

Enabling Evidence-Informed Decision-Making: CBI Home Health Quality Indicator Scorecard (QIS)

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Our Services and Interdisciplinary Network



Rehabilitation Services

Community-based rehabilitation including physiotherapy, sports medicine, osteopathic and chiropractic care for timely and effective patient recovery.



Home Health Services

In-home or in-facility nursing, personal care, rehabilitation and support services for improved patient security, recovery and independence.



Neurodevelopmental Services

Best-practice-based treatment services for individuals with behaviour, communication, learning and motor skills challenges.



Transitional & Residential Care

Independent medical evaluations, disability management and dispute resolution for timely and cost-effective outcomes.



Workplace Solutions

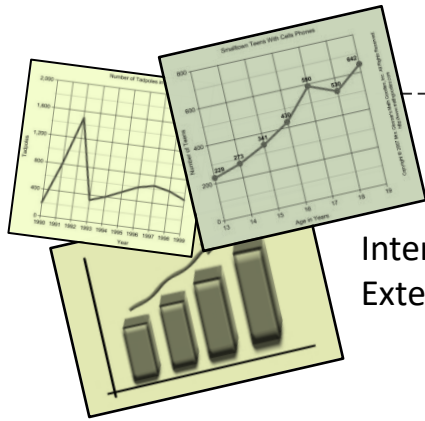
Health and safety services designed to reduce risk and injury and improve workplace productivity.



Assessment Services

Providing patients with the support they need to move from hospitals and other acute healthcare settings to adult lifestyle apartments, assisted living residences and nursing homes.

Pre- QIS Outcome Management:



Internal KPIs
External Stakeholder KPIs



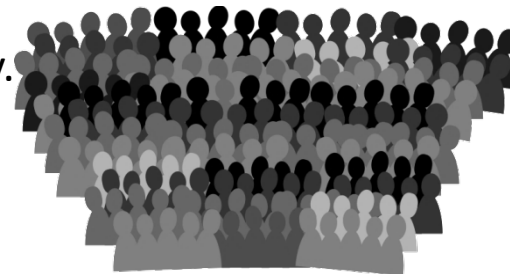
Director

Outcome achievement
Outcome 'action planning'



Program/Location Leadership

Outcome 'action plan sharing'



Direct Care Providers & Support Roles

Owned 'action'

Challenges:

We consistently met or exceeded KPIs, however:

- 'Top down' outcome management decreased opportunity for Direct Care Providers to engage and share accountability.
- Outcome action planning perceived as 'punitive'.
- National Best Practices were challenging to identify.
- Opportunity to increase clarity of focus.

Personalized & Team Based QIS



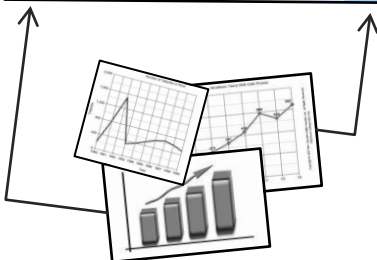
Role Based Success Indicators QIS



Location/Provincial QIS



National Quality Indicator Summary



CBI Quality Indicator Summary:

Enables efficient, effective quality care by motivating action at a local, regional and national level.

Enables CBI to identify 'who we can learn from and who requires support'.

Quality Indicators: CBI Home Health			Period	Q1 2017						
			Region	Alberta	Atlantic	British Columbia	ManSask	Ontario		
People Development										
(Field) Employee Engagement Results		?								
	2016 Data	82%	83.0%	90.0%	85.0%	74.0%	82.0%	84.0%		
(Office) Employee Engagement Results		?								
	2016 Data	82%	89.0%	87.0%	97.0%	75.0%	82.0%	83.0%		
(P) % of Field Staff as FTE (>25Hrs)		?								
	Q1 2017	50%	54.8%	58.2%	53.0%	67.0%	57.0%	45.9%		
	Q4 2016		43.8%	53.2%	32.8%	30.6%	26.9%	45.1%		
(All) Performance Evaluation (Office Staff)		?								
	Q1 2017	85%	51.8%	50.0%	100.0%	58.3%	N/A	63.4%		
	Q4 2016		61.5%	8.1%	50.0%	95.7%	86.4%	95.2%		
(All) Performance Evaluation (Field Staff)		?								
	Q1 2017	85%	73.0%	81.1%	50.3%	25.0%	78.8%	53.6%		
	Q4 2016		62.7%	49.6%	50.8%	5.0%	67.6%	87.0%		
			Region	Alberta	Atlantic	British Columbia	ManSask	Ontario		
Service Delivery										
(P,N) Private Intake Conversion Rate		?								
	Q1 2017	50%	51.1%	100.0%	51.8%	59.6%	72.5%	32.0%		
	Q4 2016		56.6%	100.0%	71.2%	58.8%	73.5%	36.7%		
(P,N) Wait Time for Admission		?								
	Q1 2017	85%	87.0%	93.1%	N/A	N/A	N/A	85.0%		
	Q4 2016		69.6%	93.9%	N/A	N/A	N/A	99.2%		
(T) Wait Time for Admission		?								
	Q1 2017	85%	87.0%	N/A	N/A	N/A	N/A	87.0%		
	Q4 2016		63.7%	N/A	N/A	N/A	N/A	63.7%		
(P,N) Continuity		?								
	Q1 2017	80%	79.6%	72.6%	76.8%	92.0%	98.0%	80.3%		
	Q4 2016		78.7%	69.8%	77.4%	93.8%	96.7%	80.2%		
(T) Continuity		?								
	Q1 2017	95%	96.7%	N/A	N/A	N/A	N/A	96.7%		
	Q4 2016		96.9%	N/A	N/A	N/A	N/A	96.9%		
(P, N) Missed Visits		?								
	Q1 2017	0.5%	0.15%	0.07%	0.04%	0.88%	0.22%	0.15%		
	Q4 2016		0.20%	0.10%	0.00%	2.30%	0.30%	0.20%		
(P) Open On Time Visits		?								
	Q1 2017	80%	85.0%	82.5%	92.4%	96.6%	90.4%	85.4%		
	Q4 2016		83.4%	78.7%	92.7%	96.3%	91.7%	85.5%		

CBI
Quality Indicator Summary:
Original View

KPI Interactive Report

	Missed Visit								Missed Care								Offers Accepted							
	2016	2017							2016	2017							2016	2017						
	Q4	Q1	Q2	Q3				Target	Q4	Q1	Q2	Q3				Target	Q4	Q1	Q2	Q3				Target
				Jul	Aug	Sep						Jul	Aug	Sep						Jul	Aug	Sep		
Ontario	6.7%	7.7%	3.0%	0.0%	-	-	0.0%	0.10%	0.0%	0.0%	2.5%	0.0%	-	-	0.0%	0.05%	100.0%	0.0%	36.4%	-	-	-	-	98.00%
Mississauga	6.7%	7.7%	3.0%	0.0%	-	-	0.0%	0.10%	0.0%	0.0%	2.5%	0.0%	-	-	0.0%	0.05%	100.0%	0.0%	36.4%	-	-	-	-	98.00%
Cambridge	-	-	12.5%	0.0%	-	-	0.0%	0.10%	-	-	0.0%	0.0%	-	-	0.0%	0.05%	-	-	40.0%	-	-	-	-	98.00%
Waterloo	-	-	12.5%	0.0%	-	-	0.0%	0.10%	-	-	0.0%	0.0%	-	-	0.0%	0.05%	-	-	40.0%	-	-	-	-	98.00%
Wellington	6.7%	7.7%	2.9%	0.0%	-	-	0.0%	0.10%	0.0%	0.0%	2.5%	0.0%	-	-	0.0%	0.05%	100.0%	0.0%	35.3%	-	-	-	-	98.00%
London	0.0%	0.0%	1.8%	0.0%	-	-	0.0%	0.10%	0.0%	0.0%	0.9%	0.0%	-	-	0.0%	0.05%	-	0.0%	57.1%	-	-	-	-	98.00%
St. Catharines	7.7%	10.0%	3.1%	0.0%	-	-	0.0%	0.10%	0.0%	0.0%	2.8%	0.0%	-	-	0.0%	0.05%	100.0%	-	20.0%	-	-	-	-	98.00%



Missed Care Dashboard

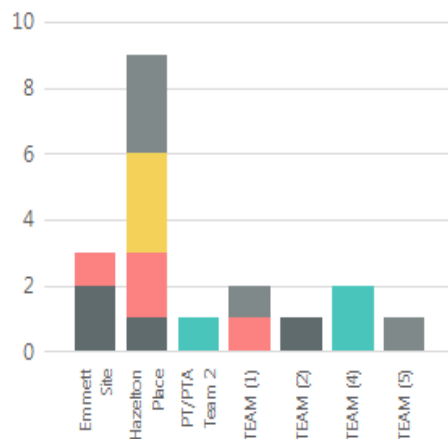
Province: Ontario

Total Missed Care: 19

Missed Care by Reason



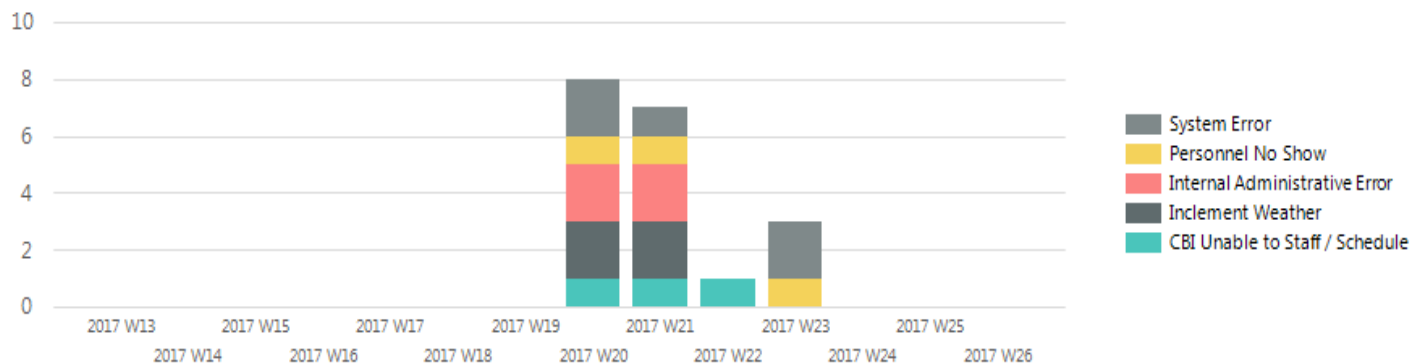
Missed Care by Care Team



Top 10 Providers by Missed Care Count

Provider	# of Visit	% of Total
[REDACTED]	3	20.0 %
[REDACTED]	2	13.3 %
[REDACTED]	2	13.3 %
[REDACTED]	2	13.3 %
[REDACTED]	1	6.7 %
[REDACTED]	1	6.7 %
[REDACTED]	1	6.7 %
[REDACTED]	1	6.7 %
[REDACTED]	1	6.7 %
[REDACTED]	1	6.7 %
Total Missed Care	15	

Missed Care by Date

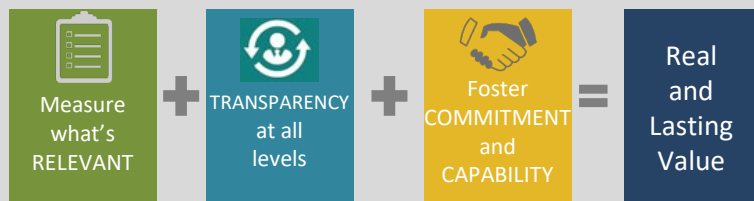


- System Error
- Personnel No Show
- Internal Administrative Error
- Inclement Weather
- CBI Unable to Staff / Schedule

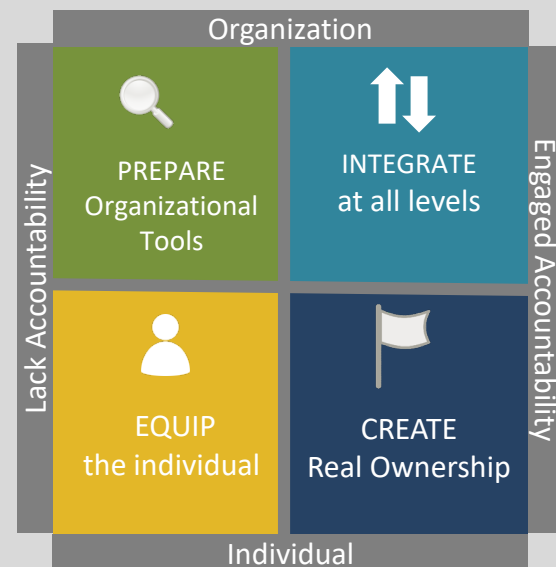
CBI Quality Indicator Summary

Who can we learn from? Who can we support?

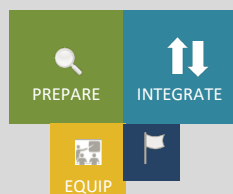
Our approach is based on three core principles...



Our QIS framework is simple, practical and fosters engagement and accountability.



Our integration plan calls on the CBI network and the individual at the right time....



Define what matters

Identify :

- Domains , indicators and targets that are relevant nationally.
- Conversations that can have impact.

Empower Action

- Inspire collaboration and risk taking.
- Incorporate feedback.

Share

- Foster team sharing and celebrate successes.

Sustain

- Transition ownership to direct care providers.



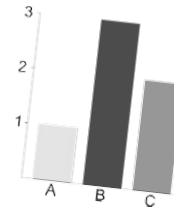
Role Based Key Accountabilities

- Define the value of a role.
- Clear focus - no more than 3-4 accountabilities.



Success Indicators

- All accountabilities have a measurable success indicator.
- At least 1 indicator aligned to the QIS.



TTI Assessment

- We match our people's talent and motivation to the right role.



Opportunities to Collaborate

- Engagement and recognition in our collaborative learning environment.



Leadership Development

- Focus on skills and behaviours that increase collaboration and impact.
- Example: Feedback



EQUIP the individual

Key Accountabilities
Success Indicators
TTI Assessment
Leadership Development
Opportunities to Collaborate

Performance Management	<p>Quarterly & Monthly Outcome reviews core tool:</p> <ul style="list-style-type: none"> • COO & Provincial Leaders • Provincial Leaders and Directors • Directors and Site Leads
Reward Models	<p>Bonus Framework:</p> <ul style="list-style-type: none"> • QIS outcome achievement is included in all operational role bonus targets.
Collaboration and Learning	<p>High Performing or Improved Teams are identified and invited share their strategies on:</p> <ul style="list-style-type: none"> • CBI Collaborative Learning Environment via blogs, forum discussion. • Quarterly Open and Share Call – a team shares their outcomes and strategies for improvement.



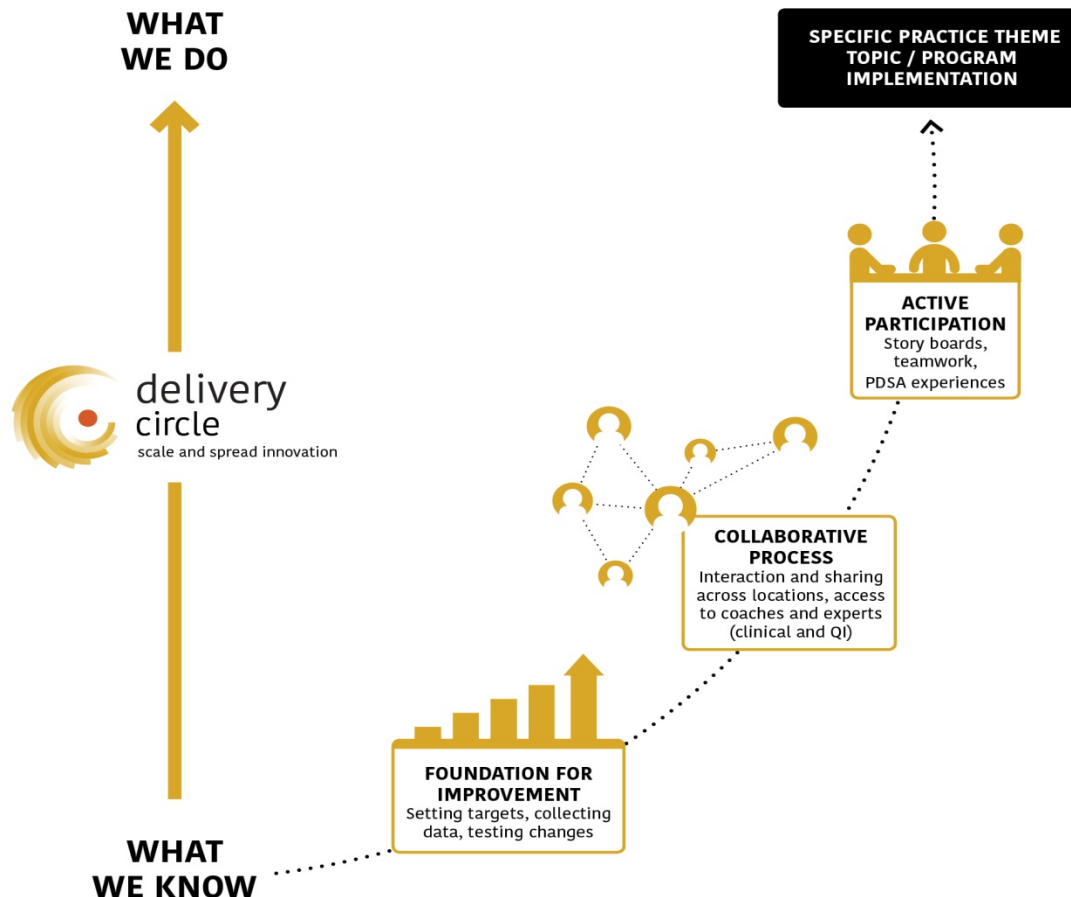
INTEGRATE
at all levels

Performance Management
Reward Models
Collaboration and Learning

Adoption the Delivery Circle Framework*

A systematic approach to:

- Enabling collaboration with teams across the country.
- Completing rapid, small scale tests of change.
- Share successes and challenges related to QIS outcomes.



CREATE
real ownership

Delivery Circle

Location Name:

Fun Fact about our location:

Team Members:

QIS Indicator of Focus:

AIM What are we trying to accomplish?	National Aim Statement:	
	Site Goal:	
MEASURE How will we know if a change is an improvement?		
CHANGE What changes can we make that will result in an improvement?	Change Idea (Identify one change idea/hunch/ theory per accountability session)	1. 2. 3. 4. 5.

Location Name:

Fun Fact about our location:

Team Members:

QIS Indicator of Focus:

Successes	List at list 3 successes your site has had over the past two weeks to bring you closer to your goal.	1. 2. 3.				
Challenges	Does our site need any help? (This may include connecting with other impact sites or identifying a coach).	1. 2. 3.				
Accountability Items	Over the next two weeks identify at least 3 action items needed to implement your change idea.	<table><tr><th>Action Item</th><th>Owners</th></tr><tr><td>1. 2. 3.</td><td>1. 2. 3.</td></tr></table>	Action Item	Owners	1. 2. 3.	1. 2. 3.
Action Item	Owners					
1. 2. 3.	1. 2. 3.					

KEY OUTCOMES:

LEARNING:

- ☐ No prescriptive way of implementing actions
- ☐ Transparency doesn't equal knowledge
- ☐ Inherent defensiveness "the numbers are wrong"

DELIVERY CIRCLE:

- ☐ Alberta continuity marked improvement by 7% during DC pilot vs negligible improvement with transparency only (QIS)

CHALLENGES:

- ☐ Reacting vs. Responding
- ☐ Standard CBI data definitions vs. funder definitions
- ☐ Slow adoption of formal action planning process
- ☐ Investment in time to onboard to framework

CBI Quality Indicator Summary:

Key Outcomes