

# Jessamine County Quality Improvement *Process Excellence*

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# Review of Projects

- Administrative: Front Desk Efficiency
  - Clinical: Internal Referral System
  - Environmental: Communication
  - Community: Marketing JCHD



# Karen!



# Let's Talk Public Health

- Tax dollars are dedicated to required programs
- Increased focus on proven outcomes
- Limited funding streams
- More providers do what we do
- Providers can do more to seek and sustain business
- It's more important now, more than ever, to be excellent!



# Public Health Customers

## Who is our customer?

- Customers = Patients
- Patients = Community Partners
- Community Partners = Families
- Families = Providers
- Providers = Employees
- Employees = Everyone We Meet & Serve

# How You Are Is As Important As What You Do

- How we are with others – our attitudes, beliefs and values – influences our relationship with them.
- Sometimes the message you want to give is not the message they receive. Individuals may interpret your messages in a different way than you intended and vice versa.



# Public Health Customers

- Internal Customers
- External Customers



# Internal Customers

- Internal customers are YOU and YOUR co-workers at Jessamine County Health Department.
- Internal customers are our vendors and partners in services.

*Internal customer service refers to our level of responsiveness, quality, communication, teamwork, and morale.*



# Ten Ways to Improve Your Internal Customer Relationships

- Come to work on time
- Be polite
- Answer calls quickly
- Get back to each other promptly with replies
- Provide clear guidelines of what is expected of each other
- Define roles and responsibilities
- Be professional
- Go the “extra mile” for each other
- Create an environment for feedback and needs
- Say **THANK YOU!**



# Internal Customer Insights

- Employees should never complain within earshot of customers. It gives them the impression your agency isn't well run, shaking their confidence in you.
- Employees should never complain to customers about their department's employees. Who wants to patronize an agency or program where people don't get along with each other?
- Employees should try being a "customer for a day" to experience firsthand what your customers experience when doing business with you.



# Internal Customer Insights

- Employees at every level should strive to build bridges and break down silos between departments. This can be done through quality improvement, accreditation, working collaboratively on projects, and open communication.
- Utilize lessons learned – you can mend fences and gain new understandings when everyone reviews what went right or what went wrong. Not doing so can result in lingering animosities that can hinder future collaborations.



# External Customer Service

- Be knowledgeable about your services/programs
- Express confidence in your services or your ability to meet their needs and if not, be ready to refer them to someone who can
- Be task and time oriented
- Be flexible
- Be professional at all times

*“The Golden Rule”*

# Social Media

- More than 800 million people are active Facebook users and each of them have at least 130 friends
- More than 350 million of those users access Facebook through their phones – immediate access to friends when their on the go
- What does that mean? If one customer has a bad experience, the customer can (& probably will) blast you to hundreds of “friends.”



# Water Flows Downhill

- Much easier for information to move down the chain of command than back up to leadership
- Create empowerment in communication
- It is important to remember that we are on equal playing fields when being responsive to a customer's concern.

# Positive Attitudes

- Gratitude
- Celebrate Victories
- Turn Problems into Opportunities (QI!)
- Keep Healthy and Well Rested
- Smile
- Win-Win Policy
- Staff Have Roles that Compliment Their Strengths
- Focus on What You Enjoy and Improve on the Things You Don't



# A Motto to Consider...

Nobody but you is responsible for your life. It doesn't matter what your mama did; it doesn't matter what your daddy didn't do. You are responsible for your life... You are responsible for the energy that you create for yourself, and you are responsible for the energy you bring to others.

You have to be willing to take responsibility for the energy that we bring into this space.





# Communication is Key!

*“I know that you believe you understand what you think I said, but I’m not sure you realize that what you heard is not what I meant.”*



# How We Communicate

- Words have the power to elevate or destroy
- Words can lift and inspire OR words can frighten or constrain



# Empathetic Listening

- Listening empathetically is listening with the other person's frame of reference
- The key is to listen until the other person feels heard and understood
- You are no long telling and selling



# Empathetic Listening

- Having the intention to connect
- Focusing on clarifying their needs first
- Remembering that criticism is someone's poorly expressed feelings or unmet needs
- Checking the timing before offering your feelings, suggestions, corrections, etc.

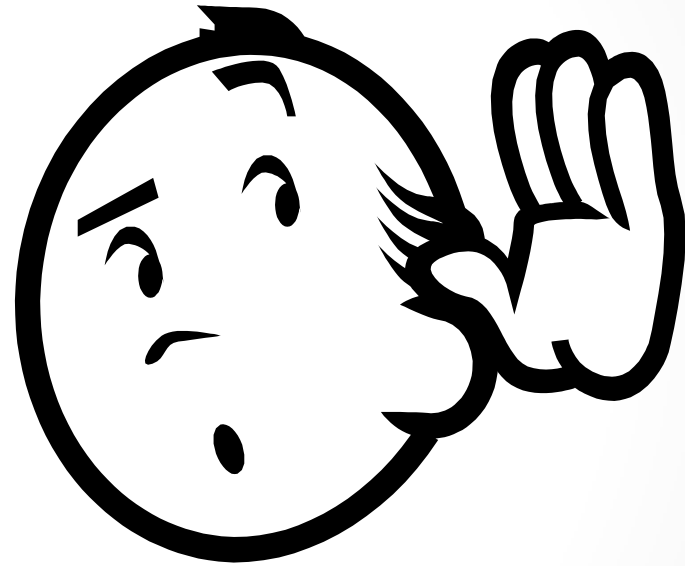
# Process of Empathetic Listening

Give the person you are talking to your **full attention**. Remember that the person in front of you is your **sole focus** at this particular moment. Multitasking is a great thing but not appropriate when working empathetically with another person. **Their problem** is in your hands, so your time and understanding is reversely in theirs.



# Communication Tool: Active Listening

- Stopping
- Looking
- Listening
- Responding



# Communication Tool: Reflection

- **Count to ten** before responding
- **Restate** to clarify what you heard
- **Picture a stop sign** or some other image that will make you slow down when you feel like things are going downhill
- Ask the person if you can **discuss it at a later time...**  
“This sounds very important to you and I really want to take time to that about it and give it our full attention. Can we come back and talk about it on \_\_\_\_\_?”

# Communication Tools: Asking Questions

- Turn judgments into questions
- Ask important questions that we would otherwise lack
- Allows us to be curious

Questions that include “I wonder...” implies an attitude of openness, curiosity and genuine interest, which allows the person to feel accepted and gives them the authority about their own situation.





# Communication Tool: Not Knowing

- Acknowledge when you don't know something
- Ask for more information when something seems uncertain
- When you do so, you encourage critical thinking skills from others

# Communication Tool: Point Out The Positive

- Praise someone for “being”
- Praise someone for “doing”
- It is important to be authentic in the praise
- Explain how the being and or doing is beneficial to others.

# Body Language

- Only TEN percent of our communication is represented by the words we say, another THIRTY percent by our sounds and SIXTY percent by our body language



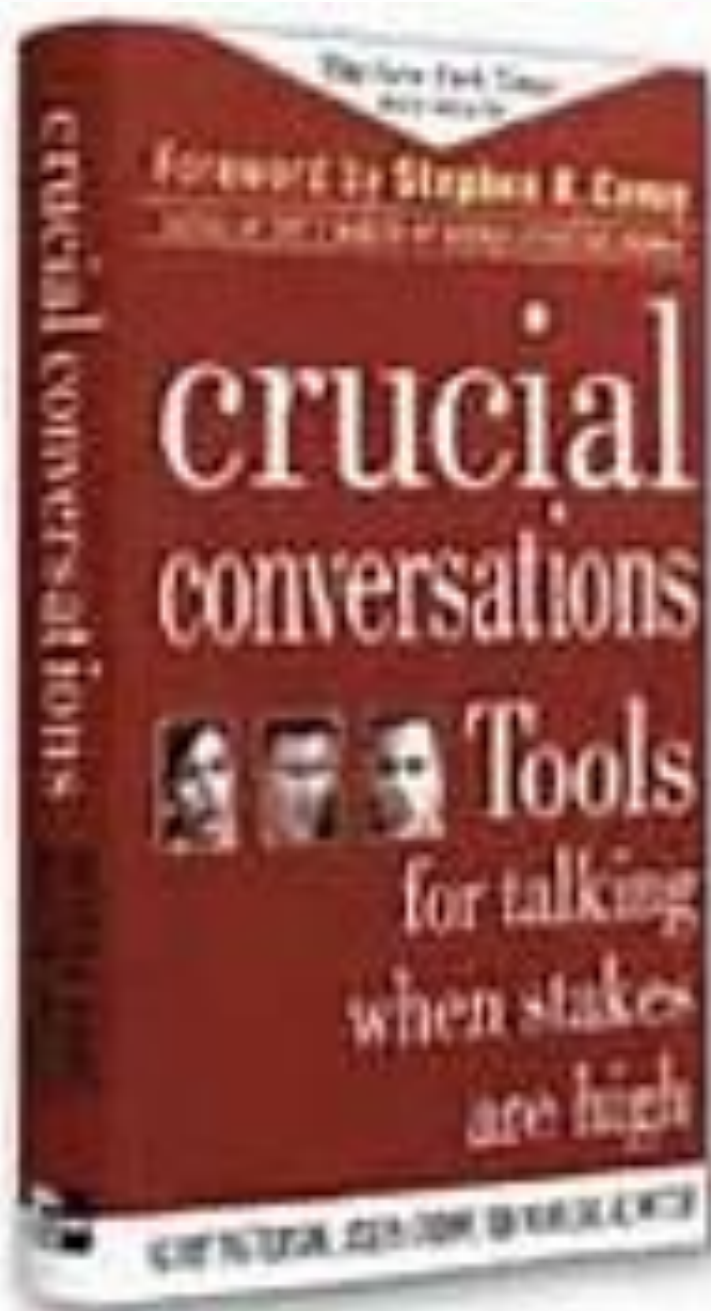
# Body Language

- Body posture – try to be open and relaxed
- Facial expressions – smile and maintain eye contact with others
- Control the tone of your voice – express interest without sounding bored or surprised
- Position your environment to be friendly to others – your desk, your computer, etc.



**BREAK**

# Let's Talk Crucial Conversations



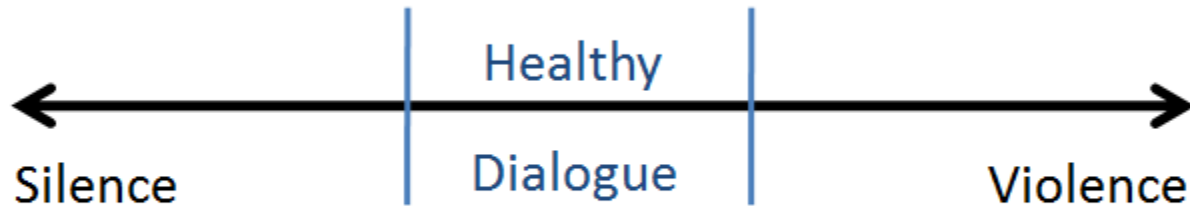
# What is a Crucial Conversation

A discussion between two or more people where:

- (1) the stakes are high
- (2) opinions vary
- (3) emotions run strong



# The Continuum of Dialogue



The more time you spend in silence or violence strategies, the more problems you'll run into.

The problem – we all get stuck there every once in a while.

# People Fall Into 3 Categories

- 1) Those who digress into threats & name-calling
- 2) Those who revert to silent fuming
- 3) Those that speak openly, honestly, and effectively

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# Think About...

How did you get your way  
when you were a child?

Discuss at your table.



**We are not achieving what we want somewhere in our lives:**

- ✓ relationships?
- ✓ projects?
- ✓ work?
- ✓ extra committees or activities?

**Learn how to get to the root cause (QI)  
of these and other problems and  
change things at work & at home!**

# There is a strong correlation...

between poor results at work and our ability to hold crucial conversations.

## What's a crucial conversation?

- High stakes
- High emotion
- Differing opinions

# Common Crucial Conversations

- Asking someone close to repay a loan
- Resolving custody with an ex-spouse
- Giving the boss feedback about their behavior
- Critiquing a colleague's work
- Dealing with a rebellious teenage
- Asking a roommate to move out
- Confronting a loved one about a substance abuse problem
- Ending a relationship



# Think About...

You have just completed your annual performance assessment meeting and your supervisor tells you that you now have an improvement plan. You thought you had been doing an excellent job...



# Would there be?

High stakes?

High emotion?

Differing opinions?



# Think About...

You just received an anonymous call. The caller tells you that your staff have not been following HIPPA guidelines and patient information has been put on social media. The health department director has asked that you, as the supervisor, find out more information and recommend next steps.



# Would there be?

High stakes?

High emotion?

Differing opinions?

# The Law of Crucial Conversations

- Anytime you find yourself stuck, there are **crucial conversations** keeping you there.
- Identify the crucial conversations you're not holding or not holding well, figure out where you're going wrong, fix it, and get better at everything.



# Your Style Under Stress

- The survey will help you identify the communication style you revert to when crucial conversations start getting tense.
- It will also help point out which skills will be of most use to you in tough situations.

Before you start, think of a specific person or topic where you have trouble staying in dialogue. Candidly answer the survey questions while keeping this crucial conversation in mind.



# Your Style Under Stress Survey



# Get Unstuck

**Determine where you feel stuck.**

Is it personally?

Is it professionally?

**THINK CPR:**

**C**ontent Issues:

**P**attern Issues:

**R**elationship Issues:

Then, which issue do you need to address, with whom, in order to get unstuck?

# Start with Heart

**What do you really want:**

For yourself

For the other person

For the relationship

For the organization

**What could you say to make what you really want  
clear?**



# Master My Stories

## ASK:

- **What stories are you telling yourself about the situation/person?**
  - Victim, Villain or Helpful
- **Tell the rest of the story:**
  - What am I pretending not to notice about my role in this problem?
  - Why would a reasonable, rational, and decent person do this?
  - What should I do right now to move forward?



# STATE Your Path

THE FACTS

MY STORY

THE QUESTIONS I'LL ASK



# Make it Safe

- **Commit to Seek a Mutual Purpose**
  - Make a joint commitment to stay in the conversation until you have a good solution.
- **Recognize the Purpose behind the Strategy**
  - Ask people why they want what they are pushing for.
- **Inv<sub>e</sub>nt a Mutual Purpose**
  - See if you can invent a longer-term purpose more motivating than the ones that keep you in the conflict cycle.
- **Brainstorm to Get a Mutual Purpose**
  - Join forces and search for a solution (QI!) that serves everyone.

# Make it Safe

- When others move to violence or silence, step out of the conversation and make it safe
- Apologize when necessary
- Start with what you don't intend, then explain what you do intend



# Pool of Shared Meaning



# Move to Action: Decision Making

**Command:** *Governing Bodies, State Regulations*

**Consult:** *Others are invited to influence decisions, such as parents*

**Vote:** *Majority rules!*

**Consensus:** *Issues where everyone absolutely must support the final choice*



# Move to Action

## WHO – Assign to a Person

“We” actually means “not me” when it comes to assignments!

## DOES WHAT – Exact Deliverables

Fuzzy expectations typically lead to disappointments.

## BY WHEN – Give a Deadline

No date = “someday”

## HOW WILL YOU FOLLOW-UP – Build in Methods for Success

If you want people to be accountable, you must give them the opportunity to account.



# How to Speak Persuasively ...Not Abrasively

- **S**hare your facts
  - **T**ell your story
- **A**sk for others' paths
  - **T**alk tentatively
- **E**ncourage testing

# Share Your Facts

- People who are masters of dialogue and communication share tough messages by beginning with what they see and hear and then move to stories or feelings.
- It is dangerous to start with stories or feelings first.



# Ladder of Inference

I take **Actions** based on my beliefs

} Strategy

I adopt **Beliefs** about the world

I draw **Conclusions**

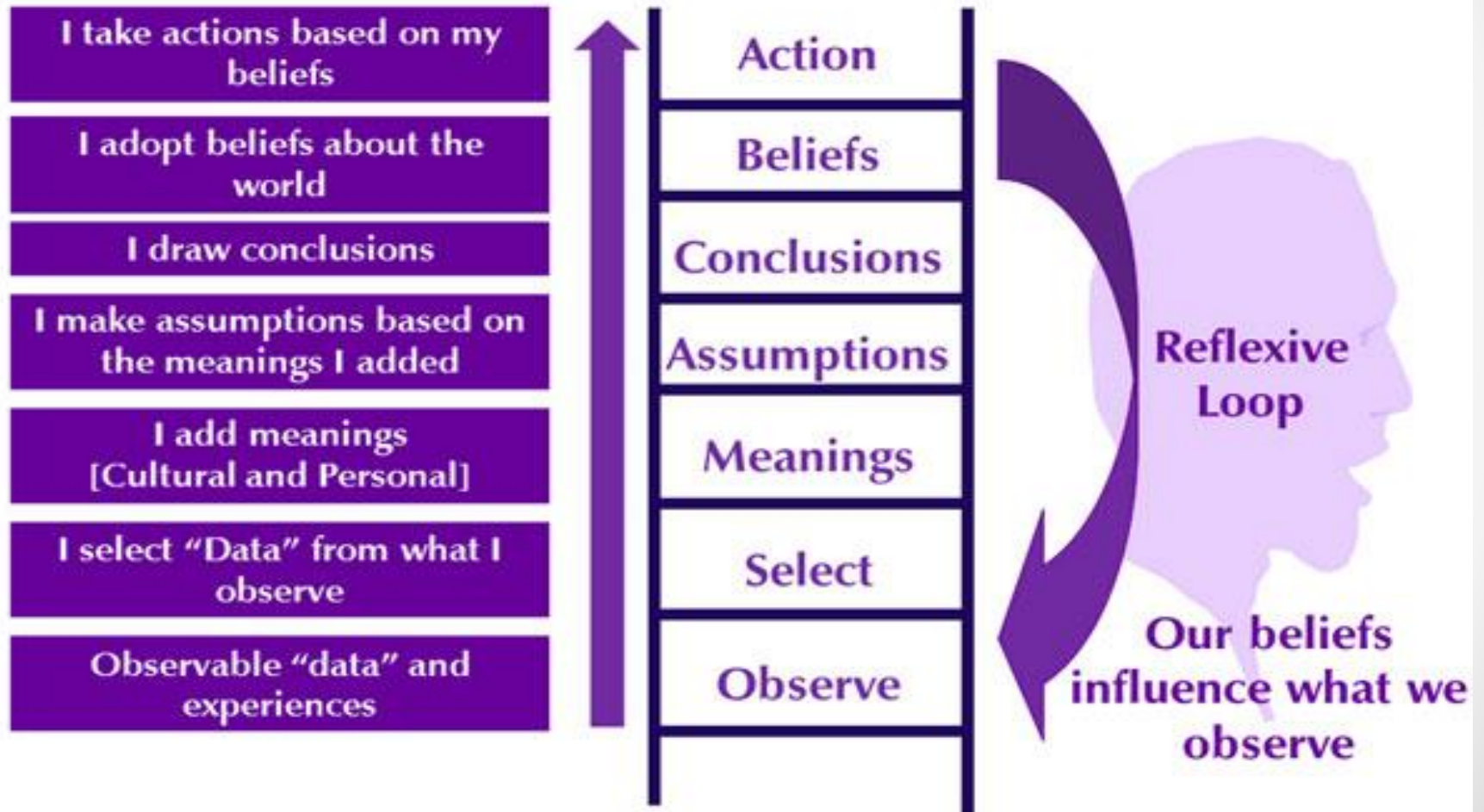
I make **Assumptions** based on the meanings I hold

I add *Meanings* (cultural and personal)

I select "**Data**" from what I observe

Observable "data" and experiences

# The Ladder of Inference



# Tell Your Story

- Explain the conclusions and judgments you've drawn.
- This is a tricky part because you run a greater risk of causing defensiveness.

# Ask for Other's Paths

- Invite others' to share their views.
- Let them share new ideas or challenge your facts. Ask them to tell their observations, opinions, and feelings.
- There's value in hearing the story they've been telling themselves.

<b>Too Forceful</b>	<b>More Tentative</b>
The fact of the matter is ...	In my opinion ...
That's a dumb idea ...	Maybe it would make more sense to ...
The only reasonable option is to ...	I believe that what we should do is ...
If I agreed with you, then we'd both be wrong.	I'm wondering if that example applies to our agency ...

# Encourage Testing

- “How” we ask others for their views is another test of humility.
- We must remember our **purpose**. If our goal is to convince, compel, or control, we’ll do a great job of speaking our minds and a poor one of encouraging others to share their views.

Think about a crucial conversation you need to have and use the worksheet to plan it out.

LUNCH



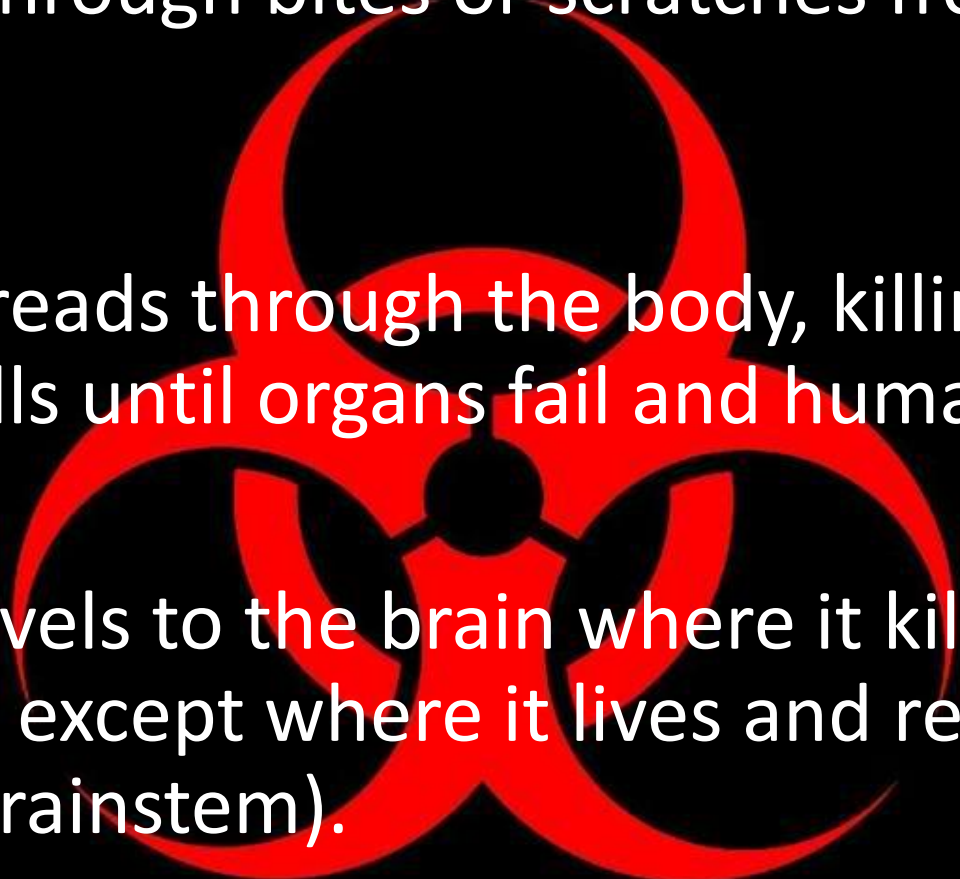
ZOMBIE APOCALYPSE

Know The Basics



# About the Virus

- Spread through bites or scratches from a zombie.
- Virus spreads through the body, killing all living cells until organs fail and human dies.
- Virus travels to the brain where it kills all brain function except where it lives and replicates (in the brainstem).



# About the Virus (continued)

- Once the virus has replicated itself enough, the brainstem will become reactive.
- This causes the person to “reanimate” as a zombie.

# About the Zombies

- Because most of the brain has died, there is no trace of personality or humanity left.
- The zombie will still have motor function and the desire to eat live, human flesh.



# About the Zombies (continued)

- Any person who is scratched, bitten or only partially eaten by a zombie, will become a zombie himself.



- This is how the world becomes overrun and an apocalyptic scenario manifests.

# About the Zombies (continued)

- They can hear, see and smell just as they did when they were human.
- They can not feel ANYTHING.
- We don't know if they can taste.



# About the Zombies (continued)

- They are attracted to sound more than anything.
- They are very slow and clumsy.
- The strength they possess is only equal to that of their pre-zombified, human body.



# About the Zombies (continued)

- They are not smart enough to use weapons.
- They cannot think beyond “there is food...grab food...eat food.”
- They can travel in hoards.
  - This isn’t because they like the company.
  - It’s because any sound, smell or sight that attracts one, will attract others.



# The **MOST** Important Thing About the Zombies

The only way to kill a zombie is to destroy the  
brain!!!





# About Society

The background image is a post-apocalyptic cityscape with a strong red tint. It shows a road leading through a desolate urban environment with many destroyed and partially collapsed buildings. A large bridge structure is visible on the right side of the road. The sky is filled with a hazy, reddish atmosphere, suggesting a disaster or a zombie apocalypse.

- It no longer exists.
- No economy
- No government
- No military
- No police
- Expect the zombies to outnumber humans quickly and maintain majority for at least 5 years....probably many more.

# About You

- You have now inherited the “simple life.”
- No job, no home responsibilities and NO BILLS



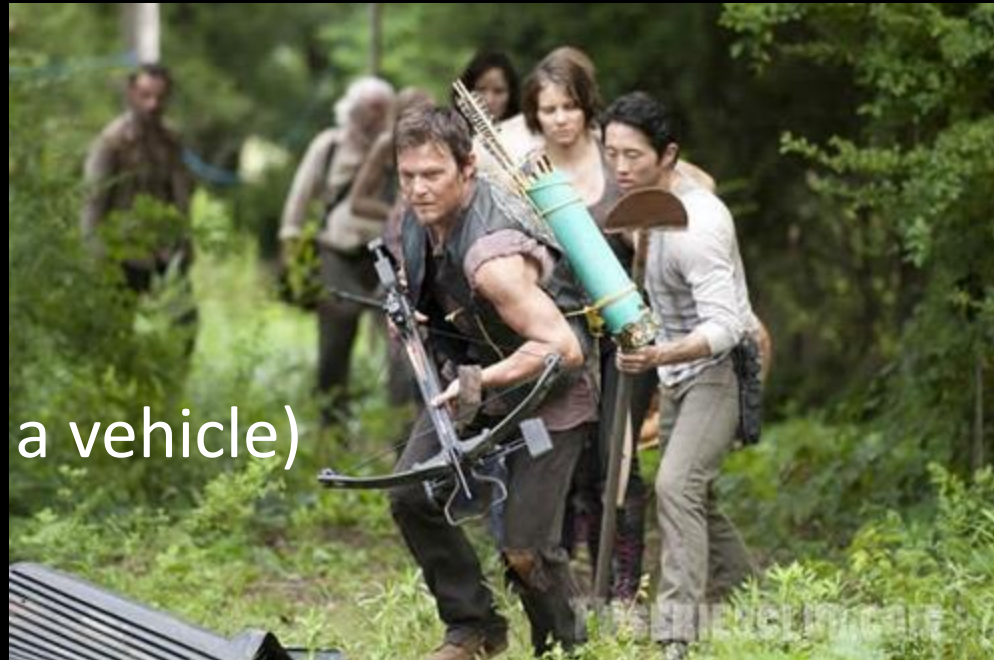
# About You

- Solo survival is near impossible...you WILL go crazy.
- After a few weeks, you will look ROUGH. Try not to look like a zombie



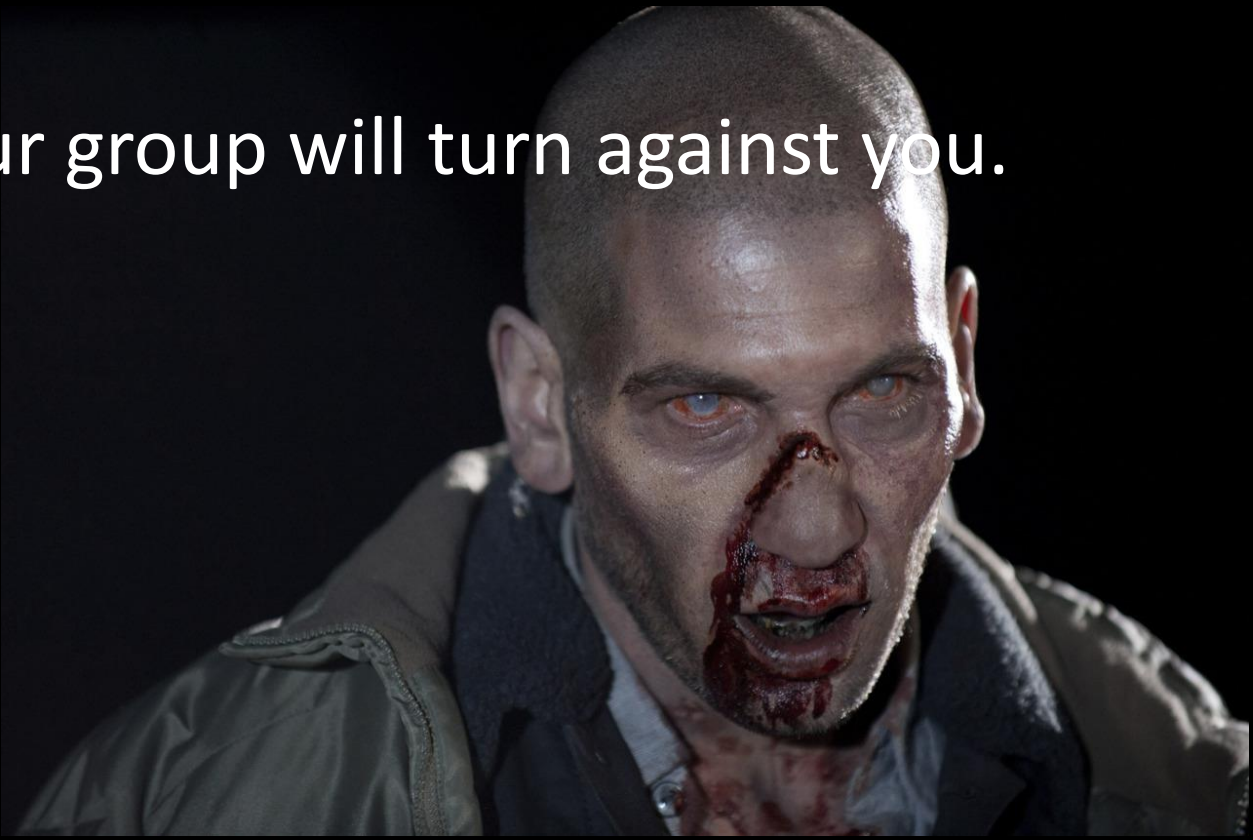
# About Your New Life

- You will ALWAYS be trying to find:
  - Food
  - Water
  - Safe Shelter
  - Ammunition
  - Gasoline (if you have a vehicle)
  - Other people
  - Zombies



# About Other People

- If a person in your group is bitten, they may try to hide it....they will believe they are fine.
- People in your group will turn against you.



# About Other People

- People outside of your group want what you have and will do anything to get it.
- You want to stay safe from zombies AND bad people.

















SCENTLOK  
SAVANNA

CARLOS







WHAT ARE THE ATTRIBUTES OF A WEAPON THAT WOULD CONTRIBUTE MOST TO YOUR SURVIVAL?

Write down at least three attributes on sticky notes and create an affinity diagram.



Categorize the Attributes

Weight the Attributes

**CHOOSE YOUR WEAPON  
BY RANKING (1-5) THOSE  
AVAILABLE BY THEIR  
WEIGHTED ATTRIBUTES**



# Prioritization Matrix

Desired Attributes

Available  
Weapons

Score Weight x Rank	20	15	10	5	Total Score
<b>Machete</b>					
<b>Pistol</b>					
<b>Ball Bat</b>					
<b>Crossbow</b>					
<b>Shotgun</b>					

# Ladder of Inference

