Engaging the Professional Workforce

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Creating a Culture of Collaboration: Vitalizing Practice
Through Research and Research Through Practice
Philadelphia, PA
December 2-4, 2009

Bayada Home Health

- Organization
  - Medicare-certified home health company
  - 35 offices; 18 states
- People
  - 450 office staff and leaders
  - 900 Nurses
  - 375 Physical therapists
  - 150 Occupational therapists
  - 75 Speech therapists
  - 75 Social workers
  - 375 Home health aides

Objectives

- Define “quality” and its relationship with evidence-based practice (EBP)
- Describe the role of leadership when translating research into practice
- Discuss methods to engage the professional workforce

Health Policy

Quality

Cost

Access

“Iron Triangle” of Healthcare

Health - Defined

Institutes of Medicine (IOM)

"the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge"

World Health Organization (WHO)

“A state of complete physical, mental, and social well being and not merely the absence of disease.”
Quality Framework

- **Process:**
  - whether or not good medical practices are followed
    (i.e. Screening – Falls, Osteoporosis; Lumbar Manipulation)

- **Structure:**
  - the attributes of settings where care is delivered
    (i.e. EMR, clinical specialization, [A] personnel)

- **Outcome:**
  - impact of the care on health status
    (i.e. SF-36, Neck Disability Index, Pain rating with function)

Donabedian A. The Quality of Care: How can it be assessed? JAMA 1988; 260: 743-1748.

“Simply put, health care quality is getting the right care to the right patient at the right time...every time.”

Carolyn Clancy, MD
Director, Agency for Health Research and Quality (AHRQ)
Subcommittee on Health Care, Committee on Finance, U.S. Senate
March 18, 2009

The Care “Variation” Spectrum

- Too little variation
  - Evidence-based Practice
  - Decreased costs
  - Decreased autonomy

- Too much variation (unwarranted)
  - Clinical Intuition
  - Increased costs
  - Increased autonomy

Value-based Purchasing

- Results-driven health care
  - Expect
  - Measure
  - Disclose
  - Reward

“Leadership is powerless without followership – a broad constituency that is ready and willing to be led.”

David Blumenthal, MD

© Calvin and Hobbes by Bill Watterson

...because you can!
Engage Professionals

- Develop “quality” professionals
- Provide context for Best Evidence-Based Practice
- Create a vision for PT within the US health system
- Provide tools to enhance clinical decision-making

Quality Care: The Provider Connection

Outcomes Visible to others

Underlying elements that require infrastructure support

High Quality Patient Care
Effective Cost Control

High quality professionals
- scholarship
- life-long learning
- reflective practice
- interdisciplinary practice
- commitment to societal needs
- professional association involvement

Best Evidence-Based Practice

Therapeutic Alliance
- Best Research Evidence
- Clinical Expertise
- Patient’s Circumstances And Values

Clinical Decision Making

Patient’s Circumstances And Values

Tools to enhance care

- Diagnostic accuracy
- Clinical prediction rules
- Outcome measures
  - Performance based
  - Self report

Vision for Physical Therapy

“ It is time for...professional collaboration so that a health care workforce that includes a diversity of disciplines can be assured of providing a coherent set of patient care services.”

Diagnostic process

- Diagnostic accuracy

<table>
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<th>Table 6. A Guide to Interpretation of Likelihood Ratios (LR) Values</th>
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Clinical Prediction Rules (CPR)

- Tools to improve clinical decision-making
- Based on a subset of predictor variables
- Established using diagnostic accuracy statistics
- Assist in one of three areas:
  - Diagnosis
  - Prognosis
  - Intervention determination


Performance measure: Prognosis and planning
Timed Up and Go (TUG)

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<td>1. Utilization patterns</td>
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<td>2. Discharge planning</td>
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<td>3. Outcomes (MDC = 2.49 sec)</td>
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Self report measure: Prognosis and planning
Lower Extremity Function Scale (LEFS)

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Self report measure: Prognosis and planning
Lower Extremity Function Scale

By Gender:


By Pre-operative score (males):


Managing Change

Health Policy Makers

Conclusion

- Be clear on the aim – patient centered and high quality
- Emphasis on process
- Provide and promote leadership
- Integrate knowledge into practice

Thank you