



NATIONAL QUALITY CENTER

# Integrating Quality into All Aspects of an Organization

The Quality Academy  
Tutorial 19



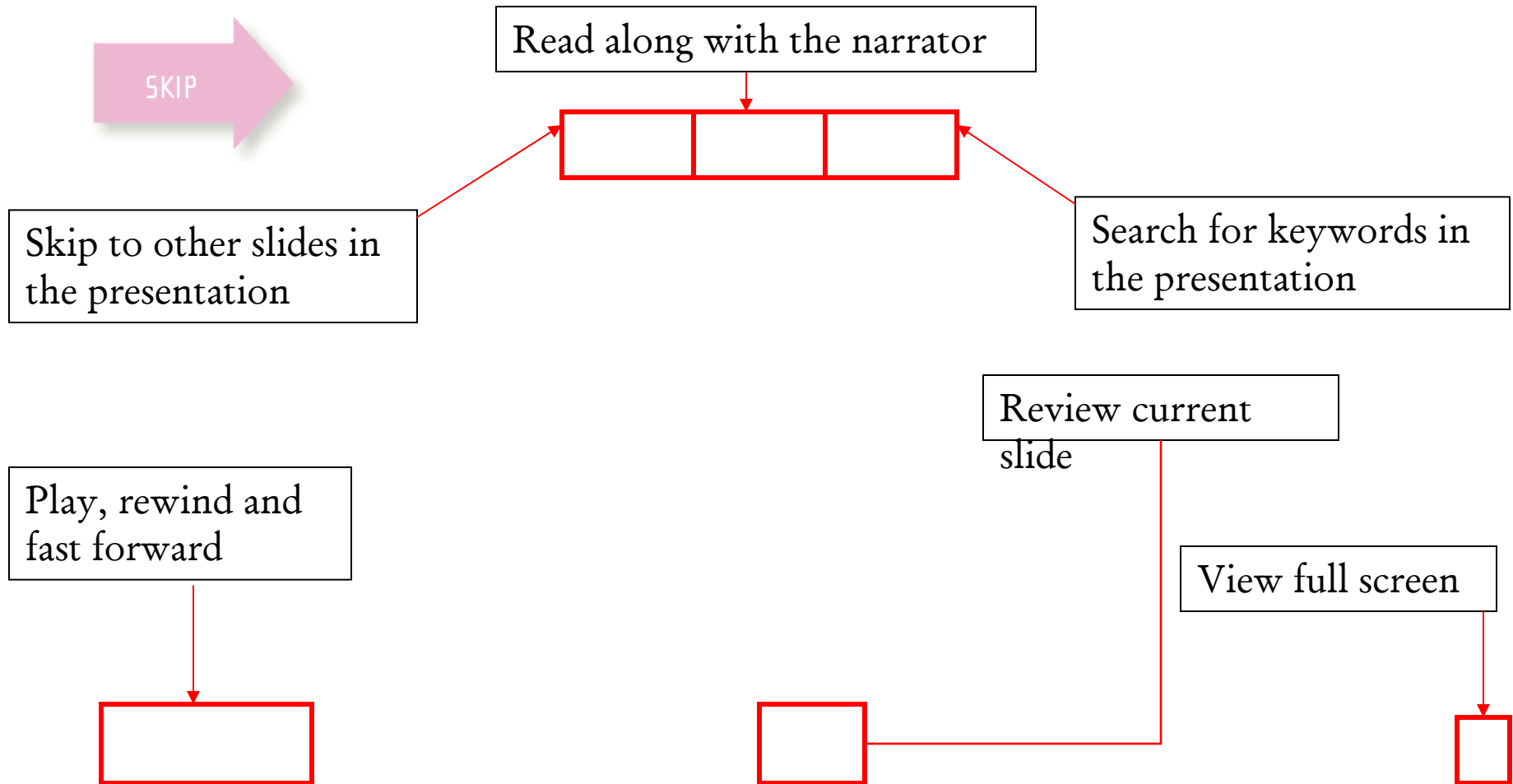
Begin

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# Learning Objectives: You Will Learn About...

- Building a sense of common purpose throughout your organization
- Aligning your quality plan with your strategic plan

# Tips for Viewing This Presentation



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# Key Question



How can my HIV care program's quality improvement work be integrated into the fabric of the organization as a whole?

# What Do We Mean by Integration?

Define your organization's purpose



Decide what to measure



Design work processes & human resource strategies to support a customer focus



Good results? What can we learn?

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# Malcolm Baldrige National Quality Award

- Established 1987
  - Recognize U.S. organizations for achievements
  - Raise awareness of quality
- Health care sector award- [www.quality.nist.gov](http://www.quality.nist.gov)
  - SSM Health Care, 2002
  - Baptist Hospital, Inc. and St. Luke's Hospital, 2003
  - Robert Wood Johnson University Hospital Hamilton, 2004
  - Bronson Methodist Hospital, 2005

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# Categories

- Leadership
- Strategic planning
- Customer and market focus
- Measurement, analysis and knowledge management
- Human resources
- Process management
- Results

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# These Criteria Cannot Stand Alone



“It’s the interdisciplinary relationship of the seven sections that’s so intriguing about it.”

*Lee Vanderpool, Dominican Santa Cruz Hospital*



# Leadership



- Mission
- Values
- Good work environment
- Information
- Learning
- Priorities
- Input from employees

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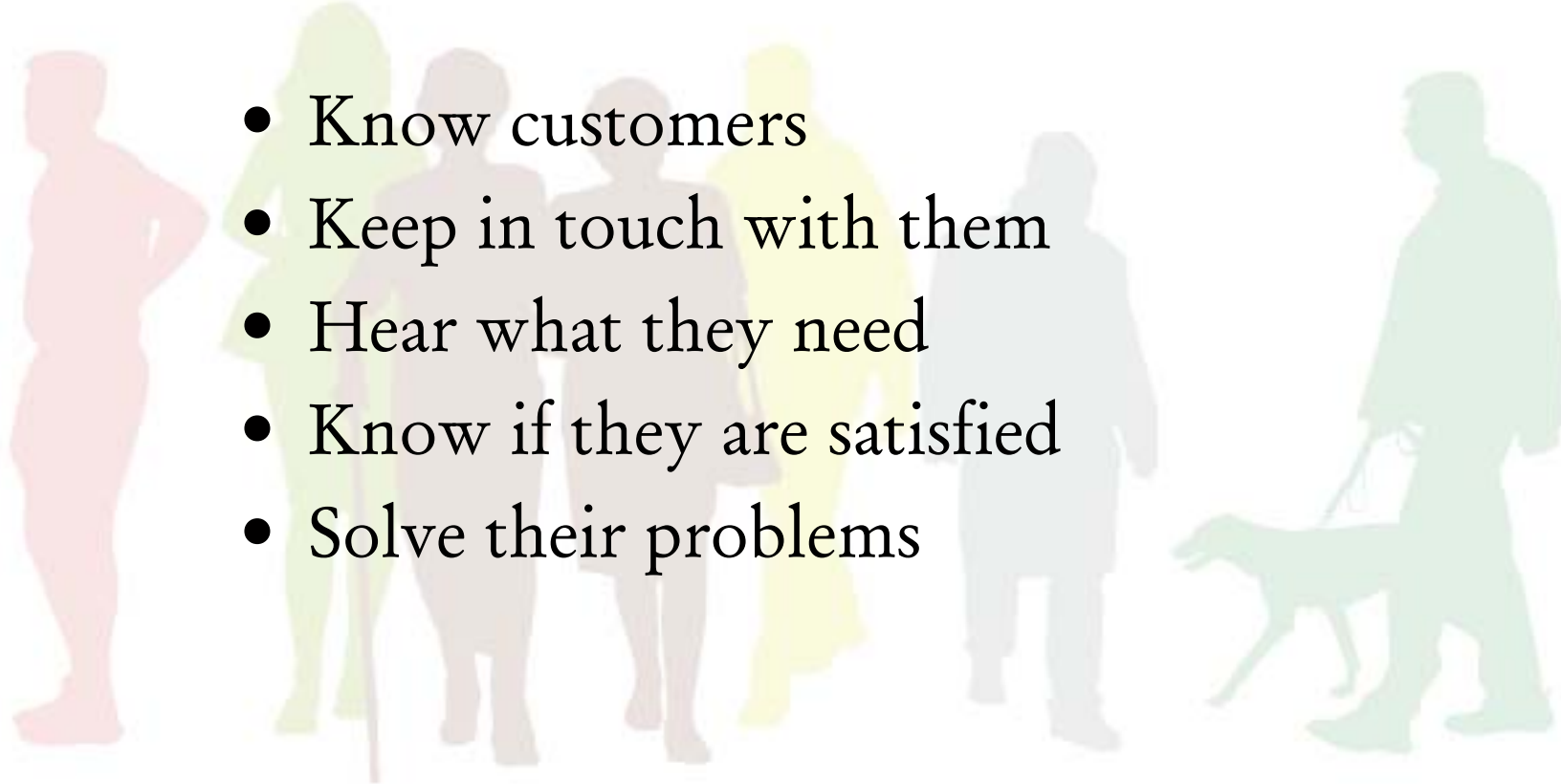
# Strategic Planning



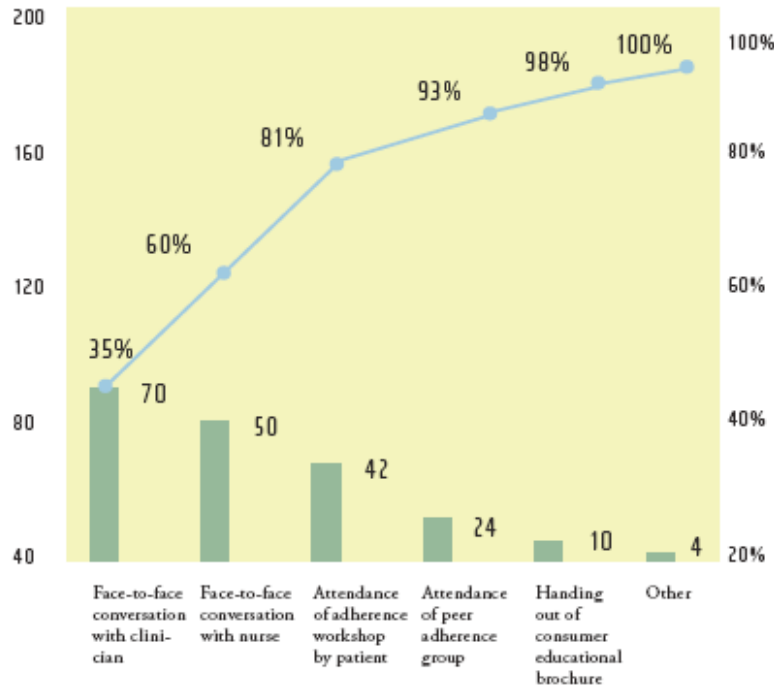
- Input from employees
- Link from plans to daily work
- Information on progress

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# Customer and Market Focus

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- A series of colorful silhouettes of people in various poses, representing diversity. From left to right: a pink silhouette of a person standing with hands on hips; a green silhouette of a person walking with a cane; a brown silhouette of a person walking; a yellow silhouette of a person walking; a grey silhouette of a person walking; and a green silhouette of a person walking a dog.
- Know customers
  - Keep in touch with them
  - Hear what they need
  - Know if they are satisfied
  - Solve their problems

# Measurement, Analysis and Knowledge Management



- Measure the quality of work
- Analyze it
- Use this information
- Match work measures with organization measures
- Use information to do work
- Have information about how the organization is doing

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# Human Resources



- Changes to improve
- Cooperation and teamwork
- Career development
- Recognition
- Safety
- Care and concern

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# Process Management



- Get what I need
- Collect information
- Have good processes
- Can control processes

# Results



- Customers satisfied
- Requirements met
- Financial performance known
- Resources used well
- Barriers removed
- Compliant
- Ethical
- Community-focused
- Employees satisfied

# Test Question

Which of these is NOT a category of the Baldrige award?

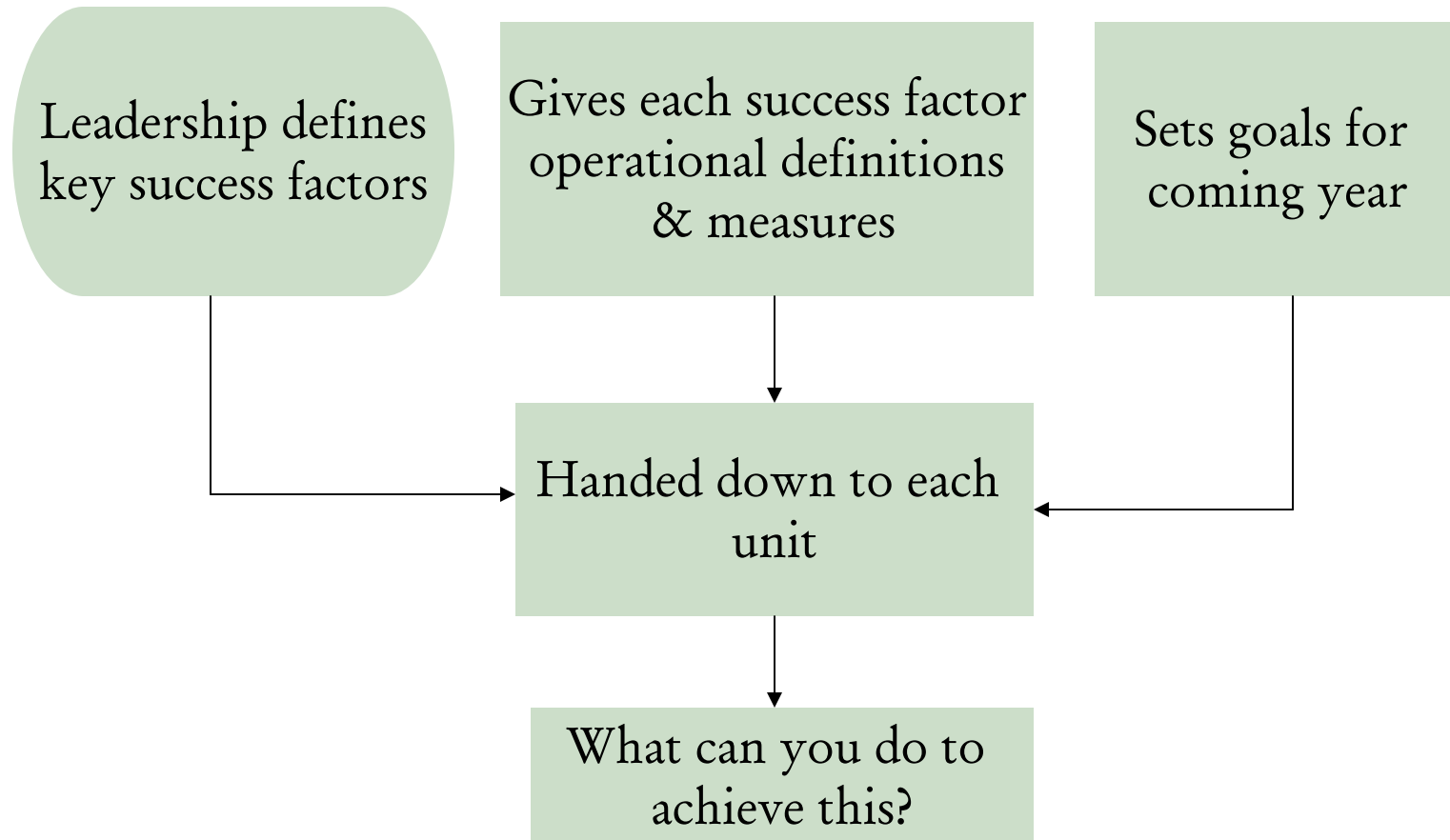
- ☐ A) Measurement & analysis
- ☐ B) Strategic planning
- ☐ C) Human resources
- ☒ D) Quality
- ☐ E) Leadership
- ☐ F) Managing processes
- ☐ G) Results
- ☐ H) Customer focus



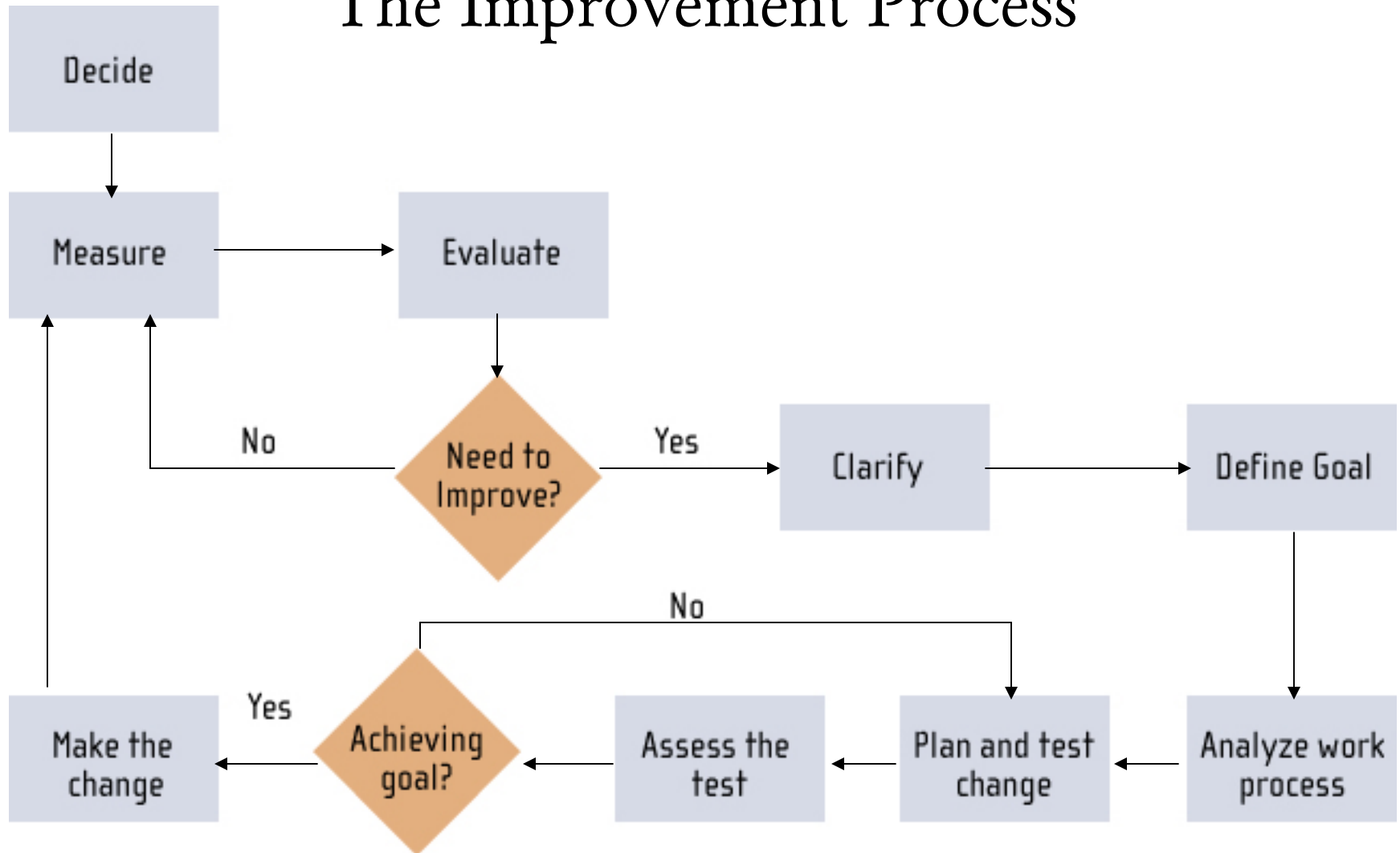
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# Alignment and Deployment

# How it Works



# The Improvement Process



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## What Does It Look Like?

- All management functions linked
- Unhindered communication
- Daily briefings to share key information
- Employee satisfaction w/hospital leadership  
= 100%

*Robert Wood Johnson University Hospital, NJ*

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# What Does It Look Like?

- Communication is critical
- Passport tool
  - SSM Health Care mission and values
  - Characteristics of exceptional health care services
  - Entity goals
  - Departmental goals
  - Personal goals and measures
  - Employee and manager signs and dates

# Test Question

In aligning quality and strategic planning, which should you do?

- ☐ A) Have employees define personal goals which support departmental and organizational goals
- ☐ B) Identify key success factors for the organization
- ☐ C) Figure out how to improve an important process
- ☐ D) Define operational measures of key goals
- ☐ E) Communicate to all staff
- ☒ F) All of the above
- ☐ G) None of the above

# Key Points

- Quality improvement is not in addition to your organization's work, it *IS* your organization's work
- Barriers across departments, programs and disciplines keep an organization from meeting the needs of those who use its services
- Quality improvement work should focus on improving the organization's ability to achieve its mission and goals. (Baldrige criteria can help.)
- Primarily, it's leadership job

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# Resources


- A self-assessment questionnaire from the Malcolm Baldrige National Quality Award is available at:  
[http://www.quality.nist.gov/PDF\\_files/Progress.pdf](http://www.quality.nist.gov/PDF_files/Progress.pdf)
- For more information about Baldrige Award winners, see  
[http://www.quality.nist.gov/Contacts\\_Profiles.htm](http://www.quality.nist.gov/Contacts_Profiles.htm)



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