

Chapter 1 : What Is a Quality Management System? | ASQ

Government & EQM EQM's Government Services group has been providing site assessment and remediation to private, public, and federal sites throughout the US since

Should the balance change, and any of the elements fall below their required level and hence roll down the wedge-shaped base, quality will decrease, whilst if those elements are seen to move gradually up the base, quality is seen to improve over time. The TQM Cycle shown in Figure 1 is less complex in that it does not focus on the continuous and incremental improvement with time but simply repeats a process until problems are solved. Potential Obstacles to Successful Implementation of TQM As mentioned already, TQM is not simply an ideology, but a sophisticated ongoing process demanding the absolute commitment of everyone in an organisation Edwardsoft, ; Joiner Consequently, it can be understood that the success of a TQM initiative is dependent upon several variables, and these represent potential obstacles to the effectiveness of implementation. On this issue, Jayaram et al. Eskildsen and Dahlgaard raise the issue of employee contribution and loyalty to the organisation, arguing that this represents another variable in the equation because in the absence of these positive emotional and physical inputs from employees, the fundamental objectives of any quality initiative are not likely to be met. In respect of objectives, Fernandez and Ratney highlight that there must be a genuine need for the TQM initiative being introduced, and this ties in with the comments by Eskildsen and Dahlgaard that client satisfaction is necessary to achieve TQM goals. This means that organisations must know what their customers want and translate that into the genuine need mentioned by Fernandez and Ratney Fernandez and Ratney also consider the ability of the organisation to plan properly as an important variable, and echo the comments made earlier in respect of the need for support from employees internal customers see Eskildsen and Dahlgaard, They also introduce the potential obstacle of lack of support from management, which may or may not result from lack of real understanding among management of the TQM philosophy. On this issue, Koehler and Pankowski noted that in US government departments, failures in the implementation of the TQM philosophy were traced to a lack of understanding by government administrators of the TQM processes, meaning that TQM principles were perceived subjectively in different departments, thereby preventing any real standard-setting operation. Whether the organisation has the support of all its stakeholders stands as another variable in the search for successful implementation, as also does the extent of the material resources an organisation enjoys Fernandez and Ratney, , for example, technological resources are imperative to facilitate the communication network demanded of effective TQM initiatives. The point is made by Jayaram et al. Such ideas are also expressed by Tari et al. What is certain, is that it is necessary for organisations to take these variables into account when seeking to introduce TQM or any other TQM model Jayaram et al. Such variables are important in that their impact may be negative or positive depending upon the situation. Unlike critical factors which arise suddenly and require some immediate action to manage them, variables have permanent influence but influence which may change. Hence, they may form a barrier in one particular TQM context, but an advantage in a different one. Consequently, they have to be acknowledged as playing a part in determining quality although it is not possible to identify that part in the absence of a particular context. From the Manufacturing to the Service Sector In the decades between and , American dominance in the business world was such that quality was not perceived as an issue. However, in the late s, America began to face competition from other countries such as Japan that placed a higher value on quality management than the US did. Consequently, the US started to explore the TQM philosophy with greater motivation, and eventually adopted a more integrated approach that changed QM methods within American business organisations. Most notably among them was Philip B Crosby. In his book entitled Quality is Free, Crosby pointed to shortcomings in the American industrial process that, at the time, were acceptable to the majority of American companies and the US government Bauer et al. Kakuro argues that one of the main reasons why TQM practices have enjoyed so much success in Japan is that Deming, Crosby, Feigenbaum, Juran and Ishikawa, all created models of quality control processes that approach the issue from a scientific perspective. Ultimately, this was applied to other organisational sectors including the service sector,

knowledge sector, and public sector, which have all been successful to some extent in achieving improvements through the use of TQM practices in recent years. In the s, Peters and Waterman gave the American business world a new TQM model to focus on when they examined the practices of the top American companies and, in particular, why they were so competitively successful. In their book entitled *In Search of Excellence*, they distinguished eight key factors that explained in some detail, the interactive relationships between management and staff that contributed to the overall high level of performance in these companies. This was accredited to the complete dedication of all involved in the quality process within the organisations concerned. Peters and Waterman, Building on this work, in Peters explored the idea of constant change within the business environment, publishing his book *Thriving on Chaos* as a means of disseminating his beliefs in this respect. Hough observes that one result of the efforts of Peters and Waterman was a change in how people perceived TQM practices in the service and knowledge industries in comparison to the way they viewed it in manufacturing and business. This led in turn to other American theorists Harrington, Shores revising their ideas to meet the contemporary challenges of implementing TQM in American industry. Sila argues that one of the reasons that TQM is seen as remaining valuable in the modern organisational environment is that it is supported by existing organisational theories, and still demonstrates a marked improvement in the relationship between performance and implementation of TQM practices, despite claims that the theory underpinning TQM is outdated. This revision of existing theory in TQM prompted the American Department of Defence to adopt the TQM approach in with an emphasis on continuous quality improvement. This marked the beginning of an interest in TQM by the public sector generally, and today the philosophy has been adopted by many other government agencies and other private and public sector organisations. Existing literature offers several different definitions for TQM as mentioned already in Section 3. However, debates on TQM cannot be resolved without presenting and recognising the role of the five TQM leaders, these being: Deming, Juran, Feigenbaum, Crosby, and Ishikawa. Whilst each of these theorists has contributed something distinct to the concept, as found by Reed et al. They all agree, for example, on the importance of the six factors: Clearly, therefore, this agreement testifies to the continuity in respect of all these theories and models as they have evolved over the last half century. Nonetheless, despite their shared ideas, the original five major contributors do have different priorities in terms of TQM research and practice. Frederick Taylor and other pioneer theorists in the management field did not believe that managers could control customer satisfaction. Subsequently, however, theorists challenged this assumption believing customer satisfaction to be within management control. The fundamental premise of TQM theories is that if customer needs and wants are kept in focus, customer satisfaction can be controlled. Authors who concentrate on customer satisfaction define TQM as a plan that addresses the management processes within an organisation and understands the needs of internal and external customers, using these needs as the basis of the design for a complete system for improvement Longest et al. Workforce motivation is in part, an outcome of organisational culture, and this in itself is a product of nationality which has a significant effect on behaviour within organisations as mentioned earlier when considering the differences in approach of Japanese workers to that of American and European workers. For instance, national characteristics determine promotion criteria, and whether merit performance, seniority, loyalty or dedication function as the benchmark for reward. National culture also impacts upon the perceptions of whether a business is successful or not. In this respect, Corporate Social Responsibility CSR, which embodies the idea of conducting business ethically, has become a yardstick by which companies in Western countries evaluate their success, and consequently the TQM processes reflect the need to meet that objective. One major argument is that the use of customer-focused TQM provides a competitive advantage for companies that choose to use TQM quality control processes over other methods of quality control. Another author who is also interested in TQM policy, Atkinson Holjevac argues that all the employees in the organisation have a role to play in the QM approach starting from the most junior levels right up to the general manager. It was from this interaction that took place between Atkinson and Holjevac that different theories of continual development and the modern image of dynamic management emerged. The Deming Prize Committee This is also true in the service industry where a customer or client is not necessarily purchasing tangible goods, but rather services that the organisation provides. For example, the military provides the

service of national defence to its clients the people and government of a given nation , and law enforcement protects the people living within the boundaries of a local authority town, city, region, and province from criminal activity. This definition covers virtually every aspect of the TQM cycle including, customer focus, process planning, process management, and process improvement, which effectively provides a definition of the TQM, cycle as well as TQM generally. To Zbaracki the concept of TQM provides a simple and essential description of quality management that allows middle and upper level managers to oversee product and service quality in direct and uncomplicated manner. This demands a particular culture that can in fact, be seen to be embedded in TQM philosophy, which embraces the idea of encouraging an organisation to strive for continuous improvement in its values and methods of operation in order to achieve customer satisfaction. Organisational culture is often a reflection of national culture, and consequently it differs from country to country, but it can also be a product of ways of working in different industry sectors Prajogo and Brown. Nonetheless, the idea of a shared value system is common, and strategies aimed at instilling a learning culture within an organisation can be effective in producing better performance, cost reduction, greater profit, and an increased international market share Kanji, TQM philosophy aims to do the right thing from the outset in order to save time and money that in turn leads to customer satisfaction. In fact, TQM philosophy not only has an impact upon the way individuals act within their organisation, but it also filters through to their personal lives since whilst originally, the idea was conceived for implementation in all business organisations, whether they operated in the public or private domain, the basic tenets of TQM can be viewed as a philosophy for life. Therefore, it is not limited to any specific business organisational structure, and this is a strong justification for theorists feeling comfortable in their application of TQM to private, public, and non-profit organisations Agus, TQM represents an entire philosophy regarding constant development "lifelong learning. It emphasises the importance of involving stakeholders in the quality process, and as noted by Choi and Enoch , it stresses the importance of providing complete satisfaction to both internal and external customers. In matters of cost reduction, TQM seeks the best methods, and it uses measurement tools and other techniques to achieve high quality standards Kannan and Tan, Detecting defects in the products, dissatisfaction with the service and focusing on doing the right thing from the start are core beliefs in the TQM philosophy. At the same time, reducing losses and eliminating variability are also significant objectives. Furthermore, TQM supports the development of interactions between employees, suppliers, and customers. As a final assumption, TQM takes for granted the fact that there is determination within the organisation to achieve a high standard of quality. In any analysis of the TQM philosophy, it is essential to consider the theorists who were responsible for developing TQM principles. In this respect, Edward Deming is well known for his 14 Points of Quality Management presented to Japanese industrial leaders in the s as part of an exchange of ideas surrounding QM between Japan and the US. These ideas have been modified over the last 30 years and are as follows Anderson et al. Determine and announce the objectives and purposes of the organisation: Management should continuously explain the reasons behind their thinking. They should communicate with employees, customers, investors, suppliers and society regularly, and constantly refer to their quality management philosophy. Adopt and learn the new philosophy: Everyone from the junior positions in the organisation to the most senior of managers must understand the new philosophy and receive the required training to implement it. Limit dependency on inspection: Statistical techniques rather than mass inspections should be used. The aim of inspection is to reduce cost, and mass inspections are costly. The price factor should not be the sole basis for awarding business contracts: Organisations should not award business to the lowest bidder because price has no value without quality. Continuous improvement of the system: Senior management must be responsible for finding solutions to problems that affect quality and productivity. They should anticipate problems that arise by using control charts. Management should determine the resources necessary to train their employees to perform their jobs accurately and to a high performance level. Drive out fear and create an innovative environment: Senior management in the organisation should support interaction between the employees. Senior management should provide security for their employees, in the form of sufficient training, structured supervision, and the appropriate tools for them to perform their tasks. If employees are treated with respect by their supervisors, this will lead to a more trusting and innovative environment. Any barriers that exist between

the organisation and its customers and suppliers should be broken down with collective effort; communication channels are essential to bring this about. Eliminate unnecessary calls for increased productivity from the work force: Senior management should focus on the methods and tools rather than purely on worker output. Eliminate numerical quotas for the work force that substitute quantity for quality: Managers should appreciate that this approach only leads to inferior workmanship. Managers need to understand the processes within the organisation before setting unrealistic quotas.

Chapter 2 : Total quality management - Wikipedia

*Quality Management for Government: A Guide to Federal, State, and Local Implementation [V. Daniel Hunt] on racedaydvl.com *FREE* shipping on qualifying offers. The book uses examples from actual government case studies, and presents the lessons learned from these success stories to help you implement a quality system for your unique organization.*

For sustained success, an organization manages its relationships with interested parties, such as suppliers , retailers. Rationale Interested parties influence the performance of an organizations and industry. Sustained success is more likely to be achieved when the organization manages relationships with all of its interested parties to optimize their impact on its performance. Relationship management with its supplier and partner networks is of particular importance. She demonstrates that zero-error processes and the associated illusion of controllability involve the epistemological problem of self-referentiality. The emphasis on the processes in QM also ignores the artificiality and thus arbitrariness of the difference between structure and process. Above all, the complexity of management cannot be reduced to standardized mathematical procedures. According to her, the risks and negative side effects of QM are usually greater than the benefits see also brand eins, These cover product improvement, process improvement and people based improvement. In the following list are methods of quality management and techniques that incorporate and drive quality improvement: Guidance on use for process improvement and process capability determination. QFD " quality function deployment, also known as the house of quality approach. PDCA " plan, do, check, act cycle for quality control purposes. Quality circle " a group people oriented approach to improvement. Taguchi methods " statistical oriented methods including quality robustness, quality loss function, and target specifications. The Toyota Production System " reworked in the west into lean manufacturing. Kansei Engineering " an approach that focuses on capturing customer emotional feedback about products to drive improvement. TQM " total quality management is a management strategy aimed at embedding awareness of quality in all organizational processes. TRIZ " meaning "theory of inventive problem solving" BPR " business process reengineering , a management approach aiming at optimizing the workflows and processes within an organisation. Thareja [18] writes about the mechanism and benefits: While it fulfills the criteria of all-round gains: The competencies which were hitherto rated as being smaller, are better recognized and now acclaimed to be more potent and fruitful". For example, Six Sigma was designed for manufacturing but has spread to service enterprises. Each of these approaches and methods has met with success but also with failures. For example, quality circles do not work well in every enterprise and are even discouraged by some managers , and relatively few TQM-participating enterprises have won the national quality awards. Enterprises therefore need to consider carefully which quality improvement methods to adopt, and certainly should not adopt all those listed here. It is important not to underestimate the people factors, such as culture, in selecting a quality improvement approach. Any improvement change takes time to implement, gain acceptance and stabilize as accepted practice. Improvement must allow pauses between implementing new changes so that the change is stabilized and assessed as a real improvement, before the next improvement is made hence continual improvement, not continuous improvement. Improvements that change the culture take longer as they have to overcome greater resistance to change. It is easier and often more effective to work within the existing cultural boundaries and make small improvements that is Kaizen than to make major transformational changes. Use of Kaizen in Japan was a major reason for the creation of Japanese industrial and economic strength. On the other hand, transformational change works best when an enterprise faces a crisis and needs to make major changes in order to survive. In Japan, the land of Kaizen, Carlos Ghosn led a transformational change at Nissan Motor Company which was in a financial and operational crisis. Well organized quality improvement programs take all these factors into account when selecting the quality improvement methods. They were the ISO The standards are reviewed every few years by the International Organization for Standardization. The version in was called the ISO The last major revision was in the year and the series was called ISO The ISO and standards were integrated into one single certifiable standard: After December , organizations holding ISO or

standards had to complete a transition to the new standard. It contains no new requirements. Many of the changes were to improve consistency in grammar, facilitating translation of the standard into other languages for use by over , certified organization in the countries as at Dec that use the standard. This standard provides a measurement framework for improved quality management, similar to and based upon the measurement framework for process assessment. The Quality Management System standards created by ISO are meant to certify the processes and the system of an organization, not the product or service itself. ISO standards do not certify the quality of the product or service. In the International Organization for Standardization released a standard, ISO , meant for the food industry. It gives one single integrated standard for the food industry and is expected to become more popular in the coming years in such industry. ISO has also released standards for other industries. ISO has a number of standards that support quality management. Government contracts, especially in software development. Carnegie Mellon University claims CMMI can be used to guide process improvement across a project, division, or an entire organization. Under the CMMI methodology, processes are rated according to their maturity levels, which are defined as: CMMI is registered in the U. Three constellations of CMMI are: Japanese award for Quality management since US-American Award for performance excellence created in ASQ Quality management software[edit] Quality Management Software is a category of technologies used by organizations to manage the delivery of high quality products. Solutions range in functionality, however, with the use of automation capabilities they typically have components for managing internal and external risk, compliance, and the quality of processes and products. Quality Management Software Functionalities.

Chapter 3 : Improving Efficiency by Practicing Lean Government | ASQ

Quality tools for government Discounts for Federal Government Agencies The General Services Administration (GSA) has renewed ASQ's contract until - federal government discounts range between 6% and 25% on select instructor-led and Web-based training (PDF, KB) under the GSA Contract.

Many government agencies are now beginning to receive fan mail from their customers. And yet, some of the most exciting progress made in quality management in the past few years has been in government. Federal agencies, state government departments and local governments have been rushing into quality management initiatives at a record pace. We are discovering that better government often costs less. For many years, government agencies were plagued by the same beliefs of many other businesses and industries: Pete Robustelli, head of the group, admits that most government organizations have only climbed the first few rungs of tall ladders, but real changes in government services are happening. Many are rediscovering what leading companies found out in the past 10 years: It really is possible to drive down costs while improving quality. In fact, many are discovering that, as in product quality, improving service quality is often the key to reducing costs. Some of the most exciting and most visible changes are happening in the U. They use their intuition, their creativity, their imagination on the job. I feel like the coach of some awesome basketball team. They are using almost all of the tools of quality management. They are creating strategic partnerships with airlines, manufacturers and ports. A majority of the airlines flying into Miami are working closely with Customs to provide information about passengers and cargo to make searches more effective and efficient. This cooperation not only helps Customs do its job better, it provides much quicker service for passengers moving through Customs checkpoints. These changes are tangible. Amaury Zuriarrain, the deputy director of the department that runs Miami International Airport, states: The passengers are noticing improvements, too. They cut their Washington headquarters staff by a third, eliminated all seven regional offices and closed 43 district offices. This sent a loud and clear message of trust to the field offices at the ports, the people actually doing the day-to-day work. Now they have eliminated the paperwork and issue special Visa cards to the people who need these items. With their enormous buying power, the government pays no annual fees or interest for these cards, and even gets cash rebates for paying the bills on time. The government has also begun to question its long-standing practices of unique specifications and complex and clumsy contracting procedures. Now they are buying T-shirts and many other products according to standard commercial design. These changes in government are beginning to be noticed. More important, many government agencies are now beginning to receive fan mail from their customers, who are dazed by the new levels of government service. About the author A. He can be reached by e-mail at godfrey@netaxis.com.

Chapter 4 : Quality Management and Its Role in Improving Service Quality in Public Sector

The QMS must be established by the Federal government or a standards developing organization (SDO); or mapped to one or more quality management systems established by the Federal government or standards developing organization(s).

An external review program covers all VHA facilities. Institutional providers, clinicians, and networks must be Medicare-approved where relevant. Must meet the external review requirements of the Medicare and Medicaid programs. Enforcement Failure to comply disqualifies clinicians from serving VHA beneficiaries. Deficiencies in compliance generally lead to corrective authorized provider. Failure to meet the quality standards and certification requirements may result in termination of payments and identification as a non-action initiatives. Deficiencies in compliance generally lead to corrective action initiatives. The National Academies Press. Participation standards reflect a good deal of consistency among programs. Most of the federal programs require that providers conform to Medicare standards of participation, but there are some exceptions. For example, SCHIP programs that do not operate as Medicaid expansions are required to conform only to state-established standards of participation. Enforcement of compliance is generally delegated to a web of private organizations and state agencies that conduct inspections and certify that standards have been met. The Joint Commission on Accreditation of Healthcare Organizations JCAHO has statutory authority under Medicare to certify hospitals, ambulatory surgical centers, clinical laboratories, home health agencies, and hospices as being in compliance with federal regulations. Deeming is one way to reduce the burden of repetitive inspections, but there must be adequate oversight to ensure that accrediting entities carry out this responsibility properly MedPAC, Very little work has been done to assess the effect of conditions of participation, as currently structured and enforced, on processes of care or patient outcomes. In addition, the minimal standards are updated infrequently, and little evaluation is done to streamline standards to ensure that they focus on requirements that actually improve patient safety and quality of care MedPAC, External Review External review is used most extensively by Medicare and Medicaid. External review under Medicare started in the early s, 1 and is currently carried out by a network of 37 private-sector QIOs formerly known as peer review organizations , under contract with CMS. External review focuses on measurement of care processes and patient outcomes through such means as abstraction of samples of medical records conducted by QIO staff or the providers ; screening of hospital discharge abstracts and claims data to identify such events as nosocomial infections, unscheduled returns to surgery, and deaths; and conduct of a wealth of focused studies in selected clinical areas discussed further in Chapter 4. Under Medicare fee-for-service FFS , QIO review is mandatory for hospitals and other institutions, and there are some QIO activities for ambulatory care in which physicians may voluntarily choose to participate. During the late s and s, quality review programs were developed and applied within state Medicaid programs. These efforts are difficult to characterize because federal quality requirements and activities differ by type of health care program, which include FFS programs, primary care case management programs, capitated full-risk managed care, Section b waiver programs, Section waiver demonstrations, home and community-based services waiver programs, and programs of all-inclusive care for elderly beneficiaries Shalala, Federal law pertaining to the Medicaid program requires that states adopt procedures to evaluate the utilization of care and services and establish a plan for reviewing the appropriateness and quality of care. The federal government pays states an enhanced federal financial participation rate of 75 percent as opposed to an average closer to 50 percent to help cover the costs of reviews conducted by QIOs or QIO-like entities, and most states have pursued this option Verdier and Dodge, States, however, have considerable latitude in how they choose to define, implement, and enforce quality review; the level and degree of external review vary widely among the states. QISMC also includes fairly extensive requirements pertaining to the internal quality assurance and improvement processes of health plans. In addition to Medicare and Medicaid, other government health care programs rely to varying degrees on external review to safeguard quality. The DOD TRICARE program contracts with the Keystone Peer Review Organization to review the appropriateness of care for about 1, medical, surgical, and mental health cases per

month; to certify mental health facilities; and to handle patient and provider appeals. VHA has traditional regulatory programs, including an external peer review program. But in these government programs that own and operate their own delivery systems, external review activities are overshadowed by the quality management and improvement programs embedded in the health care delivery function discussed below Institute of Medicine, c. While external review in all the programs relies on performance measurement of various types to assess the quality of care being delivered, these assessments are necessarily limited by the absence of supportive tools and infrastructure. In the absence of computer-based record keeping on elements of care, quality-of-care studies are confined to manual extractions from paper medical records, resulting in time-consuming analysis of small samples, or to the sparse clinical information available on claims. Moreover, the lack of consistent standards among states and review organizations, the lack of consistent datasets, and the inadequacy of the data in general create substantial obstacles to establishing quality benchmarks or making valid cross-program comparisons of the quality of care received. As discussed in Chapter 5 , some progress has been made in addressing these issues in recent years, but the pace of progress is too slow in light of the gravity of the quality and safety shortcomings. Both information disclosure and payment incentives, however, are dependent upon the availability of comparative quality data on providers and few such data are available. Such comparisons, too, require richer clinical information than is currently available in most administrative datasets. In the Medicare program, the federal government has taken some steps consistent with its purchaser role by facilitating disclosure of comparative quality data in the public domain. In , the National Medicare Education Program—an initiative to educate beneficiaries about Medicare health care options—was launched. Few if any performance data are available to help beneficiaries choose a doctor or other clinician. CMS provides beneficiaries with comparative data on kidney dialysis centers, as required by the Balanced Budget Act of . The measures were developed collaboratively with providers, and dialysis facilities were given the opportunity to review their data prior to public release American Association of Kidney Patients, There is a strong commitment to public disclosure, and the CMS website provides a rating of dialysis centers as average, below average, or above average Centers for Medicare and Medicaid Services, a. CMS recently announced its intent to make similar comparative quality information available on nursing homes. At present, CMS has very limited authority to link payment to performance for traditional Medicare, other than through demonstration projects designed to test alternative purchasing approaches MedPAC, For example, under the Centers of Excellence demonstration, Medicare contracts selectively with a limited number of hospitals or other organizations to provide comprehensive services for specific procedures e. Providers compete for these contracts on the basis of quality, as well as other factors, such as geographic accessibility, organizational ca-
Page 69 Share Cite Suggested Citation: CMS is also conducting disease management demonstration projects that focus on Medicare FFS beneficiaries with congestive heart failure, diabetes, and coronary heart disease. These demonstrations involve innovative care management approaches, expanded coverage for prescription drugs, and the assumption of financial risk by providers Centers for Medicare and Medicaid Services, c. In addition, CMS has awarded 15 grants for coordinated care demonstration projects focused on Medicare fee-for-service beneficiaries with complex chronic conditions, and these, too, involve care delivery innovations and alternative payment models Department of Health and Human Services, In , DOD initiated a Centers of Excellence program to select, on the basis of a rigorous evaluation process, a limited number of providers to deliver highly specialized services in selected clinical areas TRICARE, This program is not yet operational, but a great deal of work has been done to identify the selected clinical areas and the criteria for selection. The selected areas are bone marrow and solid organ transplants, burn care, cardiac care, complex general surgery, cranial and spinal procedures, gynecologic oncology, head and neck oncology, neonatal and prenatal medicine, and total joint replacement. The criteria for selection emphasize the ability to measure various aspects of quality, adjust for severity, measure outcomes, and report externally on clinical processes and outcomes. In , DOD began reporting some information on quality and access to beneficiaries Department of Defense, Although beyond the immediate scope of the present study, it should be noted that the federal government has pursued a purchaser approach in carrying out its responsibilities under the Federal Employees Health Benefits Program. For the most part, the federal government owns and operates the health care

facilities and employs the workforce necessary to provide comprehensive services to beneficiaries in these programs. Each of these government programs has pursued a variety of quality measurement and improvement activities as an integral part of its quality management activities see Table The VHA program stands apart from most health care programs, both public and private, in its commitment to building the strong organizational supports necessary to provide safe and effective care. In the late s, VHA recognized the important role of clinical decision-support systems in improving quality. Since , VHA has taken steps to make the automated clinical information more accessible and meaningful at the point of care see Chapter 5. VistA serves as the foundation for an extensive program of quality measurement and improvement and clinical decision support, including ongoing benchmarking across a wide range of preventive, acute, and chronic care quality measures; automated entry of medication orders; a notification system that alerts clinicians about clinically significant events identified through the use of integrated laboratory, radiology, pharmacy, progress notes, and other data; a clinical reminder system to promote evidence-based practice; and use of bar codes for medication administration and verification of blood type prior to transfusion. In recent years, DOD has made progress in developing a computerized clinical information system see Chapter 5. IHS has emphasized improving diabetes care across the various regions using a standardized measurement set. AHRQ has played a central role in many of these efforts. Its contribution to the development of CAHPS and other standardized tools and techniques for quality measurement and improvement is noteworthy.

Chapter 5 : Quality Management Government Services

Total Quality Management in assumes importance in the current context since we want maximum Governance with Minimum Government. What we can learn from Quality Gurus like Deming, Juran or Ishikawa to improve Service Delivery?

Chapter 6 : Government - Environmental Quality Management, Inc.

And yet, some of the most exciting progress made in quality management in the past few years has been in government. Federal agencies, state government departments and local governments have been rushing into quality management initiatives at a record pace.

Chapter 7 : ISO Quality management

The aim of the article is to examine key dimensions of service quality and to consider the situation within British local government. A model of public service quality is introduced. From this starting point, it is argued that local government service quality must consider the 'citizen question.

Chapter 8 : Quality Management

Mission. The Office of Quality Management develops and interprets Government-wide policies and procedures and conducts training to ensure the accurate identification of information and documents that must be classified or controlled under statute or Executive order to protect the national security and controlled unclassified Official Use Only information for the effective operation of the.

Chapter 9 : Quality management - Wikipedia

EtQ has been at the forefront of providing Government agencies with a robust, flexible application to manage quality and safety. EtQ is recognized for helping one of the largest federal agencies in becoming the first of its kind to achieve ISO status.