

If Culture Eats Strategy for Breakfast, What is the Strategy for Implementing Culture?

Crossing the Chasm Between Quality Improvement (QI) and D&I Science



PRESENTER: Risa Hayes, CPC

CONTRIBUTORS: Kati Ollom; Brittany Wiley, MEd; & Nikki Racelis, MPA

BACKGROUND

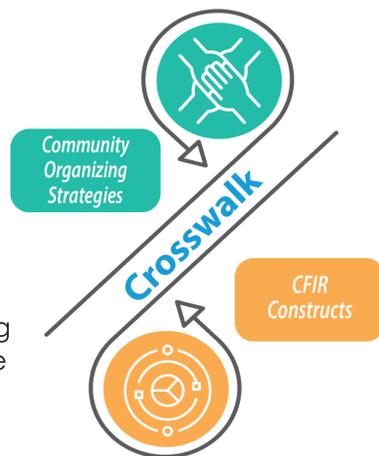
From 2014 to 2019, Medicare Quality Improvement Organizations (QIOs) worked with community coalitions to reduce readmissions rates within geographically defined communities.

CMS' QIO D&I efforts reached:

388 community coalitions	3,416 hospitals
14,093 nursing facilities	3,327 HHAs
483,270 physicians	3,750 pharmacies
22,750 practices	32,096,218 beneficiaries

SUMMARY:

- Telligen trained 300+ professionals in community organizing and leadership development, tailored for healthcare quality improvement.
- **Community organizing practices**, such as engagement strategies, creating shared measurable goals, and mobilizing change leaders, **were found to be essential core skills in addressing healthcare QI and D&I.**
- Community organizing practices address the Consolidated Framework for Implementation Research (CFIR) constructs that facilitate or impede implementation efforts.
- Applying community organizing practices was found to mitigate many of the challenges to implementation and spread.



METHODS

- Created a crosswalk between community organizing strategies and the CFIR constructs.
- Conducted frequency analysis to identify overlap between CFIR constructs and community organizing strategies.
- Validated the crosswalk frequency analysis results against organizer's experiences through review by a sample of organizers and follow-up interviews.

Community organizing strategies address implementation challenges and accelerate buy-in and spread



FINDINGS:

- Organizing strategies intersect across all CFIR domains to facilitate implementation
- Intervention Characteristics can be most directly addressed by having participants develop a collective shared narrative based on the common values of the stakeholders in order to create a shared sense of identity
- Outer Setting constructs can be most influenced through development of shared narrative and collective, inclusive strategy for action
- Inner Setting constructs and Characteristics of Individuals can be facilitated by intentional creation of enabling team structures that facilitate coordinated action
- Process constructs are most influenced by coordination of action including QI tools



Intersections Between CFIR Domains and Shared Organizing Strategies

	STORY	COMMITMENT	STRATEGY	STRUCTURE	ACTION	Totals
Intervention Characteristics	12	7	9	4	9	41
Outer Setting	9	7	9	4	3	32
Inner Setting	19	23	21	29	29	121
Individual Characteristics	4	5	1	6	6	22
Process	11	7	10	10	17	55
Total	55	49	50	53	64	271

DISCUSSION:

While the CFIR framework identifies the factors, the community organizing framework provides concrete solutions and a method for training to increase the chances for successful dissemination and implementation.

