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.