

# Quality Management: Adopting an Always Improving Approach

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## Objectives – Quality Management System

- Basic framework components
- Benefits
- Implementation
- Tools



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## Level-Set

- **Quality Assurance** – maintaining a desired level of quality
- **Quality Improvement** – continual improvements in quality
- **Quality Management System** – a set of policies, procedures, and practices designed to achieve your quality goals



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### Accreditation Requirements

ABSNC – Standard 18	NCCA – Standard 23	17024 – Standard 10
<ul style="list-style-type: none"> <li>• Internal audit &amp; management review</li> <li>• Continuous corrective and preventative actions</li> <li>• Customer service standards</li> <li>• Policy/procedure review &amp; revision</li> </ul>	<ul style="list-style-type: none"> <li>• Policy/procedure review &amp; application</li> <li>• Monitoring wide range of program activities from application processing and exam development to examination results and financial management</li> </ul>	<ul style="list-style-type: none"> <li>• Management system to demonstrate accreditation compliance</li> <li>• Document control</li> <li>• Data collection</li> <li>• Internal audit and management review system</li> <li>• Tracking and evaluation</li> </ul>

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### Benefits

- Ensures up-to-date, organized policies
  - reduce liability
  - increase consistency
  - help with training, build institutional history
- Provides improved customer experience for program stakeholders
  - applicants, certificants, vendors, etc.
- Confirms policies and procedures are followed
- Creates proactive approach to finding opportunities for improvement
- Corrects, and prevents, errors
  - Identifies root causes so action items can be designed for corrections
  - Evaluates effectiveness of "fixes"
- Increases efficiency
- Maintains continual accreditation compliance

There's always room for improvement

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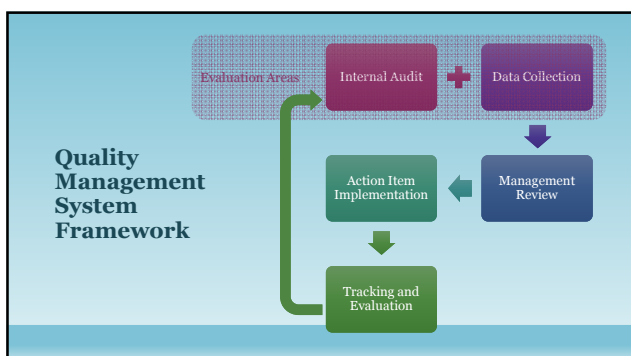
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### Implementation

- Engage participants at all levels
  - Each role contributes to the big picture
  - Partners in looking for improvements (not placing blame)
- Define evaluation areas
- Select internal auditor
- Identify data collection needs
- Conduct management review
  - Management review committee
  - Responsibilities
- Identify action items
  - Immediate fixes when needed
  - Root cause analysis
  - Identify solutions - corrective/preventative actions, resources, assignments, timeline
- Track and evaluate
  - Was it done?
  - Did it work?
  - What's next?

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### Quality Management System Tools

- Quality Manual
- Internal audit worksheet
- Management review agenda / report
- Checklists
- Tracking sheets
  - Feedback/complaints
  - Disciplinary complaints, investigations, outcomes, appeals
  - Training

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### Quality Manual Policies

- Scope
- Responsibility for Implementation
- Personnel training
- Document management and control
- Internal audit
- Data collection
- Program feedback
- Vendor monitoring
- Threat analysis
- Policy / scheme review
- Management review



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### Internal Audit Worksheet

Evaluation Area	Policy/ Procedure	Related Standards	Compliance Criteria	Review	Evidence	Findings
Governance						
Confidentiality						
Training						
Application Processing						
Security						

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