needed to align with these national priorities? Will you reach the next performance level and sustain a mature quality management program?

Since 2000, Ryan White legislation has included specific provisions directing each recipient to establish and sustain effective clinical quality management programs. However, many years after reauthorization, many Ryan White recipients still lack the knowledge, expertise, and resources needed to craft sustainable quality management programs that are linked to

improved health outcomes.

Help is available. The HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation has been created with your needs in mind. Join us and together we will improve HIV care.



# Take the first step. CQII can help.

The HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation (CQII) provides leadership and support in quality improvement for Ryan White HIV/AIDS Program recipients and subrecipients nationwide. Funded by the HRSA HIV/AIDS Bureau through a cooperative agreement with the New York State Department of Health AIDS Institute, CQII was founded to provide the best possible technical assistance on quality improvement to Ryan White HIV/AIDS Program-funded entities across all Parts. The aim of this national program is to build the necessary capacity among recipients and subrecipients to improve the quality of HIV care and services across the United States. CQII services have been specifically crafted with busy HIV providers in mind.

Think of the Center for Quality Improvement & Innovation as your personal quality improvement expert, a hands-on assistant who will help advance your quality management competencies.

## CONTENTS

This brochure provides an overview of key HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation services. Take advantage of our offerings and take quality improvement to a whole new level.

<a href="#">4</a>	On-Site Technical Assistance
<a href="#">7</a>	Quality Improvement Collaboratives
<a href="#">12</a>	Training Programs
<a href="#">14</a>	Quality Academy
<a href="#">16</a>	QI Learning Lab
<a href="#">19</a>	National Technical Assistance Calls
<a href="#">21</a>	Online Resources
<a href="#">23</a>	Publications
<a href="#">24</a>	Exhibits
<a href="#">25</a>	Quality Awards
<a href="#">28</a>	Consumer Involvement Activities





Open  
House





## Struggling with quality mandates? CQII meets your unique needs, both on-site and virtually.

Do you often ask yourself, “How do I start a quality management committee?” “How can I use performance data to start a quality improvement project?” If so, you’re not alone.

The HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation (CQII) provides no-cost, intensive technical assistance specifically designed to meet the quality management needs of recipients and subrecipients. CQII contracts with a pool of national quality improvement experts who provide individualized, on-site and virtual coaching to recipients and subrecipients across all Parts. Past assistance has included:

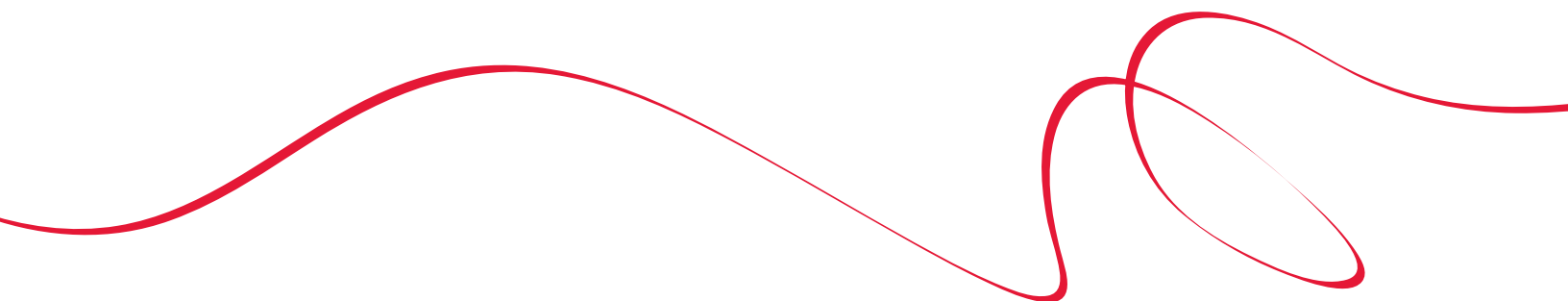
- Utilizing quality performance data to build momentum for quality improvement activities
- Implementing local quality improvement initiatives
- Training staff and consumers on quality management
- Fostering leadership support for quality improvement
- Coordinating improvement efforts with recipients across all Parts

To initiate on-site technical assistance, a written request for technical assistance is submitted online to the HRSA HIV/AIDS Bureau. The HIV/AIDS Bureau will then match each agency with an expert who works with the agency to enhance and expand the local quality management program. Technical assistance objectives are developed during the first diagnostic conference call.

Since January 2005, CQII, formerly known as the National Quality Center (NQC), has provided well over 300 recipients of all Parts with technical assistance and coaching. Many have achieved a level of quality improvement competency far beyond their expectations, and their organizational assessment scores reflect the advancements in their improved quality management programs. The agencies have reported that the vast majority of technical assistance objectives were fully achieved and the efforts to implement the recommendations were sustained even after their technical assistance. CQII coaches are available to you for your quality improvement journey.

*“The skills, knowledge, and professionalism of the CQII coach ... along with concrete and realistic recommendations for improvement, were invaluable.”*

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## Request help. Let's meet face-to-face or virtually.

Help from a quality improvement expert is available to you. To request technical assistance for your Ryan White HIV/AIDS Program-funded HIV program, simply follow these steps: 1) access the online Technical Assistance Request Form; 2) complete the Form and submit to the HIV/AIDS Bureau; and 3) we do the rest together. Visit the CQII website for more information.

Online at: <https://targethiv.org/cqm-ta-request>







## Want to collaborate? Learn with CQII and your peers.

Like to see how others around the nation address the challenges you experience? Like to learn improvement techniques with expert support? Like to work together towards a common goal? The collaborative learning model allows for regional peer learning.

The HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation (CQII) has led many national collaboratives to build capacity for quality improvement by providing for an open discussion of improvement efforts — creating

human connections that are sustainable long after the active phase of the collaborative. These learning initiatives include face-to-face learning sessions where participants share progress of their improvement strategies. Participants across all Parts implement relevant quality improvement activities based on established measures during action periods. To successfully reach these goals, participating teams receive support through the duration of the collaborative through scheduled webinars, a dedicated website, a web platform to share resources, support from HIV/AIDS Bureau project officers, and consultations with expert faculty members. These collaboratives challenge participants to think beyond the silos of funding and local complexities of quality improvement and encourage the regional uptake of quality improvement projects.





come



CQII has launched a number of improvement collaboratives, which aim to:

- Strengthen quality management-related collaboration and alignment across each Ryan White HIV/AIDS Program Part
- Measure a set of standardized performance indicators for local and regional benchmarking
- Develop a unified regional quality management plan, supported by a work plan for implementation
- Conduct joint quality improvement projects
- Conduct routine assessments using standardized quality management assessment tools

Collaboratives launched by CQII and the HIV/AIDS Bureau include:

- Parts C and D Collaborative
- AIDS Education and Training Center (AETC) Collaborative
- Part A Collaborative
- Part B Collaborative
- Low Incidence Initiative
- Transitional Grant Areas (TGA) Initiative
- Quality Management Cross-Part Collaborative
- DC Collaborative
- HIV Cross-Part Care Continuum Collaborative (H4C)
- end+disparities ECHO Collaborative

Through our collaboratives, Ryan White HIV/AIDS Program recipients from each Ryan White HIV/AIDS Program Part (A, B, C, D, or F) across a state or region were brought together for the first time to align improvement activities and to form a lasting learning community. Close to 30% of all Ryan White HIV/AIDS Program recipients have participated in our collaboratives so far. Collaboration and alignment across participating agencies improved through institutionalized leadership, creation of regional quality management plans, and measurement of standardized indicators. Most importantly, the care for people with HIV measurably improved as a result of these efforts.

*“The interactions and exchanges with our peers were invaluable. We learned so much from them and could not have done it without their input.”*

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## Join your peers. Learn together.

Participate in our next collaborative and learn from your peers. Look for announcements of our upcoming collaboratives and join us. Network with your fellow HIV providers and share your expertise across all Ryan White HIV/AIDS Program funding streams in your region. Visit our website to learn more about past and future collaboratives.

Online at:

<https://targethiv.org/cqii/create-equity-collaborative>





Does your staff have the will  
but lack training resources?  
We travel to train.

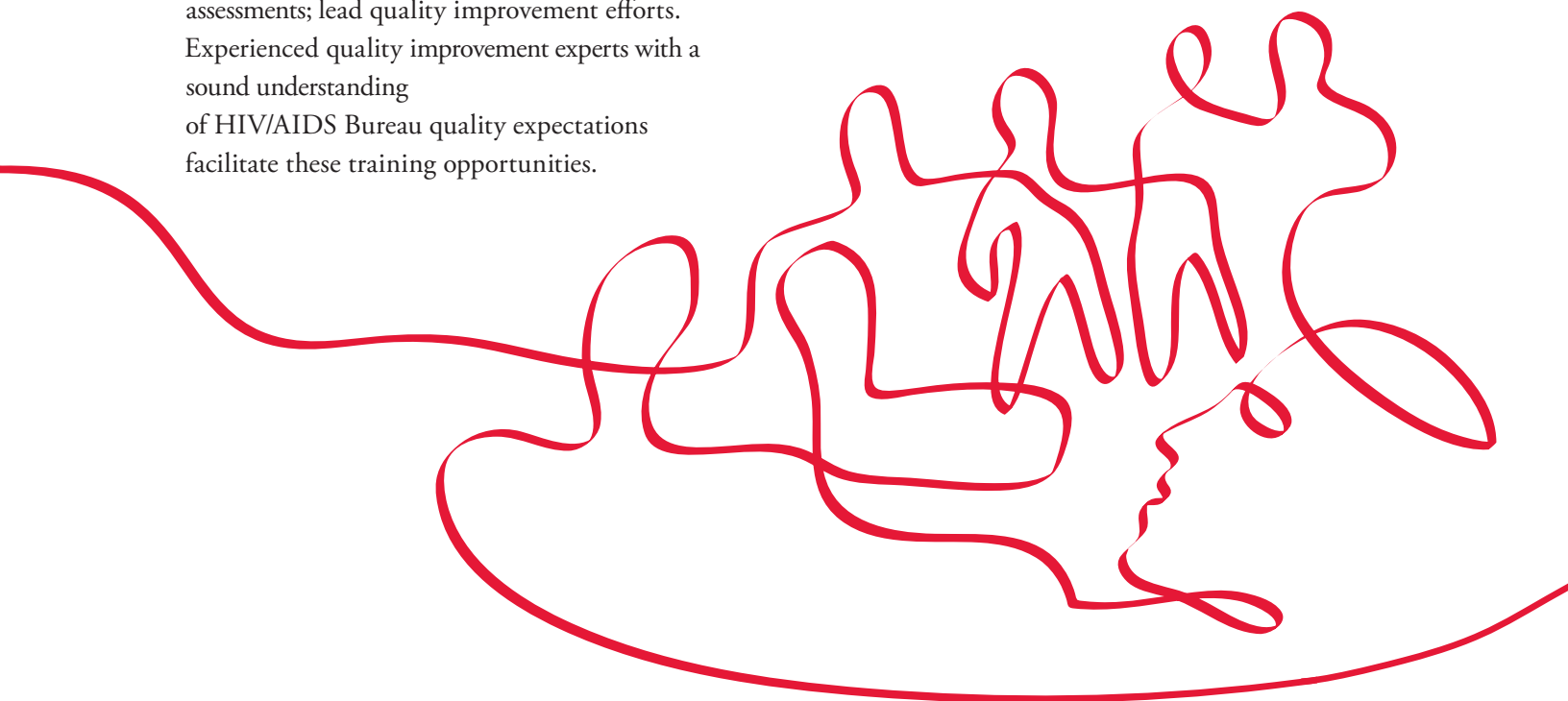
At the HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation (CQII), we recognize that staff and providers often have the will to improve HIV care but lack the knowledge and skills they need. Plus, local trainers often are in short supply. Not anymore. Just tell us the date and location — we'll send expert trainers your way.

CQII sponsors training opportunities for Ryan White HIV/AIDS Program recipients and subrecipients on a variety of quality improvement topics. These workshops teach quality improvement basics and provide participants with a deeper understanding of how to improve HIV care: how to conduct improvement activities; measure performance; strengthen quality management programs; conduct organizational assessments; lead quality improvement efforts. Experienced quality improvement experts with a sound understanding of HIV/AIDS Bureau quality expectations facilitate these training opportunities.

To champion cross-Part alignment, CQII organizes cross-Part regional quality improvement trainings. These provide opportunities for recipients and subrecipients of various Parts to meet and learn collaboratively about quality improvement. CQII travels throughout the country, ensuring convenience for all recipients.

CQII also offers three rigorous advanced training programs to quality improvement champions:

- The Training-of-Trainers (TOT) Program builds capacity for quality improvement by expanding the pool of qualified trainers on quality improvement
- The Training of Quality Leaders (TQL) Program builds individual capacity to effectively lead and facilitate quality improvement activities
- The Training on Coaching Basics (TCB) Program closes educational gaps by building the quality improvement capacity of quality leaders to coach other HIV providers on quality improvement



Several thousand individuals have participated so far in CQII-sponsored workshops in locations across the U.S, representing over 50% of all Ryan White HIV/AIDS Program-funded recipients. Evaluation results indicate that the vast majority of participants rated the trainings as very good or good, stated their own knowledge and skills had improved, and felt that the materials and facilitator provided a positive, real-world experience. These trainings prepare participants to take an active role in their own HIV quality management program, giving them the confidence and know-how to make a difference in their community.

*“I learned more today than the two years I have been trying to ask questions in my clinic!”*

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## Become an improvement expert. CQII trains at no cost to you.

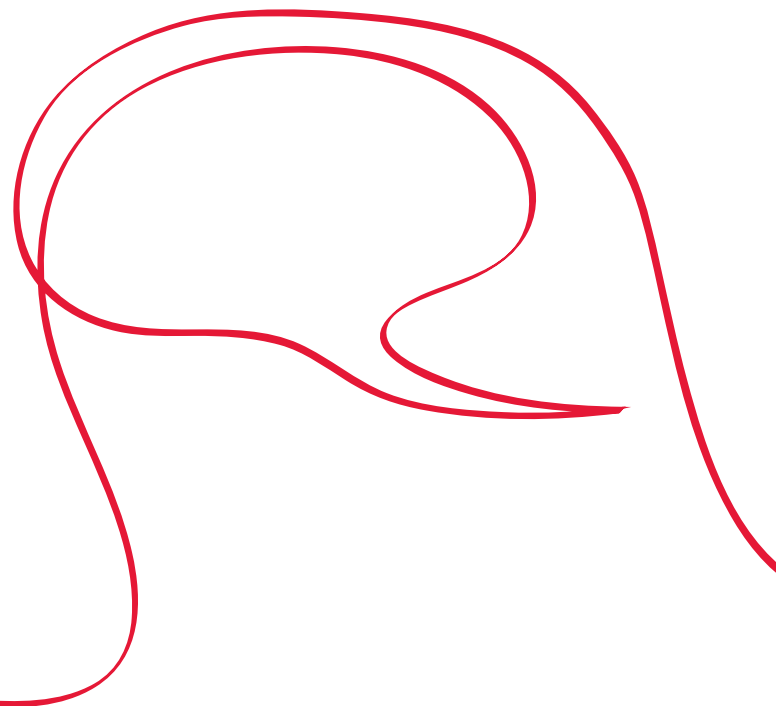
Tell us when and where, and we'll send our experts to train your staff and providers on quality improvement. For a list of scheduled trainings, check the upcoming events section on our website. More information about the TOT, TQL, or TCB Programs can also be found online, along with the applications. Sign-up for an upcoming training session.

Online at:

<https://targethiv.org/cqii/tot/>

<https://targethiv.org/cqii/tql/>

<https://targethiv.org/cqii/training-coaching-basics-program/>



## Don't have a lot of time to spare for training? CQII has the answer.

At the HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation (CQII), we recognize how difficult it can be to find time to learn. That's why we developed the Quality Academy. Our online tutorials allow you to learn anytime you want from anywhere you want. All you need is a computer or tablet, and internet access. And of course, there's no cost to participate.

The Quality Academy is an online modular learning program on quality improvement topics, accessible 24/7. More than 35 tutorials explain quality improvement principles and methodologies, provide real world examples from other HIV providers, and describe methods for applying this information to your HIV program. The tutorials span the spectrum of quality management proficiency — from novice to expert — and take about 15-20 minutes each to complete.

Topics for these tutorials include:

- Defining quality improvement and accessing quality improvement resources
- Applying quality improvement methodologies
- Understanding the Ryan White HIV/AIDS Program expectations for clinical quality management
- Developing and executing a written quality management plan
- Collecting and using performance data
- Leading a quality initiative

When the Quality Academy was launched in 2007, it became the first comprehensive online quality improvement training program for Ryan White HIV/AIDS Program recipients. Since its launch, users have accessed more than 35,000 tutorials. In evaluation, the vast majority of users report that the tutorials provided new knowledge and have recommended them to colleagues.

Quality Academy tutorials are perfect for the training component of quality management committees and for training new staff. Some of these tutorials even are applicable beyond the realm of HIV services.

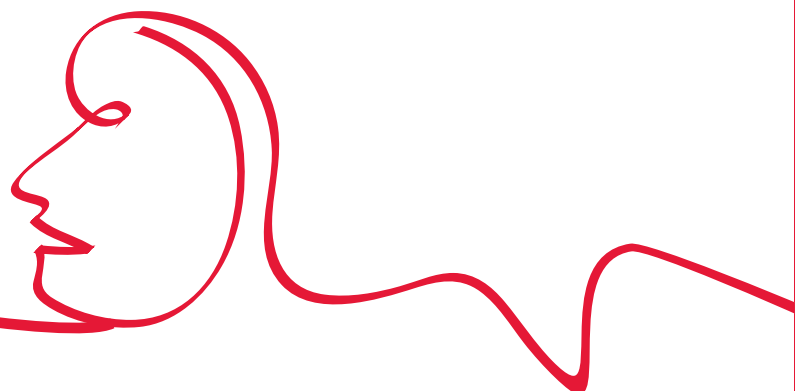
*“The Quality Academy tutorials are easy to get to and easy to navigate. They're not too simple or too complex. And because the program is designed in time-manageable chunks, I could fit training into the rest of my day...”*

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## Improve your quality improvement skills. Take one tutorial a day.

Check out the Quality Academy. Visit our website and start today. Learn about quality improvement and teach your staff. Take a tutorial now, and download slides and facilitator notes for later use.

Online at:  
<https://targethiv.org/library/cqii-quality-academy>







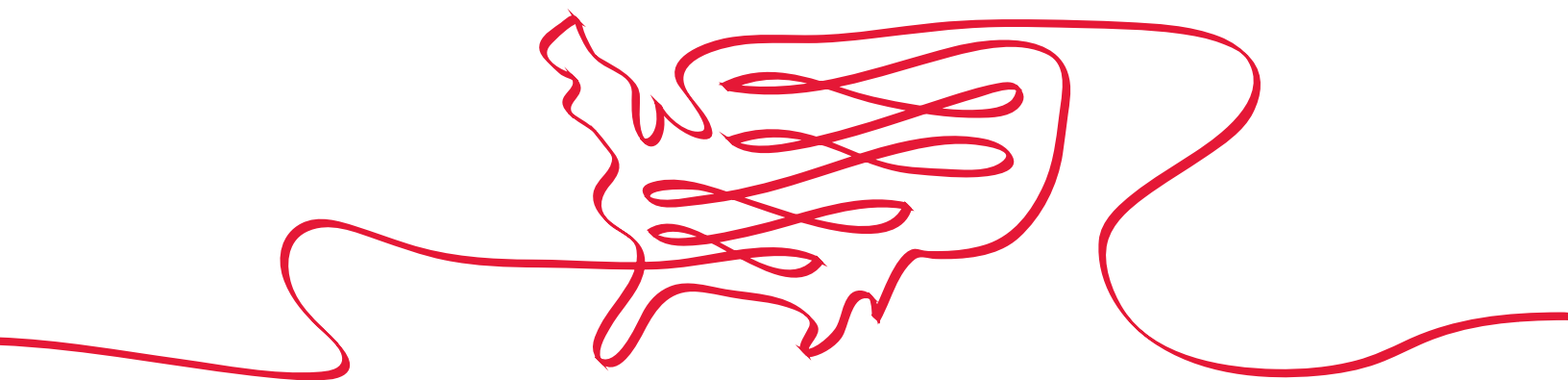
Looking for an online training program to learn about quality improvement together with other HIV providers? Look no further.

Searching for a way to advance your capacity for quality improvement through a virtual training program? The HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation (CQII) is launching a new virtual quality improvement training program, called QI Learning Lab. Each Lab is offered every four months on a pre-determined annual schedule and consists of six 90-minute virtual sessions every two weeks.

Our QI Learning Lab comprises live virtual interactive sessions that utilize case-based learning with real-world HIV examples addressing gaps along the HIV care continuum. The Learning Labs provide a space for discussion with peers as well as feedback by the content experts. Each Lab is supported by the assigned faculty, who facilitate the sessions, review all assignments, and provide feedback to participants before each session. The faculty includes nationally recognized content experts. We are by your side every step of the way.

The new Learning Lab comprises five independent courses and will be implemented starting in 2021:

- Beginner QI 101 Learning Lab works to build the capacity of participants to conduct a quality improvement project with measurable improvement goals
- Intermediate QI Learning Lab strengthens QI knowledge to implement an agency-specific QI project utilizing a multidisciplinary QI team
- Advanced QI Lab aims to reinforce the implementation of robust QI projects that result in improved health outcomes and increase the in-depth understanding of advance QI methodologies and tools
- Expert QI Learning Lab builds expertise in managing communities of learning and coaching other HIV providers across a network of subcontractors
- Experience-based Co-Design QI Learning Lab brings people with HIV and their providers together to jointly conduct a quality improvement project by utilizing a modified experience-based co-design methodology



*“It’s been helpful to hear what’s going in other states; things they’ve tried, successes or challenges that they’ve had in that process so that we can kind of be aware of them as we move forward.”*

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## Sign up today for the Learning Lab that matches your quality improvement needs!

Visit our CQII website and check out our upcoming QI Learning Lab schedule. Once you complete the application, CQII will send you the information packet for the QI Learning Lab you applied and were accepted. Join us to learn virtually with our experts and from your peers!

Online at:

<https://targethiv.org/cqii/cqii-learning-lab>

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Need short, instructive quality lessons? Join one of our monthly CQII webinars.

You want more knowledge, want to keep improving your program, and wish you had a resource for short, focused trainings. The HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation (CQII) offers monthly technical assistance webinars that focus on selected topics pertinent to you and facilitated by CQII experts. In many cases, your peers will be presenting and telling you how they have met their challenges in managing their clinical quality management programs. These calls also offer you the opportunity to ask questions of your peers and our expert facilitators.

To provide ongoing learning opportunities on key quality improvement concepts and methodologies, CQII hosts monthly national technical assistance calls. Calls use state-of-the-art webinar technologies. Selected topics of past technical assistance webinars include:

- Quality management 101 and HIV/AIDS Bureau clinical quality management expectations
- How to choose a quality improvement project
- Introduction to performance measurement and to using data for quality improvement
- Engaging staff and consumers in quality improvement activities

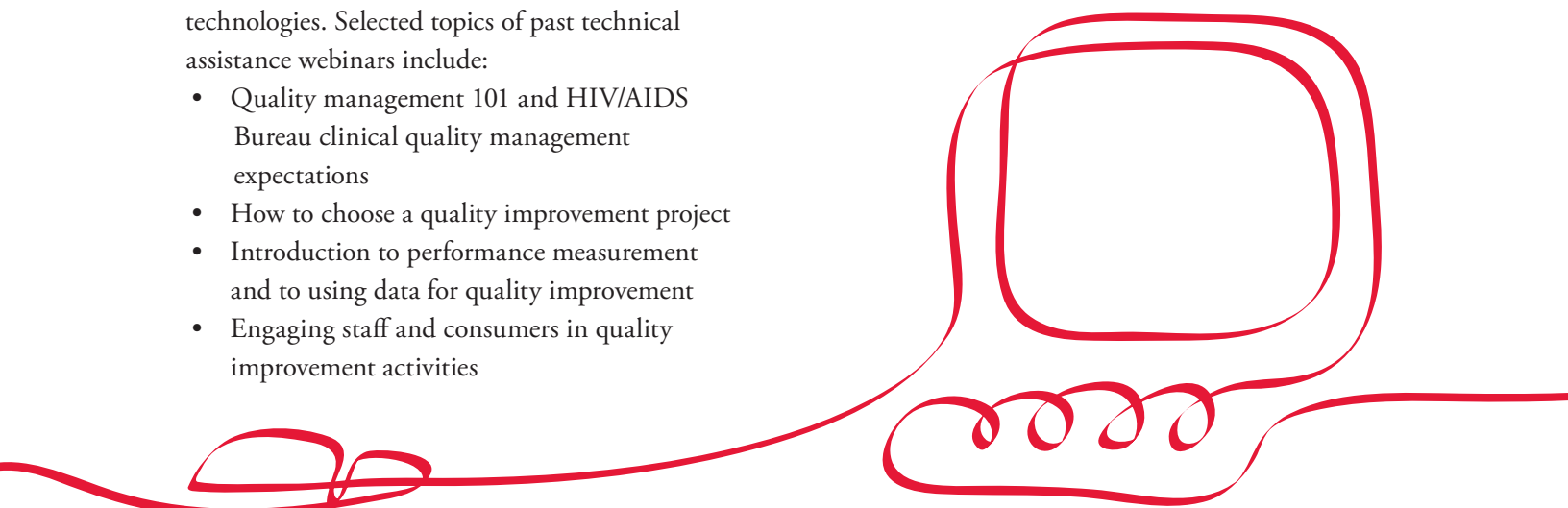
- Using tools for quality improvement activities
- How to sustain your quality improvement efforts over time

Calls are facilitated by quality improvement experts who explain specific topics and provide Part-specific examples. Facilitators encourage fellow HIV providers to share their experiences and best practices and ensure that participants have an opportunity to ask specific questions.

Since the inception, several thousand participants have joined our technical assistance calls to learn from champions in the HIV community and share Part-specific best practices. The great majority of participants have indicated that they have increased their knowledge of quality management, applied the lessons learned to their programs, and shared knowledge with other staff.

*“The webcasts are great. The way the information is organized and taught...it just makes sense!”*

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## Go ahead. Sign up for a webinar today.

Visit our website to check out our monthly schedule and sign-up for a one-hour webinar. At the scheduled time, join our webinar session and view the presentation slides via your Internet browser. Should you miss a call, you can access the slides and the recording later on our website.

Online at:

<https://targethiv.org/cqii/webinars>



## Searching for quality improvement tools? They're just a mouse click away.

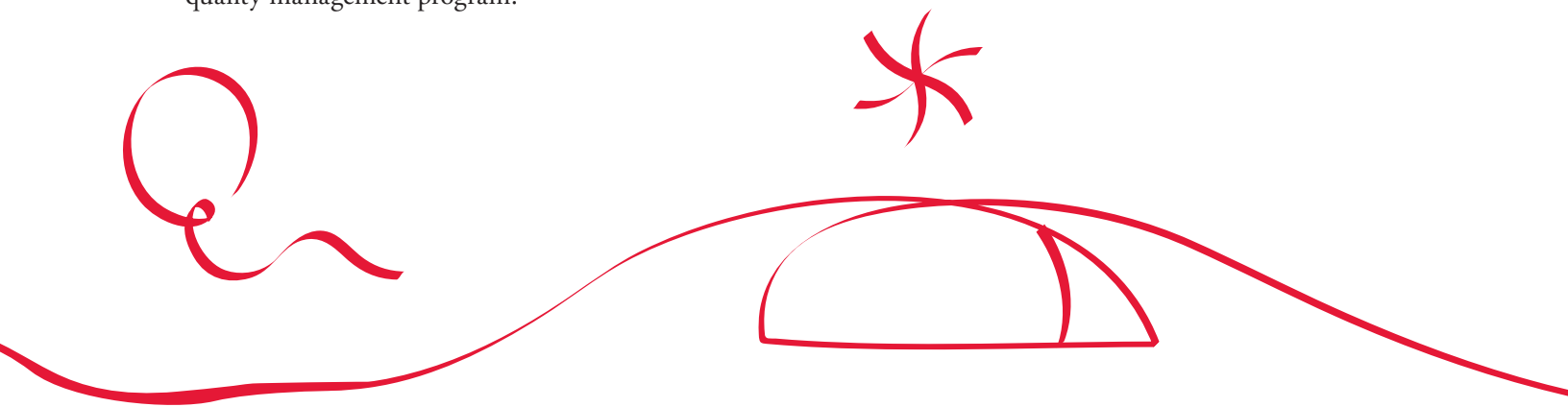
You're looking for a best practice, a quality improvement resource, a slide presentation for your upcoming quality improvement presentation — and you needed it yesterday. Guess what? You don't have to look far and wide. Just check out the HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation's (CQII) online resources.

CQII.org is the premiere website assisting individuals who work to improve HIV care and services. The website is housed at the TargetHIV.org website. With more than 200 quality improvement resources, publications, and descriptions of best practices, the website provides myriad opportunities for learning, connecting, and sharing among HIV providers, quality managers, public health officials, and people with HIV. The vast majority of users told us that they have gained new knowledge, with 90% indicating that information and tools obtained from the website had a moderate or major impact on their quality management program.

CQII.org offers:

- Hundreds of quality improvement resources for viewers with varying levels of expertise
- Tools and descriptions of best practices from peer HIV providers and features that allow you to submit tools for posting
- Easy access to all CQII services, including the Quality Academy
- Online registration for upcoming training sessions and national technical assistance calls
- Calendar of upcoming CQII events and trainings
- Powerful search functions to identify the resources you need

Want to share resources with others? Check out CQII Glasscubes, a password-protected online platform that offers registered users the opportunity to share their quality improvement resources, post project-specific messages, and set up email listservs. If you want a Glasscubes account for your regional improvement efforts, we set one up for you and you manage it — it's that easy.



*“The website materials proved invaluable for me and let me move the program forward, which I couldn’t have done otherwise.”*

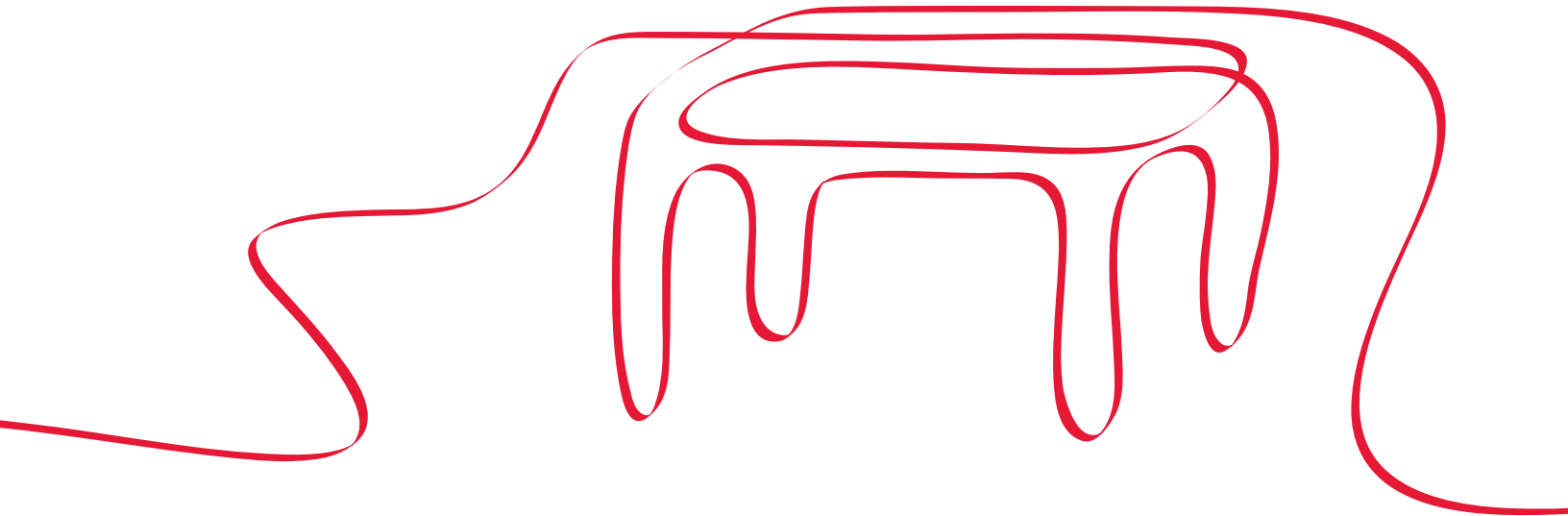
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## Visit [Targethiv.org/cqii](https://targethiv.org/cqii) today. Find the tools you need.

At CQII, we understand the specific needs—and challenges—of the Ryan White HIV/AIDS community. You’re busy, resource-stretched, and committed to making a difference. We created [Targethiv.org/cqii](https://targethiv.org/cqii) with you in mind. Download a tool that simplifies your work. Let CQII help you.

Online at:

<https://targethiv.org/cqii>





## Looking for a specific quality improvement guide you need? CQII produces.

Can't find a resource that addresses your particular problem? Look no further. CQII has an extensive library of publications, tools, and guides created with you in mind.

In the years since its founding, CQII has produced over two dozen quality improvement publications focused on a broad array of quality improvement topics, aiming to give quality management teams the tools needed to improve. In the form of checklists, tools, and guides, these publications aim to be user-friendly and to break down complicated topics of quality improvement in easy-to-follow steps.

A brief sampling of the CQII's publications includes:

- The Cross-Part Quality Management Guide, which aids recipients in the facilitation of the the regional spread of HIV improvement efforts
- The CQII Game Guide, which provides interactive games that teach critical concepts of quality improvement
- Guide to Consumer Involvement, which helps recipients promote and enhance consumer involvement
- Partnering with Subcontractors to Improve HIV Care, which aids in the facilitation of effective partnerships between Ryan White HIV/AIDS Program recipients and subcontractor organizations, programs, and providers

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## Helpful tools for your quality improvement.

Access CQII's publications anytime, anywhere on our website. Get the tools you need to advance your quality management program. Use our resources to take your quality improvement competency to a whole new level.

Online at:  
<https://targethiv.org/library/topics/clinical-quality-management>



## Want to meet CQII? Check our exhibit schedule.

Too busy to order hard copies of key quality improvement materials online? CQII may be attending the same conference you will be. Visit our exhibit booth, check out our quality improvement materials, and even talk to one of our CQII representatives.

CQII exhibits at key conferences attended by HIV providers and quality improvement managers, including statewide all-Parts conferences. CQII sees these HIV care-focused meetings as an excellent opportunity to meet face-to-face with individuals committed to improving the quality of HIV care and to distribute important quality improvement resources. These resources, provided free of charge, include:

- Hard copies of quality improvement publications
- Quality improvement tools

To date, CQII has distributed tens of thousands of quality improvement resources at these HIV conferences and through other dissemination efforts. These conferences provide an opportunity to connect with CQII experts and get answers to your quality improvement questions. Let us know when you have a quality conference in your region, so we can arrange to have the CQII booth with our improvement resources there.

*“I was particularly interested in case management, clinical standards, client advocacy, and client satisfaction. I found all the exhibit booth information quite helpful.”*

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## Shake a hand. Pick up a resource. Ask us how.

To find out where CQII will be next, check out our event calendar online. If you wish to invite CQII to a local or regional conference, contact us with your request.

## Doing great quality improvement work? CQII recognizes your accomplishments.

Has your HIV program made extraordinary strides in quality improvement but is not regionally or nationally recognized for its accomplishments? Are you looking for a forum to showcase your quality improvement achievements and to be acknowledged among your peers? We have an award for you.

The HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation (CQII) has created the Quality of Care Award Program to recognize Ryan White HIV/AIDS Program recipients and individuals across all Parts who have demonstrated outstanding progress in improving the quality of HIV care. CQII aims to acknowledge excellence among the Ryan White HIV/AIDS Program community and promote these quality champions to further spread quality improvement nationally.

To recognize quality improvement efforts, CQII annually seeks nominations from recipients, which have made exceptional improvements in their quality of HIV care in any of the following categories:

- Award for Quality Improvement Activities
- Award for Quality Management Infrastructure Development
- Award for Leadership in Quality
- Award for Consumer Involvement

In collaboration with the HIV/AIDS Bureau, CQII annually selects appropriate winners and invites the Award winners to share their improvement stories with others. Over 25 quality leaders have received a Quality Award, and profiles of all winners are available on the CQII website. In the Quality Awards, the real winners are patients.

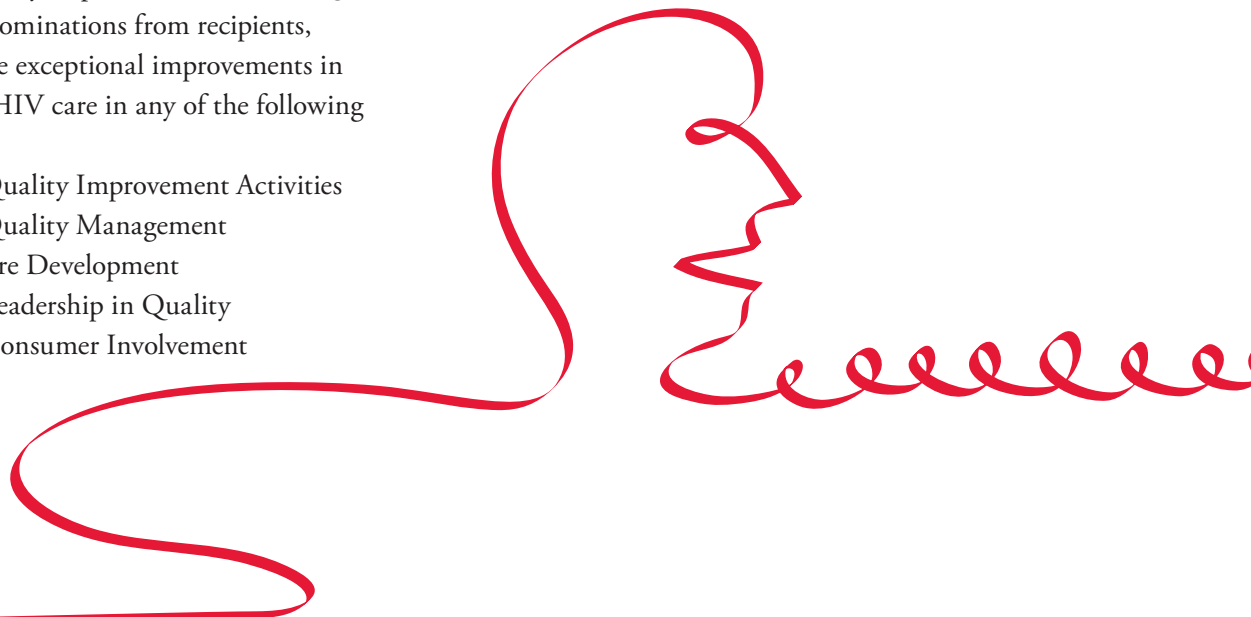
*“The CQII Quality Awards provided a much needed forum to showcase the great work done by the recipients. This was a real inspiration for me to make concrete improvements in my clinic.”*

## Be a winner. Submit a nomination.

To recommend an individual or recipient for an CQII Quality Award, simply fill out the necessary application forms found on our website and submit the application before our annual deadline. All applications are carefully reviewed. Good luck!

See past winners online at:

<https://targethiv.org/blog/2018-cqii-quality-award-winners>







Living with HIV and interested in improving HIV care locally? CQII has activities available to you.

Want to be a patient advocate for quality improvement? Are you struggling to engage consumers in improvement activities? Want to learn more about basic quality improvement and performance data? CQII has programs specifically for people with HIV interested in quality improvement so that recipients can involve them in quality management committees and improvement teams.

## Training of Consumers on Quality

The Training of Consumers on Quality (TCQ) Program aims to increase the number of consumers actively participating in local quality management committees and regional quality improvement activities. The TCQ Program includes extensive pre-work activities and a two-day face-to-face TCQ session. TCQ graduates are able to:

- Understand basic quality improvement vocabulary
- Master skills to be a consumer champion for quality management
- Demonstrate confidence in participating in

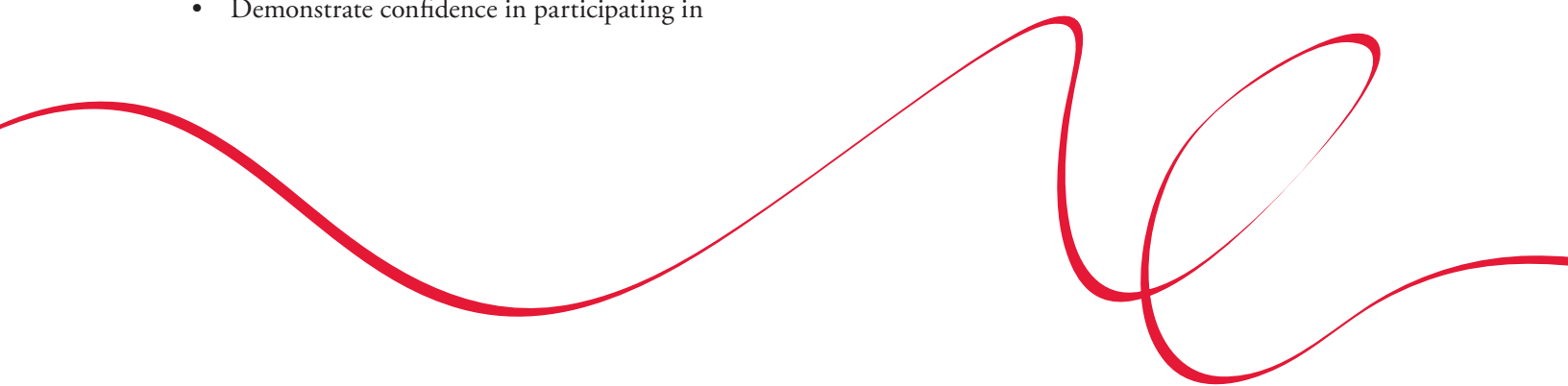
quality improvement teams

- Understand various forms of consumer involvement
- Understand basic HIV care and treatment terminologies to better understand basic indicators and performance data reports

TCQ graduates have been shown to gain self-confidence from attaining a broader understanding of their role in quality improvement activities as a consumer. The skills developed at the training provide ways for participants to bring methods learned back to their local quality improvement activities. The TCQ Facilitator Guide includes the curricula and resources to deliver this training anytime, anywhere. Participants meet other consumers interested in quality improvement, creating support networks for consumer involvement throughout the country.

*“Hats off to the trainers on a job well done. They were so enthusiastic, energetic, and passionate about the training that we (the participants) didn’t have a choice but to be the same!”*

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## Be an informed consumer. Apply now.

If you are a person with HIV associated with a Ryan White HIV/AIDS Program recipient interested in quality improvement activities, participate in the next TCQ Program. Check out the pre-work activities and attend upcoming TCQ sessions. Take an active role in the local, regional, or even national quality improvement efforts and become an advocate to improve HIV care.

Online at:

<https://targethiv.org/library/nqc-training-consumers-quality-tcq-facilitators-guide>

## Interested in our logo?

Designer Felix Sockwell created the HRSA Ryan White HIV/AIDS Program Center for Quality Improvement & Innovation logo with art direction by Stefan Sagmeister, a world-renowned designer based in New York City, by combining the motif of the AIDS awareness ribbon with continuous line figures.

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# Need to Find CQII? It's Easy.

Mail.

HRSA Ryan White HIV/AIDS Program  
Center for Quality Improvement & Innovation  
New York State Department of Health  
AIDS Institute

90 Church Street, 13th floor  
New York, NY 10007-2919

Phone.

212.417.4730

Fax.

212.417.4684

Website.

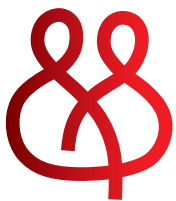
[CQII.org](http://CQII.org)

Email.

[Info@CQII.org](mailto:Info@CQII.org)



Together, We Make a Big Difference in  
the Lives of People with HIV.



HRSA Ryan White HIV/AIDS Program

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## CENTER FOR QUALITY IMPROVEMENT & INNOVATION

Sharing. Training. Coaching. Collaborating.

This publication was supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award (U28HA37644) totaling \$1.5 million. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS or the U.S. Government.

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