

ATTACHMENT 11: CONTINUOUS QUALITY MANAGEMENT/IMPROVEMENT

OVERVIEW:

Quality Management is a systematic, structured, and continuous approach to meet or exceed established professional standards and user expectations. Quality management is implemented by using tools and techniques to measure performance and improve processes through three main components: quality infrastructure, performance measurement and quality improvement.

Quality infrastructure is the structure and supports that allow the organization to measure performance and improve processes. Quality infrastructure components include leadership, quality improvement teams, quality related training/capacity building, and a written quality management plan. It is often difficult to sustain a success quality management program if the infrastructure components are missing or weak.

When most people think about quality management, performance measurement and quality improvement come to mind. Performance measurement is the routine collection and analysis of data. The analysis is completed by defining the data elements used to calculate the numerator and denominator. Performance measures must be based on established professional standards and/or evidenced based research, when possible.

Quality improvement is a method that uses the tools of quality in an effective, logical and systematic process to solve problems, improve efficiency and eliminate non-value adding steps in the work flow. There are many methods for quality improvement process, but in general they all involve an ongoing cycle of planning, implementation, analysis, improvement. It is important to conduct performance measurement and quality improvement activities in balance. Regularly measuring performance to see if the project is having an impact is critical.

A successful quality management program should:

- Have identified leadership, accountability, and dedicated resources available to the program.
- Use data and measurable outcomes to determine progress toward evidenced-based benchmarks.
- Focus on linkages, efficiencies, and provider and client expectations in addressing outcome improvement.
- Be adaptive to change and fit within the framework of other programmatic quality assurance and quality improvement activities (i.e., Joint Commission on the Accreditation of Healthcare Organizations [JCAHO], Medicaid, and other HRSA programs).
- Ensure that data collected are fed back into the quality improvement process so that goals are accomplished and improved outcomes are realized

WHY:

In order to continuously improve systems of care, evaluations of the quality of care should consider the service delivery process, quality of personnel and resources available, and the outcomes. The overall purpose of a quality management program is to ensure that:

- Services adhere to established service standards, treatment guidelines and established clinical

practice, if applicable.

- Strategies are developed for improvement of services provided, including clinical services and supportive services.
- Demographic, clinical and utilization data are used to evaluate service trends and quality of care.
- Appropriate leaders and stakeholders are included throughout the quality improvement process.
- Continuous processes to improve quality of care are in motion.

Ensuring service effectiveness through evaluation has long been a priority of CSD. Over the past several years CSD has worked with funded agencies and key stakeholders to establish measurable outputs and outcomes. Extensive training has been provided on the value of and process to implement a quality management plan. Data collection and performance reports have led to recommendations supporting program improvements. This next phase of CSD's efforts to improve the quality of services is to add additional structure and contractual requirements, as well as dedicated financial resources. With providing additional funding support it is anticipated that CSD funded agencies through CQM will develop and deliver community trainings to translate knowledge from their research, planning and evaluation to improve quality.

HOW:

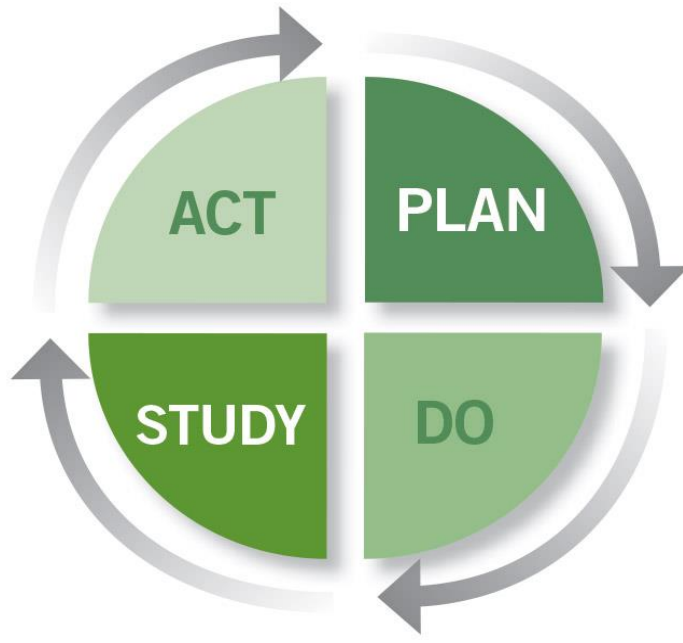
Funded agencies' expenses for Continuous Quality Improvement (CQI) activities are administrative and may be budgeted up to 5% of the contract amount.

Funded service providers must have:

- An active CQM project during the entire length of the contract; this can be one project that spans the length of the contract or multiple projects.
- Established processes for ensuring that services are provided in accordance with established treatment guidelines and standards of care, if applicable.
- Incorporated quality improvement activities into funding proposals (NOFO) and adhere to quality management contractual requirements

PLAN:

CQM Projects will follow the Plan-Do-Study-Act (PDSA) cycle, which is a systematic process for gaining valuable learning and knowledge for the continual improvement of a product, process, or service. The cycle begins with the Plan step. This involves identifying a goal or purpose, formulating a theory, defining success metrics and putting a plan into action. These activities are followed by the Do step, in which the components of the plan are implemented, such as making a product. Next comes the Study step, where outcomes are monitored to test the validity of the plan for signs of progress and success, or problems and areas for improvement. The Act step closes the cycle, integrating the learning generated by the entire process, which can be used to adjust the goal, change methods, reformulate a theory altogether, or broaden the learning – improvement cycle from a small-scale experiment to a larger implementation Plan. These four steps can be repeated over and over as part of a never-ending cycle of continual learning and improvement (definitions come from the Deming Institute). Training and templates for projects will be provided by CSD staff.



Continuous Quality Management Project

Plan Do Study Act (PDSA) Form

Start Date:

End Date:

Project Title:

Agency Name:

Project Lead:

Aim Statement (What you are trying to accomplish?):

- **Specific**- targeted population
- **Measurable**- what to measure and clearly stated goal
- **Achievable**- brief plan to accomplish it
- **Relevant**- why is it important to do now
- **Time Specific**- anticipated length of cycle

Test/Implementation Plan (Think about what changes you can make that will result in an improvement):

What change are you testing with the PDSA cycle(s)? Who will be involved in this PDSA? How long will the change take to implement? What resources will you need? List your action steps along with person(s) responsible and timeline.

Prediction:

Data Collection Plan (Think about how you will know the change is an improvement):

What data/measures will be collected? Who will collect the data? When will the collection of data take place? How will the data (measures or observations) be collected and displayed? What decisions will be made based on the data?