

**TITLE: SERVICE REVIEW**

**POLICY STATEMENT:**

Red Deer College (RDC) reviews its services through an Annual Service Improvement Process (ASIP) and a Quality Improvement Service Review (QISR).

**PURPOSE:**

The purpose of service review is to continuously improve the quality and effectiveness of service delivery at RDC.

This policy provides an overview of the continuous improvement processes RDC applies in improving the quality of its services. The need for accountability, innovation, and quality improvement can be met through a systematic evidence-based evaluation process. The service review process is formative, providing an opportunity to identify areas of strength and find ways of improving what the service does. The process provides information for planning, developing, and adapting services to better meet the needs of Clients.

**SCOPE:**

This policy applies to all services provided by RDC and contracted services at RDC.

**PRINCIPLES:**

1. RDC regularly evaluates its effectiveness and efficiency to ensure that its services meet Clients' needs and are aligned with RDC's vision, mission, values, mandate, and priorities. Such accountability assists in improving service delivery at RDC.
2. The values of RDC are honoured through a commitment to:
  - 2.1. excellence by supporting and encouraging innovation and continuous quality improvement practices to ensure the availability of high quality service delivery,
  - 2.2. exploration and accountability by providing the opportunity to Service Areas to engage in self-study through internal reflection, critical inquiry, and creative problem solving,
  - 2.3. community and inclusiveness, wherein service review is collaborative and includes broad stakeholder input and feedback from the Service Area's Client groups, and
  - 2.4. integrity by supporting honest, open, and timely communication processes. The service review schedules, processes, criteria, and outcomes are clearly communicated.
3. RDC follows fair and equitable processes. People are treated with respect and individuals are encouraged to take personal responsibility. Members of the RDC community collectively share responsibility for maintaining and enhancing the quality of its services and for improving the quality of service delivery.
4. Service review is part of the overall planning cycle at RDC. It provides data and evidence to support the planning and decision-making processes related to resource allocation and priority setting.

5. Service reviews are conducted with the efficient use of resources such as the time required of staff, faculty, students, and others involved in the review process.
6. Service Areas are consulted in the establishment of service review criteria.
7. Quality Improvement Service Reviews are completed according to five general criteria. There is flexibility to add criteria as needed to meet individual service needs. The Service Area:
  - 7.1. is aligned with RDC's strategic plans,
  - 7.2. is adequately resourced to meet its objectives,
  - 7.3. is responsive to the diverse needs of its Clients,
  - 7.4. is responsive to current trends, innovations, and best practices, and
  - 7.5. provides excellent service that meets Clients' needs.

**DEFINITIONS:**

**Client:** recipients of services or products provided by a Service Area.

**Program-Specific Service Area:** services such as laboratories or specific technical support areas that only support specific programs.

**Service Area:** a unit of the College that provides specialized services or products to Clients; a service area may provide more than one service.

**GUIDELINES:**

1. Program-Specific Service Areas are reviewed as part of the program's Annual Program Improvement Process and Quality Improvement Program Review.

**PROCEDURE:**

**1. Quality Improvement of Services Committee (QISC)**

1.1. RDC maintains QISC with the following mandate. The Committee:

- 1.1.1. advises the Executive Director of Strategic Planning and Analysis and the Vice Presidents on matters pertaining to service review,
- 1.1.2. establishes the criteria and processes for service review,
- 1.1.3. coordinates service review as part of the overall program and service planning processes of RDC,
- 1.1.4. reviews the Strategic Planning and Analysis (SPA) consultant's report on ASIP data collection and provides a report to the Service Area's Vice President (VP),
- 1.1.5. reviews QISR self-study reports for completeness and provides feedback to the Service Area (in cases where an external or peer review was not completed),
- 1.1.6. confirms all steps of the QISR have been completed, and
- 1.1.7. recommends changes to Service Review Policy to Service Council.

- 1.2. Committee membership draws from a variety of areas of RDC including service members, faculty, students, and administration. Committee members are appointed by the Executive Director of Strategic Planning and Analysis. Appointments are normally for two years with no more than half the Committee newly appointed each year and with no limit on consecutive terms.
- 1.3. The Committee submits an annual report to Deans' Council and Service Council.

## **2. Annual Service Improvement Process (ASIP) (See Appendix 1)**

- 2.1. All Services participate in the Annual Service Improvement Process. SPA collects and provides annual data along with a preliminary analysis to Service Areas.
- 2.2. ASIP involves collaborative meetings between the Service Area Manager and the SPA consultant to develop a data collection plan for the Service Area.
- 2.3. The SPA consultant writes a report that summarizes the final data collection plan and identifies remaining gaps in the plan. The SPA consultant's report is forwarded to the Service Area Manager for the opportunity to provide a response to the SPA consultant report. The SPA consultant provides a final report on the data collection plan to QISC.
- 2.4. QISC reviews the SPA consultant's report and provides a report on the data collection plan to the Service Area's VP.
- 2.5. Service Areas use the data and analysis from the ASIP to ensure continuous and longitudinal improvement of service quality. Data from the ASIP related to quality improvement informs operational and budget planning.
- 2.6. The Service Area's VP is responsible for ensuring that ASIP results are incorporated into operational and budget plans.

## **3. Quality Improvement Service Review (QISR) (Appendix 2 and 3)**

- 3.1. Quality Improvement Service Reviews are optional and may be scheduled upon request of the Service Area's VP in consultation with the Executive Director of Strategic Planning and Analysis.
- 3.2. The Service Area's VP determines which members of their Service Area participate in completing the self-study. A consultant from SPA acts as a resource and provides support to the Service Area for completing the self-study.
- 3.3. The Service Area completes a self-study of the service through a process of critical inquiry, self-reflection, and consultation with stakeholders. Flexibility is afforded to the Service Area Manager to include additional information and criteria not covered by the reporting criteria. The SPA consultant provides guidance related to the structure, design, data analysis, and process of the review.
- 3.4. Service areas have the option to engage a qualified external or peer reviewer in the self-study process. (See Appendix 3) The external or peer reviewer participates in the review by reviewing the self-study, visiting the campus; and preparing a report for the Service Area. The Service Area writes a response to the external/peer reviewer's or QISC's report.
- 3.5. If the Service Area does not engage an external or peer reviewer, the self-study is reviewed by QISC. (See Appendix 2)
- 3.6. The self-study is approved by the Service Area's VP before it is sent to the external

or peer reviewer or QISC.

- 3.7. Using the self-study, external reviewer/peer reviewer, or QISC's report, and the Service Area's response to the reviewer's report, the Service Area manager, in consultation with the Service Area, develops an action plan. The Service Area manager forwards the self-study, external or peer reviewer's report (or QISC report), Service Area response, and action plan to QISC prior to presenting the action plan to QISC.
- 3.8. The Service Area manager presents the final action plan to QISC.
- 3.9. After the presentation, QISC sends a confirmation memo to the Service Area's VP indicating that the QISR is complete.
- 3.10. The Service Area manager submits a one year and a three year progress report to QISC and the Service Area's VP on the status of QISR action plan items. Action plans may be revised at this time.
- 3.11. Service Areas use this process to inform operational and budget plans.

**OFFICER RESPONSIBLE:** Executive Director of Strategic Planning and Analysis

**RECOMMENDING AUTHORITY:** Service Council, upon recommendation from Deans' Council

**CONSULTATION FOR REVIEW:** Executive Director of Strategic Planning and Analysis, Quality Improvement of Services Committee, Service Council, Deans' Council, Service Areas, Associate Deans, Quality Improvement of Programs Committee

**POLICY REVIEW DATE:** July 2021

**EFFECTIVE DATE:** July 1, 2016

**REVISION HISTORY:**

- October 17, 1996 (Program and Services Review Standard Practice)
- July 1, 2011 (Standard Practice rescinded)
- October 17, 1996 (Program and Services Review Policy)
- July 1, 2011 Service Review Policy in effect
- January 15, 2013
- July 1, 2016

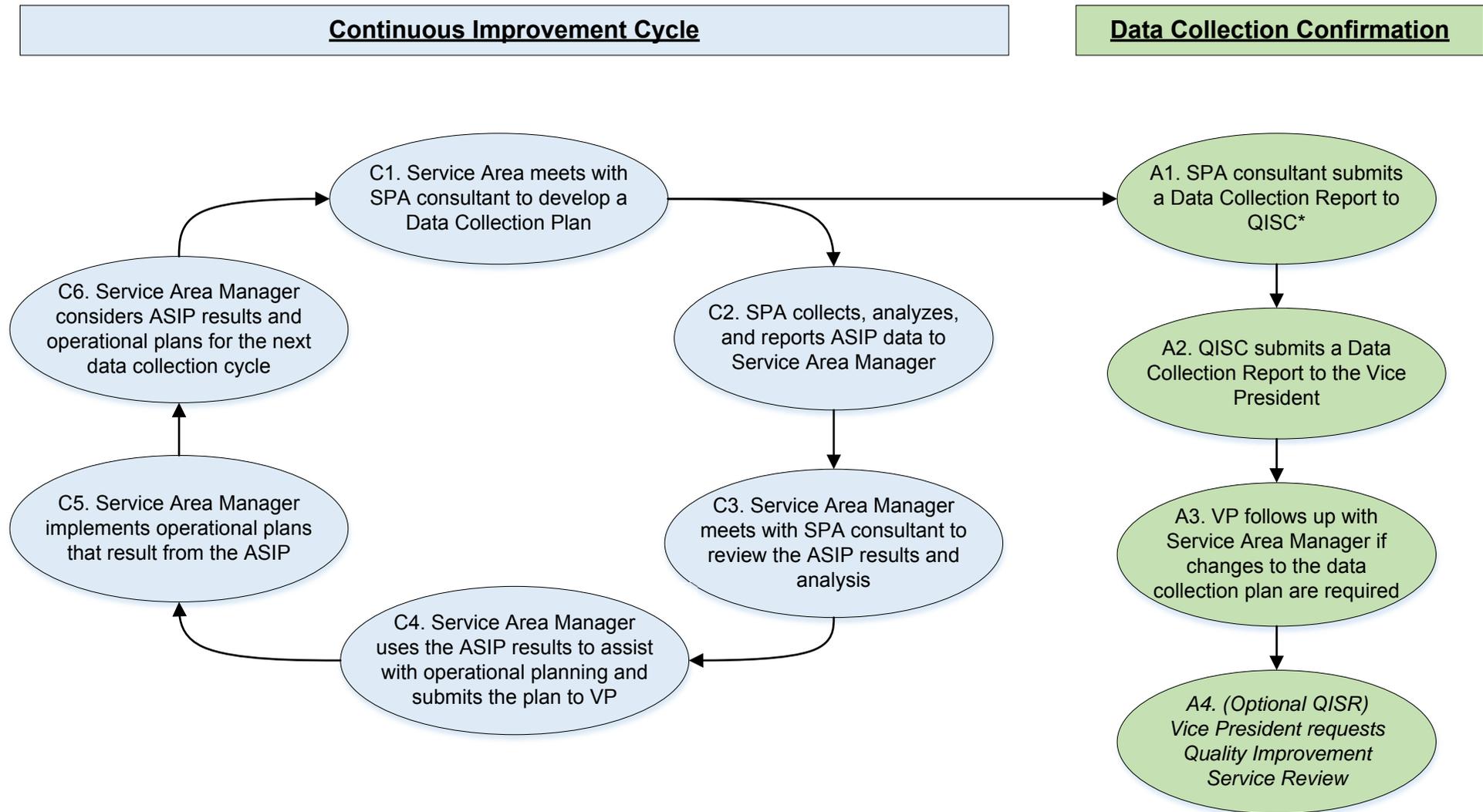
**RELATED POLICIES:**

- [Program Review](#)

**CONNECTION TO BOARD POLICIES:**

All RDC policies support relevant Board of Governors policies.

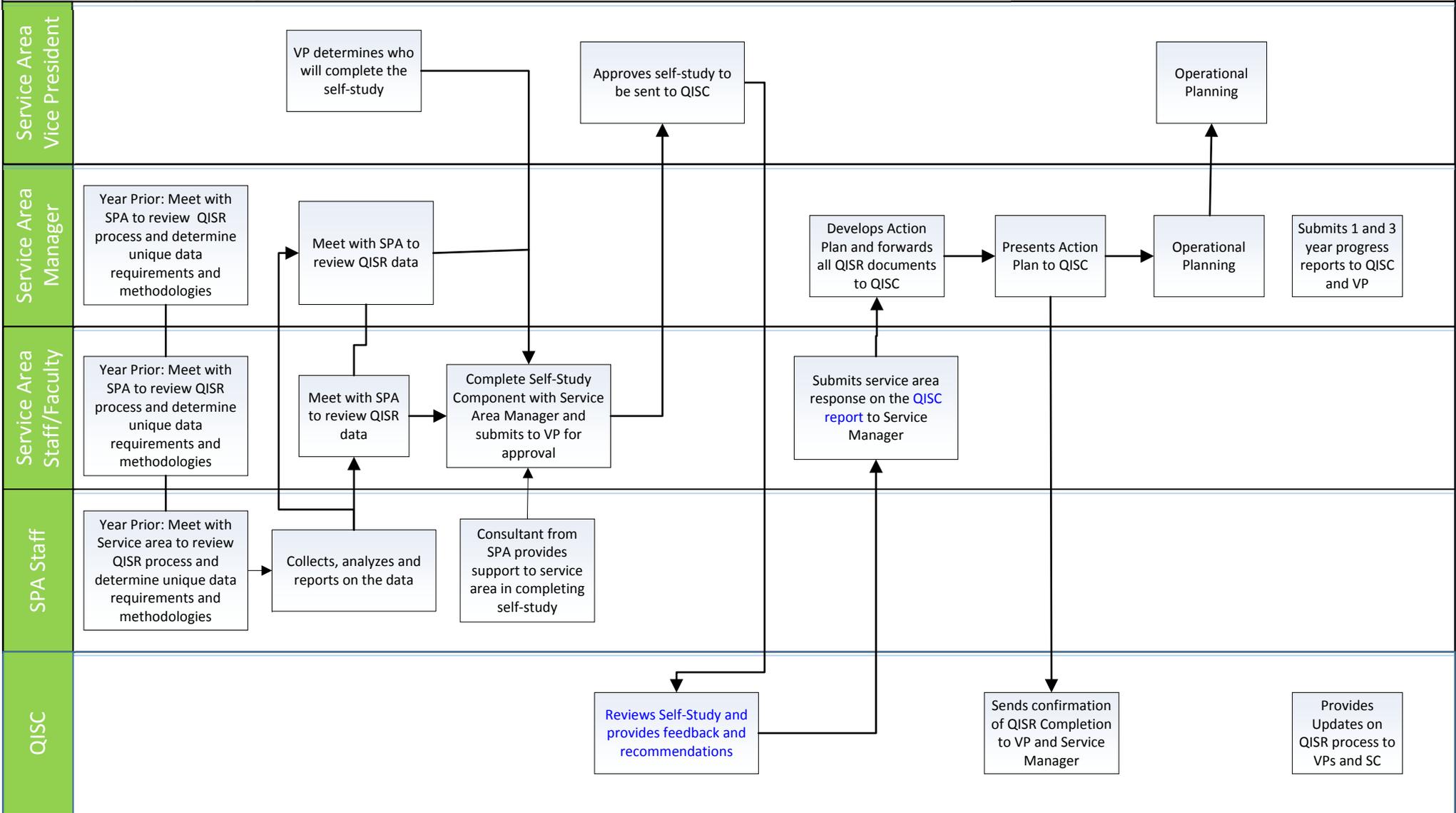
# Annual Service Improvement Process (ASIP)



*\*The Data Collection Plan is developed through collaboration between the Service Area Manager and the SPA consultant. The SPA consultant will provide recommendations for data collection to the Service Area Manager. The SPA consultant will also develop a Data Collection Report that describes the Data Collection Plan and any remaining data collection gaps. This report will be submitted to the QISC for review and to forward to the Vice President.*

# Quality Improvement Service Review (QISR) – QISC Review Stream

The steps in the process that vary between the QISC Review Stream and the External or Peer Review stream are noted in blue font



# Quality Improvement Service Review (QISR) – External or Peer Review Stream

The steps in the process that vary between the QISC Review Stream and the External or Peer Review stream are noted in blue font

