

# Importance of Creating a Culture of Quality Improvement



Lillian Shirley

November 1, 2010

# Culture

2

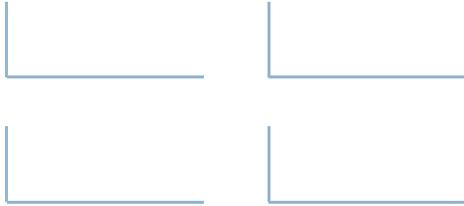
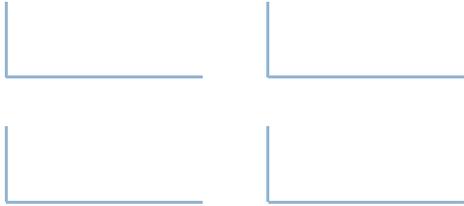
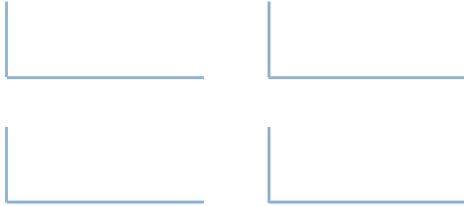
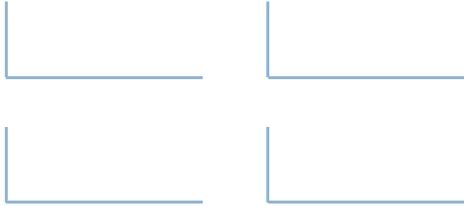
□ *n.*

- 1. The integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations.
- 2. The set of shared attitudes, values, goals, and practices that characterizes an institution or organization <a corporate culture focused on the bottom line>

# Family of Measures

(Balanced scorecard, etc.)

3

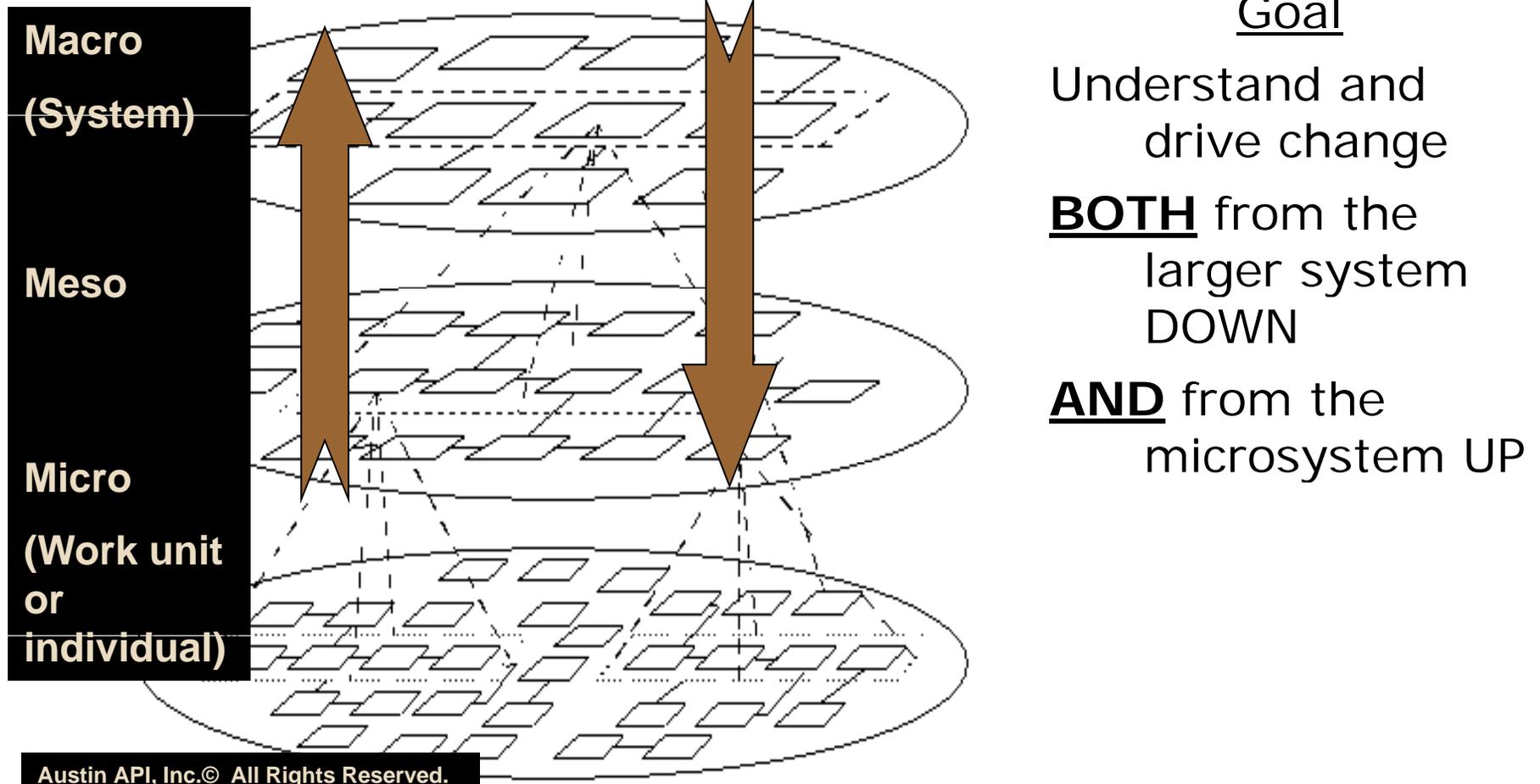
<p>Business Perspective</p> 	<p>Customer Perspective</p> 
<p>Operations Perspective</p> 	<p>Employee Perspective</p> 

# System-Wide Quality

## Essential to Involve All Employees

4

SYSTEM LINKAGE LEVEL OF DETAIL



# Quality – Management/Leadership

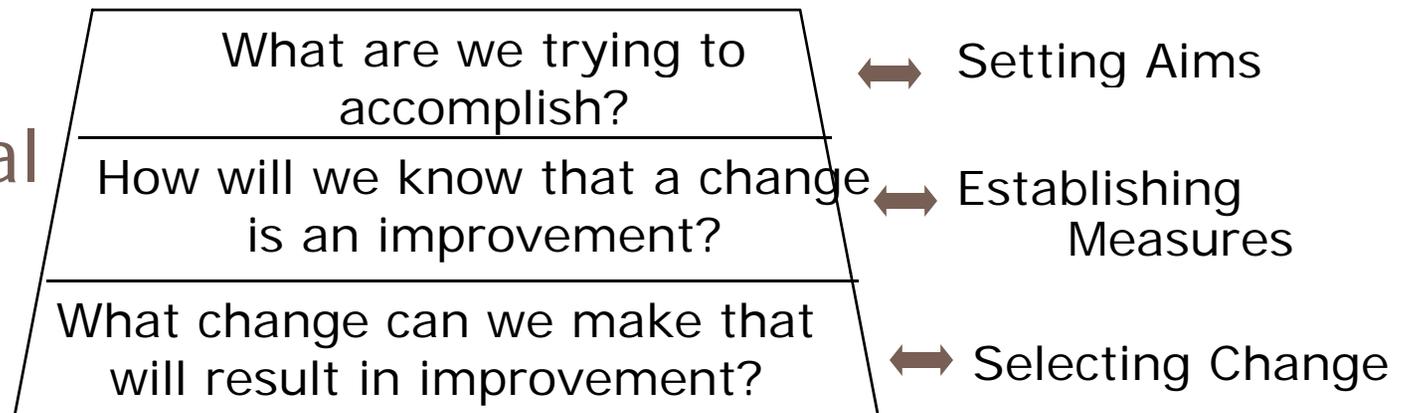
5

<u>OLD</u>	<u>NEW</u>
Authoritarian Hierarchical Managers Individualistic/competitive Control Quota/quantity based Detection/inspection One-way communication Market oriented Vendor tolerance Risk avoidance Quality specialists Policy variation Business as usual	Participative Decentralized Leaders Teamwork/collaborative Support Quality based Prevention Two-way communication Customer oriented Vendor partnering Innovation Train entire workforce in basic tools Policy consistency Continuously improve

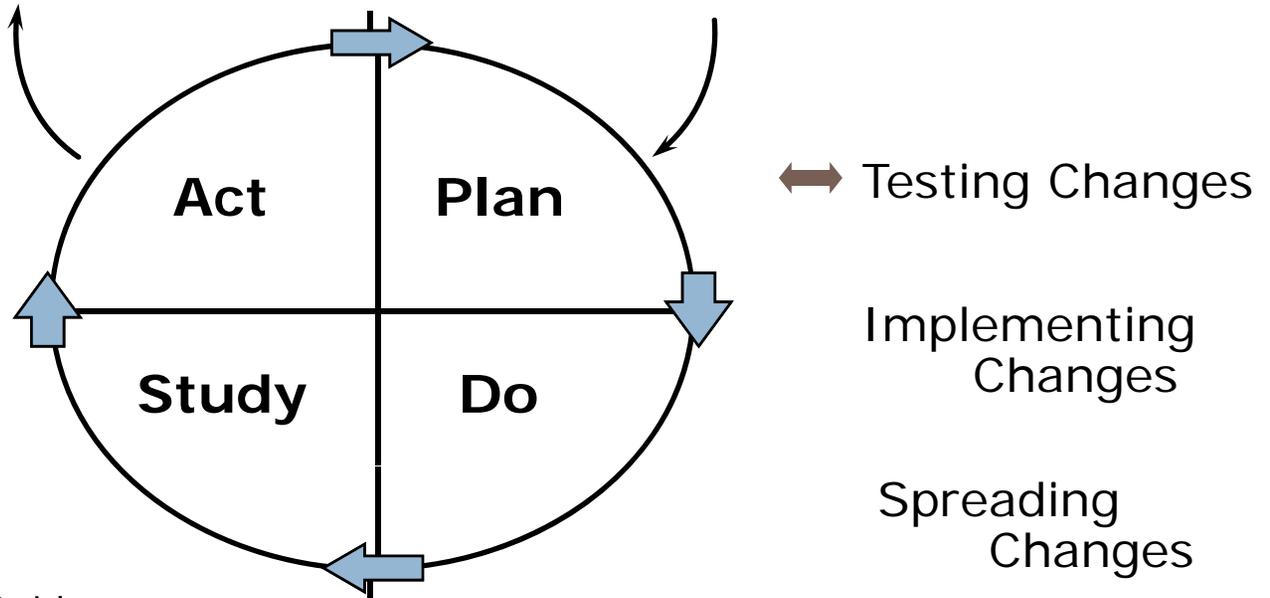
# “The Model for Improvement” (MFI)

6

Three  
fundamental  
questions



PLUS  
PDSA Cycle  
(Plan/Do/Study/Act)



From: The Improvement Guide

# Model for Improvement

## Fit with Other Methods, Color-coded

7 <u>The Model for Improvement</u>	<u>Facilitative Leadership</u>
<ol style="list-style-type: none"> <li>1. What are you trying to accomplish?</li> <li>2. How will you know a change is an improvement?</li> <li>3. What changes will likely lead to improvement?</li> </ol> <ul style="list-style-type: none"> <li>□ Plus PDSA Cycle</li> <li>□ Plus FIVE Skills               <ul style="list-style-type: none"> <li>• Using "data"</li> <li>• Developing change</li> <li>• Testing change</li> <li>• Implementing change</li> <li>• Working with people</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>□ Dimensions of Success: Results, Process, Relationship</li> <li>□ Maximum appropriate involvement</li> <li>□ Facilitate agreement</li> <li>□ Share inspiring vision</li> <li>□ Design Pathways to Action               <ul style="list-style-type: none"> <li>▫ Work Situation (where we are now)</li> <li>▫ Pathway to Action (how we get from here to there)</li> <li>▫ Definition of Success (where we want to be)</li> </ul> </li> <li>□ Coach for performance</li> <li>□ Celebrate accomplishments</li> </ul>

### Logic Model

Graphic display of relationship between Program inputs, activities, outcomes, goals



# Roles in Advancing QI in MCHD?

8

- Infrastructure for Public Health Services
- CHS Quality Council
- Health and Social Justice
- Others in MCHD

# IPHS in CHS – What is it's role?

9

**Mission:** IPHS provides core infrastructure that advances accountability, efficiency, and evidence-based practices in CHS programs and our public health partners. IPHS supports the performance of public health functions by leading, coordinating, establishing, or providing:

- ▣ Use of best and promising practices
- ▣ Information management expertise
- ▣ Epidemiological analysis and perspective
- ▣ Effective financial management systems
- ▣ **Quality improvement and performance management systems**

**Vision:** All CHS programs function at their highest level in order to achieve the Department's vision of healthy people in healthy communities.

*IPHS is a tool box that can help programs focus on their work*

# Why was IPHS developed?

10

CHS program managers expressed the need for centralized and consistent support for core public health infrastructure.

- Who makes up IPHS?

Jessica Guernsey – Best Practices, Communications

Shawn Messick – Informatics Project Manager

Lynn George – Informatics Project Coordinator, ECS focus

Amy Sullivan - Epidemiologist

Miriam Elman – Epidemiology Research Analyst

Sarah Tran– Epidemiology Research Analyst, MCH focus

Debbie Rood – Fiscal Specialist

Nagla Toma – QI Specialist

Margaret Lentell – IPHS Manager

# What is the Fit with Quality Council?

## Next Steps

11

### CHS Quality Council Work Plan:

- Understand and develop resources to support Programs QI training needs
- Develop understanding of current QI work
- Develop and deliver “just-in-time” QI trainings
- Incorporate learnings
- Develop inventory of CHS Programs’ performance measures
- Assess performance measures and how to create better linkage to CHS key processes, priority populations, strategic work, across Programs
- Develop recommendations for performance measure improvements

IPHS Role: Coach, consult, assist with QI projects

# Websites

12

- National Association of County and City Health Officials: [www.naccho.org/topics/infrastructure/accreditation.cfm](http://www.naccho.org/topics/infrastructure/accreditation.cfm)
- Public Health Foundation: [www.phf.org/infrastructure/pmtools](http://www.phf.org/infrastructure/pmtools)
- National Center for Biotechnology Information: [www.pubmed.gov](http://www.pubmed.gov)
- Institute for Healthcare Improvement: [www.ihl.org](http://www.ihl.org)
- American Society for Quality: [www.asq.org](http://www.asq.org)