

Quality Management

Office of Forensic Mental Health Services

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Objectives

People will learn:

- Definition of quality management
- Elements of a quality management system
- How to create a culture of continuous improvement
- How to measure progress toward process improvement goals

Quality Management

Quality management is comprised of four components:

- Quality planning
- Quality assurance
- Quality control
- Process improvement

Quality Planning

Strategic targeting of:

- Organizational processes
- Organizational products
- Analysis of processes and products

Quality Planning Goal

The goal of quality planning is to determine how and what to analyze so that with proper intervention, processes can be optimized for efficient functioning resulting in consistently repeatable product quality within an organization.

Quality Assurance

- Proactive
- Evaluate system operation
- Means of ensuring consistent quality product delivery
- Utilizes performance indicators
- Method of assessing the health of a system

Quality Control

- Examines the product of a system
- Determines if the product meets a defined standard
- Retrospective in nature
- Impetus for process improvement

Process Improvement

- Proactive in nature
- Designed to improve organizational processes
- Intended to reduce waste, increase efficiency, improve product quality
- Typically aimed at a process inefficiency rather than individuals as the problem

Why Bother?

- Improves correctional health staff cooperation
- Less tension/friction with incarcerated people
- Higher measures of staff satisfaction
- Cost effective

Schiff and Shansky, 2006

Less Friction with Incarcerated Individuals



Smoothly running facilities are easier to manage. When facilities are well run there are fewer problems with people who are incarcerated.

Staff Satisfaction

- When staff participate in improvement initiatives there tends to be greater buy-in and job satisfaction
- Enhances the ability to retain and recruit new staff



Schiff and Shansky, 2006

Benefits to the Budget



Improved processes and outcomes may lead to cost savings. For example, when people use medication as prescribed it may lead to less morbidity, fewer symptoms and trips to emergency departments, and less frequent use of outside hospitals.

Schiff and Shansky, 2006

What Can I Evaluate?

- Number of intakes
- Number of people flagged for mental health follow-up pursuant to the intake screening
- Length of time from intake screening to mental health follow-up
- Number of people with individualized treatment plans
- Length of time from intake to creation of treatment plan
- Does the treatment plan have necessary content?
- Are treatment plans kept in different locations, and if so are they the same?

Organizing a Quality Management Program

- Senior management support
- Staff participation
- Codified as a Quality Council and multidisciplinary teams
- Defined procedures
- Performance improvement request process

Quality Council

- Includes executive leadership
- Includes variety of disciplines
- Meets regularly (monthly)
- Dedicated to manage the Quality Management Program



Schiff and Shansky, 2006

Quality Council cont.

- Provides oversight to quality management activities
- In sync with organizational mission and priorities
- Comprehensive in scope
- Adequately supported (staff time, resources)
- Data driven and monitored for progress

Quality Council cont.

Examples of regular council members:

- Jail commander
- Director of behavioral health
- Medical director
- Intake staff
- Discharge planning staff
- Administrative/funding support

Performance Improvement

- Have a process that allows anyone in the facility to make a performance improvement suggestion.
- **WARNING:** If possible, avoid the “suggestion box,” as this inevitably turns into a “complaint-with-no-feasible-solution box.”
- A better idea is to create either a paper form or electronic form that requires the submitter to complete the form in its entirety and volunteer to be on the project workgroup.

Performance Improvement cont.

The submittal form may include:

- Name of person making the submittal
- Others who may be needed in the workgroup
- Nature of the issue
- What problems are being caused by the issue
- What benefits may be seen by improving the issue

Who Can Make a Submittal?

- Anyone in the facility should be able to make a performance improvement request
- Require all submittals to follow the same procedure
 - Encourage (train) leadership to follow the process
 - The Quality Management Program is an organizational system just like other organizational systems

More on Submittals

They can be used to address:

- Processes
- Products
- Efficiency challenges
- All of the above



Example

A person who is incarcerated informs you that they requested to see someone in behavioral health a long time ago and hasn't heard back. You check into it and find a kite that has been sitting for five days. Further investigation shows that there is a wide variance on the amount of time it takes between a request for behavioral health services and actually being seen. What can you do?

Example continued

If you have a good Quality Management Program in place, you can submit a request to analyze the process for making requests for behavioral health services. You may want to know:

- Each step of the process
- The average time a request spends at each point in the process
- How much time it takes from submitting the kite until being seen
- How many requests are made per day, week, and/or month

Example continued

You might want to know:

- Are there are any unnecessary steps?
- Were all steps followed?
- Are requests are getting “stuck” at any of the steps in the process?
- Is the process efficient?

Example continued

- The things you might want to know are examples of potential metrics, which are measureable elements of a process or product.
- It's a best practice to decide on metrics prior to beginning analysis and quality management efforts.

Example continued

Your analysis found the following:

- The requests to be seen by behavioral health were consistent with the exception of the last point in the process prior to behavioral health staff being notified
- The amount of time the request remained “stuck” at that point was longer than the others, and varied more than the others

Example continued

- You discovered that there wasn't a specific person assigned to send the kite to behavioral health
- When you asked who typically sent the kite to behavioral health, you received different answers from people that you asked

Example continued

You have reasonable confidence that you have identified the point in the kite process that could be made more efficient. In order to address this you can use the following process:

Plan – Do – Check – Adjust (PDCA)

PDCA

Plan – Make your best estimate as to what change should be made to improve the process

Do – Implement the plan

Check – Check the metrics and see if the improvement you want takes place

Adjust – Make any adjustments to the plan that you might have overlooked

Change Management

Effective change management can help to reduce the amount of disruption to those affected by a change to their typical work practices. To summarize the entire idea behind change management into one thought:

Pay attention to and address the concerns of staff who are affected by process changes.

Quality Council

Let's say that this project takes six months. During that time you would report the following to the Quality Council:

- What you have done
- What the results were
- What you plan to do next
- When the next step is estimated for completion
- Requests for resources, if needed

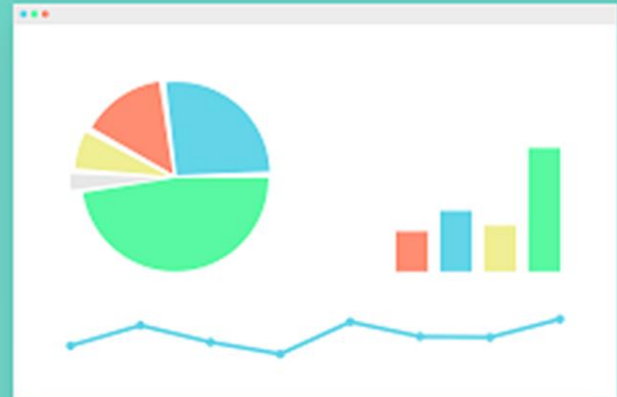
Quality Council continued

The Quality Council will:

- Track your progress
- Clarify any concerns
- Provide resource support
- Provide direction as needed and appropriate

Reporting Progress

For some projects it may be appropriate to display progress indicators facility wide. Doing so often provides a source of motivation and sense of accomplishment to the people affected by the project. It also demonstrates that you are working to improve your facility.



Resource

The DSHS Lean website has numerous tools and templates to assist with problem solving (which is accessible to people in DSHS) .

<http://one.dshs.wa.lcl/ci/Lean/Pages/Templates.aspx>

Reference

Schiff, G.D., & Shansky, R. (2006). Continuous Quality Improvement [PDF]. Retrieved from [https://
www.ncchc.org/filebin/Resources/Continuous-
Quality-Improvement.pdf](https://www.ncchc.org/filebin/Resources/Continuous-Quality-Improvement.pdf)

Thank you!!

This has been a relatively brief overview of quality management concepts. Our team is always available to provide technical assistance should you want more information or more in-depth training on topics that were presented today.

What questions do you have?

For additional assistance or training requests,
please email us at:

jailassistance@dshs.wa.gov

Thank you!