

# **Quality Management System for Providers of Health Services to People with Disabilities**

# Quality

- State the objectives of the organization required to achieve a desired level of quality
- Identify the policies you need to document (use the standards to help you)
- Input for the Quality Manual will come from your customers.
- The Responsibility portion should state who, in generic titles or positions, is responsible for the policy.

# CQI

- Continuous Quality Improvement - a definition
- What does quality mean to you? (talk with your neighbour and decide-feedback)
- What do we mean by the ‘culture of quality’
- Think first about governance
- ... Then strategy
- ... Then leadership

# Strategy

- Running the business
- Strengthen competitive business
- Satisfying clients, families, stakeholders
- Achieving performance targets
  - Where are we
  - Where do we want to go
  - How will we get there
  - Quality outcomes to achieve

# So when we think of quality...

- Who is the leader
- Who manages the process
- What is governance and how does this fit into quality
- What levels of quality are there and how do quality plans, objectives get rolled out to all
- Who are the stakeholders in your organization

# Some quality initiatives may become projects e.g. client/family education

- Scope of project: e.g. the quality team will facilitate the development of a comprehensive organizational wide education program.
  - Objectives
  - Authority
  - Membership in the team
  - Responsibility for each member
  - Team meetings
- Functions reviewed by the project e.g. client\family education, information management, who delivers the education etc
- Dimensions reviewed by the project e.g. efficacy, appropriateness, availability, timeliness, effectiveness, continuity, efficiency, respect\caring
- Resources
- Completion date

- What issues are relevant to Providers of health services to people with a disability?
- Which ones of these might you like to tackle?

- The Centre for Public Resources National Survey (1998) found that “90% of the time people are fired for poor attitudes, inappropriate behaviour, and poor interpersonal skills rather than because of deficient job skills.” It is not a skill-deficit but an apparent motivational problem!
- According to an article by Kenneth Kovach in Employment Relations Today, employees were asked what they valued most about their jobs in 1946, 1981 and again in 1995, the top three things they reported remained the same:
  1. Interesting work
  2. Full appreciation for the work they've done
  3. A feeling of being "in" on things
- A Wyatt Company Work USA Survey, reported that most 88% executives thought employee participation was important to productivity - only 30% say their companies do a good job of involving employees in decisions that affect them. Only 38% of employees report that their companies do a good job of seeking opinions and acting on them
- Towers Perrin surveyed 250,000 workers at 60 companies and found only 48% thought their bosses listened to their ideas or acted upon them. And only 60% of employees think their bosses keep them well informed.



- Kepner-Tregoe reports that their survey showed that two-thirds of managers and workers estimate that their organizations use less than 50% of their collective smarts. When asked to select the barriers to thinking from a list of 13 possible causes, both managers and workers cited the same three causes:
  - organizational politics
  - time pressures
  - lack of involvement in decision-making
- Dale Carnegie & Associates (in a study of 4000 American managers) produced the startling finding that only 46% give their best effort at work. Only 36% feel challenged by their jobs; 52% have not attained their personal objectives; and more than 43% feel trapped in their jobs."
- Only 35% of workers characterize the level of trust between senior management and employees as favourable.
- Little more than 50% of employees will recommend their own company as a good place to work, according to a survey of 9,100 people by Watson Wyatt. The perception is that other places offer better opportunities.

# Resources

- Principles of Strategic Management: <http://www.csuchico.edu/mgmt/strategy/module1/index.htm>
- TQM/CQI Quality Links: <http://www.mytapestry.com/qlinks.html>
- Ministry of Health: <http://www.moh.govt.nz/moh>
- MOH DAA site: <http://www.moh.govt.nz/certification>
- Standards NZ: [http://www.standards.co.nz/what\\_we\\_do/services/index.htm](http://www.standards.co.nz/what_we_do/services/index.htm)
- EQS (Designated Auditing Agency): <http://www.eqs.co.nz>
- Quality Health (Designated Auditing Agency): <http://www.qualityhealth.org.nz>
- Health Information: <http://www.nzhis.govt.nz/publications/privacy.html>
- Health and Disability Commissioner: <http://www.hdc.org.nz>
- Privacy Commissioner: <http://www.privacy.org.nz/top.html>