

CONTINUOUS QUALITY IMPROVEMENT (CQI)

Introduction

CAFCA is committed to its clients, community, and personnel. We:

- offer flexible, client-centred services that are essential to our community;
- are sensitive to the difficult circumstances and challenges that our clients face, and;
- continually seek opportunities to serve our clients more effectively.

CAFCA is eager to demonstrate the worth of our services to our community through an accountability framework that allows us to reflect on our successes and areas for improvement from an evidence-based perspective. We:

- believe that our stakeholders have much to offer to the continuous quality improvement process, and in particular,
- look forward to opportunities to involve our funding body, professional colleagues, and clients in continuous quality improvement.

CAFCA values open communication, interpersonal respect, humour, and widespread personnel participation in organizational decision-making. We:

- are committed to creating a work environment that is supportive and encourages professional development and responsibility;
- are a small organization that devotes most of our resources to direct client service;

believe in simple, accessible administrative processes that allow us to document our work, demonstrate our success, and make informed decisions about organizational change.

Purpose

To coordinate CAFCA's continuous quality improvement program, including quarterly case record review; stakeholder feedback/participation in CQI; long- and short-term organizational planning; measurement of consumer satisfaction; internal quality monitoring; outcomes measurement (and related data management) and feedback to the board of directors regarding corrective action.

Mission

To contribute to CAFCA's positive organizational growth through a coordinated review of service documentation, critical incidents, stakeholder feedback, data collection tools and third party research. This review incorporates the feedback of staff, management, the board of directors, clients, funders and other stakeholders in the community.

Objectives

- To provide a forum where stakeholder feedback (personnel, board of directors, clients, funders and members) regarding the organization can be translated into training, policy and procedural updates, changes to the work place environment and more effective service procedures.
- To develop evaluation-oriented feedback and reporting systems. These evaluation systems primarily target service delivery documentation, but also include complaint and incident reviews, annual stakeholder surveys and third party research conducted in partnership with the University of Victoria.
- To demonstrate organizational accountability to all stakeholders using outcomes reporting.
- To strive for continuous development of best practices in all aspects of our organization through evaluation and training.
- To communicate COI findings to staff, the board of directors and other stakeholders in a manner that is accessible and constructive (i.e. through monthly facilitators meetings and newsletters).

Working Principles

- Client-centred;
- Open, honest and clear communication;
- Specific to CAFCA;
- Inclusive of all stakeholders;
- Lateral rather than hierarchical;
- Creative, fun and empowering;
- Focus on strengths, balanced with focus on areas for improvement;
- Accessible;
- Outcomes based;
- Clear, simple and concise;
- Focused and efficient;
- Representative;
- Action-oriented.

Persons who contribute to continuous quality improvement

All stakeholders, including clients, CAFCA personnel, the CAFCA board of directors, our professional colleagues, interested members of our community, our funding body (the Ministry of Children and Family Development), and other funders, i.e. clients associated with the autism project.

Committee structure and basic responsibilities

Annual rotating committee. Each year, the committee represents personnel from a cross-section of CAFCA programs. The committee chair person and the administrative representative will facilitate communication and promotion of CQI efforts. Committee membership can be voluntary or assigned by the executive director. Members will be required to join the committee for a minimum of an 18-month period, which allows for overlap of new members joining the committee.

- The committee meets monthly or as required.
- Meetings are agenda driven and focussed on CQI tasks, file audits and follow-up action.
- Meeting minutes are posted for personnel to review.
- Findings and suggestions concerning quality improvement (CQI) activities are communicated to management and the board of directors for consideration and further action.
- The committee promotes continuous quality improvement across all program areas and works to support active participation by the larger organization.
- Ongoing activities of the CQI committee are reported at monthly staff meetings, in the monthly newsletter and in the annual report.
- The chairperson is designated to lead the CQI process and ensure that all activities are executed and corrective follow-up is considered.
- Members of the CQI committee communicate results to the staff, board of directors, funders and stakeholders via key representatives (team facilitators, Ministry liaison and administrative staff).

CQI Committee Activities

- **Case record reviews:** The committee evaluates case records (client files) for the presence of required documentation, quality of documentation – including timely submission, appropriate signatures/dates, progress towards service goals and comprehensiveness of information provided.
- **Stakeholder participation in CQI process:** The committee annually solicits feedback from personnel, board of directors, clients, community partners, funders, and contractors.
- **Long- and Short-term strategic planning:** The committee works with management to plan and monitor the activities of CAFCA's strategic plan.
- **Measurement of consumer satisfaction:** The committee solicits service satisfaction feedback from all clients at the end of service, aggregates information and reports findings to all stakeholders.
- **Internal quality monitoring:** The committee evaluates program effectiveness by reviewing areas of risk to the organization, outcomes reports, corrective action, progress towards long-term planning, case record and risk management audits.

- **Outcomes measurement and analysis:** In addition to internal quality monitoring above, the committee also monitors organization and program objectives established during strategic planning sessions, stakeholder survey results, program outputs and client outcomes.
- **Intra-organizational and stakeholder feedback mechanisms:** The committee reports results of surveys and all other activities to sub-committees of the board of directors, teams (via facilitators) and summaries in the annual report.
- **Processes for corrective action:** The committee reviews data, recommends areas of improvement (policy changes) and monitors development of solutions and implementation.
- **Information management:** CAFCA's database, client records and risk management logs form the basis of CAFCA's information management system. The committee reviews/monitors information management practices regarding feedback to/from the committee for opportunities to improve the efficient management of CQI related documents.

The CQI Cycle

