



OREGON YOUTH AUTHORITY

Policy Statement

Part I – Administrative Services



Subject

OYA Continuous Quality Improvement System

Section – Policy Number:

A: General Administration – 7.0

Supersedes:

1-A-7.0 (10/05)

Effective Date:

12/23/2009

Date of Last

Review/Revision:

None

Related Standards and References:

- [Frequently Asked Questions](#)
- OYA Forms: [YA 1801](#) (Continuous Improvement Agency Action Plan)
- Attachments: [A - OYA QI Structure](#)
[B - Local Agency Action Plan/QI Plan Source Data](#)

Related Procedures:

- None

Interpretation:

Treatment Services; Quality Assurance Coordinator

Approved:

Colette S. Peters, Director

I. PURPOSE:

This policy describes the OYA's continuous quality improvement system which serves to support the agency mission, goals and values.

II. POLICY DEFINITIONS:

Agency Action Plan (AAP): A written document that defines a plan for monitoring and improving quality of services or operations. The plans are a systemic approach to achieve short and long-term objectives that address quality improvements in customer satisfaction, service delivery, and agency operations.

Cabinet: An administrative group that provides oversight to agency operations.

Continuous Quality Improvement: An ongoing effort in which management and workers strive to constantly improve quality in products, services and processes. Improvement occurs in incremental steps and never stops.

Local QI Committee: A group of OYA staff within a specific work unit that meets regularly to review data sources and identify area strengths, areas needing improvement, and progress made.

Local QI Committee Charter: A document that provides guidance on the function and process of local QI committees and includes the committee's purpose, goals, activities, membership, frequency of meetings, and a communication channel that ensures input from all staff.

Quality Assurance (QA): Ongoing monitoring and evaluation of processes and outcomes in areas that are newly implemented, high risk, or problem prone. *These monitoring activities ensure products, goods, and services satisfy customer requirements in a systematic and reliable way.*

Quality Management Plan: A comprehensive plan of monitoring activities and processes that support the OYA's mission and values. These plans are developed by assistant directors or designees using data in the decision-making process, and ultimately aim to minimize high risk areas and improve the quality of agency operations, service delivery, and customer satisfaction.

QA Specialists: Individuals identified by local management who provide support and role model application of quality improvement principles and practices. These individuals serve as members of their designated local QI committee.

Statewide Quality Improvement (QI) Committee: A committee established to track quality trends and issues occurring at the state and local levels; identify improvement priorities; review quality management plans and activities; and work with local QI committee representatives to develop solutions to remedy gaps in systems and processes.

III. **POLICY:**

The OYA pledges excellence in all agency activities through Continuous Quality Improvement (CQI) and the development and use of Quality Management (QM) plans. All OYA staff are collaboratively involved in activities to improve organizational performance. This collaboration takes place in all CQI models. The OYA strives to assure services are appropriate, available, timely, effective, safe, efficient, and delivered in a respectful and professional manner.

The purpose of CQI is to provide a planned, systematic approach to designing, measuring, assessing, and improving agency processes and outcomes. The CQI system includes the design and assessment of new processes, ongoing monitoring of performance, and refining existing processes to increase efficiency, effectiveness, and customer satisfaction.

See attachments A and B for a visual representation of the OYA CQI system.

IV. **GENERAL STANDARDS:**

A. Organization and Responsibilities

1. Agency executive and senior management are responsible for taking actions to improve processes and increase agency performance (outcomes).

2. The OYA CQI system is organized to encourage participation in performance improvement activities by all staff affiliated with OYA. Communication channels will be in place to ensure input from OYA staff members, the community, offenders and their families, administration, and agency leadership.

B. Local QI Committees

Local QI committees ensure continuous improvement occurs at all levels of the agency in an effort to increase the quality of services delivered to offenders and efficiency of program operations.

1. Responsibilities of local QI committees include:
 - a) establishing a local committee charter;
 - b) reviewing selected data sources bi-monthly to determine areas for enhancement;
 - c) developing, monitoring, and updating agency action plans to address goal areas;
 - d) identifying system gaps and communicating these to the Statewide QI Coordinator and Statewide QI Committee; and
 - e) sharing improvement activities with peers.
2. Committees must meet a minimum of every other month and are strongly encouraged to meet monthly. These meetings may be part of regular monthly staff meetings.
3. The statewide QI coordinator or designee will work with local committees to provide technical assistance as needed.

C. Quality Assurance (QA) Specialists

1. QA specialists are representatives from field offices, facility units, and other operational areas who:
 - a) provide support to ensure consistent application of new processes, instruments, and services;
 - b) serve as liaisons between state and local levels of the CQI system;
 - c) actively participate as members of their local QI committee;
 - d) actively participate in focused workgroups; and
 - e) communicate quality improvement activities and findings to peers and staff.

2. QA specialists meet at least quarterly to discuss improvement activities, raise concerns regarding problem-prone issues, and share solutions for existing system gaps.

D. The Statewide Quality Improvement Committee:

1. purpose is to trend quality issues; identify improvement priorities; review quality management plans and activities; and work with local QI committee representatives in developing solutions to system and process gaps;
2. advises the Cabinet on quality improvement matters;
3. membership is directed by the Cabinet and as deemed necessary by the committee;
4. meets at least once every other month, or more frequently at the direction of the chairperson;
5. monitors the effect of improvement actions through annual review of QM plans and Agency Action Plans (e.g. QM plans for Business Services, Field Services, Facility Operations);
6. integrates findings from risk management and safety into the performance improvement process;
7. assesses and evaluates data reports, identifies trends and problem areas, provides guidance on areas requiring study, and advises appropriate authorities of needed action;
8. monitors and assures compliance with standards, regulations (e.g. PbS, agency Key Performance Measures), statute, rules, and policies set by the agency director, through oral reports on status of QM plans;
9. promotes peer review processes to increase consistency of practice across the agency; and
10. reports to the Cabinet at least twice per year regarding agency QI activities.

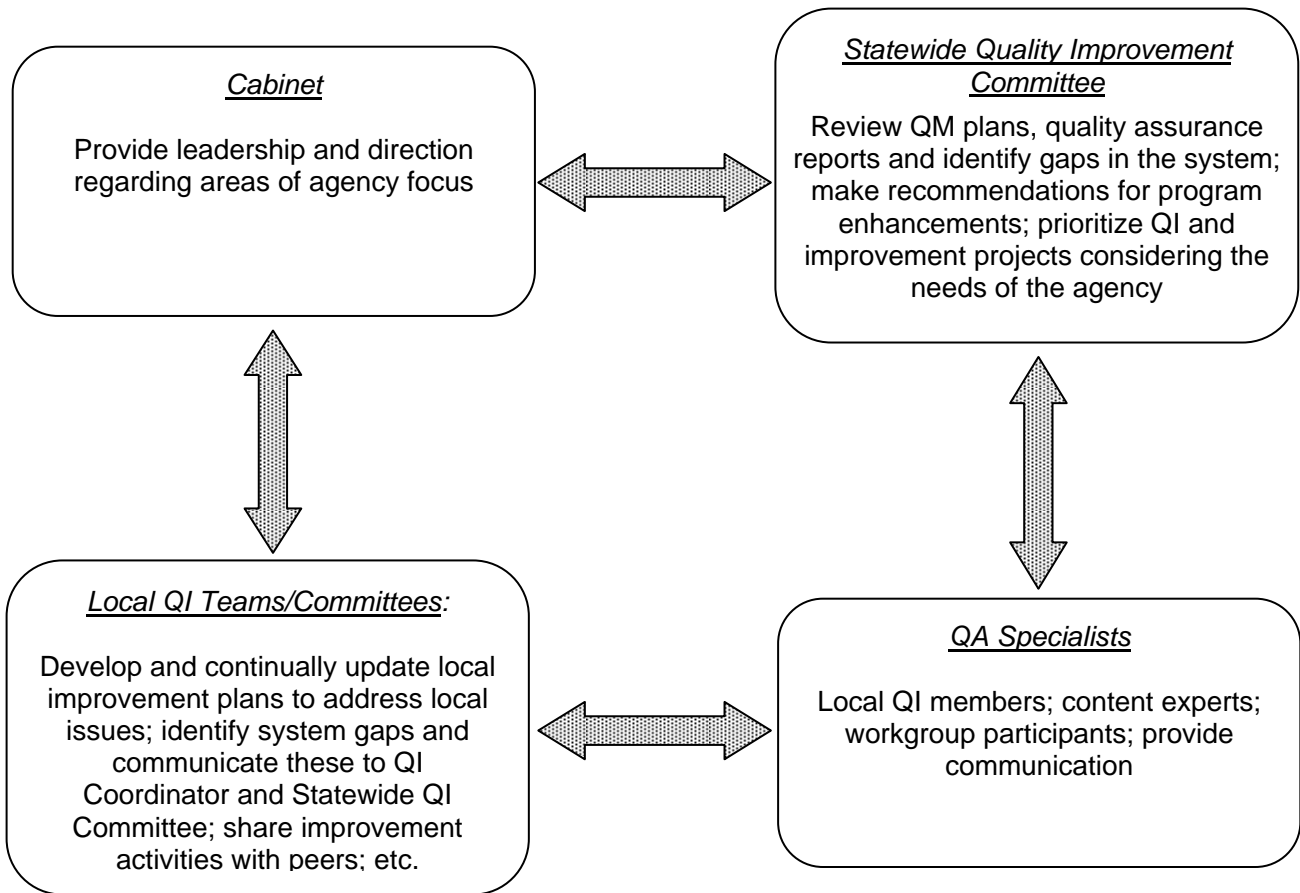
E. Cabinet and agency leadership are responsible for the following QI activities:

1. determining agency priorities and providing clear direction and guidance regarding improvement focus areas;
2. implementing, maintaining, and assigning responsibility for improvement activities in accordance with relevant standards, the OYA's mission, vision, and the unit's QM plan; and

3. continuously analyzing data to identify trends, working with local representatives to identify solutions for operational and agency gaps, and implementing strategies to ensure quality of services, processes, and outcomes.
4. Cabinet members will:
 - a) ensure local QI committees are established and represent all units, facilities, or offices within their purview;
 - b) develop annual Quality Management (QM) plans for their assigned areas;
 - c) regularly track progress;
 - d) submit written QM plans annually to the Statewide Quality Improvement Committee; and
 - e) provide regular updates to the Statewide Quality Improvement Committee and Cabinet as requested.

V. LOCAL OPERATING PROCEDURE or PROTOCOL REQUIRED: NO

OYA Quality Improvement Structure



Local Agency Action Plan/QI Plan Source Data

