Creating a Culture of Quality

SL SALT LAKE COUNTY HEALTH DEPARTMENT

2012
2013

SLCoHD QI Council:

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Plan

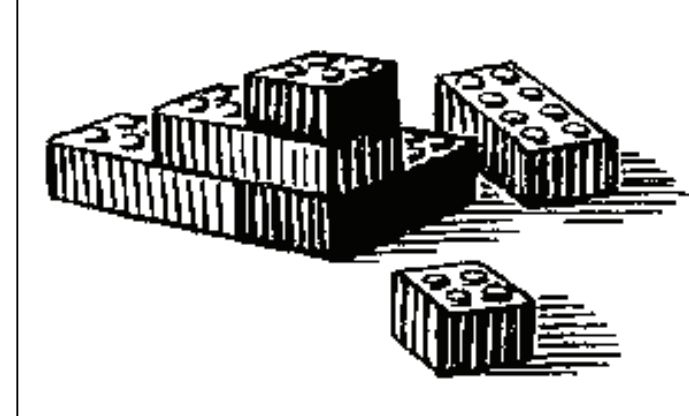**AIM:** By August 2013, improve management's perception of SLCoHD's Culture of Quality

In 2012, we surveyed middle and upper management groups at SLCoHD to compare their perceptions of our Culture of Quality. Below are the areas included in the survey and results obtained by the 2 different groups.

Whereas both groups rated **Customer Focus** as well-established, Upper Mgt identified **Process Focus** as needing more progress, while Middle Mgt identified **Empowerment** as needing improvement. Both agreed that **Institutionalization** needs work.
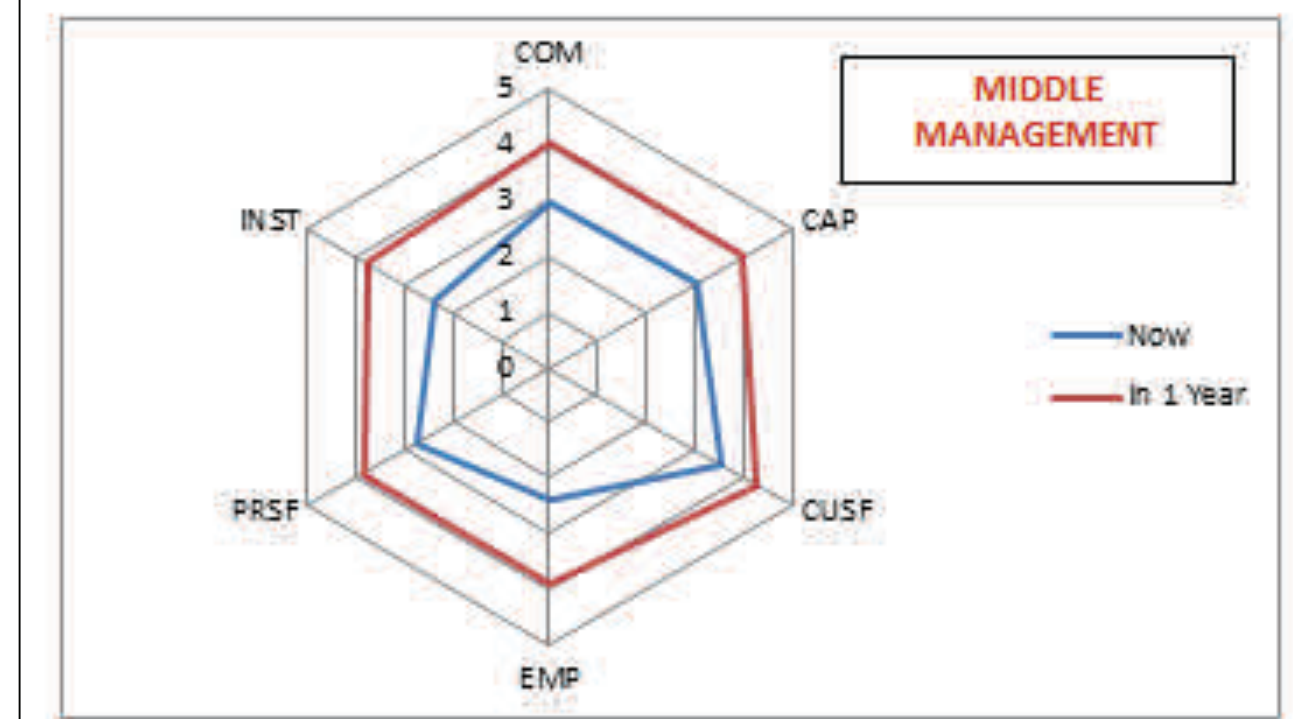
BUILDING BLOCKS
Commitment
Capability
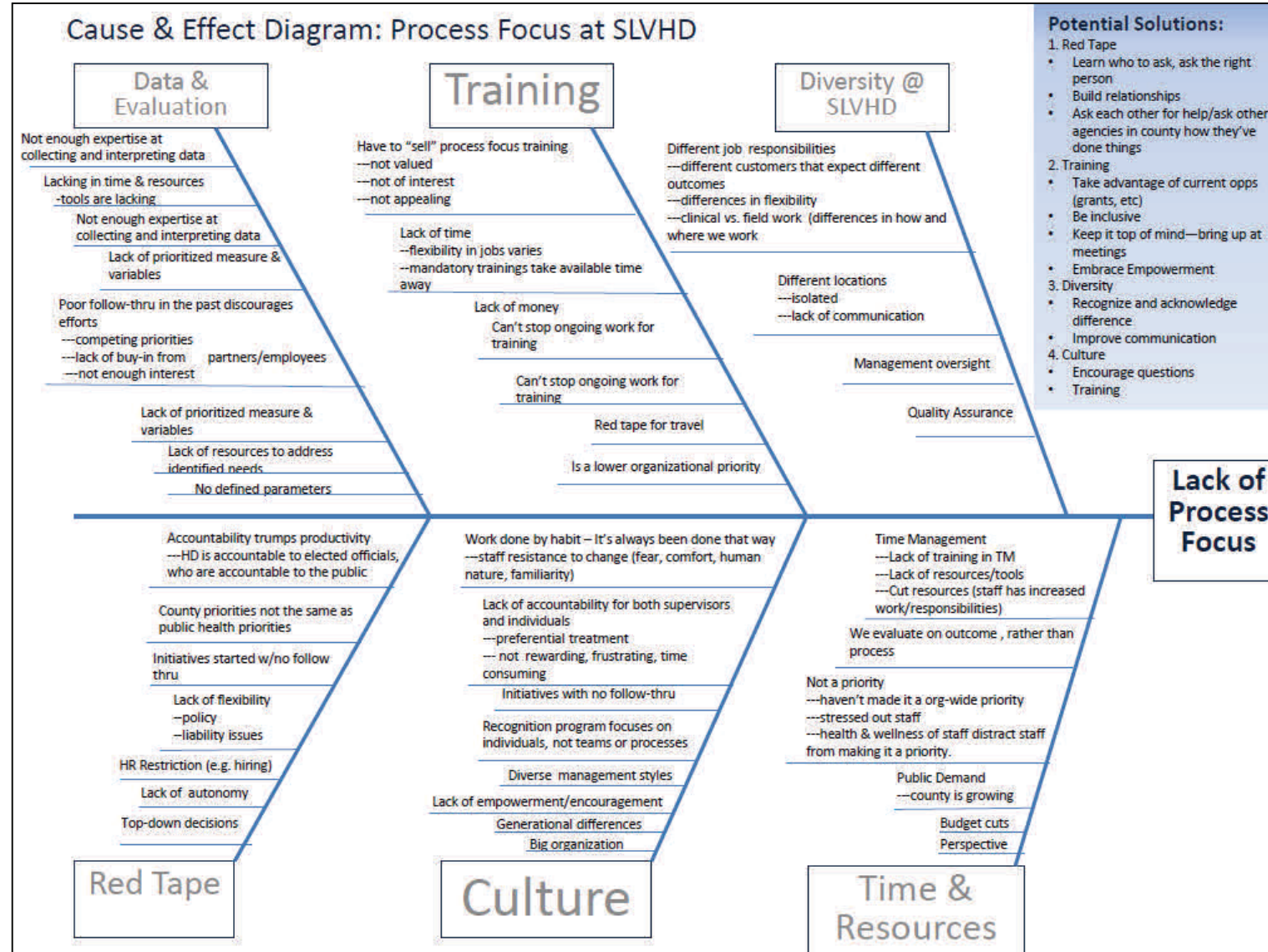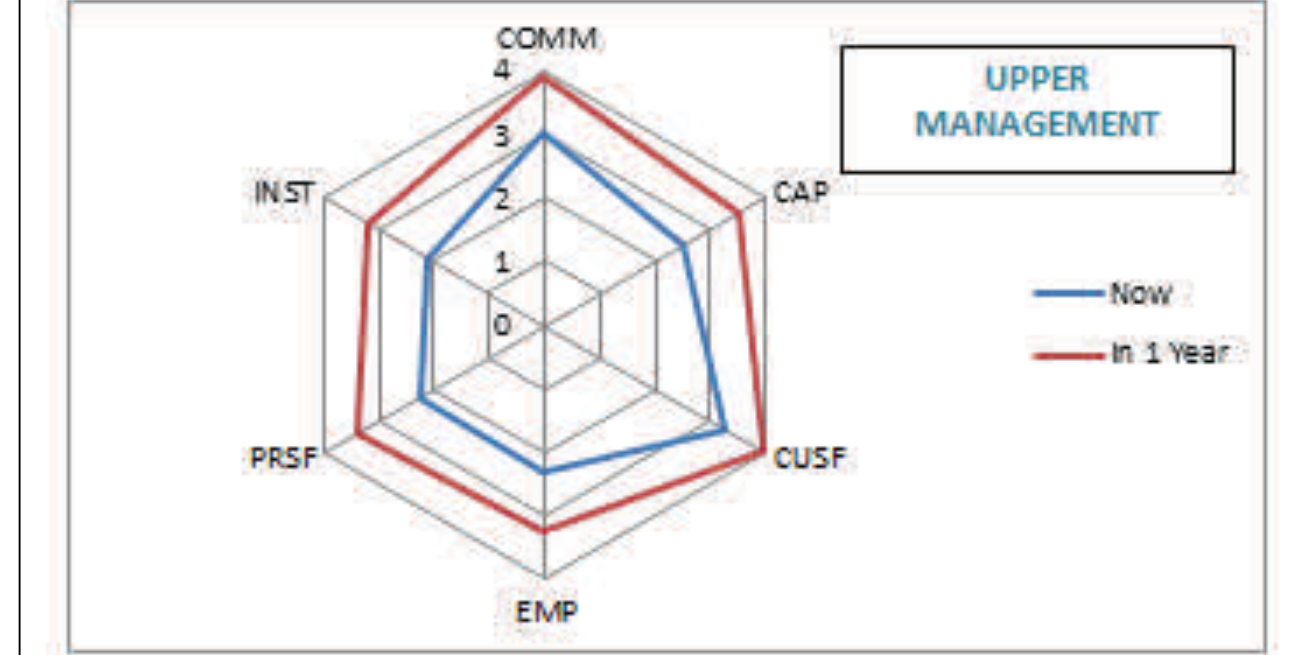Customer Focus
Empowerment
Process Focus
Institutionalization

0 = Nothing in place
1 = Just getting started
2 = Moving in right direction
3 = Adequate, good progress
4 = Very good performance
5 = Found through organization

| Middle Management | July 25-Aug 3, 2012 | n = 37 |
| Upper Management | June 19, 2012 | n = 18 |

Middle Management	Commitment	Capability	Customer Focus	Empowerment	Process Focus	Institutionalization
Now	2.92	3.05	3.54	2.38	2.78	2.41
In 1 Year	4.00	4.00	4.30	3.89	3.84	3.75
Difference	1.08	0.95	0.76	1.51	1.05	1.34

Upper Management	Commitment	Capability	Customer Focus	Empowerment	Process Focus	Institutionalization
Now	3.00	2.50	3.28	2.33	2.28	2.11
In 1 Year	3.89	3.50	3.94	3.22	3.39	3.22
Difference	0.89	1.00	0.67	0.89	1.11	1.11

(Radar charts: MIDDLE MANAGEMENT — Now, In 1 Year; UPPER MANAGEMENT — Now, In 1 Year; axes: COM, CAP, CUSF, EMP, PRSF, INST)

(Cause & Effect Diagram / Do section)

Cause & Effect Diagram: Process Focus at SLVHD

Categories: Data & Evaluation, Training, Diversity @ SLVHD, Red Tape, Culture, Time & Resources — Lack of Process Focus

Potential Solutions:
1. Red Tape
 - Learn w/ to ask, ask the right person
 - Build relationships
 - Ask each other for help/ask other agencies in county how they've done things
2. Training
 - Take advantage of current opps (grants, etc)
 - Be inclusive
 - Keep it top of mind—bring up at meetings
3. Embrace Empowerment
4. Diversity
 - Recognize and acknowledge
 - Improve communication
4. Culture
 - Encourage questions
 - Training

In January 2013, facilitated groups analyzed **Process Focus** for Upper Mgt and **Empowerment** for Middle Mgt. Issues of Communication were found to be most pertinent (see above).

In March, 80 managers met in groups to identify problematic issues and in May they met again to identify solutions.

Below are examples of tools found, to assist supervisors with effective communication.

Do

SUPERVISOR-EMPLOYEE MEETING CHECKLIST

1. What channels of communication work best?
2. How often is this meeting needed?
3. Feedback for supervisor and upper managers
4. Current assignments
   a. Progress, milestones
   b. Barriers, challenges
   c. Resources needed
   d. People needed
   e. Administrative intervention needed
5. Related interests, potential projects for future
6. Standards and Policy reviews, any concerns
7. General training needed or requested
8. Equipment and supply needs
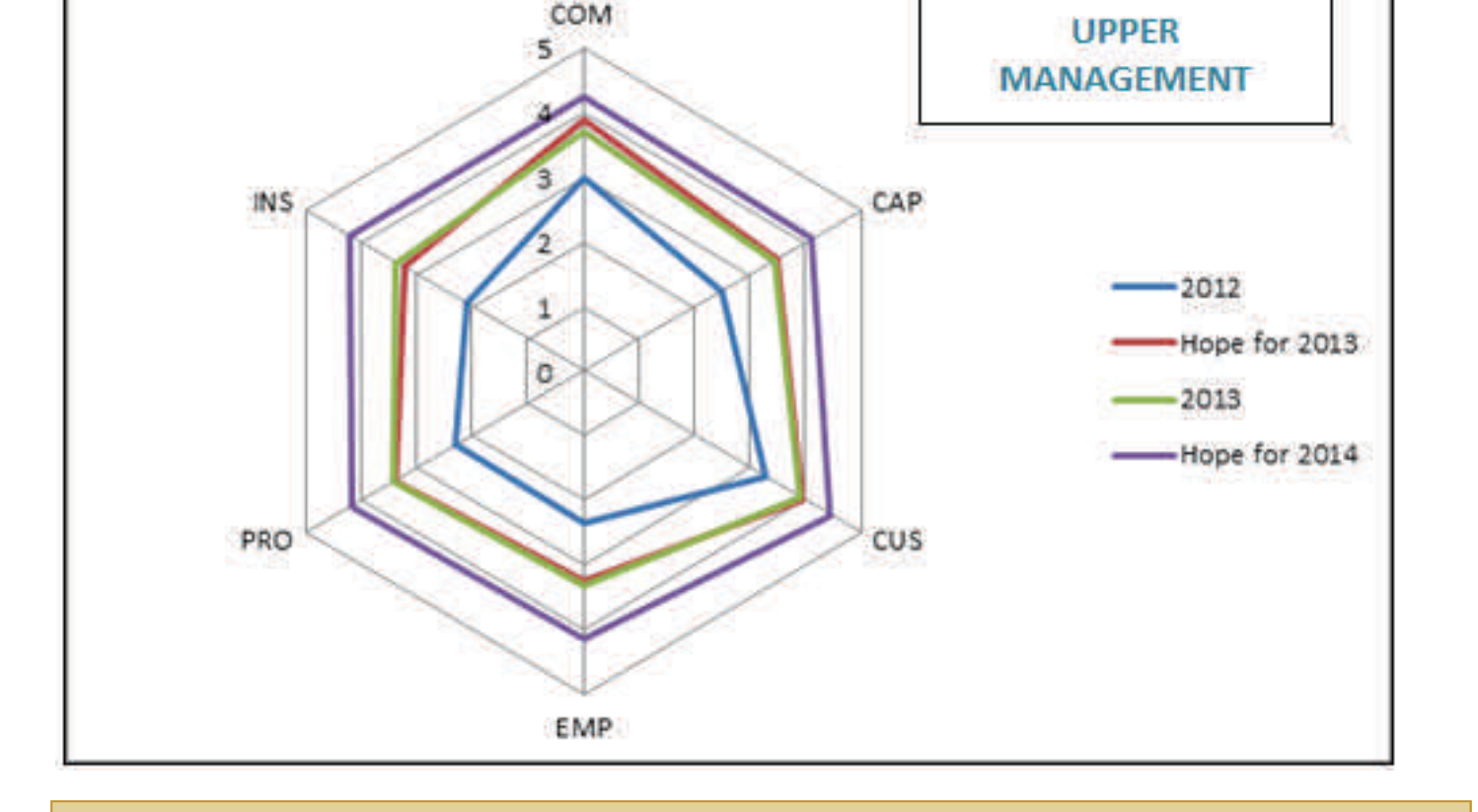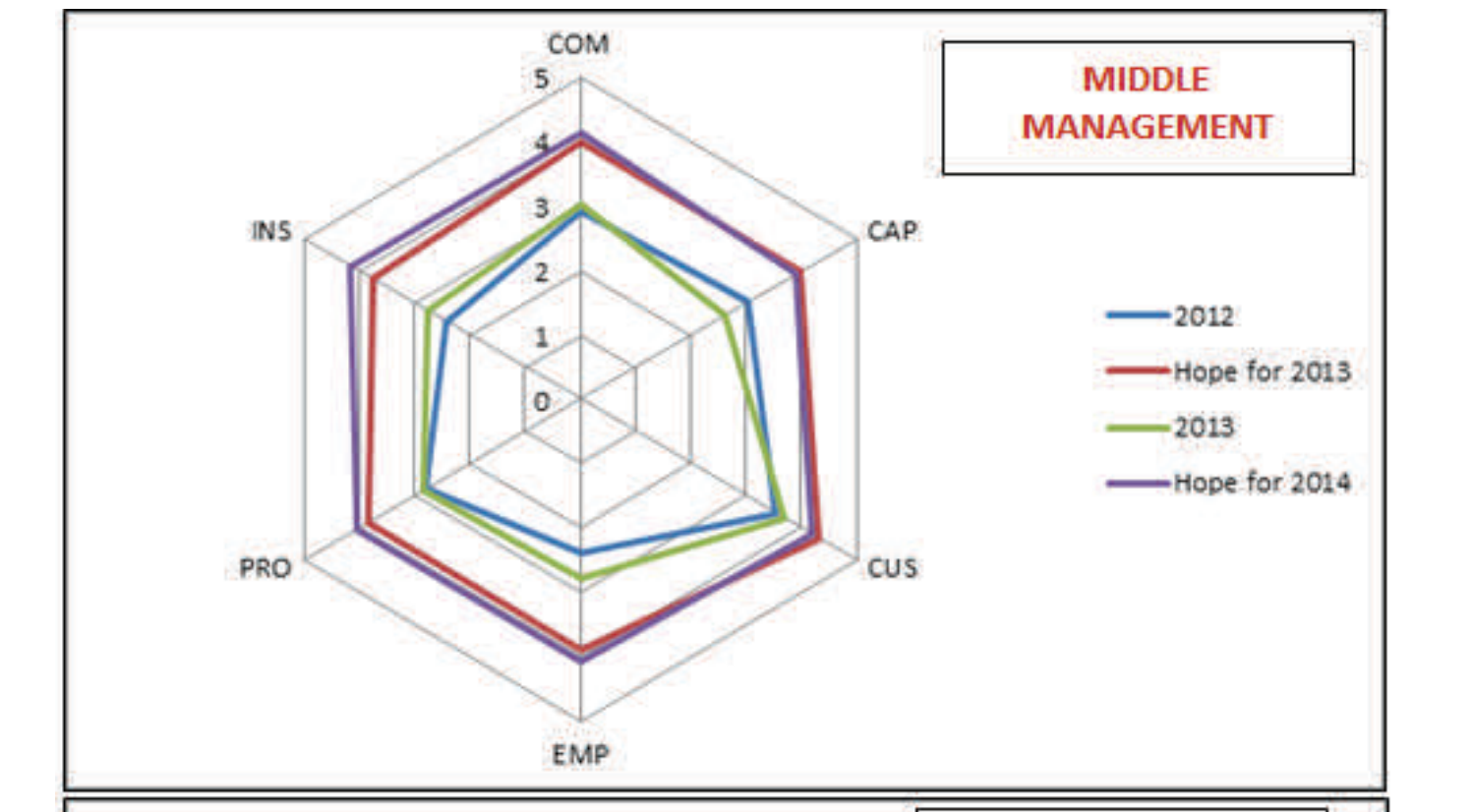9. Developmental goals
   a. Progress on existing goals

Supervisor Self-Check for Communication

Ratings: 4=Almost Always, 3= Fairly Often, 2= Occasionally, 1= Almost Never

1. BUILD TRUST.
Trust is the core of effective supervisor-employee communication. Lack of trust creates a barrier.

	Rating	How Could I Improve This?
Communicate and reinforce acceptable standards of behavior for your team.		
Identify team values		
When there is no obvious right or wrong, err on the side of employee fairness.		
Live up to your commitments.		

2. SHARE KNOWLEDGE.
Knowledge is power. Equip your team with as much knowledge as you can.

	Rating	How Could I Improve This?
Show employees the big picture and how all the pieces fit together.		
Demonstrate how the team makes a difference to internal/external customers.		
Teach your employees the "vital signs" of the department: the overall goals, what management is looking for, what outcomes will be most beneficial.		

3. PROVIDE FEEDBACK.
Employees need to know exactly what is required of them. Role ambiguity about job requirements is a major source of stress for most employees. Employees need to know how they are doing and how the team is doing. Annual performance reviews are NOT enough. Managers need to regularly reinforce positive work behaviors and give constructive feedback for problem behaviors.

	Rating	How Could I Improve This?
Be sincere in giving positive feedback.		
Be quick; reinforce the positive behavior as soon as possible after it occurs.		
Be specific; tell what made it a great job, etc.		
Give feedback often; give it twice as often as you think you should.		
Correct problem behavior with constructive feedback.		
Describe your own observations with I- messages rather than you-messages		
Be specific rather than general.		
Focus on the facts and behavior rather than upon the person.		
Focus on the needs of both the sender and receiver.		
Direct feedback toward an issue or behavior which the receiver can change.		
Time the feedback appropriately.		

4. WALK THE TALK.
Be a role model, personally and professionally. You are always leading. Everything counts. Remember that everything you do is being watched by those you supervise.

	Rating	How Could I Improve This?
Am I a good role model?		

Study

In August, a year after the project was begun, a second survey repeated the assessment for perceptions of Quality Culture. The results:

Middle Mgt felt the Culture had improved in 5 areas
Upper Mgt felt the Culture had improved in 6 areas

(Radar charts: MIDDLE MANAGEMENT and UPPER MANAGEMENT; axes: COM, CAP, CUS, EMP, PRO, INS; legend: 2012, Hope for 2013, 2013, Hope for 2014)

Act

Below are the results of the group's solutions, after distilling the list and prioritizing solutions via survey to all managers.

The left green column shows the relative rankings received with the prioritization matrix. The solutions are grouped by types of communications that affect feelings of empowerment.

Administration agreed to endorse the Actions Taken, which are listed in the right column

Improving Communication — August 2013

	Interpersonal Communication and Recognizing Individual Contributions	What was already happening?	Discussion, Possible Next Steps	ACTIONS TAKEN
1019	Recognize recipients of awards received within the Health Department or nationally, at division level and other meetings.	Recognition at Annual Mtg. Awards listed on intranet	Continue intranet plans. Give timely recognition more often at division mtgs & dept-wide.	**Division Directors** agree to recognize award recipients of division and other meetings. Intranet will include place to spotlight awards
934	Schedule regular one-on-one meetings with employees to provide positive feedback, discuss areas for improvement, and identify the communication method that works best for the individual.	Quarterly PDPs, many are already holding monthly mtgs	Initial mtg with staff. Touch-Base Mtg as needed, suggested checklist of topics could be provided	**Supervisors** encouraged to have regular touch-base meetings with employees. Checklist and communications self-check developed
925	Have Upper Management (UM) visit sites and attend staff meetings to understand challenges and recognize staff work & accomplishments.	UM visits when possible	Encourage 2-way feedback from UM in mtgs; mtg organizers can invite UM, give UM feedback	**Upper Management** with multiple sites agree to visit all sites periodically and invite Leadership Team
879	Provide trainings to all supervisors on improving communication. Topics will include: thanking people, using employee's names, using current incentives, gathering feedback, emphasizing values of customer service, respect, integrity, caring, excellence, personal responsibility, flexibility, trust, honesty, humility.	Trainings scheduled at Viridian	After additional trainings, follow-up survey will check perception of communication, empowerment and process focus	**Trainings** held in January, March, May, August. Additional management training will be scheduled.
858	Use a facilitator where communication is a problem within a work group.	Some groups have used outside consultants	Facilitators are available within county and outside. Make facilitators known	**Facilitators** available through HR for no charge, also contracted for fee: see Kelly Nielson for contact information
833	Include an employee spotlight in videos from Gary and/or Division directors.	Done in past newsletter	Continue intranet plans. Videos could also include info on hot topics from specific programs	**Intranet** will include place for employee spotlights

	Making & Sharing Management Decisions	What was already happening?	Discussion, Possible Next Steps	ACTIONS TAKEN
963	Provide early opportunities for staff to seek input before making decisions.	Many were posted (LT, BOH, UM)	Publicize BOH, LT, Mgt agendas on new intranet 2 days in advance about pending decisions. Email mtg agendas 2 days in advance.	**Agendas** are posted on intranet
959	Rotate committee members (Safety, Standards, etc) so more employees are educated and involved.	Annual Mtg: every yr. Incentives: every 2 yrs.	Define rotation schedule for QI, other committees	**Standards** will rotate every 4 years, QI every 2 years, Safety every 4 years, Incentives every 2 years.
941	Efficiently inform employees of each decision and its rationale.	LT meets twice/mo	Communicate decisions & rationale to mgt before entire agency. Example will be decisions on services at new building	**Division Directors** agree to inform employees of administrative decisions
910	Post minutes after leadership and mgt meetings within 2 days.	Some minutes were posted	Post on new intranet	**Minutes** of LT and Mgt meetings will be posted
910	Send e-mail requests for input before making a decision.	Occasionally done	Post membership of committees to know where to direct questions. Mgt & Committee members should solicit input.	**Committee membership** now posted on intranet; Mgt and committee members encouraged to solicit input

	Communication among Different Locations & Programs	What was already happening?	Discussion, Possible Next Steps	ACTIONS TAKEN
953	Have Division Directors and UM share division updates and activities during Leadership Team and UM meetings.	LT every time, UM sometimes	Minutes will be on new intranet	**Division Directors** agree to inform employees of updates from other divisions and programs
941	Post an agency quick reference sheet/directory/bulletin board with prog services and contact info on intranet.	Service directory; website	New intranet will have expanded directory	**New Intranet:** will have A-Z expanded program directory
871	Develop a program events and trainings on the intranet.	Calendars have not been used much in past	Newsfeed possible in future. Interim ideas welcomed.	**New Intranet:** exploring calendar, newsfeed or employee sharing
813	Develop a tracking tool to monitor the status of purchase orders, and other requests, as done with contracts	Contract tracking	Continue with new intranet and PeopleSoft.	**New Intranet:** exploring tracking capability
811	Better utilize electronic tools to share information: video, blog, storyboard, SLCoHD monthly report, newsletter	Videos, blogs	Continue intranet plans; track usage	**New Intranet:** program highlights will be posted; Gary may spotlight programs in periodic videos