

# Establishing a New Culture of Quality with the Model for Improvement

Amanda Orahoske, MS, RN-BC, CPHQ

## Description

In 2014, the culture of quality lacked standardization across Methodist Healthcare Ministries of South Texas, Inc. (MHM). An intentional focus was needed, across all levels of the organization, to develop a culture shift that made quality improvement a priority. Any quality improvement that occurred before 2014, was unstructured and siloed, without consideration of impact on other processes within the organization.

### What are we trying to accomplish?

Adopt a culture of quality model that can be monitored and strengthened as it develops across the organization.

### How will we know that a change is an improvement?

Key focus areas will be monitored at the beginning and end of the change period.

### What changes can we make that will result in improvement?

- 1) Enhance educational opportunities about quality improvement.
- 2) Standardize message about organization's commitment to quality.
- 3) Provide an opportunity to share quality improvement projects with the organization.

## Aim Statement

Develop a culture of quality at MHM that enhances educational opportunities about quality improvement, provides a standardized message about the organization's commitment to quality, and provides an opportunity to share quality improvement projects within the organization, by December 31, 2017.

## Actions

2014/2015



Department Presentations



Leadership workshops



Culture of Quality Survey

2016/2017



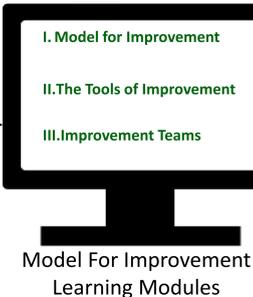
PDSA Learning Module

### Commitment to Quality



PDSA Poster Symposium

2018



Model For Improvement Learning Modules



PDSA Personal Improvement Worksheet

### GOALS

Standardized Quality Performance Goals

Improvement In Action (IMPACT) Teams



IHI Passport & Open School, LQI: Essentials for Managers

2019

## Measures of Success

Five focus areas were used as a strategy to encourage and shift the culture. The focus areas were developed, based on work done by Srinivasan and Kurey, (2014), and defined as:

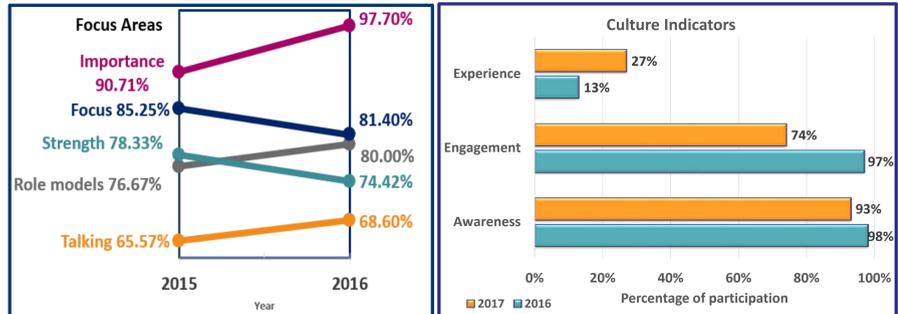
- **Importance- recognition of the importance of high quality work**
- **Focus- emphasize organizational importance on improving quality**
- **Strength- empowerment to take quality-oriented actions to their work and organization**
- **Role Models- instill quality in senior leadership and develop skills**
- **Talking-create social discussion focused on quality**

In 2017, a retroactive analysis was performed to measure awareness, engagement, and experience of MHM's culture of quality. Also in 2017, the Culture of Quality survey was changed to measure different aspects of the culture shift, named the Pillars of Quality, which measures team member involvement and empowerment, leadership, and focus on quality.

## Results

Measures	Baseline Performance	Goal (Prediction)
1. Increase each focus area ( <b>Importance, Focus, Strength, Role Models, Talking</b> ) by 5 percentage points by Dec 31, 2017, as measured by annual culture of quality survey.	<b>Importance</b> 90.71% <b>Focus</b> 85.23% <b>Strength</b> 78.33% <b>Role Models</b> 76.67% <b>Talking</b> 65.57%	<b>Importance</b> 95.71% <b>Focus</b> 90.23% <b>Strength</b> 83.33% <b>Role Models</b> 81.67% <b>Talking</b> 70.57%
2. *Increase each culture indicator ( <b>Awareness, Engagement, Experience</b> ) to respective goals by Dec 31, 2017, as measured by the amount of team members participating in defined activities for each indicator.	<b>Awareness</b> 98% <b>Engagement</b> 97% <b>Experience</b> 13%	<b>Awareness</b> 100% <b>Engagement</b> 100% <b>Experience</b> 25%
3. *Obtain baseline data on pillars of a Quality Culture ( <b>Involvement &amp; Empowerment, Leadership, Teams that Focus on Quality</b> ) by December 31, 2017, as measured by the annual culture of quality survey.	<b>Involvement &amp; Empowerment</b> 78% <b>Leadership</b> 78% <b>Focus on Quality</b> 87%	<b>Involvement &amp; Empowerment</b> 90% <b>Leadership</b> 90% <b>Focus on Quality</b> 90%

\*This measure was added in 3<sup>rd</sup> quarter 2017 to align with Baldrige framework.



**Focus Areas:** Measured in 2015 and 2016: Importance showed the most improvement year to year, followed by Role Models and Talking. Focus and Strength dropped slightly.

**Culture Indicators:** Retroactively [2016] measured in 2017: The highest level of participation, experience, improved year to year, by 14%. Engagement and Awareness reduced year to year, by 23% and 5%, respectively.



## References

- American Society for Quality. (2014) Culture of quality: Accelerating growth and performance in the enterprise. Forbes Insights.
- American Society of Quality. (2014). Creating a Culture of Quality: Four actions to help employees "Live" quality and unlock new sources of value[Slideshare]. Retrieved from: <http://www.slideshare.net/CEB-Slideshare/creating-a-culture-of-quality-four-actions-to-help-employees-live-quality-and-unlock-new-sources-of-value>
- Committee on Quality Health Care in America, Institute of Medicine. (2001). Crossing the quality chasm: a new health system for the 21st century. Washington, D.C.: National Academy Press.
- Katzenbach, J.R., Steffen, I. & Kronley, C. (2012). Cultural change that sticks. Harvard Business Review, 90 (7-8), 110-7, 162. Retrieved from: <https://hbr.org/2012/07/cultural-change-that-sticks>
- Srinivasan, A. & Kurey, B. (2014). Creating a culture of quality. Harvard Business Review, 92 (4): 23-5. Retrieved from: <https://hbr.org/2014/04/creating-a-culture-of-quality>
- Tomic, B & Brkic, V.S. (2017). Under Cultivation: Grow a quality culture for effective quality improvements. Quality Progress, 50(7), 16-21.

## Summary of Results

This project has given the knowledge and tools to team members to improve their work processes that impact patient care and services. The baseline data collected for the Pillars of Quality shows the activities performed in 2015 to 2017 created a strong foundation for the quality culture at MHM. The most important lesson learned was:

**1. More intentional focus is needed for leadership to support and enhance the culture shift.**

In the Leadership pillar, it is evident that leadership needs to provide more resources and communication about quality strategies at the organizational and departmental level. The Pillars of Quality and culture indicators will continue to be monitored and control methods placed for significant culture shifts in the years to come.