

Understanding and assessing Quality Culture in Social Services



Lessons learned from the anthropologic studies and EU Leonardo Da Vinci projects.

Core Questions

What is a quality culture ?

How to assess quality culture ?







Monkey experiment



Definition

The way we are doing things around here.



Quality Culture

A mental construct

Shared by the staff

Partly visible, partly invisible

Durable, stable and difficult to influence

The core values are the binder

Expresses the identity of the organization



What we say how we work

- Aims and objectives
- Structures and systems
- Policies and procedures
- Processes
- Services / Products
- Costs

How we really work

Quality Culture

- Leading principles
- Our opinions
- Our perceptions and interpretations
- Attitude and behaviour of employees
- Our feelings (fear, anger...)
- Our values and norms
- Our rituals and traditions
- Our heroes and stories

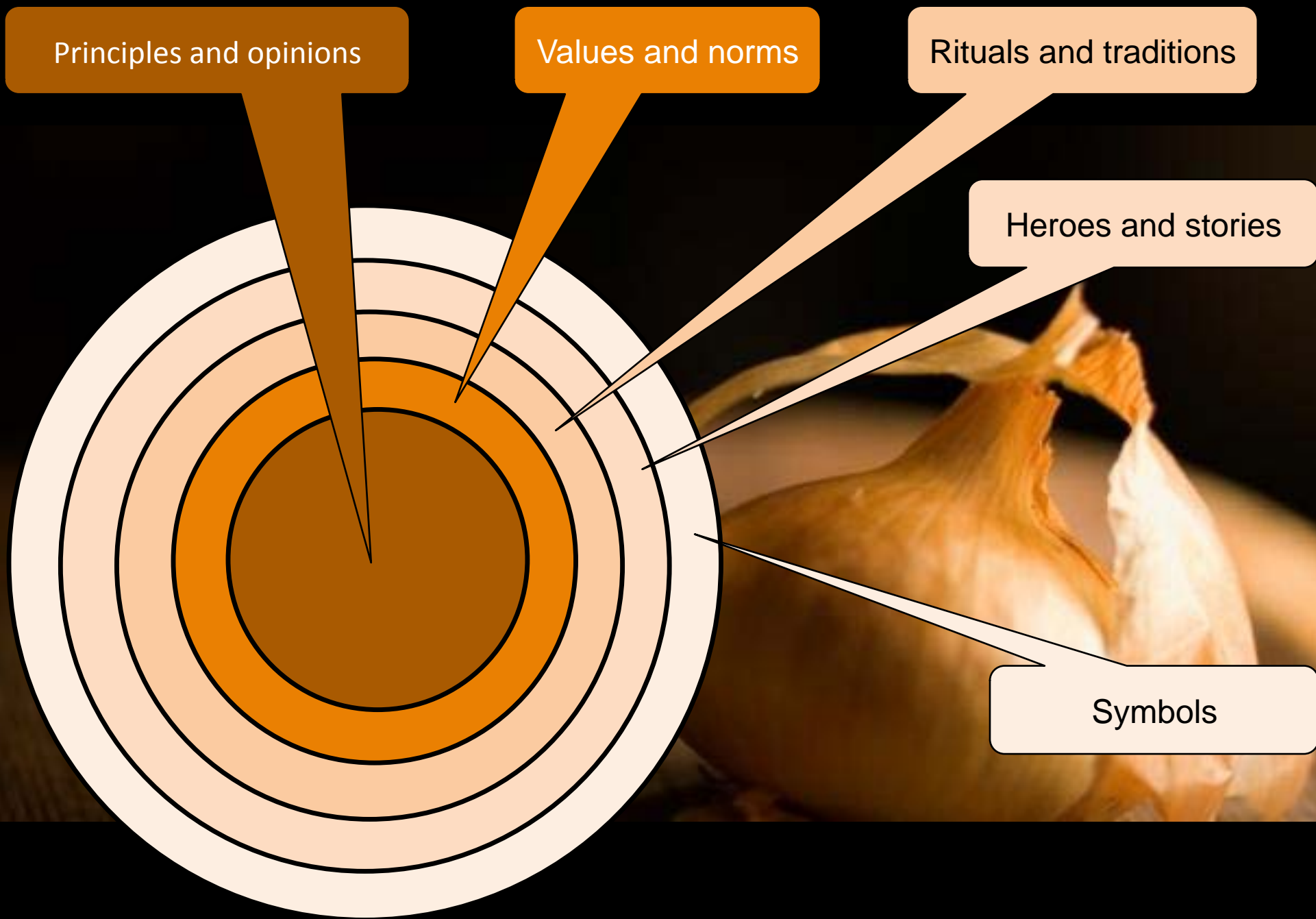
Principles and opinions

Values and norms

Rituals and traditions

Heroes and stories

Symbols



How to assess Quality Culture ?



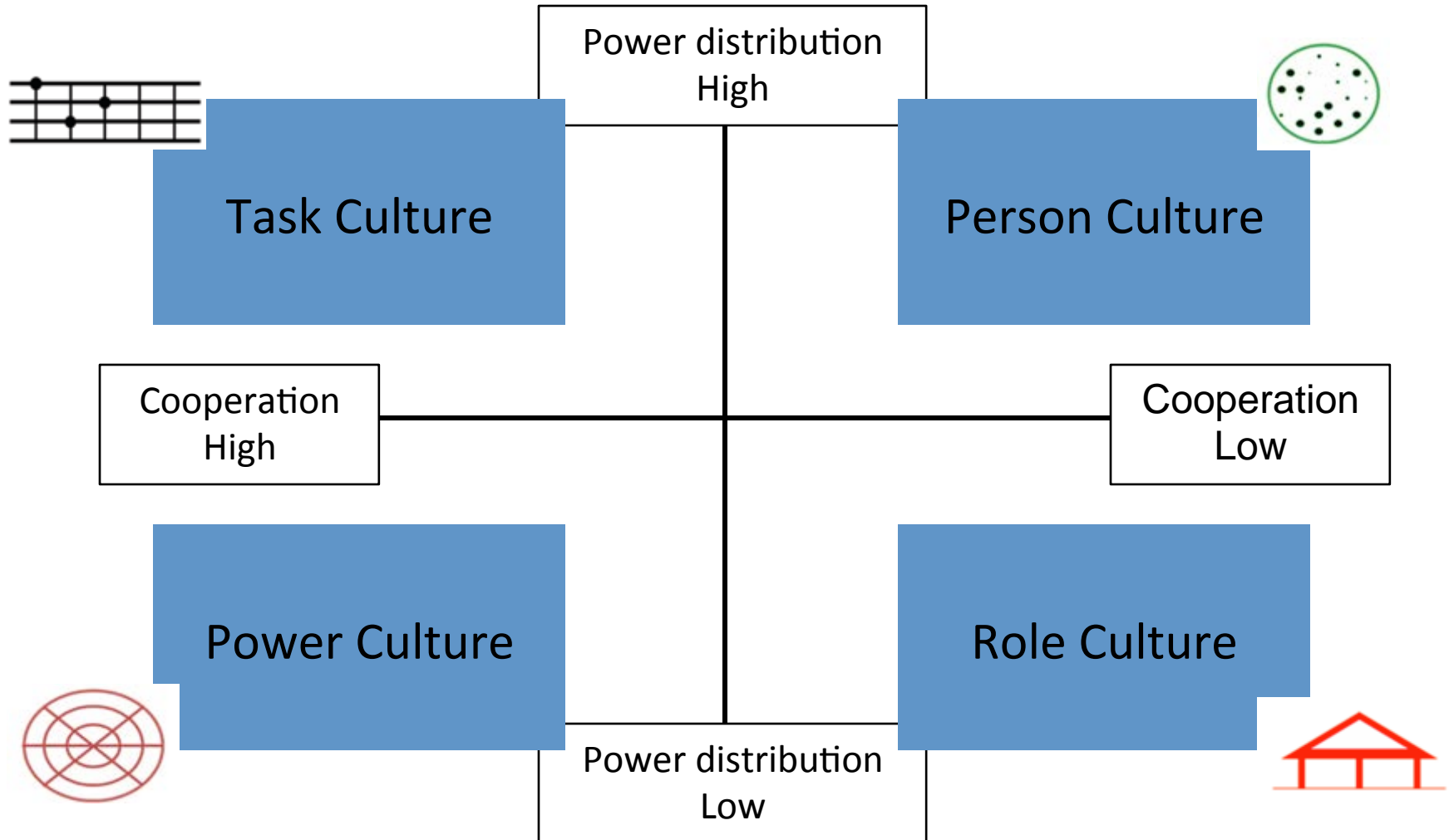
The model





Organisational Culture Model

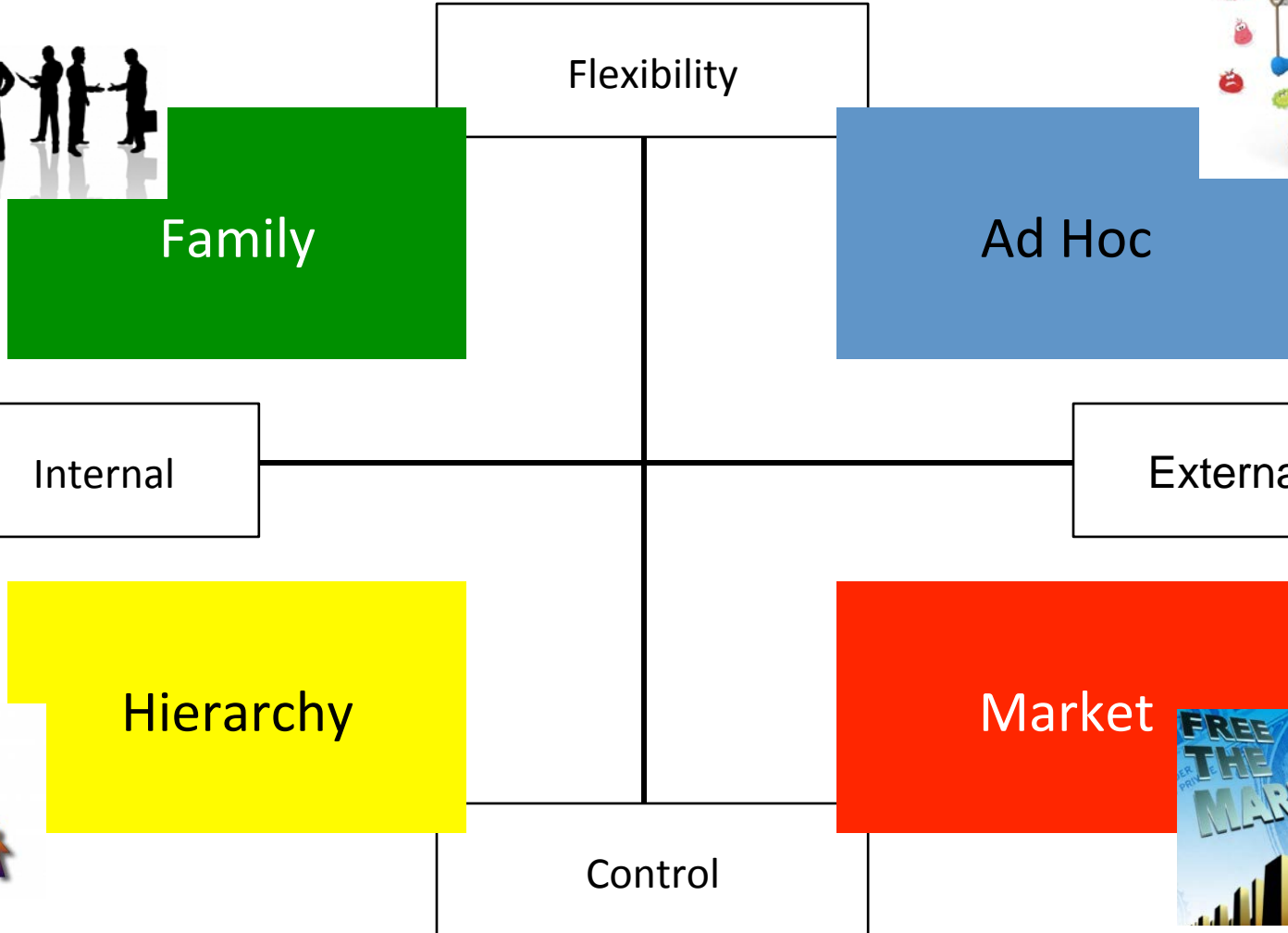
Perspectives: *Power and cooperation* (by Handy)





Organisational Culture Model

Perspectives: *orientation* (by Robert Quin)



Flexible

Involvement

Building human capability and creating a shared sense of ownership and responsibility throughout the organization.

Adaptability

Translating the demands of the external environment into action.

Internal

Defining the values and systems that are the basis of the culture.

External

Defining a meaningful long-term direction for the organization.

Consistency

Mission

Stable

Flexible

Involvement

- Empowerment
- Capability development
- Team orientation

Adaptability

- Creating change
- Customer focus
- Learning organisation.

Internal

- Core values
- Agreement
- Coordination & planning.

External

- Vision
- Strategic orientation
- Goals & Objectives

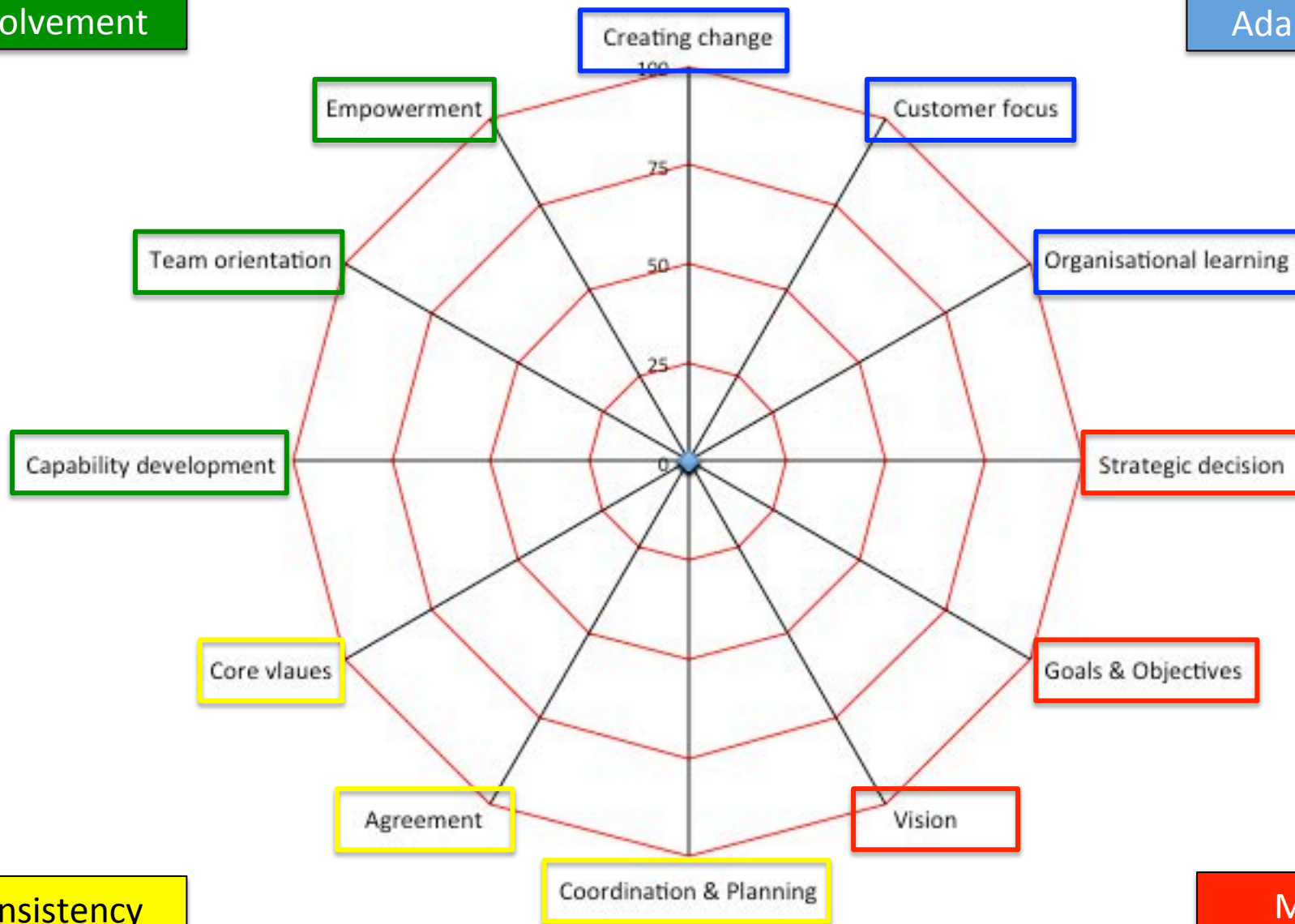
Consistency

Mission

Stable

Involvement

Adaptability

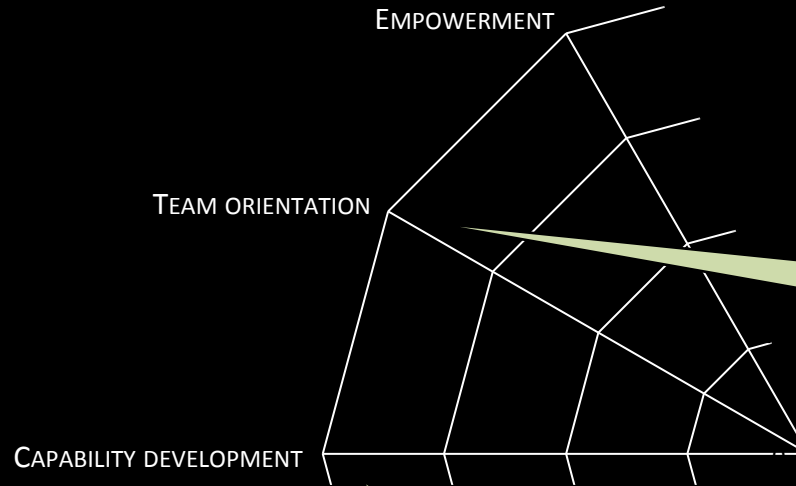


Consistency

Mission

Involvement

5 behaviour Indicators for each aspect



- Participating in decision making process
- Input improvement activities

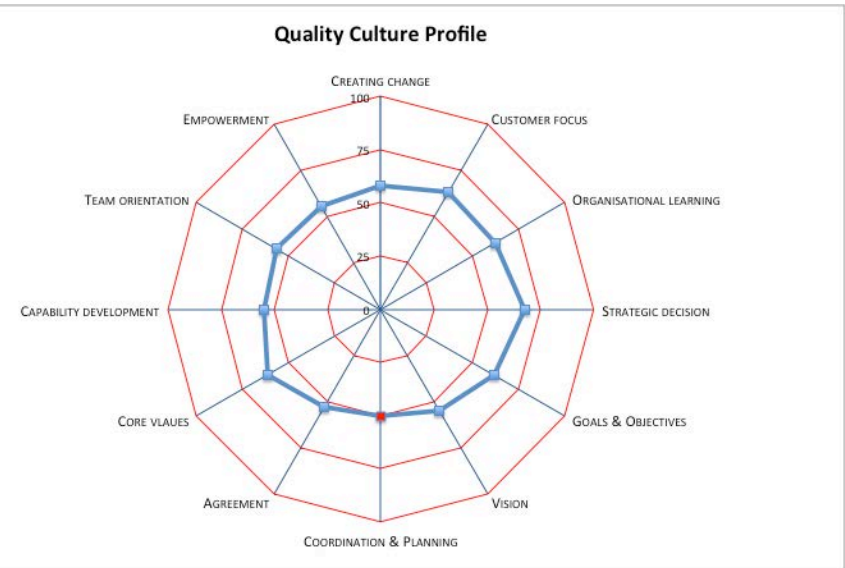
- Working in a team
- Cooperating with colleagues

- Acting independently
- Participating in training and development activities
- Solving problems

Quality Culture Survey

Quality Culture Survey

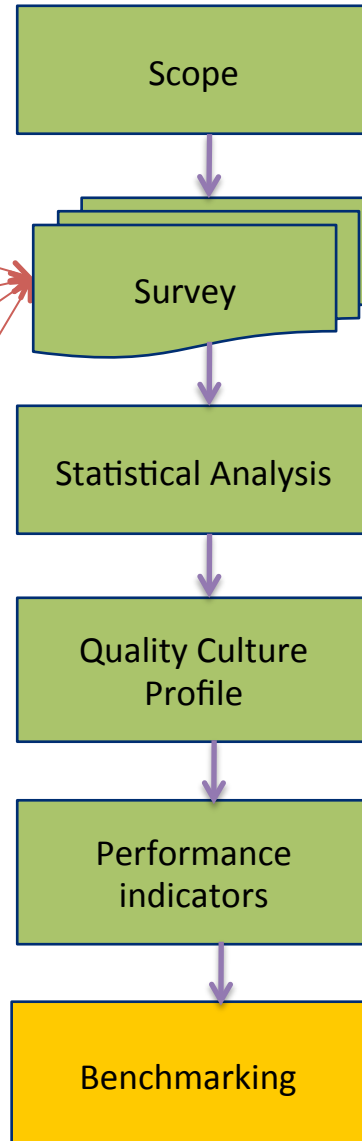
- 4 perspectives
- 4 cultural dimensions
- 3 indexes per dimension
- 5 specific quality 'behaviours' per index (statements)
- Total: 60 statements



Results:

1. Profile on performance (spider web diagram)
2. Profile per dimension (bar diagram)
3. Strengths of quality culture
4. Prioritising aspects of quality culture improvement
5. Opportunity for benchmarking (comparing quality culture performance)

Methodology



Whole organisation – department(s) – service(s)

Questionnaire – individual – min 65 % response

Mean – Variation – Corrective factor based on SD

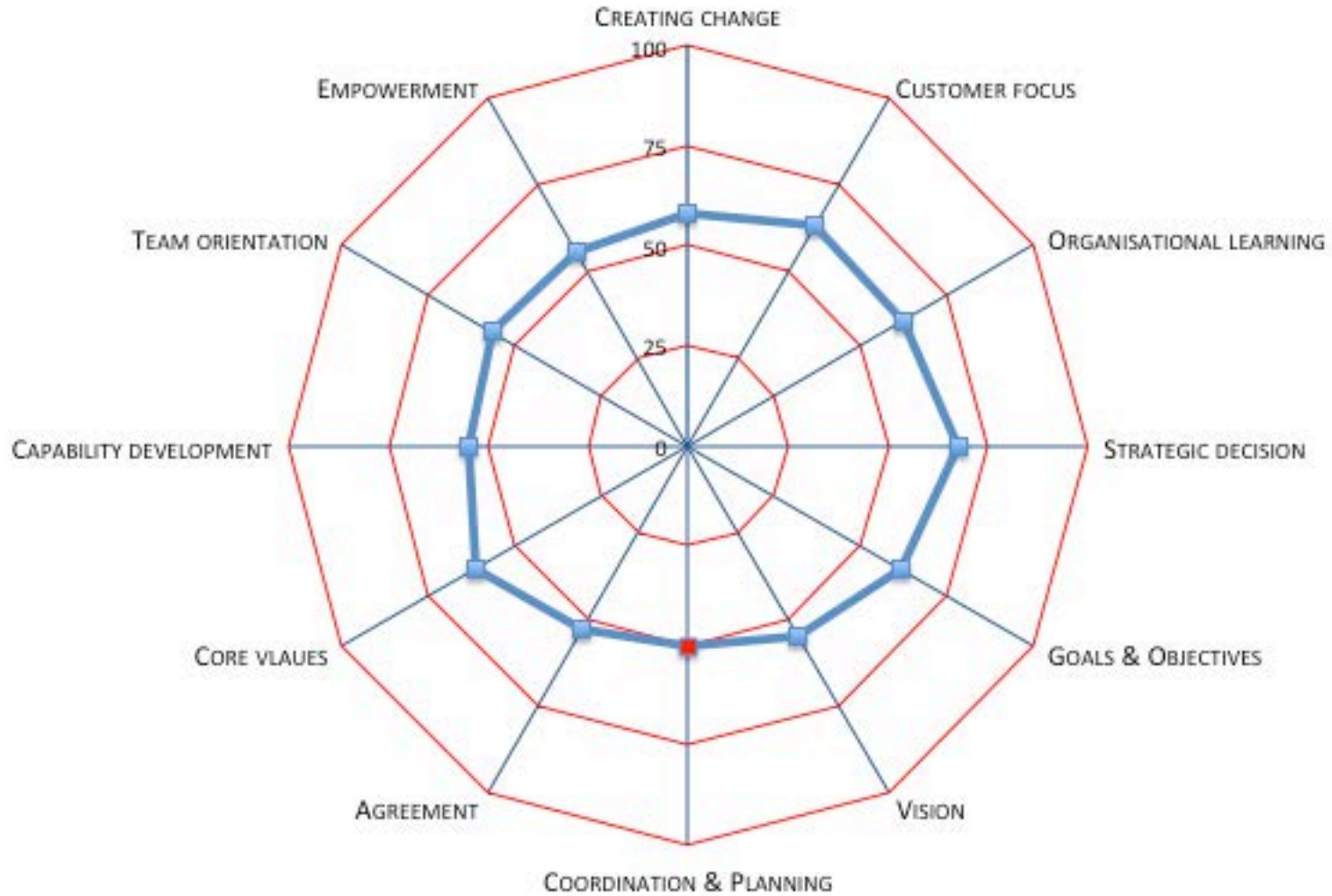
Spider web – 4 dimensions – 12 aspects

4 Dimensions – 12 Aspects - 5 indicators per aspect

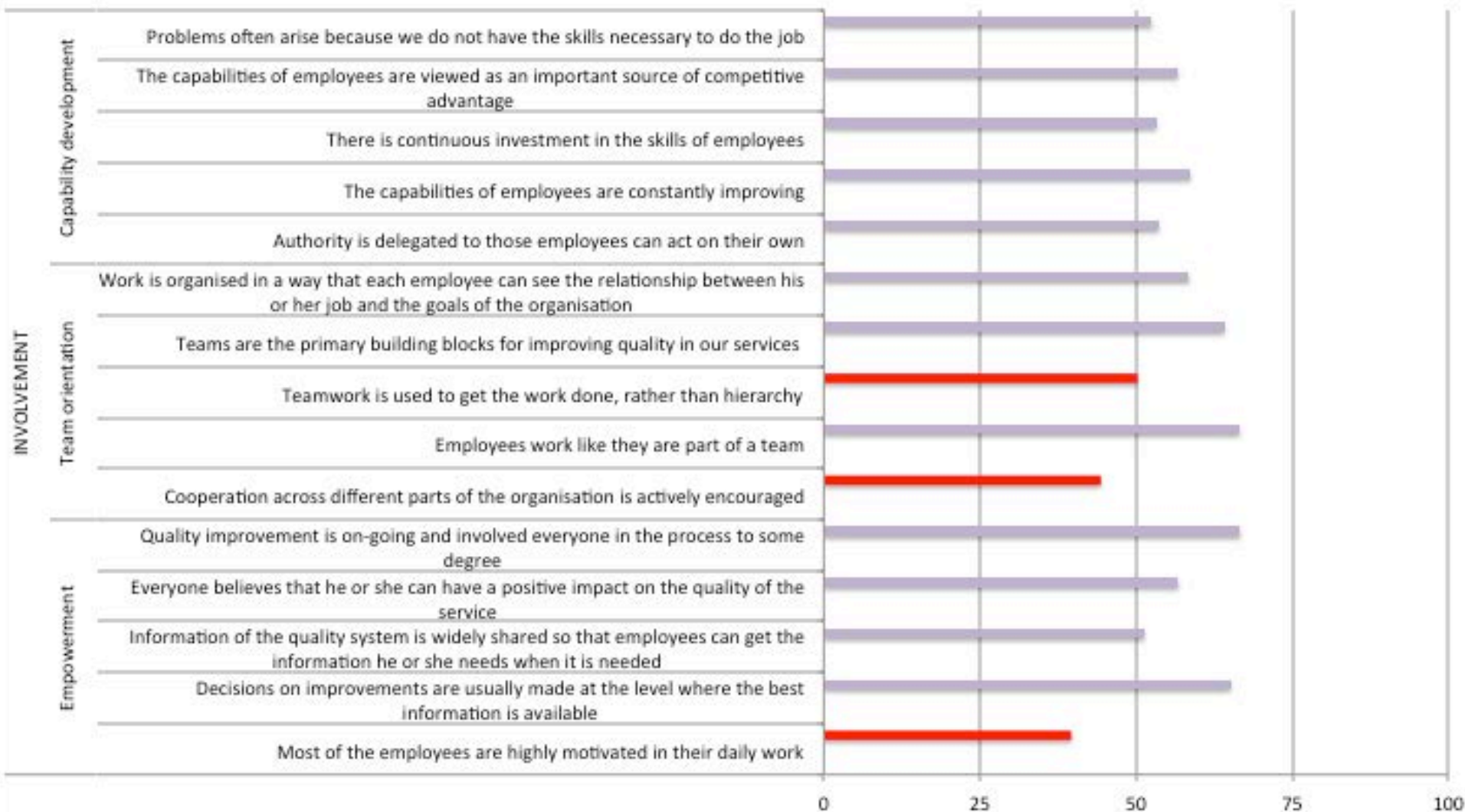
Example



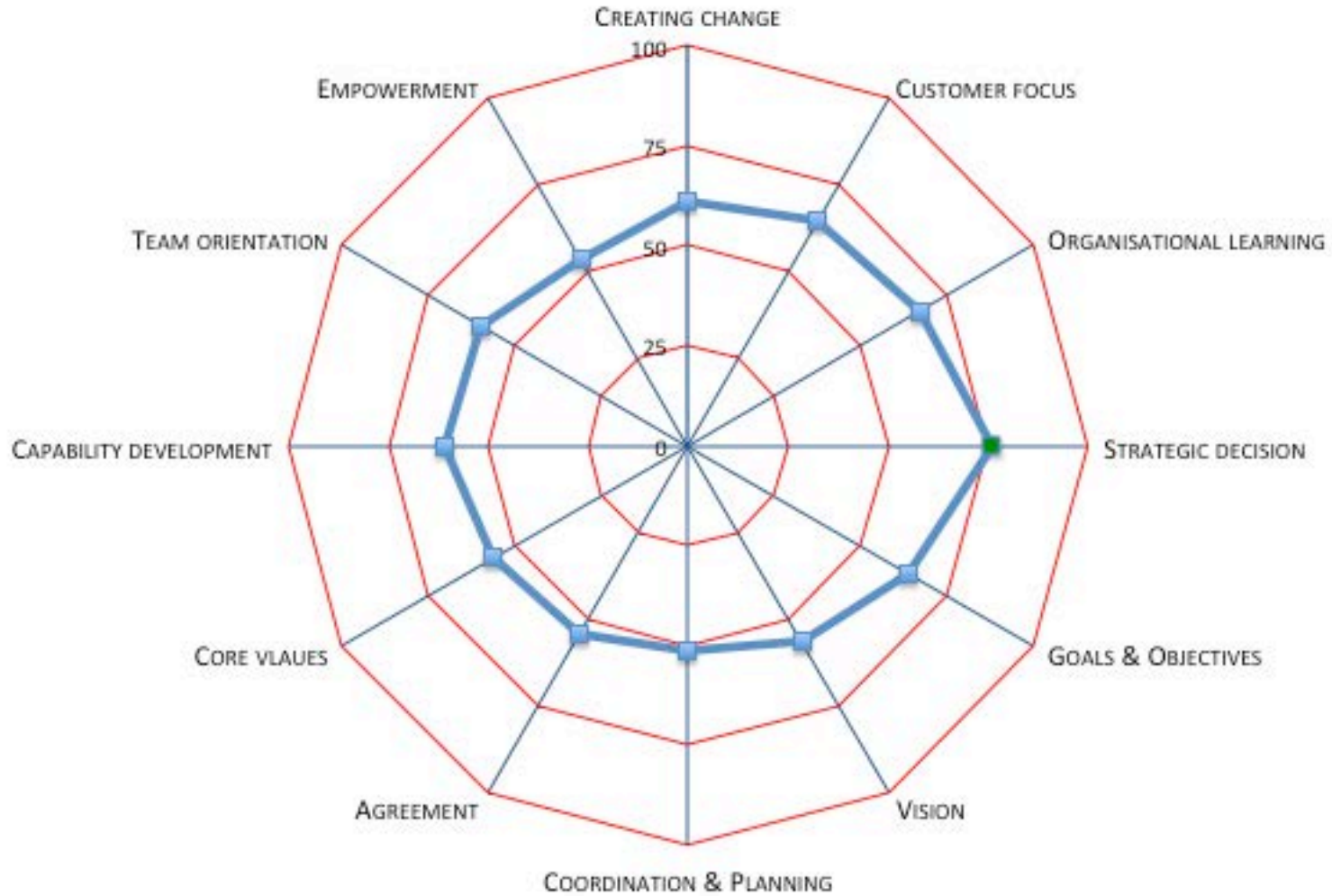
Quality Culture Profile



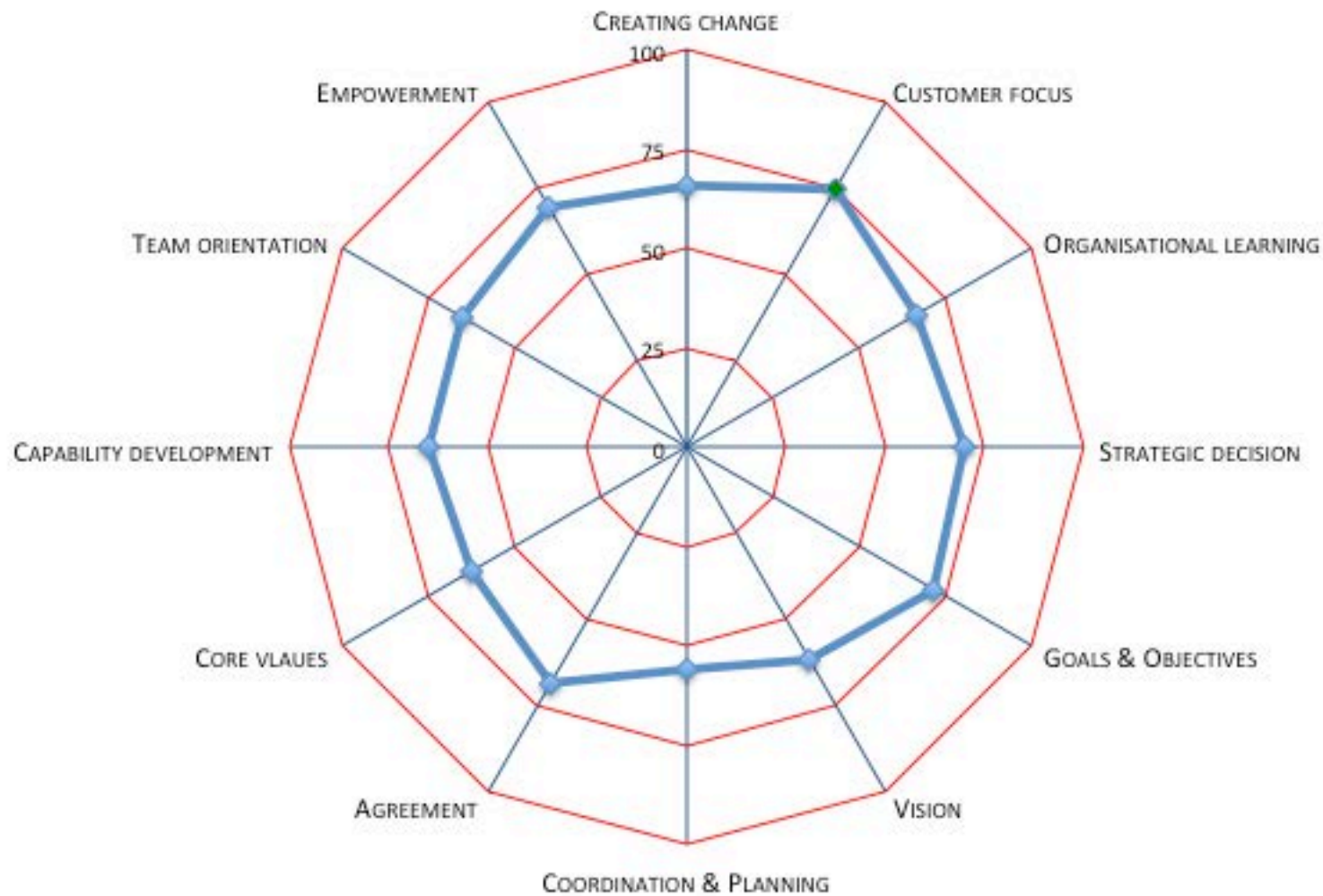
INVOLVEMENT



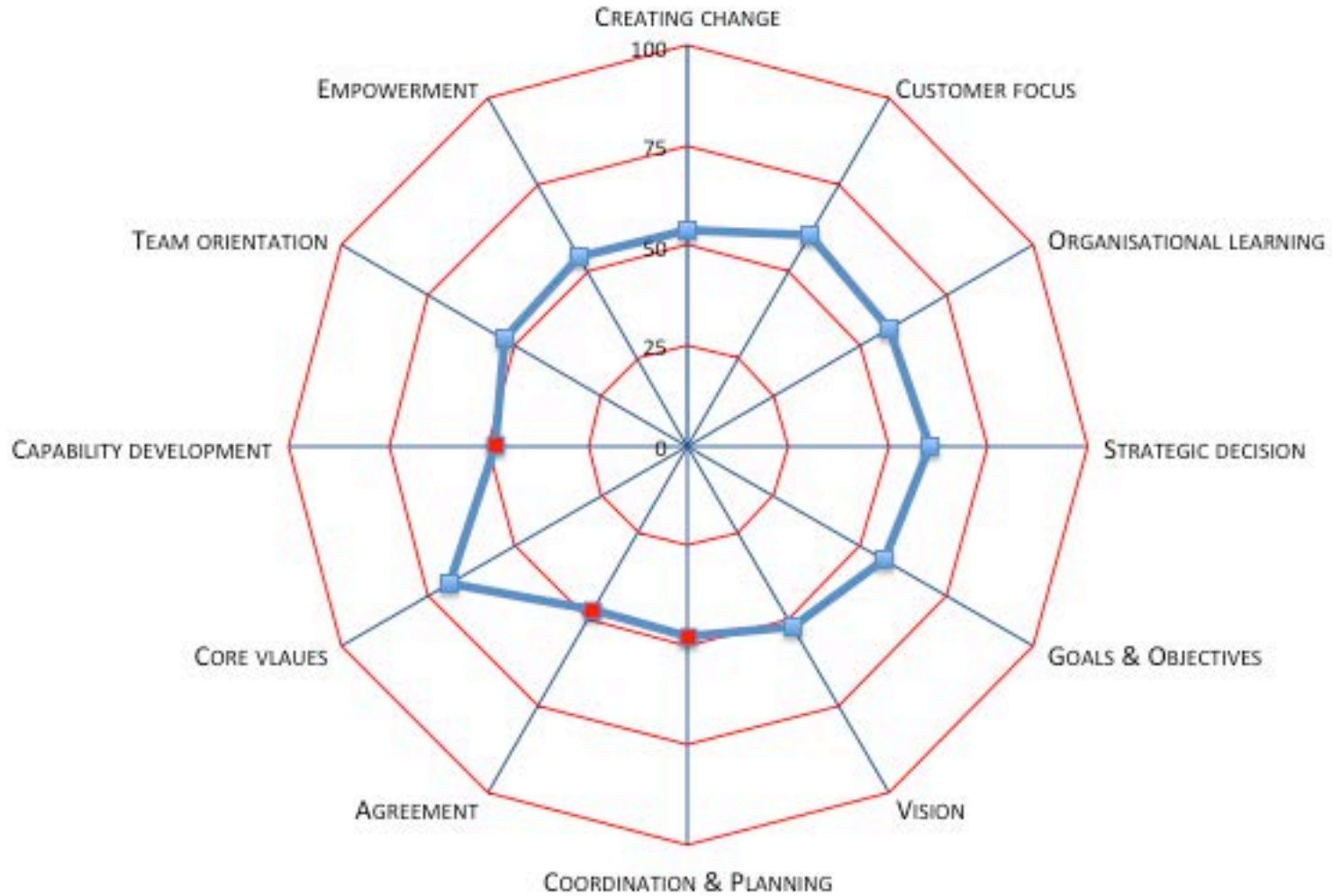
Quality Culture Profile Location 1



Quality Culture Profile location 2

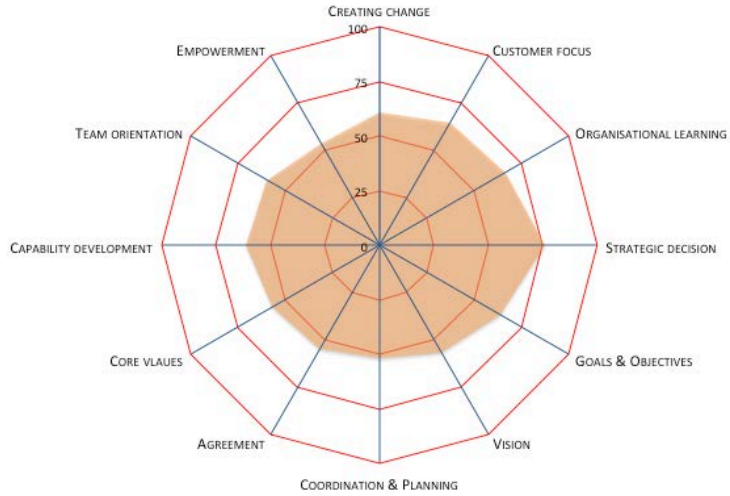


Quality Culture Profile Location 3



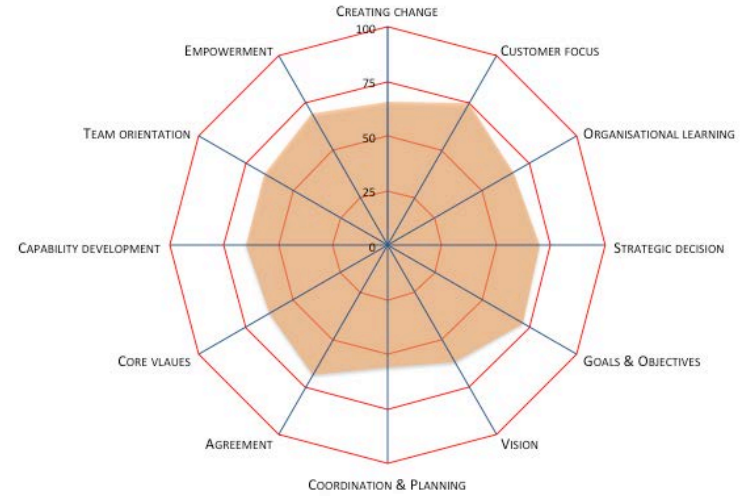
Location 1:

Equass Quality Culture Profile



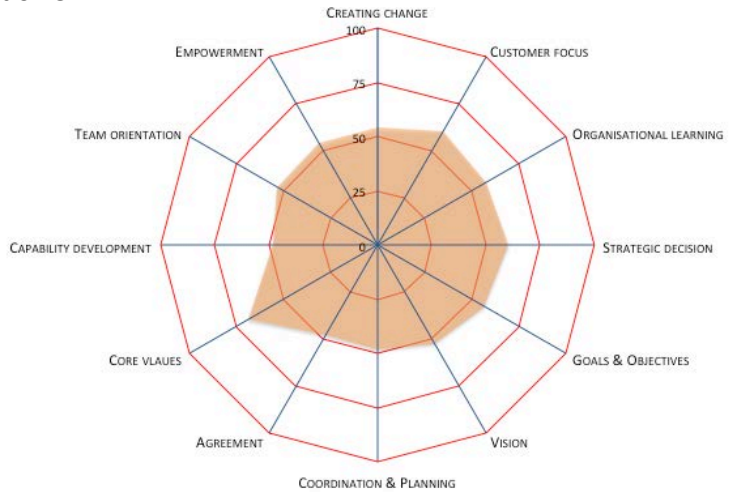
Location 2:

Equass Quality Culture Profile

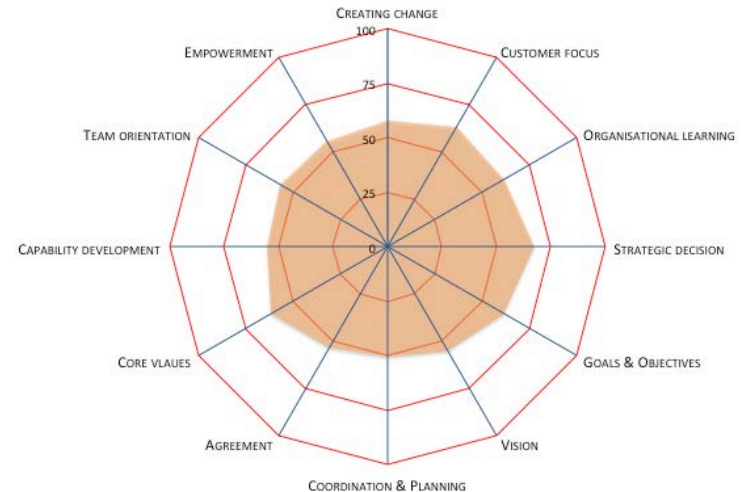


Location 3:

Equass Quality Culture Profile

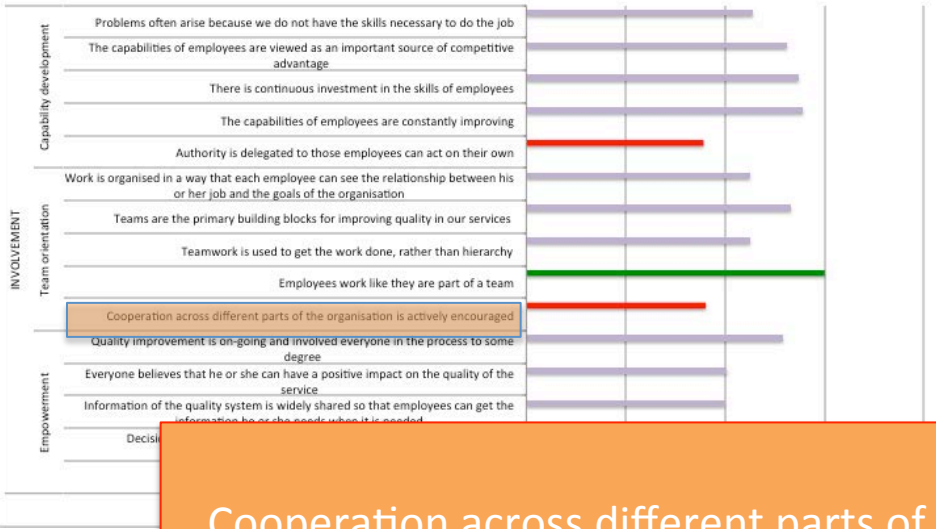


Equass Quality Culture Profile



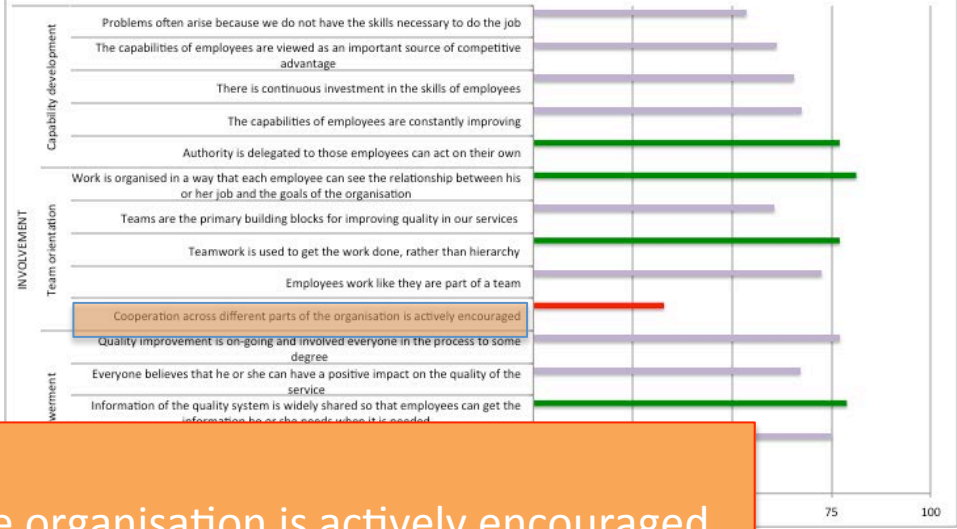
Location 1:

INVOLVEMENT



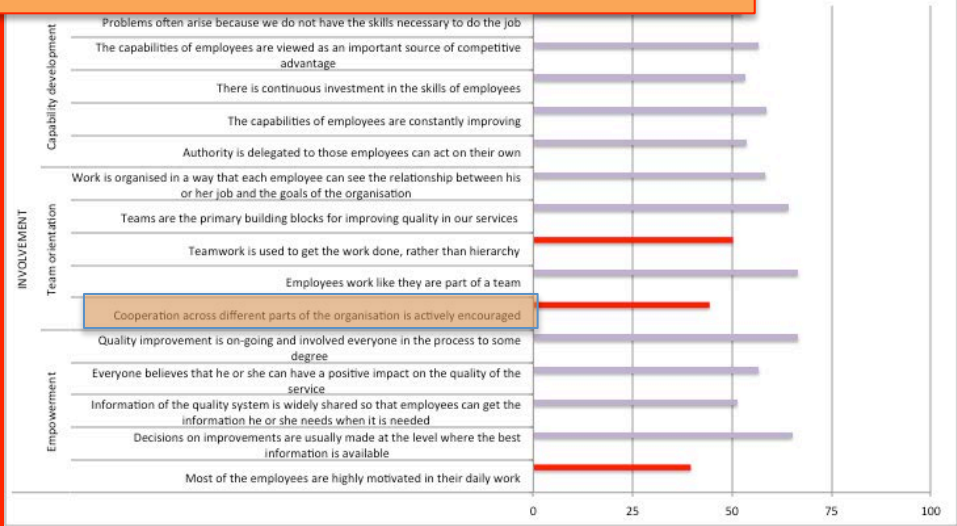
Location 2:

INVOLVEMENT



Cooperation across different parts of the organisation is actively encouraged

Location 3:



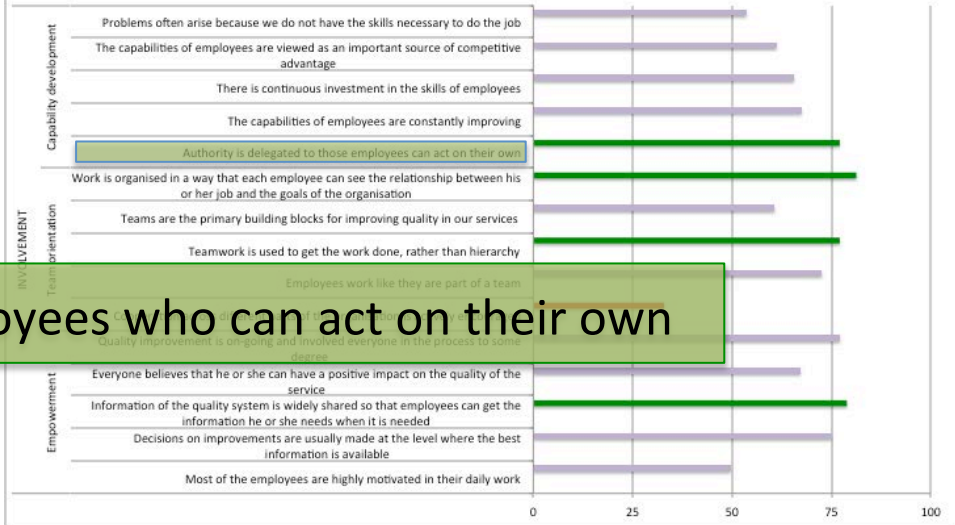
Location 1:

INVOLVEMENT



Location 2:

INVOLVEMENT



Authority is delegated to those employees who can act on their own

Location 3:

INVOLVEMENT



INVOLVEMENT



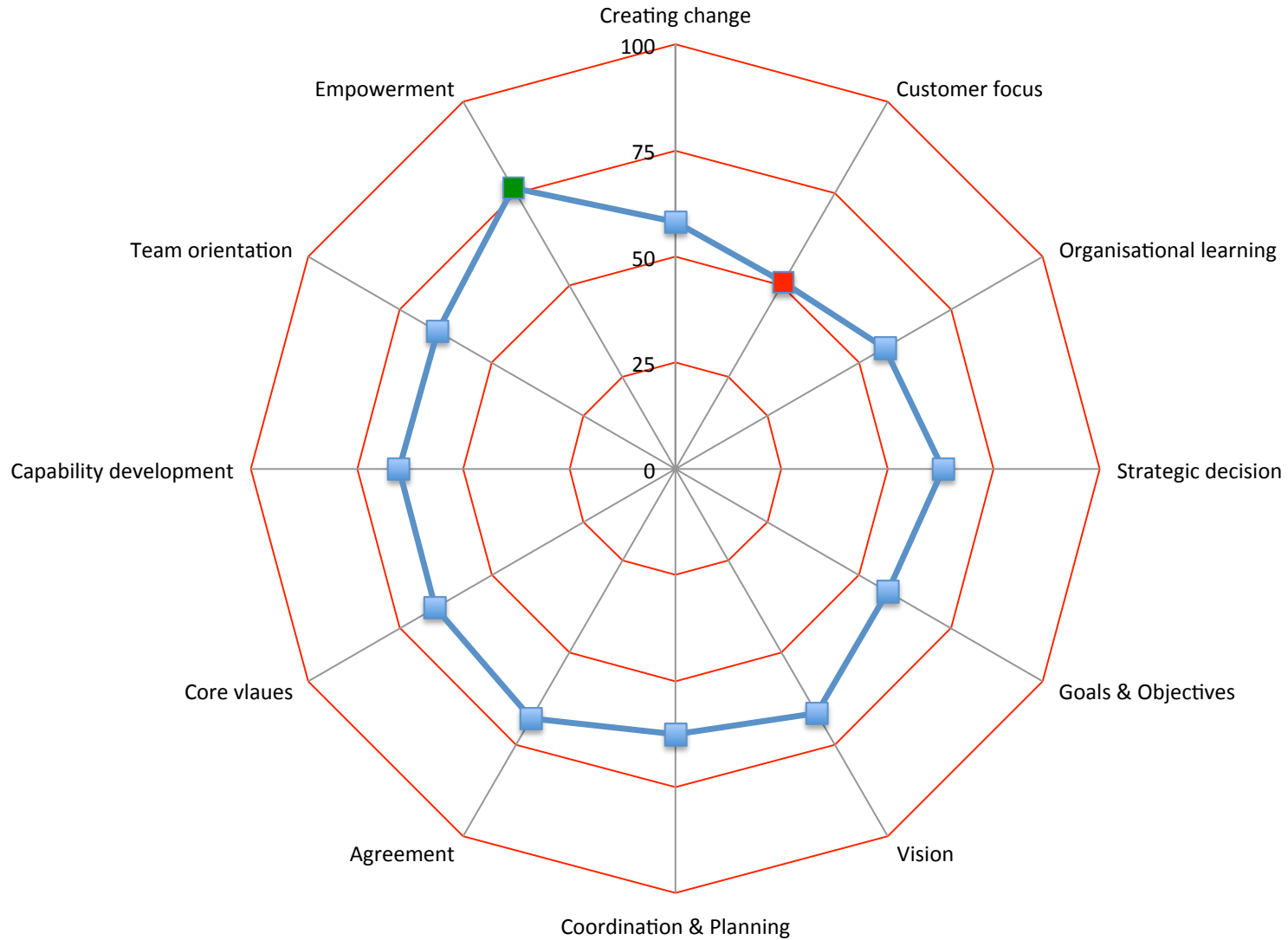
Case study



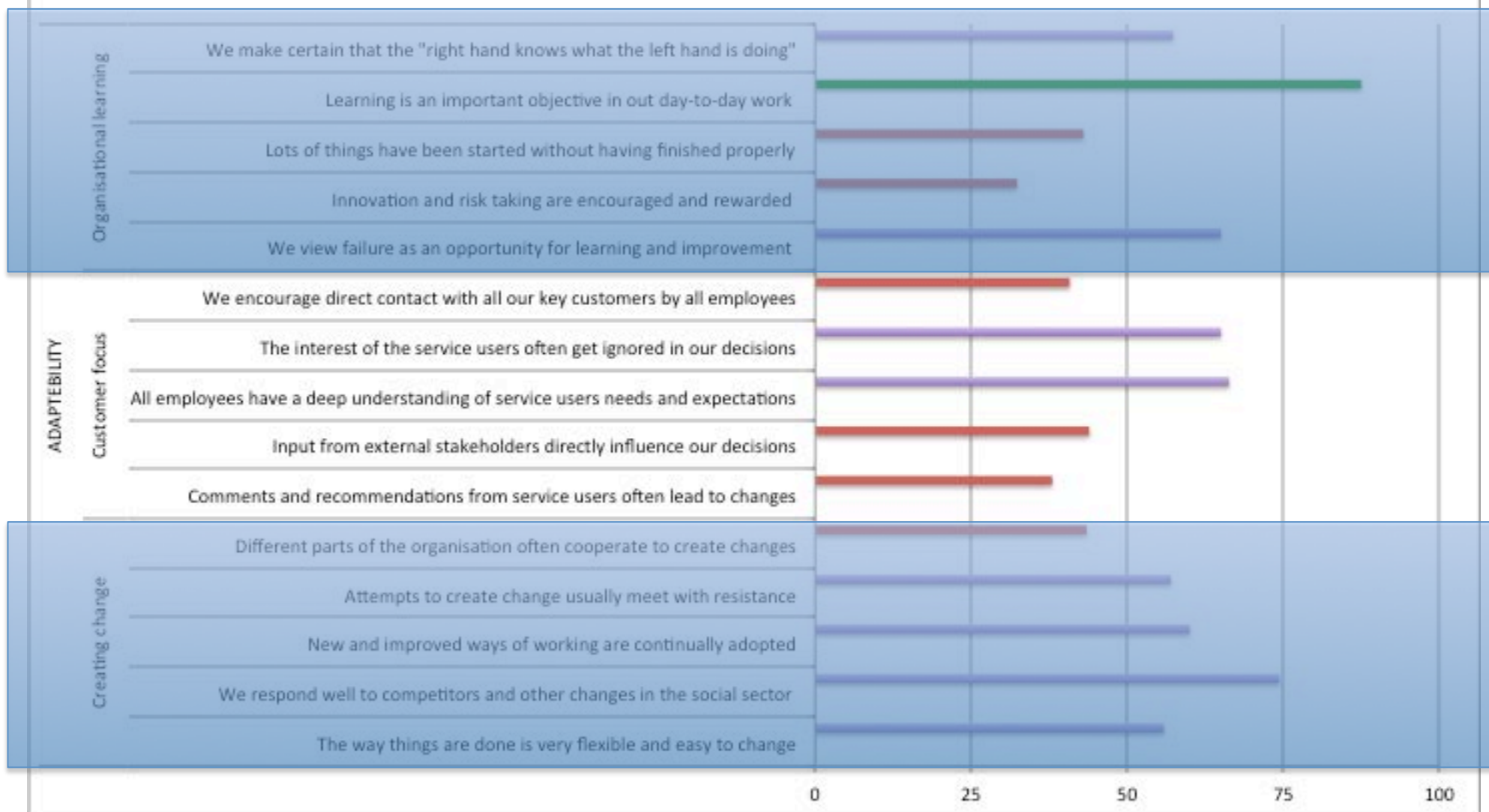
The VET provider



Quality Culture 2014



ADAPTABILITY



Objective: Increasing awareness of needs and expectations of service users & external stakeholders.



Be clear and realistic on your needs and expectations



Brain storming and planning with staff

Discussion with staff about an event with the purpose to understand the needs and expectations of service users and external stakeholders



Service user consultation

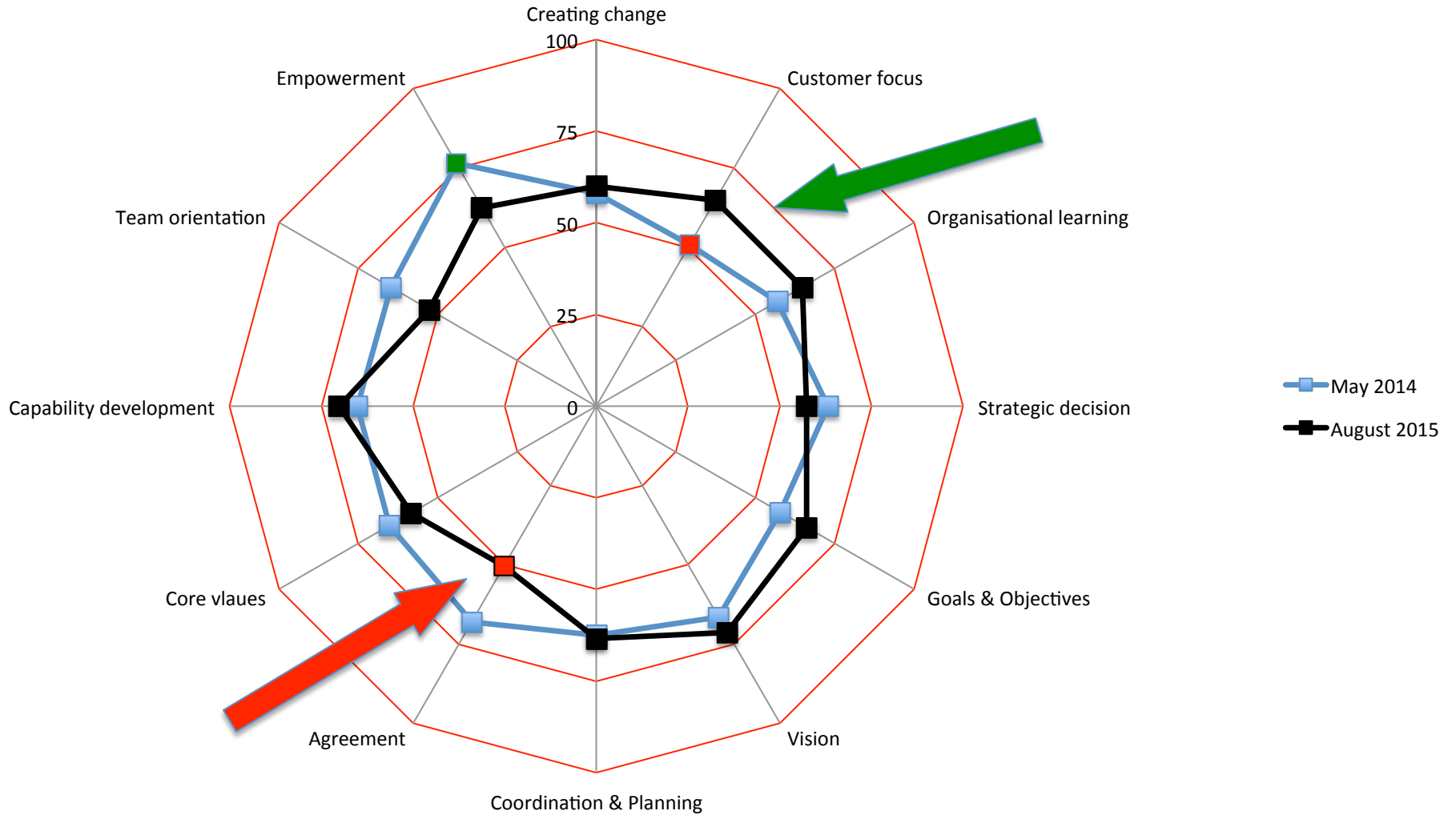
Meetings with service users about their needs and expectations towards offered services.



Stakeholder consultation

One day seminar on “needs and expectations” with staff, key partners and external stakeholders

Quality Culture Profile 2014 and 2015



Consistency



Assignment for working groups

1. Discuss organisational profile (August 2014) and the details for the aspect “Agreement”.
2. Formulate objectives and 3 concrete actions for the team to improve the performance on the Quality Culture aspect “Agreement”.
3. Record the objectives and improvement actions on the collect sheet.



Objective	Action

Working groups



Feedback of working groups





Objective	Action

Meeting the manager

- The manager is part of culture and therefore part of the problem.
- Manager want to 'fix' problem with staff.
- Cultural problem: many emotions "in the air".



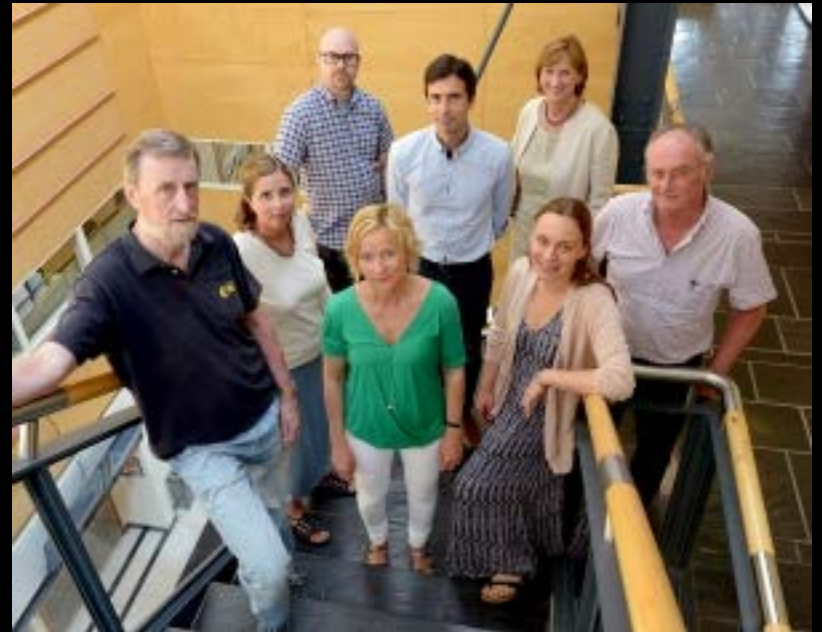
Detailed analysis



- Lack of communication
- Lack of trust (between individuals, departments and management/staff)

Competence building

- New experiences:
 - knowledge and skills
 - Workshops:
 - Organizational knowledge
 - How to listen to each other?
 - How to work as a team?
- Practicing knowledge and skills in daily work



Plan for the future



- Mission
- Vision
- Values
- Strategy
- Goals
- Tasks and responsibilities
- Activities
- Ways of working

2-days strategy seminar with all staff, management and the board to develop a plan for the future

RESULTS

After 12 months of systematic interventions

THANK

YOU