**A Continuous Quality Improvement (CQI) Culture: Organizational READINESS Survey**

**2012**

**LSIG Culture Workgroup**

**APHL**

**6/8/2012**



**CQI Organizational Assessments on Readiness and Deployment**

The CQI Organizational assessment(s) were developed by the “Culture of Quality Improvement” workgroup (part of the Laboratory System Improvement Group). The goal of the assessment(s) is to provide a tool for laboratories to measure the culture of quality in their laboratory as well as readiness and willingness to adopt a culture of quality. It can be used as a baseline measurement of your laboratories’ quality culture and can identify “change agents” in your institution - individuals that are willing to assist in facilitating change. If used over time it will identify changes in perception of staff about quality improvement in your environment.

CQI refers to Continuous Quality Improvement, a management philosophy adopted by organizations to improve performance. Several CQI methodologies that are employed include Lean (elimination of waste, customer value), Six Sigma (reduction in defects), and Malcolm Baldrige (managing organizational systems).

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**INSTRUCTIONS:** The CQI Culture survey is designed as a template in Word. To administer the survey and collect response data, it is recommended that it be created using survey software (e.g. Survey Monkey, FormSite, Qualtrics, Google). To use this template, double click on the appropriate check-box to open the pop-up screen. Then select “Checked” under the Default Value heading.

The survey questions are for guidance only, and can be customized or tailored to meet your organization’s needs. It addresses key areas of focus to assess the **level of readiness of an organization** to support and sustain a CQI culture. It is designed to be anonymous and to be completed by all management and staff within your organization. To identify areas of success, data can also be segmented based on job position or work unit. The survey can be repeated on a regular basis to measure your organization’s level of progress.

1. **Select the box that best describes your CURRENT position (select all that apply):**

|  |  |
| --- | --- |
| [ ]  | Technical- Laboratory Scientist |
| [ ]  | Technical- Laboratory Supervisor |
| [ ]  | QA Officer |
| [ ]  | Administration (e.g. Senior Leaders, Directors) |
| [ ]  | Administrative Support (e.g. Human Resources, Graphics, Public Information Officer) |
| [ ]  | Laboratory Support (IT, Receiving, Media Prep) |
| [ ]  | Other (describe): *insert text* |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| [ ]  | Full-time |  | [ ]  | Permanent |
| [ ]  | Part-time |  | [ ]  | Temporary |
|  |   |  | [ ]  | Student |

|  |  |
| --- | --- |
| [ ]  | New employee (within past 12 months) |

1. **Select the box that best describes your CURRENT work unit/section/department (select all that apply):**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| [ ]  | Administration |  | [ ]  | Environmental- Microbiology |
| [ ]  | Blood Lead |  | [ ]  | Environmental- Organics |
| [ ]  | Clinical- Chemistry |  | [ ]  | Environmental- Inorganics |
| [ ]  | Clinical- Microbiology (Bacteriology) |  | [ ]  | Food Testing- Chemistry |
| [ ]  | Clinical- Molecular Biology |  | [ ]  | Food Testing- Microbiology |
| [ ]  | Clinical- Mycology |  | [ ]  | Food Testing- Radiochemistry |
| [ ]  | Clinical- Parasitology |  | [ ]  | Newborn Screening |
| [ ]  | Clinical- Serology |  | [ ]  | Pre-Natal Screening |
| [ ]  | Clinical- Virology |  | [ ]  | QA |
| [ ]  | Environmental- Air Quality |  | [ ]  | Support Services |
| [ ]  | Environmental- Limnology  |  | [ ]  | Other (describe): *insert text* |
| [ ]  | Environmental- Radiochemistry |  |  |  |

1. **Read the following statements and check the box the best indicates your level of agreement.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SENIOR LEADERS**  | **I don’t know****(0)** | **Strongly Disagree****(1)** | **Somewhat Disagree****(2)** | **Somewhat Agree****(4)** | **Strongly Agree****(5)** |
| a. | Open to new ideas to increase quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| b. | Emphasizes quality improvement as a high priority. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| c. | Emphasizes and supports a culture of change. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| d. | Stresses the importance of quality in all levels of workers- from management to the bench. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| e. | Consistently communicates about quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| f. | Encourages changes to improve quality.  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| g. | Encourages innovation. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| h. | Prioritizes critical improvement needs within the organization. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| i. | Willing to dedicate resources to support CQI within your organization (e.g. staff, time, training, tools). | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| j. | Willing to learn more about CQI methods (e.g. Lean, Six Sigma, Baldrige). | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

| **YOUR ORGANIZATION**  | **I don’t know****(0)** | **Strongly Disagree****(1)** | **Somewhat Disagree****(2)** | **Somewhat Agree****(4)** | **Strongly Agree****(5)** |
| --- | --- | --- | --- | --- | --- |
| a. | Open to new ideas to increase quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| b. | Emphasizes quality improvement as a high priority. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| c. | Emphasizes and supports a culture of change. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| d. | Stresses the importance of quality in all levels of workers- from management to the bench. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| e. | Consistently communicates about quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| f. | Encourages changes to improve quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| g. | Encourages innovation. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

| **YOUR UNIT/SECTION/DEPARTMENT**  | **I don’t know****(0)** | **Strongly Disagree****(1)** | **Somewhat Disagree****(2)** | **Somewhat Agree****(4)** | **Strongly Agree****(5)** |
| --- | --- | --- | --- | --- | --- |
| a. | Open to new ideas to increase quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| b. | Emphasizes quality improvement as a high priority. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| c. | Emphasizes and supports a culture of change. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| d. | Stresses the importance of quality in all levels of workers. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| e. | Consistently communicates about quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| f. | Encourages changes to improve quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| g. | Encourages innovation. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

| **YOURSELF** | **I don’t know****(0)** | **Strongly Disagree****(1)** | **Somewhat Disagree****(2)** | **Somewhat Agree****(4)** | **Strongly Agree****(5)** |
| --- | --- | --- | --- | --- | --- |
| a. | Open to new ideas to increase quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| b. | Emphasizes quality improvement as a high priority. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| c. | Emphasizes and supports a culture of change. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| d | Stresses the importance of quality as part of the organization. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| e. | Consistently communicates about quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| f. | Feels empowered to make changes to improve quality. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| g. | Encourages innovation in others. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| h. | Willing to receive basic training on CQI methods (e.g. Lean, Six Sigma). | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| i. | Willing to serve as a trainer, facilitator, or mentor for others on CQI concepts. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

**Additional Comments:**

*insert text here*