

Service Excellence (sE!) In Health and Human Services

An Executive Overview



What is Service Excellence (sE!)?

- A **progressive program** that consists of a series of hierarchical milestones that culminate in a truly “best in class” service.
- Establishes a **quality framework** within the organization that allows every activity to be optimally planned and delivered fault free.
- Provides **significant benefits** for organizations and their clients by improving current quality and service levels and providing effective safeguards for the organization in the future.
- Probably the single most **cost effective** activity an organization can pursue.
- Allows “competing” requirements to be **integrated** into one effective and value added quality management system
- Facilitates participation in the currently advocated **national reform initiatives**:
 - IOM Quality Chasm Report
 - President’s New Freedom Commission on Mental Health
 - Performance Partnership Grants
 - Paths to Recovery / STAR.



Institute of Medicine Quality Chasm Report

March 2001

Conclusions of the IOM:

- The US health care delivery system does not provide consistent, high-quality medical care to all people.
- Care should meet patient needs and be based on the best scientific knowledge ... but that is frequently not the case.
- Health care harms patients too frequently.
- Health care routinely fails to deliver its potential benefits.

“Between the health care that we have now and the health care we could have lies not just a gap, but a chasm”



IOM Strategy for Reinventing the Health Care System

Six specific aims for improvement. Health care must become:

- Safe
- Effective
- Patient centered
- Timely
- Efficient
- Equitable

Ten simple rules that provide a basis for all improvement activities:

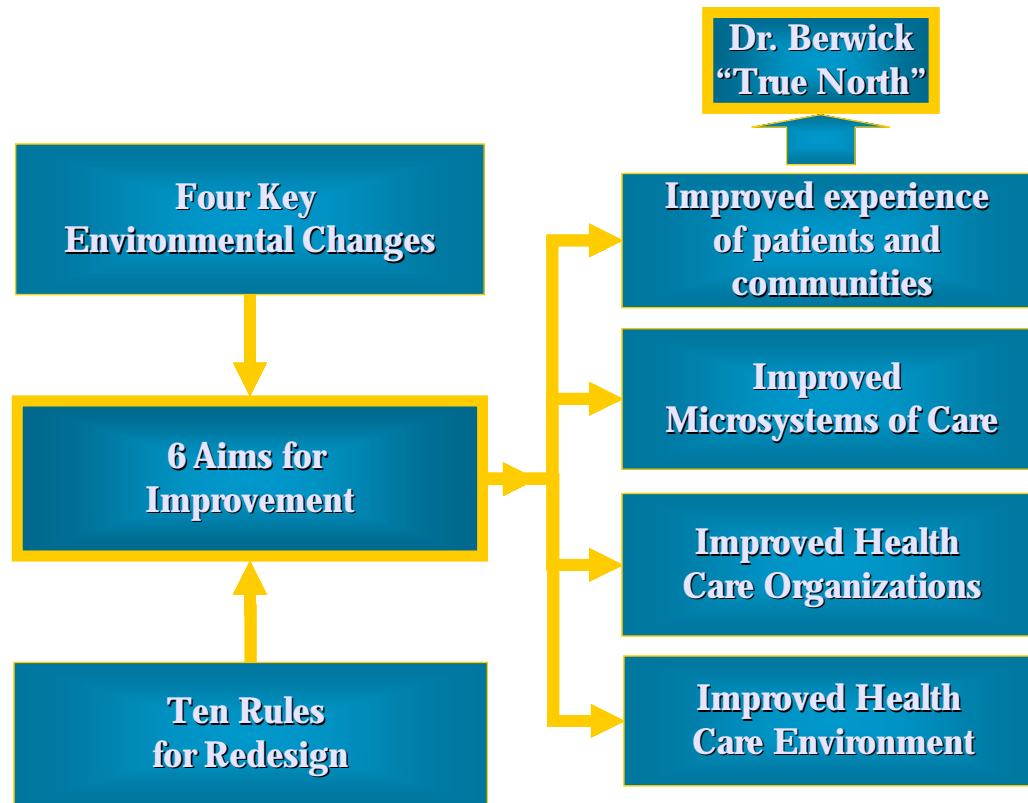
- Care is based on continuous healing relationships.
- Care is customized according to patient needs and values.
- The patient is the source of control.
- Knowledge is shared and information flows freely.
- Decision making is evidence based.
- Safety is a system property.
- Transparency is necessary.
- Needs are anticipated
- Waste is continuously decreased.
- Cooperation among clinicians is a priority

Four key required environmental changes:

- Applying evidence to health care delivery
- Using information technology
- Aligning payment policies with quality improvement
- Preparing the workforce for change



IOM - Key Outcomes of Change



“True north” in the model lies in the experience of patients, their loved ones, and the communities in which they live. The purpose of the health care system is to reduce continually the burden of illness, injury, and disability, and to improve the health status and function of the people of the United States.

Donald M. Berwick



President's New Freedom Commission on Mental Health

The President directed the commission to study the problems and gaps in the mental health system and make concrete recommendations for immediate improvements at the Federal, State and Local levels.

The Commission identified the following six intertwined goals as the foundation for transforming mental health care in America. No single step can achieve the fundamental restructuring that is needed to transform the mental health care delivery system:

Goal 1 - Americans Understand that Mental Health Is Essential to Overall Health.

Goal 2 - Mental Health Care Is Consumer and Family Driven.

Goal 3 - Disparities in Mental Health Services Are Eliminated.

Goal 4 - Early Mental Health Screening, Assessment, and Referral to Services Are Common Practice.

Goal 5 - Excellent Mental Health Care Is Delivered and Research Is Accelerated.

Goal 6 - Technology Is Used to Access Mental Health Care and Information.



Paths To Recovery / Strengthening Treatment, Access and Retention (STAR)

The Network for the Improvement of Addiction Treatment - is a collaborative effort between the Robert Wood Johnson Foundation [Paths to Recovery](#) and the Substance Abuse and Mental Health Services Administration's Center for Substance Abuse Treatment [Strengthening Treatment Access & Retention \(STAR\)](#) - programs. The Network is working to improve the process of care, facilitate patient access and promote early engagement in substance abuse treatment.

Five Key Principles:

- Pick a powerful change leader
- Fix key problems – help the CEO to sleep!
- Get ideas from outside the organization / field
- Rapid cycle testing
- Understand and involve the customer

Nine Key Paths to Recovery:

- Outreach
- First Request
- Intake and Assessment
- Therapeutic Engagement
- Levels of Care
- Paperwork
- Scheduling
- Social Support
- Maximizing Revenue



Accreditation / Certification

- ❑ **Many different Models**
 - JCAHO, CARF, COA, ISO 9000 (IWA-1 Guidelines) and others
- ❑ **Accreditation/Certification Often Mandated**
- ❑ **Different emphasis but broadly similar intent**
 - Requires the management system to comply to standard selected
 - Requires business and program processes to be formalized and documented
 - Evaluates processes and programs against results/outcomes targets
 - Organization is evaluated against the requirements of the standard by 3rd party assessors or peers
 - Accreditation/certification awarded after successful evaluation
 - Continuing accreditation / certification dependent on continuing compliance and periodic 3rd. Party evaluation
- ❑ **Similar Limitations**
 - Tempting to design a management system that gains accreditation/certification but may not meet the needs of the organization and its stakeholders
 - “Square peg in a round hole” syndrome – often accreditation requirements are forced into an organization as opposed to being integrated with current systems
 - After accreditation/certification the management system loses emphasis, to be resurrected for the next evaluation visit



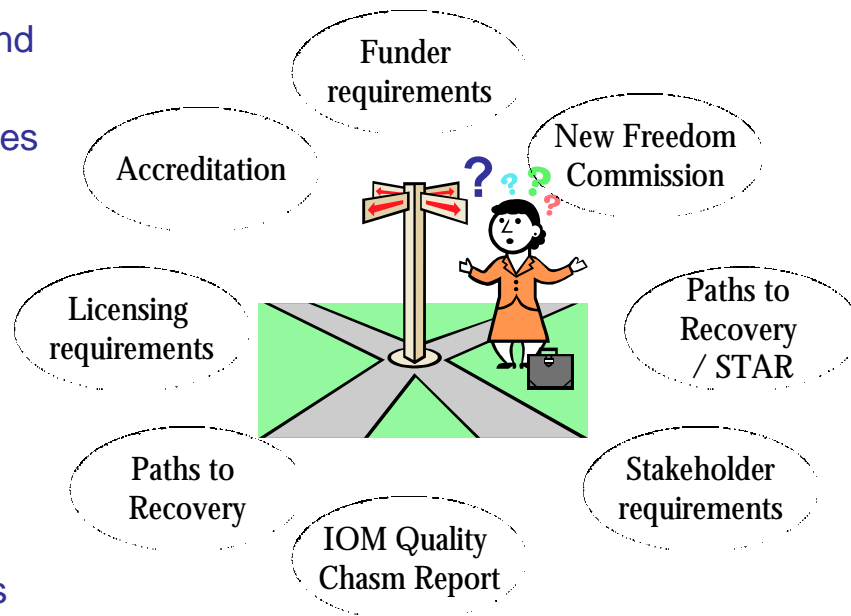
The Confusion of Competing Requirements

Managing competing requirements can be confusing. Leaders in all organizations want to improve their processes, programs and services. But successful leadership requires clear vision and that vision can often be blurred by changing requirements, apparently contradictory approaches and best practices with limited applicability and insurmountable barriers to implementation.

The good news is that all the requirements have a common philosophy:

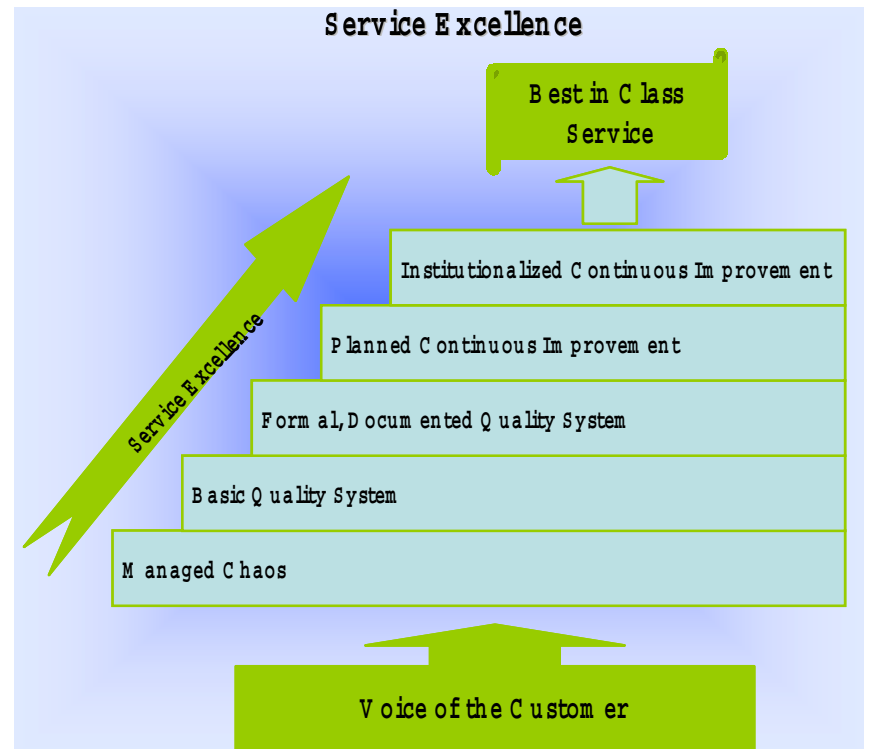
- Formalized processes
- Trained and qualified staff
- Client focus
- Management of information and records
- Structured continuous improvement
- Effective governance and oversight

With the right methodology and tools it is possible to design and implement a management system that allows compliance with the external requirements while instituting an effective framework of support, control and improvement that that enhances process and program quality and facilitates efficient operation.

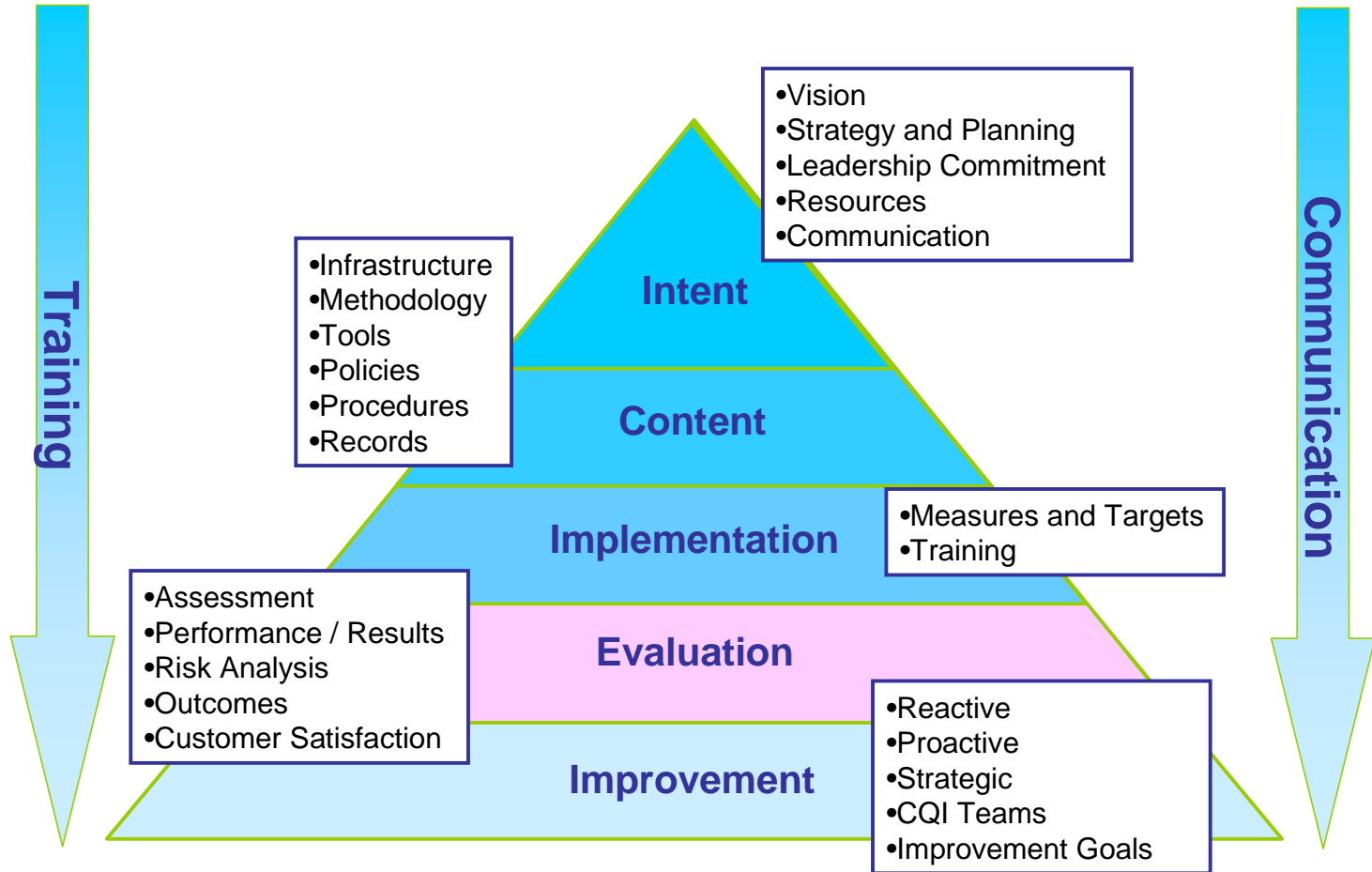


The DMA Service Excellence (sE!) Model

- Taking a strategic approach to *Service Excellence (sE!)* is probably the single most cost effective activity an organization can pursue. The concept of **sE!** is simple – to perform every activity your organization undertakes in a manner that is optimally planned and totally fault and failure free. This may sound Utopian, but organizations that have embarked on excellence programs are realizing significant benefits for themselves and their clients. These efforts not only improve current quality and outcomes but provide effective safeguards for the organization in the future.
- **sE!** requires a culture shift to Continuous Quality Improvement (CQI) where excellence is the norm – nothing else is acceptable. “Right the first time” becomes a description of an organization’s activities, not an ambition. Failures become opportunities for improvement. The road to **sE!** requires “driving” an organization through a hierarchy of milestones. Each milestone has a defined set of associated requirements that adds real value to a business. Wherever an organization currently fits into the hierarchy, immense value can be attained by moving up just one step.



The Five Phases of *sE!*



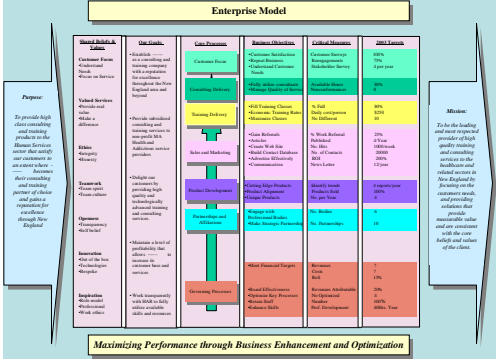
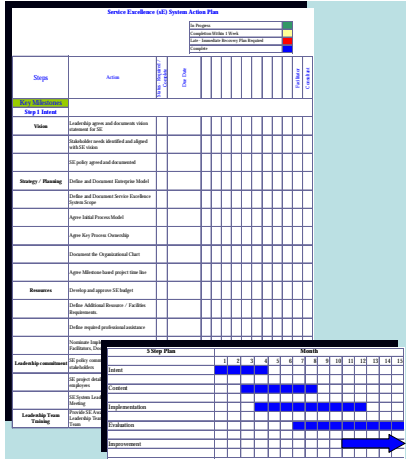
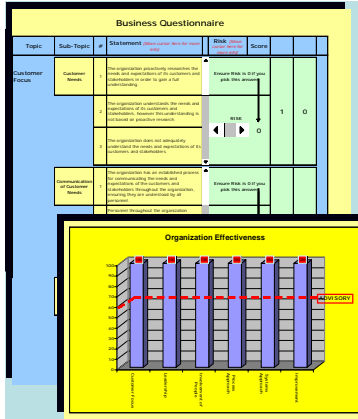
sE! Tools - Intent

5 step sE plan
 Comprehensive, fully customizable, planning tool that documents all the steps required design and implement a Service Excellence (sE!) system

Business Questionnaire
 Allows senior management to evaluate the strengths and weaknesses of the current quality system against sE! best practice and prioritize action to be taken.

Enterprise Models

- Align key business processes with Mission and Vision
- Define the business in terms of objectives, measures and targets
- Provide strategic direction for the sE! system



sE! Tools - Content

Documentation Infrastructure

- Electronic or Paper Policies and Procedures?
- Policy and Procedure approval processes
- Policy and Procedure standardized formats
- Document Control Tools
- Process mapping Tools

POLICY AND PROCEDURE
Page 1 of 1

TITLE Policy and Procedure Guidelines
NUMBER 205
EFFECTIVE DATE
AUTHORIZED BY
REVISION DATE

NOTE:
The provider shall maintain procedures. These procedures:
• Approved by
• Reviewed in a
• Distributed to
• Re-approved

All procedures will be identified by:
• Number
• Title
• Revision date
• Implementation

PROCEDURE:
See the process map and refer to the...
Procedures are documented...
Process Changes are to report...
then control are effectively...
procedures are implemented...
training of new staff etc. A...
required by the process map

When a procedure is changed...
submitting the reason for...
History section of the process

Note 3 For new procedures a new...
Compliance Officer. The tool...
described in Appendix A or C

Note 4 Blank approval of new...
1. A key policy of ATCO
2. Where the procedure...
ATCO.

HFMEA

A Risk Management tool that meets the JCAHO Patient Safety Standards (LD.5.2) requirements

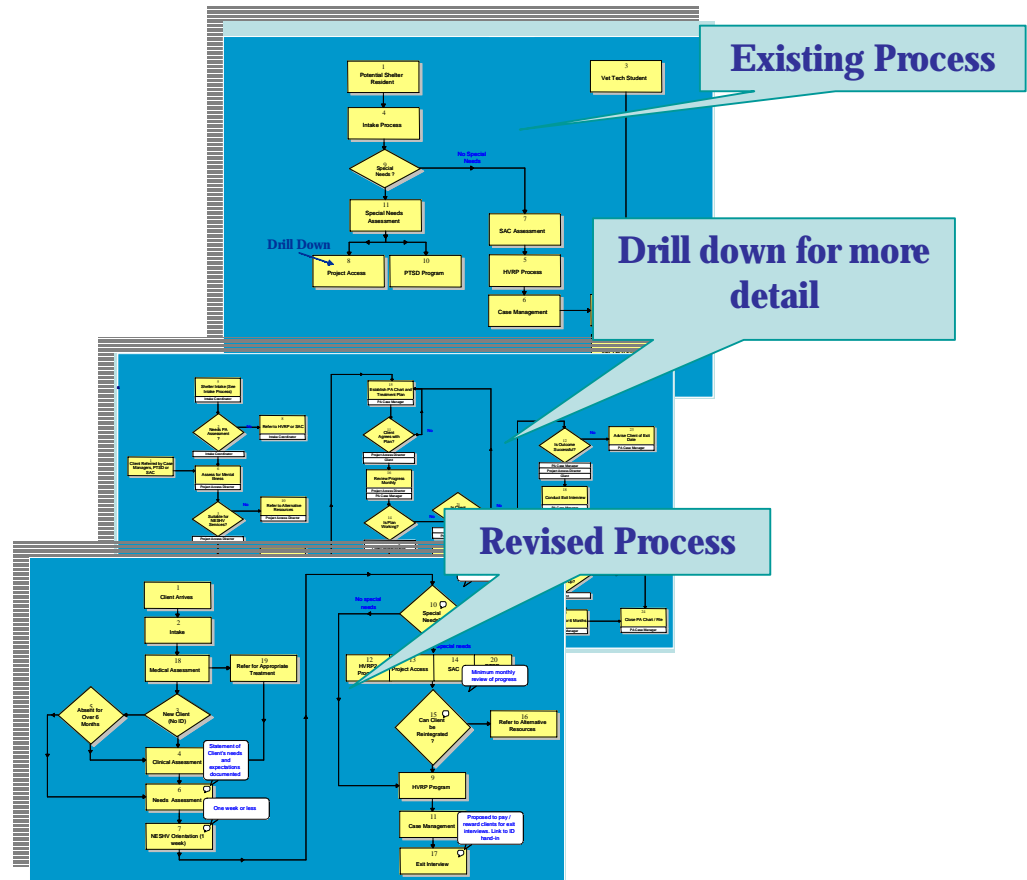
Process Function:	Occurrence	Severity	RISK ASSESSMENT					Mitigation	Responsible	Status
			Frequency	Impact	Identified	Control	Prevention			
Admission	High	High	High	High	High	High	High	High	High	
Discharge	High	High	High	High	High	High	High	High	High	
Medication	High	High	High	High	High	High	High	High	High	
Assessment	High	High	High	High	High	High	High	High	High	
Documentation	High	High	High	High	High	High	High	High	High	
Communication	High	High	High	High	High	High	High	High	High	
Coordination	High	High	High	High	High	High	High	High	High	
Education	High	High	High	High	High	High	High	High	High	
Implementation	High	High	High	High	High	High	High	High	High	
Monitoring	High	High	High	High	High	High	High	High	High	
Reporting	High	High	High	High	High	High	High	High	High	
Review	High	High	High	High	High	High	High	High	High	
Support	High	High	High	High	High	High	High	High	High	
Training	High	High	High	High	High	High	High	High	High	
Transition	High	High	High	High	High	High	High	High	High	
Waiting	High	High	High	High	High	High	High	High	High	



sE! Tools - Content

Process Mapping is more than flowcharting:

- Shows the sequence of process steps
- Shows the decision (control) points within the process
- Shows the person(s) responsible for each step
- Shows the person responsible for each decision
- Shows the information required for each step/decision
- Shows the records retained from each appropriate step/decision



























sE! Tools - Evaluation

Evaluate the performance of internal processes, external processes and programs

- Processes
 - Evaluated against requirements (policies and procedures)
 - Evaluated against targets
- Outcomes evaluated for results
 - change in clinical status
 - change in functional status
 - health, welfare, and safety
 - permanency of life situation
- Data collected, reviewed, analyzed and reported
- Data used to enhance/improve program effectiveness

BizAssess™

- Customizable assessment database
- Can be “loaded” with requirements from Policies and Procedures and Standards
- Easy management reporting showing actual process effectiveness and action required
- Tracking of corrective action and CQI projects

Importance:	Approach/Deployment:	Results:	Difficulty:
Not Applicable 	Not Implemented 	None or Poor 	Not Applicable 
Very Low 	Initial Stages 	Early Results 	Very Low 
Low 	Early Deployment 	Below Average 	Low 
Medium 	Fair 	Average 	Medium 
High 	Good 	Good 	High 
Very High 	Excellent 	Very High 	Very High 

Real time status reporting using the BizAsses™ database

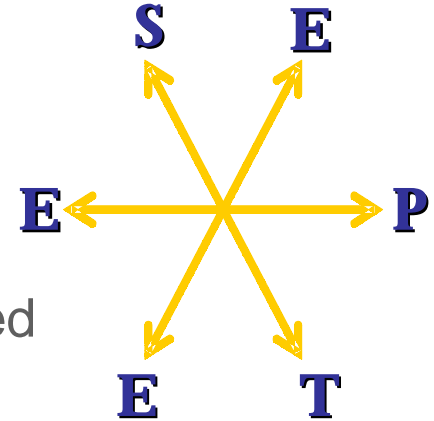


(sE!) Tools - Quality Improvement

Improvement is easy. Every day we improve our processes, programs and services either through formal improvement projects or , more naturally, as part of our daily routine of doing the best job we can. But, how many times is one process improved at the expense of another? If we improve efficiency, what does that do to effectiveness or even safety?

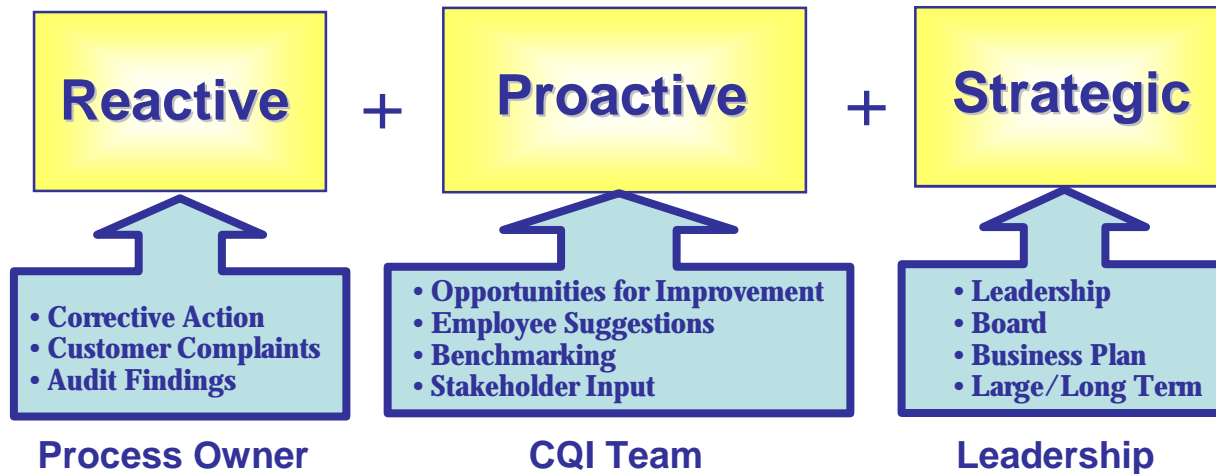
A fundamental requirement of any improvement project is not only to improve the process in question but to identify and mitigate any negative impact on other parts of the business.

- **S**afe
- **E**ffective
- **P**atient Centered
- **T**imely
- **E**fficient
- **E**quitable



sE! Tools - Quality Improvement

The Three Components of Continuous Improvement



Individually these components can be used to improve selected aspects of a business. Used collectively in an integrated way they can create a culture of Service Excellence where process and program improvement becomes an automatic occurrence and where issues are resolved to prevent recurrence as a natural daily routine. DMA has developed a suite of tools to assist organizations design and implement an effective Continuous Improvement process:

- Database tools to manage and track improvement projects
- Analysis tools to measure and report the cost benefits of Continuous Improvement projects
- Training courses that ensure the Leadership and Staff have the necessary skills to manage and contribute to the Continuous Improvement process



***sE!* Tools – Consulting Services**

DMA offers a full range of Consulting Services to support its program of Service Excellence:

- ❑ Board Development
- ❑ Strategic Planning
- ❑ Capacity Building
- ❑ Compliance Services
(CARF, COA, JCAHO, ISO 9001, HIPAA, Governing Regulations)
- ❑ Organizational Excellence / Team Building
- ❑ Process Mapping / Documentation
- ❑ Evaluation and assessment
- ❑ Technology and Infrastructure
- ❑ Project Planning and Management
- ❑ Outcome / Performance Management
- ❑ Training



sE! Tools - Training

DMA has developed a suite of training courses that will provide managers and staff the skills, necessary to implement an effective sE! system. Training courses can be added to meet specific needs:

- ❑ sE! Awareness – Leadership
- ❑ sE! Awareness – Staff
- ❑ Effective documentation
- ❑ Advanced Process mapping
- ❑ Implementing effective Continuous Improvement
- ❑ Advanced evaluation and assessment



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