

Initiating a Quality Improvement Team (QIT)

Team Members (selection of team members should be done by project coordinator and QI focal person)

Depending on your situation, you may get to choose the members of your quality team or they may already be members of your project management team (PMT). Regardless, you will need to assure that each task that needs to be accomplished is covered. Sometimes that means enlisting others to get the job done (they may enlist other employees to assist them).

The team should be made up of the project coordinator, quality focal person, and a representative for each care component (doctor, nurse, lab, pharmacy, patient, and CBTS. The patient can be a member of your staff who accesses their ART in the clinic.)

Consider the skill sets required, personality dynamics, and characteristics including team player and independence of work in assigning task to team members.

Remember

- Experience is more important than title.
- There is no such thing as a perfect team.
- The role of the leader is to optimize the diverse skills, personalities, and group dynamics to get the job done!

Team Member	Skill/Department	Task Description
	CQI Focal Person	Leads all CQI activities
	ART Doctor	Provides support for patient management
	Nurse	Provides support on clinic flow and activities
	Lab	Secretary to the CQI team, provides support on lab activities
	Pharmacy	Provides support on drug-related issues
	Counseling/Treatment Support Specialist (TSS)	Provides support on patient counseling, adherence, follow-up, and interface with support group
	Patient/TSS	Acts as voice of patient
	Finance	Works with the coordinator in making funds available for CQI activities
	Human Resources	Makes job description available for all staff and provides a system of performance development
	Monitoring and Evaluation (M&E)	Makes performance reports and data available for the program

Program Coordinator

- Ensures all the reports from each team member on the assigned activities are available and discusses them with the team on a monthly basis.
- Reviews minutes of CQI monthly meetings and activities through feedback provided by CQI focal person.
- Reviews each member's performance and provides feedback.

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- Ensures the team always has functional team members.
- Oversees the activities of the entire team.
- Follows up on all flagged uncompleted Patient Management Monitoring (PMM) forms identified by the data manager. This will be executed after the lead clinician has fully exercised his/her authority on the matter.

CQI Focal Person

1. Criteria:

- Should be a medical/paramedical staff member.
- Should be working within the clinic flow.
- Should be familiar with the workings of the AIDSRelief program.
- Should have good people skills—this would be extremely important as the individual would be involved in interactions with various care providers, especially with regards to ensuring the staff in the program are engaging in the appropriate activities to drive the quality process forward.
- Should be able to engage in chart abstraction (analysis) or have the capacity to learn to do so.

2. Roles and responsibility

- Organizes the CQI monthly meetings and sets the agenda.
- Reviews performance indicators with the team on a monthly basis and initiate small tests of change (STOCs).
- Oversees medical documentation through routine chart abstraction, flags indicators that need improvement, discusses with team and initiates STOCs.
- Ensures that the CQI team works on the STOC identified using the Plan-Do-Study-Act (PDSA) cycle.
- The person is also responsible for sending a monthly facility report on CQI activities, which includes the progress they have made in the STOC they are working on from medical documentation audits, performance measurement, and what was discussed and planned for at the PMT meeting.
- Coordinates all patient-level outcomes activities and patient satisfaction surveys at the site.
- Ensures that all CQI processes (STOC, proper medical documentation, etc.) are discussed during the PMT meetings.
- Participates in chart abstractions during performance measures and patient-level outcomes.
- Identifies completed STOCs and schedules for presentation on a quarterly basis at the AIDSRelief symposium.
- Advocates for the practice of data demand and information use (DDIU) system in place at the facility.

ART Clinician

- Forms the linkage between the clinic and the community.
- Compiles on a weekly basis the prioritized home visit list and hands it over to the lead community nurse while at the same time gets feedback on the previous week from the community and discusses with the clinical team.
- Oversees the rational use of both antibiotics and laboratory tests.
- Follows up with early infant diagnosis.
- Ensures that CMEs are ongoing and follows up on the attendance by the CCC members.
- Clinical mentorship and supervision.
- Identifies site's good practices, documents, and schedules for presentation.
- Compiles monthly report of activities and reports it to the team.
- Participates in chart abstractions during performance measures and patient-level outcomes.
- Responsible for following up on all flagged and uncompleted PMM.

Counseling (adherence counselor/TSS)

- Forms the linkage between the community and the clinic.

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- Is responsible for seeing that the prioritized home visit is done and gives feedback to the lead clinician.
- Is in charge of treatment preparation and support, home-based family testing, post-pharmacy counseling, and follow up of patients failing first line ART regimen.
- Monitors community activities and gives feedback on these activities to the program coordinator on a monthly basis.
- Identifies gaps in the community, discusses with the team, and initiates small test of change.
- Monitors patient attrition: LTFU and Transferred Out (TO) issues.
- Participates in adherence surveys and patient satisfaction surveys.

Nurse (ART, pediatric, or PMTCT)

- Identifies challenges in clinic flow and patient waiting time.
- Oversees waiting area infection control.
- Gives a summary of these activities on a monthly basis.
- Oversees triage activities and nursing procedures.
- Oversees patient adherence issues at the clinic level and patient support services and links with the community lead for follow up.
- Ensures tracking of patients who missed an appointment on the same day through phone calls and schedules home visits where need be. Should work with M&E and the pharmacy as needed.
- Initiates treatment defaulter management and forms linkages with the lead clinic nurse.
- Oversees implementation of integrated PMTCT services.
- Draws up an annual CD4 calendar for each patient to follow up on their CD4 test.
- Participates in chart abstractions during performance measures and patient-level outcomes.

M&E Personnel

- Runs identified queries on a weekly basis and presents them to the team.
- Advocates for DDIU.
- Follows trends in selected indicators, displays data in easy to understand ways, such as graphs and tables, and discusses with the team.
- Analyzes monthly reports while flagging issues that need action and presents them to the team before submitting to strategic information officer.
- Assists team to prepare STOC for presentation.
- Participates in chart abstractions during performance measures and patient-level outcomes.
- Flags and records uncompleted PMM forms for immediate rectification. This process of informing persons concerned will be handled by the lead clinician/project coordinator, where appropriate.

Pharmacy Personnel

- Should work in conjunction with the M&E and the community-based nurse to ensure missed visits are captured with proper follow up. Provides support for all STOC activities that require input from the pharmacy.
- Assists in linkage of patients (e.g. mother and child).

Laboratory Personnel

- Participates in all patient-level outcomes activities (blood draws and preparation of sample).
- Works with the lead nurse to ensure that patients have their required CD4 count test done at the appropriate time.
- Serves as the secretary to the CQI team—documents minutes of all meetings and activities.
- Follows up on all STOCs that have lab requirements for improvement.

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Finance Officer

- Ensures that funds for CQI activities are made available.
- Ensures that monthly financial and programmatic reports are submitted in due time.
- Ensure that decisions made from the monthly financial and programmatic reports are carried out. Ensure that all discrepancies arising from bank reconciliation are resolved and documented.
- Ensures that he/she participate in relevant QI activities.
- Coordinates CQI activities in the component area unit.

Admin/Human Resources (HR)

- Coordinates a formal process to measure staff satisfaction and utilizes the information obtained to determine opportunities for improvement.
- Ensures that results are reviewed with staff and areas for improvement identified.
- Ensures that there are multiple methods to provide open communication between staff and leadership.
- Provides a process/system whereby management are approachable and available to staff and are present during staff meetings and other forums to address staff concerns and to assure ongoing open communication.