



THE UNIVERSITY OF  
**CHICAGO**

SCHOOL OF SOCIAL SERVICE ADMINISTRATION

# Quality Management in the Social Services: Career Tracks and Learning Opportunities

*Curtis McMillen, Ph.D.*

# We'll talk about...

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- *What* *quality social service is?*
- *Why* *we need quality management.*

# What are these people called

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*Quality Manager*

*Director, Office of Quality Improvement*

*VP professional Development & Quality*

*Chief Performance Officer*

*Performance Improvement Coordinator*

*Director of Compliance and Quality Mgt.*

*Coordinator of CQI*

*Quality Mgt Training Director*

*Director of Quality Outcomes*

*Chief of Quality*

*Performance Improvement Manager*

*VP Quality Assurance*

<b>Characteristic</b>	<b>%</b>
<b>Gender</b>	
Male	28%
Female	72%
<b>Race/Ethnicity</b>	
African American	6%
White	80%
Other	14%
<b>Education</b>	
Less than BA	9%
Bachelors	18%
Masters	69%
Doctorate	7%
<b>Profession</b>	
social work	19%
psychology/counseling	22%
other	60%
<b>Former clinician</b>	
No	29%
Yes	71%

# Resources to learn Quality Management: IHI

The screenshot shows a web browser window with the URL <http://app.ihl.org/lms/lessondetailview.aspx?Le:> and a tab titled "Lesson Details". The page header includes the IHI logo (a stylized 'H' with a person inside) and the text "INSTITUTE FOR HEALTHCARE IMPROVEMENT". Navigation links include "HOME", "ONLINE LEARNING", and "MY LEARNING". Below these are links for "Course Catalog" and "Search Catalog". The main content area is titled "Lesson 1: Errors Can Happen Anywhere—and to Anyone". It includes a "Course" description: "QI 101: Fundamentals of Improvement". A paragraph explains that mistakes happen even to the most dedicated people and that the lesson will discuss a serious error at a Boston hospital and how it was handled. The "Estimated Time of Completion" is 15 minutes. There is a rating of four stars and a link to "View user comments" (4703). A prominent orange button labeled "Begin Lesson" is visible. The "Learning Objectives" section states that after completing the lesson, users will be able to: 1. List constructive approaches to responding to errors. 2. Identify and analyze the range of possible responses to error, including issues around disclosure and punishment.

http://app.ihl.org/lms/lessondetailview.aspx?Le: Lesson Details

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**INSTITUTE FOR  
HEALTHCARE  
IMPROVEMENT**

HOME ONLINE LEARNING MY LEARNING

Course Catalog [Search Catalog](#)

## Lesson 1: Errors Can Happen Anywhere—and to Anyone

**Course:** QI 101: Fundamentals of Improvement

Think you're error-proof? Think again. Mistakes happen even to the most dedicated people. The question isn't whether, it's when—and what to do when a mistake does happen. In this lesson, you'll learn how a serious error occurred at a respected Boston hospital and how the hospital handled it immediately afterward. The lesson will also discuss a range of responses to error, including whether to disclose the mistake and whether to punish the people involved.

**Estimated Time of Completion:** 15 minutes

★★★★☆ (4703) [View user comments](#)

**Begin Lesson**

### Learning Objectives

After completing this lesson, you will be able to:

1. List constructive approaches to responding to errors.
2. Identify and analyze the range of possible responses to error, including issues around disclosure and punishment

# Books to start to learn quality management

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Teague, N. R. (2005). *The Quality Toolbox*, 2<sup>nd</sup> ed.  
Milwaukee: ASQ Press.

Langley et al. (2009). *The Improvement Guide*, 2<sup>nd</sup> ed.  
San Francisco: Jossey-Bass.

Bauer, J. E., Duffy, G.L. & Westcott, R.T. (2006).  
*The Quality Improvement Handbook*. Milwaukee:  
ASQ Press.

# ASQ as an online resource

http://asq.org/knowledge-center/Culture-of-Q... ASQ Knowledge Center

## Knowledge Center Topics

### Culture of Quality

#### Creating a Quality Culture Webcast

Steve Gerhardt, a quality practitioner with 30+ years of experience in manufacturing and process improvement, shares how he led the transformation of Ford's Asia Pacific and Africa Operations into a culture of quality.

#### Establishing a Culture of Patient Safety



Judith Ann Pauley and Joseph F. Pauley provide a road map to help healthcare professionals establish a "culture of patient safety," provide high quality care, and increase patient and staff satisfaction.

#### Know Thyself



Robert Warda discusses the importance of defining your organization's culture to effect lasting change. (Members only.)

#### Tribal Quest

In this members-only article from QP, John

### BOOKS

- A Journey to Quality Leadership - Quality<sup>3</sup>
- Leadership, Quality and Learning
- The Executive Guide to Understanding and Implementing Employee Engagement Programs
- Journey to Excellence
- More

### ARTICLES

- "In the Spotlight" (members only), *QP*, June 2012
- "Fear of Commitment" (members only), *Six Sigma Forum Magazine*, May 2012
- "Maintaining Senior Management Commitment in a Major Health and Human Services Agency" (members only), World Conference on Quality and Improvement, May 2011
- "TQM, Culture, and Performance in UAE Manufacturing Firms," *Quality Management Journal*, October 2005
- "Developing a Performance-Based Culture," *Journal*

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# More expensive options – six sigma et al

http://www.qualitytrainingportal.com/resources What Control Charts Look Like

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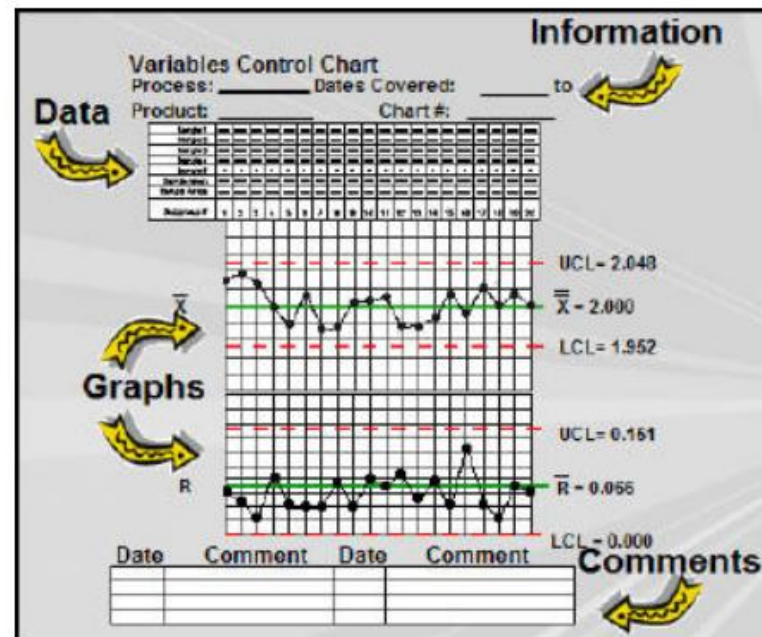
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## What Do Control Charts Look Like?

All control charts have four major sections:

- ▶ Information section
- ▶ Data section
- ▶ Graph section
- ▶ Comments section



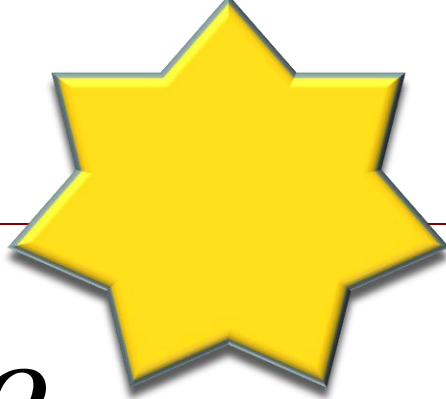
An area of the control chart that is often overlooked is the Comments section.

[www.qualitysocialservice.com](http://www.qualitysocialservice.com)

# Quality Social Service

*Join the revolution to improve the quality of social service systems.*





## Certifications (11%)

### **ASQ**

- *Lean Certifications (bronze, silver, gold)*
- *Manager of Quality/ Organizational Excellence*
- *Quality Improvement Associate*
- *Six sigma (black, green belt)*

### **National Association for Healthcare Quality**

- *Certified Professional in Healthcare Quality*

### **Six Sigma**

- *Green Belt/ Black Belt*