

Quality Improvement Team Charter

Escambia County Health Department

July 2009

Purpose: The function of the Quality Improvement Team (QIT) is to act as the catalyst and advocate for continual process improvement throughout ECHD. The QIT will be charged with routinely monitoring a pre-determined number of key processes throughout the health department. This sharp focus on QI will be the cornerstone to our health department gaining national accreditation.

Roles and Responsibilities: The QIT will consist of one representative from each division to provide a sustainable focus for continuous quality improvement within ECHD. The primary role of this team is to:

- a. Establish a process to routinely monitor identified areas common to ECHD.
- b. Routinely evaluate the delivery of services provided by ECHD.
- c. Meetings will be scheduled and held on a monthly basis until such time that team can function effectively while meeting quarterly.
- d. Members are encouraged to attend all meetings. Members with two consecutive absences (without reason: e.g. leave, emergency, etc.) will be evaluated for replacement.
- e. Compile results of quarterly reviews and forward to Executive Management Team (EMT) for evaluation.
- f. Respond to need for ADHOC QIT to problem solve issues as indicated by EMT, client or employee surveys, and client or employee suggestions.
- g. Keep the staff of ECHD informed of QI activities, outcomes, and achievements.
- h. Provide assistance to all staff in the use of quality improvement tools (PDCA, etc).
- i. Actively involve all employees at all levels of the organization in the QI process.
- j. QIT will help Division's identify troubleshooting methods to allow them to produce the needed data.

Process Selection Criteria

Action: The QIT shall brainstorm and create a list of 1-8 routine, everyday, key processes accomplished throughout many divisions and programs at ECHD. Examples would be customer satisfaction, medical record audits, coding of EARS, etc. The QIT would then brainstorm to determine key indicators that all applicable divisions will monitor for each of the key processes selected. The QIT will then submit a written proposal of these processes to EMT for approval, indicating which two or three processes they propose to begin monitoring along with key indicators for each process.

Upon approval, the QIT will begin weekly, monthly, or quarterly monitoring (depending on the process) of each approved process.

Reports: Each division or program would report to the Quality Coordinator the progress of these processes monthly. A spreadsheet will be formatted to plug-in monthly divisional progress reports. The QIT can monitor each key process in this way. QIT will report quarterly to EMT on the results of progress reports.

Specific Process Improvement Projects

It is anticipated that after 6-12 months, or when the QIT is functioning effectively as a group, there may be times when special attention may be required to focus on a specific process. On such occasions the QIT shall make a written proposal to EMT requesting to address that specific process as per the example below:

(SAMPLE)
Process Improvement Plan

Decrease Wait Time for Family Health Clinic

- CHAMPION:** Quality Improvement Team
- MISSION:** Decrease the wait time it takes for clients to be seen in the Family Health Clinic
- REASON SELECTED:** We have received a number of written customer complaints that it is taking too long for clients to be seen in the Family Health Clinic. Five clients say they have had to wait for more than 45 minutes past their scheduled appointment to be seen. Four other customers have also complained but did not provide specific times. This is unsatisfactory.
- RESOURCES/BOUNDARIES:** We need to decrease the amount of waiting time clients are seen in the Family Health Clinic without adding to the staffing hours. We will consider reasonable, cost-effective proposals for a streamlined process that can be justified as critical for improvement. Operating efficiency of the staff and the opportunity to improve customer satisfaction should drive the analysis.
- MEASUREMENTS:** (Always ask: What will you measure to determine whether the objective has been accomplished?)
The primary measurement of improvement is the satisfaction of the customers by means of decreased waiting time. The team will map the current process paying particular attention to any variation in the process of seeing and scheduling customers.
- REPORTS:** The QIT will provide a copy of findings to EMT with recommendations regarding proposed process implementation, staff assignment responsibility, and required resources (if any).
- MISSION START DATE:** 01 OCT 2009
- MISSION END DATE:** 31 OCT 2009

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Basics of Quality Improvement

These are some of the general functions the QI team could be taught and be responsible for. It is imperative the QI team be the catalyst and advocate for continual process improvement throughout the organization.

Quality Improvement Team (QIT)

Who & What: Identify divisional representation that will be charged with the responsibility of improving work or production processes throughout the organization. Divisional representation is recommended as the QI team will be tasked with training and educating all members of the organization in the quality improvement process. QI must involve staff at all levels of the organization in order to be effective.

When: Team must meet on a regular basis and members will be required to attend all meetings.

Requirements: Team must be trained on use of problem-solving tools such as:

- root-cause analysis
- PDCA
- brainstorming
- flowchart
- fishbone diagram
- pareto chart
- control charts

Team shall routinely (TBD) report results to Executive Management Team (EMT)

QI Team Responsibilities

Forming a Quality Policy (or plan)

A policy is a high-level, overall plan embracing the general goals, objectives, and acceptable practices of an organization. Policies state how goals will be achieved and are intended to guide decisions. They are future oriented.

A quality policy is a formalized document created to communicate the overall intentions and directions of the organization as they relate to quality. The quality policy is a guide indicating the principles to be followed or what is to be done, but does not stipulate how.

Examples of policy statements:

- Our services and products shall meet all applicable standards and regulations
- We will deliver (on time) products and services that meet or exceed our customer's requirements.
- We are committed to training, showing mutual respect, and providing a safe work environment for our staff so as to encourage pride in workmanship and their contribution to continual improvement.
- Our policy is to build long-term relationships with customers
- Our commitment to quality without compromise, will be sustained through cost-effective solutions, customer support and training, and a perpetual commitment to improvement

Example of QI team Mission

1. ID one service or product of ECHD
2. determine the customers of that service or product
3. determine the customers' needs of that product or service (which attributes are valuable, which are not?)
4. agree on the standards and measures of the service/product
5. quantify the gap between the current practice and customer needs
6. define process of improvement
7. make improvement, track results
8. evaluate results, review lessons learned
9. maintain gains
10. do it again