

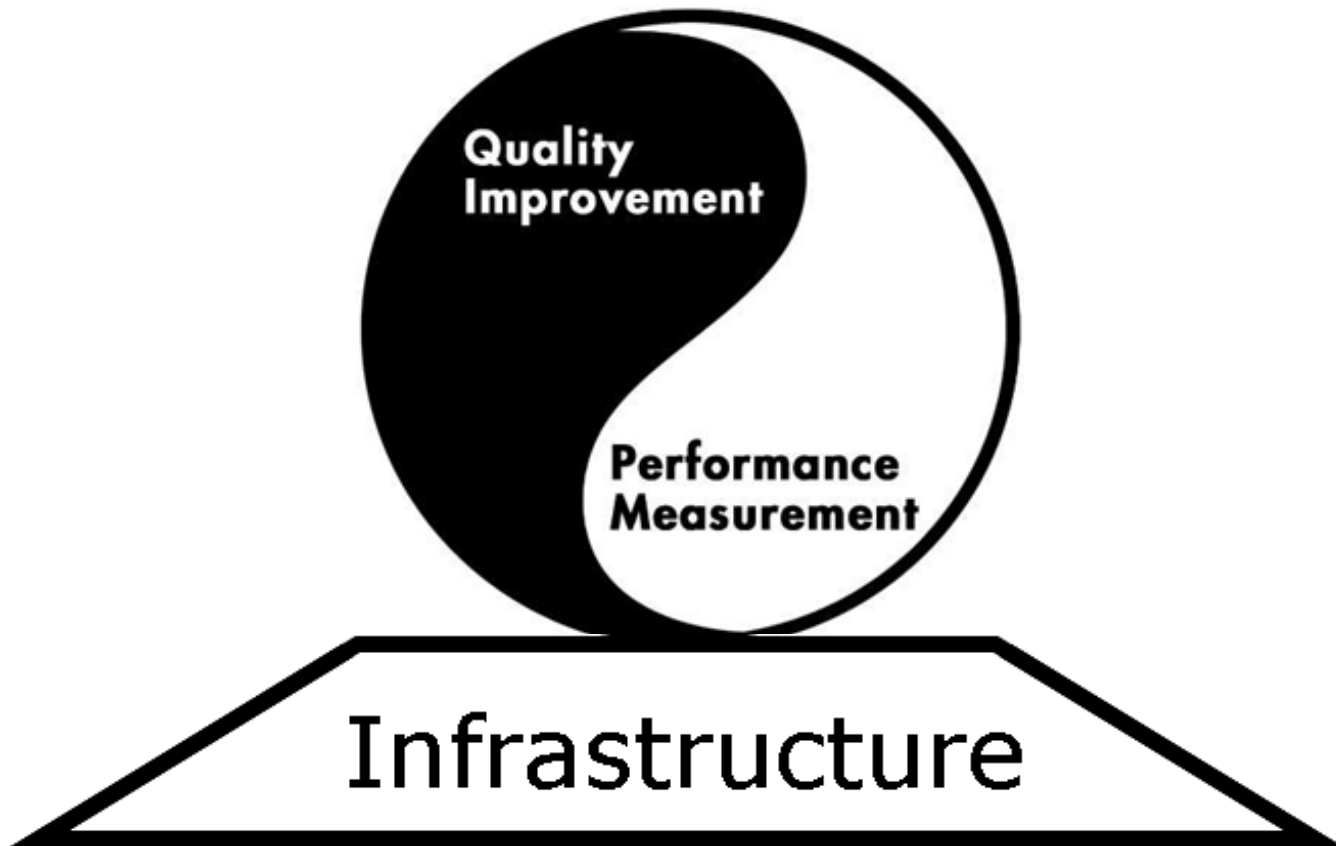


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Overview of Quality: Quality Management Program Elements – QM Committee

Quality Improvement Activities are Supported by a Quality Infrastructure



The Quality Management Committee:

- Builds the HIV program's capacity and capability for quality improvement.
- Involves program leaders and other key staff to cement their personal commitment to quality.
- In a large organization, links the HIV quality program with the organization's overall quality program.

Responsibilities of the Quality Management Committee

- Strategic planning
- Facilitating innovation and change
- Providing guidance and reassurance
- Allocating resources
- Establishing a common culture

Tips for Success

- Select a chair who will be the quality program's champion
- Build a cross-functional group: draw from different service areas in the program
- Include individuals who have influence and can get things done
- Start small: recruit those most critical to the program's success
- Include consumers

Quality Program Assessment Tool

- Title-specific Organizational Assessment Tools to assess the HIV-specific quality program.
- Benefits of using these tools include:
 - increased inter-rater reliability due to standardized scoring tools
 - allowing for comparisons over time
 - comparisons with other HIV programs

Quality Program Assessment Tool

- Available for each Title
- Series of key questions to assess quality plan, quality infrastructure, performance measurement, staff/consumer involvement and quality activities
- Scoring instrument from 0 (rudimentary) to 5 (advanced)
- Written scoring instructions

NQC Title I Quality Management Program Assessment Tool

EMA: _____
 Contact Person: _____
 Address: _____
 City: _____ State: _____ Zip Code: _____
 Phone: _____ Fax: _____ Email: _____

Quality Management Plan					
A.1. Is a comprehensive HIV-specific, EMA-wide quality management plan in place with clear definitions of leadership, Title I roles, resources and accountability?					
Score 0	Score 1	Score 2	Score 3	Score 4	Score 5
Score 0	Title I program has no or minimal written quality plan in place; if any in existence, written plan does not reflect current day-to-day operations.				
Score 1	Title I program has only loosely outlined a quality management plan; written plan reflects only in part current day-to-day operations.				
Score 2					
Score 3	A written EMA-wide quality management plan is developed describing the quality infrastructure, frequency of meetings, indication of leadership and objectives; the quality plan is shared with staff; the quality plan is reviewed and revised at least annually; some areas of detail and integration are not present.				
Score 4					
Score 5	A comprehensive and detailed HIV-specific, citywide quality management plan is developed/refined, with a clear indication of responsibilities and accountability, quality committee infrastructure, outline of performance measurement strategies, and elaboration of processes for ongoing evaluation and assessment; engagement of other department representatives is described; quality plan fits within the framework of other citywide QI/QA activities; staff and providers are aware of the plan and are involved in reviewing and updating the plan.				
Comment:					



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Overview of Quality: Quality Management Program Elements – QM Plan

Quality Management Plan

A quality management plan is a **written document that outlines the grantee-wide HIV quality program**, including a clear indication of responsibilities and accountability, performance measurement strategies and goals, and elaboration of processes for ongoing evaluation and assessment of the program.

Elements of a Quality Management Plan

1. Quality statement
2. Quality infrastructure
3. Performance measurement
4. Annual quality goals
5. Engagement of stakeholders
6. Evaluation

Tips for the Quality Statement

- Be brief
- Be visionary
- Include internal and external expectations
- Make references to Ryan White legislative requirements on quality management

Tips for the Quality Infrastructure

3 to 5 pages

Job functions

All stakeholders

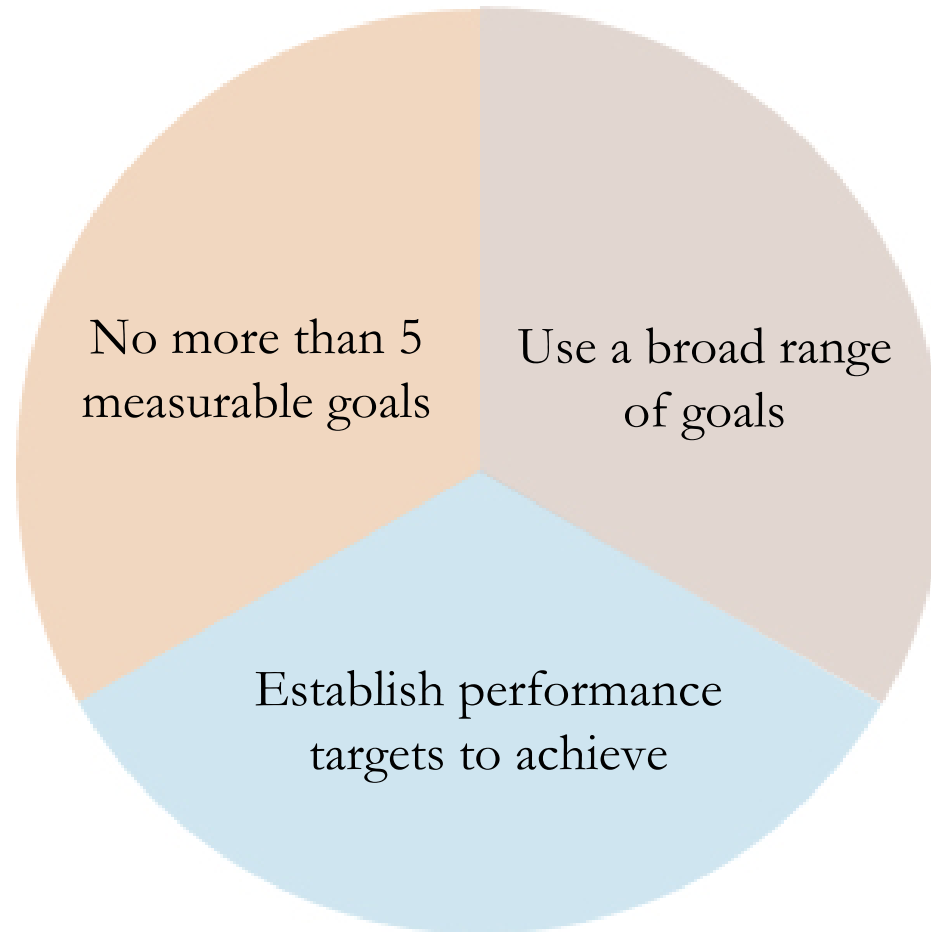
List linkages

Tips for Performance Measurement



- Develop quality indicators
 - relevance
 - measurability
 - accuracy
 - improvability
- Include a portfolio of process
- Who, When & How
- Reporting strategies

Tips for Annual Quality Goals



Tips for Engagement of Stakeholders

- Outline internal and external stakeholder functions/responsibilities
- Include
 - Providers
 - Consumers
 - Subgrantees
 - other Ryan White CARE Act Titles
- List proposed training opportunities

Tips for Evaluation

- Detail when and who is performing the evaluation
- Compare annual quality goals with year-end results
- Use findings to plan next year's activities; learn and respond from past performance
- Routinely use organizational assessment tools

TA Resource: Quality Management Plan Checklist

Checklist for the review of an HIV-specific Quality Management Plan:

<http://www.ihl.org/IHI/Topics/HIVAIDS/HIVDiseaseGeneral/Tools/HIVSpecificQMPlanReviewChecklist.htm>

Checklist for the Review of an HIV-Specific Quality Management Plan

Grantee: _____

Date: _____

How to use this checklist:

A Quality Management (QM) Plan defines a quality program's strategic direction and provides a blueprint for upcoming improvement activities for the HIV program.

While there is no universal "how-to" template for creating a quality management plan, this document outlines the basic domains that should be covered in each plan: Quality statement, Quality improvement infrastructure, Quality Plan implementation, Performance measurement, Annual quality goals, Participation of stakeholders, Evaluation, Capacity Building, Process to update the Plan, and Communication.

This checklist has been created to assist those who are: 1) working with grantees to develop an HIV-specific Quality Management (QM) Plan; and/or 2) reviewing a QM Plan for completeness. Keep in mind that this checklist should be used as a reference and assessment tool and that the most important step is to get started.

Definition of terms:

The term **Quality Management Program** encompasses all systematic and continuous quality processes, including the formal organizational quality infrastructure and quality improvement related activities, consistent with other QI and QA programs with identified leadership, accountability and resources to develop a strategy for using and measuring data to determine progress toward evidence-based benchmarks with a focus on linkages and provider and client expectations using data collection practices to ensure that goals are accomplished and result in improved outcomes.

Quality Management Plan is a written document that outlines how the quality management program will be implemented, including a clear indication of responsibilities and accountability, performance measurement strategies and goals, and elaboration of processes for ongoing evaluation and assessment of the program.

Domain in QM Plan	Description	✓ - Comments
Quality statement	<ul style="list-style-type: none"> Provides brief purpose describing the end goal of the HIV quality program and a shared vision to which all other activities are directed, assume an ideal world and ask yourselves, "What do we want to be for our patients and our community?" 	
Quality infrastructure	<p>The quality infrastructure includes the following elements:</p> <ul style="list-style-type: none"> Leadership: Identifies who is responsible for the quality management initiatives. Quality committee(s) structure: Documents who serves on the quality committee, who chairs the committee, and who coordinates the QM activities. Roles and Responsibilities: Defines all key persons, organizations, and major stakeholders and clarifies their expectations for the quality management program. Resources: Identifies the resources for the QM program. 	
QM Plan implementation	<ul style="list-style-type: none"> Specifies timelines for implementation to accomplish those goals – workplan Specifies accountability for implementation steps Provides milestones and associated measurable implementation objectives 	

Elements include:

- Quality statement
- Quality infrastructure
- QM Plan implementation
- Performance measurement
- Annual quality goals
- Engagement of stakeholders
- Evaluation
- Capacity Building
- Process to update QM Plan
- Communication
- Formatting



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Overview of Quality: Quality Management Program Elements – QI Team

Teams Outperform Individuals When

- The task is complex
- Creativity is needed
- The path forward is unclear
- More efficient use of resources is required
- Fast learning is necessary
- High commitment is desirable
- The implementation of a plan requires the commitment of others
- The task or process is cross-functional

Peter Scholtes et al., The Team Handbook.

What Do Teams Need to Succeed?

- Clearly defined goals
- Well defined parameters
- Easily communicate within the organization
- Necessary knowledge and skills
- Accomplish tasks - how?

Scholtes et al., The Team Handbook

Team Roles



- Leader
- Facilitator
- Member
- Timekeeper
- Recorder

Team Responsibilities

- **Leader:** first among equals; guides the team and represents its work
- **Facilitator:** coach, helps keep things working well
- **Member:** equal participant, provides information and helps make good decisions
- **Timekeeper** and **Recorder:** rotating roles to help with meetings and record-keeping

Real World Tips: Making the Team

- Include at least one member of the HIV quality committee on your project team
- Choose an experienced facilitator
- Include a consumer
- Take participant interests into account when assigning tasks or projects

Teams Grow and Develop Over Time

- **Forming:** getting to know each other. Teams will be cautious and polite
- **Storming:** it's starting to get real. Team members will protect their point of view
- **Norming:** beginning to trust each other. Teams will begin to cohere and really work together
- **Performing:** progress! And team satisfaction

Teams Work Best When



- Limited to 5 or 6 members
- Members can meet without logistical headaches
- Meetings are on target and succinct
- Meetings have a clear agenda
- Notes are kept and reviewed