

# Keys to Positive, Productive QI Feedback

Lisa Sullivan, Support Services Manager  
Santa Cruz Consolidated Emergency  
Communications Center



## Keys to Positive, Productive QI Feedback

- Santa Cruz Consolidated Emergency Communications Center (SCCECC or "NetCom")
  - Joint Powers Authority
  - Governed by Board of Directors representing four member agencies: cities of Capitola, Santa Cruz, and Watsonville and the County of Santa Cruz

# Keys to Positive, Productive QI Feedback

- Santa Cruz Consolidated Emergency Communications Center (SCCECC or "NetCom")
  - User Chiefs form Advisory Committee
  - General Manager appointed by Board
  - 55 full time employees, 42 dispatchers



# Keys to Positive, Productive QI Feedback

- Santa Cruz Consolidated Emergency Communications Center (SCCECC or "NetCom")
  - Went live June, 1996
  - Dispatch for four law enforcement agencies, nine fire service agencies, and county-wide ambulance provider
  - CALEA accredited in 2004



# Keys to Positive, Productive QI Feedback

- Santa Cruz Consolidated Emergency Communications Center (SCCECC or "NetCom")
  - "If you build it, they will come."
  - Located in the De Laveaga Golf Course between the 17<sup>th</sup> green and 18<sup>th</sup> tee.
  - 2,750 sq. ft. Comm. Center with windows, views, and fresh air!
  - [www.sccecc.org](http://www.sccecc.org)



# Keys to Positive, Productive QI Feedback

- Key #1
  - Understand why you're doing QI



# Keys to Positive, Productive QI Feedback

- Why Quality Improvement?
  - Quantify performance

# Keys to Positive, Productive QI Feedback

- Why Quality Improvement?
  - Quantify performance
  - Improve performance



# Keys to Positive, Productive QI Feedback

## ■ Why Quality Improvement?

- Quantify performance
- Improve performance
- Respond to issues

# Keys to Positive, Productive QI Feedback

## ■ Why Quality Improvement?

- Quantify performance
- Improve performance
- Respond to issues
- Justify investment

# Keys to Positive, Productive QI Feedback

- Key #2

- Build an organization that supports QI



# Keys to Positive, Productive QI Feedback

- Does the organization support QI?
  - Identify the customer

# Keys to Positive, Productive QI Feedback

- Does the organization support QI?
  - Identify the customer
  - Obtain the tools

# Keys to Positive, Productive QI Feedback

- Does the organization support QI?
  - Identify the customer
  - Obtain the tools
  - Participative processes

# Keys to Positive, Productive QI Feedback

- Does the organization support QI?
  - Identify the customer
  - Obtain the tools
  - Participative processes
  - Modern management

# Keys to Positive, Productive QI Feedback

- Key #3
  - Define a QI program and process





# Keys to Positive, Productive QI Feedback

- QI Program Elements
  - Define “quality”

# Keys to Positive, Productive QI Feedback

- QI Program Elements

- Define "quality"
- Establish measurable criteria

# Keys to Positive, Productive QI Feedback

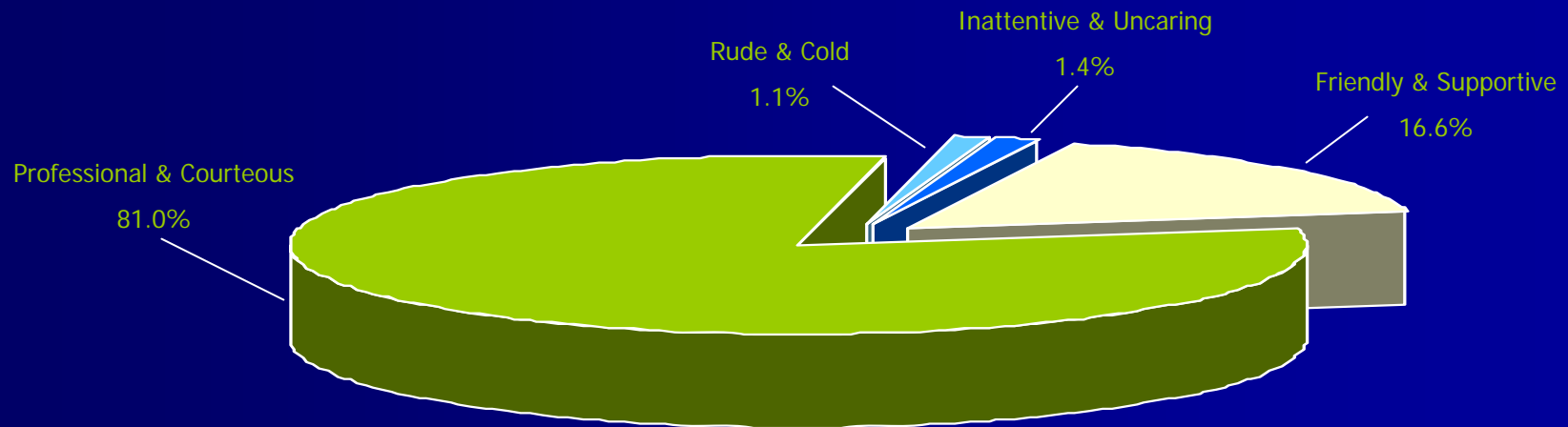
## ■ Measurable Criteria

- Quantitative performance measurements
  - Will have a call taking time of less than 90 seconds on 90% of all first priority, law enforcement incidents.
- Qualitative performance measurements
  - Customer satisfaction surveys

# Keys to Positive, Productive QI Feedback

- Qualitative performance measurements
  - Customer Satisfaction Surveys

Community Survey Results, Phrase That Best Describes the Dispatcher



# Keys to Positive, Productive QI Feedback

## ■ QI Program Elements

- Define "quality"
- Establish measurable criteria
- Provide feedback
  - To Shareholders
  - To Dispatchers

# Keys to Positive, Productive QI Feedback

## ■ Feedback

### – To Shareholders

- Quarterly Reports to User Chiefs
- Annual Report

### – To Dispatchers

- Monthly
- Quarterly
- Annually

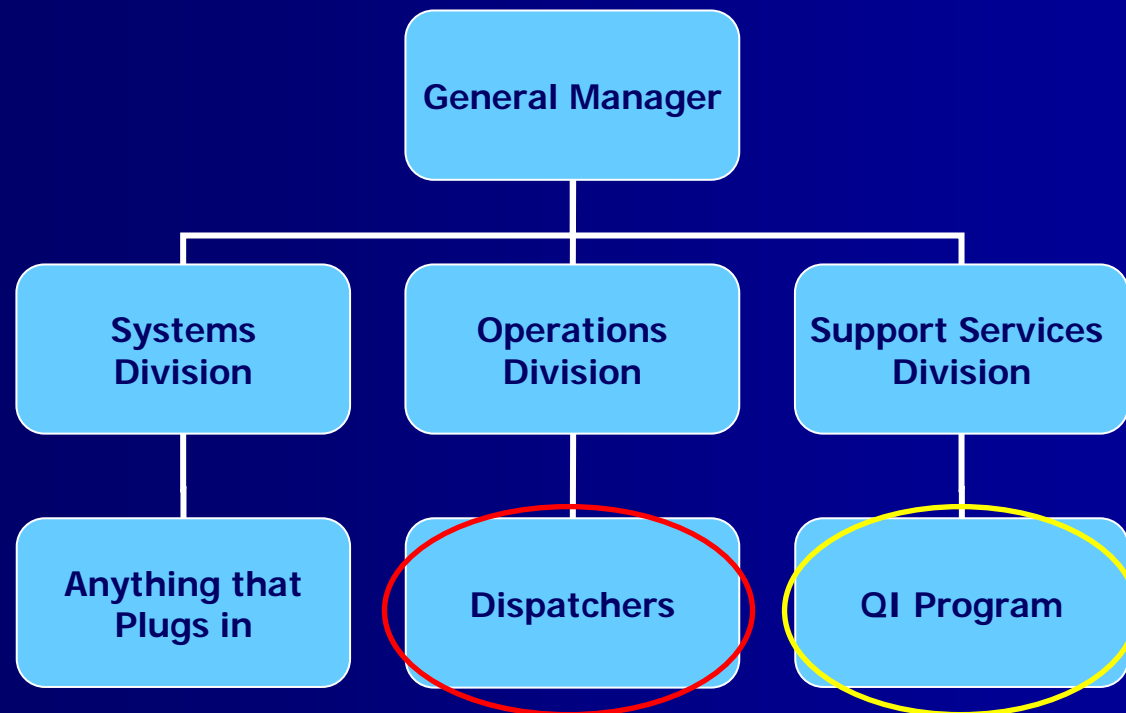
# Keys to Positive, Productive QI Feedback

## ■ QI Program Elements

- Define “quality”
- Establish measurable criteria
- Provide feedback
  - To Shareholders
  - To Dispatchers
- Address substandard performance

# Keys to Positive, Productive QI Feedback

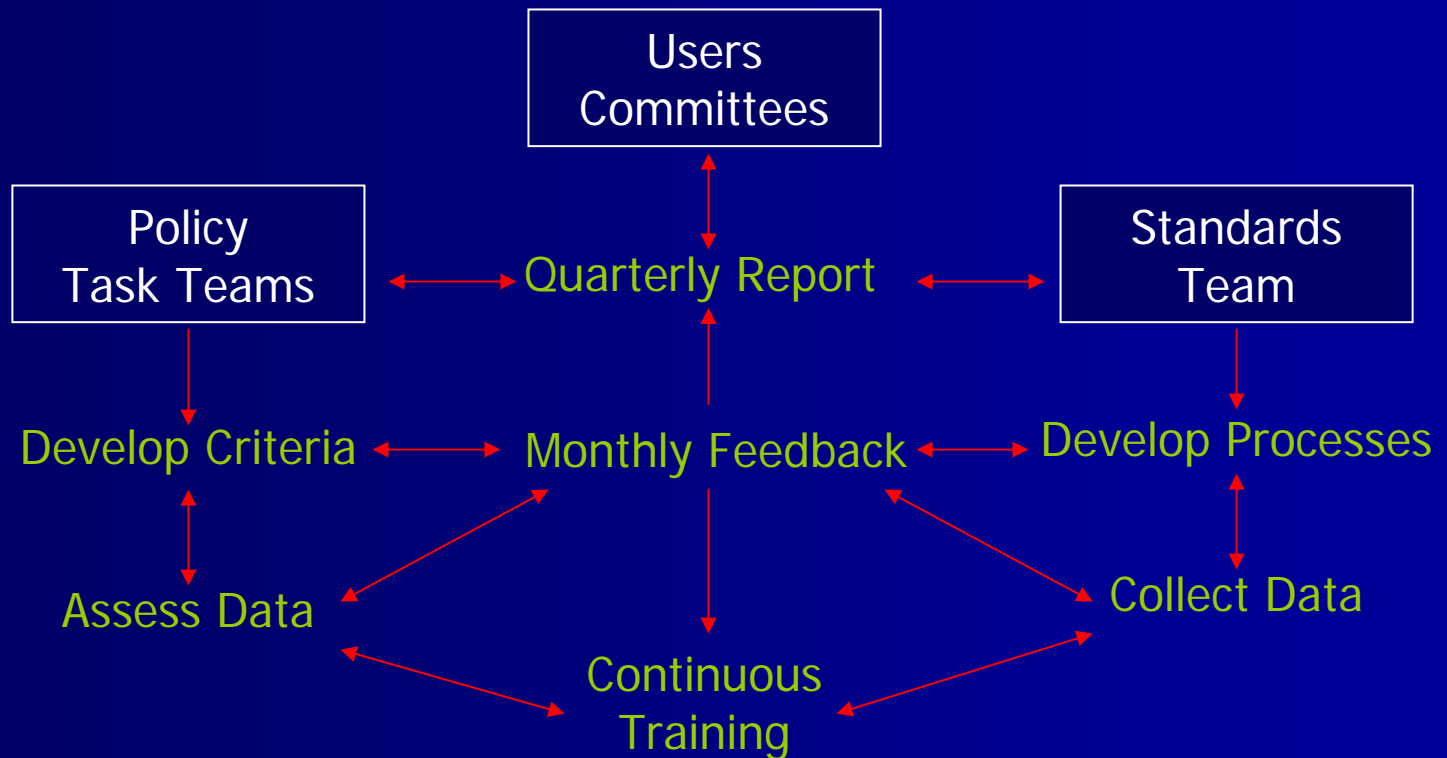
- QI function is located outside of direct chain of command





# Keys to Positive, Productive QI Feedback

## ■ QI Process Diagram



# Keys to Positive, Productive QI Feedback

- Key #4
  - Package your feedback



# Keys to Positive, Productive QI Feedback

- Educate
  - What is the performance objective
    - Who established it and why is it important

# Keys to Positive, Productive QI Feedback

## ■ Educate

- What is the performance objective
  - Who established it and why is it important
- What is the current performance
  - How is it measured
  - Habits that may be contributing

# Keys to Positive, Productive QI Feedback

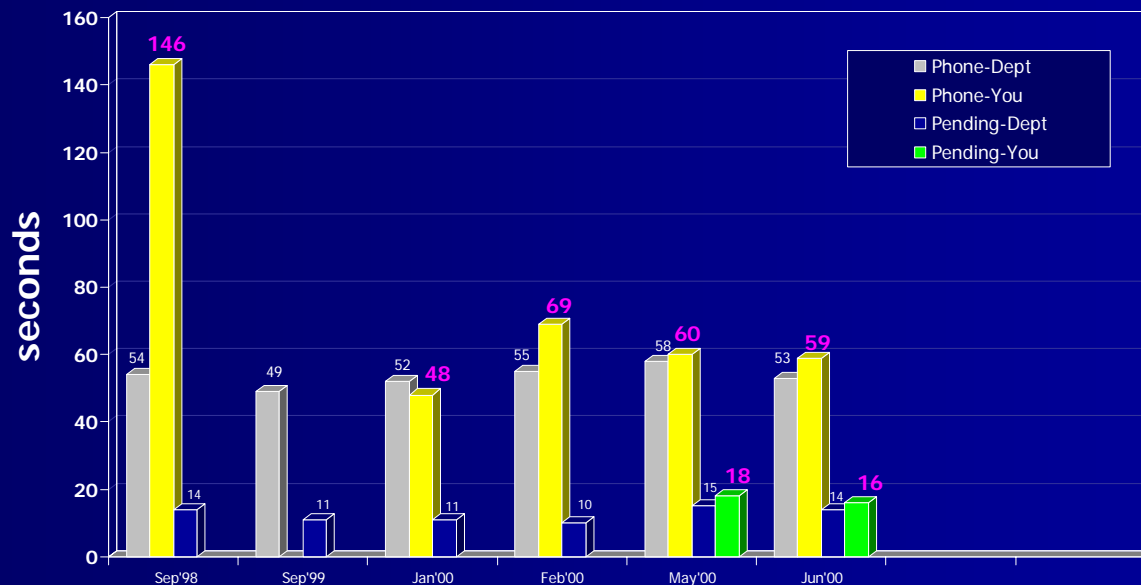
## ■ Educate

- What is the performance objective
  - Who established it and why is it important
- What is the current performance
  - How is it measured
  - Habits that may be contributing
- What is the time frame for improving
  - If any

# Keys to Positive, Productive QI Feedback

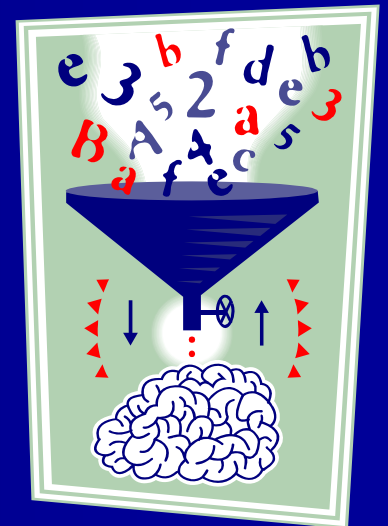
## ■ A picture's worth a thousand words

Performance Report for: Dispatcher's Name  
Fire Phones & Radio  
June, 2000



# Keys to Positive, Productive QI Feedback

- Provide the details
  - Some will eagerly dig in
    - To understand
    - To disprove



# Keys to Positive, Productive QI Feedback

- Key #5
  - Rewards, rewards, and more rewards





# Keys to Positive, Productive QI Feedback

- Rewards must be meaningful to the recipient



# 5

## Keys to Positive, Productive QI Feedback

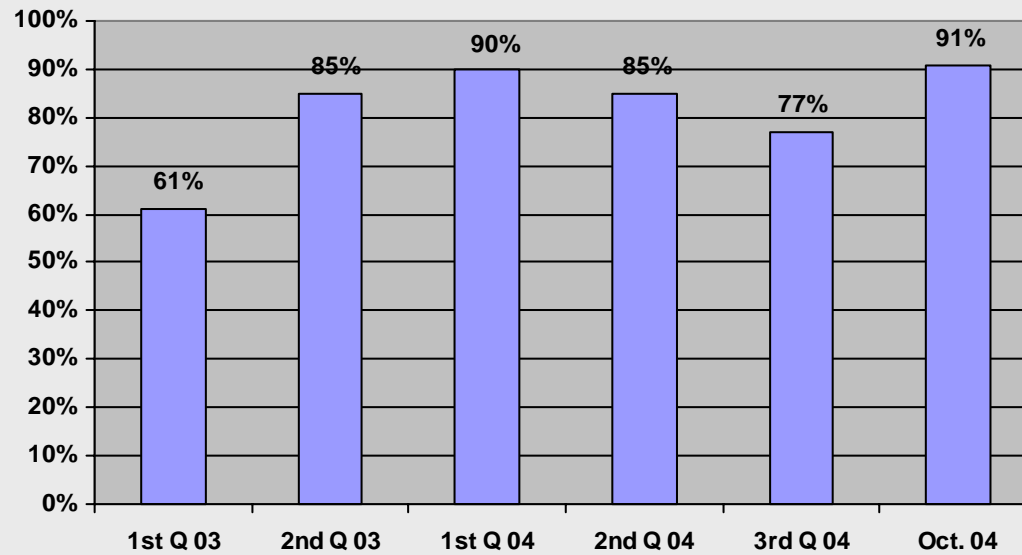
- Understand why you're doing QI
- Build an organization that supports QI
- Define a QI program and process
- Package your feedback
- Rewards, rewards, and more rewards



# Keys to Positive, Productive QI Feedback

## ■ Results

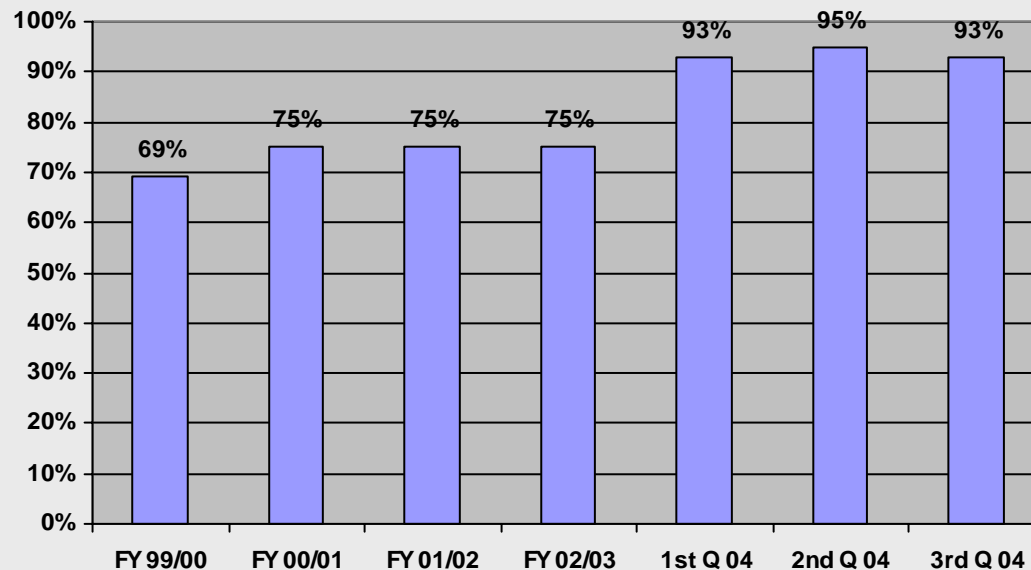
- *Elapsed time from E9-1-1 call pick up to the point of dispatch (CAD incident initiation) is a maximum of sixty seconds for 90% of all priority Echo (E) EMS incidents.*



# Keys to Positive, Productive QI Feedback

## ■ Results

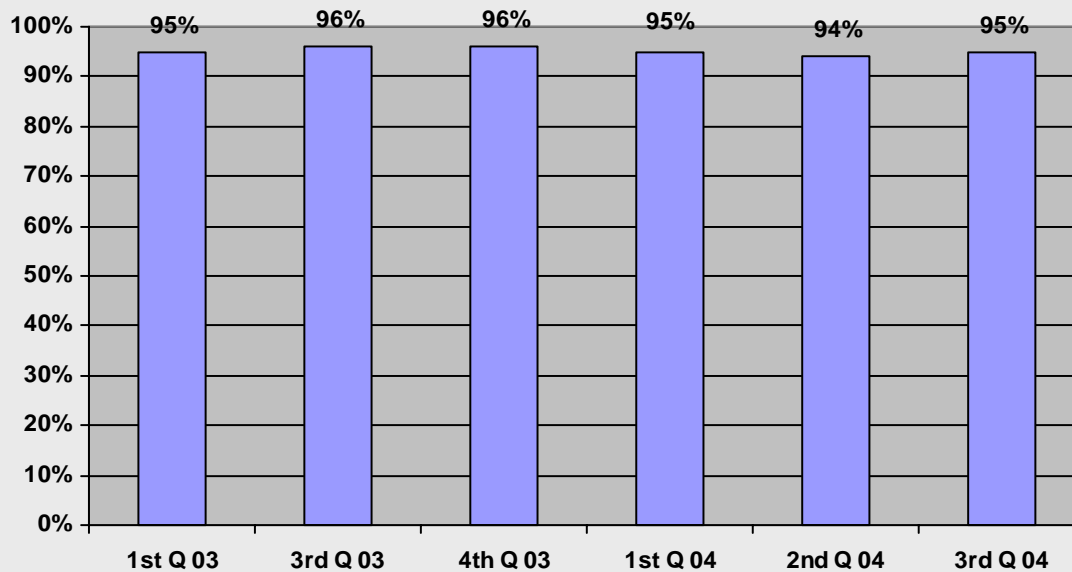
- *Provision of pre-alerts for 90% of all fire or medical incidents.*



# Keys to Positive, Productive QI Feedback

## ■ Results

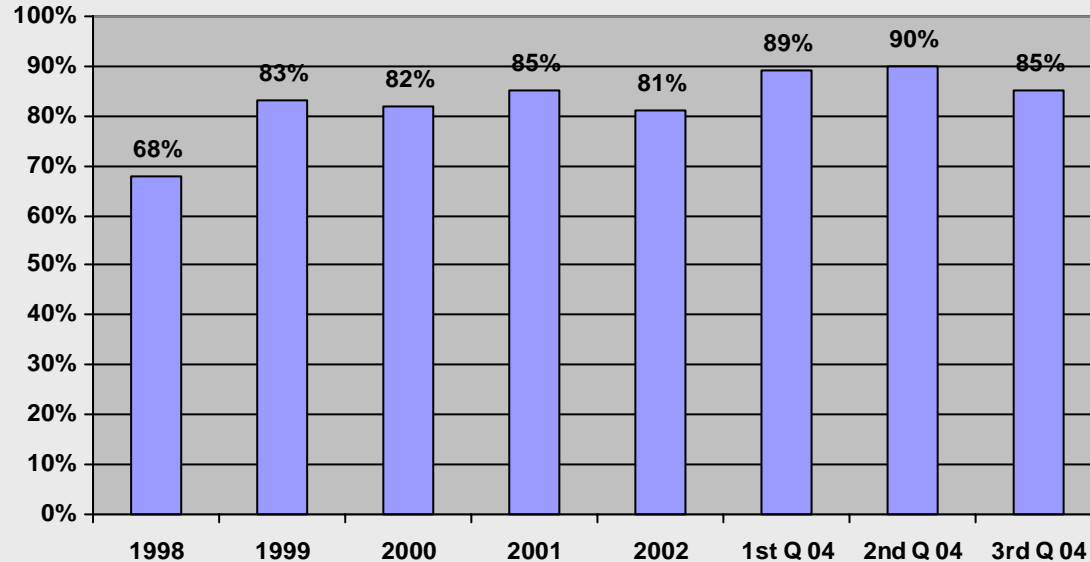
- **Average compliance to law enforcement call taking content standards, as demonstrated by supervisor review and measured by total score, of 92.5%.**



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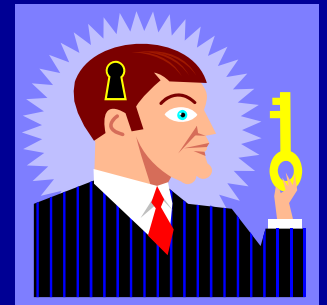
## ■ Results

- *Elapsed time from E9-1-1 call pick up to the point of dispatch (CAD incident initiation) in a maximum of ninety seconds for 90% of all first priority law enforcement incidents.*



# Keys to Positive, Productive QI Feedback

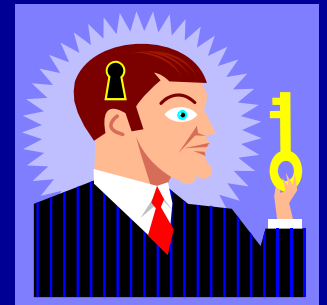
- Lessons Learned
  - Establish management's right to set work standards



# Keys to Positive, Productive QI Feedback

## ■ Lessons Learned

- Establish management's right to set work standards
- Have the right tools

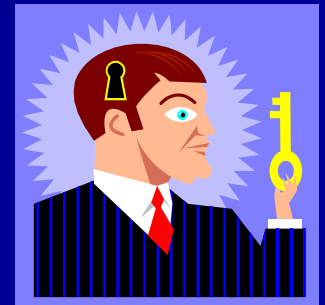




# Keys to Positive, Productive QI Feedback

## ■ Lessons Learned

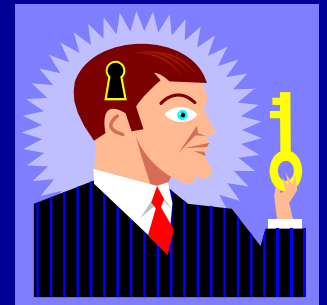
- Establish management's right to set work standards
- Have the right tools
- Operations supervisors must be involved at the program level and should not be involved at the individual level.



# Keys to Positive, Productive QI Feedback

- Lessons Learned

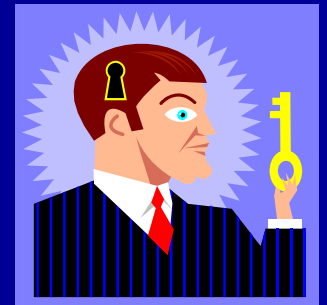
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## ■ Lessons Learned

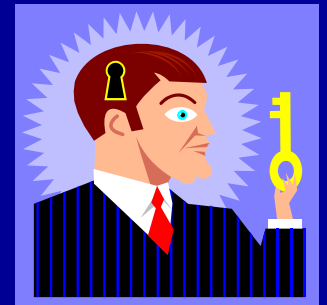
- Recognize when you've gone as far as you can go
- Think about your program name



# Keys to Positive, Productive QI Feedback

## ■ Lessons Learned

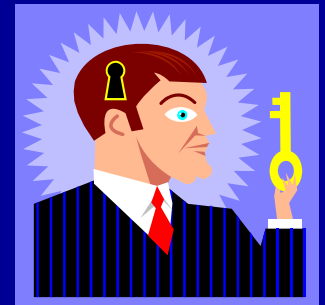
- Recognize when you've gone as far as you can go
- Think about your program name
- Make sure your data is accurate



# Keys to Positive, Productive QI Feedback

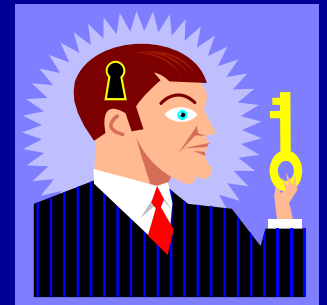
## ■ Lessons Learned

- Recognize when you've gone as far as you can go
- Think about your program name
- Make sure your data is accurate
- Trumpet your successes loudly and often



# Keys to Positive, Productive QI Feedback

- Lessons Learned
  - Be patient; change doesn't happen overnight



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