

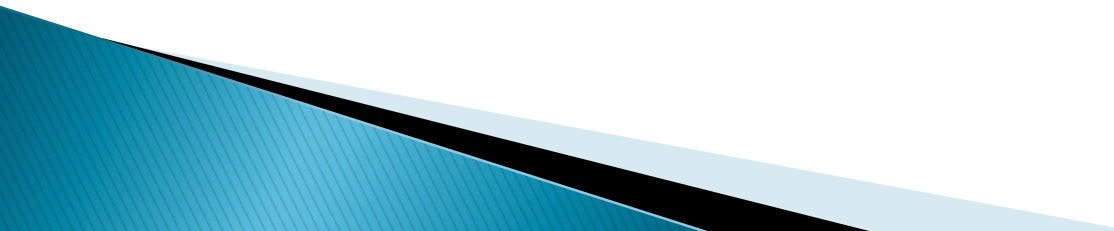
Achieving Quality and Success in a Changing World

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June 2023



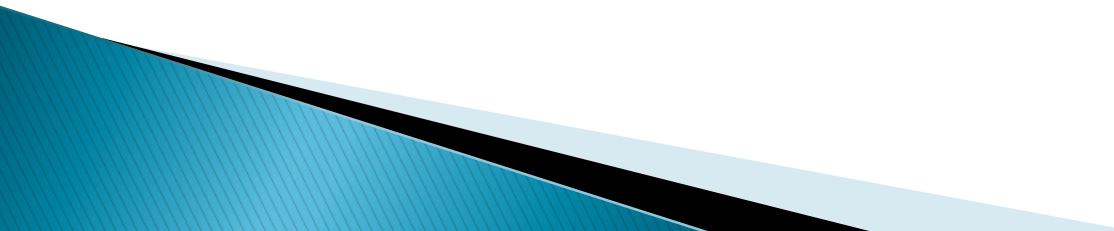
“The Times They Are a Changin’”

- ▶ The changes now being experienced in long-term services are dramatic (but we are not alone— law, health care, education, manufacturing, journalism, technology— you name it)
 - ▶ Good News— More individuals making it to old age, should mean busy times for aging services
 - ▶ Bad news— More competition than ever before. Growth of numbers and funding means a shift in system structure
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Why Do Organizations Fail?

- ▶ Organizations can fail because of bad products:
 - ▶ White Star Lines (Titanic)-- Sharper Image, when their lead product the Ionic Breeze Air Purifier added ozone to the home air supply
 - ▶ Or bad ideas– The Harley Davidson perfume line, Cosmo , Yogurt, Thirsty Dog's flavored bottled water for pets
 - ▶ But organizations also fail with quality products, because the world changes and they do not (Kodak, Blockbuster, Motorola cell phone, Blackberry)
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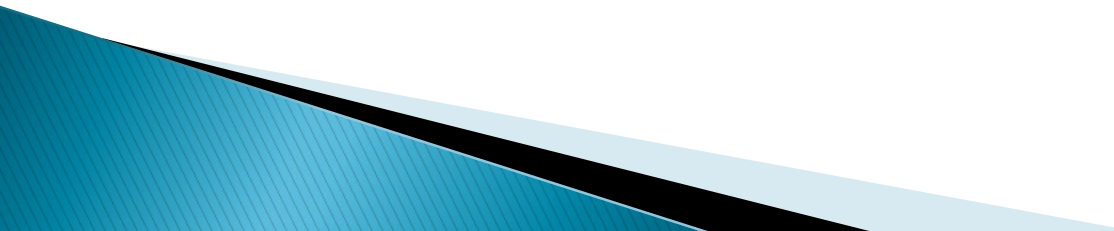
Being a Quality Organization

- ▶ So to achieve quality the organization needs to:
 - ▶ Deliver a high quality service and
 - ▶ Pay attention to changes in the environment–include consumers, funders, technology, demographics,
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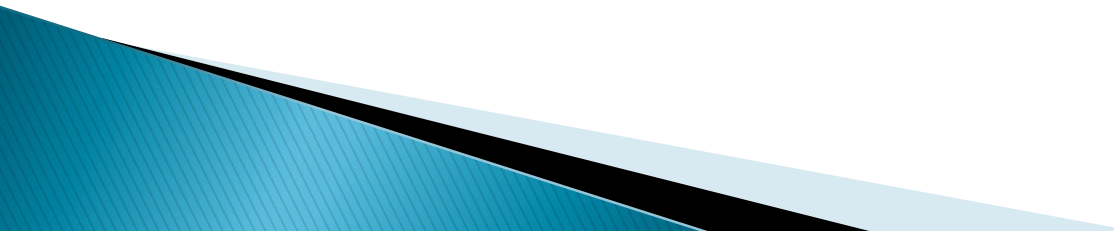
Current Quality Approaches

- ▶ Quality approaches dominated by health and safety values
- ▶ Underlying assumption that service recipients are unable to assess or communicate about quality
- ▶ In our search for measureable outcomes we have relied heavily on structural elements
- ▶ The media, society in general and politics all reinforces these beliefs

Quality definitions

- ▶ Quality assurance– Donabedian concepts of structure, process, outcomes to assess quality
 - ▶ Quality improvement, total quality management Six Sigma– all based on the concept of continuous improvement– Deming, Crosby
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Quality Roles and Responsibilities

- ▶ State regulations–what works, what does not?
 - ▶ Board or corporate roles and responsibilities–making the shift to quality
 - ▶ Role of the management
 - ▶ Role of individual provider
 - ▶ Informational web sites– nursing home compare, accreditation, CMS star rating
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Quality Lessons From TQM

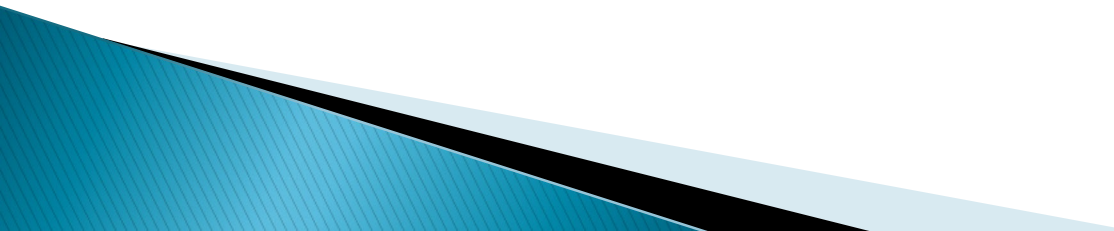
- 1) Who Are Our Customers?
- 2) How Do We Hear Their Voices?
- 3) Information is Critical for
Good Decisions

Quality Lessons From TQM

4) The Group is Smarter
Than the Individual

5) Sub-Optimization is a Key
Challenge for Service
Organizations

Lessons from agencies implementing quality improvement

- ▶ There is commitment to hearing from consumers, but finding a cost-effective, feasible way to collect and analyze information is difficult.
 - ▶ Integrating quality management across units is challenging.
 - ▶ Most programs do not have well-established mechanisms for using data to improve services.
 - ▶ Quality improvement committees are valuable, and using them effectively requires considerable effort.
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Contact info

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Strategic Questions for the Future of Social and Long-Term Services

- ▶ What will the services delivery system look like in 10 years? How about five?
 - ▶ What will my organization look like?
 - ▶ What will our partnerships look like? How will the organization change?
 - ▶ How do we understand the changes of today and tomorrow to better serve older people?
 - ▶ How do we maintain our commitment to quality in this ever changing world?
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