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### OhioHealth Home Care: Functions of a Leader

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### Introduction

I completed 250 hours of my practicum under the direction of Kate Toopes, System Director of Home Care at OhioHealth. I supported her in her day to day activities.

OhioHealth Home Care provides skilled in-home services for adults to receive day-to-day help with the personal care they need. Your doctor may recommend it after hospitalization or surgery. Home Care helps provide the best quality of life possible as the patient's heal, and it can prevent a return hospital or emergency visit. Based on the patient's needs, the Home Health team may include nurses, therapists, home health aides, social workers and dieticians.

### Practicum Goals

1. Participate in management meetings to better understand strategy development, decision making process and leadership styles. Observe how these decisions effect day to day operations, how issues are addressed, and success rate of implementation.
2. Learn Lean Management principles applied in Home Care and understand its impact on people, process, work environment and business metrics.
3. Explore how the Director managed different locations in the state. To further understand the range of issues they are facing, develop suggestions or participate in efforts for improvement.
4. Increase my understanding of the Home Care system, how it works and apply this knowledge by engaging in projects.
5. Improve teamwork and personal communication skills. Utilize practicum as a gateway into a management role within the healthcare field.

# OhioHealth Home Care: Functions of a Leader

*Presented By: Nicole Aral*

### Goals & Objectives of Leader

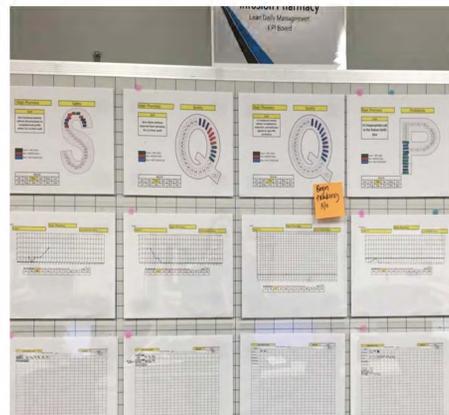
OHIOHEALTH HOME HEALTH RATING	QUALITY OF PATIENT CARE ★★★★☆	PATIENT (HCAHPS) SURVEY ★★★★☆
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The **Quality of Patient Care Star Rating** summarizes 8 of the 28 quality measures reported on Home Health Compare. It provides a single indicator of an agency's performance compared to other agencies.

**Home Health Consumer Assessment of Healthcare Providers and Systems (HCAHPS)** is a national survey that asks patients about their recent experiences with a home health agency.

Quality of Patient Star Rating	What does it mean?	How we can make an impact?	OASIS Question	Question # tied to OASIS	Tools
Improvement in Pain Interfering with Activity	This item identifies frequency with which pain interferes with the patient's activities, with treatments if prescribed	*The home health team should perform a through pain assessment, understand pain management and the patient's pain history	Frequency of pain interfering with the patient's activity or movement	M1242	*First Impression *Yellow sticker on Welcome Packet *Ring card-FACES & PAINAD

### GEMBA Walks



- The Director participates in GEMBA walks through pharmacy, scheduling, financials, CRC and clinical excellence departments periodically.
- GEMBA Boards are displayed and filled out by employees daily. Board topics include safety, quality, delivery, productivity and cost.
- Progress toward the metric goals are reviewed. Necessary actions are planned if goals are not met. Further deep dives are requested such as Pareto Analysis and 5-Why's.



### Offsite Management

- Athens, Mansfield and Marion locations are visited once per month at minimum.
- Associate Forum with President, Director and associates is held to discuss vision, culture, current events and future state of Home Care.
- Director meets with department managers and employees as needed to provide support on:
  - Management related topics
  - Handle employee grievances/concerns



### Achievements

- Designed education tool for clinical staff to understand their impact on the HCAHPS and Quality rating score
- Participated in creation of \$500K Grant Proposal for Community Based Fall Prevention Program
- Took part in GEMBA walks and discussions
- Participated in Senior Leadership Team strategic meetings focusing on telehealth and scheduling of clinician appointments.
- Involved in the analysis of the associate culture survey results and planning of action items.

### Key Lessons Learned

- Learned how to communicate effectively with associates and senior leadership team members.
- Understand strengths and weaknesses within Home Care division to perform at an optimum level.
- Balancing the GEMBA discussions with information presented in the meetings to improve outcomes.
- Change takes time and leadership must provide the "why" behind the change.
- Engage employees in the process and get buy in when implementing change.

