

Site Visit Issue Worksheet

(Record only one issue per page)

Item Reference: 7.1 – 2

Not originally evaluated at consensus

Issue or process addressed: Results missing for work systems of admission, patient stay, and discharge. Results missing for key measures of accomplishment of organizational strategy

Comment(s) affected: SVIs address one or more comments. List the comments found in the consensus scorebook that are addressed by the findings and conclusions concerning this issue and copy from *Scorebook Navigator™*. (e.g., 1.1 first +, 1.1 first OFI, KTa.2, and 5.2 second +) **7.1 2nd OFI.** Results are missing for the work systems of admission, patient stay, and discharge. Having established measures of performance for the work systems can help NHC evaluate and compare its results to performance expectations, standards, past results, and the results of other organizations within the corporation. **7.1 4th OFI.** Results are missing for key measures of accomplishment of organizational strategy. As the applicant relies heavily on assessing performance aligned with strategic objectives, results of this nature might help identify improvement trends and opportunities.

STRATEGY:

1. Who will you interview and at which locations? *Director of Nursing, Director of Rehabilitation, Director of Social Services.* Talked to Leadership Team
 2. What questions will you ask related to the organization's:
Approach/Levels What indicators do you have for the operational performance of work systems of admission, patient stay, and discharge? If not, how do you assess the performance of these work systems? If results are available, how are they segmented to reflect the service offerings associated with the HealthCare Center and the Assisted Living Center?
Indicators of operational performance of work systems of admission, patient stay, and discharge are not used. Specific measures associated with patient-focused health care included in the Matrix that applicant are used to assess effectiveness of their operation.
Deployment/Trends If results are available, what trends do they reflect?
Learning/Comparisons What comparative data do you have for the performance of these work systems?
Integration How have results (if they exist) for these work systems driven any changes in your strategic plan, action plans, or operational process/procedures?
 3. What documents will you review? *Any available data by work systems requested, as well as strategic or action plans or other documentation related to these work systems.*
 4. Are there any walk-around questions? *May want to ask about how partners are informed about the effectiveness of the work systems admissions, patient stay, and discharge.*
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Item Ref: 7.1b(1) and b

FINDINGS: What observations, specific answers, and/or updated results did you find during the site visit? Be specific and include data as appropriate. What is the resolution of this site visit issue based on your findings? For each comment listed above, indicate “delete,” “modify,” or “no change” and the specific findings that led you to that conclusion.

Modify 2nd OFI:

Results for work system Admissions is shown in Figure 7.5-13 which shows improved trend over the last three years without comparisons.

Results for work system patient stay are considered to be those Matrix indices associated with Patient Focus. E.g. CMS 5 Star, Falls, Weight Loss, Consumer View, Patient Care Survey, Customer Satisfaction, Pressure Ulcers, Survey Deficiency and K-Tags.

Results for work system Discharge are not provided.

No change 4th OFI:

Applicant does not track action plan progress associated with strategic objectives. Their approach is to modify actions as needed while focusing on the Matrix. The Matrix consists of indices associated with Investor Focus, Patient Focus and Partner Focus, all of which are identified as “strategic objectives”. However, these have not changed over the last 3 years and goals established for each of the indices are based on quarterly performance results, not strategic goals.

FINAL COMMENT(s): Write the comment as it will appear in the final scorebook. If a new comment is required it should be included in this section.

2nd OFI:

Results are missing for the work systems of discharge. Having established measures of performance for this work systems can help Applicant evaluate and compare its results to performance expectations, standards, past results, and the results of other organizations within the corporation.

4th OFI: No Change

The site visit findings indicate that the processes and/or results investigated would have the following effect on scoring:

raise ____, no effect on __X__, or lower ____ the consensus evaluation.
