

#### Cohort 4 Collaborative Learning Session #1

May 30, 2024

TeamBirth: Process Innovation for Clinical Safety, Effective Communication, and Dignity in Childbirth

## **Learning Session Agenda**

#### Introductions

TeamBirth Core Knowledge & Skills o Learn: Shared Planning Tool - TEAM

**TeamBirth Implementation** 

- $\circ$  Announcements
- Implementation Roadmap & Timeline
- Current core activities:
  - BUILD YOUR TEAM
  - SOCIALIZE CULTURE CHANGE
  - ASSESS YOUR CONTEXT

Looking Ahead

- Takeaways From Today
- Action Items



# Introductions

# About the Quality Institute

The Quality Institute is a nonprofit, multi-stakeholder advocate for health care quality in New Jersey.

Our mission is to improve the safety, quality, and affordability of healthcare for everyone.

The primary focus of the Quality Institute's areas of work are:

- Community Health
- Policy
- Quality Improvement



# ARIADNE LABS

#### **BRIGHAM HEALTH**



BRIGHAM AND WOMEN'S HOSPITAL



We are a joint center for health systems innovation at Brigham & Women's Hospital and the Harvard T.H. Chan School of Public Health.

# ARIADNE LABS

DELIVERY DECISIONS INITIATIVE

Our vision is a world in which every person can choose to grow their family with dignity.

# Meet your TeamBirth support





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DELIVERY DECISIONS INITIATIVE



Alea Challenger Research Assistant



Indigo Miller MPH, RN Implementation Specialist



Kaya Duguay MPH Project Coordinator

## New Jersey Cohort 4 Participants



# Who is here with you from your organization



# TeamBirth Background

# Over the past generation, giving birth in America has become less **TRUSTWORTHY**

U.S. women have the highest rate of maternal mortality among high-income countries

Black women experience 3-4x higher mortality

80% of pregnancy-related deaths may be preventable

Almost 1/3 of women in U.S. who gave birth in a hospital reported experiencing one or more types of mistreatment

Mistreatment is experienced more frequently by women of color and among those with social, economic or health challenges

Almost half (45%) of moms reported **holding back from asking questions or sharing concerns** during their pregnancy or delivery.



# 80–90% of reported sentinel events are due to failures of communication and teamwork.

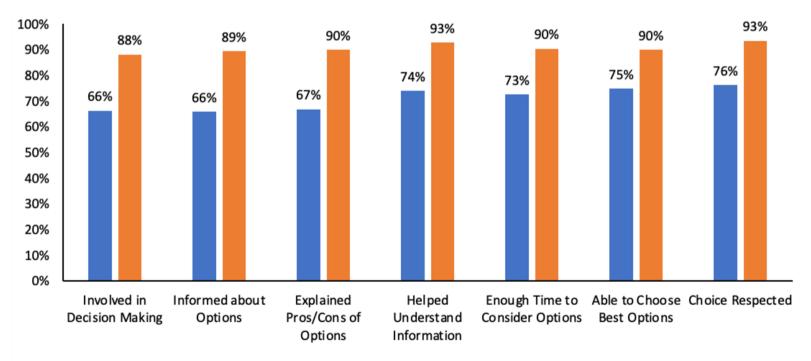
TeamBirth is a care process innovation involving a series of team huddles between the patient and their care team designed to:

- → Empower each team member to contribute information
- → Reliably structure communication
- → Help the team arrive at shared plans together

**For patients,** TeamBirth invites them into the conversations and provides a structure that is easy to understand and participate in. For clinicians, TeamBirth encourages all conversations to be had with the patient to promote effective team communication and alignment across the full team.

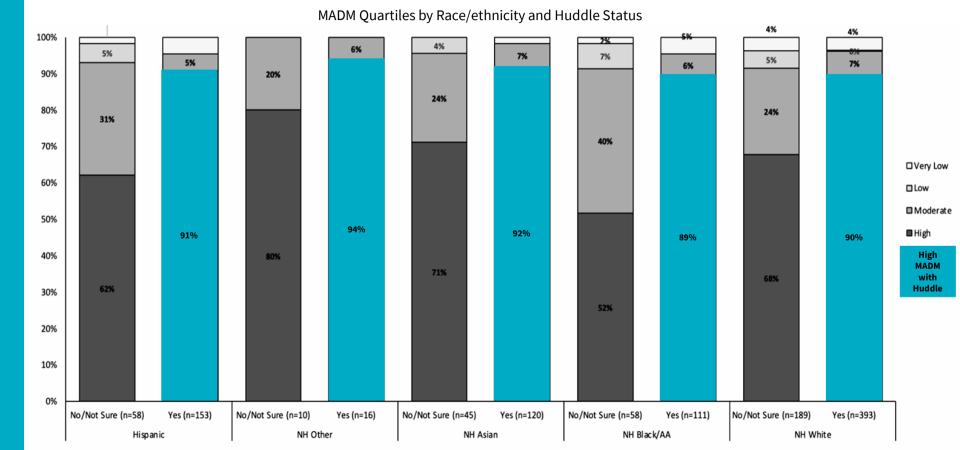
### New Jersey patients report higher autonomy in shared decision-making

# **Patients who experienced a TeamBirth huddle during labor**, report more "strongly agree" or "completely agree" for each of the MADM score items.



No/Not Sure Huddle (n=426) Yes Huddle (n=879)

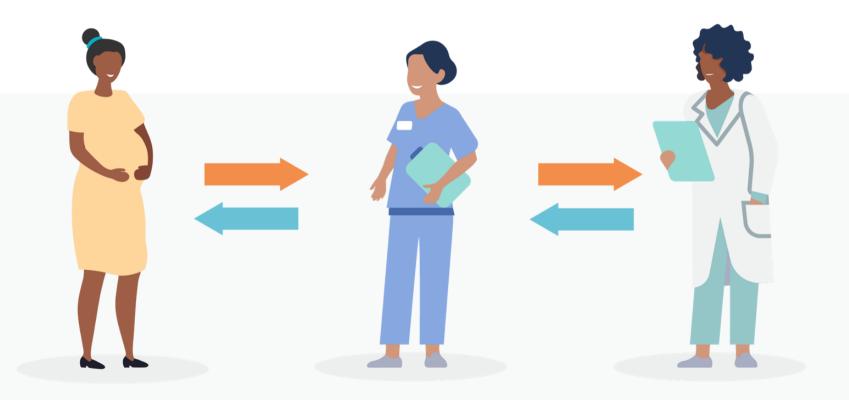
# Patients who experienced a TeamBirth huddle during labor, have **high MADM scores across different races and ethnicities**, compared to those with no huddle.



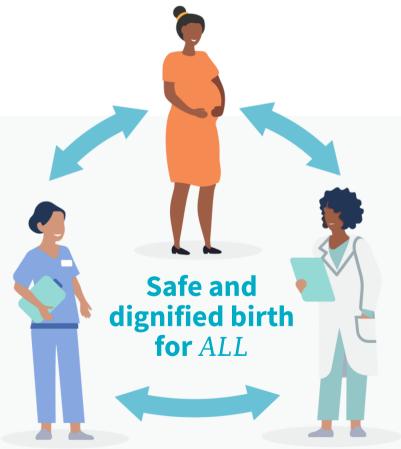


## **TeamBirth Overview**

#### Communication Channels: Current



#### Communication Channels: TeamBirth



### The TeamBirth solution embodies two design principles:

#### **TEAMWORK:**

#### Promote psychological safety and shared decision-making with the birthing person

#### **SIMPLICITY:**

Reliably communicate information across the full care team, including the birthing person

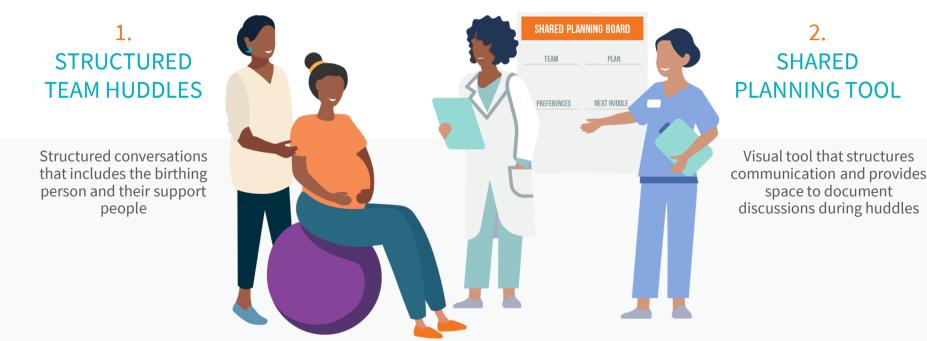
#### TeamBirth's components promote *four key behaviors*:



\* Labor progress refers to the laboring uterus and cervix. Plans for progress should also be discussed in postpartum and newborn huddles.

# TeamBirth **Core** Components

Critical to successful delivery of TeamBirth across the maternal health continuum



#### TeamBirth Huddles:

# WHO

#### The **entire direct care team,** including the person in labor and their support



# WHAT

#### **Discuss preferences;**

care plans for mom and baby; labor progress\*; and expectations for the next huddle

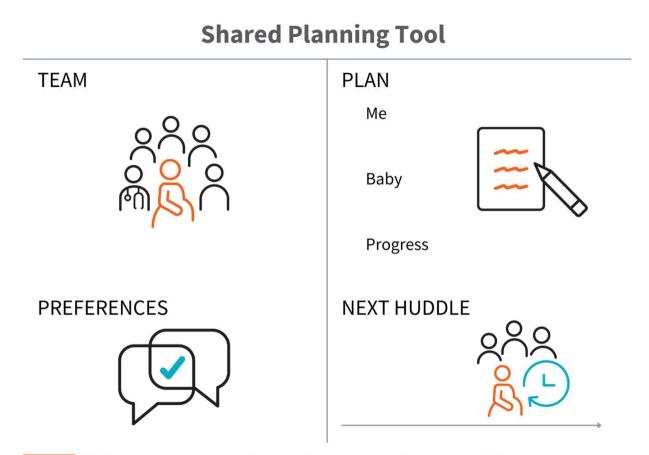
# WHEN

From **admission** throughout the birthing stay (triage & antepartum through postpartum) at **major decision points or changes** in care plans

# WHY

Give all team members the **opportunity to participate** in shared decision-making

\* 'Labor progress' refers to the laboring uterus and cervix. Plans for progress should also be discussed in postpartum and newborn huddles.





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Shared Planning Tool Version April 2024

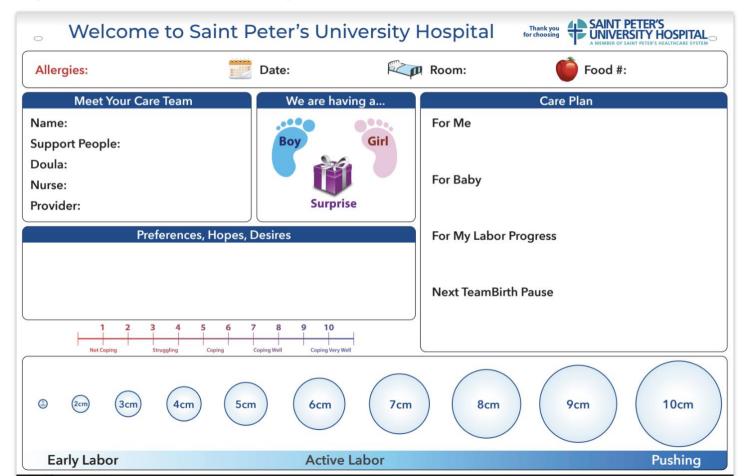
## Example: UMass Memorial

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UMass Memorial Health	LABOR &	BIRTH PLANNING	6 BOARD	
ROOM#:	PHONE#	DATE:	WEEKS:	
TEAM		PLAN		
		BABY:		
		PROGRESS:		
PREFERENCES				
		NEXT HUDDLE		
NOTES				
		EARLY LABOR	ACTIVE LABOR PUSHIN	G
19x.	Nº CO			1x0

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### Example: St. Peter's Hospital



## Add-On Components: **DISCUSSION AND SUPPORT GUIDES**

#### **Admission Discussion Guide**

Discuss the best next steps with your support person or doula, your nurse, and your provider based on how you are doing, how your baby is doing, and how your labor is progressing.



Active labor typically begins at 4-6cm with accelerated cervical dilation. Your clinical team will update you on your cervical dilation and



#### Labor Support Guide

Use this guide to identify, discuss, and select options for labor support with your team. These options can benefit you, your baby, and labor progress.



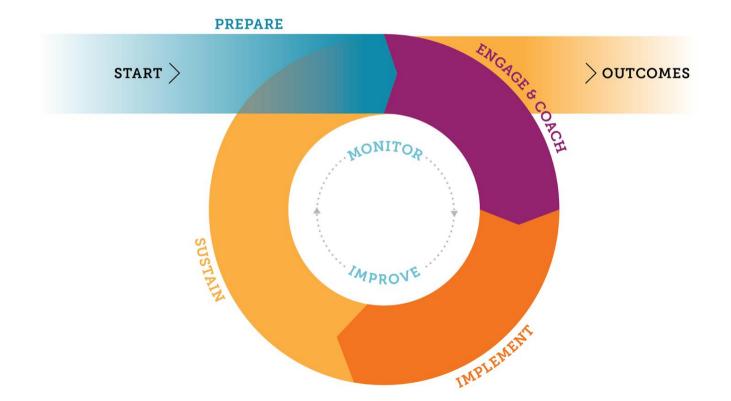
#### **Assisted Delivery Discussion Guide**

Use this guide in team discussions about assisted vaginal birth or C-section. Assisting your birth with vacuum, forceps, or C-section may be appropriate if your condition meets these criteria, but discuss with your team what is best for you and your baby.



# **TeamBirth Implementation Pathway**

Guiding practice and culture change activities to ensure effective and sustainable implementation





# TeamBirth Implementation Roadmap

Core milestones and activities that systematically guide TeamBirth integration while providing flexibility to adapt to your unique system's needs and timeline.

PHASE	PREPARE	ENGAGE & COACH	IMPLEMENT	SUSTAIN
CORE MILESTONES	Project Kick Off	Boards Installed	TeamBirth Go Live	Showcase Results
CORE ACTIVITIES	<ul> <li>Build your team</li> <li>Develop your strategy</li> <li>Assess your context</li> <li>Customize TeamBirth</li> </ul>	<ul> <li>✓ Socialize culture change</li> <li>✓ Provide training</li> <li>✓ Practice huddles</li> <li>✓ Conduct patient surveys</li> </ul>	<ul> <li>Monitor progress</li> <li>Celebrate wins</li> <li>Collect huddle &amp; experience data</li> <li>Iterate &amp; improve</li> </ul>	<ul> <li>Onboarding &amp; continuing education</li> <li>Systematic quality improvement</li> <li>Evaluate impact</li> <li>Identify areas for expansion</li> </ul>

## **Implementation Support**

#### **LEARNING SESSIONS**

WHAT

Monthly virtual multi-site group session (60-90 mins.)

To provide TeamBirth

**WHY** implementation guidance and training

Led by DDI TeamBirth & Partners

**WHO** Attended by each site's implementation team members

#### **COACHING CALLS**

Monthly virtual site support meeting (50 mins.)

To provide tailored site specific support (i.e. advising, answering questions, overcoming barriers) for executing the implementation pathway activities

Led by DDI TeamBirth & Site Lead Attended by site's implementation team and as necessary champions

# NJHCQI TeamBirth Websites

#### 

#### TEAMBIRTH NJ COHORT 4

TeamBirth is a shared decision-making program that aims to improve safe and respectful childbirth care.

It involves a series of team huddles and other tools used during labor and delivery, to improve communication and ensure care that aligns with patient preferences.

Developed by Ariadne Labs, TeamBirth was designed to operationalize best practices in communication, teamwork, and clinical care, in collaboration with experts from the major



#### **COLLABORATIVE LEARNING SESSION SLIDES**



# Access your cohort's resources at this **private website**

www.njhcqi.org/teambirthnj-cohort4

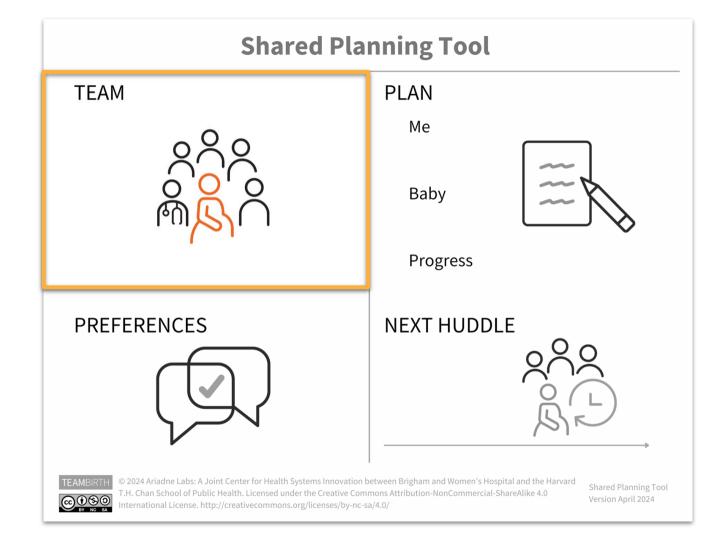
Password: Cohort42024!

Public TeamBirth NJ website\*

www.njhcqi.org/our-work/qualityimprovement/



## TeamBirth Core Knowledge & Skills



## **TEAM KEY BEHAVIOR:** Promote the role of each team member

DETAILS

To ensure all roles have valuable input in shareddecision making

#### INTENT

To establish **psychological safety** by providing an invitation and ongoing opportunity to participate Verbalize that a TeamBirth huddle is occurring

Start with the patient followed by their support people

Ensure relevant team members are included

May include additional information (e.g. here until 7 pm shift change)





# Who is on the Team

The direct care team includes any support people accompanying the patient as well as the clinical team primarily responsible for patient care



#### Clinicians

- Nurse
- Certified Nurse Midwife
- Physician (OB hospitalist, Attending OB, Resident)
- Lactation Consultant
- Anesthesiologist/CRNA
- Newborn Provider (Pediatrician, Nurse Practitioner, Resident)

#### Additional team members:

- Interpreter
- Social Worker
- Community-based Midwife



# Huddle Initiation - Starts with the Team

Verbalizing that a TeamBirth Huddle is taking place starts with introducing the team

#### **Team Introductions**

- 1. Start with the birthing person
- 2. Follow with their support person(s)
- 3. Then each clinician

Ensure all relevant team members are included based on the purpose of the Huddle:

• Doula, lactation, anesthesiology, etc





## TEAM

Other information may be valuable to include during introductions of the team

#### In addition to names you may include:

- Role or Title
- Shift times
- Relationship to birthing person
- Accessibility needs

	DIAN
TEAM	PLAN
llea	Me:
lizpea - partner (Spanish)	Baby:
Nariana - doula	
Trisha - RN (here til 7pm)	Progress:
)r Chien - MD (here til 7am)	
PREFERENCES	NEXT HUDDLE



# **TEAMBIRTH Introduction**

Use this opportunity to ensure the patient knows what TeamBirth is

Admission Huddles should be used to establish TeamBirth huddles as the communication process the patient will experience throughout their time at the hospital

Anytime a huddle begins confirm the patient is familiar with TeamBirth and provide any explanation so they understand what is happening and why

#### **Key Points**

- 1) TeamBirth ensures teamwork and consistent transparent communication
- 2) This process is used for all birthing patients
- 3) The purpose is to ensure you [the patient and support person] can share your preferences and needs and be a part of decision making for your care.



# Psychological Safety

Including and introducing each team member sets up psychological safety

The TEAM section and key behavior facilitate:

- An environment that allows individuals to feel safe, comfortable, and supported in expressing themselves
- Mitigation of fear of negative consequences such as judgement, criticism, or punishment
- Minimizing hierarchical power dynamics inherent in healthcare

Your **ideas and experience matter,** regardless of title, position, or education



We encourage **safe communication** and creating opportunities to **speak up** 



# Creating Psychological Safety

01	Promote the whole team	Introduce all individuals present
02	Active listening	Maintain eye contact Consider body language Give full attention
03	Empathy and validation	Acknowledge feelings Avoid dismissing or downplaying
04	Non-judgmental attitude	Avoid assumptions and judgment Recognize and understand your biases
05	Respect for autonomy	Elicit patient preferences Engage in shared-decision making Respect their choice



# Creating Psychological Safety

06	Clear communication	Use clear patient friendly language Customize your approach to meet their needs
07	Emotional support	Show compassion Provide comfort Demonstrate understanding
08	Cultural sensitivity	Respect and value diverse backgrounds, beliefs, and practices
09	Boundaries & confidentiality	Respect patient privacy Adhere to ethical and legal guidelines
10	Continuous learning & improvement	Seek feedback from patients and colleagues Reflect and learn from your own experiences



## **TeamBirth Implementation**



# TeamBirth Implementation Roadmap

Today's focus

PHASE	PREPARE	ENGAGE & COACH	IMPLEMENT	SUSTAIN
CORE MILESTONES	Project Kick Off	Boards Installed	TeamBirth Go Live	Showcase Results
CORE ACTIVITIES	<ul><li>✓ Build your team</li><li>✓ Develop your</li></ul>	✓ Socialize culture change	<ul><li>✓ Monitor progress</li><li>✓ Celebrate wins</li></ul>	<ul> <li>✓ Onboarding &amp; continuing education</li> </ul>
	strategy ✓ Assess your context	<ul><li>✓ Provide training</li><li>✓ Practice huddles</li></ul>	<ul> <li>✓ Collect huddle &amp; experience data</li> </ul>	<ul> <li>✓ Systematic quality improvement</li> <li>✓ Evaluate impact</li> </ul>
	✓ Customize TeamBirth	<ul> <li>✓ Conduct patient surveys</li> </ul>	√ Iterate & improve	<ul> <li>✓ Identify areas for expansion</li> </ul>

#### PREPARE



# Core Implementation Activity: BUILD YOUR TEAM

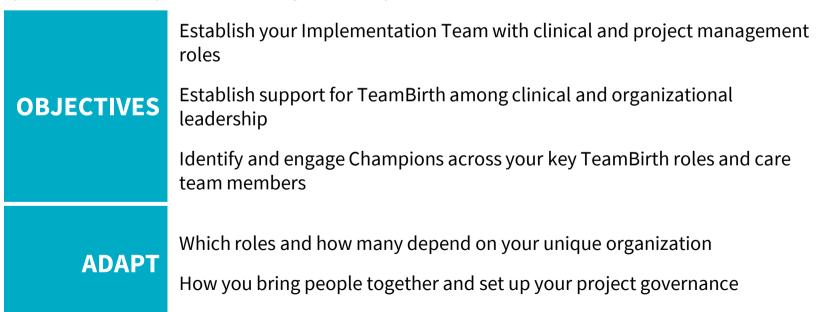
OUTCOMES



# BUILD YOUR TEAM



**CORE:** Ensure you have the right people, structures, and processes in place to carry out implementation activities

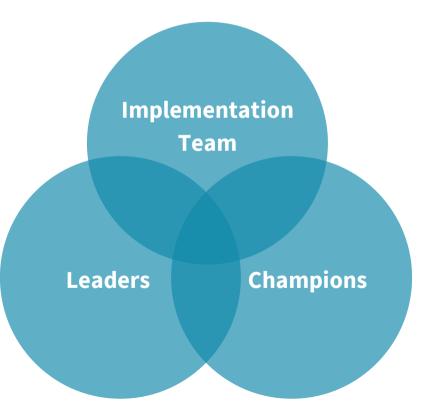


## **BUILD YOUR TEAM**

Ensure you have the right people to support your TeamBirth integration

START

OUTCOME



## BUILD YOUR TEAM - IMPLEMENTERS

Allocate critical staff to ensure TeamBirth is a success

#### **IMPLEMENTATION TEAM**

The roles responsible for the planning and management of TeamBirth Implementation

The primary "doers"

Varies in size

Includes administrative support and several clinical leaders Time and effort needed to implement TeamBirth varies

- Roles should have designated time allocated for TeamBirth
- Time and effort levels can fluctuate through different implementation phases

Some roles can be held by the same person

## BUILD YOUR TEAM - IMPLEMENTERS

Allocate critical staff to ensure TeamBirth is a success

#### **IMPLEMENTATION TEAM**

The roles responsible for the planning and management of TeamBirth Implementation

The primary "doers"

- Clinical / Project Lead (Nurse &/or Physician Managers or Director)
- □ Project Manager &/or Coordinator
- Provider Champions (Midwives, OBs, Pediatricians, Anesthesiologists, Neonatologists)
- Nurse Champions (Educators, L&D, Postpartum, Antepartum, Triage)
- Other Role-based Champions (Doulas, Birth Center Midwives)
- **QI** Specialist
- Data Analyst &/or IT Leader
- □ Patient Advocates/Family Representatives

# BUILD YOUR TEAM - IMPLEMENTERS

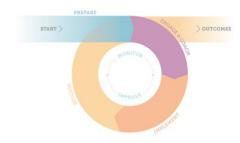
**Roles and Responsibilities** 

Project Management and Governance:

- Define shared project goals and timeline
- Provide planning, support, and resources
- Establish regular team check-ins
- Anticipate challenges and overcome barriers
- Define and carry out governance plan to make decisions and resolve challenges

- Engage leaders and colleagues to gain buy-in
- Collaborates with leaders to monitor and improve the program over time
- Builds necessary data infrastructure for documentation and quality improvement
- Train and support clinicians in using the shared planning tool and having huddles
- Engage in rapid cycle feedback and other QI processes to improve the program
- Embed TeamBirth resources and training in onboarding and continuing education processes to ensure sustainability





### BUILD YOUR TEAM -IMPLEMENTATION TEAM

# Allocate leaders and staff to own the TeamBirth Transformation

- Who will set agendas, schedule and hold accountability for timelines and tasks?
- Who has the interest and capacity to lead the work?
- When and how will leaders and champions engage the Implementation Team and each other?
- What existing recurring meetings can be leveraged for TeamBirth?
- What multidisciplinary groups or meetings exist that could help facilitate TeamBirth implementation?



#### **BUILD YOUR TEAM - LEADERS**

Advocators for TeamBirth and its implementation across departments, specialties, and disciplines

#### LEADERSHIP

Key advocates for TeamBirth

Diverse stakeholders with decision making authority to support TeamBirth with resources Examples:

- Chief Medical Officer
- □ Chief Nursing Officer
- Chief Quality Officer
- President or Vice President of Hospital

OUTCOME

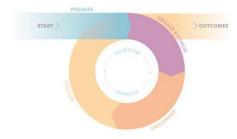
## **BUILD YOUR TEAM - LEADERS**

#### **Roles and Responsibilities**

- Views improving TeamBirth as an institutional priority
- Allocates financial resources for an implementation team to implement the program (e.g. clinical leader(s), project manager)
- Maintains ongoing connection to other implementation leadership and helps overcome obstacles
- Engages department leaders across specialties to garner support for TeamBirth

- Publicly communicates the importance of TeamBirth's Components and key behaviors
- Engages clinicians and teams personally to surface barriers to TeamBirth in practice (e.g. helps to 'build the case for change' and motivate clinicians to participate)
- Attends periodic meetings with the Implementation Team to monitor progress and address obstacles (e.g. steps in to address clinician reluctance)
- Secures department funds to provide incentives for clinicians to attend training and document Huddles
- For clinical leaders: Ensuring they have completed training and demonstrates using





# BUILD YOUR TEAM -LEADERS

#### Establish key leadership buy-in

- Who will has decision making authority in the relevant departments and for the relevant roles?
- □ Who will be critical to have on board to ensure success?
- How will you hold leaders, implementers, and clinicians accountable to implementation?
- Who will be able to help you overcome organizational challenges?



#### **BUILD YOUR TEAM - CHAMPIONS**



Engage champions with a variety of experiences and backgrounds

#### **CHAMPIONS**

Role-based representatives for each of the direct care team members involved in Huddles

- □ Obstetrical providers (midwives and physicians)
- Nurse leaders / charge nurses in antepartum, labor & delivery, and postpartum, outpatient clinics, lactation
- Doulas, Childbirth educators
- Patient advocates
- Clinicians from Pediatrics, Neonatology, and Anesthesiology
- □ Roles across the system: social work, interpreters, patient safety/experience

#### **BUILD YOUR TEAM - CHAMPIONS**

**Roles and Responsibilities** 



#### **Continuous socialization**

• As motivating, respected employees at your organization, champions can very successfully build support for TeamBirth, particularly among laggards.

#### Training peers on TeamBirth

• Facilitating and encouraging training across roles

#### **Ongoing coaching and support**

- Peer-to-peer coaching of all clinicians and staff who will be involved with TeamBirth
- Observing, encouraging, and giving people respectful and constructive feedback as they implement TeamBirth to promote continuous improvement

#### **BUILD YOUR TEAM - CHAMPIONS**

#### **Roles and Responsibilities**

#### Identifying barriers and gathering feedback

- Regularly checking in with front-line clinicians to learn what barriers are being encountered throughout implementation
- Bring this crucial data to the implementation team support improvement

#### **Support iteration and improvement**

• Discussing strategies to address barriers, celebrate successes, and overcome challenges associated with TeamBirth with the implementation team during regular check-ins



## BUILD YOUR TEAM -CHAMPIONS

# Leverage leadership and staff to identify valuable champions

- Which TeamBirth early adopters possess the qualities and skills to be effective champions?
  - Who will you intentionally invite to champion various aspects of the project?
- □ How will you incentivise champion engagement?
- When and how will champions engage the Implementation Team and each other?
- When and how will champions collect and share feedback from their colleagues and information to their colleagues?

# Tips from past sites

- Hold a small event specifically for TeamBirth champions in the early stages of the project
- Create a supportive collaborative environment by organizing regular check-ins for champions to discuss TeamBirth successes and challenges
- Add TeamBirth as a standing agenda item at all department meetings for champions to share updates and insights

#### ENGAGE & COACH PHASE SOCIALIZE CULTURE CHANGE



**CORE:** Build familiarity and buy-in for TeamBirth across staff and clinicians

Apply your TeamBirth communication strategy

Utilize the TeamBirth resources available for socializing TeamBirth Convey key messages to engage colleagues and ensure strong buy-in

ADAPT

**OBJECTIVES** 

Your methods for how and when you talk to, present on, and answer questions about TeamBirth

## SOCIALIZE TEAMBIRTH

Build familiarity and buy-in across staff and clinicians

Key messages or points to engage in with colleagues:

THE BASICS	What the project is and why it is important?	
THE GOALS	How this project is aligned with your individual, team, or or organizational priorities and values?	
THEIR ROLE	LE What will be asked of them and how they benefit by participating (What's in it for them?)?	
	How everyone will learn about the project and be supported throughout implementation?	
WHAT TO EXPECT	Where and when the opportunities will be to engage and provide feedback?	

START

OUTCOMES

#### DEVELOP A COMMUNICATION STRATEGY

Establish a clear plan for engaging leaders and staff

#### **COMMUNICATION STRATEGY**

OUTCOMES

Update as you go!

	WHO	Who are the different people and teams that need to hear about TeamBirth now and throughout the project?	
		It can be helpful to draft a stakeholder map	
FOR EACH "WHO"	WHY	The purpose of the communication	
		What do you want them to do with the information?	
	WHAT	Based on your WHY, what key points or information do you need to include?	
	WHEN & HOW	What are the best ways to share your WHAT (e.g. conversations, videos, 1-pager, email, meetings, etc)?	
		When and how often do they need to receive this message?	

### SOCIALIZE TEAMBIRTH

Our collection of resources help support your messaging and communication plan

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TeamBirth 1pagers & Infographics

Why TeamBirth

Video

Share and reference these documents about TeamBirth's Components and Implementation

Share this short video showcasing TeamBirth go.ariadnelabs.org/Why\_TeamBirth

**Publications** 

Share the TeamBirth research demonstrating its effectiveness and impact

#### ARIADNE LABS

#### Collections / TeamBirth Socializing Package

START

#### Description

This set of resources can be used to help socialize or build awareness and buy-in for TeamBirth.

Share these with anyone interested, whether a prospective TeamBirth partner or a clinician at a TeamBirth site.

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OUTCOMES

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# SOCIALIZE CULTURE CHANGE

Take the steps to ensure your implementation has strong buy-in

□ Review and download the resources here:

#### go.ariadnelabs.org/TeamBirth

- □ Why TeamBirth (video)
- DDI Two Pager
- □ Infographic | Why TeamBirth
- □ Why TeamBirth | Components & Implementation Overview
- □ Infographic | TeamBirth Key Behaviors
- □ TeamBirth Implementation Support Overview
- □ TeamBirth Data 3-Pager
- □ TeamBirth News and Media Coverage
- □ 4 publications
- Articulate the communication plan to socialize TeamBirth
- Get socializing by sharing the resources and having conversations!





#### PREPARE



# Core Implementation Activity: ASSESS YOUR CONTEXT

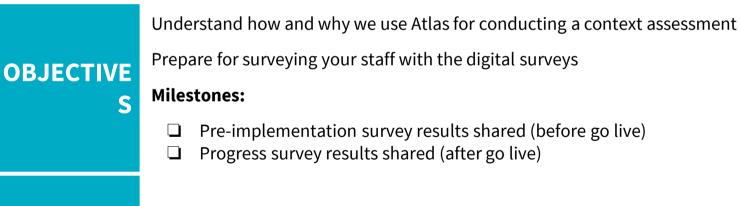
OUTCOMES



# ASSESS YOUR CONTEXT



**CORE:** Survey leaders, implementers, and frontline staff and review results to learn how implementation can leverage strengths and address opportunities for improvement



ADAPT Your strategies for administering the surveys and how you apply results to your implementation effort

Atlas makes context assessment **easier**, **quicker**, and **actionable**  Saves time with quick early surveys

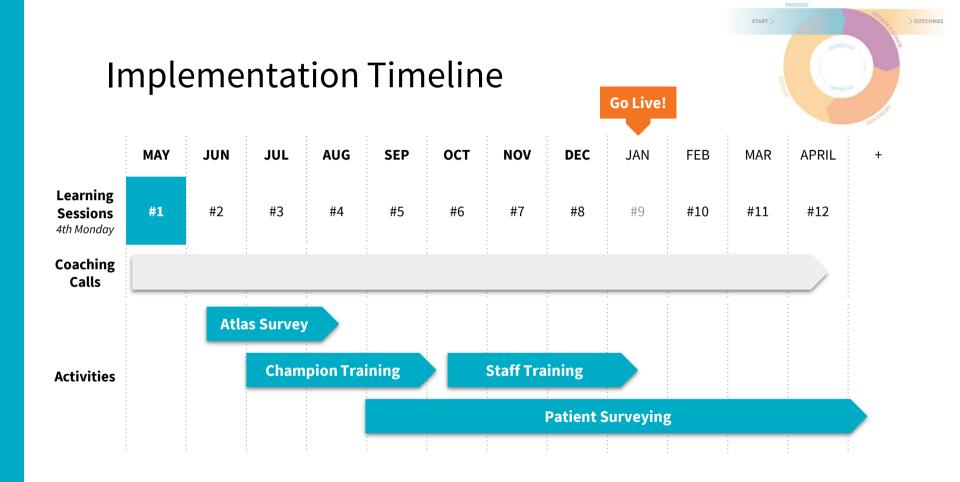
Makes the "invisible" visible

Shows site-specific patterns over time Informs implementation strategies

Fosters conversations across teams at every level Contributes to innovative research



# **Looking Ahead**



# Today's Key Takeaways





#### **Shared Planning Tool: TEAM**

- State a TeamBirth huddle is occurring and ensure the patient knows what huddles are
- Ensure everyone including the patient and support person is included and introduced
- Promote each team member to establish psychological safety

#### **Build Your Team**

• Ensure you have role-based champions for all members of the care team

#### Socialize Culture Change

- Review and share TeamBirth resources
- Use your communication plan to build buy-in across staff **Assess Your Context** 
  - Surveying staff to understand your strengths and opportunities for improvement is essential



# **Action Items**



Implementation Pathway	Action Items	Details & Resources	
General	Familiarize yourself with NJ Health Care Quality Institute TeamBirth pages and resources	www.njhcqi.org/teambirthnj-cohort4 Password: Cohort42024!	
BUILD YOUR TEAM	Share any additions/changes to your implementation team and champions		
	Establish internal meeting time for your teams		
SOCIALIZE CULTURE CHANGE	Implementation team review the resources	go.ariadnelabs.org/TeamBirth	
CHANGE	Discuss your team's communication strategy		
	Start having conversations and sharing resources		
ASSESS YOUR CONTEXT	<ul> <li>Submit your staff numbers:</li> <li># of providers and nurses across units</li> <li># of relevant leaders</li> <li># of other relevant staff</li> </ul>	Use the form on the cohort website linked above	

# Next Steps

### **Learning Session 2**

June 24, 2024 12:00 - 1:00pm EST

# Coaching Calls

See follow up email for Learning **Session Handout** for call agenda

### Share your feedback!

- Anonymous
- Short survey
- Tell us what you like
- Tell us how to improve





- Support and updates
- Resources
- Implementation Questions & Needs

<u>aperez@njhcqi.org</u> <u>achallenger@ariadnelabs.org</u>