

Implementing a Quality Improvement Matrix in Your Organization

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Session Objectives

After this presentation, participants will be able to:

- Assess the value of implementing a Quality Improvement Matrix in their organization that includes the involvement of the Board of Directors in a community based setting
- Identify the roles and relationships of the quality improvement teams
- Develop a Quality Improvement Matrix for their organization

Why Implement a QI Matrix?

- Increased focus on quality improvement within the addiction and mental health sector
- Formalizes involvement of all staff and board members
- Improves communication and transparency
- Supports accreditation

What is a QI Matrix?

- QI matrix provides the infrastructure within the organization for the QI processes to take root
- It is a system of information sharing
- Includes structures for meetings
- Accountabilities to the Board of Directors through the Quality Improvement Committee

How Did We Get Here?



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Risk Mapping

- We needed a risk management strategy for accreditation
- Came from the Board of Directors
- When doing risk mitigation;
 - Start with risks that have already occurred and make sure that you have a policy about it
 - Go to the literature on the things that you should have a policy for
 - Created a “to do list” for both boards and the agency and divided the work
 - Created a timeline

Priority Framework for 2013-14 Risk Map

We will focus on "A" for 2013-14



Evolution to QI

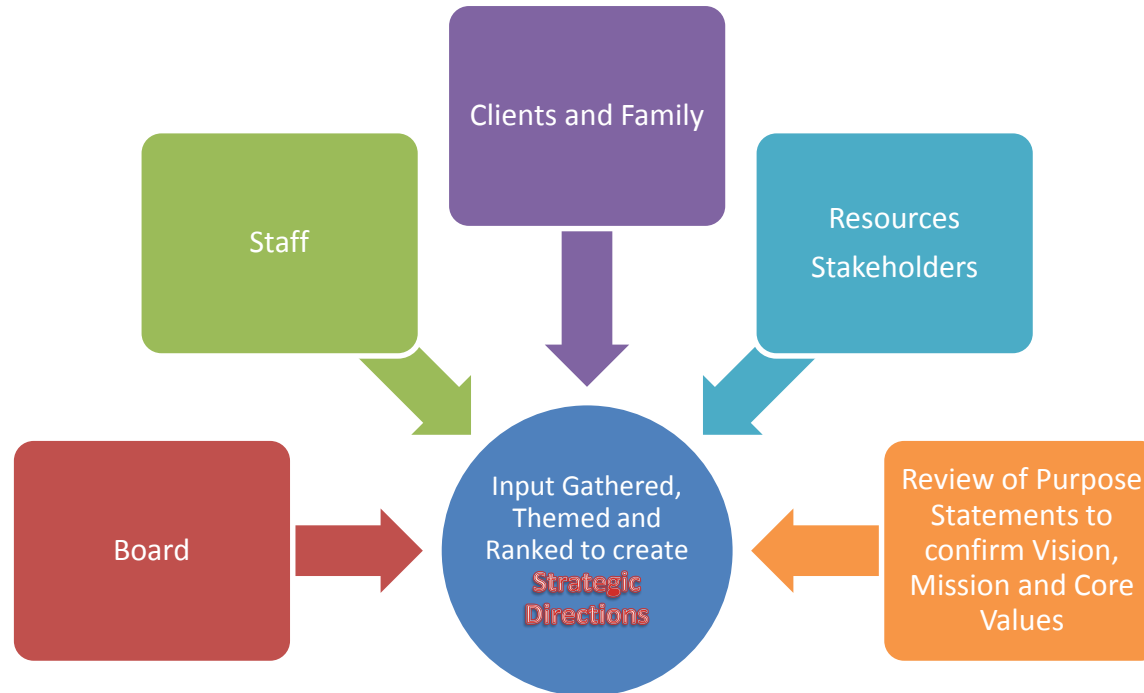
- Historically had a quality assurance team from 3 assessment referral centres, did this for a decade and then abandoned it
- In 2013-14 started with risk mapping
- In 2015-16 developed the QI Matrix
- In 2016-17 we had our first official QI Plan
 - We had “QI Projects” previously but not the formal QI Plan
- We shifted from a culture of risk management to a culture of quality improvement
- And in the process got accredited!

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WOOT!
WOOT?

QI Culture

- The QI Matrix and culture have created a more robust strategic planning process
- We were able to include the QI staff team as a subset of the larger staff group in more strategic planning sessions
- Staff actively identify areas for improvement throughout the agency
- More working groups developed to address specific QI initiatives

Strategic Planning Step One



Strategic Planning Step Two



ADSTV Quality Improvement Matrix for 2017-18



Quality Improvement Teams

- All QI Teams have terms of reference that outline:
 - Frequency of meetings
 - Membership
 - Responsibilities
- Each QI Team has a work plan that comes from the Annual agency QI Plan
- Meetings are formal with agendas and minutes
 - QI Staff Team minutes are accessible and available for all staff to review
 - Other QI Team minutes are protected with specific permissions

Quality Improvement Committee

- Membership includes:
 - Board of Directors Chair & 1 Board Member
 - Executive Director
 - 1 Member of Management Team
 - 1 Member of Leadership Team
 - 2 Staff Representatives from the QI Staff Team
- Manages QI opportunities identified by the QI Teams
- Approves the annual Quality Improvement Plan and makes recommendations to the Board of Directors
- Meet on a quarterly basis
- All QI teams are accountable to the QIC

Quality Improvement Staff Team

- Membership includes:
- Deliverables for 2016-17:
 - Analyzed Staff Satisfaction Survey
 - Provided input at Strategic Planning Summit
 - Development of key messages for each program and overall agency
 - Creation of a statement about becoming a learning organization
 - Problem solve ongoing organizational issues

Operations Quality Improvement Team

- Membership includes:
 - Director of Finance & Operations
 - Operations Coordinator
 - IT Contractor
- Examples from QI Work Plan:
 - Monthly IT troubleshooting report for Management Team
 - Creation of inventory of internal committees for new staff
 - Research and discussion for agency scheduling system

Finance Quality Improvement Team

- Membership includes:
 - Director of Finance & Operations
 - Financial Assistant/Payroll Administrator
 - Input from Finance Committee
- Examples from QI Work Plan:
 - Development of electronic process for expense payments for staff
 - In conjunction with the HR QI Team set up process for ongoing statistical analysis of HRIS employee data (e.g. Cross programs comparison for attendance rates)

Human Resources Quality Improvement Team

- Membership includes:
 - Manager of Human Resources
 - Human Resources Assistant
- Examples from QI Work Plan:
 - Analysis of HR metrics and costs of onboarding
 - Improve onboarding of all staff

Swellness Team

- First task was to join the Social Committee and Wellness Committee
- Implemented wellness activities to improve staff morale
 - Discounted gym memberships
 - Healthy potluck alternatives
 - Streamlined employee contributions (for budget)
- Annualized social activities
 - Holiday event
 - Picnics

Joint Health & Safety Committee

- Membership includes all levels, programs, and points of access
- Examples of QI Work Plan:
 - Ongoing troubleshooting related to health and safety
 - Improve JHSC focus in onboarding
 - Improved focus on health and safety in all points of access

Clinical Quality Improvement Team

- Membership includes:
 - Executive Director
 - Director of Clinical Services
 - Manager of Quality Improvement & Professional Practice
 - Coordinator/ Trainer
- Examples of QI Work Plan:
 - Establish Process to analyze OPOC results
 - Implement ORS/ SRS
 - Improve treatment planning process
 - Strengthen through practice

Implementing the Annual QIP

- Once QIP is developed:
 - Deliverables are assigned across the matrix
 - Responsibilities identified
 - Timeline set
 - QI teams meet beginning of each quarter, report to QIC in last month of each quarter, QIC reports to Board in first month of next quarter
- Quarterly update gets posted for staff as part of the feedback loop required by accreditation

Developing Your QI Matrix

- Engage all levels of the organization
- Complete risk mapping
- Identify the various QI teams that you will need to support your matrix based on your organizations size and infrastructure
- Determine reporting and meeting structure
- Use the QI tools available
- Pursue appropriate QI training opportunities
- Evaluate board readiness
- Check out IDEAS training (EQIP)

**QI is like using
toothpaste...
once you start
it is really hard
to stop!**



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Questions? Comments? Reflections?

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