



Service Quality

How to measure it, how to
get it, and how to make it
transparent

Typical Performance Problems

- Inconsistent data
- Forget to run the program
- Lack of active programming
- Not doing anything
- Don't treat clients with respect
- Don't carry out programs as designed
- Don't follow the schedule
- Negative staff/client interactions
- Objectives poorly written
- No client instruction

Typical Explanations

- Poorly motivated staff
- Poor wages
- Lack of training
- Don't believe it will work
- Not enough time in the day
- Don't like the clients
- Lazy
- Lack intelligence to understand program
- Raining, snowing, bus broke down, no money
- Not enough staff
- Supervisors don't know what they are doing

Poor Management Practice

Management as Performance

Peter Drucker

“...in the last analysis, management is practice. Its essence is not knowing but doing. Its test is not logic, but results. Its only authority is performance”

Bilateral Control

Positive Control




Background Information

- Lack of management training
- Need for management training
 - 📁 Staff often lack needed skills
 - 📁 Difficult task/limited resources



Background Information

- Effective staff management (OBM/TQM)
 - 📄 Defining performance standards
 - 📄 Monitoring performance
 - 📄 Staff development
 - 📄 Changing performance
- Periodic Service Review (PSR)



LaVigna G.W., Willis, T.J., Shaul, J.F., Abedi, M., and Sweitzer, M. (1994) The Periodic Service Review: A Total Quality Assurance System for Human Services and Education. Paul H. Brookes Publishing Co., Baltimore, MD.




Periodic Service Review

- 📁 Defining performance standards
- 📁 Monitoring performance
- 📁 Staff development
- 📁 Changing performance



Periodic Service Review

Defining performance standards

-  Monitoring performance
-  Staff development
-  Changing performance



Various Support Services

- Outcome Standards
- Process Standards



Various Support Services

Outcome Standards

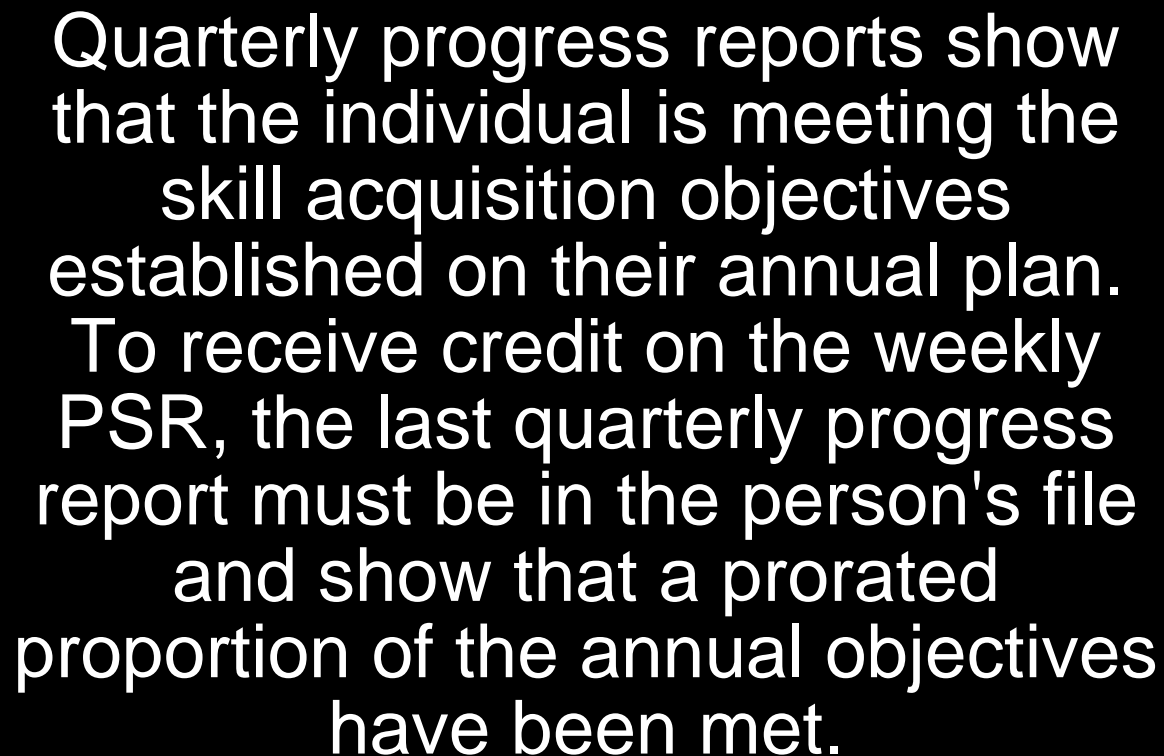


Target Behaviour Reduction

Based on a review of the quarterly reports for each client, a “+” will be scored if the quarterly objective is met or indicates a trend in the intended direction (the rate is the lowest it has been on any previous report).



Skill Acquisition



Quarterly progress reports show that the individual is meeting the skill acquisition objectives established on their annual plan. To receive credit on the weekly PSR, the last quarterly progress report must be in the person's file and show that a prorated proportion of the annual objectives have been met.



- Matrix Generated Outcome Standard

Based on a review of the Monthly Summary Sheet, a “+” is scored if at least 33% of the person’s 30-hour week was spent in paid work, or best score ever.



- Matrix Generated Outcome Standard

Based on a review of the Monthly Summary Sheet, a “+” is scored if at least 7% of the person’s 30-hour week was spent in volunteer work, or best score ever.

● Matrix Generated Outcome Standard

Based on a review of the Monthly Summary Sheet, a “+” is scored if at least 33% of the person’s 30-hour week was spent in non-work community integrated activities, or best score ever.

● Matrix Generated Outcome Standard

Based on a review of the Monthly Summary Sheet, a “+” is scored if at least 27% of the person’s 30-hour week was spent in instructive activities while present in the community, or best score ever.

Social/Community Integration and Participation

DRAFT SCIP MATRIX

| ONE-TIME | | | | | | SHORT-TERM | | | | | | ONGOING | | | | | |
|-----------|-----------|--------|-----------|-----------|--------|------------|-----------|--------|-----------|-----------|--------|-----------|-----------|--------|-----------|-----------|--------|
| STAFF | | | NATURAL | | | STAFF | | | NATURAL | | | STAFF | | | NATURAL | | |
| COMMUNITY | FRIEND(S) | FAMILY | COMMUNITY | FRIEND(S) | FAMILY | COMMUNITY | FRIEND(S) | FAMILY | COMMUNITY | FRIEND(S) | FAMILY | COMMUNITY | FRIEND(S) | FAMILY | COMMUNITY | FRIEND(S) | FAMILY |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |

20 activities a month



- Matrix Generated Outcome Standard

Based on a review of the Monthly Summary Sheet, a “+” is scored if at least 20 social/community based activities took place, or best score ever.



- Matrix Generated Outcome Standard

Based on a review of the Monthly Summary Sheet, a “+” is scored if at least 4-ongoing social/community based activities took place, or best score ever.



In-Home Matrix: Some Ideas

- Having company.
- Independent access to:
 - Meal/snack prep.
 - TV/Music/Computer.
- Getting out.
- Supported routines.
- Etc.

Standard: Circle Of Support - Composition

Operational Definition

| | |
|------|--|
| What | The composition of a circle of support includes friends, family and other people who are not paid staff and who attend circle meetings regularly. |
| When | The circle of support will meet at least quarterly or as otherwise scheduled. |
| Who | All people on the support team, including the individual being supported, are responsible for identifying and recruiting potential members. The appointed secretary of the circle, however, is responsible for sending out written meeting invitations at least one week before a meeting. |
| How | Based on a review of the minutes taken at the last scheduled meeting of the circle, a "+" is scored if: <ul style="list-style-type: none">a. at least three who attended were not staff; and,b. at least one who attended was at the immediately previous meeting and is not present nor past staff nor a family member. |



Various Support Services

Process Standards



Response Chain

Behavioural Support is Based on:

1. Baseline Data
2. Staff Interviews
3. Client Observations
4. Records Review
5. Comprehensive Assessment Report



Process Standard: Behavioural Services

Standard:

Current Assessment Report Filed

Operational Definition:

Behaviour assessment report filed, available to staff, current, and meets 85% criterion on evaluation instrument (140 items).



Process Standard: Community Integration Plan

Within 60 days of enrollment, every person has an active support plan, following the standardized format, for increasing interactions with people other than staff and/or for participation in community and socially integrated activities or as dictated by the person's interests, abilities and personal goals and objectives, or manager writes a disclaimer.

Procedural Reliability

Fidelity checks, carried out by direct observation, once a month for each procedure for each individual, show that at least 85% of the steps listed in the checklist are carried out by direct service staff when they provide instruction. The responsibility for performing the fidelity checks is the supervisor's. The results of the fidelity checks are to be documented in files maintained in the supervisor's office, by individual name. To receive credit on the weekly PSR, the files must show that at least 80% of the scheduled fidelity checks were carried out for the last week and that all scores were at the 85% level or better.



Periodic Service Review

- ☐ Defining performance standards
- ☐ ***Monitoring performance***
- ☐ Staff development
- ☐ Changing performance



Monitoring: Guidelines

- Positive feedback only.
- Staff participation.
- Shared responsibility.
- Self monitoring.
- Expectation of professionalism.
- Staff commentary



Monitoring

- Weekly to monthly.
- 20-30 minutes.
- Sampling.
- Set occasion for management and supervisory action.



Periodic Service Review

- ☒ Defining performance standards
- ☒ Monitoring performance
- ☒ ***Staff development***
- ☒ Changing performance



Staff Development & Training

- 📁 **Competency Based/Criterion Referenced.**
- 📁 **General and Specific Skills.**
- 📁 **Three Tiered Training.**
- 📁 **Procedural Reliability Checks.**
- 📁 **Fourth and Fifth Tiered Training.**



Sample Competency

Ethical Issues

Competency:






- Understands that the client has the right to be informed, and should be, of all aspects of service provision, including goals, methods, procedures, and possible benefits and drawbacks associated with the service.

Criterion:

- Given 3 vignettes, trainee is able to identify the particular ethical issue being addressed, and describe whether or not the client's rights are being violated.



Staff Development & Training

-  **Competency Based/Criterion Referenced.**
-  **General and Specific Skills.**
-  **Three Tiered Training.**
-  **Procedural Reliability Checks.**
-  **Fourth and Fifth Tiered Training.**

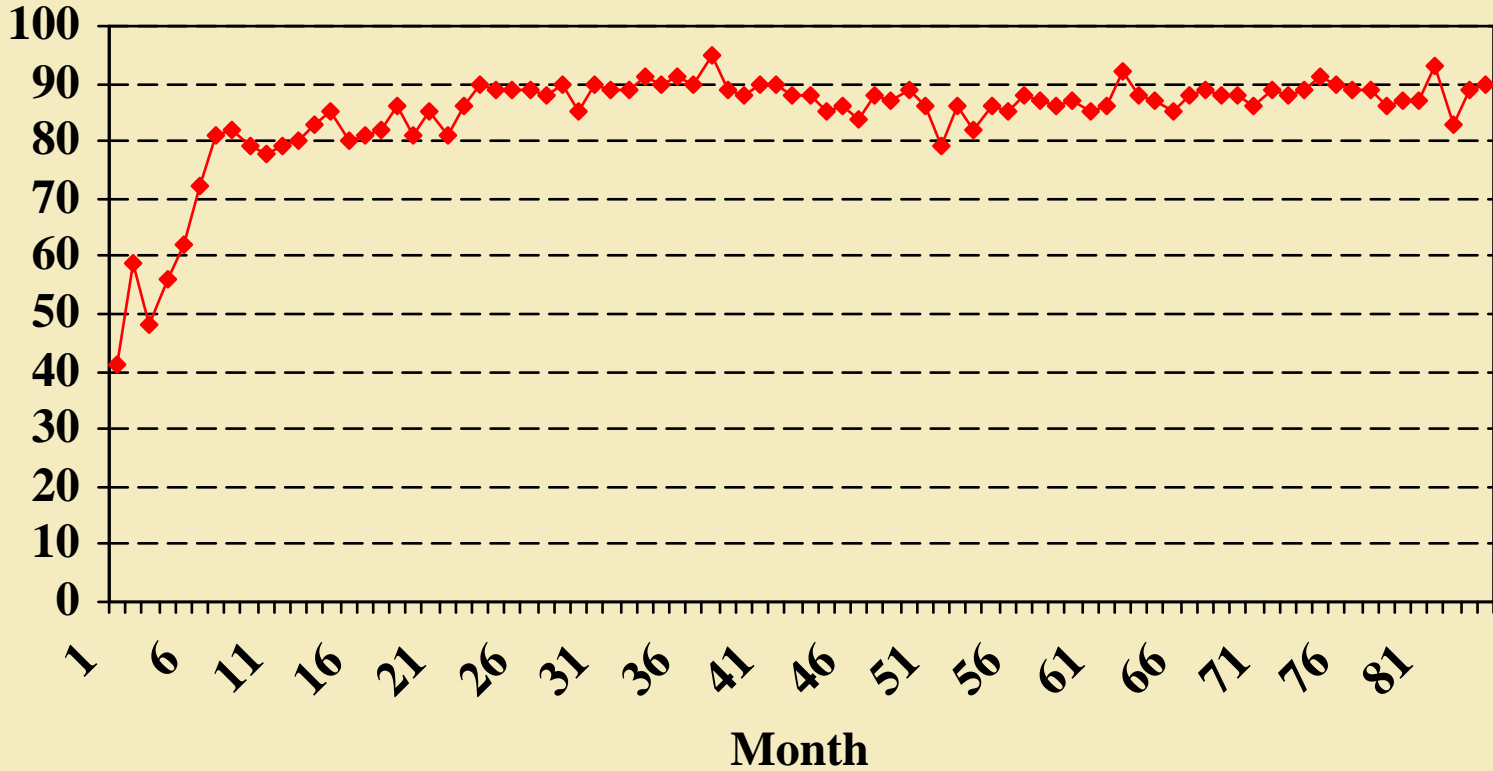


Periodic Service Review

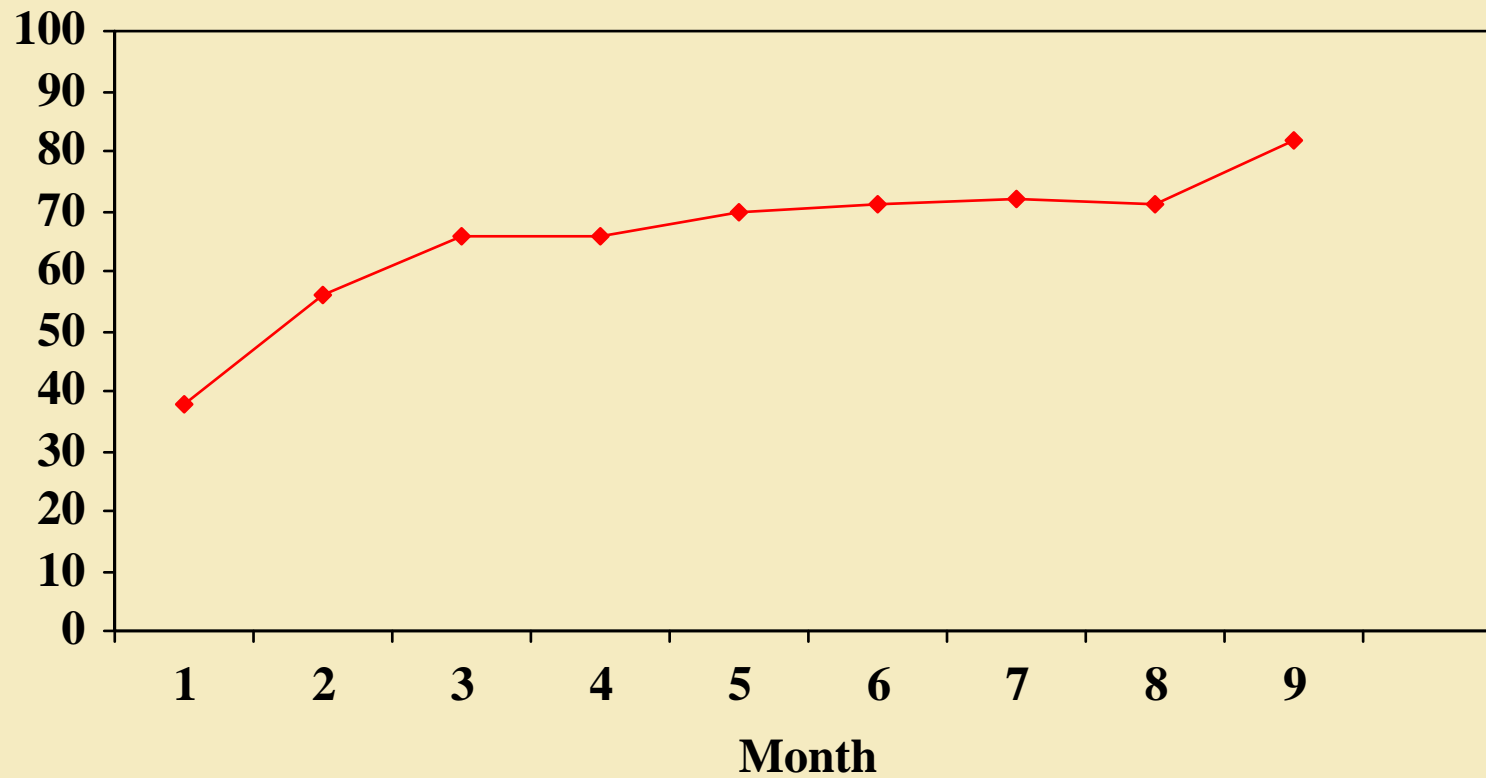
- ☒ Defining performance standards
- ☒ Monitoring performance
- ☒ Staff development

☒ ***Changing performance***

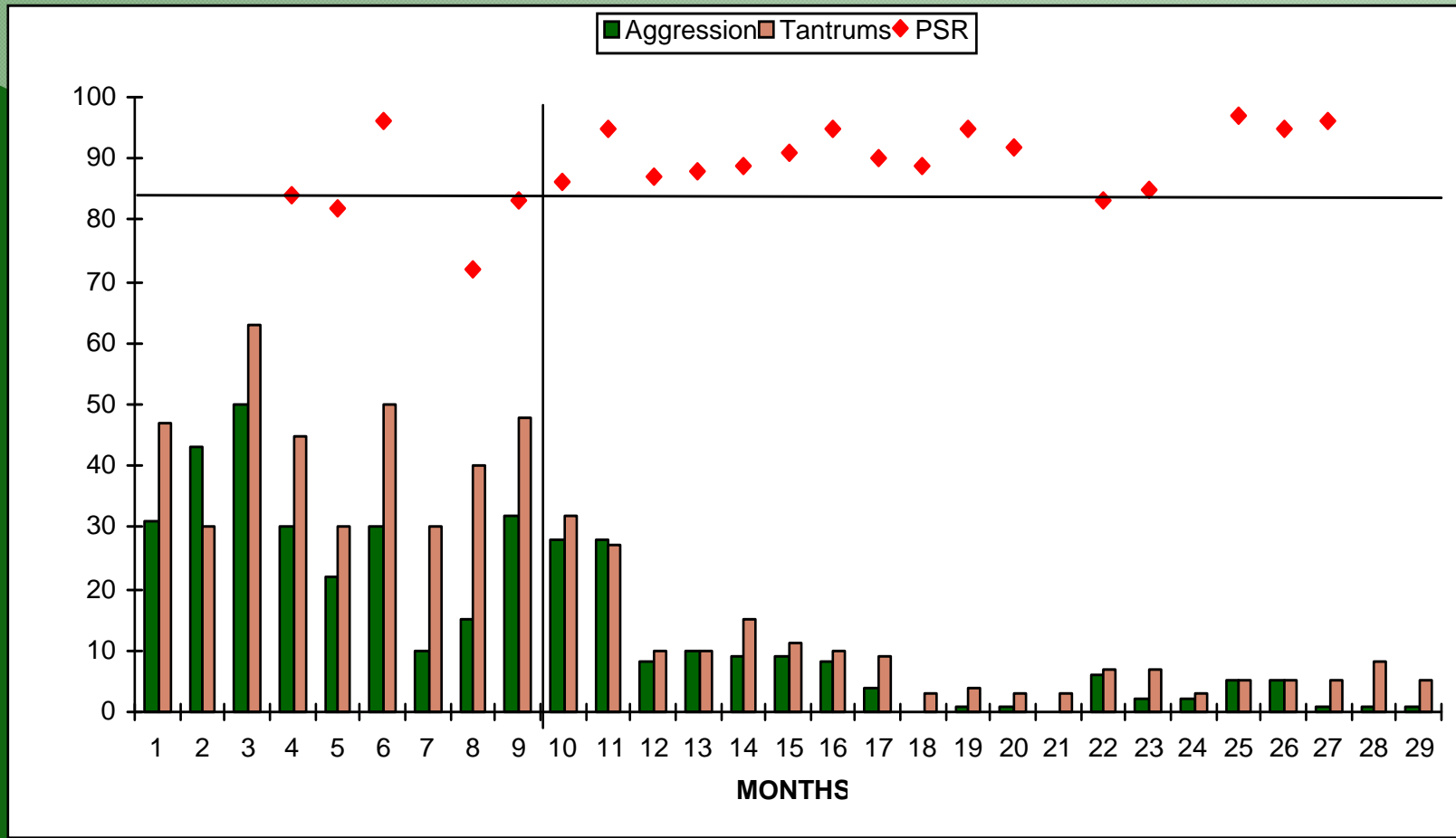
STEP Mean PSR Scores



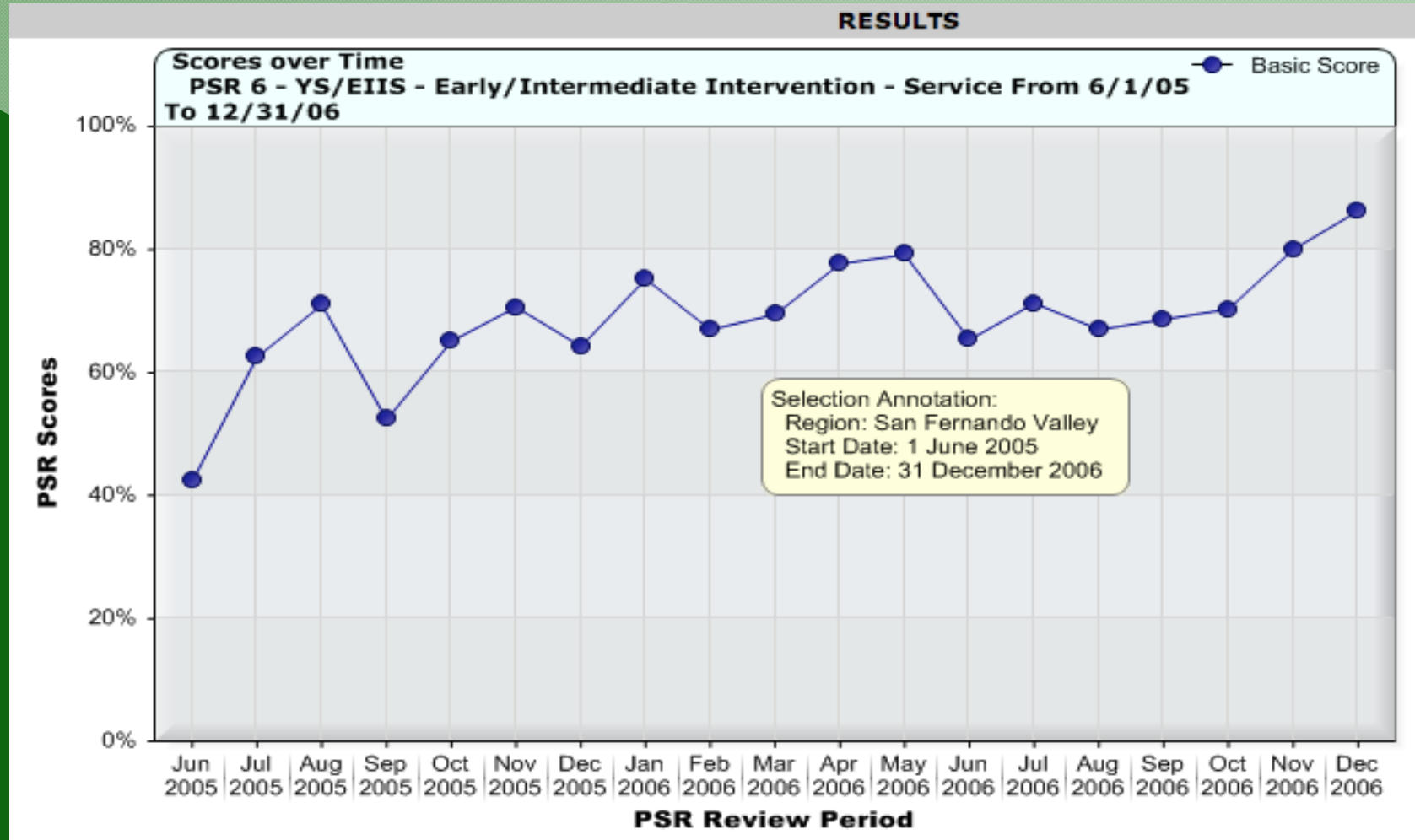
Classroom Graph



PSR Impact on Client Behaviour



EIIS Feedback Graph





Periodic Service Review

- ☒ Defining performance standards
- ☒ Monitoring performance
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- ☒ Changing performance

Recipe!

Transparency

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The Periodic Service Review (PSR) is a management system designed and developed to enhance the managerial abilities of those who operate human service and educational agencies. Such a system is needed because most human service managers have not received significant formal training in management practices. Furthermore, poor management practices are the primary reason for lack of quality in the provision of human services. The PSR is both an instrument, to help management assess the level of quality in the services they provide, and a system, to help improve that quality.

ePSR is a full-feature, online manifestation of the PSR principles and practices. Through it's interactive web interface, managers and staff of service agencies have a powerful quality assessment and analysis tool.

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[1D.01 Financial Responsibility Policy](#)

TRUE FALSE IGNORE

[1D.02 Reconciliation of Consumer Moneys \(C\)](#)

TRUE FALSE

[1D.03 Bills Paid \(C\)](#)

TRUE FALSE

1E Positive Futures Plan

[1E.01 Personal Profile Session](#)

TRUE FALSE

[1E.02 Futures Plan Session](#)

TRUE FALSE

[1E.03 Circle of Support Logistics](#)

TRUE FALSE

1F Staff Development

[1F.01 CBTs Complete](#)

TRUE FALSE

[1F.02 Staff Meetings/Inservices](#)

TRUE FALSE

[1F.03 Contact Meetings](#)

TRUE FALSE

[Review](#)

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a. What. Substitute instruction are maintained.

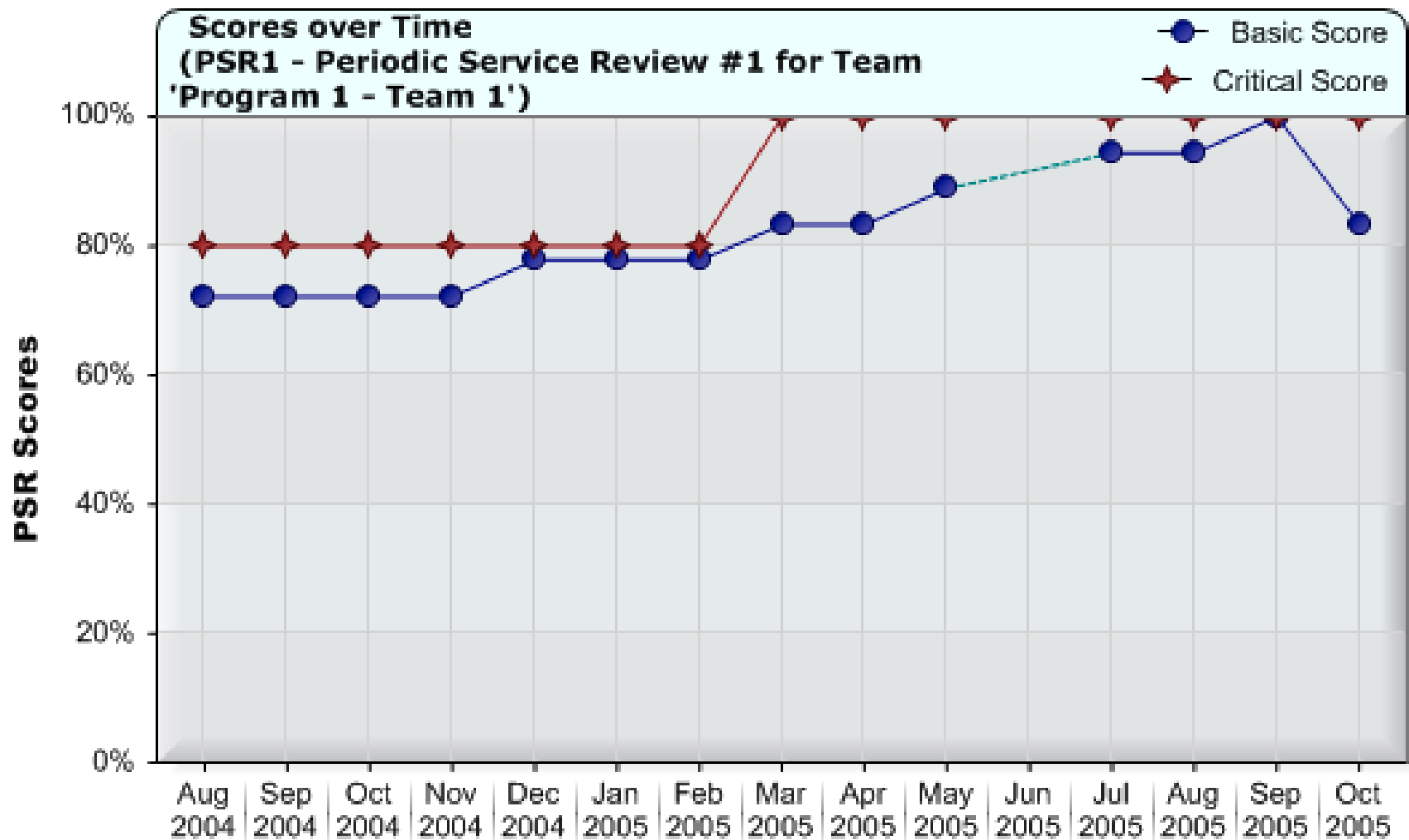
b. When. Kept current.

c. Who. Contact person.

d. How. Based on a review of the Substitute Instruction Form, a "TRUE" is scored if it is dated and signed by the responsible contact person, confirmed as current at least monthly, it is completely filled out, and relevant protocols are attached. If medications are indicated, the instructions must be consistent with the medication chart.

Close

GRAPHICAL RESULTS

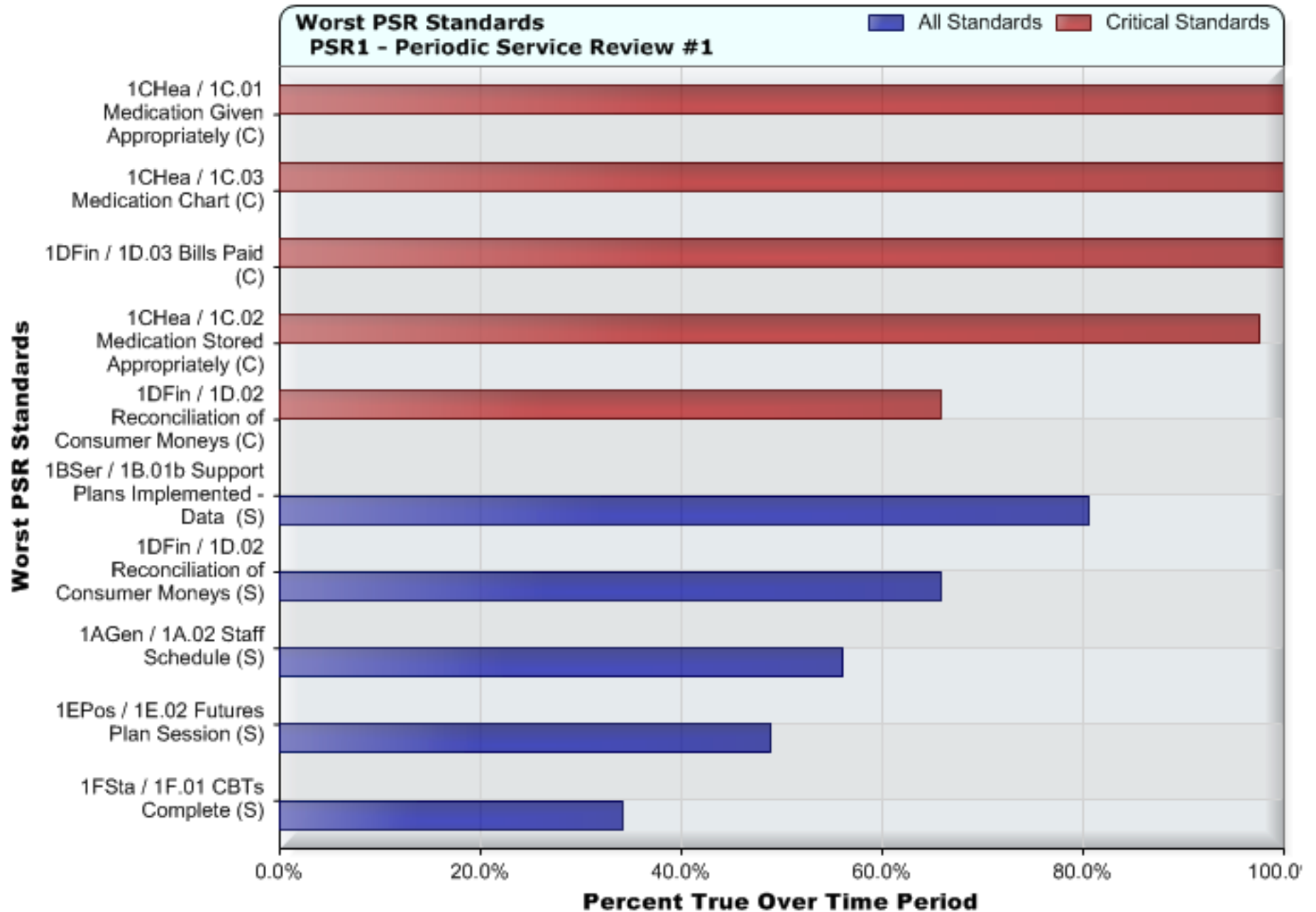


Step 1 - pick a Chart or Table

| |
|---|
| <p>{PSR Scores} What are the Scores for an Entity? (CHART)</p> <p>{PSR Summary} What is the summary of the latest PSR scoring activity? (TABLE)</p> <p>{PSR Missing Scores} What PSR scores are still missing? (TABLE)</p> <p>{PSR Mn/Av/Mx} What is the Minimum, Average, and Maximum PSR score for each Team? (CHART)</p> <p>{PSR Completed} What percentage of PSRs were completed? (CHART)</p> <p>{PSR Standards} What Standards have the worst scores? (CHART)</p> <p>{PSR Teams} What is the Team PSR statistic summary? (TABLE)</p> <p>{eChart Summary} What is the summary of the Team-level Custom Chart activity? (TABLE)</p> |
|---|

Step 2 - choose a PSR Survey (for PSR related query); and Team/Date filters (optional)

RESULTS



The Challenge

www.ePSR.com

www.iaba.com