

EMERGENCY DEPARTMENT UTILIZATION

This poster outlines the key steps in your emergency department utilization Quality Improvement plan. The poster is designed as a flexible worksheet that can support the needs of your long-term care home. Key measures and ideas that have been proven effective in many LTC settings have been included; they may be used directly or adapted to suit your LTC home needs. Indicate which measures/ideas you have chosen by checking the appropriate boxes and add other relevant items in the spaces provided.

TEAM

Quality improvement is a team effort. Assemble a team that includes members from nursing and allied health along with a Personal Support Worker and a manager. Include a resident or family member if appropriate. Include someone with training in quality improvement facilitation, so they can support you on your journey.

Your team will:

- ❖ Gather baseline measures;
- ❖ Conduct small-scale tests of change using PDSA – “Think BIG, test SMALL”;
- ❖ Study outcomes of changes before planning next action steps;
- ❖ Help successful changes become standard practices and lessons learned.

AIM

It is important to be very clear about the aim you are trying to achieve. Consider your current circumstances, and how you would like to improve them. Specify a level of improvement that will add value to residents. Commit to achieving this improvement within a timeframe that will stretch your capability.

Your aim pinpoints your destination and establishes a schedule for getting there.

Example: The AIM of the (your LTC home) is to decrease by 25% the necessity for Emergency Department visits experienced by any resident (from a baseline of _____ to _____ per month) by (date).

MEASURES

Improvements must be measured: the changes that are occurring in your home must be tracked, and their impact on quality improvement must be assessed. Your measures are your signposts. Measure actual outcomes, or results. Also, measure the processes that have been put in place to achieve these results, and any steps that have been taken to balance or mitigate the impact of changes. The most relevant outcome, process and balancing measures are outlined below. Choose the measures you will use or adapt and add other relevant measures.

Outcome Measures

- Number of visits to the Emergency Department each month by cause: fall; potentially preventable deterioration in condition; other (Note: other reasons for ED visits will be tracked but not reported to Residents First)
- Of the residents that went to the ED from the LTC home, percentage of residents who have multiple Emergency Department visits within a 30-day period

_____ *your measures*

Process Measures

- Percentage of residents at high risk for an ED visit who had a change in condition documented on the Shift to Shift report (or progress notes) in the 24 hours prior to ED visit (*High-risk residents are defined as those admitted to the LTC home within the last 30 days; re-admitted to the LTC home from an ED visit or hospitalization within the last 30 days; those who have experienced a change in medication, change in treatment plan or significant change in condition (as per RAI MDS) within the last 7 days.*)
- Percentage of residents with an ED visit in the previous month for whom a transfer package accompanied the resident to the ED visit (*Transfer package should include: reason for initial transfer, any high risks identified with related care plan interventions, medication list (new and discontinued medication), medical history, and most recent assessments.*)
- Percentage of residents re-admitted to the LTC home in the previous month who have an ED or hospital discharge record that accompanies the resident back to the LTC home (or comes in a timely manner) (*ED discharge record should include: record of care and services received, discharge diagnosis, medications administered, diagnostic test results, response of resident to treatments, recommendations for follow up, consultation reports.*)
- Percentage of residents re-admitted to the LTC home in the previous month with follow-up care documented in the physician’s orders and care plan within a 24-hour period.
- Percentage of all residents in the LTC home who have an up-to-date care plan (10% sample) (*Up-to-date care plan includes all risk assessments complete and family and resident engagement.*)

_____ *your measures*

Balancing Measures

- Percentage of residents with worsening mobility (locomotion, transfer, and walk-in corridor ability) (mid-loss ADL) compared to previous month

_____ *your measures*

Organizational Practice Change Concepts

Additional change ideas can be developed for your long-term care home by considering the following Organizational Practice Change Concepts. Each represents a particular way of looking at your organization to identify opportunities for change. Think of the Change Concepts listed below as “idea starters” that help you think about how the current situation can be improved. Some examples of ideas from successful long-term care homes have also been included on the far right of the table below; write your own in the space provided.

Change Concept	Definition	Your Change Ideas
Recognition and Assessment	Apply risk assessment protocols to assess each resident upon admission, change in status and at regular intervals.	Example: ❖ Identify and evaluate the “at-risk” resident for ED admissions. _____ <i>your ideas here</i>
Education and Engagement	Educate residents and families about risks and prevention strategies. Implement staff education and training as required to support the required changes.	Example: ❖ Educate staff about ED utilization, contributing factors and signals for potential change in condition. _____ <i>your ideas here</i>
Care Planning and Documentation	Prepare an individualized Plan of Care for each resident based on best-practice evidence and assessed risk. Implement communication and training activities to support care planning.	Example: ❖ Communicate risk status to support continuity of care from LTC home to ED. _____ <i>your ideas here</i>
Improve Work Flow	Workflow is about the movement of a service or product within the system from the beginning to the resident. If you have a good workflow, jobs get done quickly, and move seamlessly from person to person as each stage is completed.	Example: ❖ Establish partnerships with community care, primary care, diagnostic services, paramedic services and acute care. _____ <i>your ideas here</i>
Develop Routine Practices	Developing work routines is about finding the most effective, repeatable and safest way to complete a task in order to achieve the results desired by the patient or resident.	Example: ❖ Regular checks of behaviour changes, altered mental states, infections, inadequate food/fluid intake _____ <i>your ideas here</i>
Design Systems to Avoid Mistakes	Designing systems to avoid mistakes, which can also be called error-proofing, is about designing your system so it is either impossible to commit an error, or any error that is made is obvious and can be fixed.	Example: ❖ Implement systems to report and follow up on changes in condition. _____ <i>your ideas here</i>

High Leverage Best-Practice Change Ideas

The following change ideas represent a selection of clinical best practices with demonstrated widespread success in long-term care homes. Be sure to consult the Clinical and Organizational Change Concepts and Ideas summary chart and www.residentsfirst.ca for a more thorough listing of clinical best practices that may be relevant to your home. Choose the ones that are most appropriate in your situation.

- Early recognition
- Early treatment – of status change insulin titration
- Early treatment – CHF – fluid balance
- Early treatment – dehydration – fluids
- Early treatment – pneumonia, UTI – antibiotics
- Routine tests – arrange in-house
- Protocol for clinical feedback

Think about *how* these change ideas become established as activities that are applied consistently. Identify which organizational changes (see Organizational Practice Change Concepts) might need to be introduced to support the clinical processes you choose to implement.