

ADVANCING YOUR QI CULTURE



Facilitator – Jackie Werth, Performance Improvement Manager

Panelists – Nora Bota, Program Manager and Amber Hilliker, Quality Improvement Specialist

Wednesday, October 4, 2023
10:45 AM – 11:45 AM

Why is Advancing Your QI Culture Important?



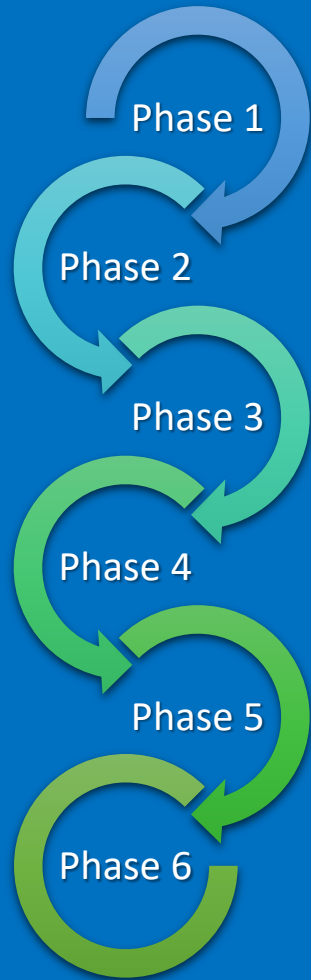
- Achieve **operational excellence** by improving
 - Processes and operations
 - Client experience
 - Client outcomes
- **Integrate** performance management and quality improvement; turning **opportunity into action**
- **Ensure staff** at all levels, especially those at the frontline, have the **tools** they need **to improve** services and outcomes

MENTIMETER



In one or two words,
what comes to mind
for the QI culture in
your health
department?

MENTIMETER



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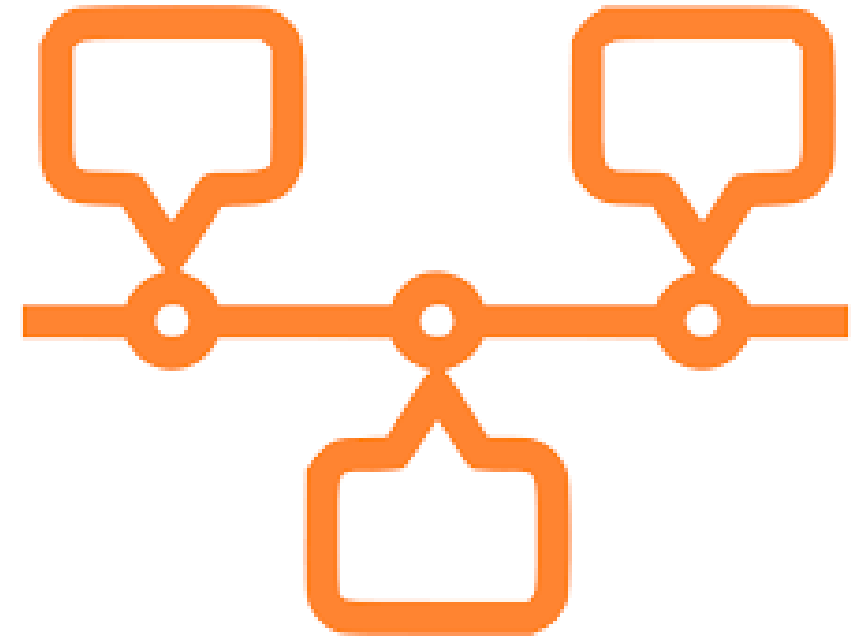


Where are you in your QI Culture Journey (select one of the phases below)?

- **Phase 1** – No Knowledge of QI
- **Phase 2** – Not Involved with QI Activities
- **Phase 3** – Informal or Ad Hoc QI activities
- **Phase 4** – Formal QI Activities Implemented in Specific Areas
- **Phase 5** – Formal Agency-Wide QI
- **Phase 6** – QI Culture

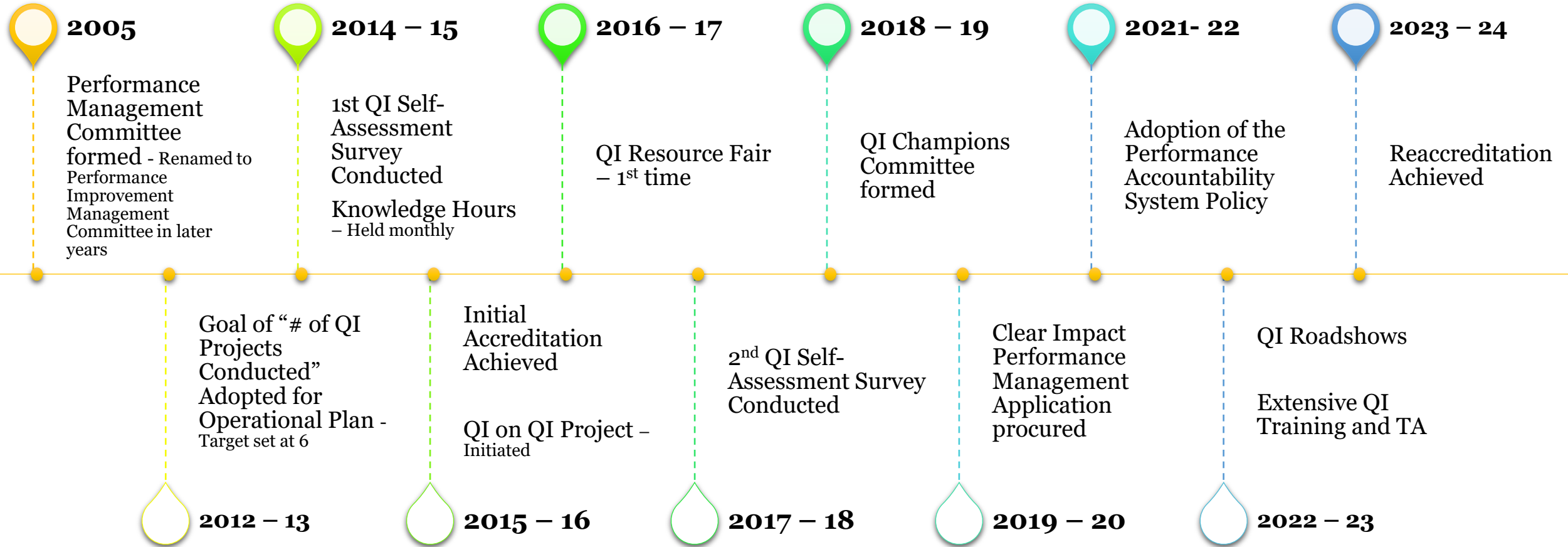


The Evolution of San Diego County's QI Culture



Timeline of Growth

Timeline of Major Performance and Quality Improvement Events



Timeline of Growth

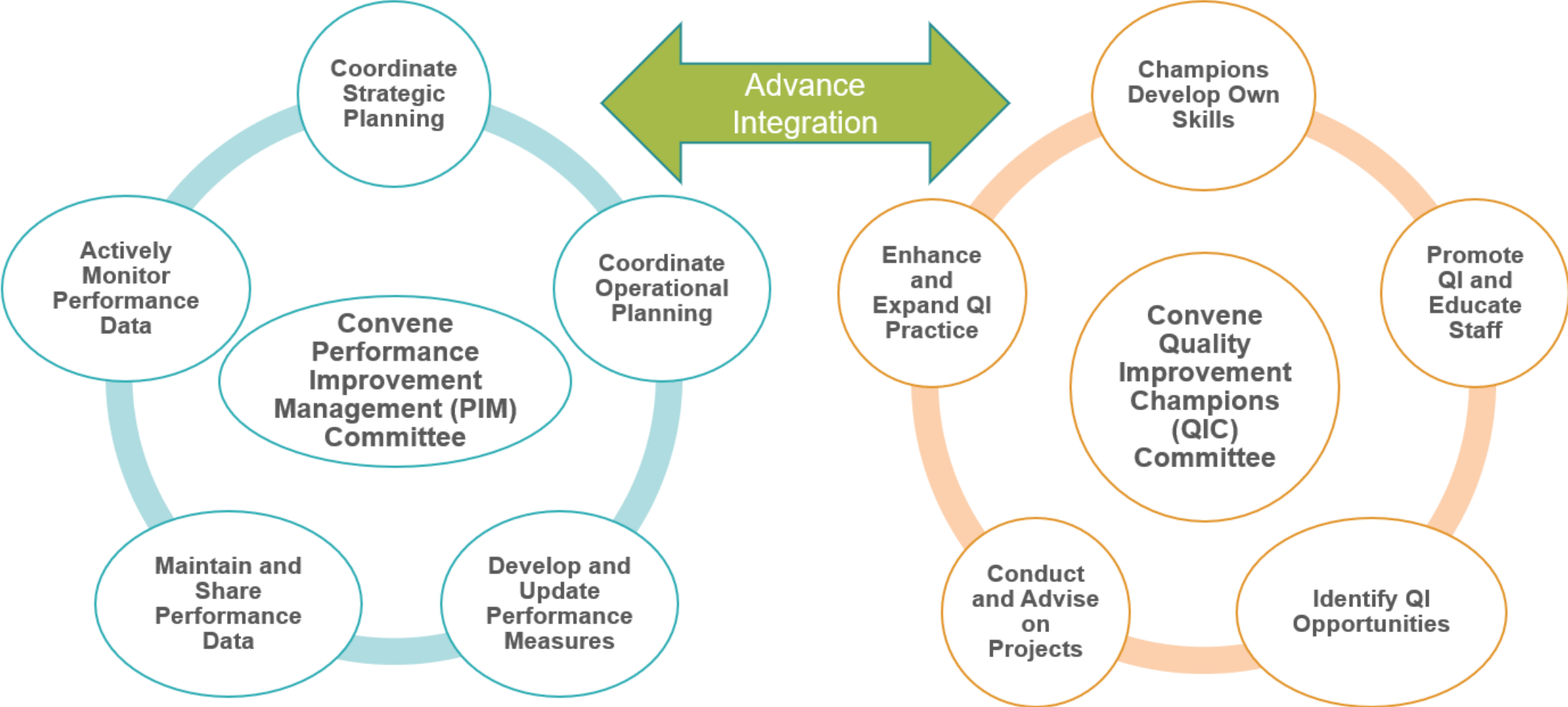
Timeline of Major Performance and Quality Improvement Events



Fiscal Year: June to July	Major Advancement or Event
2023-24	<ul style="list-style-type: none"> Reaccreditation achieved
2022-23	<ul style="list-style-type: none"> Launch of QI Roadshows Several series of QI trainings, offered through temp staff
2021-22	<ul style="list-style-type: none"> Adoption of the Performance Accountability System Policy Training Sessions, Coaching and Consultation Services for Champions and Project Teams (PHW Grant) The PHW Grant funds training and staff support
2020-21	<ul style="list-style-type: none"> COVID-19 response; limited formal QI activity
2019-20	<ul style="list-style-type: none"> COVID-19 response; limited formal QI activity Clear Impact Performance Management Application Procured and training sessions held with PHS and HHS Regional staff Presentation at CHEAC conference, Pasadena, "QI on QI" project
2018-19	<ul style="list-style-type: none"> Workshop on "QI for Project Teams" QI Champions Committee Formed Goal of "# of QI Projects Conducted" Adopted for Operational Plan (target increased to 8) Technical Consultation Panels QI Resource Fair (2018 CSAC Achievement Award received)

Fiscal Year: June to July	Major Advancement or Event
2017-18	<ul style="list-style-type: none"> 2nd QI Self-Assessment Survey Conducted Workshop on "QI Methods and Coaching for Champions" QI Resource Fair Technical Consultation Panels
2016-17	<ul style="list-style-type: none"> QI Resource Fair (1st time) Workshop on "QI Tune Up for Supervisors" Technical Consultation Panels QI on QI Project (continues)
2015-16	<ul style="list-style-type: none"> Technical Consultation Panels (1st time) QI on QI Project (initiated) Performance Management Committee (formed in 2005) renamed the Performance Improvement Management Committee
2014-15	<ul style="list-style-type: none"> 1st QI Self-Assessment Survey Conducted Knowledge Hours (monthly)
2013-14	<ul style="list-style-type: none"> QI Workshop on Culture of Quality and QI Road Map
2012-13	<ul style="list-style-type: none"> Goal of "# of QI Projects Conducted" Adopted for Operational Plan (target of 6)
2005	<ul style="list-style-type: none"> Performance Management Committee formed (renamed, Performance Improvement Management Committee)

Performance Accountability System



Performance Improvement Management (PIM) Committee



• Committee

- Almost 20 years, formed in 2005 (renamed to Performance Improvement Management Committee in later years)
- At least one PIM Representative and one Data Lead per Branch
- Monthly PIM Committee Meetings
 - Quarterly data refresh
 - Operational and Strategic Planning
 - QI Updates



• Yearly Clear Impact Training

- In FY 2019-20 Clear Impact Performance Management System procured
- Annual and frequent Clear Impact Trainings
- 1:1 Technical assistance provided to PIM Representatives and Data Leads



CLEAR IMPACT
reach your peak

Quality Improvement (QI) Champions Committee

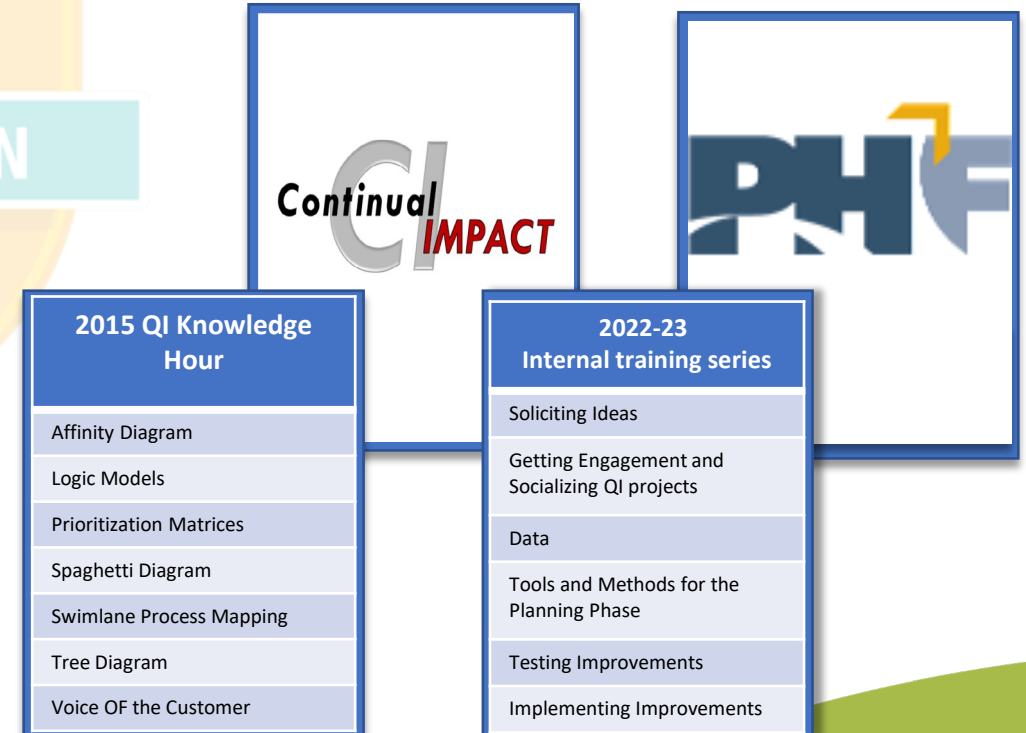


• Committee

- Quarterly Committee Meetings
 - Sharing QI Resources and QI experiences
 - Help plan upcoming activities
- Formed QI Champions Committee in 2018
- 2+ Champions per Branch
 - 30 Champions across PHS
- Connect with PIM Committee to identify performance challenges



• Yearly QI Training



Sample QI Project Highlights-

QI Project Topic Samples



Branch	Project Title	Improvement Cycles					
Admin	Enhance the Implementation of Document Approval Routing System (DARS)	2018		2023			
	Improve Partner Relay	2023					
CCS	Improve Client's Ability to Navigate Available Services	2023					
	Improve Attendance of Clients in the CCS Medical Therapy Program (MTP)	2021		2022		2022	
HSHB	Improve the Utilization of Medical Transportation	2023					
	Improve Ryan White Housing Insecurities Intervention	2021		2023			
MCFHS	Improve Reporting of Kindergarten Oral Health Assessment (KOHA)	2021		2022		2023	
	Standardize Identifications of Eligible Retailers for the Tobacco Retail Licensing Program (TRL)	2021		2022			
	Improve Utilization of Prenatal Care Network (PCN)	2023					
	Align Home Visiting Programs to Ensure Optimal Utilization of Services	2023					
PHPR	Increase Medical Reserve Corp. (MRC) Engagement and Sustainability	2021		2022			
TBCRH	Improve Contact Tracing Outcomes Report	2022					

Sample QI Project Highlights-

Evolution of a Population Health QI Project Over the Years



Maternal Child and Family Health Services – Kindergarten Oral Health Assessment



THE TEAM

Nancy Starr (Lead)

Rhonda Freeman

Dr. Thomas Olinger

Corinne McCarthy

Jocelyn Waters

Mireya Bañuelos

Myleen Abuan

Christiane-Rayna

(Christy) Lopez

Maternal Child & Family Health Services

Family Health & Prevention Services



The Problem:

- **Tooth decay** is the most common, chronic childhood disease and causes 874,000 school days missed each year.
- The **Kindergarten Oral Health Assessment (KOHA)** requirement was passed into law in 2005. The requirement is a way schools can support children's readiness and success by identifying children suffering from untreated dental disease

What San Diego County Public Health Services is doing:

- Participation in **California Results Based Accountability (RBA)** pilot initiative starting 2019
 - Goal of **66%** of students submitting a completed assessment
- Departmental **Strategic Plan** Measure with an aim of **66%** of children receiving a KOHA

Maternal Child & Family Health Services

Family Health & Prevention Services



Cycle 2

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Dr. Thomas Olinger

Corinne McCarthy

Jocelyn Waters

Mireya Bañuelos

Myleen Abuan

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(Christy) Lopez

PROBLEM

State of California requires that all children entering school have a kindergarten oral health assessment (**KOHA**) by the end of their first year in public school.

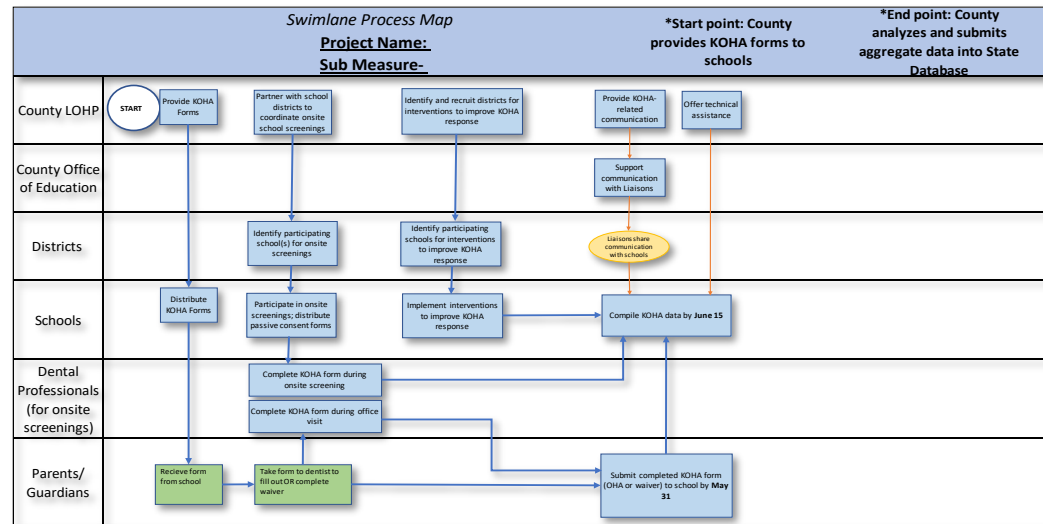
Currently within **CoSD**:

- Only **30%** submitted the required form
- **25%** of submitted forms reported untreated tooth decay
 - Higher (**35%**) in low-income communities

AIM

By the end of the 2022-23 school year, **increase** the number of children **receiving and reporting** a kindergarten **oral health assessment by 10%** in the three selected school districts.

CURRENT STATE ANALYSIS – Swimlane Map



RESULTS

Two school districts were identified with targets interventions launched in each:

- **La Mesa Spring Valley** (5 schools)
- **Julian** (1 school)

	La Mesa Springs Valley District	Improvements
Dale	<ul style="list-style-type: none"> • Response rate: from 54% to 100% • Assessments: from 53% to 82% 	↑
Rolando	<ul style="list-style-type: none"> • Response rate: from 64% to 73% • Assessments: from 28% to 60% 	

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QI Population Health Project

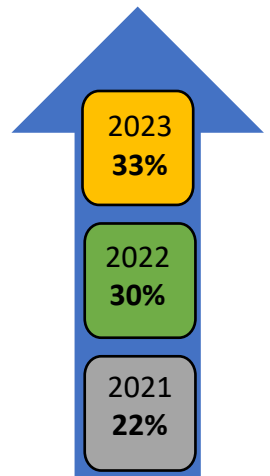
- **Multiple PDSA cycles** reflects a **logic model**:
 - Seek improvement in schools reporting of assessments, children receiving assessments, linkage to care and treatment of dental disease, improved school readiness
- Currently in **PDSA Cycle 3**, with the aim to update resources and processes to support implementation of **new State KOHA form** and **strengthen linkage to care**.

Results so Far

- Only **modest gains** in reporting across all districts
- **Dramatic gains** in districts where interventions were tested.

Future Solutions to be tested

- **Diversify** schools and districts
- Encourage on-site oral health **assessments at schools**
- Warm hand off referral system to **link children to care**



Percent of CoSD
Children Receiving and
Submitting a KOHA



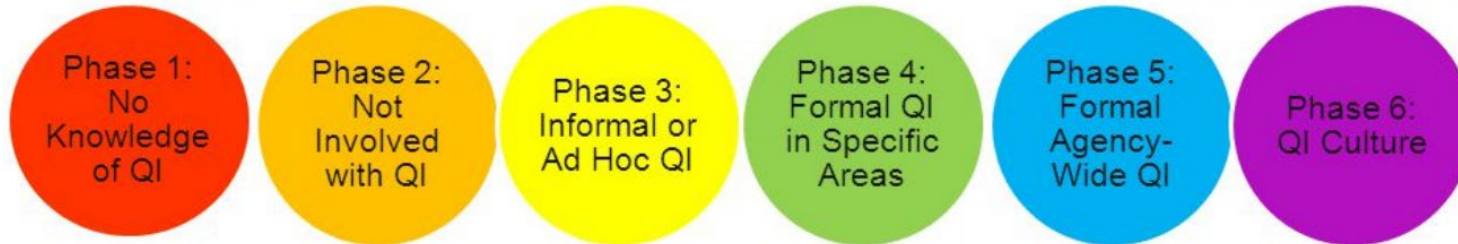
What Does the Data Tell Us About Our QI Culture?



QI NACCHO SAT 2.0



NACCHOs QI Roadmap



Phase 1:
No
Knowledge
of QI

Phase 2:
Not
Involved
with QI

Phase 3:
Informal or
Ad Hoc QI

Phase 4:
Formal QI
in Specific
Areas

Phase 5:
Formal
Agency-
Wide QI

Phase 6:
QI Culture

Foundational Elements

1
**Employee
Empowerment**

2
**Teamwork &
Collaboration**

3
Leadership

4
**Customer
Focus**

5
**Quality
Improvement
Infrastructure**

6
**Continual
Quality
Improvement**

QI NACCHO SAT 2.0

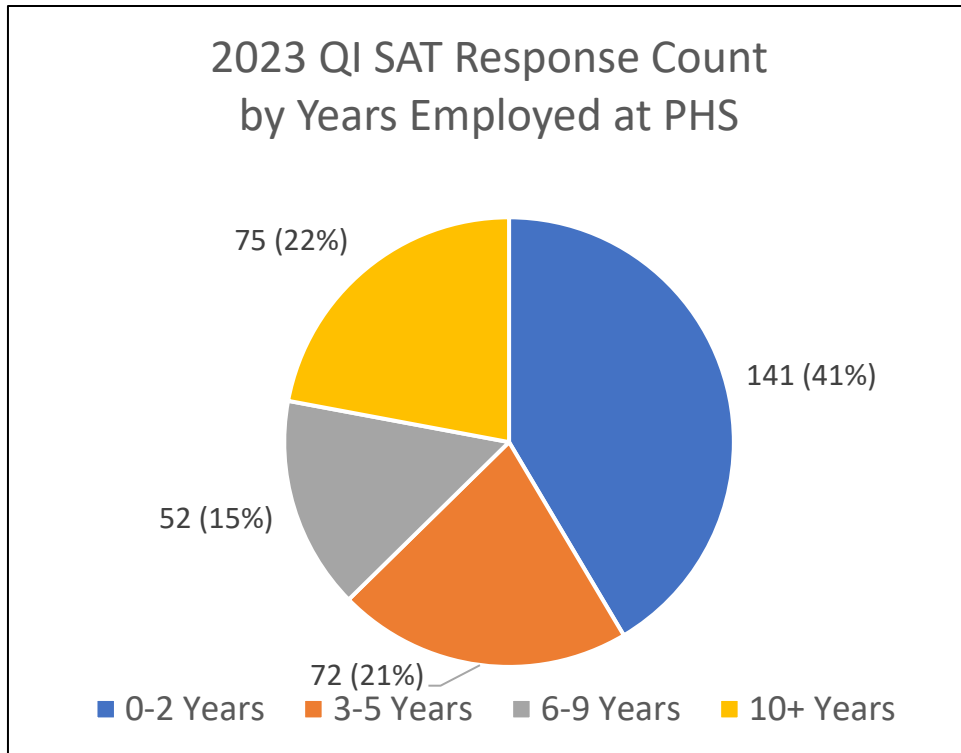
Key Terms



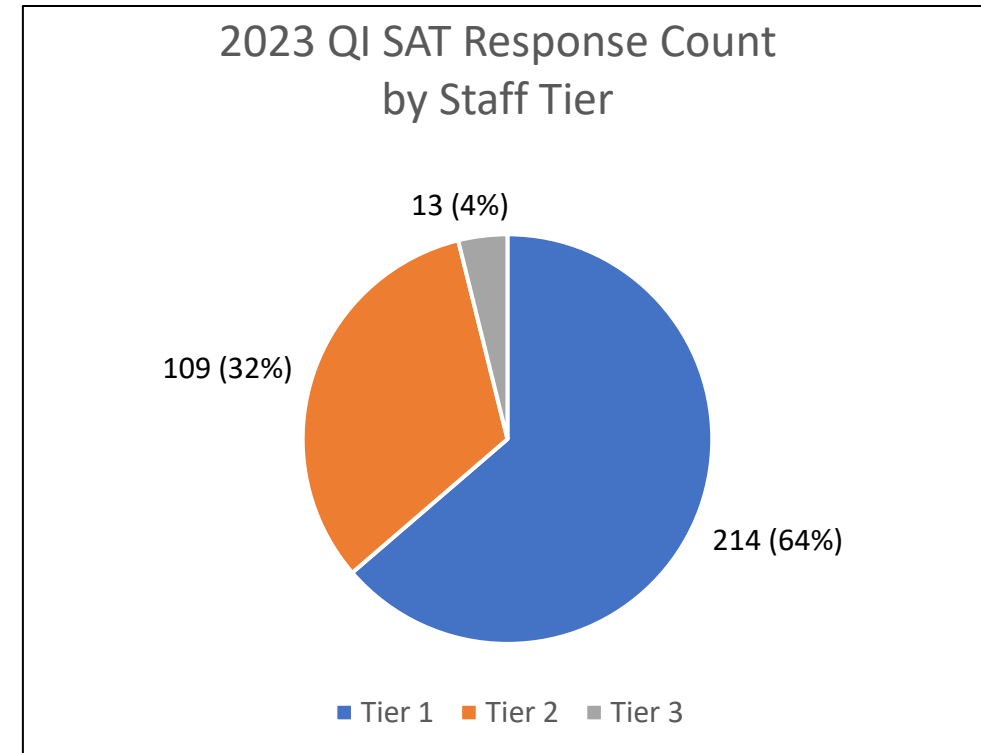
Phases of a Culture of Quality	Foundational Elements	PHS Employee Tier
Phase 1: No Knowledge of QI	1: Employee Empowerment	Tier 1: Front Line Staff/Entry Level
Phase 2: Not Involved with QI Activities	2: Teamwork and Collaboration	Tier 2: Program Management/Supervisory Level
Phase 3: Informal or Ad Hoc QI Activities	3: Leadership	Tier 3: Senior Management/Executive Level
Phase 4: Formal QI in Specific areas	4: Customer Focus	
Phase 5: Formal Agency-Wide QI	5: QI Infrastructure	
Phase 6: QI Culture	6: Continuous Process Improvement	

2023 Survey Results

Characteristics



Question 1: How many years have you worked at County of San Diego County Public Health Services? N=340/705; 48%



Question 13: Please select your tier of employment. N=336/705; 48%

2023 Survey Results

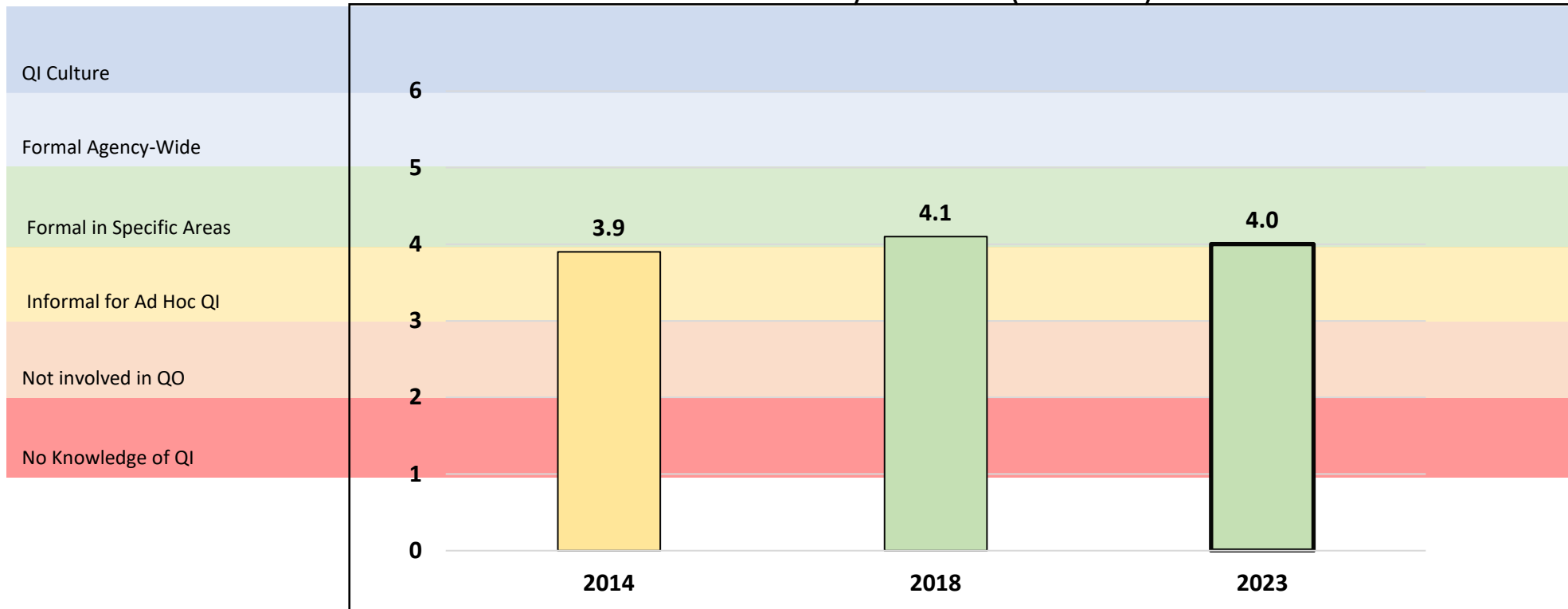
Overall Results



Overall Scores

2014 (Tier 2&3 Staff), 2018 (All Tiers) vs. 2023 (All Tiers)

QI Culture Phase



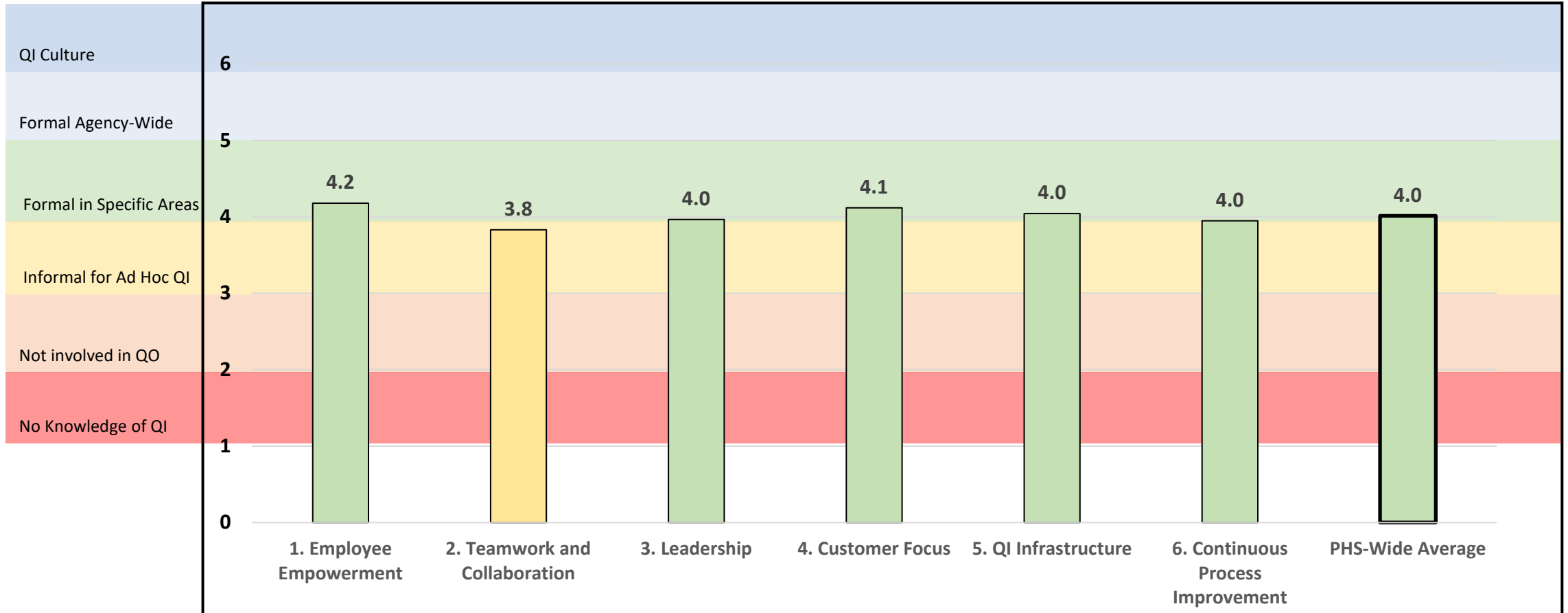
The 2018 and 2023 response count only includes complete survey responses. **2014** n<58 **2018** n=181/454; 40% **2023** n=299/705; 42%

2023 Survey Results

Overall Results



QI Culture Phase



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2023 Survey Results

Comparison to Prior Years (2014 & 2018)



PHS Wide Foundational Element Scores

2014 (Tier 2 & 3), 2018 (All Tiers), & 2023 (All Tiers)

QI Culture Phase



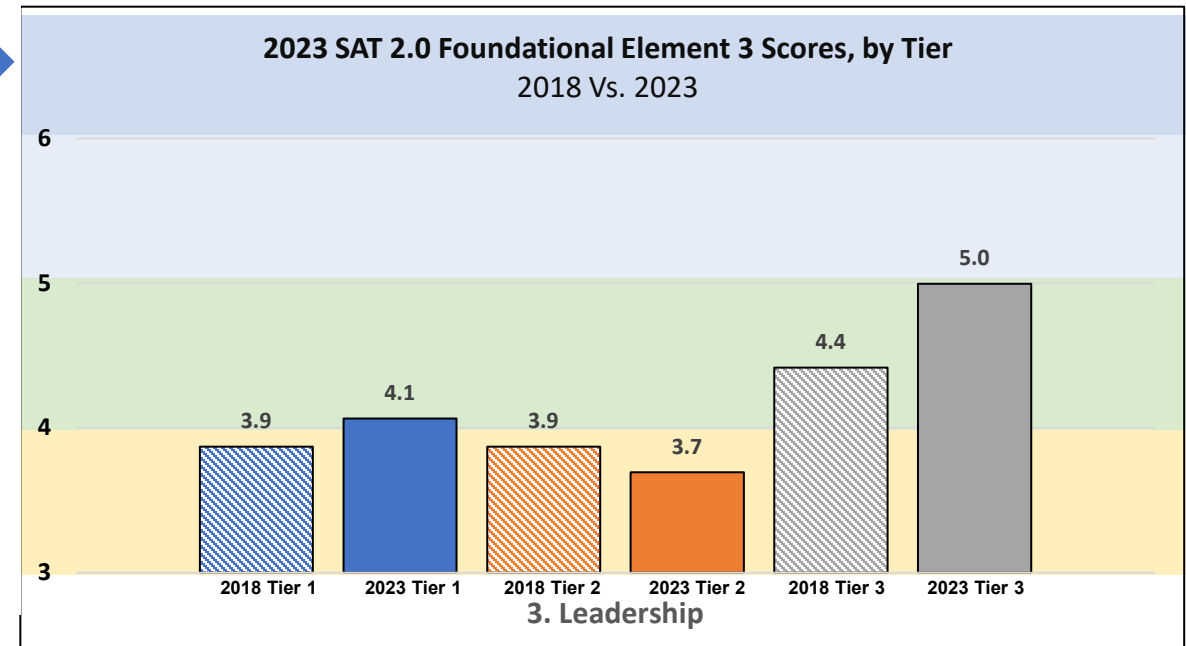
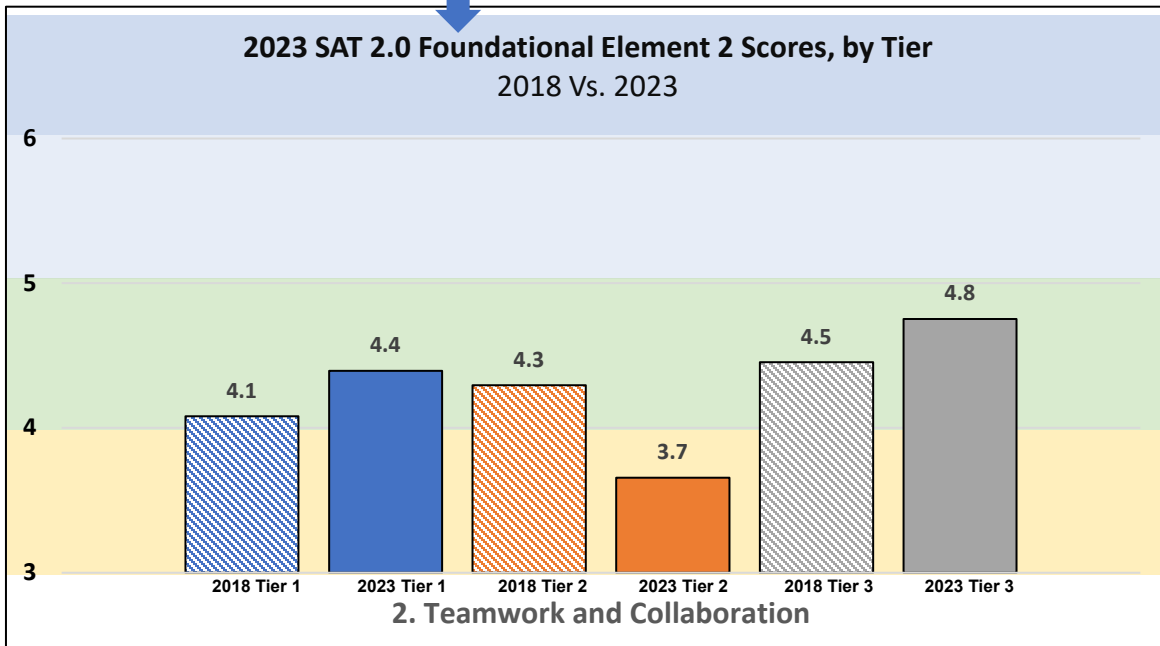
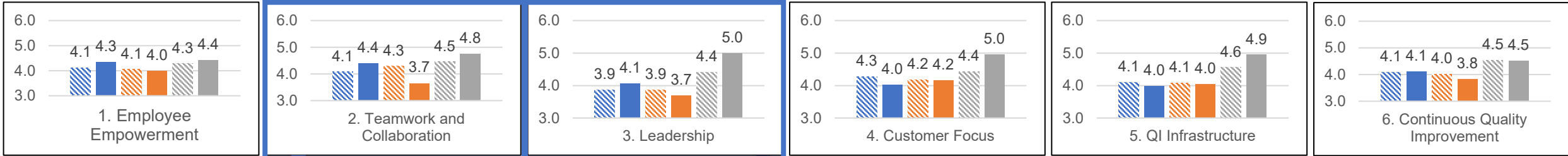
Response count only includes complete survey responses

2023 n=299/705; 42%

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2023 Survey Results

All Employee Tier Comparison



Response count only includes complete survey responses 2023 n=299/705; 42% 2018 n= 181/454; 40%

2014-2023 QI SAT Survey Results

Summary of the Evolution Over the Years



	2014	2018	2023
Survey Administration	<ul style="list-style-type: none"> Because QI NACCHO SAT survey unwieldy, convened focus groups of Tier 2 and 3 only 	<ul style="list-style-type: none"> Adapted QI NACCHO SAT survey so shorter All Tiers surveyed Added questions for PIM Committee 	<ul style="list-style-type: none"> Utilized new improved QI NACCHO SAT 2.0 All Tiers surveyed Added questions for QI Champions
Actions We Took Based on the Results	<ul style="list-style-type: none"> Focused on skill development of QI Project Leads and Champions by procuring vendors to offer formal annual workshops Offered technical assistance to Branches to conduct at least one QI project each year 	<ul style="list-style-type: none"> Focused on building capacity within the individual Branches by: <ul style="list-style-type: none"> Forming the QI Champions Committee Getting Champions to engage Branch teams and solicit project ideas Beginning FY 21-22, new grant dollars enabled us to expand support by hiring temporary staff to build QI program 	<ul style="list-style-type: none"> Continue to benefit from infusion of additional staff support-- offering consultations, expansion of resources, peer activities and other learning events Address SAT survey findings related to building teamwork and Tier 2 engagement Develop a plan to identify priorities for QI across all PHS processes



Advancing to Phase 5

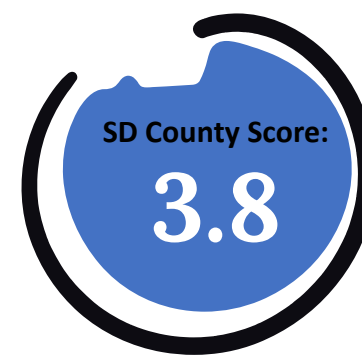




Foundational Element 1: Employee Empowerment



Foundational Element 1 – Employee Empowerment

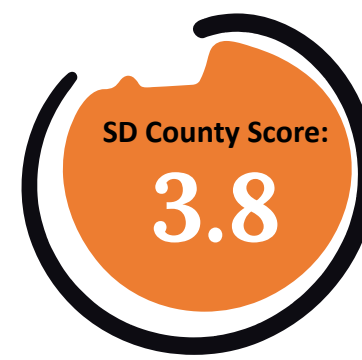


- Ensure there is a QI Champion in each Branch to help staff
- Clarify the role of staff in QI and performance management and their importance as part of the Performance Accountability System
- Develop an inventory of training and resources readily accessible via SharePoint
- Help staff to identify process improvement opportunities and apply QI to improve their workplace
- Recognize and reward staff for their QI project achievements

Foundational Element 2: Teamwork and Collaboration

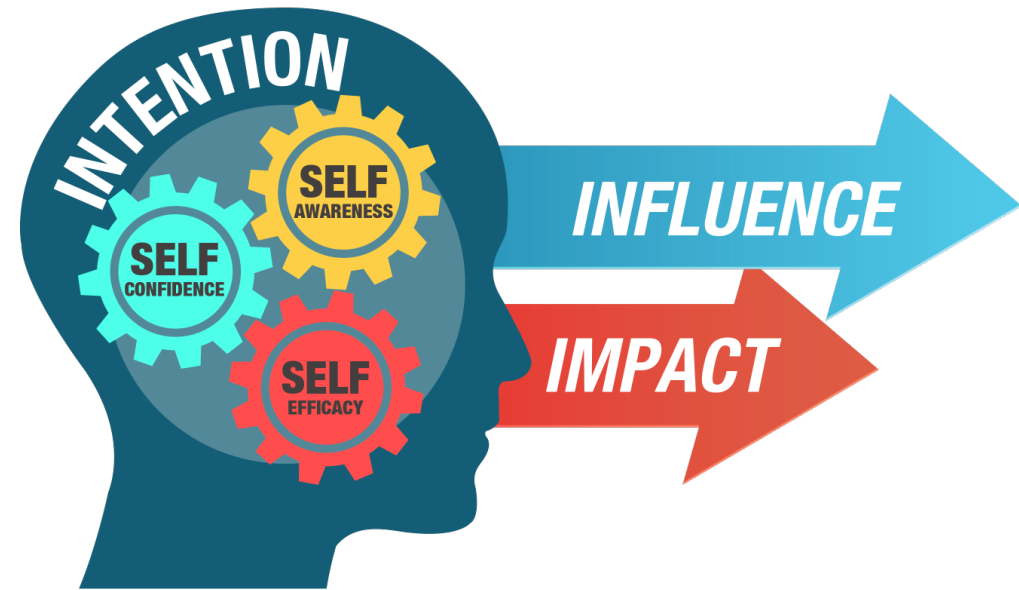


Foundational Element 2 – Teamwork and Collaboration

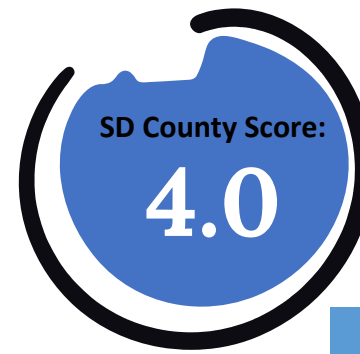


- Informal groups of employees formed for problem solving and innovation
- Formal QI projects teams are formed throughout PHS with an annual performance measure of 10 QI projects per year
- Several forms of peer sharing and learning exists including best practices and QI successes
 - Annual Peer Review
 - Annual QI Resource Fair
 - Quarterly QIC Committee meetings
 - Bi-Weekly QI Office Hours
 - Workshops

Foundational Element 3: Leadership



Foundational Element 3 – Leadership



General Management System

- The County has strong management excellence through its General Management System
- The Agency has been successful in applying the Malcolm Baldrige Performance Excellence Criteria
- The Public Health Officer has made a strong commitment to performance management and QI, instituting goals for number of completed QI Projects each year and supporting capacity building for **all staff**

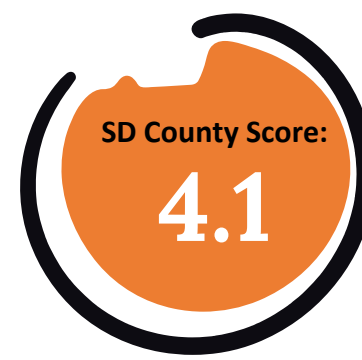




Foundational Element 4: Customer Focus

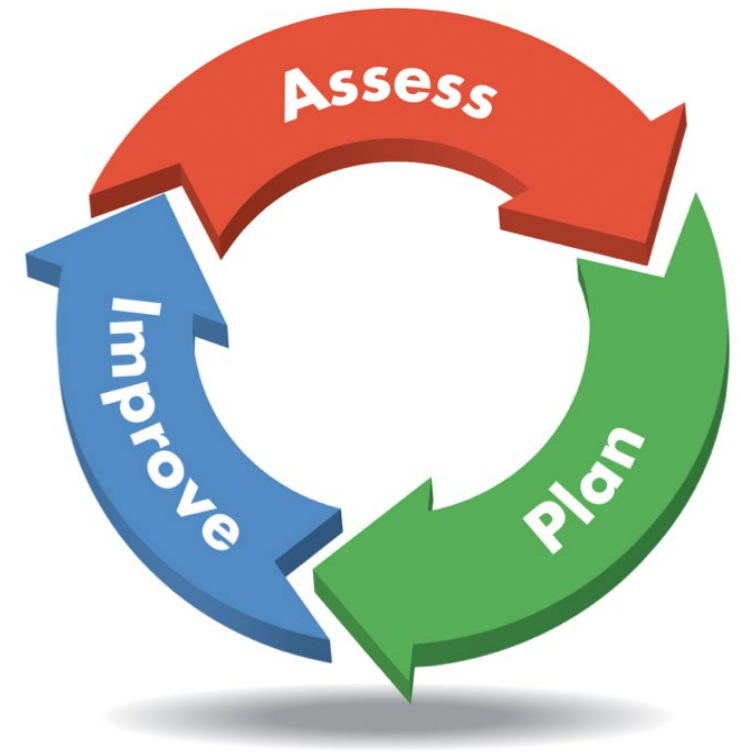


Foundational Element 4 – Customer Focus

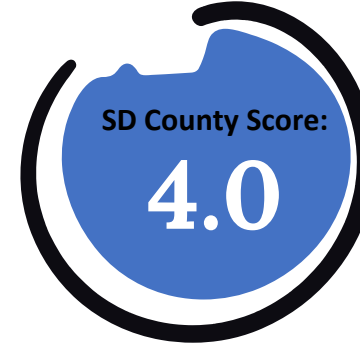


- Customer service data routinely collected PHS-wide and by Branches
- Both internal and external customers are regularly surveyed
- QI Champions are encouraged to use customer data (**H.E.A.R.T.**) and feedback to identify performance improvement opportunities
- Many QI projects center on addressing inequities faced by our customers and communities
- PHS has consistently scored over 4.5 on a scale of 1-5 (5 being highest) on customer satisfaction, reflecting a strong customer focus

Foundational Element 5: QI Infrastructure



Foundational Element 5 – QI Infrastructure



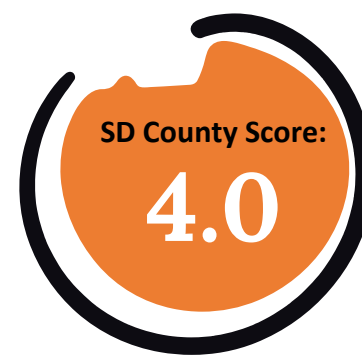
- Adopted a Performance Accountability System that is central to a plan and policy
- The staff are at the **center** of the System, as members of the PIM and QI Champion Committees with clear roles and responsibilities
- A robust planning process is undertaken every other year, referred to as a Strategic Review process, in line with Baldrige
- Through a centralized performance management system, data are refreshed quarterly, and Scorecards are disseminated to **all staff**



Foundational Element 6: Continuous Process Improvement



Foundational Element 6 – Continuous Quality Culture



- Since 2012, the Public Health Officer set goal of a certain number of QI projects to be completed each year, currently target is **10 QI projects per year**
- QI project results are shared through presentations to PHS staff at Senior Managers and QI Resource Fairs, and documented in an Annual Accomplishments Report that is shared with the Board of Supervisors and the public
- An inventory of training and resources is readily accessible via SharePoint, available to help staff with every day problem solving, in addition to formal QI projects
- The Performance Improvement Management and Quality Improvement Committees work together to ensure that performance gaps are addressed through QI projects. Integration of their activities has been a big emphasis
- With the Public Health Infrastructure Grant, efforts will be taken to identify and prioritize QI opportunities across all processes

Next Steps for Public Health Services

Advancing to Phase 5 of a QI Culture

- Develop a QI Plan that identifies and prioritizes PHS processes for QI
- Foster stronger teamwork and collaboration
- Encourage staff to apply QI practices in their daily work



We Want to Hear from You



What is your health department doing to support a strong QI culture?



Contact Us If You Want to Know More



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THANK YOU

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The Public Health Services department, County of San Diego Health and Human Services Agency, has maintained national public health accreditation, since May 17, 2016, and re-accredited by the Public Health Accreditation Board on August 21, 2023.