MHTTC Mental Health Technology Transfer Center Network

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Resources on Planning and Conducting Learning Collaboratives

A Supplement to the Report:

Learning Collaboratives: A Strategy for Quality Improvement & Implementation in Behavioral Health

Michael A. Hoge, Ph.D. & Manuel Paris, Jr., Psy.D.
The Annapolis Coalition on the Behavioral Health Workforce
& Yale University School of Medicine

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Institute for Healthcare Improvement

The Institute for Healthcare Improvement (IHI) is largely responsible for developing and disseminating the learning collaborative model in the U.S. and internationally. It is the most prominent single source of information on collaboratives. It distributes a significant amount of information online at no charge, though the user must establish an account to download major documents (www.ihi.org).

IHI offers a range of educational resources, which are often free to students and faculty, and available to other professionals for a fee. Discounted rates are available as a benefit of individual or organizational membership. Information on membership categories can be found at: http://www.ihi.org/Engage/Memberships/premium-and-premium-plus-membership/Pages/default.aspx.

The resources below are available through IHI. The descriptions are taken and adapted from text on the IHI website:

The Breakthrough Series College
http://www.ihi.org/education/InPersonTraining/breakthrough-series-college/Pages/default.aspx

This educational program involves over 20 hours of instruction on how to conduct a successful collaborative improvement project. Participants also develop the skills necessary to teach and use the IHI Model of Improvement. The instruction focuses on the traditional Breakthrough Series Collaborative model. Specific content covers collaborative set-up, topic selection, the model for improvement, developing technical content, preparing for the collaborative, learning sessions and action periods, evaluation, and dissemination. During the pandemic, the College is virtual and spans two afternoons per week for three weeks.

IHI Open School
http://www.ihi.org/education/IHIOpenSchool/Pages/default.aspx

IHI describes the Open School as a global network of almost one million learners focused on improving health and healthcare. The school provides online access to over 30 courses. It hosts more than 1,000 interprofessional chapters in 97 countries. Based on shared interests, chapter members collaborate in learning about and implementing quality improvement.

Audio and Video Education
http://www.ihi.org/resources/Pages/AudioandVideo/default.aspx

WIHI (pronounced like radio station call letters) hosts a broad range of audio broadcasts on basic, advanced, and current topics. Numerous educational videos are available on the IHI website and through YouTube.

Conferences
http://www.ihi.org/education/conferences/Pages/default.aspx

IHI offers an annual National Forum on quality improvement, plus a range of conferences on specialty topics. These are conducted worldwide.

Customized Services
http://www.ihi.org/Engage/CustomExpertise/Pages/default.aspx

IHI staff provide training and consultation to individual organizations, including coaching on conducting a specific learning collaborative.

Improvement Coach Professional Development Program
http://www.ihi.org/education/InPersonTraining/ImprovementCoach/Pages/default.aspx

This continuing education program is designed to improve participant knowledge of improvement science and skills in coaching and facilitating the work of improvement teams. It is intended for professionals who spend at least 25% of their time engaged in this type of work. A related training is available for Improvement *Advisors* who have quality improvement leadership roles in organization.

Model of Improvement
http://www.ihi.org/resources/Pages/HowtoImprove/default.aspx

This is a conceptual and practical model for accelerating change. The online resources include an overview, plus instructional guides on forming a team, setting aims, establishing measures, selecting and testing changes, implementing changes, and spreading change.

Quality Improvement Essentials Toolkit
http://www.ihi.org/resources/Pages/Tools/Quality-Improvement-Essentials-Toolkit.aspx

This resource contains ten tools and templates for launching and managing an improvement project. Each includes a short description, instructions, and a template. All are available for download at no charge:

- Cause and Effect Diagram
- Driver Diagram
- Failure Mode and Effects Analysis (FMEA)
- Flowchart
- Histogram
- Pareto Chart
- PDSA Worksheet
- Project Planning Form
- Run Chart and Control Chart
- Scatter Diagram

Publications
http://www.ihi.org/resources/Pages/Publications/default.aspx

This section of the IHI website highlights publications in premier journals (*Health Affairs, JAMA, Harvard Business Review)*, most recent publications, and a list of all IHI publications. The site also highlights IHI White Papers and Innovation Reports. Below is a selection of IHI publications.

Botticelli, M., Gottlieb,. M, & Laderman, M. (2019). *Effective strategies for hospitals responding to the opioid crisis*. Boston: Institute for Healthcare Improvement and The Grayken Center for Addiction at Boston Medical Center; 2019.

http://www.ihi.org/resources/Pages/Publications/Effective-Strategies-for-Hospitals-Responding-to-Opioid-Crisis.aspx

Hilton K., & Anderson A. (2018). *IHI psychology of change framework to advance and sustain improvement*. IHI White Paper. Boston, Massachusetts: Institute for Healthcare Improvement. http://www.ihi.org/Topics/Psychology-of-Change/Pages/default.aspx

Institute for Healthcare Improvement. (2003). *The breakthrough series: IHI's collaborative model for achieving breakthrough improvement.* http://www.ihi.org/resources/Pages/IHIWhitePapers/TheBreakthroughSeriesIHIsCollaborativeModelforAchievingBreakthroughImprovement.aspx

Perlo J., Balik B., Swensen S., Kabcenell A., Landsman J., & Feeley D. (2017). *IHI framework for improving joy in work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement. http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

Schall, M., Laderman, M., Bamel, D., & Bolender, T. (2020). *Improving behavioral health care in the emergency department and upstream.* Institute for Healthcare Improvement. http://www.ihi.org/resources/Pages/IHIWhitePapers/Improving-Behavioral-Health-Care-in-the-Emergency-Department-and-Upstream.aspx

Wyatt, R., Laderman, M., Botwinick, L., Mate, K., & Whittington, J. (2016). *Achieving health equity: A guide for health care organizations*. Institute for Healthcare Improvement. http://www.ihi.org/resources/Pages/IHIWhitePapers/Achieving-Health-Equity.aspx

Guides to Planning and Conducting Learning Collaboratives

The National Child Traumatic Stress Network (NCTSN)

TOOLCIT Curriculum for Learning Collaborative Facilitators
https://learn.nctsn.org/course/view.php?id=101

- TOOLCIT stands for *Teaching Others to Orchestrate Learning Collaboratives through Instruction & Technical Assistance*
- From the Website: The TOOLCIT Curriculum was developed to support organizations and professionals to lead successful Collaborative training initiatives through a collection of 13 self-paced lessons that provide key principles, examples, and resources. Modules combine principles from implementation science, adult learning, quality improvement, and lessons learned from more than ten years of Collaboratives within the NCTSN.
- Creating an account at no cost to access the materials is required. This web platform works best with Firefox.
- Content:
  Lesson 1: Choosing Among Three Types of Collaboratives
  Lesson 2: Getting Ready for your Learning Collaborative
  Lesson 3: Selecting and Working with Faculty Members
  Lesson 4: Laying the Learning Collaborative Foundation
  Lesson 5: Preparing for the Expert Panel Meeting
  Lesson 6: Selecting Teams
  Lesson 7: Designing the Collaborative Launch

Lesson 8: Fostering a Community of Learners
Lesson 9: Conducting the Learning Sessions
Lesson 10: Ensuring Productive Action Periods
Lesson 11: Applying the Model for Improvement
Lesson 12: Implementing Improvements
Lesson 13: Planning for Sustainability

A Guide for Senior Leadership in Implementation Collaboratives
https://learn.nctsn.org/enrol/index.php?id=473

- From the website: Ensuring that organization leadership has basic knowledge of implementation science principles, understands their role, and has the capacity and skill to play that role is critical in any implementation collaborative. This guide brings together implementation science with the experience and expertise of the NCTSN to outline the important facets of senior leadership during the implementation and sustainability of evidence-based interventions, practices, or products.
- Creating an account at no cost to access the materials is required. This web platform works best with Firefox.

New York State Department of Health AIDS Institute & Health Resources & Services Administration HIV/AIDS Bureau

Planning and Implementing a Successful Learning Collaborative: Guide to Build Capacity for Quality Improvement in HIV Care
https://targethiv.org/library/planning-and-implementing-a-successful-learning-collaborative-guide-build-capacity-quality

From the website: Focuses on learning collaboratives for recipients of Ryan White Parts A through D and is modeled on the Institute for Healthcare Improvement's Breakthrough Series Collaboratives. Explains in detail how quality leaders of health departments and HIV/AIDS health programs can successfully execute a learning collaborative for HIV providers, and support staff. Captures the combined experience of Ryan White HIV/AIDS Program recipients and improvement experts who participated in learning collaboratives. Hardcopies of this resource are available at no cost by contacting the New York State Department of Health at 212-417-4730.

The Improvement Guide: A Practical Approach to Enhancing Organizational Performance (2nd Edition)

Langley GL, Moen R, Nolan KM, Nolan TW, Norman CL, Provost LP (2009)
San Francisco, California, USA: Jossey-Bass Publishers

[From the IHI website] The Model for Improvement, an integrated approach to process improvement that delivers quick and substantial results in quality and productivity in diverse settings, is explored. This updated edition includes new information on accelerating improvement by spreading changes across multiple sites. A practical tool kit of ideas and examples from diverse industries, including health care, and international improvement efforts are shared.

Implementation & Change Strategies

Change Facilitation Strategies Used in the Implementation of Innovations in Healthcare Practice: A Systematic Review.
Moussa, L., Garcia-Cardenas, V., & Benrimoj, S. I. (2019). *Journal of Change Management, 19*(4), 283-301. https://doi.org/10.1080/14697017.2019.1602552

A Refined Compilation of Implementation Strategies: Results from the Expert Recommendations for Implementing Change (ERIC) Project.
Powell, B. J., Waltz, T. J., Chinman, M. J., Damschroder, L. J., Smith, J. L., Matthieu, M. M., Proctor, E. K., & Kirchner, J. E. (2015). *Implementation Science, 10*(21).
http://doi.org/10.1186/s13012-015-0209-1

Using Implementation Facilitation to Improve Care in the Veterans Health Administration (Version 2).
Ritchie, M. J., Dollar, K. M., Miller, C. J., Oliver, K. A., Smith, J. L., Lindsay, J. A., & Kirchner, J. E.. Veterans Health Administration.
https://www.queri.research.va.gov/tools/implementation/Facilitation-Manual.pdf

PDSA Resources

QI Essentials Toolkit: PDSA Worksheet
Institute for Healthcare Improvement (2017)
http://www.ihi.org/resources/Pages/Tools/Quality-Improvement-Essentials-Toolkit.aspx
(Select *PDSA Worksheet*. A free account is required.)

Rapid-Cycle Testing: How to Conduct a Plan-Do-Study-ACT (PDSA) Cycle
NIATx
https://chess.wisc.edu/niatx/Content/ContentPage.aspx?NID=148

The Problem with Plan-Do-Study-Act Cycles
Reed, J. E., & Card, A. J. (2016).. *BMJ Quality & Safety, 25*, 147-152.
http://doi.org/10.1136/bmjqs-2015-005076

Framework for Selecting an Improvement Strategy

The Kirkpatrick Model
https://www.kirkpatrickpartners.com

A practical model designed for selecting and evaluating training. It is applicable as a framework for selecting and evaluating learning collaboratives as a change strategy.

Reporting on Learning Collaboratives

Standards for Quality Improvement Reporting Excellence
http://squire-statement.org/index.cfm?fuseaction=Page.ViewPage&pageId=471.

Ogrinc, G., Davies, L., Goodman D., Batalden, P., Davidoff, F., & Stevens, D. (2016). Squire 2.0 (standards for quality improvement reporting excellence): Revised publication guidelines from a

detailed consensus process. *BMJ Quality & Safety, 25*, 986-992. http://doi.org/10.1136/bmjqs-2015-004411

Known as SQUIRE 2.0, this contains recommended guidelines for reporting the key features of healthcare improvement efforts (Ogrinc et al., 2016). This approach was designed to address the paucity of essential information in many descriptions of such efforts, which made it difficult to understand why an improvement initiative was launched, the elements of the intervention, the findings, and their meaning. The instrument, instructions and related resources are publicly available.

Understanding the Components of Quality Improvement Collaboratives: A Systematic Literature Review.
Nadeem, E., Olin, S. S., Hill, L. C., Hoagwood, K. E., & Horwitz, S. M. (2013). *Milbank Quarterly, 91*(2), 354-394. https://doi.org/10.1111/milq.12016. (See the template for reporting collaboratives in this publication.)

For this systematic review, the authors developed 14 categories for reporting on learning collaboratives. They encourage others to use those categories for reporting future collaboratives.

Health Equity, Diversity & Inclusion

Achieving Health Equity: A Guide for Health Care Organizations
Wyatt, R., Laderman, M., Botwinick, L., Mate, K., & Whittington, J. (2016). Institute for Healthcare Improvement. http://www.ihi.org/resources/Pages/IHIWhitePapers/Achieving-Health-Equity.aspx

Assessing Workforce Diversity: A Tool for Mental Health Organizations on the Path to Health Equity
Pacific Southwest Mental Health Technology Transfer Center. http://www.cars-rp.org/_MHTTC/docs/Assessing-Workforce-Diversity-Tool.pdf

Evidence-Informed, Culture-Based Interventions and Best Practices in American Indian and Alaska Native Communities
Walker, R.D., & Bigelow, D.A. (2015). In P.E. Nathan & J.M. Gorman (Eds.), *A guide to treatments that work*. Oxford University Press (pp 23-53).

National Network to Eliminate Disparities in Behavioral Health (NNED)
https://nned.net/
NNED is a network of community-based organizations focused on the mental health and substance use issues of diverse racial and ethnic communities. The NNED supports information sharing, training, and technical assistance towards the goal of promoting behavioral health equity.

Additional Recommended Readings

Addiction Technology Transfer Center Network (2010). *The change book: A blueprint for technology Transfer* (2nd ed.).

Nadeem, E., Olin, S. S., Hill, L. C., Hoagwood, K. E., & Horwitz, S. M. (2013). Understanding the components of quality improvement collaboratives: A systematic literature review. *Milbank Quarterly, 91*(2), 354-394. http://doi.org/10.1111/milq.12016

Nadeem, E., Olin, S. S., Hill, L. C., Hoagwood, K. E., & Horwitz, S. M. (2014). A literature review of learning collaboratives in mental health care: Used but untested. *Psychiatric Services, 65*(9), 1088-1099. http://doi.org/10.1176/appi.ps.201300229

Øvretveit, J., Bate, P., Cleary, P., Cretin, S., Gustafson, D., McInnes, K., McLeod, H., Molfenter, T., Plsek, P., Robert, G., Shortell, S., & Wilson, T. (2002). Quality collaboratives: lessons from research. *Quality and Safety in Healthcare, 11*(4), 345-351. http://doi.org/10.1136/qhc.11.4.345

Wells, S., Tamir, O., Gray, J., Naidoo, D., Bekhit, M., & Goldmann, D. (2018). Are quality improvement collaboratives effective? A systematic review. *BMJ Quality & Safety, 27*, 226-240. http://doi.org/10.1136/bmjqs-2017-006926

Zubkoff, L., Neily, J., & Mills, P. D. (2019). How to do a virtual breakthrough series collaborative. *Journal of Medical Systems, 43*(27). https://doi.org/10.1007/s10916-018-1126-z