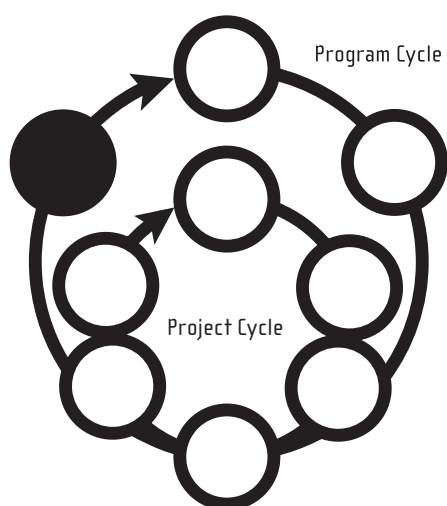


Program Step III: Evaluate HIV Quality Management Program.



The Big Picture

In the same way clinical aspects of care are routinely reviewed and changed, the HIV quality program needs to be continuously and systematically evaluated and improved. The HIV quality committee with participation of a cross-section of staff members evaluates the quality infrastructure and activities to assess what worked well, what did not, and why. The findings are incorporated into future planning efforts to ensure that quality improvements continue and are sustained.

What To Do

- Evaluate HIV quality program effectiveness.
- Evaluate project team performance.
- Learn and respond to past performance.
- Strategize to sustain the quality program.



Snapshot of HIV Care

Completing the cycle

Reflecting on what you've accomplished many quality management programs—successful or unsuccessful—often never make it to the third and final step—assessing their program's performance and identifying changes to make to improve their quality program.

“We spend so much time looking at other people and their work that we just don't have the energy when we're done with our improvement projects to look at ourselves,” explained one quality

manager. To assist with their own review, the quality committee asked a colleague, not on the quality committee, to help facilitate the evaluation process. “We realized we needed some outside help to make sure it got done.”

Another facility “turned the tables” and enlisted a couple of staff who had not been involved with the quality program to conduct its own “independent” evaluation of the quality program. Armed



Snapshot of HIV Care...*Continued*

with the quality management plan, workplan, committee agendas, minutes and project team materials, they presented their findings to the committee, staff, consumers and board at both a meeting and through a storyboard posted where the project teams show their information. “It was scary, but incredibly flattering—they used our materials and methods to help us improve our own quality,” the quality manager reported.

One quality committee chair when asked about how her committee had evaluated its plan responded that “we never again looked at the plan once we approved it.” To ensure that the quality management plan is reviewed, the implementation plan should routinely include its evaluation. Either a special meeting can be scheduled or a regular meeting of the quality committee can be used.

Learn from past performance

The University of Pittsburg Medical Center learned through their annual evaluation that they needed to find new ways to communicate their quality work. They sought staff input into their annual assessment and the responses indicated that staff were not aware enough of the program to provide the desired feedback—this lack of feedback indicated that the quality program needed to better communicate its efforts and to involve more people in the quality project.

To respond to this need, a “buddy system” has been established—each quality management committee member has a “buddy” to inform about the committee’s work and to attend meetings if they are not able to. Sharing the quality committee’s work throughout the program year helps to build knowledge among staff about the quality efforts so they feel equipped to evaluate the quality program when asked.

Build support for your quality program

The evaluation process can be used to also garner support for the quality program and to help sustain it. The evaluation process can reveal examples of how the quality program has lead to improvements in the facility’s other systems. For example, other committees and departments may model their own communication efforts on the quality committee’s sharing of information and creative displays of information. Consumer involvement in the facility’s improvement activities may increase as consumers are asked to participate in the quality management program.

Staff, board and consumers can be asked to provide their input through a variety of ways. One facility established a message board that encouraged staff and consumers to provide written comments on the quality projects. “We had quality committee members write a response to the comment and it was posted back to the message board for everyone to read,” reports the quality program manager. “It’s important that people see that we valued their input. We also observed that people began to read the responses and write new comments to us. It was a great way to provide a mechanism encouraging dialogue. Some of the comments have provided us with great ideas for quality projects, and others haven’t really been that helpful. Regardless, we always respond.”

Evaluate HIV Quality Management Program Effectiveness.

A quality committee needs to spend time thinking about how to evaluate the following key areas of quality management plan and the annual workplan which outlines the implementation process:

- **Quality program infrastructure:** Was the quality committee effective in its efforts to improve the quality of HIV care? Does the quality infrastructure require any changes to improve how quality improvement work gets done?
- **Annual quality goals:** Were annual quality goals for quality improvement activities met? How effectively did you meet your goals? What were the strengths and limitations?
- **Performance measures:** Were the measures appropriate to assess the clinical and non-clinical HIV care in the facility? Are the results in the expected range of performance?
- **Staff and consumer involvement:** Did the appropriate staff and consumers participate in quality improvement activities? Were staff informed about ongoing quality activities and about quality improvement methodologies? Were consumers informed about ongoing quality activities? See Snapshot on page 69 to learn how one facility kept everyone involved and informed.

- **Annual workplan:** Did the implementation process go as planned? Did you meet established milestones? What were the strengths and limitations?

Designing A Program Assessment Tool

An assessment tool can be used to guide the evaluation process. If your organization has an existing assessment tool, see if it could be modified to help evaluate the facility's quality management program. If not, consider adapting the HIVQUAL Organizational Assessment Tool on page 72 to evaluate the HIV quality program and the Annual Quality Workplan on page 52 to evaluate the annual implementation process.



Additional Resource

For the entire HIVQUAL organizational assessment tool, including the scoring criteria, please visit www.hivqual.org.



Toolbox: HIVQUAL Organizational Assessment Tool

FUNCTIONS	SCORE				
A) QUALITY STRUCTURE	1	2	3	4	5
A.1. Does the HIV program have an organizational structure to assess and improve the quality of care?					
A.2. Were appropriate resources committed to support the HIV quality program?					
A.3. Did the HIV leadership support the HIV quality program?					
A.4. Does the HIV quality program have a comprehensive quality plan?					
B) QUALITY PLANNING	1	2	3	4	5
B.1. Were annual goals established for the HIV quality program?					
B.2. Does the HIV program clearly described roles and responsibilities for the HIV quality program?					
B.3. Did the workplan specify timelines for the implementation of the HIV quality program?					
C) QUALITY PERFORMANCE MEASUREMENT	1	2	3	4	5
C.1. Were appropriate quality indicators selected in the HIV quality program?					
C.2. Did the HIV program routinely measure the quality of care?					
D) QUALITY IMPROVEMENT ACTIVITIES	1	2	3	4	5
D.1. Did the HIV program conduct quality projects to improve the quality of care?					
D.2. Were quality improvement teams formed to improve specific quality aspects?					
D.3. Are systems in place to sustain quality improvements?					
E) STAFF INVOLVEMENT	1	2	3	4	5
E.1. Is the staff routinely educated about quality?					
E.2. Does the HIV program routinely engage staff in quality program activities?					
E.3. Are consumers involved in quality-related activities?					
F) EVALUATION OF QUALITY PROGRAM	1	2	3	4	5
F.1. Is a process in place to evaluate the HIV quality program?					
F.2. Does the quality program integrate findings into future planning?					
G) CLINICAL INFORMATION SYSTEM	1	2	3	4	5
G.1. Does the HIV program have an information system in place to track patient care and measure quality?					
[SCALE: 1 = MIN 5 = MAX]					



Toolbox: Project Team Assessment Tool

EVALUATION QUESTION	INFORMATION NEEDED
GOAL ACHIEVEMENT	
To what extent did the improvement team meet its goal?	Comparison of the improvement project goal with: <ul style="list-style-type: none"> • Baseline data • Pilot test results • Follow-up measurement data
What resources were needed to achieve the goal?	<ul style="list-style-type: none"> • Number of team meetings • Frequency of team meetings • Length of meetings • Cost of project materials • Number of team members • Additional staff time/resources needed to sustain efforts
Can the goal be attained more efficiently?	<ul style="list-style-type: none"> • Comparison of expected vs. needed resources to achieve gain • Monitoring data on improvement indicators following project completion
INTERVENTIONS	
How effective were the changes over the short term?	<ul style="list-style-type: none"> • Statement regarding degree of goal achievement • Description of how the interventions helped the patients • Comments from staff implementing the interventions
How effective were the changes spread throughout the program?	Description of the extent to which the program or other parts of the organization were involved in the interventions (e.g., which staff; how they were involved; quality committee involvement; policy changes)
How responsive was the program to making these changes?	Staff attitude toward the intervention; reasons why favorable or unfavorable.
TEAMWORK	
Did the team composition help the achievement of the improvement objective?	Names of team members and disciplines/functions cross referenced with causal factors and staff attitude toward the interventions
Did team members have sufficient skill level in making quality improvements to direct their own efforts?	<ul style="list-style-type: none"> • Description of project results and the degree of goal achievement • Previous exposure and training in quality improvements • Degree of comfort with quality improvement tools
Did the team run effective meetings?	Team members' attendance and participation at meetings

Completing The Program Assessment

"Who evaluates the program?" is a key question. To ensure a range of perspectives, the quality committee and a cross-section of staff members and other stakeholders can complete the program assessment.

It is best to provide time for quality committee members to complete the assessment individually. Staff should also be invited to voice their assessment of the quality program, a simple survey for all staff members is an effective strategy to solicit their feedback. Upon completion of these assessments, convene a quality committee meeting to discuss the composite responses. Quality committee members should reach consensus about the findings and take appropriate actions.

During the process of evaluating the quality program, use the results of the quality program for future planning to shape an effective quality program and update the workplan.

Notes



Real-World Tip Plan For The Evaluation.

Consider the following ideas to evaluate your HIV quality program:

- Decide on the areas to evaluate first and then identify the information you need to collect.
- Reflect the needs of staff, patients and other stakeholders when designing the evaluation process and tools.
- Assign one or two quality committee members to draft the program evaluation tool.
- Dedicate a quality committee meeting to reviewing and discussing the evaluation findings.
- Keep the evaluation tool simple.
- Make your evaluation cycle coincide with funding cycle reporting.



Additional Resource

For guidance in teaching small groups about the basic activities required to evaluate an HIV quality program, see the HIVQUAL Group Learning Guide "Evaluation of Quality Program" exercise. The exercise could also be used to gear staff members up for their own evaluation cycle. You can download this publication at www.hivqual.org.

Evaluate Project Team Performance.

The purpose of project team evaluation is to assess how effectively project teams have succeeded in improving the delivery of care to HIV patients against the initial team charter. There are three main aspects to quality project evaluation: attainment of goals, effectiveness of interventions, and teamwork. Key questions to consider are:

- **Goal achievement.** To what extent did the improvement team meet its goal? Can the goal be attained more efficiently? Were the improvements sustained over time?
- **Interventions.** How effective were the changes? How effective were the changes spread throughout the program? How responsive was the program to making these changes? What did we learn?
- **Teamwork.** Did the team composition help the achievement of the improvement objective? Did team members have sufficient skill level in making quality improvements to direct their own efforts? Did the team run effective meetings?

Designing A Project Team Assessment Tool



Project teams can create or modify an existing assessment tool. The Toolbox on page 73 shows an example of how a facility could gather information to assess the three areas of goal achievement, interventions and teamwork.

Completing The Project Team Assessment

Sometime before the end of the project—often at the last team meeting—all members of the improvement team should complete the project team assessment.



The Toolbox on page 76 provides a modified version of a group interview technique that could be used to collect the evaluation information. It takes little time and displays information related to several of the questions listed in the Improvement Project Team Assessment Tool on page 73. The steps and instructions are written in an agenda format based on the assumption that it is a team meeting.

Many facilities find it helpful to gather feedback from consumers about how the interventions affect their HIV care. Ensuring input from those affected by the modified care system will provide a complete picture of the project work.

When the project assessment is complete, the improvement team should document the results and submit a copy to the quality committee. The quality committee can review and discuss all the project evaluation data and consider the impact for future planning.



The Toolbox on page 141 provides another approach for project teams to evaluate project team performance.



Toolbox: Agenda for Project Team Assessment

Date: October 22, 2005

Project team members present: John Waters, Michele Goss, Michael Sacks

Invited guests: Susan Rodrigues (Medical Director)

Purpose: To assess the effectiveness of the project team efforts

AGENDA	
TIME	ACTIVITY
5 minutes	Introduce the purpose of the meeting. Review the agenda.
30 minutes	<p>Discussion of project team performance.</p> <ol style="list-style-type: none"> 1. Brainstorm a list of factors that helped us achieve the goals of the project. 2. Brainstorm a list of factors that hindered us from achieving a higher performance. 3. For each list, identify the most significant factors by voting. 4. Re-write a new list with the factors that received the most votes. 5. Discuss each factor in greater detail.
30 minutes	<p>Make recommendations to the quality committee on the following:</p> <ul style="list-style-type: none"> • Future goal setting for this project. • Team effectiveness/efficiency for future teams. • Sustaining interventions.
5 minutes	Summarize and discuss next steps.

Learn From And Respond To Past Performance.

Evaluation results can help the quality committee to identify critical issues for future planning.

Reviewing Data

To maximize the lessons learned from evaluation data, the committee should review all program and project evaluation results and identify common themes or problems. Additional data (such as audit results or quality evaluations performed by external agencies) can be used to supplement the internal program and project evaluations and may help to identify future improvement opportunities.

Assessing Impact

In reviewing the data and linking them to overall program objectives, the quality committee assesses the impact on the HIV program and compiles a list of critical issues to be addressed during the upcoming annual planning process. The past performance of the quality management program can be used to learn lessons for future quality activities and how to best adapt the quality infrastructure. Those steps can include changes to the existing quality program by adapting annual goals and performance measures or changes to the annual workplan. It is critical to immediately take action while the evaluation results are still fresh in the minds of the quality committee.

Notes



Additional Resource

Review the HIVQUAL Group Learning Guide "Team Self Evaluation" exercise as it describes the important opportunity for teams to discuss the positive aspects of their group interactions along with the areas that need improvement. In this way, team members help to build a "template" for success for future team projects for their own evaluation cycle. You can download this publication at www.hivqual.org.

Strategize To Sustain The HIV Quality Program.

The key to sustaining the HIV-specific quality program over time is to make quality improvement an integral part of the program's daily activities. Taking appropriate actions to sustain the efforts of the quality committee helps to avoid the pitfall of 'taking two steps forward, one step back.'

The quality committee employs the following strategies:

- Clear lines of accountability
- Spread the ownership of the quality program
- Communicate program success
- Routinely assess quality program

Clear Lines Of Accountability

The quality committee maps a clear structure of the HIV quality program, including the staff's roles and responsibilities. Quality improvement activities are incorporated as part of everyone's job description and job expectations. This increases staff awareness and links them directly into the quality program.

Spread The Ownership Of The Quality Program

Quality activities should be embraced by every staff member in order for the HIV quality program to be sustained over time. Explain that all staff members are part of the quality management program and, in order to succeed, the quality program takes root through their involvement. The goals and ongoing activities of the quality program are routinely communicated with staff.

Communicate Program Success

The key messages about quality should be doggedly repeated over and over, and reinforced at every opportunity. Communicating successes of the HIV quality program widens the program's base of support. Techniques include:

- Develop a system for staff reward and recognition
- Champion staff through internal and external promotion of success stories
- Showcase successes visually in facility
- Exchange "best practices" with other HIV programs



Real-World Tip Broaden The Support For Quality.

Look for ways to create buy-in for ongoing quality of care improvements throughout the HIV facility:

- Identify patients who can provide testimonials about the effects interventions had on patient care.
- Routinely survey staff and consumers about their needs and review at the quality committee.
- Train all new staff members about quality improvement activities at the facility.
- Encourage staff members to become experts in quality improvement; publicly recognize their efforts.
- Involve staff in the decision-making and prioritization of future improvement goals.



Toolbox:

Tips for Different HIV Program Types

Recognizing different service delivery models for HIV care, the following table highlights how several delivery systems can evaluate the HIV-specific quality program.

SMALL HIV PROGRAMS

- Devote one quality committee meeting to evaluate the entire quality program since the same staff members participate on the quality committee and on project teams.
- Use pre-existing forms as much as possible (e.g., HIVQUAL Organizational Assessment Form – page 72) to facilitate evaluation process.
- Take advantage of the small size of the HIV program and plan future quality activities right away based on the evaluation results.

HIV NETWORKS

- Create assessment forms that are consistent across the network for the sake of comparison and peer-learning.
- Organize a special meeting with network representatives to assess the network performance including individual site performance; add measures to assess the performance of the entire network.

ADVANCED HIV PROGRAMS

- Present evaluation findings to the Consumer Advisory Committee and ask consumers for their input.
- Create a survey for all staff members to assess the quality program: Generate ideas for future quality management plans. Use findings to make adjustments to the quality management plan.

Routinely Assess Quality Program

To effectively know whether the HIV program meets its goals, the quality committee routinely assesses the overall performance of the quality program. To keep this strategy alive, it is important to:

- Re-assess performance at pre-established intervals
- Review evaluation data regularly
- Respond to the findings in an immediate and systematic manner

The Workbook describes in Project Step 6 on page 136 the details of how to sustain improvements made by quality improvement project teams.

Notes



Real-World Tip Incorporate Quality Into The Fabric Of The Facility.

The following strategies are helpful to sustain gains made by the quality committee:

- Make quality improvement part of staff members' job descriptions and expectations.
- Incorporate quality concepts into training of new staff members.
- Provide ongoing quality training opportunities for existing staff.
- Provide opportunities for all staff to participate in quality improvement projects.
- Incorporate best practices identified during quality projects into daily processes.
- Reward successes of quality activities.



Additional Resource

For guidance in teaching small groups about the importance of sustainability to an HIV quality program's long-term success and how to improve sustainability, see the HIVQUAL Group Learning Guide "Sustainability of Quality Program" exercise. The exercise could also be used to document practical ideas for improving your program's sustainability. You can download this publication at www.hivqual.org.