



HOME CARE Scenario

Type of Care Provided

Care in this capacity can range from short term to long term based upon the changing needs of the patient. Patient age can range from pediatric to elderly. Care can be provided in the patient's private home, group home, or assisted living setting. Medical homes fall into this category and are a new focus of Accountable Care Organizations through the Affordable Care Act of 2010.

Scenario

Standardization, process, attention to detail, and uniform adherence to policy are the most difficult concepts for Louis to impress on his managers. As a quality assurance director for a home health company, he continually finds errors that put the company at risk. More importantly, they put people at risk. There are three standard shifts and 27 managers. Many follow protocols well; however, there are eight managers who have been with the organization for over 10 years who do not. When the process was revamped at the end of last year, these eight managers rejected the changes and instructed their employees to continue charting as they had been doing so in the past. This has created a great deal of confusion during shift changes, as well as ill will with the other managers. The other managers feel that their teams will make additional errors because information was not charted within the scope of the new policy. The managers who refuse to follow the new charting process admit that they understand what is expected, but they state that the new process is cumbersome, may increase errors, and obscures vital patient data. The managers who refuse to comply with the new process are also some of the most liked and highest rated in the organization. They say they are not objecting because they want to avoid change or work. Instead, they detailed a list of problems and risks that they identified as a result of the new process and gave it to the executive leadership of the home health company. This currently places the company in a bind because they had already invested \$750,000 in the new system and have negotiated service agreements for the next two years. However, they could not just dismiss the concerns or risks communicated by the eight managers. Louis's job was a stressful environment and he feared that everything was at an impasse and people were at a continuing risk.