

Investigating Quality Management's Link to Performance in Mental Health

Outpatient Services: A Knowledge-Based Perspective



Jamison V. Kovach
University of Houston

Lawrence D. Fredendall
Clemson University

Linda LaGanga
Mental Health Center of Denver



Introduction

This research explores how continuous improvement affects organizational knowledge creation & performance within mental health outpatient services. It examines continuous improvement practices as learning behaviors that lead to knowledge creation & establishes theoretical links between quality management, individual/group-level knowledge & performance. These relationships are empirically tested using survey data.

Research Motivation

- Healthcare:**
- Reforming the U.S. healthcare system includes improving quality of mental healthcare services
 - IOM (2006) recommendations:
 - Develop, test & disseminate knowledge about quality improvement practices throughout mental health organizations
- Management:**
- Why are some organizations more successful than others?
 - Quality management & the theory of knowledge creation provide some insight (Nonaka 1994 & Linderman et al. 2004)

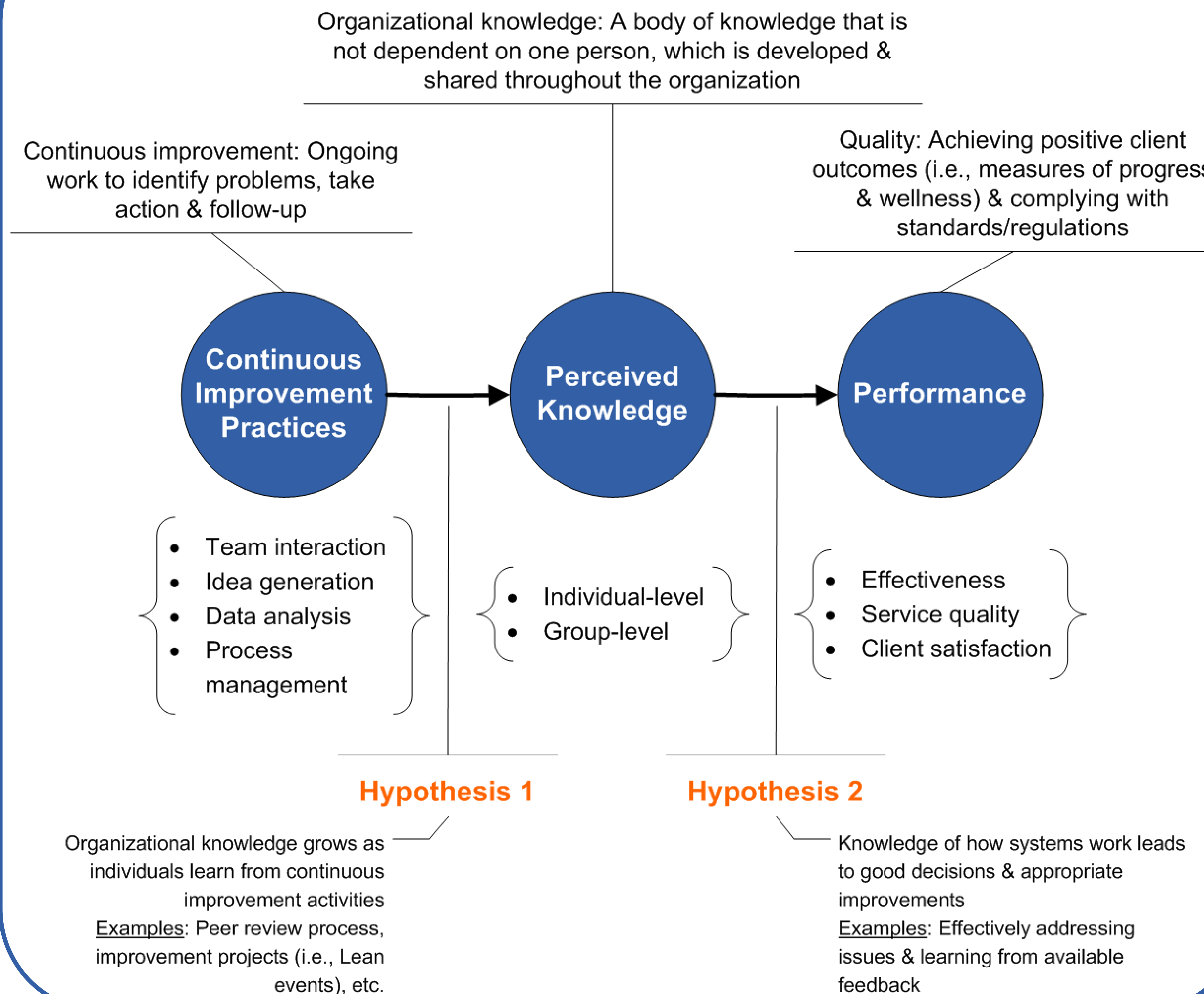
Literature Review

QM Principle (Sitkin et al. 1994)	Knowledge Creation Processes (Nonaka 1994)			
	Socialization	Externalization	Combination	Internalization
	Tacit → Tacit	Tacit → Explicit	Explicit → Explicit	Explicit → Tacit
Continuous Improvement (Definitions)	Interaction between org. members in improvement activities	Articulating improvement ideas in the form of theories or concepts	Information analysis conducted on problem understanding & diagnosis	Ongoing process monitoring & control
Continuous Improvement (Techniques)	Teamwork Group dev. Team behaviors	Idea generation ("right brain thinking tools")	Data analysis ("left brain thinking tools")	Process control Monitoring & corrective action

From Linderman et al. 2004

**Continuous improvement in Mental Healthcare:
Regular efforts that help to improve issues that impact client care**

Proposed Model & Validation



Field Work: Interviews

Title	Subject			Total
	Improvement Practices	Survey Items	Mapping Processes	
Chief operating officer	3	2	--	5
Deputy director: • Operations • Clinical programs	2	--	--	2
Director • Quality systems • Organizational excellence • Clinical operations	7	4	5	16
Manager • Quality improvement • Quality systems analysis	2	--	3	5
Lean facilitator	2	--	--	2
Total	16	6	8	30

Path Forward

- Conduct pilot test within the Mental Health Center of Denver
- Refine survey instrument
- Administer survey to mental health centers throughout Colorado
- Analyze results using structural equation modeling

References

Institute of Medicine (IOM). (2006). Committee on Crossing the Quality Chasm: Adaptation to Mental Health and Addictive Disorders. Improving the quality of healthcare for mental and substance-use conditions. Washington, DC: National Academies Press.

Linderman, K., Schroeder, R. G., Zaheer, S., Liedtke, C., & Choo, A. S. (2004). Integrating Quality Management Practices with Knowledge Creation Processes. *Journal of Operations Management*, 22(6), 589-607.

Nonaka, I. (1994). A Dynamic Theory of Organizational Knowledge Creation. *Organization Science*, 5(1), 14-37.

Sitkin, S. B., Sutcliffe, K. M., & Schroeder, R. G. (1994). Distinguishing Control from Learning in Total Quality Management: A Contingency Perspective. *The Academy of Management Review*, 19(3), 537-564.