

QA IN HOME CARE SERVICES

Bridging the Healthcare Performance Gap

BUILDING YOUR DEPARTMENT'S QUALITY CONTINUUM

A healthy quality program has three critical components. These include quality assurance, quality improvement and performance improvement. Together, they are collectively known as the quality continuum.

Just as every healthcare organization needs to have a healthy quality continuum if it is to be operationally and financially successful in meeting the needs of its patients and communities, every department needs to have an effective continuum if it is to be what it needs to be for the organization. A strong quality continuum helps an organization in living up to the expectations of the people who count on it to meet their needs for access to great patient care.

Some of the important members of the healthcare team are those clinically-oriented departments that are directly involved in the delivery of patient care. As the continuum of care continues to grow, that healthcare team reaches across a number of providers whose efforts must come together to create a great patient experience.

Home care services is one of those relatively new services that plays a very important role in assuring high quality patient care, patient safety and a continuity of care. It commonly can make the difference between a person being able to go home

versus facing nursing home placement. This can be a pretty important outcome for most patients. The experience people have with home care services associated with a healthcare care system can have a significant impact on decisions to try out other services.

Home care services controls a series of structures and processes that can have a profound impact on a patient's experience inside the healthcare environment. This very important service impacts the health, safety and security of patients with chronic health situations. It is the discharge point for many into the healthcare system. It plays an important role in conveying a sense of accessibility to chronic care for the community. (See the on-line module titled *Building the Patient Experience.*)

Health, safety and security for patients with a chronic illness is an important consideration in today's environment. One in five people currently have one or more chronic health conditions and that number is expected to increase significantly by 2020. Home care can have a significant impact on how safe a patient feels inside the healthcare environment. Some of

the important impressions that this department impacts are:

1. How much a healthcare system cares about the general health and well-being of the community?
2. How committed is the organization to the delivery of high quality patient care?
3. How committed is the organization to ensuring patient safety?
4. How committed is the organization to making people feel well cared for and deeply cared about?

In addition to final impressions, home care services have a significant impact on relationships with other service providers in the communities. Their interactions with other agencies such as public health agencies can have a significant impact on the organizations bigger community relationship. As you review the enclosed list of quality assurance activities for which home care has primary responsibility, one can appreciate just how important this department's role is as a member of the healthcare team.

A healthy quality continuum allows our people to know that:

1. *they are in control of their futures;*
2. *their efforts make a difference, and*
3. *that they are part of creating something better for tomorrow than what already exists today.*

They come to appreciate the contributions they make in meeting the mission and creating the vision of the organization.



SO WHAT IS QUALITY!

Quality in healthcare encompasses the ability of an organization or provider to make patients feel very well cared for at the same time they are making them feel deeply cared about. When patients define quality, these are the two things that they repeatedly say they are looking for. For health care's customers, these seem like pretty easy requests and they are becoming less and less tolerant when providers don't get them right.

In today's healthcare environment, quality is about making people feel safe in an environment where they can also feel that they are receiving state-of-the-art care from people who are on top of those variables that could place them in harm's way. Safety is a pretty broad term for patients as it ranges from a sense of feeling physically safe in the environment to feeling that they are receiving the very best care that can be delivered by people who genuinely care about the outcomes that their actions lead to. They also want to feel informed and in control of their patient experience.

For the people in home care services,

quality means timely, safe and appropriate home based patient care that is consistent with current standards of practice. The patient care delivery system is a complex one and subject to change almost daily as technology continues to modify the standards of practice. For the average patient, the visit from the home care nurse can reduce the fears and concerns associated with a personal crisis that compromises his or her sense of control because of an illness or condition that compromises his or her independence and quality of health.

The average patient can not actually judge the quality of the patient care they receive to a level that creates a genuine level of comfort. They can not determine if the battery of tests being ordered by the physician are truly the best tests or if the treatment and drugs are truly the best interventions. Because they need some measures that help them to feel good about their choices, patients tend to rely heavily on pseudo-measures of healthcare quality.

Pseudo-measures are measures that

patients and family members can judge more easily because they are familiar with what they are and what they should look like if quality exists. The most common pseudo-measures in healthcare have traditionally been cleanliness, friendliness, physical appearance, and quality of the food. Physical safety and the perception of teamwork are becoming increasingly important measures. In the home setting, patient look for how well the multiple providers that might come into the home work together and how concerned the providers are in helping the patient to achieve optimal health and independence in spite of his or her condition. If these pseudo-measures convey a sense of quality, people assume that there is a pretty good chance that the quality of the clinical care is good also.

The measure of quality for people looking to health care is found in the attention to details that they observe. The more attention to details that they witness in pseudo-measures, the more comfortable they are that the same attention is given to the details of direct patient care. Great reputations are not built on being average. They are built on reaching well beyond average and paying close attention to the details that convey a message that providers take their roles delivery of great care seriously.

WORKING WITH YOUR QA CALENDAR

The quality assurance calendar is a tool that helps a department to organize and manage its quality assurance and compliance-related activities in a way that reduces resource consumption and the risk of falling behind (see the PACE Workbook on *Working with Your Quality Calendar*). Historically, healthcare organizations have not utilized highly structured systems to collectively organize and manage their quality assurance or compliance-related activities. The lack of such a system has been one of the major contributing factors in prompting healthcare organizations to find themselves in trouble on surveys and having to put an inordinately large number of resources into ongoing efforts to maintain the basics.

Quality and compliance inside health care does not just happen. They are activities that need to be managed. As one looks at the list of compliance and quality assurance-related activities on the following pages, it is obvious how easy it would be to overlook something or get behind if you do not have a system that allows you to manage them.

As most of these activities are time sensitive, once they don't happen it is impossi-

ble to make them up. For example, if a patient should not receive their initial evaluation within the required time, it can not be fixed after the fact. If OASIS data is not submitted on time, it can't be corrected after the fact without consequence. If aide evaluations are not done within the required period of time, it can negatively impact the organization on survey. If aide training is not kept current, the home care agency could find itself with limited staffing and the loss of critical personnel.

As the healthcare industry continues to become more complex and more and more is asked of our people, systems like the quality calendar can help to better manage activities as it become increasing necessary to find ways of doing more with fewer resources. The answer is not in working harder. It is in working smarter and the quality assurance calendar is a tool that can help department managers to do that.

Some important points in using your calendar are:

1. Only schedule activities that must be done on a Monday for that day. Mondays tend to be bad days in

healthcare organizations because of the many issues that spill over from the weekend. As most legal holidays fall on Mondays, it is the one day of the week that prompts people to more easily get behind because things from the holiday must be pushed to Tuesday.

2. Similarly, it is best if you minimize the number of flexible activities that need to be done on a Friday because that is generally the day that people are pushing to get things done for the weekend. It is also the most common day that people request off to have a long weekend.
3. Try to always set the schedule up so that compliance related activities never consume more than two hours in a given day for any one person. This is one of the reasons that a calendar is so helpful. It allows you to plan and balance things out. Most people can plan to commit up to two hours of the day to designated activities. They can also tend to find time to make those activities happen even on a day when there seems to be one crisis after another.
4. Try to always set the schedule so that

WORKING WITH YOUR QA CALENDAR

the compliance activities are carried out as early in the day or shift as is possible. If people get the compliance activities out of the way first, it is easier to make sure that they don't get lost in the chaos of the day.

- Always set a specific time for an activity to be done. One of the common mistakes that we make in health care is to tell people to get things done before the end of the day. Because these activities tend to be viewed as extras or incidentals by many of our people, they tend to do better in getting them done if the expectation for completion is well defined. For example, if the maintenance director tells a worker to check water temperatures sometime before the end of the shift the employee is much more likely to forget than if he is told to complete the task right before coffee break or between the hours of 8:00 a.m. and 9:00 a.m.
- Spread the activities across the workforce. The more people involved, the easier it is to reduce the amount of time that the activities will take. Many areas of a healthcare organization suffer from a syndrome called STP— "the same ten people" (or in some places, it can be the same two or three people.) The more responsibilities that are placed on a smaller number of people, the greater the chance that some won't happen. The calendar is designed to assign responsible parties to activities. Involving the staff in these accountabilitys increases their awareness of the activity, can serve as an educational activity and increases what a department can accomplish. The biggest problem with "STP" is that when those ten people max out, so does the department or the organization. It is important to break through these self-imposed glass ceiling if people are to make our healthcare organizations everything they can be.
- For activities that impact more than one department, make sure that they are on the calendar for each entity impacted. This creates a safety-net for the activities because we now have two or more pairs of eyes watching them. For example,

humidity levels for the operating room would be on calendars for maintenance and the operating room. While it is generally the maintenance and engineering staff that actually check the humidity levels, it is the operating room's standards of practice that humidity levels be maintained within the recommended range. It is not a sign of weakness to create a system of checks and balances but it is a sign of weakness to let turf wars get in the way of success and patient safety. Another good example would be pest control in the kitchen. This is a shared responsibility for dietary and maintenance. When organizations have two sets of eyes monitoring for the same activity, they reduce the potential for error.

- Schedule the more flexible activities around the work demands in the department. The demands on most departments in a healthcare organization fluctuate to varying degrees. To be respectful of the workforce and increase the potential for getting the work done, it is important to schedule activities to increase their potential for success. For example, snow removal and yard work may make the winter, spring and summers busy times for the maintenance departments in many areas of the country. October and November may represent a narrow window of time where the demands are fewer and be the best time for things like annual policy and procedure review.
- Require that documentation on the calendar is completed before leaving the building each day and preferably within two hours of completion. Allowing people to catch up documentation of activities increases the likelihood that appropriate documentation won't get done. It also increases the likelihood that the activity will not get done. Having to document in a timely manner means that employees are more likely to remember to do it and do it accurately.
- The manager should check the calendar every day. It doesn't take long to glance down through it to make sure every box is filled in and it

saves the manager from having to play the "Did-Ya" game. The "Did-Ya" game is one where managers waste time and energy running around all day saying "did ya" to make sure things are getting done. This kind of activity wastes time, takes the manager away from more important things (like helping to build the organization's future) and can be pretty damaging to staff relations. Checking the calendar every day also saves the manager from any unpleasant surprises. It also conveys the importance of the activities to the work force. There is nothing more contradictory to a workforce than to have a manager who says something is important but his or her behavior conveys just the opposite. Checking the quality calendar every day is one way a manager can walk the talk.

- Group activities in ways that promotes efficiency and effectiveness. For example, many of the safety monitoring requirements can be achieved as part of well-defined safety rounds. Safety rounds conducted once or twice a month can accomplish a lot in a short period of time. When married to infection control surveillance, such rounds could be highly productive activities.
- Look for opportunities to increase efficiency through teamwork with other departments. For example, in one hospital, housekeeping staff touched up painted surfaces in patient rooms where the paint had been chipped away during the patient's stay. They did this during terminal cleaning of the room after patient discharges. The maintenance and housekeeping staff found this to be a more efficient use of people's time than the old system where housekeeping would fill out a maintenance request and then maintenance staff would come up and repair a few chipped paint surfaces.

QA Topic	Monitoring Responsibility	Responsible Party	Month														
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CREATING YOUR QA CALENDAR!

The topics in the tables on the next pages list out the common quality assurance or compliance type activities that could be found on a QA calendar for the Home Care setting. Some may not apply to all organizations and others may need to be added as compliance standards are dependent on the services offered. Please review these tables to determine which topics are important to your calendar and then follow the instructions in the PACE training workbook titled *Working with Your Quality Calendars* to build you calendar. Please note that health care is a very dynamic industry and constantly subject to change. The completeness of the list and frequency recommendations in these tables should be regularly checked against those established by federal, state and local regulatory agencies.

	QA Accountability	Frequency
1	Patient information packet	For every patient
2	Patient Bill of Rights and Responsibilities	For every patient
3	Advanced directives	For every patient
4	Consents	Per policy and procedure
5	Privacy and confidentiality of information	Per policy and procedure
6	HIPAA compliance	Per policy and procedure
7	Uses and disclosures for which an authorization is required	Per policy and procedure
8	Authorization/agreement for services	For every patient
9	Patient grievances/concerns	Per policy and procedure
10	Patients with special communication needs	Per policy and procedure
11	Patient abuse, neglect or exploitation reporting	Per policy and procedure
12	Intake/referral form	Per policy and procedure
13	Patient identification accuracy	Per policy and procedure
14	Nursing assessment/medical history form	For every patient
15	Patient risk of fall assessment	For every patient
16	Nursing progress notes	For every applicable encounter
17	CLIA certification for lab	Annual
18	Annual program review	Annual
20	Initial assessment visit within 48 HRS	Within 48 hours of referral
21	Comprehensive assessment (within 5 days of start of care)	Within 5 days of start of care
22	Plan of care	Initiated within 5 days
23	Plan of care review	Review at least every 60 days
24	Physician certification of plan of care	Upon creation of plan
25	OASIS assessment	Per OASIS guidelines
26	OASIS update	Upon change
27	Initial OASIS submission	Within 7 days of completion
28	OASIS update	Monthly
29	OASIS validation	Per OASIS guidelines
30	(SCIC) Significant change in condition	Upon change in patient condition
31	Influenza vaccination per policy	Per policy or physician order
32	Pneumococcal vaccination per policy	Per policy or physician order
33	Aide 75 hour coursework	On all new hires
34	Aide Supervisory visit	Every 2 weeks for skilled patients

CREATING YOUR QA CALENDAR!

	QA Accountability	Frequency
35	Monthly medical update	Per policy and procedure
36	Signing and dating of all medication orders	On all medication orders
37	Criteria for discharge	On every discharge
38	Discharge summary—final visit note	On every discharge
39	Physician discharge summary	On every discharge
40	Discharge instructions	On every patient presentation
41	Discontinuation of services against medical advice form	For all AMAs
42	Discharge instruction on AMA	For all AMAs
43	Telephone/verbal orders	Per protocol
44	Nutritional assessment	Per policy and procedure
45	Medication transfer communication	On every transfer to an alternate level of care
46	Standard precautions	Continuous
47	Communicable infection management	Continuous
48	Communicable disease reporting	As per state requirements
49	Handwashing	Continuous
50	Infection control compliance	Continuous
51	Handling of biohazardous waste	Continuous
52	Blood/body fluid precautions	Continuous
53	Sharps management	Continuous
54	Sharps box security	Continuous
55	Sharps disposal	When boxes are 3/4 full
56	Ergonomics	Continuous
57	Medical device recall	Per policy
58	Compressed gas safety	Continuous
59	Equipment malfunction reporting	Per policy
60	Medication refrigerator/freezer temperature checks	Daily
61	Infusion pump safety	Per policy and procedure
62	Emergency medications	Per policy and procedure
63	Medication monitoring	Per policy and procedure
64	Legibility of medical record	On every entry
65	Acceptable abbreviations	Continuous
66	Signing and dating of all medical record entries	On every medical record entry
67	MR entry verification with signature	On every medical record entry
68	Critical test results reporting	On every critical value as per policy
69	Panic values management	On every panic value
70	Acknowledgment of results of diagnostic testing	On every diagnostic report
71	Waived testing	Per policy and procedure
72	Outdates management	Continuous
73	Staff competencies	Continuous as per policy
74	New staff orientation	For every new employee to ED

CREATING YOUR QA CALENDAR!

	QA Accountability	Frequency
75	Medication safety	Per policy and procedure
76	Adverse drug reaction reporting	Per policy and procedure
77	Controlled substance disposal	Per policy and procedure
78	Use of investigational treatments/drugs	Per policy and procedure
79	Electric safety	Continuous
80	Annual policy and procedure review	Annually
81	Employee training on new/revised policies and procedures	On creation of or revision of policy or procedure
82	Blood glucose nursing certification	Continuous
83	Blood glucose calibration	As per manufacturer's recommendations
84	Arterial blood gas nursing certification	Continuous
85	ACLS certification	Continuous
86	CPR certification	Continuous
87	PALS certification	As per policy
88	Patient education	As per patient need
89	Service contract review	Annually
90	Service contract renewal	Annually or on term
91	New chemical training	Before use
92	Secure MSDS and assure appropriate precautions	Before new chemical use
93	Employee right-to-know MSDS training	On orientation before chemical use and annually
94	Separation of patient care and cleaning chemicals	Continuous
95	Flooring integrity	Continuous
96	Baseboard integrity	Continuous
97	Surface washability	Continuous
98	Annual fire safety training	Annually
99	Annual general safety training	Annually
100	Annual infection control training	Annually
101	Staff certification for special equipment management and skills	Before expiration
102	PPE compliance	Continuous
103	General trash management and disposal	Daily or when receptacles are 3/4 full
104	Annual review of employee job descriptions	Annually
105	Annual employee performance appraisal	Annually
106	Horizontal surface cleaning	Daily and on each use
107	Deep cleaning schedule	Per schedule
108	Ceiling tile integrity	Continuous
109	Storage 4 inches off the floor	Continuous
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KEEPING PACE WITH TODAY'S STANDARDS

Quality assurance or compliance-related activities are extremely important in a healthcare environment because they are generally related to safety and can have a significant impact on patient satisfaction. They frequently involve precautionary steps taken by an organization to prevent an untoward event and to be prepared in the event of a disaster or break in the routine that could place people or the organization in harm's way.

For example, while providers hope they will never need them, there are many precautionary activities that healthcare organizations need to be skilled at in the event there is a fire. They need to know that the generator will run in the event of a power outage. They need to know that we have a strong plan to protect people in the event of a natural disaster. The home care services plays a very important role in any form of disaster preparedness for its own organization and others in the community. This means that this department must always know that it is ready for whatever might come through its doors.

Home care agencies also need to know that the day-to-day risk is reduced for people who come in and out of the home setting. They need to know that the organization is in compliance with current standards of patient care and employee safety. They need to know that general patient care practices and protocols are consistent with nationally recognized standards.

Too often healthcare organizations find themselves at risk because they become complacent about quality assurance related activities. As so many of the activities are precautionary in nature and many organizations may never actually have to enact them or experience a negative outcome from them, it is very easy for an organization to elect to take short cuts or overlook striving for 100% compliance. The danger is in the fact that an organization can't make it up to a patient or a community member or employee when its failure to stay current negatively effects any one of them. If its reputation in the community is damaged, it may never recover.

Proactive compliance is significantly less resource intensive than running to catch up. Developing a corrective action plan in respond to a Medicare Condition of Participation survey is never the best way to achieve compliance. Working to overcome the damage created by a negative outcome is definitely more expensive and resource intensive than ensuring the negative outcome

could not happen. As the saying goes, "an ounce of prevention is more valuable than a pound of cure." This is particularly true in health care where the cost of a negative outcome can be particularly steep. A well structured quality assurance program inside the quality continuum can provide for that ounce of prevention to protect an organization.

The majority of the compliance standards for home care relate to

patient safety and maximizing the patient's ability to remain independent in the home. These are two very big areas of responsibility where compliance is critical. When any of these areas of responsibility fall out of compliance it is important to bring them back into line as soon as possible.

Because of the magnitude of some of the responsibilities, retrospectively trying to fix them can be a nightmare in addition to placing the organization at risk because of non-compliance. For example, if the patient has issues with his or her medications that could have been identified by the home care nurse to prevent rehospitalization or decline and it is not, patient harm and organizational liability are real possibilities. Proactively dealing with issues through prevention can reduce resource consumption by as much as 25 -33%. Every minute appropriately spent on planning (such as the creation of a balanced QA calendar) can save 10 minutes in execution time.

Historically healthcare organizations have had poor systems for managing and documenting quality assurance related activities. Too often those systems for managing these activities have existed in the minds of our managers. While the mind is a very powerful place, the stresses of today's healthcare environment make it a poor stand-alone tool in creating the kind of efficiency and effectiveness we need. As a result, too many things end up being retrospectively repaired rather than proactively managed. The quality calendar system is an approach to proactive activity management. If the average emergency department is able to reduce time and/or resource consumption by an average of 33% because it uses tools to improve its

efficiency and effectiveness, it can find itself capable of managing more with less in a less stressful environment. This is an important goal in today's healthcare environment. It also reduces the amount of time spent on crisis management which is one of the industry's greatest threats to resources.

When a quality assurance or compliance activity goes out of compliance, it is a depart-

QA Calendar

	Frequency	Responsible Party	Jan	Feb	March	April	May	June
Crash Cart Checks	Daily	Susan	SK OK	SK OK	SK OI	SK OK	SK OK	SK OK

ment's responsibility to bring that activity back into compliance as quickly as possible in a way that will hold the compliance. The department needs to document the step it took to achieve that compliance and the ongoing activities to monitor it.

The first step is to set up the quality assurance calendar with all of the compliance-oriented activities that are important to the organization. Once the list is complete, the manager, with the assistance of his or her departmental team, defines when each activity is to be completed along with who will be responsible for it. (Remember the stronger the team approach, the greater the potential for success and the more that can be achieved with fewer resources. As long as activities remain in compliance the only documentation that is necessary is to complete the required log for the activity and to indicate an OK on the calendar. When an activity moves out of compliance, a department should be able to demonstrate that it has quickly moved through the steps of the PACE cycle. Documentation should demonstrate that it quickly identified the issue (moving the issue to its quality improvement calendar), PLANNED to re-establish compliance, ACTED to initiate the plan, CHECKED to make sure that the plan achieved the designed results and ENHANCED the plan to achieve the best outcomes possible. Once compliance is re-established and a short period of more intensive monitoring demonstrates compliance, the department can return to its normal schedule of monitoring as defined by the calendar.

The calendar should be evaluated each year as part of the annual review of services to determine needed additions and revisions that would increase departmental efficiency in achieving continuous compliance.



**D.D. BAINBRIDGE &
ASSOCIATES, INC.**

Phone: 716/676-3635
Fax: 716/676-2404
E-mail: darlene@ddbainbridgeassoc.com

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THING for the RIGHT REASONS and
not just when we feel like it.*

James B. Menton

The Future Starts with a Strong Today!

Building a strong reputation and future for a healthcare organization starts with building a strong today. In many ways it is like building a new building. If you don't start out with a sound foundation it becomes increasingly difficult to build a structure that can be as tall as you would like or that can withstand the various elements that place stress on it. When the foundation isn't strong, you frequently find yourself having to put additional resources into shoring it up and to apply patches where necessary. You also tend to find yourself having to monitor it more closely every time the structure is placed under stress to make sure it will hold up. A healthy quality assurance program is about making sure a healthcare organization has a strong foundation on which to build tomorrow and the future. If an organization is constantly struggling to maintain compliance with today's standards, the activities steal valuable time and resources away from efforts that could be used to build a healthier tomorrow. Given the strain on today's healthcare resources, providers need to ensure that they are getting the most they can from what they have. They need to make sure that quality lives today so it is easier to build a better tomorrow.

BRINGING IT ALL TOGETHER

A healthy quality program is about making sure that our organizations are being true to the business of health care. That business is the delivery of high quality patient care in an environment that makes our patients and communities feel well cared for and deeply cared about. It is about making sure that our organizations are healthy and strong for today, tomorrow and into the future.

The quality program creates the structure to support the creation and implementation of the many systems that (1) ensure that our organizations and patient care services are what they need to be to make our organizations strong for today, (2) continuously work to improve and meet the changing needs of tomorrow as technological advancements continue to reshape the delivery of patient care, and (3) bring the strategic plan and vision of an organization to life while holding true to the mission and values of the organiza-

tion. A healthy quality program is about much more than making sure that our organizations are meeting the expectations of outside regulators and the many external customers that enter our doors every day.

The mission defines why our healthcare organizations exist. The vision defines where we picture our organizations to be at some point in the future if the organization is to remain strategically positioned for success while it remains true to its mission and values. Our values define those behaviors we hold to be important to every day life if we are to remain true to our missions (who we are).

It can be very easy for these important messages to become fluff and pie-in-the-sky words that only raise more doubt and questions if people can not see the path that brings them to life. A healthy quality program provides that path by creating

the structures and systems that make proactive change possible.

The mission, vision and values of an organization come to life when they are successfully married together through the organization's quality program and strategic planning activities. These two activities create the environment for the creation of a culture for quality where patients feel well cared for and deeply cared about while healthcare providers have the potential to feel good about their contributions in improving the quality of life for the public that entrusts them with their care.

