

A CULTURE OF IMPROVEMENT

THREE KEY AREAS

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Introduction

- Laurie Francis, RN, MPH
- Currently – Senior Director of Clinic Ops and Quality.
 - Lead a great group of staff members at OPCA
 - Interact regularly with EDs of all CHCs in Oregon
 - Share your good work and experiments around the country
 - Sit on or work with national groups that support health literacy inclusion, chronic care approaches, value-based payment, and measurement
- Formerly – ran a PCA for a short time.
 - For a long time, founded and ran an FQHC in MT that learned this info through trial and error, shamelessly stealing great ideas, sharing what we learned often, and constantly pursuing perfection around health outcomes and equity.

Topics for Today

- The bucket we call “culture”
- How does a “culture of quality” look and feel?
- Three key elements of creating that culture
 - With more to follow throughout the day
- What to do if some ingredients are missing?

“Without continual growth and progress, such words as improvement, achievement, and success have no meaning.”

Benjamin Franklin



“We owe them journeys-not fragments”

Don Berwick, MD

September 13, 2010

What is culture?



Culture emerges from shared experience

- Shared beliefs, attitudes, values and norms of behavior
- Often implicit, unspoken or unconscious – make explicit
- The way things are understood, valued and judged
- “the way things are done around here”

AVOID culture killers -
contradictions! Make values and
commitments explicit then WALK the
WALK (and when you screw up,
apologize!)

Culture you feel – every staff member, every patient, every time



Culture of Quality

- **Leadership Commitment**
- **Employee empowerment**
- **Teamwork & Collaboration**
- Customer-focused
- QI Structure in place
- Continuous Process Improvement

Roadmap to a Culture of Quality, <http://qiroadmap.org/culture-to-qi/foundational-elements-for-building-a-qi-culture/>



Leadership

- Sets the tone, decide the resources
- Without leadership commitment, difficult to move forward
- Leadership is not limited to executives but also includes middle managers & supervisors
- May “get the ball rolling” and provide continuous direction but **all** staff play a role in cultivating and maintaining a culture of quality



What have you experienced?

In the IDEAL world, describe how:
(pick 2 areas)

- Leader/manager creates time to meet
- Leader/manager response to feedback
- Leader/manager responds to:
 - a downward trend
 - an upward trend

And, what has your experience been,
previously or now?

Keys



- Lead by example – with values, ethics, transparency, and humanness
- Create safety and drive out FEAR
- Problems are opportunities for improvement
- Problems are *in the system*, not in people
- The staff are the experts
- Recognize accomplishments AND attend to areas for improvement...all the time

Employee Empowerment

- Data / QI-Driven cultures have infused QI into what they do daily
 - Quality Improvement/Personal Improvement –
 - Allowing/encouraging staff members to grow – improve
 - Supporting effective teams that create improvement while attending to relationships
- ➔ What motivates, empowers, and engages us?
- <https://www.youtube.com/watch?v=u6XAPnuFjJc>
1. Autonomy
 2. Mastery
 3. The Greater Good/Transcendent Purpose

Clinic Culture – Support or undermine the good, the bad and the ugly

Gallant

- Wow, look at this run chart. Tell me about it.
- What system changes did you make – this is wonderful.
- What are your next steps?
- Would you be willing to share at the next mini measurement summit?

Goofus

- Jeez, how come **you** are so far behind, Team Y?
- **You** have a problem. You better talk to Team X – they are far ahead of you!
- This is not acceptable. **You** need to work harder...
- We plan to tie pay to improvements.

What's your work culture?

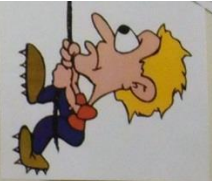
- What's the reaction to data? ("Show me the data!")
 - Is "PDSA" part of everyone's vocabulary?
- Collaboration vs blame



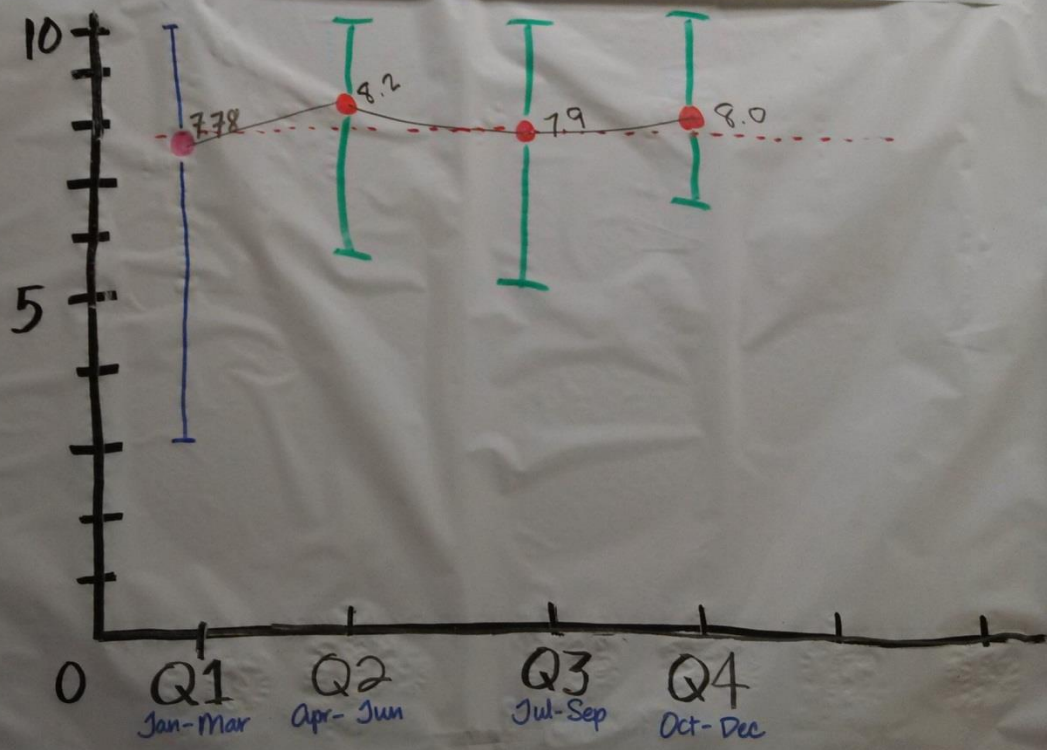
Engaged with my colleagues

REACH FOR THE STARS

Feeling a connection to the work



Staff Engagement Run Chart



What one thing would cause it to rise toward 10?

One area of the organization are quite understaffed and the distribution of certain tasks within the clinic continues to expand. Staff I believe think we are great about being open to someone that might help make some of these potential distributions, or at least working the ones I can't think of. There have been some organizational changes and staff have the open communication process has been brought to bear, and eventually someone will step in. I don't think anyone will give up on which health plans we use and I would like to see this process re-evaluated. Additionally, our benefits plan is not a great one with higher volatility, but there will be some stability and predictability in our rates so we will engage patients-there is never enough left over to put into a ROLA, or what I think being an Open Manager is a step in the right direction. But finally, it was that that has been taken a year ago with the departure of our HR person. I am hopeful that because of additional our operations HR Director shows, but would like to see continued progress and maintenance on this than the leadership team, as well.

See notes:
It makes me have to regularly, especially within our benefits platform. The way it is covered is right responsible and have very eye of alignment with our values. I am also being that way with the new Open Manager coming on, the entire leadership team will be working on it and supporting internal communication and operational work. I'd be great to have someone whose job it is to attend to these things, but this will be able to align without the ongoing and ongoing responsibility of the entire leadership team. Supporting our HR administration, policies and approach to reaching issues in person is to having a stronger organization and a terrific place to work. The lack of staff overall of our HR and benefits processes is wanting to be very disappointed of all in all. It's not really hard and not having these team and that leadership structure to allow a training and is beginning to make me feel like the staff and the immediate ground level that we do in administration is important.

Not having OPCA...
Some recent financial processes.
How have you been disturbed by changes in our administrative infrastructure.
Additional support staff like

as to the work OPCA operational structure (HR, BENEFITS, and Financial) commitment to transparency and communication. Lastly, we'd like to decrease workload that continues to be a problem.

and not someone I need to do my job.
I can see how directly related to my work.
I believe that it is in helping me.
I believe that it is in helping me.
I believe that it is in helping me.
I believe that it is in helping me.

What causes your rating to be that high?

I'm getting a lot of work done and feeling productive these days. I've been working the equivalent of almost 2 full time jobs, but feel supported by my superiors, when the work becomes overwhelming. Having an easy going supervisor keeps me moving forward, which is a good thing.

I work on a multi-faceted project and cannot afford to be anything but fully engaged.

Variety of interesting and meaningful work.

Commitment to the work, the clinic and colleagues at OPCA.

Transmitting one of a positive attitude during feelings-increased engagement around wanting to make sure the mission is carried out appropriately so your work will not be lost, but also a feeling of counting down the days and looking forward to what is next.

OPCA being on the cutting edge of payment and transformation.

Engaging work. Autonomy. Support. Great people!

I really care about the work I am involved in and am dedicated to helping it have an impact.

Great work we do.

Engaging with clinic staff.

My setting is fun, but it's not because my colleagues are committed to the mission of community health centers and we all treat one another with respect.

Love the mission and my colleagues!

Heavy and engaging workload - many projects in many different areas.

Mentoring/significant influence in my work.

Empowerment of mission/leadership.

My coworkers and the mission.

I like when I'm doing well and I have a benefit on my workload. Full plate, but not overwhelming. That makes a huge difference!



Teamwork and Collaboration

- Hallmarks of strong teams
 - Clearly identified goals
 - Time to meet to achieve them
 - Efficient, effective meetings
 - Strong intrateam trust and communication
 - Measures to gauge improvement work and well as processes

Typical Team Challenges

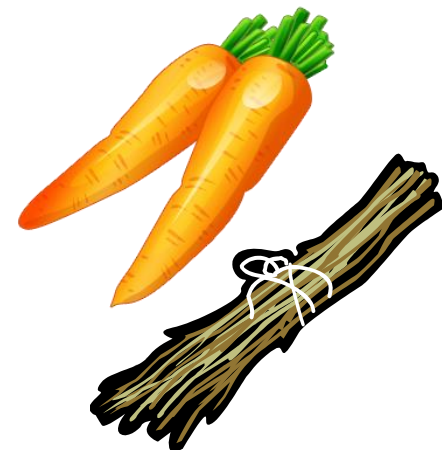
- Lack of management support
- No off-line meeting time
- Lack of necessary resources
- Limited appreciation of hard work
- Penalties for productivity loss
- Don't involve stakeholders in decision-making
- Don't keep senior leaders informed
- Unhelpful behaviors
 - Lack of respect, dominate conversations, know it all personality, sarcastic, confrontational, refuse to volunteer.

How to measure

- Team measurement tools – Team Effectiveness Tool
 - Included in your thumb drive
- Team Development Measure:
- <http://www.pcpci.org/resources/webinars/developing-team-based-care-in-patient-centered-primary-care-home>
- My tool from the “Team Book” – 10 questions, Likert
 - Domains: Goal, Leadership, Trust, Communication, Resolution of Conflicts, Use of Resources, etc.

It sounds so easy...but

- It is such an ongoing and great challenge
 - FEAR – at all levels
 - Blaming
 - Push back
 - Competing priorities
 - Too much change – EHR, leadership, providers
 - Gimmicks:
 - Slogans
 - Use of extrinsic motivators and incentives



What one thing would you like to change?

- Priority level – 1 thru 10
 - “How Important is this change for you?”

0 1 2 3 4 5 6 7 8 9 10
Not at all Somewhat Very

- Confidence level – 1 thru 10
 - “How confident are you that you can make this change if you want to?”

0 1 2 3 4 5 6 7 8 9 10
Not at all Somewhat Very

Resources

- “The Four Hallmarks of High Achieving HealthOrgs”
 - Included in your thumb drive
- Employee engagement tools
 - OPCA’s:
<http://www.oregon.gov/oha/OHPR/PCO/Documents/OPCA%20Employee%20Engagement%20toolkit%20directions.pdf>
 - Gallup 12: <http://www.gallup.com/businessjournal/811/feedback-real.aspx>
 - Baldrige “Are we making progress?”
<http://www.nist.gov/baldrige/publications/progress.cfm>

Thank you

TAKE A RISK...