

Building a Quality Culture: Staff and Board Engagement

Accreditation Coordinators' Meeting – May 30, 2013

Agenda

- What is a quality culture?
- Tacoma-Pierce County's building plan
- Lessons learned by the builders about staff and Board engagement



What is a Quality Culture?



Quality Culture

- Attitudes, values and practices that support continuous learning.
- Continuously challenges its own ways of doing things to ensure improvement and the capacity to change.
- Fostered by increased capacity of employees to contribute to decision-making at the work-process and/or policy-making level.
- Works with multiple external stakeholders or other partners (i.e., focused on customers' needs).

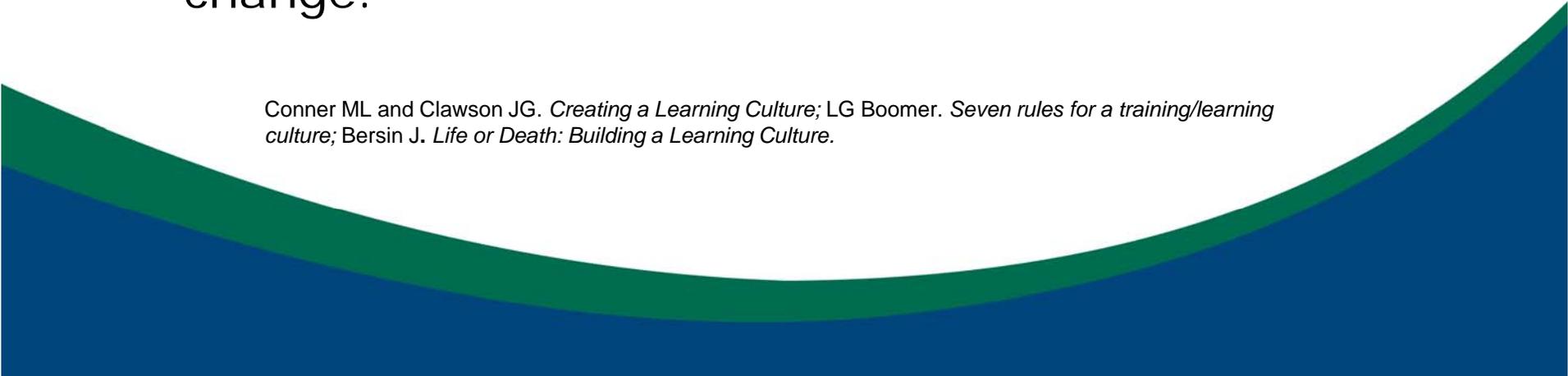


Sources: www.training.com.au; LG Boomer. *Seven rules for a training/learning culture*; National Centre for Vocational Education Research. *Case studies of organisations with established learning cultures*.

What are the Benefits of a Quality Culture?

- Inspires staff to flourish in an increasingly turbulent world.
- Constantly discovers new ways to satisfy customers' needs, develop programs/services, and deliver those programs/services.
- Improves retaining and attracting Generation X and Y employees.
- Better ability to evolve: creates "enduring" organizations that find ways to continuously change their programs/services as environments change.

Conner ML and Clawson JG. *Creating a Learning Culture*; LG Boomer. *Seven rules for a training/learning culture*; Bersin J. *Life or Death: Building a Learning Culture*.



“Culture eats strategy for breakfast.”

~ Jim Collins



Four Objectives to Building a Quality Culture at Tacoma-Pierce

- Leadership provides resources and models improvement.
- Employees are empowered and skilled to embrace a quality culture.
- The Department's culture inspires staff to learn, test/risk, challenge.
- All programs are customer-focused, understanding and responding to customer needs.



Tacoma-Pierce County's Building Plan



Pierce County, WA



Infrastructure to Support a Quality Culture

- QI plan
- QI council
- Quality model
- Performance management system



Quality Improvement Council

Mission

Improve the health of Pierce County by ensuring efficient, effective, customer-focused processes and programs.

- Horizontal representation
- Senior management
- Led by Director
- Assessment staff = coordinator



Public Health Quality Model

Assess

- Consider goals and current performance
- Prioritize opportunities



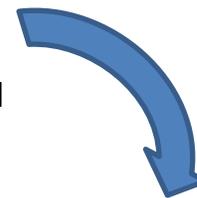
Define

- Problem/Opportunity
- Process to be addressed
- Measure(s) of success



Evaluate

- Monitor progress
- Act on exceptions



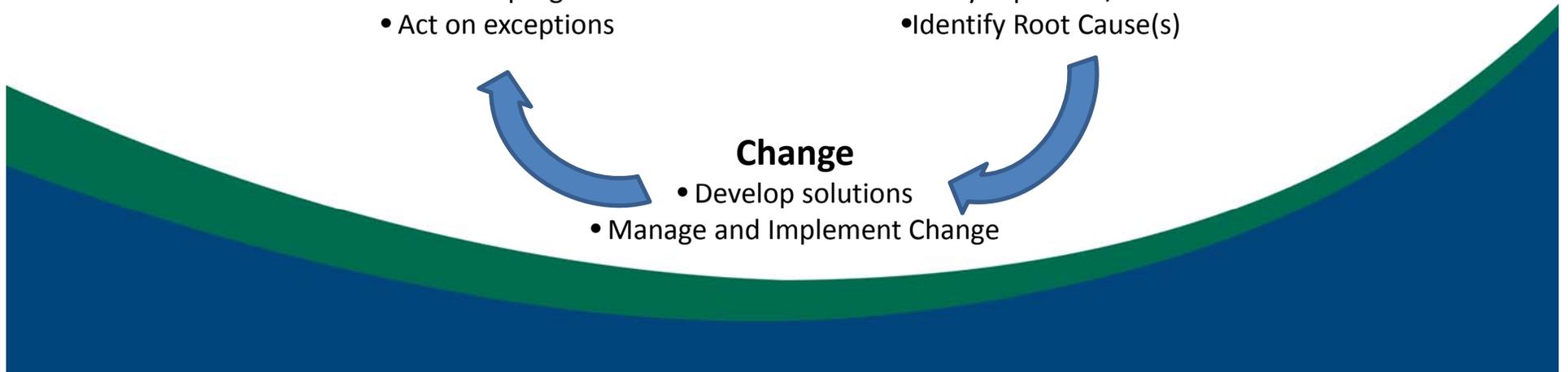
Analyze

- Analyze process/data
- Identify Root Cause(s)



Change

- Develop solutions
- Manage and Implement Change

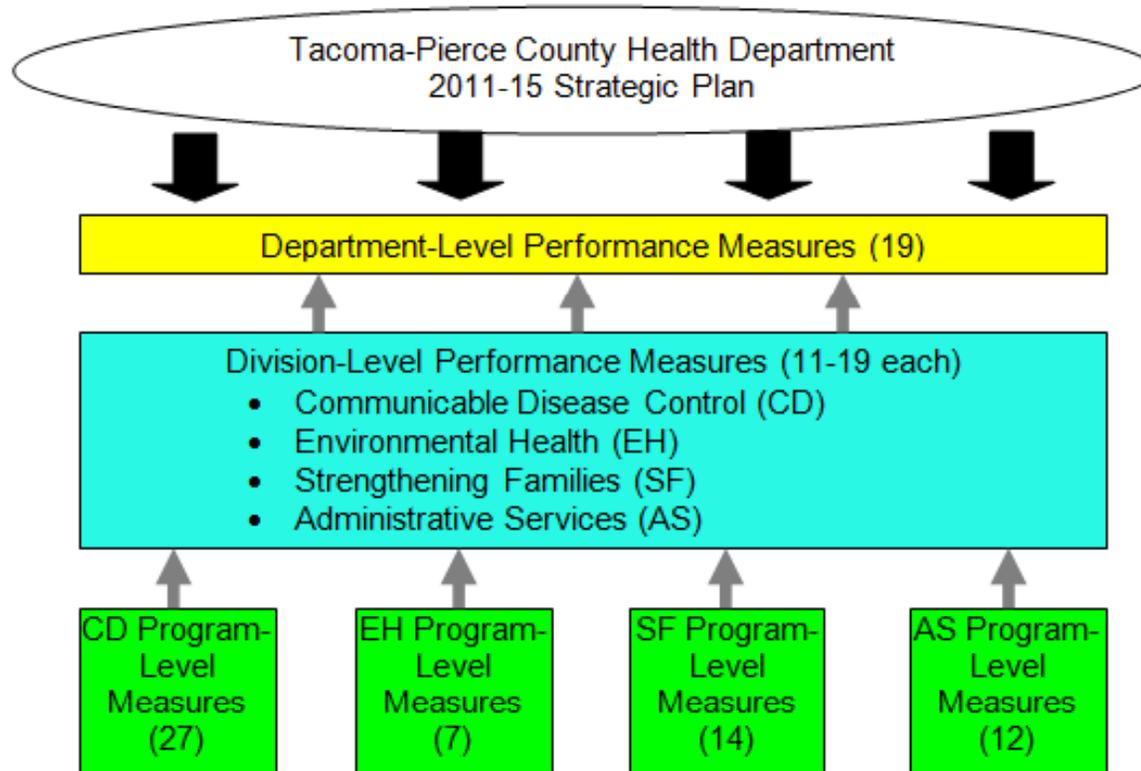


System Model for Performance Management



Source: Turning Point Collaborative on Performance Management, 2003.

Tacoma-Pierce Performance Measures



Lessons Learned by the Builders



1. Focus on learning and improvement.



Intranet – Learning and Improvement

Learning and Improvement Initiatives This Site: Learning and

Status: Checked in and viewable by authorized users. **Publication Start Date:** Immediately

- Learning and Improvement Initiatives
- Accreditation
- Dashboards
- Strategic Plan
- Community Health Assessments (CHAs)
- Community Health Improvement Planning Process (CHIP)
- Performance Management & Quality Improvement
- Calendar



Learning & Improvement INITIATIVES

The purpose of this website is to provide information on the following departmental activities:

- Public Health Accreditation
- Strategic Planning
- Community Health Assessment
- Community Health Improvement Planning Process
- Performance Management & Quality Improvement

These activities are overseen by the Department's Assessment, Planning & Health Policy Division.

For more information on the various public health initiatives underway, please contact:

Community Health Assessments & Community Health Improvement Planning Process

- Analilia Garcia at (408) 792-5108 or analilia.garcia@phd.sccgov.org

Strategic Planning

- Maritza Rodriguez at (408) 792-5277 or maritza.rodriguez@phd.sccgov.org

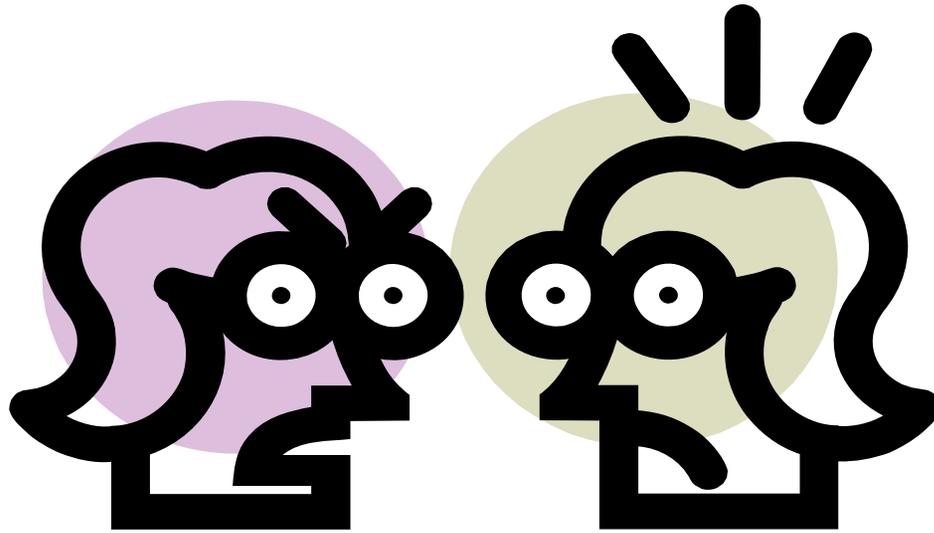
Public Health Accreditation

- Marcela Vasquez at (408) 792-5193 or marcela.vasquez@phd.sccgov.org

Performance Management & Quality Improvement

- Whitney Webber at (408) 792-5023 or whitney.webber@phd.sccgov.org

2. Don't forget the people side of things.



Change Management



Human Side:

- How are staff responding?
- Is there resistance?
- Address arising issues immediately
- Create "safe" environment
- Continually assess culture

Process Side:

- What systems/processes must be put in place?
- How can the way we do business improve?
- Develop policies and plans

3. Find champions for quality.



Change Agent Roles

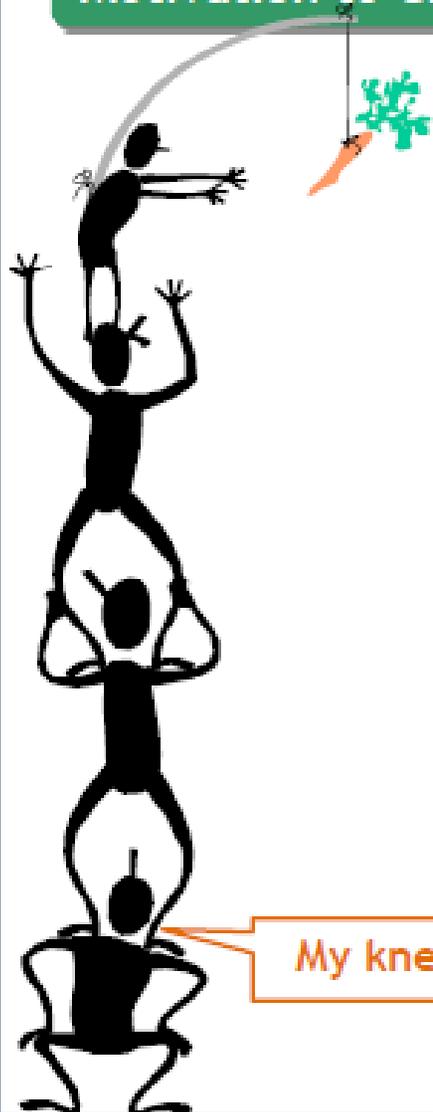


Training
Coaching
Facilitating
Reflective observation
Leading
Supporting
Hands on design
Implementing
Evaluating
Modeling new behaviors

4. Develop strategies for bringing leaders and managers on board.



Motivation to Change



- Dissatisfaction with the status quo
- Eagerness for something better
- A sense of urgency

“ Some people change when they see the light,
others when they feel the heat” - Carolyn
Schoeder

My knees are buckling!

5. Celebrate and have fun.



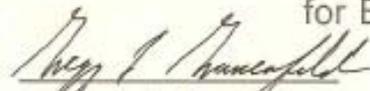


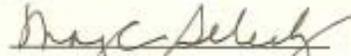
Strut Your Stuff 2011 Award

This award is presented to

Cindan Gizzi

In appreciation for outstanding work on
Public Health Performance Management Centers
for Excellence


Deputy Secretary


DGH Secretary

Quality Improvement Council



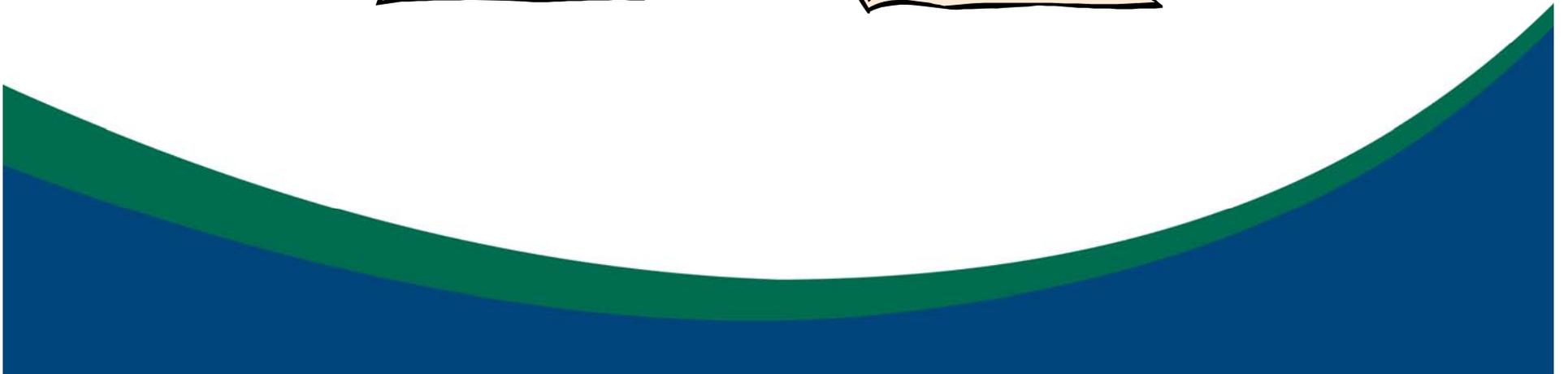
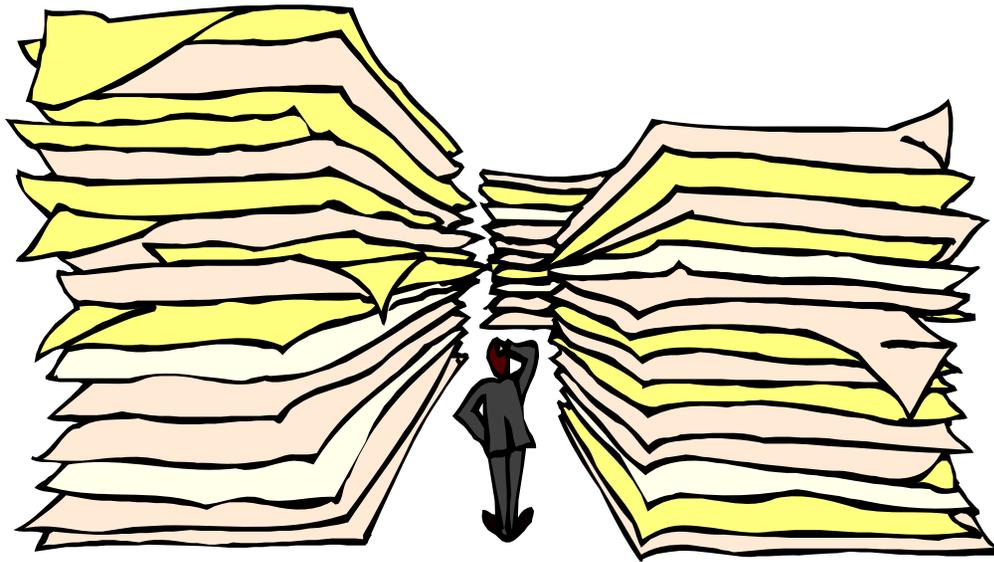
(TPCHD Management Team)

6. Drive out fear of failure.



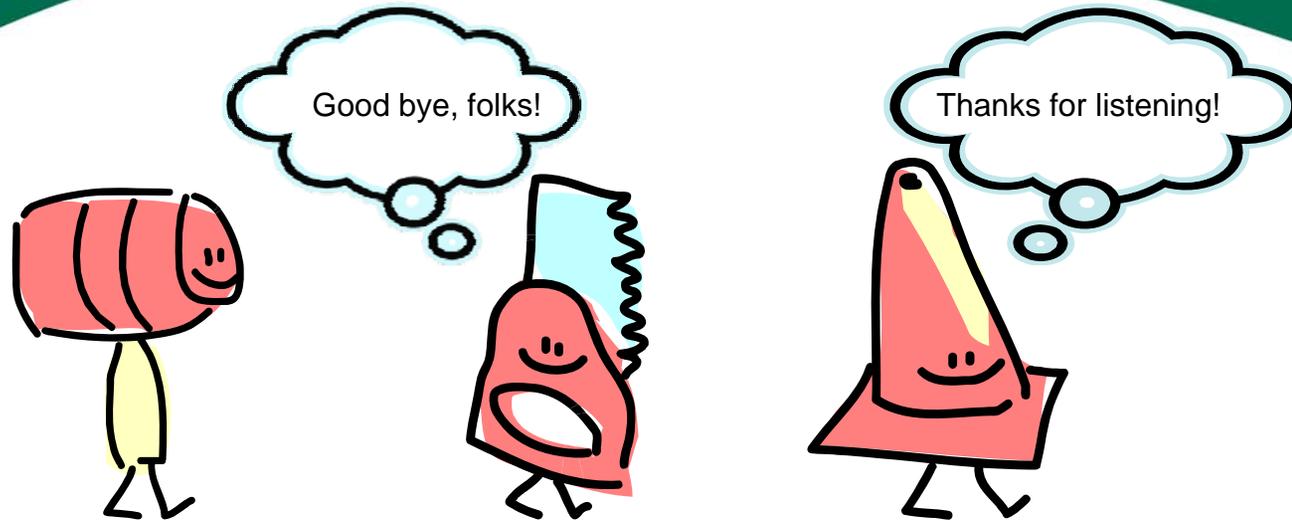
Goal/Objective	Performance Measure	Benchmark	2008	% goal
Communicable Disease Control				
Increase number of valid doses of vaccine administered to children under the vaccine for children program by 4%.	Number of doses administered by private and public Vaccine For Children providers.	384,494	404,640	105%
Increase the number of partners exposed to HIV who are notified of exposure by 10%.	Number of partners notified of their exposure to HIV by TPCHD.	72	83	115%
Increase the percentage of Chlamydia cases interviewed by 20%.	1. Percent of Chlamydia cases that are interviewed.	30%		
	2. Number of Chlamydia cases that are interviewed.	849	1706	201%
Environmental Health				
Respond to more than 90% Solid Waste Code Enforcement complaints within 20 days.	Percent of response to Solid Waste Code Enforcement complaints within 20 days.	90%	76.8%	85%
Increase the number of small public water systems that meet the requirements of the Safe Drinking Water Act by 5%.	Percent of small public water systems that meet the bacteria requirements of the Safe Drinking Water Act.	80%	70.3%	88%
	Percent of small public water systems that meet the nitrate requirements of the Safe Drinking Water Act.	90%	85.5%	93%
Screen 700 children in Pierce County from our target population (Latino, African American, Asian Pacific-Islander and low-income) for blood-lead level.	Number of children screened (by race/ethnicity and income level).	700	1144	163%
Strengthening Families				
Increase the number of Medicaid enrolled residents by 10%.	Number of approved Medicaid applications facilitated by client outreach staff.	492	773	157%
Increase positive outcomes among MCH clients.	Percent of clients who improve their behavior related to Growth & Development.	80%		
	Percent of clients who improve their behavior related to Caretaking/Parenting.	80%		
	Percent of clients who improve their behavior related to Abuse.	80%		

7. Create capacity for QI.



Questions?





Contact Information:
Cindan Gizzi, MPH
Tacoma-Pierce County Health Department
253-798-7695
cgizzi@tpchd.org