

QUALITY MANAGEMENT

- Quality management programs can take many shapes & forms & will be most effective if they are individualized to meet the needs of a specific organization.
- While each program will look different, successful quality management programs have key characteristics that are critical to the efficient functioning of the program.
- Most quality management systems are designed with customers' satisfaction in mind.
- It is the procedures, processes, organization & resources that are needed to keep the organization focused on its goals.

• BASIC STEPS IN QUALITY MANAGEMENT

قرار **STEP ONE: Confirm commitment of leadership & establish supportive organizational structure.**

- ✓ Establish support of program leadership for Quality Management (QM) & confirm commitment.
- ✓ Commit resources to support QM activities.
- ✓ Provide education about Continuous Quality Improvement (CQI) tools & techniques to all levels of staff, including senior leadership.

خطة **STEP TWO: Establish a quality management plan.**

- ادارة جودة
- ✓ Establish a Quality Guidance Team, Steering Committee or utilize existing leadership meetings to oversee the QM program.
 - ✓ Develop an organizational QM plan which delineates goals & objectives for the QM program.
 - ✓ Establish QM priorities.
 - ✓ Develop a timeline or calendar of activities for the year.
 - ✓ Select a QM approach, such as PDSA (plan, do, study, act) or the Chronic Care Model.
 - ✓ Clarify QM responsibilities of staff.

measures-indicators-population-create data plan-data tools

تقييم **STEP THREE: Determine performance measures & collect baseline data.**

- ✓ Based on QM priorities, determine performance measures.
- ✓ Develop indicators to measure performance.
- ✓ Define measurement population & delineate eligibility criteria.
- ✓ Create a data collection plan to include the following:
 - Sampling strategy
 - Determine method of data collection, like chart abstraction & interviews
- ✓ Create data collection tools
- Create instructions for data collection tools
- Train personnel who will collect data
- Conduct pilot test of tool

تحليل **STEP FOUR: Analyze data.** review-more data-compare-distribute-project

- ✓ Analyze data & review the results.
- ✓ Identify areas where additional data is required.
- ✓ If historical data are available, compare for trends (benchmarking).
- ✓ Display & distribute data to communicate findings & results.
- ✓ Identify areas for improvement & select a quality improvement project.

establish team-leader-goals-resources-responsibilities-timeline

STEP FIVE: Develop project-specific CQI plan.

- تطوير خطة خاصة بمشروع
- ✓ Establish project-specific QM team that represents all staff integral to the service or issue.
 - ✓ Identify a team leader or sponsor.
 - ✓ Delineate specific goals for the team.
 - ✓ Allocate time & resources for the team.
 - ✓ Delineate team responsibilities.
 - ✓ Develop timeline for reporting findings & improvement strategies.

STEP SIX: Study & understand the process.

- ✓ Analyze the root causes.
- ✓ Utilize CQI tools & techniques to understand the process, such as flow charts, facilitated brainstorming, cause & effect diagrams, fishbone, etc.
- ✓ Document & track progress by using activity logs, issues identification logs, meeting minutes, etc.
- ✓ Report progress to senior leadership & staff on a regular, defined basis.

Solutions-quick & long-trial Test-refine-timeline-Responsibilities-Implement

STEP SEVEN: Develop & implement an improvement plan.

- ✓ Identify potential solutions to make improvement to the systems of care.
- ✓ Recognize quick fixes & longer term solutions.
- ✓ Try a small test of change & analyze results.
- ✓ Refine improvement plan.
- ✓ Develop timeline for implementation of plan.
- ✓ Delineate team responsibilities.
- ✓ Implement changes.
- ✓ Track changes & improvement actions.

Interval-remeasure indicator-Incremental improvement -communicate

STEP EIGHT: Re-measurement.

- ✓ Determine interval for measurement.
- ✓ Re-measure indicator after change has been implemented.
- ✓ Look for incremental improvement.
- ✓ Communicate results to team, staff & leadership.

STEP NINE: Celebrate success.

communicate results-Congratulate-Start again

- ✓ Communicate results of the project to all levels of the organization, including consumers/customers when appropriate.
- ✓ Congratulate team in public forum like staff meetings, Board of Director meetings.
- ✓ Select a new project & begin at Step 3.