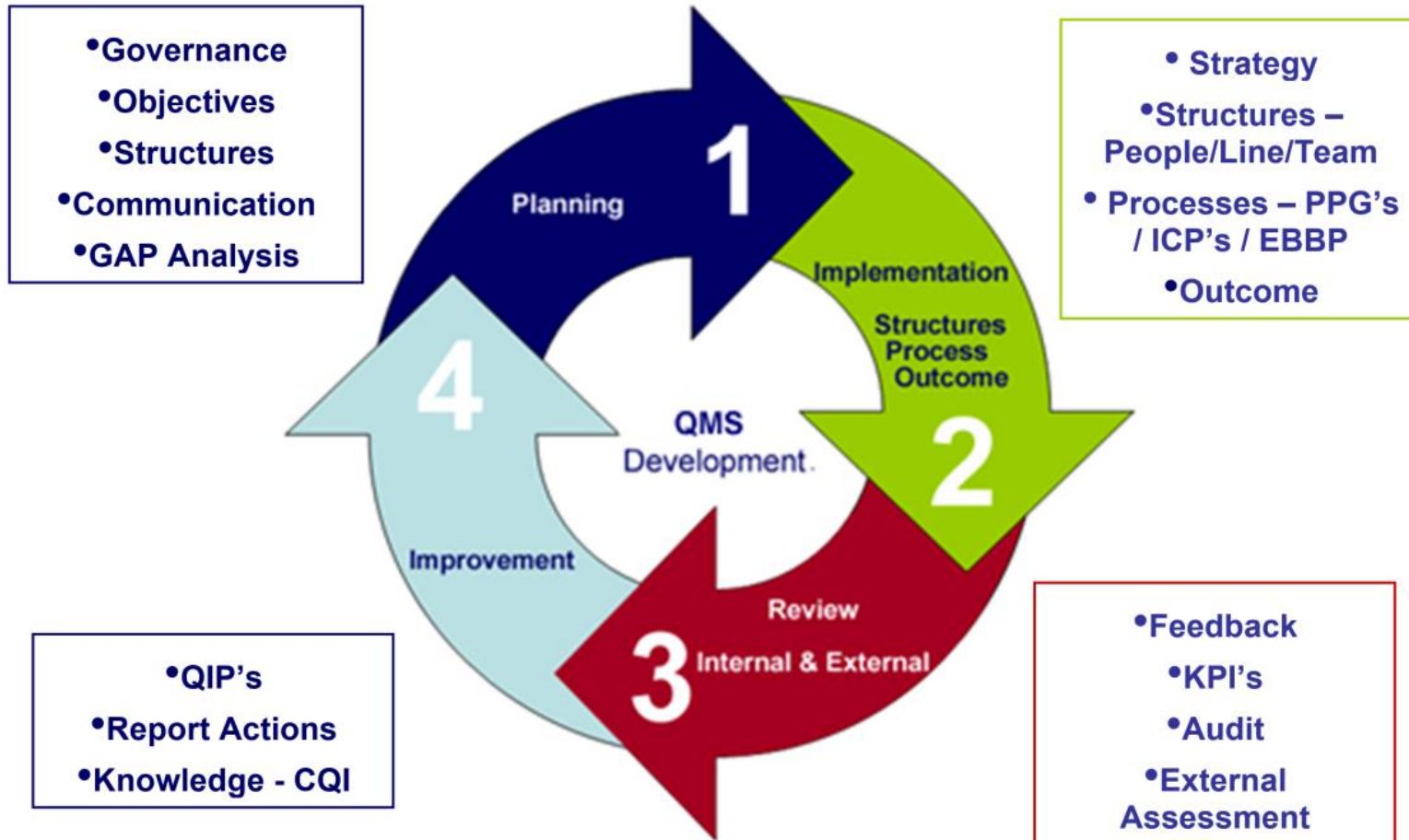


Practical Preparation Programme for Homecare Regulation

Pamela Fagan
COO

Building the Framework

An effective Quality and Safety Management System must be built on a framework that is reflective of the sector – one which will support any ensuing regulation.

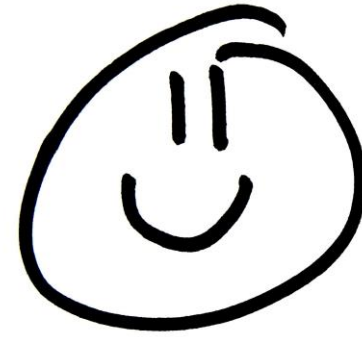


Building the Framework

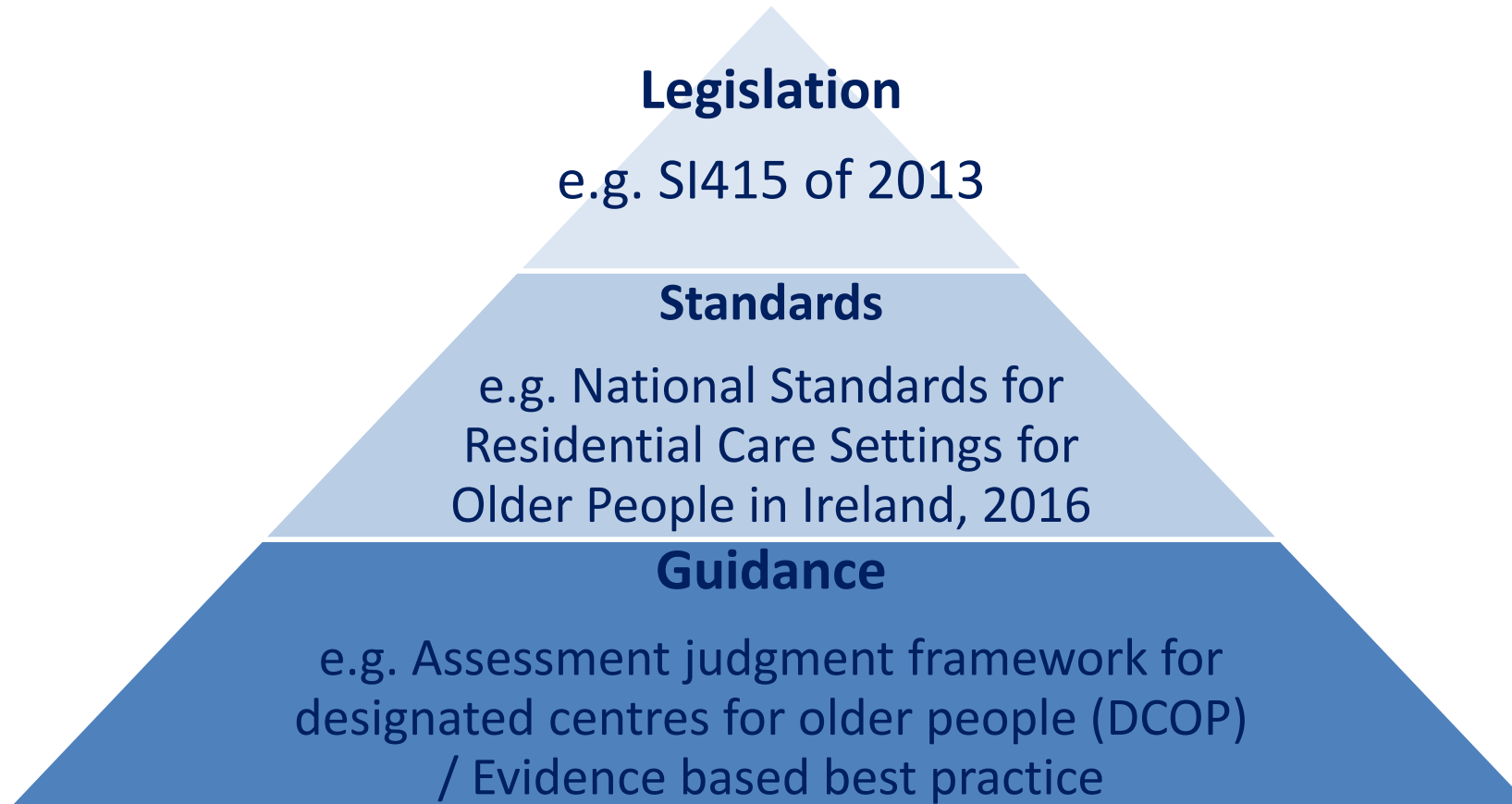
- Complete a Gap Analysis
 - Finding the Desired State
 - Development of an Action Plan
- Policy and Procedure Development
 - Process Mapping: Standardisation of Best Practice Processes
- Audit and Evaluation
 - Did we achieve what we wanted to and what can we learn?
- Risk Management
 - Identifying and Minimising Risk
- Formalise Governance Structure
 - Strategic Planning
 - Oversight and Analysis

Completing a Gap Analysis

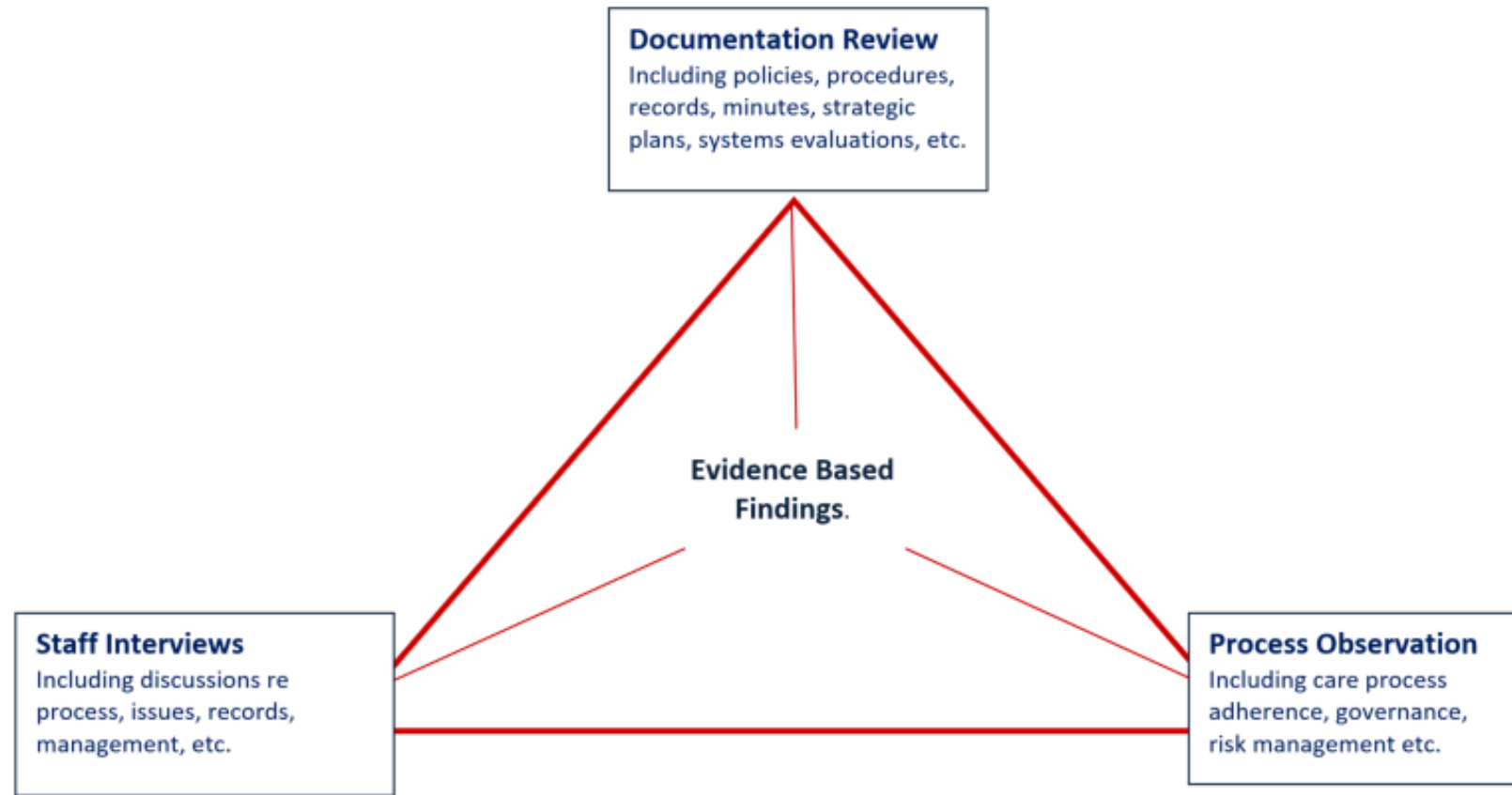
Gap Analysis



Completing a Gap Analysis



Completing a Gap Analysis: Reflective of HIQA's EMA



Completing a Gap Analysis: Development of an Action Plan

- Formalise and agree Quality Improvement Plan Action Plan
- Assign responsibilities for Care related QIPs and Service related QIPs
- Identify a clear timeline for completion of each QIP
- Agree frequency of review of QIP Action Plan
- Focus and review – Use to Initiate and Demonstrate Quality Improvement
- Communicate lessons learned to Staff

Policy and Procedure Development



Let Me Just Find the Procedure for That!

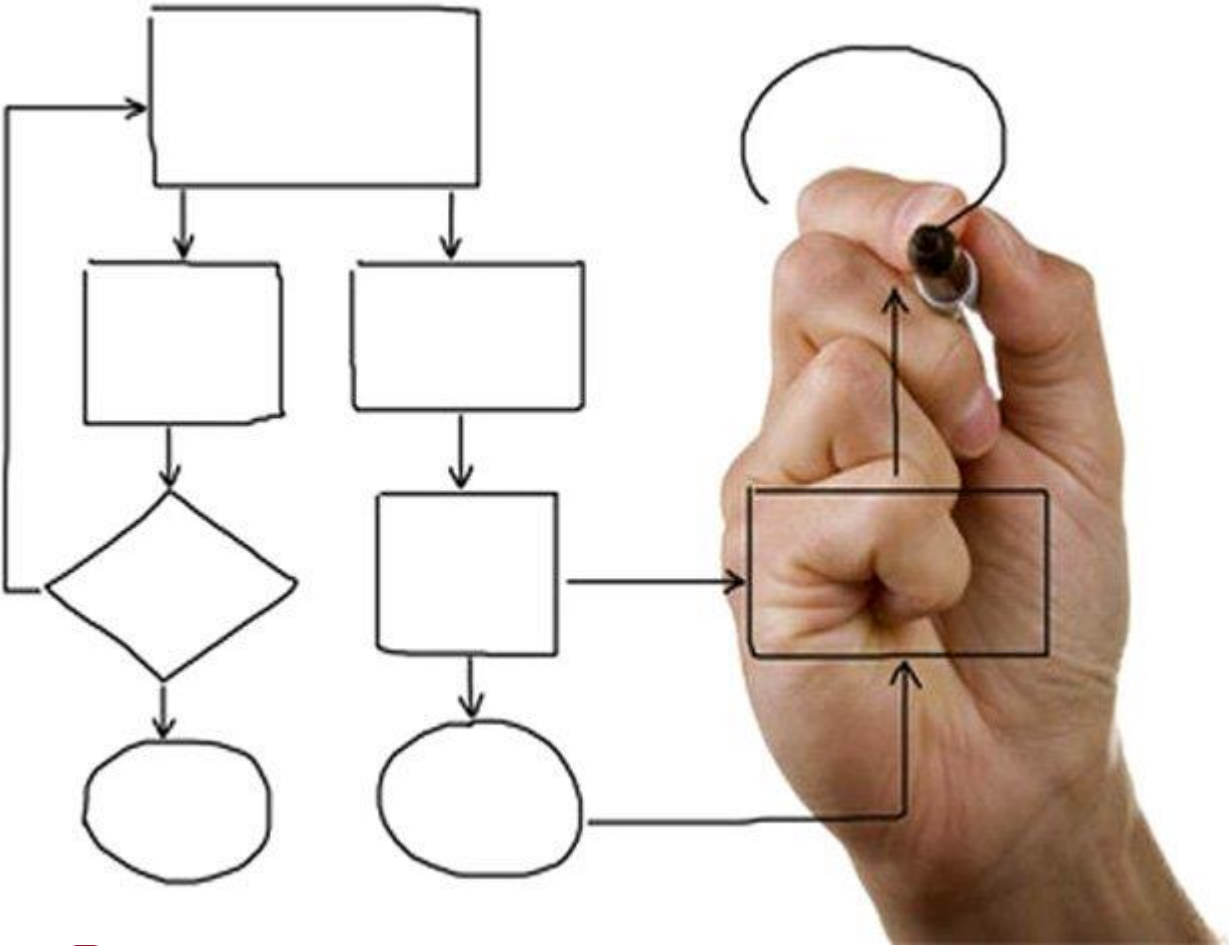
Policy and Procedure Development: A Force for Good

- Standardises and improves care
- Identifies inconsistencies
- Drives a process approach
- Utilises resources
- Identifies and promotes good practice
- Communicates Information

Policy and Procedure Development: A Force for Good

- Systematic process of asking:
 - What are we doing? Right/Wrong?
 - Are we doing the right thing?
 - Are we all doing the same thing?
 - If not how can we improve and standardise it?
- Structured method of understanding:
 - Structures
 - Process
 - Outcome

Policy and Procedure Development: Process Mapping



Policy and Procedure Development: P&P Content

1. Policy Statement
2. Definitions
3. Responsibilities
4. Procedure
5. Risks
6. Education & Training
7. Audit & Evaluation
8. Records
9. References

Policy and Procedure Development: P&P Approval

- Approval Levels
- Method of Approval
- Timeframes for Approval
- Buy- in from Senior Managers
- Responsibilities

Policy and Procedure Development: Training and Roll Out

- Identify who to communicate to
- Identify who is best paced to communicate/educate.
- Identify hard-to-reach groups / stakeholders
- Acknowledgement of document by Staff
- Identifying & implementing training requirements for staff.
- Up-to-date versions available to staff – hard copy/electronic.

Policy and Procedure Development: Change Management

- Effective Change Management ensures that the introduction of any new, or modifications to, existing processes, services, equipment, systems, personnel, materials or facilities that may impact on the quality and safety of the care provided shall be carried out in a systematic manner that assesses the potential impact of any change.

Audit and Evaluation

“The Auditor is a watchdog, not a bloodhound.”

Lord Justice Topes

Audit and Evaluation

- ***Process Audit – are we doing what we said we would do***
- Benchmarking – KPI's
- Service user / Staff Feedback
- Annual review of the quality and safety of service provided.
- Internal Audits
- Incidents/Near Misses / Complaints
- External Inspection findings

= Learning for the organisation

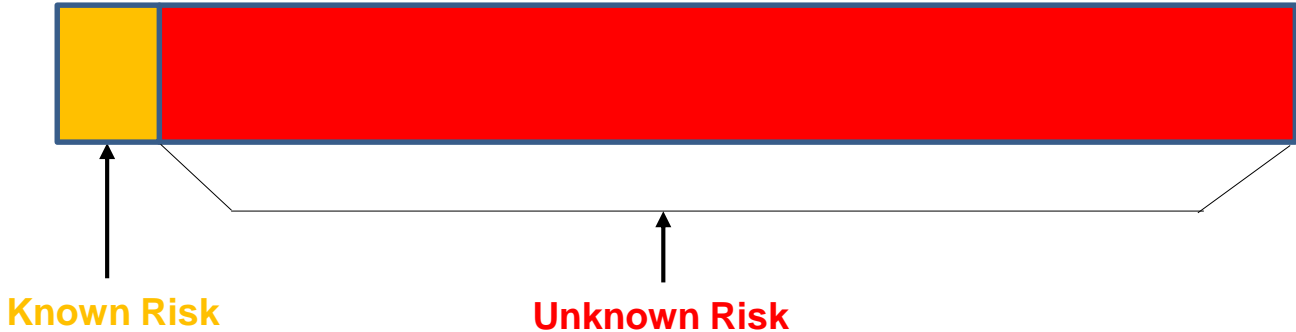
Formalise Governance Structures: Risk Management

“All of life is the management of risk, not its elimination.”

Walter Wriston

Formalise Governance Structures: Risk Management

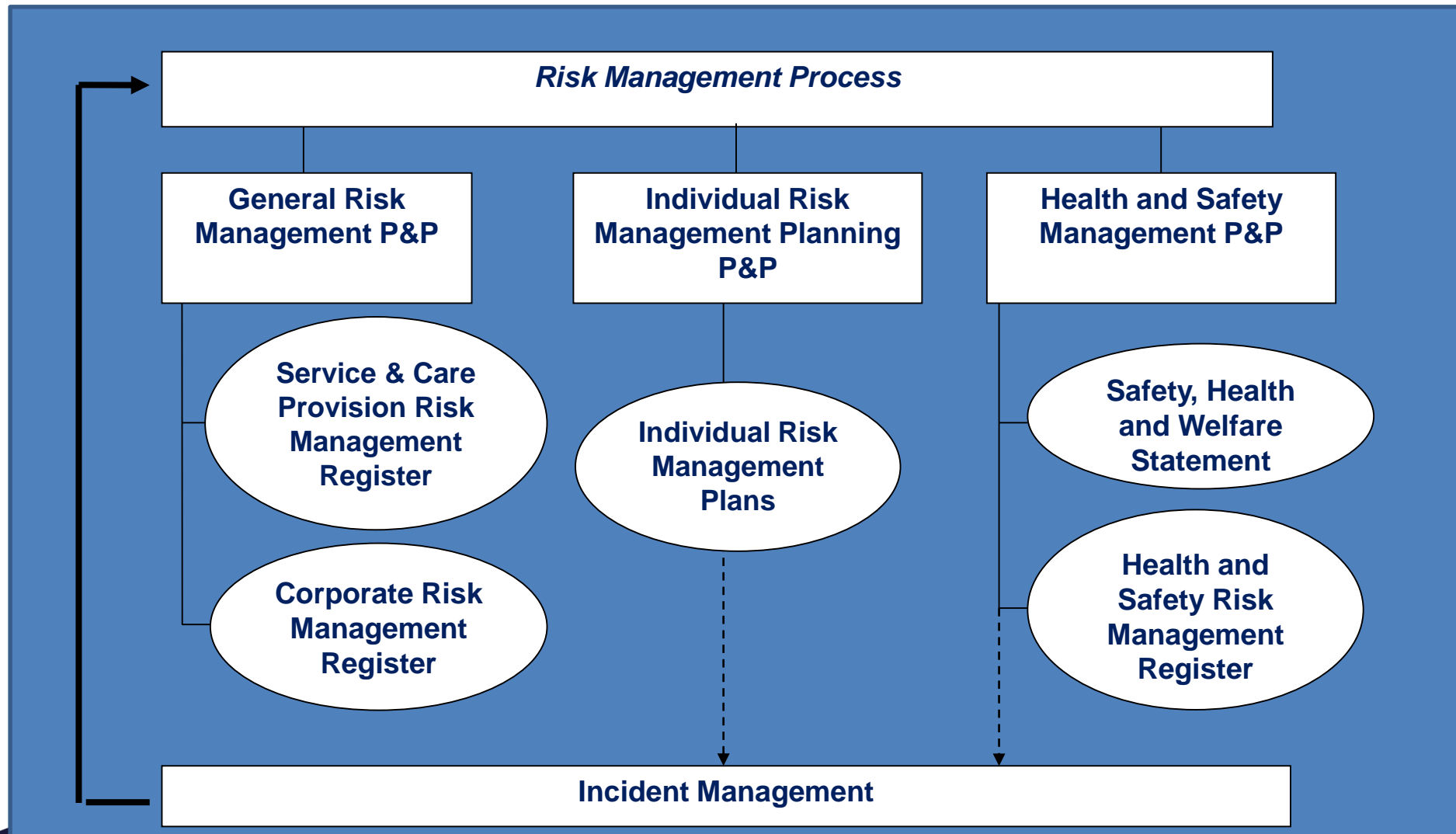
Before Risk Management



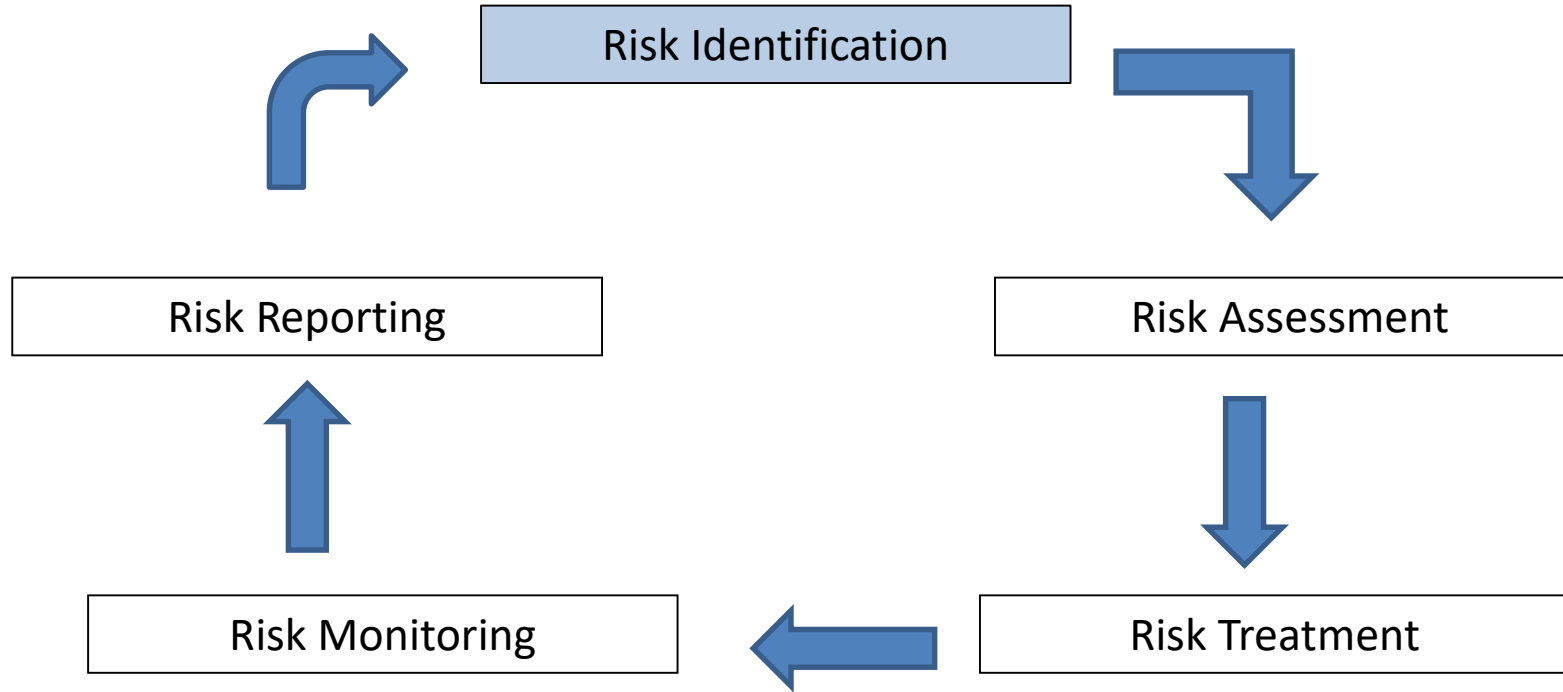
After Risk Management



Formalise Governance Structures: Risk Management



Risk Management Cycle



(HIQA, 2013)

Formalise Governance Structures: Risk Management

Best Practice

1. Be Proactive
 - Early detection? Think system wide when an issue arises.
2. Hardwire risk-mitigating practices
 - Standardise. Checks and Balances. Alerts.
3. Prioritize tasks
 - Ability of staff to assess risk in relation to workload
4. Establish a just culture
 - Staff able and encouraged to report observed risks and report without fear of reprisals

Formalise Governance Structures

*“Where there is no vision,
the people perish”
(Proverbs 29:18)*

Formalise Governance Structures: HIQA

“Governance is the function of determining the organisation’s direction, setting objectives and developing policy to guide the organisation in achieving its objectives and stated purpose.

Effective governance arrangements recognise the interdependencies between corporate and clinical governance and integrate them to deliver safe and effective services to people.”

(National Standards for Residential Care Settings for Older People in Ireland, 2016)

How do we know its important?

- Central to all Regulation frameworks
 - *Core to the ISQua Principles for Healthcare Standards*
- Ensures requirements are:
 - *Driven from the top down*
 - *Resource supported*
 - *Embedded in culture – engagement by staff*
 - *Implemented system wide*
 - *Monitored and evaluated*
 - *Communication & Transparency*

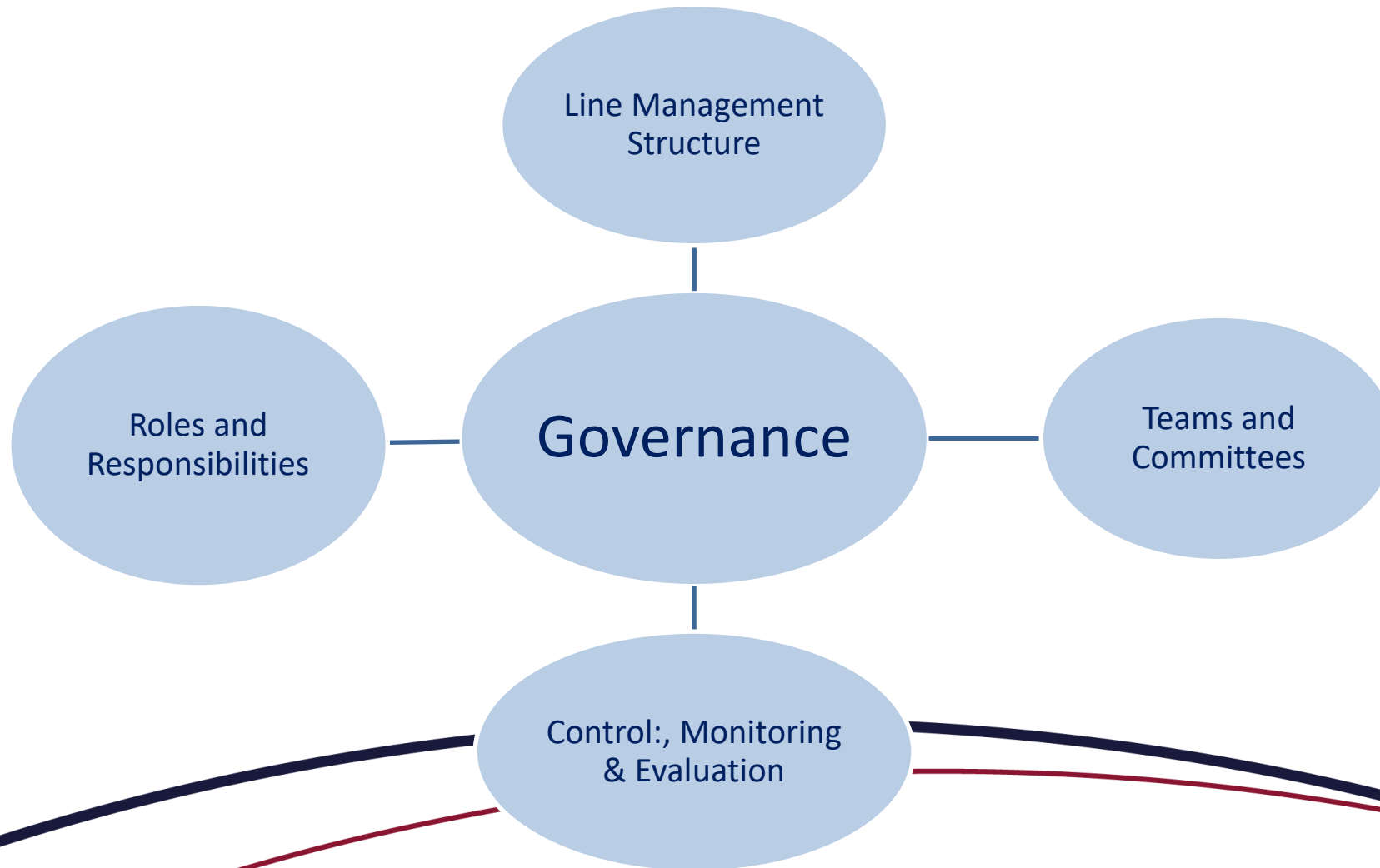
Governance Best Practice

- *Knowledge*
 - Of the requirements, the organisation and the service users needs
 - Of the risks to the Service, the Staff and the Service Users
 - Of the focus of the organisation – through Strategic Planning
- *Guidance*
 - Provide a vision with goals, objectives and models of best practice through P&P's
 - Measure, Analyse and Act
 - Develop Staff & provide clear roles and responsibilities
 - Provide ethical position

Governance Best Practice

- *Communication*
 - With the service user, their families, the staff and with the Regulatory Authorities
- *Involvement*
 - Provide resources
 - Understand processes
 - Be accessible
 - Support the model implemented – involved in the Q&SM system

Formalise Governance Structures



Governance Key Areas

- *Vision and the Future*
 - Do we know where we are going
 - Strategic and Operational Planning
 - Identifying Changes and Risks
- *Oversight and Monitoring*
 - Do we know what is happening now
 - Who is watching internally
 - Are we acting on it

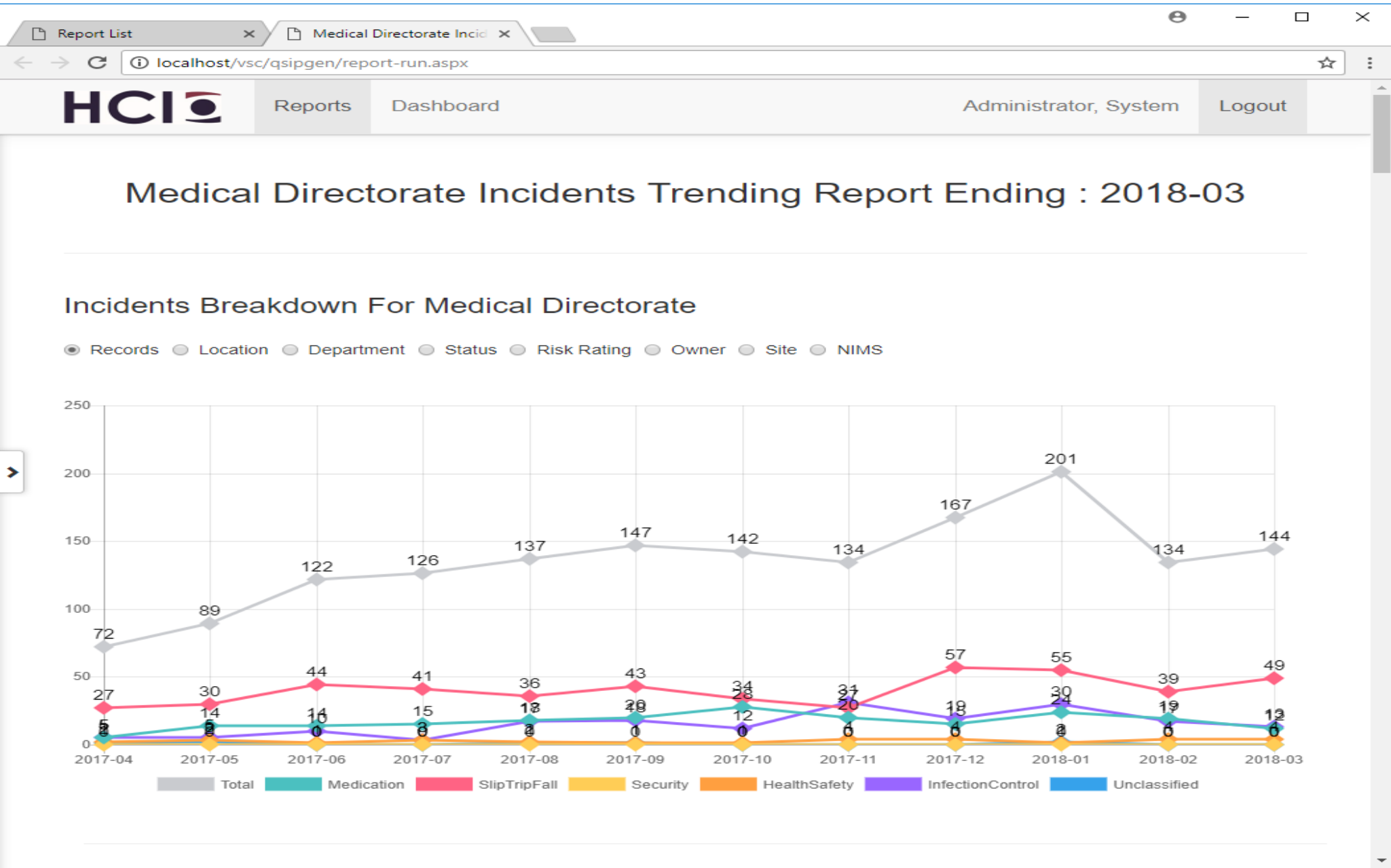
Formalise Governance Structures: Strategic Planning

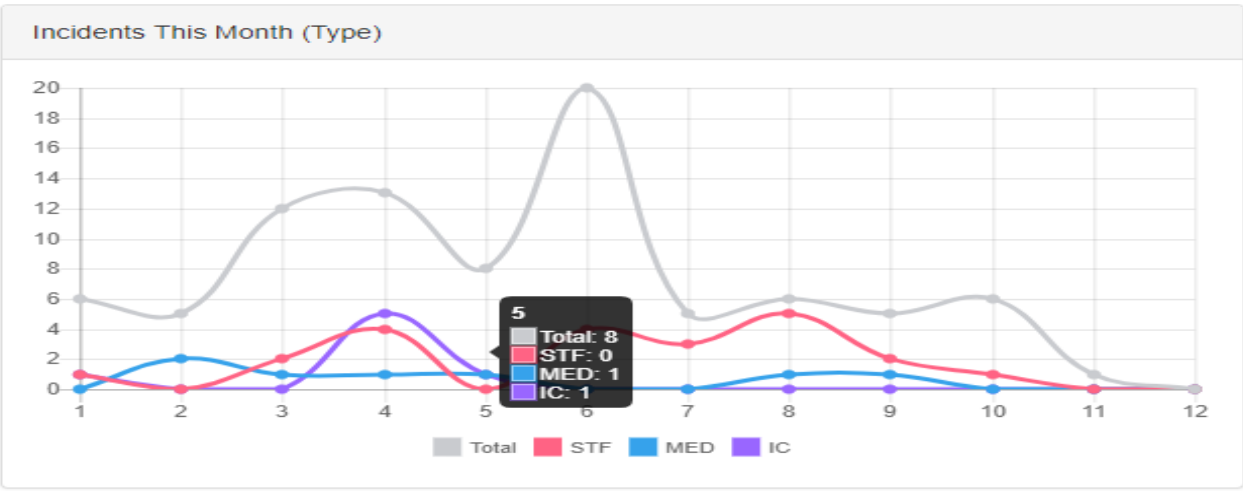
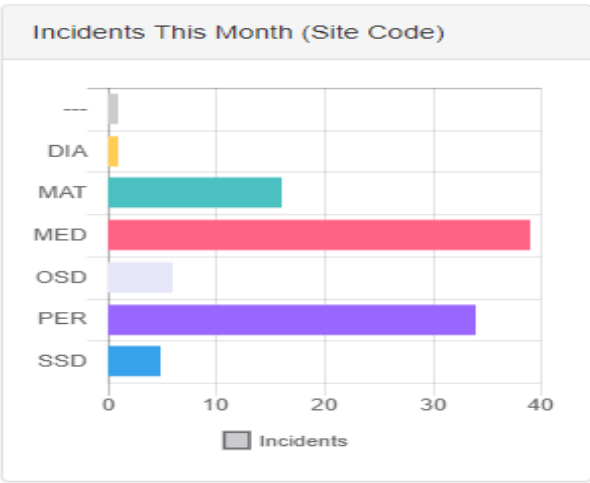
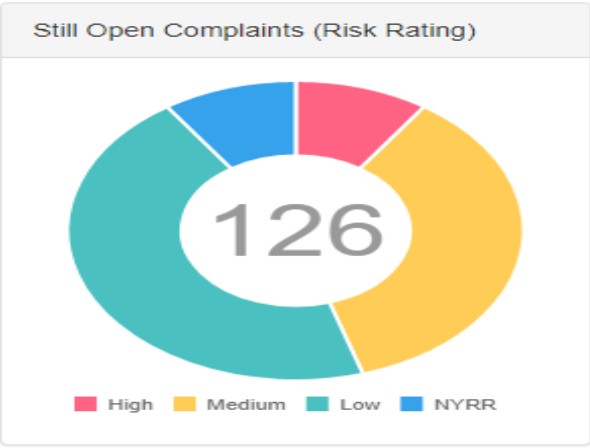
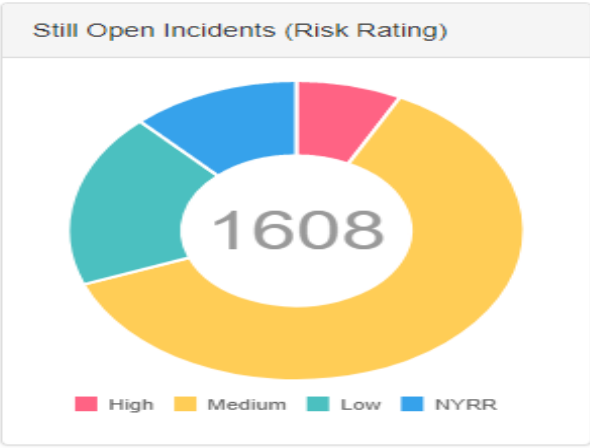
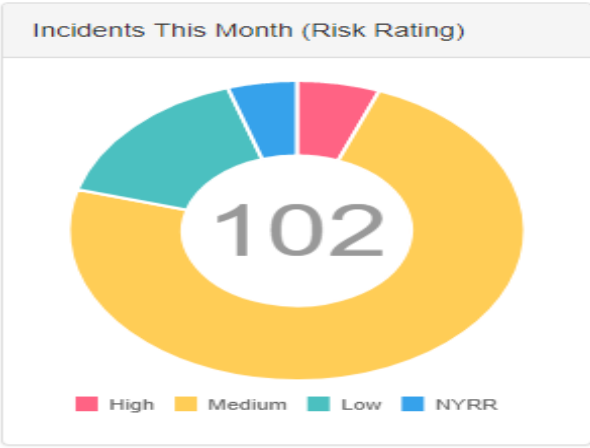
- Strategic and operational plans for the designated centre set clear objectives and plans for the delivery of person-centred, safe and effective services and supports with a focus on improved outcomes for residents (HIQA 2016)

Formalise Governance Structures: Oversight

- Relevant Data, applicable to the organisation
- Obtainable format
- Timely
- Regular collation
- Review, Interrogation
 - Who will review
 - How often
- Actions arising – Management Team

	<i>Incidents Reported this Month</i>					
	Number Reported	January	February	March	April	Change on last Month
Incidents Reported	Total	22	43	36	40	+4
	Low Risk	20	30	32	30	-2
	Medium Risk	1	10	3	6	+3
	High Risk	1	2	0	0	-
	Not Rated	0	1	1	4	+3
	Open Incidents	12	23	26	18	-8
	Open Incidents Past Target Date	2	1	1	1	-
	Incidents Closed within Target Date	18	26	29	29	-
	Incidents Closed This Month	48	38	35	34	-1





Building the Framework

- Do we know where the **gaps** are? (Gap Analysis)
- Are the **processes** clear? (Policies and Procedures)
- Are we **checking** that it is being done? (Audit)
- Are we minimising **risk**? (Risk Management)
- Have we a clear **plan**? (Strategic Plan)
- Are we **monitoring** our service delivery? (Data monitoring and analysis)

Questions and Answers

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