Seven Key Drivers to QI Culture Change

Lessons Learned and Challenges to Building a National Model Practice

Laura Baker and Ori Odugbesan, Boston Public Health Commission

Learning Objectives

Recognize key drivers of QI culture change

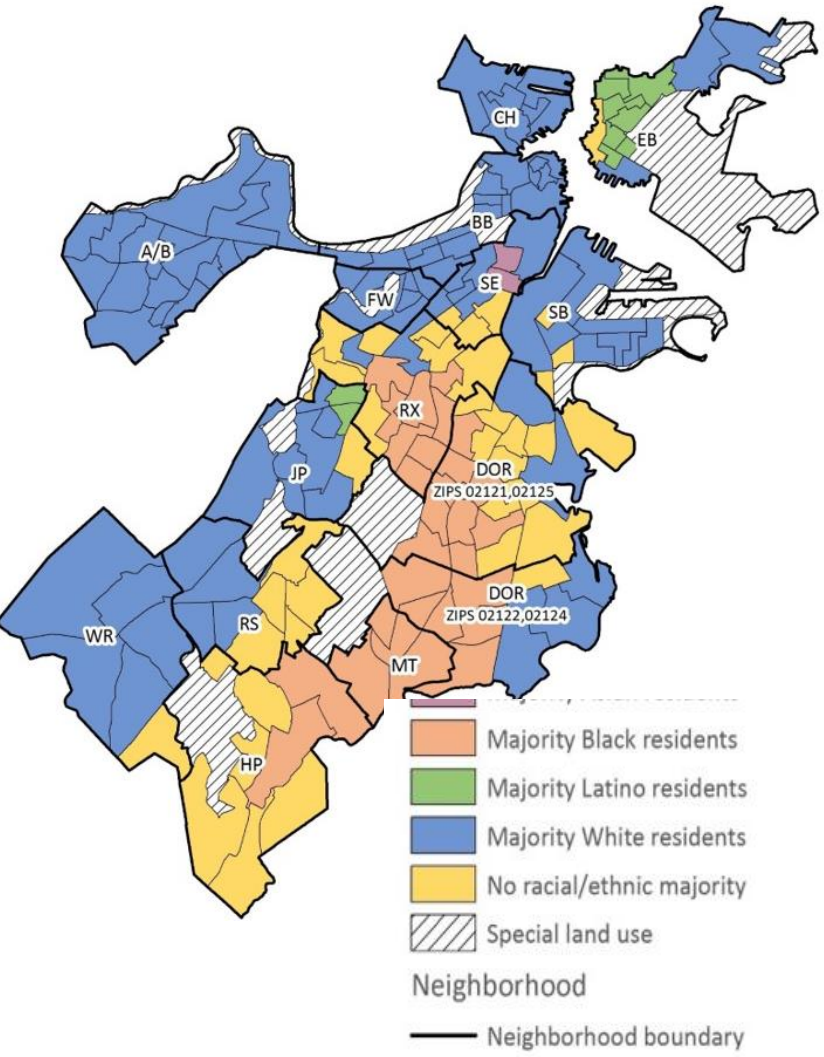
Identify opportunities to integrate health equity in common QI tools

Identify two ways that case studies and games enhance learning

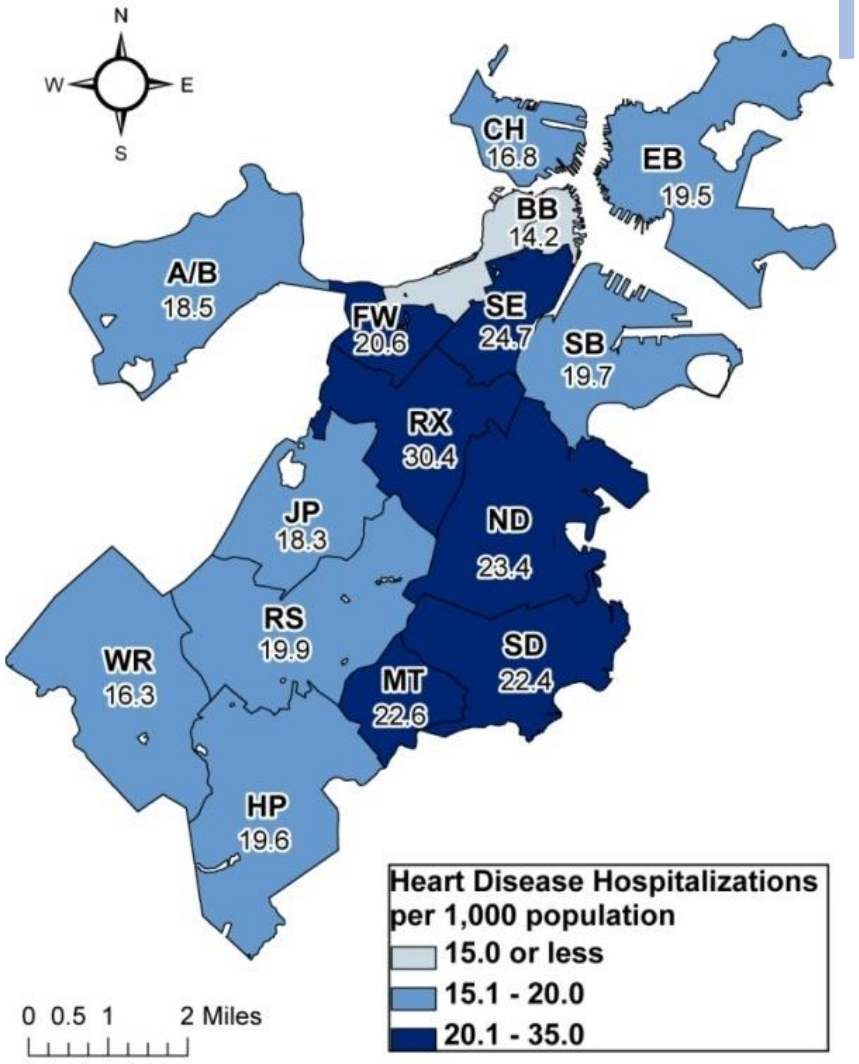
BOSTON
CITY OF CHAMPIONS
BOSTON CELTICS
BOSTON RED SOX
NEW ENGLAND PATRIOTS
NBA CHAMPS
STANLEY CUP CHAMPS
WORLD SERIES CHAMPS
SUPER BOWL CHAMPS

Context: Boston

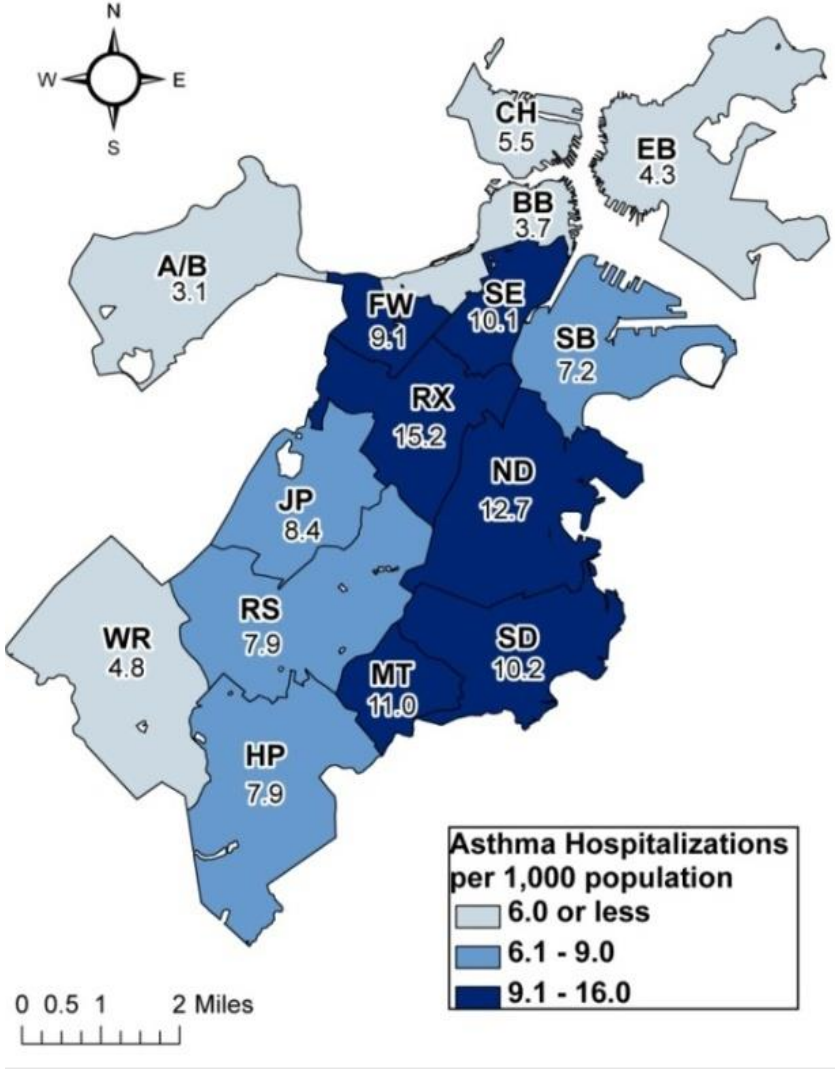
Major Racial or Ethic group



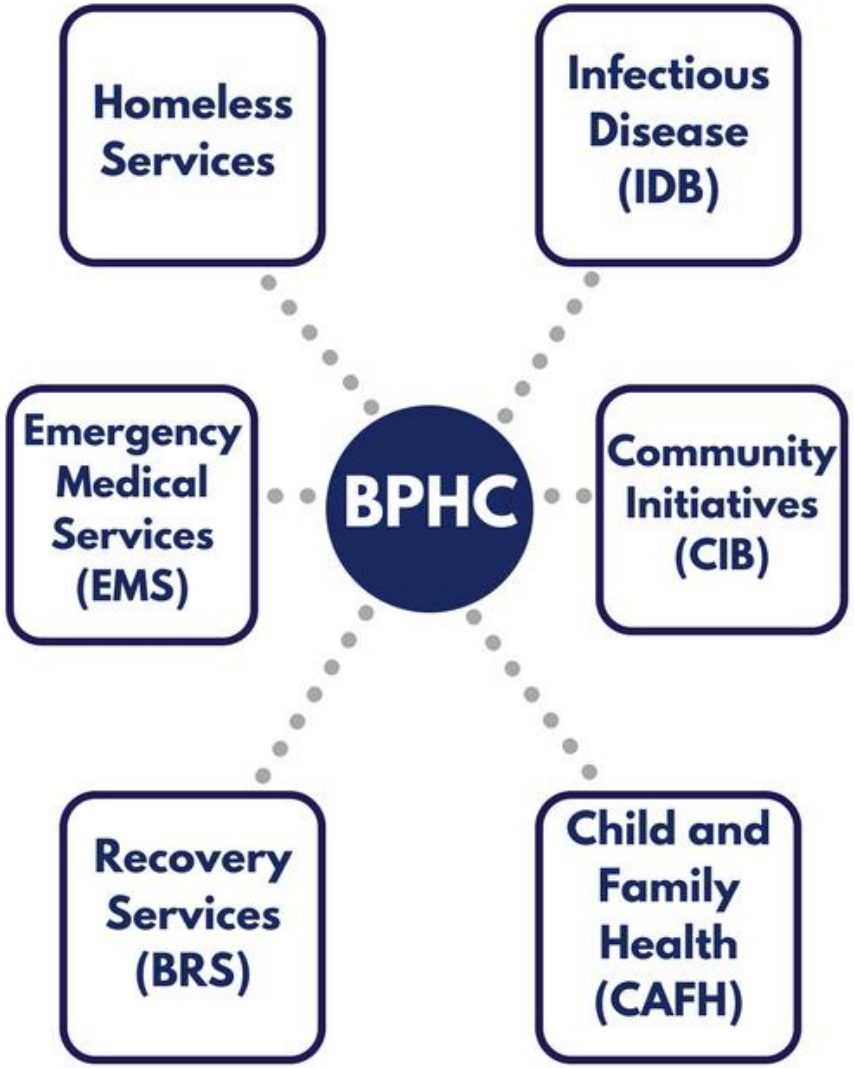
Heart Disease (Hospitalization rate)



Asthma (Hospitalization rate)



SOURCE: Inpatient Hospital Discharge Database, Massachusetts Center for Health Information and Analysis, 2010
DATA ANALYSIS: Boston Public Health Commission Research and Evaluation Office



- Over 1100 staff
- 7 Campuses

The Boston Public Health Commission

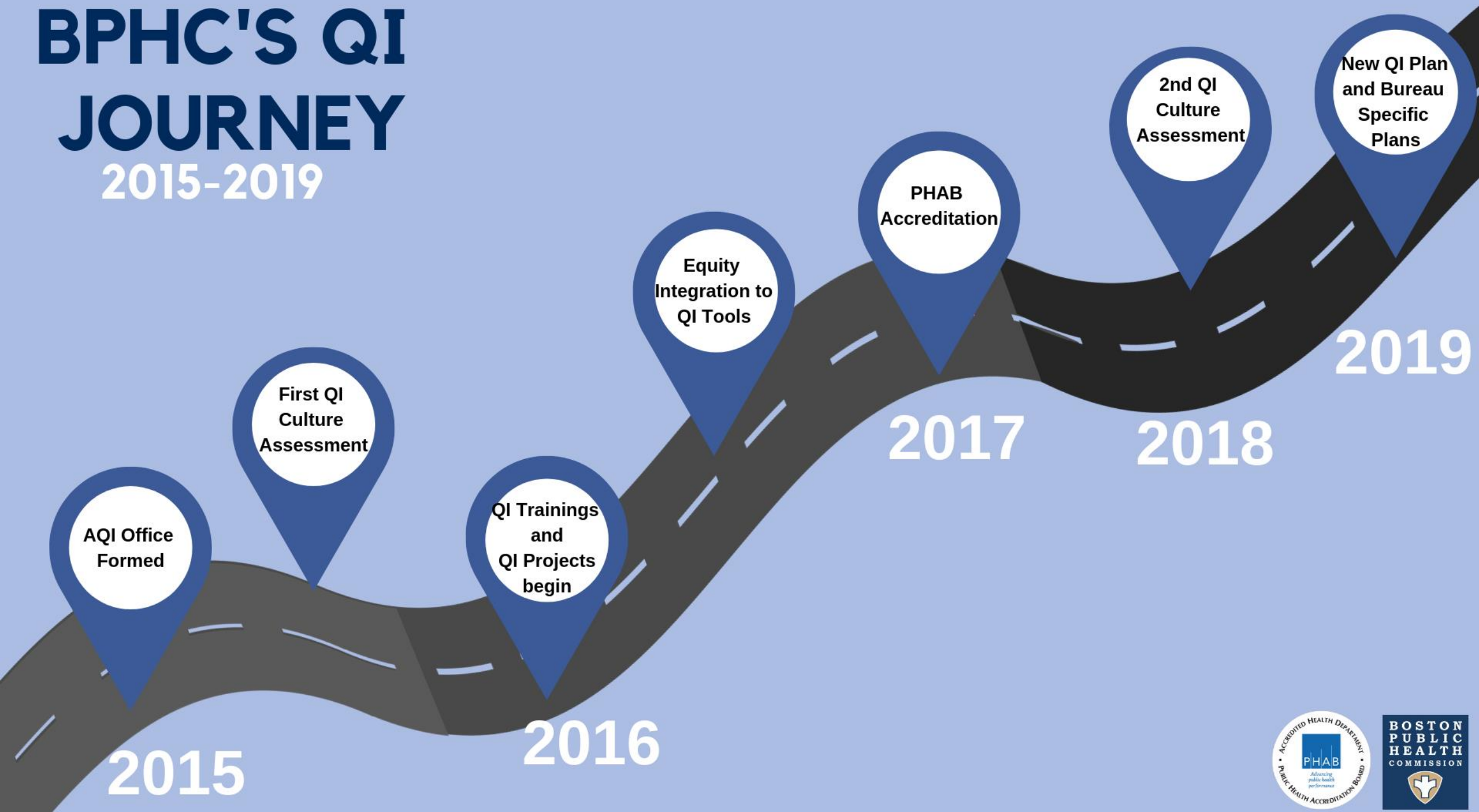
Our Mission

To protect, preserve and promote the health and well-being of all Boston residents, **particularly the most vulnerable.**

BPHC PROUDLY SERVES ALL BOSTON RESIDENTS

BPHC'S QI JOURNEY

2015-2019



Recognition of BPHC's QI Program

CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR
MARTIN J. WALSH

September 24, 2018

Quality Improvement Team
Boston Public Health Commission
1010 Massachusetts Ave,
Boston, MA 02118

Dear Quality Improvement Team,

On behalf of the City of Boston, congratulations on receiving your 2018 Service Excellence Award. Thank you for your service to the City of Boston, and specifically to the Boston Public Health Commission (BPHC).

I am delighted to hear about the outstanding work you do to support our constituents and advance the work of BPHC. That is a great achievement and deserves special recognition. I am certain that your integrity and work ethic will continue to make positive impacts on our community.

Congratulations and keep up the good work!

Sincerely,

Martin J. Walsh
Mayor of Boston

Letter from Mayor Walsh for the 2018 Service Excellence Award

AQI Committee posing with the NACCHO 2019 Model Practice Award

Recognized for:

1. Use of games
2. Integrating health equity
3. Use of case studies
4. Innovative staff engagement
5. QI committee

NACCHO
National Association of County & City Health Officials
The National Connection for Local Public Health

BPHC's QI Culture Assessment

bit.ly/BPHC-drivers

Download BPHC's 18 question QI culture assessment

- Adapted from the NACCHO SAT and other tools
- 1 version for staff & 1 for supervisors

Three Categories

1. Continuous Learning
2. Effective Processes
3. Empower Staff

BPHC's journey along NACCHO's Roadmap to a Culture of QI

2015
Level 3: Informal or Adhoc QI Activities

Getty Images by Ivan Titer

Statistically significant improvements in all QI culture assessment domains

2019
Level 5: Formal Agency Wide QI

Forest Path by Jeff Power CC BY-NC-ND 2.0 Flickr

What level describes QI Culture in your organization?

1. No Knowledge of QI
2. Not Involved with QI Activities
3. Informal or Ad Hoc QI Activities
4. Formal QI Activities Implement in Specific Areas
5. Formal Agency-Wide QI
6. QI Culture

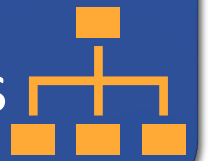
Foundations vs Drivers

Leadership Commitment	QI Infrastructure	Employee Empowerment & Commitment
Customer Focus	Teamwork and Collaboration	Continuous Process Improvement

7 Drivers of QI Culture at BPHC

1. Responsive Leadership

2. Nontraditional Resources/ Partnerships



3. Exciting Accreditation Process

4. Aligned Strategy

5. Fun Trainings

6. Innovative Communications

7. Influencing Norms

1. Responsive Leadership

1. Senior leaders with formal QI training/experience
2. QI value recognition and communication at different leadership levels
3. Strategic Plan models the use of QI and performance management

Leadership involvement in QI work

Weekly All-Staff Messages

"As part of our ongoing Quality Improvement and Community Engagement efforts, I am excited to announce the launch…"

"we're applying QI expertise to our racial justice and health equity values…"

"In the spirit of QI…"

"It's great to see how challenges or weaknesses are now described in "QI-speak" as an opportunity for improvement (OFI), because it allows us to use a framework where we can work together…"

Strategic Plan

Monitoring and Evaluation

The purpose of monitoring and evaluation is to track implementation and outputs systematically and measure the effectiveness of the strategies being implemented. Monitoring and evaluation helps track progress and identify when course corrections may be needed to guide implementation activities.

Monitoring and evaluation activities will follow the processes outlined in BPHC's 2019-2021 Quality Improvement Plan, which utilizes the PDSA Quality Improvement model. The purpose of Quality Improvement is to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes and other indicators of quality in services or processes which achieve equity and improve the health of the community.

Tracking and Reporting

BPHC priority area leads will complete qualitative and quantitative reporting on a quarterly basis to track the progress of implementation efforts and record successes achieved and challenges encountered. Various approaches can be used to track progress on strategies and activities (e.g., quarterly reports, participant evaluations from training). Progress should be broadly communicated internally throughout BPHC, with the Board of Health, and to external key stakeholders as appropriate.

The Boston Public Health Commission

2019-2021 Strategic Plan Quarterly Report

Y1Q2 | July – September, 2019

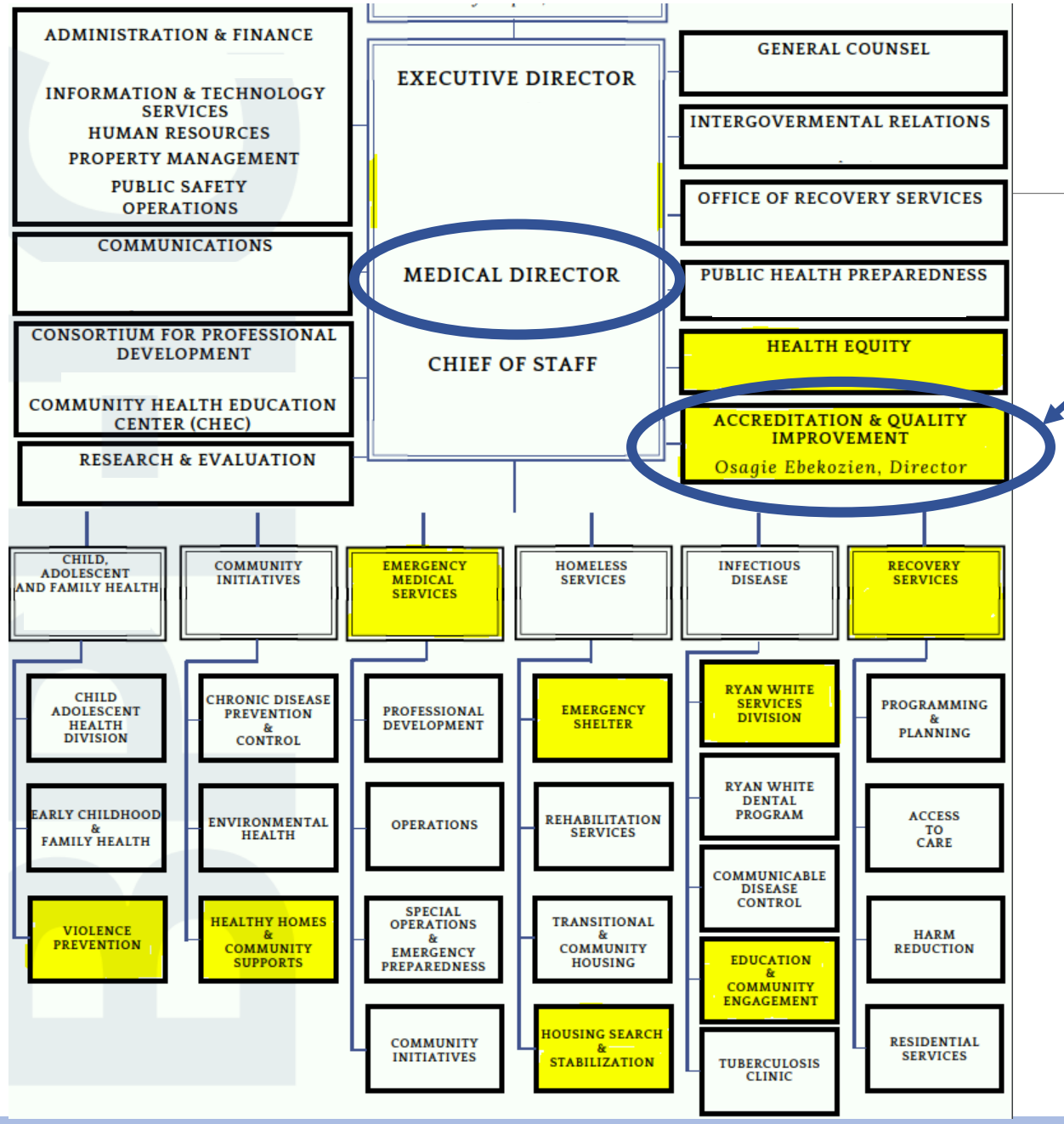
Status Indicator Key

ICON	MEANING
✓	Complete
	Complete (work is ongoing)
	On track and in progress
	Behind Schedule
	N/A (No progress expected)

2. Nontraditional Resources & Partnerships

1. Highly visible office of Accreditation & Quality Improvement
2. AQI committee with representation from across organization
3. Nontraditional sources of funding and resources

QI Committee



- Separate QI office
- 15 member committee representing different offices/bureaus (areas they are represented are highlighted)

Internal and External partnerships

Global Health Corps Fellow

GLOBAL HEALTH CORPS

HRSA
Ryan White Part A

Kresge Emerging Leaders Program

THE KRESGE FOUNDATION

Universities

BOSTON UNIVERSITY

REGIS

Tufts UNIVERSITY

How do you currently get resources or funding for your QI work?

3. Exciting Accreditation Process

1. Active collaboration during the Accreditation process
2. Fun and engaging communication with staff
3. Ongoing annual reports

BPHC received accreditation in November 2017.

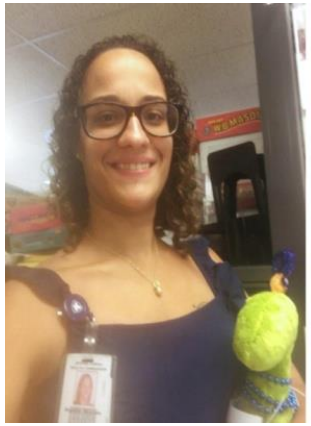
Domain 9: Quality Improvement

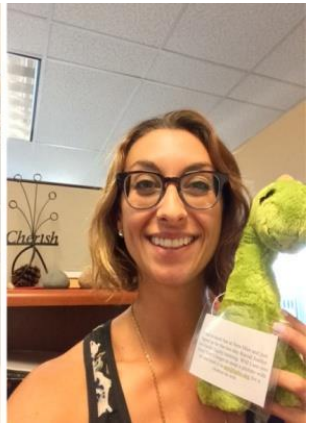
Standard 9.1:

Use a Performance management System to Monitor Achievement of Organizational Objectives

Standard 9.2:

Develop and Implement Quality Improvement Processes Integrated Into Organizational Practice, Programs, Processes, and Interventions

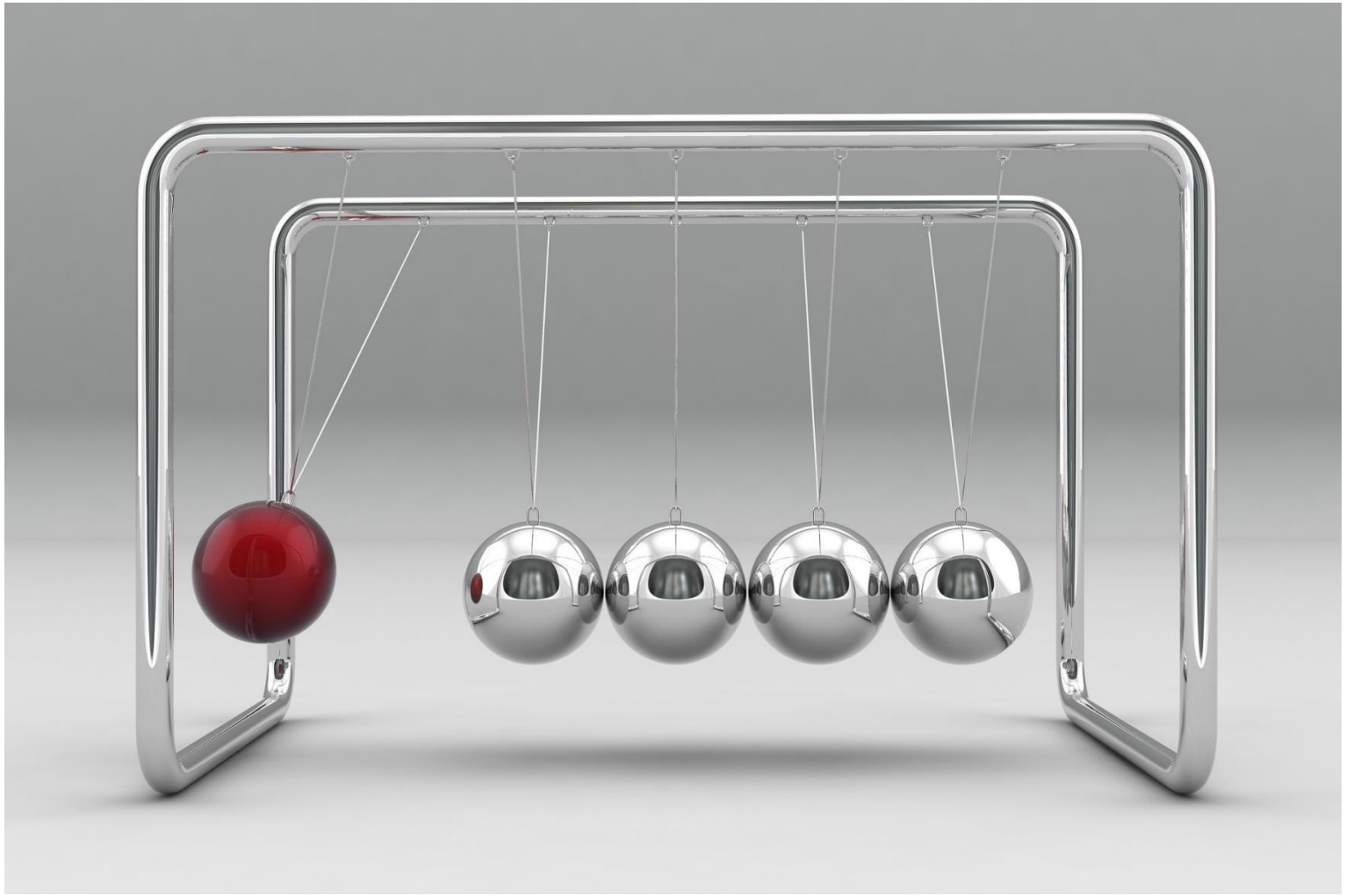




AQI Mascot

"BPHC leadership seem to make great efforts to involve all staff in QI, and try to make QI fun, rather than just another chore."

– PHAB site visitor



3D Newtons Cradle by ccPixs.com CC BY 2.0 ccpixs.com/

4. Aligned Strategy

1. Active monitoring of QI goals
2. Recognize organizational history and commitment to health equity
   - Modify QI tools to integrate equity
   - Embed QI into ongoing work

QI Plan with specific goals that fit the context

BOSTON PUBLIC HEALTH COMMISSION

Quality Improvement Plan

2015 – 2018

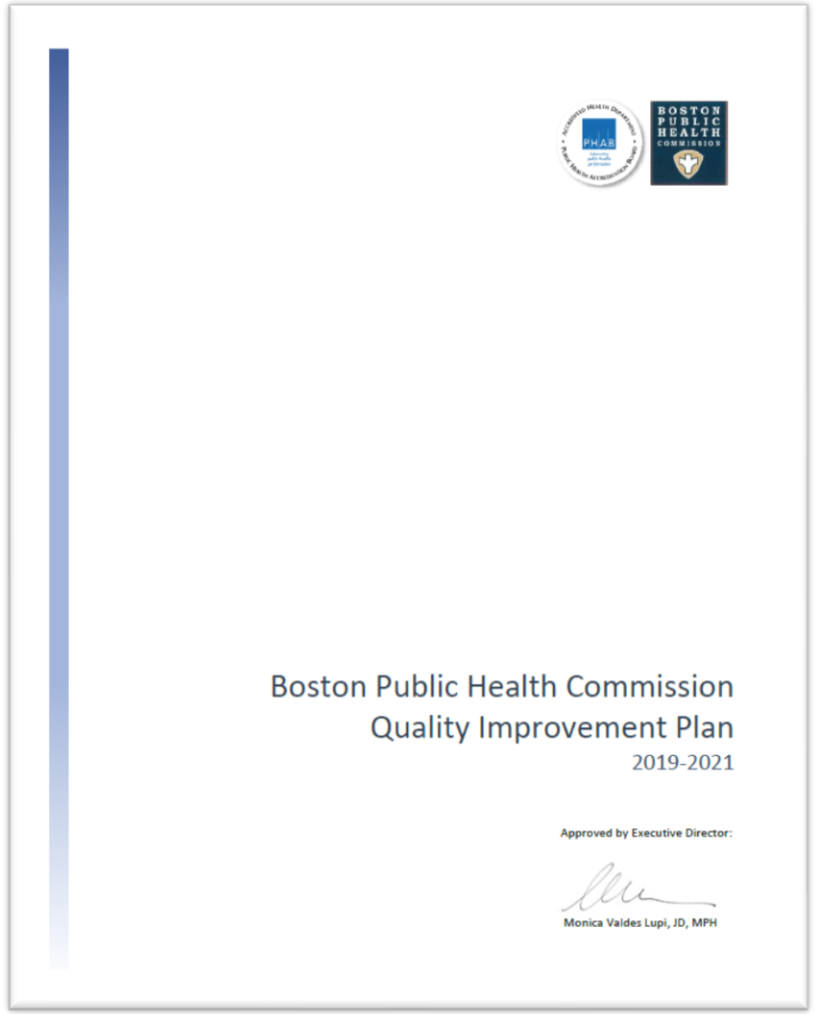
Approved by Deputy Director

Rita Nieves

Revised
December 2017 (Version 3)

QI Plan 2015-2018 |1

Annually reviewed and revised


Boston Public Health Commission
Quality Improvement Plan
2019-2021

Approved by Executive Director:

Monica Valdes Lupi, JD, MPH

Annually reviewed and revised

BPHC's Equity-Revised 10-Step Improvement Process

bit.ly/ BPHC-drivers

Download BPHC's Equity-Adapted QI Tools

Plan

1. Determine the smarter aim and identified customer unfairly impacted
2. Map the current process highlighting inequitable pathways, identify equity measure(s)
3. Identify factors contributing to the problem, highlighting inequities
4. Assemble an equitable team to brainstorm possible improvements
5. Prioritize, using equity as a criteria, and make predictions

Do

6. Test out one small change at a time

Study

7. Measure and compare results with predictions

Act

8. Take action
9. Repeat cycle
10. Share lessons and have fun

Equity Embedded into QI: Develop SMARTER Aim Statement

bit.ly/ BPHC-drivers

Download BPHC's Equity-Adapted QI Tools

Aim - What are you trying to achieve?

- S.M.A.R.T.E.R aim
  - Specific; Measureable; Achievable; Relevant; Time bound; Equity Revision
  - Targeted aims or aims to reduce inequity gaps

S.M.A.R.T
Increase the # referrals to Mom and Baby home visiting program by 10% in the next 6 months
Increase the % of invoices posted within 30 days by 15% in the next 4 months

S.M.A.R.T.E.R
Decrease the Black-White referral gap to Mom and Baby home visiting program by 15% in the next 6 months
Increase the % of invoices posted within 30 days for small business owners by 20% in the next 4 months

Equity Embedded into QI: Equity-Adapted Fishbone Diagram Tool

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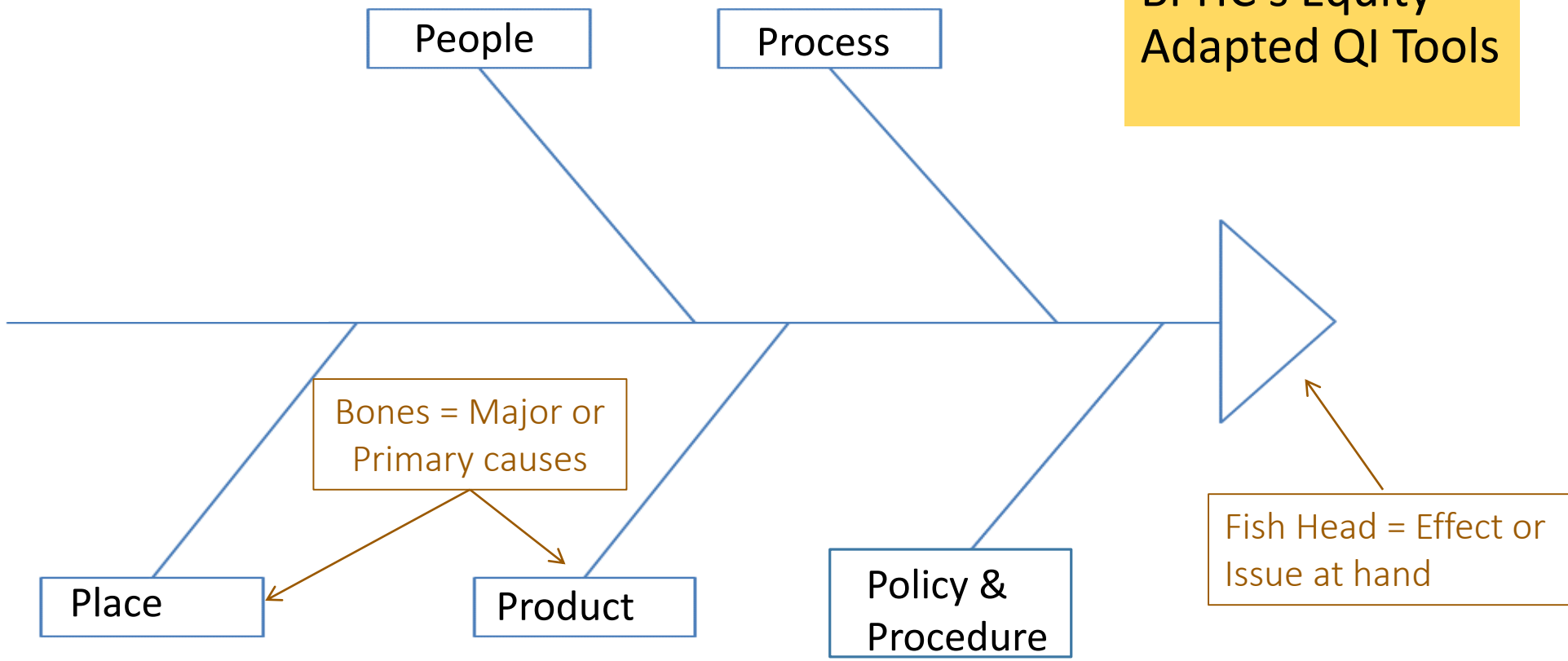
Download BPHC's Equity-Adapted QI Tools

Create an "Equity" major bone in addition to other major bones in the 5M or 5P model



Equity Embedded into QI: Equity-Adapted Decision Matrix Tool

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Download BPHC's Equity-Adapted QI Tools

Make equity one of the ranking/rating criteria

Proposed Idea	Impact on equity	Resources	Sustainability	Total
Hiring managers checklist				
Mentorship pilot program				
Workforce data tracking and monitoring				

5. Fun Trainings

1. Offer regular trainings
2. Use of case studies
3. Make trainings engaging through activities and games

Offer Regular Trainings

- Introduction to Quality Improvement
- Introduction to Performance Management
- Basic 2-Day Quality Improvement Training
- Quality Improvement Toolbox Series

92%

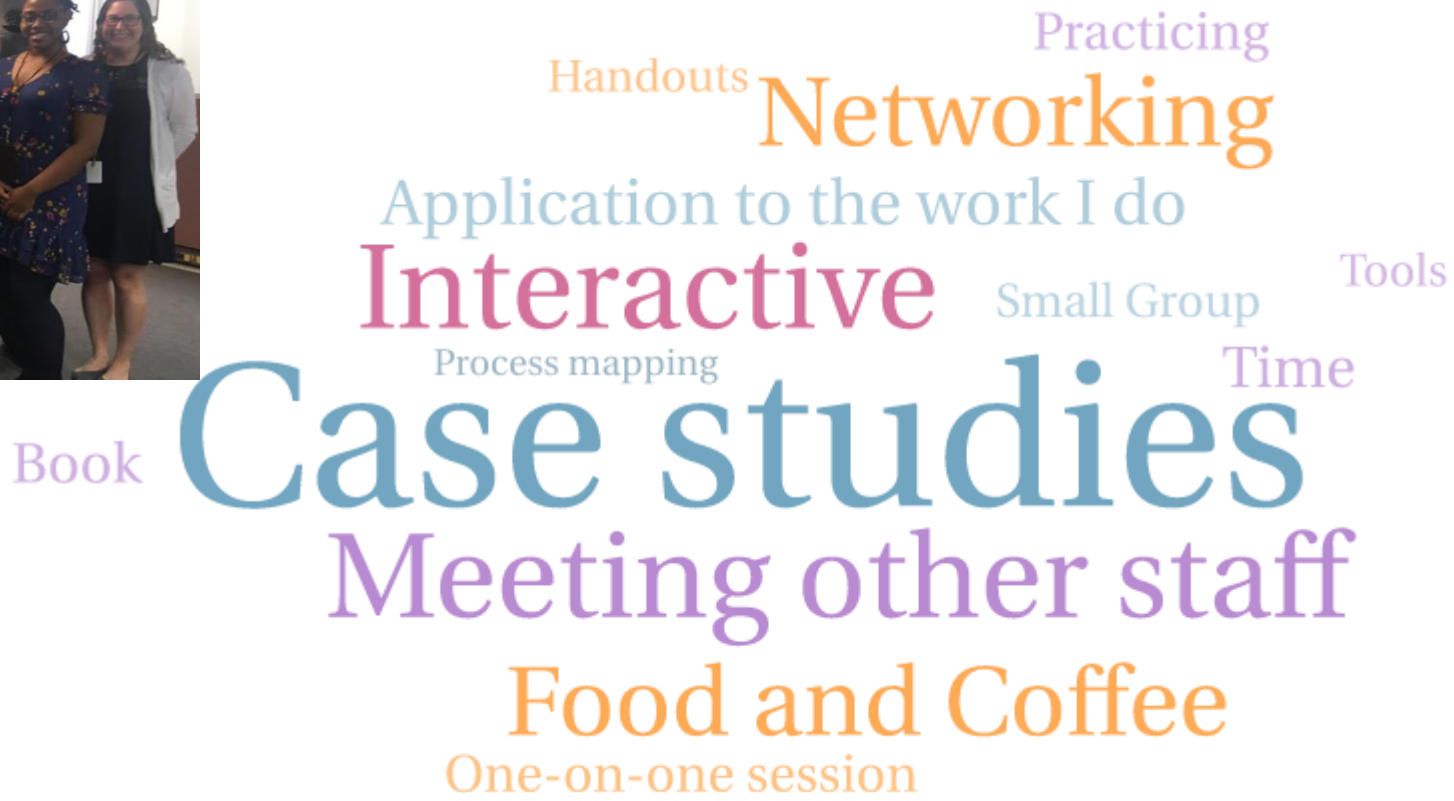
extremely or very valuable
to their work

95%

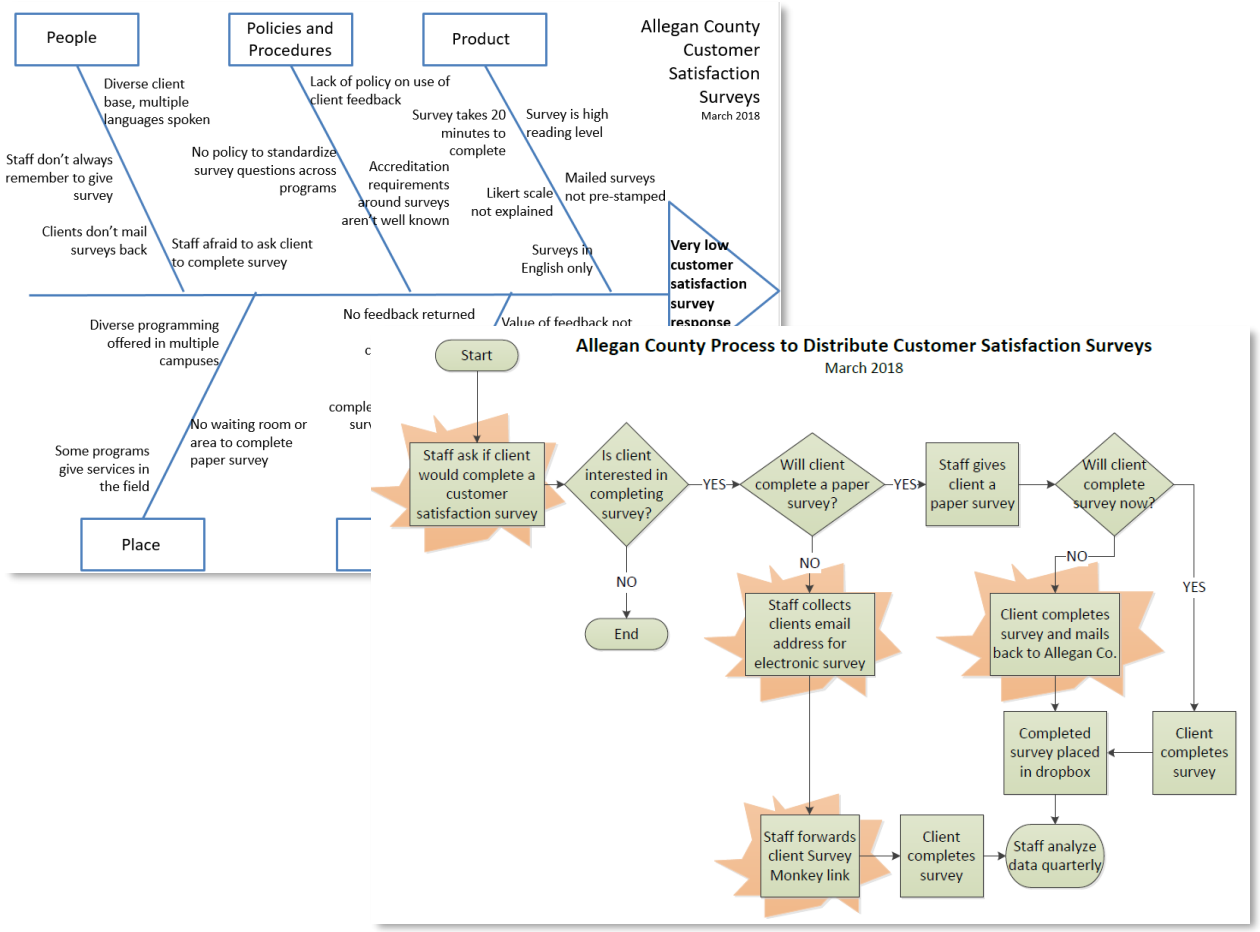
likely to recommend trainings

Toolbox Series – Qualitative Results

Two things participants most enjoyed about the series:



Case Studies used in Intermediate Trainings



bit.ly/BPHC-drivers

Download a sample case study

Improving the customer satisfaction survey process and compliance in Allegan County, Michigan

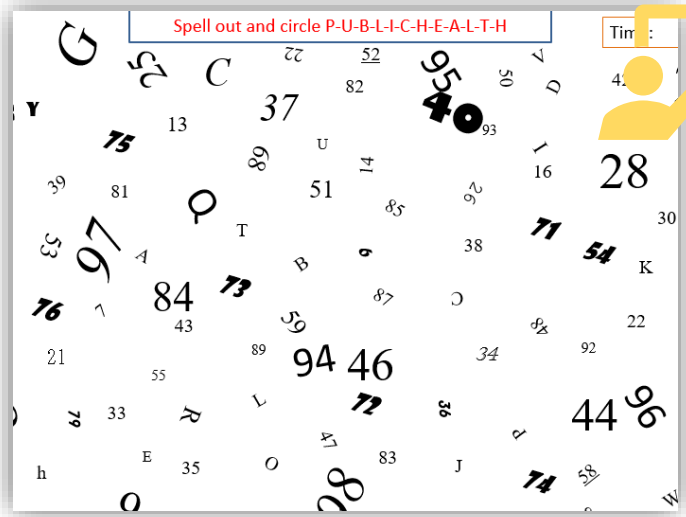
Games to make trainings engaging

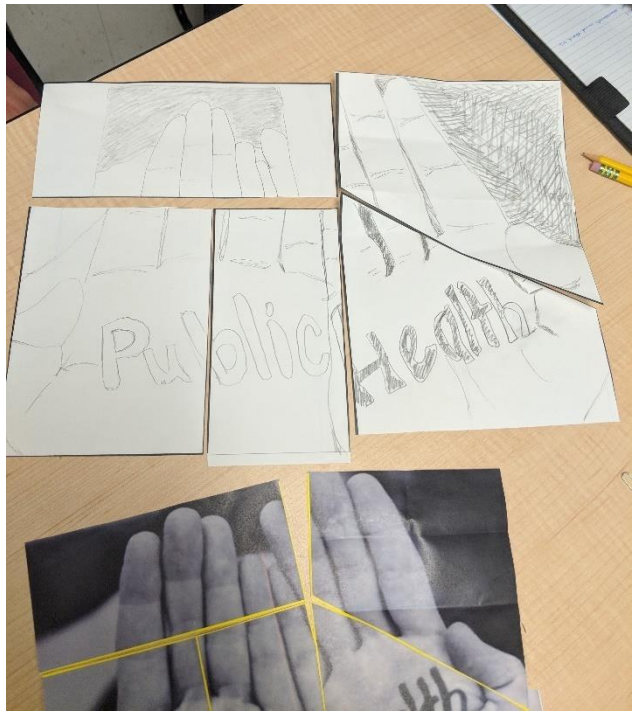
88%

of participants said

games were effective in

improving their understanding





Why games?

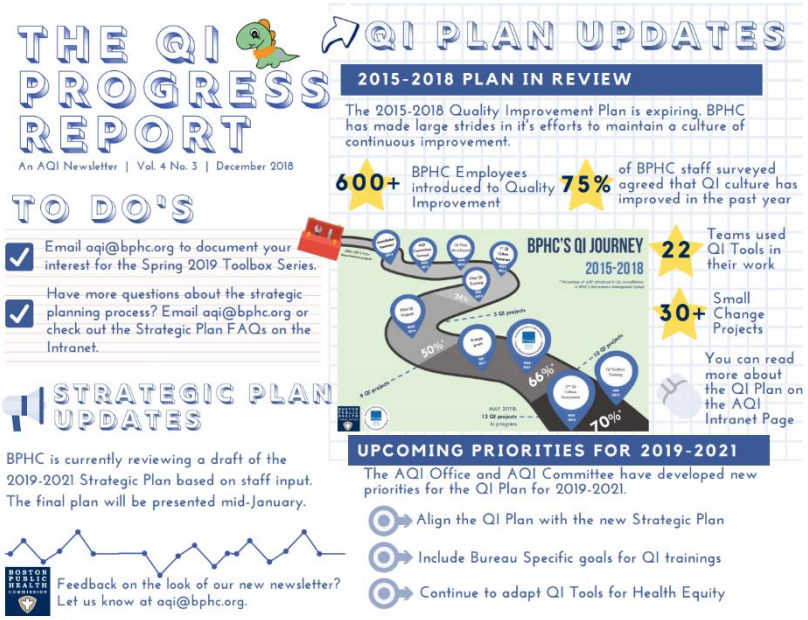
- Introduce an abstract concept
- Sustain gains and learning
- Apply adult learning principles (multisensory)
- Encourage creativity
- Promote team building
- Engage staff (it's fun!)
- Teach contributing factors and root causes
- Reinforce importance of measurement
- Adults are goal oriented

6. Innovative Communications

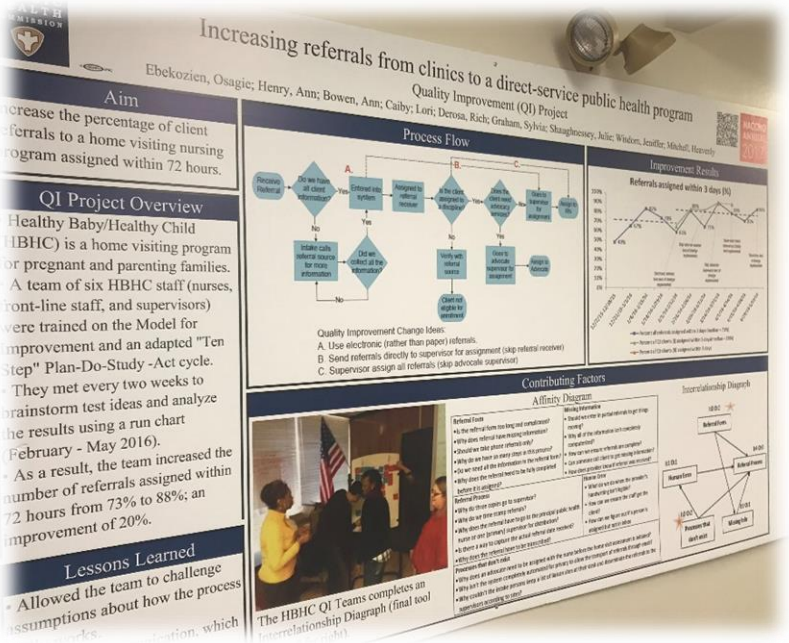
1. Regular newsletters
2. Multiple communication routes
   - Videos, cartoons and storyboards
3. Emphasis on making communications fun and celebrating staff achievements

Engaging outside of email

Physically posting newsletters

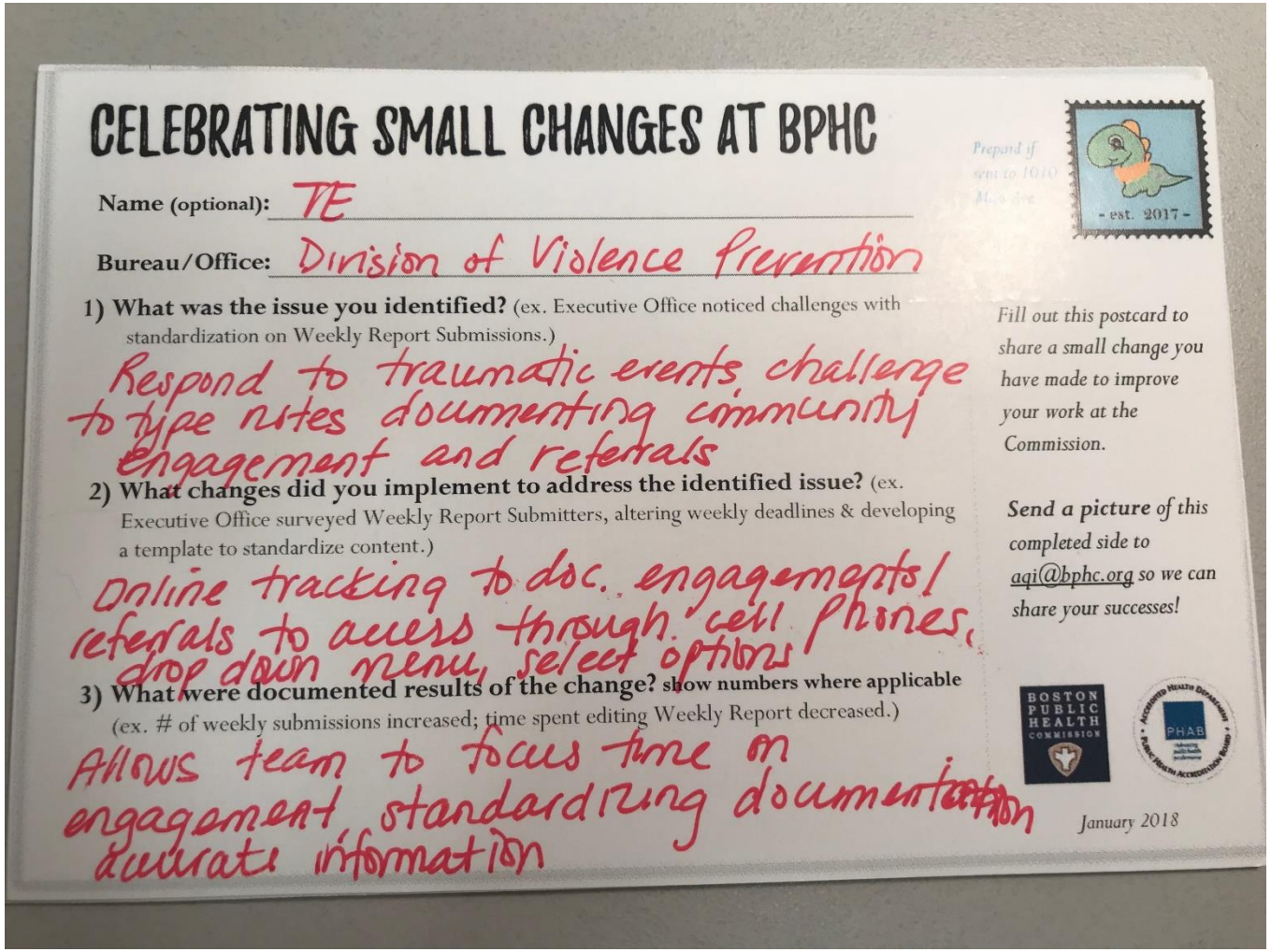


QI Posters in the halls



Rotating, informational computer screensavers

Small Changes Postcards



CELEBRATING SMALL CHANGES AT BPHC

Name (optional): TE

Bureau/Office: Division of Violence Prevention

1) **What was the issue you identified?** (ex. Executive Office noticed challenges with standardization on Weekly Report Submissions.)

Respond to traumatic events, challenge to type notes documenting community engagement and referrals

2) **What changes did you implement to address the identified issue?** (ex. Executive Office surveyed Weekly Report Submitters, altering weekly deadlines & developing a template to standardize content.)

Online tracking to doc. engagements/ referrals to access through cell phones, drop down menu, select options

3) **What were documented results of the change?** **show numbers where applicable** (ex. # of weekly submissions increased; time spent editing Weekly Report decreased.)

Allows team to focus time on engagement, standardizing documentation, accurate information

- est. 2017 -

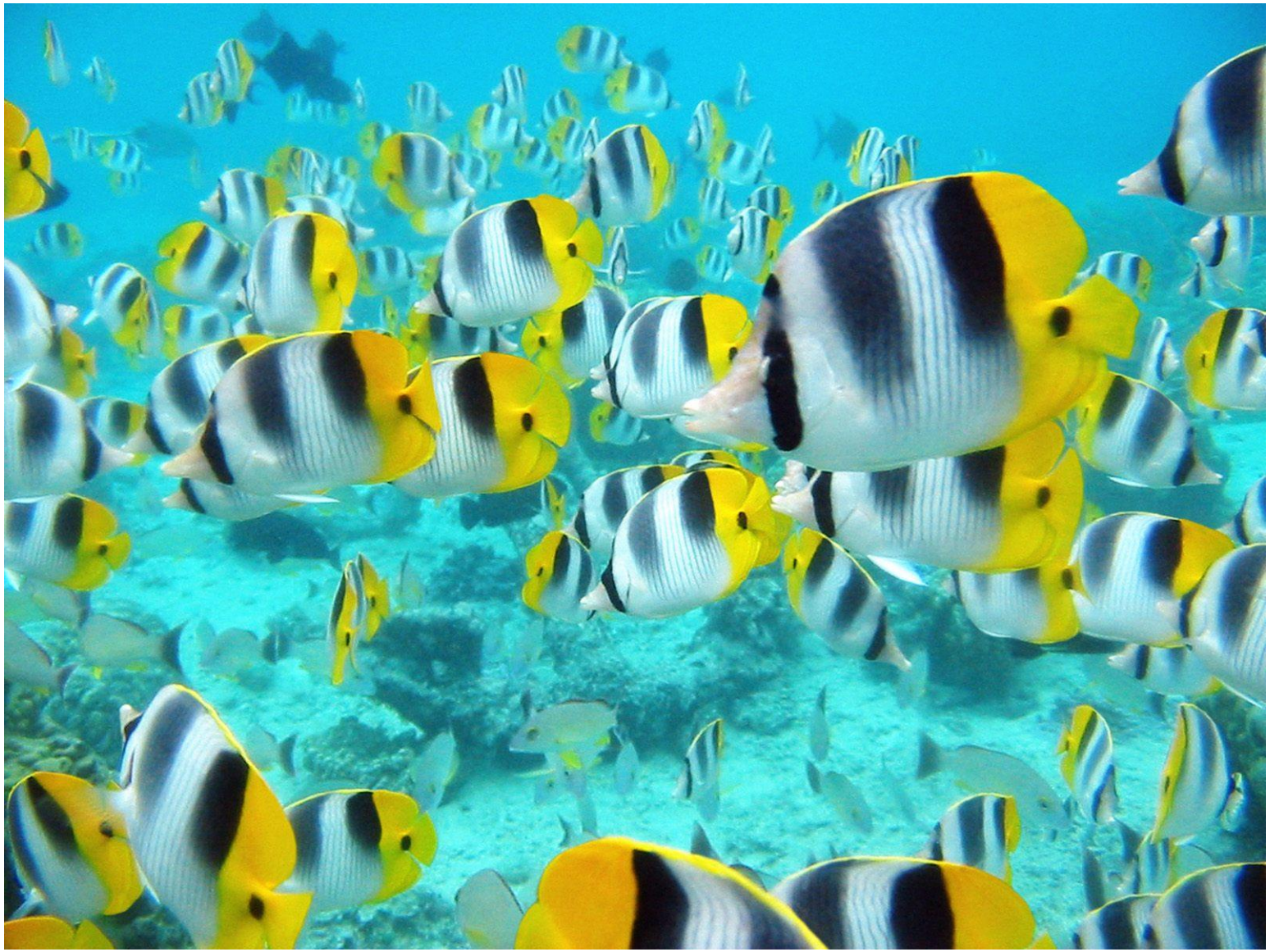
Fill out this postcard to share a small change you have made to improve your work at the Commission.

***Send a picture** of this completed side to aqi@bphc.org so we can share your successes!*

BOSTON PUBLIC HEALTH COMMISSION

PHAB

January 2018



School of tropical fish, Tahiti by thundafunda CC BY-NC-ND 2.0 flickr

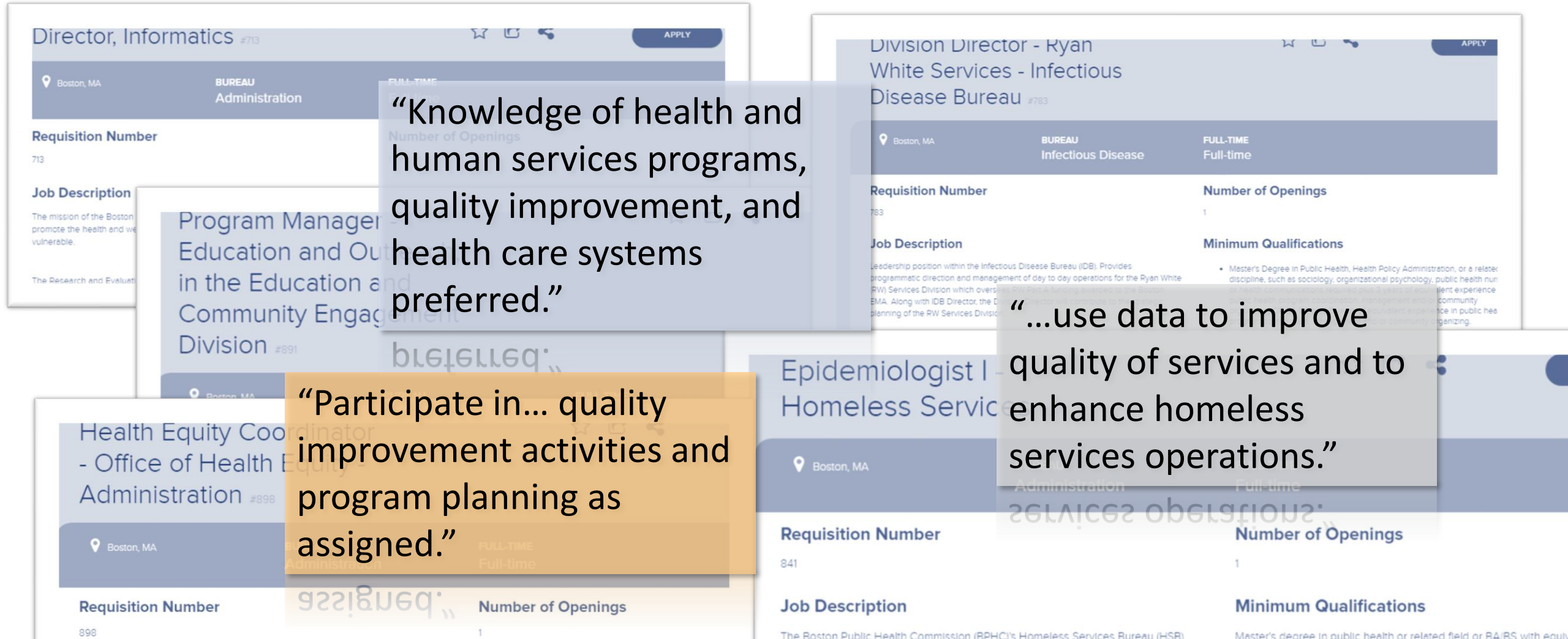
7. Influencing Norms

1. Orienting new hires
2. Job descriptions as a way to drive and sustain change

Engaging staff at new hire orientation

- Hour-long interactive session
- Introduces new hires to:
  - ✓ Accreditation
  - ✓ Quality improvement
  - ✓ Performance management
  - ✓ Resources in the organization
- Features a QI game to stay engaging

Celebrating QI within new job postings



"Knowledge of health and human services programs, quality improvement, and health care systems preferred."

"Participate in… quality improvement activities and program planning as assigned."

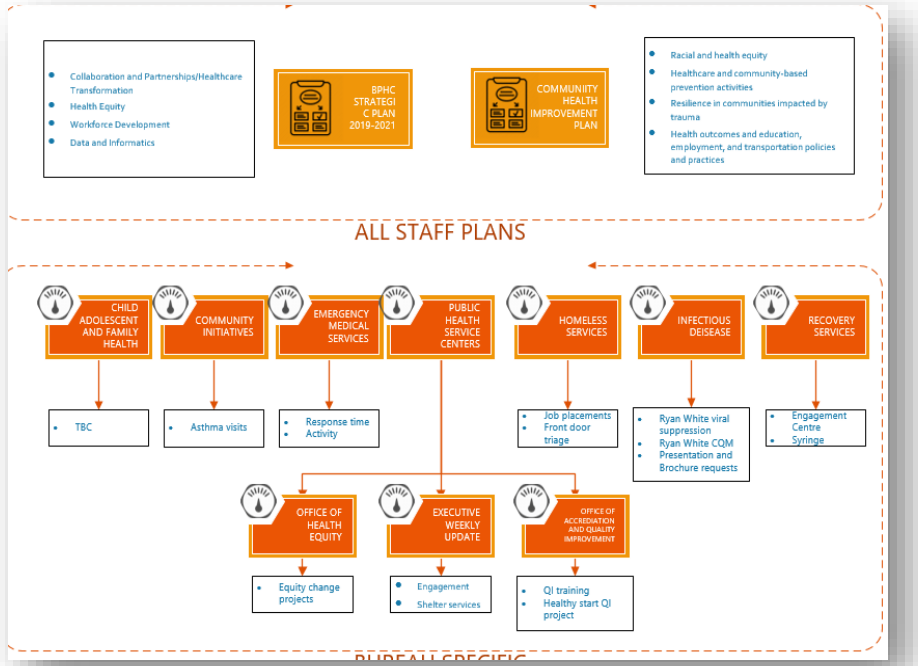
"…use data to improve quality of services and to enhance homeless services operations."

What are some of the ways QI Culture norms are reinforced in your organization?

Sustaining the gains

Responsive Leadership

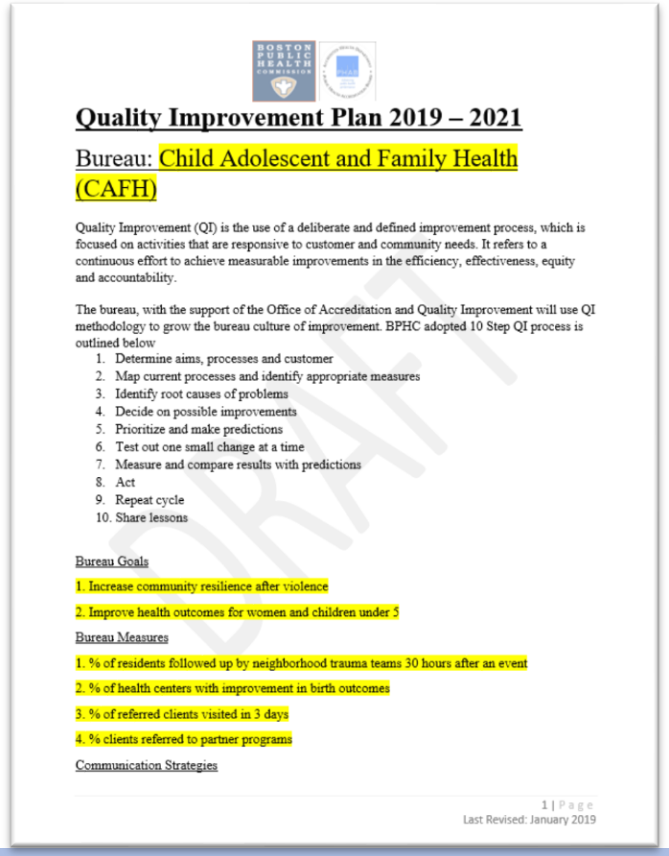
Building up the Performance Management System



Sustaining the gains(cont.)

Aligned Strategy

Bureau-specific Strategic Workplans



Quality Improvement Plan 2019 – 2021

Bureau: Child Adolescent and Family Health (CAFH)

Quality Improvement (QI) is the use of a deliberate and defined improvement process, which is focused on activities that are responsive to customer and community needs. It refers to a continuous effort to achieve measurable improvements in the efficiency, effectiveness, equity and accountability.

The bureau, with the support of the Office of Accreditation and Quality Improvement will use QI methodology to grow the bureau culture of improvement. BPHC adopted 10 Step QI process is outlined below

1. Determine aims, processes and customer
2. Map current processes and identify appropriate measures
3. Identify root causes of problems
4. Decide on possible improvements
5. Prioritize and make predictions
6. Test out one small change at a time
7. Measure and compare results with predictions
8. Act
9. Repeat cycle
10. Share lessons

Bureau Goals

1. Increase community resilience after violence

2. Improve health outcomes for women and children under 5

Bureau Measures

1. % of residents followed up by neighborhood trauma teams 30 hours after an event

2. % of health centers with improvement in birth outcomes

3. % of referred clients visited in 3 days

4. % clients referred to partner programs

Communication Strategies

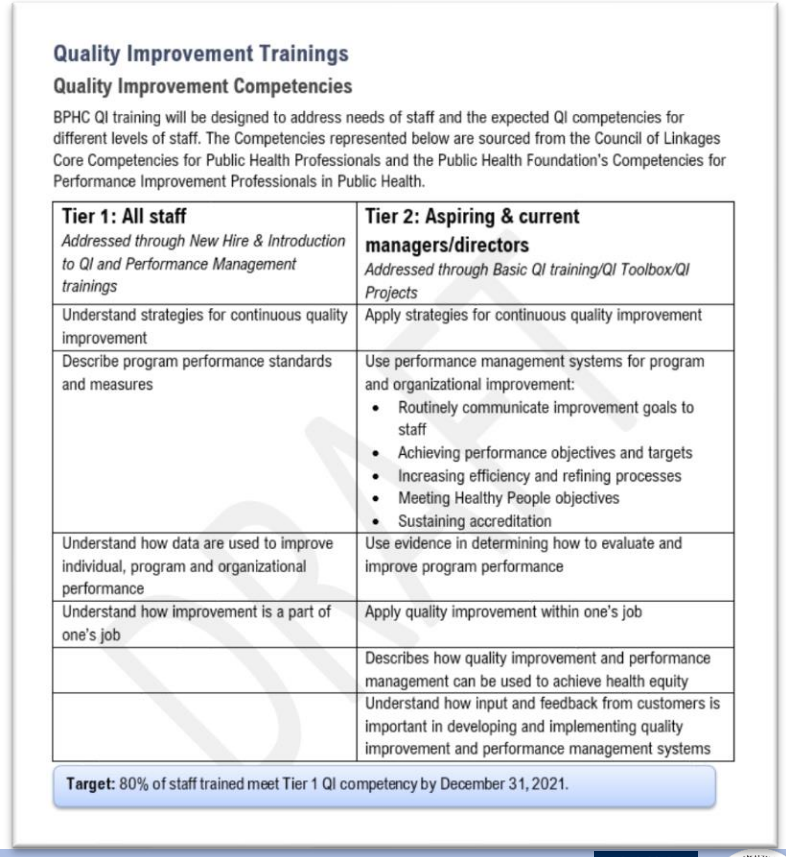
1 | Page

Last Revised: January 2019

DRAFT

Influencing Norms

Setting expectations for meeting tiered QI competencies



Quality Improvement Trainings

Quality Improvement Competencies

BPHC QI training will be designed to address needs of staff and the expected QI competencies for different levels of staff. The Competencies represented below are sourced from the Council of Linkages Core Competencies for Public Health Professionals and the Public Health Foundation's Competencies for Performance Improvement Professionals in Public Health.

Tier 1: All staff *Addressed through New Hire & Introduction to QI and Performance Management trainings*	**Tier 2: Aspiring & current managers/directors** *Addressed through Basic QI training/QI Toolbox/QI Projects*
Understand strategies for continuous quality improvement	Apply strategies for continuous quality improvement
Describe program performance standards and measures	Use performance management systems for program and organizational improvement: • Routinely communicate improvement goals to staff • Achieving performance objectives and targets • Increasing efficiency and refining processes • Meeting Healthy People objectives • Sustaining accreditation
Understand how data are used to improve individual, program and organizational performance	Use evidence in determining how to evaluate and improve program performance
Understand how improvement is a part of one's job	Apply quality improvement within one's job
	Describes how quality improvement and performance management can be used to achieve health equity
	Understand how input and feedback from customers is important in developing and implementing quality improvement and performance management systems

Target: 80% of staff trained meet Tier 1 QI competency by December 31, 2021.

DRAFT

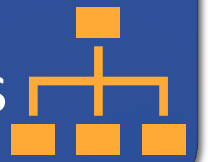
For leading BPHC on its journey to quality improvement culture change since 2015

Special thank you to Osagie Ebekozien

Which of the seven drivers do you want to integrate more into your organization?

1. Responsive Leadership

2. Nontraditional Resources/ Partnerships



3. Exciting Accreditation Process

4. Aligned Strategy

5. Fun Trainings

6. Innovative Communications

7. Influencing Norms

Questions?

Downtown Boston from Logan International Airport by Y. Sawa CC BY-SA 3.0 Wikimedia Commons

Contact:

Office of Accreditation and Quality Improvement

Boston Public Health Commission

Aqi@bphc.org