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Fostering Organizational Change to Promote Uptake of Evidence-Based HIV Prevention Practices: Lessons and Tools from Quality Improvement Approaches

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Disclaimer

The views expressed are those of the authors and do not necessarily reflect the position or policy of the Department of Veterans Affairs or the United States Government.



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*All improvement will require change,
but not all change will result in
improvement.*

Langley et al.: The Improvement Guide, 1996



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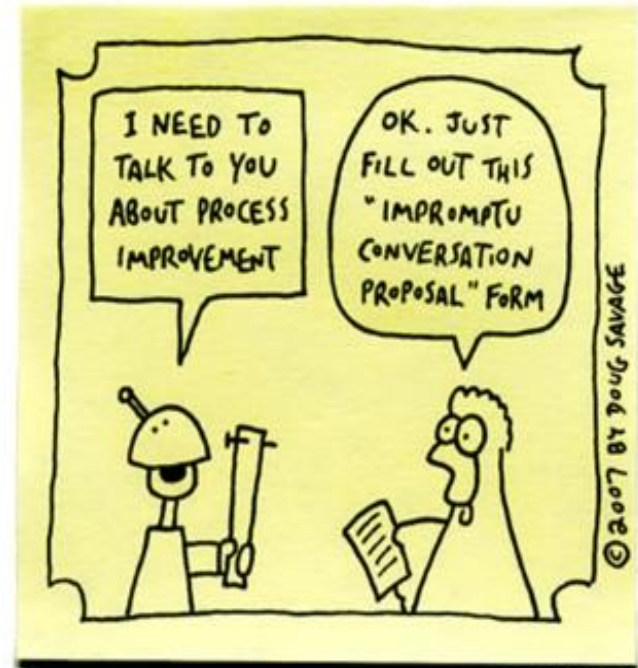
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“I have a delivery for you: 1000 pens with the slogan ‘Excellence is in the Detales’ and 500 factory-second, slightly irregular coffee mugs that say ‘Quality Matters’.”

Savage Chickens

by Doug Savage



www.savagechickens.com



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Learning Objectives

1. To describe quality improvement (QI) approaches
2. To orient participants to processes for identifying and honing in on QI priorities in order to develop feasible QI projects
3. To review sources of evidence and approaches to jumpstart QI project options related to uptake of HIV prevention practices



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Poll Question

How familiar are you with quality improvement (QI)?

1. I am trained in QI.
2. I have done one or more QI projects.
3. I am familiar with QI but I've never done a QI project.
4. I don't know much about QI.



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What is Quality?

- The degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge (Institute of Medicine [IOM])
- IOM six dimensions of quality health care:
 1. Safe
 2. Effective
 3. Patient-centered
 4. Timely
 5. Efficient
 6. Equitable



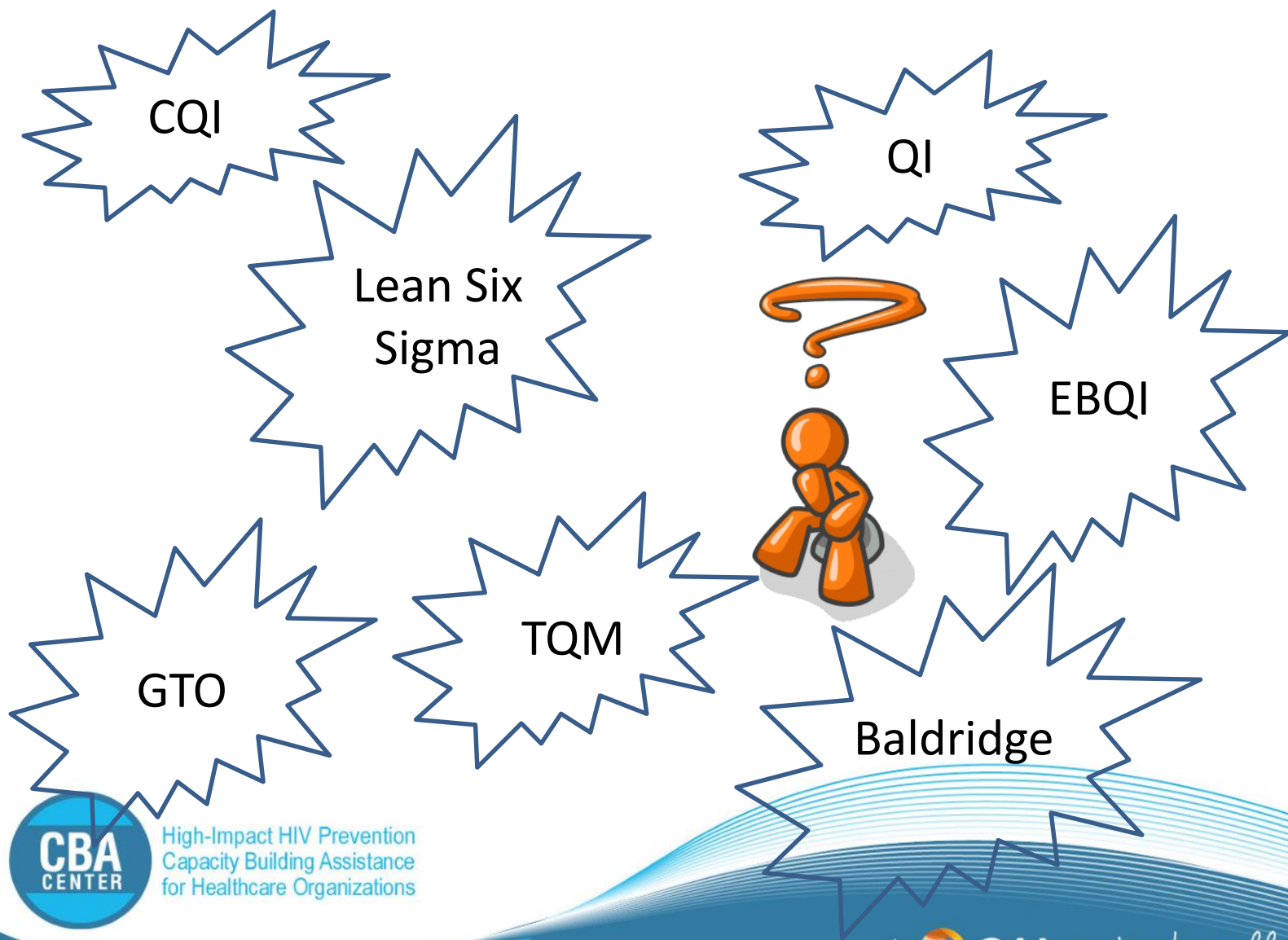
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Quality Improvement Approaches



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What Are Ways To Do Quality Improvement?



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What is Quality Improvement?

- A systematic approach using specific methods to improve quality
 - Goal is to achieve successful and sustained improvement
- Industry looks at both systems and processes to improve outcomes
- Roots of QI in industrial quality management science
 - Continuous quality improvement (CQI): builds on traditional quality assurance methods by emphasizing the organization and systems
 - Total quality management (TQM): management approach to long-term success through customer satisfaction



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What is Quality Improvement? (cont.)

- Lean Six Sigma relies on teams to improve performance by eliminating waste (Lean) and reducing defects (Six Sigma)
 - Teams assigned well-defined projects with direct impact on organizational bottom line
 - “Statistical thinking” at all levels; key people with extensive training in advanced statistics and project management (green belt, black belt, etc.)
 - Emphasis on “DMAIC” for problem-solving: define, measure, analyze, improve, control
 - Management environment supports the initiatives as a business strategy

<http://asq.org/learn-about-quality/six-sigma/overview/overview.html>



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What is Quality Improvement? (cont.)

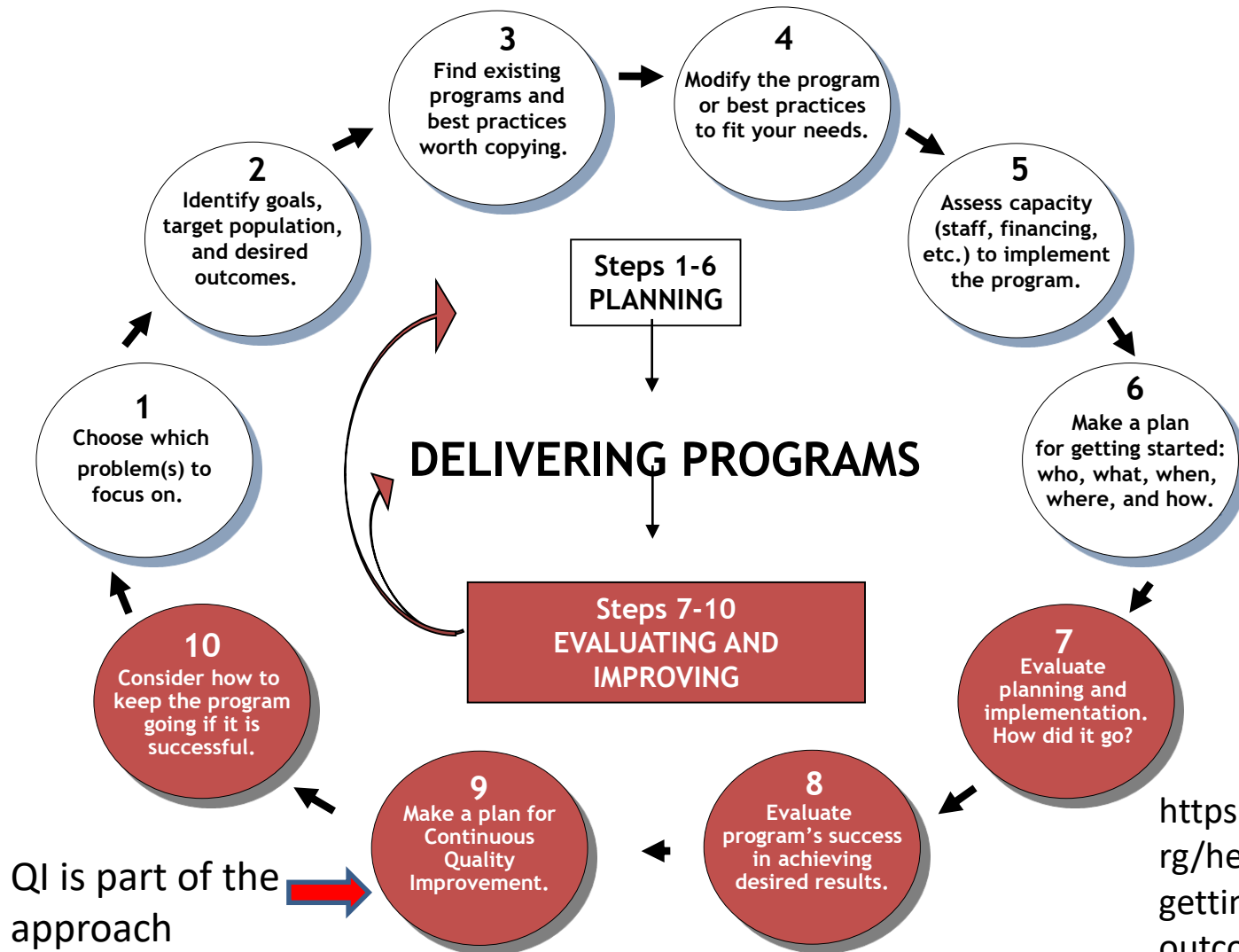
- Baldrige Performance Excellence Program
 - Mission is to “improve the competitiveness and performance of U.S. organizations”
 - Manages the Malcolm Baldrige National Quality Award (created by Public Law 100-107)
 - Current Baldrige criteria: “managing all of the components of your organization as a unified whole; managing cybersecurity risks to data, information, and systems; and understanding the role of risk management within a systems perspective of organizational performance management”
 - Numerous “Improvement Tools” available on website (\$)

<https://www.nist.gov/baldrige>



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Getting to Outcomes[®]: evidence-based model for implementation support



<https://www.rand.org/health/projects/getting-to-outcomes.html>

What is Evidence-Based Quality Improvement?

- Continuous Quality Improvement (CQI) has had limited success
- EBQI draws on CQI, but is more structured and:
 1. incorporates a *research/clinical partnership*
 2. uses top-down and bottom-up features to engage *organizational senior leaders* and *quality improvement teams* in adapting and implementing improvements
 3. focuses on *prior research evidence*
 - clinical guidelines for treatment
 - previously validated care models
 - provider behavior change methods that promote adherence to appropriate treatment
- EBQI has a strong track record of success

Rubenstein et al., 2010



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Identifying Organizational Priorities for Quality Improvement



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Identifying priorities

- Get data/identify gaps
 - Could use RAND/UC Appropriateness Method to identify gaps
 - Could use 80-20 rule: 20% of care processes being consumed by 80% of resources
- Engage stakeholders, including leaders!
- Identify improvement priorities based on data
- Gain consensus on priorities
- Select priority target that is important AND feasible

<https://www.healthcatalyst.com/clinical-quality-improvement-in-healthcare>

https://www.rand.org/pubs/monograph_reports/MR1269.html (free!)

Stelfox et al., 2015



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How Can You Speed up the Improvement Process?

Organizations able to make rapid gains have an underlying capacity to answer three questions:

1. What are we trying to accomplish? (aim)
2. How will we know if a change is an improvement? (measurement)
3. What changes can we make that will result in an improvement? (“change concept”)

Langley et al., 1996



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How Can You Speed up the Improvement Process? (cont.)

- Be thoughtful about topic selection
- Use good meeting skills, optimize time management



- Focus on testing the change you wish to make, rather than detailed analysis of the current process to be improved upon
- Collect only the data you really need
- Share information about the project in progress (successes/lessons learned may “spread”)



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What do you need for QI?

- Essential ingredients:
 - Interdisciplinary team (change requires coordinated activities of several people with varied perspectives)
 - Tool Option: IHI Improvement Project Roadmap
 - Tools for collaborative work (e.g., brainstorming, deep dive)
 - Tool Option: IHI Improvement Capability Self-Assessment Tool
 - Tools for process description
 - Tool Option: Flowchart/Process Map
 - Tool Option: Cause and effect diagram/Ishikawa/fishbone

“If you can't describe what you are doing as a process, you don't know what you're doing.” (Deming)

<http://www.ihi.org/resources/Pages/Tools/Quality-Improvement-Essentials-Toolkit.aspx>



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What do you need for QI? (cont.)

- Essential ingredients:
 - Tools for data collection
 - Start with a question, then select tools/measures
 - Consider ethical implications of methods
 - Tools for data analysis & interpretation
 - Histogram
 - Scatter diagram
 - Pareto chart



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Documenting your QI activities

Monthly reports

- How many meetings were held; how long did they last on average
- Who attended the meetings (what roles); has attendance been consistent
- Who leads the meetings
- How were tasks allocated within the group
- Were minutes taken during the meetings
- What progress was made during the meetings
- What measures were examined/what tools were used
- Was leadership informed of/involved in the group's activities
- Were any challenges encountered in the course of the QI activities
- Were there any successes/achievements
- Was any assistance sought from a research team



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Reporting to leadership

Consider goal of sharing information with leadership: what are you trying to achieve? (e.g., do you need buy-in, resources, access?)

- Why: Leadership support is critical to quality improvement
- How: Tailor to local opportunities (get on agenda at standing meeting, set up separate meeting; think about format of presentation)
- Who: Best spokesperson (role, access to leadership, position/status in facility)
- When: Consider status and timeline of QI activity (e.g., setting up project, reporting results/outcomes)
- What: Results, challenges, successes, innovations
- Which leadership: Multiple levels of leadership; consider different types of information for different audiences



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Developing Project Ideas Related to HIV Prevention Practices & Interventions



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High Impact HIV/AIDS Prevention Project (HIP)

- CDC's approach to reducing HIV infections in the United States
- “Combinations of scientifically proven, cost-effective, and scalable interventions targeted to the right populations in the right geographic areas”
- HIV prevention guided by:
 - Effectiveness and cost
 - Feasibility of full-scale implementation
 - Coverage in the target populations: how many people can be reached?
 - Interaction (between interventions) and targeting
 - **Prioritization: which interventions will have the greatest overall potential to reduce infections?**

<https://www.cdc.gov/hiv/policies/hip/hip.html>



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High Impact HIV/AIDS Prevention Project (HIP)

Proven strategies:

- HIV testing and linkage to care
- Antiretroviral therapy
- Access to condoms and sterile syringes
- Prevention programs for people living with HIV and their partners
- Prevention programs for people at high risk of HIV infection
- Substance abuse treatment
- Screening and treatment for other sexually transmitted infections

**Prioritizing: Which of these strategies is your organization offering? Which would you like to offer? Where are there gaps that could be addressed by QI?*

<https://www.cdc.gov/hiv/policies/hip/hip.html>

<https://www.cdc.gov/hiv/research/interventionresearch/compendium/index.html>



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Review of integrated interventions (Crepaz et al., 2015)

- Interventions that target multiple problem behaviors simultaneously in an integrated approach may improve prevention and care outcomes of persons living with HIV (PLWH)
 - Interventions designed to target at least two behaviors among PLWH: HIV transmission risk behaviors, HIV care engagement, and medication adherence
- Key finding across studies: PLWH receiving integrated interventions were significantly less likely than comparison participants to report sex without condoms
- Intervention effects strongest in RCTs that were: tailored to individual needs, delivered one-on-one, delivered in settings where PLWH receive services or care, had more than 4 sessions, had lower risk of bias, and used standard of care or wait list control for comparison



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Poll Question

Which of these HIV strategies would you like to strengthen in your clinic/organization?

1. HIV testing and linkage to care
2. Antiretroviral therapy
3. Access to condoms and sterile syringes
4. Prevention programs
5. Substance abuse treatment & screening and treatment for sexually transmitted infections



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Conclusions



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What's Important to QI Success?

From a systematic review (Kaplan et al., 2010):

- **Leadership** from top management
- Organizational **culture**
- **Data** infrastructure and information systems
- **Experience**: years involved in QI

Also important:

- Physician involvement in QI
- Microsystem **motivation** to change
- **Resources** for QI
- QI **team** leadership



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How Can Leaders Support Quality Improvement?

- ✓ Create a vision for quality by setting shared goals for performance
- ✓ Build staff capacity for quality improvement
- ✓ Build motivation for quality improvement
- ✓ Establish a quality improvement team
- ✓ Involve all staff who work in the targeted care area
- ✓ Dedicate time to measure clinic performance
- ✓ Provide time to openly discuss both successes and failures
- ✓ Make sure that the 'voice' of the client is heard and acted on
- ✓ Involve staff and clients in understanding data and making decisions based on it
- ✓ Use available existing resources to strengthen QI activities
- ✓ Include a budget for QI that provides for training

http://www.who.int/hiv/pub/imai/om_11_quality_improvement.pdf



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Considerations for organizational change (Batra et al., 2016)

- Extent to which the initiative is modifiable to **fit** with the internal context
- Amount of **time** that is allocated to truly institutionalize change
- Ability of the agents of change to build **short-term success** deliberately into their implementation plan
- Whether or not the **shared group experience** of action for change is positive or negative
- Degree to which agencies are **resourced** to focus on internal factors

Remember: organizational change:

- Can (and should!) be measured
- Doesn't always happen quickly
- Requires coordinated activities of several people with varied perspectives



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DISCUSSION QUESTIONS

- What have been your organization's challenges in implementing HIV prevention interventions?
- What have been your organization's successes in implementing HIV prevention interventions?
- What types of resources would be most helpful for you to take on a quality improvement project?

