Building a Culture of Quality

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CAUTION

This presentation adopts and deviates from conventional culture concepts.
Traditional organizational culture defines two concepts

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<table>
<thead>
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<tbody>
<tr>
<td><strong>Culture</strong></td>
<td>Innate or underlying organizational structure</td>
</tr>
<tr>
<td><strong>Climate</strong></td>
<td>Transient structure influenced by current events or circumstance.</td>
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Michael Noble’s view of Organizational Culture

- Organizations, like people have at least 3 interactive components that influence how organizations “think” and act.
  - **Underlying Character** (Personality)
    - Inherent in the organization’s function and structure
  - **Active Alignment** (Culture)
    - Personality changes driven by the CEO and leadership or imposed external forces.
  - **Immediate influences** (Climate)
    - Focus of the day

- Programmatic Successes is related to the alignment of these components.
The Culture Stack

- Climate Change
- Alignment
- Basic Personality
Have you ever noticed?...

- Some laboratories seem to make quality progress better than others.
- Some laboratories adopt changes better than others.
- Some laboratories fret less over accreditation than others.
- Some laboratories perform better on accreditation than others.
It’s because...

• Some laboratories have built a culture that allows the staff to absorb change and keeps a focus on quality better than others.
How are Organizations Classified?

OCAI
Organizational Culture Assessment Instrument

A scenario based survey form, first developed in 1983, that addresses an organization’s dominant characteristics, leadership style, management of employees, mechanisms for organizational bonding, strategic emphases, and an organization’s criteria for determining success.

Reliability of OCAI approximates 80%
OCAI

FLEXIBILITY AND DISCRETION

INTERNAL FOCUS AND INTEGRATION

STABILITY AND CONTROL

EXTERNAL FOCUS AND DIFFERENTIATION

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# Organizational Personalities

<table>
<thead>
<tr>
<th>CLAN</th>
<th>ADHOCRACY</th>
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<tbody>
<tr>
<td>Family type organization</td>
<td>Innovative, pioneering, cutting edge. Tend to have less centralize power base.</td>
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<tr>
<td>Friendly places to work.</td>
<td></td>
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<table>
<thead>
<tr>
<th>HIERARCHY</th>
<th>MARKET</th>
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<tr>
<td>Bureaucratic and internal affairs oriented.</td>
<td>Focused on external environment, profitability and market share.</td>
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<tr>
<td>Stable and efficient.</td>
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## Organizational Personalities

### LEADERS

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<tr>
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<tr>
<td>Leaders are seen more as mentors.</td>
<td>Leadership is seen as less centrally located and flows with activity.</td>
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<tr>
<td>Leadership is seen as more directive and in control.</td>
<td>Leadership is seen as product and goal oriented and as competitors.</td>
</tr>
</tbody>
</table>
Organizational Character is Never Pure

All organizations show elements of all character groups all the time.
Organization Personality is linked to what we do and how we do it.

- Hospital Laboratory
- Research Start-up Laboratory
- Start-up Community Laboratory
- Mature Community Laboratory
Re-alignment links with Circumstance (Climate)

Mature Community Laboratory

Internal Pressures
Cost reduction
Revenue generation

External Pressures
Legislation Technology Competition

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Features Associated with Quality Culture

- More Internal Discretion
- More Management Engagement
- More External Differentiation
Quality Culture Essentials

LEADERSHIP

VALUES

ROADMAP

PEER PARTICIPATION

STRUCTURE

BENEFIT AND GAIN

Joe Batten
Building a Total Quality Culture
1992
QUALITY CULTURE TREE

QUALITY CULTURE GROWS
Nourished with Vision
Supported with Structure
Flourishes with Action

FAIRFIELD-SONN, 2001

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Culture Feeds Progress: Progress Feed Culture

Culture of Quality → Adoption of Quality → Culture of Quality
Principles for Transformation

It is insufficient for Top Management to commit to support Quality. Support is not enough. Action is Required.

*If you can’t come, send nobody.*

W. Edwards Deming
Moving to a Culture of Quality

1. Determine what “quality” means for your organization.
2. Embed Quality within the organization’s mission statement and core values.
3. Provide Quality training for all employees.
4. Create opportunity for all employees to align to the Quality program.
5. Promote and encourage Quality as part of the common philosophy.
6. Make Quality a central component of every key decision process.
# Culture and the Quality Tool Box

<table>
<thead>
<tr>
<th>CLAN</th>
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<tbody>
<tr>
<td>Personnel Empowerment</td>
<td>Create New Standards</td>
</tr>
<tr>
<td>Team Building</td>
<td>Anticipate Needs</td>
</tr>
<tr>
<td>Employee Involvement</td>
<td>Focus on Continual Improvement</td>
</tr>
<tr>
<td>Open Communication</td>
<td>Focus on creative solutions</td>
</tr>
</tbody>
</table>

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<tr>
<td>Error Detection</td>
<td>Customer satisfaction</td>
</tr>
<tr>
<td>Measurement</td>
<td>Productivity</td>
</tr>
<tr>
<td>Process Control</td>
<td>External Partnerships</td>
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<tr>
<td>Systems Problem Solving</td>
<td>Suppliers Evaluation</td>
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Culture and Quality Research Observations

Smaller institutions tend towards clan or adhocracy cultures.

Large institutions tend towards hierarchical and market cultures.

Successful Quality Cultures match quality programs to their personality, and include elements from EACH culture group.
Factors that Facilitate Adoption of Quality and Safety

Administrative leadership
Audit and Feedback.
Education
Champions
Reminders
External Pressures

Blake et al
Facilitators and Barriers to 10 NFQ Safe Practices
Am J. Med Quality 2006

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Factors that Barrier Adoption of Quality and Safety

- Collective Resistance to Change.
- Personal Resistance to Change.
  "If you are busily looking around for the barrier to change, and can’t find it, it may be you".
- Time constraints
- Financial constraints
- Education constraints.

Blake et al
Facilitators and Barriers to 10 NFQ Safe Practices
Am J. Med Quality 2006
Can a Laboratory MEASURE Culture of Quality?

Interview and Checklist
Semi-Quantitative
Trending Possibilities
Culture of Quality Questions

1. Do you believe the organization is committed to a COQ?
2. Do you believe your supervisor/manager is committed to a COQ?
3. Is there an organizational Quality Policy?
4. Does the organization use COQ tools?
5. Does the organization predicate change on COQ tools?
   1. Internal Audits
   2. Continuing Education
   3. Continual improvement
6. Does the organization promote Quality Conversation?
   1. Seminars
   2. Newsletters
   3. Committees
In Summary...

• Laboratories can align their culture to be more conducive and supportive of Quality.

• Opportunities to change culture through active alignment are small compared to underlying personality and situational climate.
In summary …

• Culture of Quality is real and measurable.
• Culture begets change and change begets culture.
• Studies consistently show familiar facilitators and barriers to quality adoption.
• Leadership is important.
• Actions are more important.
• Every individual is critical.
• Underlying personality is critical.
In Conclusion

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VISION

STRUCTURE

ACTION

CULTURE

FAIRFIELD-SONN, 2001