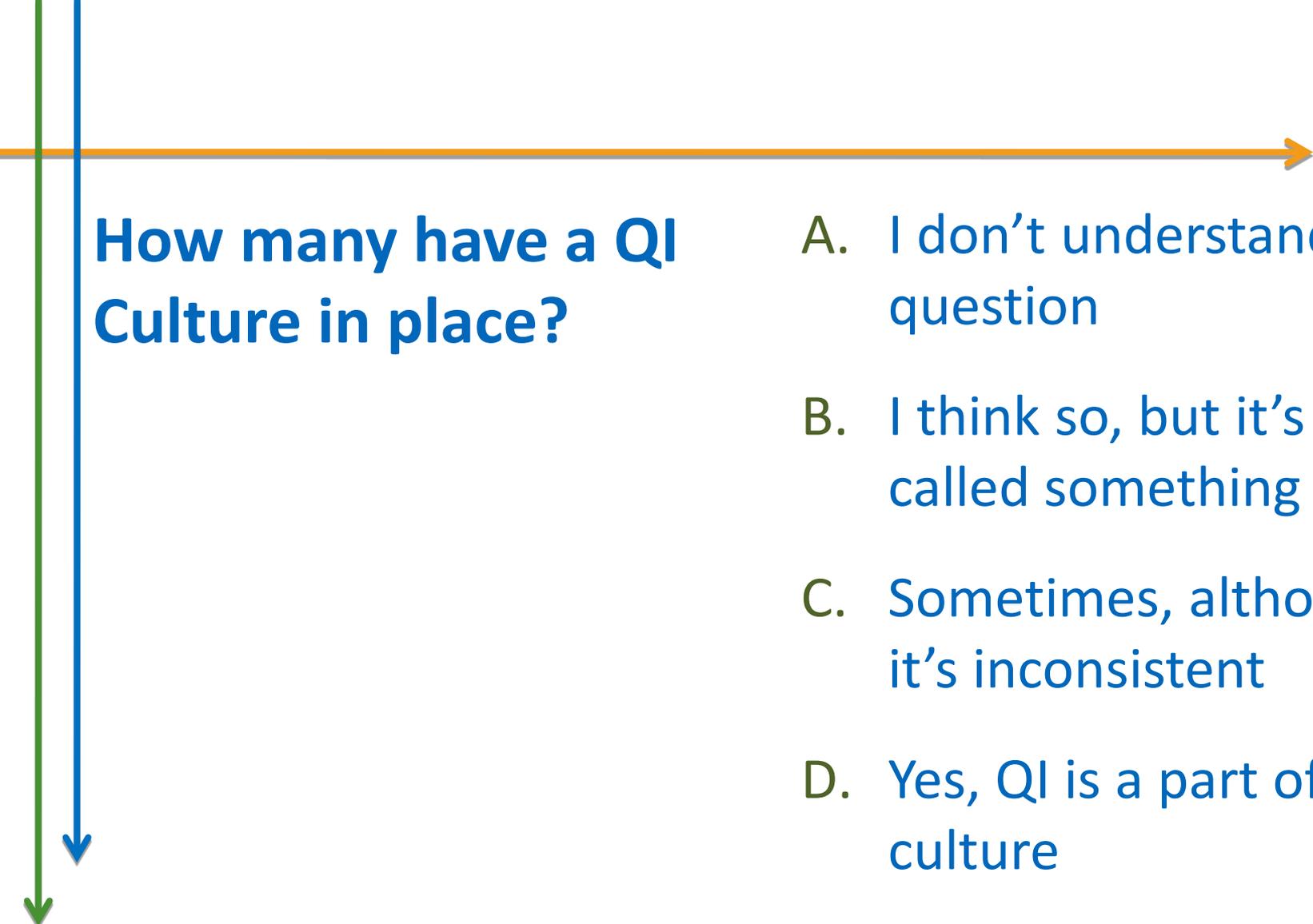




Local Health Department Quality Improvement Technical Assistance

Presented by Allison Hensleit, MBA
Central California Center for Health and Human Services
California State University, Fresno





How many have a QI Culture in place?

- A. I don't understand the question
- B. I think so, but it's called something else
- C. Sometimes, although it's inconsistent
- D. Yes, QI is a part of our culture

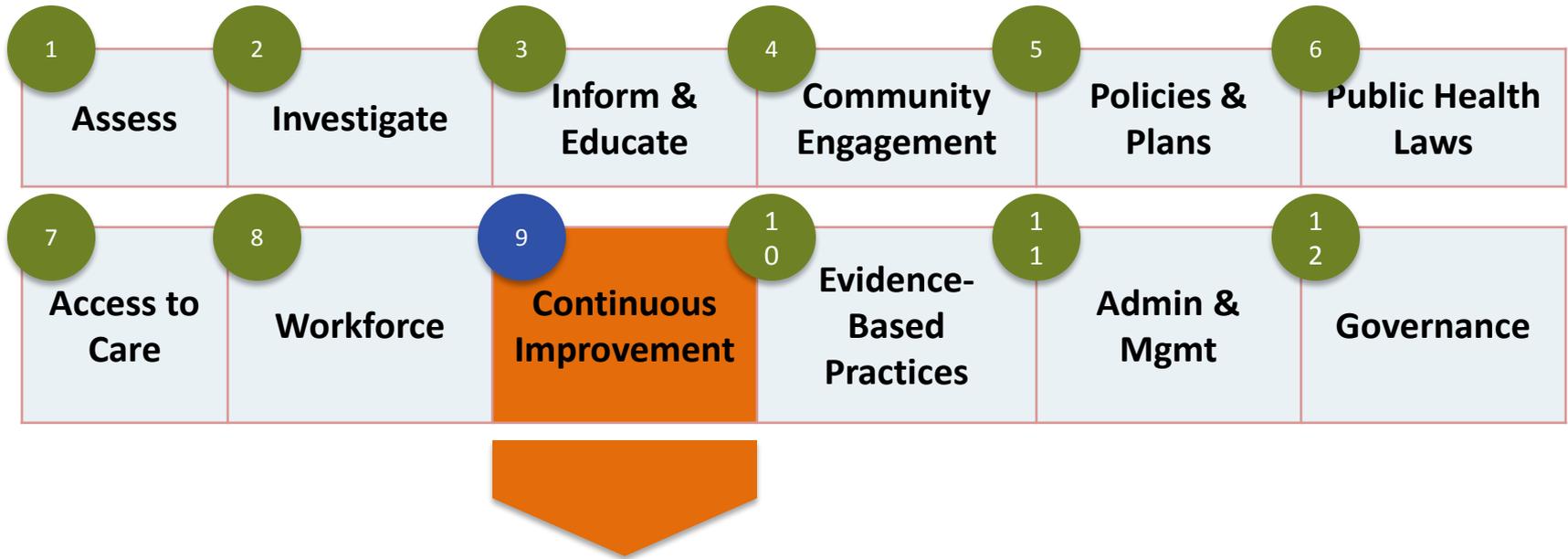


Building A Culture of Quality



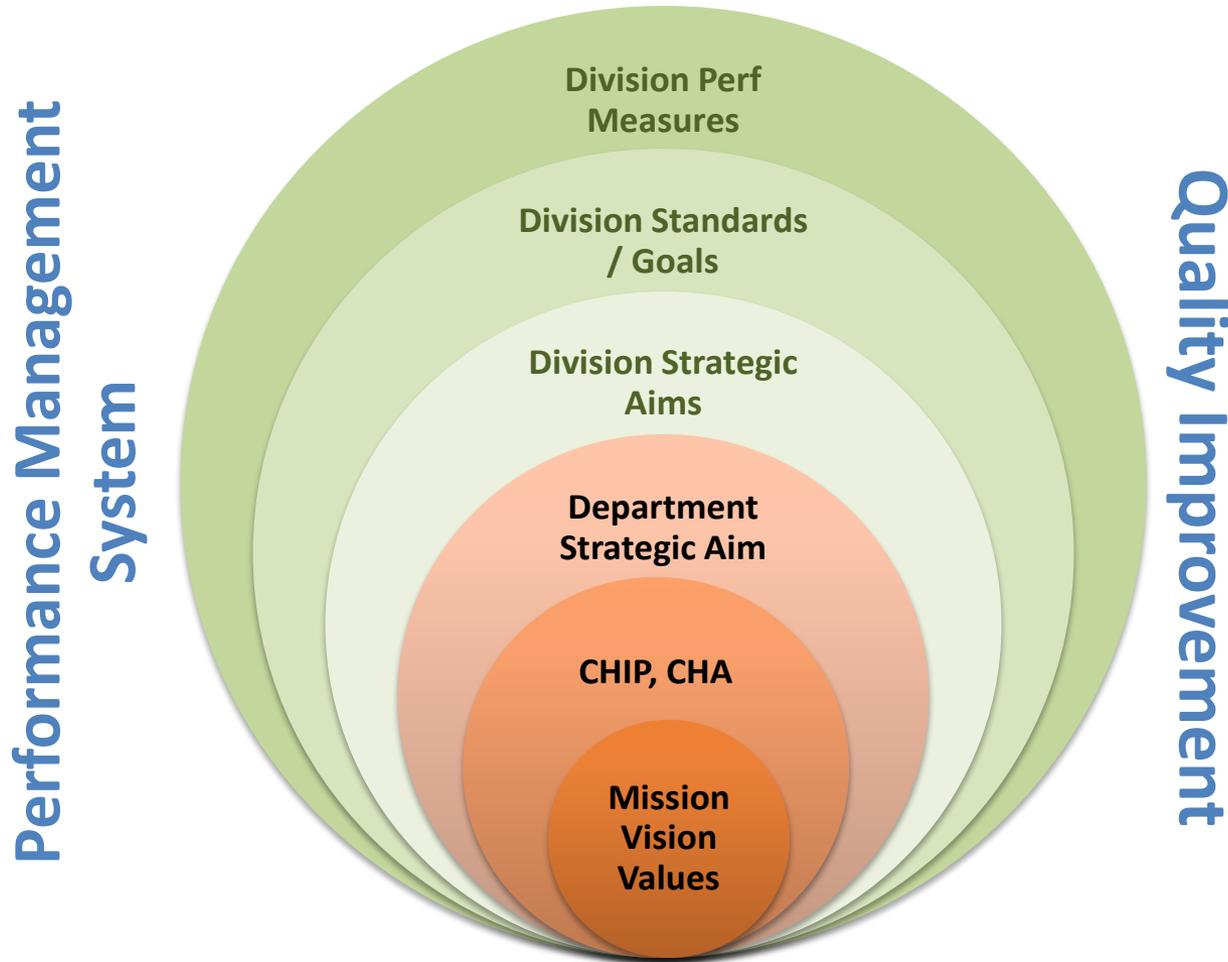
Show How QI Links To Accreditation

Knowledge of Accreditation



Standard 9.1	Use a Performance Management System to Monitor Achievement of Organizational Objectives
Standard 9.2	Develop and Implement Quality Improvement Processes Integrated into Organizational Practice, Programs, Processes, and Interventions

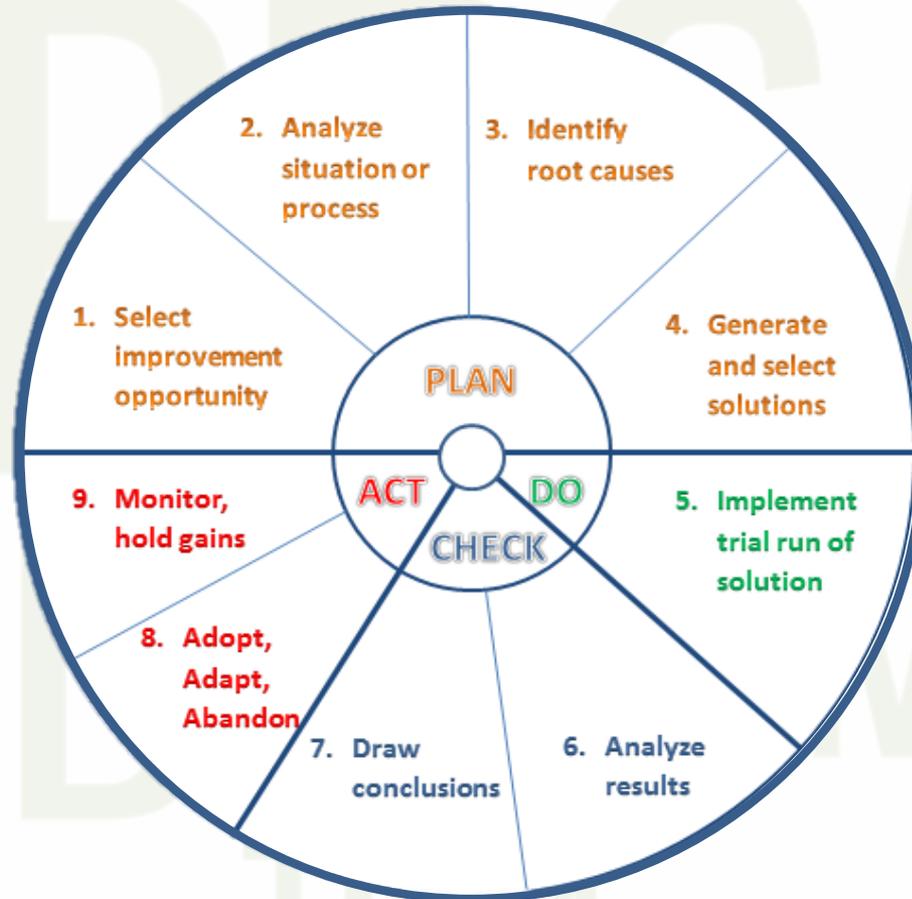
How Does It All Link Together



Illustrate A “Culture of Quality”



Decide Upon Your QI Model

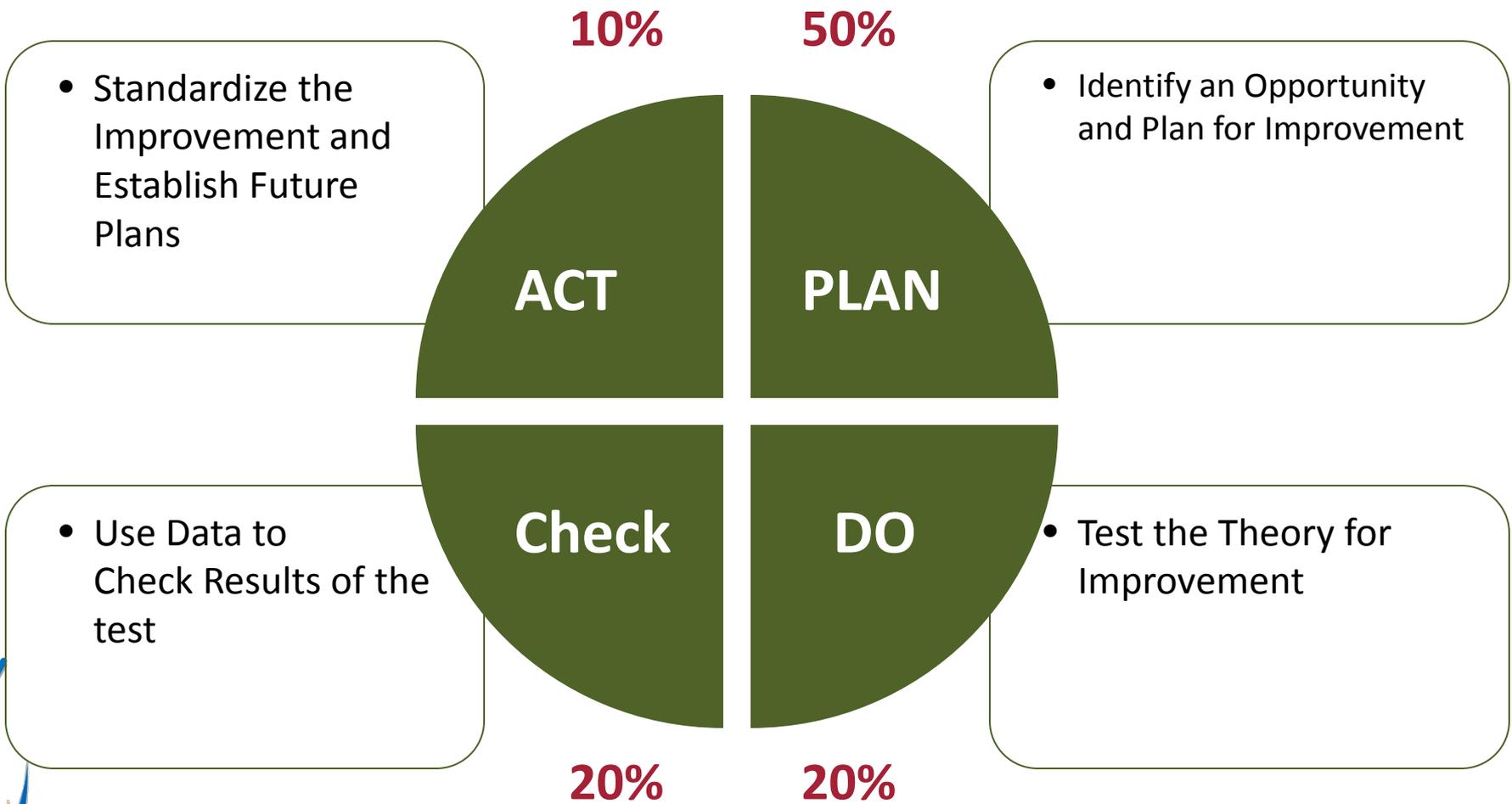


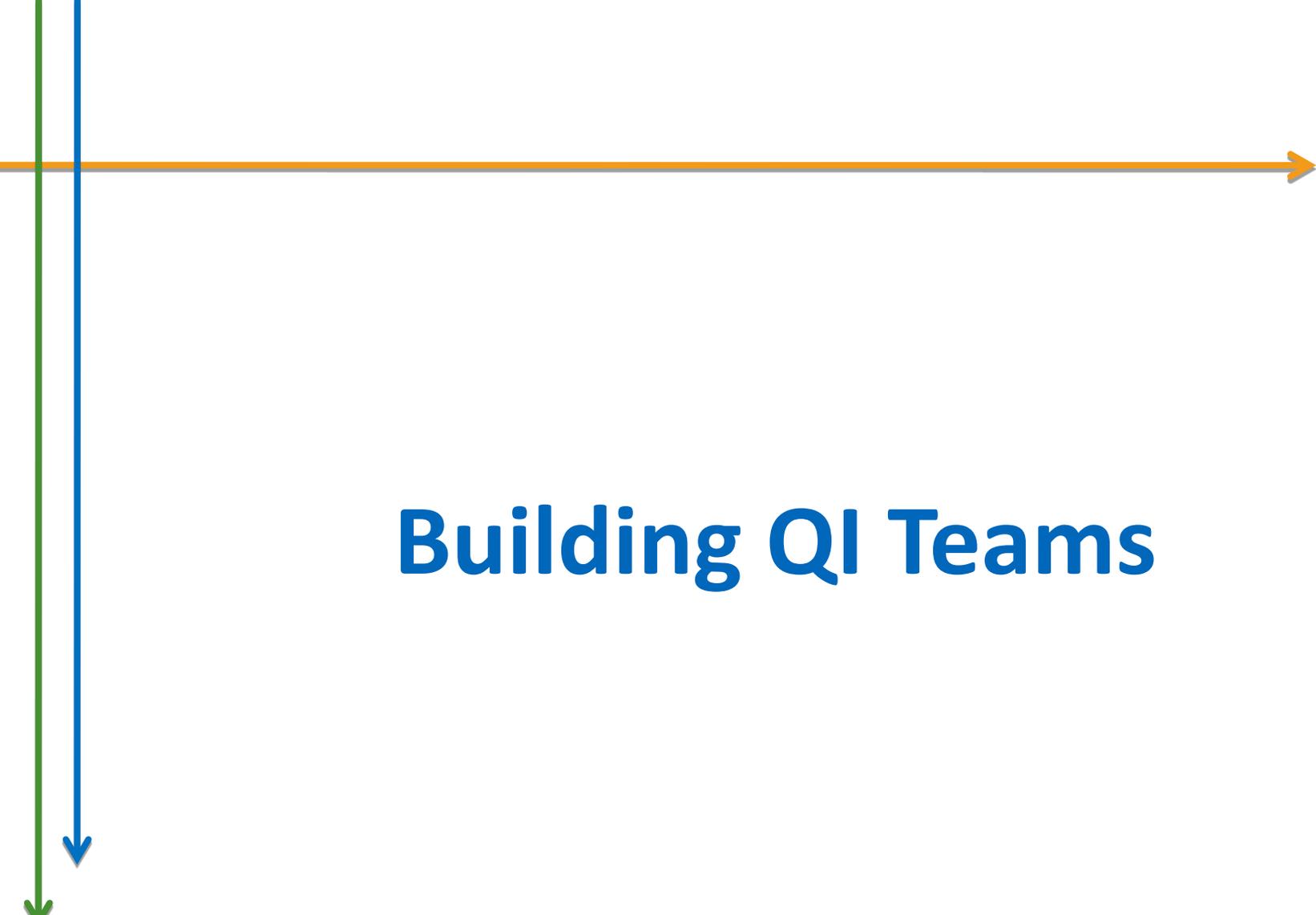
Who Should Be Trained

EVERYONE

- Introduction to QI for...
 - Leadership
 - Supervisors & Managers
 - Staff
 - **Implement QI “Immediately”**
 - QI projects may vary depending upon the level of QI experience
 - Beginner QI projects: 1st year with QI
 - Intermediate QI projects: 2nd Year with QI
 - Advanced QI projects: 3rd Year with QI
- Leading to Intermediate & Advanced QI Training

Expected Time Commitments





Building QI Teams

QI Team Size Matters

- **Large teams**

- Greater difficulty coordinating schedules for meetings
- Tend to involve lengthy discussions with little consensus
- Project moves much slower and may stall out

- **Small teams**

- May miss representation from key groups
- Limits insight into what is really happening with the process and the underlying root causes
- Can feel overwhelmed by having to accomplish so many tasks with little resource support
- Small team projects tend to have a lot of “do overs” due to missing information

Optimal size 6-12

QI Team Composition



Clear QI Team Roles & Responsibilities

Team Sponsor

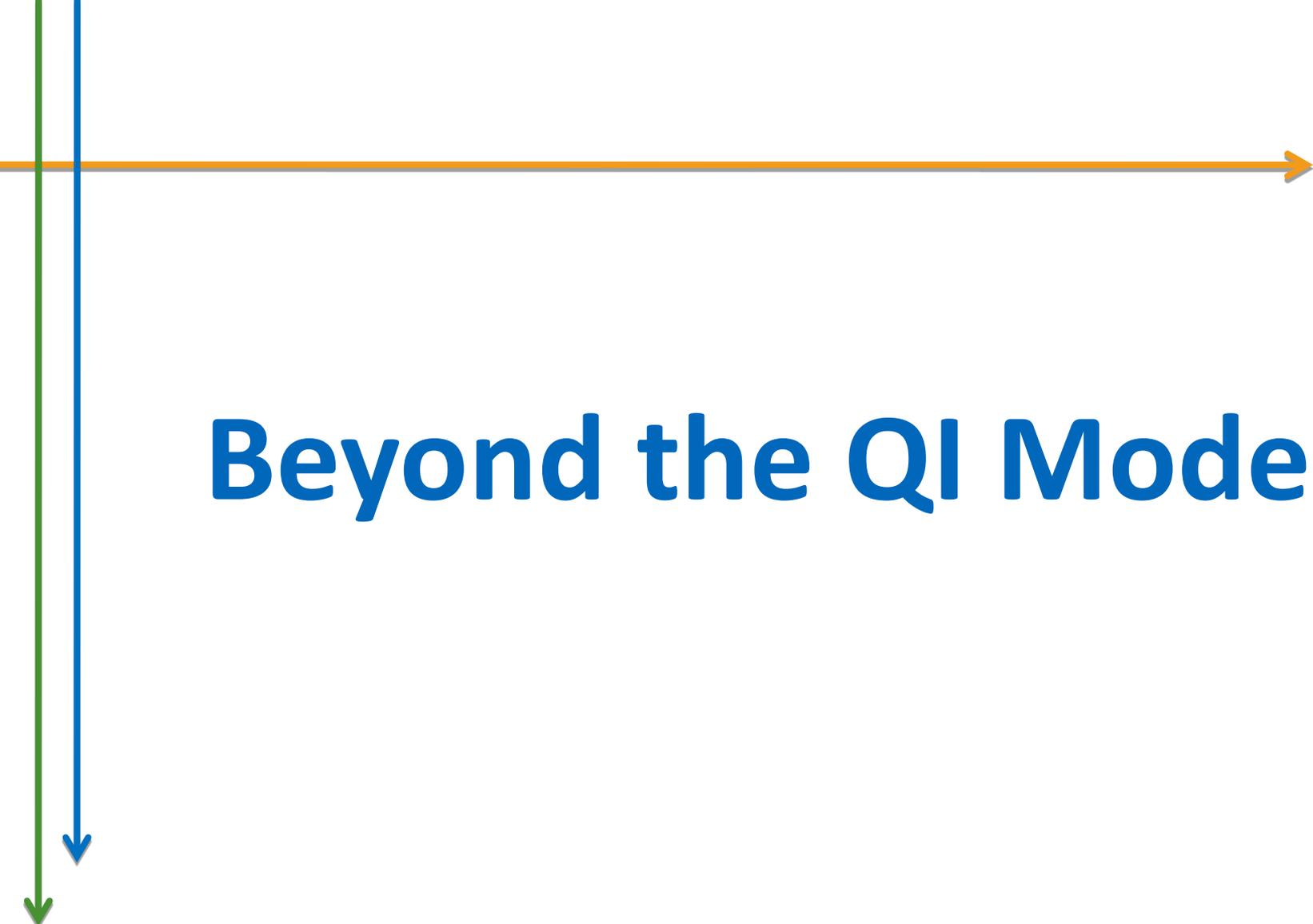
- Authority in the organization to implement suggested changes, overcome barriers, and allocate resources
- Understands the implications of the proposed change on the various parts of the system

Project Lead

- Driver of the project
- Schedules and facilitates QI meetings
- Understands the details of the process the team is trying to improve
- Actively participates contributing ideas and participating in the team processes and decisions.
- Holds team members accountable to fulfill their roles and responsibilities
- Prepares summary updates for Sponsor

Team Members

- Select cross functional and technical experts that are involved with the process day-in day-out
- Where the selected process impacts different departments the project should have representation from those departments
- Accountable to complete their action items on time
- Show up and participate for all QI team meetings



Beyond the QI Model



Project Management Basics

QI Project

- **Clarity:** Everyone understands the Aim and the process improvement solution we will use to get there
- **Roles & Responsibilities:** Team members have clear expectations and understand their role and responsibility
- **Scope Creep:** Monitor incremental scope creep and park it –quickly
- **Risks, Obstacles, Barriers:** Develop action plans to address potential risks that may derail the project
- **Communication, communication, communication:** Foundational requirement across all phases of the PDCA cycle

Negotiating

- Successful negotiation engages people in seeking and identifying a solution satisfactory to all
- If both sides are open to winning on some points and compromising on others, they are more likely to arrive at a solution they can accept and support
- If a clear winner and loser emerge from a negotiation session, hard feelings are likely to result. The loser, may undermine the solution

Remember to attack the problem NOT the person

Influencing Tactics

Rational Persuasion

- Use of logical arguments and factual evidence to persuade the target

Inspirational Appeals

- Appeal to target values, ideals, and aspirations

Consultation

- Seek target participation in planning a strategy, activity, or change for which target support and assistance are desired

Ingratiation

- Use praise, flattery, friendly behavior, or helpful behavior to get the target in a good mood before asking for something

Personal Appeals

- Appeal to target feelings of loyalty and friendship when asking for something

Exchange

- Offer an exchange of favors, indicates a willingness to reciprocate at a later time

Coalition Tactics

- Seeks the aid of others, or uses the support of others to persuade the target

Legitimizing Tactics

- Seeks to establish the legitimacy of a request by claiming the authority or right to make it

Pressure

- Uses demands, threats, frequent checking, or persistent reminders to influence the target

Influence Example 1

How might we influence this family in purchasing the truck?



Influence Example 2

How might we influence this gentleman in purchasing this truck?



Influence Example 3

How might we influence this lovely woman in purchasing this truck?



Conflict Management

- Conflict within a project can be either **advantageous** or **problematic** – depending on what type of conflict it is

“Good Conflict”
Substantive

Exchange more task related information
Explore alternative positions
Examine issues in more depth
Openly listening

“Bad Conflict”
Affective

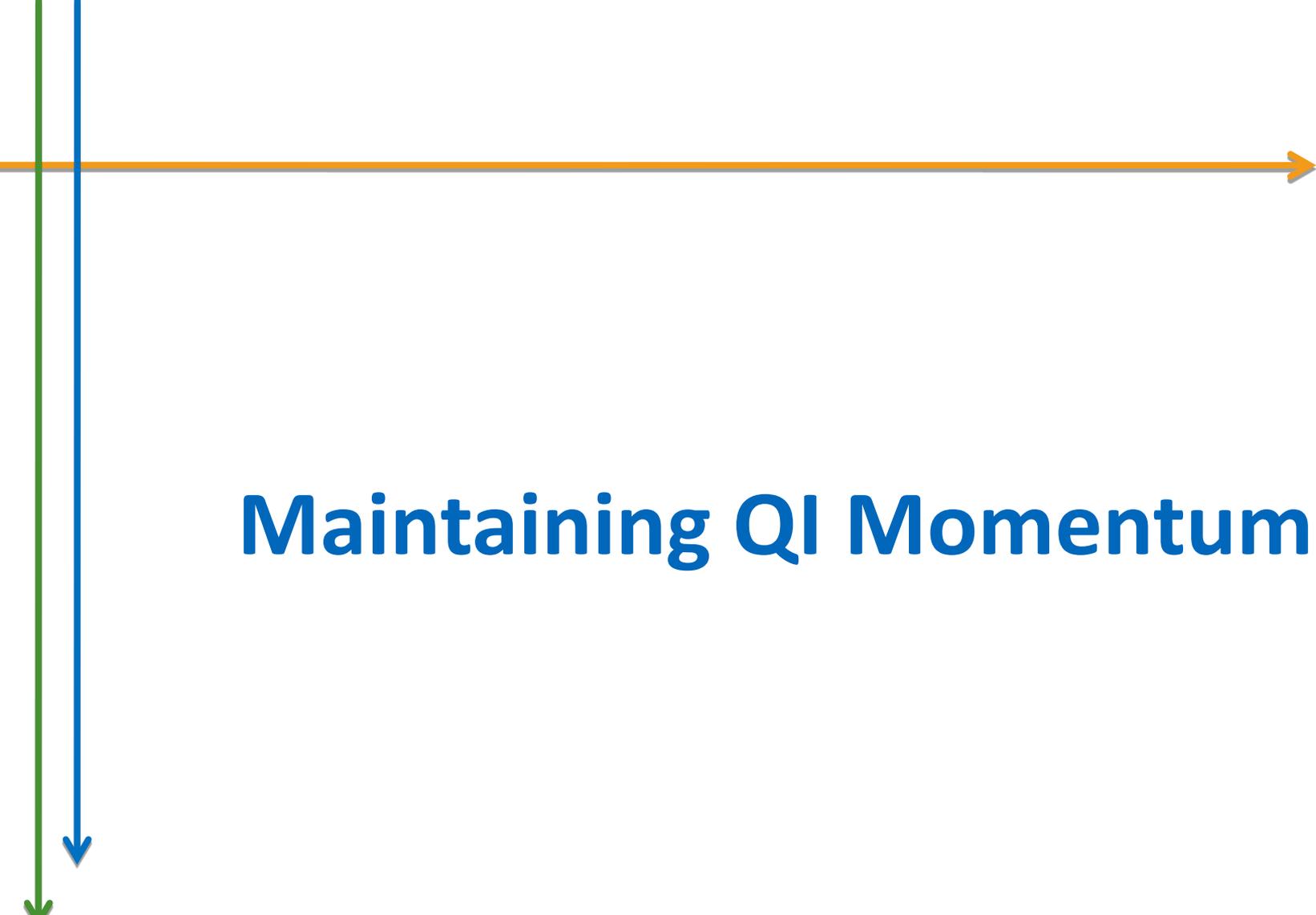
Relations among members become characterized by frustration and hostility
Disrupts work
Lowers team performance
Causes members to withdraw from team activity

Top Ten Change Mandates

How are you supposed to change the tires on a car when its going 60 miles per hour?

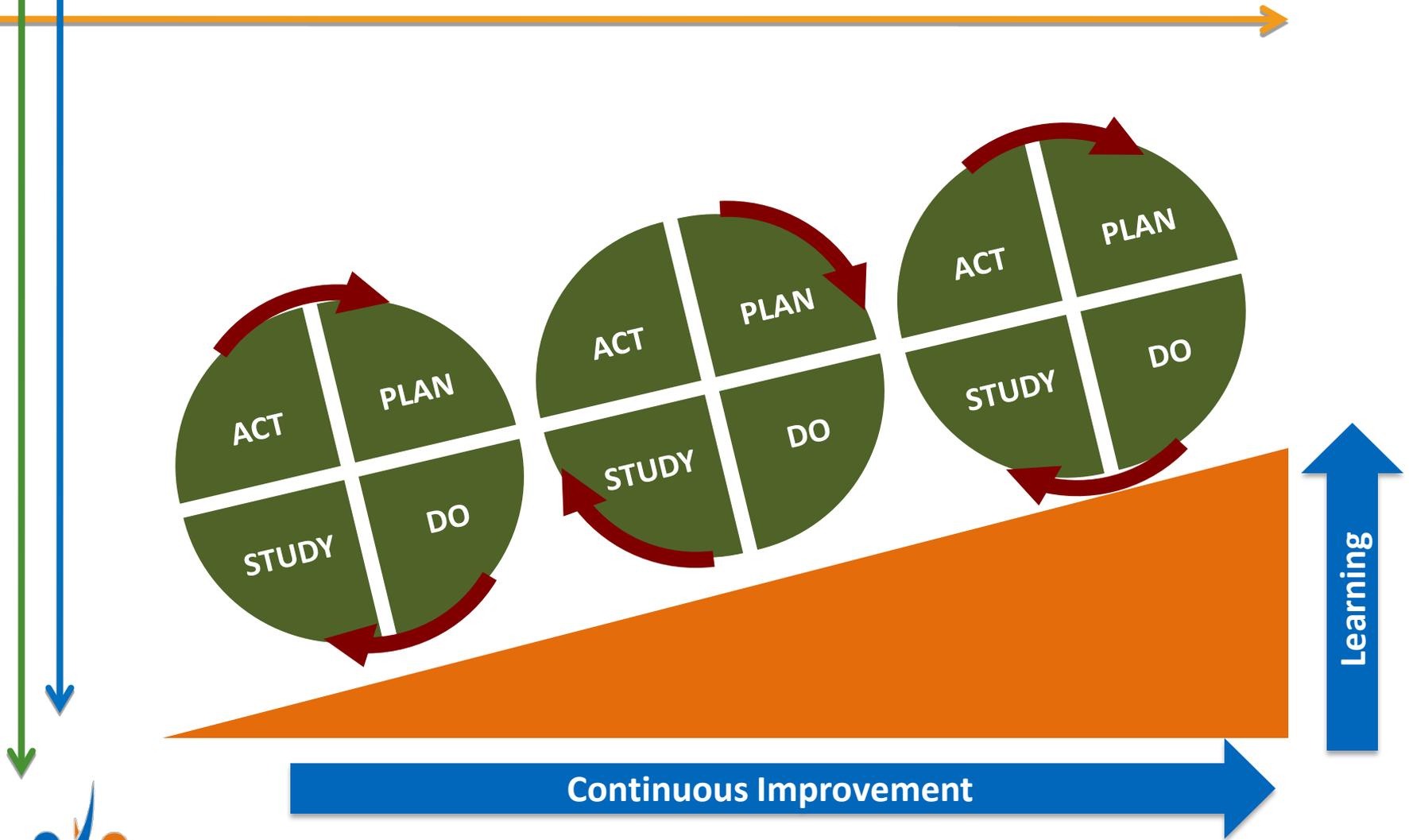
-Epitaph of a change agent

1. Analyze the organization and its need for change
2. Create a shared vision and common direction
3. Separate from the past
4. Create a sense of urgency
5. Support a strong leader role
6. Line up political sponsorship
7. Craft an implementation plan
8. Develop enabling structures
9. Communication, involve people, and be honest
10. Reinforce and institutionalize the change



Maintaining QI Momentum

Continuous Process Improvement



Maintaining Momentum

Leadership

- Consistently models PM & QI behaviors
- Has QI team(s) present their findings during all-hands meetings
- QI & PM are constant agenda items

QI Champions

- Early adopters tend to be your QI champions – leverage their enthusiasm and desire to continuously improve
- Support QI teams with the time and space to create significant improvements

Staff

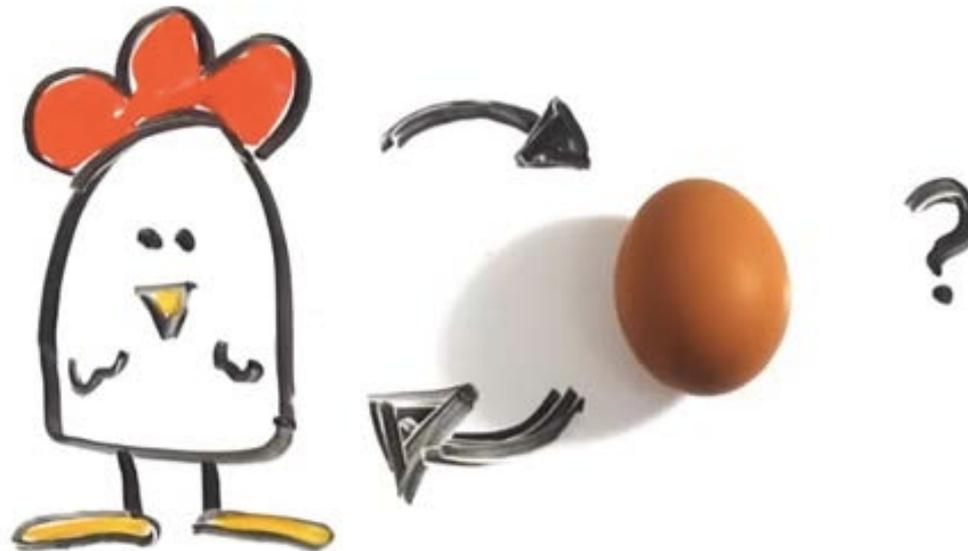
- Staff are actively involved in QI identification, prioritization, and implementation
- Support staff as they strive for continuous quality improvement

Project

- Pace the QI projects throughout the year to prevent QI saturation and burnout

What Comes First: PM or QI?

- You can't have one without the other
 - How will you hold the gains of QI without monitoring?
 - Why measure and report organizational performance if it doesn't lead to improvement?



Thank You



- Fresno County
- Madera County
- Merced County
- Tulare County
- Kings County
- Stanislaus County
- National Association of City and County Health Officials
- California Department of Public Health

Questions

