

Quality and Safety Series

Voice of the Customer
Critical to Quality

OBJECTIVES

A close-up photograph of a person's hand, wearing a dark suit jacket and a white shirt cuff, pointing towards the word 'OBJECTIVES' in the title. The hand is positioned on the right side of the slide, with the index finger pointing towards the 'V' in 'OBJECTIVES'.

- Define the term voice of the customer (VOC).
- Identify the components of a critical to quality (CTQ) tree.
- Discuss the uses and benefits of a CTQ tree.

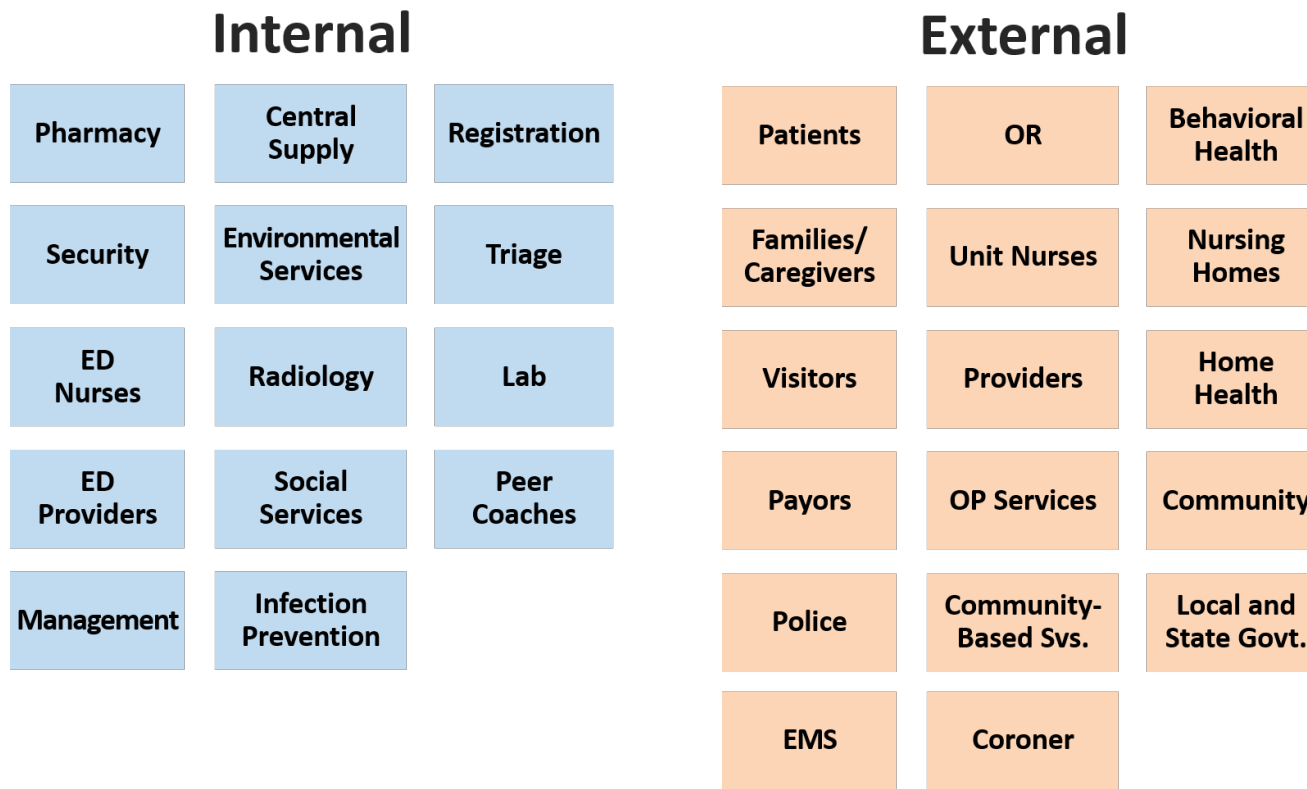
What Is VOC?

- Term used to capture and describe customer expectations.
- Discover customer opinions from sources, such as:
 - Interviews
 - Focus groups
 - Surveys
 - Patient and family advisory committees
 - Hospital Consumer Assessment of Health Providers and Systems (HCAHPS®) data



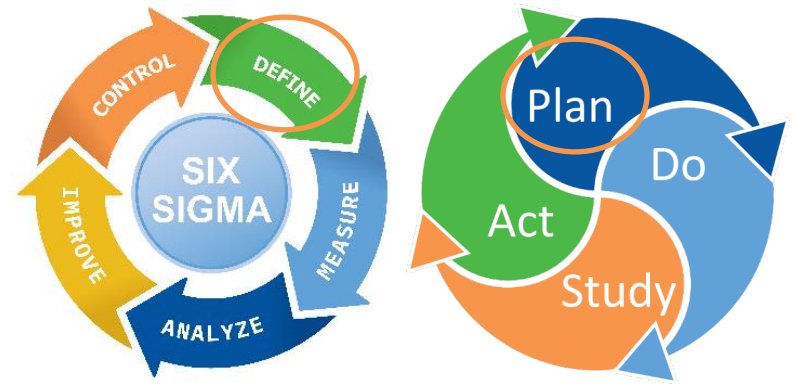
Who Are Your Customers?

- Internal and external customers
 - Use stakeholder mapping to identify customers



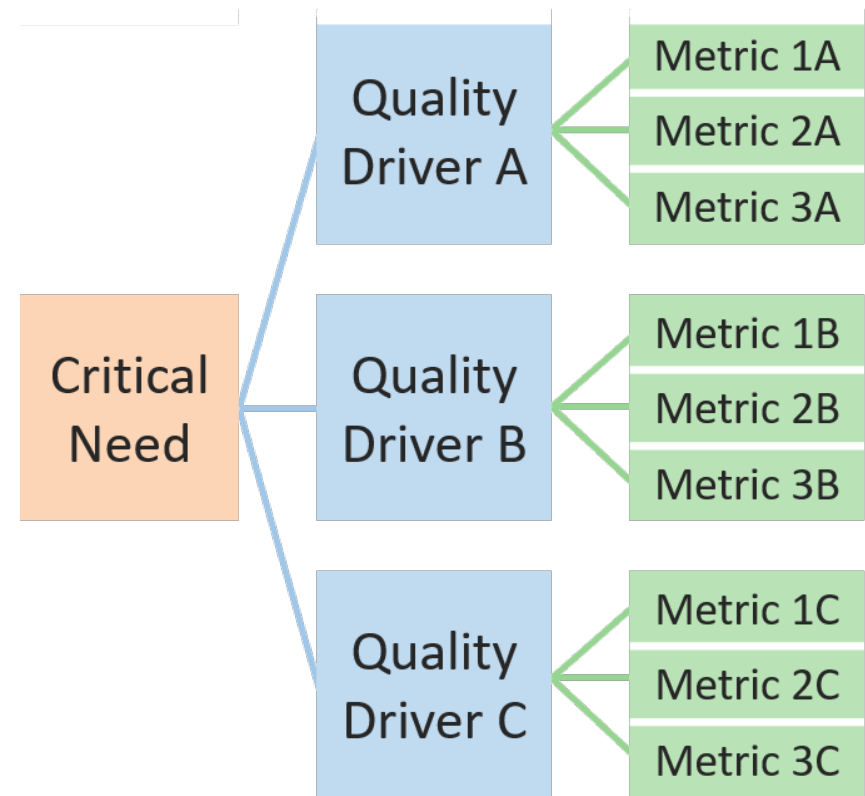
CTQ Tree

- The CTQ tree was developed as a Six Sigma tool.
 - It can be used for the *define* phase of the DMAIC¹ process, or the *plan* phase of the PDSA² process.
 - A CTQ tree translates customer requirements into metrics.
 - Metrics provide a means to measure the quality of services based on the VOC.
 - CTQ tree components move from general to very specific.
1. DMAIC = define, measure, analyze, improve, control
 2. PDSA = plan, do, study, act

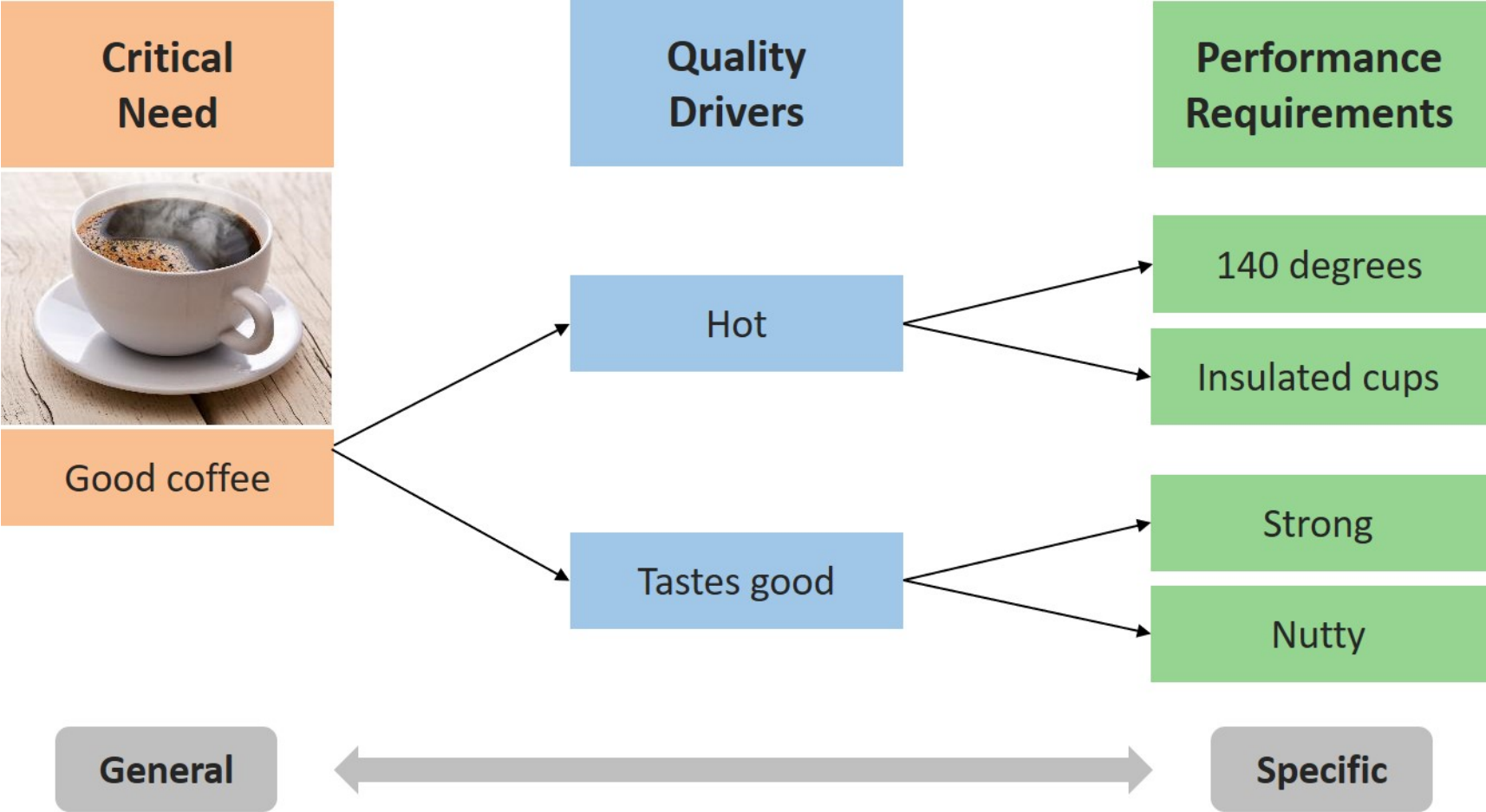


Components of the CTQ Tree

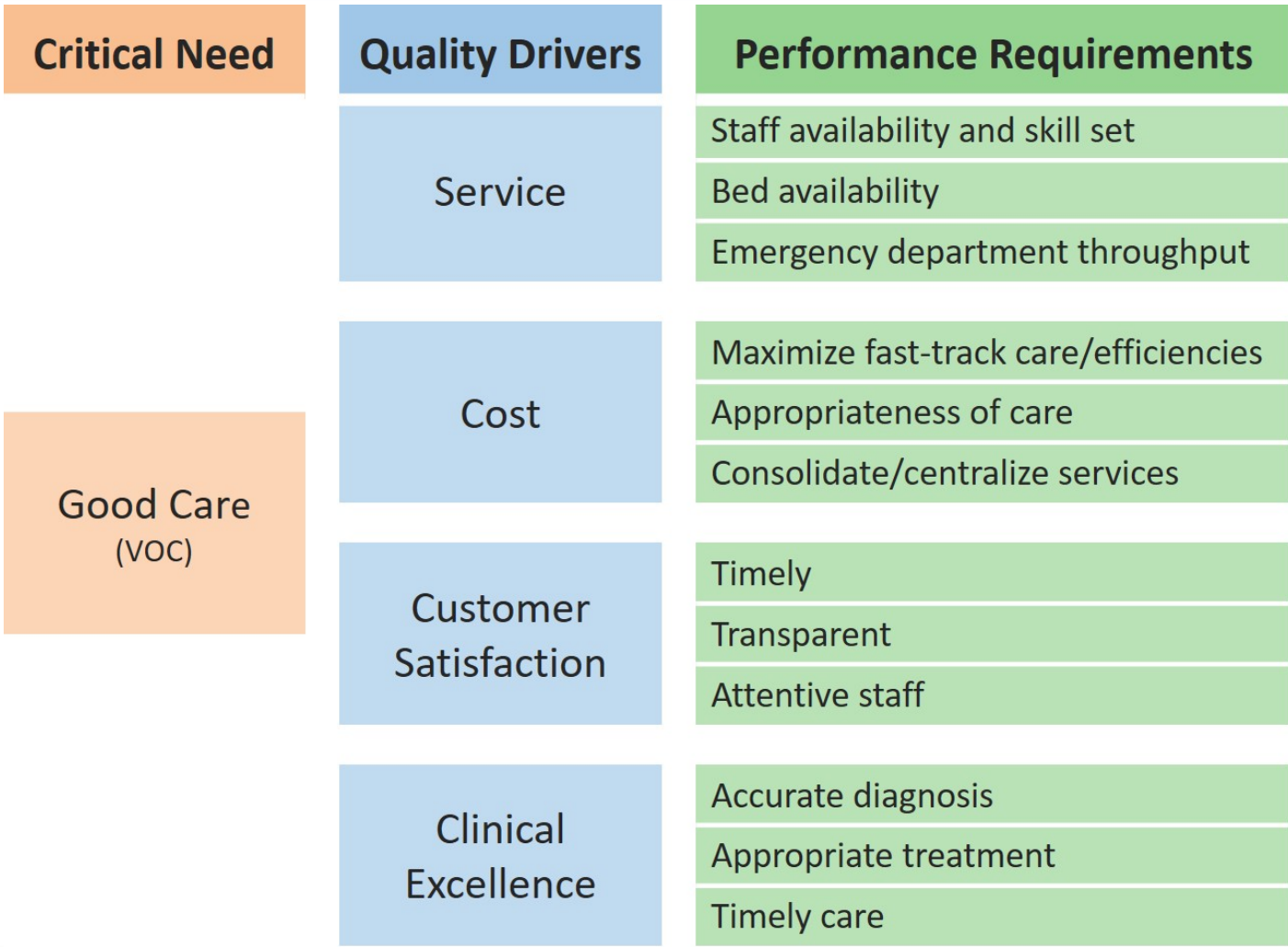
- Critical need
 - VOC
 - Customer's expectation
 - General
- Quality driver
 - Factor to meet customer's expectation or need
- Performance requirement
 - Metric to measure the quality driver



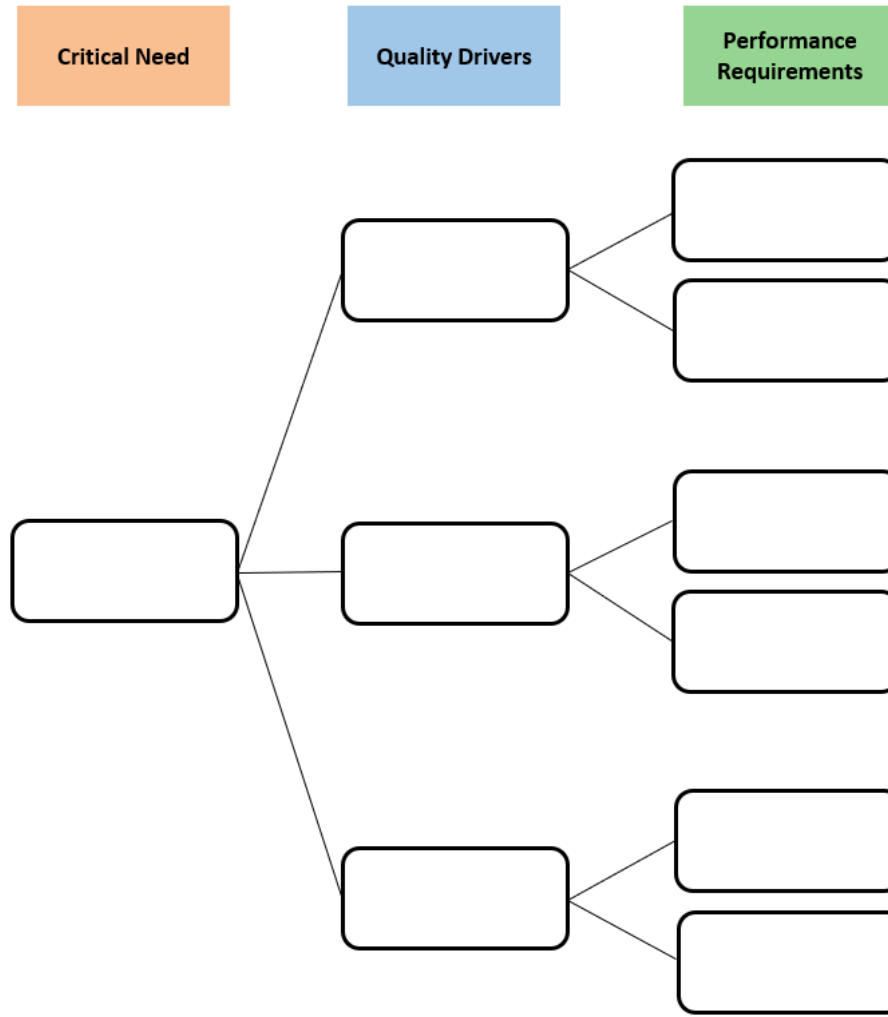
CTQ Tree: Example 1



CTQ Tree: Example 2



HSAG CTQ Tree Worksheet



Why Use a CTQ Tree?

- To assist in developing a data collection plan.
- To identify key metrics.
- To ensure you are meeting the needs of your customers.



*“If you can’t measure it,
you can’t change it.”*

– Peter Drucker

Key Take-Aways

- It's important to identify your customers.
 - Internal and external
- The VOC assists in identifying what is important to your customers.
- The CTQ tree assists in translating the VOC into metrics.
- Key components of the CTQ tree are:
 - Critical need
 - Quality driver
 - Performance requirement
- A CTQ tree is useful in creating a data management plan.
 - DMAIC: *define*
 - PDSA: *plan*





Thank you!

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