

Creating an Organizational Culture of Quality

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Public Health
Prevent. Promote. Protect.

NACCHO

National Association of County & City Health Officials

The National Connection for Local Public Health

Organizational Culture

The shared beliefs, perceptions, norms, values and expectations of individuals in organizations.



What is a Culture of Quality?



Culture of Quality = Continuous Improvement + 'The Human Element'

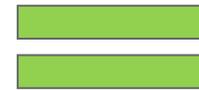


Characteristics of a Culture of Quality

- **Continuous improvement** vs. status quo
- **Intrinsic** motivation vs. extrinsic motivation
- **Data driven** decision making vs. assumptions
- **Collaborative** vs. siloed
- **Customer** focus vs. management focus
- **Innovation** vs. tradition



Transforming Culture and Change Management



NACCHO's Roadmap to a Culture of Quality: www.qiroadmap.org



NACCHO
National Association of County & City Health Officials

Roadmap to a Culture of Quality Improvement

A guide to leadership and success in local health departments

[About](#) [Elements of a Quality Culture](#) [Change Management](#) [Assess Your Current Culture](#) [How to Use the Roadmap](#) [The Phases of a Culture of Quality](#) [Resources](#)

Phase 4: Formal QI Activities Implemented in Specific Areas

Following adoption of one or more formal QI models, QI is being implemented in specific program areas, but QI is not yet incorporated into an organization-wide culture.

When building a culture of quality in LHDs, a natural evolution of change tends to occur, impacting both the people and processes within the organization. The QI Roadmap provides LHDs with guidance on progressing through six phases or levels of QI maturity until a culture of quality has been reached and can be sustained. For each phase, the Roadmap presents common organizational characteristics and strategies and resources for transitioning to the next phase. The QI Roadmap also describes six foundational elements of a QI culture that LHDs should cultivate over time. Whether a novice or advanced in QI, any LHD can adapt the QI Roadmap as a guide to understanding the current state and identifying next steps for advancing to the next stage of QI integration.

Assessing your Culture: NACCHO Roadmap 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**



Building a Culture of Quality



Source: NACCHO's Roadmap to a Culture of Quality

Employee Empowerment

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



Teamwork & Collaboration

Create effective team performance by:

- Defining team expectations
- Carefully selecting team members
- Holding teams accountable

Break down silos:

- Communication of lessons learned
- Formal/informal learning and problem solving groups
- Eliminate redundancies and create alignment



Leadership Commitment

Transform the culture (the “human” element):

- Defining and selling the vision
- Coaching and mentoring
- Transparent, 2-way communications
- Manage resistance

Realize the vision (the “technical” element):

- Seeking out and designating resources to QI
- Incorporate quality into policies, plans, procedures, & values



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



QI Infrastructure

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 Planning:

- Assess QI culture
- QI plan



Continuous Process Improvement

Incremental Improvement:

- QI project prioritization process
- Use of defined improvement method
- Document and monitor improvements
- Celebrate!!!



The Phases of a Culture of Quality

Starting with the Phase 1 tab, assess the organization against the characteristics in each phase to determine which phase the organization currently falls. Conduct this assessment for each of the foundational elements. Many organizations tend to be further along among some foundational elements over others. Implement the transition strategies based on the phase your organization is in for each foundational element. Organizations may select one element to focus improvement efforts, or to work toward improvement in more than one element at a time. For example if an organization is in Phase 1 for Leadership Commitment where resources are not appropriately allocated to working on QI, it may choose to focus most efforts on transition strategies focused on gaining leadership commitment prior to addressing the other elements.

| | | | | | |
|---------|---------|---------|---------|---------|---------|
| Phase 1 | Phase 2 | Phase 3 | Phase 4 | Phase 5 | Phase 6 |
|---------|---------|---------|---------|---------|---------|

Not Involved with QI Activities

Employee Empowerment

Characteristics

- Some employees have a high level understanding of QI but do not possess the knowledge, skills, and abilities (KSAs) necessary to undertake QI.
- Select employees (e.g. QI champions, Accreditation/QI Coordinator) have received some QI training. QI trainings, resources, or mentors are not readily available to employees.
- Employees are resistant to QI out of fear of punishment and lack of QI skills, and do not understand its value in public health.
- Performance measures may exist in some or all parts of the agency, but are not used by employees to monitor/improve their individual work.
- No financial resources and minimal staff time are devoted to QI.

Transition Strategies

- Develop a training plan for building appropriate levels of performance management and QI KSAs for every level of staff.
- QI champions engage in training opportunities to enhance ability to lead QI efforts and offer coaching to staff.
- Leaders assess the source of staff resistance and develop strategies to counter resistance through effective messaging, training, and incentives.
- Communicate information around agency strategy and performance improvement information (e.g. agency mission, vision, strategy).
- Enable staff participation in improvement activities through feedback systems and inclusive problem solving.

Teamwork and Collaboration

Leadership

Customer Focus

QI Infrastructure

A guide to leadership and success in local health departments

- [About the QI Roadmap](#)
- [Foundational Elements for Building a QI Culture](#)
- [How to Use the QI Roadmap](#)
- [References](#)
- [Resources](#)

Organizational Culture of Quality Self-Assessment Tool

The SAT is aligned with the Roadmap but offers a deeper assessment of each of the foundational elements. If your organization is ready for a more in-depth assessment of your culture of quality, download [NACCHO's Organizational Culture of Quality Self-Assessment Tool \(SAT\)](#) (zip).

Related Content

- [Accreditation Preparation & Quality Improvement](#)
- [Local Health Departments Using QI](#)
- [NACCHO Exchange: Accreditation \(publication\)](#)



The QI Roadmap offers downloadable tools and resources to assist local health departments (LHDs) in cultivating a QI culture. All the resources presented throughout the QI Roadmap can be found in the searchable database below. Sort the resources by each foundational element of a QI culture, by the "Phases" in the QI Roadmap, or by the type of resource (e.g. template, training). Search for resources around a specific topic area (e.g. performance management, Aim Statement) by typing a keyword in the "Search" box below.

Exit Resources

Show entries

Search:

| Name | Description | Type | Foundational Element | Source | Resource |
|--|--|----------|--------------------------------|---|-------------------|
| 25 Frequently Asked Questions about Return on Investment | Ideal for those learning about ROI, this article answers the most frequently asked questions. | Article | QI Infrastructure | ROI Institute, Inc. | Phase 4 Resources |
| Aim Statement Development Template | This template guides through a series of questions to develop Aim statements for QI projects, defining what the project is intended to accomplish with short, intermediate, and long-term measures. | Template | Continuous Process Improvement | MCPP Healthcare Consulting, Inc. | Phase 3 Resources |
| All Systems Go | Prior to selecting an information system or software for performance management, it is important to complete a requirements gathering process. This resource offers initial guidance on important considerations for selecting a system and an initial planning checklist. | Guide | QI Infrastructure | Public Health Informatics Institute, NACCHO | Phase 3 Resources |
| | As an agency gains more experience with QI, staff may need advanced training. ASO | | | | |

- ### departments
- ❖ [About the QI Roadmap](#)
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 - ❖ [View or sign up for accreditNATION \(e-Newsletter\)](#)

Organizational Culture of Quality Self-Assessment Tool

- Comprehensive assessment
- Based on the 6 foundational elements (20 sub-elements)
- Aligned with QI Roadmap
- Links results with transition strategies
- Word and PDF available



FOUNDATIONAL ELEMENT 5: QUALITY IMPROVEMENT INFRASTRUCTURE

Overview

To build a culture of QI, infrastructure must be in place to ensure that QI efforts are aligned with every aspect of the organization including its mission, vision, and strategic direction and that QI is linked to organizational performance. Some assessment items in Sub-element 5.1 are based on the Turning Point Performance Management Self-Assessment, while others are similar in idea or concept.

Sub-Elements

The following are components of a strong QI infrastructure:

5.1 Strategic Planning – The development and use of a resourced and actionable strategic plan.

5.2 Performance Measurement and Use of Data– The use of process, project, and organizational performance data & resulting measures to continually improve.

5.3 Annual Quality Improvement Planning – The development & use of a resourced and actionable annual quality improvement plan.

5.4 Administrative and Functional Processes and Systems– The organizational systems and processes that support and drive improvement (i.e.; HR, Finance, Legal, IT)

Definitions of Terms

Refer to the following definitions of terms commonly referenced in this Foundational Element:

- **Administrative and Functional Processes:** The work processes and systems that support the daily operations of the organization such as HR, Finance, Legal, IT.
- **Leaders:** Anyone who directs the work of others, including senior managers, chiefs, directors, middle managers, and supervisors.
- **Performance Management System:** A fully integrated system for managing performance at all levels of an organization which includes: 1) setting organizational objectives across all levels of the department; 2) identifying indicators and metrics to measure progress toward achieving objectives on a regular basis; 3) identifying responsibility for monitoring progress and reporting; and 4) identifying areas where achieving objectives requires focused QI processes.
- **Performance Measures:** A quantitative tool to help understand, manage, and improve performance by providing insight into whether processes are in statistical control; whether goals are being achieved; where improvements are necessary; and if customers are satisfied. Performance measures are always tied to a goal or an objective and are composed of a number which gives a magnitude (how much), and a unit of measure which give the number a meaning (what).
- **QI Leader:** The QI Leader will lead, facilitate, and drive QI to success in the organization by providing focus and leadership. The responsibilities include QI education, adoption, planning, project execution, communication and change management, the sharing of learnings, and measuring QI results. (e.g., PIM, QI coordinator)
- **QI Leadership Team:** The organization leaders who are accountable for the success of the organization and QI. Their responsibilities include modeling the organization's values, establish the strategic and QI goals, objectives, and measures, and the achievement of those goals, and lastly the elimination of barriers. (e.g., PM Council)
- **SWOT Analysis:** A strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats and determine strategic objectives. Strengths: Characteristics of the business or project that give it an advantage over others; Weaknesses: are characteristics that place the team at a disadvantage relative to others; Opportunities: elements that the project could exploit to its advantage; Threats: elements in the environment that could cause trouble for the business or project. This analysis associates the internal and external data to develop strategies.
- **Value Stream:** The high level ("40,000 ft. view") of the flow of information and materials required to produce a product or service for a customer (typically within a single work unit or organization). Value Stream mapping and analysis is a fundamental method to identify opportunities for improvement. Value stream maps include the major process steps, informative data, how information flows and a timeline for delivering products or services.
- **Statistical Control:** The state of a stabilized process in which the process performances within the expect tolerances and only common causes of variation remain (all special causes of variation having been removed), as evidenced on a control chart by the absence of (1) data points beyond the control limits, and (2) non-random patterns of variation.

FOUNDATIONAL ELEMENT 5: QI INFRASTRUCTURE

Sub-Element 5.1: Strategic Planning

Rate the following statements regarding the development and use of an actionable strategic plan.

| | Strongly Disagree 1 | 2 | 3 | 4 | 5 | Strongly Agree 6 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strategic Planning Process | | | | | | |
| A strategic planning process results in an updated strategic plan every 3-5 years. | <input type="checkbox"/> |
| The group responsible for implementing the organization's strategic planning process, or Strategic Planning Committee (SPC), conducts a stakeholder analysis to identify key stakeholders, and to understand their influence on the organization. | <input type="checkbox"/> |
| The SPC includes or engages key stakeholders (internal & external), including the LGE. | <input type="checkbox"/> |
| The strategic planning process identifies formal and informal mandates imposed on the agency. | <input type="checkbox"/> |
| The strategic plan defines the organization's vision, mission, and values. | <input type="checkbox"/> |
| The SPC conducts an environmental scanning process (e.g. SWOT Analysis) to determine the internal and external factors impacting the success of the agency. | <input type="checkbox"/> |
| Strategic priorities are selected based on results from an environmental scanning process, customer and health assessments, and performance gaps. | <input type="checkbox"/> |
| The agency strategic plan addresses priorities identified in the community health improvement plan (CHIP) for which the health department is responsible. | <input type="checkbox"/> |
| Long term goals (3-5 years) and SMART objectives are identified for each strategic priority. | <input type="checkbox"/> |
| Strategic Plan Implementation | | | | | | |
| Specific strategies and interventions are developed for achieving strategic goals and objectives and incorporated into operational plans and employee work plans. | <input type="checkbox"/> |
| Process, output, and outcome measures are monitored to assess progress against strategic goals and objectives. | <input type="checkbox"/> |
| The strategic plan guides decision making on allocating resources to achieve strategic priorities. | <input type="checkbox"/> |

[Click here to access transition strategies for Sub-Element 5.1: Strategic Planning.](#)

| FOUNDATIONAL ELEMENT | SUB-ELEMENT | SUB-ELEMENT SCORE | FOUNDATIONAL ELEMENT SCORE | SELECTED TRANSITION STRATEGIES TO IMPLEMENT DURING THIS PLANNING CYCLE | STRATEGY PRIORITY Level | EVIDENCE SUBSTANTIATING CURRENT SCORE |
|-------------------------------|---|-------------------|----------------------------|---|-------------------------|---|
| 1. Employee Empowerment | 1.1 Enabling Performance | 2 | 2.5 | <i>Document work team member roles and requirements including those of the supervisor</i> | High | <i>No formal process to document roles and responsibilities</i> |
| | 1.2 Knowledge, Skills and Abilities | 3 | | | | |
| | | | | | | |
| 2. Teamwork and Collaboration | 2.1 Team Performance | | #DIV/0! | | | |
| | 2.2 Communities | | | | | |
| 3. Leadership | 3.1 Culture | | #DIV/0! | | | |
| | 3.2 Resourcing and Structure | | | | | |
| 4. Customer Focus | 4.1 Understanding the Customer | | #DIV/0! | | | |
| | 4.2 Satisfying the Customer through the Value Stream | | | | | |
| | 4.3 Reprioritizing and Creating Programs and Services | | | | | |
| | | | | | | |

Thank you!

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