



National Association of
Community Legal Centres Inc

KEEPING THE SPIRIT ALIVE

CONTINUOUS QUALITY IMPROVEMENT

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Kerry Marshall, Western Australia



What we will cover:

- National Accreditation Scheme
 - Background
 - National progress
- Continuous quality improvement
- Characters in change process
- Change management
- QI tips



National Accreditation Scheme - Background

- Sector lead initiative
- Accreditation Criteria developed for sector and finalised in late 2010
- Standards Performance Pathway (SPP)
Platform for online self- assessment
- Tools and resources to implement the Scheme through Management Support Online (MSO)

Development in last 12 months

- October 2011, 4 centres piloting the the online system and site visit
- Centres working out strategies for first step - conducting the self-assessment via SPP
- Late 2011 – early 2012 engagement of Regional Accreditation Coordinators in NSW, QLD and WA

State specific

QLD

- Jude Clarkin, Regional Accreditation Coordinator, Queensland Association of Independent Legal Services (QAILS)

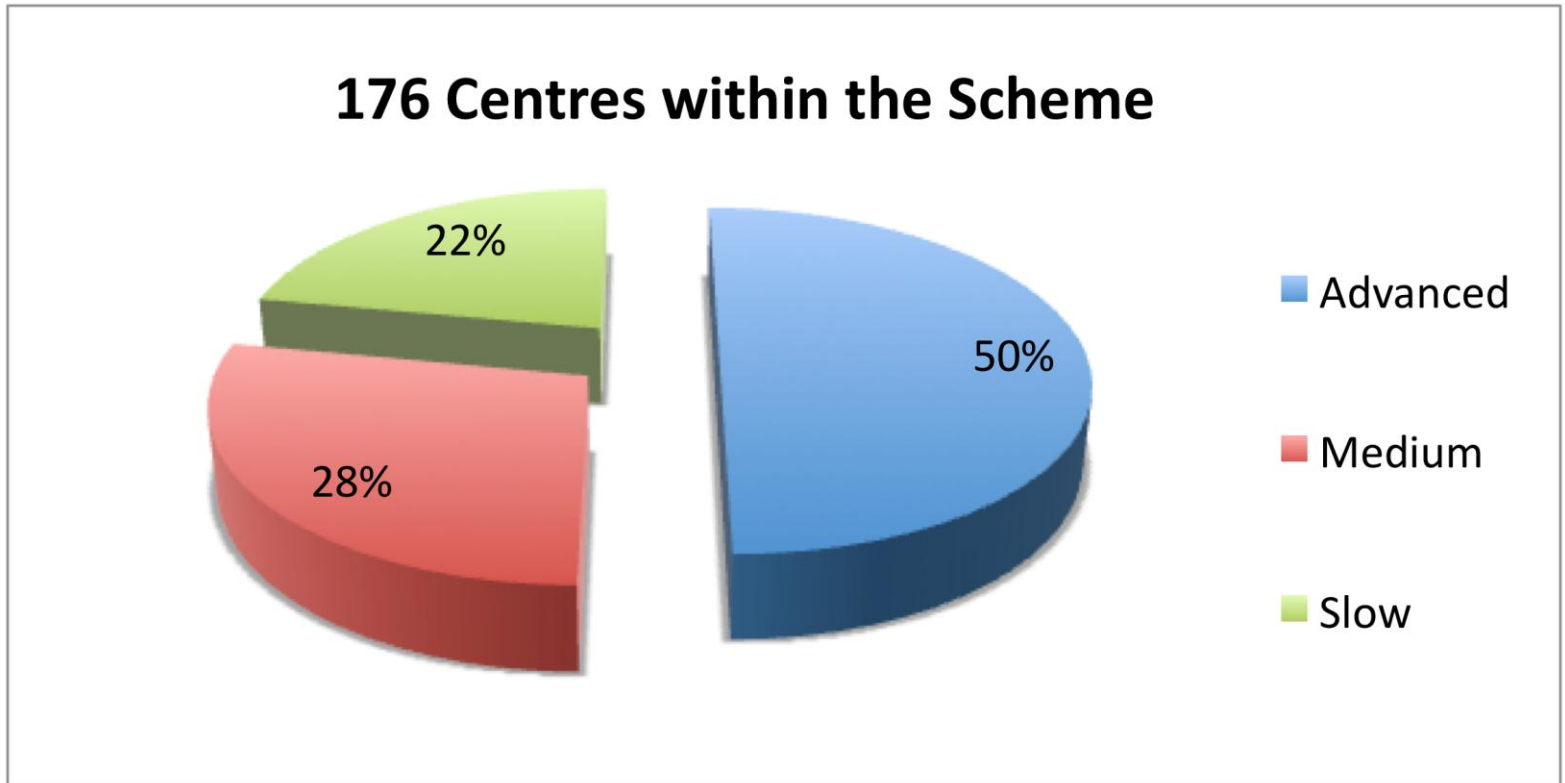
WA

- Kerry Marshall, Regional Accreditation Coordinator, Community Legal Centres Association (WA) Inc (CLCAWA)

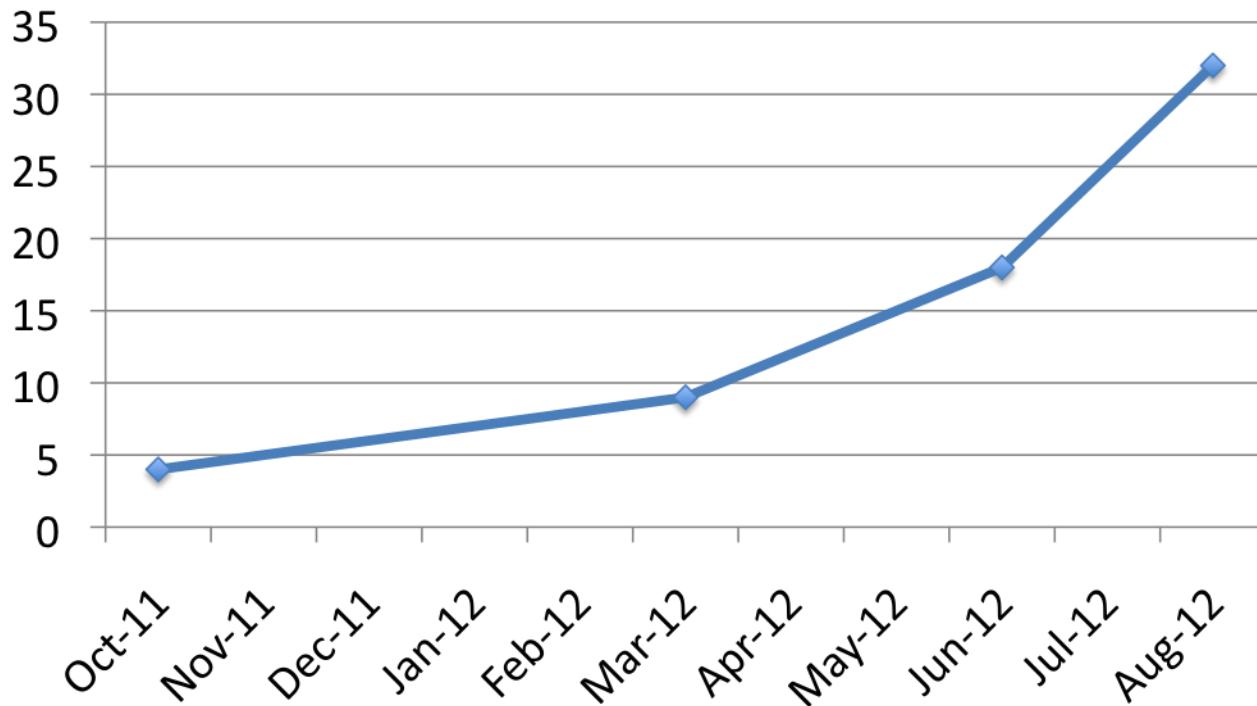
NSW

- Meg Houston, Regional Accreditation Coordinator, Community Legal Centres NSW Inc. (CLCNSW)

Self Assessment - Progress to Date



Site visits conducted (in last 12 months)





Quality Frameworks facilitate:

- Improved services, programs and practice
- Development of a learning organisation
- Recognition of good practice
- A platform for improvements

Making it happen

Reflect on a recent improvement activity
at your centre:

What challenges did you encounter?





What is Continuous Quality Improvement (CQI)?

“is a method of continuously examining processes and making them more effective, through the use of Plan-Do-Check-Act cycles in everyday practice”

(Schnatter and Markey 2001)



Principles of CQI

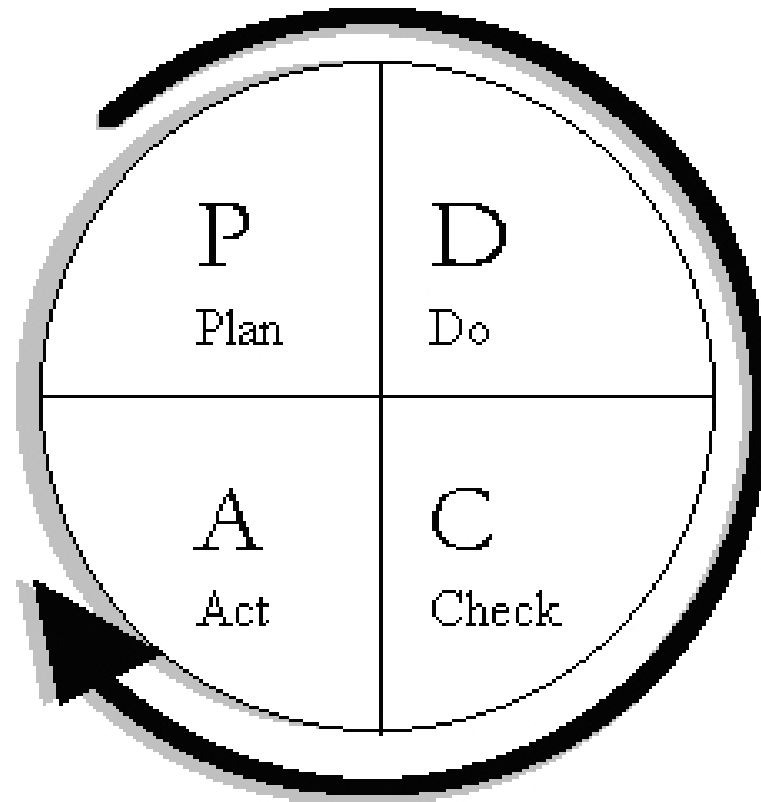
- CQI is a process not a single event
- CQI means constantly looking for improvements
- Improvements make a positive contribution
- CQI is part of every person's job



Features of CQI

- Use of problem-solving approach
- Focus on process and systems
- Cross functional employee teams involved in improvement activities
- Employees are empowered to innovate, identify problems and create solutions

PDCA – A way of undertaking CQI





Plan your CQI activity

- Set up the project team even if small
- Define the scope
- Clear project goals
- Understand the process, describe it
- Determine what information is required
- Identify the root cause
- Check with those involved in the process
- Develop solutions



Do, Check, Act

- Implement solutions
- Involve those affected by change
- Monitor effectiveness of change
- Pilot useful for larger projects
- Refine project
- Standardise the change

Barriers to Quality Culture

- Funded for service outputs, not quality systems
- Adhoc decision making process
- Stretched budget base
- Staff with a passion for people and not paper
- Quality silo-ed (responsibility of one person)
- Lack of Buy-in



Character Game

(adapted from Kotter International)

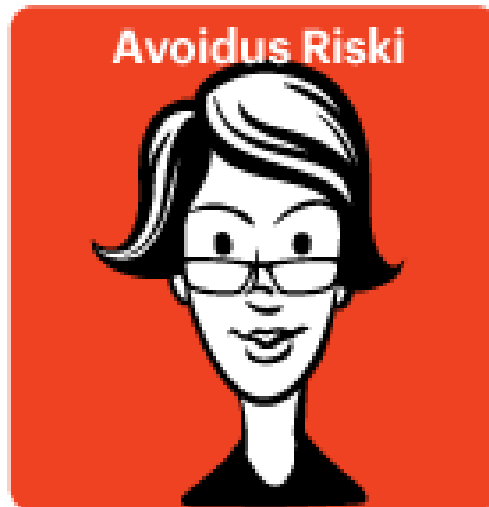
- Read the character description on the following slides



- Using the character card provided identify which name best matches the description
- Call out the name of the character you have picked

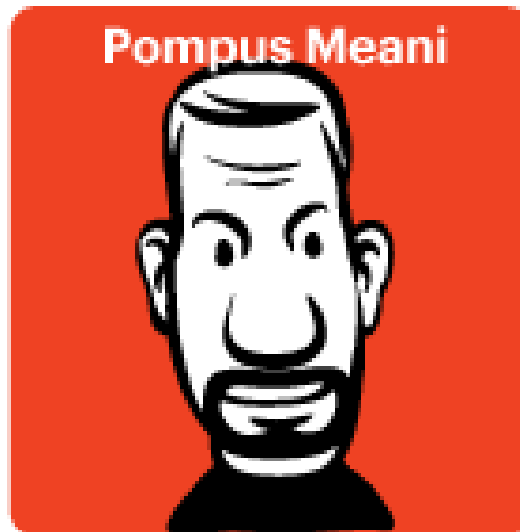
Who is it?

This character is conservative and likes to follow the crowd and does not like to stand out to much



Who is it?

This character likes to be in a
position of power relative to the
group



Who is it?

This character uses history to explain away the need of change



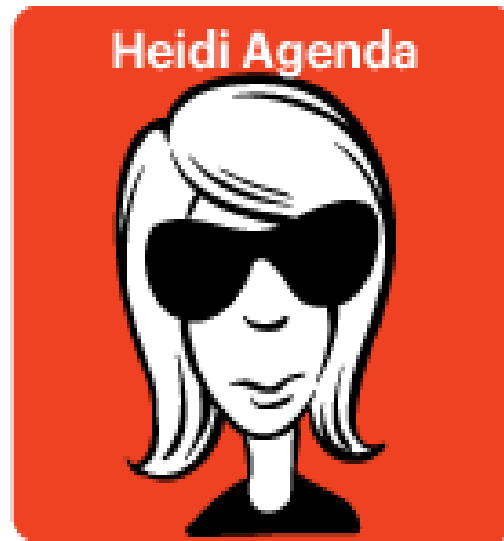
Who is it?

This character can often take the discussion down into the 'weeds' of details



Who is it?

This character likes to subtly sabotage ideas keeping explanations to a minimum



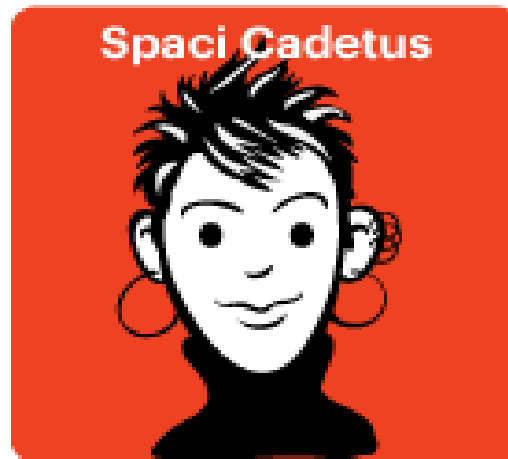
Who is it?

**This character does not like conflict
and avoids getting into direct
arguments**



Who is it?

This character can be quick to respond to an idea without fully thinking through the issues



Who is it?

This character like to control the conversation.....





Managing Change

“It is not the strongest species that survive, nor the most intelligent, but the ones who are most responsive to change.”

(Charles Darwin)



Change Management

Adapted from Booz Allen Hamilton, Ten guiding principles of change management 2004

- Address the ‘human’ side of change
- Change starts at the top
- Real change happens at the bottom
- Confront reality, craft a vision, demonstrate faith

Change Management

continued

- Create ownership, not just buy-in
- Practice targeted communication
- Prepare for the unexpected
- Speak to the individual as well as the organisation

QI Tips

- Create excitement – make QI fun
- Create leaders at all levels
- Make it relevant – identify how it will improve the service
- Provide support – coach or mentor staff, ensure encouragement
- Celebrate success



Our Aim

Make quality improvement a work culture



It is part of everybody's job