

# Accelerating Quality Improvement with Strategic Planning and Change Management

**Garett Switzer**, Director of Quality Management and HIV Strategic Initiatives, Tennessee Department of Health

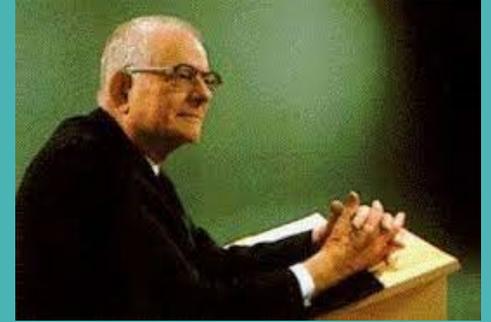
**Justin Britanik**, CQII Coach

National Quality Improvement Technical Assistance Call:  
October 31, 2024



HRSA Ryan White HIV/AIDS Program

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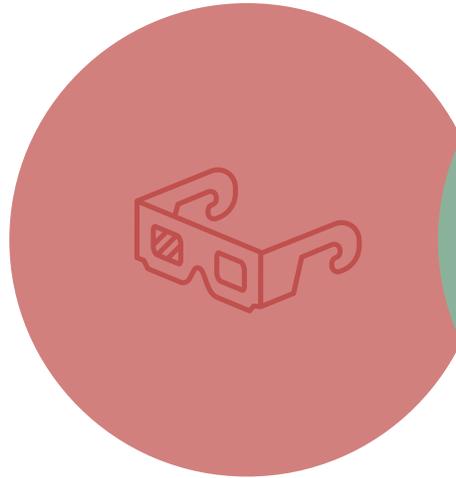
“Doing your best is not good enough. You have to know what to do. Then do your best.”

- **W. EDWARDS DEMING**

Influential Quality Improvement Proponent & Theorist

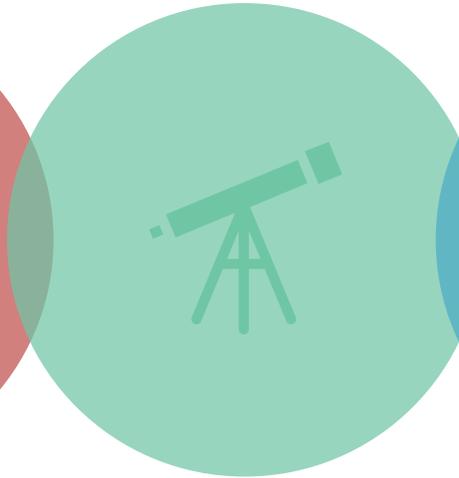
# Learning Objectives

As a result of this presentation, you will gain:



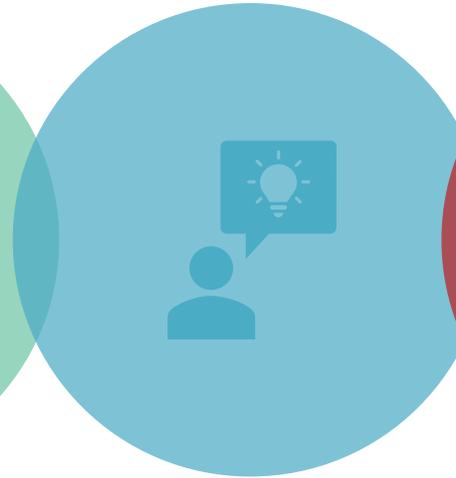
## Insight

Into how quality improvement (QI) tools can be used to promote strategic deployment and change management



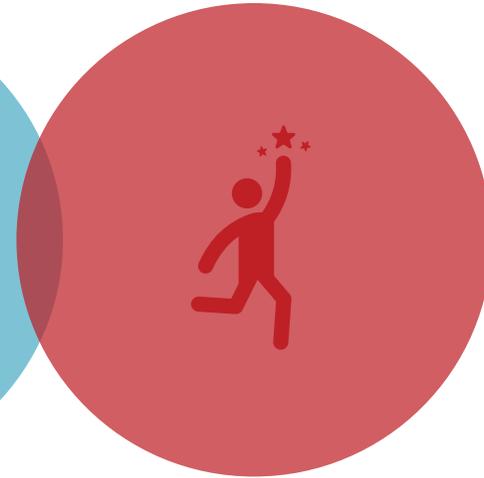
## Perspective

On the benefits of taking time to define projects and plans on a cohesive strategy



## Understanding

Of the impact of change management in accelerating and sustaining QI efforts



## Inspiration

To act, from real-world examples of how strategy and change management benefitted a state health department



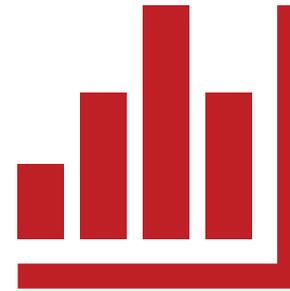
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# Your Opinions...



What are your biggest QI challenges?



Why do quality initiatives not achieve the intended results?

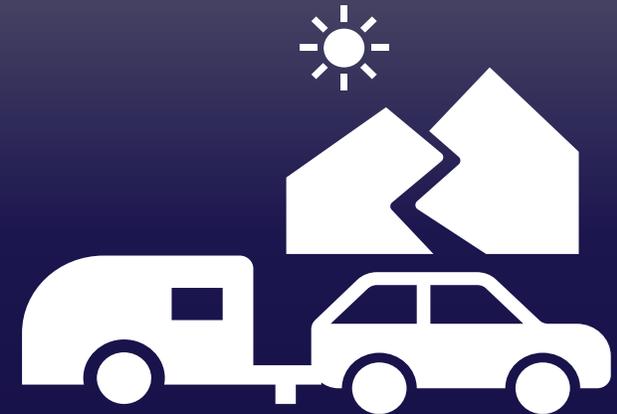


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# Quality Improvement is a Journey

Imagine embarking upon cross-country journey to improved outcomes



## Traditional view:

A good car and a map are enough!

## Reality:

We're going somewhere we've never been before. We need more to successfully reach our goal.



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# Quality Improvement is a Journey

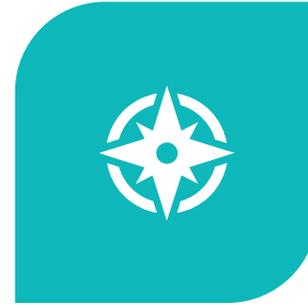


QI TOOLS & METHODS  
– THE VEHICLE



INTERVENTIONS – THE  
ROADMAP

The scope of today's call will focus here



STRATEGY – THE  
COMPASS



CHANGE  
MANAGEMENT – THE  
FUEL



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- Accelerating QI requires more than QI tools and interventions.
- Strategy deployment, change management, and their synergistic integration are needed to make meaningful changes to outcomes.



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# Let's go on a trip with the Tennessee Health Department



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**Strategic Planning in  
the Ryan White  
HIV/AIDS Program  
(RWHAP) Part B and  
Surveillance Programs  
at the Tennessee  
Department of Health**



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# Agenda

- Case study on how QI led strategic planning was executed in the Tennessee Department of Health (TDH) HIV section
- Situational/Environmental analysis
- Prioritizing activities to align with strategy
- Incorporating QI into the strategic planning process, planned activities, and goals



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# Strategic Planning Process

I was first engaged by senior leaders in my section in October 2023 about the prospect of leading the RWHAP Part B through a strategic planning process.

After the first month of meetings with the RWHAP, there was a desire to expand the scope to include HIV prevention and HIV surveillance in a unified strategy.



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# Strategic Planning Process: Data Review

- Data highlights from the Part B Program\*:
  - About 9,200 individuals receive at least one Part B funded service.
  - Majority of clients outside metro centers (Nashville and Memphis) are 50 years and older.
  - Viral suppression rates are lowest in the 18-34 demographic when stratified by age.
  - Viral suppression rate of clients on Insurance Assistance Program (IAP) is significantly higher than clients on HIV Drug Assistance Program (HDAP).



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\*An approximate average based on enrollment data from 7/1/2022-7/1/2023



# Strategic Planning Process: Environment Analysis

- We conducted a version of a Political, Economic, Social, Technological (PEST) analysis to look at the external and internal factors that effect our program.
- At this phase, we created a whiteboard as a space to record ideas, provide a reference point, and allow for asynchronous communication and collaboration.



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# Strategic Planning Process: Environment Analysis

## Political

- New Health Commissioner for State of Tennessee (TN)
- Growing interest in patient-reported outcome measures/patient-reported experience measures (PROMs/PREMs) and quality of life

## Economic

- 340B pharmacies
- Increase in available Part B funds for rural areas service areas
- Inflation and rising cost of goods



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# Strategic Planning Process: Environment Analysis

## Social

- Aging client population
- Changes in work environment and schedule for TDH staff
- Limited number of providers and long wait times in west region of the state
- Increasing number of clients receiving Part B services

## Technology

- Multiple systems used for tracking enrollment and RWHAP services
- Providers conducting quarterly data exports for RWHAP services



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# Strategic Planning Process: Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis

## Strengths

- Fully staffed; experience
- Support from new Health Commissioner
- Relative stability at subrecipient level
- Increasing rates of viral suppression and client satisfaction

## Weaknesses

- Multiple systems used for tracking RWHAP enrollment and RWHAP services; delayed and unreliable data; time consuming for staff to manage
- Lack of providers options in the west region of the state
- Case managers have become insurance brokers, not care providers
- Low viral suppression rates for clients aged 18-34



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# Strategic Planning Process: SWOT Analysis

## Opportunities

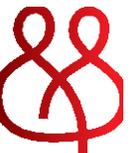
- Desire for community/in person meetings
- Increase in available Part B funds for rural areas
- New work environment and schedules

## Threats

- Proliferation of 340B pharmacies and diminishing rebate dollars
- Rising cost of living in TN



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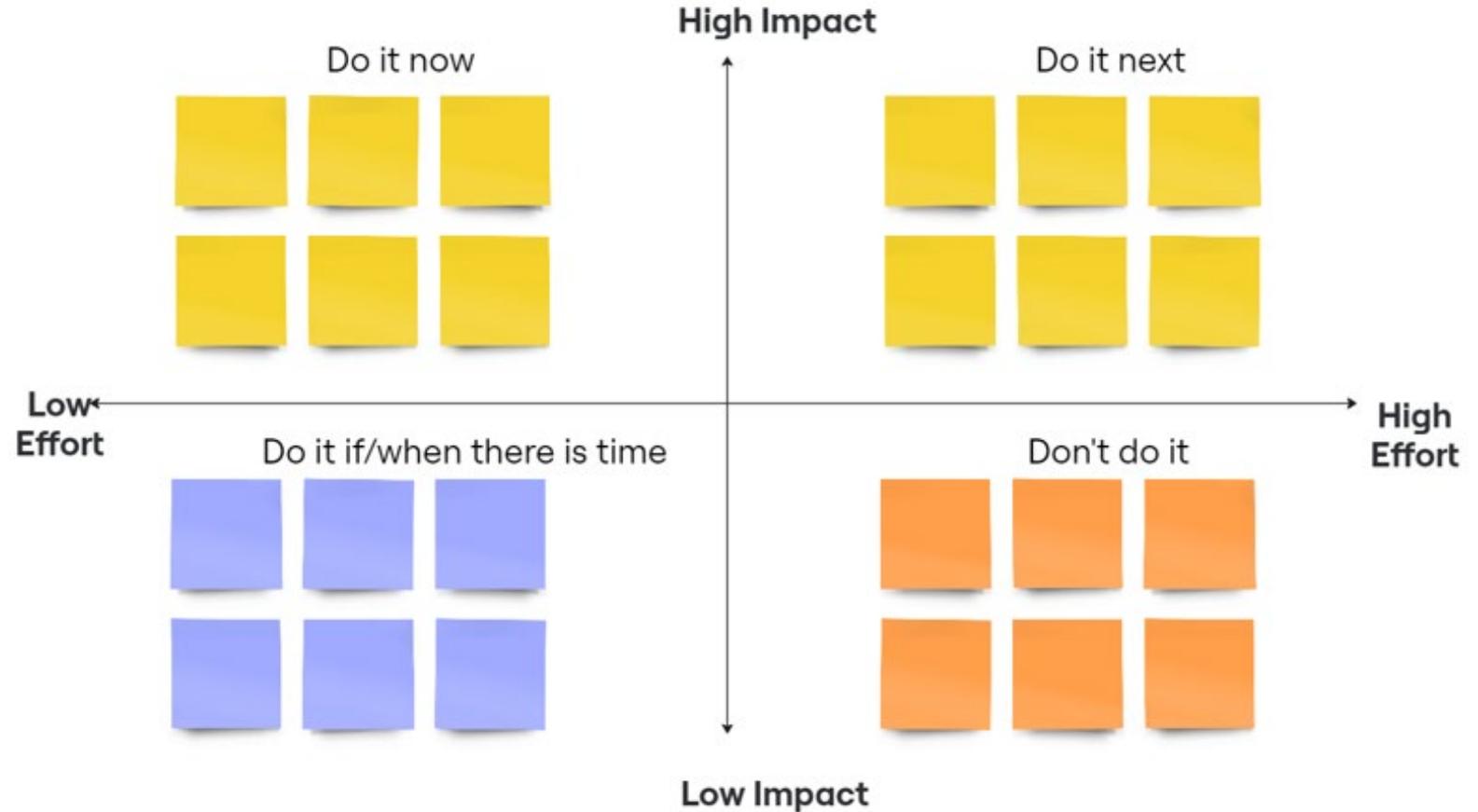
# Strategic Planning Process: Gap Analysis

- Version of a gap analysis:
  - Took the threats and weaknesses and listed the activities and projects we were already engaged in to address those threats and weaknesses.
  - Brainstormed and added activities and projects needed to address those threats and weaknesses, while leveraging strengths and opportunities.



# Strategic Planning Process: Ease/Impact Matrix

We took all the activities that we had brainstormed during the gap analysis and plotted them on an Ease/Impact matrix to help us perform strategic prioritization.



# Strategic Planning Process: Prioritization

- Based on our work, we were able to identify the following high-impact strategic priorities:
  - Decrease the number of clients on HDAP by enrolling them in insurance
  - Increase engagement of people with lived experience
  - Improve case managers' ability to provide care for clients
  - Improve quality of life for clients over age 50
  - Improve TDH staff satisfaction and reduce turnover



# Strategic Planning Process: Implementation Sample

- Goals for insurance enrollment:
  - Decrease the number of clients on HDAP by 10% by enrolling eligible clients in insurance plans by March 31, 2025 (Baseline: 1,146 clients)
- Activities already undertaken by QI/HDAP team:
  - Root cause analysis; surveying case managers/clients on enrollment issues
  - Process mapping client enrollment process to identify communications breakdowns
  - Working with IAP vendor to improve communications
  - Identify sites and regions for increased insurance education and insurance brokers



# Strategic Planning Process: Successes

- Highly engaged staff members: RWHAP Program Director requested routine “Strategy Meetings” after the strategic planning concluded.
- Feeling that there are “North Star” guiding activities.
- Sense of ownership among department staff; does not feel top down or imposed on the program.



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# Strategic Planning Process: Challenges

- The group grew too large and was not conducive for ideation and participation; re-examined the core group and kept the group small
- Loss of momentum around holidays
- Emergent issues that can derail progress or shift focus
- Need to validate assumptions if there is ambiguity (political or regulatory constraints)
- Leadership changes and staff turnover



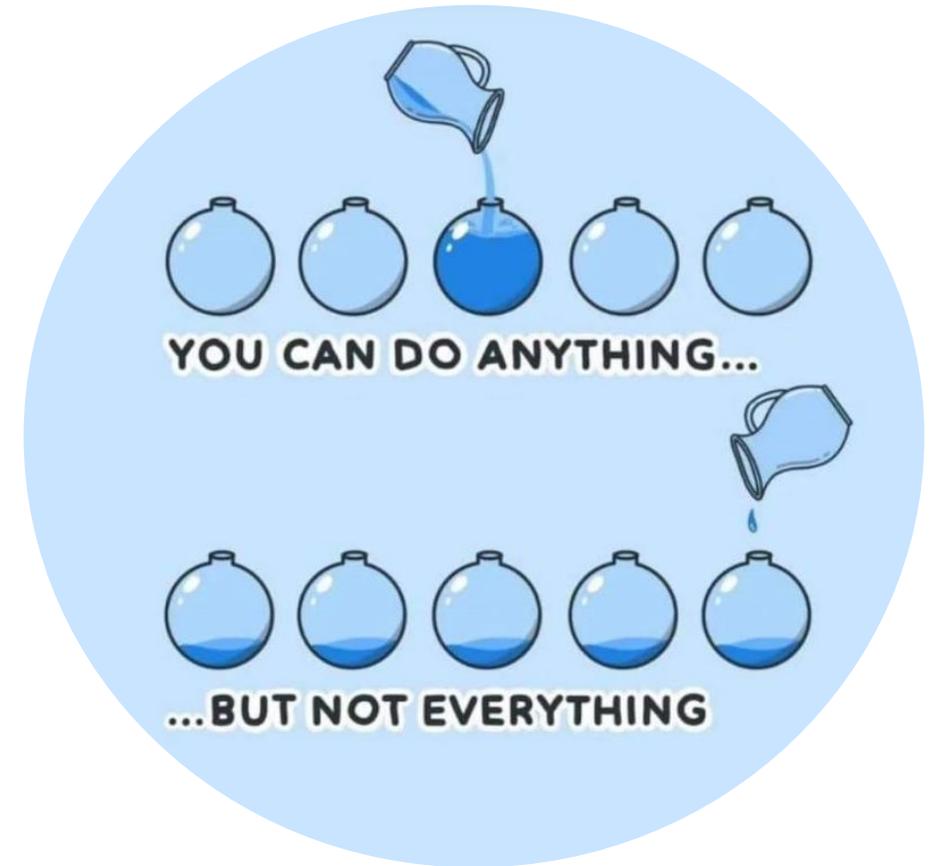
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# What Stood Out in this Example?

**Raise Your Hand or Type Your Thoughts in the Chat!**

# Strategic Planning and Implementing Strategy



# Strategy is the Compass for Navigating Challenges

Strategy deployment is a lean method used to ensure an organization's long-term goals are effectively translated into actionable plans and daily activities.

|                      | Description   | Example   |
|----------------------|---|---|
| Set Clear Objectives | Define the overall vision and long-term goals for your organization.                                  | Ending the HIV Epidemic in our region.  |
| Breakdown Goals      | Divide broad objectives into SMART goals.   | Reducing time to viral suppression by 20%.  |
| Align Activities     | Ensure every team understands their role in achieving the goals, and connection to other team's work. | Front-line staff streamlining patient intake processes, optimizing antiretroviral restart scheduling. |
| Engage Everyone      | Involve all levels of the organization and stakeholders in planning and implementation.               | Regular staff and community feedback loops to maintain alignment and address issues promptly.         |
| Monitor and Adjust   | Continuously track progress and adjust projects and strategies as needed.                             | Analyzing data to identify barriers and making necessary changes to be effective.                     |

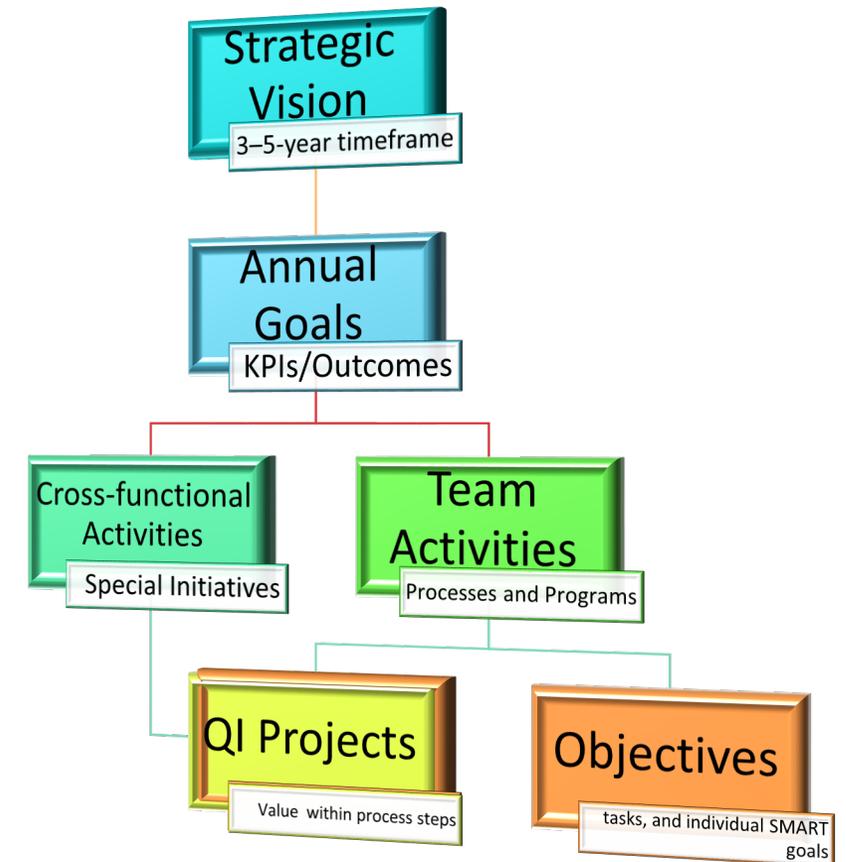


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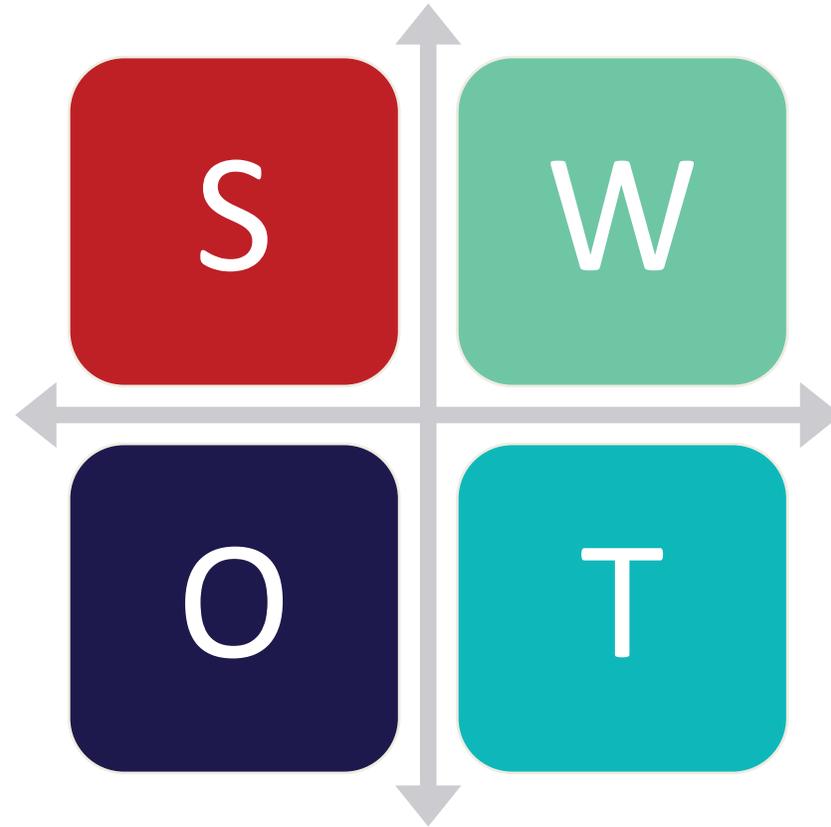


# Strategic Alignment Framework | Translating Vision into Actionable Goals and Initiatives

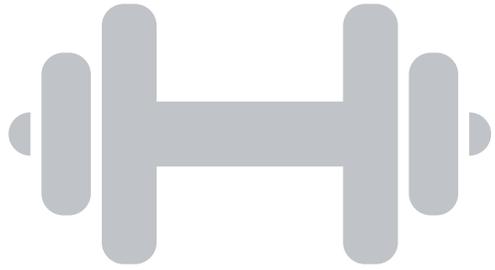
- The executive level defines the strategic vision for the administration. Each division, team, and individual does work each day that cascades upward to share goals.
- Employees have a defined approach to work and are:
  - Engaged and knowledgeable about what they are working on now, next, and why.
    - They are clear about what a win looks like.
  - Capable and empowered to approach the goals with belonging, autonomy, mastery, and purpose.



# Strategy Tool | SWOT Analysis Matrix



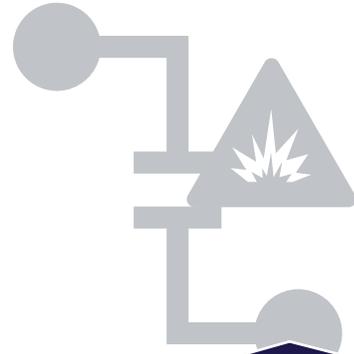
# SWOT | Strengths, Weaknesses, Opportunities, & Threats



## Strengths

### Advantages in:

- People
- Process
- Systems
- Resources



## Weaknesses

### Disadvantages in:

- People
- Process
- Systems
- Resources



## Opportunities

Changing environmental forces that can cause **gains**.



## Threats

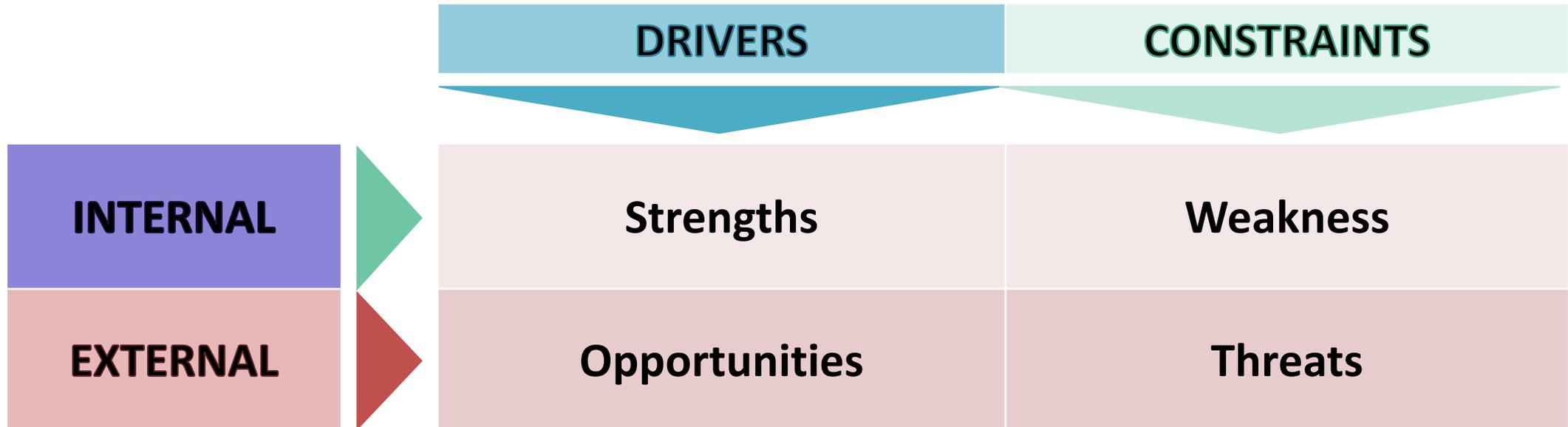
Changing environmental forces that can cause **loss or disruption**.

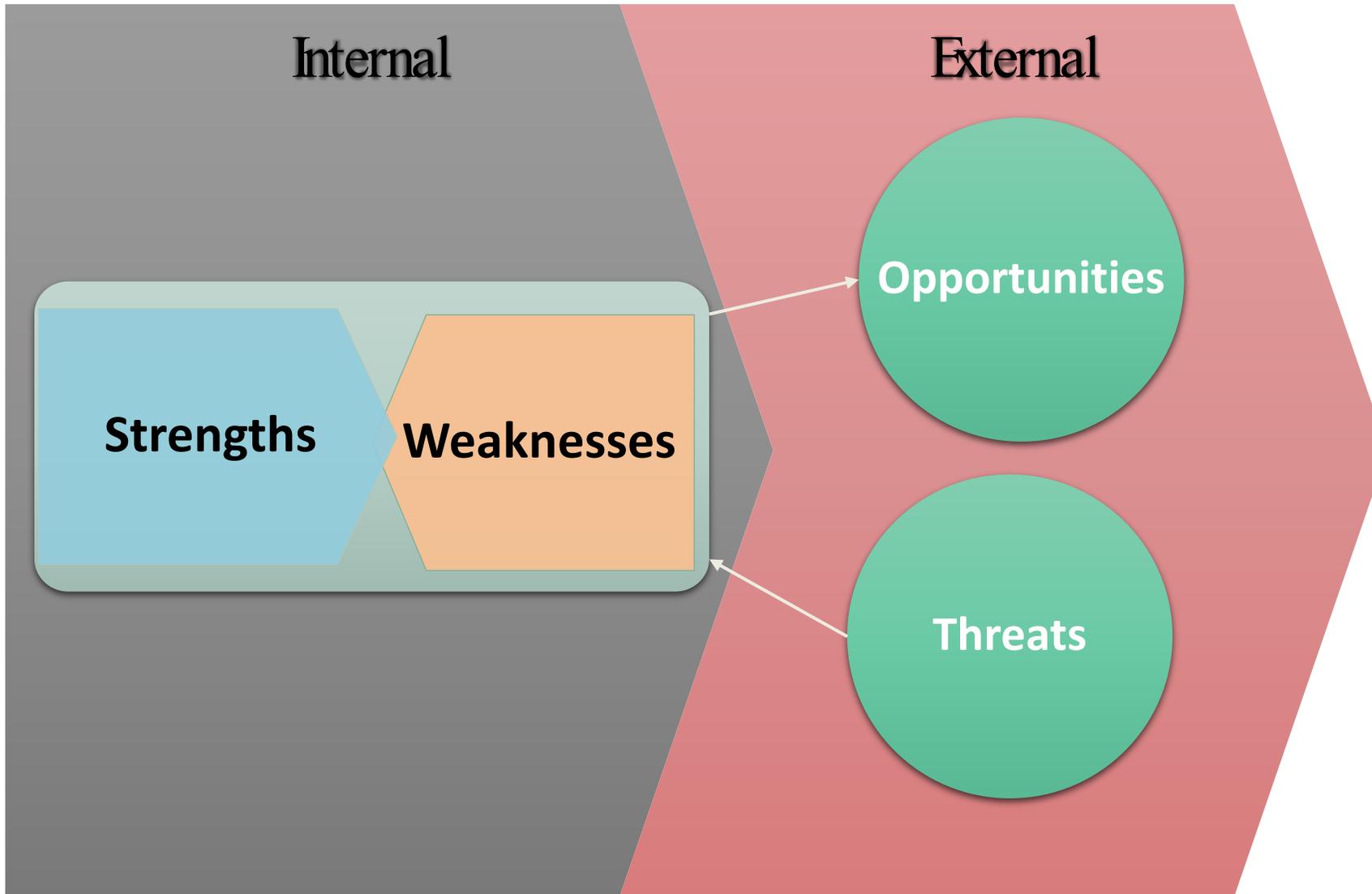


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# Understanding the Four Quadrants of a SWOT



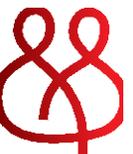


## Strategy

- How to use opportunities to improve or minimize weaknesses?
- How to use strengths to take advantage of opportunities?
- What prevention and detection exists in areas of intersecting weaknesses and threats?
- How to use strengths to mitigate threats?



# Use SWOT to Define a Future State in Your Strategy



# Strategy | The Compass – Key Takeaways

## Strategy Process

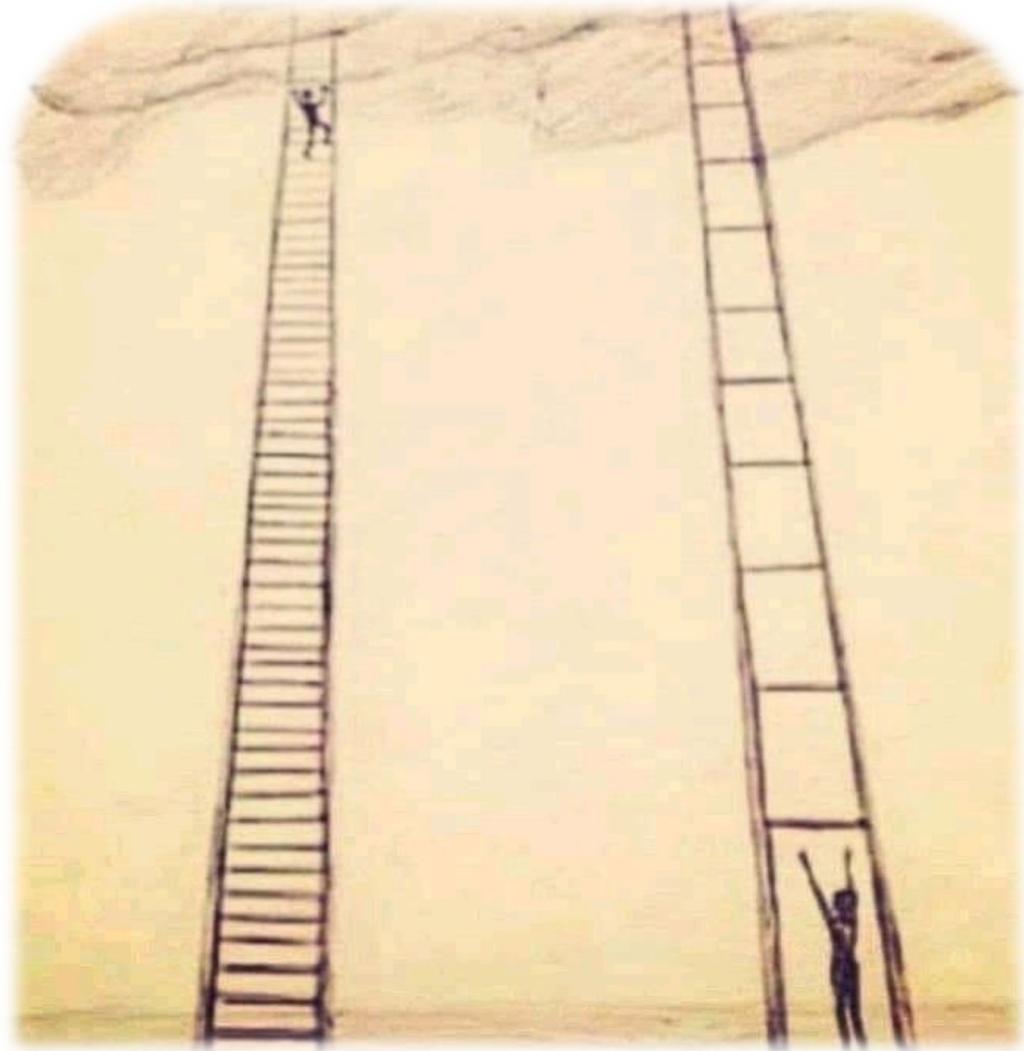
- Vision: Set long-term goals
- Develop Key Performance Indicators: Create measurable objectives
- Gap Analysis: Assess current vs. desired state
- Cascade Goals: Align team objectives
- Rapid Improvement & Review: Iterate and adjust

## Case Study Tips

- ① Conduct PEST and SWOT analyses
- ① Use Ease/Impact matrix for prioritization
- ① Set specific, measurable goals (e.g., 5% increase in IAP)



# Change Management



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# Change Management Is The Fuel For Improvement

|                      | Description  | Connection to QI   |
|----------------------|--|--|
| <b>Communication</b> | Facilitates clear and consistent messaging about the change. | Enhances understanding and reduces confusion, which leads to smoother implementation.            |
| <b>Motivation</b>    | Builds inspiration and willingness to support the change.    | Encourages active participation and commitment, which accelerates the adoption of new processes. |
| <b>Training</b>      | Provides necessary skills and knowledge to employees.        | Empowers staff to effectively execute new processes, which improves efficiency and outcomes.     |
| <b>Engagement</b>    | Involves employees in the change process.                    | Increases buy-in and commitment, which fosters a culture of continuous improvement.              |
| <b>Reinforcement</b> | Tracks progress and addresses issues promptly.               | Ensures timely adjustments, which maintains momentum and achieves desired results.               |



# Change Takes Time

## Change: An End to What I'm Comfortable with...

- Too fast
- Didn't see it coming
- Stressful
- Confusing
- Denial
- It's bad, but could be worse
- Minimizes past efforts and successes

Vs.

## Transition: An Opportunity to Adjust to a New Beginning!

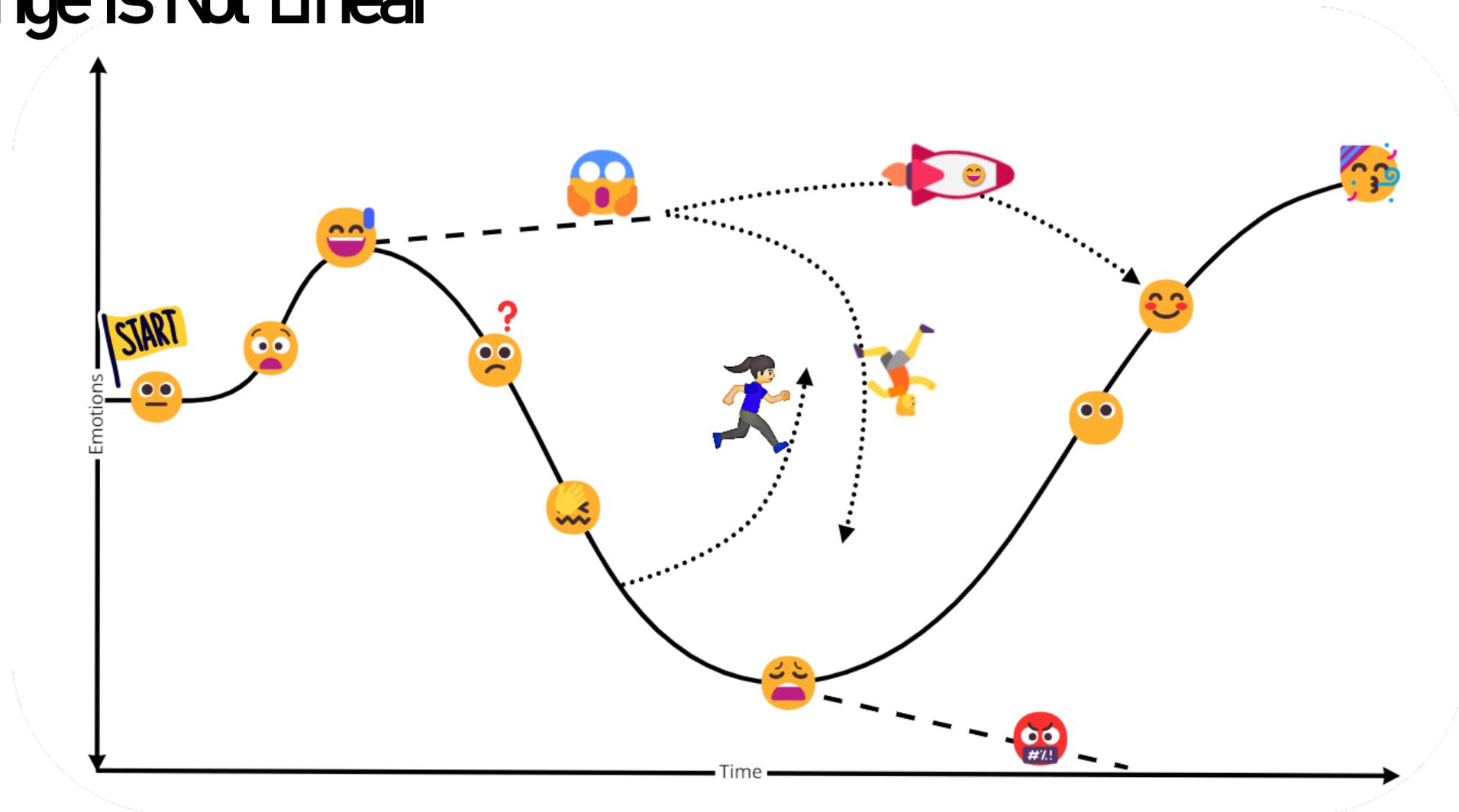
- Happens S-L-O-W-L-Y
- Had time to prepare and process
- Acceptance
- Enthusiasm for a fresh start
- Hope
- Tomorrow could be better than today
- Recognizes and respects collaborators



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# Change Is Not Linear

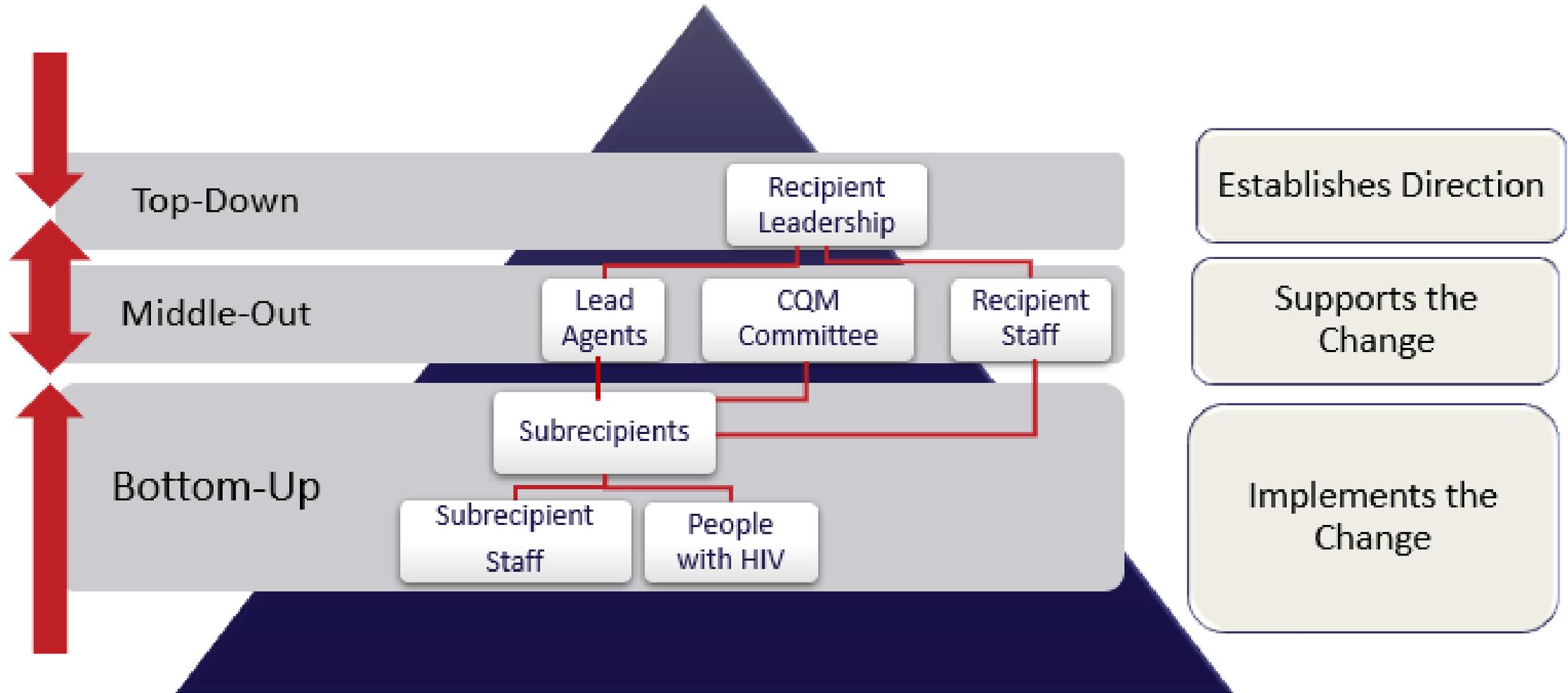


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Adapted from:  
John M Fisher



# Everyone Has a Role in Change



# What Conditions Make It Easier to Change?

Type Your Thoughts in the Chat!

# Working Effectively and Collaboratively for Change

## Minimize Risks

- Technical debriefs for feedback
- Use simulation
- Asynchronous feedback mechanisms
- Ample training
- Generous timeline

## Maximize Incentives

- Understand WiifM (what is in for me)
- Regular recognition of individual achievement
- Developmental opportunities
- Connection to people



# Change Management | The Fuel – Key Takeaways

- Communication: Clear, consistent messaging
  - Build Motivation: Give people autonomy, mastery, and purpose
  - Training: Provide necessary skills and resources
  - Engagement: Involve employees in the process
  - Monitor: Track progress and address issues
- 📌 Keep core planning group small for better engagement
  - 📌 Regular "Strategy Meetings" to maintain momentum
  - 📌 Foster sense of ownership among department staff



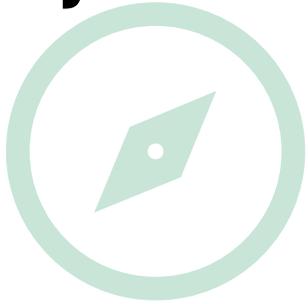
# Putting the Pieces Together



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# Summary of the QI Journey



**Strategy**

The Compass



**Quality Improvement**

The Roadmap



**Change Management**

The Fuel

## Acceleration in Action

- Strategy sets direction. QI methods chart the course and change management powers the journey.
- SWOT analysis informs project activities such as plan-do-study-act (PDSA) cycles or define, measure, analyze, improve, and control (DMAIC) tests, while change management ensures successful implementation.
- Cascading goals align with process improvements and foster employee engagement.
- Continuous monitoring and adjustment keep all elements in sync.



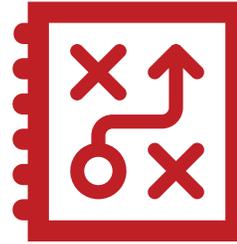
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# Tips for Better Mileage



**Rapid improvement is achieved when robust QI is met with reflective strategy and support for change.**



**Synergies between strategy deployment and change management:**

- Clarity of purpose meets readiness for action.
- Top-down direction meets bottom-up engagement.
- Long-term vision meets short-term wins.



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# Three Steps You Can Try By Next Tuesday

1

Map your quality strategy

- Revisit your clinical quality management workplan and check for alignment of projects and measures.

2

Understand the systems level perspective of your program

- Conduct a SWOT analysis.

3

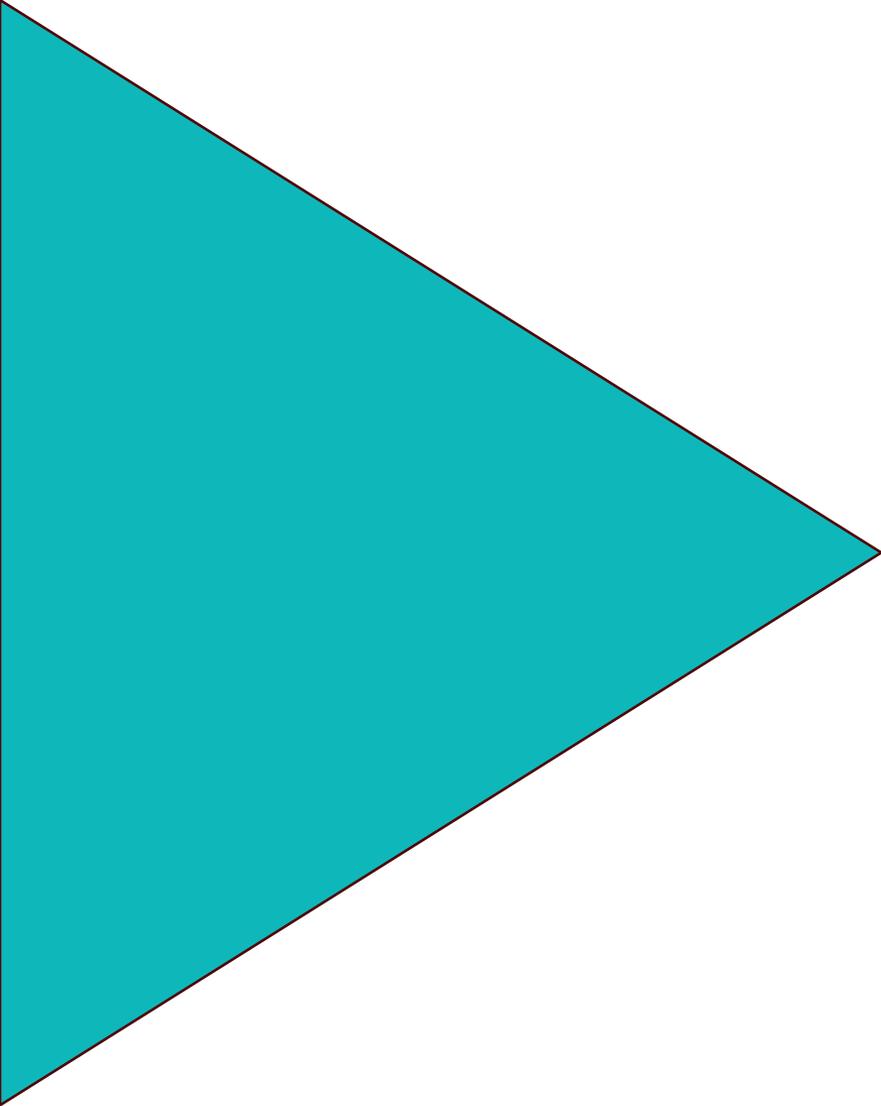
Assess your organization's change readiness

- Send a survey.
- Even better: Go see, ask why, and show respect!



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# Questions?



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# Contact Information



## Coach

Justin Britanik, CQII Coach, [justin@cqii.org](mailto:justin@cqii.org)

## Presenter

Garett Switzer, Tennessee Department of Health

## Learn More

212-417-4730 (phone)

212-417-4684 (fax)

Info@CQII.org



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