

HRSA Ryan White HIV/AIDS Program

**CENTER FOR QUALITY
IMPROVEMENT & INNOVATION**

Using Quality Improvement to Improve Staff Satisfaction

CQII National Technical Assistance Call

Presenter: Khalil Hassam, CQII Consultant

Date: July 20, 2023



HRSA Ryan White HIV/AIDS Program

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DISCLAIMER

- This is not a lecture session
- Culture of QI is multi faceted
- There is more than one way to evaluate and improve. This TA Call highlights one approach.



Learning Objectives

- Understand key components of a culture survey
- Understand the change process for gathering feedback
- Analyze findings from surveys
- Inspire application of culture survey in your workspace



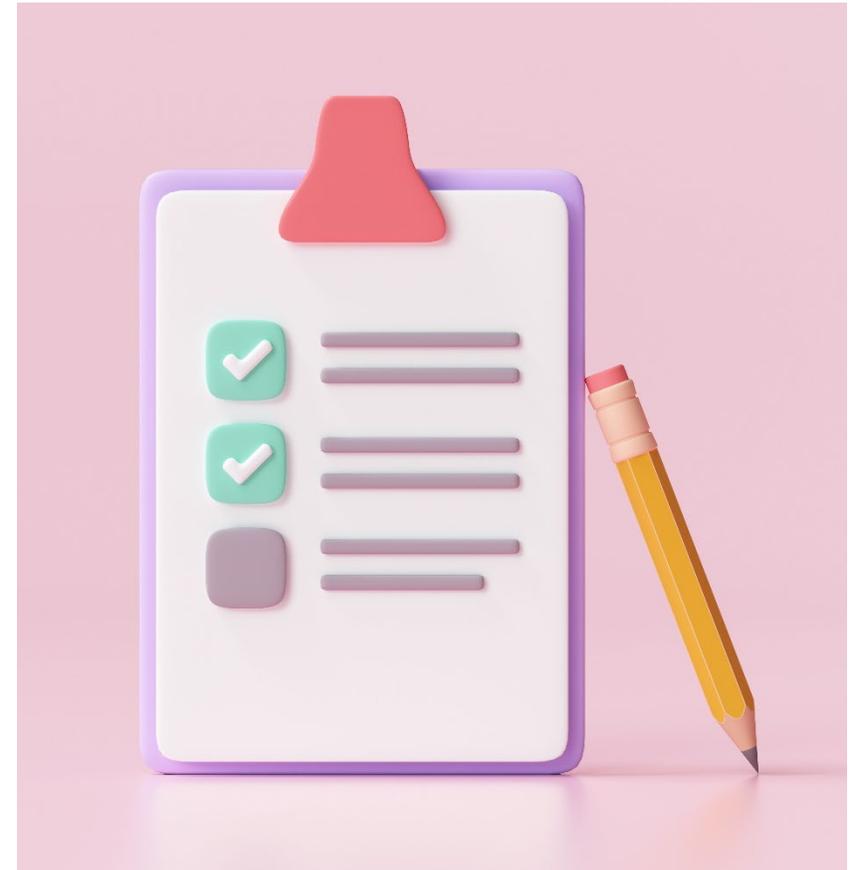
Opportunities I Discovered

- Team thought they knew QI, until we started training
- Team doesn't feel like they have time for training
- Team disliked morning meetings
- Team doesn't know much about each other's work
- They have great managers



Survey and Project Requirements

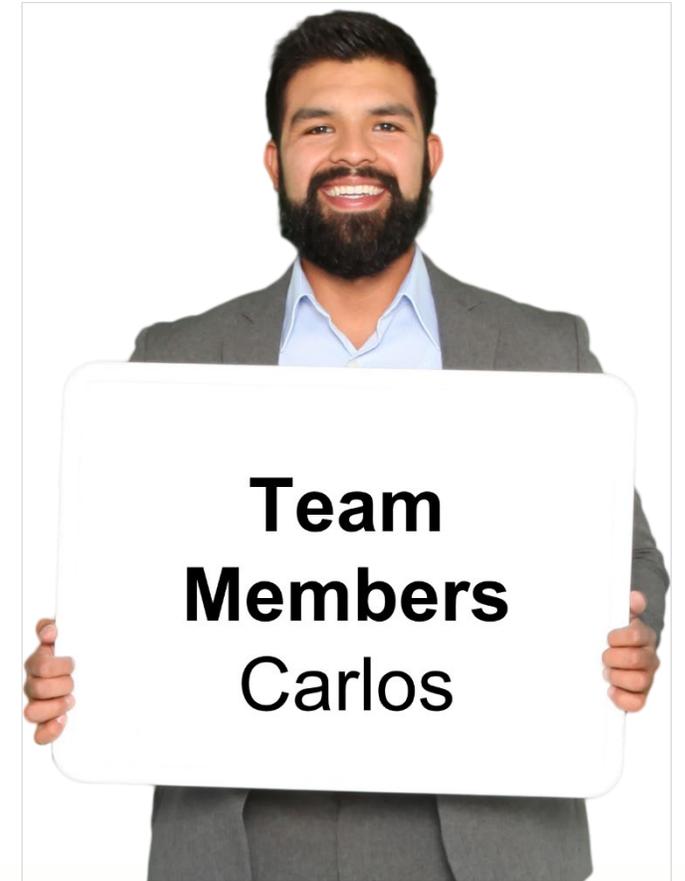
1. Be transparent
2. Must act on findings
3. Measure what matters
4. Minimize burden to the team
5. Get good enough data
6. Highlight and scale success



Survey

- Structured questions (required); open text (optional)
- Executed ~quarterly
- **Anonymous**
- Aim for 100% participation
- Sent by my boss
- Share results back with team; plan for changes
- Do changes; Study, Act

Who Is Involved



Managing Change – Middle Manager

- 1. Have a track record of being open and responsive to the team**
2. Water cooler talk – promoting the idea
3. Discuss in team meeting(s)
4. Email to team
5. Survey



Managing Change – Middle Manager

Level Setting

Level Setting – Team Meeting

Quarterly Workplace Survey

- My role – to serve you. To serve you, I need to know your needs
- Feedback mechanisms
 - 1:1s
 - “Open door” policy
 - Mid year review
 - Annual review
 - Culture survey
 - Anonymous
 - Standardized
 - Goes to my boss

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Email Introduction

Email Introduction

Subject: Help Improve Our Workplace

Hi Team,

I have a vision to make your team normal the best place to work at our center!

To get there, I and other managers want to know how to change our thinking, actions, and processes, to best serve you. What much of us are at our best, aligned, and joyful, the public health results will follow.

We have a variety of existing feedback mechanisms, to better understand our work and working relationships:

- Open door policy – stop by and talk with me any time
- Scheduled 1 on 1s – structured time for you and I to meet and discuss
- Mid year, and Annual reviews – formal activities twice per year

Missing from all of this is a structured way for you to provide feedback about your work experience directly to folks accountable for it [middle and executive managers].

As a part of our culture of continuous improvement, we are launching a quarterly survey, to assess your work experience and our collective culture.

We'll talk more about this in our next meeting on [date], but a few anticipated questions and their answers below.

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Anticipating Questions

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Q: Will this be anonymous?

A: Yes! The survey will be completely anonymous.

Q: Who will distribute it?

A: One [executive manager, middle] will distribute the email.

Q: How will you know if I responded, or not?

A: [Executive manager] will not. [Executive manager] will monitor the number of responses against the team size, and you'll see feedback follow-up asking you to take the survey, but we won't know who did, and did not, take the survey.

Q: What will happen with the survey results?

A: [Executive and middle] managers will meet with the [executive manager] to review the results. Based on the feedback we receive, we will make improvement plans to address the needs issues reported. I'll also [share link](#) + [link here](#) summary of the findings, so you can see what we're doing.

Q: What happens after that?

A: I'll share back with you about what changes were made, in response to your needs, and we can discuss if there are further, or if we need to make updates to better serve you.

Q: How often will this survey be conducted?

A: Once every 3 months.

Q: I have more questions – who can I talk to?

A: Please talk to [Executive, middle or executive manager].

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Level Setting – Team Meeting

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 - **Culture survey**
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Anticipating Questions

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Q: Who will distribute it?

A: Our [executive manager, name] will distribute the email.

Q: How will you know if I responded, or not?

A: [middle manager] will not. [executive manager] will monitor the number of responses against the team size, and you'll see blanket follow ups asking you to take the survey, but we won't know who did, and did not, take the survey.

Q: What will happen with the survey results?

A: [frontline] and [middle] managers will meet with the [executive manager] to review the result. Based on the feedback we receive, we will make improvement plans to address the needs/issues reported. I'll also share back a high level summary of the findings, so you can see what we're seeing.

Q: What happens after that?

A: I'll share back with you about what changes were made, in response to your needs, and we can discuss if things are better, or if we need to make updates to better serve you.

Q: How often will this survey be conducted?

A: Once every 3 months.

Q: I have more questions – who can I talk to?

A: Please talk to [frontline, middle or executive manager]



Managing Change – Executive Manger

Hi All,

You are well familiar with program monitoring and evaluation, as it is a critical part of our public health role; it is how we gather information, better understand where strengths and opportunities lay, and develop an informed plan to continually improve. You, as both stakeholders and customers of our team, are equally as important as the programs you drive.

A short survey is being introduced to ensure capture your experiences and perspectives.

This survey is hosted online and is completely anonymous. Please be thoughtful, honest, and candid when you respond. I would like to see 100% participation in this survey, to ensure that everyone's voice is heard. Because the survey results cannot be traced back to you, I will not know who completed the survey, but trust that you will give this your prompt attention.

Your feedback will lead to improvements: where opportunities are identified, we will move in a direction to improve. Where strengths are found, we will continue to reinforce these areas.

Thank you for taking a moment to make the [team] a better place to work!

Please complete this survey by [date]. [link to survey]



Survey Components

Requirements

Resources

Team Fit

Psychological Safety

QI

Manager

Requirements

- Do you know your roles and responsibilities?
- Do you see the connection between your day-to-day and what the team does?
- Do you see the connection to the big picture?

Requirements

1. I know the team goals and expectations *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

2. I understand my roles and responsibilities *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

3. I understand my roles and responsibilities and how they relate to our team goals *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree



Requirements

4. I understand my roles and responsibilities and how they relate to larger strategic goals *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

5. Share your experience about goal achievement in your role:

Enter your answer



Resources

- If you do make all the connections...
- Do you have what you need to be successful? (from pencils to software)
- If you have a skills gap, do you have resources?

Resources

6. I have access to the needed resources and materials to meet expectations *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

7. I have had opportunities to access sufficient training needed to meet expectations *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

8. Share your experience about training and resources related to your role and expectations:

Enter your answer

Team Fit

- Do you know your team members' work well enough to see opportunities/ideas?
- Do you feel like the team is a good fit?
- Does the team problem solve together?



Team Fit

10. I feel confident in speaking about the work of my team members *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

13. My unique skills and talents are valued and utilized *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

14. The team is able to work together to solve problems *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

Psychological Safety

- Do you feel safe with your team to speak up about ideas, questions, mistakes?
- How about with your boss?

Psychological Safety

9. I feel safe to take risks on this team *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

11. If I make a mistake, it is often held against me *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

12. People on this team are able to bring up problems and tough issues *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree



Quality Improvement

- Do you have the skills and confidence to do QI?
- Do we celebrate the good things?
- Are there standards for your work?

Quality Improvement

15. I have the knowledge and confidence to engage in quality improvement activities *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

16. The team celebrates accomplishments *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

17. There are clear and documented standards for how I do my work *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

18. Share your experience about our team culture:

Enter your answer



Manager

- Do you have psychological safety with your manager?
- Does your manager support you?



Manager

19. **My manager values my ideas** *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

20. **I am comfortable in bringing challenges to my manager** *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

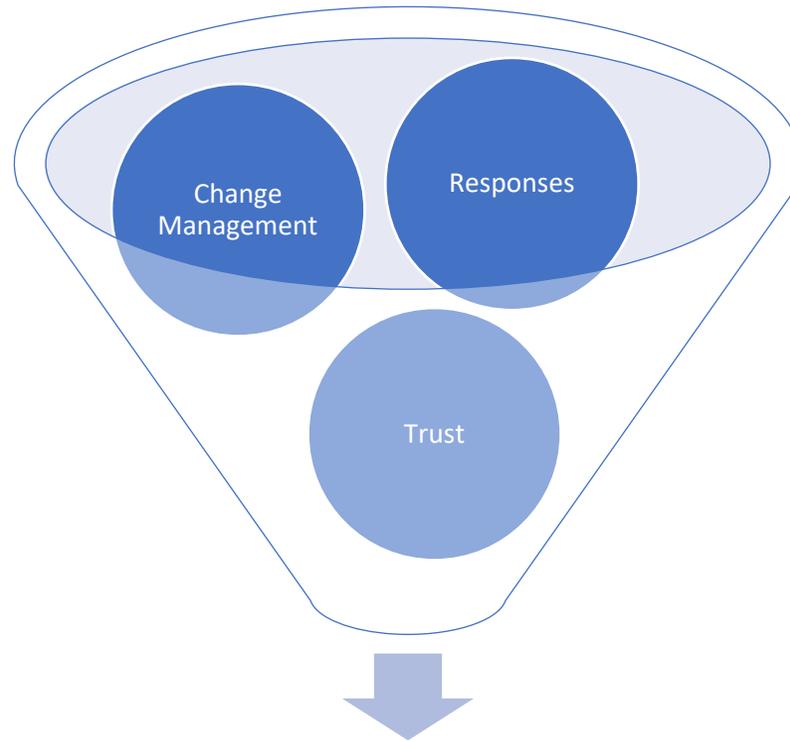
21. **I have the support and guidance of my manager in pursuing shared goals and individual objectives** *

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neutral
- Somewhat Agree
- Agree
- Strongly Agree

22. **Share your feedback about team management:**

Enter your answer





Big Spreadsheets

Handling Ordinal Data

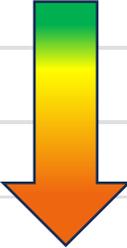
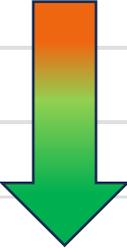
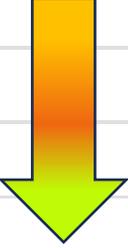
	A	F	G	H	I	J	K	L
1	ID	I know the team go	I understand my rol	I understand my rol	I understand my rol	Share yo		
2	1	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Our prog		
3	2	Agree	Agree	Somewhat Agree	Agree			
4	3	Strongly Agree	Strongly Agree	Strongly Agree	Agree			
5	4	Agree	Somewhat Agree	Somewhat Agree	Somewhat Agree	Developi		
6	5	Agree	Agree	Agree	Agree			
7								
8								
9								
10								
11								
12								
13								
14								

Handling Ordinal Data (2)

1. Develop code to translate value to number
2. Make the changes in your data
3. Group and average your data (Pivot Tables)

Value	Code
Strongly disagree	1
Disagree	2
Somewhat disagree	3
Neutral	4
Strongly agree	5
Agree	6
Strongly agree	7

Analyzing Data

Culture of QI			
Row Labels	I have the knowledge and confidence to engage in quality improvement activities	The team celebrates accomplishments	There are clear and documented standards for how I do my work
21 Dec	 6.20	 5.10	 5.33
22 April	5.70	6.40	5.00
22 Sept	5.30	6.40	5.00
23 Mar	5.30	6.50	5.60

Action Plan

- Plan {
1. Discuss with 360° managers, hypothesize root causes and changes
 2. Share aggregate results with team
 3. Discuss with team, develop root causes and changes
- Do {
4. Test changes
- Study {
5. Study changes
- Act {
6. Adapt, adopt, abandon
 7. You Said, We Did

You Said

Loops are not closed!

Constraint: signing routing slips

Dedicated time for trainings

Deadlines are directed, not discussed



We Did

Trying BCC and updates in weekly mtg

I prioritized, cutting time from 3+ to 1 day

Closed shop and went to a training together

Discussion/agreement of deadlines and rationale for deadline



Next Steps

1. Evaluate current methods
 - How do we collect feedback? Structured, unstructured? Response rates? Needs of different types of communicators?
2. Gap analysis
 - What is missing? How could you close that gap?
3. Create Vision
 - How will we change our current process, and/or add a modality (e.g. quarterly survey)?
4. Discuss with leadership
 - How do they feel about the idea? Will they commit to making the changes and/or providing necessary resources?
5. Do, Study, Act

Contact Information



Khalil Hassam, CQII Consultant, Khalil@cqii.org

Learn More

212-417-4730 (phone)

212-417-4684 (fax)

Info@CQII.org

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