

Developing a Quality Program in AL/PC

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Objectives

- ▶ Participants will be able to identify the role of leadership in defining and achieving sustainable quality in their community.
- ▶ Describe the role of a quality program in the assisted living and personal care environment.
- ▶ Identify best practices, tips and tools that can be utilized by attendees to support successful implementation of quality programs.

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What Is Quality Improvement and Why Do We Need It In Our Communities?

- ▶ Quality Improvement is a formal approach to the analysis of performance and systematic efforts to improve it.
- ▶ Means to get to providing quality care and services
- ▶ The goal is to make improvements in processes when problems are identified so that processes and systems run better.
- ▶ Every problem is an opportunity—Kilshiro Toyoda, Founder of Toyota.

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Role of Leadership in Quality

- ▶ Organizational leadership should:
 - Know and understand the need for quality programs in the organization.
 - Help the team, both up and down the organization understand quality programs and why they are important, how they can help the business.
 - Look internally at the culture of the organization—is it one to support performance improvement and quality monitoring.
 - Think about potential projects that will result in early wins for the team.

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Steps in Developing a Quality Program

- ▶ 1. Identify a potential area of improvement
 - Start small, select something that you may already be collecting data on but don't process that data.
 - Talk with your team. Anyone in the organization can identify an area needing improvement.
 - Look at your complaints, customer service surveys.
 - Most often the people involved in the process are best to tell you something isn't working.

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Steps in Developing a Quality Program (continued)

- ▶ 2. Organize a team
 - Create a culture of participation.
 - Post notice for team members interested in participating.
 - Change the name from "committee" to "council".
 - Select members from all departments to participate.
 - Acknowledge members at staff meetings and standup.
 - Encourage members to obtain input from their peers.

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Steps in Developing a Quality Program (continued)

- ▶ 3. Define a problem, issue or a process to improve.
 - Nursing response times
 - Medication errors
 - Falls prevention/reduction
 - Wandering/elopement
 - Survey compliance
 - OSHA compliance
 - Staff turnover
 - Client satisfaction

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Steps in Developing a Quality Program (continued)

- ▶ 4. Conduct data analysis and look at your contributing factors.
 - Take a look at your area of improvement and talk about what areas contribute to the problem.
 - Look at what data you are already collecting about this problem—don't reinvent the wheel
- ▶ 5. Conduct a root cause analysis
 - It isn't as hard as it sounds!! ☺
 - Couple of tools to use:
 - Fishbone diagram
 - The 5 Why's

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Steps in Developing a Quality Program (continued)

- ▶ Root Cause Analysis
 - Helps determine what is happening.
 - Helps define the problem
 - Analyzes why it happened by asking the 5 why's.
 - Why?
 - Why?
 - Why?
 - Why?
 - Why?
 - Helps you figure out what to do to reduce the likelihood of the same thing happening again.

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Steps in Developing a Quality Program (continued)

- ▶ Benefits of the 5 Why's
 - Helps to get to the root cause of a situation or problem.
 - Helps determine the relationship between two different root causes
 - Process vs people, people vs people
 - One of the simplest tools to use
 - Use when problems involve human factors or interactions
 - Use in day to day business.

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Example 5 Why's-Back Injury

- ▶ How did you hurt your back?-Transferring resident
 - Why were you transferring resident? She was too weak and asked for help.
 - Why did you not ask for help from coworker? Thought I could do it alone?
 - Why not using a gait belt? Didn't know about using gait belt?
 - Why were you not aware about needing to use gait belt? Wasn't told in orientation.
 - Why were you not told in orientation? WASN'T PART OF THE ORIENTATION WAS ROOT CAUSE.

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Steps in Developing a Quality Program (continued)

- ▶ 6. Improvement planning
- ▶ One of the simplest tools to use to implement successful change is Plan, Do, Study, Act (PDSA) plan.



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Steps in Developing a Quality Program (continued)

- ▶ 6. Improvement planning
- ▶ Plan
 - Clearly state the objective
 - Predict the impact of the change
 - Use the 5 Why's to ensure you have included the key variables—who is involved, what will change, when, where, what data will reflect the change and how it will be captured.
- ▶ Do
 - Conduct the test
 - Document the problems and positive findings
 - Begin reviewing the data

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Steps in Developing a Quality Program (continued)

- ▶ 7. Evaluate progress
- ▶ Study
 - Complete the data analysis as scheduled
 - Compare the results to the plan (benchmark)
 - Summarize what was learned.
- ▶ Act—celebrate your wins
 - Determine any modifications
 - Prepare for the next steps—further study, change the benchmarks
 - The PDSA is cyclical and should trigger the next step, go back to planning.

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Factors That Affect Your QA Program

- ▶ Lack of buy in from team members.
- ▶ Not training team members on meaning of quality program and expected outcomes.
- ▶ Failure to follow the process—don't jump the steps.
- ▶ Failure to celebrate the wins no matter how small.

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Tools to Help You in Your Program

- ▶ The 5 Why's
- ▶ The PDSA
- ▶ Long Term Care Trend Tracker
 - Useful in Assisted Living and Personal Care
 - Track turnover, hospital readmissions, and other common issues in our communities.
 - Goal to get as many AL/PC to participate so that we finally have data to compare.

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QUESTIONS???

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