



Community Quality Improvement Collective Program Guide

Cohort 5

Program starts: October 18, 2023

Program ends: April 23, 2024

Contact

If you have questions about the program, please e-mail QICollective@hqc.sk.ca.



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IMPORTANT INFORMATION

- Before submitting your registration form, please read through this document.
- Capacity is limited, therefore early registration is encouraged to reserve a seat.
- The deadline to submit for cohort five is October 6, 2023. Teams will receive session information by October 11, 2023, by e-mail.
- This package is intended to support prospective participants in understanding key elements of the Community QI Collective and guide project selection.
- This cohort of the Community QI Collective will bring together participants in Saskatchewan involved in the well-being and support of **older adults** and their communities. Information shared by teams in the registration form will be used to assist program facilitators in tailoring content appropriately.

IMPORTANT DATES

Submission deadline:	October 6, 2023
Welcome package delivery:	October 11, 2023
Cohort five launch:	October 18, 2023

SESSION DATES

Learning Activity	Date	Time
<i>Welcome Session</i>	October 18, 2023	1 – 2 p.m.
<i>Learning Session 1</i>	October 24, 2023	1 – 4 p.m.
<i>Collaborative Workshop 1</i>	November 9, 2023	11 a.m. – 12 p.m.
<i>Learning Session 2</i>	November 28, 2023	1 – 4 p.m.
<i>Collaborative Workshop 2</i>	December 14, 2023	11 a.m. – 12 p.m.
<i>Learning Session 3</i>	January 16, 2024	1 – 4 p.m.
<i>Learning Session 4</i>	February 6, 2024	1 – 4 p.m.
<i>Collaborative Workshop 3</i>	February 29, 2024	11 a.m. – 12 p.m.
<i>Learning Session 5</i>	March 19, 2024	1 – 2:30 p.m.
<i>Collaborative Workshop 4</i>	April 4, 2024	11 a.m. – 12 p.m.
<i>Capstone</i>	April 23, 2024	1 – 2:30 p.m.

Please see the expectation for active participation guidelines (page 7) for further information on attendance information.

CONTACT

If you have questions about the program, please e-mail QICollective@hqc.sk.ca.

QUALITY IMPROVEMENT OVERVIEW

WHAT IS QUALITY IMPROVEMENT?

Quality improvement (QI) provides teams with the necessary “toolbox” to help understand and solve problems. QI provides a framework, tools, and techniques to systematically test and implement changes within products, services, or outcomes to achieve measurable improvements.

For a more detailed description, please see “[What is quality improvement, anyway?](#)”

WHAT IS THE COMMUNITY QI COLLECTIVE?

The Community QI Collective is a virtual six-month learning program that introduces teams to QI. This virtual program will build team problem-solving capacity and improve the quality of products, services, and experiences for the individuals they serve. The program includes a mix of theory and experiential learning, along with individual support/guidance and a community of practice.

The goal of this program is to give teams the tools and skills to continuously improve their work and build a community of improvers in the non-profit sector.

Anchored in the Model for Improvement, cohort 5 will have a strong focus on measurement for QI. Measurement in QI focuses on collecting “just enough” data – a practical approach towards answering questions about the efficiency and the effectiveness of a process over time. Data for improvement is used to observe process performance, obtain ideas for other improvements, test changes to see if they’re effective, and see whether past improvements are being maintained. This type of data should be practical and non-cumbersome to obtain, rather than “big data”. To see further details on anticipated learning outcomes, please see the program goals.

Participants in the course must identify and lead a hands-on improvement project as part of the applied learning component of the program. Projects can include improvement ideas such as improving client and/or staff experience, recruitment rates, intake processes, and much more. Please see project selection guidelines for further information.

HOW CAN QI IMPROVE HEALTH-RELATED SERVICES?

Community-based organizations are essential to creating a Saskatchewan where everyone enjoys optimal health and wellness. But often these teams work with limited resources. QI is one way to improve processes, services, and outcomes for end-users, by getting better value

out of the resources available. QI can be applied to eliminate barriers to services or reduce wait times by redesigning processes to be faster or more reliable just by changing a few steps. Helping teams learn the science of QI gives them the tools to make positive changes.

Organizations across sectors are challenged to do more with less resources. Participating in the Community QI Collective will help teams understand their organization's current performance, map out the desired future state, and help make small improvements every day to reach their goals.

The Community QI Collective will:

- Help teams define long-term goals and map the path to achieving these goals with short-term successes.
- Cover measurement design to focus on measuring what matters.
- Explore data visualization.
- Learn how to turn data into information to report on impact and build business cases.
- Build a community of practice with others interested in using QI to support older adults and their well-being, to learn what is working for others in a similar context.
- Address common barriers to change, such as time, availability, group buy-in and support, and identify where to start.

PROGRAM OVERVIEW

PROGRAM GOALS

The Community QI Collective is designed to support community-based organizations and teams in building foundational skills in quality improvement methodology. This program will expand your existing toolkit to help strengthen care and community support for older adults. Together we will work through the QI process from problem identification, testing change ideas, to sustaining improvements. By the end of the program, teams will be able to:

1. Use data to identify and understand their current state:
 - How to develop an effective data collection plan
 - How to analyze, interpret and visually display data
 - How to identify if changes are resulting in targeted improvement
2. Use the QI process to solve problems:
 - How to set an aim statement
 - How to identify change ideas
 - How to test changes using the plan-do-study-act cycle
3. Understand the role of change management in QI:
 - Explore tools and approaches to support motivating and engaging teams in QI

- Facilitate and engage staff in identifying, testing, and implementing improvement ideas

WHO SHOULD APPLY?

Is the Community QI Collective for you?

- Do you have ideas you'd like to test in your organization?
- Are you curious about why certain outcomes occur in your organization?
- Are you interested in learning about ways to engage others in changes?
- Are you wondering how to measure the success of a process or service you offer?
- Do you have data that you are unsure of how to interpret to make meaningful changes?
- Are you wondering how to leverage your data to demonstrate progress on outcomes?

AND

- Are you focused on supporting **older adults**?

If you are interested in learning how to make impactful, sustainable changes in an organization involved in the well-being and support of older adults, we invite you to join this cohort of the Community QI Collective!

Please note, this program is only available to organizations within Saskatchewan.

GUIDING PRINCIPLES

The Community QI Collective, like other HQC programs, is built on five guiding principles:

1) All teach, all learn. Active participation is expected throughout the program – at learning sessions, collaborative workshops and networking sessions, and during QI guide check-ins. Participants are expected to contribute to the learning environment by sharing experiences, challenges and successes as well as providing peer feedback.

2) Learning requires a growth mindset. Participants will get the most out of this program if they are able to cultivate a growth mindset, which is the belief that abilities can be developed through dedication and hard work. It requires accepting frustration and embracing failure as an important part of the learning experience.

3) Our learning community is a safe space. There may be times when participants will share personal or sensitive information, such as difficult work or team experiences. Participants must respect the confidentiality of the group and its discussions. This will allow for an environment where issues can be addressed openly and honestly.

4) Shared ownership of the learning community. Together we create our learning space. This means that everyone – participants and facilitators – has a responsibility for contributing to the development of the community, sharing ideas for improvement and respectfully voicing concerns, and upholding community agreements.

5) To learn how, you must do. Experiential learning is a key component of building skills in QI. Participants will have opportunities for hands-on learning and application of tools and methods to their identified projects. This applied learning is designed to transform knowledge into skill and put theories into action.

COHORT PROGRAM COMPONENTS

The course will take place over six months. Course sessions will involve a mix of theory and application of concepts to a real-world problem. By the end of the program, participants will have built a QI toolbox containing techniques, tools, and knowledge to apply to future work. Please note, content may be adjusted slightly as needed based on the needs of teams involved in this cohort of the program.

This program has three components:

- 1) Learning sessions (one to three hours per month),
- 2) Collaborative workshops and networking sessions (one hour per month), and
- 3) QI guide sessions (optional half-hour weekly).

Please note, that the learning sessions do have recommended pre- and post-work that we encourage completing to have a stronger understanding of QI. Participants can expect to spend approximately **eight hours per month** on program-specific elements (i.e., learning, and QI guide sessions, collaborative workshops, as well as pre- and post-work). Teams will also need to apply the learned concepts to their identified project outside of these hours.

LEARNING SESSIONS

Learning sessions will explore QI fundamentals and tools. Participants will apply QI concepts to an identified project within their organization.

COLLABORATIVE WORKSHOPS AND NETWORKING SESSIONS

Collaborative workshops are dedicated time to both work on your projects and to build community with program peers. The first portion of these workshop periods will be teamwork driven on content that was covered in the most recent learning session. For example, if the learning session covered strategies on how to engage others in change, the collaborative workshop may have teams draft a communication plan. The second portion of this workshop will be sharing your team's work with the group and peer-to-peer feedback and coaching on these topics.

QI GUIDE SESSIONS

Teams will have the opportunity to access weekly one-on-one support from HQC course facilitators/QI guide to support their learning and project work. These sessions are intended to be tailored to specific areas where each team needs more support.

PROJECT SELECTION

As part of the Community QI Collective, teams will work on a QI project throughout the six-month duration. It is important to note that teams are **not** expected to have a fully formed project at the beginning of the program. Below are some helpful tips for thinking of an area of interest when completing your registration form:

- Come with a problem rather than a solution. The first step in quality improvement is to better understand problems and identify multiple potential solutions to test.
- Consider how you might improve the experience of your end-user, directly or indirectly.
- Look for small changes that your team can address in under six months.
- Think about the *why* – why does this area need improvement?

If you are new to QI, we recommend coming with a project that has a small scale. In QI, we explore the layers that impact our overall aim, and test ideas through a specific process that allows safe assessment of whether your change has made improvements. In this program, we will provide tools to help you better understand your current processes and identify ideas for change. For example, you might be looking to improve your recruitment process. Looking at your current recruitment process, you may identify multiple areas that could help improve this such as marketing, adapting your training process, and/or changing the mechanism people use to apply. The tools provided in this course will help you identify the root cause of your problem and guide you in deciding what change ideas to test first.

EXPECTATIONS FOR ACTIVE PARTICIPATION

- We ask that participants attend all sessions and are committed to fully engaging.
- Participants are expected to share details regarding their QI project and progress within the program with both facilitators and peers. By bringing forward both the successes and challenges teams face, we continue to apply all teach, all learn model to leverage the collective wisdom of the group.
- If you are unable to make any of the sessions, please reach out to the course facilitators. We expect that you will take the initiative to catch up on missed materials, as each session builds upon previous materials. We are here to support you if you have additional questions. Please see the FAQs (page 8) for information on missed sessions.

PROGRAM COST

There is no cost associated for teams that participate in the Community QI Collective. We do ask that when you put forward your registration form, you commit to participating in each of the scheduled program components.

COURSE ACCESSIBILITY

To facilitate access to the program from across the province, the Community QI Collective will take place virtually. Due to the virtual nature of the course, participants will need access to a computer with internet. We are happy to assist teams in gaining comfort with the necessary technology associated with this course (i.e., Moodle, Excel, Zoom).

Users must have access to a computer and a microphone to participate in this cohort. All learning sessions and collaborative workshops will be delivered in a virtual format, with the option to access in-person QI guide sessions and site visits. We will let participants know which virtual platform will be used prior to the first session. If you need orientation on any virtual meeting platforms, please let us know in registration form.

FREQUENTLY ASKED QUESTIONS

WHAT DO I NEED TO KNOW AHEAD OF TIME?

Teams participating in the Community QI Collective do not need to have any prior knowledge of QI.

Below are optional readings that can help prepare you for the first learning session:

1. Schwartz, C. What is quality improvement, anyway? - Health Quality Council [Internet]. Health Quality Council. 2021. Available from: <https://www.saskhealthquality.ca/blog/what-is-quality-improvement-anyway/>
2. Clarkson, M. Plan-Do-Study Act Cycles: A problem-solving tool for improvement work. – Health Quality Council [Internet]. Health Quality Council. 2021. Available from: <https://www.saskhealthquality.ca/blog/plan-do-study-act-cycles-a-problem-solving-tool-for-improvement-work/>

WHAT IF I CAN'T ATTEND A SESSION?

If you are unable to attend and **you are aware in advance**, please contact the program facilitator and we will work with you to ensure you have all the content you will miss. If you would like to ask the group any questions, we can bring that forward on your behalf. If you can't attend and **do not know in advance**, please send an e-mail to the facilitator

to let us know. We are happy to work with you and your team to ensure you catch up on missed content.

If **one** group member has a conflict, the remaining attending members will be responsible for ensuring the missing member is up to speed. We are happy to utilize QI guide session time to answer any additional questions the missing member may have. All content will also be uploaded onto Moodle (online learning platform).

If your **whole team** is unable to attend, the program facilitator will send any additional content directly to your team following the session. You may attend a QI guide session addressing the content your team missed. If needed, this time may be extended beyond the standard half-hour allotment.

WHAT IF WE DON'T HAVE A PROJECT YET?

No problem! We invite you to submit your registration outlining an area of interest or that you'd like to learn more about over the course of the program. The program facilitators will work with you and your team during QI guide sessions to help identify and/or refine your idea.

WE HAVE AN IDEA FOR A PROJECT BUT NOT SURE IT WILL WORK. CAN I MODIFY MY PROJECT AFTER I BEGIN THE PROGRAM?

Yes. One of the key learnings in QI is to lead with the problem you are trying to solve rather than the solution. In other words, identifying the problem to be solved is the first step in the QI process. After going through the process of analyzing the problem, collecting baseline data, and understanding the current state, you will be better equipped to develop your project idea, focus, and scope.

WHAT IS A PROGRAM CAPSTONE?

The final session of the program will be an opportunity to reflect on the progress of the teams over the six-month program period. Each team will prepare a five-minute capstone presentation to summarize their project progress (e.g., project aim, data collected, changes tested, and outcomes of the process) and the team's learnings. All components of the Community QI Collective are ungraded.

WHAT IF WE DON'T FINISH A PROJECT BY PROGRAM END?

It's ok if your project is still in progress. For your capstone, you can present on where you are at. If your project became completely stalled, you can discuss the barriers you faced. Sometimes this becomes an area that needs improvement for future success.

WHAT IF MY PROJECT IDEA IS A SMALL CHANGE?

A small change project is perfect for this program. While many of us have big ideas of things we would love to see changed, it is highly unlikely that you can tackle a large change in one step. Rather, it is likely you will take many small changes to get to that large change. Tackling a small project will be a great way to gain understanding of the concepts and is likely more reflective of the real-world use of QI where a series of small steps lead to a larger collective improvement.

WHAT IF WE DON'T HAVE A LOT OF TIME OR ACCESS TO COLLECT LARGE AMOUNTS OF DATA?

In QI, we don't focus on gathering large amounts of data. Measurement is an important part of testing and implementing changes; it is the information that identifies the impact of improvement efforts. Unlike academic research, QI needs just enough data to make an informed decision regarding the next steps in improvement work.

WHAT IF WE DON'T KNOW HOW TO UTILIZE DATA PROCESSING SYSTEMS (SUCH AS EXCEL)?

We can guide and support you through the skills you will need to be successful in this program and beyond, as relevant to QI. While we utilize Microsoft Excel in this program, most of the tools taught can be completed by hand.

WHAT HAPPENS AFTER THE PROGRAM CONCLUDES?

Teams are encouraged to continue with their QI project independently, as they see fit. Teams will have the opportunity to meet with the HQC facilitator at six-months and one-year post program close. These are optional opportunities to consult with a QI practitioner.

WILL I RECEIVE A CERTIFICATE FOR PARTICIPATING?

Teams will receive a certificate for participation at the end of the program.
