![MPHI]

# Fostering & Nurturing a Culture of Quality in Home Visiting

**Act · Plan · Study · Do**

Missouri Virtual Learning Opportunity #1

August 17, 2020

# Agreements for Our Time Together

- ☑ Remain **available-to-be-on-mic.** You can mute while others are speaking/presenting, but be ready to participate.

- ☑ Remain **on-camera** as you are able.

- ☑ Avoid **distractions** as you are able.

- ☑ Feel free to **raise your hand** in Zoom using feature in participant list or on camera.

- ☑ Have the **chat** open and use it as needed.

- ☑ Have **fun**!

# Welcome and Introductions

| Define | Quality Improvement and Culture of Quality |
| --- | --- |
| Discuss | Foundational elements of a Culture of Quality |
| Explore | How to assess the current Culture of Quality |
| Engage and Learn | Together! |

## Our Time Together

# What is Culture of Quality?

# When you hear 'culture of quality' what are 3 words that come to mind?

*"Quality is the result of a carefully constructed cultural environment. It has to be the fabric of the organization, not part of the fabric. If quality isn't ingrained in the organization, it will never happen."*

**- Philip Crosby**

# QI in Our Terms

"QI is the use of a *deliberate and defined improvement process*, such as **Plan-Do-Study-Act**, which is focused on activities that are responsive to community needs and improving population health. It refers to a *continuous and ongoing effort to achieve measurable improvements* in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes which achieve equity and improve the health of the community."

*Bialek, R., Beitsch, L. M., Cofsky, A., Corso, L., Moran, J., Riley, W., & Russo, P. (2009). Proceedings from Accreditation Coalition Workgroup: Quality Improvement in Public Health.*

| Culture of Quality | Foundational Elements | Assessment |

# A culture of quality is...

realized when all employees use quality improvement methods and tools on an every day basis to better serve their customers.

– W. Edwards Deming

*QUALITY IS EVERYONE'S RESPONSIBILITY.*

# Foundational Elements of a Culture of Quality

# Foundational Elements of a Culture of Quality

**Teamwork and Collaboration**          **Leadership Commitment**

**Customer Focus (internal and external)**

**Quality Improvement Infrastructure**

**Staff Empowerment**          **Continuous Quality Improvement**

Culture of Quality | **Foundational Elements** | Assessment

# Staff Empowerment

| Why it's important | Key Components: |
|---|---|
| <ul><li>Achieving a culture of quality requires involvement from all staff</li><li>All staff consider how work can be continuously improved</li><li>QI becomes a frame of mind</li></ul> | <ul><li>Clear expectations</li><li>Feedback systems</li><li>Support in developing knowledge, skills, and abilities</li><li>Authority to make decisions and act</li></ul> |

Culture of Quality     Foundational Elements     Assessment

# Staff Empowerment
## Ideas for Growth

o Create clear expectations

o Recognize individual and team performance

o Foster a culture of open and honest feedback among staff and expect staff to engage

o Develop staff through mentorship, training, etc.

o Assess and identify gaps for the program on a regular basis to inform improvement planning

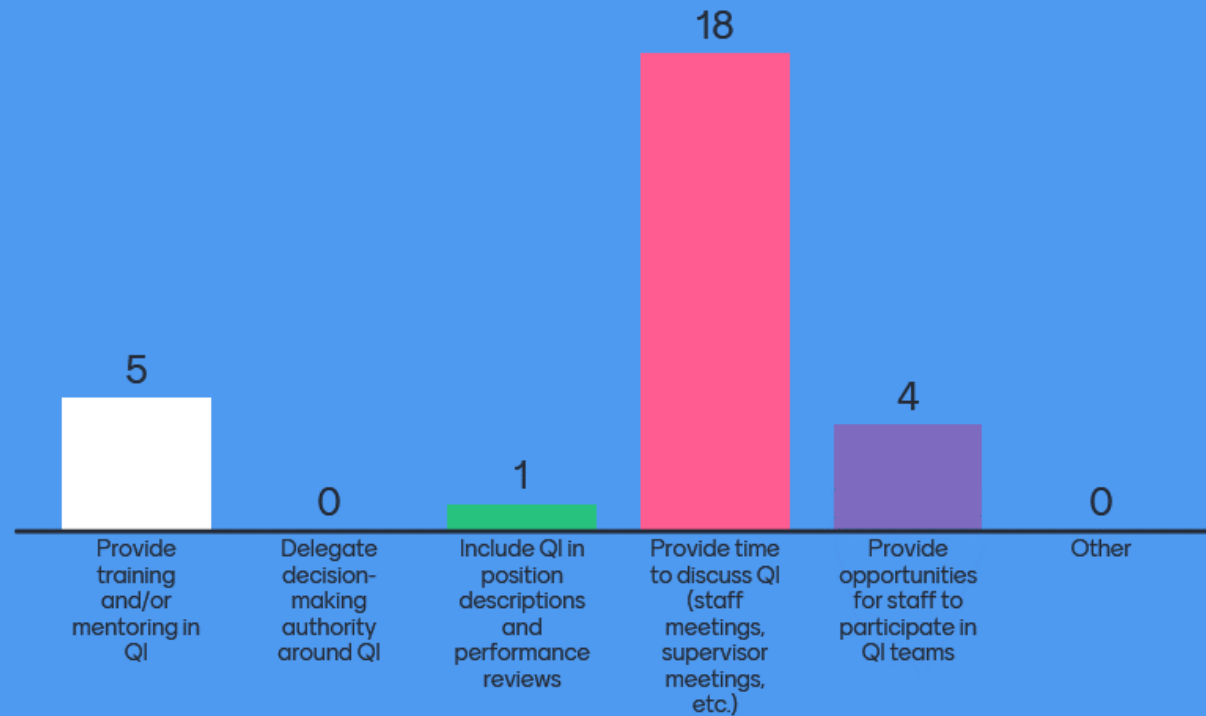o Ensure all staff have and use a basic set of improvement skills on a regular basis

| Culture of Quality | Foundational Elements | Assessment |
|---|---|---|

# Teamwork and Collaboration

| Why it's important | Key Components: |
|---|---|
| o All staff bring different perspectives to the table<br><br>o Processes cannot be improved without engagement of all who are involved in the process<br><br>o Communication and sharing is key | o Opportunities for staff to learn and collaborate<br><br>o Teams solve problems, conduct QI projects, and share lessons learned<br><br>o Teams have clear goals, roles, and responsibilities<br><br>o Use the skills and knowledge of all team members |

Culture of Quality    Foundational Elements    Assessment

# Teamwork and Collaboration:
## Ideas for Growth

- o Identify methods for sharing and collaborating (tools)

- o Provide staff with opportunities to share and collaborate

- o Sponsor improvement projects

- o Include knowledge sharing in position descriptions

- o Ensure all staff understand and hold themselves accountable to performance and program values around improvement and collaboration

Culture of Quality | Foundational Elements | Assessment

# Leadership Commitment

| Why it's important | Key Components: |
|---|---|
| o Without support from leaders (mangers/ coordinators, supervisors) a culture of quality cannot flourish | o Leadership articulates and shares a clear vision for QI<br><br>o Leadership dedicates financial and human resources to QI activities<br><br>o Ongoing, open communication on progress<br><br>o Support, support, support! |

Culture of Quality | Foundational Elements | Assessment

# Leadership Commitment:
## Ideas for Growth

- o Communicate importance of QI, its benefits, and staff expectations

- o Set the expectation that all program staff participate in improvement activities

- o Establish mentoring structure to develop new QI leaders/ champions

- o Foster a data based, non-judgmental culture

- o Empower staff to make change, influence others, express creativity, develop, and grow

- o Continue to expand QI methods and skill training opportunities

**Culture of Quality** | **Foundational Elements** | **Assessment**

# Break

# Customer Focus

| Why it's important | Key Components: |
| --- | --- |
| o Customer focus is a core tenet of quality<br><br>o Customers (internal and external) are vital to the success of a program/ organization | o Deep understanding of customers and their needs<br><br>o Services offered are based on the needs of the customer<br><br>o Customer satisfaction is assessed on a regular basis and used to drive improvement efforts<br><br>o Goal is to meet and exceed customer expectations |

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Culture of Quality    Foundational Elements    Assessment

# Customer Focus:
## Ideas for Growth

o Build process(es) for customer feedback into regular program activities – identify satisfaction data to collect

o Use customer data to improve processes and program offerings to support emerging needs

o Involve internal and external customers in improvement activities

o Share data and improvement efforts (currently occurring and lessons learned from concluded) with customers

| Culture of Quality | Foundational Elements | Assessment |
| --- | --- | --- |

# Engaging Families

Feedback and customer satisfaction

Participation in QI efforts

Ongoing Partnership in building a QI Culture

# Engaging Families

How will we actively and meaningfully engage families?

How will families be invited to participate?

What role will they play?

How will their engagement be supported?

| Culture of Quality | Foundational Elements | Assessment |

# Keep in Mind

- Offer family members an orientation to the process and the group before the first meeting.

- Consider the role culture plays in creating connection or disengagement.

- Families with young children are sometimes unable to participate in meetings because they do not have child care or transportation available.

- Consider the date, time, and location of meetings that include family members.

- Being mindful about psychological safety during and throughout the meeting process is critical to authentic engagement.

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Discussion

- What have you done engage parents/families in your QI work?

- What challenges have you experienced? How have you overcome them?

# Quality Improvement Infrastructure

| Why it's important | Key Components: |
| --- | --- |
| o Needed to ensure every level of performance is aligned with program/ organizational strategy | o Strategic plan sets the direction for the program/ organization<br><br>o Performance management system speaks to program/ organizational strategies, goals, and objectives<br><br>o Quality Improvement plan that guides QI structures and activities within the program/ organization |

Culture of Quality | Foundational Elements | Assessment

# Quality Improvement Infrastructure:
## Ideas for Growth

o Develop performance measures

o Ensure all staff understand performance measures

o Collect and analyze data on an ongoing basis

o Use performance data to drive improvement efforts

o Develop and annual program improvement plan

Culture of Quality | Foundational Elements | Assessment

# Continuous Process Improvement

| Why it's important | Key Components: |
|---|---|
| o QI is not a stand alone task, rather a way all work is approached within the program/ organization | o Selection and use of a QI method<br><br>o Formal QI projects are chartered on an ongoing basis<br><br>o Staff use QI methods and tools on an every day basis to solve every day problems |

Culture of Quality

Foundational Elements

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# Continuous Process Improvement:
## **Ideas for Growth**

o  Develop and document standardized processes/ procedures

o  Train staff on standardized processes/ procedures and ensure access to the documentation

o  All staff have training in QI method program will use

o  All staff have training in QI tools to support process improvement

o  All staff have the authority to fully engage in improvement work

o  Create space for learnings to be shared across teams and with others who have a vested interest (partners, referrals sources, etc.)

**Culture of Quality**          **Foundational Elements**          **Assessment**

# Check-In

# Assessing Your Culture of Quality

**Where to go Next:**

Assess your Culture to Identify which Element(s) to Focus on

# Staff Empowerment

| Foundational Element and Characteristics | Stoplight Rating | Notes |
|---|---|---|
| **Staff Empowerment**<br>• Staff expectations related to QI are clearly defined (e.g. performance goals and standards, QI project participation).<br>• Staff are supported in developing the necessary knowledge, skills, and abilities to fully engage in improvement efforts.<br>• Staff have the authority to make decisions that improve processes (staff have the appropriate level of autonomy to move improvement work forward).<br>• Staff have opportunities to improve work processes (e.g. participate in QI projects).<br>• Processes are followed to provide staff feedback on job performance (e.g. supervision meetings, performance evaluations/reviews).<br>• Staff are recognized for contributions and successes to the program. | ☐ Foundational element is not present (red)<br>☐ Foundational element is somewhat present (yellow)<br>☐ Foundational element is fully present (green) | |

Culture of Quality

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# Leadership Commitment

| Foundational Element and Characteristics | Stoplight Rating | Notes |
|---|---|---|
| _Leadership_<br>• Leaders and managers fully embrace quality<br>• Leaders regularly communicate the program's QI vision and goals to staff.<br>• Leaders use information and data in a non-punitive way to review program performance with staff.<br>• Leaders encourage staff to engage in QI opportunities to improve work.<br>• Leaders use change management concepts and strategies to integrate quality into the program's culture.<br>• Leaders address resistance and other barriers to sustaining a culture of quality (e.g. extra work).<br>• Leaders ensure resources are in place to support quality work. | ☐ Foundational element is not present (red)<br>☐ Foundational element is somewhat present (yellow)<br>☐ Foundational element is fully present (green) | |

Culture of Quality    Foundational Elements    Assessment

# How do you think your program will benefit most from using the assessment tool?

**1st** | Establishing a baseline of your current culture of quality

**2nd** | Identifying strengths and weaknesses in your culture of quality

**3rd** | Having a communication tool about your culture of quality

**4th** | Having an outline to guide activities to build a culture of quality

**5th** | Other

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*"Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives. "*

**- William A Foster**

For more ideas on fostering and nurturing a culture of quality…
http://qiroadmap.org/the-phases-of-a-culture-of-quality/

Next Learning Opportunity:
August 19th @10am

# Thank you!

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