Roadmap to a Culture of Continuous Quality Improvement

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COUNTY OF LOS ANGELES
Public Health

Some history about me…

- Had no prior quality improvement (QI) experience or training
- Chaired Alameda County Public Health Department's (ACPHD) "Measuring Success" Workgroup

"Workgroup Objective"

Focus the work of all programs using appropriate and

objective measures to assess progress towards health equity.

- Became a Results-Based Accountability (RBA) trainer
- Lead the implementation of the ACPHD performance management system
- Failed multiple times

A Culture of Quality's Foundational Elements

Source: NACCHO's Roadmap to a Culture of Quality

6 Phases to a Culture of Quality

Phase 1: No Knowledge of QI

Phase 2: Not Involved with QI

Phase 3: Informal or Ad Hoc QI
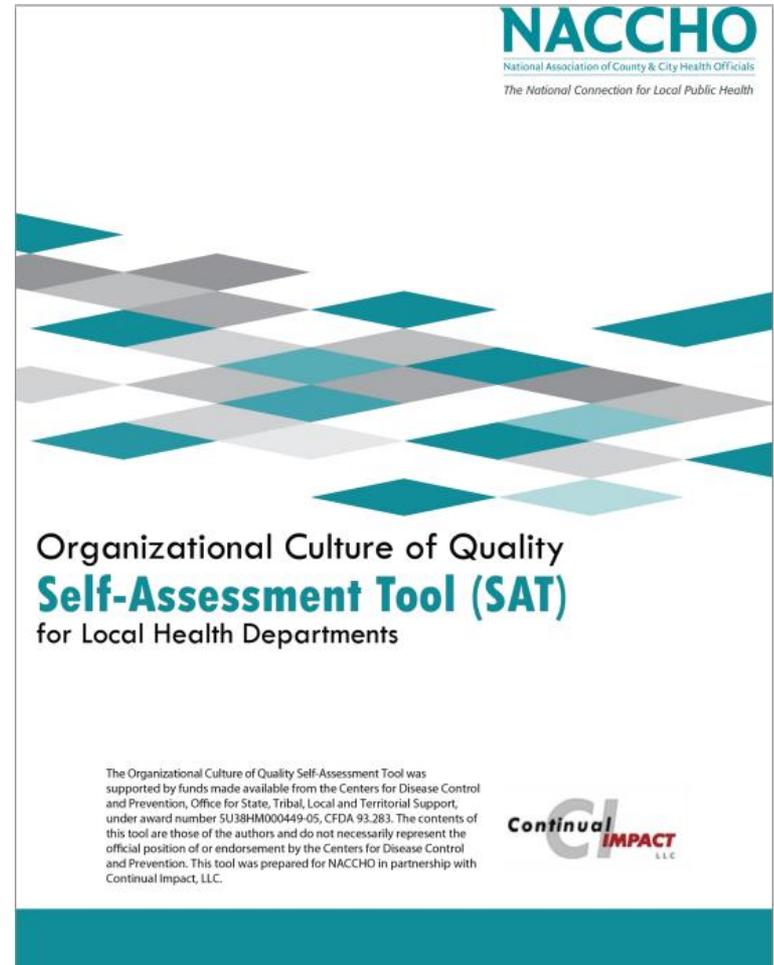
Phase 4: Formal QI in Specific Areas

Phase 5: Formal Agency-Wide QI

Phase 6: Quality Culture

NACCHO
National Association of County & City Health Officials

Are We There Yet?

Organizational Culture of Quality Self-Assessment Tool

- Comprehensive assessments
  - One for Staff
    - QI Specialists & Colleagues
  - One for Executive Leadership
    - Executive Working Group
  - Based on the 6 foundational elements (20 sub-elements)
- Aligned with QI Roadmap
- Links results with transition strategies

In Which Culture of Quality Phase is DPH?

Phase 1: No Knowledge of QI

Phase 2: Not Involved with QI

Phase 3: Informal or Ad Hoc QI

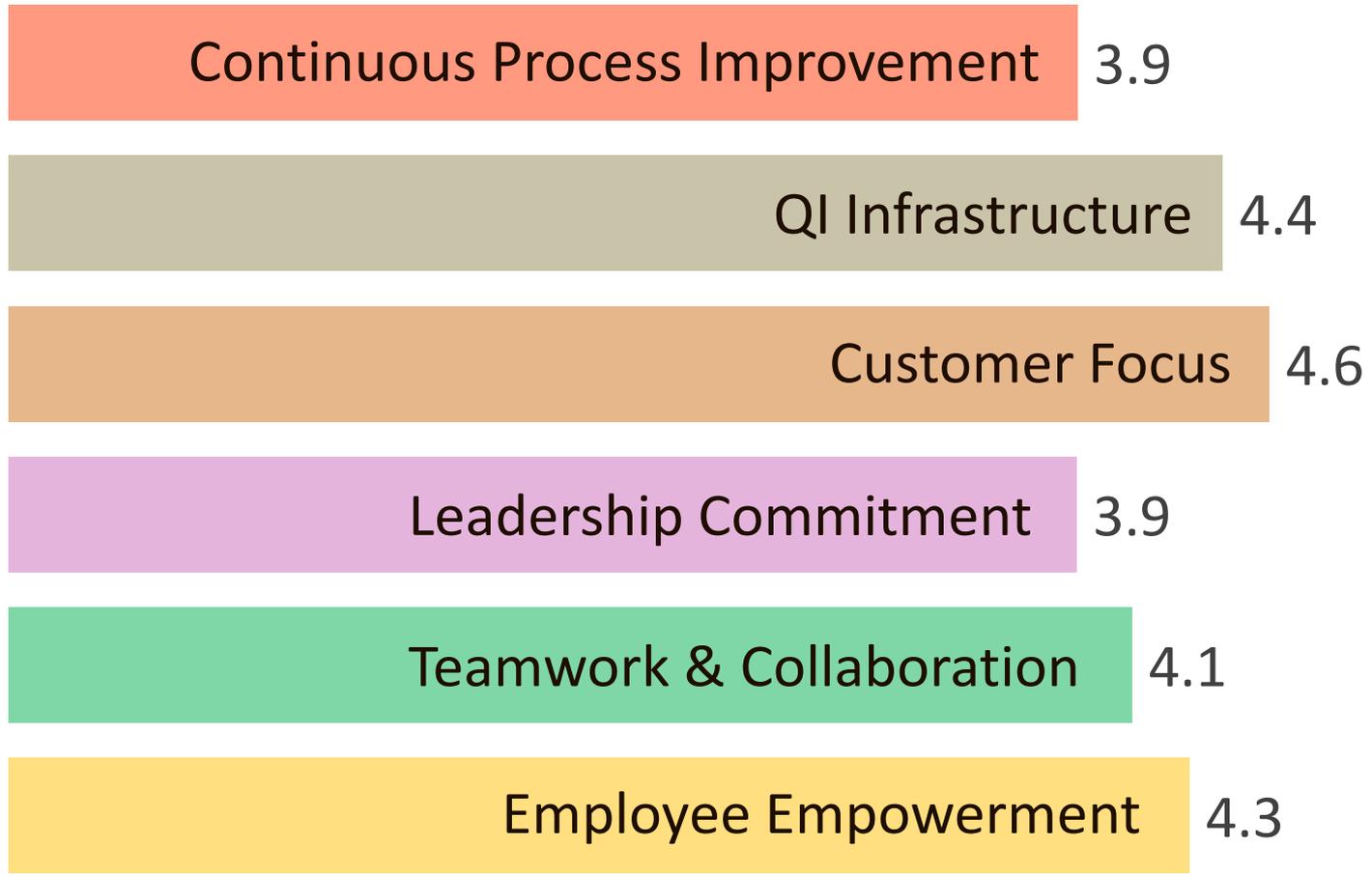**Phase 4: Formal QI in Specific Areas**

Phase 5: Formal Agency-Wide QI

Phase 6: Quality Culture

Average = 4.2
Phase 4: Formal QI in Specific Areas of the Organization

Score by Foundational Area (Max. 6)

Culture of Quality (6)

Continuous Process Improvement	3.9
QI Infrastructure	4.4
Customer Focus	4.6
Leadership Commitment	3.9
Teamwork & Collaboration	4.1
Employee Empowerment	4.3

Leaders must enable employees by:

- Designating resources to QI
- Granting authority
- Establishing clear expectations

Employees must have access to:

- QI related trainings and resources
- Mentors and coaches
- Meaning feedback systems
- Opportunities to voice concerns and apply QI skills

Employee Empowerment

Score: 4.3
Phase 4: Formal QI in Specific Areas of the Organization

TRANSITIONAL STRATEGIES

- Clearly define QI expectations of staff

- Make readily available beginner and advanced-level trainings & resources to accommodate both new and experienced staff

Employee Empowerment

Teamwork & Collaboration

- Create effective team performance by:
  - Defining team expectations
  - Carefully selecting team members
  - Holding teams accountable

- Break down silos:
  - Knowledge is shared between teams
  - Communication of lessons learned and best practices across the Department

Score: 4.1
Phase 4: Formal QI in Specific Areas of the Organization

TRANSITIONAL STRATEGIES

- Create teams that cut across bureaus to spur innovation

- Make more visible QI projects completed
  - More avenues for sharing them
  - Highlight best practices identified

Teamwork & Collaboration

- **Transform the culture (the "human" element):**
  - Defining and selling the QI vision
  - Transparent, 2-way communications about QI
  - Manage QI resistance

- **Realize the vision (the "technical" element):**
  - Seeking out and designating resources for QI
  - Incorporate quality into policies, plans, procedures, & values

Leadership Commitment

Score: 3.9
Phase 3: Informal or Ad Hoc QI

TRANSITIONAL STRATEGIES

Leadership Commitment

- Senior leadership:
  - Routinely communicates the organization's QI vision and goals to staff
  - Provides structure for ALL organization members to receive QI training and get involved in QI
  - Provides the resources, training and staff time to effectively run improvement activities & projects

Customer Focus

- Exceed customer expectations:
  - Understand customer needs and values
  - Collect and use customer satisfaction data
  - Empower employees to exceed customer expectations
  - Customer input informs organizational planning and improvement efforts

Score: 4.6
Phase 4: Formal QI in Specific Areas of the Organization

TRANSITIONAL STRATEGIES

- Analyze and use data from customer surveys for improvement in ALL services

- Track improvements for the entire organization
  - Display visually in work areas

Customer Focus
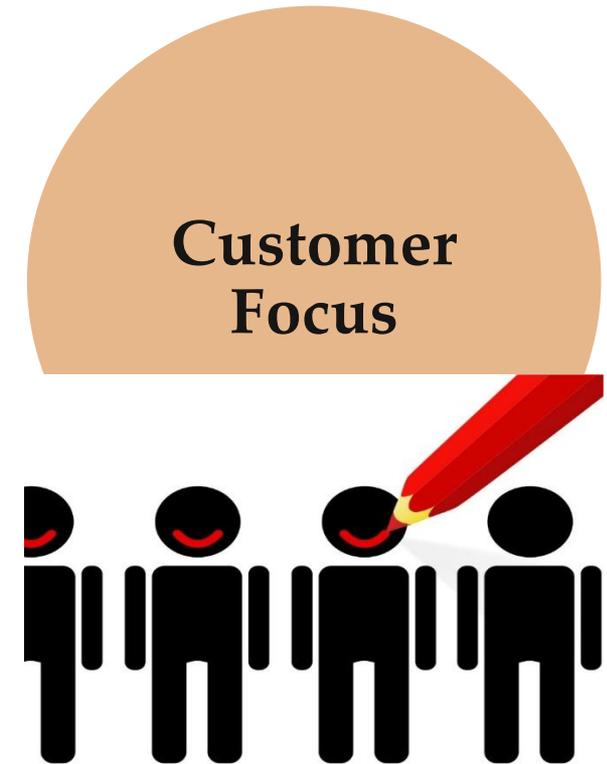
- QI Committee:
  - Cross-sectional
  - Early adopters
  - Oversee QI initiatives
- Performance Management:
  - Meaningful performance measures
  - Performance targets and standards
  - Reporting performance
  - Prioritize areas for improvement

QI Infrastructure

- QI Planning:
  - Assess QI culture
  - QI plan

Score: 4.6
Phase 4: Formal QI in Specific Areas of the Organization

TRANSITIONAL STRATEGIES

- Form a QI Leadership Committee
  - Representation from each bureau or could be at the bureau level
  - Prioritizes all public health measures and selects annual improvement areas

- Continue implementing Results-Based Accountability and Lean Six Sigma training

QI Infrastructure

Continuous Process Improvement

- Incremental Improvement:
  - QI project prioritization process
  - Use of defined method of improvement
  - Document/monitor/sustain improvement

Score: 3.9
Phase 3: Informal or Ad Hoc QI

TRANSITIONAL STRATEGIES

- Identify critical processes (e.g., ones that have significant impact on customers, are frequently used)

- Evaluate selected processes to ensure they are defined and produce a reliable result

- Develop and document standardized work for all key work processes

- Make developing/updating standardized work a required output of all process improvement efforts

Continuous Process Improvement

Where the Rubber Meets the QI-Culture Road:

Are we making a difference?

- Results-Based Accountability (RBA) is our framework to assess this in DPH
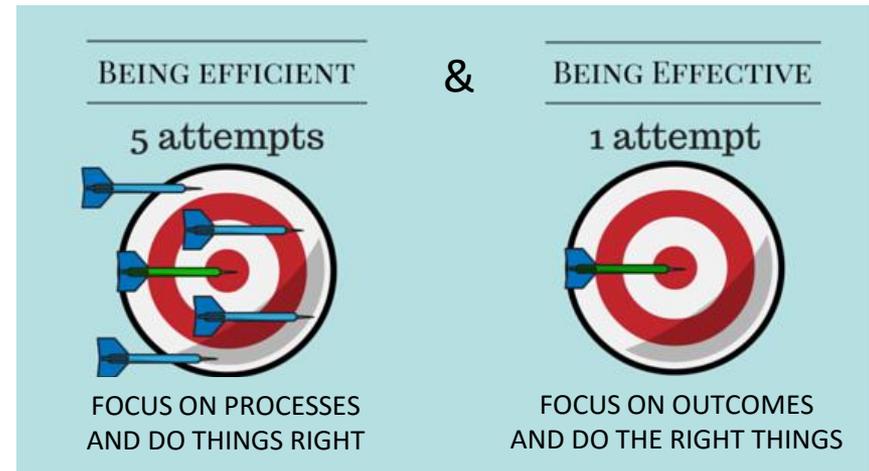
Results Based Accountability (RBA)™ is a structured process to guide thinking and taking action…

- To make outcomes and the conditions of well-being more equitable for children, youth, families and the whole community, AND

- To improve the efficiency and effectiveness of programs, agencies, policies and service systems for its service population.

Photo from EBALDC Strategic Plan 2017-2019

BEING EFFICIENT & BEING EFFECTIVE

5 attempts   1 attempt

FOCUS ON PROCESSES AND DO THINGS RIGHT

FOCUS ON OUTCOMES AND DO THE RIGHT THINGS

Results Based Accountability (RBA)
is made up of two parts:

Population Accountability
about the well-being of

WHOLE POPULATIONS

For Communities – Cities – Counties – States - Nations

Contributes to

Performance Accountability
about the well-being of

CUSTOMER POPULATIONS

For Programs – Agencies – Service Systems

**If you can remember "2-3-7",
you can remember RBA™ in a nutshell.**

2 - Kinds of accountability plus language discipline
  Population accountability ——— Outcomes & Indicators
  Performance accountability ——— Performance measures

3 - Kinds of performance measures
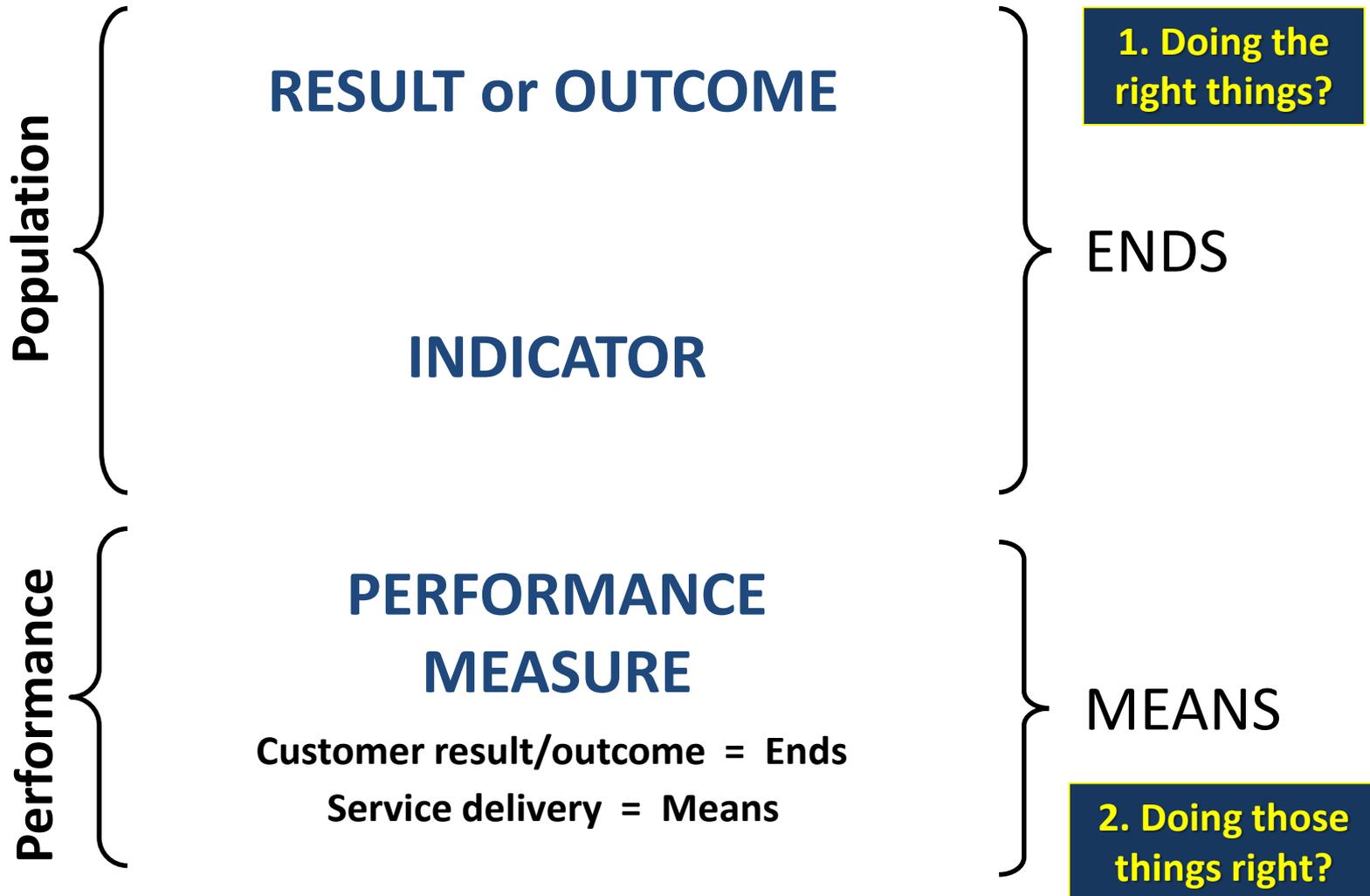 How much did we do?
  How well did we do it?
  Is anyone better off? (Customer outcomes)

7 - Questions from ends (outcomes) to means (actions)
  in less than an hour

From Ends to Means, From Talk to Action

Population

RESULT or OUTCOME

INDICATOR

ENDS

1. Doing the right things?

Performance

PERFORMANCE MEASURE

Customer result/outcome = Ends

Service delivery = Means

MEANS

2. Doing those things right?

Recommended Presentation Format

Every time you make a presentation, use a two-part approach.

NOTE: Best used after going through the RBA™ Turn-the-Curve exercises for both Population Accountability and Performance Accountability.

Population Accountability

Outcome (to which you contribute to most directly)

Indicator(s) (to which you contribute to most directly)

Story (behind the indicators)

Partners (with a role to play on the indicators)

What would it take to improve?

Your Role (as part of a larger strategy)

Performance Accountability

Your Program

Performance Measures

Story (behind your performance measures)

Partners (with a role to play on your performance measures)

Actions for your program to get better

The RBA Turn-the-Curve Exercise will help us develop insights and action plans for improving population outcomes.

1. What are the quality of life conditions we want for the children, adults, and families in our community?
2. What would these conditions look like if we could see them?
3. How can we measure these conditions?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

Are Results-Based Accountability (RBA) and Quality Improvement (QI) different?

Yes, RBA helps to clarify your desired program outcomes and identify measures to assess results.

QI activities improve the efficiency and effectiveness of your work to achieve the results.

Both RBA & QI allow us to continuously improve our services and will move us along on the roadmap to a culture of continuous quality improvement.

Thank you for your time and attention…

Any questions?

Turn the Curve on our Performance :
7 Effective Questions to Get from Talk to Action

1. Who are your clients? Are they your target population?

2. How can you measure if your clients are better off?

3. How can you measure the quality of service, policy, or initiative you provide (data/performance measure)?

4. How are you doing on these measures (story behind the baseline)?

5. Who are the partners with a role to play? What is their role?

6. What works (practices, processes, and/or policies) to turn the curve of the baseline?

7. What do you propose to do, in what timeline and in what budget? (Use RBA Sorting Criteria.)