

QUALITY MANAGEMENT SERVICES

Jumping Tall Buildings with a Single Bound:
Turning the burden of compliance into a
Culture of Quality

Welcome



Alison Sinclair

QMS State Manager SA/WA

Statement of Acknowledgement

“We would like to acknowledge this land that we meet on today is the traditional Lands the Kurna people and that we respect their spiritual relationship with their country.”

“We also acknowledge the Kurna people as the custodians of the greater Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.”

GOAL

To promote the importance of choosing an organisation wide quality framework in NGOs to build organisational capacity and sustainability.

Objectives

- To explore barriers to developing a quality culture
- To discuss the enablers for a quality culture
- To explore the role of choice in quality systems
- To promote a culture of quality over compliance

Who is QMS?

QUALITY MANAGEMENT SERVICES:

- provider of the Quality Improvement Council (QIC) Accreditation Program;
- provider of Service Excellence Program (SEP) assessments in SA;
- undertakes all HACCC Appraisals in SA;
- developed Gambling Help Standards for DFC;
- developed Psychosocial Rehabilitation and Support Service Standards for MHU, DoH

QMS' Client profile

- Aged Care Community Services
- Home Based Care Services
- Multipurpose Services (MPS)
- Gambling Help Services
- Psychosocial Support Services
- Supported Accommodation Services
- Primary Health Care Services
- Women's Health Services
- Drug & Alcohol Services
- Mental Health Services
- Aboriginal Community Controlled Services
- Large Multi Service Type NGO's

NGO Sector Profile

- NGO's funded by multiple government sources
- Rapid Growth over last 10 years
- Diversity of programs and services across multiple target groups
- Great variation in size, purpose and organisational structure
- Highly committed to a social or community mission
- Strong social justice values base

NGO's Quality Landscape

Demands/expectations:

- NGO's have only recently engaged in quality reporting and/or accreditation
- NGO's are plagued by multiple standards and varying compliance processes
- Services often don't have a choice of how they manage quality
- No additional resources for development of systems and processes

Quality Landscape

Consequences:

- Ad hoc system development
- Responding at this program level creating silos
- Overlap and duplication of effort
- Dragged to the table kicking and screaming
- Resentful and uncommitted
- Quality seen as being for the funder not the consumer or service

Quality Landscape

Consequences cont.:

- Multiple processes and systems across programs
- Mediocre systems to meet minimum criteria
- Compliance focused
- Seen as punitive rather than contributing to organisational development
- Quality resistant culture

Take control

1. Identify what **you** want to get out of it (eg.)
 - Strengthen client centred service culture
 - Recognise, reward and duplicate good practices
 - Break down silos between programs
 - Develop common systems
 - Create a strong sense of belonging to the whole
 - Support your organisation's change process
 - Imbed a culture of quality improvement
 - Imbed the organisational values and vision

Take control

2. Explore the options (from compliance to quality):
 - a) Meet Service Delivery compliance requirements
 - b) Undertake internal Quality initiatives as needed
 - c) Implement an internal audit program (Do = Say)
 - d) Choose an external organisation wide quality framework:
 - ISO 9001: 2000 Certification
 - Service Excellence Program (certificate or award level certification)
 - Quality Improvement Council Accreditation
 - Business Excellence Framework

Take control

3. Choose a Quality Framework

Considerations:

- Fit for purpose: consider size, purpose, service mix,
- Staff/management skills, interest, support in relation to particular Quality Frameworks
- Supporting your organisational goals/values
- maximum coverage of service specific requirements
- Cost/resources required
- Organisational complexity and goals for the Quality framework

Take control

4. Plan the Journey

Considerations:

- Timelines
- Gap Analysis
- Staff training
- Allocate time and resources
- Incremental, development or accreditation

Perspectives On Quality

Consumer: Outcomes achieved and needs met, positive experience and relationship with service.

Service Manager: Funder expectations re outputs met, minimal complaints, customer satisfaction, consistency of service quality across staff/programs

Service Provider: Professional and ethical standards met, good client relations, accountability to organisation and client, sense of satisfaction in work and recognition for doing a good job (client/peers/org)

Funder: Accountability for resources and outputs and safety and risk managed.

Characteristics of CQI Organisations

- Decision-making based on facts and data
- Focus on organisational processes and systems
- Cross-functional teamwork
- Employee empowerment
- Client focus

Domains of Quality

- Accessibility and timeliness
- Effectiveness and capability
- Acceptability/Responsiveness
- Appropriateness
- Fairness
- Sustainability
- Good management/efficiency
- Continuity

Reference: Victorian Government Department of Human Services, 2002, '*Service Quality Framework*', www.KNet/PolicyStrategicProjects?QualityinServices;

Definition of accreditation

Accreditation is a status that is conferred on an organisation that has been assessed as having met particular standards.

The two conditions for accreditation are an explicit definition of quality (ie. standards) and an independent review process aimed at identifying the level of congruence between practices and quality standards (ACSQHC, 2003)

Where does accreditation fit?

- Develops a quality culture
- Supports a client focus
- Provides an integrated quality framework
- Reduce duplication and assists with multiple compliance
- Focuses on systems and processes to support staff and clients needs and outcomes
- Supports risk management
- Recognises strengths
- Contributes to sustainability (focuses on the forest)
- Demonstrates accountability

Accreditation v's Compliance

Service Specific standards:

HACC, SAAP, EACH/CAPS, NRC, PRSSS, GHS etc

Focus is on consumer safety and quality of services to the consumer and minimising risk to staff and client.

Focus is on compliance with set requirements

Accreditation:

Focus is on organisation-wide systems of corporate governance, risk minimisation and accountability to funders and community

THEY ARE NOT INTERCHANGEABLE

Barriers to a Quality Culture

- Funded for Service outputs not quality systems
- Adhoc decision making processes
- Excessive funder driven compliance audits
- Staff with a passion for people not paper
- Stretched budget base
- Unclear about the benefits of a quality framework
- Quality silo-ed (ie. responsibility of one person)

Enablers of a Quality Culture

- Choice and control over the journey
- Supportive relationship with Quality Provider (eg QMS)
- Common vision and leadership
- Use a system designed by people with sector knowledge
- Match between Quality Framework and organisational values
- Training for staff, volunteers and management in CQI and standards
- Participation of staff/manager as a peer reviewers
- Agenda for quality set internally, the quality framework used to drive it
- Recognise the need for dedicated time and resources

The Link between Sector Values and The Domains of Quality

Values of NGO's

Quality, accessibility and flexibility

Client Focus and the opportunity to develop full potential

Affirming the uniqueness of the individual; honesty and integrity

The importance of community & developing own solutions

The Principles of equality and social justice

Sustainability/organisational self reliance

Organisational independence; openness; accountability; positive work environment staff focus.

Ref: TasCOSS, *Tasmanian Community Services Industry Plan 2007 Consultation Paper: Developing an Industry Plan*

Domains of Quality

Accessibility & Timeliness

Effectiveness and capability

Acceptable and responsive

Appropriateness and community participation

Fairness

Sustainability

Good management /efficiency

Ref: Victorian Government Department of Human Services, 2002, '*Service Quality Framework*',

Benefits of A Quality Culture

(via Accreditation)

- Organisational pride
- Consumer confidence
- Staff/volunteer recognition
- Funder confidence
- Competitive advantage
- Quality Culture not a compliance culture
- A learning organisation

Thank you



Alison Sinclair

State Manager QMS SA/WA

Email: alison.s@qms.org.au Phone: 08 82466900

www.qms.org.au