

3.3.4.5 Quality Improvement System



YOUR ORGANIZATION
STANDARD OPERATING PROCEDURES/GUIDELINES

TITLE: Quality Improvement System

SECTION/TOPIC: Management of EMS Operations

NUMBER: 3.3.4.5

ISSUE DATE:

REVISED DATE:

PREPARED BY:

APPROVED BY:

X

Preparer

X

Approver

These SOPs/SOGs are based on FEMA guidelines FA-197

1.0 POLICY REFERENCE

CFR

NFPA

NIMS

2.0 PURPOSE

This standard operating procedure/guideline addresses using pre-hospital EMS data to evaluate the system and provider performance, to include customer satisfaction and patient care.

3.0 SCOPE

This SOP/SOG pertains to all personnel in this organization.

4.0 DEFINITIONS

These definitions are pertinent to this SOP/SOG.

5.0 PROCEDURES/GUIDELINES & INFORMATION

5.1 Using Pre-Hospital EMS Data to evaluate the System and Provider Performance, to include Customer Satisfaction and Patient Care:

GOAL: To operate from an established philosophy and framework that allows for and encourages continuous improvement of our Department's management of goals and objectives and evaluation of services, and provides a mechanism for moving the Department forward with a common understanding.

Continuous Improvement

Continuous improvement/quality management and assurance begins with training. The quality of services delivered by our Fire Department is determined largely by the quality of our members, their training, and our programs. The culture of continuous improvement of our Department and its services requires support in the form of "continuous learning" by all members.

Quality will give any individual or organization a long-term competitive advantage. Quality, woven in the character of the individual and in the culture of the Department, can't be duplicated. These attributes are embodied in both the City and the Department Mission and Values Statements, which serve as a foundation for our approach to quality management.

The goal is our continuing ability to provide quality to our customers in both emergency and non-emergency encounters. It requires relentless commitment to community-wide and organization-wide learning and experimentation. This is a never-ending endeavor.

Quality management means that the Fire Department's culture is defined by and supports the constant attainment of customer satisfaction both internally and externally. This involves the continuous improvement of Departmental process, resulting in high quality services to the public.

The Department's commitment to quality management is based on:

- Internal and external customer focus
- Total involvement and commitment of all members
- Performance measures
- Support by each segment of the Department
- Commitment to continuous improvement

Quality management is an expression of the need for continuous improvement in:

- Attitude
- Personal and professional development
- Positive interpersonal relations
- Managerial effectiveness
- Organizational productivity

The primary values identified in the City Mission and Values Statement provide an additional opportunity to reinforce the Department Mission and Values Statement and explore new opportunities to support other City departments and to effectively serve our community at large.

Quarterly Goals

This program allows us to establish objectives and measure the degree of accomplishment during a given time period.

Our approach is to look at the year in advance in conjunction with the Five Year Plan and yearly-planning calendar. This is to incorporate quarterly goals and objectives into overall yearly goals and objectives.

Quarterly goals and objectives are identified by coordinating required activities at the administrative, management, and supervisory levels of the Department.

Overall, Departmental goals are established at the beginning of each quarter, and reviewed at the end of the quarter in an effort to measure the degree of accomplishment.

A Quarterly Goals report is distributed at the beginning of each quarter, and an Accomplishments Report, following the end of each quarter, to all Fire Department members.

Quality assurance will be managed in the following primary ways:

- EMS Quality Assurance – Continual monitoring of the quality of EMS delivery and reporting through adherence to standards of care established by the Tempe Fire Department, Tempe St. Luke's Hospital, Arizona Emergency Medical Systems, Inc., and the Arizona Department of Health Services, through incident evaluation and records review.
- Incident Analysis – Conducted, as defined in Policy and Procedures 411.00, at either the company, shift, or Departmental level to reinforce positive aspects of operations at significant incidents, ensure that problem areas are identified and addressed, and that lessons learned are made known Department-wide.
- Feedback from Customers – Solicited from target groups, which include citizens from an emergency incident or fire prevention/public safety education program, via customer service response cards. Responses will be analyzed and along with data from citywide satisfaction surveys and fire service surveys, and letters of commendation or complaints will be utilized in overall assessment of Department performance.

- **Field Operations Exercises** – This program follows the format of learning through performance and review. Department training staff creates challenging scenarios for fire company members to resolve. A post performance review is conducted to support lessons learned.
- **Minimum Company Standards** – This process allows members assigned to fire companies to demonstrate their skills as evaluated against established standards, and at the same time allows the Department to evaluate training needs at the company, shift, and Departmental level.