Improving Process and Documentation for the Ambulatory Care Programs Unit

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Outline

- Background
- Public Health Context
- Project Description
- Methods
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Office of Health Care Quality (OHCQ) is responsible for monitoring Maryland health service providers

- Issues licenses
- Investigates complaints
- Receives reports of adverse events
Since 2013, the OHCQ has dedicated itself to four organizational goals\textsuperscript{1-2}:

- internal consistency
- regulatory efficiency
- public confidence
- quality improvement
Background

- Spent time with two groups: Ambulatory Care Programs Unit (ACPU) and Quality Initiatives (QI)
- APCU serves a diverse group of health service providers
- QI focuses on monitoring and improving operations within OHCQ
Health care service providers are rapidly expanding (ACPU responsible for over 1000 RSAs, 350 ambulatory surgery centers, and many more)

The OHCQ is not expanding

To continue to hold providers to the standards set out by Maryland and federal regulations, OHCQ must be more efficient
Project Overview

- Two quality/process improvement projects:
  - Creation of policies and procedures manuals for ACPU
  - Analysis and interpretation of inservice training data for QI
ACPU Policies and Procedures Documentation
Motivation – Policies & Procedures

• Objective: Create manual that formalize processes already in place within the organization
• Why written policies?
  o provide the ACPU staff with a reference guide
  o provide the survey coordinators with a document to reference
  o Improve onboarding experience for new staff
  o Signal to providers, as well as the larger OHCQ, that the office is aiming to be fair and predictable
Methods & Activities

• Approach: Rapidly gather first round requirements, write manual, and receive revisions

• Manuals half information about day-to-day operations, half subject-specific guides

• Consulted with ACPU staff to determine typical operating procedures, interviewed surveyors about their strategies in the field, and attended two RSA surveys
Deliverables

• Produced two policies and procedures manuals: one for Residential Services Agencies and one for a specific administrative role

• Template is generalizable to ease creation of additional documents
QI Inservice Training
Motivation – QI

- OHCQ has a monthly inservice—Grand Rounds—in which surveyors and survey coordinators receive training
- April 2015 Grand Rounds focused on elements of documentation—characteristics that all survey reports should exhibit
- Wanted to know whether training was effective
• Pre-test and post-test were administered to surveyors at Grand Rounds
  14 True/False questions, topically matched pre-test to post-test, e.g.:
  “If there are deficiencies which are cited as a result of a survey, the statement of deficiency must include the phrase: ‘not in compliance.’”
  Data were entered in Excel and assessed in R
Outcomes Assessment

• 98 surveyors attended Grand Rounds and took the pre-test. 84 took the post-test
  o One question discarded in analysis for ambiguity
  o Pre-test mean was 6.53 questions correct, out of 13
  o Post-test mean was 9.84 questions correct, out of 13
  o Result highly significant (p<0.001) under two-way t-test
Performance on Survey Documentation Test Pairs

• Noted post-training improvement in 11 out of 13 question pairs
Wrap-Up
Limitations and Challenges

- Projects proceeded without serious roadblocks
- Initial unfamiliarity with ACPU resulted in misunderstandings and omissions in the activities being documented – iterative development was advantageous here
- Although assessment is vital to determining whether an intervention is successful, creating a rigorous instrument for every Grand Rounds is probably not feasible
Future Directions

• Documentation process and training assessment are far from finished

• Formalization of measures of departmental efficiency

• Implementation of BI tools to monitor department performance
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- Thanks to Jennifer Le, the PHASE program manager, and Beth Resnick, the PHASE director, for facilitating this valuable field experience.

- Thank you for coming!
4. Residential Services Agencies. COMAR 10.07.05
5. The Department of Health and Mental Hygiene (Ambulatory Care) http://dhmh.maryland.gov/ohcq/AC/sitePages/Licensure-Application.aspx
Questions?