

Big Bend Community Based Care Policy & Procedure

Series: 800: Quality Assurance and Improvement

Policy Name: Continuous Quality Improvement

Policy Number: 801

Origination Date: 2/2/2009 **Revised:** Board Meeting of 12/13/2018

Referenced: Baldrige Criteria for Performance Excellence
Long-Term Strategic Plan and Annual Strategic Priorities
BBCBC OP 700-713, Quality Monitoring of Purchased Services
BBCBC OP 800-802, Performance, Quality and Management Data and Reporting
BBCBC OP 900-908, Caseloads and Critical Activities

Referenced Document:

800-801 x 1, Assure Continuous Improvement [QDS 16.1]

Policy

Big Bend Community Based Care, Inc. (BBCBC), employs an analytic and systemic approach to quality and performance improvement based on measures, process management, and analytics.

Procedure

A. Foundation for Continuous Quality Improvement.

1. BBCBC's Quality Management system is modeled on the *Baldrige Excellence Framework* and its *Criteria for Performance Excellence*. Performance that does not meet expectations is considered an Opportunity for Improvement (OFI).
2. BBCBC recognizes that Quality Improvement is a continuous process that focused on strategies that encourage best practice, compliance and accountability and is the responsibility of every individual involved in the provision of services.
3. BBCBC is committed to maintaining its national accreditation as a Network Administrator administered by the Council on Accreditation (COA).
4. The agency's Long-Term Strategic Goals and Objectives and their associated Annual Strategic Priorities, measures and drivers provide the foundation for all continuous quality improvement activities.

B. Ratification and Standardization of Quality and Performance Expectations.

1. Agency quality and performance expectations for Child Welfare and Behavioral Health Services are ratified through contract negotiations with the Department of Children and Families (DCF).
2. **Subcontractor Expectations.**

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- a. Are developed based upon ratified Agency quality and performance expectations and their key drivers according to service type.
- b. Are ratified via contract with relevant service providers.

C. Data Collection and Reporting.

1. Network quality and performance data is collected, reviewed and reported to inform continuous quality improvement as described in *BBCBC OP 800-802, Performance, Quality and Management Data and Reporting* and *BBCBC OP 900-908, Caseloads and Critical Activities*.

D. Analysis and Benchmarking.

1. Network data are analyzed daily, weekly, monthly and/or quarterly as appropriate for the indicator.
2. Key performance and quality data are compared to available peer, state and federal performance and standardized benchmarks for the same or similar measures.

E. Continuous Quality Improvement.

1. Performance that does not meet expectations is considered an OFI.
2. BBCBC utilizes *Six Sigma* methodologies to drive continuous quality improvement, including:
 - a. Process Flow Charts to streamline workflow and increase efficiencies (see Referenced Document *800-801 x 1, Assure Continuous Improvement [QDS 16.1]*).
 - b. The DMAIC method to identify root causes for performance that does not meet expectations.
 - D** *Define: Identify performance OFI by reviewing system performance and/or client data.*
 - M** *Measure: Stratify the OFI and identify the significant problem.*
 - A** *Analyze: Identify potential root causes of the problem and verify with data.*
 - I** *Improve: Develop and implement countermeasures. (Action Plans are developed to implement countermeasures and include identifying responsible staff, communicating to relevant staff, assuring implementation.)*
 - C** *Control: Display before and after results, standardize countermeasures (incorporate into policies and procedures), document lessons learned and determine future plans.*
- c. Sponsorship of *Green Belt* and/or *Black Belt* projects to address key concerns impacting agency Strategic Goals and Priorities.