

# Quality Improvement Plan

S A I N T P A U L - R A M S E Y C O U N T Y P U B L I C H E A L T H

Quality Improvement (QI) enhances programs, processes and services to achieve a high level of efficiency, effectiveness and customer satisfaction. The QI plan provides context and a framework for QI activities for the department.

## Goals and Objectives

- 1 Goal:** Advance the culture of QI within the department  
**Objective:** By July 2015, 75% of staff will agree that the department is advancing a culture of focusing on continuous QI
- 2 Goal:** Improve staff capacity to engage in QI efforts  
**Objective:** By July 2015, 75% of staff will agree that the department has a high level of capacity to engage in QI efforts
- 3 Goal:** Assure measurable departmental success with QI efforts  
**Objective:** By July 2015, 100% of projects implemented and monitored by the Quality Improvement Leadership Team (QILT) will have demonstrated measureable improvement
- 4 Goal:** Increase awareness and communication within the department related to QI efforts  
**Objective:** By July 2015, 75% of staff will know where to access internal QI project reports, QILT information and resources

## Guidelines

Managers' and supervisors' responsibilities for identifying QI projects and assigning staff are based on the following:

- QI project teams are a collaborative which may include program staff, supervisors, division managers and QILT members as needed.
- QI projects should be in alignment with the following: the department's vision, mission, strategic plan, the community health improvement plan and the performance management system.
- Priority will be given to processes which are high-risk, high-volume, or problem prone and can be tracked with aggregate data.
- The QI team will submit a completed QI project proposal worksheet to QILT and implement the steps of a QI process such as Plan, Do, Study, Act (PDSA), and/or Lean.
- Following conclusion of the project, the team will submit the QI project report form.

## Quality Improvement Training Plan

The objective of the QI Training Plan is to build internal QI capacity and support a department-wide QI culture. The plan includes:

- Content for new-employee orientation
- Objectives and a schedule for Introductory QI classes
- Training courses for job classifications and lead QI staff
- Content areas for ongoing staff QI training

The plan is based on staff surveys, supervisor feedback, Department Leadership Team (DLT) guidance, PHAB standards, and recommendations from a consultant.

Limited basic QI training has been provided to date and new employees receive a one-page overview of QI. In addition, some employees have taken QI-related training from external training providers, including the National Association of County and City Health Officials, the Minnesota Department of Health, and the Minnesota Office of Continuous Improvement.

## 2014 Staff Survey - Key Findings

- 77% of respondents report a strong interest in improving the efficiency and effectiveness of programs and services;
- Most respondents report being “interested” in QI activities such as analyzing problems and finding solutions, action planning, defining measures, analyzing data, and the PDSA (Plan, Do, Study, Act) process;
- Only 54% of respondents agree that key decision makers in their program area value applying QI principles and practices to improve service quality and efficiency;
- Only 30% of respondents agree that staff integrate QI concepts and principles into daily practices, and comments suggest that there is room for improving performance and work processes; and
- While a high percent of survey respondents report they have the necessary skills to contribute to QI efforts, comments indicate confusion regarding QI principles and tools.

## Training Plan Priorities

1. Train DLT and QILT members on how to create a QI culture and select and sponsor QI projects within the next year.
2. Update New Employee Orientation materials and develop a more robust process in which all leaders have a role in onboarding new employees to QI.
3. Ensure that existing employees are not at a knowledge disadvantage by sharing relevant QI orientation materials with all current staff.
4. Provide introduction to QI or equivalent training to staff who do not understand QI principles, methodology and tools.
5. Build capacity of QILT members to serve as QI practitioners.

A training curriculum is being developed that specifies QI courses by job position and QI role. A process will be developed for assessing who needs to attend required training courses. Conversations on training should be ongoing and part of an employee's annual performance review and development plan. A system will be created for tracking employee training and performance development.

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