

Best Practices in Quality Improvement



Building a high quality home care agency

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Which agency has higher quality?

Agency 1

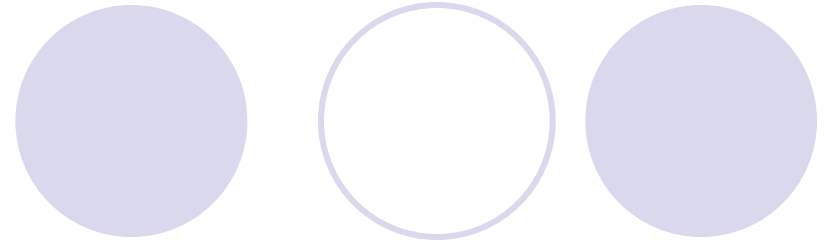
- **87% of referrers rate it highly**
- **64% of its patients received influenza vaccination**
- **79% of its patients experience improvement in ambulation during their episode of care**

- **67% of patients experience improvement in dyspnea during their episode of care**
- **88% of patients would recommend the agency to a friend**
- **0.2% of patients develop a decubitus ulcer during their episode of care**

Agency 2

Defining Quality

The Institute of Medicine



“The degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.”

Dimensions of health care performance

- Safety**
- Effectiveness**
- Patient-centeredness**
- Timeliness**
- Efficiency**
- Equity**

Dimensions of Home Care Quality

- **Safety**

- Patients

- Staff

- **Satisfaction**

- Patients/caregivers

- Referrers

- Staff

- **Clinical Quality**

- Structure

- Process

- Outcomes



An agency's program should cover a range of quality dimensions



Safety

Patients

- **Falls**
- **Medication errors**
 - Anticoagulation tx
- **Health-care associated infection**
 - Hand washing
 - Catheter blood-stream infections
- **Home oxygen fire**

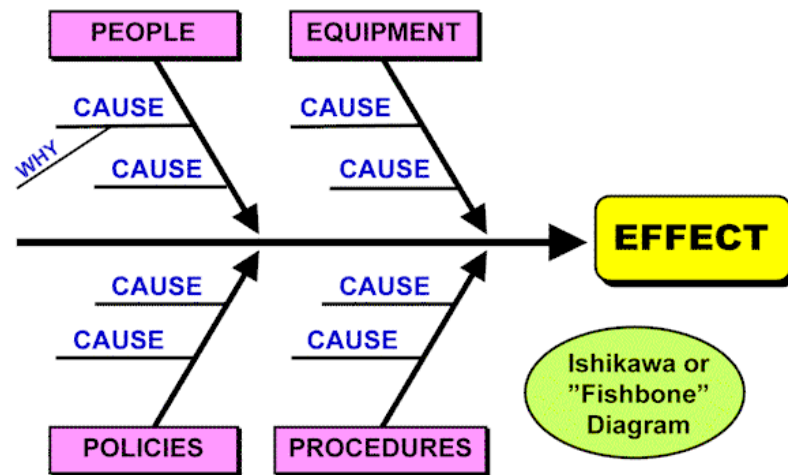


Staff

- **Injury**
 - Personal safety / violence
 - Musculoskeletal
 - MVA
 - Falls
- **Infection**
 - Work-acquired
 - Community-acquired

QI Considerations

- Measures and reporting may be mandated by licensure, certification or accreditation requirements
- Emphasis typically on individual events, not rates
- Rich learning often obtained from Root Cause analysis of failures (e.g., a fire in a home of a patient with oxygen)



Patient Satisfaction



- Often administered by a vendor
 - Home Health Consumer Assessment of Healthcare Providers and Systems (HCAHPS)
 - Press Ganey
 - Fazzi Associates
- Universal measures (“Would you recommend this agency?”)
- Specific measures (“Did the agency staff explain things in a way you could understand?”)

When possible, use a standardized instrument with benchmarking comparison data

Referrer Satisfaction

**What is your
response rate?**



**Consider replacing 100% surveying
with targeted key informant interviews**

Staff Satisfaction

- **Correlation with turnover**
- **Universal measures** (“This agency is a good place to work” Strongly Agree → Strongly Disagree)
- **Specific measures** (“Do supervisors actively listen when agency staff express a concern?”)

Check more frequently than an annual survey



Clinical Quality - Examples

- **Structure**
 - **BP equipment undergoes yearly calibration**
- **Processes of care**
 - **BP is checked and documented at each patient visit**
- **Patient outcome**
 - **Average BP remains below 130/90**



Do you have a high quality agency?

- How do **you** know?
- Do **your** referrers and patients know?
- Do **your** staff know?
- What would you like to **improve**?
- Where would you **start**?



When in doubt...

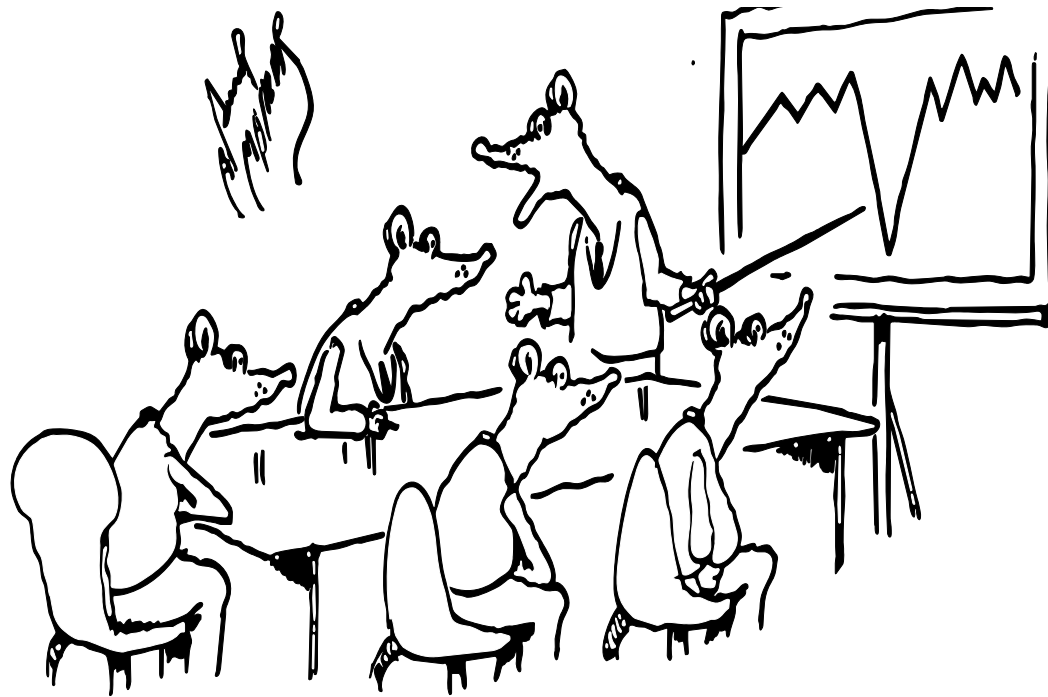
DON'T WRITE A NEW POLICY!!



Having a policy \neq quality

**Making a new policy \neq
quality improvement**

Don't chase special cause variation

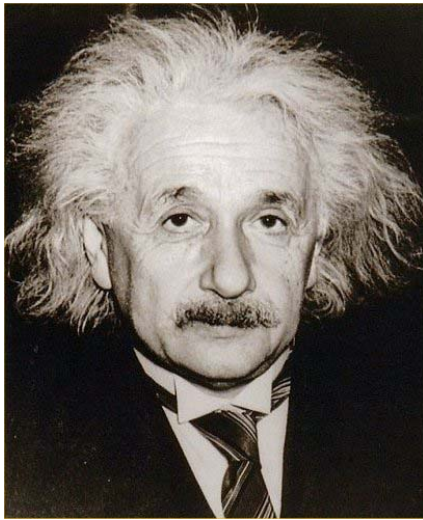


'And this is the period when the cat was away.'

Reduce audits and chart reviews

“Every system is perfectly designed to get the results it gets”

-Paul Batalden, MD



Insanity is doing the same thing over and over again and expecting different results

External accountability, reporting, marketing



Universal (not specific) measures

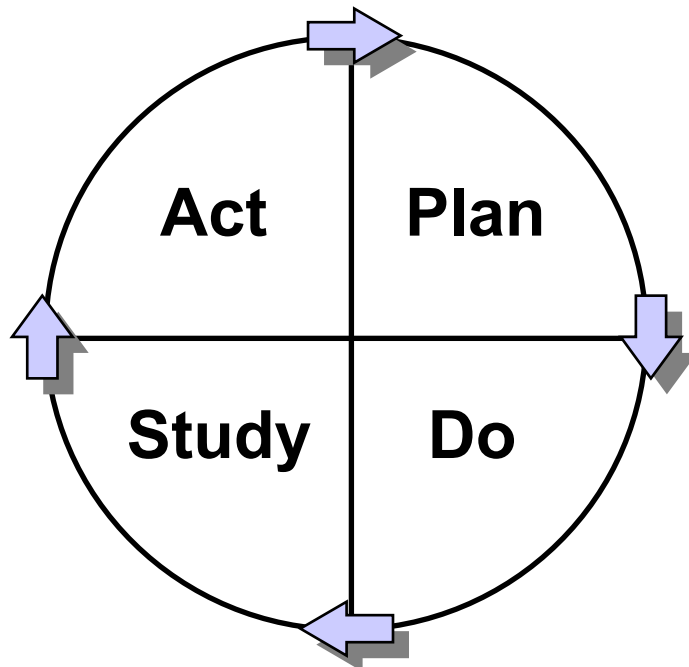
Consistent with agency's strategy

**Current performance at or above
publically-available benchmarks**

Internal quality improvement

Specific (not universal) measures

“Low-hanging fruit”



Model for Improvement

- PDSA

- Small tests of change

National Guideline Clearinghouse

The screenshot shows a Windows Internet Explorer browser window displaying the National Guideline Clearinghouse website. The address bar shows the URL <http://www.guideline.gov>. The page header includes the AHRQ logo and the text "Agency for Healthcare Research and Quality" and "Advancing Excellence in Health Care". The main content area features a search bar with the text "Search the site:" and a "GO" button. Below the search bar, there are four sections: "Find", "Learn", "Compare", and "Ask". The "Find" section includes a green arrow icon and text about browsing guideline summaries by topic or organization. The "Learn" section includes a purple head icon and text about broadening knowledge with guideline resources. The "Compare" section includes an orange square icon and text about comparative analysis of guidelines. The "Ask" section includes a blue question mark icon and text about contacting the site with questions. On the right side, there is a "New This Week" section with the date "October 18, 2010" and a "New/Updated Guideline Summaries" section with a list of items: "CDC, EAUN, ICSI, NHCHC, RNAO, WSDLI". Below this is an "Announcements" section with the text "U.S. Food and Drug Administration (FDA) Advisories" and a list of items: "October 13, 2010: Bisphosphonates (Osteoporosis Drugs)", "October 8, 2010: Meridia (sibutramine)", and "Market Withdrawal". The browser window also shows a taskbar at the bottom with various application icons and the system clock showing 1:03 PM.

U.S. Department of Health and Human Services
www.hhs.gov

AHRQ Agency for Healthcare Research and Quality
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National Guideline Clearinghouse

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New This Week
October 18, 2010

New/Updated Guideline Summaries

- CDC, EAUN, ICSI, NHCHC, RNAO, WSDLI

[View All](#)

Announcements

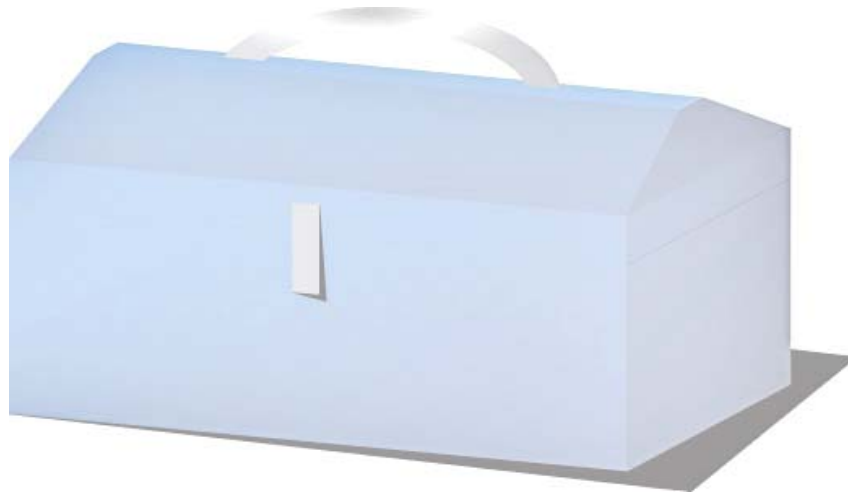
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