



Health Quality Innovation Network

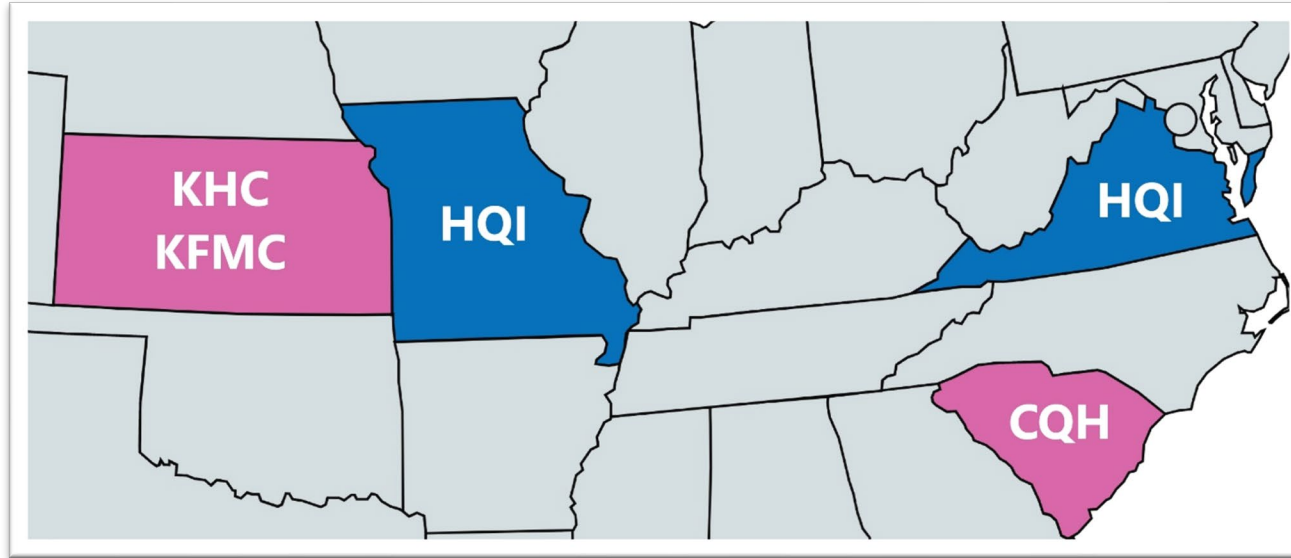


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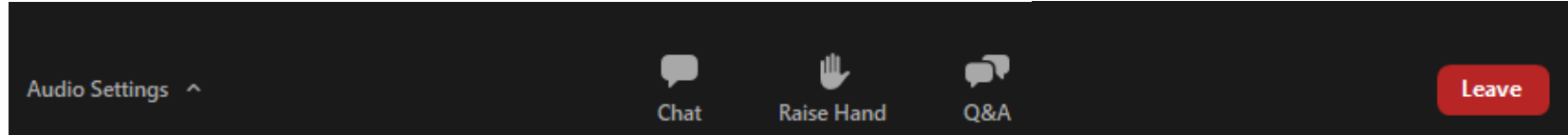
Recognize and Respond Collaborative: Pulling It All Together

November 14, 2023

Health Quality Innovation Network



Logistics – Zoom Webinar



To ask a question, click on the **Q&A** icon.

Raise your hand if you want to verbally ask a question.

Resources from today's session will be posted in **Chat**.

You may adjust your audio by clicking **Audio Settings**.

You have been automatically muted with video turned off.

Your Team



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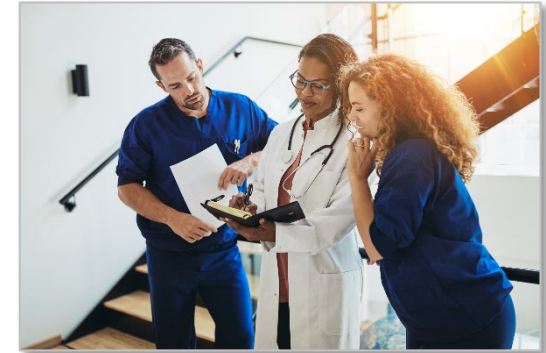
Webinar Objectives

- Review strategies discussed during the Recognize and Respond Collaborative Learning Sessions
- Discuss the importance of having reliable systems to ensure sustainability of your improvement gains
- Engage in peer sharing during our provider spotlight



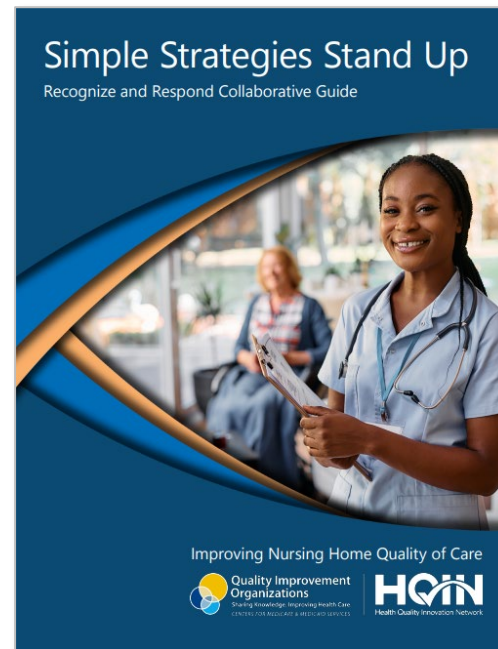
Why Are We Here?

- Improving care transitions between care settings and home is critical to improving individuals' quality of care and quality of life
- Effective care transitions:
 - Prevent medical errors
 - Identify issues for early intervention
 - Prevent unnecessary hospitalizations and readmissions
 - Support consumers' preferences and choices
 - Avoid duplication of processes and efforts to more effectively utilize resources



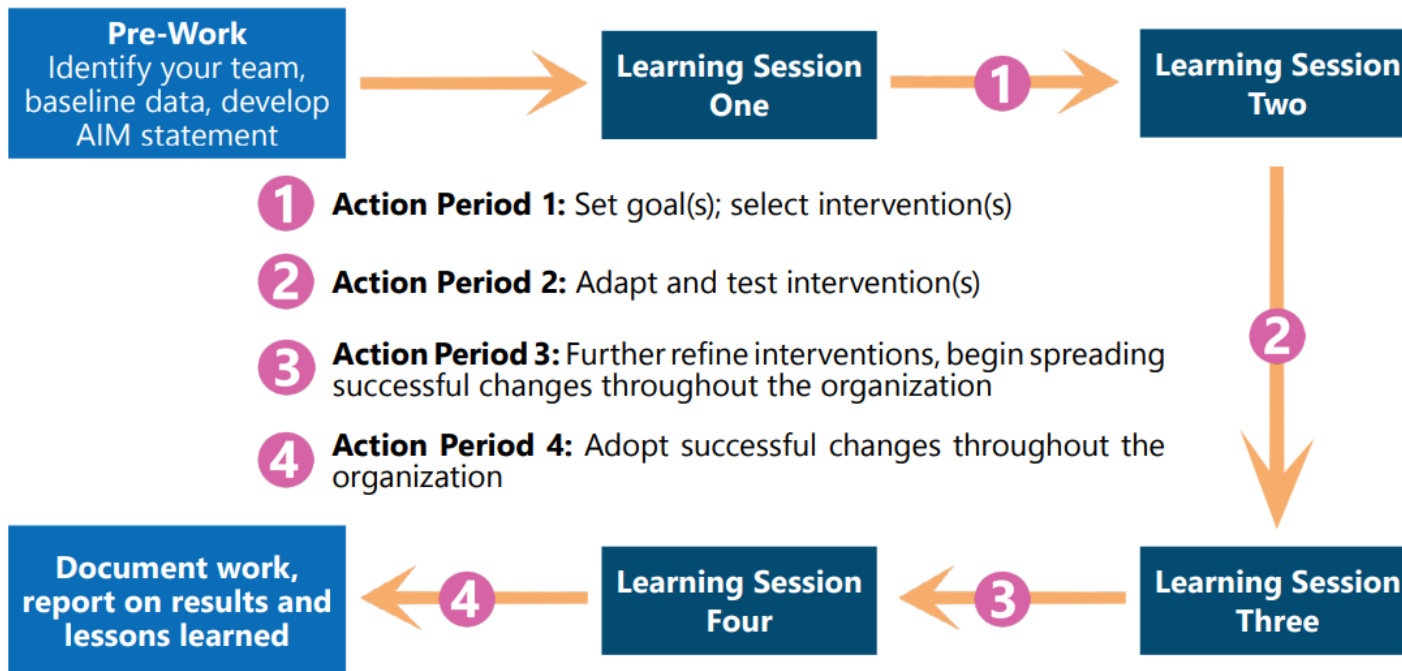
Collaborative Guide

The **Recognize and Respond Collaborative Guide** provides a framework to prepare each team for a successful improvement journey



[Recognize and Respond
Collaborative Guide | HQIN](#)

Collaborative Structure



Recognize and Respond Collaborative Learning

- Collaborative Kick-Off Session
- Advance Care Planning/Resident and Family Engagement
- Communication Strategies
- INTERACT® Care Paths
- INTERACT® QI Tools



**Access the
slides and
recordings for
all webinars in
the series**

Polling Question

Has your team received the same citation two years in a row?

- A. Yes
- B. No
- C. We tend to get the same citation EVERY year



Polling Question

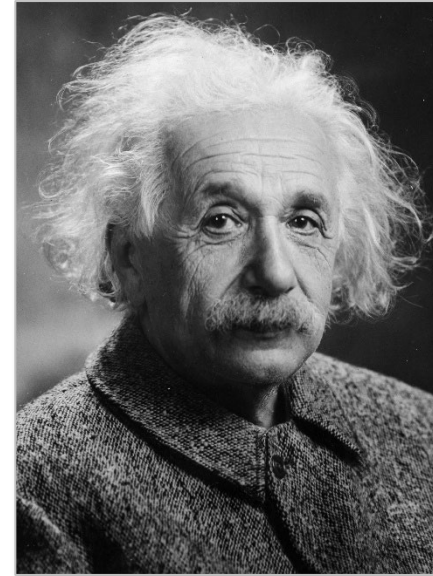
Has your team ever failed a revisit?

- A. Yes
- B. No
- C. More than once



Let's CHAT

**Why do you keep
having the same
issue over and over?**

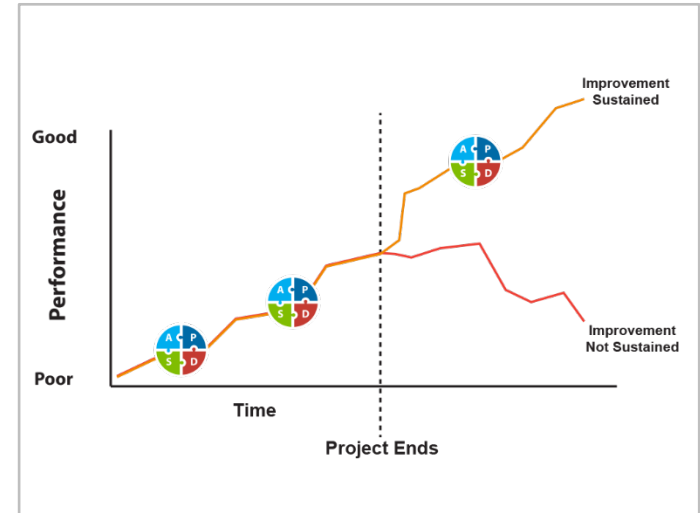


Sustainability: Building Reliable Processes



What Is Sustainability?

- Sustainability occurs when processes or improved outcomes last within an organization after implementation has occurred
 - An improvement that has become part of the organizational culture and has been maintained regardless of workforce turnover is an example of a sustained improvement
- Sustainability is also related to successful culture change within an organization



[Module 6: Sustainability: Facilitator Notes | Agency for Healthcare Research and Quality](#)


Pillars of Sustainability

- Supportive management structure
- Processes to “foolproof” change
- Robust, transparent feedback systems
- Shared purpose
- Culture of improvement and engaged staff
- Formal capacity-building programs



Process Reliability

- Reliability is the ability of a system, process or health care service to successfully function repeatedly under commonly-occurring conditions
- Reliability occurs by design, not by accident
 - Process is the action point of all improvement methodologies



The challenge in achieving reliability in health care is the **complexity of the processes**, which heavily **depend on human beings** and their interactions with each other

Do Your Current Efforts Enhance or Hinder Reliability?

Factors that Enhance Reliability

- Deliberate design
- Intentional focus on process
- Testing, and more testing
- Meaningful measurement

Factors that Hinder Reliability

- Sole focus on benchmark improvements
- Over-reliance on training
- Expecting an updated policy will produce improved performance
- Human error

Common Barriers to Reliability

Psychosocial	Environmental
Fatigue and burnout	Interruptions, distractions
Illness	Noise
Drugs and alcohol	Clutter
Boredom, frustration	Too many handoffs
Cognitive shortcuts	Unnatural workflow
Fear, stress	Temperature
Reliance on memory	Procedures, devices designed in accident-prone fashion

Designing Reliable Systems

- Segmentation
- Visualization
- Standardization and simplification
- Develop a back-up plan
- Test, measure and retest



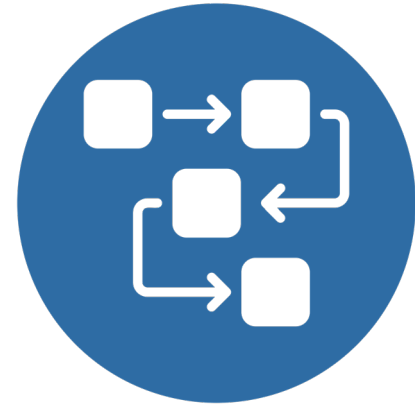
Segmentation

- Identify the entire population of residents that are affected by the process that you are trying to make more reliable
- Select a segment of the whole population where residents are easy to identify, where staff are willing to engage and where the patient volume is sufficient to allow daily tests of change



Visualization

- Use a high-level flow diagram
 - Keep it simple (3-5 steps)
- Identify defects
 - Which steps have defects?
 - Which is the biggest defect?
 - Which step can make the biggest impact?



Standardization and Simplification

First

Simplify

- Resist the urge to add steps or complexity
- Engage in robust testing of solutions
- Make processes better for residents **and** staff
 - Easy to do the right thing
 - Hard to do the wrong thing

Then

Standardize

- Remember that it is more important for a process to be STANDARD than it is for it to be perfect!

Standardizing Your Process

Standardize processes by answering the following questions:

- Who will complete the task?
- What is the task they will complete?
- When will they complete the task?
- Where will they complete the task?
- How will they complete the task?



Have a Back-Up Plan

- Identify which process steps require a back-up plan
- Develop your back-up plan using the principles of standardization and simplification
- Ensure everyone knows their role for the primary process and the back-up process



It's important to remember that even the most reliable process needs a back-up plan, especially for attributes that are specific to a single team member

What If Our Process Isn't Reliable?

If you have a process that is NOT reliable...

- Determine if it is a **COMMON** or **INFREQUENT** failure
- Observation of one person does not mean it is a common failure
- Fix one area or attribute of the process at a time using an improvement process



Infrequent Failures

- Infrequent does not mean you had a bad process
- Talk to the person(s) involved to determine why it occurred and re-educate as needed
 - Get curious, there may be a good reason
 - Is the process set up for success?
- Help the person(s) involved to correct problems, learn and move on
- Don't try to make it perfect – you will use up too many resources



Common Failures

- Don't rely too heavily on education as the fix
- Gather your team, get curious and ask **WHY** failures are occurring
- Create a high-level flow diagram and locate issues **within** the process
- Fix **ONE** area or attribute of the process at a time using an improvement process
- Keep it simple!



Get Curious...Ask the Right Questions

- What is working?
- What is not working? Why? Why? Why?
- What would success look like?
- How would you know if the change is successful?
- What could you try that would get you closer to success?
- What could you try before the next meeting?



Key Points

1

Focus initially on **KEY PROCESSES** rather than a benchmark

2

Evaluate if staff **KNOW** the process

3

Keep it **SIMPLE**

4

Commit to **LEARNING**

Provider Spotlight: Cheney Golden Age Home

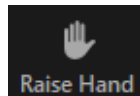
Cheney Golden Age Home:

Our guiding principle is to provide outstanding and innovative healthcare in an environment that remembers the importance of the individual and the family



Alisha Drake, LPN/IP

Questions? Comments? Share What is Working or What is Difficult for Your Team!



Raise your hand to verbally ask a question



Type a question by clicking the **Q&A** icon

*Don't hesitate to ask a question after the webinar is over.
Email LTC@hqi.solutions or your HQIN Quality Improvement Advisor.*

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The Center of Excellence focuses on increasing the knowledge, competency and confidence of nursing facility staff to care for residents with behavioral health conditions.

- Provides mental health and substance use trainings, customized technical assistance and resources at no cost
- Services are available to all CMS certified nursing facilities throughout United States
- Established by the Substance Abuse and Mental Health Services Administration (SAMHSA) in collaboration with the Centers for Medicare and Medicaid Services



For assistance, submit a request at
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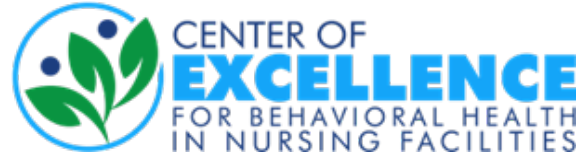
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