**1.12 QUALITY IMPROVEMENT**

**Purpose:** To ensure that quality improvement processes and activities are regularly conducted for ongoing agency and client service improvement. The company is dedicated to providing the highest level of care in all areas of Non-Emergency Transportation. Our standard is to ensure that every client receives personalized, compassionate and professional care.

**Policy:** The company is committed to delivering quality services and promotes a philosophy of continuous quality improvement throughout. The company develops and implements quality improvement processes and activities, which are used to monitor performance and evaluate and improve the delivery of non-emergency medical transportation services to our clients.

**DEFINITIONS**

1. Continuous Quality Improvement

Continuous Quality Improvement (CQI) is an organizational process in which personnel identify, plan, and implement ongoing improvements in service delivery. CQI provides a vital way to assess and monitor the delivery of services to ensure that they are consistent with an agency’s policies & procedures and non-emergency transportation principles & best practices.

**Procedure:**

1. The Manager/Administrator shall be responsible for establishing, maintaining and implementing a continuous quality improvement system/plan.
2. All employees shall:

* be involved in CQI;
* receive orientation and training related to CQI; and,
* bear a responsibility for CQI.

1. Clients, families and employees shall be involved in decision-making, regarding quality improvement activities.
2. When issues are identified, employees shall be consulted, and corrective action shall be taken to resolve the problem or issue.
3. Regular staff meetings shall be held, and information shall be shared to ensure that an acceptable level of quality control is maintained.
4. The effectiveness of any corrective actions taken shall be evaluated by the Manager/ Administrator, using feedback from everyone involved.
5. Activities used in maintaining quality control shall include, but not be limited to, the following:
   * Human Resource Management

* All candidates for employment shall be carefully screened prior to hiring including conducting a criminal background check on them.
* Clients shall receive services from employees who have the necessary licenses and certifications, knowledge and qualifications to provide safe transportation services.
* The Human Resource Management shall conduct quarterly audits to ensure all employees maintain their certifications, licenses and trainings in compliance with their position with the company.
  + Supervision
* All drivers and crew members shall be supervised on a regular basis through performance evaluations and skills assessments.
* Assessments shall be performed on a semi-annual basis and more frequently, if necessary.

1. Internal quality monitoring activities include, but are not limited to, the following:
   * Client Complaints and Incident Reports

These shall be reviewed on a regular basis to:

* ensure that quality control measures have been taken;
* ensure that correct processes were followed; and,
* measure staff judgment and performance.

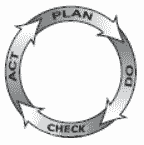
A summary incident log form shall be used to categorize various types of incidents.

* + Client Satisfaction Survey
    - * A questionnaire shall be sent to all clients requesting feedback on their satisfaction with transportation services.
      * The information submitted shall be analyzed and corrective actions shall be taken if it is determined that client services are in need of improvement, as perceived by the client.
  + Client Record/Documentation Audit
    - * Supervisor shall review quarterly client records prepared by the drivers and crewmember to ensure that the client records are complete and that the services provided are consistent with the company’s policies and procedures. Records are reviewed to ensure the following:
        + Protocol compliance
        + Appropriate documentation
        + Appropriate signature on trip forms, billing documents and client refusal forms
        + Appropriate use of transportation
        + Appropriate action on client emergencies
        + Client refusals of services
        + Incidents involving emergency equipment failure
        + Incidents involving employee injury
        + Incidents involving vehicle accidents
        + Evaluation of vehicles and equipment
        + Performance examples of going above and beyond call of duty for clients
        + Ongoing Benchmarking with other High Performance NEMT services around the nation
* The review shall help identify any problems, define what they are, and show how they are resolved through retraining or remediation. For example,

1. Manager/Administrator shall be responsible for ensuring that all external regulatory standards and all relevant local/state/federal legislation/guidelines are complied with.

**GUIDELINES**

1. The following model (PDCA) may be used for continuous quality improvement. The *plan–do–check–act* cycle (see below) is a four-step model for carrying out improvement/change and shall be repeated again and again for continuous quality improvement:
   1. Plan: Recognize an activity, event, procedure etc. that requires improvement and plan the solution/process, which will achieve the desired outcome
   2. Do: Test the solution/process.
   3. Check: Measure and review the results.
   4. Act: Take action by implementing the improved solution. If the solution does not work, repeat the process again with a different solution/process.



Plan-Do-Check-Act Cycle

1. Evidence of quality improvements shall include, but not be limited to, the following:

* service delivery has improved;
* documentation has improved;
* clients are more informed and satisfied;
* screening and hiring practices have improved;
* liability and risk is reduced;
* safety and wellbeing of staff, clients and family have improved; and,
* staff training has improved.

**CROSS-POLICY REFERENCES**

1. Pre-employment Background Checks
2. Performance Appraisals

**FORMS**

1. Incident Report