

High Quality Outcomes = High Quality Client Care

Developing and Implementing a PQI Plan Based on Your Consumers

Theresa Nolan, MA
Homefull
Dayton, OH

www.homefull.org

33 West 1st Street, Suite 100
Dayton, OH 45402



Introduction

- <http://www.homefull.org/>
- Homefull Services,
Homefull Solutions,
Homefull Innovations
- Presenter



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Example

- Throughout presentation, will refer back to this outcome measure:
 - Average length of stay
 - Measured in 2013 to set a baseline.
 - Goals for 2014.
 - Goals for 2015.
 - Where do we want to go?
 - How do we get there?
 - How do we get there better next time?

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PQI Plan: What, Why



- It is the process of identifying, describing, and analyzing strengths & problems... and testing, implementing, learning from, revising.
- Quality of Care – we can all agree.
- It drives your whole agency: what shows that we are doing a good job?

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What, Why continued

- **To meet expectations of funders and accreditation/certification.**
 - **COA PQI standards: PQI 1 Culture of Improvement**
 - Stakeholders receive outcomes: Board, Consumers, Community Partners, Staff. **TRANSPARENCY.**
 - Staff engagement.
 - Data-informed decisions.



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What, Why continued...

- **Sometimes....to attract clients.**
- **And sometimes....to avoid disasters...**

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Examples of failed quality assurance...

- **1986: NASA and the Challenger**
 - Lesson: the Plan needs buy-in at all levels.
- **2005: Hurricane Katrina and the levees**
 - Lesson: ensure timelines are kept & risk management includes actual risks.
- **2009: Toyota and the floor mat/accelerator**
 - Lesson: Consumer satisfaction?
- **2015: Chipotle food standards**
 - Lesson: Risk management should be consistently evaluated. Reconsider process & training.
- **2015: Flint, MI & lead in the water**
 - Lesson: ensuring implementation & closing the loop

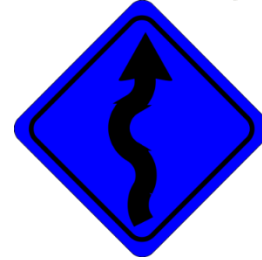
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How: Outcome Based Service Delivery

- To move from current state to future state – you need a roadmap.
- 3 primary questions should drive your PQI plan (like a road trip plan):
 - Where do we want to go?
 - How do we get there?
 - How do we get there more efficiently next time?
- Outcomes that target client needs keep your work focused.
 - Stakeholder feedback.
 - Consumer satisfaction.

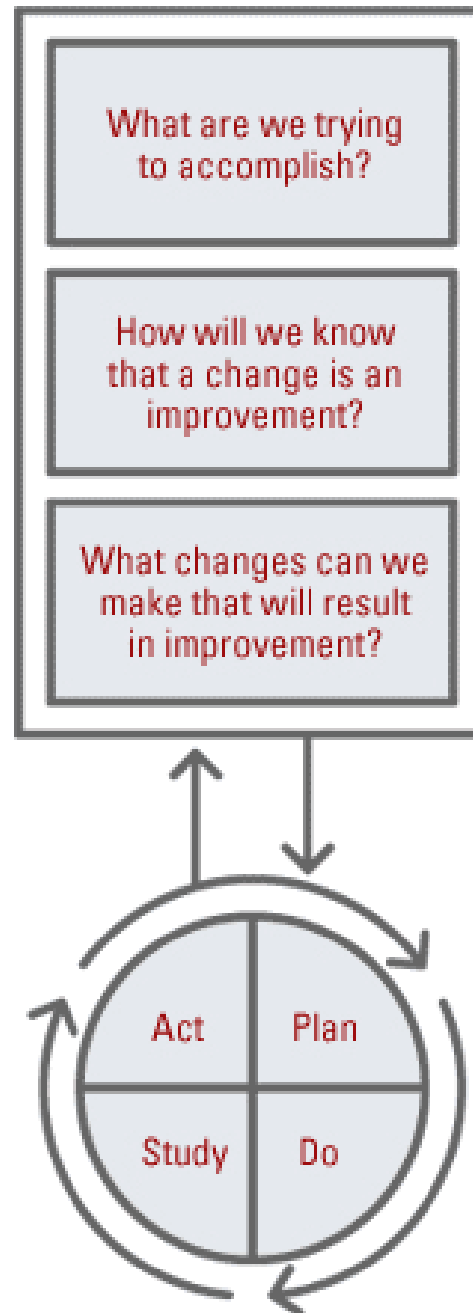


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Institute for Healthcare Improvement's Model for Improvement

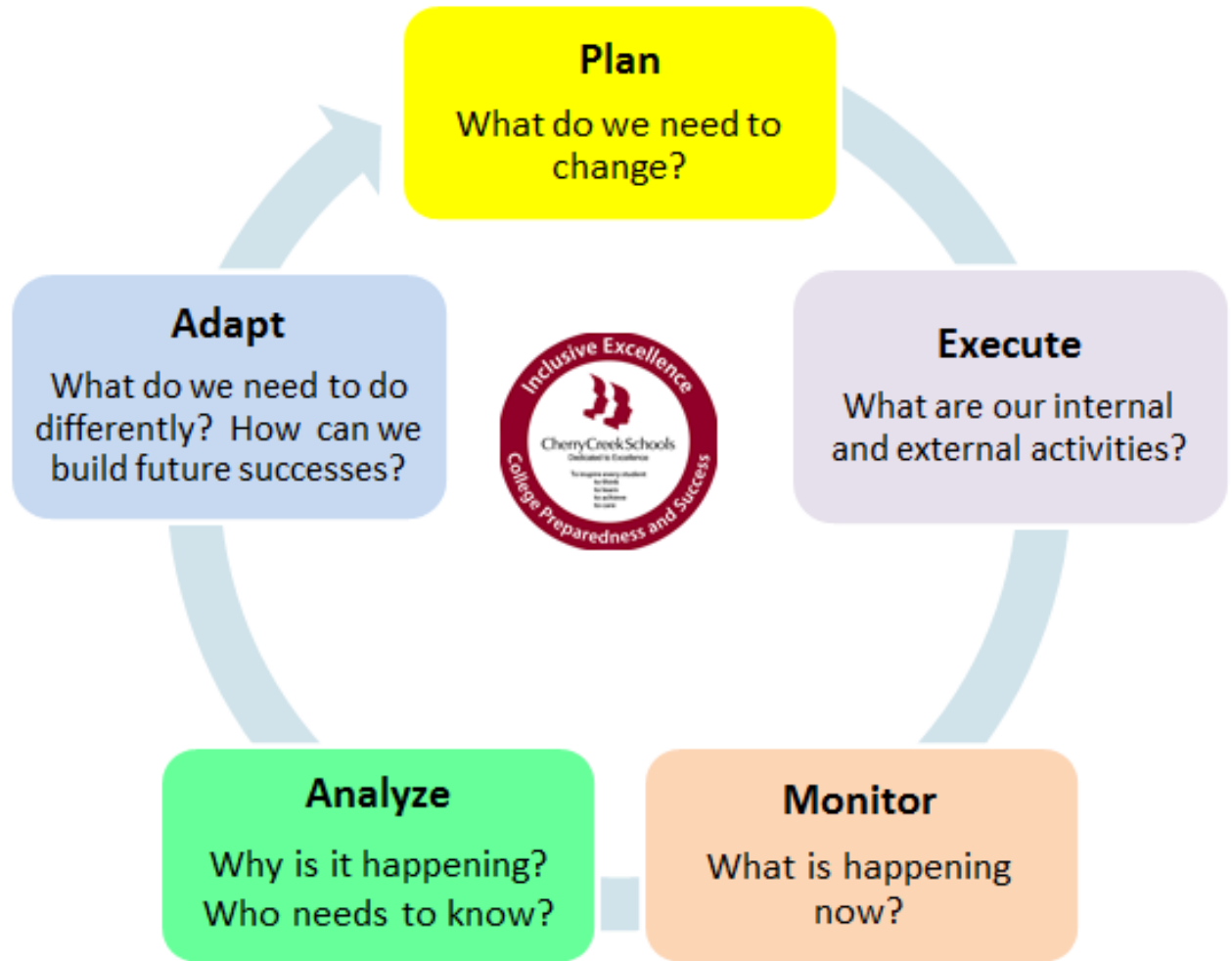


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Colorado's Cherry Creek Schools - Model of Continuous Improvement



Elements of a PQI Plan

- **Mission/Vision**
 - Vision of Homefull: A community where there is no homelessness.
 - Example of Dave Thomas & Wendy's: *Quality is our recipe.*
- **Guiding principles/philosophies**
 - Prevention over correction
 - LOS example
 - Consumer informed/Client focused
 - Leadership engaged
 - High quality
 - Employee empowerment
 - Data informed



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Elements of a PQI Plan continued....

- **Leadership**
 - Messaging throughout the organization
 - Committee that steers the ship
- **Goals & objectives**
 - Grant requirements
 - System requirements
 - Industry standards
 - Internal priorities



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Elements continued...

- **Measurement**

- **Internal data collection**

- Spreadsheets – manual and auto
- Frequency based on the measure/need
- Surveys
- Don't just measure activities, measure outcomes

- **Database – industry standard measurements**

- Commonly used database?
- Know the trends of your field

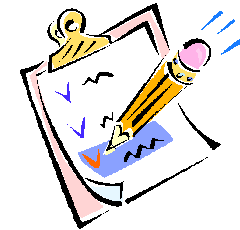
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Elements continued....

- **Evaluation**



- Based on targets, how did we do?
- Based on industry, how did we do?
- Based on stakeholder feedback, how did we do?
- Based on our past performance, how did we do?
- Are our outcomes relevant?
- How did some outcomes impact other outcomes?
What's the overall impact?
 - LOS example
- Continuously projecting impact & outcomes/trends.

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Client Informed

- Crucial voice to inform your PQI process: consumers.
- Client satisfaction is not only an outcome to measure, but a part of the process.
- “To us, how many we serve is not important – it’s how well we serve each one.”
- Example: what vegetables does the farmers market shopper want to buy?
- Homefull Solutions was born.

Homefull Solutions

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Length of Stay & Client Feedback

- **With length of stay: message was we want to exit shelter as quickly but as effectively as possible.**
- **Also, research on trauma reinforces shorter length of time in shelter is better.**
- **How do we do it better next time: added recidivism tracking.**

PQI Process

- **Committee: Who is helping to steer?**
 - Determining success at a farmer's market: Not just the farmer, but the customers, the accountant, the tax person, etc.
- **Reporting: Decide how often and in what capacity you want updates.**
- **Establishing tools for tracking:**
 - Manager reports – quarterly, YTD quarter, Grant YTD
 - QA Reports – QA staff, Executive Team, All Staff
- **Annually: Develop plan adjustments and set new goals.**

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Management

- Top down, bottom up, side to side
- Training everyone – everyone – on QA/PQI:
 - Orientation
 - All Staff meetings
 - Performance Evaluations
 - Newsletters
 - Outcome focused reporting
- Leadership must buy-in; front line must buy-in



Clinical Care

- **Priority at Homefull: #s don't mean more than client experience.**
- **Don't lose sight of the purpose when focusing on the score.**
- **Including quality measures as well as quantity.**
- **Understanding impact of outliers...on outcomes and on worse case scenarios.**

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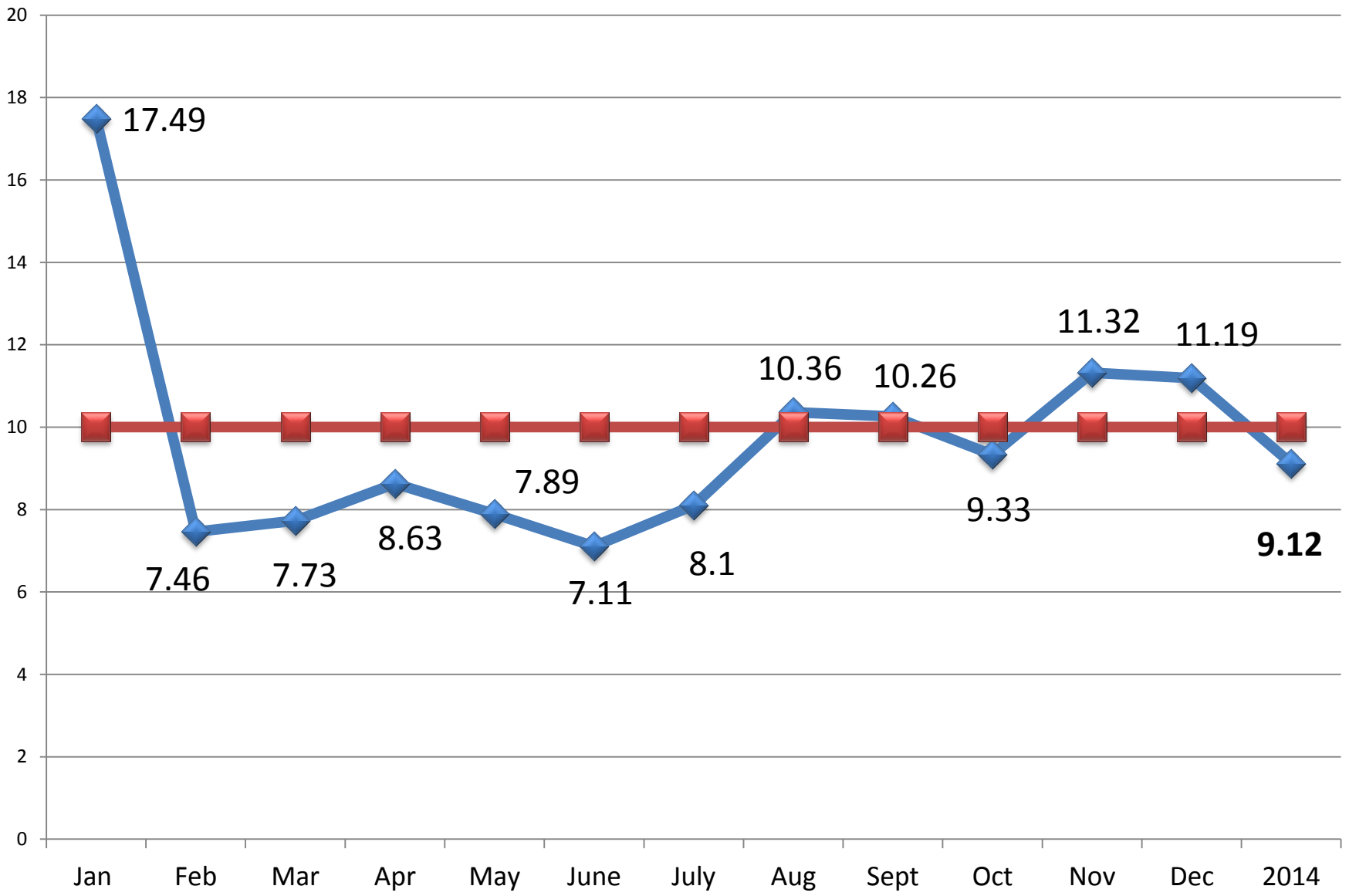
Support Services

- Helping the front line staff identify with your PQI goals.
- Their work = the agency's outcomes.
- Using comprehensible data to present trends. (example of days to assessment)



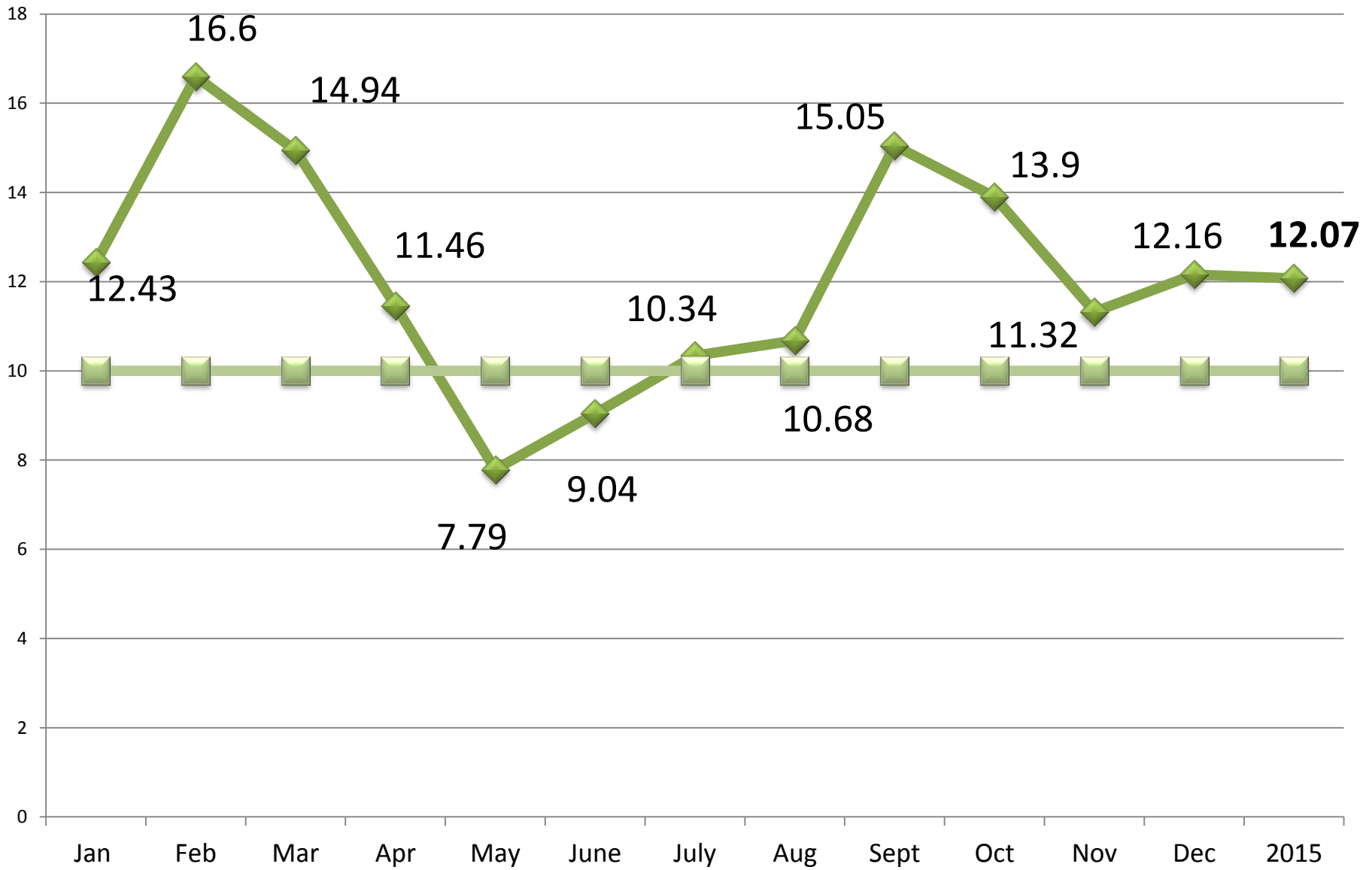
AVR LOS Data & Days to 1st Assessment

- QA discussion, Admin team, Assessment team
- Where is your place in the domino effect?
- Feedback from staff on how to increase their efficiency.
- Examples of data tracking for viewing trends....



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Average Length of Stay Gateways: 2014

	2013	Q1	Q2	Q3	Q4	2014	% change
Apple Families	31.04	19.70	20.00	19.00	41.00	24.00	-22.68%
Apple Singles	56.16	58.67	58.00	77.00	82.00	69.00	22.86%
Gettysburg	77.52	64.47	60.00	62.00	81.00	66.00	-14.86%
Overall Shelter Average	54.82	52.60	43.00	43.00	68.00	47.00	-14.26%

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QA vs PQI

How did we do
vs.
How do we do better?

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PQI Brainstorm: Subway System



- **Where are we going: Mission & vision.**
- **How do we get there: Guiding Principles, Leadership, Goals & Objectives.**
- **How do we get better: Measurement, Evaluation.**

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Great Resources

- **COA PQI Standards**
- **HUD Exchange System Performance Measures Guide**
- **National Learning Consortium: CQI Strategies to Optimize your Practice**
- **HHS' Health Resources & Services Administration QI site**
- **The Nonprofit Outcomes Toolbox**

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Thank You!

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