

Measuring Service Quality in the 21st Century

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We are all struggling with ...

- What is Quality?
 - Who Defines Quality?
 - Professional Consensus?
 - Funders or Regulators?
 - Consumers of Services?
- Quality of Life versus Quality of Service
- How to Measure Quality?
 - Is it a Valid Measure?
 - Are we Reliable?

Quality Standards of the 1990's

- 754 Organizational Process Measures
 - Item 114 – The agency has a mission statement.
 - Item 135 – The agency has a policies and procedures manual.
 - Item 451 – The individual's plan states specific goals for the individual that are developed by the interdisciplinary team.
 - Item xxx – and so on ...

The Assumptions of Traditional Approaches to Quality

- Uniformity
- Consistency
- Task Specialization
- Hierarchy of Authority
- Compliance with Process

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What are the Most Important Things in Your Life?



Quality as Defined by People with Disability

- Choice and control
 - Personal goals
 - Where and with whom the live
 - Where they work
 - Daily routines
 - Services
- Relationships
 - Friends
 - Intimate relationships
- Community participation
 - Valued social roles
- Exercising rights

Quality --- the bottom line...

- Your quality measures are determined by who is at the table defining quality

Historically, measures of quality focused on *Outcomes*

- Many measures focus on:
 - Management outcomes
 - Number of people in service
 - Number of families satisfied with service
 - Administrative outcomes
 - Number of times a phone rings
 - Number of days to do “X” work
- There are many different outcome measures

What outcomes are important?

<i>Outcome</i>	<i>Focus</i>	<i>How measured?</i>
Personal	Dreams and priorities	One person at a time
Functional	Increased ADLs/ capabilities	Items on a functional scale
Clinical	Symptoms	Status of symptoms

Why outcomes?

- Accountability
 - To taxpayers or the government
 - Monies
 - To families
 - To people receiving services/supports

Quality in Service Focuses on Outcome and Supports

Outcome for the Person = Quality of Life

An Individualized Support
for the Person's Outcome = Quality of Service

Service Responsive

- Service quality answers the question:
 - At the end of the day, exactly how did these services contribute to the person's quality of life
- OR
- What difference did the service make to the person?

Quality Assurance

- Quality Assurance – no formal definition in the literature
- Quality – “essential character” “superior in kind” “a degree of excellence”
 - Distribution of quality across organizations will vary
 - Not all providers are equal
 - Quality is charted along a bell shaped curve

Quality Assurance continued ...

- Assurances

- Demonstrations of successful operation in the areas of health, safety, and welfare.
- Absolute, minimum, uniformed requirements – NO discussion of a bell shaped curve
- NOT promises
- NOT policies and procedures

Quality and Fundamental Assurances

- Person Quality Indicators
 - Choice, control and decision making

Quality/Quality Improvement

Basic Assurances

- Health, Safety & Welfare
- Contract Compliance Review
- Place Based Indicators

Basic Assurances

- Basic Assurances
 - Demonstrated actions
 - Preconditions for quality of services, quality of life
 - Do not cause quality
 - Without basic assurances, quality can not exist for anyone

The Dimensions of Person Focused Quality Improvement

- Focus on the Person
- Quality is Part of the Design
- Challenges to the Program's Focus
- Focus on the Few, Critical Variables
- Quality Costs Less
- Professional Roles Change
- Outcomes Require Organizational Learning
- Values & Principles are Not Good Enough

Where is the discussion on quality going

- 1970s – 80s
 - Basic assurances and compliance in services
- 1990s
 - Personal Outcomes Measures – service responsiveness to people versus paper compliance
- 2000s
 - Separation of QA from Quality
 - Social Capital and Community Quality of Life
 - Person and place indicators
 - Bridge from organizations to community
 - Generic indicators and measures that apply to ALL community members
 - Importance of socio-economic factors

What do we measure?

- Basic Assurances
 - Health, Safety, and Welfare (Policies/practice in ACTION)
- Quality of Life
 - The degree to which the person enjoys the important possibilities of his or her own life OR how good is your life for you?
- Quality of Service
 - The degree to which a service or support:
 - Contributes to a person's quality of life
 - Community integration

Quality in Practice

- System responsiveness to each person

Transitioning from organization compliance
to
service responsiveness to each person
within the context of their local community

Concluding Remarks and Discussion Points

- Common Definitions – do we all agree
 - Quality
 - Outcomes
 - Accountability
 - Quality and fundamental assurances
- Develop a conceptual framework
 - Quality of Life
 - Quality of Service
- Think partnerships/sponsorship (national/local)
 - Successful efforts are often public/private partnerships
- Find out what to measure – join in the dialogue
 - What can we embrace
 - What can we replace?
- Understand that what you measure is what you get --- it is what people pay attention to!

The True Cost of Quality

**Remember, the true cost of quality is
continuing to do business that does
not work.**