

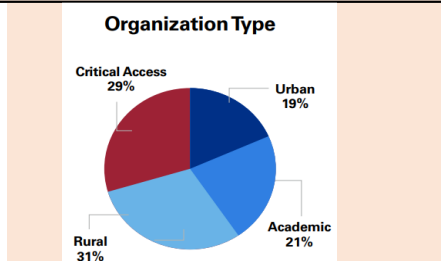
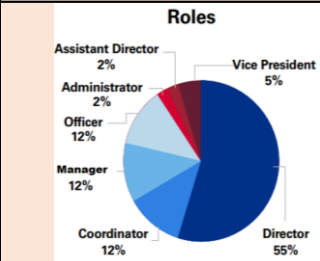
The Quality Collective: A Learning Collaborative

Amy Disharoon, MPH, CPHQ
Maneshwar Singh, CPHQ, LSSGB, CSM, CSPO

Introduction and Background

In response to the profound impact of the COVID-19 pandemic and member request for peer connection and real-time sharing of quality strategies, the American Hospital Association launched The Quality Collective, a three-month initiative to address evolving challenges in quality improvement and collectively strategize on the most pressing health care quality related issues.

From April – July 2023, the AHA collaborated with 104 health care quality leaders from its member hospitals and health systems for focused discussions and exploration of quality issues that matter most to them.



Discovery

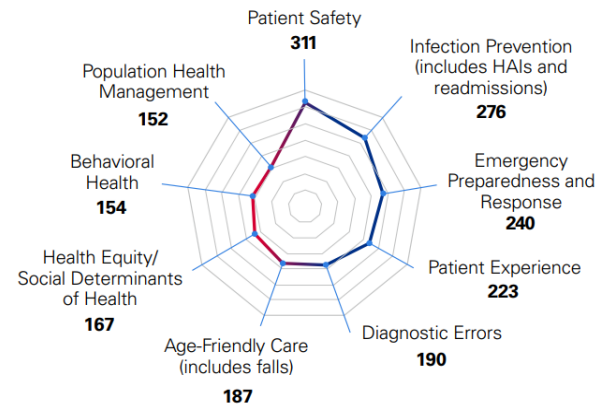
Members received a brief survey (Discovery Form) designed to illuminate priorities and inform Deep Dive discussions; N=42

Topics covered included:

- member demographics, including roles and organization types;
- definitions of quality and performance improvement and how those definitions may have shifted throughout the COVID-19 pandemic;
- members' organizational quality priorities for 2024;
- clinical and cultural quality areas, ranked in order of successes and opportunities for improvement; and
- members' quality "wins."

Measurement: Member Survey and Quality Topic Ranking

Clinical Quality Ranking



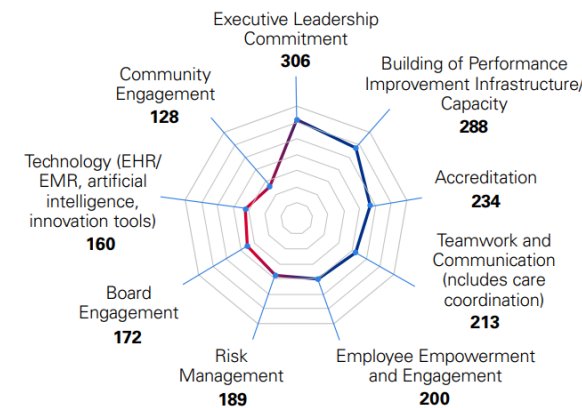
Top three success areas

1. Patient safety
2. Infection prevention (including HAIs and readmissions)
3. Emergency preparedness and response

Top three opportunities for improvement

1. Population health management
2. Behavioral health
3. Health equity/social determinants of health

Cultural Quality Ranking



Top three success areas

1. Executive leadership commitment
2. Building of performance improvement infrastructure/ capacity
3. Accreditation

Top three opportunities for improvement

1. Community engagement
2. Technology
3. Board engagement

Defining Quality and Performance Improvement

- “The extent to which health care services provided to individuals and populations of **patients** increase the **likelihood of a desired outcome** and are consistent with current, **evidence-based practices**.”
- “Providing the **best health care possible** within the scope of the organization, implementing a model of **continuous improvement** in health outcomes and ensuring that **all patients are treated with dignity and respect**.”
- “The consistent effort to identify opportunities for improvement within our work and develop **effective, sustainable solutions**.”
- “The continuous study and adaptation of the functions and processes of a health care organization to increase the probability of achieving desired outcomes and to **better meet the needs of patients**.”
- “The redesign of a process, workflow and/or tool with the intention of **improving overall outcomes**.”

Implementation

Six Deep Dive sessions were hosted covering 12 topics identified through the Discovery Form as quality areas of success, opportunities for improvement, and member priorities.

Deep Dive Topics



Appreciative Inquiry

Facilitators used appreciative inquiry as a tool in peer-to-peer discussions to gather qualitative feedback on successful strategies and processes, reframing deficiency-focused language into opportunities for improvement.

Example Questions:

- What has made the biggest impact on improving your patients' experience?
- What successful strategies and approaches have you used within your organization to engage and empower your staff around QI initiatives?

Outcomes and Next Steps

The results from the Quality Collective discussions have been summarized into a [report for the field](#), which includes

1. Deep Dive Quality Topic Strategies for Success
2. Improvement in Action: Examples from QC Members
3. AHA Resources

Member hospitals are dedicated to quality and patient safety and continue to deploy best practices, engage in peer-to-peer learning, and implement innovative strategies for improvement.

The data collected has also paved the way for the [AHA Patient Safety Initiative](#), a collaborative effort empowering hospitals to influence national health care safety discussions.