Seven Key Drivers to QI Culture Change
Lessons Learned and Challenges to Building a National Model Practice

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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
Context: Boston

Major Racial or Ethnic 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
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.

❖ Over 1100 staff
❖ 7 Campuses
BPHC's QI Journey
2015-2019

2015:
- AQI Office Formed

2016:
- First QI Culture Assessment
- QI Trainings and QI Projects begin

2017:
- Equity Integration to QI Tools
- PHAB Accreditation

2018:
- 2nd QI Culture Assessment

2019:
- New QI Plan and Bureau Specific Plans
Recognition of BPHC’s QI Program

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

Letter from Mayor Walsh for the 2018 Service Excellence Award

AQI Committee posing with the NACCHO 2019 Model Practice Award
BPHC’s QI Culture Assessment

- Continuous Learning
- Effective Processes
- Empower Staff

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

Download BPHC’s 18 question QI culture assessment: bit.ly/BPHC-drivers
BPHC’s journey along NACCHO’s Roadmap to a Culture of QI

**2015**
Level 3: Informal or Adhoc QI Activities

**2019**
Level 5: Formal Agency Wide QI

Statistically significant improvements in all QI culture assessment domains

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Forest Path by Jeff Power [CC BY-NC-ND 2.0 Flickr](https://creativecommons.org/licenses/by-nc-nd/2.0/)
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

Drivers of Change
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…”

“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

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<th>ICON</th>
<th>MEANING</th>
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<tr>
<td>✓</td>
<td>Complete</td>
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<tr>
<td>✓</td>
<td>Complete (work is ongoing)</td>
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<tr>
<td>✓</td>
<td>On track and in progress</td>
</tr>
<tr>
<td>◼</td>
<td>Behind schedule</td>
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<tr>
<td>◼</td>
<td>N/A (No progress expected)</td>
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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

HRSA
Ryan White Part A

Kresge Emerging Leaders Program

Universities

REGIS
BOSTON UNIVERSITY
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
“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
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

Annually reviewed and revised

Annually reviewed and revised
BPHC’s Equity-Revised 10-Step Improvement Process

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

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

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<tbody>
<tr>
<td>Increase the # referrals to Mom and Baby home visiting program by 10% in the next 6 months</td>
<td>Decrease the Black-White referral gap to Mom and Baby home visiting program by 15% in the next 6 months</td>
</tr>
<tr>
<td>Increase the % of invoices posted within 30 days by 15% in the next 4 months</td>
<td>Increase the % of invoices posted within 30 days for small business owners by 20% in the next 4 months</td>
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Download BPHC’s Equity-Adapted QI Tools
Equity Embedded into QI: Equity-Adapted Fishbone Diagram Tool

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

- Fish Head = Effect or Issue at hand
- Bones = Major or Primary causes
- People
- Process
- Place
- Product
- Policy & Procedure

Download BPHC’s Equity-Adapted QI Tools

bit.ly/BPHC-drivers
Equity Embedded into QI: Equity-Adapted Decision Matrix Tool

Make equity one of the ranking/rating criteria

<table>
<thead>
<tr>
<th>Proposed Idea</th>
<th>Impact on equity</th>
<th>Resources</th>
<th>Sustainability</th>
<th>Total</th>
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<tr>
<td>Hiring managers checklist</td>
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<td>Mentorship pilot program</td>
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<td>Workforce data tracking and monitoring</td>
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Download BPHC’s Equity-Adapted QI Tools

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

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

bit.ly/BPHC-drivers
Download a sample case study
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)
- Promote team building
- Engage staff (it’s fun!)
- Teach contributing factors and root causes
- Reinforce importance of measurement
- Adults are goal oriented
- Encourage creativity

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 event challenges such as documentation of 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, standardization, documentation, and data integrity.

January 2018

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**celebrating small changes**

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 agi@bphc.org so we can share your successes!

**BOSTON PUBLIC HEALTH COMMISSION**
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

Setting expectations for meeting tiered QI competencies

Influencing Norms

Bureau-specific Strategic Workplans
Special thank you to Osagie Ebekozien for leading BPHC on its journey to quality improvement culture change since 2015.
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?

Contact: Office of Accreditation and Quality Improvement
Boston Public Health Commission
Aqi@bphc.org