



NATIONAL QUALITY CENTER

Partnering with Subrecipients in RWHAP

Engaging Stakeholders: Vertically and Horizontally

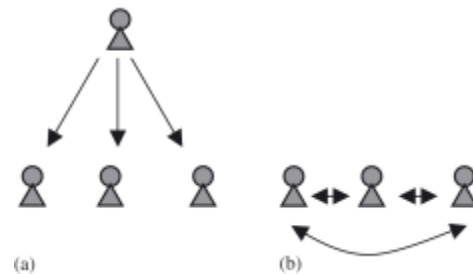


Judith Popkin, MPA, CPHQ, CPHRM, LHRM
National Quality Center Coach



NATIONAL QUALITY CENTER

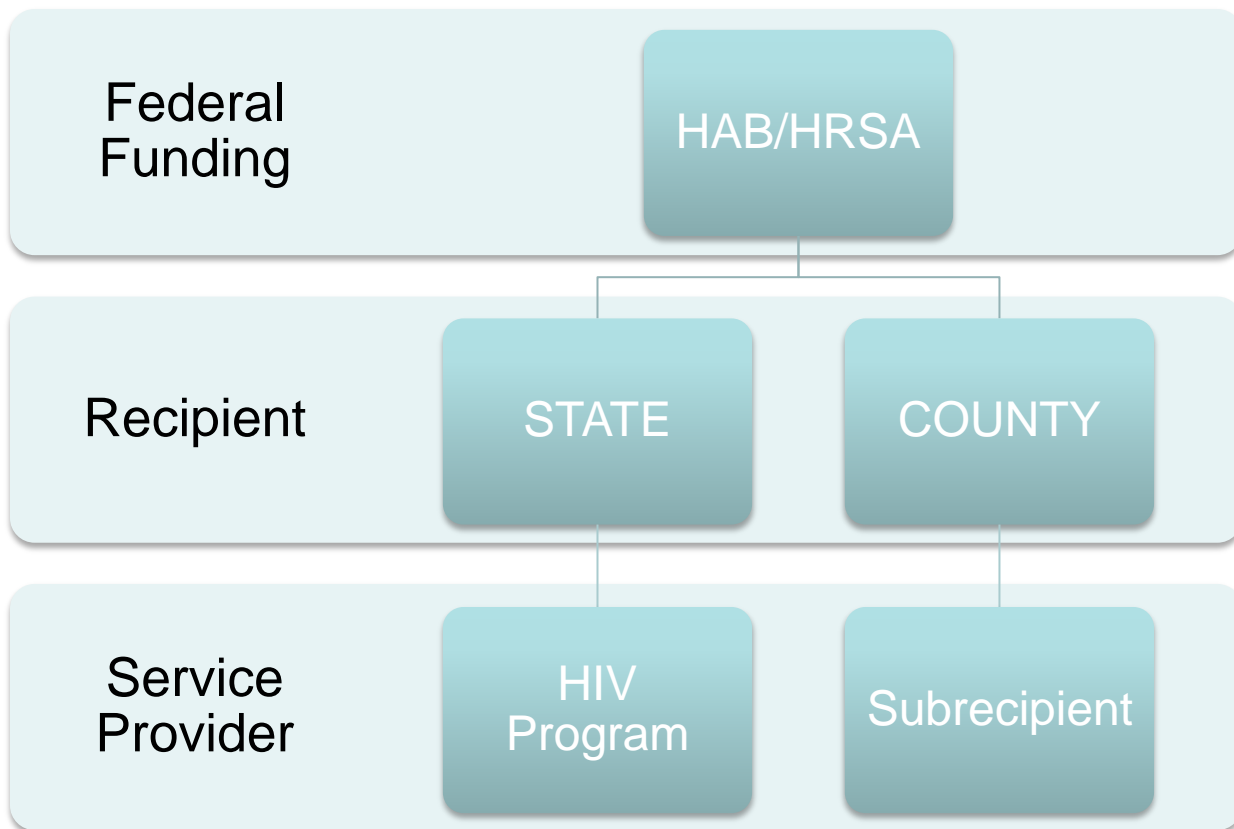
Vertical and Horizontal Engagement:



What Does this Mean and Why is it Important?

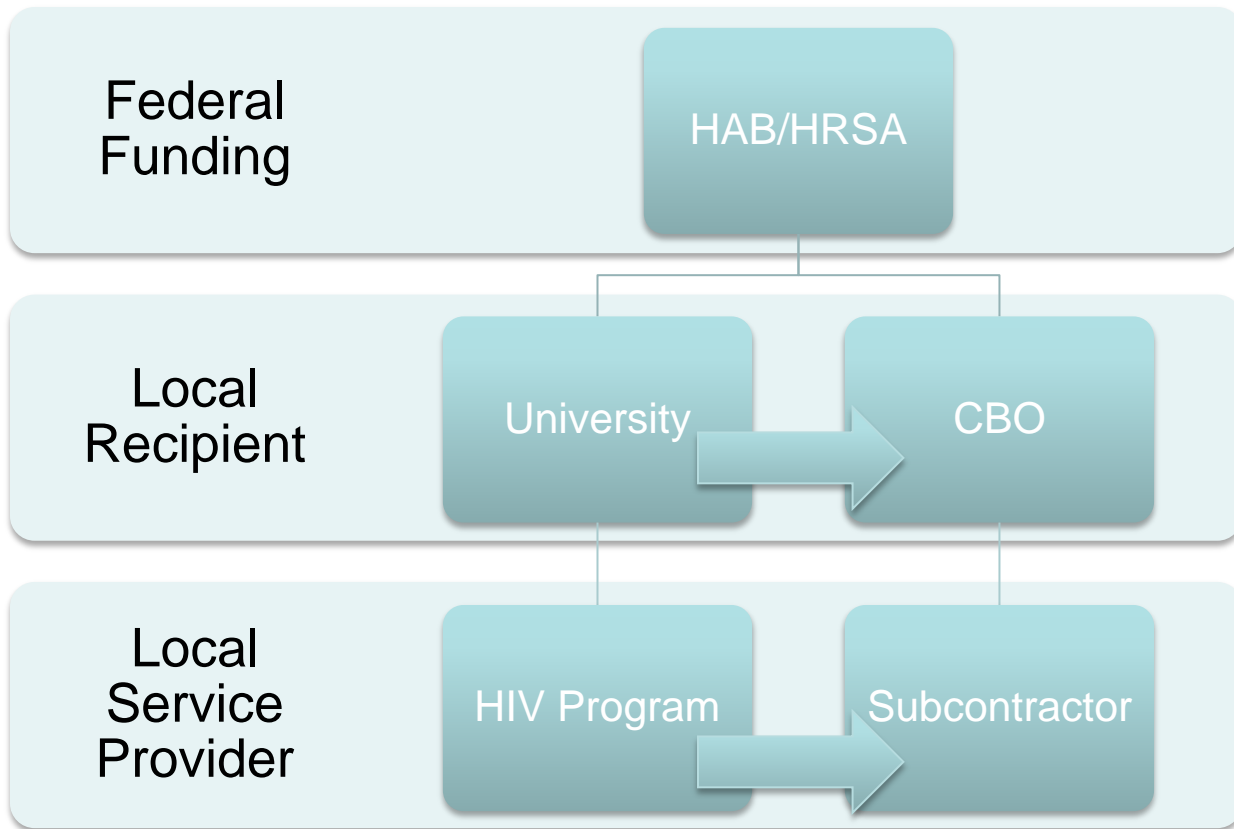


Vertical Engagement





Both Vertical and Horizontal Engagement





Principals of Engagement

- **Get to Know Your Stakeholders/Partners**
 - Who are they?
 - What do they care about?
 - How do you relate to them?
- **Engage as early as possible**
- **Listen with open ears**
- **Meet face-to-face**



Principals of Engagement cont'd....

- Communicate, communicate, and communicate some more
- Use carrots as much as possible versus sticks
- Identify common interests (and we have many): linkage, retention, viral load suppression, ending disparities in care, etc.





NATIONAL QUALITY CENTER

Vertical Engagement and Accountability

- Vertical engagement best achieved through a formal contract
- Contracts should include deliverables
- Deliverables may be tied to funding



Horizontal Engagement

- Although easy enough to define, may not be as easy to achieve as vertical engagement
- Relationships may be “looser” since they may not be contractual in nature
- Agencies within a community and/or a network may not have strong working relationships historically

HAB's Expectations PCN# 15-02



PCN #15-02

- Policy Clarification Notice was issued by Hab in an effort to further define these types of relationships and expectations, and to specify the elements that make up a good clinical quality management program (CMP).
- A copy PCN #15-02 is in your packets.

Recipients Must Measure and Improve

- **MEASURE:** Assess the extent to which HIV health services are consistent with the most recent PHS guidelines for the treatment of HIV Disease and related opportunistic infections;
- **IMPROVE:** Develop strategies for ensuring that such services are consistent with the guideline for improvement in access to and provision of quality HIV services.

Applicability to Subrecipients

- “Recipients are to identify the specific CQM program activities for their service area (Part A and B recipients) or network (Part C and D recipients). Specific CQM program activities include a performance measure portfolio, frequency of performance measure data collection, and identification of quality improvement activities, among other items.”

What Recipients must do.....(Part A)

Recipients need to ensure that their subrecipients providing services have the following:

- **Capacity to contribute to the recipient's CQM program**
- **Resources to conduct CQM activities in their organizations**
- **Implementation of a CQM program in their organizations**
- **An expectation to provide guidance to subrecipients on prioritizing measures and collecting data**

Additional Recipient expectations....

- **Recipients need to work with subrecipients to identify improvement opportunities and monitor quality improvement activities at the subrecipient locations**
- **Prioritization of CQM activities should be coordinated across RWHAP recipients within jurisdictions and subrecipients funded through the recipient**

Role of Contracts & Specific Language re: CQM Programs

- **Recipients may choose to have subcontracts for some or all of the CQM activities. Recipients may also work collaboratively with their stakeholders such as planning councils/planning bodies, governing bodies, and/or board of directors, as appropriate. Whatever mechanism is used, the recipient is ultimately responsible for ensuring that the CQM program meets HRSA's requirements for the RWHAP Parts**



NATIONAL QUALITY CENTER

Challenges to Horizontal Engagement

The One **S** and Four T's

- **S**ilo
- Turf
- Time
- Trust
- Turnover



NATIONAL QUALITY CENTER

What Have Been Your Challenges with Horizontal Engagement?



Let's mention just a few.....

Objectives of this Introduction

- Reflect some language and directives from PCN #15-02 from HAB related to relationships between RWHAP recipients and subrecipients
- Introduce



Horizontal Engagement

Part A Network

- Different providers/multiple sites
- Different services
- Different patient populations
- Multiple RW and other funding streams per provider

BUT....All are responsible for quality projects and data submission



How to Facilitate Horizontal Engagement in a Part A Network



- If possible, find common areas for QI across agencies and funders
- Choose QI projects that meet agency *and* funders' needs

Benefit: QI Collaboration can benefit the network, i.e. referrals, tracking, coordination, and retention in care when we all work together; ultimately improving patient outcomes



NATIONAL QUALITY CENTER

Horizontal Engagement

Part A Network

- Provide training
- Communicate expectations
- Encourage accountability
- Streamline reporting
- Leverage the gains..spread innovation



NATIONAL QUALITY CENTER

What Has Been Your Success with Horizontal Engagement?

THANK YOU!

- Any questions or need for TA?...
.....or just want to share???

NQC has a number of ways to spread/share your ideas....or to find resources that you need...so you don't have to “reinvent the wheel.”

Judy Popkin

judy@nationalqualitycenter.org

(813) 748-7170



Some additional NQC resources have been included in your packets