

# Developing a Comprehensive Quality Management Plan



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# Topics

## 01

Define the Purpose and Importance of a Quality Management Plan (QMP) – Gain a clear understanding of what a QMP is and why it's essential for successful project outcomes.

## 02

Identify Key Components and Stakeholder Responsibilities – Learn about the critical components of a QMP and explore the roles and responsibilities of stakeholders within the organizational structure.

## 03

Evaluate and Improve the QMP for Continuous Quality Enhancement – Understand how to assess and adjust the QMP to drive ongoing improvements for the upcoming year.






# Quality Management Plan Purpose

# Why have a Quality Management Plan?

Incorporates performance measurement, assessment, improvement activities, and evaluation.

- ▶ Assists in gathering all standards across the organization
- ▶ Process to identify the root cause of problems with your services so that members receive high-quality services
- ▶ Identify improvements to create efficiencies to decrease costs and improve staff satisfaction.

# 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 Principles

**Customer Focus:** listen to customers and respond

**Leadership:** create an environment that encourages engagement and motivation

**Engagement of People:** more productive and contribute to the organization's goals and objectives

**Process Approach:** Understand and manage interrelated processes as a system

**Evidence-Based Decision Making:** decisions are based on the analysis of data and information and evidenced based practices

**Relationship Management:** Building and maintaining mutually beneficial relationships with stakeholders, and partners



# Objective of a Quality Management Plan

Describes the structure and process for measuring, assessing and improving performance.


If you are a Community Mental Health Center (CMHC) the objective would be to assist in meeting §485.917

*Condition of participation: Quality assessment and performance improvement (QAPI)*


# Roles and Responsibilities




# Board of Trustees/Directors

 Setting the tone and establishing an organization's culture

 Hold CEO and top leadership accountable to quality


 Policy Development and Compliance

 Resource Allocation

 Monitoring Performance Metrics

 Risk Management

 Strategic planning

 Communication, Transparency and Accountability

# Administration (Top Management)

- ▶ Set the organization's direction and foster a sense of unity in purpose.
- ▶ Oversee establishing and preserving the internal environment, where employees can engage in accomplishing the objectives of the company
- ▶ Leading the efforts facilitating activities, participating in tasks, providing resources
- ▶ Understand what you want to commit to and for what reason and remember, quality is based on data and driven by outcomes.

Deming in 2020 stated that if an organization doesn't not have leadership commitment, quality will be severely jeopardized. *"If the leader cannot come, then send no one"*

# Dedicated Quality Manager and Team

Advocate and speaker for quality

Facilitator of the Quality Committee

Builds the infrastructure and resources for quality

Liaison with outside agencies for quality activities

Coordinates the strategic and operational planning for quality activities and resources

Update the quality management plan and accompanying documents

Monitor performance measure activities

Coordinate subcommittees and workgroups

Coordinate quality training

Facilitate quality intervention strategies

# Quality must be a priority for all staff

- ▶ Communicate clear quality standards and expectations for all processes and services
- ▶ Provide training on quality-related topics and tools to improve employee skills and knowledge
- ▶ Foster a culture of continuous improvement and quality excellence, aligning team efforts towards achieving quality objectives
- ▶ Assigned roles and responsibilities to ensure quality standards and expectations are met
- ▶ Rewarded for quality achievements
- ▶ Encourage innovation and learning
- ▶ Leaders should lead by example showing commitment to quality

# Quality Plan Elements

# Quality Management Plan Elements



- ▶ Purpose of the plan
- ▶ Plan description and overview
- ▶ Mission, vision, values
- ▶ Quality framework
  - Reporting mechanisms
  - Criteria for setting priorities
  - Indicators for monitoring
  - Monitoring compliance
  - Model for improvement
- ▶ Structure of quality committee (charter)
  - Subcommittee and workgroups
  - Roles and responsibilities
  - Authority and accountability
- ▶ Scope of work and standards of care
  - Quality control
  - Quality assurance
  - Credentialing
  - Peer review
  - Risk management and Patient Safety
- ▶ Annual work plan
  - ▶ Goals objectives and activities
- ▶ Annual evaluation

# Quality Statement



Describes your goal

Reflects the organization's ideals

Incorporates mission, vision, and values

Align with your strategic plan

# Plan Description and Overview

- ▶ Why does this document exist?
- ▶ What do you intend to accomplish with this document?
- ▶ What is the benefit of this document?
- ▶ Provide an overview of your organization
- ▶ Include mission, vision, and values



# Quality Framework

# Model for 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 improvement?



# Quality Management Cycle

- ▶ Set standards
- ▶ Communicate standards
- ▶ Monitor
- ▶ Identify and prioritize opportunities for improvement
- ▶ Define opportunities for improvement
- ▶ Identify who will work on opportunities for improvement
- ▶ Choose and design solution
- ▶ Implement solution

# Performance Measurement, Assessment, and Improvement

- ▶ Improvement model
  - Criteria for setting priorities
- ▶ Performance measures
  - Reporting mechanisms
  - Indicators for monitoring
- ▶ Assessment of performance measures
  - Monitoring compliance
- ▶ Improvement process
- ▶ Evaluation process

# Organizational Infrastructure

- ▶ Created to fulfill quality management goals
- ▶ Infrastructure aligns with the complexity of the organization
  - Board of Trustees
  - Administration (Top Management)
  - Dedicated Quality Manager
  - Quality Committee
  - All departments and staff
- ▶ Describes all stakeholders and responsibilities.

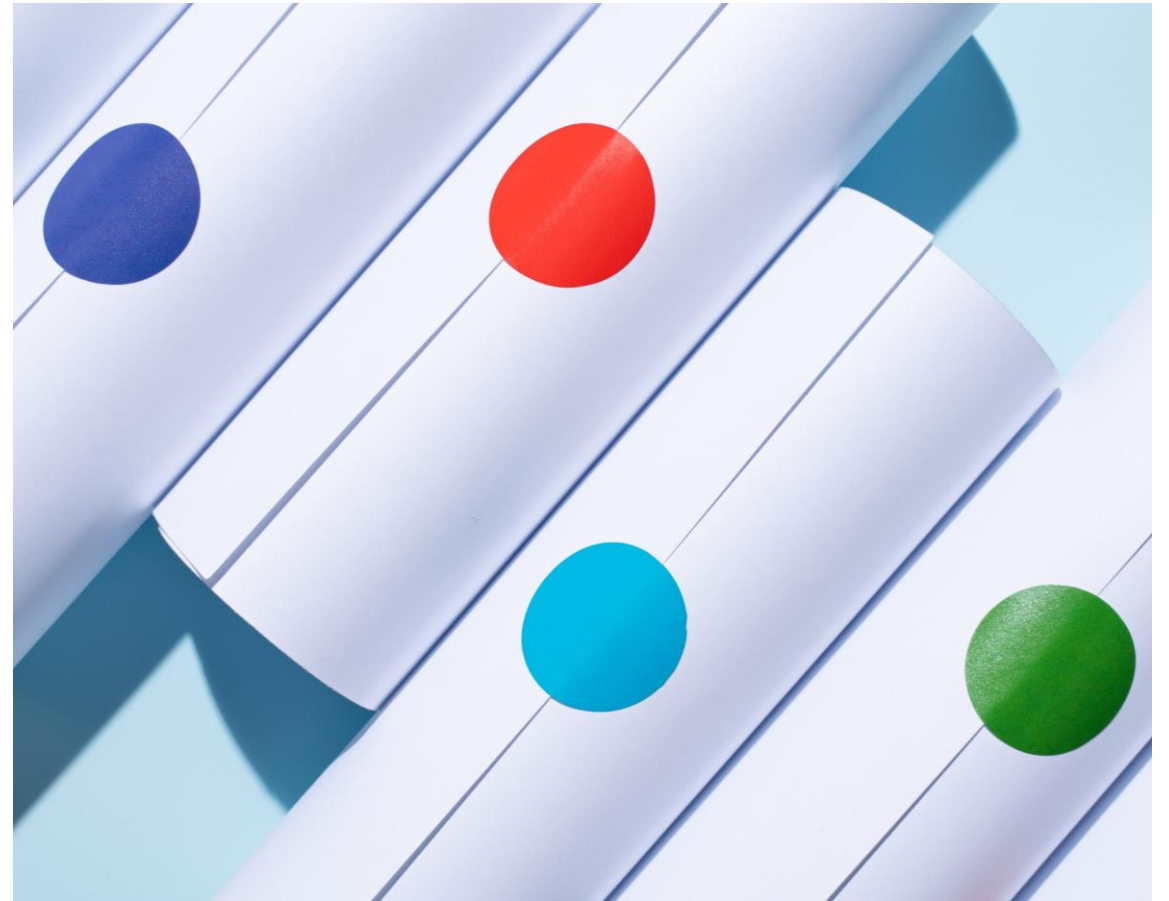
# Quality Committee Charter

# Why a Charter?

- ▶ Outlines the purpose, scope, and responsibilities
- ▶ Provides clear direction for committee members
- ▶ Establishes a framework within which they operates
- ▶ Defines boundaries and limitations so that members understand their roles and the extent of their authority
- ▶ Documents duties and procedures
- ▶ Evaluates the committee's performance

# Charter Components

- ▶ Mission Statement
- ▶ Objectives
- ▶ Structure
  - Members
  - Authority
  - Responsibilities
- ▶ Meetings and meeting objectives
  - Protocols
  - Reporting
- ▶ Evaluation and Review

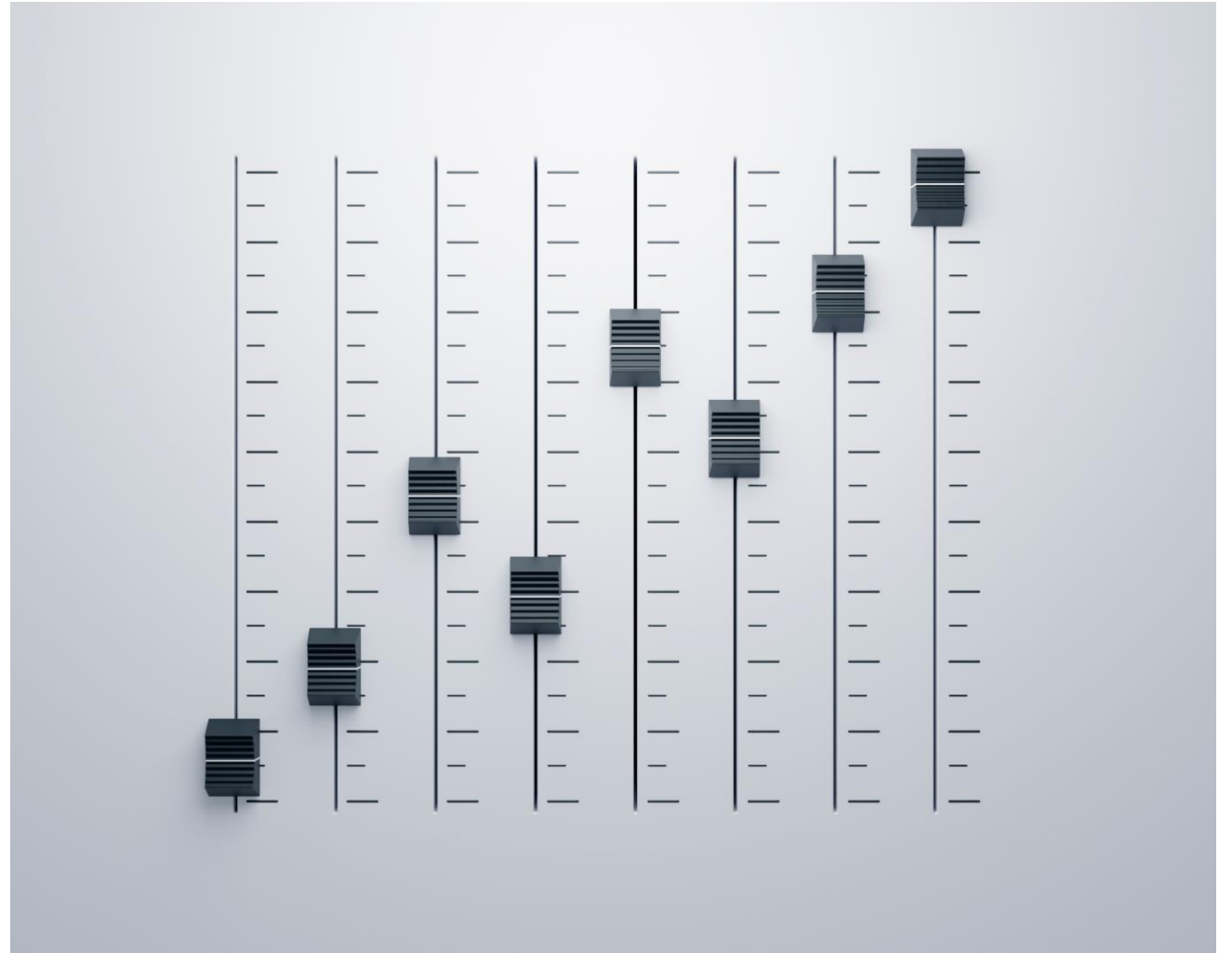




# Scope of Work and Standards of Care

# Standards of Care

- ▶ Quality control
- ▶ Quality assurance
- ▶ Credentialing
- ▶ Peer review
- ▶ Risk management
- ▶ Patient safety



# Annual Work Plan: Improvement Plan

# Improvement Plan

## ► Performance Measurement

- Description of performance measures with source (Details can be in an appendix)
  - Include quality assurance and quality control measures

## ► Improvement Priorities

- Annual quality improvement objectives that includes goals, measures, and action plans.
  - Measure: How are we doing?
  - Assess: Are we meeting expectations?
  - Improve: How can we improve performance? (quality planning/quality improvement)
- Frequency of review with adjustments as indicated

# Work Plan Development Considerations

- ▶ The development of the Plan includes input from all staff, so that front-line staff can provide input into areas of risk, priorities, target setting and implementation approaches.
- ▶ All staff become educated about quality objectives and accountabilities
- ▶ Quality initiatives directed by the Plan should be shared with all so that every staff member understands their role in achieving targets
- ▶ A communication plan for both the roll-out and the progress reports on the Plan is shared with the organization as a whole

# Annual Evaluation

# Evaluation Purpose

- ▶ Annual assessment of progress made towards goals.
- ▶ Highlights what went well or what didn't go so well.
- ▶ Identifies if methodologies or standards need updated
- ▶ Informs to update the improvement plan
- ▶ Creates a natural progression from the previous quality plans.



# Quality Management Plan Evaluation

- ▶ The quality committee completes an annual evaluation of the overall quality performance.
  - Assess for changes in standards
  - Assess for the need to update processes within the quality management plan
  - How much progress has been made in previous years towards the goals and were the objectives of previous years achieved?
  - What is a reasonable amount of progress to aim for?
  - Are there emerging quality issues/priorities that were not contemplated in the original long-term goals, but which need to be added?



# Summarize



A quality management plan is:

- ▶ An outline of how you manage quality throughout your organization
- ▶ An annual workplan of quality activities
- ▶ Includes an annual evaluation to inform a future annual workplan
- ▶ If you have seen one workplan, you have seen one workplan
- ▶ Use this guidance to help inform future practices

# Questions

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