QUALITY IMPROVEMENT
in the Age of Millennials
and all the other generations

Quality Assessment
Performance Improvement

Quality: the standard of something as measured against other things of a similar kind; the degree of excellence of something

Assessment: evaluation or estimation of the nature, quality, or ability of someone or something

Performance: the action or process of carrying out or accomplishing an action, task

IMPROVEMENT: Action or thing that makes something better or is better than something else
QAPI: Quality Assessment Performance Improvement

§484.65 Condition of participation: Quality assessment and performance improvement (QAPI).
The HHA must develop, implement, evaluate, and maintain an effective, ongoing, HHA-wide, data-driven QAPI program.
- The HHA’s governing must ensure that the program reflects the complexity of its organization and services;
- involves all HHA services (including those services provided under contract or arrangement);
- focuses on indicators related to improved outcomes, including the use of emergent care services, hospital admissions and re-admissions;
- and takes actions that address the HHA’s performance across the spectrum of care, including the prevention and reduction of medical errors.

Quality Assessment Performance Improvement

§484.75 Condition of participation: Skilled professional services.

(b) Standard: Responsibilities of skilled professionals. Skilled professionals must assume responsibility for, but not be restricted to, the following: . . . . .

(8) Participation in the HHA’s QAPI program;
Quality Assessment
Performance Improvement

HOSPICE .... since 2010
§418.58 - The hospice must develop, implement, and maintain an effective, ongoing, hospice-wide data-driven quality assessment and performance improvement program. The hospice’s governing body must ensure that the program: reflects the complexity of its organization and services; involves all hospice services (including those services furnished under contract or arrangement); focuses on indicators related to improved palliative outcomes; and takes actions to demonstrate improvement in hospice performance. The hospice must maintain documentary evidence of its quality assessment and performance improvement program and be able to demonstrate its operation to CMS.

§418.58(a)(2) - The hospice must measure, analyze, and track quality indicators, including adverse patient events, and other aspects of performance that enable the hospice to assess processes of care, hospice services, and operations.

Does the generational age group of staff impact their participation?

YES - Each generation brings its own characteristics

MAYBE - Some studies suggest the differences are relatively small

NO - Not on the mandate for participation
Who’s a what?

Who are our Professional Staff?

<table>
<thead>
<tr>
<th>Classification</th>
<th>Age</th>
<th>Percentage of Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNA</td>
<td>30 and younger</td>
<td>29.8%</td>
</tr>
<tr>
<td></td>
<td>30-44</td>
<td>39.5%</td>
</tr>
<tr>
<td></td>
<td>45 and older</td>
<td>34.3%</td>
</tr>
<tr>
<td>LPN</td>
<td>25 and younger</td>
<td>8.3%</td>
</tr>
<tr>
<td></td>
<td>26-30</td>
<td>10.0%</td>
</tr>
<tr>
<td></td>
<td>31-35</td>
<td>11.8%</td>
</tr>
<tr>
<td></td>
<td>36-40</td>
<td>12.5%</td>
</tr>
<tr>
<td></td>
<td>41-45</td>
<td>11.9%</td>
</tr>
<tr>
<td></td>
<td>46-50</td>
<td>12.6%</td>
</tr>
<tr>
<td></td>
<td>51-55</td>
<td>13.2%</td>
</tr>
<tr>
<td></td>
<td>56-60</td>
<td>10.8%</td>
</tr>
<tr>
<td>RNs</td>
<td>25 and younger</td>
<td>5.2%</td>
</tr>
<tr>
<td></td>
<td>26-30</td>
<td>9.6%</td>
</tr>
<tr>
<td></td>
<td>31-35</td>
<td>11.0%</td>
</tr>
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<td>46-50</td>
<td>14.5%</td>
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<tr>
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<td>15.1%</td>
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</tr>
</tbody>
</table>
Not a new subject.....

Baby Boomers, Millennials Clash in Workplaces Around U.S. | TIME.com
business.time.com/2012/03/.../millennials-vs-baby-boomers-who-would-you-rather-hi...
Mar 29, 2012 - Right now, there are about 80 million millennials and 76 million boomers in America. Half of all millennials are already in the workforce, and millions are added every year. Approximately 10,000 millennials turn 21 every day in America, and by the year 2025, three out of every four workers globally will be ...

Managing Millennials and Boomers in The Workplace - Forbes
Jun 12, 2014 - Managing Millennials and Boomers In The Workplace ... But we also are starting to successfully blend in Millennials with our more seasoned employees. ... Combined with the new way of doing things that technology provides, this experience and pattern recognition creates business insights that a younger ...

7 Ways to Bridge the Boomer-Millennial Gap - Entrepreneur
https://www.entrepreneur.com/article/240725
Dec 10, 2014 - While getting any two strangers to work effectively with one another in the workplace is difficult, at times some millennials and baby boomers might seem to have the ... If all these programs and tools were created to merge the gap, but no one is asking if they're working, then it's a waste of everyone's efforts.

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We are still talking about it.....

Mixing Millennials and Baby Boomers in the Workplace Melting Pot
https://officeninjas.com/mixing-millennials-and-baby-boomers-in-the-workplace-melt...
Aug 27, 2015 - Today, Millennials and Baby Boomers work together in one office. We're highlighting how they contrast, and how you can make the most of their differences!

Bridging the Gap Between Millennials and Baby Boomers in the ...
www.bigthinkedge.com/.../bridging-the-gap-between-millennials-and-baby-boomers-
... Aug 24, 2017 - Bridging the gap between Millennials and Baby Boomers in the workplace is a huge challenge, but it can be done! ... This, combined with low wages in many job fields, means Millennials have to struggle with paying off significant debt for many years—which often leaves them too financially unstable to ...

Even across the pond-
Mind The Gap! Bridge the Gap Between Baby Boomers and.....
https://medium.com/.../mind-the-gap-bridge-the-gap-between-baby-boomers-and-
mill...
Feb 21, 2017 - Mind The Gap! Bridge the Gap Between Baby Boomers and Millennials in the Workplace. We’re seeing an increase in generational gaps in the workplace as more college graduates are being hired whilst seniors are delaying retirement to a later age. As a result, people of different ages, anywhere from 18 ...
What to focus on

For Millennials, Generation Xers, and Baby Boomers, Gallup's research shows that focusing on giving employees *opportunities to do what they do best* and helping them *connect to the mission* and purpose of their company are the strongest factors for boosting retention.

Giving employees *opportunities to learn and grow* is also an important element for workers in Generation X and for Millennials.

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The most damaging phrase in the language is: It's always been done that way.

(Grace Hopper)

Governing Body to Assure

- Develop
- Implement
- Evaluate
- Maintain
### First Steps - Which generation will succeed best?

<table>
<thead>
<tr>
<th>DETERMINE THE MEASURES</th>
<th>DETERMINE THE DATA MONITORING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of History</td>
<td>Review of Data Fields</td>
</tr>
<tr>
<td>Review of Industry</td>
<td>Review of Exporting Data</td>
</tr>
<tr>
<td>Review of Possible Reports</td>
<td>Review of Staff Responsibilities</td>
</tr>
</tbody>
</table>

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### First Steps - Which generation will succeed best?

<table>
<thead>
<tr>
<th>EVALUATION INDICATES PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennial ➢ Project completion driven</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MAINTAIN THE DYNAMIC APPROACH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boomer ➢ Achievement driven to continue to reset the goal line</td>
</tr>
</tbody>
</table>
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Characteristics of QAPI Program

- Agency-wide
- Data Driven
- On-going
- Effective

Characteristics of Quality Team

- Self Awareness
- Communicator - Create the vision
- Collaborative - Coaching vs Telling
- Seek opportunities to remove barriers
Who is What, and what is the core of the team

- Consensus leadership
- Challenge authority
- Handle crisis
- Multi-tasker
- Competitive

Who is What, and what is the core of the team

- Open to Change
- Oriented to Task
- Oriented to Time
Gen X

“I think it's very important to have a feedback loop, where you're constantly thinking about what you've done and how you could be doing it better.”

As quoted in Inc. Magazine https://www.inc.com/larry-kim

Our four generation workforce provides challenges

Seniors b. 1920-1945
Baby Boomers b. 1946-1965
Gen Xers b. 1966-1979
Gen Yers b. 1980-2000

Courtney Smith Kramer / Pulse / LinkedIn
Develop a Quality Program

Corporate understanding
Tech savvy
Able to quantitate results
Able to define the project and success

Who is What, and what is the core of the team

Tech savvy
Demand relationship with boss
Crave learning
Feedback required
There must be meaning to the organization and project
Who is What, and what is the core of the team

- Worth in work ethic
- Worth in project completion
- Recognition
- Competitive
- Requires work life balance

Millennial Gen Y

"PEOPLE DON'T CARE ABOUT WHAT YOU SAY. THEY CARE ABOUT WHAT YOU BUILD."

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Characteristics of Quality Team

Constructive Compatibility
Constructive Conflict
Celebrate and recognize success
TRUST

TRUST

Definitions

1. **firm belief** in the reliability, truth, ability, or strength of someone or something:
   
   "relations have to be built on trust"

   synonyms: confidence · belief · faith · certainty · assurance · conviction · credence

2. **confidence** placed in a person by making that person the nominal owner of property (including intellectual) to be held or used for the benefit of one or more others.
How to Use This Knowledge

Requires you know the make-up of the audience to deliver information:

- Presentations may need to be different for different offices

TRUST

Generation Gap

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Documenting the Problem, the process, team support:

How to Use This Knowledge

- Well written information on the project
- Increase pictures/graphs
- Increase videos
- Deliver in a technologically effective manner
  - Paper or Email
  - Text messages or paycheck stuffer
Flexibility

How to Use This Knowledge

- Use user comments/ success stories
- More frequent updates
- Voicemails with congratulations or announcements in staff meeting

Documenting the results, the next steps:

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Boomers in your Quality efforts

Face to Face Meetings
Train the Trainer

Pushing for highest achievement: Moving goals as indicated

Developing human follow-up metrics/tools

Boomers in your Quality efforts

Mentor changes
Delegate tasks
Trending
Millennials in your Quality efforts

- Electronic Communication
  - Present at Web-based meeting
  - Send updates and track responses
  - Social media internal campaigns

  Pushing for completion: Consider cycling the persons involved

- Developing electronic solutions, documentation

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Millennials in your Quality efforts

- Collaborative team leads/facilitators
  - Locating data bits to mine for reports
  - Trending

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For Questions or Reviewing a Scenario
How to contact us . . .

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