
PINER'S NAPA AMBULANCE CQIP(CONTINUOUS QUALITY IMPROVEMENT PROGRAM)



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Continuous Quality Improvement Program

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Organizational Description

Piner's Napa Ambulance exists to serve our community. Since 1946, we have constantly found a need and filled it in the healthcare of the Napa Valley. Our commitment to caring for our community guides our decisions to our treatment and care through CQI. We have been the innovator in Napa County EMS since our inception, long before governmental oversight, because it is to the benefit of our community. Some of our achievements include: first ambulance with Oxygen onboard, first ambulance with licensed attendants, first Ambulance with EKG monitors and Paramedics, first provider with 12-Lead EKG brought to Napa County. Our history of safety of our patients and our employees is impeccable. Here is our credo which is part of all of our employees training:

Piner's Credo

Golden Rule

"Treat others as you would be treated"

Attitude

"To Be the best, you must look and act your best"

Customer Satisfaction

"Customer satisfaction is everything"

Efficiency

"Work smarter not harder"

Team Work

"One team – one goal"

Pride

"Whatever is worth doing is worth doing well"

Safety

"Injuries hurt us all, encourage your co-workers to work safely"

Rules

"Rules are not only for when someone is watching, follow all of the rules all of the time"

Loyalty

"To receive loyalty, you must first be loyal"

Communication

"Improvement begins with communication"

Dependability

"My patients, customers and my team depend on me, I can't let them down"



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Purpose

Piner's Continuous Quality Improvement Plan (CQIP) is created as a mechanism to evaluate and improve the quality of pre-hospital care and medical transportation. We will seek improvements continually and when we identify the causes of problems we will create remediation that allows us to perform better for our stakeholder's well-being. Our CQIP will also recognize success and satisfaction when we perform well.

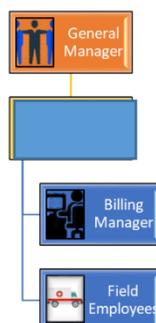
Piner's CQIP is created to ensure that we continually improve to maintain our position as a leader in our industry by evaluating:

- Safety - avoid injuries to patients, the public, and crewmembers
- Effectiveness - provide only those services that will benefit the patient's well-being
- Patient-centered: providing respectful and considerate care to each individual patient's needs and values. Providing a patient with choice in their care within safe limits to increase their dignity.
- On Time performance: being prompt is critical for our customers and our operations.
- Equality: providing compassionate care to all, regardless.

Piner's Napa Ambulance will engage EMT's and clinical staff at our receiving facilities for feedback regarding our performance. We maintain a professional relationship with the local hospitals through personal communications with Cory Carlson at St. Helena Hospital, and Lois Husted at Queen of the Valley Medical Center. We welcome feedback from any of our partner agencies. Our dispatch team interacts closely with SNF intake, Discharge Planning, and Nursing staff and subsequently receives feedback on our performance. Whether this is negative or positive, we take all feedback seriously. While we have a structure for progressive discipline, we prioritize education and coaching before corrective action. We usually receive feedback through email or directly by phone

Roles and Responsibilities

We recognize that CQI is vital to our success. Our team functions with the oversight of our Medical Director, General Management, and Billing Department. _ Being a smaller operation allows us to stay closely connected with our staff.





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Our staff includes:

General Manager – Jeremy Piner is the primary contact for all stakeholders as well as the resource for CQI activity reporting and will cooperate with the LEMSA in carrying out the responsibilities of individual County and State requirements, monitoring and collecting data, cooperate in the re-evaluation and improvement of state and local EMS system indicators. Will participate in relevant meetings and presentations of state and local EMS systems. Take responsibility for the direct oversight of quality assurance and improvement in the organization. Trained in and performing Deming cycle (PDSA) data analysis to identify and logically respond to

Billing Manager – Primary source for review of documentation and flagging documentation problems which are referred to management for remediation. Billers are also call takers/dispatchers and receive both complaints and compliments from the community. They are trained to document problems and refers them to management.

Field Employees - Our employees represent our company to our community. Observations and suggestions for improvement are encouraged to be brought to the attention of the Piner's Napa Ambulance management and billing management teams. Incident reporting is by employees is mandated and personally responded to by management in a timely manner with respect to the seriousness of the incident. Employees have the ability to directly contact management through phone, text or email, 24 hrs./day.

Data Collection and Reporting

Purpose

We collect our data using cutting edge reporting systems from Zoll ePCR through their RescueNet software. This allows us to track our data, report it to LEMSA/EMSA for further data processing, evaluate our performance and care efficacy to our partner facilities, patients, and for CQI.

Methods

Piner's monitors our performance with the goal of providing great feedback to our crewmembers and ensuring that our patients are receiving the care that they deserve. Data can be gathered and reviewed for random audits, investigations, and performance review. Compliant



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documentation is recorded by our dispatching/billing staff and logged to the incident in question. Crew Documentation is evaluated by our billing and QI staff and is important for us to raise Crew competency both clinically and for billing.

Management is trained in the methodology of SixSigma and our Data points are processed utilizing the concepts held within the Deming Cycle.



The Plan, Do, Study, Act (PDSA) is a commonsense data analytic process is valuable in our field of work in improving Quality in Patient care, Response times, Documentation.

Each and every patient contact is documented using our electronic PCR system. Billers perform 100% CQI at the billing level to ensure our PCR's completely capture the patient's needs for transportation then trips with care questions are sent to management for a clinical review. 100% of our code 2 trips are CQI through management to ensure that our compliance with protocol and our standards of patient care. Our goal is to ensure that we are providing proper care and documentation to a patient while providing value to the facilities that we work with. Piner's Napa Ambulance is flexible and responsive to the environment of our operations and is prepared to change as necessary.

We perform CQI through:

Field Observation – Observations will be made if a performance issue arises. Management also randomly audits crews prior to their annual performance evaluation to evaluate both team performance and the system in action. Crews will be provided with immediate feedback, compliments, and correction where necessary.



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Documentation Review - Patient care reports are electronically completed by crewmembers and are audited for completeness and for quality of care provided. This data can only be accessed by approved staff. PCR's for audit will be selected according to the criteria listed in the quality indicators located in the CQIP.

CQI Process

The quality improvement analysis identifies potential issues or excellence, occasionally both. We also encourage all of our employees to self-report potential clinical issues and constantly address shortfalls through training and clinical reviews. By doing this, Piner's Napa Ambulance is able to improve the quality of care given by each individual.

In addition to self-reporting, another option for the QI process is through other employees who have reported an issue with clinical care. This can be either through coworkers, managers, or through any other internal employee. We strongly encourage employees to perform with strong and good morals and values using good moral reasoning. This encourages employees to do the right thing and help others get better with patient care. Piner's Napa Ambulance has high standards with patient care and expects all employees to follow these standards.

Finally, the last method of an external channel is through patients or customer reports. This process gives us an additional view other than a care provider. This method of reporting is of high importance to us as we are a patient focused and care centered organization. This method of reporting allow us to find both positive and negative care practices and resolve the issues noted from a QI investigation.

QI Flow

After identifying an issue that requires further addressing, our first step in the QI process is for Management to interview crewmembers involved and any other involved parties to refine the documentation information.

If the outcomes of an investigation indicate that no additional further interventions are indicated, the QI process will be closed. If additional interventions are warranted, Management will issue additional education as needed and continue to evaluate future performance on the identified issue for a minimum of 30 days. Once the education has been completed, then the Management will close the issue in our database.



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Occasionally, further review may be required. These cases will be brought to a wider management group and may include a Medical Doctor for further review and determinations. Management will institute any actions that are determined at this level.

In some of these QI cases, incidents may trigger mandatory reporting to the LEMSA and we will comply with Policy to report promptly initially and upon completion of the investigation.

Quality Indicators

Piner's Napa Ambulance CQI includes indicators, covering the areas listed in the California Code of Regulations, Title 22, Chapter 12 of the Emergency Medical Services System Quality Improvement Program, which address, but are not limited to, the following:

Category	Measure	Method	Standard	Responsibility
Personnel	Employee Satisfaction	Attrition rates measurement	90%	HR Manager
Equipment and Supplies	Daily	Inspect all equipment and supplies	100% Functional and complete	Crew
	Monthly	Inspect all supplies for expiration	100%	FTO
	Monthly	Vehicle/Mechanical Safety Inspection	100%	General Manager
Documentation	All PCR complete within 24 hrs	Zoll Data Reporting	100%	Billing Manager
Clinical Care & Outcomes	Improve PT Care	Recording vitals	100%	Billing Manager
Skills Maintenance & Competency	Infrequent Skills Development	Bi-Annual recertification checkoff	100%	FTO
	Certification Audit	Initial and maintain monthly	100%	HR Manager
Transportation/Facilities	On Time Performance	Arrive w/in 20 minutes of scheduled pickup time	90%	General Manager
Public Education and Prevention	School Show and Tell	Visit and share about EMS to youth	90%	Crew
Risk Management	Audit Incident Reports	QA as needed	100%	General Manager
	EVOG	Driving Education	100%	Crew



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	Workers Compensation Bonuses	Teams encourage teammates to remain safe		Crew
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Training and Education

Purpose

This section describes the measures that Piner’s uses to ensure that EMS personnel meet the performance expectations of our community and peers. Initial screening, as described below, is rigorous and thorough to ensure that our employees comply with requirements and are educationally prepared to perform their duties, Training programs are implemented to ensure quality performance before work actually occurs - it is prospective performance management.

Recommendations

We work with Napa Valley College to look for good prospective employees. With our long tenure in Napa County we have direct contacts with NVC staff to find out the people that would work well with us and uphold our high standards. We also appreciate recommendations from current and past employees, word of mouth is a valuable asset.

Selection of Personnel

Initially, employees are required to provide a completed application for employment and complete a 100 point competency test with questions relating directly to patient care and field operations. To be eligible for hire, a prospective employee must produce a valid EMT card, current CPR certification, current Class C driver’s license with Ambulance endorsement, and a previous 6 months driving record printout. Piner’s uses a recruitment guidance first interview. Talent+ utilizes administered testing which is created specifically for healthcare professionals to rank the applicant in categories designed to be a successful healthcare provider by scoring them in relevant categories. (Sample below)



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Talent Card® | Kate Smith

The Talent Card captures your strongest talents for this type of role and provides a pathway to help you understand your potential and assist in leveraging these strengths toward enhanced productivity and engagement. Your talents are listed in rank order.



Talent+.

Resilience

Thought Process

Ability to keep going or bounce back - You bounce back to overcome obstacles in difficult situations. Seen as the "calm in the storm," you maintain composure and often create solutions that perpetuate the organization's forward progress.

Work Intensity

Work Style

Magnitude of work effort and persistence - Being productive and willing to work hard is gratifying to you. You take full ownership of your work, plan ahead, meet deadlines and can be counted on to follow through with your commitment.

Command

Influence

Confidence to take charge - You have the ability to influence others, helping them take action to get better. You use both logical and emotional tactics to address patient needs, and help them understand how specific activities will contribute to better health.

Values

Drives & Values

Qualities of character, excellence and merit - You bring a high degree of dependability and responsibility to the job. Committed to your work, you consistently do the right things right, acting with honesty and strong character.

Positivity

People Acumen

Practical optimism and solution focused - You focus on the positive aspects of situations and people, moving forward with answers, not complaints. Unexpected situations and change are handled with a good attitude and performance.

Upon completion of Talent+, Background checks, and Vehicle Insurance Evaluation, Piner's Management executes a final interview process to address job related questioning and review the prospective Employee's 100 point Competency test.

Initial Training

New hire employees are paired with an experienced staff member for one-on-one mentorship. They spend at least one day being observed as an attendant and at least one other being observed as a driver. Driving is only allowed after exhibiting competency in patient care and after completing online EVOC training. The new hire is not removed from direct mentorship until they can complete their new-hire checklist and demonstrate that they have completed their training and exhibit competence on each item.

An employee is considered a probationary employee until they achieve the items above and have been checked off of all items in the New Hire Checklist (See attachment below)

Continuing In-service Training

Continuing training and education will be offered when issues are identified through the performance management and/or quality assurance programs.

Once it has been determined that an employee needs to improve his or her performance, the CQI team will develop criteria aimed at fixing any identified QI issues. The employee will then remediate with the additional training that was identified through the CQI process. The employee may will be returned back to full duty after their remediation is effective.



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Progressive Discipline

Employees who have had multiple occasions of poor clinical judgments or have gravely mistreated a patient will be held accountable through the standard progressive discipline process. A report will be filed with the LEMSA, when appropriate, regarding a clinical error and an investigation will take place. Investigations will be complete and involve all parties. They will be completed as quickly as possible while being thorough.

If an investigation concludes that an employee made a poor clinical decision than they will be held responsible through progressive discipline as needed and remediation is completed.

Commendations

Piner's commends our employees when they receive thanks and reports of excellent performance from partners or the public. Notes of commendation are included in the Employee file. Providing excellent patient care and superior customer service is our standard expectation.

Annual Update

In order to follow through on CQI plan, we will review our policies annually and work to correct any deficiencies that we identify



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New Hire Training Check List

Training Item	FTO Initials	Management Initials
Policies and Procedures	-	-
Gurney Operation	-	-
- Preparation	-	-
- Care	-	-
- Safety	-	-
- Loading/Unloading	-	-
- Seat belting	-	-
Patient handling		
- Scene/Assessments	-	-
- Transporting	-	-
- Hospital	-	-
- Medical Appointments	-	-
- Aircraft Intercepts	-	-
- Dialysis Centers	-	-
- Special Handling – Stairs, Adjuncts	-	-
Ambulance Operations		
- Equipment	-	-
- Maintenance	-	-
Code 3 operation/etiquette		
- Lights	-	-
- Radio	-	-
- Safety	-	-
- Radio Operations	-	-
- Phones	-	-
Hospital Orientation		
- ER Entry/procedures	-	-
- Accessing Patient Floors	-	-
- Parking	-	-
Patient Care Reporting		
- HIPAA	-	-
- Justification	-	-
- Protocol Adherence	-	-
- Computer operation	-	-
Mandatory Reporting		
- Incident Reports	-	-
- Patient well-being reports	-	-
Skills Verification	-	-