

## Highlights

- National Quality Month
- ISO 9000 In Health Care
- ASQ/Gallup Survey

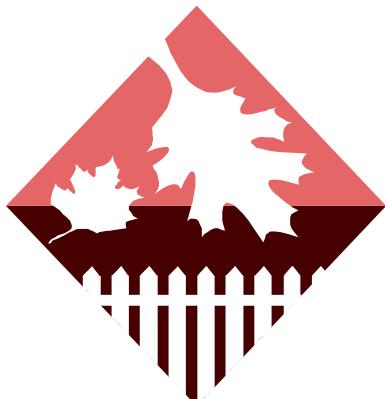
## Inside

- Latest Section Board & Committee Roster
- Career Opportunity
- Certification Schedules

# QualityMatters

November 1997

American Society for Quality Northern Virginia Section 0511 Volume 13 Issue 4



## ASQ Section 0511 Sponsors Forum '97 and Quality Day at The Northern Virginia Center

On October 9, 1997, Section 0511 in cooperation with the Northern Virginia campuses of The University of Virginia and Virginia Tech Hosted Quality Day '97. This was the first of what we hope will be many jointly sponsored events between the two universities and Section 0511.

The day included a panel discussion on Quality Awards, exhibits by quality related non-profit organizations and the broadcast of Forum '97 from Dallas, TX. The panel discussion, moderated by Catherine Brooks, included the following members:

Anna Allen, Vice President at Plow & Hearth, presented a real life picture of a company she applied for and ultimately won the VA U.S. Senate Productivity and Quality Award.

Ronald Marafioti, a Malcolm Baldrige examiner, discussed the Baldrige Award, what the examiners look for and how to use the Baldrige criteria to improve your organization even if you never apply for the award.

George Cherenack, civilian program management officer at ARDEC in Dover, NJ, presented his experiences in preparing a federal organization to compete for the President's Quality Award. George provided insights and lessons learned for any federal organization considering implementing the President's Award for Quality process.

Gregory Gaertner, Vice President at the Gallup Organization discussed the USPS Quality Supplier Award. Mr. Gaertner gave an overview of the survey work of the Gallup Organization and how the award process improved his organization.

Mark Griffin, Manager of Quality and Learning for GTE's Information Systems Division, spoke on moving a 1600 person division through the ISO 9001 multi-location registration.

Christina Harrigan, quality assurance engineer and ISO 9000 coordination at Dominion Semiconductor presented lessons learned from her previous ISO work at IBM and insights into preparing a new organization to go through the ISO 9000 registration process.

The panel discussion was followed by an active question and answer period. The day continued with all participants staying for the Forum '97 broadcast "Competing in the Age of a Networked Society"

The feedback provided by participants though the evaluation was that the day was very satisfying and educational. Comments range from GREAT! to ASQ needs to do more of this type of thing!

The planning team that coordinated this day will be making plans for future events and we are seeking additional members.

If you are interested in working on this type of event contact Pat McMahon at 703 771-4859 or email at "kaizen@quality.org"

## Members OK Name Change, New Bylaws

ASQ is now known as the American Society for Quality, or ASQ, following a vote by members to change the organization's name. ASQ officially became known as the American Society for Quality on July 1, 1997, the start of the organization's new fiscal year.

Prior to the vote, members had expressed dissatisfaction with ASQ's name. It is hoped that the name change will enhance positive perceptions of ASQ, particularly among individuals and in those fields where the word "control" tends to cause a negative perception.

The name change is also intended to recognize the reality that

**American Society for Quality**  


**Northern Virginia Section 0511**

**From the Editor...**

Greetings fellow section members ! My name is Jim Coley and have recently transferred to this area and section from Florida. I hope you will all join me in making *Quality Matters* one of the best section newsletters in the ASQ. Any contributions of quality - related news in the Northern Virginia area or just comments in general would be greatly welcomed and appreciated. Please feel free to e-mail them to me at: Newsletter@asq0511.org or fax to my attention at (703)208-1214.



**W E L C O M E ! ! !**  
**NEW SECTION 0511 MEMBERS AS OF**  
**NOVEMBER 1997**

Ted Barila	James Lewis
Anita Bieler	Jean Lukas
Melvenia Browne	Gary Mester
Marilyn Carter	Timir Mukherjee
Robert Curran	James Neagle
James Dorsey	Dennis Perry
Theresa Dunn	Debra Pierce
Russell Fisher	Katherine Stead
Manny Garcia	Mary Stotler
Gary Gulbranson	Christopher Taylor
Elizabeth Haggart	James Taylor
John Hills	Donald Tuggle
Michael Kay	Rithu Wadhwa
Sharon Kerr	D. Virginia White
Susan Kirshenbaum	Barry Woodbrey
Christopher Kozloski	Caecilie Zuchelli

**TRANSFERRED IN AS OF NOVEMBER 1997**

Shriharsha Anapur	Quimby Kaizer
Margaret Brooks	Douglas Samuelson
Jim Coley	

**Stay Smart !**

Call the ASQ Northern Virginia  
Section 0511 *INFOLINE*

at

**(703)-978-2772**

for the latest, up-to-date section  
activities and information  
or visit us at:

<http://www.quality.org/asq0511.htm>

**ASQ Section 0511 1997/1998 Organization****Executive Board Officers**

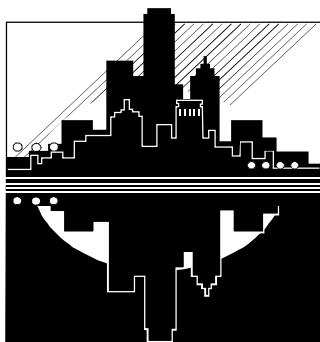
Section Chair:	Bill Eastham
Section Email:	Chair@asq0511.org
Section Chair-elect:	Bill Casti
Section Email:	Chair-elect@asq0511.org
Immediate Past-Chair	Harvey Shaw
Section Email:	PastChair@asq0511.org
Secretary:	Norm Hills
Section Email:	Secretary@asq0511.org
Treasurer:	Roger Semplak
Section Email:	Treasurer@asq0511.org

**Committee Chairs**

Community Quality Council (CQC) Chair:	Mark Jones
Section Email:	CQC@asq0511.org
Education Chair:	Don Hendrix
Section Email:	Education@asq0511.org
Electronic Media Chair:	Bill Casti
Section Email:	E-media@asq0511.org
Examining:	Roger Schaffer
Section Email:	Examining@asq0511.org
Health Care:	David Simmons
Section Email:	Health Care@asq0511.org
Historian:	Walter Mendus
Section Email:	<>None Yet>
ISO 9000 Chair:	Quentin Conroy
Section Email:	ISO9000@asq0511.org
Membership Chair:	Henry Kling
Section Email:	Membership@asq0511.org
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Publicity:	Tim Gavagan
Section Email:	Publicity@asq0511.org
Student Activities:	Mark Jones
Section Email:	Students@asq0511.org
Section Management Plan (SMP):	Bill Eastham
Section Email:	SMP@asq0511.org

**V o l u n t e e r s s t i l l n e e d e d ! ! !**

*Additional volunteers are also needed for varying numbers of hours each month as committee-members of all standing section committees. Contact the Chair of the committee you'd like to volunteer some time with.*



## CAREER OPPORTUNITY

### DIRECTOR FOR QUALITY PROGRAMS

Our client, a provider of professional services in information technology, engineering, computer-based systems development and integration for a broad range of federal government customers, is seeking a Director for Quality Programs to spearhead corporate-wide quality initiatives. As a member of the senior executive team, this individual will report directly to the organization's President. Specific responsibilities include:

Establishing, in conjunction with executive management, corporate goals for quality assurance and developing and implementing quality programs/initiatives to achieve and ensure compliance with the defined goals.

Providing focus and leadership in establishing a corporate-wide quality management system encompassing ISO 9000 and CMM compliance and certification.

Working closely with all levels of management and staff to ensure ownership and buy-in of quality initiatives/programs throughout the organization.

Providing coaching and training in ISO 9000 and CMM.

Leading internal quality audits.

Interacting with customers and liaison with senior executives to determine the requirements for new quality initiatives.

Providing quality-related guidance to additional management activities such as proposal development, program management and program management review.

The role requires an individual with at least 5-7 years of pragmatic quality assurance and program management experience preferably gained within services-based, technology organizations and a minimum of 3 years experience in management of quality engineers/quality teams and leadership of quality initiatives. The ideal candidate would possess in-depth knowledge in the areas of ISO 9000 compliance and certification and Federal government agencies' procurement process. A B.S. degree in Computer Science, Engineering, Statistics, Mathematics, Science or other relevant discipline is required. This position offers an excellent compensation and benefits package. Ideally, candidates would reside in the D.C. metropolitan area.

For more information about this career opportunity, please contact Jason Mason, Sarah Miley, or Audrey Guilaran at:

DINTE RESOURCES, INC.  
8300 Greensboro Drive, Suite 880, McLean, VA 22102  
(703) 448-3300 (Voice) (703) 448-0215 (Fax)

## MEMBERSHIP APPEAL for 97/98 SEASON

by Henry Kling, CQE, CQA, CQMgr

As your Membership Chair, I ask your participation in recruiting and retention.

This newsletter describes the many projects that our board is working on per the mission/vision statements for our section. However, all that work would be practically useless without a large and active membership population. I therefore ask your help with:

**recruiting:** Invite your colleagues to join ASQ. We're a multi-disciplined, yet informal bunch of folks. We don't walk on water. Don't let our focus on human growth and professional development turn away the crowd. Don't let our pursuit of continuous improvement as businesslike professionals discourage your colleagues from joining. In other words, we're not a bunch of stuffy old fuddy duddies. Your colleagues (including college students) in various disciplines will want to network and join our many and varied activities. So bring in your buddies.

**retention:** Keep in contact with your fellow members and encourage them to continue membership, join our activities, get better and better, cross-pollinate and propagate. This is networking, another one of our opportunities. Also, benefits accrue with seniority. Seasoned professionals (as recognized by their peers) are valued by wise employers, informed recruiters, and competent customers. Huh? Did I leave out anybody?

**just one more thing:** I normally don't add all that alphabet soup after my name as above. Exception made here to support this message -- certification from a professional society prevails as one of the most value-added benefits that he/she may earn from their membership investment. In other words, we gain personally from:

- (1) the ordeal of preparing for, refreshing on, and taking the national exam,
- (2) the continuous improvement exercises needed to earn recertification points to maintain certification are indeed worthwhile. Naturally, we don't want to go through the certification ordeal all over again; so, recertification requirements are well designed to advance human growth and professional development. Just ask your medical specialist what they have to do to keep their license to practice. I therefore ask your help with informing the community about benefits from our various ASQ certifications. You'd be surprised at how much your neighbors don't know about the certification process that their automotive technicians struggled through. Since I've been to that movie again and again, may I suggest that y'all emphasize the rewards that stem from certification in a professional society.

Questions? Comments? Criticisms? Want to join the recruitment/retention team? Please call me on (703)360-9134.

## ISO 9000 in Health Care

By David A. Simmons, Sc.D., P.E.,  
CCE

The adoption and use of ISO 9000 series standards and guidelines by institutional, managed care and physician practice health care providers can result in many benefits.



Institutional health care providers, that are, those hospitals, medical centers, clinics, et al, that currently submit to and comply with Joint Commission on Accreditation of Healthcare Organizations (JCAHO) for the primary purpose of obtaining Medicare reimbursement for providing health care services to Medicare patients. The Medicare system is administered by the Federal Health Care Finance Administration (HCFA). Because HCFA does not have sufficient staffing to perform site surveys of all Medicare provider facilities, HCFA has given the JCAHO what is known as "deemed status." This means if a hospital or similar institutional facility/program has received JCAHO accreditation, HCFA will accept that accreditation in place of its own survey.

HCFA does bear primary survey responsibility under the Law, however it can and has delegated survey and compliance monitoring to State or other authorized health care jurisdictional authority. The benefit to the use of ISO 9000 compliance and registration is that once ISO 9000 is implemented, the very nature of the process ensures Continuous Quality Improvement (CQI), whereby problems and process variations are dealt with quickly and permanently. With ISO 9000 Registration, only periodic audits are needed to monitor continuing compliance.

There is relatively little interruption in the delivery of health care as is experienced with the three year JCAHO accreditation cycle. Anyone that works in the hospital, long term care facility or clinic environment is very well aware of the typical six to nine month preparation process that takes place before a JCAHO survey. Health care, allied health care professionals and management leaders are diverted from providing health care and spend considerably time "gearing up" for surveys. The number of hours converted into dollars is considerable; not to mention the cost to the institution for the actual JCAHO survey.

Managed Care and Health Maintenance Organizations (HMO) may experience similar kinds of problems in preparation for the National Committee for Quality Assurance (NCQA) HEDIS Report Card System. NCQA does both accreditation and performance measurement. While the standards are different, the "process" is essentially the same as far as the long lead time and costly preparation time and survey costs.

Physician Group Practices such as IPOs and PPOs, can benefit because of two major and significant reasons. First, implementation of the ISO 9000 process can create a more efficient practice that can identify problems early and initiate corrective action to solve problems more quickly and better monitor, control and reduce costs in the process. The second major reason is that an ISO 9000 Registered practice can point to registration as a benchmark of an

efficient and controlled operation. This is, more and more, what insurance companies, payers and larger institutional provider organizations are looking for in terms of stable physician group practice providers.

Medical Equipment Service Providers include the original equipment manufacturers (OEM), in-house Biomedical Engineering programs, Independent Service Organizations, and equipment remanufacturers. The US Food and Drug Administration require medical equipment manufacturers to comply with federal requirements; known as Good Manufacturing Practices (GMP). The FDA is currently attempting to pass legislation to require all such service providers to comply with laws that impose requirements upon providers in the area of tracking of devices after sale and during the entire life of the equipment until it is replaced.

Given the large volume of medical equipment in use today, as well as the portable nature of the equipment, the ability to comply with such requirements is virtually impossible. New legislation would prove to be a cross between the Safe Medical Device Amendments of 1990 and the GMPs. After significant service provider protests, the FDA has backed off for the time being while at the same time told the service providers to implement a quality systems standard of its development or be faced with GMPs or equivalent legislation. ISO 9000 is a quality management system that can solve the problem with less impact on service costs than any other system currently available.

Overall, it has been well demonstrated that if a health care provider is ISO 9000 qualified and/or registered, any other survey process will be much simpler and less costly regarding both preparation and compliance demonstration. While ISO 9000 registration is not intended to replace JCAHO or NCQA accreditation, it does make the compliance demonstration process appreciably less difficult, time consuming and costly.

### **Why Adopt ISO 9000 in Health Care?**

Health Care organizations adopt ISO 9000 standards for a variety of different reasons. Your organization's decision to do so may include:

1. To comply with customers who require ISO 9000
2. To compete in both domestic and international markets
3. To improve your quality system
4. To minimize repetitive auditing by accrediting organizations
5. To improve subcontractors' and vendor's performance

Both you and your organization benefit since use of ISO 9000 serves as a basis to:

- Achieve better understanding of all quality practices throughout the organization.
- Ensure continued use of the required quality system year after year
- Improve documentation and records
- Improve quality awareness
- Strengthen both supplier and customer confidence and relationships
- Yield cost savings and improve profitability
- Form a foundation for improvement activities within Total Quality Management

Of course, these benefits are achieved only with good planning, hard work, and continuous improvement. Complying with ISO 9000

standards does not indicate that every product or service meets the customers' requirements, only that the quality system in use is capable of meeting them. That is why you and your organization must continuously assess how satisfied your customers are and constantly improve the processes that produce the products or services. Whereas ISO 9001, ISO 9002 and ISO 9003 are requirements, ISO 9004-1 is a guideline. The ISO requirements describe what must be done to make up a quality management system, not how to set it up.

### **What does it mean for me?**

ISO 9000 is about knowing and understanding your customers (both internal and external) and their requirements, and then ensuring that your work meets those requirements. Your work is defined by one or more processes: a series of repeatable steps that result in an outcome-some defined product or service. As your organization becomes involved in implementing ISO 9000 standards, you may be asked to:

- Identifying the work that you do that affects the quality of the services of your organization
- Improve your work processes and write procedures that describe your work
- Keep records and data
- Participate in internal audits
- Participate in external registration and surveillance audits for ISO 9000 registration

### **Summary**

The ISO 9000 series of standards represent an ideal opportunity to institute a quality management system in all aspects of health care delivery in the United States that is accepted worldwide. As seen in the above description of the implementation and registration process, the approach is a common sense, straightforward way to put a quality management system in place that can enhance performance measurement and improvement, control and decrease program costs in many cases and improve patient and performance outcomes.

For more information about ISO 9000, contact Dr. David A. Simmons at:

Alamo Learning Systems 3114 Elmendorf Drive Oakton, VA 22124 USA	Phone: 703.938.8555 Fax: 703.938.5227 E-Mail: DASimmons@prodigy.net
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## **Secrets to Success:**

*"We happened to find a parade and jumped in front of it."*

Jim Barksdale, president and CEO of Netscape

## **ASQ Net 1997-98 Membership Year**



A members-only Internet site replaced the former bulletin board service July 1, 1997. The decision to change after two years is a result of ever-changing technologies and the ability to meet member needs. The change will strengthen ASQ's position to maintain a world-class electronic communication network.

Using existing and emerging technologies, ASQ Net continues to provide content intended for ASQ members only, and the opportunity for members to exchange information with one another. ASQ allows access to ASQ Net as a member benefit without assessing a supplemental fee (membership fees will not be affected).

Members can access ASQ Net directly through [www.asqnet.org](http://www.asqnet.org) and the ASQ Web site [www.asq.org](http://www.asq.org). However, members are responsible for acquiring their own Internet connection (for example, CompuServe, America On-Line, Prodigy, Earthlink, etc.) and therefore their own e-mail provider (see feature description below on e-mail aliases).

Feature areas on the new site include the following:

### **Quality Forums**

Forums are topically-focused, informal discussion groups that function like an on-line message board. These discussions of quality issues that are sustained over a period of time. This broad-based forum area include division-owned forums, quality topic forums, statistical forums, and Internet help forums, to name a few.

### **E-mail Aliases**

Because members need their own Internet service provider to access ASQ Net, they most likely have e-mail addresses. To provide a sense of community and belonging to ASQ, and to allow members to be immediately recognized as members by their e-mail addresses, ASQ provides e-mail aliases.

The alias address forwards e-mail addressed to you at ASQ to your Internet service provider e-mail box. These aliases are independent of how you access the Internet. All email received at an ASQ Net alias address is forwarded to your current email account. If you change jobs, switch service providers, or graduate from university, you need only change the address to where you want your e-mail forwarded.

### **Membership Registry**

Individual Members—ASQ Net users directory data is submitted via an on-line form to be completed by the member, allowing each member to decide how much information he or she wishes to share with other members.

**Sustaining Members (corporate membership)** —The same features apply as for individual members. In addition, information provided by sustaining members who fill out the registry is part of a searchable database that allows members the opportunity to find information on other sustaining members.

**Members**—Information on employment opportunities, section and division member-only sites, links to public Web sites, author guidelines for Quality Press, certification brochures and applications, recertification journals, etc.

**Volunteer Member Unit (divisions, interest groups, and sections)**—Bylaws, policies and procedures, meeting minutes, organization charts, etc.

**Society**—Information affecting large numbers of constituents, such as strategic planning, an electronic version of Quality World newsletter, news that affects all members, and frequently asked questions.

**Public**—The current [www.asq.org](http://www.asq.org) site. One-way links from [asqnet.org](http://asqnet.org) to [asq.org](http://asq.org) are provided to reduce duplication.

### Links and Lists

Links to external quality-related newsgroups (Usenet), listserves (mailing lists), and Web sites are available for consumption and response. These three areas are not administered by ASQ, but instead "mirrored" in ASQ Net to point you to other quality-related resources on the Internet.

### Site Information

This area provides information about the site and its content, features, functions, benefits, and operation, as well as useful information about the Internet.

This is an exciting venture for ASQ and it is hoped that members will take full advantage of this new free benefit.



## ASQ/Gallup Survey Offers Insight on Customer Satisfaction in Business

Service industry employees have a firm understanding of what customers expect from their companies' services. According to an American Society for Quality survey conducted by The Gallup Organization, service workers believe their work provides value to the customers. However, their knowledge of customer satisfaction is limited.

Employees from all levels of the service organizations were asked to discuss how well they know their customers, including the things their companies do to help them better understand the customer, and their level of interaction with customers.

Ninety-five percent said they have a clear understanding of what their customers expect from their companies' services, and 88% said they could do a pretty good job of describing their companies' customers to a new employee.

Twenty-four percent of employees said they did not work directly with customers. Of the remaining 76%, nearly eight out of 10 handle customer complaints and talk to customers about their companies' services. And in rating the value of their work, 97% agree that their work provides value to customers.

"This survey provides useful benchmarks because opportunities still remain for service employees to sharpen their focus on customers," Deborah Hopen, ASQ immediate past chairman of the board, said.

Despite the solid awareness of their customers, a drop-off exists in the level of detailed customer satisfaction information provided to employees in the service industry. Nearly six in 10 (57%) said they did not receive any information about customer needs beyond what they were told about customer satisfaction. Thirty percent reported receiving no information on customer loyalty.

When employees were asked what they personally were doing to improve customer satisfaction, 22% said they provide better service or better care, 17% work on ensuring better communication, and 10% focus on providing better service. In contrast, 11% reported doing nothing to contribute to customer satisfaction, and 6% either could not or would not identify specific things they were doing to improve customer satisfaction.

"This tells me that nearly one out of five employees are not active contributors to customer satisfaction," Hopen said. "Just think what it would mean for the typical organization if we could have them all more clearly focused on the customer."

### Comparisons Show Room for Improvement in Manufacturing

The same survey was conducted with manufacturing employees, with notable differences in the results between the two industries.

The 78% of service employees said they personally had a way of knowing how satisfied customers were with their companies' products or services compares with 71% of employees in manufacturing firms.

Fifty-four percent of service employees said they can do a very good job of describing their customers to a new employee, compared with 37% in manufacturing.

The largest difference was in direct contact with customers. Seven out of 10 of service industry employees said they work directly with their customers, compared with four out of 10 in manufacturing.

The Gallup Organization surveyed employees of manufacturing and service organizations on a number of questions pertaining to ways in which employees relate to their customers. A total of 1,008 service employees and 758 manufacturing employees at all levels were interviewed. For samples of this size, it can be said with 95% confidence that the sampling error is plus or minus four percentage points.

Complete survey reports are available by calling ASQ at 800-248-1946; ask for item T737. A complete report is \$45 for non-members and \$35 for ASQ members.

Visit ASQ's website at:  
<http://www.asq.org>



## BECOME A **MALCOM BALDRIDGE AWARD EXAMINER**

Interested individuals may contact the Baldridge office in Gaithersburg MD via telephone on (301)975-2036, or Web address <http://www.quality.nist.gov/> or E-Mail address: [oqp@nist.gov](mailto:oqp@nist.gov) or Fax (301)948-3716

## Join us !

ASQ Section 0511 holds dinner meetings with guest speakers from 6:30 to 9:00pm at the Silver Plate Restaurant, 9910 Main St., Fairfax, VA (Fairfax Sq. at Burke Station Rd and Rt. 236). The upcoming schedule is:

November 19, 1997 - ASQ Section 0511 Board Members will discuss their respective roles on the board and plans for 1998.

January 21, 1998 - Mr. David Saunders, author of "Voice Of The Customer," will talk about customer awareness and his experiences while working with W. Edwards Deming.

The cost for the dinner is \$20.00 and reservations must be made. Call Intertek at (703) 591-1320 ext. 0. You do not have to come to the dinner to hear the speaker.



## Why Become Certified?

In today's world, where quality competition is a fact of life and the need for a work force proficient in the principles and practices of quality control is a central concern of many companies, certification is a mark of excellence. It demonstrates that the certified individual has the knowledge to assure quality of products and services. Over 125 companies have formally recognized ASQ certification as verification of an individual's possession of this knowledge. Certification is an investment in your career and in the future of your employer.

### Refresher Courses

ASQ Northern Virginia Section 0511 sponsors refresher courses starting 8 weeks prior to the exam date. The courses are offered on a first-come-first-served basis, with a minimum attendance imposed to assure obligation of qualified and experienced instructors. If you would like information about refresher courses sponsored by the Northern Virginia Chapter 0511, contact the education chair, E-mail at - [Education@asq0511.org](mailto:Education@asq0511.org) for details.

### Planned Certification Refresher Course Dates 1998

<u>Certification</u>	<u>First Class</u>	<u>Exam Application Deadline</u>	<u>Exam Date</u>
CSQE/CRE/CQT/CMI/Manager	January 6	January 9	March 7
CQE/CQA	April 7	April 10	June 6
CSQE/CRE/CQT/CMI/Manager	August 18	August 21	October 17
CQE/CQA	October 8	October 9	December 5

### Exam Format

All examinations consist of multiple-choice questions that are carefully designed, reviewed for correctness, and computer-scored and analyzed to properly determine the degree of comprehension of the prescribed body of knowledge.

If you would like more information on a specific certification program, body of knowledge or certification fees, please contact ASQ Headquarters at 800-248-1946 (USA, Canada, and Mexico) or (414) 272-8575 and request a certification packet.

GET

New and former volunteers are needed as instructors for refresher courses - Contact - [Education@asq0511.org](mailto:Education@asq0511.org) for details

## NO CRASH Team Report - Fredericksburg, VA

**The Prevention of Motor Vehicle Injuries National Congress** was held September 29-30, 1998 at the Renaissance Washington Hotel Washington, DC. Sponsored by: Mary Washington Hospital - ASQ Section 0511 (Northern Virginia) - ASQ Health Care Division - Institute for Health Care Improvement

*Dr. David Simmons, Chair-elect of the ASQ Health Care Division, and Healthcare Committee Chair of ASQ Section 0511, was the ASQ Facilitator to the team.*

### **Team Goal:**

- Reducing Crash-Related Injuries and Fatalities Among Teens

### **Background:**

The rate of teenage deaths in the Fredericksburg area increased alarmingly from 1993 to 1996.

1993 - 3, 1994 - 6, 1995 - 12, 1996 - 14

### **I. Selection of Aim**

- |                     |                                   |
|---------------------|-----------------------------------|
| • Statistics        | • EMS Run Sheets & Police Reports |
| • State Crash Facts | • State Trauma Registry Data      |
| • Media Reports     | • Healthcare Facility Data        |

Key Point: Narrow Focus of Aim. Broad focus dilutes team effectiveness.

### **II. Community Involvement**

Focus Groups Members:

- |          |                             |
|----------|-----------------------------|
| • Teen   | • Drivers Education Teacher |
| • Parent | • Extended Work Teams       |

Key Point: Aim must be identified by the community as the issue that is most important. Interact with the community as facilitators. Build on existing projects and develop extended work teams in the community.

### **III. Analysis of Problem**

- Quality Tools    • Fishbone Diagram    • Haddon Matrix

Key Point: Analyze the problem to determine cause. What you may think is a significant contributing factor may not actually be the case.

### **IV. Quality Improvement Method: Plan - Do - Study - Act**

#### *Plan*

Identify community, regional, and state resources

Consult traffic safety agencies and literature to determine what works and what doesn't. If a program is working well in your community, don't duplicate efforts. Join them and enhance the existing program.

Select a small improvement cycle (i.e. a baseline seat belt observation study)

Conduct brainstorming sessions with your core team. Time spent planning should be short

#### *Do*

Conduct rapid, short cycle (i.e. day or days versus weeks/months)

Involve community at-large. Develop extended work teams specific to the intervention (i.e. students conducting restraint checkpoints, drivers education teachers conducting parents programs)

#### *Study*

Develop measurements for each intervention (observation forms, self-report surveys, etc.)

Measures are of two types: Proxy and Global

Fredericksburg Team Proxy Measure: Seat belt compliance

Fredericksburg Global Measures: Days between teen crashes

Number of teen injuries and fatalities

*No Crash Team's Problem Analysis, Improvement Cycles and Results*

### **I. Problem Analysis**

Single, off-road vehicular crashes were the most common fatal crash among teens

Speeding was cited as a contributing factor

Only 16% of those involved in fatal crashes were wearing safety restraints

Alcohol was involved in 16% of the fatal crashes

Teens represented 30% of those treated in the emergency department for crash-related injuries and represented 28% of hospital admissions for crash-related injuries

A fishbone diagram was constructed to delineate causes and possible areas for change

### **II. Improvement Cycles Conducted**

Safety restraint checkpoints with positive incentives at 5 area high schools

Parent's drivers education orientation program a one pilot school

Development of a parents drivers education resource manual

Development and facilitation of a regional Students Against Drunk Drivers council

Multimedia alcohol education In 13 area high schools

Financial support of after prom programs in 10 area high schools

NO CRASH Newsletter	Safe Driving Rodeo	Keep the community informed of the team's progress
Lights on for Life project		Early identification of key people within state agencies and within the community assisted the team with resources and cut down on time that might have been spent in planning.
Participation in the National Airbag Safety Campaign		Allow community members to learn their own lessons on what will work rather than try to get them to "do it your way".
<b>III. Lessons Learned</b>		(Example: The drivers education teachers and the school principal wanted only to invite those parents whose children were currently enrolled in drivers education. The team wanted to invite all the parents but allowed the school to implement the plan as they wanted. After the first parents program, the school members decided to invite all parents and parent attendance at the second program doubled.)
Develop community work teams that are interested in a specific area to conduct improvement cycles.  (Example: drivers education teachers to conduct parents program)		<b>IV. Results of Improvement Cycles</b>
Invite all parents of parent program pilot school to parent program, rather than only parents of children enrolled in the Behind the Wheel section of drivers education		A 20% increase in safety restraint use was documented
If you hit a wall, figure out another way to go around it (Example: School principals were not supportive of restraint checkpoints at their schools. Contact of area school S.A.D.D. chapters overcame this problem. The principals were supportive when it became a school club project)		Days between crashes lengthened from 2 days between teen crashes to an average of 5 days between teen crashes
Don't underestimate the time a project will take or the nuts & bolts in pulling it off successfully.  (Example: The team underestimated the time involved planning for the traffic safety concert, the funds required, and the expertise needed. The concert was re-scheduled to allow sufficient time for fundraising and planning and an event management company was hired.)		A 2% reduction in the number of crash-related injuries among teens was noted and a 4% reduction was noted overall
Take pride in small successes. Focus on what went right and repeat it!		A 55% reduction in the number of fatalities occurred in 1997 as compared to the same time period in 1996 (January through August)
Share your successes with others. Network with other communities and share your projects.		Presented by Dr. David Simmons, Chair-elect, ASQ Health Care Division; Chair, Healthcare Committee, ASQ Section 0511 (Northern VA). Email: Healthcare@sq0511.org Website at <a href="http://www.quality.org/simmons">http://www.quality.org/simmons</a>

## A word of THANKS!

A well deserved thank you for all of you who volunteered your time and resources to make ASQ Section 0511 activities a success. Your contributions are greatly appreciated by all section members.

**A special thank you to ADI Technology Corporation for printing and assembling this newsletter.**

## On the horizon...

Our next issue of Quality Matters will be published in January 1998. If you have any contributions for this issue, they must be submitted by December 19, 1997.

Please feel free to e-mail them to the Editor at: [Newsletter@sq0511.org](mailto:Newsletter@sq0511.org) or fax to my attention at (703)208-1214.

HAVE A HAPPY NEW YEAR!

# HAPPY HOLIDAYS

HAVE A SAFE AND PLEASANT HOLIDAY SEASON !



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