Health Quality Ontario
Long-Term Care
Emergency Department Utilization
Best Practices

Updated on October 18, 2016

“Insanity is doing things the way we’ve always done them and expecting different results”
Albert Einstein

Evidence-informed best practices are based on quality evidence and should be implemented into practice to optimize outcomes. Listed below you will find best practices graded according to the type of evidence. To view a description of the types of evidence, click here.

To help you move from best evidence to best practice, click on the + button next to each best practice to find details on how to implement, as well as change ideas to test using a PDSA approach.

Change ideas are specific and practical changes by experience and research that focus on improving specific aspects of a system, process or behaviour. To learn more about change ideas see QI: Getting Started on the left menu bar.

EVIDENCE-INFORMED BEST PRACTICES

Early recognition of at-risk residents for emergency department visits

Provide early treatment for common conditions

Arrange for routine tests in-house

Establish protocol for clinical feedback

References


“Some is not a number, soon is not a time.”
Don Berwick, former President and CEO of IHI, December 2004, at launch of the 100,000 Lives Campaign

How will we know if a change is an improvement? Measurement is one of the critical steps in a quality improvement (QI) initiative that assesses the impact of your tests of change. Quality indicators are used to measure how well something is performing. There are three types of quality indicators used to measure your QI efforts: outcome (indicators that capture clinical outcomes and or system performance), process (indicators that track the processes that measure whether the system is working as planned), and balancing indicators (indicators that ensure that changing one part of the system does not cause new problems in other parts of the system).

<table>
<thead>
<tr>
<th>Type of Indicator</th>
<th>Indicator of Quality Improvement</th>
<th>How to Calculate:</th>
<th>Targets/Benchmarks</th>
<th>How is This Indicator Used?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority</strong></td>
<td>1. Potentially avoidable emergency department visits for long-term care residents with select ambulatory care-sensitive conditions</td>
<td>See definition in HQO's Indicator Library [<a href="http://indicatorlibrary.hqontario.ca/Indicator/Summary/Potentially-avoidable-emergency-department-visits-LTC/EN">http://indicatorlibrary.hqontario.ca/Indicator/Summary/Potentially-avoidable-emergency-department-visits-LTC/EN</a>]</td>
<td>Targets: As low as possible (set by individual homes)</td>
<td>Quality improvement</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td>2. Number of visits to the Emergency Department (ED) each month by cause: fall, potentially preventable deterioration in condition; other</td>
<td>Number of ED visits in the previous month by cause: fall, potentially preventable deterioration in condition; other</td>
<td>Provalional benchmarks: not available</td>
<td>Quality improvement</td>
</tr>
<tr>
<td></td>
<td>3. Of the residents that went to the ED from the LTC home, percentage of residents who had multiple ED visits within a 30 day period</td>
<td>Number of residents who had more than one ED visit in the month</td>
<td></td>
<td>Quality improvement</td>
</tr>
<tr>
<td><strong>Process</strong></td>
<td>4. Percentage of residents at high risk for an ED visit* who had a change in condition documented on the Shift to Shift report (or progress notes) in the 24 hours prior to ED visit</td>
<td>Number of residents at high risk for an ED visit who had a change in condition documented on the Shift to Shift Report (or progress notes) in the 24 hours prior to the ED visits in the month</td>
<td></td>
<td>Quality improvement</td>
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<td></td>
<td>5. Percentage of residents with ED visit in the previous month for whom a transfer package** accompanied the resident to ED visit</td>
<td>Number of residents with ED visit in the previous month for whom a transfer package** accompanied the resident to ED visit</td>
<td></td>
<td>Quality improvement</td>
</tr>
<tr>
<td>Type of Indicator</td>
<td>Indicator of Quality Improvement</td>
<td>How to Calculate: numerator ________ denominator</td>
<td>Targets/Benchmarks</td>
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<tr>
<td>6. Percentage of residents re-admitted to the LTC home in the previous month who have ED or hospital discharge record*** accompany the resident back to the LTC home (or comes in a timely manner)</td>
<td>Number or residents re-admitted to the LTC home in the previous month who have ED or hospital discharge record*** accompany the resident back to the LTC home (or comes in a timely manner)</td>
<td>Total number of residents re-admitted to LTC home from ED visit or hospitalization in the previous month</td>
<td>Quality improvement</td>
<td></td>
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<tr>
<td>7. Percentage of residents re-admitted to the LTC home in the previous month with follow-up care documented in physician orders and care plan within a 24 hour period</td>
<td>Number of residents re-admitted to the LTC home in the previous month with follow-up care documented in physician orders and care plan within a 24 hour period</td>
<td>Total number of residents re-admitted to LTC home from ED visit or hospitalization in the previous month</td>
<td>Quality improvement</td>
<td></td>
</tr>
<tr>
<td>8. Percentage of all residents in the LTC home who have an up-to-date care plan (includes all risk assessments complete and family and resident engagement) (10% sample)</td>
<td>Number of residents in the LTC home who have an up-to-date care plan (includes all risk assessments complete and family and resident engagement) (10% sample)</td>
<td>Total number of residents in the 10% sample drawn from all residents in the LTC home on the last day of the month</td>
<td>Quality improvement</td>
<td></td>
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<tr>
<td>Balancing</td>
<td>9. Percentage of residents with worsening mobility (locomotion, transfer, and walk in corridor ability) (Mid-Loss ADL) compared to previous quarter†</td>
<td>Number of residents with worsening mobility (locomotion, transfer, and walk in corridor ability) (Mid-Loss ADL) [compared to previous quarter]†</td>
<td>1</td>
<td>Quality improvement</td>
</tr>
</tbody>
</table>

*High risk residents are defined as those admitted to the LTC home within the last 30 days; re-admitted to the LTC home from an ED visit or hospitalization within the last 30 days; those who have experienced a change in medication, change in treatment plan or significant change in condition (as per RAI-MDS) within the last 7 days)

**Transfer package should include: reason for initial transfer, any high risks identified with related care plan interventions, medication list, medical history, and most recent assessments

***ED discharge record should include: Record of care and services received, discharge diagnosis, medications administered, diagnostic test results, response of resident to treatments, recommendations for follow up, consultation reports

†Speak with your RAI-MDS Coordinator for this global measure

Run Charts

Collected measures can be presented graphically by plugging the monthly results into a run chart.
Tools & Resources

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Tools

QI Tools

- Communications Plan: [Instructions, Tool]
- Fishbone Template: [Instructions, Tool]
- Five Whys: [Instructions, Tool]
- Measurement Plan Template: [Instructions, Tool]
- Pareto Chart: [Instructions, Tool]
- PDSA Template
- Project Charter
- Tree Diagram Worksheet

For a more comprehensive list of tools and resources, visit the following links on our HQO website:

- [HQO Tools and Resources](http://www.hqontario.ca/quality-improvement/tools-and-resources/)

Resources

Emergency Department Utilization


Residents First, Health Quality Ontario

- [Emergency Department Utilization Measurement Worksheets](http://www.hqontario.ca/quality-improvement/long-term-care/tools-and-resources)

- [Prevention of Falls and Fall Injuries in the Older Adult](http://www.mao.org/Page.asp?PageID=924&ContentID=810)

  Registered Nurses’ Association of Ontario

- [Caregiving Strategies for Older Adults with Delirium, Dementia and Depression](http://www.mao.org/Page.asp?PageID=924&ContentID=797)

  Registered Nurses’ Association of Ontario

- [Screening for Delirium, Dementia and Depression in the Older Adult](http://map.ca/bpg/guidelines/screening-delirium-dementia-and-depression-older-adult)

  Registered Nurses’ Association of Ontario

- [Person- and Family-Centred Care](http://map.ca/bpg/guidelines/person-and-family-centred-care)

  Registered Nurses’ Association of Ontario

- [How-to Guide: Improving Transitions from the Hospital to Skilled Nursing Facilities to Reduce Avoidable Rehospitalizations](http://www.ihi.org/knowledge/Pages/Tools/HowtoGuidImprovingTransitionHospitalSNFstoReduceRehospitalizations.aspx).


QI Resources

- [Interpreting Run Charts](http://www.hqontario.ca/quality-improvement/tools-and-resources)

  Health Quality Ontario

- [Model for Improvement (Clip 1)](http://www.youtube.com/watch?v=SCYghxTioYY)

  Institute for Healthcare Improvement
- **Model for Improvement (Clip 2)** [http://www.youtube.com/watch?v=6MIUqdulNwQ&feature=relmfu](http://www.youtube.com/watch?v=6MIUqdulNwQ&feature=relmfu)
  Institute for Healthcare Improvement

- **PDSA Cycle Video (Part 1)** [http://www.youtube.com/watch?v=_-ceS9Ta820&feature=youtu.be](http://www.youtube.com/watch?v=_-ceS9Ta820&feature=youtu.be)
  Institute for Healthcare Improvement

- **PDSA Cycle Video (Part 2)** [http://www.youtube.com/watch?v=eYoJxjmv_QI&feature=relmfu](http://www.youtube.com/watch?v=eYoJxjmv_QI&feature=relmfu)
  Institute for Healthcare Improvement

- **The run chart: a simple analytical tool for learning from variation in healthcare processes**
Background

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Issue

Avoidable emergency department (ED) visits can cause clinical risk, stress, and anxiety for older, more vulnerable patients. Overcrowding and surging costs of hospital EDs have long been a concern in Ontario's health care system, and there is a need to address this issue from all angles. There were more than 6.1 million visits to Ontario's Emergency Departments in 2014-2015. It is important to ensure that avoidable ED visits are prevented not only to provide the best care for long-term care (LTC) residents, but also to ensure the most effective use of limited health care resources.

Call to Action

In 2013-2014 more than 1.4 million visits to Canadian emergency departments were potentially avoidable. Of the 1 in 3 seniors in long-term care that made a visit to the emergency department, 24% were for potentially preventable conditions and 10% were for less or non-urgent reasons. Moreover, the odds of an ED visit for newly admitted and short-stay LTC residents have been shown to be higher compared to longer-stay residents. The good news is that avoidable ED visits can be reduced and even prevented. Quality improvement best practices and change ideas for LTC homes aim to prevent unnecessary ED visits by addressing the root cause(s) of the problem at the individual and home-levels.

While the tools and information provided in this quality improvement resource focus on the process of quality improvement for the home, the ultimate goal is to provide residents with the best possible care.

References


