

INSERT ORGANIZATION NAME

Quality Management

Program Description

Insert Year

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I. Overview

Purpose

The *Insert Organization Name* program shall demonstrate through its Quality Management Program, a systematic, organization- wide approach to provide uncompromising quality care and service to clients. Through this systematic approach, the Quality Management program provides a mechanism to constantly survey the performance of *Insert Organization Name*, and provides opportunities to improve performance levels.

Values *(May insert organization specific values when available)*

Respect – We believe in the value of each person. We are committed to provide respect and care with reverence to the dignity of individuals served.

Concern – We believe that holistic care of an individual includes meeting physical, psychosocial, and spiritual needs. Recognition and support of these needs is a motivating force in our delivery of health care and human services.

Cooperation – We believe that we have a responsibility to work together cooperatively, with respect, kindness, integrity, understanding and courtesy toward each other. We are further committed to reflect these beliefs in our relationships with all persons who come into our program.

Care –We believe that providing a caring climate enhances the quality of care and service. Because we are committed to delivering the highest quality of care and service possible, we will reflect this philosophy in our work.

Guiding Principles for Providing Quality Care and Service

The key attributes that support our vision of a health delivery system describes a system that:

- Is centered upon treating people with dignity
- Provides an integrated continuum of care
- Demands service excellence
- Requires effective communication and information sharing
- Continually improves its operating and clinical practices
- Is best achieved by teamwork
- Uses resources optimally
- Is scientific and results oriented
- Provides a safe environment for clients, visitors, and staff
- Delivers care based on the best scientific evidence combined with judgment of expert clinicians

II. Quality Program Structure

Scope

The *Insert Organization Name* Quality Management program involves physicians, nurses, allied health disciplines, community service agencies, administrators, managers, and staff that provide care to the uninsured or underinsured individuals of our community. The program focuses on improving key client and organizational functions within *Insert Organization Name*. The key functions are assessed by collecting and analyzing data related to one or more dimensions of performance, which includes but may not be limited to efficacy, appropriateness, availability, timeliness, effectiveness, continuity, safety, efficiency, and respect and caring. The six key functional areas within the scope of the *Insert Organization Name* Quality Management Program are:

- *Care Management* – biological, social, and/or quality of life consequences of clinical and social evaluation and management of care and services in areas such as preventive health, acute or chronic conditions, behavioral health
- *Safety* – capabilities to promote a safe environment for clients by evaluation in areas such as client and provider education, continuity and coordination of care
- *Financial and Administrative* - ability to efficiently and effectively manage the financial and administrative aspects of the organization
- *Network quality* –periodic peer review assessments of client records by physicians or by other licensed health professionals under the supervision of physicians of the appropriateness of the utilization of services and the quality of services provided or proposed to be provided to individuals served; capabilities, satisfaction, accessibility and availability of healthcare and human services, including monitoring and evaluation of quality of care/quality service complaints, credentialing/recredentialing, and adverse occurrence tracking
- *Client Satisfaction*-ability to meet the needs of *Insert Organization Name* customers
- *Customer Service* – capabilities, satisfaction, accessibility of the provision of customer service

Authority and Accountability

The *Insert Organization Name* Board of Directors (BOD) has ultimate responsibility and accountability for the Quality Management Program. The BOD delegates authority and responsibility for all matters relative to the Quality Management Program to the Quality Management Committee. The Quality Management Committee delegates the operational responsibility of the Quality Management Program to the Clinical Director or Chief Medical Officer. The Clinical Director or Chief Medical Officer delegates the day to day functions of the Quality Management Program to the Quality Management Manager.

Committee Structure

Board of Directors (BOD) –The BOD is comprised of Safety-Net and Community leaders, patients of the health center and others. The Chairperson of the Board is the *Insert Title*. The BOD:

- Provides leadership, guidance, authority, and accountability for the Quality Management Program.

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- Recommends policy decisions, reviews and evaluates the annual results of the quality management activities.
- Approves the Quality Management Policies and Procedures, Annual Program Description, Work Plan, and the Annual Quality Management Program Evaluation

BOD Meetings are held at least *Insert Meeting Frequency*. Minutes are created at the time of each meeting and reflect committee decisions and actions. The minutes reflect factual representation of BOD discussion, decisions, recommendations, and/or conclusions. The minutes are signed, dated, and maintained in compliance with the confidentiality requirements of *Insert Organization Name*. The minutes are peer-review protected and not subject to disclosure to any individual or group within or outside *Insert Organization Name* without the permission of the *Insert Title*.

Quality Management Committee (QMC) – The QMC consists of participating healthcare and human service community providers. The Clinical Director or Chief Medical Officer is Chairperson for the QMC. Committee representation shall include, but may not be limited to primary care, behavioral health, relevant physician specialties, public health, community service, and *Insert Organization Name* administrative staff. The QMC is accountable to the BOD. The QMC:

- Reviews trended quality performance data.
- Identifies opportunities to improve client care and service.
- Provides policy decisions, reviews and makes recommendations regarding the annual Quality Management Program Description, Quality Management Work Plan, Clinical and Financial Performance Plan, Policies and Procedures, and the Annual Quality Management Program Evaluation.
- Actively reviews the monitoring activities of the six key functional areas and makes recommendations to improve performance levels.
- Promotes evidenced-based medicine by actively participating in clinical guideline decision-making activities.
- Is responsible for assisting *Insert Organization Name* in educating participating healthcare and human service providers regarding the quality management program and then soliciting provider feedback on the effectiveness of the program.
- Serves as a review body for provider and client complaints related to service delivery or medical care issues.
- Develops, implements, monitors and evaluates processes and programs aimed at maintaining a safe environment.

Meetings are held at least four (4) times per year. Minutes are created at the time of each meeting and reflect committee decisions and actions. The minutes will contain only de-identifiable client information. They will reflect factual representation of the Committee's discussion, decisions, recommendations, and/or conclusions. The minutes are signed, dated, and maintained in compliance with the confidentiality requirements of *Insert Organization Name*. The QMC Minutes are peer-review protected and not subject to disclosure to any individual or group within or outside *Insert Organization Name* without the permission of the *Insert Title*.

Resources

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Personnel

The Clinical Director or Chief Medical Officer is the chairperson of the QMC. The QMC delegates the operational responsibility of the Quality Management Program to the Clinical Director or Chief Medical Officer. The operational responsibilities include but may not be limited to:

- Provide communication of the organization's QM activities to the Board through regular reporting.
- Review of all quality of care/quality of service complaints.
- Provide clinical guidance regarding quality improvement initiatives.

The Quality Management Manager is delegated by the Clinical Director or Chief Medical Officer to carry out the day to day functions in accordance with the Quality Management (QM) program. The QM Manager reports to the Clinical Director or Chief Medical Officer. The QM Manager:

- Provides direction to staff on quality issues.
- Responsible for the monitoring and evaluation activities associated with the quality management key functional areas.
- Identifies opportunities for improvement in the delivery of care and service to *Insert Organization Name* clients.
- Serves as a *Insert Organization Name* community ambassador.

Add any other personnel with QM responsibilities

Data Management

The Management of Information Systems (MIS) is crucial to the monitoring and evaluation of the quality of care and service delivered throughout *Insert Organizational Name*. The accessibility of data is provided through *Insert description of MIS*.

Analytic

The ability to design statistically valid and reliable quality outcome measures is provided through the analytical support of Quality Management staff and other support resources as deemed necessary.

III. Quality Improvement Methodology

Quality Improvement Initiative Design

Quality Improvement initiatives within the five key functional areas (care management, safety, network quality, customer service, and customer satisfaction) are developed or redesigned based on the values, and guiding principles of *Insert Organization Name*, following input from the community, clients, participating healthcare and human service providers, staff, and others. The initiatives are developed or redesigned using scientific and professional resources, available guidelines and practice parameters, external benchmarks, adverse occurrence alerts, internal quality management, and sound business practices. Those directly involved in delivering the care, service or participating in the processes are closely involved in the planning and implementation phases.

Performance Indicators

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As quality improvement initiatives are developed or redesigned, mechanisms to evaluate them are planned and implemented. Appropriate performance indicators are selected on the following criteria:

- The indicator identifies processes or outcomes that can be improved
- The indicator can identify the events it was intended to identify
- The indicator has a documented numerator and denominator statement of description of the population to which the measure is applicable
- The indicator has defined data elements and allowable values
- The indicator can detect changes in performance over time
- The indicator allows for comparison over time
- The data intended for collection is available
- Results can be reported in a way that is useful to *Insert Organization Name* and other stakeholders

Performance indicators and targets are set and monitored. Clients, care and service providers, staff, and other stakeholders are involved in the evaluation process.

Outcomes/Process Measurement

Performance monitoring and evaluation standards are system-wide, comprehensive, service line or population focused and requires the following:

- Identification of measurable indicators for monitoring the processes or outcomes of care;
- Collection of data for ongoing measurement;
- Evaluation of performance against pre-determined thresholds;
- Evaluation of effectiveness of action(s); and
- Reliance on the scientific method.

Aggregation and Analysis of Data

There is a systematic process, relevant to both quality of care and service performance indicators, to aggregate and analyze collected data. Data are assessed in order to determine:

- Priorities for improvement
- Actions for improvement
- Whether changes in the process resulted in improvement
- Meeting of design specifications
- Performance and stability of important existing processes

This assessment process includes using statistical quality process control techniques, as appropriate and comparing data about processes and outcomes over time. Performance is also compared to relevant scientific, clinical and management literature, and to relevant practice guidelines/parameters, as appropriate.

Continuous Quality Improvement

The core elements of the *Insert Organization Name* quality improvement process are outlined below.

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PLAN

1. *Opportunity/problem identification and desired outcomes* – The opportunity or problem statement is a brief, clear statement of the issue to be studied. Ideally this will be identified through previously collected data. The opportunity statement must be specific, and describe an observable, measurable, and manageable issue. The scope should be clearly defined and addressable in a short time frame. The desired outcome is the specific, measurable objective of the project.
2. *Identify most likely cause(s) through data* – The cause(s) of a problem may be identified by reviewing existing data, collecting baseline data on several items thought to be most likely causes of the problem, and/or by best guesses of those individuals with the most knowledge of the issue.
3. *Identify potential solution(s) and the data needed for evaluation* – Utilizing the most likely causes identified in step 2, list the potential solutions that may result in the desired outcome(s). Such solutions may be based on experience of other, published reports, and/or best guesses with knowledge of the issue. Following this, choose one or more solutions that can be reasonably instituted. For each solution to be acted upon identify those data elements required to determine whether or not the change(s) produced the improvement desired. Data collected should be the absolute minimum and of relevance to the desired solution. Once the required data elements have been specified, the source of these data must be identified or developed.

DO

4. *Implement solution(s) and collect data needed for evaluation* – The solution(s) most likely to be successful should be implemented. It is often preferable to do this on a small scale to see if the change(s) will work. Make the data collection easy enough and the time frames short enough so that data collection can be repeated frequently to allow for trending of changes over time. If not already available, build in baseline measures before implementing change so that it will be possible to measure whether an improvement has been produced.

STUDY

5. *Analyze the data and develop conclusions* – The objective of data analysis is to measure a theory regarding whether or not the change(s) made has led to the desired outcome. It is essential that both the data elements and the anticipated analysis be planned before changes are implemented. This will often require analytical support.

ACT

6. *Recommendation for further study/action* – Action in this step depends upon the results of the data analysis. If the tested solution was shown to product the desired change, one may wish to more broadly implement if the initial test was done on a small scale. Effectively communicating the results of the measure is important. Finally, a decision should be made regarding the continuance of data collection to monitor whether the observed improvement is

sustained over time. If the tested action did not achieve the desired outcome, a return to step 2 is necessary with a repeat of the cycle to test other potential solutions.

IV. Communication and Coordination

Notification to Clients and Provider Network

Information regarding the Quality Management Program will be made available to a client, healthcare provider, or human service provider upon request.

V. Confidentiality and Privacy of Personal Health Information

All data and recommendations associated with Quality Management are solely for the improvement of client care. As such, all material is confidential and is accessible only to those parties responsible for assessing quality of care and service.

All proceedings, records, data, reports, information and any other material used in the quality management process which involves peer review shall be held in strictest confidence and considered peer review protected.

All QM personnel as well as the QMC and the BOD must sign a statement to protect the confidentiality of a client's personal health information.

Insert Organization Name will minimize the identifiability of a client's personal health information used for quality measurement to protect it from inappropriate disclosure. Reports for committee review regarding data analysis and trending do not disclose a client's personal health information.

Personal Health Information obtained as a result of a client complaint or appeal is kept in a secure area and is only made available to those who have a need to know. Computer access to personal health information about a client's complaint or appeal is limited by a pass code for only those who need access.

VI. Annual Review

Quality Management Program Description

The QM Manager is responsible for updating the QM Program Description.

The QM Program Description is reviewed and approved by the QMC and the BOD, respectively, annually.

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Quality Management Policies and Procedures

The QM Manager is responsible for development, revision, and maintenance of QM policies and procedures. The policies and procedures will be reviewed for appropriateness at least every two years.

QM Policies and Procedures are reviewed and approved by the QMC and the BOD, respectively, at least every two years.

Quality Management Performance Improvement Work Plan and Health Care Plan

The QM Manager in collaboration with the Clinical Director or Chief Medical Officer is responsible for developing the performance improvement work plan. The work plan includes performance indicators relevant to the six key functional areas. The work plan outlines the indicators to be measured, performance goals, benchmarks, and dimensions of quality being monitored, past performance results, frequency of monitoring and reporting, and departments responsible for the activity. (Please refer to Attachment A for the Performance Improvement Work Plan).

The work plan is reviewed by the QMC and approved by the BOD at least annually.

Quality Management Program Evaluation and Statement of Effectiveness

Quality Management staff complete an annual program evaluation to assess the quality of care and service delivered to the *Insert Organization Name*. The evaluation includes a review of completed and ongoing clinical and service activities; analysis of trended performance data; barriers identified; and interventions to improve performance when goals are not being met. Conclusions about the overall effectiveness of the program, including assessments of the adequacy of program resources and the appropriateness of the committee structure are also integral part of the evaluation.

The Quality Management Program Evaluation is reviewed by the QMC and approved by the BOD annually.

REVIEWED BY QUALITY MANAGEMENT COMMITTEE

REVIEW DATE: _____

APPROVED BY BOARD OF DIRECTORS:

APPROVAL DATE: _____

Attachment B: Clinical and Financial Performance Plan

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