



THE UNIVERSITY OF  
**CHICAGO**

SCHOOL OF SOCIAL SERVICE ADMINISTRATION

# Quality Management in the Social Services: History

*Curtis McMillen, Ph.D.*

# We'll talk about...

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- *Who were the major quality pioneers?*
- *What will we use from them.*
- *How they would characterize the social services.*

# Walter Shewart

Illinoisan

Ph.D. physics

1891-1967



Bell Telephone

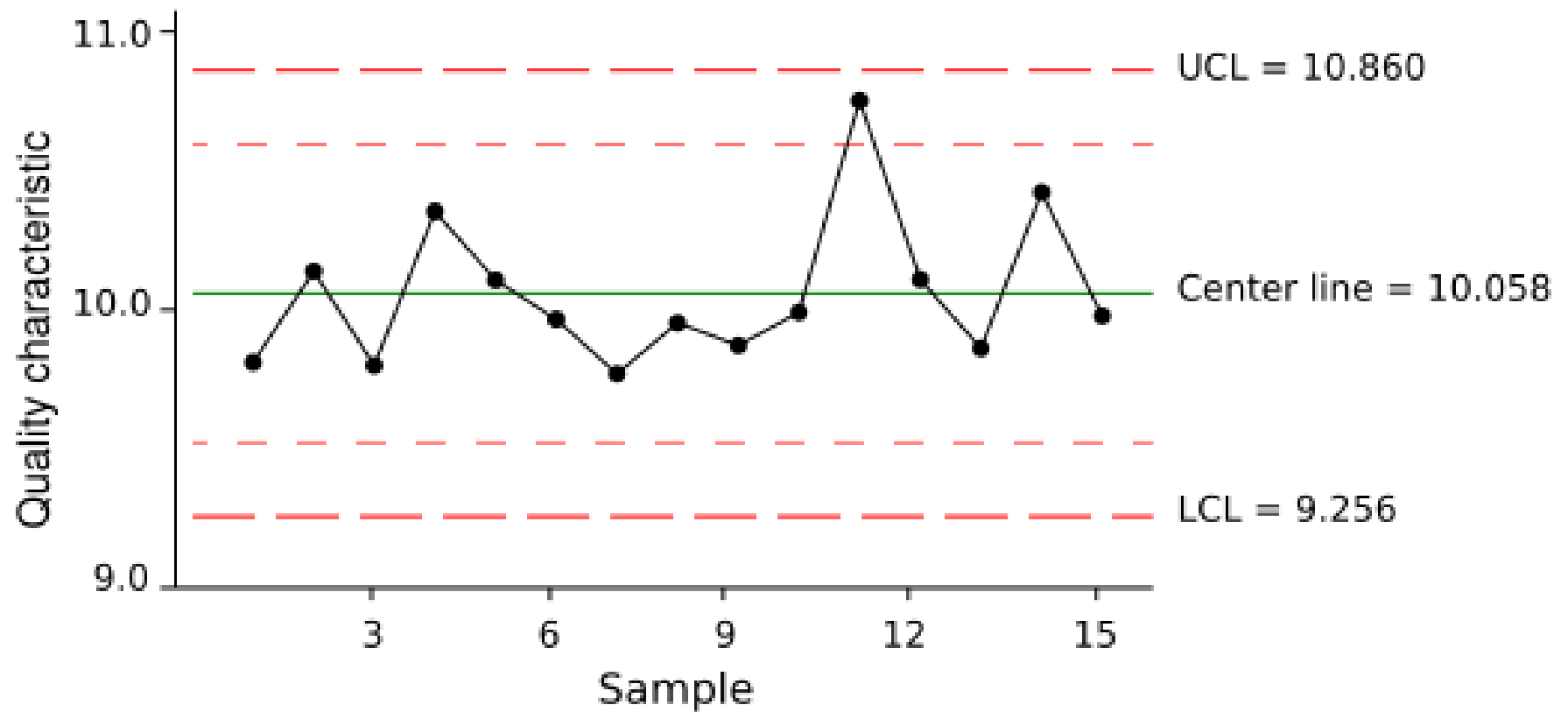
Hawthorne Works in Cicero, IL (Western Electric)

Quality's focus on variation

Statistical control charts / bringing production under statistical control

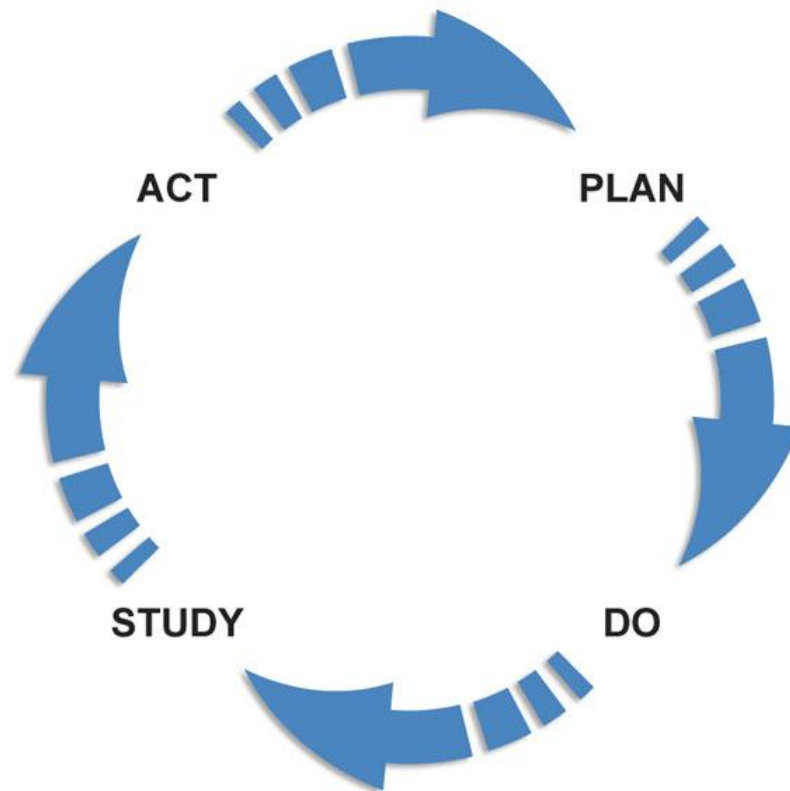
Common and special causes of variation

# Walter Shewart



# Walter Shewart

Shewhart Improvement  
Cycle



# Deming

W. Edwards Deming, Ph.D.

1900-1993

Iowa

BS Engineering, MA Math, Ph.D. physics

Worked for Census Bureau as statistician

Translated Shewart's ideas for the workforce

Taught statistical control to hundreds of Japanese engineers in early 1950s. Became a Japanese legend.

Industry in the U.S. did not seek him out until the 1980s



# Deming's Lasting Legacy

## Two Types of Knowledge

### Subject Matter Knowledge

**Subject Matter Knowledge:** Knowledge basic to the things we do in life. Professional knowledge.

**Profound Knowledge:** The interplay of the theories of systems, variation, knowledge, and psychology.

### Profound Knowledge



**Introduced an accent on culture of quality:** See his 14 points for management

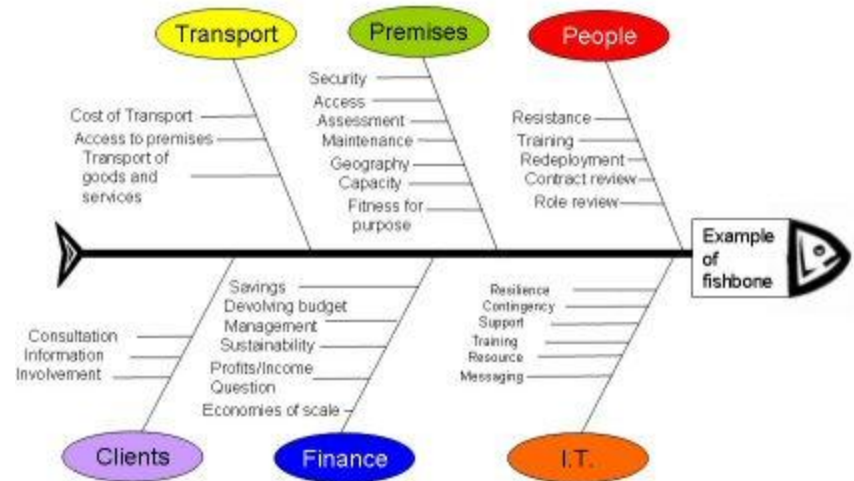
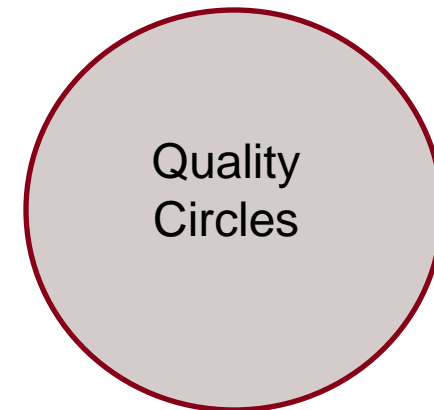
# Kaoru Ishikawa

1915-1989

Engineer

Long time professor U. of Tokyo Faculty of Engineering

Introduced to work of Juran and Shewhart in 1950s







# Joseph Juran

Romanian Born  
1904-2008  
BS engineering  
J.D. Loyola (Chicago)

Hawthorne Works –  
complaint dept and then  
Inspection Statistical Dept.

Wrote first texts on quality (1951)

Wrote most used text on quality: *Juran's Quality Handbook*

Ran most famous quality training academy: The Juran Institute

Started teaching in Japan in 1954



# Joseph Juran

## Juran Trilogy



# Arvedis Donabedian

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1919-2000

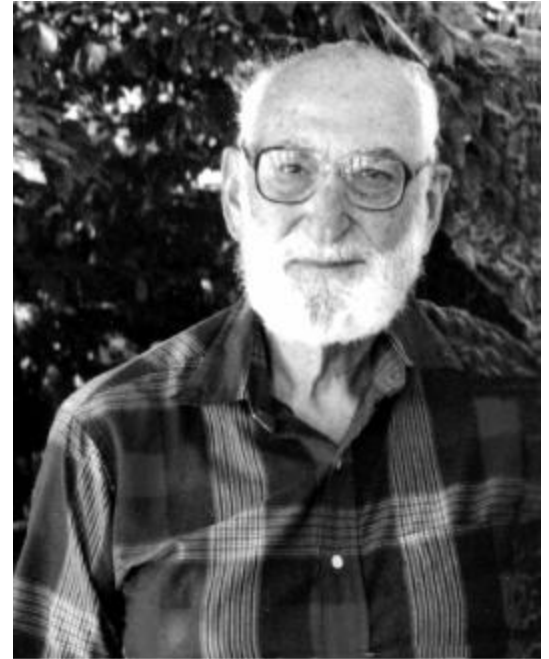
Armenian by ethnicity / born in Lebanon  
MD, MPH

Early health services researcher

Quality monitoring / Quality Assurance in Health

Classic 1966 article: STRUCTURE– PROCESS –  
OUTCOME

Donabedian, A (1966). Evaluating the quality of  
medical care, *Millbank Quarterly*, 44, 166-206.



# Fotena Zirps

Doing it right the first time: A model of quality assurance for the human services (1997)



**DR. FOTENA ZIRPS**  
Executive Vice President, One Hope United

**SĀGIN, LLC**

# Institutional History

## Joint Commission

started requiring QA systems in 1979  
promoted use of clinical indicators of quality  
started promoting Continuous Quality Improvement in 1988



## Council on Accreditation (COA)

Requires PQI systems

Malcom Baldrige Awards since 1987

Institute for Healthcare Improvement (IHI)

## Children's Bureau

Child and Family Service Reviews

