

**Washington State's Case Study:
Building a Quality Culture
Tacoma-Pierce County Health Department**

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Director**

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Session Objectives

- Define “quality culture”
- Describe Tacoma-Pierce’s effort to build a quality culture and infrastructure
- Present the “Quality Trilogy” as a model for public health
- Demonstrate how to measure QI culture/infrastructure in your agency
- Share lessons learned by the builders throughout



Pierce County, Washington



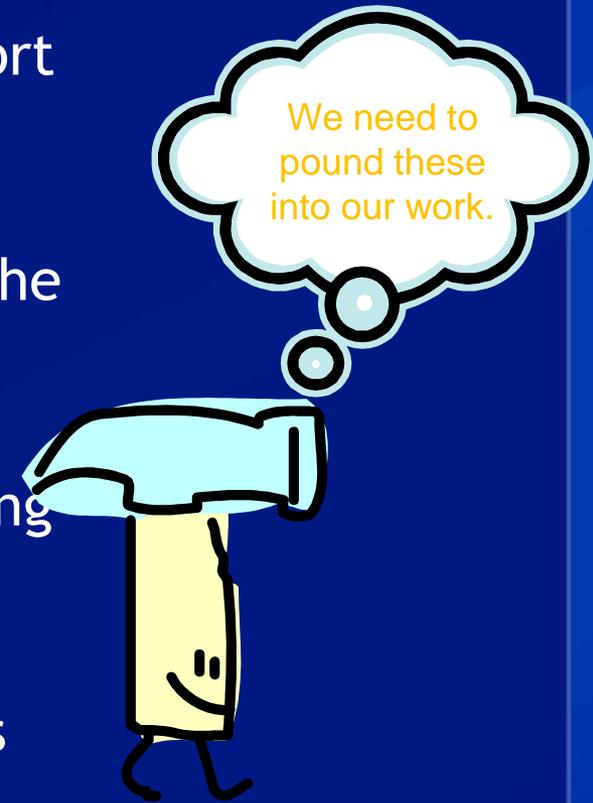
Building a Quality Culture

Quality culture and I lay
the foundation of a
solid QI program!



Quality Culture

- Attitudes, values and practices that support continuous learning
- Continuously challenges its own ways of doing things to ensure improvement and the capacity to change
- Fostered by increased capacity of employees to contribute to decision-making at the work-process and/or policy-making level
- Works with multiple external stakeholders or other partners





Lesson

- Culture change is difficult, REALLY difficult
 - Leaders' words and actions will be scrutinized
 - Very important to create “safe” environment to learn from mistakes
 - Active listening is key (may seem silly, but it works)

Building Blocks of a Quality Culture

- Commitment
- Capability
- Understanding of Customer Expectations
- Empowerment
- Process Focus
- Institutionalization

QI Initiative at the Tacoma-Pierce County Health Dept



Quality Improvement Council

Mission

Improve the health of Pierce County by ensuring efficient, effective, customer-focused processes and programs.

- Horizontal representation
- Senior management
- Led by Director
- Assessment staff = coordinator



QI Plan and Evaluation

- Annual QI plan
 - Lists major activities
 - Includes calendar
 - Identifies persons responsible & time lines
- Annual evaluation of QI plan
 - QI Council meetings
 - Achievement of performance measure
 - Completion of QI plan activities



Outline of 2010-11 QI Plan

- Scope and structure
 - Mission and scope
 - Organizational structure
 - Dedicated resources
 - Roles and responsibilities
 - Approval of QI plan and evaluation
- QI activities
 - Quality projects
 - Ongoing program QI
 - TPCHD performance measures
 - Program evaluation reports
 - Review of health indicators
 - Review of after action reports
 - Public health standards
 - Training and recognition
- Alignment with other department initiatives
 - Employee performance evaluations
 - Strategic planning
- QI Council calendar
 - Staff responsible
 - Completion date
 - QI Council review date
 - Additional review dates



Lesson

- Maximize your efforts by starting “big” QI and “little” QI at the same time
 - Take the time to build the infrastructure; it will save you time later
 - Take baby steps and be okay with it
 - Identify what is crucial to measure and only measure that
 - Build success and change your culture one QI project at a time

Quality Projects

- Administrative Services
 - Contracts management
 - Purchasing process
 - Maintenance help desk request process
 - Title XIX Administrative Match revenues
- Programmatic
 - Chlamydia incidence
 - Missing race/ethnicity data on STD case reports
 - Solid waste code enforcement complaint process
 - Obesity prevention
 - Access to prenatal care
 - Septic system inspection process
 - Maternal/child health client data

Integrating QI

- Strategic planning
 - Performance measures
 - Health indicators
- Employee performance reviews
 - Annual deliverables for using QI methods/ principles



Lesson

- Use your assessment staff
 - Coordinator of QI Council
 - Technical assistance/data analysis for QI projects
 - Team leader for QI projects
 - Champions of QI



Lesson

- Implementing a quality culture takes top-down and bottom-up efforts (but top-down is more important)
 - Must have the Director actively leading the initiative
 - Find high level champions and praise their efforts
 - Make QI the easy choice for managers and staff

QI Activities

- Critical to make data/reporting meaningful to staff
- Performance measures:
 - More is not better
 - Resource level declines after the first data reporting period
 - Staff need lots of practice/training to develop good performance measures

Using the “Quality Trilogy” in Public Health



Quality planning,
quality improvement
and quality control—my
three favorite things to
pound into people.

Public Health Quality Model

Community
Health
Assessment



Assess

- Consider goals and current performance
- Prioritize opportunities



Define

- Problem/Opportunity
- Process to be addressed
- Measure(s) of success



Analyze

- Analyze process/data
- Identify Root Cause(s)



Change

- Develop solutions
- Manage and Implement Change

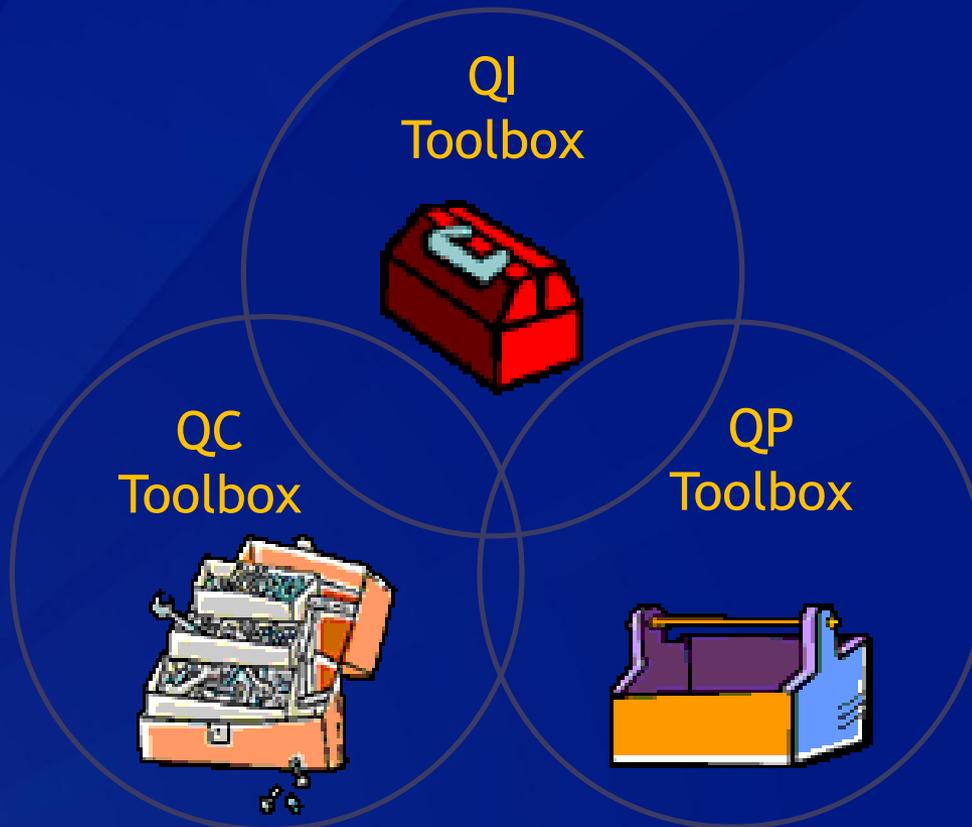
Evaluate

- Monitor progress
- Act on exceptions



Community
Health
Improvement
Planning

Same Basic Method... Different Applications



The QI-QP “Hybrid” Project

- Projects can start with a QI approach and not find narrow “root” causes
- Large portions or even all of the process may need to be re-designed
- Even standard QI projects can sometimes benefit by “borrowing” from the QP toolbox

“The Liger is pretty much my favorite animal”

-- Napoleon Dynamite

Quality Planning Project Steps

Assess:

1. Assess organizational goals and current performance
2. Determine most important problems/biggest opportunities

Define:

3. Define problem/opportunity
4. Define process(es)/service to be addressed
5. Define measure(s) of success
6. Define stakeholders, customers and team

Analyze (Diagnose):

7. Determine customer needs
8. Translate customer needs into service features
9. Benchmark” other service providers

Change (Implement Solutions):

10. Consider service/process design options
11. Determine supplier requirements
12. Determine “best” integrated design
13. Prevent Failure
14. Manage Change:
 - Social
 - Technical
15. “Hand off” to operations including Evaluation plan

Evaluate (Control):

16. Monitor performance against measures
17. Maintain process (if working)
18. Enter Quality Improvement Cycle



Lesson

- Celebrate your successes, no matter how small
 - Recognize your staff who participate in QI or start using QI on their own
- Don't get defensive if things don't go as planned—remember, we learn from our mistakes



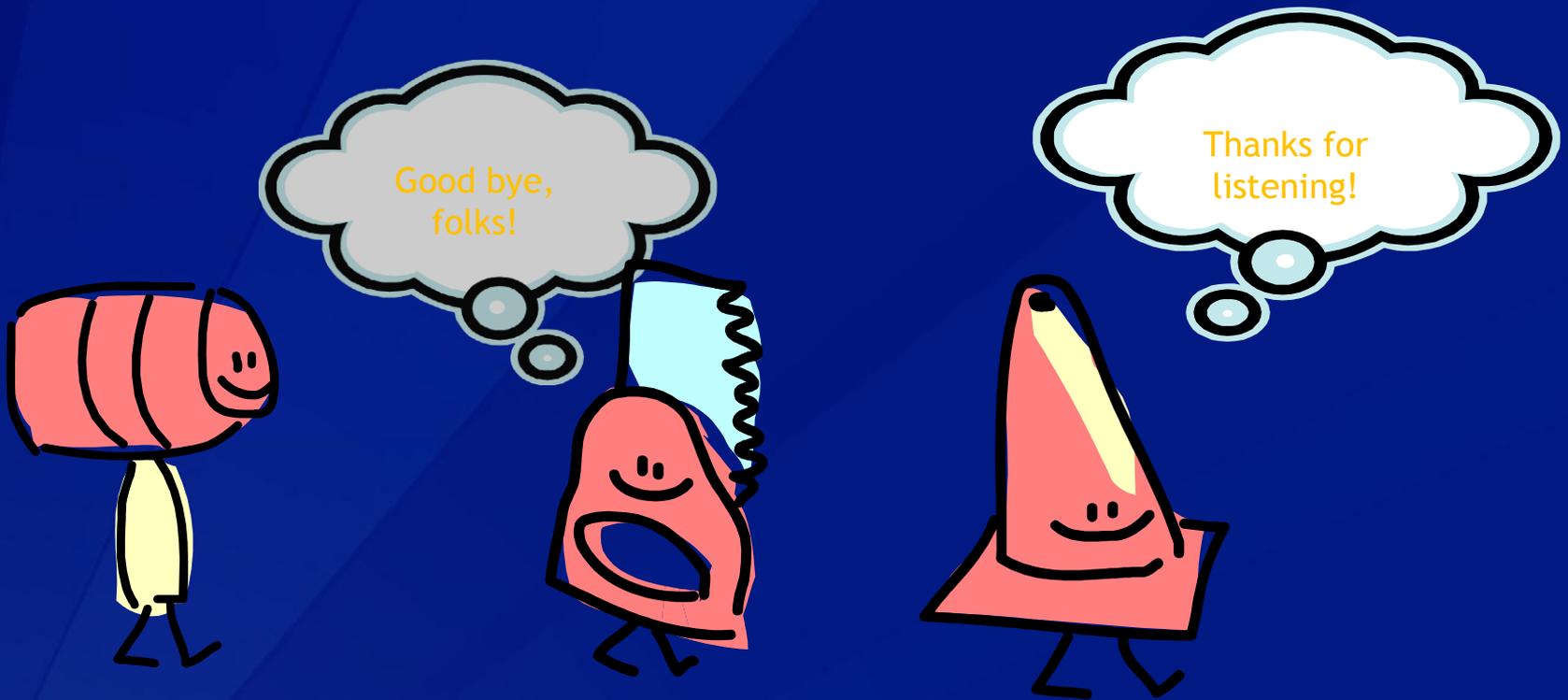
Lesson

- Borrow, copy and plagiarize
 - From today's presenters
 - Public health exemplary practices
 - Other health care sectors
 - Wildly different industries

Results of QI Initiative

- Most performance measures at department- and business unit-level achieved their stated target
- Improvements sustained for QI projects
- Health indicator projects met 100% of annual performance measures
- Funding & staffing for QI has increased





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