BRINGING THE QUALITY INITIATIVE PLAN TO LIFE

Elena Madrid, Director of Regulatory Affairs,
Washington Health Care Association
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Objectives

- Participants will increase their understanding of essential strategies to bring a quality initiative plan to life across an organization.
- Utilizing the AHCA Quality Initiative as the movie script, participants will identify themes and characters important to bring a plan to life and demonstrate sustainable quality.

Are you and your facility ready?

- Self evaluation
- Facility evaluation
- Staff evaluation
Are you and your facility ready?

- What are your resources?
- What are your limitations?
- Who, what, when, why?

Setting the Stage

- How do you engage staff to reach the facility’s and their own highest potential?
- How do you make the Quality Initiatives a priority?
MAKE IT FUN!

- Use your imagination
- Need to empower and unite
- Nothing wrong with friendly competition
- Don’t be afraid to change it up

Who are Your Cast of Characters?

- Night Guard
  - Coordinator
  - Guide
  - Provide Safety
  - Resources
  - Gate Keeper

Who are Your Leaders?

- Leaders
  - Theodore Roosevelt
  - Attila the Hun
  - Pharaoh
  - Huns

May or may not be management?
DNS, Wellness Director, Shift Nurse, Lead Caregiver, Admissions, who else?
Who are Your Explorers?

- Explorers
  - Christopher Columbus
  - Cowboy
  - Romans
  - Sacagawea
  - Lewis and Clark

What Other Characters Affect Your Facility’s Success?

  Neanderthals

What Other Characters Affect Success?

  Easter Island Head
What Other Characters Affect Success?

*Capuchin Monkey-Dexter*

- Strategize and Plan
  - Build your deployment teams around their strengths, abilities, and areas in need of support
  - Find out what makes your teams tick, what is of value to them?
  - Do your research
  - Have a vision of change and success
  - Be the Night Guard 24/7

- Implement
  - Establish clear goals and expectations of teams, workgroups, timelines, etc.
  - Make sure staff have the necessary resources (time, tools, support)
  - Be accountable and transparent with goals, measures, benchmarks
  - Keep the momentum going
  - Don’t save all rewards until the end, celebrate along the way!
  - Incentives? What is the value of change?
Evaluate, Reward, Celebrate, Repeat as Necessary, Learn From Success and Adapt to Change

- Reward the work, the people as well as the outcome.
- Don’t go stale, staff tire of hearing the same ole thing!
- Learn from successes and areas of growth
- Be open minded
- Create a culture of whole, all are a part of the successes of the Quality Initiatives

Bringing the Quality Initiative Plan to Life

In order to achieve and sustain the Quality Initiative goals and drive overall business success, an organization must engage in a systematic performance improvement model, such as Baldrige or QAPI.

QAPI

- Defined by CMS as "an initiative that goes beyond the current Quality Assessment and Assurance (QA) provision
  - QAPI aims to significantly expand the intensity and scope of current activities in order to not only correct quality deficiencies (quality assurance), but also to put practices in place to monitor all nursing home care and services to continuously improve performance."
- Quality Assurance (QA) = the process of meeting quality standards and assuring that care reaches an acceptable level.
- Performance Improvement (PI) = continuously analyzing your performance and developing systematic efforts to improve it, also known as Quality Improvement.
Five Elements of the QAPI Framework

1. Design and Scope
2. Governance and Leadership
3. Feedback, Data Systems and Monitoring
4. Performance Improvement Approaches
5. Systematic Analysis and Systemic Action

Baldrige Excellence Framework

- Self evaluation
- Facility evaluation
- Staff evaluation
Our organization has developed principles guiding how QAPI will be incorporated into our culture and built into how we do our work. For example, we can say that QAPI is a method for approaching decision making and problem solving rather than considered as a separate program.

Notes:
Our organization has identified how all service lines and departments will utilize and be engaged in QAPI to plan and do their work. For example, we can say that all service lines and departments use data to make decisions and drive improvements, and use measurement to determine if improvement efforts were successful.

Notes:
Our organization has developed a written QAPI plan that contains the steps that the organization takes to identify, implement and sustain continuous improvements in all departments; and is revised on an ongoing basis. For example, a written plan that is done purely for compliance and not referenced would not meet the intent of a QAPI plan.

Notes:
Our board of directors and trustees (if applicable) are engaged in and supportive of the performance improvement work being done in our organization. For example, it would be evident from meeting minutes of the board or other leadership meetings that they are informed of what is being learned from the data, and they provide input on what initiatives should be considered. Other examples would be having leadership (board or executive leadership) representation on performance improvement projects or teams, and providing resources to support QAPI.

Notes:

Baldrige Self-Assessment

■ The Baldrige Framework helps organizations answer the following questions:
  – Is my organization performing as well as it should be?
  – How do you know?
  – What and how should the organization improve or change?

AHCA/NCAL Quality Awards Program

Bronze Application: Defines your organizational environment and begins to build on the core values.

Silver and Gold Applications: Organization's profile, but vary for your definitions on processes and to report on those results.
Leadership

- How do leaders lead the organization?
- How do leaders’ personal actions reflect a commitment to those values?

Leadership—How do leaders lead the organization?

- Create an environment for achievement
- Create a workforce culture that delivers a consistently positive experience for residents and workforce
- Create an environment for innovation and intelligent risk taking
- Create a focus on action that will improve performance, achieve innovation
- Identify needed action

Leadership—How do leaders’ personal actions reflect a commitment to those values?

- Two-way Conversation
- Communicate Key Decisions
- Reinforce High Performance—Motivation and Recognition
Leadership: Governance And Societal Responsibilities

- How does your organization ensure responsible governance?
- How do you actively support and strengthen your community?

Leadership--How does your organization ensure responsible governance?

- Accountability for leaders' actions, strategic and fiscal plans
- Transparency in operations
- Succession planning for leaders

Strategy Development

- How do you develop strategy?
- How do you conduct strategic planning?
- How do you use data to develop your strategic plan?
Strategy
- Know your objectives
- Define your goals (SMART)
- Balance short-term and long-term planning
- Know your strategic challenges and advantages
- Stay informed on potential regulatory changes

Strategy Implementation
- What are your short-term and long-term action plans?
- How do you deploy action plans?

Strategy Implementation
- Plan for Sustainability
- Know your Key Performance Measures or Indicators
Avoid Common Pitfalls

- Set Realistic Goals
  - Some organizations set unrealistic goals or lose focus
- Keep it Simple
  - Avoid making plans overly complex
- Assess resources (Financial)
  - Many times a plan is put into motion without adequately assessing resources
- Utilize data
  - If plans are based on wrong assumptions due to insufficient data — or misunderstood the outcomes may not be what the organization expected
- Define the team and identify roles
  - Inflexible/undefined team roles and responsibilities
- Understand the Staff Resources
  - If plans are based on wrong assumptions due to insufficient staff resources — or misunderstood the outcomes may not be what the organization expected
- Change (Modifications) Happens
  - If plans are based on wrong assumptions due to insufficient or misunderstood data, the outcomes may not be what the organization expected

Customer

- Voice of Customer: Obtaining information from residents and other key customers
  - Customer Engagement: Refers to the customers investment or commitment to your “brand” or “product offering” and is based on your ongoing ability to serve their needs and build relationships so they will continue using your products.
  - Customer Retention and Loyalty
  - Customer Willingness to actively advocate for and recommend your product
- How do you listen, interact and observe residents and other customers to obtain actionable information?
- How do you determine customer satisfaction, dissatisfaction and engagement?
Voice of Customer

- The role of social media and web-based technology in customer satisfaction
- Know the level of satisfaction for your organization compared to your competitors
- Use information to identify current and anticipated future offerings

Customer Engagement

- Retain customers (referral sources, repeat customers)
- Resident engagement
- Employee engagement and communication

Measurement, Analysis and Knowledge Management

- How do you use data and information to track daily operations and overall organizational performance?
- How do you select and effectively use comparative data?
- How do you review your organization’s performance and capabilities?
- How do you share best practices across the organization?
  - Local
  - Corporate
Measurement, Analysis and Knowledge Management

- Key sources of comparative data
  - Long-Term Care Trend Tracker
  - Comparative and competitive
- Information Technology
  - How do you ensure the quality of organizational data and information?
  - How do you secure sensitive and privileged data and information?
  - How do you ensure the availability of organizational data and information?
  - Is your hardware and software reliable, secure and user-friendly?
  - In the event of an emergency, what's your plan to effectively serve your customers and organizational needs?

Workforce

- Workforce Environment
  - Goal: To build an effective and supportive workforce environment
  - Workforce Engagement: Refers to the commitment of the workforce to accomplish the mission and vision
    - Generally engaged when they find personal meaning and motivation in their work
- Workforce Development

Workforce Environment

- Recruitment, Hiring and Retention
- Prepare the workforce for changing capability and capacity needs
  - Capacity
- Ensure workplace health, security and accessibility
- Support workforce via services, benefits and policies
Workforce Engagement

- How do you determine key drivers of workforce engagement?
- How do you assess workforce engagement?

Operations

- How do you design, manage and improve your key health care services and work processes?
- How do you ensure effective management of your operations?

Results

- Leadership and Governance
- Financial
- Health Care Results
- Customer Focused Results
  - Satisfaction
  - Engagement
- Workforce Results
  - Capacity and Capability
  - Engagement
  - Development
- Work Process Results
  - Effectiveness and efficiency
  - Emergency preparedness
  - Supply chain
Remember to Celebrate Your Success!!

Bringing the Quality Initiative Plan to Life

AHCA Quality Initiative
AHCA Quality Initiative--Continued

Improve functional outcomes by 10% or maintain an average rate of improvement of 75% by April 2018.

NCAL Quality Initiative Goals
2015-2018

- Safely reduce 30-day hospital readmissions by 15% by 2018
- Maintain nursing & direct care staff turnover below 40% until 2018
- Achieve 90% or above customer satisfaction on CoreQ by 2018
- Safely reduce the off-label use of antipsychotics by 15% by 2018

Where is your facility in regards to the AHCA/NCAL Quality Initiative?
Call to Action (What’s your Plan?)

■ Are you like Larry (putting out fires and moving jobs—when he became invested stabilized) or are you Legacy Night Guard?

■ Throw out what you think is the playbook/script if it is not working and base it on your cast (staff)
  - Look at their interests, motivations, getting along even with different perspectives
  - Make a new plan and design your vision based on your cast of characters

■ NOW IS THE TIME TO ACT!