

National Academies of Sciences, Engineering, and Medicine Consensus Committee on the Quality of Care in Nursing Homes

#### Improving Nursing Home Care Quality: Finding Approaches That Work

#### November 19, 2020

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## Institute of Medicine – 1999 & 2001





- 6 AIMS FOR IMPROVEMENT
- Safety
- Effectiveness
- Patient-Centeredness
- Timeliness
- Efficiency
- Equity



A New Health System for the 21st Century

## **The Triple Aim**



#### The "Juran Trilogy" – Quality As a Strategy



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## **Model I: Bad Apples**



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## The Cycle of Fear



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#### **Consequences of Reliance on Inspection**

- Measurement Goes Wild
- Accountability Replaces Trust
- Patients Pay More ("Skin in the Game")
- Standardization Becomes Excessive
- Markets Drive Oversupply

## "The First Law of Improvement"

Every system is perfectly designed to achieve exactly the results it gets.



## **Breakthrough Series**

(6-18 months)



## Dr. John Oldham

National Primary Care Development Team (PCDT) Development Team (NPDT) focus:

- Access to primary care
- Care for patients with proven coronary heart disease
- Access to routine secondary care services.
- 11 regional PCDT organizations
- 1000 practices in the UK covered 7 million patients
- Reduced waiting times for >32 million patients
- The largest improvement program in the world, 2002



The National Primary Care Collaborative GP 3rd Available Appointment Trends First, Second and Third Wave practices



#### **GP Access % Improvement**

Wave 1 - 50.38% over 14 months of reporting

Wave 2 - 52.23% over 10 months of reporting

Wave 3 - 35.85% over 6 months of reporting

#### NHS Scotland Surgical Mortality P' Chart for Surgical Mortality (mandatory 0.80 0.70 0.60



ased on regression line vi



#### PROADI Collaborative HAI Improving Patient Safety on a Large Scale in Brazil



#### 116 public ICUs ≈ 700 health professionals 5 hubs- 24 hospitals/hub



## **Outcomes measures**

Aim: to reduce HAI (CLABSI, CAUTI and VAP) in 50% in 120 ICUS from the public sector in 36 months





	% ICUs REPORTING
MONTH	(RATE)
jan-17	93.04%
fev-17	90.43%
mar-17	93.04%
abr-17	92.17%
mai-17	93.04%
jun-17	93.91%
jul-17	96.52%
ago-17	96.52%
set-17	96.52%
out-17	95.65%
nov-17	96.52%
dez-17	95.65%
jan-18	96.52%
fev-18	96.52%
mar-18	99.13%
abr-18	98.26%
mai-18	97.39%
jun-18	97.39%
jul-18	98.26%
ago-18	98.26%
set-18	99.13%
out-18	99.13%
nov-18	99.13%
dez-18	99.13%
jan-19	98.26%
fev-19	98.26%
mar-19	98.26%
abr-19	98.26%
mai-19	99.13%
jun-19	99.13%
jul-19	99.13%
ago-19	99.13%
set-19	99 13%





	% ICUs REPORTING
MONT	H (RATE)
jan-17	92.17%
fev-17	93.04%
mar-17	7 93.04%
abr-17	93.04%
mai-17	93.04%
jun-17	95.65%
jul-17	95.65%
ago-17	7 95.65%
set-17	95.65%
out-17	95.65%
nov-17	95.65%
dez-17	94.78%
jan-18	96.52%
fev-18	96.52%
mar-18	3 99.13%
abr-18	99.13%
mai-18	3 98.26%
jun-18	98.26%
jul-18	99.13%
ago-18	3 98.26%
set-18	99.13%
out-18	99.13%
nov-18	3 98.26%
dez-18	3 98.26%
jan-19	98.26%
fev-19	98.26%
mar-19	9 97.39%
abr-19	96.52%
mai-19	97.39%
jun-19	98.26%
jul-19	99.13%
ago-19	99.13%
set-10	99.13%





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set-17	98.26%
out-17	98.26%
nov-17	98.26%
dez-17	97.39%
jan-18	99.13%
fev-18	98.26%
mar-18	99.13%
abr-18	98.26%
mai-18	99.13%
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set-19	99.13%



Age Friendly Health Systems <u>AFHS@IHI.ORG</u> IHI.org/AgeFriendly #AgeFriendlyHealthSystems

#### Age-Friendly Health Systems: Evidence-Based Care for All Older Adults

November 2020

Age-Friendly Health Systems is an initiative of The John A. Hartford Foundation and the Institute for Healthcare Improvement (IHI) in partnership with the American Hospital Association (AHA) and the Catholic Health Association of the United States (CHA).

### Set the Vision (2016)

Build a movement so *all care* with older adults is *age-friendly care*:

- Guided by an essential set of evidence-based practices (4Ms);
- Causes no harms; and
- Is consistent with What Matters to the older adult and their family.



22 www.ihi.org/AgeFriendly Pioneers Learned for the Movement (2017-2018)

Anne Arundel Medical Center







# Rapid Uptake by Hospitals and Practices of 4Ms (2019 - 2020)

Age-Friendly Health System Participants



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www.ihi.org/AgeFriendly

# Moving Rapidly and with Rigor into Nursing Homes (2020 – 2021)

Activity: Conduct literature review and expert interviews (Jan – Jun 2020)

#### Outputs:

•- Applicability of 4Ms in nursing homes (including modifications)

-- Recommended definition of 4Ms in nursing homes

Activity: Conduct expert panel meeting (Oct 2020)

#### Outputs:

- Definition of 4Ms in nursing homes (see slide 2)

- Guide to Using the 4Ms in Nursing Homes v1

Activity: Test 4Ms in Nursing Homes v1 with ~ prototype nursing homes (Jan – June 2021)

Output: Guide to Using the 4Ms in Nursing Homes v2

- Top priorities for institutional post-acute and long term care?
- Lessons learned from pay-for-performance demonstrations?
- How to develop "meaningful buy-in" for quality improvement at all levels?
- Patient/family experience measures?
- Leveraging the EHR?

- Top priorities for institutional post-acute and long term care:
  - Develop and promulgate an "aims" framework akin to the IOM "Six Aims for Improvement." (?4M Model as basis?)
  - Possibly initial foci...
    - 1. "What Matters to You" care.
    - 2. Significant reduction in cost through reduction in waste.
  - End "The Tyranny of Policy." Stop stupid rules.
  - Significant role for patient safety aims, but balanced with other goals (e.g., visitation and family engagement).

Lessons learned from pay-for-performance demonstrations?

- Marginal gains, at best.
- Be careful: You get what you pay for.
- Broaden the view: "Pay to support the care wanted."
- End fee-for-service payment.

How to develop "meaningful buy-in" for quality improvement at all levels?

- Study and draw upon the vision of the "Learning Healthcare System"
- Support large-scale collaboratives
- Direct CMMI support to LTC redesign





#### The "Juran Trilogy" – Quality As a Strategy



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- Patient/Family experience measures?
  - "What Matters to You?"
  - Break the rules for better care
  - Supports to Nursing Home workforce

#### • Leveraging the EHR?

- Broaden the vision
- Idealized design of the nursing home as a system
- Support a large LTC reinvention project, offering an entirely new system, with the Triple Aim plus Joy in Work as the goals.