



**CMS Quality**

**CONFERENCE 2018**

*Advancing Patient-Centered Care*

# Partnership for Patients (PfP) 2.0 Stakeholder Interview Findings: Impacts, Strengths, Limitations, and Lessons Learned

February 12, 2018

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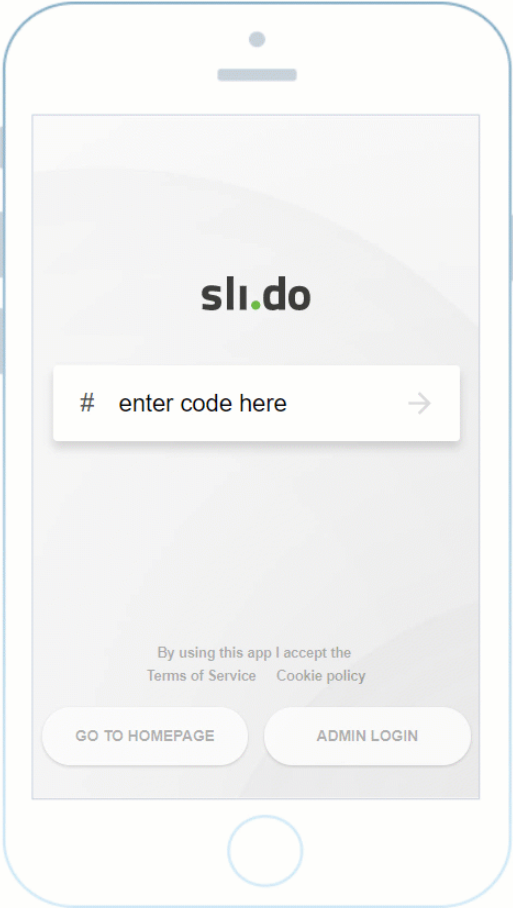
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*Econometrica, Inc.*  
*PfP 2.0 Project Manager*



# How Can You Use This Session?

- Which Hospital Engagement Network (HEN) practice was most exciting to me?
- What techniques will I focus on to enhance my quality improvement practice?
- What action will I take this week based on the stories I have heard here?



# Agenda

Introduction.

The Foundations of Providing Quality Improvement Technical Assistance.

- Focus on What Matters.
- Meet Your Audience Where They Are.
- Create a Culture of Constant Improvement.

Key Elements of Engaging People in Technical Assistance for Quality Improvement.

Conclusions.

Questions and Discussion.





# Introduction

# Who Is in the Room?

Enter your title into the first question. We will watch the word cloud be created on the spot.

Next, tell us which Federal contract and type of organization you are associated with.



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# Our Experience and Research

**Econometrica, Inc.**, has been conducting evaluations and providing technical assistance for Federal contracts for 20 years.

**The PfP Initiative:** A private–public partnership designed to engage all healthcare stakeholders to discover, refine, and spread patient safety best practices as broadly as possible.

**Evaluation of the PfP 2.0 and 3.0:** Mixed-methods, with complementary qualitative and quantitative data analysis alternatives.

**Stakeholders Interviewed:** Econometrica interviewed representatives from HENs, Federal agency partners, and non-Federal partners for this analysis.





# What Has Worked for You?

- You are an expert!
- This presentation is all about lessons learned and methods to help organizations and individuals provide higher-quality healthcare.

Use Slido.com to share one piece of advice that has worked for you when helping an individual or organization through a change.



# Many Key Elements Enhanced the PfP

- Culture of improvement.
- Engaged leadership.
- Intense focus and audacious goals.
- Tailored support.
- All staff involved.
- Organizational and initiative priorities aligned.
- Measured and reported progress.
- Peer to peer learning collaborative.
- Patients' voice used.
- Sustainability.
- Financial support.
- National attention.



# Key Elements Discussed in This Presentation

- ✓ Culture of improvement.
- ✓ Engaged leadership.
- Intense focus and audacious goals.
- ✓ Tailored support.
- ✓ All staff involved.
- Organizational and initiative priorities aligned.
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- ✓ Peer to peer learning collaborative.
- ✓ Patients' voice used.
- Sustainability.
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# The Foundations of Providing Quality Improvement Technical Assistance

*Main Themes*

# Focus on What Matters

- People motivate culture.
- Culture motivates process.
- Process motivates outcomes.
- Outcomes motivate people.



**The Econometrica Learning & Diffusion Model**

The Econometrica Learning & Diffusion Model is a flexible framework designed to aid program operators in navigating any aspect of your program or organization's operations. The model drives progress toward intermediary goals while maximizing outcomes for your target audience on an ongoing basis. The model's foundation (Figure 1) is built on the following principle:

- People Motivate Culture.
- Culture Motivates Process.
- Process Motivates Outcomes.
- Outcomes Motivate People.

A program's staff determines its operational culture. Developing a positive culture is critical to overall program success. As it forms the backbone of the processes that drive program operations and influence outcomes, an initial outcome is needed to improve the culture, improve program staff, and enhance outcomes.

The three pillars (see Figure 2)—the focus, process, and outcomes—define a program's mission goals and the target audience for those goals. Following any program's focus is enhancing the quality of life of the target audience, but the immediate focus of a program changes along the way. Our model is useful in any of these operational changes along the way. Our model may be applied to recruit program participants, for example, the model may be applied to recruit program operations, track assets, for example, engage community partners, obtain program operations, or improve program performance.

Successful implementation of the program model (Figure 3) relies on a practice we call "flipping the hierarchy." Flipping the hierarchy involves a program's focus on the benefits to the program, not the target audience first and focus on the benefits to the program, not the target audience first and focus on the benefits to the program, not the target audience first.

When working toward any desired goal, our model process is second. When working toward any desired goal, our model process is second. When working toward any desired goal, our model process is second.

The culture in which what matters most to the target audience is the process, and the audience ultimately sees the positive outcomes. The model emphasizes how key accountability and recognition for program operations, and the audience ultimately sees the positive outcomes. The model emphasizes how key accountability and recognition for program operations, and the audience ultimately sees the positive outcomes.

Our decade of experience in this field has Econometrica poised to help you where you are and to help you reach that full potential.

**ECONOMETRICA, INC.**

*The Blue Papers*

## Applications of Econometrica's Focus First Model: Targeting and Recruiting Program Participants

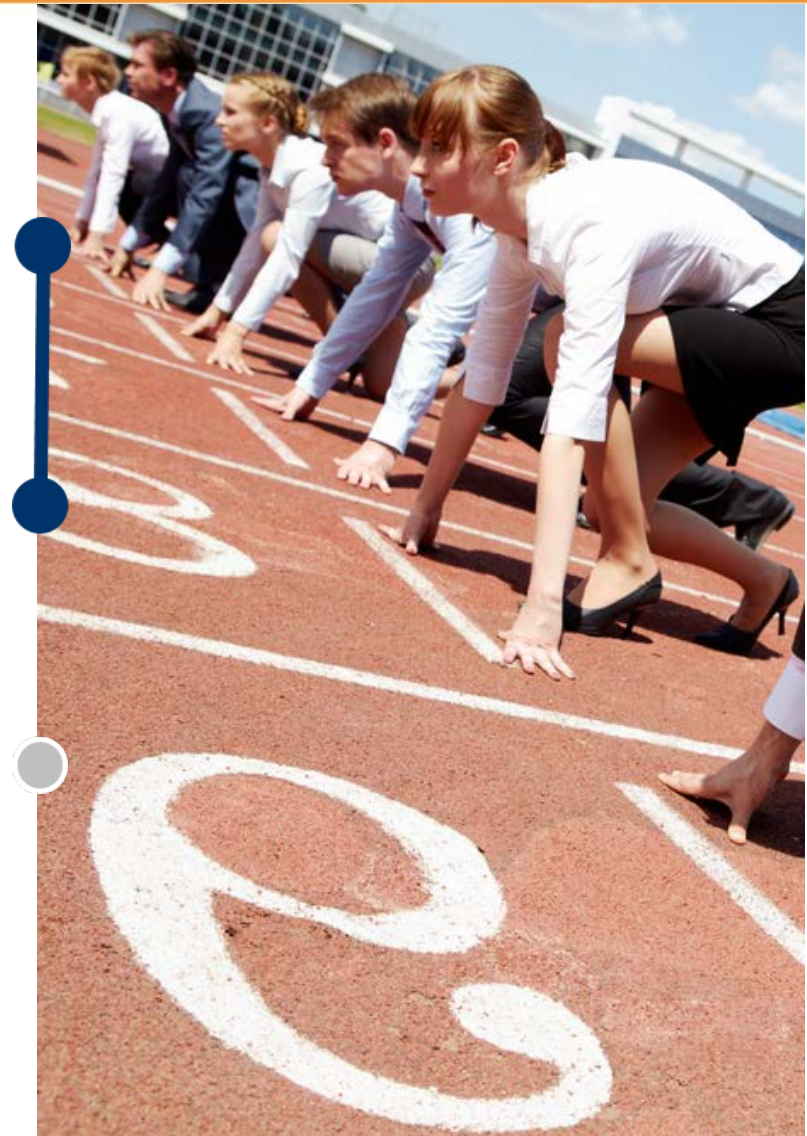
Authors:  
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Jill Zimmerman, M.B.A.  
June 2017

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- Applying the Model: Participant Recruitment
- Empower the Participant: The Last 20 Years Focus First
- Talk About Your Changes: Insights and Action Use Effectiveness
- Looking Toward the Future

# Meet Your Audience Where They Are

**Start at their starting line.** Each organization is different. They have their own culture, operations, facilitators, and barriers. Starting with each organization's unique situation creates trust and facilitates future movement.



# Create a Culture of Constant Improvement

**Culture overpowers strategy every time.** Reinforcing or creating culture may take time and energy upfront, but it will pay off in the long run as specific quality improvement initiatives are supported and promoted.





# Key Elements of Engaging People in Technical Assistance for Quality Improvement



# Engage Leadership

**Leadership engagement is necessary for successful hospital engagement.** Leaders determine priorities, assign staff time, and create sustainability.



# How to Engage Leadership

**Discuss with leadership the impact of quality improvement on the organization's bottom line.** Provide quantitative and qualitative data to reinforce quality improvement.



# Voice From the Field: Engage Leadership

“Culture trumps strategy every time ... You can do all kinds of strategies and forms and all kinds of other stuff that you want to do, but if the culture’s not there...if the leadership, the senior leadership [is] not committed to the project, you can do all kinds of really cool things but it’s not going to stick.”

— HEN Representative



# Provide Tailored Support

**Hospitals and other organizations want tailored solutions.** Tailored solutions are needed from the boardroom to the unit because practices and needs vary between hospitals, and even between units.



# How to Provide Tailored Support

**Tailor evidence-based and practice-tested solutions to the specific organization.** Provide suggestions for the organization to customize or tailor the quality improvement initiative.

**Go to the facility in person.** Face-to-face interactions allow for greater trust to be built. Your fresh set of eyes may help the facility better tailor an intervention or identify a new opportunity for improvement.



# Voice From the Field: Provide Tailored Support

“We really thought it was going to be ‘Here’s this checklist, go use it,’ and it really became ‘Here’s this checklist, and here are some different ways you can implement it in your organization. Here’s how you can address it with your physician. Here’s how you can address it with your CEO. Here’s how you can talk to your board about it.’”

— HEN Representative



# Involve All Staff

**Staff buy-in is needed throughout the organization to implement systems-level changes.** Patient outcomes are impacted by all staff, from the CEO to the environmental services staff. Therefore, they all need to be involved in the process of improvement.



# How to Involve All Staff

**Give staff at all levels an avenue to brainstorm solutions.** Educate staff at all levels about quality improvement. Provide unique methods for staff in all positions to provide their insight as insiders.

**Celebrate the accomplishments of staff at all levels.** Recognize staff throughout the organization who are participating in quality improvement and making a difference. Promote champions at the front desk and the bedside.





# Voice From the Field: Involve All Staff

“We’ve seen a shift from quality improvement people coming to our conferences to really seeing frontline staff and multidisciplinary teams come, which is wonderful because they’re the ones doing the work at the bedside. If we’re able to get these tools and resources and messages out to the people who are actually doing the work, then that’s a win-win for everybody.”

— HEN Representative



# Peer-to-Peer Learning Collaborative

**The learning collaborative structure streamlines work and makes goals seem attainable to all levels.**

**The messenger matters.** Use a trusted source as a messenger for hard-to-reach leaders.



# How to Create a Peer-to-Peer Learning Collaborative

**Provide opportunities for hospital leaders and individual physicians to speak to each other.**

Conferences, webinars, phone calls, site visits, podcasts, and learning collaboratives can be used to connect individuals in similar positions.

**Create intentional spaces for people from similar organizations to bounce ideas off each other.**

It is advantageous to connect organizations that are similarly resourced.



# Voice From the Field: Peer-to-Peer Learning Collaborative

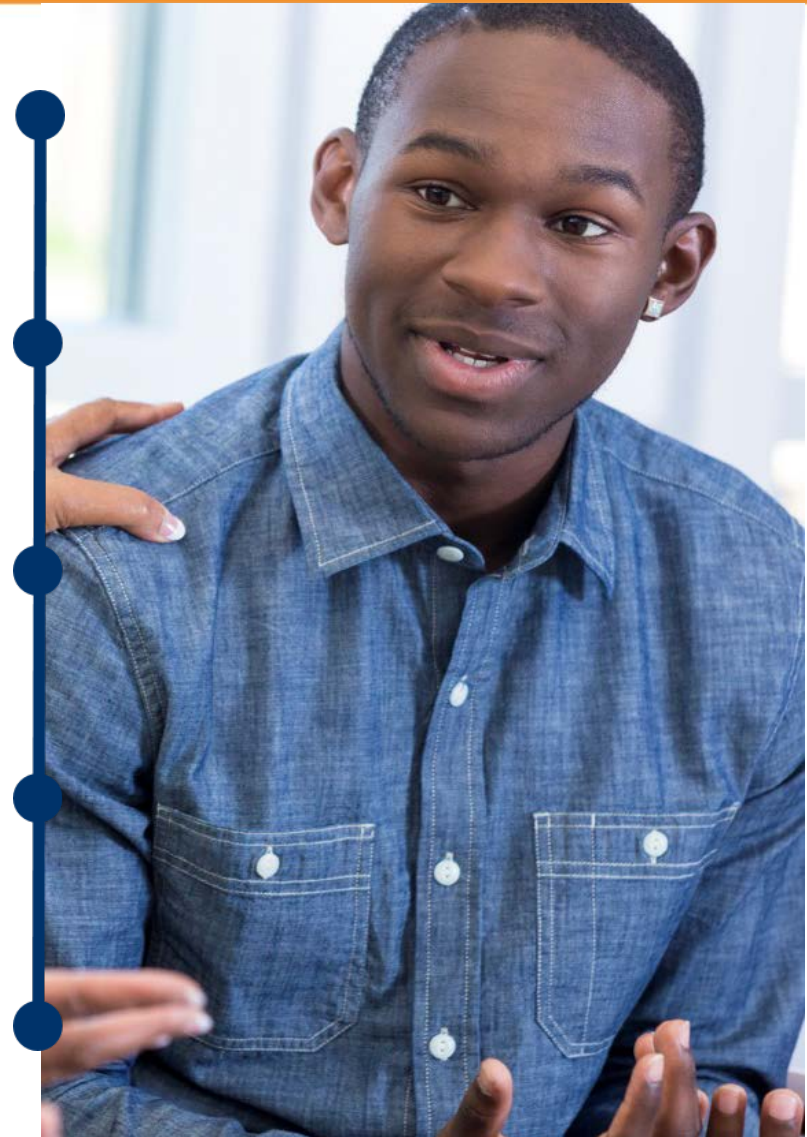
“The ability to get [hospitals] in the same room and talking to each other helps them understand that they’re not alone in the work that’s going on. They’re not alone in the barriers that they’re seeing at their facilities. It really helps them understand what worked well for other hospitals that are similar to them, and what didn’t work. It really helps inform their work going forward.”

— HEN Representative



# Use the Patient's Voice

**Connect the quality improvement work to their purpose.** Most people who work in healthcare are inspired to improve the lives of their patients. Providing an opportunity for physicians to hear how their work impacts the lives of patients outside their facility can inspire lasting change.

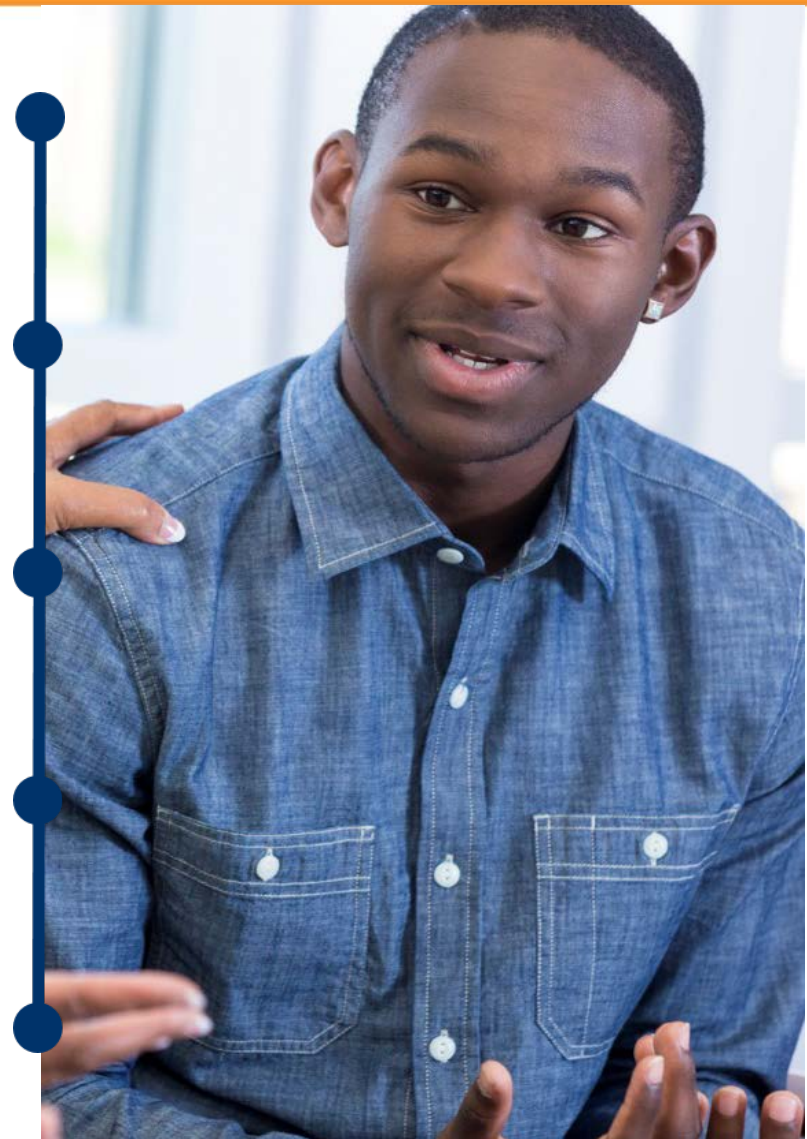


# How to Use the Patient's Voice

**Invite patients onto the hospital board.** As patients set the priorities of the hospital, quality improvement may rise in organizational importance.

**Create opportunities for patients to be involved in their care.** Immediate feedback loops between patients and staff allow patients to readily engage.

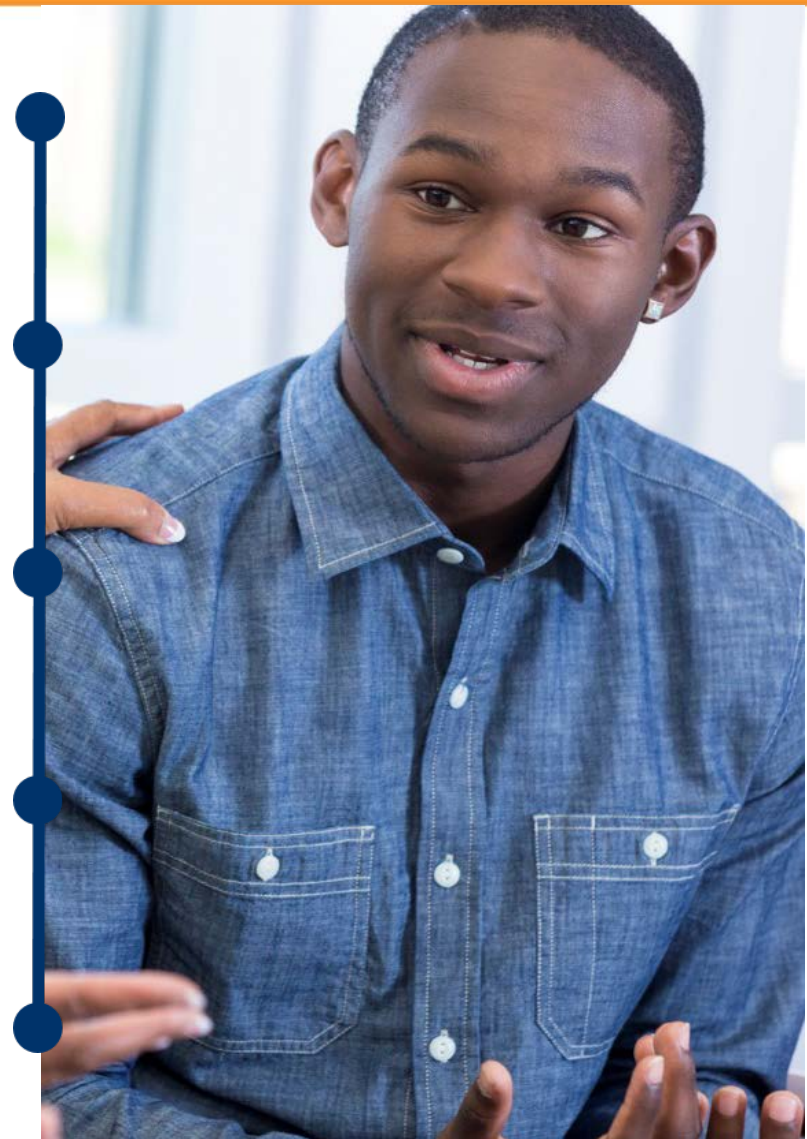
**Allow patients to present their experiences at learning events.** Use patient advocacy organizations, online patient forums, and local hospital staff to identify potential patients who could share.



# Voice From the Field: Use the Patient's Voice

“I think that having the patient’s voice in the hospitals—that work has expanded to including the patient at the table. Seeing the value that they bring ... We saw a lot of hospitals gravitating to the patient and family engagement metrics, [and hospitals] actually getting patients more involved in performance improvement initiatives [and] board meetings.”

— HEN Representative





# Conclusions



# Summary

- People are the key to creating change within an organization.
- Engaging people at all levels of the organization can change the culture and positively impact patient outcomes.
- Meeting people where they are and tailoring interventions to meet their special circumstances has been successful.
- Healthcare workers and patients are great messengers for diffusing quality improvement.
  - People motivate culture.
  - Culture motivates process.
  - Process motivates outcomes.
  - Outcomes motivate people.





# Questions and Discussion

# How Will You Use This Session?

- Which Hospital Engagement Network (HEN) practice was most exciting?
- What techniques will you focus on to enhance your quality improvement practice?
- What action will you take this week based on the stories you have heard here?

Share your piece of learning  
with everyone!

Use [Slido.com](https://www.slido.com) to rate the  
session and provide feedback  
as you leave.

Event Code: Econometrica





Thank you!

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