

# 5 Ways Joint Commission Promotes Operational Efficiencies in Your Hospice

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# What Hospices worry about...

- Surviving an audit
- Coping with staffing shortages
- Ensuring compliance with laws and regulations
- Getting and using reliable data
- Program integrity and brand oversight

- Operational Efficiencies
- Attributes of Value



# Framework of Accreditation

- Real time event
- Explores critical processes
- Unique Tracer™ Methodology evaluates supportive systems
- Helps to quickly identify priorities
- Built on platform of data and analytics
- One component of the foundational work that we do to support customers' journey to safe, reliable care

# #1 Compliance



# Everyday work

- Embed compliance into everyday operations
- Embed compliance into performance based job descriptions
- Create a culture that listens and responds to staff concerns?
- Requirements and processes change at different rates of speed
- Staff can't complete what they have not been educated to implement
- Measure your outcomes to best manage your processes

# Framework of Accreditation Standards

LD.01.04.01 A chief executive manages the organization.		CMS	New	FSA	DOC	ESP
<p><b>Standard Introduction and Rationale</b></p> <p><b>Introduction to Leadership Structure, Standards LD.01.01.01 Through LD.01.04.01</b></p> <p>Each organization, regardless of its complexity, has a structured leadership. Many leadership responsibilities directly affect the provision of care, treatment, or services, as well as the day-to-day operations of the organization. In some cases, these responsibilities will be shared among leaders, and in other cases, a particular leader has primary responsibility. Individual leaders may have several different roles. Regardless of the organization's structure, it is important that leaders carry out all their responsibilities.</p> <p>A variety of individuals may work in the organization, including licensed independent practitioners, staff, volunteers, students, and independent contractors. These standards describe the overall responsibility of governance for the safety and quality of care, treatment, or services provided by all of these individuals.</p> <p>How well leaders work together is key to effective organization performance, and the standards emphasize this. Leaders with different responsibilities—governance, management, and the clinical staff—bring different skills, experiences, and perspectives to the organization. Working together means that leaders have the opportunity to participate in discussions and have their opinions heard. Depending on the topic and the organization, individuals may participate in decision making, and the governing body may delegate decision making to certain leaders. Final decisions, however, are always the ultimate responsibility of governance; this key principle is assumed in any standard that describes how leaders work together.</p>						
Nbr	Elements of Performance (EPs)					
1	The chief executive provides for the following: - Information and support systems - Physical and financial assets					ESP-1
10	For hospices that elect to use The Joint Commission deemed status option: The governing body appoints a qualified administrator.	<a href="#">§418.100(b)</a>				
11	When the chief executive or administrator is absent from the organization, a qualified individual is designated to perform the duties of this position. Note: For home health agencies that elect to use The Joint Commission deemed status option: When the administrator is not available, a qualified pre-designated individual is authorized in writing by the chief executive or administrator and the governing body. The pre-designated person may be the clinical manager. (See also HR.01.02.05, EP 29)	<a href="#">§484.105(b)(2)</a>			Ⓧ	
17	For hospices that elect to use The Joint Commission deemed status option: The administrator is a hospice employee and has the education and experience required by the hospice's governing body.	<a href="#">§418.100(b)</a>				



# Framing the question: Does our CEO manage the organization?

- Does the CEO provide for information systems for the hospice?
- Does the CEO provide for support systems for the hospice?
- Does the CEO provide for the physical assets of the hospice?
- Does the CEO provide for the financial assets of the hospice?
- Did the governing body appoint a qualified administrator?



# Improving operational efficiencies around compliance

- Begins with leadership: create the culture
- Directors-managers: Tracing core processes
- Daily awareness of critical systems
- Leverage the resources provided as part of accreditation

# #2 Focus on Quality



# Everyday work

- Embed safety into everyday operations
- Define what quality looks like to internal and external customers
- Embed safety into performance based job descriptions
- Create a culture that listens and responds to staff concerns?
- Requirements and processes change at different rates of speed
- Staff can't complete what they have not been educated to implement
- Measure your safety and quality outcomes. Celebrate success and *come together* in times of trouble.

# Driving Safety and Quality

- Foundational .vs. Aspirational
- Accreditation methodology focuses on “critical few”
- Enables and supports evaluation of complex processes
- Leverages the work of TJC support offices

Office of Patient Safety

State Relations

Federal Relations

Standards experts

Palliative Care

Payer Relations

Life Safety Code Specialists

Infection Control Specialists

Director of Med Management

Industry experts

# Driving Operational Efficiencies in Safety & Quality

- Using best practices
- Providing supportive rationale to engage staff & patients
- Maintaining portals of information
- Creating and deploying tools to support provider efforts
- Arming surveyors with ongoing, up-to-date training

# #3 Staffing/Labor Force



# Everyday work

- Embed staff retention and development into everyday operations
- Embed retention into performance based job descriptions
- Create a culture that listens and responds to staff concerns?
- Requirements and processes change at different rates of speed
- Staff can't achieve what they have not been developed to complete
- Measure your outcomes to best manage your processes

# Keeping you ahead of trend

- Focused effort on retention beyond \$
- Consider exploring and piloting new ways of work
- Exploit the experiences of your staff
- Helping you think of “new ways” of work-not telling you
- Leveraging your surveyor to facilitate the discussion
- Perspectives, Blog, Leading Practice Library



# #4 Data & Analytics



# Everyday work

- Embed data and analytics into everyday operations
- Embed data and analytics into performance based job descriptions
- Create a culture that listens and responds to staff concerns?
- Requirements and processes change at different rates of speed
- Staff can't understand what they have not been educated to know
- Staff want to hear what the data said about them

# S.A.F.E.R. Matrix™

Likelihood to Harm a Patient/Visitor/Staff

**HIGH**

**MODERATE**

**LOW**

<i>Immediate Threat to Life</i>		
MM.03.01.01, EP8 NPSG.05.02.01	MM.03.01.01, EP7	
EC.02.01.01, EP2 PC.01.02.01, EP4 PC.01.03.01, EP1 PC.01.03.01, EP5	IM.02.02.01, EP3 PC.01.02.03, EP6	IC.02.01.01, EP2 IC.02.02.01, EP4
RC.01.01.01, EP19 RC.02.03.07, EP4		
<b>LIMITED</b>	<b>PATTERN</b>	<b>WIDESPREAD</b>

# Aggregate SAFER Data



## Requirements for Improvement (RFI) Distribution

For Full and Initial *home care* surveys from 01/01/2018 through 09/30/2018 (n=1617)

		Immediate Threat to Health or Safety 0.10%			
Likelihood to Harm a Patient/Staff/Visitor	HIGH	1.90%	1.40%	1.70%	6.90%
	MODERATE	16.50%	12.90%	15.90%	45.30%
	LOW	22.00%	8.80%	16.90%	47.70%
		40.40%	23.10%	36.40%	

131 / 142

Score

131

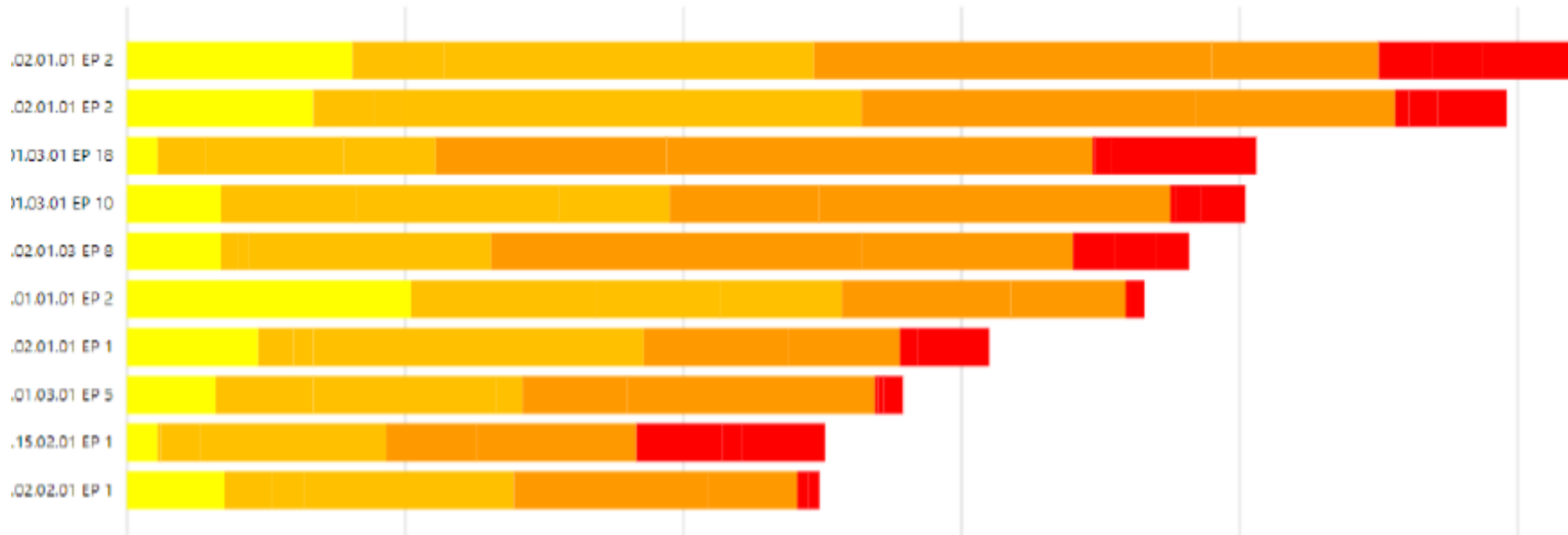
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# Most Frequently Cited Elements of Performance (EPs)



**Top 10 Most Frequently Cited Elements of Performance (EPs)**  
*For Full and Initial home care surveys from 01/01/2018 through 09/30/2018 (n=1617)*

DISTRIBUTION OF SAFER SCORES BY STANDARD



# #5 Reliable Partnerships



# Ready!!!!!!!!!!!!!!!!!!!!



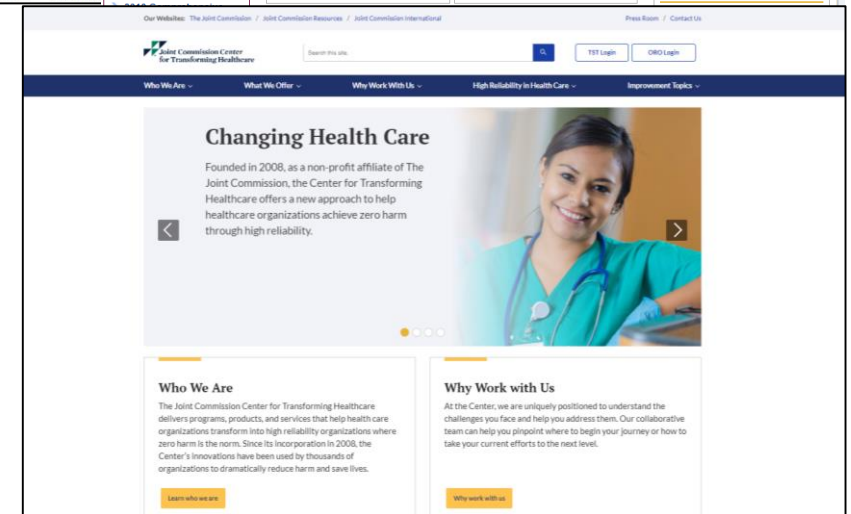


# Lessons Learned:

- ✓ Culture
- ✓ Leadership
- ✓ Core Business
- ✓ Capabilities
- ✓ Stakeholder
- ✓ Effecting Change
- ✓ Improvement is difficult to sustain/spread
- ✓ What is critical?

# Support & Guidance

- Expert resources
- Credible certifications
- Secure customized point of access
- Thought leadership



# Home Care Team Contacts



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# Thank you!