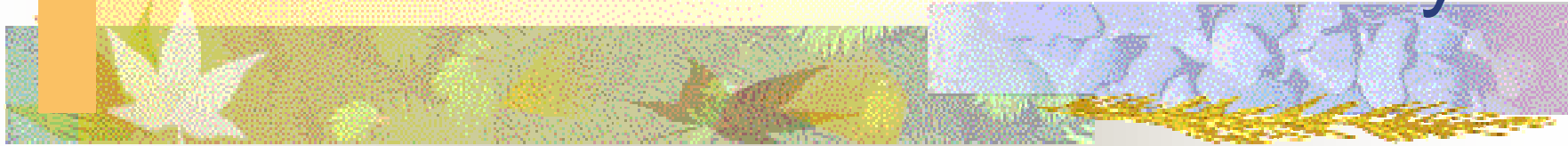


Pilot Experience
of
Quality Measurement
in
Residential Service for the Elderly



Jennis Ho
The Salvation Army

4/10/2002



Half-year Experience

No. of participating units : 8

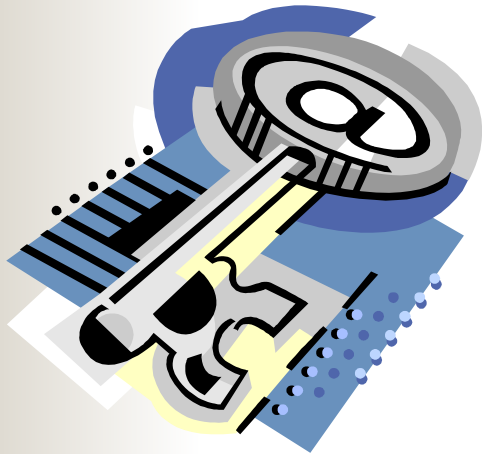
Nature of service : Care & Attention Home

Home cum C & A Home

Home for the Aged

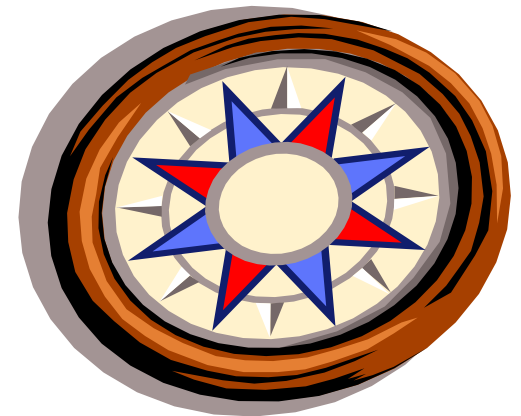
Four Stages

- 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

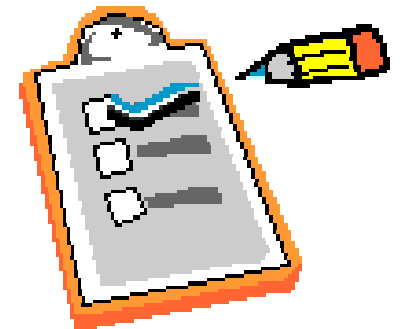


Implementing Stage (can be improved)

- 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.**

