

The Center for Quality Promotion Systems

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The Center for Quality Promotion Systems develops infrastructure to promote the quality of services for clients of the social services. The Center's main goal is to develop and provide assistance in implementing ongoing processes of improvement. This is in order to improve the well-being and quality of life of the clients. To this end, the Center assists with the structuring of work processes, mechanisms and support tools that permit planning, ongoing measurement and utilization of information for the purposes of learning, decision-making and strengthened accountability.

Main Activities

- Developing the concept of promoting and implementing quality
- Structuring planning processes and work practices and consolidating them at every level: head office, inspectorate, and service provision frameworks
- Building tools that support planning, regulation and evaluation
- Helping to build computerized information systems
- Analyzing and processing data
- Collating knowledge and information and making them accessible and consolidating processes that support utilization thereof
- Promoting learning processes that are based on knowledge and information.

Work Practices

- The Center and the service provider work in full partnership, combining theoretical and empirical knowledge with practical "wisdom." To this end, professional teams are appointed, comprising representatives from the Center, the service's head office and fieldworkers who work together to identify goals and achieve them. Management of the service provider and other staff members lead the process of change.
- The process is based on a clear, structured method, but the tools and contents are developed according to need and to the specific conditions of the service and its clients.
- The development process includes generic tools and shared measures alongside tailor-made tools and measures.
- Developing the self-efficacy of the fieldworkers and managers of various levels along with providing assistance and support for various aspects of the work.

Areas of Activity

The Center's work focuses on two key areas of activity:

1. Development and Implementation of Inspection and Regulation Systems

Since the late 1980s, the Center for Quality Promotion Systems has been helping the government to improve the quality of care in the services under its supervision by upgrading the inspection systems and implementing mechanisms of ongoing quality improvement. The RAF system, which was developed by the Center, promotes objective, systematic inspection of the services by defining standards or upgrading existing ones, developing regulatory tools, and consolidating systematic work processes as part of a structured inspection cycle.

The Center is currently continuing to help the social services to promote processes of regulation and quality improvement based on the latest knowledge found in the international professional literature with adjustments to the organizational culture of each service.

a) Systematic structuring of regulation processes promotes quality in four key ways:

- i. Strengthening the ability to monitor and to ensure standards and regulations are met
- ii. Building a database that includes quality measures and characteristics of the client population as a basis for decision-making at the national and local levels
- iii. Strengthening the ability of the service providers to carry out internal quality assurance processes
- iv. Including the clients' perspective in quality assurance processes.

b) Inspection systems developed or in the process of development

The processes and the tools based on the RAF method have been developed in almost all out-of-home services at the Ministry of Labor, Social Affairs and Social Services (MOLSA) and in several community services that serve a broad range of populations, including the elderly, at-risk children, people with disabilities, and individuals with addictions to drugs and alcohol. In addition to its collaboration with MOLSA, the Center is working with the Ministry of Education on upgrading the inspectorate of residential facilities under the supervision of the Administration for Rural Education and Youth Aliyah, and early childhood centers in 360°, the National Program for Children and Youth at Risk. In the past, aspects of the method have been adopted in the public health services of the Ministry of Health.

2. Development and Implementation of Outcome-Orientated Thinking

The Center also works on developing and implementing outcome thinking in the social services, i.e., it helps organizations in the social field with outcome-oriented planning, systematic monitoring of their achievement and the thoughtful and educated utilization of accumulated information for the purposes of continual improvement.

Most of the work is conducted in the framework of the "Outcomes Initiative," which was inaugurated in 2007 by the Division for Research, Planning and Training at MOLSA together with the Myers-JDC-Brookdale Institute. The Center is currently working with the Ministry's head office and various units on a broad range of programs and services. The Center's staff is assisting with the consolidation of infrastructure that will support the implementation processes: formulating the theory and principles for its application, building training systems and producing written instruction materials and literature reviews, formulating the theory of change using logic models, management consultancy and support, development of information management systems that support outcome thinking, development of tools for ongoing outcome measurement and utilization of information, and so on.

These developments along with the extensive experience accumulated serve the staff in consultancy processes for additional programs and social organizations such as the National Insurance Institute, the Ministry of Justice, the Ministry of Health, and various units at JDC-Israel.

Guiding Principles of the Processes of Development and Implementation of Outcome Thinking and Practice

1. The planning, measurement and learning activities support intervention processes and the professional and ethical principles on which they are based
2. Striving for investigative processes that emphasize reflection and reasoning at every juncture of decision-making
3. The products are intended to support decision-making processes and professional considerations of staff and management and are not intended to replace them.
4. The collection of information and follow-up of outcomes are carried out while trying to maintain a balance between the needs of the fieldworkers and management.