Office of Developmental Programs

Module 101, Introduction to Quality Management, Part 1

Course #: ID-2017-41

Music Only
This webcast includes spoken narration.

To adjust the volume, use the controls at the bottom of the screen. While viewing this webcast, there is a pause and reverse button that can be used throughout the presentation.

The written version of the narration appears to the right of the screen.
Welcome to Module 101, Part 1, the first of a two-part webcast providing an *Introduction to Quality Management*.

The information presented here was developed for you to build knowledge in your important role as a member of the ODP team in two ways.

First, the *Introduction to Quality Management* webcast is part of a broader series of lessons covering ODP’s core philosophies, operational components and business practices. Separate lessons within this series describe Program Bureaus within ODP, including Community Services, Autism Services and State-Operated Facilities. Common focus areas in the series are ODP’s role in oversight of service planning and delivery of services, ensuring health and safety, and continuous quality improvement.

The *Introduction to Quality Management* webcast is also the first in a series of lessons within ODP’sQM Certification Program. Through this program, ODP staff and stakeholders expand their understanding of quality management and their skills in applying quality management to support and enhance the lives of individuals with an intellectual disability and/or autism. If you are new to ODP, you and your supervisor may want you to revisit this webcast and complete ODP’sQM Certification Program at a future time. To set the stage for today’s presentation, let’s review ODP’s purpose statement related to training in quality management.

The purpose of this training is to build quality management capacity by enhancing the knowledge and skills of staff who function as leaders in quality management throughout the service delivery system.
ODP’s Quality Management Strategy and QM Certification Program are designed to train and support ODP staff and stakeholders to use quality management principles, practices and tools to achieve the following results:

- Offer the highest quality services that promote choice and control in individuals’ everyday lives.
- Safeguard the health and safety of individuals receiving services.
- Implement promising practices, and
- Ensure program compliance with regulations.
To achieve these objectives, ODP has developed a series of training modules that are comprehensive and competency-based and apply general quality management principles, practices, and tools to support ODP’s quality management needs. This curriculum includes, but is not limited to, the following topical areas:

- Quality Concepts: Historical Review
- Definitions of Quality: Different Perspectives
- ODP’s Quality Management Strategy, including Mission, Vision, Values, Quality Framework and Methodology
- The role of leadership and the role of QM Staff in supporting quality management;
- Basic quality management concepts, including quality planning, quality control, also known as quality assurance, and quality improvement;
- Essentials of regulatory compliance for ODP’s programs;
- Information management, including methods for data collection, display, analysis, and reporting;
- Quality Improvement Teams, including team structure and process, roles and responsibilities of team leaders and members, and team facilitation skills;
- Risk Management and Incident Management.
Now that we've reviewed the overall purpose, objectives, and content of ODP's training in quality management, let's focus on today's objectives for Module 101, Part 1. ODP will:

• Discuss historical concepts related to quality within an organization.

• Discuss how quality perspectives at all levels within an organization contribute to the organization's overall quality approach, and

• Describe ODP’s QM Strategy, including Mission, Vision, and Values that guide our system and work performance.
The concept of quality within organizations has evolved over time.

During the early 20th century, when industrial manufacturing companies became major contributors to the nation’s economy, quality issues within the workplace focused solely on a series of inspections to decide whether a worker’s job or a product met the requirements and was therefore acceptable.

This practice was not done in a systemic way but worked well when the volume of production was reasonably low. As industrial manufacturing expanded rapidly and workplace operations became more complex, the need for more effective quality practices became apparent.
In the 1920’s, inspections still played an important role within industrial settings but were no longer seen as the answer to all quality problems. Out of the need to establish more effective operational practices, some quality concepts began to emerge that called for a major philosophical change. Efforts were not directed at finding and fixing problems in products through end-point inspection but at finding and fixing problems in work processes.
One pioneer instrumental in promoting this key change was Walter J. Shewhart, an American statistician who was at one time an employee of the Bell Telephone Company. Shewhart developed a cyclical quality control method consisting of four continuous steps—Plan, Do, Check, Act. This methodology is still used today by many organizations to analyze different aspects of system performance; by reviewing business processes in the context of this continuous feedback loop, managers can identify and change parts of the process that need improvement. Just as a circle has no end, the Plan, Do, Check, Act cycle should be repeated again and again for continuous improvement.

We will talk more about this methodology later in our presentation.
The introduction of Continuous Quality Improvement is generally associated with William E. Deming, an American expert in quality control, who assisted the Japanese after WW II to apply Walter Shewhart’s concept of cyclical quality control to manufacturing and all other business functions, such as design, marketing, distribution, sales and service delivery.

Ford Motor Company was one of the first American corporations to seek help from Deming in 1981. Deming questioned the company's culture and the way its managers operated. To Ford's surprise, Deming talked not about quality but about management. He told Ford that management actions were responsible for 85% of all problems in developing better cars.

Deming's business philosophy is summarized in his famous "14 Points." A complete list of the “14 Points” can be found in the handout accompanying this Module. Generally, Deming’s “14 Points” stress the importance of striving for constant improvement by infusing into an organization positive leadership and management principles. “Employees are an institution’s most precious assets and must be lead, not driven, by management.” By promoting creative thinking, staff development, education and teamwork, an organization can also empower its employees to feel more secure in their abilities to work more effectively.

Quality improvement is achieved within an organization when all employees focus every day on improving their own job performance.

In summary, Deming’s “14 points” of management prepare an organization for the future, while also encouraging increased productivity in the present.
Joseph M. Juran, a 20th century management consultant, is widely credited for adding the human dimension to quality approaches. He pushed for the education and training of managers, stressing an “overall concern for the entire management” and a “project approach” to quality improvement. In the mid-1950s, Juran also worked with top and middle management Japanese businessmen by initiating quality management courses that included concepts of what he called the “Juran Quality Trilogy”: Quality Planning, Quality Control and Quality Improvement.
Quality Planning identifies process issues critical to outcomes.

- Sets improvement goals
- Identifies/tracks customers of identified processes
- Identifies/measures/prioritizes customer needs

**Quality Planning** identifies process issues critical to effective outcomes, setting quality improvement goals such as strategic quality initiatives, identifying and tracking the customers of a particular process and identifying, measuring, and prioritizing customer needs and expectations concerning the process and its outcomes.
Quality Control involves:

- Achievement of desired outcomes
- Current performance vs. expected performance
- Key processes... using data to manage
Quality Improvement uses collaborative efforts and teams to study and improve specific existing processes at all levels in the organization, systemically instituting optimal solutions to chronic problems and using the scientific problem-solving method to improve process performance and achieve stated goals.
Dr. Avedis Donabedian, a physician and renowned author, was instrumental in changing thinking about quality within modern health care systems. The principle that “structure leads to process and process leads to outcomes” was born out of Donabedian’s belief that social response to health problems is not a collection of unrelated events, but rather a complex process that follows general principles. More specifically...

Structure is the arrangement of parts of a care system or elements that facilitate care (for example: policies, staffing and resources).

Process refers to procedures, methods, means or sequence of steps for providing or delivering care and producing outcomes (for example: what activities are performed within a service delivery system to support the individuals that are served by that system).

Outcomes refers to the results of care, adverse or beneficial.

This three-tiered principle enables us to see more easily the connection between actions we take and the outcomes or results we achieve.

As we’ve learned, Shewhart, Deming, Juran and Donabedian were all pioneers in the development of quality concepts and principles within the workplace. We will expand more on these concepts and principles as we progress through our training materials.

With time, each man’s perspective of quality extended well outside the walls of the factory to encompass non-manufacturing processes, especially those thought of as service related. Underlying themes in each of the quality concepts we just reviewed can help an organization achieve better outcomes for the people it serves by taking the following steps:

- achieving excellent technical performance (for example, regulatory compliance)
- implementing and consistently applying sound business practices
- measuring key processes and initiating strategies for improvement
- fostering teamwork, recognizing that each person—at each level in the organization—possesses a unique perspective on what quality means
- encouraging each person to strive to achieve his or her optimal performance

and finally.....

increasing consumer satisfaction by combining excellent technical performance, cohesive team approaches and successful improvement strategies. The consumer is satisfied when he or she receives excellent, respectful and timely services and... after all, pleasing individuals and families who receive services and supports is really what it is all about.
How does ODP apply these quality concepts in the everyday operation of its programs? As seen on this slide, ODP has many stakeholders. It is likely that each stakeholder has a unique perception of what is meant by quality.

Individuals may say that quality means they are respected and valued, connected to others, safe in their communities, and have opportunities to work and volunteer.

Families may say that quality means their central role across the lifespan is recognized and supported, the system is easy to access, understand, and navigate, and they are included in discussions and planning for the future.

The Department of Health (DOH), the oversight body that monitors our State-Operated Facilities for regulatory compliance, may view quality as the completion of an on-site inspection that results in no or very few regulatory citations.

Service Providers may say that quality is achieved when individuals for whom they have responsibility remain safe in their home environments and are cared for by well-trained, compassionate staff; that individuals receive services as outlined in their service plans and that health issues are addressed ongoing.
Where does discussion about quality lead?

This discussion has led ODP to ask individuals and families what satisfaction, or quality, means to them. They have told us that for them, satisfaction lies in having *Everyday Lives*, that is, having the same experiences and opportunities as everyone else does.

Each of us plays an important role in designing and delivering quality supports and services. By striving to achieve our optimal performance in the areas for which we have responsibility—at each level in the organization—we believe the end result will be individuals and families living everyday lives.

Now that we know where we want to go, let’s talk more about ODP’s strategy to get us there...
ODP’s Mission

The mission of the Office of Developmental Programs is to support Pennsylvanians with developmental disabilities to achieve greater independence, choice and opportunity in their lives.

Successful Quality Management in any organization rests on the entity’s Mission and Vision. Mission and Vision statements are central to helping organizations and their stakeholders focus on achieving quality. These guiding messages should be developed with stakeholder input and communicated frequently using as many approaches as possible to keep everyone on track.

ODP’s Mission statement was developed with stakeholder input and is published with every communication we release. It is aligned with the definition of quality provided by individuals and families: The Office of Developmental Programs’ mission is to support Pennsylvanians with developmental disabilities to achieve greater independence, choice and opportunity in their lives.
ODP’s Vision was also developed with stakeholder input and is an example of how Dr. Deming’s teaching in his “14 Points” for Managing Quality can come alive. Review Slide 11 to see that Dr. Deming advocated for preparing an organization for the future, while also encouraging increased productivity in the present.

ODP’s Vision is to continuously improve an effective system of accessible services and supports that are flexible, innovative and person-centered.

Our vision is to continuously improve an effective system of accessible services and supports that are flexible, innovative and person-centered.
ODP and our stakeholders have developed and disseminated a document describing our commitment to *Everyday Lives: Values in Action*. This commitment is founded on two statements:

- “We value what is important to people with disabilities and their families, who are striving for an everyday life.”

- “People with disabilities have a right to an everyday life; a life that is no different than that of all other citizens.”

Further, for people with disabilities,

“An everyday life is about opportunities, relationships, rights, and responsibilities. It is about being a member of the community, having a valued role, making a contribution to society, and having one’s rights as a citizen fully respected. It is a vision that we should all be working toward together. This continues to be the truest statement on which we can build our work.” *Everyday Lives: Values in Action*, p. 6
Everyday Lives in Action: My Life, My Way is a statement of the values people with disabilities consider important, created by people with disabilities. Please refer to your handout for a description of each value. As you will see, the first part of each value statement explains what the value means to people with disabilities. The second part tells the kind of support individuals with disabilities need from families, supporters, and the community to realize the values in their everyday lives. These values are:

* Control
* Choice
* Freedom
* Stability
* Health and Safety
* Connected
* Responsibility
* Communication
* Success
* Employment/meaningful contribution
* Individuality
* Relationships
* Partnership
* Quality
* Advocacy
Everyday Lives in Action: What Families Value is a statement of values important to families who want an everyday life for their family member, created by families. Families embrace and envision person-centered, family-supported, values-based, everyday lives for their family members, regardless of changes in government administrations, fiscal resources, and unforeseeable influences. Families want these values adopted and embedded into ODP’s policy and practice across the service system. By consistent consideration of the question, “Are we adhering to these values?” these value statements can be used to bring about meaningful and enduring systemic changes. Please see your handout for a description of each value. These values are:

- The Unique Role of Family
- Supporting Families Throughout the Lifespan
- Knowledge and Resources
- Mentoring
- Communication
- Respect and Trust
- Choice and Control
- Health and Safety
- Simplicity and Flexibility
- Quality and Stability
- Collaboration
- Opportunity for Innovation

Take some time to review and consider the similarities across each of these sets of values created by individuals and their families.
A “quality” Quality Management Strategy is founded solidly on mission, vision and values that guide leaders, stakeholders, managers, and staff to act repeatedly to bring all important elements in the system together into alignment in support of common interests and goals.

When alignment is achieved, all those who work in the system—all of us—interpret the roles we play in light of the mission, vision and objectives to be met. Since we know the definition of success, strategies are designed and implemented to support the achievement of that success.
In November 2014, ODP formed the Information Sharing and Advisory Committee (ISAC), an ongoing committee to discuss policies and practices and make recommendations to ODP.

During that time, more than 265 stakeholders conducted research and evaluated best practices to determine the most important steps for ODP to take to improve system delivery. Recommendations were submitted by the Futures Planning Work Group and were further developed and explored by ISAC members, resulting in the 2016 edition of *Everyday Lives*, the publication that documents this work.

ISAC recommendations for *Values in Action* are built on the values, goals, expectations, and aspirations of people with disabilities and their families. The recommendations are a guide for ODP to develop policy and design programs for people with disabilities, families, providers of service, and advocates who support people to have an everyday life.

Detailed descriptions of each recommendation, strategies the ISAC agreed to work together to implement to move the recommendations forward, and performance measures the ISAC decided to use to track progress over time can be found in a companion document to *Everyday Lives: Values in Action*.

This document is called Everyday Lives Recommendations, Strategies, and Performance Measures and we will discuss its contents in more detail later in this series. Both documents can be found on MyODP.org by clicking on the link for *Everyday Lives* shown on this slide.
ODP’s ISAC recommendations are 13 in number and are designed to put Everyday Lives values into action through the collaborative effort of ODP and many stakeholders working together—individuals, families, supports coordinators, providers and provider associations, administrative entities/counties, advocacy organizations, and partners in state government. These are the 13 recommendations:

- Assure Effective Communication
- Promote Self-Direction, Choice and Control
- Support Families throughout the Lifespan
- Promote Health, Wellness, and Safety
- Support People with Complex Needs
- Develop and Support Qualified Staff
- Simplify the System
• Improve Quality
• Expand Options for Community Living
• Increase Community Participation
• Provide Community Services to Everyone
• Evaluate Future Innovations based on Everyday Lives Principles

As you can see, each recommendation is designed to improve opportunities for people with intellectual disabilities and autism to live full, everyday lives.
In order to continuously Improve Quality, organizations must develop and implement a comprehensive plan called Quality Management (QM) Strategy. ODP has developed its QM Strategy and disseminated it through a formal ODP Quality Management Strategy Bulletin.

This document lays a strong foundation by incorporating elements everyone involved in helping to achieve an organization’s mission and vision needs to know and understand in order to act appropriately and effectively to support organizational success. These elements include:

- the purpose of the strategy;
- how the organization defines its quality culture and quality framework;
- the principles and practices that guide implementation of the strategy;
- Quality Management roles and responsibilities; and
Quality Management structure. For example, ODP’s QM Structure includes Executive Leadership, Advisory bodies (ISAC), Central and Regional Office staff, State-Operated Facilities, Administrative Entities/Counties, Supports Coordination Organizations (SCOs), waiver and non-waiver providers, private ICFs/ID, and Local Quality Improvement Councils.
Ultimate responsibility for ODP’s QM Strategy rests with ODP’s Deputy Secretary. Responsibility is delegated to ODP’s Executive Leadership, Program Bureau Oversight Groups, and local oversight groups as appropriate to each Bureau and/or Program.
Each layer of ODP’s QM Structure is responsible to carry out quality management activities considering its major functions and contributions to the effectiveness of the system. These activities are outlined in ODP’s QM Strategy Bulletin and include:

* Ensuring alignment with ODP’s mission, vision, values, quality framework and priorities
* Identifying persons responsible to carry out the QM function
* Fostering development of an inventory of performance measures
* Based on review of performance, establishing quality improvement priorities and QM Plans, tracking and evaluating results, and
* Collaborating and communicating internally and with system partners to improve quality.
As an example, ODP reviews and discusses statewide performance in achieving established QM priorities in conjunction with the ISAC, identifies and adopts improvement strategies, then reviews performance measures to evaluate the results of changes that have been implemented. We’ll talk more about data collection strategies and sources in future Modules.

ODP publishes QM Priorities and continually evaluates results. This cycle of improvement, *Plan-Do-Check-Act* or *PDCA*, may look familiar to you. Refer back to Slide 10 for a review of the origin of this methodology.
Keeping in mind the ultimate goal of supporting individuals and their families to live *Everyday Lives*, ODP has built the foundation of its Quality Management Strategy using the quality concepts we’ve reviewed in Module 101, Part 1. Equally important components of Quality Management Strategy are a Quality Framework—a way to think about quality so that we can measure it—and Quality Improvement Models, such as the PDCA Cycle.

Quality Framework provides ODP and all parties who have a stake in the quality of its program services and supports with a common frame of reference by focusing attention on the link between established policy and processes and the achievement of desired outcomes for individuals.

Quality Improvement Models help us follow steps that have been proven to enhance our chances of achieving better outcomes when we apply these models consistently and in a continuous way.

We will highlight these components of Quality Management Strategy in Module 101, Introduction to Quality Management, Part 2.
Electronic resources supporting this Module are available online on MyODP.org at the links provided on this slide. If you have not yet received a user name and password to access MyODP, instructions for obtaining a login are on the website’s home page.

This concludes Part 1 of Module 101, Introduction to Quality Management.

Now that you have viewed this presentation, we suggest you meet with your supervisor to discuss in more detail the information provided and your roles and responsibilities for quality management within your position.

Please be sure to view Part 2 of Module 101, Introduction to Quality Management and other future lessons where you accessed this webcast. Thank you!
This webcast has been developed and produced by the Pennsylvania Department of Human Services, Office of Developmental Programs in partnership with The Columbus Organization.

Thank you for participating in this lesson.