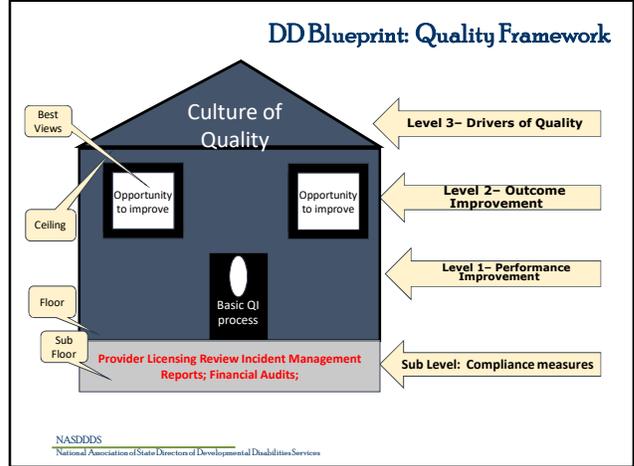


Quality Driven Agencies~
 Virginia Provider Innovation Conference
 March 27, 2019

NASDDDS
 National Association of State Directors of Developmental Disabilities Services



Use a Formal quality framework to establish both the floor and the ceiling for your organization

From Baldrige Performance Excellence Program, 2017. 2017-2018 Baldrige Excellence Framework: A System Approach to Improving Your Organization's Performance. Gaithersburg, MD, U.S. Department of Commerce, National Institute of Standards and Technology. <https://www.nist.gov/baldrige>

NASDDDS
 National Association of State Directors of Developmental Disabilities Services

Performance Excellence*

Performance excellence refers to an **integrated approach** to organizational performance management that **results** in

- Delivery of ever-improving **value to customers** and **stakeholders**, contributing to **organizational sustainability**
- **Improvement** of overall organizational **effectiveness** and **capabilities**
- Organizational and personal **learning**

* Retrieved from <https://www.nist.gov/baldrige/what-performance-excellence> Oct. 30, 2017

NASDDDS
 National Association of State Directors of Developmental Disabilities Services

Pursuing Performance Excellence - Quality's Contribution

The Gurus:

- **Crosby**: Marketer - "Quality is Free", Quality is Conformance to Requirements, Cost of Non-Conformance
- **Deming**: Philosopher - Statistical Process Control, 14 Points
- **Juran**: Management Consultant - Quality is Fitness for Use, Quality Trilogy, Resistance to Change
- **Feigenbaum**: Total Quality Control (TQC/TQM)

NASDDDS
National Association of State Directors of Developmental Disabilities Services

5

Crosby: Quality Costs

Prevention - cost of quality planning activities

Appraisal* - cost to inspect & test process output

Internal Failure* - costs associated with all process and product failures that are caught before reaching the market

External Failure* - costs associated with process and product failures which reach customers

* Costs of Poor Quality (COPQ)

NASDDDS
National Association of State Directors of Developmental Disabilities Services

6

Dr. Juran's Quality Trilogy

1. Quality Planning - all activities that enable new products and services to meet internal standards & requirements and customer requirements at launch.
2. Quality Control - comparing process output to standards identifying any variance, and acting on the difference.
3. Quality Improvement - the systematic identification and reduction of chronic waste (cost of poor quality) within any process or system which results in unprecedented quality levels (breakthrough)

NASDDDS
National Association of State Directors of Developmental Disabilities Services

7

Covering Both Aspects of Quality

Quality is...

- **Conformance to Requirements (Philip Crosby)**

- Who determines this? Regulators or payers
- Objective

- **Fitness for Use (Dr. Joseph Juran)**

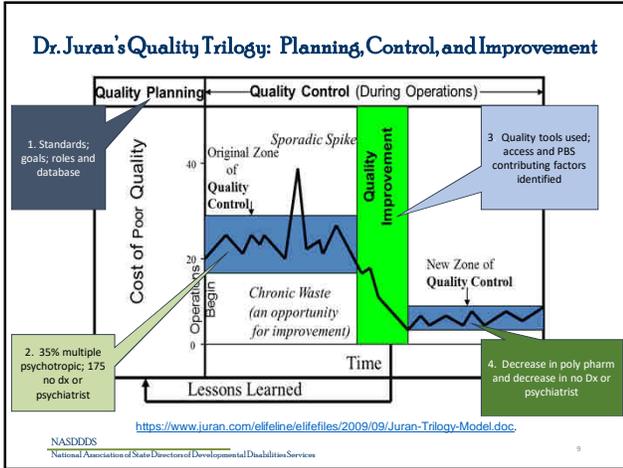
- Who determines this? Customers
- Subjective

- **A comprehensive approach to quality requires**

**BOTH compliance with requirements
AND customer satisfaction**

NASDDDS
National Association of State Directors of Developmental Disabilities Services

8



The Basic 7 Tools for Quality Improvement

- Process Maps/Flow diagrams
- Cause & Effect Diagrams
- Check Sheets
- Control Charts
- Histograms
- Pareto Charts
- Scatter Diagrams

<http://asq.org/learn-about-quality/seven-basic-quality-tools/overview/overview.html>

Example Quality Improvement Project: State Assures Capacity through Qualified Providers

Qualified Providers: Sub-assurance iii: The state implements policies and procedures for verifying provider training is conducted in accordance with state requirements and the approved waiver.

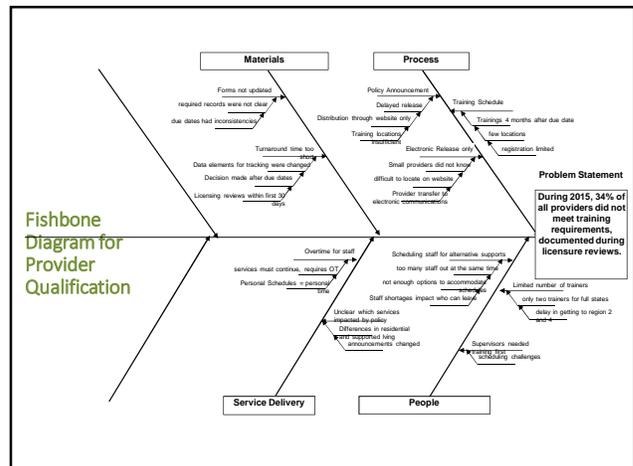
(Design) Performance Measure: Number and percent of providers reviewed who meet or exceed all training requirements as published in state administrative rules.

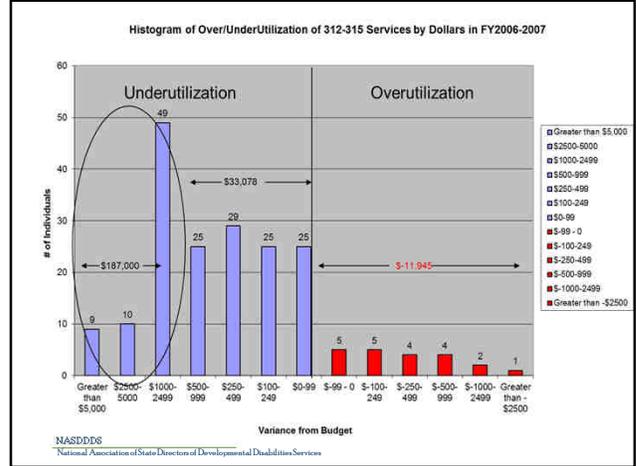
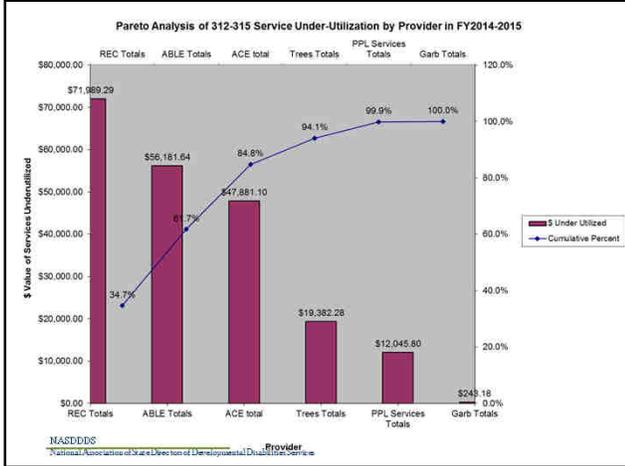
(Discovery) Actual Data: 235 of 310 (76%) of providers reviewed during annual recertification, met all training requirements. Review of this measure revealed less than the 86% expectation.

(Remediation) Quality Improvement Project: Operating Agency initiated steps to improve. In year 3 of the approved waiver, OA Waiver Coordinator instituted a 6 month QI project involving key provider associations and families. During this time, Root Cause Analysis using Fishbone Diagrams, Affinity Diagrams and Check sheets revealed incomplete deployment of 2012 policy changes on provider training in two areas. OA renewed efforts to announce and clarify training requirements through regional meetings with provider Executive staff, reissued the Administrative Rule, and instituted webinars and more frequent training in these key areas within all regions of the state.

Improvement: Follow up licensure reviews one year later showed improvement to 298 of 310 providers met all training requirements. (96%)

NASDDDS
National Association of State Directors of Developmental Disabilities Services





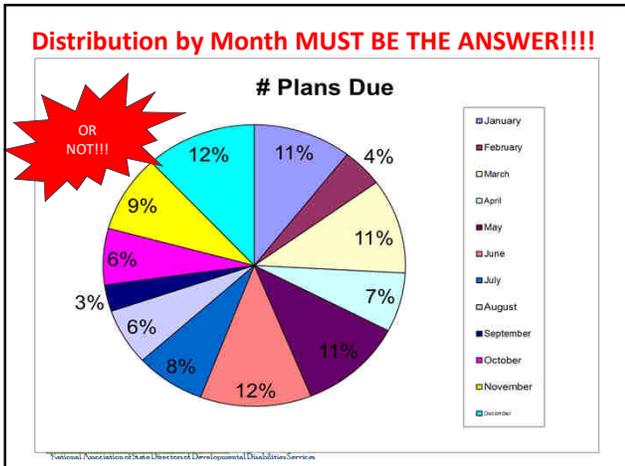
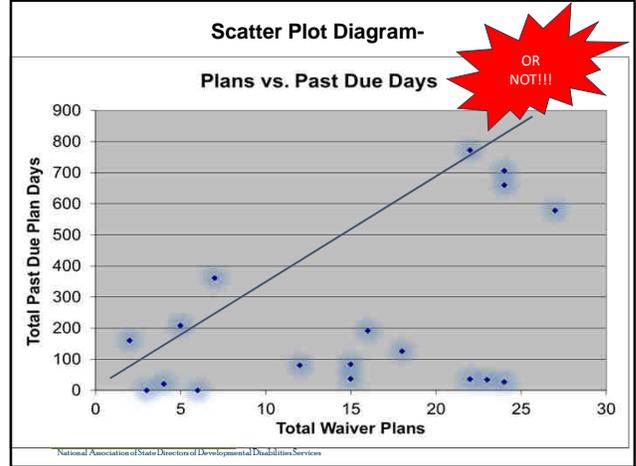
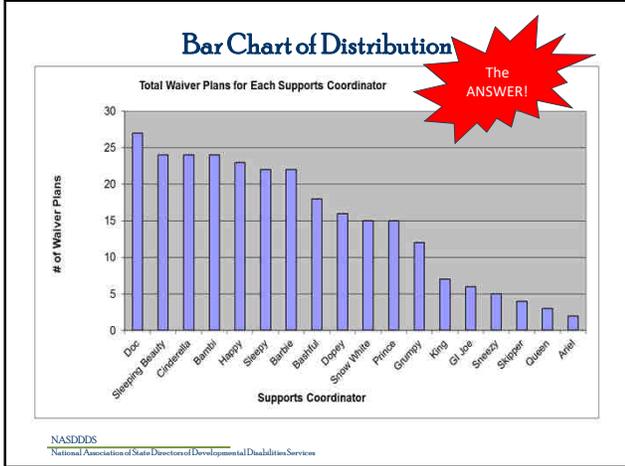
Late plans vs. Late Plan Days

Measures matter

Total Individual Service plans by SC

Supports Coordinator	Total Waiver Plans
Doc	27
Sleeping Beauty	24
Cinderella	24
Bambi	24
Happy	23
Sleepy	22
Barbie	22
Bashful	18
Dopey	16
Snow White	15
Prince	15
Grumpy	12
King	7
GI Joe	6
Sneezy	5
Skipper	4
Queen	3
Ariel	2

NASDDDS
National Association of State Directors of Developmental Disabilities Services



Why Measures Matter: Late Plans By Month

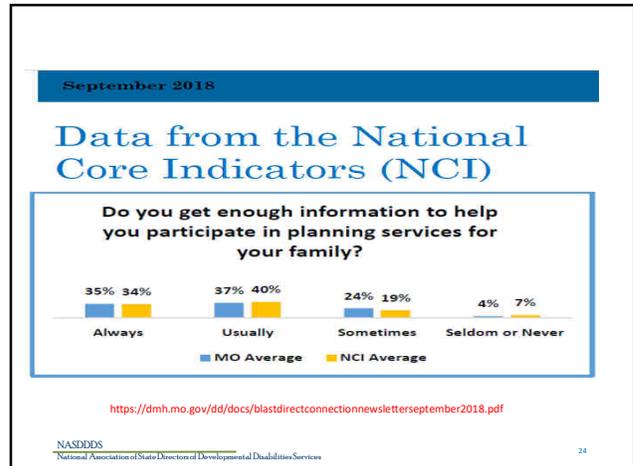
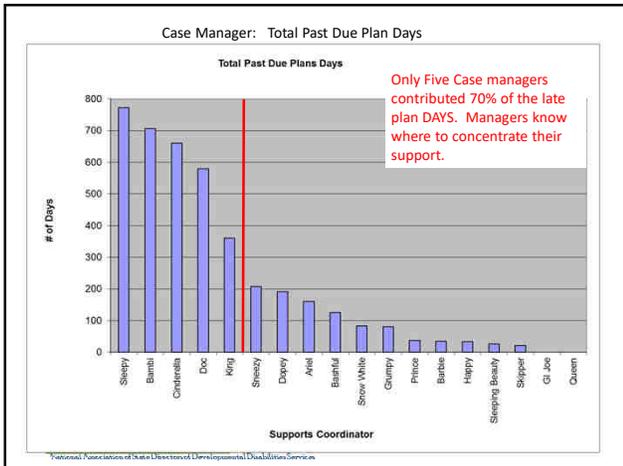
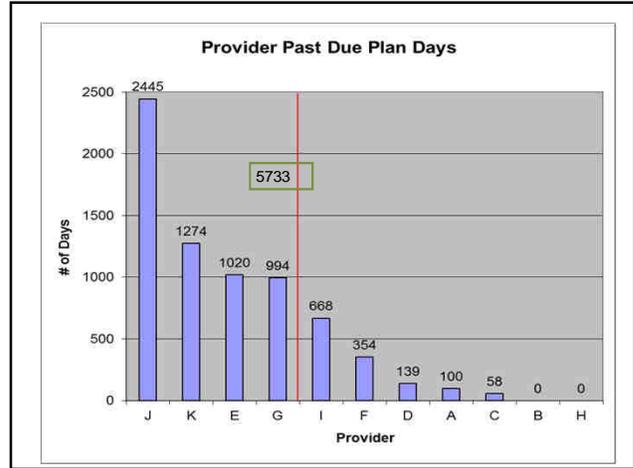
JULY 7 PLANS LATE			AUGUST 5 PLANS LATE		
Davina	10		Aaron	5	
Joe	10		Jackie	5	
Shereese	10		Robert	40	
Robert	10		Maria	50	
Juan	20		Mikki	50	
Maria	20		TOTAL DAYS	150	
Mikki	20				
TOTAL DAYS	100				

September 8 PLANS LATE			
Bob	5	Rita	5
Mary	5	Monte	5
China	5	Aaron	10
Woodrow	5		
Jerrold	5		
TOTAL DAYS	45		

Data Table: Past Due Plan Days by Provider Agency

Provider	Total Past Due Plan Days
★ J	2445
★ K	1274
★ E	1020
★ G	994
I	668
F	354
D	139
A	100
C	58
B	0
H	0
Total	7052
80%	5641.6
Top four agencies total	5733

NASDDDS
National Association of State Directors of Developmental Disabilities Services



Quality by Perception and Quality by Fact

- Perception of individuals who use, access or benefit from the service system— people who are eligible and their family members for example.
- Fact based information – from records
- It is best to have a way to combine both –
- National Core Indicators provides both perception (peoples views) and fact (actual services, dx, dates, etc.)

NASDDDS
National Association of State Directors of Developmental Disabilities Services

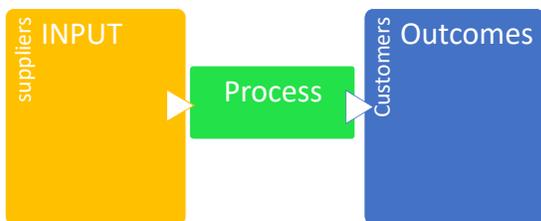
Types of Data in Quality Improvement

- **Attribute Data:** information that can be counted for recording/analysis of the presence or absence of an attribute;
– Yes/No; Pass/Fail; Present or Absent
- **Variable Data:** measures that reveal what appears to be random and/or inconsistent results. The degree of difference in measures show values that can be analyzed. The degree of presence or absence, for example.
– How much? How long?

NASDDDS
National Association of State Directors of Developmental Disabilities Services

25

Measures can be found in many places SIPOC



NASDDDS
National Association of State Directors of Developmental Disabilities Services

NASDDDS, TA on Quality Framework

Example of Input vs. Output: Incident Reports of Suspected Neglect



NASDDDS
National Association of State Directors of Developmental Disabilities Services

26

What are benchmarks, and why do they matter?

- Valid and reliable comparisons from the same field of study or industry, on the same data points, between separate organizations
- To provide context and inform performance
- Striving for the “best” requires that you know who/what is the best
- Comparing to internal performance year to year – could create a blind spot and convince an organization that better performance is not possible

NASDDDS
National Association of State Directors of Developmental Disabilities Services

29

**Missouri Improvement Example:
Employment Service Authorizations**

TCM Ribbon Status by County

Regions and Targeted Case Management (TCM) entities are recognized by ribbon status based on the percentage of individuals with employment service authorizations.

Currently, 24 TCMs covering 40 counties

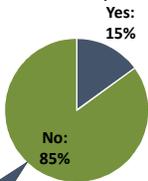
- 35% or more individuals w/ employment auths
- 25%-34% of individuals w/ employment auths
- 13%-24% of individuals w/ employment auths



30

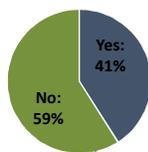
Paid Job in the Community

Has a paid job in the community



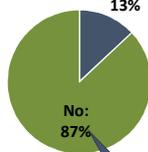
Fact

Of those without a paid job in the community, would like a job in the community



Perception

Of those without a paid job in the community who would like a paid job in the community, has employment goal in ISP

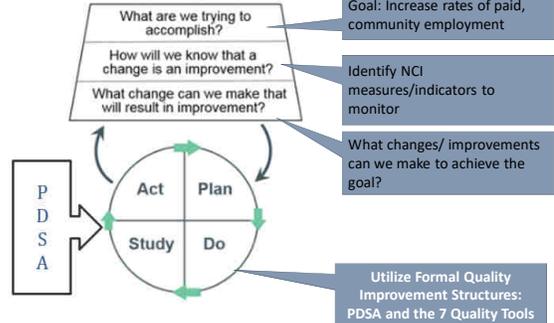


Fact

NASDDDS
National Association of State Directors of Developmental Disabilities Services

Process for Quality Improvement Project: Employment

Model for Improvement



NASDDDS
National Association of State Directors of Developmental Disabilities Services

Using the Quality Tools

- Fishbone Diagrams--- identify the contributing factors
- Affinity charts----- collect all ideas
- Checklist or Histogram---- test to see which occur most often
- Pareto Chart---- identify the factors that will gain the most improvement (least number of variable contribute the highest impact)

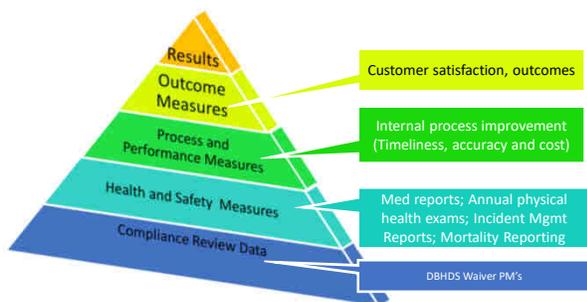
• RESULTS:

Goals are not in plans because employment /job is not discussed as part of service plan meeting

And the message is:

monitoring alone is not enough – your system needs to know how and when to act

From the base to the top~ all measures matter



Thank you for your time!
Please contact us at
www.nasddds.org
or
mlbourne@nasddds.org