

Engaging Senior Leadership in Your QI Work



Welcome! Thank you for joining! Sound for the webinar will come through your computer speakers. Please feel free to submit your questions throughout the webinar through the chat feature. We will start momentarily.

March 3, 2016

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***Ty Kane, MPH** – PHQIX Expert Panel Member*

Moderated by Laura Arena, PHQIX Communications Lead

PHQIX

Public Health Quality Improvement
exchange

Quality Improvement Together



Engaging Senior Leaders in Your Quality Improvement Work

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Director of Programs

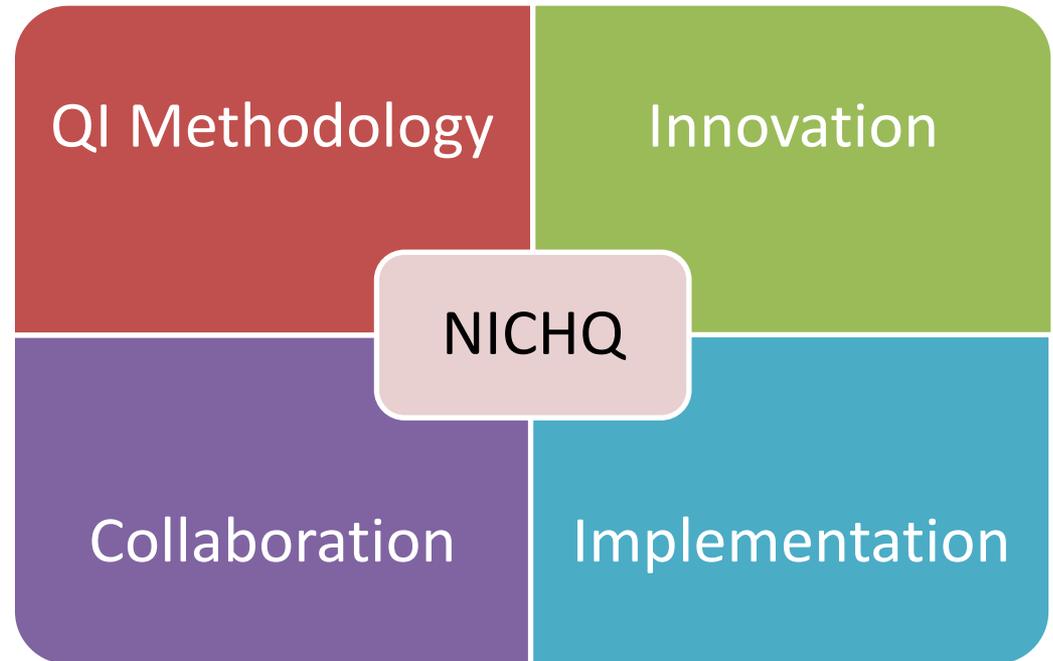
National Institute for Children's Health Quality

Meet NICHQ

- We are a catalyst for improvement.
- Our mission is to improve children's health.
- We help professionals and organizations who share our mission make dramatic system-level improvements so children and families live healthier lives.

NICHQ Adds Value

NICHQ brings a unique set of “how to” skills and capacities to solve problems and catalyze improvement.



Where We Target Our Efforts

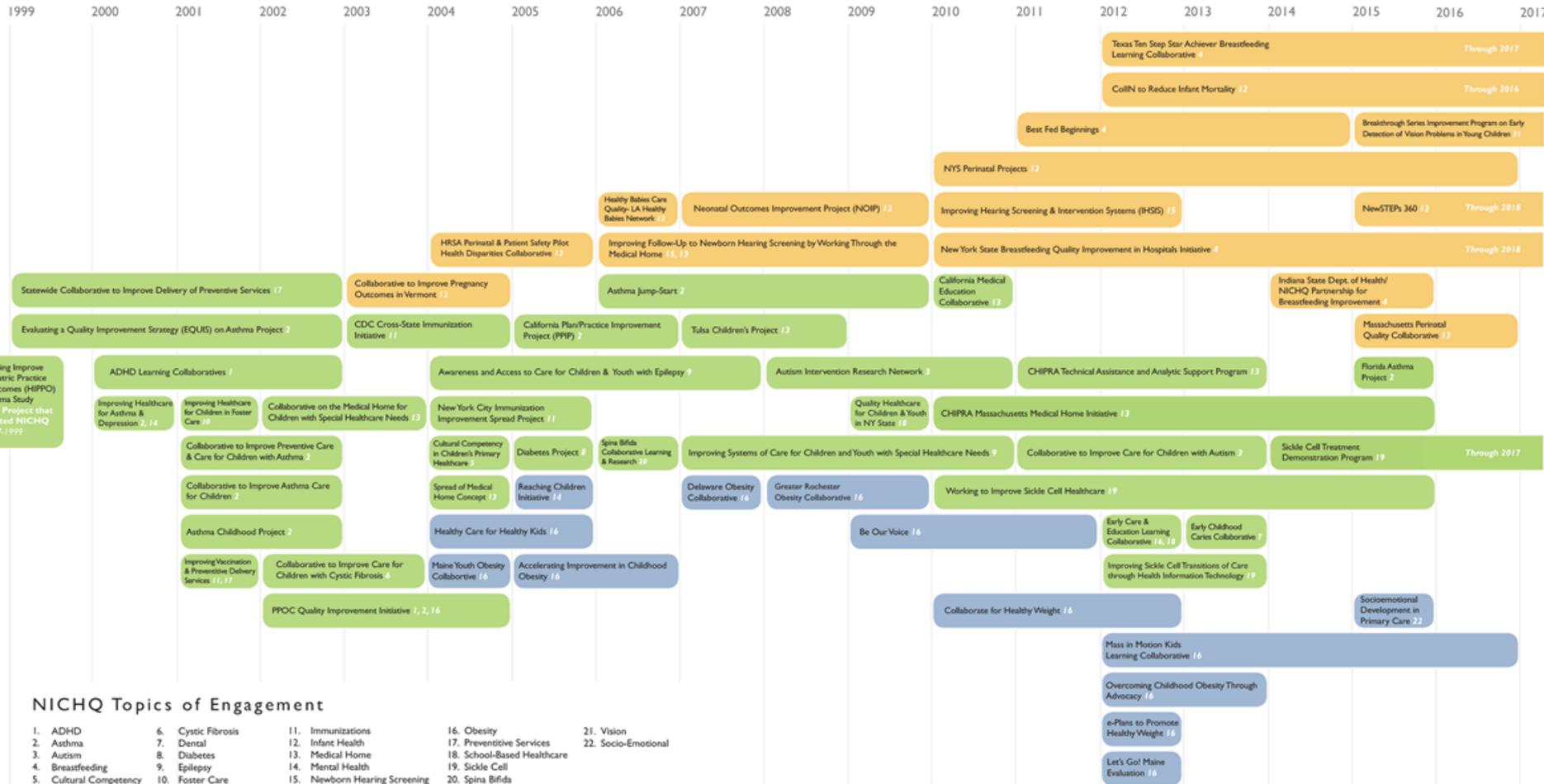


Focused on Three Critical Goals

-  Give children a **strong start**.
-  Ensure the healthcare system addresses the needs of and offers **quality care** for all children and families.
-  Improve **healthy living** practices, policies and conditions.

NICHQ TIMELINE (1999-2016)

OUR PATH TO IMPROVING CHILDREN'S HEALTH



Our Strategies Yield Results

218,000

More infants delivered each year at Baby-Friendly designated hospitals

135%

Improvement in sickle cell patients getting care from a hematologist in the past year

95%

Of children with confirmed hearing loss referred for early intervention

20,000

More children receiving wellness assessments each year in Massachusetts

65%

Improvement in babies rooming in with mothers in Northern Texas hospitals

232,000

Individuals exposed to a healthy weight message in their community

4.79

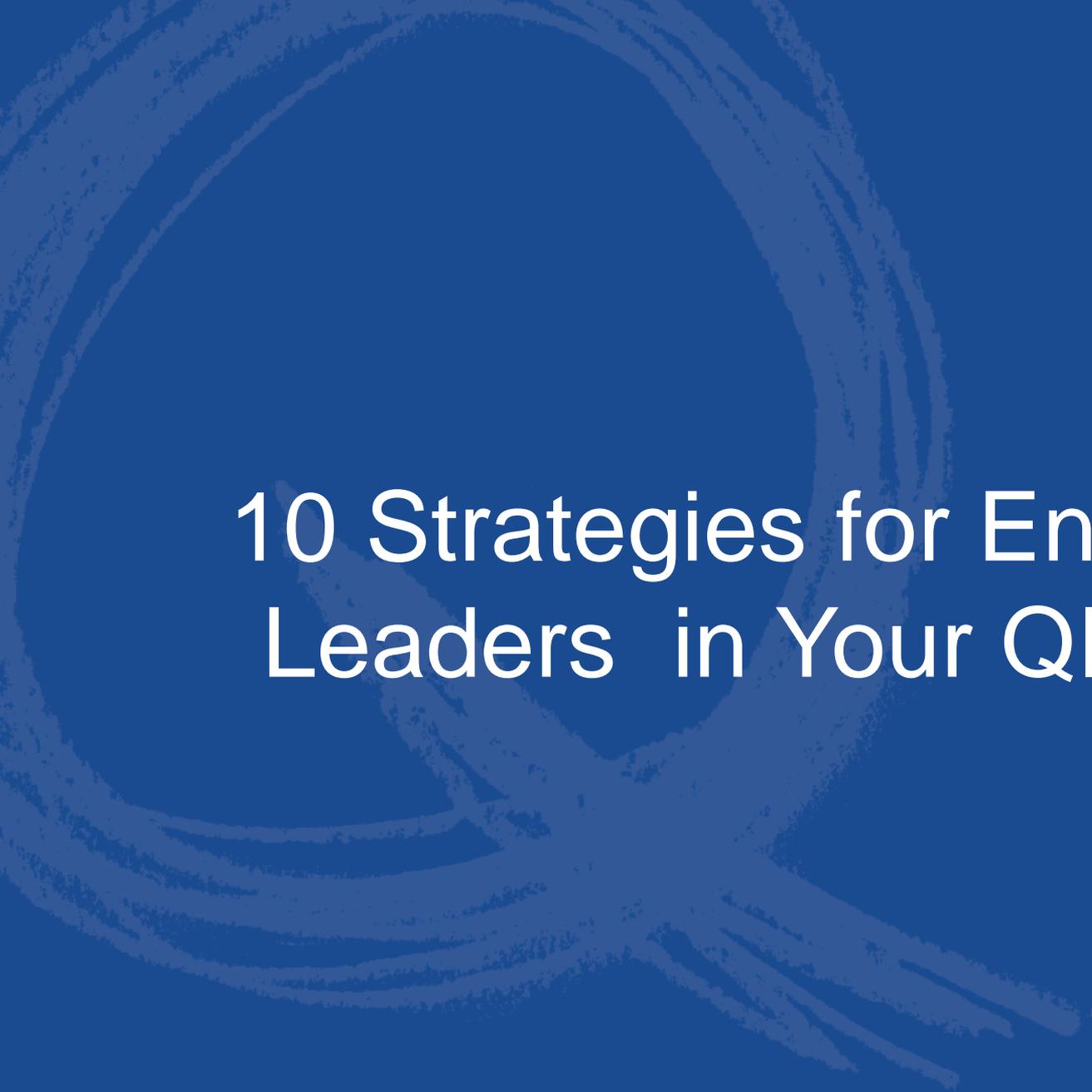
Average medical home index score for teams after participating in NICHQ's collaborative

76%

Increase in percentage of patients with sickle cell disease given a speedy pain assessment

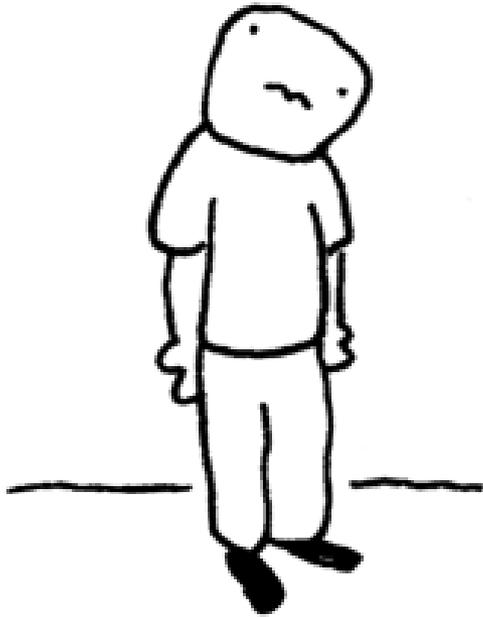
80%

Reduction in mothers given any formula materials in NY hospitals



10 Strategies for Engaging Leaders in Your QI Work

The Challenge



When asked "would you rather work for change, or just complain?" 81% of the respondents replied, "Do i have to pick? This is hard."

Setting the Stage: Types of Leaders



L
E A
D E R
S S E E
T H I N G
S D I F F E
R E N T L Y !

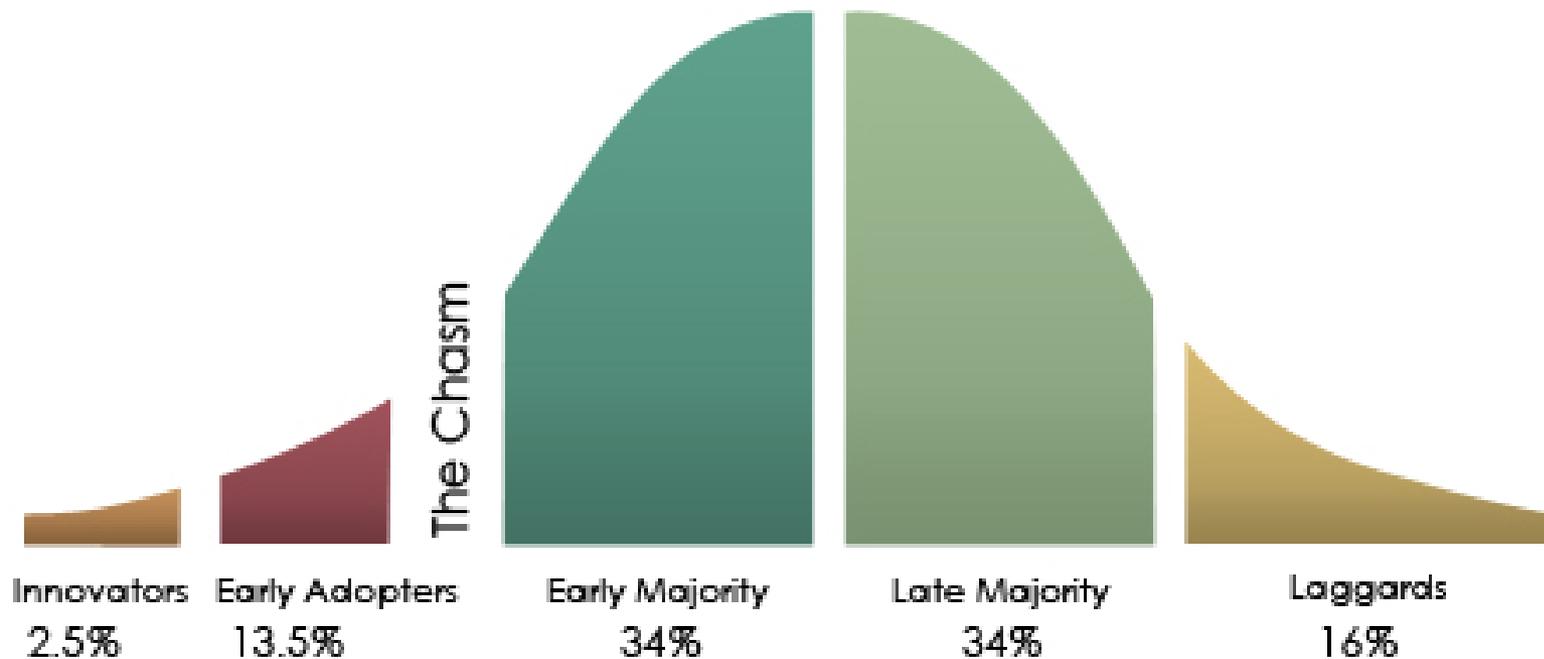
- Administrative
- Improvement Project
- Frontline

1a. Understand Your Leader's Personality



Take a Quiz To Determine Your Style: http://www.nfty.org/_kd/Items/actions.cfm?action=Show&item_id=12954&destination=ShowItem

1b. Understand Your Leader's Innovation



Trying to convince the mass of a new idea is *useless*.

2. Create Your Vision



- Establish a clear, ambitious vision
- Tell people about it
- Begin with the end in mind

3. Align Your Aim with



- High quality customer experience
- Employee recruitment/retention
- Bottom line

Showcase: Meeting the Bottom Line

“

We are already known for being the only hospital in our city that consistently offers the skin-to-skin experience for our mothers who deliver by cesarean section. Women who have a choice choose us because we offer these types of experiences. It's a boost to our reputation.”

*Linnette Carter, RN-BC, MSN, APN/CNS
Director of Women and Children's Services
Rockford Memorial Hospital
Rockford, Illinois*



4. Use Evidence to Make Your

- Show you've done your homework.
- Show that your initiative has a high probability for success.



5. Use Other Voices to Build

- Senior leaders
- Cross-disciplinary team
- Front-line staff
- Patients and families



6. Use Patient Stories to

SICKLE CELL PAIN PROTOCOL REDUCES WAIT TIMES FOR MEDS AND EASES PATIENT FRUSTRATION

Posted February 13, 2015 by Rachel Kremen

When kids with [sickle cell disease](#) come to an emergency room (ER) asking for painkillers, the care can sometimes be less than ideal. In a busy ER, there can be long wait times, and, especially with an illness like sickle cell disease that has no visual signs of pain, doctors sometimes question whether a patient is really in a medical crisis or just drug seeking.

"It's a horrible feeling when the one person that is supposed to make you feel better doesn't believe you are in pain," says Fatima Oyeku, who has had sickle cell disease all her life. "They ask the most annoying questions in order to figure out if I'm merely there for the pain killers."

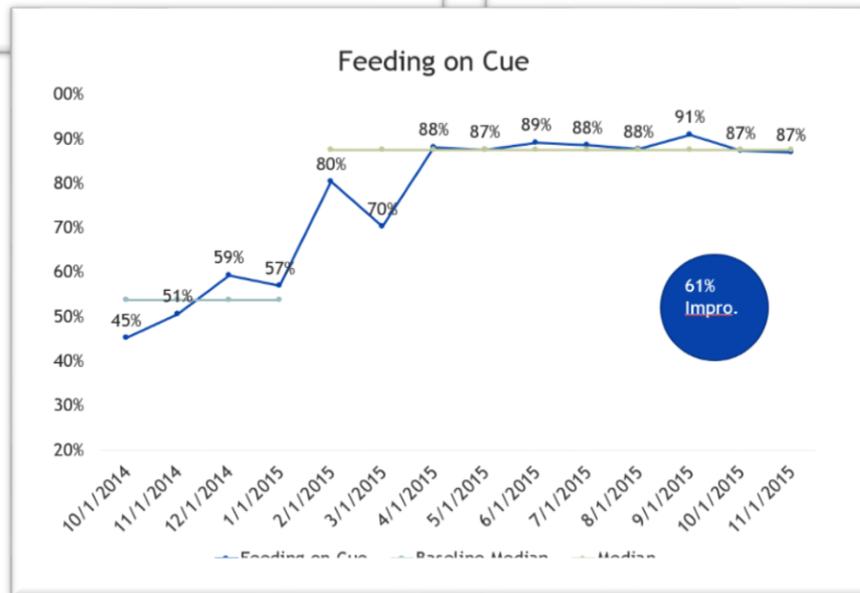
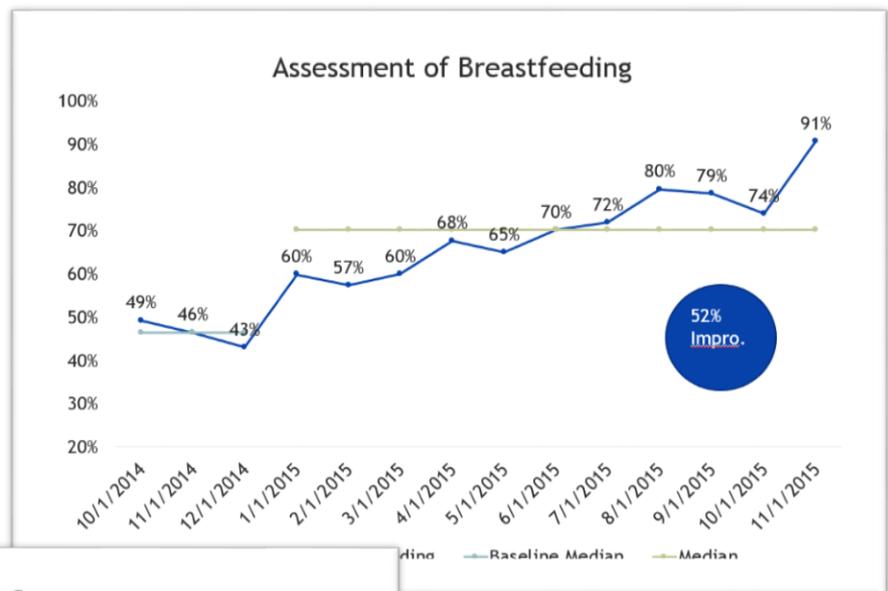
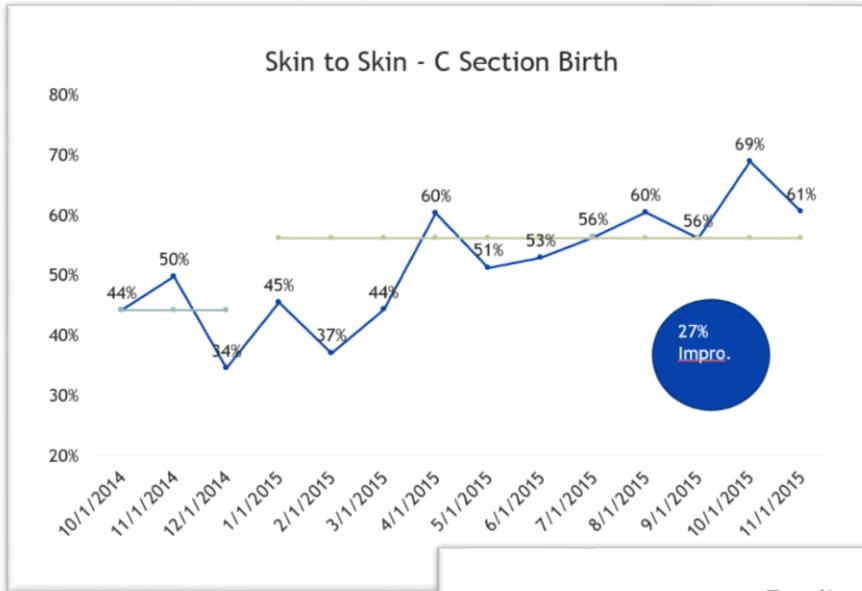
Oyeku says she has had countless experiences with hospital staff who question her need for meds, delay treatment or dole out the lowest possible dose until bloodwork comes back proving that she is in crisis. The pain, she says, is "excruciating" and makes the wait for pain killers unbearable. Treating a crisis quickly is also important because it minimizes damage to internal organs.



7. Determine Who You Are Disrupting



8. Use Data to Build Will



Data from the
 NICHQ-led
 New York State
 Breastfeeding
 Quality
 Improvement in
 Hospital's
 Initiative

9. Communicate to Create a



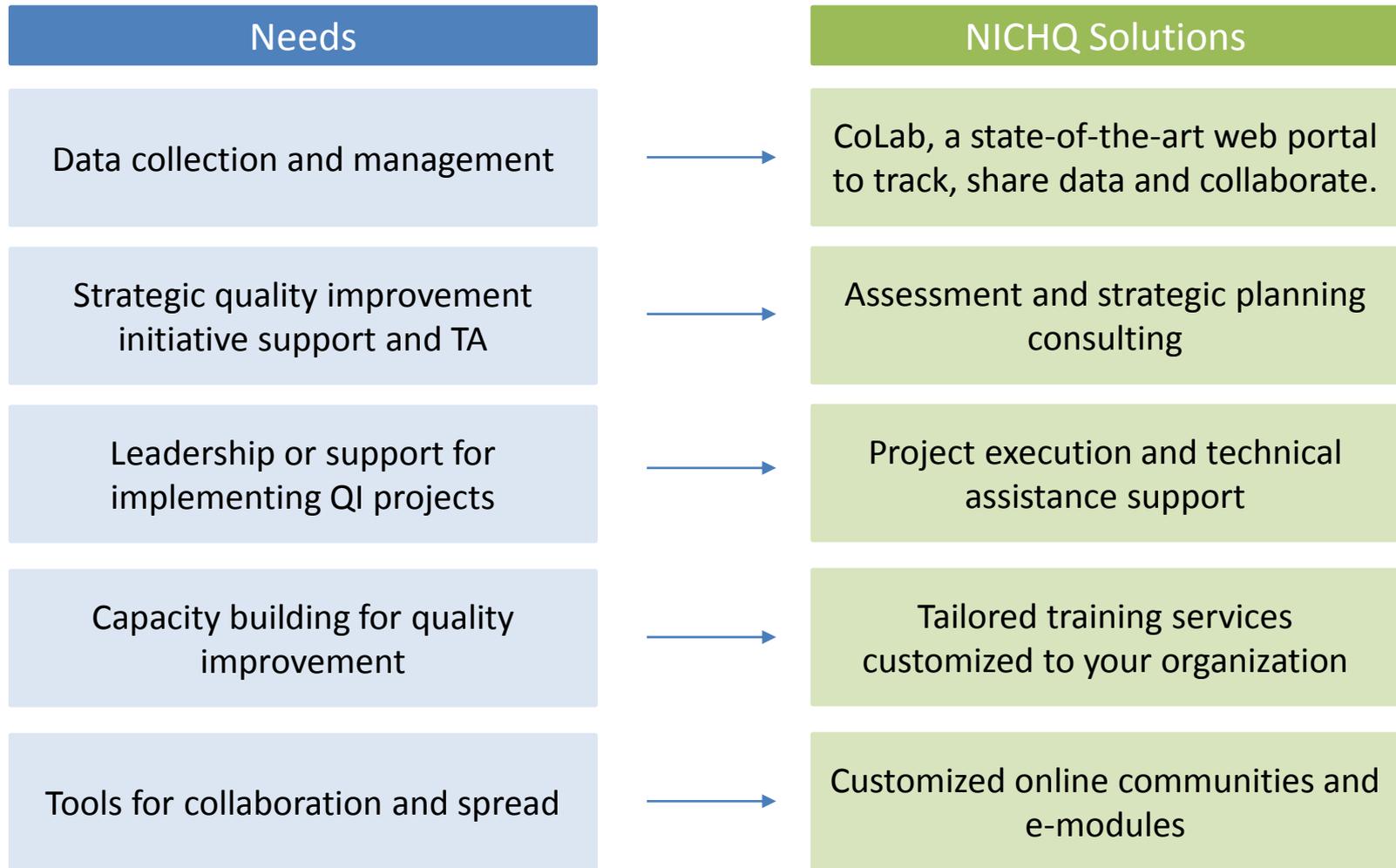
- The vision
- Institutional alignment
- Why this, why now?

10. Create Opportunities

- Quick wins
- Honest appreciation
- Maintain visibility
- Share credit with leaders



Meeting You Where You Are



Learn more at NICHQ.org



Three Key Takeaways

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3 Takeaways for Daily QI Leadership

- Multiply Yourself
- Tell good stories
- Keep QI simple



Multiply Yourself

- QI is a team sport
- Multiply QI leaders to multiply your success



Multiply Yourself

- Invest in others
- Model daily use of QI tools
- Make training resources available

Tell good stories

- Use stories to be heard
- Practice makes perfect
- Include internal & external customers



Resources

- National Coordinating Center for Public Health Training – facilitated by the National Network of Public Health Institutes (NNPHI)
- PHQIX Submission “Impact statements”

Keep QI simple

- Communicate clear expectations
- Resources should be easy to find
- People should know who to ask if help is needed



Resources

Learn how others “keep it simple” by checking out sample QI plans at PHQIX.org

The screenshot shows the PHQIX.org website interface. At the top, there is a navigation bar with the PHQIX logo and links for Search, Browse, Submit, Community, News, About, Account, and Logout. A search bar is located on the right side of the navigation bar. Below the navigation bar, the main content area is titled "Agency QI Plans".

The "Agency QI Plans" section contains a green box with the following text:

Quality Improvement (QI) is critical for the ongoing success of any organization, including public health departments. To assure this success, agency QI Plans are developed to describe the quality improvement strategies and activities of the organization. To create and sustain QI gains, a sound infrastructure is needed. Part of creating this infrastructure involves writing, updating, and implementing a QI Plan. This plan is guided by the Department's vision, mission, strategic plan, and health improvement plan, along with being a requirement for accreditation under Public Health Accreditation Board standards and measures (9.2.1). However, the true worth of quality improvement, is in the improvement results themselves and the positive difference this has upon both the organization and those whom it serves.

In the PHQIX [Community Forum](#), several people expressed an interest in QI Agency plans from public health departments. The PHQIX team reached out to four PHAB-accredited health departments, who all readily agreed to share their documentation and reviewer comments. Thank you Spokane, Washington State, Cabarrus Health, and Oklahoma State! Our Partners at [NACCHO](#) also publish Agency QI Plan examples, see them [here](#).

Below this text, there is a link for "Cabarrus Health Alliance QI Plan".

The "Cabarrus Health Alliance QI Plan" section contains the following text:

The Cabarrus Health Alliance Mission is *To Achieve the Highest Level of Individual and Community Health through Collaboration*. The Cabarrus Health Alliance Board and leadership have a duty to carry out the mission of the Cabarrus Health Alliance in a manner that ensures laws and regulations of the state of North Carolina and Cabarrus County ordinances are upheld, that clinical care is provided according to the current standard of care, and that population health programs are conducted for demonstrated community need, with attention to the requirements of funders and the recommendations of relevant advisory bodies.

Below this text, there is a small image of a document and a caption that says "Click on the image above".

On the right side of the page, there is a "Share this page" section with social media icons for email, Twitter, LinkedIn, Facebook, and a plus sign. Below this is a "PHQIX in Action" section with a photo of four women and the text "Together we innovate!".

At the bottom right, there is a "News and Events" section with the following text:

Save the Date: NALBOH's 2016 Annual Conference
Tuesday, February 23, 2016 - Save the date for the National Association of...

Don't Miss PHSSR's Research-In-Progress Webinar on Feb. 18!
Wednesday, February 17, 2016 - Public Health Services & System's will...

PHQIX Supports QI Leadership Efforts

- QI Spotlight article: *The Role and Necessity of Quality Leaders in Public Health*
- Community Forum
- QI Resources

Please type your questions into the chat box!

