

## Introduction to Building an Organizational Culture of QI: Breakout Session

Nov 16, 2015 1:45-3:30 pm

### Session Notes

- **Poll:** Most participants in attendance were Program Managers from Level 1 grantee HS programs with “a little QI experience”
- **Poll:** Most participants feel that they have “formal QI activities in place.”
- **Poll:** There was an even split among participants regarding which QI domain is the most important.
- **Performance Measurement (PM) System: Performance Standards**
  - Achieve HRSA’s goals.
  - Look at where we are and make goals based on what’s achievable.
  - Performance standards and plan must be communicated to entire staff to achieve success.
  - Communication needs to take place at all levels and across all areas of input (policy, case managers, etc.)
  - Performance measures can be specific to HS programs and umbrella across all HS programs.
- **PM System: Performance Measurement**
  - Directly collect participant data (i.e., documenting participant attendance) BUT performance measures aren’t effective unless the data is reported to other agencies/organizations/groups.
  - Sharing performance data with frontline staff, community partners, and program participants is essential to success.
  - CAN – share data during these sessions.
- **PM System: Quality Improvement (QI)**
  - **Poll:** Do programs have capacity to take action around the needed improvements? Several answered “yes.”
  - **Poll:** Majority of participants have a formal performance management process.

- **Poll:** Half of participants said they have a QI coordinator in place, while the others were evenly split across a QI or PM committee or council, some other entity, or “don’t know.”
  - A QI coordinator can also be an evaluator or some other non-QI-coordinator-named position. Diversification of funding streams may open up the possibility of hiring a QI coordinator.
- **Poll:** Majority of participants have a strategic plan in place.
- **Poll:** Majority of participants have a QI plan in place.
- **Performance management requires having a system, a team and a program plan.**
  - Everybody on the project team is accountable for ensuring quality service delivery – from data collection to service provision to complete reporting. This culture needs to be threaded into the organization/agency rather than tacked on as an additional task – there’s no more room for extra tasks, so infusing QI culture into the agency will better guarantee that QI is prioritized and tackled.
  - Identify who is excited about QI on your internal team – tap them to implement and encourage an internal culture of QI.
  - Given the burden of data collection and quality service provision for each program, what is the balance between efficiently and successfully collecting data and ensuring a culture of Quality Improvement?
  - QI involvement and interest can become a piece of the job description, interview questions, and internal assessment.
  - Transparency, communication, and ownership enhance the QI process.
  - **Poll:** QI activities are included in job descriptions and/or performance reviews at mostly managerial level positions within the participating programs.
  - **Poll:** Almost 70% of participating programs routinely administer participant satisfaction data collection.
  - A variety of participant satisfaction assessment methods were shared (pre/post activity surveys, twice/year satisfaction surveys, etc.) Outreach workers can also be used to implement consumer satisfaction surveys.
  - **Poll:** Most programs don’t assess satisfaction of community partners (35% said never while 32% said sometimes and 13% didn’t know). One participant highlighted that this is a potential method for acquiring additional funding.
  - QI can only succeed with teamwork and constant, reliable communication.

- **Continuous Quality Improvement Process models**
  - Appreciative Inquiry: Discover, Dream, Design, Deliver
  - PDSA: Plan, Do, Study, Act
- **REACHUP, Inc. experience with QI**
  - Standard Operating Procedures (SOPs) should be developed for every position to maintain standardization across staff changes.
  - Developed an Evaluation Quality Improvement System to keep all the staff connected and communicating with each other.
  - Have bi-weekly QI check-ins.
  - Heavy customer focus: Monthly consortium meeting that rotates between three (3) local churches. A central component of this meeting is that it allows space for interface between program managers and program directors.
- **Resources to Support HS QI efforts**
  - QI PLNs will begin in January and will be built around particular benchmarks. More information forthcoming.
  - Question: What are the first steps for implementing a successful QI plan? Answer: Start with formal training and/or partner with an organization that already has a successful QI plan in place – particularly with a program that is similar.