



Tips and Techniques for Developing and Managing Quality Improvement Activities

Ryan White HIV/AIDS Program (RWHAP) Part A Programs

September 19, 2024

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Vision: Healthy Communities, Healthy People



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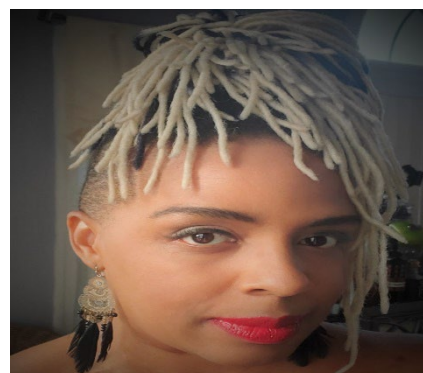
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Make the Most of Today's Session

Tips & Tricks

Participate in session activities


- Respond to polling questions
- Engage in chat discussions

Support the RWHAP clinical quality management (CQM) community

- Ask questions
- Share lessons learned and best practices



Learning Objectives



Understand the minimum expectations and requirements of Policy Clarification Notice (PCN) 15-02 related to quality improvement (QI)




Discuss various roles and responsibilities involved in conducting QI activities



Identify and determine how to prioritize QI opportunities



Use QI methods and tools to effectively implement and document QI activities



Understand and address QI capacity and training needs



Identify the QI support and resources available to RWHAP recipients

Understand the Minimum Expectations and Requirements of PCN 15-02 Related to QI

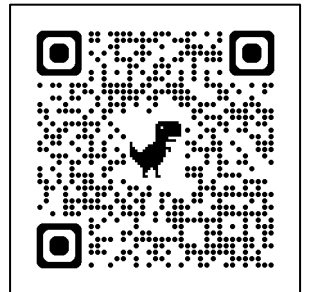


Policy Clarification Notice 15-02: QI

QI entails the development and implementation of activities to make changes to the program in response to the performance data results

Recipients:

- Are required to implement QI activities aimed at improving patient care, health outcomes, and patient satisfaction
- Are expected to implement QI activities using a defined approach or methodology
- Should, minimally, conduct QI activities for at least one funded service category at any given time
- Should implement and document QI activities in an organized, systematic fashion



 **HRSA**
Ryan White HIV/AIDS Program



PCN 15-02: Applicability to Subrecipients

Recipients:

- Are expected to identify specific CQM program activities for their service area or network, including:
 - Performance measure portfolio
 - Frequency of performance measure data collection
 - Identification of QI activities
- Need to ensure subrecipients that provide services:
 - Have the capacity to contribute to the recipient's CQM program
 - Have the resources to conduct CQM activities in their organizations



PCN 15-02: Applicability to Subrecipients (cont'd)

Recipients:

- Are expected to provide guidance to subrecipients on prioritizing measures and collecting data
- Need to work with subrecipients to identify QI opportunities and monitor those activities at the subrecipient locations
- Should prioritize and coordinate CQM activities in collaboration with subrecipients and other RWHAP recipients in the service area



Polling Question: QI

**PCN 15-02 requires
which of the
following for QI
activities?**

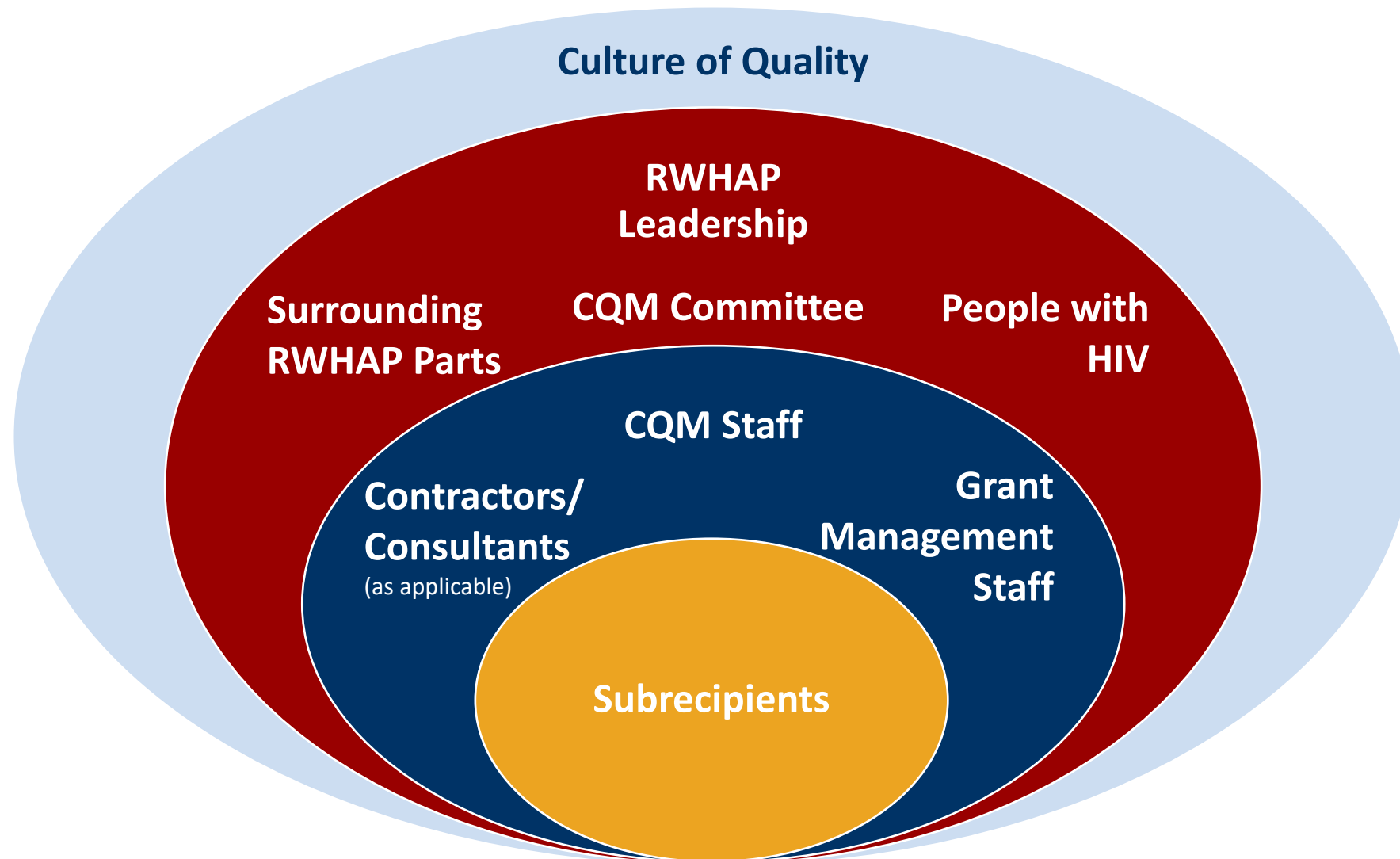
A	Activities must be aimed at improving patient care, health outcomes, and/or patient satisfaction
B	QI projects should be documented and implemented in accordance with a defined QI methodology
C	It is required to have one ongoing QI project for at least one funded service category at any given time
D	All of the Above



Discuss Various Roles and Responsibilities Involved in Conducting QI Activities



Who Plays a Role in Your QI Activities?



Identifying Roles and Responsibilities



Identify and Determine How to Prioritize QI Opportunities



Polling Question: Subrecipients

Per PCN 15-02, subrecipients are responsible for identifying and prioritizing their own QI projects.

A

True.

B

False.

Identify and Prioritize QI Opportunities



Using a QI methodology and related tools, consider the following:

1. What is your performance measurement data telling you?
2. What relevant information can you gather from routine subrecipient monitoring?
3. What are the priorities of your subrecipients and CQM stakeholders?
4. Where can you make the most impact with the resources you have?
5. How can you leverage existing QI opportunities?



Use QI Methods and Tools to Effectively Implement and Document QI Activities



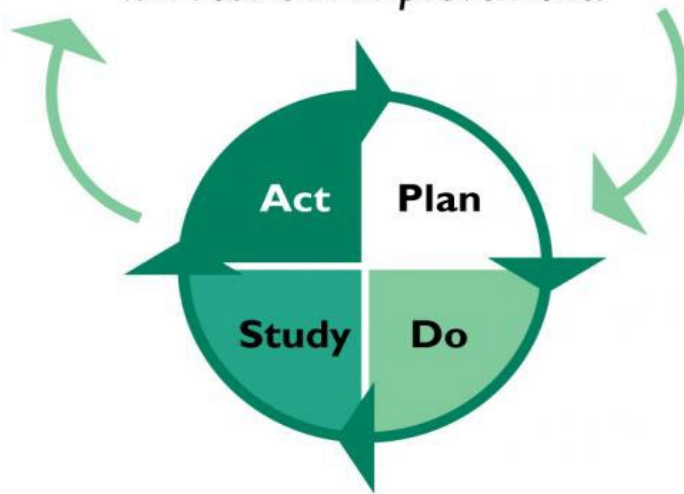
Identify a QI Approach or Methodology

Model for Improvement

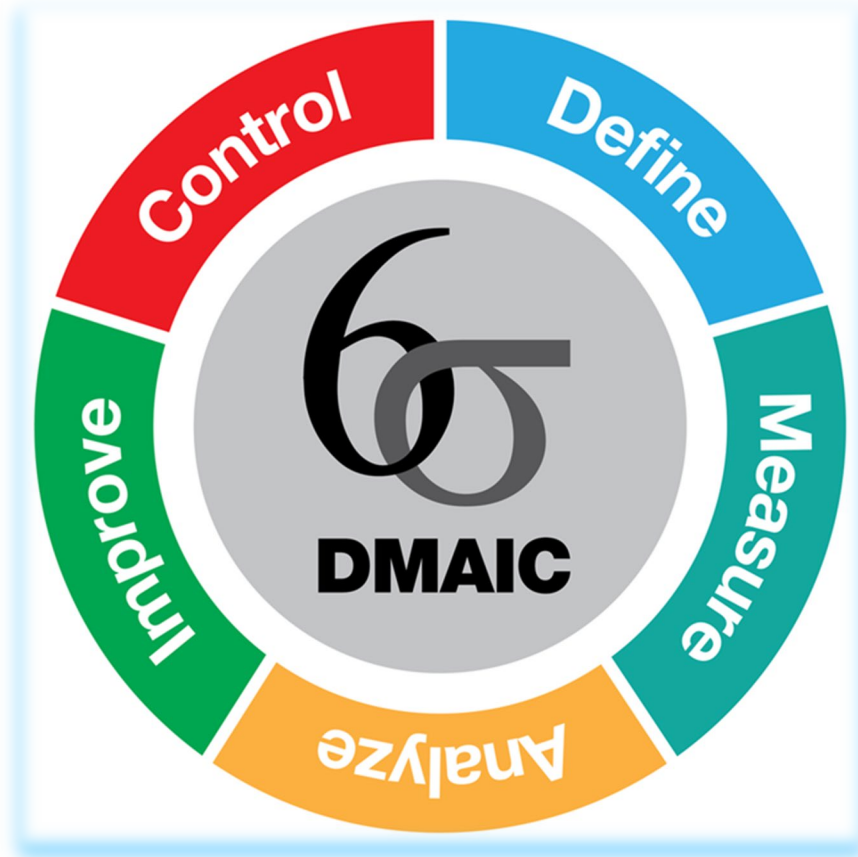
What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?



Lean Six Sigma



Remember Your QI Tools



- Use of QI tools help implement a QI methodology
- In general, QI tools help team members visualize and better understand a problem

Driver Diagram
[CQII Training](#)

Fishbone Diagram
[CQII Training](#)

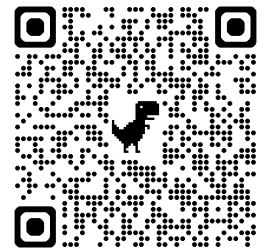
Root Cause Analysis
[CQII Training](#)

DMAIC Framework
[CQII Training](#)

Spaghetti Diagram
[CQII Training](#)

Pareto Chart
[CQII Training](#)

Histogram
[CQII Training](#)



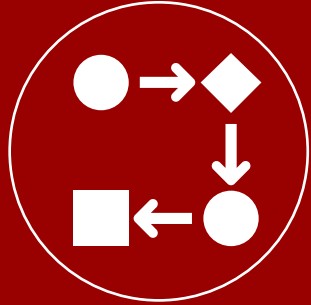
Project Planning and Management



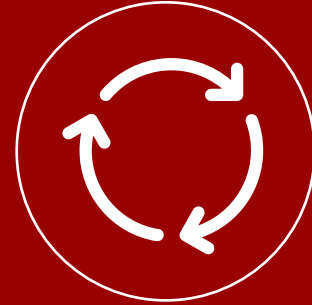
Documentation
of what must
be achieved



Detailed steps
of actions taken
to achieve the
desired
outcome



Plan to
determine
what to focus
on first



Framework to
track each step
and flow from
activities
started to
completed



Recognize
resources
needed



Identify
responsible
parties who
ensures each
step is
completed



How Does Project Management Compliment QI?



- Organizes efforts to effectively achieve all project goals



- Challenges us to be creative and efficient with the time and resources available



- Translates concepts and ideas into actions and tasks



- Guides “how” we navigate within the QI methodology



- It can prevent us from choosing the wrong activity or path for project implementation



- Provides a realistic roadmap to monitor implementation

Project Planning – Example (Template)

QI ESSENTIALS TOOLKIT: Project Planning Form

Before filling out the template, first save the file on your computer. Then open and use that version of the tool. Otherwise, your changes will not be saved.

Template: Project Planning Form

Team:		Project:																							
Driver – list the drivers you'll be working on		Process Measure						Goal																	
1.																									
2.																									
3.																									
4.																									
5.																									
6.																									
Driver Number (from above)	Change Idea	Tasks to Prepare for Tests	PDSA	Person Responsible	Timeline (T = Test; I = Implement; S = Spread)																				
					Week																				
					1	2	3	4	5	6	7	8	9	10	11	12	13	14							



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Assessing Your Project Management Techniques



Use these framing questions as a guide

- What project planning and management approach do you use in your organization? How does it work?
- What works particularly well with your current approach?
- What isn't working well with your current approach?
- What changes to project planning and management are you considering making?
- What pitfalls would you suggest others avoid around project planning and management?

Understand and Address QI Capacity and Training Needs



Understanding QI capacity

It is essential to understand the capacity of key team members to contribute to QI activities in a meaningful way. Common capacity factors include:

Recipient staff

- Assess recipient and subrecipient staff QI knowledge and training needs
- Ensure recipient and subrecipient staff receive appropriate QI trainings
- Provide relevant guidance to subrecipients
- Monitor subrecipient and CQM contractor activities

Subrecipient staff

- Ensure adequate infrastructure to collect and report performance measure data
- Ensure sufficient knowledge and use of QI methodologies and tools
- Ensure appropriate staffing and resources necessary to conduct QI activities

CQM Contractors/ Consultants

If applicable

- Ensure QI knowledge, expertise, and resources are adequate to fulfill recipient CQM needs
- Establish CQM specific scope of work in accordance with PCN 15-02

Leadership

Knowledge and leadership skills to:

- Understand QI expectations and requirements
- Allocate the necessary resources to support QI activities
- Align QI work with program goals
- Promote QI activities
- Remove barriers

How to Assess QI Capacity

- QI capacity can be assessed through a variety of methods, including:
 - Surveys
 - Organizational assessments
 - Site visits
- Areas of assessment should include:
 - QI knowledge and capacity
 - Training and resources needs
 - Organizational culture related to QI
 - QI readiness
- Consider including capacity assessment in your CQM program evaluation activities



Addressing Training Needs

- Consider developing, implementing, and evaluating a CQM training plan. Training and technical assistance (TA) modalities may include:
 - Routine virtual or in-person trainings
 - Coaching and TA
 - Virtual platform to share resources
 - Collaborative learning models
 - Annual quality summits
- Training and TA topics should be based on identified subrecipient needs
- While important, trainings focused on clinical/service-specific topics that are unrelated to a QI project are not considered CQM activities



Identify the QI Support and Resources Available to RWHAP Recipients



CQM TA

QI-based TA

- Targeted, time-limited TA provided to RWHAP-funded recipients
- TA is designed to help the implementation of effective QI efforts
- CQM TA Request Form is available for online completion and subject to review and approval by HRSA HIV/AIDS Bureau

<https://targethiv.org/ta/cqm>



The screenshot shows the TargetHIV website page for Clinical Quality Management Technical Assistance. The page includes a navigation bar with links for About, Resources, Events, News, Community, and Help. The main heading is "Clinical Quality Management Technical Assistance". Below the heading, there is a paragraph of text describing HRSA's HIV/AIDS Bureau providing targeted, time-limited technical assistance for clinical quality management to Ryan White HIV/AIDS Program (RWHAP) recipients. The text mentions that HRSA is providing TA/training in the first two areas while TA/training in the third area, quality improvement, is provided by the Center for Quality Improvement and Innovation (CQII), working in concert with HRSA project officers. All TA/training requests are handled using the below Clinical Quality Management (CQM) Request TA form.

TA and Training Services

Clinical quality management TA is modeled after the three components of a good quality management program as defined by [Clinical Quality Management Policy Clarification Notice 15-02 \(CQM PCN 15-02\)](#), as described on this page. (See also Frequently Asked

Contact Information

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Funding:
Funding Mechanism: Federal
Project Period: Ongoing

SUBSCRIBE FOR UPDATES

There is a QR code on the right side of the page.



Complete Your CQM Toolbox

CQM Listserv

[access here](#)

CQM Community
Forum

[access here](#)

Model for
Improvement/PDSA
Documentation
Template

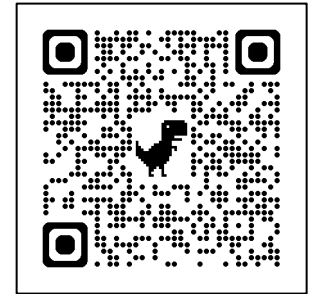
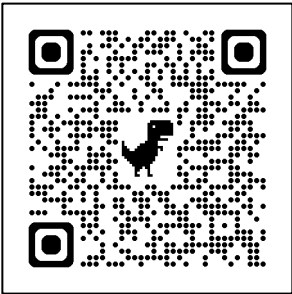
[access here](#)

CQM Workplan
Template

[access here](#)

CQM Performance
Measure Templates

[access here](#)



Center for Quality Improvement and Innovation (CQII)

- The HIV/AIDS Bureau has a cooperative agreement with the Center for Quality Improvement and Innovation (CQII) to conduct QI focused trainings and TA to RWHAP recipients
- CQII assists RWHAP recipients with implementing clinical QI methodologies and concepts to improve health outcomes for people with HIV



HRSA Ryan White HIV/AIDS Program

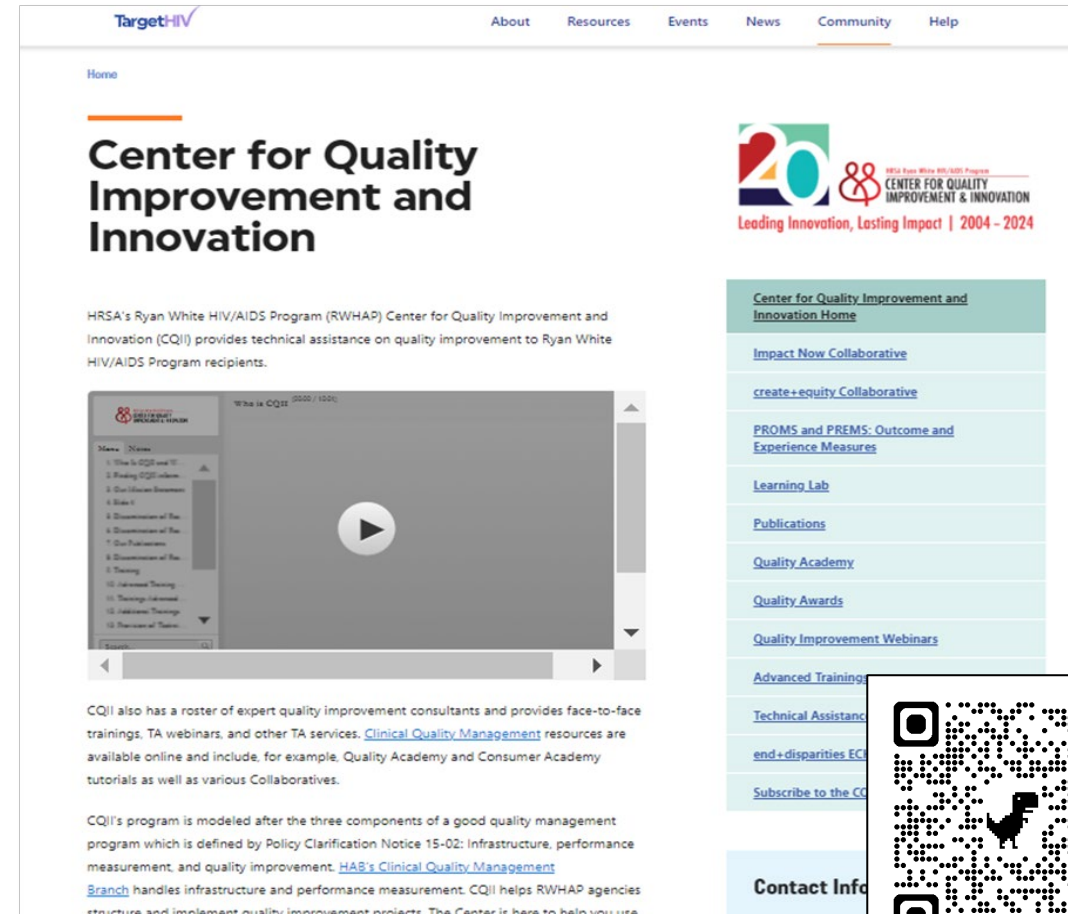
**CENTER FOR QUALITY
IMPROVEMENT & INNOVATION**

<https://targethiv.org/cqii>

CQII - QI Training Resources

CQII website

- Detailed description of and access to CQII services
- CQII resources are available, including didactic presentations and past recordings
- Guides and tools to learn more about QI
- Resources of past CQII collaboratives
- Access to TA Request Form
- Access point to CQII trainings



TargetHIV

About Resources Events News Community Help

Home

Center for Quality Improvement and Innovation

HRSA's Ryan White HIV/AIDS Program (RWHP) Center for Quality Improvement and Innovation (CQII) provides technical assistance on quality improvement to Ryan White HIV/AIDS Program recipients.

Center for Quality Improvement and Innovation Home

- Impact Now Collaborative
- create+equity Collaborative
- PROMS and PREMS: Outcome and Experience Measures
- Learning Lab
- Publications
- Quality Academy
- Quality Awards
- Quality Improvement Webinars
- Advanced Training
- Technical Assistance
- end+disparities EC
- Subscribe to the CQII

Contact Info

<https://targethiv.org/cqii>

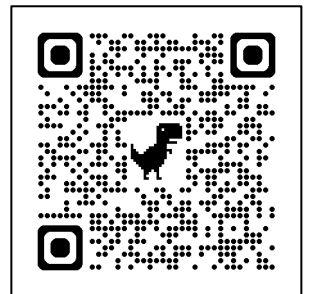
How to Access TA and Training resources

QI Resources	QI Trainings	Technical Assistance (TA)	Communities of Learning
<p><u>CQII webpage</u></p> <p><u>PROMs & PREMs Guide</u></p> <p><u>Patient Involvement Guide</u></p>	<p><u>CQII Quality Academy</u></p> <p><u>CQII Learning Labs</u></p> <p><u>CQII Advanced In-Person Training Programs</u></p>	<p><u>Request targeted TA</u></p> <p><u>CQII National TA Webinars</u></p>	<p><u>CQII-led QI Collaboratives</u></p>

CQII Quality Academy

- Online, asynchronous training courses for different QI competencies and audiences including providers and clients
- Interactive tutorials (15-20 min each) available at no cost
- All presentation slides and notes are available for download
- Covers a wide variety of QI topics
- Allows printing of certificate of completion upon successful answering of knowledge questions
- Created in 2007 and expanded in 2023-2024

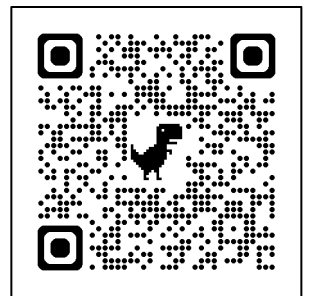
<https://targethiv.org/library/cqii-quality-academy>



CQII – National TA Webinars

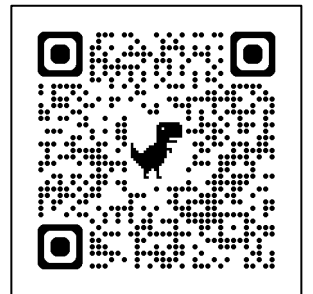
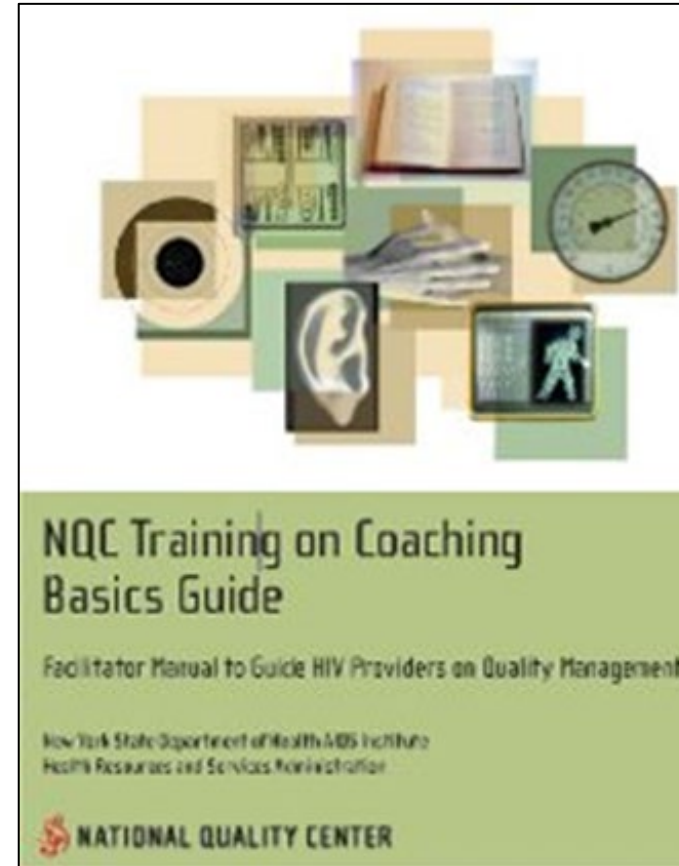
- Monthly 60-minute national TA calls guided by quality experts and providers sharing emerging practices and opportunities for peer learning
- Zoom platform supports interactions with presenters using chat room and polling functionalities
- Slide presentations, handouts, and webinar recordings are available for download at CQII website

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



CQII – Advanced In-person Training Programs

Training on Coaching Basics (TCB) Program to learn about coaching other RWHAP programs



<https://targethiv.org/cqii/advanced-trainings>

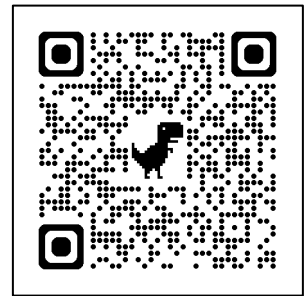


CQII – Learning Labs

- Virtual QI training program with assigned QI coach support
- Comprised of five independent courses:
 - QI 101
 - Intermediate QI
 - Advanced QI
 - Coaching
 - Evidence-based Co-Design (EBCD)
- Each Lab consists of six 90-min virtual sessions, every two weeks, and a 6-month post-graduation QI sharing session (Capstone)
- Curriculum includes homework assignments
- All participants are supported by the course faculty



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



Session Wrap Up

Next steps, questions and answers



Key Takeaways



QI projects need to be actively managed to stay on track, particularly when implementing or adapting new interventions.



Start with work that yield the most value for staff and people with HIV.



Have standard methods and defined roles for getting work done.



Make QI work brief, but with frequent touchpoints and visible milestones to work through challenges and competing priorities.



Utilize innovative communication channels beyond just meetings.



Don't overcomplicate it!



Have fun and keep focus on the end result!

What Can You do by Next Week?



Call to Action

- Reflect on your key takeaways from today's training
- What action can you take by the end of next week to improve how your team approaches QI?
- Share your action item in the chat
- Share the outcome of your action item with your Project Officer on your next monitoring call



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Questions?

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www.HRSA.gov



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