

Introduction to Quality Management

Understanding Key Concepts and
Terminology

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Please consider completing this pre-test while we wait.
Link: <https://www.surveymonkey.com/r/quality-pre>



Topics

- ▶ Develop a high-level understanding and purpose of Quality Management
- ▶ Understand the definitions of Quality Assurance, Internal Quality Control (IQC), Quality Planning, and Quality Improvement (QI) or Performance Improvement (PI)
- ▶ Articulate the differences between Quality Assurance, Internal Quality Control (IQC), Quality Planning, and Quality Improvement (QI) or Performance Improvement (PI)

Quality

Healthcare Quality

The degree at which health services for an individual and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.

Spath

Quality

- ▶ Meeting or exceeding standards
- ▶ Incorporates the constant change of standards
- ▶ Can be improved
- ▶ Focus on reliability
- ▶ Indirectly related to cost

Quality Management

Quality Management

Systematic evaluation and improvement to achieve member satisfaction and lower cost through process improvement.

Purpose of Quality Management



Ensure standards are met



Decreases staff confusion



Ensures consistent results



Increases the likelihood of desired health outcomes



Improve outcomes for patients and their families

Quality Management Activities

- ▶ Measure: How are we doing?
- ▶ Assess: Are we meeting expectations?
- ▶ Improve: How can we improve performance?

Quality Components

QA – confidence that quality requirements will be fulfilled.

QC – review after the activity occurred.

QP – QA and QC process identified a need to plan for quality improvement.

QI – seeks to standardize processes and structure to reduce variation, achieve predictable results, and improve outcomes for patients, healthcare systems, and organizations

Quality Assurance

Quality Control

Quality Planning

Quality Improvement

Quality Management Plan

Outlines the
purpose,
objectives, and
key stakeholders

Quality
framework

Quality
committee
charter

Communication
plan

Annual work plan

Annual
evaluation

Quality Assurance

Quality Assurance

Evaluation activities aimed at ensuring compliance with minimum quality standards.

Policies & Procedures

POLICY

The formal guidance needed to coordinate and execute activity throughout the district. When effectively deployed, policy statements help focus attention and resources on high priority issues - aligning and merging efforts to achieve the district's vision. Policy provides the operational framework within which the district functions.

PROCEDURE

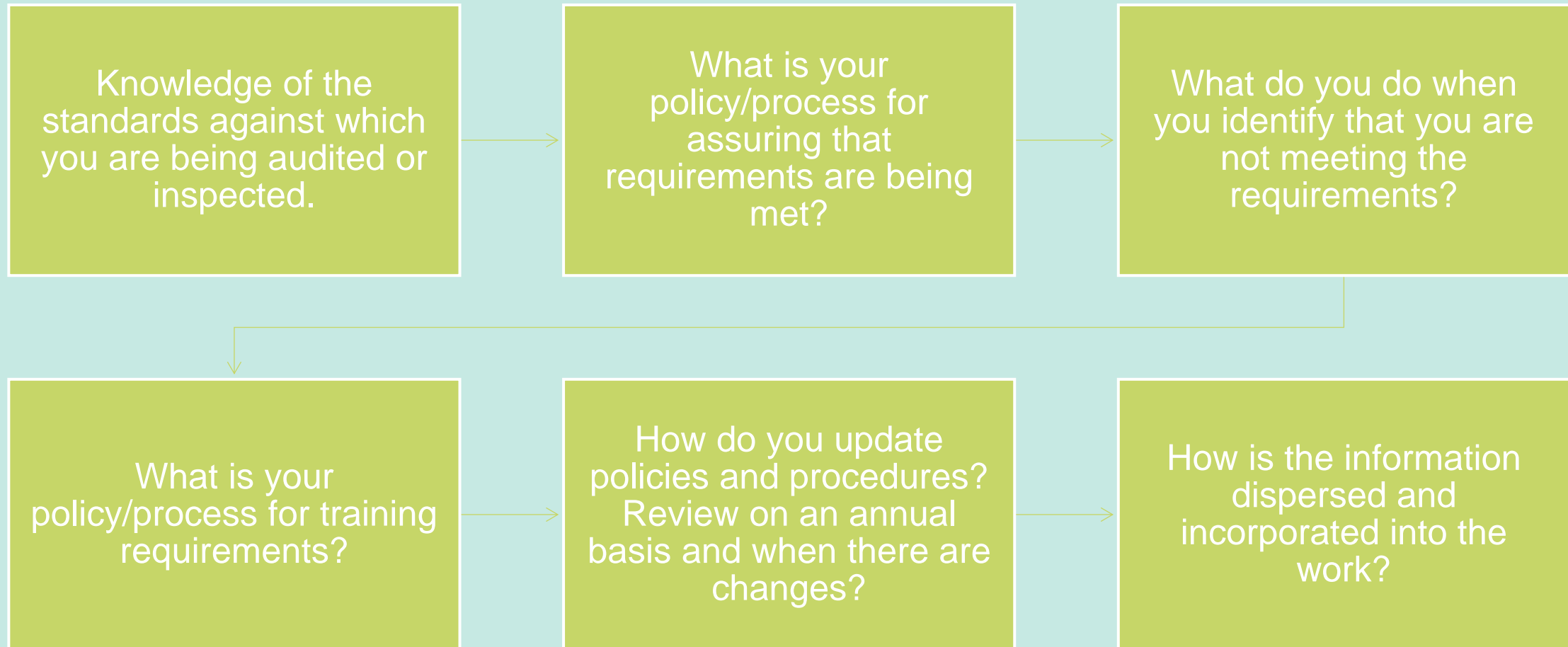
The operational processes required to implement district policy. Operating practices can be formal or informal, specific to a department or building or applicable across the entire district. If policy is "what" the district does operationally, then its procedures are "how" it intends to carry out those operating policy expressions.

Put it in Writing: Why Develop Policy/Procedures?

Written policy/procedures will help to ensure that your organization is in full compliance of rule.

- ▶ A rule or standard written down into a policy and specific procedure
 - Outline how things are done (decrease confusion)
 - Decreases variation
 - Ensures standards are being met

Assuring Requirements are Met



Ensure Quality Assurance



Understand the requirements. Put it in writing by developing or updating your policies and procedures.



Implement the policies and procedures.



Train appropriate personnel on the standards.



Monitor for compliance.



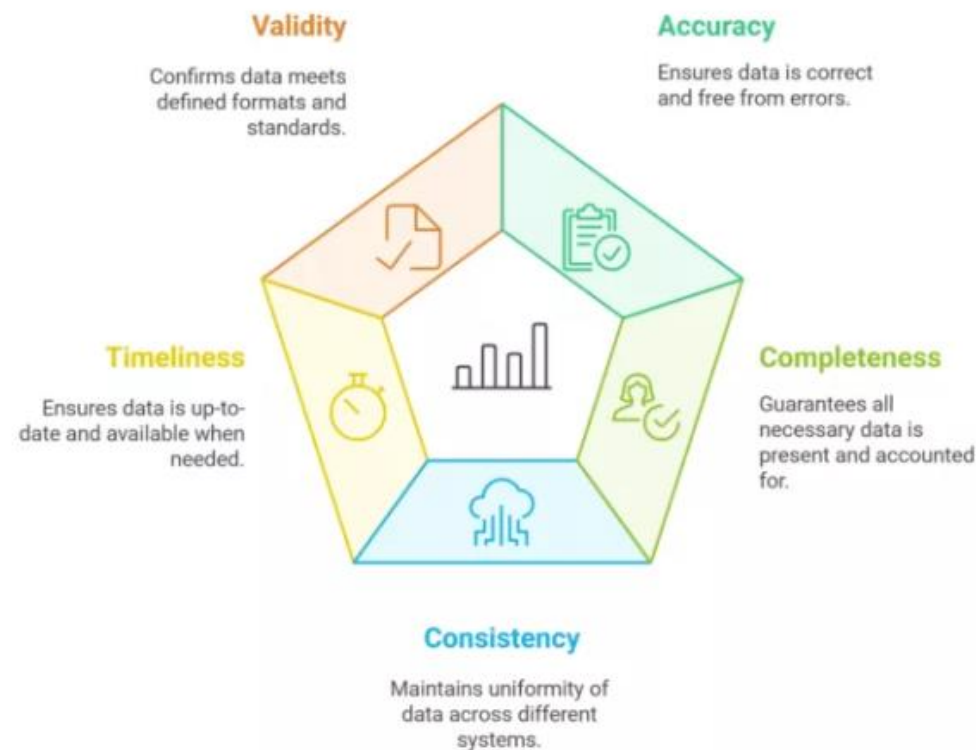
Modify as needed.

Quality Assurance Tool Example

Written Policy/Procedure	Are Staff Following the Process?	Level of Completeness	Comments (How are you meeting)	Recommendations
<i>The organization has a systematic, organization wide, planned approach to designing, measuring, evaluating, and improving the level of its performance.</i>				
Gathers information from consumers, family members, and staff.				
Approved	No, they need training etc.	Yellow	Our Policy/Procedure is not following the outlined process. Training scheduled to retrain to ensure this is being followed.	

Data Quality Assurance

- ▶ Reflect the standards
- ▶ Accurate
- ▶ Complete
- ▶ Timely
- ▶ Consistent across systems



<https://www.6sigma.us>

Quality Control

Quality Control

Quality control focuses on a review to ensure standards were met after the activity has occurred.

Tracking and Trending Data

Identify patterns, common errors, and previous circumstances.

Follow your policy and procedure for benchmarks, reviewing data and identifying areas of improvement.



Morbidity and Mortality Review

1

Review all documentation related to the case and identify all involved providers.

2

Interview stakeholders including those who directly provided care and those involved in the system.

3

Use a quality improvement tool, i.e., fishbone diagram, to conduct a root-cause analysis.

4

Determine overall cost of care and cost of adverse outcome.

5

Identify a system issue that contributed to the outcome.

6

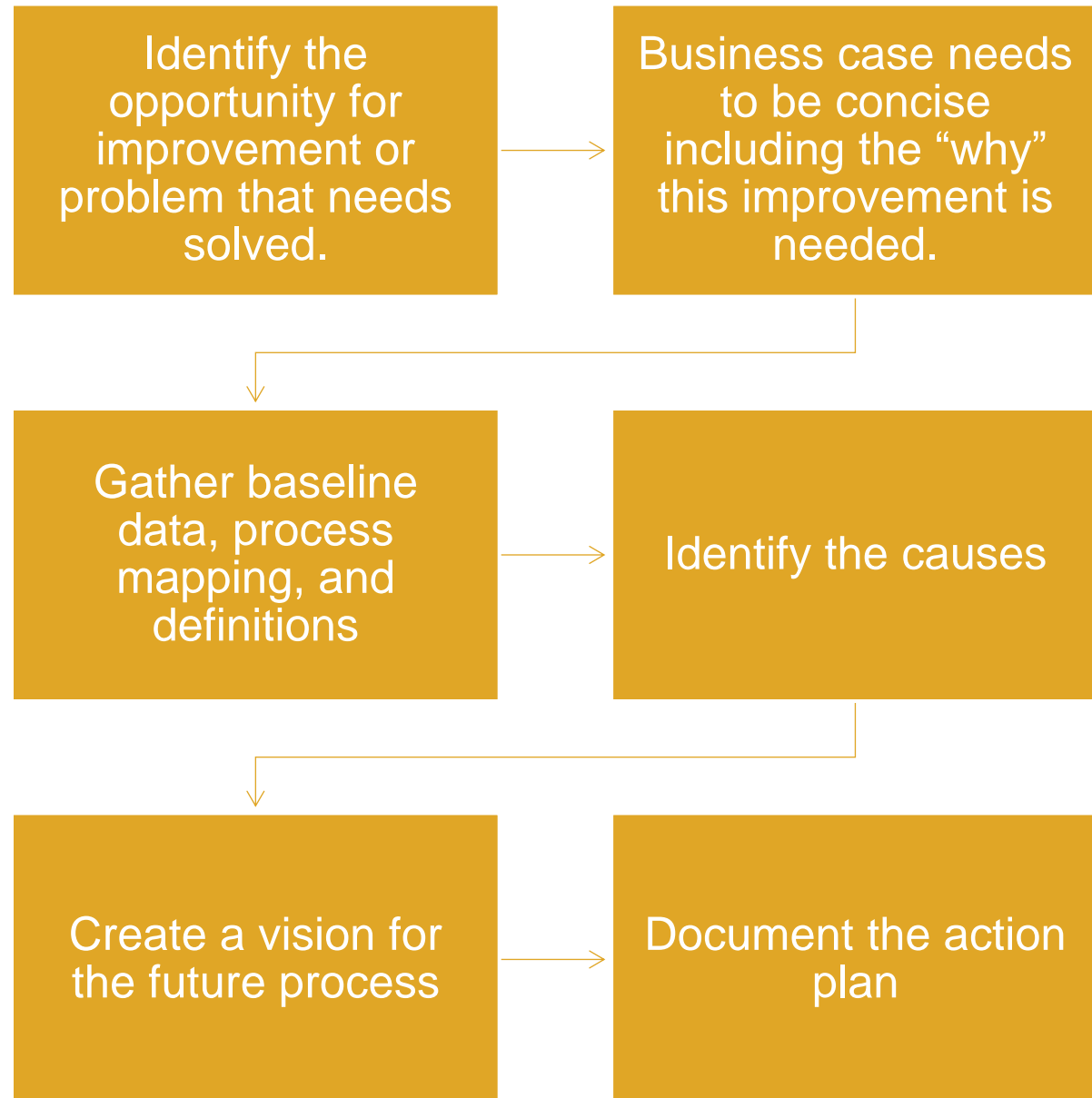
Propose system level interventions and prioritize based on effort projections.

Quality Planning

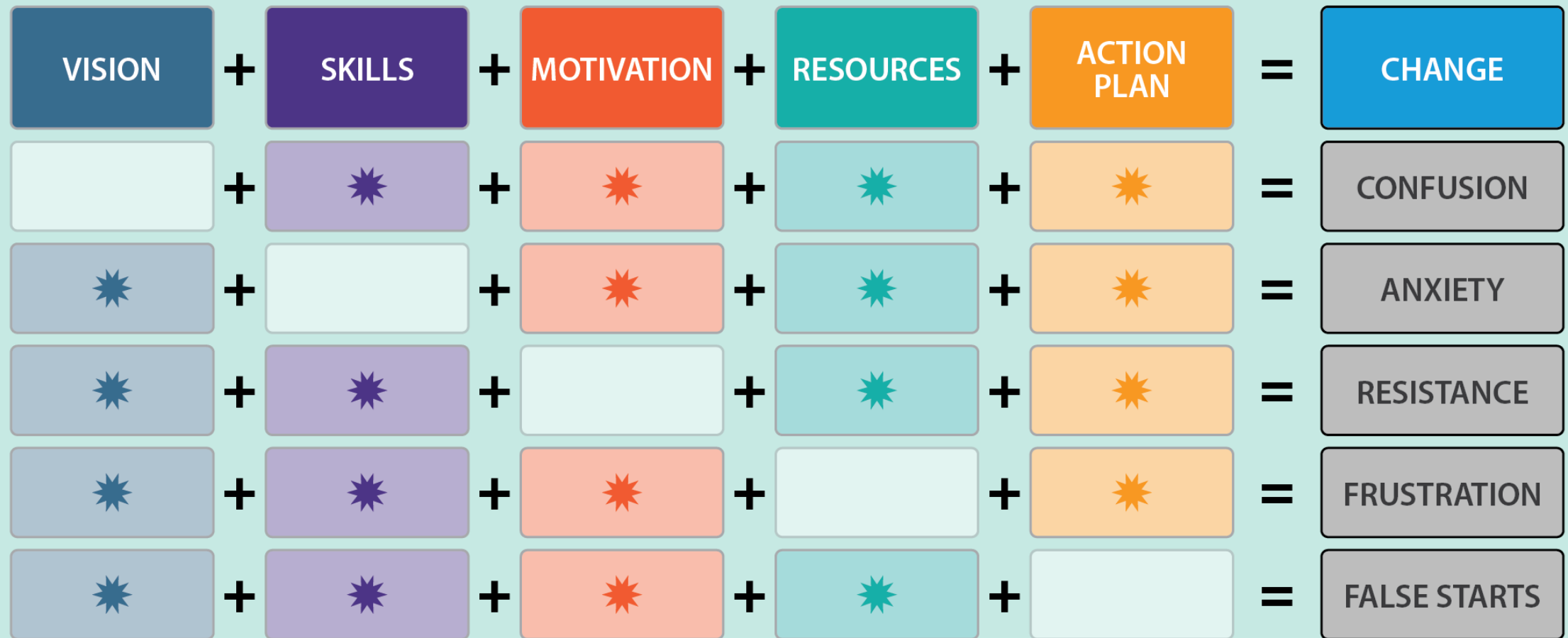
Quality Planning

Quality planning is an activity that assists in the development of a quality improvement plan to improve health outcomes.

Quality Planning Process



Managing the Change



Communication Plan



Determine communication needs.



State why each communication is necessary.



Establish how the team will communicate.



Decide how often official communication will take place.



Assign communication responsibilities.

Quality Improvement

Quality Improvement

Quality improvement is the framework used to systematically improve care.

Quality improvement seeks to standardize processes and structure to reduce variation, achieve predictable results, and improve outcomes for patients, healthcare systems, and organizations.

Structure includes things like technology, culture, leadership, and physical capital; process includes knowledge capital (e.g., standard operating procedures) or human capital (e.g., education and training).

Principles of Improvement

- ▶ Know that you need to improve
- ▶ Identify how you will know if improvement is happening
- ▶ Develop a change that you think will result in improvement
- ▶ Testing the change (How do you know change is happening)
- ▶ Change and test until it results in the needed improvement
- ▶ Implement and sustain

Support QI with Data



Assess if expectations are being met.



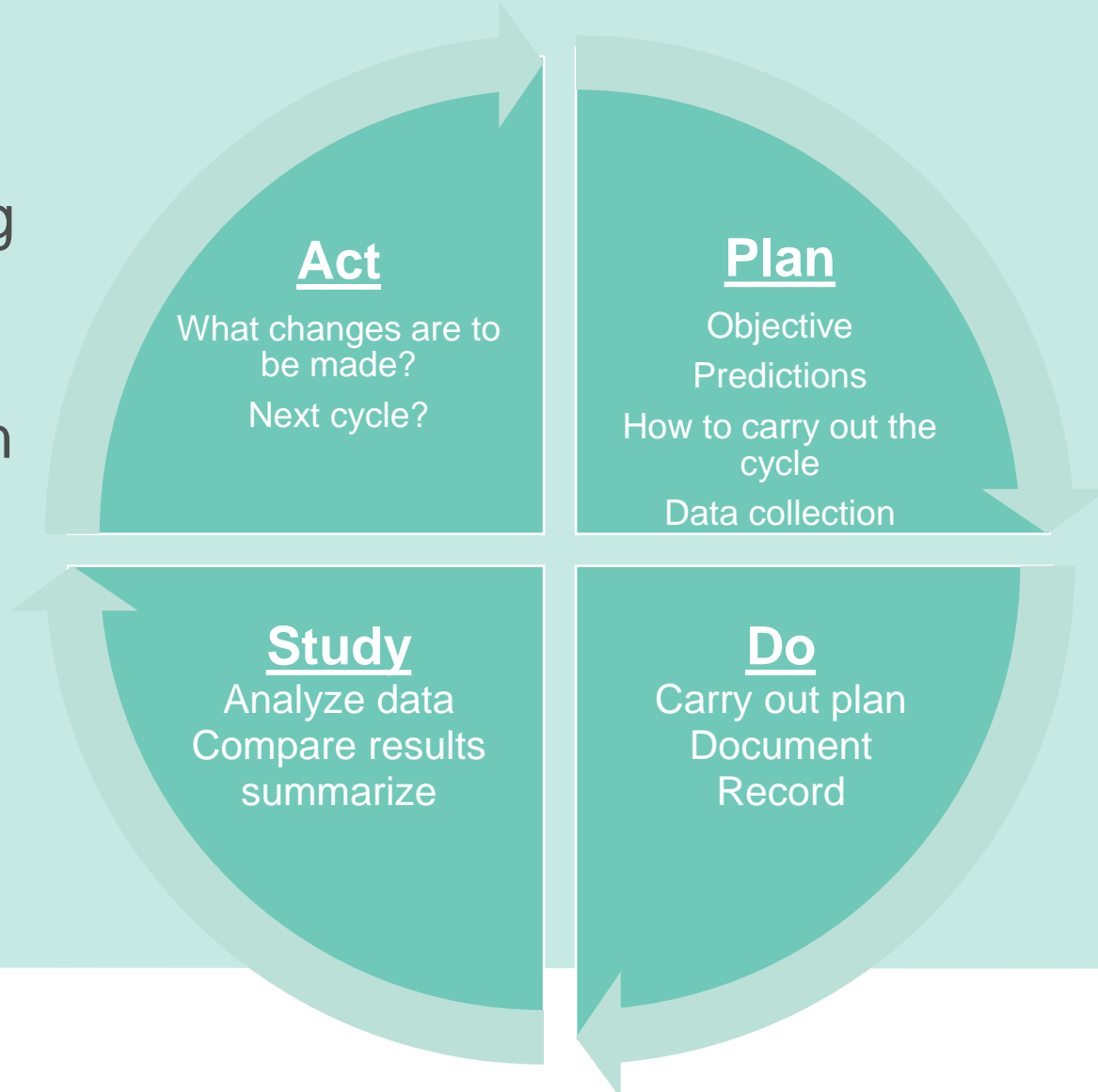
Identify areas to improve performance.



Document that activities are moving the needle.

Plan Do Study Act (PDSA): THE CYCLE OF LEARNING AND IMPROVEMENT

- ▶ What are we trying to accomplish?
- ▶ How will we know that a change is an improvement?
- ▶ What change can we make that will result in an improvement?

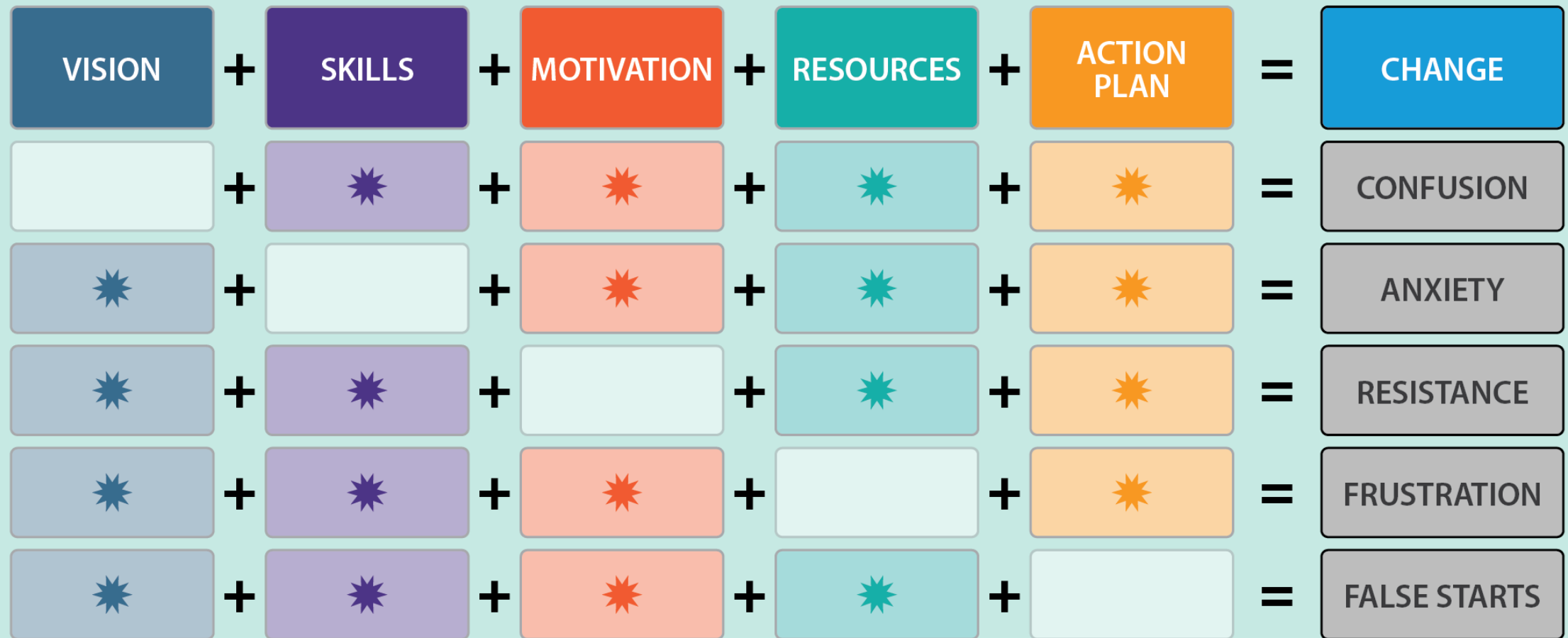


Process Improvement

Use the identified model for improvement in the Quality Management plan to track progress to ensure improvements are occurring.

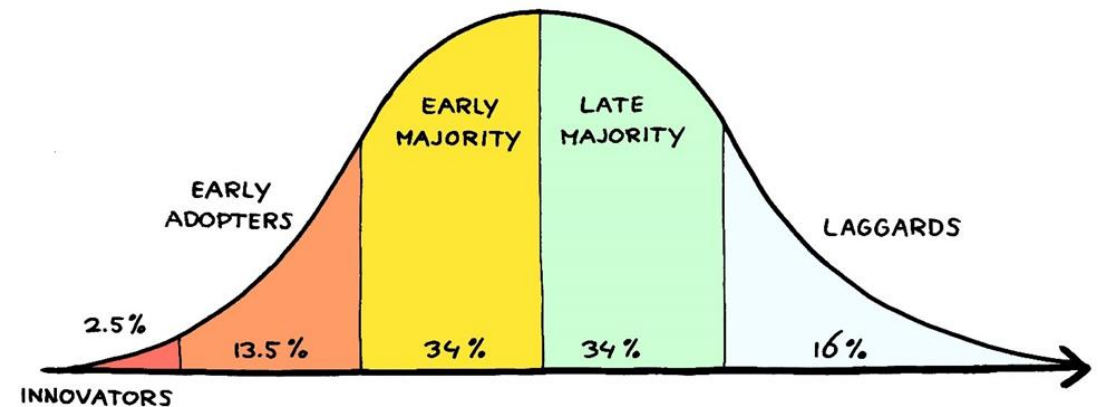


Managing the Change



Human Side of Change

- ▶ Reactions from total commitment to hostility
- ▶ Transparency in the change along with the why as soon as the ideas of the ideas of change are being developed
- ▶ Gather input and ideas from those affected by the change
- ▶ Give updates on the progress of the change
- ▶ Share how it will affect people



Managing the Change

7 Stages of Grief

(Modified Kubler-Ross Model)

Shock*

- Initial paralysis at hearing the bad news.

Denial

- Trying to avoid the inevitable.

Anger

- Frustrated outpouring of bottled-up emotion.

Bargaining

- Seeking in vain for a way out.

Depression

- Final realization of the inevitable.

Testing*

- Seeking realistic solutions.

Acceptance

- Finally finding the way forward.

*This model is extended slightly from the original Kubler-Ross model, which does not explicitly include the Shock and Testing stages. These stages however are often useful to understand and to facilitate change.

STANDARDIZE and SUSTAIN and/or SPREAD



- ▶ People must believe the change addresses an existing problem
- ▶ Communicate results.
- ▶ Assign a process owner.
- ▶ Continue to track data.

Summarize

- ▶ Ensure you have all the standards (Compliance)
- ▶ Ensure you are meeting all the standards (Quality Assurance)
- ▶ Identify areas of improvement and plan (Quality Planning)
- ▶ Carry out the plan assessing for the need to adjust. (Quality Improvement)



Questions

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Health and
Human Services