



First Nations Health Authority  
Health through wellness



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AND GETTING BETTER EVERY DAY

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# Adding Your “Q” for Quality Health Services Continuous Improvement – A Way of Being

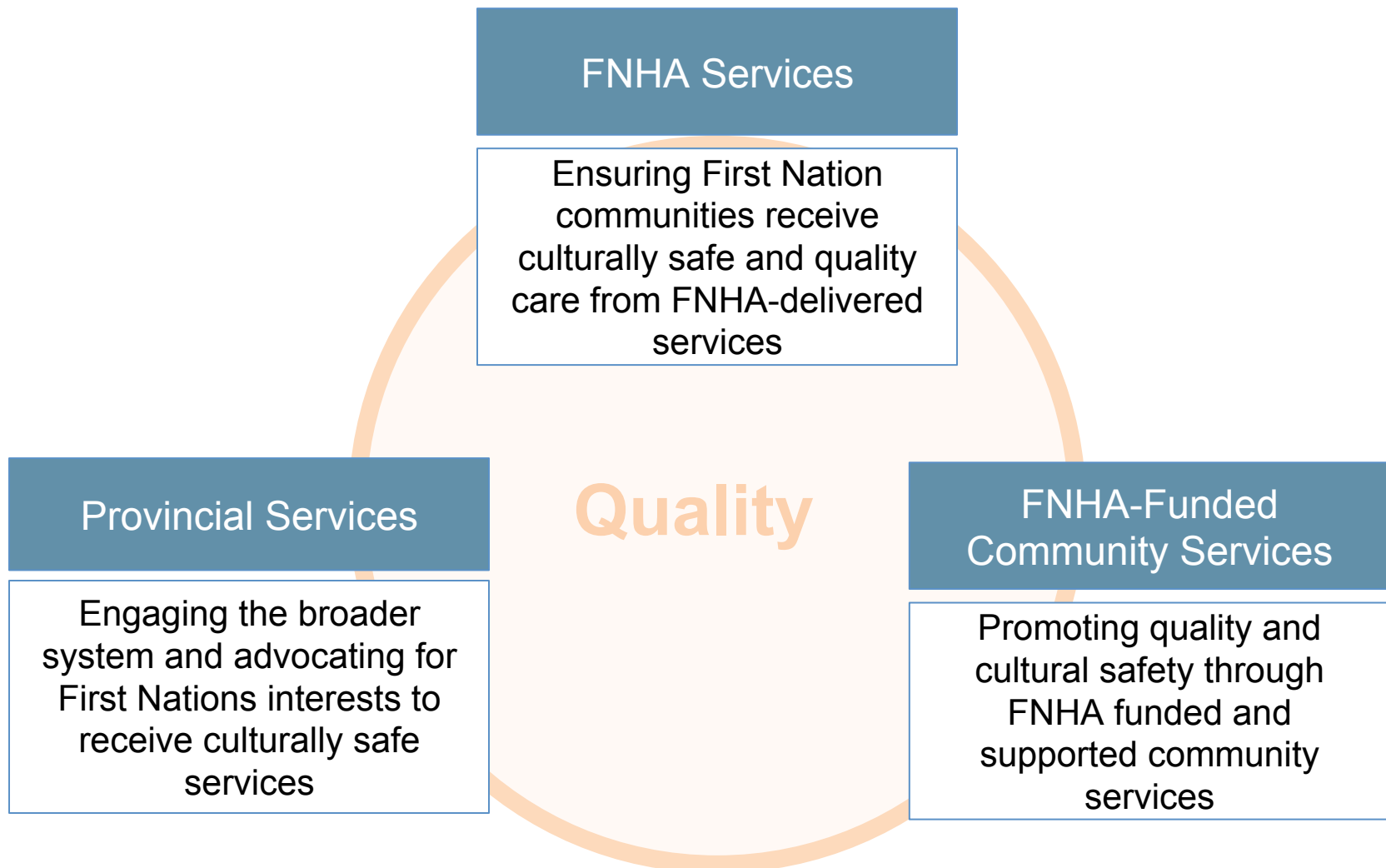
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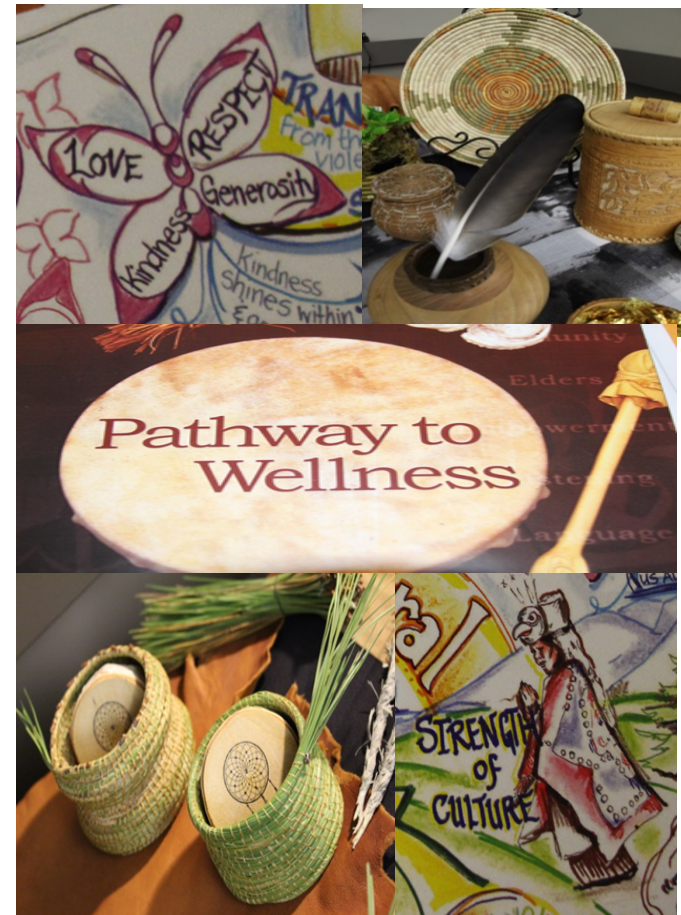
## FNHA Perspective on Quality





## Supporting Quality at FNHA:

- Indigenous Approach – First Nations Perspective on Health and Wellness and Community Wellness Models
- Leadership – Cultural Safety and Humility Framework and Actions
- Engagement and Partnerships - Communities, Regions and Province
- Ethics – rooted in FNHA Directives
- Service Excellence – Operations, Risk Management, Medical Devices, etc.





## Dimensions, Services and Improvements are:

- culturally rooted and defined
- inclusive of First Nations practices
- holistic, responsive and innovative
- relationship based with lateral kindness
- accessible, efficient and effective
- meaningful and measurable
- integrated, coordinated and continuous – across teams, disciplines and jurisdictions





## Learning Focus for this Session

### Continuous Improvement as a Way of Being...

- **What** is it and **why** it's important?
- It is a **form of learning**.
- **Attributes that support** this way of thinking.
- How these attributes can be applied - demonstrated in the **case example**.
- Use the CI Self-Assessment Tool to determine your **workplace progress**.





## What is Continuous Improvement and Why It Is Important?

It means different things to different people and organizations.

***Is there a term or a phrase or a definition that you or your community uses to describe continuous improvement?***

Quality Improvement

Continued Learning

Continued Growth

Moving Forward Together and Getting Better Every Day



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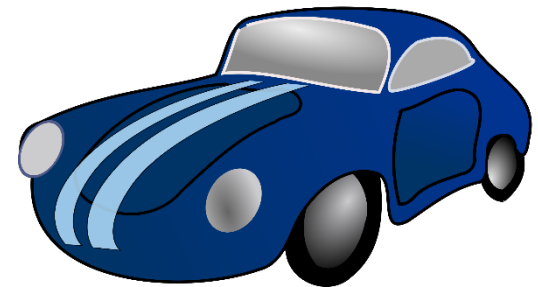




## It is a Form of Learning

Continuous improvement is not a new concept.

Through trial & error, we learned to do things like:



This is continuous improvement on a personal level.



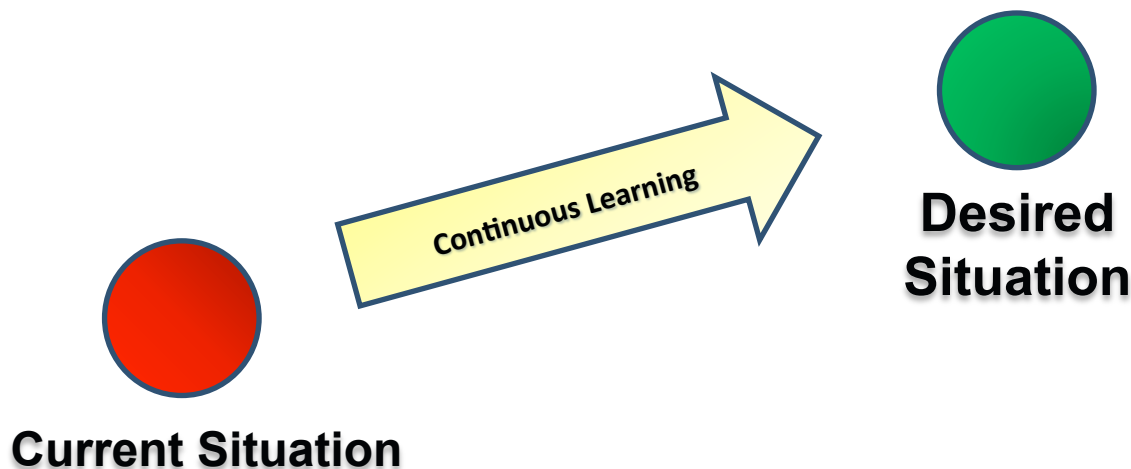
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## It is a More Learning and Evolving

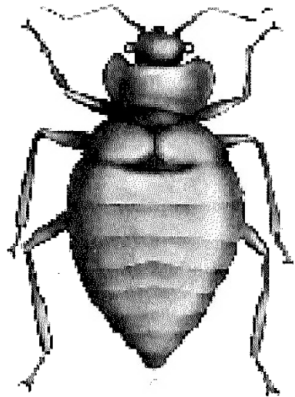
- Same at Work!
- How we do our work is:
  - Generally **more complex**
  - **More people involved** in the learning process...  
...which can make it **more challenging**.
- It is through a process of continued learning that we are able to make improvements that will help us to reach our desired goals.





## Case Study

### Home and Community Care Program Personal Care and Home Making Services



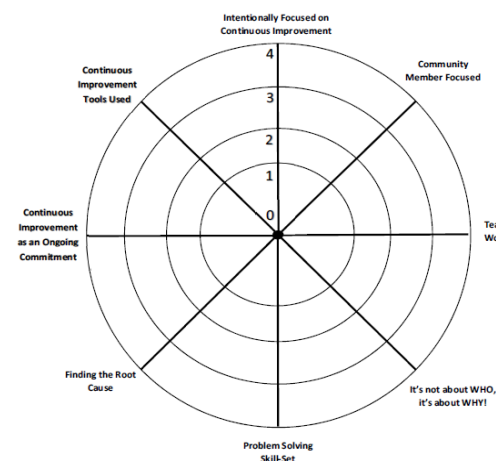


## Assessment Tool

CI Self-Assessment Tool helps to determine your workplace progress and areas for further development.

Continuous Improvement Self – Assessment Tool Criteria Grid					
	4	3	2	1	0
<b>Intentionally Focused on Continuous Improvement</b>	<ul style="list-style-type: none"> <li>- Our team has a clear understanding of what CI means to us – we talk about it often. All new staff are trained to understand what CI means to us.</li> <li>- We understand that CI means that we are always learning.</li> <li>- We are always looking for ways to make adjustments to our work processes to make things better.</li> <li>- Curious inquiry is our standard.</li> <li>- A CI approach is embedded at all levels of our organization – from the Board, senior leadership and all programs.</li> </ul>	<ul style="list-style-type: none"> <li>- We actively talk about CI and are defining what it means to us.</li> <li>- We are starting to talk about what we have learned from our improvement initiatives.</li> <li>- We know our organization has some problems. Staff and leaders are acknowledged when they participate with team-based problem solving and CI.</li> <li>- We practice curious inquiry.</li> <li>- We have teams that are applying a CI approach to different projects.</li> </ul>	<ul style="list-style-type: none"> <li>- We are trying to figure out what CI means for us.</li> <li>- We understand that CI requires that we need to try new things and pay attention to what we learned from the outcome of that trial.</li> <li>- We know our organization has some issues, and we have started to tackle them in our teams.</li> <li>- We are practicing curious inquiry.</li> <li>- Our leaders are working with teams to encourage team problem solving. There is some resistance from the staff because this is a new thing for them.</li> </ul>	<ul style="list-style-type: none"> <li>- We have heard about CI, and are interested to learn more.</li> <li>- We don't quite understand how learning and CI link together, but we know there's something there.</li> <li>- We know our organization has some problems, but we aren't really good at resolving them completely.</li> <li>- We have heard about curious inquiry...and are interested to learn more.</li> <li>- Only our organization leaders are talking about CI – staff just do their work as per their job description.</li> </ul>	<ul style="list-style-type: none"> <li>- We have no idea what CI is.</li> <li>- We just come to work to do our job.</li> <li>- Our organization prefers to hide problems. When you find problems, it makes your organization look bad.</li> <li>- If we do find problems, we are defensive and try to explain it, or blame others.</li> <li>- As long as the staff do what their supervisors tell them to, there should be no problems.</li> </ul>
<b>Community Member Focused</b>	<ul style="list-style-type: none"> <li>- We start all our CI work by considering what is important from the community member's perspective.</li> <li>- We always ask clients what is important to them. We try to understand the community member's perspective – so we can make improvements that better align with our member's needs.</li> <li>- We ask volunteer members to be active participants with our CI teams.</li> </ul>	<ul style="list-style-type: none"> <li>- We start all our CI work by considering what is important from the community member's perspective.</li> <li>- We talk to community members, we do community needs assessments and community surveys.</li> <li>- We consider the information we learned from conversations and surveys when we make system improvements.</li> </ul>	<ul style="list-style-type: none"> <li>- We talk to community members, we do community needs assessments and community surveys.</li> <li>- We consider the information we learned from conversations and surveys when we make system improvements.</li> </ul>	<ul style="list-style-type: none"> <li>- We think the community member's perspective is important to understand...we just aren't sure how to get that information.</li> <li>- Our primary source of information about the community member's perspective is when we get their complaint letters.</li> </ul>	<ul style="list-style-type: none"> <li>- There is no sense considering the community members perspective – if they don't like how we provide services, they can go somewhere else.</li> </ul>

Continuous Improvement Self-Assessment Tool



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## Continuous Improvement Way of Being

### Key Attributes:

- 1. Intentionally focused on continuous improvement**
- 2. Community member focused**
- 3. Team work**
- 4. It's not about WHO, it's about WHY!**
- 5. Fostering an environment that uses problem solving skills**
- 6. Finding the root cause**
- 7. Continuous improvement as an ongoing commitment**
- 8. Continuous improvement tools used**



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## Key Attribute: Intentionally Focused on Continuous Improvement



- The organization has a clear definition of Continuous Improvement.
- Teams talk about it often.
- Teams actively look for opportunities to make improvements.
- Curious inquiry is a standard approach.
- Frontline staff, management and governors all know what Continuous Improvement is and use Continuous Improvement way of being.
- Holding one another accountable for incorporating the attributes into how the team thinks and approaches problems.



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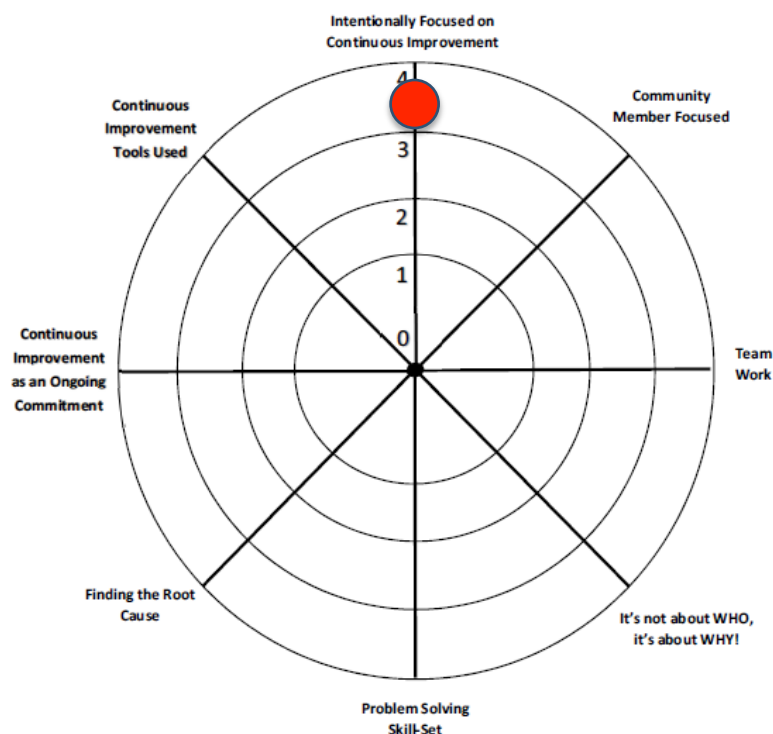
## P'ápayek —“Getting Better”

P'ápayek is  
discussed  
regularly at  
meetings

Actively look for  
P'ápayek  
opportunities

Curious inquiry is  
encouraged

Continuous Improvement Self-Assessment Tool



Leaders and  
program staff are  
familiar with what  
P'ápayek is

P'ápayek is  
included as a  
core element of  
new staff  
orientation

Staff starting to  
hold one another  
accountable to  
the P'ápayek  
thinking



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## Key Attribute: Community Member Focused

What is important to the community member?

- We know by asking.
- We know by including them in the improvement work.



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## Key Attribute: Team Work

- There are always people who impact or are impacted by the work process being examined.
- For a long-lasting and effective solution, it is necessary to involve those who impact or are impacted by the issue.



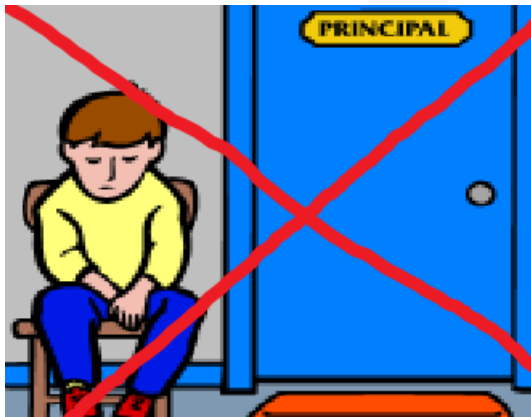
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## Key Attribute: It's not about WHO, it's about WHY!

- The outcomes we get in our organizations are largely the result of the systems that we have designed.
- 95% of staff come to work to do a good to great job.
- Very few people intentionally want to make mistakes.



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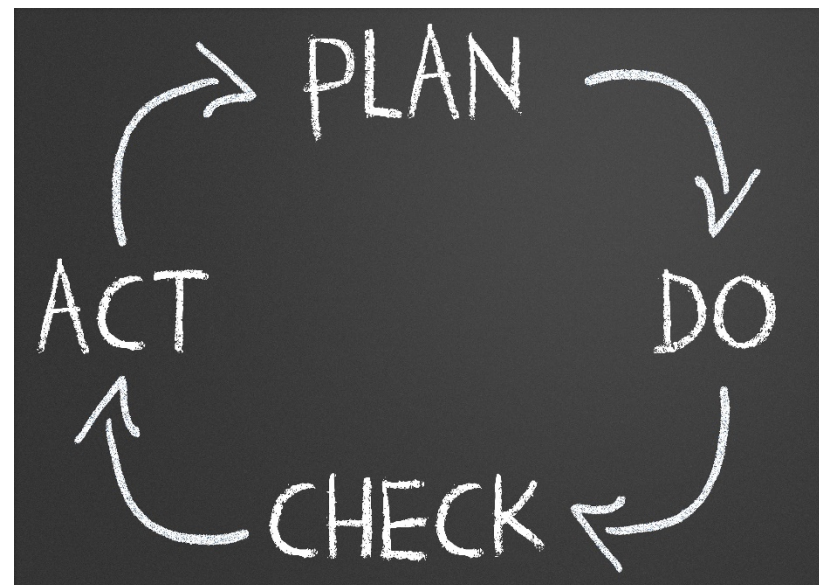
## Key Attribute: Fostering an Environment of Problem Solving

Empowering workers to be active participants in problem solving:

- Knowledge, skills, support and time

Supervisors as active supports:

- Coach through the process



Environment of Problem Solving = Organization of Problem Solvers



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## Key Attribute: Finding the Root Cause

The root cause of a problem is the deeper underlying issue that if addressed, may eliminate the issue altogether.

### Case Example:

**Issue:** Home and Community Care and Community Operations are confused about what sort of communication needs to happen between departments when bed bugs are suspected in a client's home.

**Why?** Because each department has a unique role to assist the client to manage the problem, but they don't understand who else needs the information.

**Why?** Because they don't have a common process that outlines how to support a client using both program services.

**Why?** Because a collaborative process has not been developed.

**Why?** Because both programs have not had an opportunity to overview the collaborative process from end-to-end together.

**Why? Because we have not arranged opportunities to do so.**



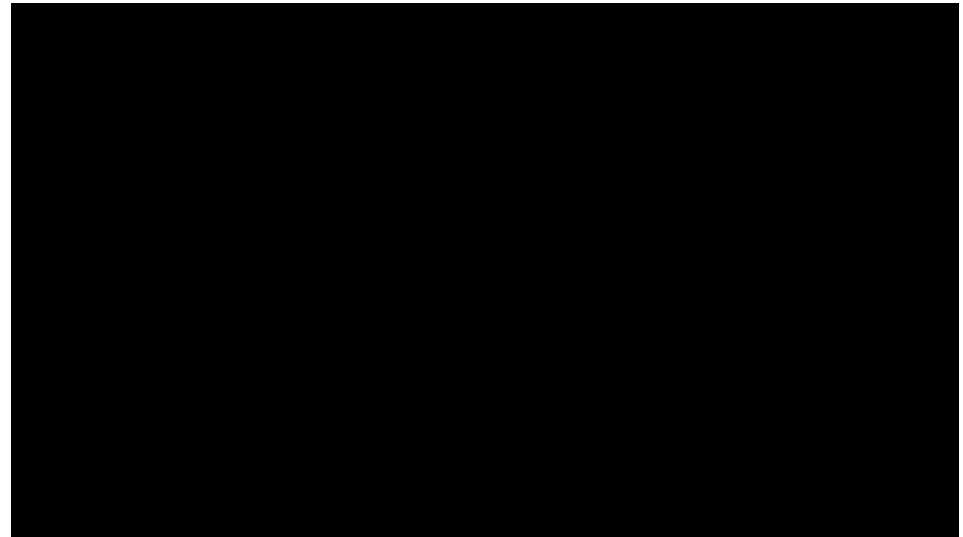
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## Key Attributes: Continuous Improvement is an Ongoing Commitment

- Nothing ever stays the same.
- The way we delivery services today, will not be the way we delivery services tomorrow.
- Our processes will be continually improving to better meet the needs of our community members.



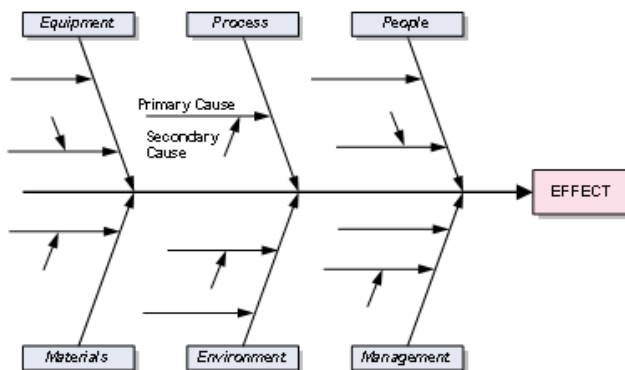
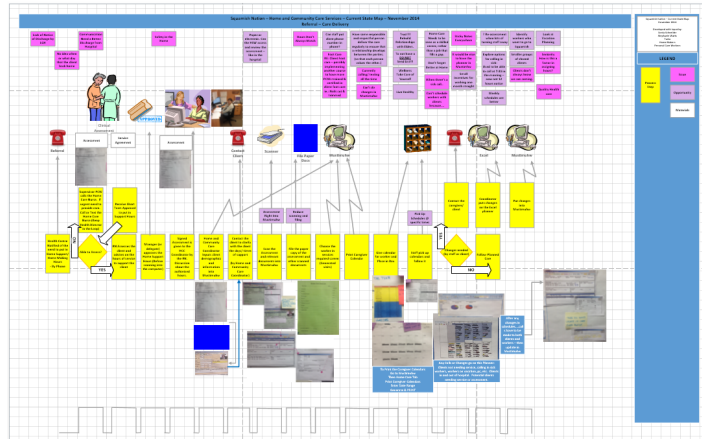
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## Key Attributes: Using Continuous Improvement Tools

There are many, many tools to learn and to use to support continuous improvement.

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## Reflection

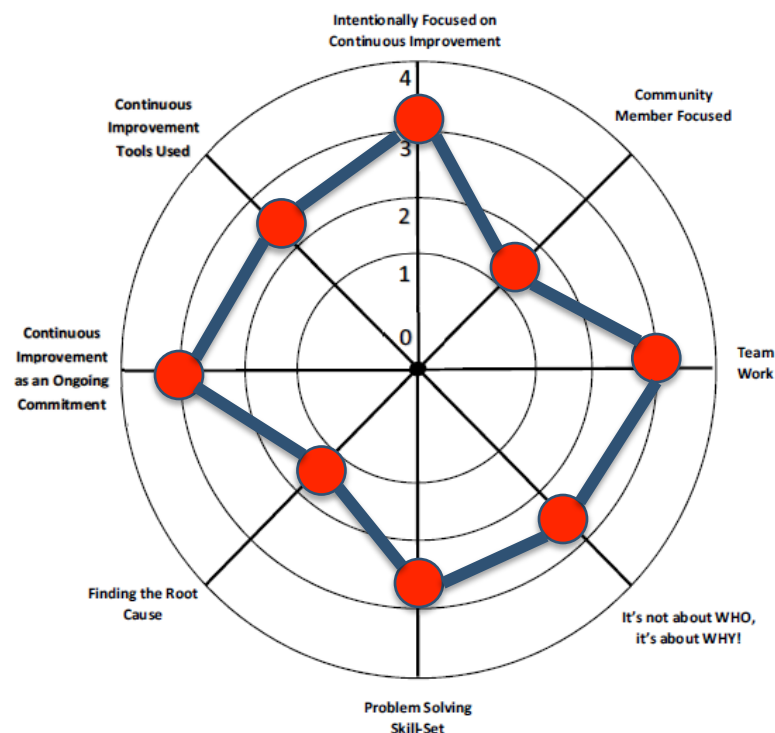
**What have you noticed about your Self-Assessment diagram?**

**Are there any areas that your team is excelling in?**

**Are there any areas that your team might like to focus on a little more?**



Continuous Improvement Self-Assessment Tool



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## Challenge Yourself!

We would like to CHALLENGE you to consider AN ACTION that you would like to take based on the results of your self-assessment.

***What can you commit to do between now and your next meeting as a group?***



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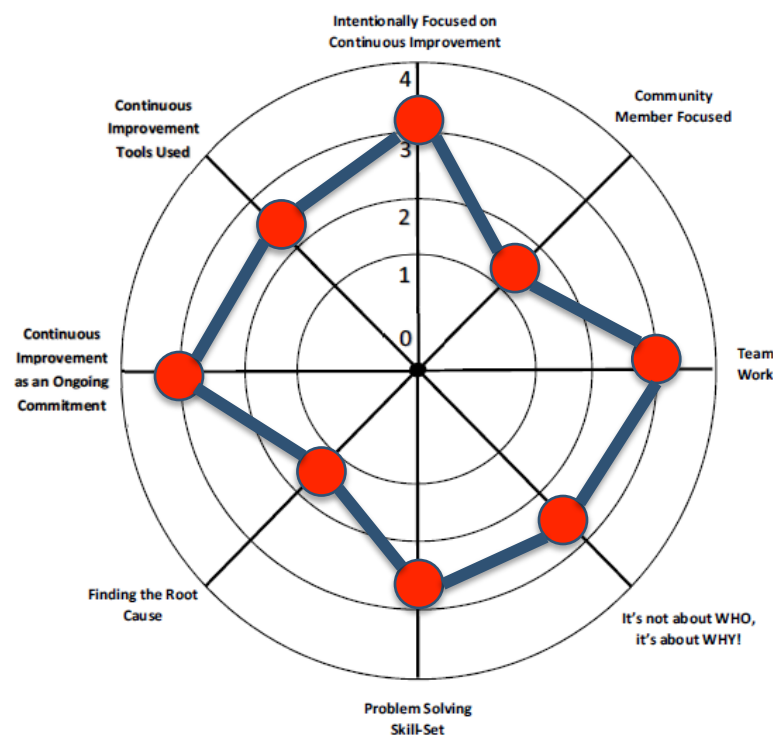
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## Summary

- Intentionally focused on continuous improvement
- Community member focused
- Team work
- It's not about WHO, it's about WHY
- Finding the root cause
- Continuous improvement as an ongoing commitment
- Continuous improvement tools used
- Fostering and environment that uses problem solving skills

Continuous Improvement Self-Assessment Tool



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## The Wrap Up

Please share a word or two about how you feel after participating in this webinar?



**for joining and learning together!**



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