Aligning Forces | Improving Health & Health Care for Quality | in Communities Across America

Communications Guidelines for Technical Assistance Providers • April 2009



About This Guide

This communications guide for Aligning Forces for Quality (AF4Q) technical assistance (TA) providers includes guidelines on the execution of the AF4Q brand, boilerplate language, key messages, material templates, etc.

The guide should be used as a reference when creating all documents related to your AF4Q work. To help ensure consistency, whenever possible, please use language in this guide when describing your work, the Robert Wood Johnson Foundation (RWJF) and AF4Q.

Please keep in mind that this guide is a work in progress that may change. Each new version of this guide will help identify the most current style guidelines and will be uploaded to www.forces4quality.org.

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What is AF4Q?

AF4Q is RWJF's signature effort to lift the overall quality of health care in targeted communities, reduce racial and ethnic disparities, and provide models for national health reform.

In AF4Q communities, teams of stakeholders representing the people who get care, give care and pay for care are working to rebuild health care systems so they work better for everyone involved. RWJF has committed \$300 million to improving care at the regional and local level during several years. AF4Q is the largest effort of its kind ever undertaken by a U.S. philanthropic organization.

A national program office (NPO), located at the Center for Health Care Quality at The George Washington University Medical Center School of Public Health and Health Services, is working with RWJF to manage the activities of this far-reaching initiative.

Why a Community-based Approach?

Although health care quality is a national problem, health care is delivered locally, and fixing it requires local action. The AF4Q communities were selected as part of a competitive process to find the places that a) had stakeholders willing to commit toward shared, ambitious objectives and b) had already taken steps to make fundamental and cutting-edge changes to rebuild their health care systems.

In addition to providing grants to the communities, RWJF is sharing the most salient lessons and results from the many projects and programs it has invested in to improve health care quality. The AF4Q communities, in turn, have marshaled leadership teams comprising diverse stakeholders-groups and individuals that, in the average health care scenario, often have divergent objectives.

What We Hope to Accomplish

By aligning these efforts within targeted communities, RWJF believes that the different AF4Q initiatives will result in communitywide transformation of health care. AF4Q aims to:

- Help physicians and nurses improve the quality of care for patients.
- Engage people more fully in their own health care experiences, like getting them to make informed choices about their care and manage their chronic diseases more effectively.
- Make data on physicians' performance available to the public to help create a common platform for everyone to improve care.
- Reduce inequality in care for patients of different races and ethnicities by measuring gaps in care and targeting strategies for improvement.

AF4Q Areas of Focus

- 1. Quality improvement: implementing techniques and protocols that doctors, nurses and staff in hospitals and clinics can follow to raise the level of care they deliver to patients.
- 2. Consumer engagement: encouraging patients to be active managers of their health care and make informed choices about their doctors and hospitals.
- 3. Performance measurement and public reporting: using common standards to measure the quality of care that doctors and hospitals deliver to patients and making that information available to the public.

Talking About AF4Q

Boilerplates

Below is approved boilerplate language for several AF4Q-related entities. This language should be used as a reference when creating materials describing your AF4Q work, and the TA provider boilerplate must be used on any approved press releases. If language describing RWJF, AF4Q or the NPO differs from approved boilerplates and descriptions in other previously approved publications, then the referenced organizations must be given prior notification.

AF4Q: Aligning Forces for Quality, a Robert Wood Johnson Foundation (RWJF) initiative, brings together those who get care, give care and pay for care to improve the quality of health care in entire communities. RWJF's unprecedented commitment of resources, expertise and training is turning proven practices into real results in 15 communities, including Albuquerque, Cincinnati, Cleveland, Detroit, Humboldt County (Calif.), Kansas City (Mo.), Maine, Memphis, Minnesota, Puget Sound (Wash.), South Central Pennsylvania, West Michigan, Western New York, Willamette Valley (Ore.) and Wisconsin. For more information, log onto www.rwjf.org/qualityequality/af4q.

TA Providers: <TA provider name> provides technical assistance for *Aligning Forces for Quality* (AF4Q), a Robert Wood Johnson Foundation initiative that brings together those who get care, give care and pay for care to improve the quality of health care in entire communities. <TA provider name> is working with AF4Q communities to <nature of TA assistance>.

NPO: The Center for Health Care Quality at The George Washington University Medical Center School of Public Health and Health Services serves as the national program office for Aligning Forces for Quality.

RWJF: The Robert Wood Johnson Foundation focuses on the pressing health and health care issues facing our country. As the nation's largest philanthropy devoted exclusively to improving the health and health care of all Americans, the Foundation works with a diverse group of organizations and individuals to identify solutions and achieve comprehensive, meaningful and timely change. For more than 35 years, the Foundation has brought experience, commitment, and a rigorous, balanced approach to the problems that affect the health and health care of those it serves. When it comes to helping Americans lead healthier lives and get the care they need, the Foundation expects to make a difference in our lifetime.

AF4Q National Collaboratives:

Aligning Forces for Quality: Equity Quality Improvement Collaborative (Equity QI Collaborative) is an initiative of the Robert Wood Johnson Foundation that works with hospitals to identify and address racial and ethnic disparities in cardiac care, and test real-world solutions in communities across the country. The Equity QI Collaborative is part of the Foundation's Aligning Forces for Quality initiative that brings together those who get care, give care and pay for care to improve the quality of health care in entire communities.

Aligning Forces for Quality: Language Quality Improvement Collaborative (Language QI Collaborative) is an initiative of the Robert Wood Johnson Foundation that works with hospitals to test and assess strategies to provide timely, effective language services to patients with limited English proficiency. The Language QI Collaborative is part of the Foundation's Aligning Forces for Quality initiative that brings together those who get care, give care and pay for care to improve the quality of health care in entire communities.

Aligning Forces for Quality: Transforming Care at the Bedside Collaborative (TCAB Collaborative) is an initiative of the Robert Wood Johnson Foundation that engages nurses and frontline staff to improve the quality and safety of patient care on medical and surgical units in hospitals. The TCAB Collaborative is part of the Foundation's Aligning Forces for Quality initiative that brings together those who get care, give care and pay for care to improve the quality of health care in entire communities.

AF4Q Style

The following guidelines indicate the style, including capitalization and italicization, which should be used in all documents.

Acronyms: Those nouns or phrases for which there are acronyms should almost always be spelled out in their first reference within a document, with the acronym following in parentheses. Subsequent references within the document should only use the acronym. The following are frequently used phrases and their approved acronyms:

- Aligning Forces for Quality (AF4Q)
- Aligning Forces for Quality: Equity Quality Improvement Collaborative (Equity QI Collaborative)
- Aligning Forces for Quality: Language Quality Improvement Collaborative (Language QI Collaborative)
- Aligning Forces for Quality: Transforming Care at the Bedside Collaborative (TCAB Collaborative)
- National program office (NPO)-Note that "national program office" is lower case when spelled out.
- Public Measurement and Public Reporting (PM/PR)—Note that the acronym is not PM&PR.
- Quality/Equality (Q/E)
- Robert Wood Johnson Foundation (RWJF)

Endnotes: Although footnotes are acceptable, endnotes are preferred when possible.

Italics: Italics should be used only in the first reference to national programs or national initiatives. Subsequent references should not be italicized. Acronyms are never italicized. Web addresses should be italicized.

Serial Commas: AF4Q style is to not use serial commas. (Example, preferred comma use: I like chocolate, strawberry and vanilla ice cream.)

AF4Q Vocabulary

Given the number of organizations and entities involved in AF4Q, here's a quick clarification on who's who.

Alliances: Each community's alliance comprises diverse community stakeholders and includes participation from physicians, nurses, patients, consumers and consumer groups, purchasers, hospitals, health plans, safety net providers and others.

Communities: Communities or regions are the 15 locations where AF4Q activity is occurring.

Leadership Teams: The organizations that run the AF4Q activities in each community are called the leadership teams. The leadership teams manage the alliances.

NPO: The Center For Health Care Quality at The George Washington University Medical Center School of Public Health and Health Services serves as the NPO.

TA Providers: TA providers work with the NPO to offer assistance to the communities on a variety of topics related to quality improvement, public measurement and reporting, and consumer engagement.

AF4Q Communities/Alliances and Leadership Teams

Please use only the names below to identify the AF4Q communities.

COMMUNITY NAME	ALLIANCE	LEADERSHIP TEAM
Albuquerque, N.M.	Albuquerque Coalition 4 Healthcare Quality	Albuquerque Coalition 4 Healthcare Healthcare Quality
Cincinnati, Ohio	Cincinnati <i>Aligning Forces for Quality</i> (Cincinnati AF4Q)	Health Improvement Collaborative of Greater Cincinnati
Cleveland, Ohio	Better Health <i>Greater</i> Cleveland	Better Health <i>Greater</i> Cleveland (day- to-day leadership through MetroHealth Medical Center)
Detroit, Mich.	Save Lives/Save Dollars	Greater Detroit Area Health Council
Humboldt County, Calif.	Aligning Forces for Quality in Humboldt County	Community Health Alliance of Humboldt-Del Norte
Kansas City, Mo.	Kansas City Quality Improvement Consortium	Kansas City Quality Improvement Consortium
Maine	Maine Aligning Forces for Quality	Quality Counts (QC) in close partnership with the Maine Quality Forum and Maine Health Management Coalition
Memphis, Tenn.	Healthy Memphis Common Table	Healthy Memphis Common Table
Minnesota	MN Community Measurement	MN Community Measurement
Puget Sound, Wash.	Puget Sound Health Alliance	Puget Sound Health Alliance
South Central Pennsylvania	Aligning Forces for Quality in South Central Pennsylvania	Healthy York County Coalition
West Michigan	Aligning Forces for Quality in West Michigan	Alliance for Health
Western New York	Aligning Forces for Quality in Western New York	P2 Collaborative of Western New York
Willamette Valley, Ore.	Oregon Health Care Quality Corporation	Oregon Health Care Quality Corporation (Q-Corp)
Wisconsin	Wisconsin Collaborative for Healthcare Quality	Wisconsin Collaborative for Healthcare Quality

Key Messages

For key messages related to AF4Q or Q/E, please refer to the Quality/Equality Message Handbook, which can be found at www.forces4quality.org/resource/qualityequality-messaging-book. You can use the messages in this handbook to inform your materials.

AF4Q-related Web Site Content

References to AF4Q on participating organizations' Web sites are encouraged, but should include links to the AF4Q section of the RWJF Web site (www.rwjf.org/qualityequality/af4q). Participants in the national collaboratives can also directly link to related online resource centers, which include how-to guides, tools and videos. These links include:

- www.rwjf.org/goto/nursingtoolkit (Transforming Care at the Bedside toolkit)
- www.rwjf.org/goto/speakingtogethertoolkit (Speaking Together toolkit)
- www.rwjf.org/goto/expectingsuccesstoolkit (Expecting Success toolkit)

Branding Guidelines

To ensure that the relationships between TA providers and other AF4Q entities are properly represented, we have issued the following branding guidelines for use in materials you create on behalf of AF4Q. These guidelines must be implemented in your communications products and followed throughout the length of your authorization.

TA Provider Identifier

Documents issued by the AF4Q TA providers must include the following TA provider identifier as a footer:

"<TA provider name> provides technical assistance for Aligning Forces for Quality, a national initiative of the Robert Wood Johnson Foundation."

AF4Q Collaborative Identifier

Documents issued by the AF4Q collaboratives must include the following collaborative identifier as a footer:

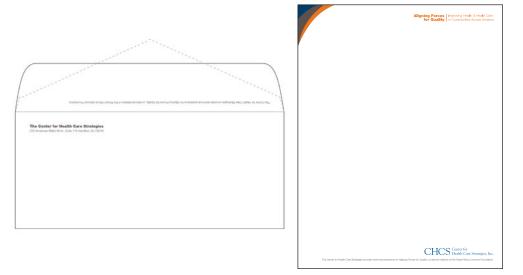
"The <collaborative name> is part of the Robert Wood Johnson Foundation's Aligning Forces for Quality initiative."

When customizing the identifier, drop "Aligning Forces for Quality" from the beginning of the collaborative name (e.g., The Transforming Care at the Bedside Collaborative is part of the Robert Wood Johnson Foundation's Aligning Forces for Quality initiative).

Use of AF4Q Letterhead

Communications issued by TA providers on behalf of or in relationship with AF4Q must be placed on AF4Q letterhead. The first page of the letterhead must include a footer with the TA provider or collaborative identifier. When communicating with external organizations for the first time, the body of the communications should also include a more extensive description of the relationship between the TA provider or collaborative and AF4Q.





Use of AF4Q PowerPoint Slides

When presenting to AF4Q audiences or about AF4Q-related work, TA providers and collaborative members must use the AF4Q PowerPoint template with their customized identifier located in the lower right of the slide.







Branding for AF4Q Events

When a TA provider or collaborative is hosting an AF4Q meeting, the meeting materials must take the AF4Q brand. The AF4Q national logo and the appropriate TA provider or collaborative footer should be used on these materials. If it is not possible to include the footer (e.g., when creating a banner), please use the version of the national logo locked up with the following identifier:

"An initiative of the Robert Wood Johnson Foundation."

Below are examples of the Word template for meeting materials such as agendas, the name tag template and the AF4Q logo lock-up.

Examples:

Aligning Forces | Improving Health & Health Care for Quality in Communities Across America

An initiative of the Robert Wood Johnson Foundation.



Branding of AF4Q Products

In instances where TA providers or collaboratives are developing products specifically for AF4Q, the AF4Q visual guidelines must be followed. For additional information on the AF4Q visual guidelines or to discuss additional branding-related scenarios, please contact Jennifer Trott at the NPO.

AF4Q Color Palette

Specific colors have been designated for the AF4Q brand. Accuracy in color reproduction is important to brand integrity as well as the ability to legally protect the brand. Always match approved PMS color swatches when reproducing the AF4Q colors.

PMS Colors for AF4Q:

- AF4Q orange-PMS 718 C
- AF4Q blue–PMS 2955 C
- AF4Q brown–PMS WG11 C
- AF4Q chartreuse-PMS 397 C



Additional Communications Resources

Promising Practices

RWJF has an extensive inventory of promising practices that have been implemented or developed by RWJF programs across the country. The promising practices section of the Web site, located at www.rwjf.org/ qualityequality/pp.jsp, includes summaries of interventions and "how-to" guides for improving care, summaries of major issues in health care quality and equality, and video and audio files that demonstrate these ideas.

Stories from the Field

To help bring its Q/E work to life and emphasize the importance of high-quality health care, RWJF has created a Story Booth project and corresponding Stories from the Field library located at www.rwjf.org/qualityequality/af4q/ stories.jsp, which features a number of AF4Q-related stories. Feel free to use these stories in presentations and to link to them on your Web site.

Forces4quality.org

Additional communications-focused resources, including talking points, messaging, template newsletter articles, case for quality documents and other templates can be found in the communications section of the Library at www.forces4quality.org.

Contact Information

AF4Q communications-related questions should be directed to:

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