



California Perinatal
Quality Care Collaborative

THE TEN POINT NINE (10.9) WORKGROUP

A Community Built for CPQCC NICUs

Stronger data, sharper quality improvement, and better lifelong outcomes for California's most vulnerable infants and their families.

Prepared for hospital leadership consideration

The Opportunity in Front of Your NICU

NICUs with an average daily census ≤ 10.9 face a unique set of quality improvement challenges.

>50%

of CPQCC member NICUs
have an average daily census
under ≤ 10.9

*Yet most QI collaboratives are designed around
high-volume, high-acuity units.*

- Smaller patient volumes make statistically meaningful benchmark challenging.
- Limited dedicated QI staff and infrastructure compared to larger CPQCC NICUs.
- The unique needs of your NICU infants and families should be prioritized.
- An opportunity to learn from and share solutions with like minded NICUs.

CPQCC: A Track Record You Can Trust

Nearly three decades improving quality and equity of care for California's newborns and families.



Founded 1997

The newly evolved CA PQC aims to improve maternal and infant health outcomes by addressing disparities and promoting health equity through sustainable systems and structural change.



135 NICUs Statewide

One of the largest state perinatal quality collaboratives in the country, plus ~70 High Risk Infant Follow-up programs.



Fully Electronic Data

Transitioned from paper to a 100% electronic NICU data submission and reporting system.



9 Improvement Awards

Annual recognition programs — including one created specifically for lower-census NICUs.

[CPQCC and CMQCC's 2025 Impact Report](#) highlights statewide progress on reducing inequitable perinatal health outcomes.

Our Vision for the 10.9 Workgroup

“Improve teamwork, collaboration, and quality care in NICUs with an ADC ≤ 10.9 — providing safe, equitable, and high-quality care for newborns in California.”



Build a Learning Community

A supportive, member-led network created specifically for 10.9 NICUs.



Use Meaningful Data

Review and improve data collection and reports so they truly serve 10.9 NICUs.



Focus QI on Babies and Families

Choose and develop quality improvement projects that address the specific challenges of 10.9 units.



Ensure Fairness for Families

Equity and support for families are built into every workgroup effort.

Core Planning Team (CPT) Members:

Co-Chairs Dr. Mindy Morris and Dr. Guadalupe Padilla

Providing programmatic leadership Courtney Breault, Associate Director of Quality, CPQCC

Additional Core Planning Team (CPT) members are Dr. Sudha Rani Narasimhan, Dr. Rohit Passi, and Liz Drake, NNP, CNS

A Realistic, Low-Burden Commitment

Designed for busy teams with flexible participation, no formal fees



Quarterly Meetings

The workgroup convenes at least once per quarter, mostly virtually. Teams are encouraged to attend as many meetings as possible to achieve full benefits.



Two Team Contacts

Each NICU designates two main workgroup contacts. **Multidisciplinary** participation including families is encouraged.



One QI Project a Year

Members engage in at least one meaningful quality-improvement project annually, with full support from the 10.9 Core Planning Team Leaders (CPT).



No Formal Fees

There is no cost to participate. Your investment is time, expertise, and a willingness to share in return for statewide impact and resources.

Proof It Works: CPQCC GAIN Ten Point Nine (10.9) Collaborative

A 24-month growth & nutrition collaborative for infants born 1500–2500g, co-designed with and for 10.9 NICUs

41.6%

relative reduction in infants with
significant
weight-for-age z-score decline (>1.0 SD)

7

NICUs of similar size completed
the full collaborative together

100%

of participating NICUs adopted weight-based
feeding guidelines & weekly nutrition rounds

Bottom line: A quality Improvement initiative, built specifically for 10.9 NICUs, produces measurable results without requiring the scale of a large academic NICU.

Why QI Matters for Families

Better growth and nutrition in the NICU is linked to stronger long-term outcomes



Growth restriction in the NICU is associated with worse neurodevelopmental outcomes. Reducing significant weight-for-age decline as GAIN: Ten Point Nine did by 41.6% is a direct investment in patient centered care.



Standardized feeding guidelines and weekly nutrition rounds give families consistent, evidence-based care and clearer communication about their baby's progress every shift, every day.



“Ensure fairness and support of families in all our efforts” is centered into the 10.9 workgroup's charter. Smaller and rural-serving NICUs often reach families with the fewest alternative resources.

What Your NICU Gains by Joining

Gaining an entire state of experts and allies with real, tangible rewards for your team



Connection, Not Isolation

Network instantly with teams from other 10.9 NICUs through a dedicated listserv. Teams can share successes and troubleshoot challenges together.



Smarter, Not Harder

Access QI tools, potentially better practices, and evidence-based resources focused on the babies your NICU sees most. No reinventing the wheel.



Early Access to Insights

Gain visibility into emerging data, trends, and care strategies before they are widely published, plus deeper QI and data-analysis expertise.



A Powerful, Statewide Voice

Help ensure the unique needs of 10.9 NICUs and families shape best practices and the future of neonatal care in California.

How Can Hospital Leadership Support?

Committing to NICU patients and families by supporting your NICU team is a priority.



Carving out dedicated non-clinical work time for your NICU multidisciplinary team to commit to this workgroup and QI initiatives.



Acknowledging the unique needs of your NICU team will promote overall QI support.



Support timely transparent data sharing beyond the NICU.

Ready to Join a Community That Understands and Supports You?

Welcome to the Ten Point Nine (10.9) Workgroup, no formal fees, a flexible quarterly commitment, and a statewide community built specifically for NICUs like yours.

NEXT STEPS

- [Register](#) now!
- [Nominate](#) your NICU for the CPQCC Ten Point Nine Award



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