A CULTURE OF IMPROVEMENT

THREE KEY AREAS

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December 2014

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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.

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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?

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"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

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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 <u>WALK the WALK</u> (and when you screw up, <u>apologize</u>!)

Davies, H.T.O, Nutley, S.M., Mannion, R. (2000). Organisational culture and quality of health care. *Quality in Health Care*, 9, 111-119.

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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

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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?

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Keys

- Lead by example – with values, ethics, transparency, and humanness

- Create safety and drive out FEAR

- Problems are opportunities for improvement

- <u>Problems are *in the system*</u>, not in people

- The staff are the experts

- Recognize accomplishments AND attend to areas for improvement…all the time

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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

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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.
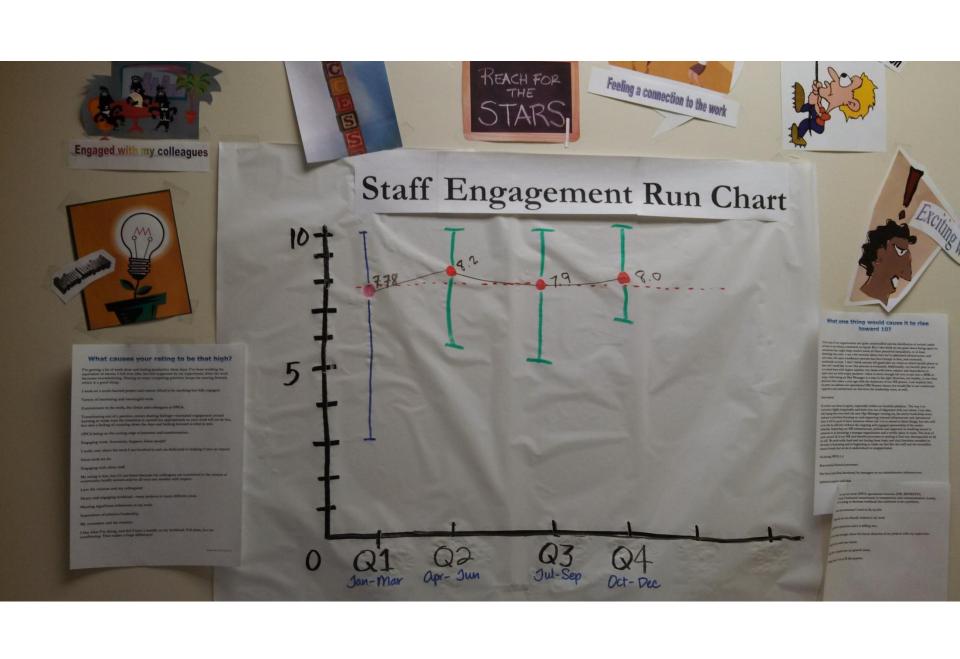
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What's your work culture?

- What's the reaction to data? ("Show me the data!")

  - Is "PDSA" part of everyone's vocabulary?

- Collaboration vs blame

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Staff Engagement Run Chart

Engaged with my colleagues

Feeling a connection to the work

REACH FOR THE STARS

Exciting

What causes your rating to be that high?

What one thing would cause it to rise toward 10?

10

7.78   8.2   7.9   8.0

5

0   Q1   Q2   Q3   Q4
Jan-Mar   Apr-Jun   Jul-Sep   Oct-Dec

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

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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.

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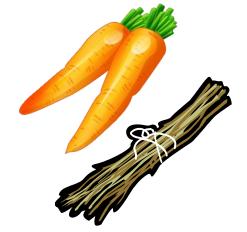
How to measure

- 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.

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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
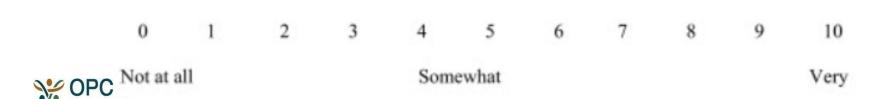   - Use of extrinsic motivators and incentives

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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

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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

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Thank you

TAKE A RISK…

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