

CONTINUOUS QUALITY IMPROVEMENT (CQI)

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CQI is:

A method to

Identify,
Prioritize,
Develop and
Implement solutions or improvements

} for diverse organizational functions

A structured problem solving approach used to rethink, redesign, and improve processes and work patterns. Data is used to identify root causes, track and trend patterns, and point the way to workable solutions so that significant and dramatic improvements in performance, client service delivery and client care are achieved.

CQI is:

- A system orientation (focused on outcomes)
emphasizing
- A partnership with providers
to meet the needs of
- Clients

CQI involves:

- A total organizational commitment
where
- Employees are involved at all levels
through
- Quality teams
to
- Manage processes (instead of results) with data
in order to achieve
- Continuous improvement
by
- Looking for and fixing system faults rather than people faults

CQI Values:

- Contributions of all staff are respected
- Minority or challenging opinions are welcomed
- Common courtesies are appreciated and expected
- The right to challenge a decision is acknowledged
- Proactive problem resolution is a goal
- Using data to make decisions is expected
- The focus is on correcting the process rather than blaming
- Open discussion of the pros and cons of major decisions is expected
- Clarity about roles and responsibilities is pursued
- Everyone has something to contribute
- No one comes to work intending to do a bad job
- No right or wrong process; but any process can be improved
- Most of us want leadership, not supervision
- Feedback, information and criticism are good; blame is bad

CHANGING FROM TRADITIONAL MANAGEMENT TO CONTINUOUS QUALITY MANAGEMENT

TRADITIONAL

“Don’t mess with success.”
Management controls staff
Military style, autocratic
No sense of urgency
What is good for me
One-time fix is good enough
Supervision of workers
Quality as a feature
Avoid risk, maintain *status quo*
Delegate quality
Focuses on the short term
Guards information
Maverick, individual
Organizes rigidly
Decides using opinions/authority
Kick-starters
Uninspired, business as usual
Agency knows what consumers want
Personal agenda
Works competitively, alone
Company vision clear to management
Reactive
People are liability
Education and training are the employee’s responsibility
Co-workers and consumers are tolerated
The quality fad will blow over

CONTINUOUS QUALITY MANAGEMENT

“There may be a better way.”
Staff are empowered
Participative, collaborative
Strong sense of urgency
What is good for the consumer/agency
Continuous improvements
Leadership
Quality as a value
Thrives on challenges and change
Integrate quality, lead by management
Stresses the long term
Shares information
Teamwork
Organizes flexibly
Decides using facts
Self-starters
Innovative, creative
Consumers determine wants
Team/agency agenda
Works cooperatively, with others
Everyone has the same vision
Proactive
People are the agency’s greatest asset
Education and training are encouraged and supported by management
Co-workers and consumers are enjoyed and appreciated
Perpetual commitment to quality

Doing the Right Thing

- The **efficacy** of the procedure or treatment in relation to the client's condition. The degree to which the care/intervention for the client has been shown to accomplish the desired/projected outcome(s).
- The **appropriateness** of a specific test, procedure, or service to meet the patient's needs. The degree to which the care/intervention provided is relevant to the patient's clinical needs, given the current state of knowledge.

Doing the Right Thing Well

- The **availability** and **accessibility** of a needed test, procedure, treatment, or service to the patient who needs it. The degree to which appropriate care/intervention is available to meet the patient's needs.
- The **timeliness** with which a needed test, procedure, treatment, or service is provided to the patient. The degree to which the care/intervention is provided to the patient at the most beneficial or necessary time.
- The **effectiveness** with which tests, procedures, treatment and services are provided. The degree to which the care/intervention is provided in the correct manner, given the current state of knowledge, in order to achieve the desired/projected outcome for the patient.
- The **continuity** of the services provided to the client with respect to other services, practitioners, and providers, and over time. The degree to which the care/intervention for the patient is coordinated among practitioners, among organizations and over time.
- The **safety** of the client (and others) to whom the services are provided. The degree to which the risk of an intervention and the risk in the care environment are reduced for the patient and others, including the healthcare provider.
- The **efficiency** with which services are provided. The relationship between the outcomes (results of care) and the resources used to deliver patient care.
- The **respect and caring** with which services are provided. The degree to which the client or a designee is involved in his/her own care decisions and to which those providing services to do so with sensitivity and respect for the patient's needs, expectations, and individual differences.