

## Quality Improvement Project

# DHSP IQI Training Campaign

March 2017 – October 2018

Marcy Fenton, MS, RDN

Division of HIV and STD Programs

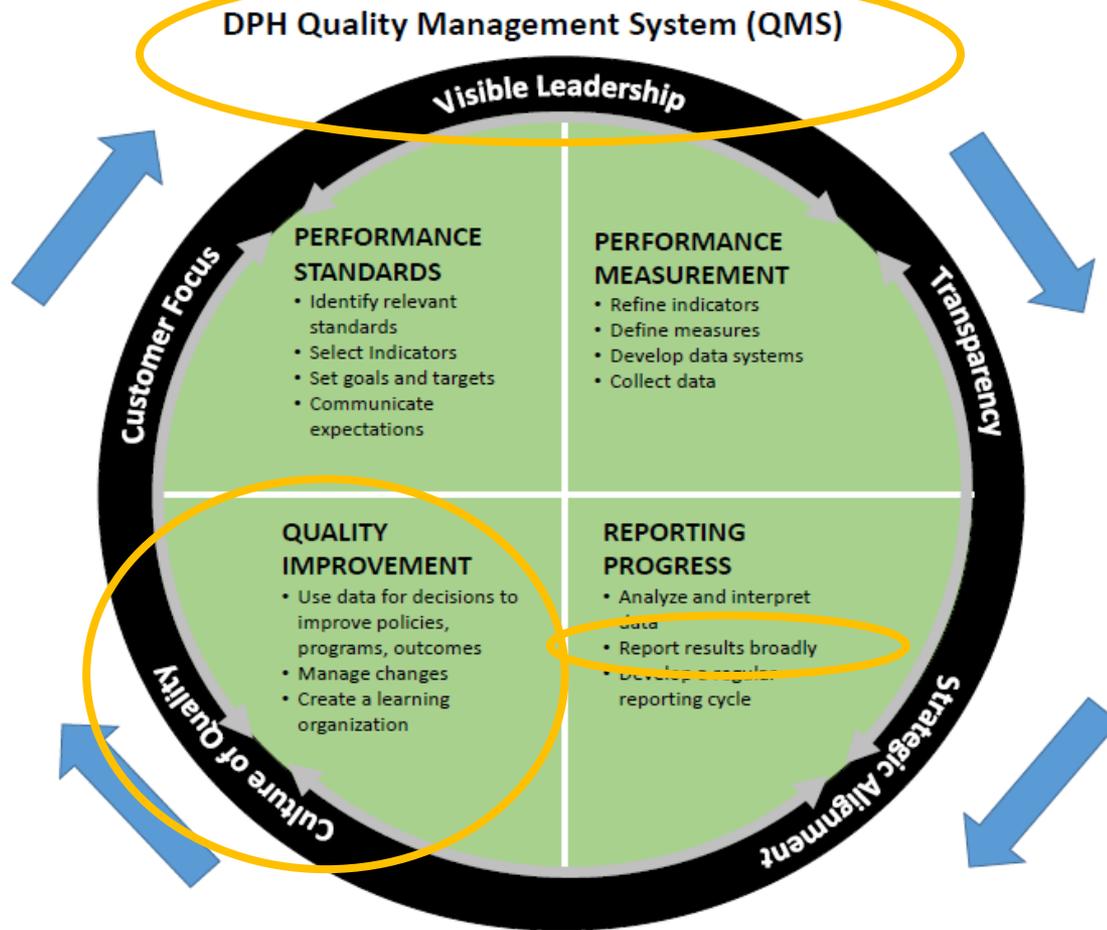
QI Summit

February 7, 2019

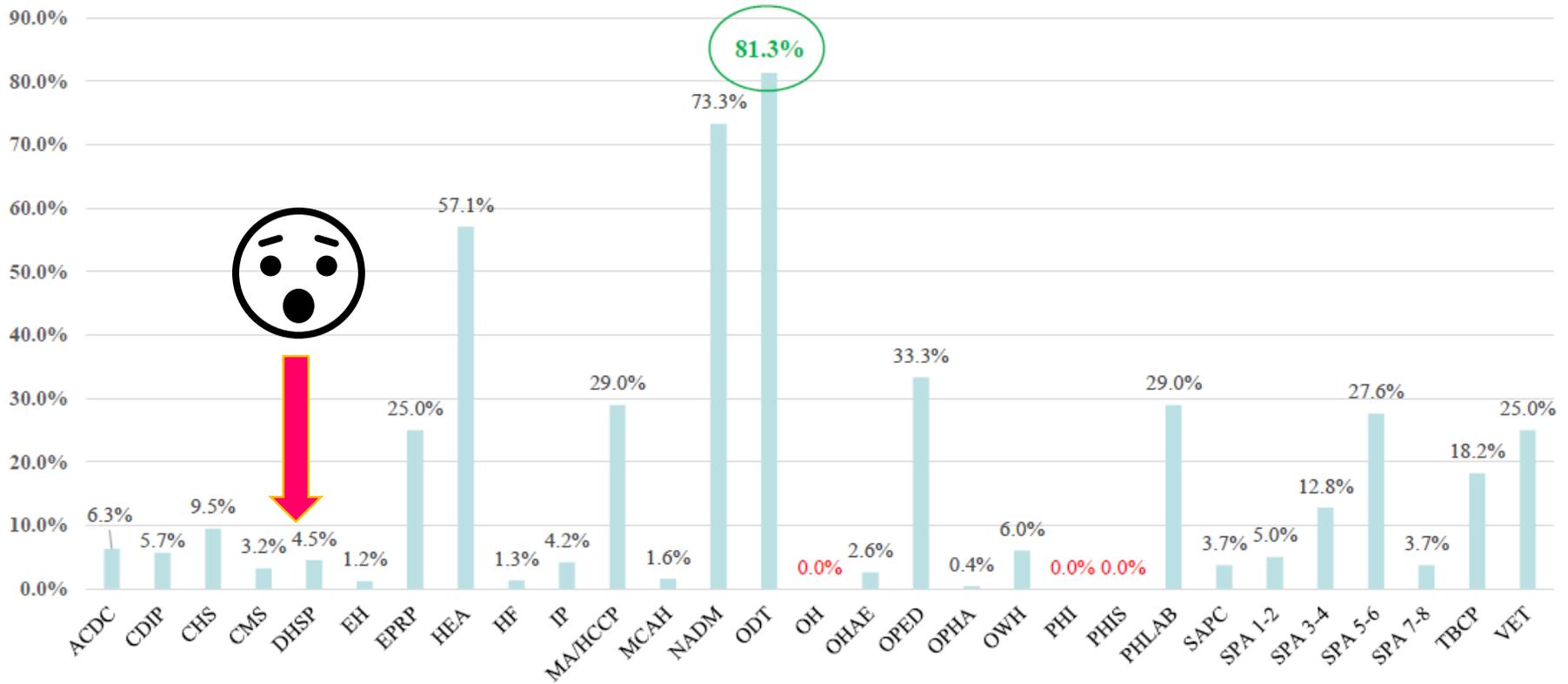


# PLAN: The Problem

## How did you know this was a problem?



# Program with Highest Percentage taking the Introduction to QI Module



Denominator = 3,755 (Number of staff reported by program in the Report Card FY 2014-2015)

**FY 2014-15**

**2016 QI Summit**



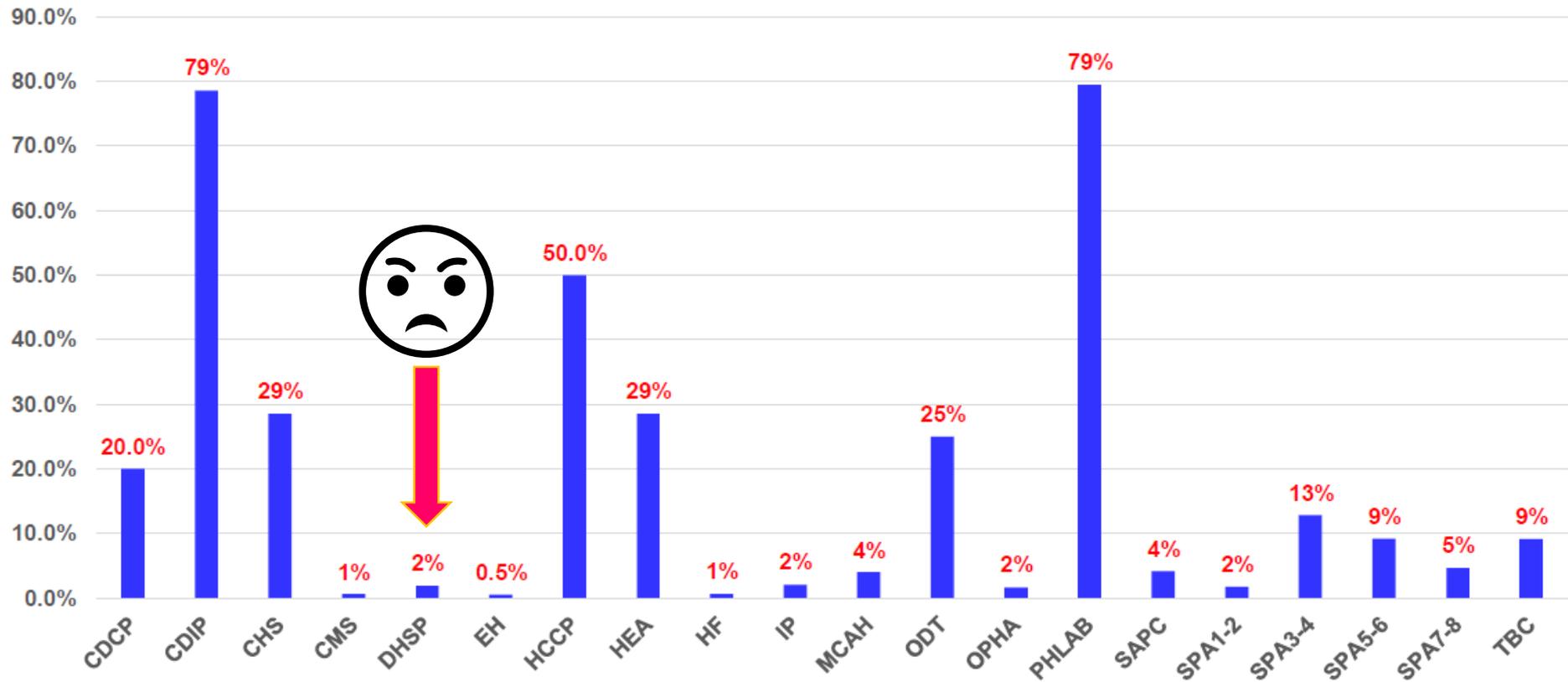
Fall 2016

*STUDY*  
Check the Results

By **August 31, 2016, 77%** of the DCDIP had successfully completed the training !



# Program with Highest Percentage taking the Introduction to QI Module



Denominator = 3,755 (Number of staff reported by program in the Report Card FY 2015-2016)

**FY 2015-16**

**2017 QI Summit**



**Chaos**

**Outreach /  
Inform**

**Consult**

**Involve**

**Collaborate**

**Shared  
Leadership**

Welcome to...

Introduction to  
**QUALITY IMPROVEMENT**  
in PUBLIC HEALTH

Los Angeles County | Department of  
Quality Improvement

**1** →



Define quality and quality improvement (QI) in public health

**2** →



Understand the structure and framework for QI and performance improvement within the Department of Public Health (DPH)

**3** →



List and describe the benefits of QI at the individual, program, and organization level

**4** →



Understand your individual role in quality improvement

# *PLAN: The Problem*

## How did you decide to measure this problem?

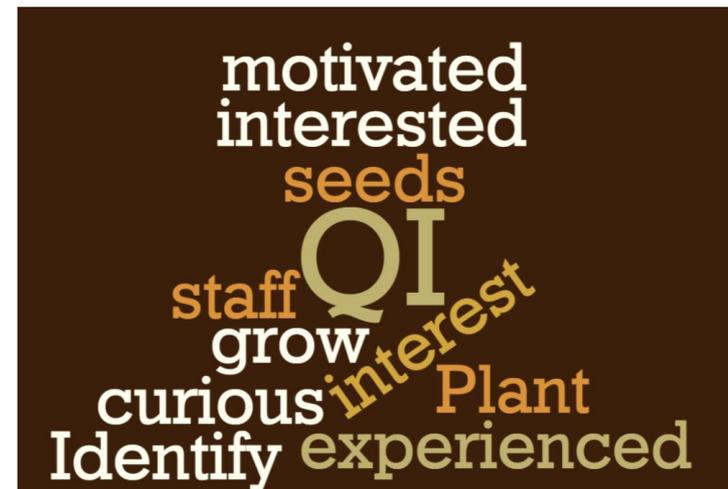
- QIAP had already provided us our
  - **Measure:** % of DHSP Staff completing IQI Training
  - **N** = DHSP staff members completing the training (Learning Net)
  - **D** = total number of DHSP Staff (DHSP HR liaison)
  - **Baseline** data
  - **Comparative** data for other DPH programs
- Our **Goal:** 75% by June 30, 2018
- **BUT...**



# PLAN: The Problem

## Measuring % Completion: Not Enough!

- We wanted to know...
  - Was there learning?
  - Who was:
    - QI curious?
    - QI interested?
    - QI experienced?
    - QI motivated?
  - Could we plant & grow QI seeds?



- **We needed a post-IQI Training survey**



# *PLAN*- Assemble the Team

**QI Specialists**

**+**

**QIPS Unit Leader**

**=**

**QIWG**

## **Quality Improvement Specialists**

- Mi Suk Harlan, MSPH
- Dolores Chuck, RN, PHN
- Alyson Del Poso, RN, PHN
- Marcy Fenton, MS, RDN

## **Quality Improvement Program Support Unit Leader**

- Lisa Klein, RN, MSN, CPHQ

## **Quality Improvement Work Group**

- Monthly Meetings
  - 1<sup>st</sup> W/month: Post QIT Meetings
  - Additional 2-6 /month: w QI Project



# *PLAN*- Examine the Current Approach

- DHSP leaders develop & implement plans to improve programs
- Few efforts aimed at:
  - Improving organizational workflow
  - Internal systems and processes
  - Structure and/or procedures communicating QI initiatives
  - Documentation related to the use of recognized quality improvement methods or tools



# *PLAN*- Strategies Identified

- Marketing strategies to get DHSP staff to take the IQI Training & Post IQI Training Survey
  - Incentives - Raffles
  - Publicity - Email messages, flyers
- Leadership
  - Buy-in
  - Encouragement
  - Raffle prizes

*Leadership Buy-in*

- quick presentation to DHSP
- supervisors below per to get line
- Sr. leaders a pilot group: why, why, why
- middle managers
- Karen to assist with
- Draft a letter from Mar
- Content implications

*KS*

**Marcy Fenton**

From: Marcy Fenton  
 Sent: Thursday, March 29, 2018 2:59 PM  
 To: DPH-DHSP, Distribution  
 Cc: Lisa Klein, Dolores Chuck  
 Subject: IQI Training Campaign

Dear DHSP Staff –

**With full support of the DHS**  
 Clinical Quality Management  
 Quality Improvement and Program Support Unit  
 Invites **YOU** to participate in the **Introduction to Quality Improvement in Put (IQI Training)**  
 DHSP's 2017-18 Quality Improvement Campaign

**Objective:** > Increase DHSP staff IQI knowledge  
**Who:** > All DHSP staff (permanent and temporary)  
**When:** > By June 29, 2018

**Do:** 1. Complete Introduction to Quality Improvement on the [Learning List](#)  
 2. Email your IQI Training certificate  
 3. Complete a brief 10-question survey  
**Target:** > 75% of DHSP staff (baseline)

**What if?** > If you already completed the survey, please thank you, and ask you to:  
 1. Submit your IQI Training certificate to [mfenton@lacoounty.gov](mailto:mfenton@lacoounty.gov)  
 2. Complete a brief 10-question survey

**BOUNUS!**  
 A special **Thank you!**  
 All participants, who complete the IQI Training and its Post Survey in this campaign, can enter to win 1 of 6 raffle prizes in monthly drawings. You must complete BOTH by June 29<sup>th</sup>.  
 → The sooner entered, the more winning chances you have ←

Thank you!  
 Quality Improvement and Program Support Unit

did  
**YOU**  
 do your  
**IQI Training**  
 ???

[Learningnet.lacounty.gov](http://learningnet.lacounty.gov)  
**#00351026**  
<https://www.surveymonkey.com/r/R8DK9XS>  
 More information:  
 Dolores Chuck x8024 or Marcy Fenton x8063

# *PLAN*

## Aim Statement:

If we implement marketing strategies that enable and motivate DHSP staff to complete the DPH Introduction to Quality Improvement in Public Health Training by June 30, 2018, then the potential number of DHSP staff that understand and use QI tools to collaborate on QI projects will increase from 6.3% baseline to 75% target goal by 6/30/2018.



# DO- Strategy Implemented: How?

- Quick Guide to QI Projects
  - Guided plan & project
- Gantt Chart
  - Organized tasks
  - Coordinated assignments
  - Timeline & due dates

Quick Guide to Quality Improvement (QI) Projects

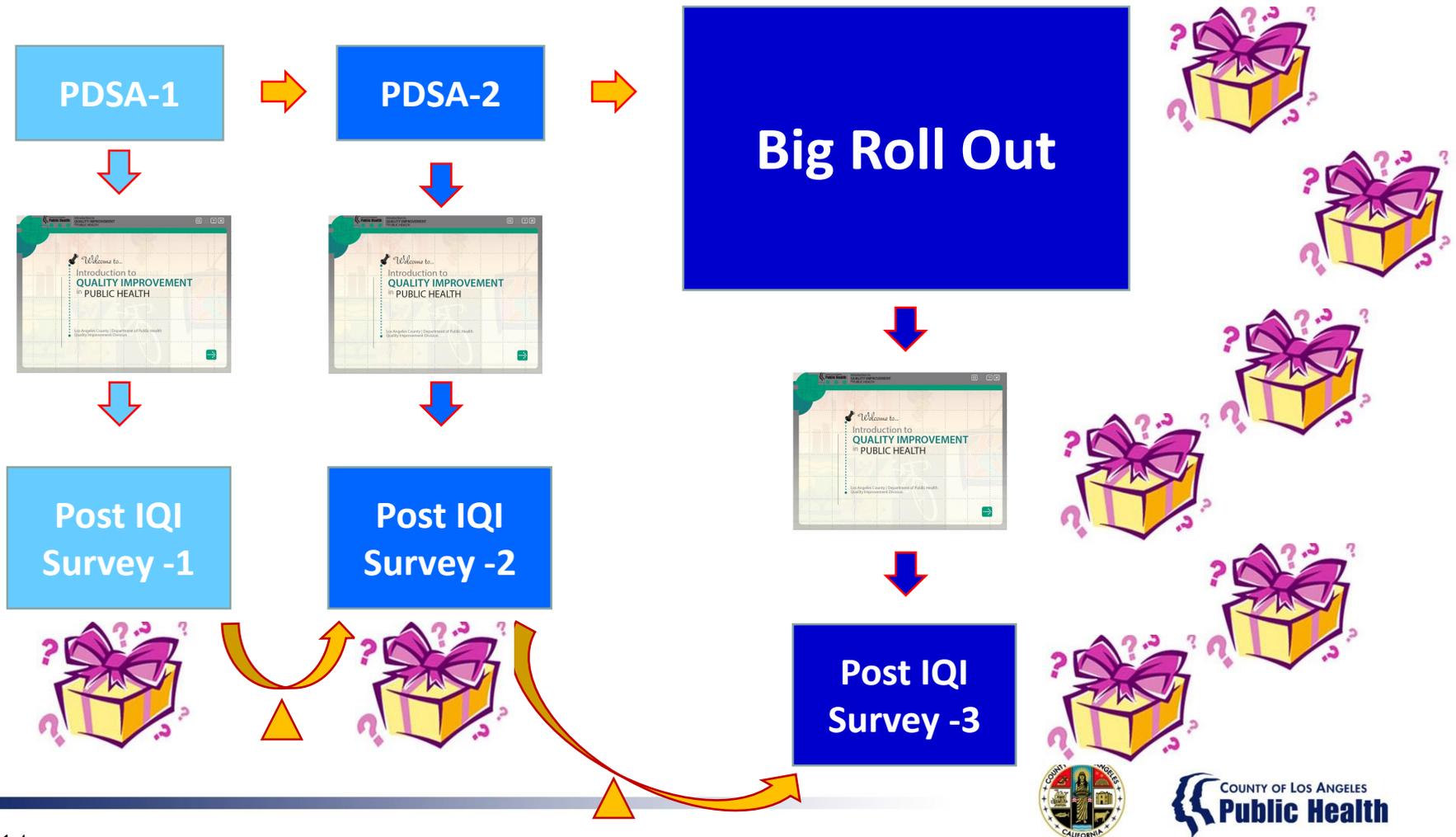
STEPS	KEY ELEMENTS	QI TOOLS TO CONSIDER	Date task started	Date task completed	1-Jul	1-Aug	1-Sep	18-Sep	21-Sep	15-Oct		
PLAN	1. Get Started	<ul style="list-style-type: none"> <li>Identify areas or opportunities for improvement</li> <li>Pick one area for a QI project. (Prioritize areas first, if needed.)</li> </ul>										
	2. Assemble the Team	<ul style="list-style-type: none"> <li>Assemble team members</li> <li>Identify roles &amp; responsibilities</li> <li>Establish timelines</li> <li>Develop "AIM Statement." (What are we trying to accomplish?) Revise Aim statement as needed.</li> </ul>										
	3. Examine the Current Approach/ Define the Problem	<ul style="list-style-type: none"> <li>Describe the current process or approach</li> <li>Collect baseline data to understand the approach</li> <li>Examine the data</li> <li>Determine root cause(s) of problem</li> </ul>										
	4. & 5. Identify Potential Solutions and Develop an Improvement Theory	<ul style="list-style-type: none"> <li>Revisit AIM statements</li> <li>Identify potential solutions</li> <li>Select a strategy to test</li> <li>Develop a theory for change</li> <li>What effect is the problem?</li> </ul>										
DO	6. Test the Theory	<ul style="list-style-type: none"> <li>Develop an action plan</li> <li>What will be tested?</li> <li>What data will be collected?</li> <li>Carry out the test</li> <li>Collect data to determine if the theory is correct</li> <li>Document results</li> </ul>	<b>PHASE I - PLANNING</b>									
			1 ID problem/formulate AIM statement	8/2/17	8/23/17							
			2 Develop QI Project Plan	8/2/17	8/23/17							
			3 Develop a formula of measure	8/2/17	8/23/17							
			4 Develop survey questionnaire- draft, review, test	9/6/17	10/23/17							
			5 QIAP project approval & F/u	8/2/17	9/6/17							
			6 DHSP Exec staff buy-in, approval	9/6/17	9/6/17							
			7 Compose roll-out announcement	9/6/17	10/14/17							
			8 Draft to final raffle rules	9/6/17	10/23/17							
			9 Construct Gantt chart	9/6/17	10/26/17							
			10 Construct survey monkey w/ finalized post-training survey- draft, review, test	9/6/17	10/23/17							
			11 Create tool to log-in participants	10/27/17	10/27/17							
			12 Compose email reminders	10/26/17	10/26/17							
			13 Design flyer to be posted	9/6/17	10/18/17							
			14 Secure raffle prizes	9/6/17	11/8/17							
15 DPH Quarterly status Report	10/13/17	11/8/17										
STUDY	7. Study the Results	<ul style="list-style-type: none"> <li>Determine if the test was successful</li> <li>Compare results to SMART goal. Was it achieved?</li> <li>Determine if the test was successful under other conditions</li> <li>Describe and report</li> </ul>	<b>PHASE II - PDSA GROUP 1</b>									
			<b>PHASE II - PDSA GROUP 2</b>									
			1 PDSA group announcement and flyer, sent out	11/27/17	11/27/17							
			2 Project email reminder	2/12/18	2/12/18							
			3 Check Learning Net, collect data	12/15/17	12/15/17							
			4 Record participants and raffle entries	12/15/17	12/15/17							
			5 Draw raffle winner and notify winner	3/9/18	3/22/18							
			6 Draw raffle winner and notify winner	2/9/18	2/9/18							
			7 Draw raffle winner and notify winner	3/27/18	3/27/18							
			8 Draw raffle winner and notify winner	3/27/18	3/27/18							

For page numbers, refer to the Public Health

LAC DPH | July 2017 | v.2



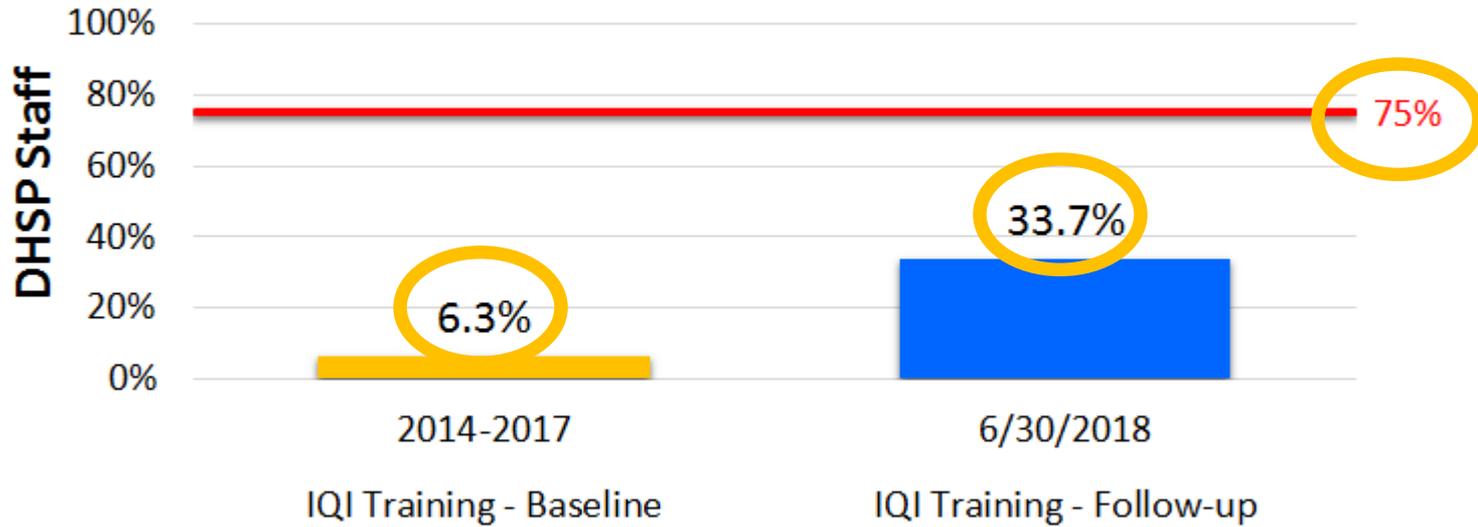
# Do-Study-Adjust → Do-Study-Adjust → Do-Study-Adjust → Do-Study-Adjust → Do-Study-Adjust







# DHSP IQI Training Campaign Results Overview



Total Staff: Approx.  
350

## Completed By Staff

— Completion Goal

↑ 435%

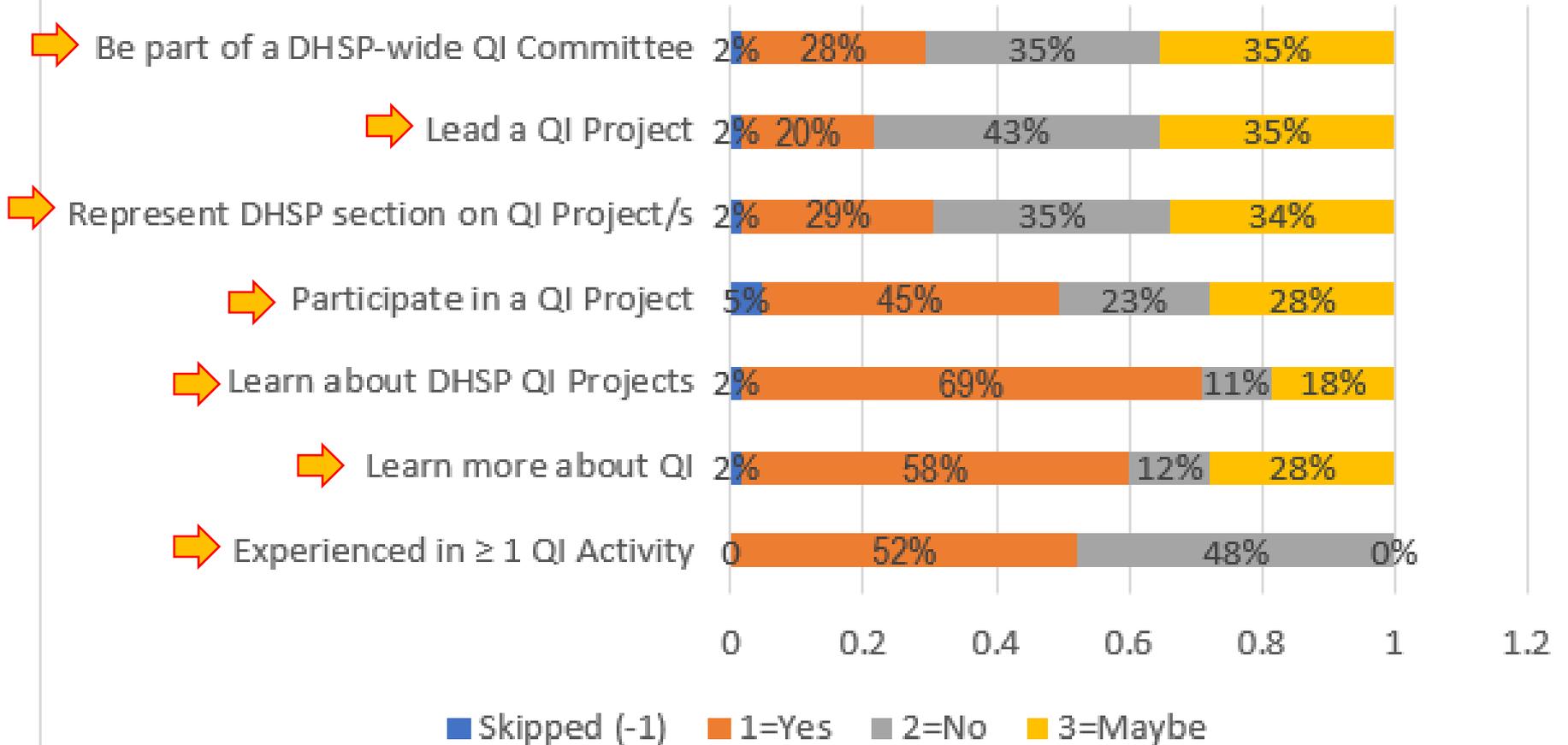


# Average Self-Rated QI Knowledge Pre & Post IQI Training



Pre-Post Improvement: 62.4%

## DHSP Staff Interest in QI & QI Activities



# ACT- To Standardize or Not?

Adopt? Adapt? Abandon?

- **ADAPT!**

1. Inform DHSP leadership of results
2. Recommend IQI Training is mandatory
  - Current staff
  - New hires
3. Recognize, encourage, integrate QI interested DHSP staff



<b>Division/ Program:</b>	Division of HIV and STD Programs
<b>Project Title:</b>	IQI Training Campaign
<b>Project Timeline:</b>	March 2017 to October 2018
<b>QI Specialist(s):</b>	Marcy Fenton, Lisa Klein, Mi Suk Harlan, Dolores Chuck & Alyson Del Poso

### 1. Getting Started

The Division of HIV and STD Programs (DHSP) Quality Improvement (QI) Specialists attended the Department of Public Health's (DPH) 2017 Annual Quality Improvement Summit and were disappointed to learn that compared to all DPH programs' staff completion of the Introduction to Quality Improvement (IQI) in Public Health, a Learning Net training module, DHSP scored low (6.3%).

### 2. Assemble the Team

DHSP's QI specialists initiated this QI project in their monthly Quality Improvement Working Group (QIWG) meetings.

### 3. Define the Problem / AIM Statement

QIWG recognized the need to increase the number and diversity of DHSP staff that understand and use quality improvement tools to collaborate on QI projects to improve our programs' performance and positively impact its outcomes. This would contribute to meeting the Public Health Accreditation Board's Standard 9.2. Our aim was to increase the total number of DHSP staff who completed the IQI Training to at least 75% by June 30, 2018.

### 4. Examine the Current Approach

No structures, policies or procedures were in place to encourage DHSP staff QI education, use QI tools, or share results of QI initiatives. As of June 30, 2016, only 6.3% of over 300 DHSP staff had completed the IQI Training since rollout in Fall 2014.

### 5. Identify Potential Solutions

QIWG brainstormed how to build a campaign to encourage, incentivize, and celebrate completing the IQI Training. A post IQI Training survey would allow staff to give us feedback, and self-identify their motivation to complete the training, changes in QI knowledge, interest in learning more about QI and future participation in QI projects. A raffle for those that completed the IQI Training, the survey, and entered, could be a big motivator.

### 6. PLAN

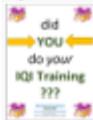
DHSP's QIWG reviewed QI tools and planned to use the Quick Guide to QI Projects and create a Gantt Chart to develop the QI plan & project. A formal plan needed approval by Quality Improvement and Accreditation Program (QIAP), as well as access to the Learning Net to verify training completion. Planning for the execution of the IQI Training Campaign, i.e., tests of change (PDSAs), the larger all staff rollout, and post-IQI training survey, required DHSP leadership buy-in, marketing strategies, raffle details & rules, data collection tools using Excel worksheets and codebook for evaluation, and other tasks. Raffle eligibility required staff to (1) complete the IQI Training, (2) complete the post IQI Training survey and (3) raffle entry.

### 7. DO

QIWG used the Quick Guide to QI Projects to develop the QI plan & project, and created a Gantt Chart that became the Campaign's backbone for planning, doing, evaluating & modifying details, processes, timeliness, etc. QIWG submitted a QI Project Plan to QIAP



for feedback and approval. A Performance Improvement Project Plan Summary was presented to DHSP Leadership, which in addition to granting QIWG permission to proceed with the IQI Training Campaign, donated Walmart gift cards for raffle prizes. Access and support was obtained from DPH's Organizational Development & Training to verify IQI Training completion from Learning Net. The raffle required ongoing thinking,



flowcharts, etc. to identify barriers & choose solutions. The post IQI-Training survey was constructed on SurveyMonkey & modified in response to feedback. Periodic mass announcements via email and posters were made to promote the IQI Training Campaign & celebrate raffle winners. QIWG routinely evaluated results and processes.

### 8. STUDY

While the number of DHSP staff who completed the IQI Training increased by 435% from the baseline, the goal that 75% of all staff would have completed the IQI Training by June 30, 2018 was not reached. The post-IQI Training survey found DHSP staff respondents' self-rated (0-100) increase of QI knowledge averaged 33.7 points. Over half of survey respondents indicated some experience in QI activities and further interest to learn and/or participate in QI activities in their units and DHSP-wide.



### 9. ACT

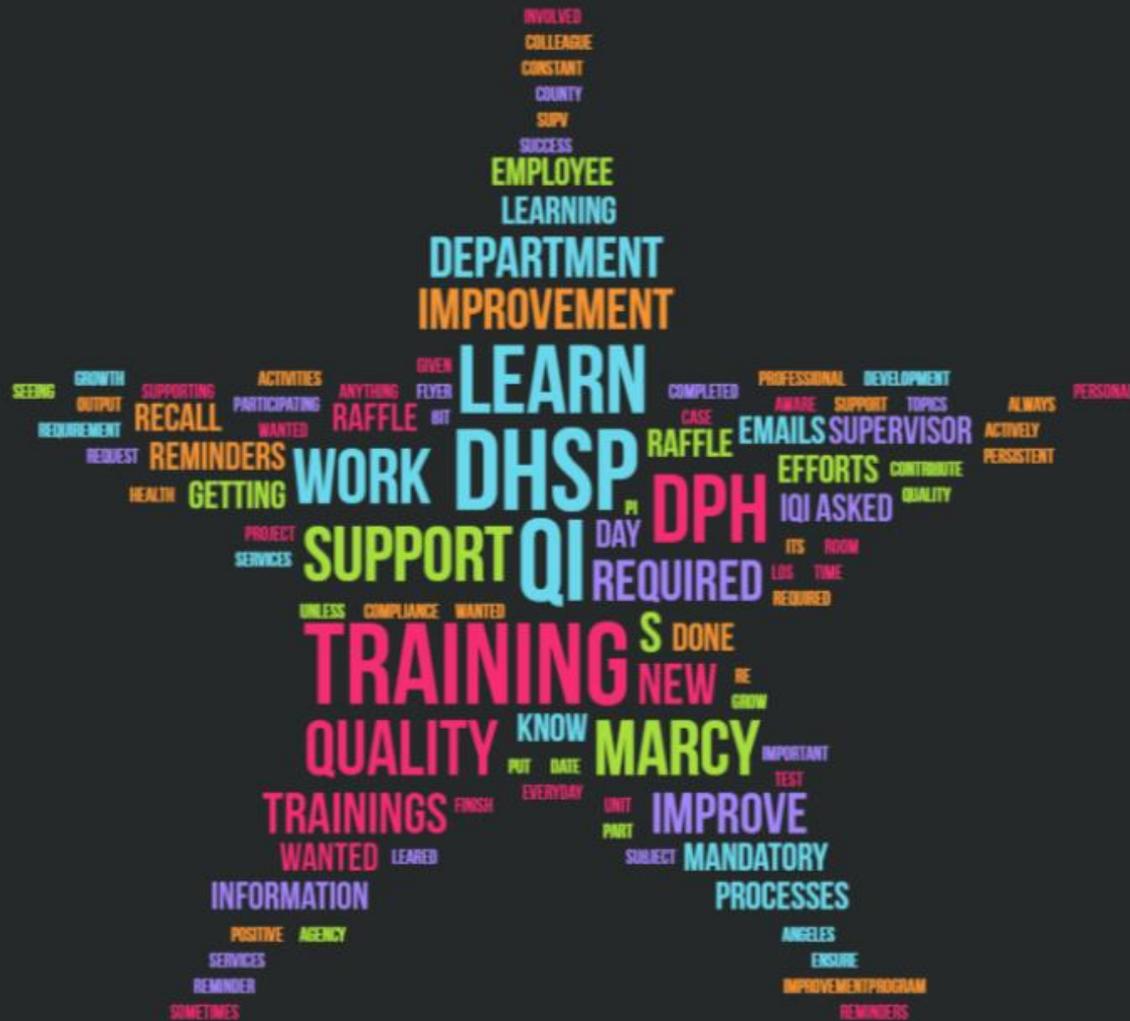
IQI Training will be adapted. QIWG will communicate to DHSP leadership the campaign results and recommend that the IQI Training be made mandatory to existing and newly hired DHSP staff. QIWG plans to recognize, encourage &/or integrate DHSP staff interested in QI.

# DHSP IQ Training Campaign

3/2017-10/2018

# Storyboard





“What was your greatest motivation for completing the IQI Training?”

# Acknowledgements

Mi Suk Harlan  
Dolores Chuck  
Alyson Del Poso  
Lisa Klein  
Becca Cohen  
James Saavedra  
DHSP Leadership  
Monica Moreno

Karen Swanson  
Joseph Truong  
Donna Sze  
Zena Yusuf  
Ernesto Hinojos  
Ken Kramer



**Thank You**

**Questions?**  
**Comments?**  
**Inspirations?**

