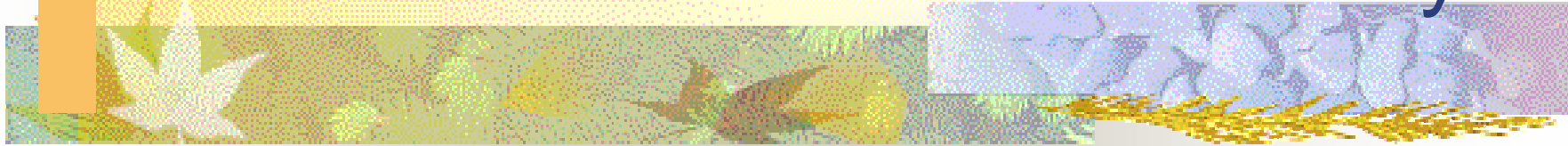# Pilot Experience
of
Quality Measurement
in
Residential Service for the Elderly

Jennis Ho
The Salvation Army

4/10/2002

Half-year Experience
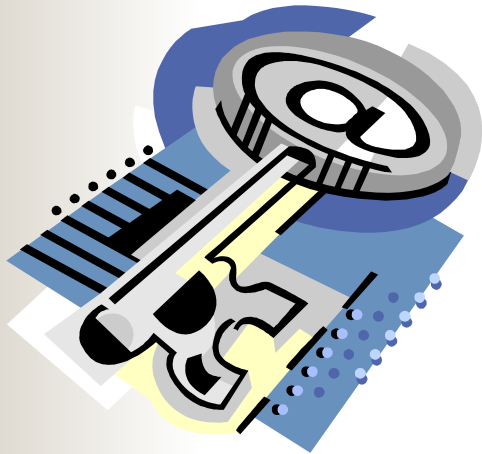
No. of participating units :   8

Nature of service : Care & Attention Home
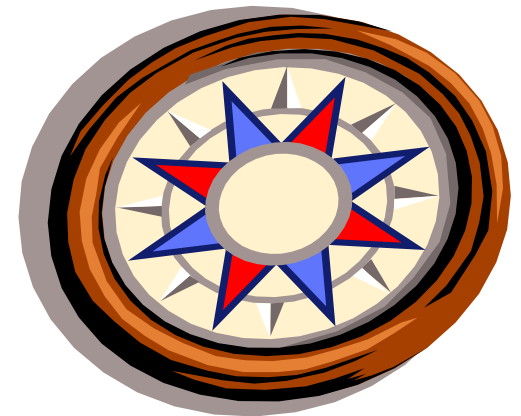
Home cum C & A Home

Home for the Aged

Four Stages

- Planning
- Implementing
- Evaluating
- Improving

Planning Stage

- **Top-down approach**

- **Management level**
  - Gain understanding and support from management staff

Planning Stage

- **Management staff**
  - Understand this is a way to reflect service quality
  - Commit to coming actions for continuous improvements
  - Support to mobilize front-line staff get involved
  - Convey positive message
  - Monitor data collection process

Planning Stage

- **Frontline Level**

  - Explain the purposes of pilot clearly
  - Help them perceive in positive side
  - Resolve their worries
  - Get them involved : re-organize the data on hand

Planning Stage (can be improved)

- Involve staff as much as possible

- More discussion on how to convert data into quality measures

- Gain consensus and support among units' staff through briefing session before started-up the pilot

Planning Stage (can be improved)

- Plan for review mechanism of quality measurement
    - On-going comparison on performance indicators
    - Alert and concern the outstanding issues
    - Take immediate improvement actions

Implementing Stage

- **Half-year experience**
  - Content of Quality Measures
  - Involvement of Staff

Implementing Stage

- **Content of Quality Measures**

  - Clinical Performance Indicators
    - Objectively defined
    - Easy to collect data
    - Skin infectious disease : mixed up in-house and outside cases
    - Restrainer : clear definitions should be identified

Implementing Stage

- **Content of Quality Measures**

  - Management Performance Indicators
    - Different interpretations on compliments and complaints
    - Measures of work injury should be specified

Implementing Stage

- **Social Environment Performance Indicators**

  - Definition of activities is too general
 - Professional inputs cannot be reflected

Implementing Stage (can be improved)

- Develop common understandings among 8 residential units

- Plan for in-house benchmarking

- Provide opportunity for sharing of experience

- Identify areas for improvement

- Cultivate working culture for shared knowledge

Evaluating Stage

- **Take pilot result of quality measures as a reference of resident's condition as well as overall unit's service quality**

    - Take the benchmark of each performance indicators as reference

    - Reflect unit's on-going performance of individual items
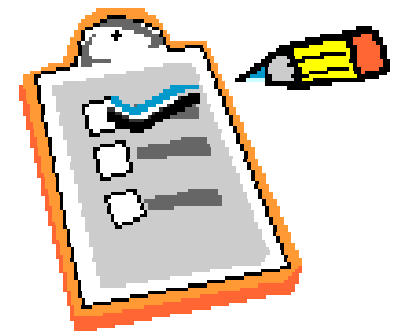
Evaluating Stage

- **Involve staff to analysis the information**
- **Emphasis on the benchmarking result as well as on-going measures**
- **Identify areas for improvements**
  - For individual unit, prevention of fall is the primary concern

Improving Stage

- **Overall assess what's the core problems**

  - Physical environment
  - Working skills and knowledge
  - Operating system
  - Equipment and facilities
  - Others reasons ??

Improving Stage

- **Design improvement plan**
- **Appoint responsible personnel**
- **Set time limit for review**
- **Start from small achievements**
- **Share the joy and positive feedback**
- **Promote staff morale striving for improvements**

Make It A Success

- **Keep on refining the performance indicators in a localized perspective.**

- **Create learning and improving atmosphere within the sector.**