

## QUALITY SPECIALIST SERIES

<b>Code No.</b>	<b>Class Title</b>	<b>Occ. Area</b>	<b>Work Area</b>	<b>Prob. Period</b>	<b>Effective Date</b>	<b>Last Action</b>
4973	Quality Specialist	03	441	6 mo.	11/15/13	New
4974	Senior Quality Specialist	03	441	6 mo.	11/15/13	New
4975	Organizational Quality Coordinator	01	441	6 mo.	11/15/13	New

### *Promotional Line: 369*

#### Series Narrative

Employees in this series provide expertise to staff at all levels of Hospital & Health Systems in the areas of process improvement and change management to achieve its mission of providing high quality, cost-effective healthcare.

#### DESCRIPTION OF LEVELS OF WORK

##### **Level I: Quality Specialist**

**4973**

An employee at this level under the general supervision of higher level personnel and is responsible for Continuous Quality Improvement via consultation, data management and quality advisor functions. The Quality Specialist develops and implements improvement plans at the unit, division, or organizational level based on review and analysis of complex data provided by the staff, as well as from additional sources, including qualitative surveys, quantitative audits and evidence-based best practices and literature reviews.

A Quality Specialist typically –

1. Observes clinical and operational workflow practices to identify gaps in performance deviating from best practices, utilizing appropriate QI tools
2. Collaborates with clinicians, health system administrators/staff to design workflows which promote best practices
3. Educates clinical staff regarding national quality measure standards and algorithms to improve performance, drawing from evidenced-based practice and the literature
4. Establishes measures to monitor performance in healthcare delivery or services
5. Develops performance feedback mechanisms that address process and behavior as part of improvement efforts
6. Prepares periodic progress reports to leadership and, identifies barriers, develops action plans and issues requiring escalation for resolution
7. Assists with coaching teams on how to conduct rapid tests of change to evaluate the effectiveness of implemented changes in practice or protocol
8. Participates in the design of audits to measure compliance of clinical practice/operations, utilizing appropriate sampling methodologies

9. Assists with educating team members in the application of the Model for Improvement, coordinating QI team efforts and assisting team leads with optimizing team dynamics
10. Performs related duties as assigned

**Level II: Senior Quality Specialist****4974**

An employee at this level under the general supervision of higher level personnel develops and implements improvement plans at the unit, division, or organizational level based on review and analysis of complex data provided by lower level staff, as well as from additional sources, including qualitative surveys, quantitative audits and evidence-based best practices and literature reviews. This position is responsible for clinical and operational change management using quality improvement processes and tools. This may include responsibility for supervision of the Quality Specialists.

A Senior Quality Specialist typically –

1. May supervise the orientation and work performance of the Quality Specialists
2. Establishes priorities and assigns audit and other related projects to lower level staff and monitors progress throughout the procedures
  - a. provides appropriate instructions and guidance to staff based upon knowledge of the clinical information required and audit theory to include the structure and form in which the theory must be expressed to be effectively measured
  - b. approves major changes in audit directions occurring as a result of availability of data or other related problems
  - c. reviews all completed data displays and forms for accuracy prior to presentation
3. Supervises lower level staff in an assigned area of quality improvement program
  - a. interviews applicants and recommends hiring
  - b. assigns work to staff
  - c. orients and trains staff
  - d. evaluates work of staff and recommends discipline and termination
  - e. assists staff with difficult evaluations
4. Facilitates broader, more complex quality improvement initiatives requiring advanced project management and change management skills
5. Works directly with clinical and operational leaders and staff to help define and achieve performance improvements

6. Provides specific, targeted education to clinicians and operations staff on performance improvement tools and techniques
7. Coaches teams to conduct rapid tests of change to evaluate the effectiveness of implemented changes in practice or protocol
8. Designs audits to measure compliance of clinical practice/operations, utilizing appropriate sampling methodologies
9. Guides team members in the application of the Model for Improvement, coordinating QI team efforts and managing team dynamics
10. Performs duties at lower level
11. Performs related duties as assigned

**Level III: Organizational Quality Coordinator****4975**

An employee at this level, under the general supervision of higher level personnel, is an experienced quality specialist with responsibility for team and project management of quality improvement initiatives at the organizational level, including high-profile, strategic aims. The scope and scale of projects at this level require advanced project management, analytical, and performance improvement skills, utilizing systems thinking.

An Organizational Quality Coordinator typically:

1. Serves as the Project Leader for one or more initiatives identified by senior leadership and the organizational quality committee
2. Understands the stages of group development and is able to develop the team's capacity to collaborate and achieve sustainable improvement
3. Uses extensive performance improvement knowledge to coach team members through the phases of the improvement initiative, defining the aims, securing baseline performance data, analyzing the data, identifying and selecting changes to improve the system, testing the changes, incrementally implementing the successful change(s), and sustaining improvement using improvement methodologies and tools, such as the Model for Improvement, rapid cycle improvement, human factors training, and/or Lean Six Sigma
4. Educates team members and staff who touch the identified initiative/system, providing just in time training using adult learning techniques
5. Incorporates best practices into action plans to achieve the desired outcomes, drawing on current research findings
6. Leads by example to develop multi-disciplinary, cross-functional team capacity to perform improvement projects independently, illustrating the proper use of methodology and tools as the project proceeds through its phases

MINIMUM ACCEPTABLE QUALIFICATIONS REQUIRED FOR ENTRY INTO:**Level I: Quality Specialist****4973**

## CREDENTIALS TO BE VERIFIED BY PLACEMENT OFFICER

1. Bachelor's degree as required by the position to be filled in the area of specialization inherent in the position may be required
2. **One (1) year (12 months)** of Quality Improvement work experience in a clinical or healthcare related field

## KNOWLEDGE, SKILLS AND ABILITIES (KSAs)

1. Knowledge of computer skills including Word, Excel, and PowerPoint
2. Knowledge of process improvement methodology and tools
3. Knowledge of data collection methodology
4. Knowledge of basic statistical process control components
5. Knowledge of benchmarking tools and best practices
6. Problem-solving and team facilitation skills
7. Skill using CQI tools and techniques
8. Strong analytical skills
9. Ability to train, present to small and large groups
10. Ability to act as a consultant to clinicians and non-clinicians

**Level II: Senior Quality Specialist****4974**

## CREDENTIALS TO BE VERIFIED BY PLACEMENT OFFICER

1. Bachelor's degree as required by the position to be filled in the area of specialization inherent in the position may be required
2. **Three (3) years (36 months)** of Quality Improvement (QI) work experience in a clinical or healthcare related field/setting performing duties comparable to the Quality Specialist level of this series

*\*\*Applicants possessing a Master's degree, in a closely related field, meet the requirements of #1 above*

## KNOWLEDGE, SKILLS AND ABILITIES (KSAs)

1. Knowledge of “systems thinking” and ability to lead and train multidisciplinary teams
2. Knowledge of computer skills including Word, Excel, and PowerPoint
3. Knowledge of process improvement methodology and tools
4. Knowledge of data collection methodology
5. Knowledge of basic statistical process control components
6. Knowledge of benchmarking tools and best practices
7. Project management and change management skills
8. Problem-solving and team facilitation skills
9. Skill using CQI tools and techniques
10. Strong analytical skills
11. Ability to train, present to small and large groups
12. Ability to act as a consultant to clinicians and non-clinicians
13. Ability to communicate effectively both verbally and in writing
14. Ability to identify and analyze group dynamics and to recommend interventions in collaboration with peers

**Level III: Organizational Quality Coordinator****4975**

## CREDENTIALS TO BE VERIFIED BY PLACEMENT OFFICER

1. Bachelor’s degree as required by the position to be filled in the area of specialization inherent in the position may be required
2. Current/Valid certification as a Certified Professional in Healthcare Quality (CPHQ) or other closely related certifications by an approved certifying board as defined by the employing institution
3. **Four (4) years (48 months)** of Quality Improvement (QI) work experience in a clinical or healthcare related field/setting performing duties comparable to the Senior Quality Specialist level of this series

*\*\*Applicants possessing a Master's degree, in a closely related field, meet the requirements for #1 above.*

## KNOWLEDGE, SKILLS AND ABILITIES (KSAs)

1. Knowledge of “systems thinking” and ability to lead and train multidisciplinary teams
2. Knowledge of computer skills including Word, Excel, and PowerPoint
3. Knowledge of process improvement methodology and tools
4. Knowledge of data collection methodology
5. Knowledge of basic statistical process control components
6. Knowledge of benchmarking tools and best practices
7. Project management and change management skills
8. Problem-solving and team facilitation skills
9. Skill using CQI tools and techniques
10. Strong analytical skills
11. Ability to train, present to small and large groups
12. Ability to act as a consultant to clinicians and non-clinicians
13. Ability to communicate effectively both verbally and in writing
14. Ability to identify and analyze group dynamics and to recommend interventions in collaboration with peers
15. Ability to apply knowledge of the stages of group development to advance team collaboration and effectiveness
16. Ability to effectively manage complex, multi-phased projects and cross-functional teams to meet organizational deadlines and targets
17. Ability to communicate effectively both verbally and in writing
18. Capacity to engage staff and inspire accountability