From Design to Scalability: The Value of Implementation Science

SNF to Home: Reengineering SNF Discharge

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Objectives

• Describe the post hoc use of the Consolidated Framework for Implementation Research (CFIR)
• Discuss the strengths and limitations of using CFIR post hoc
• Make recommendations for research using CFIR
Reengineering SNF Discharge

- Study RN
- Study SW
- SNF Team
- External Facilitation Approach
- Current SNF Discharge Processes
- Improve Discharge
- Reengineered (RED) SNF Discharge
- Discharge Home
- Avoid preventable readmissions
- Improve communication about discharge plan
- Improve utilization of lower cost resources
Re-Engineered Discharge (RED) Toolkit

A variety of forces are pushing hospitals to improve their discharge processes to reduce readmissions. Researchers at the Boston University Medical Center (BUMC) developed and tested the Re-Engineered Discharge (RED). Research showed that the RED was effective at reducing readmissions and posthospital emergency department (ED) visits. The Agency for Healthcare Research and Quality contracted with BUMC to develop this toolkit to assist hospitals, particularly those that serve diverse populations, to replicate the RED.

Select for the Taking Care of Myself, A Guide for When I Leave the Hospital, a booklet for patients based on the RED Toolkit.

Related Content
Reengineered Hospital Discharge

1. Educate the patient about his or her diagnosis
2. Make appointments for follow-up
3. Discuss tests and plan for follow-up
4. Organize post-discharge services
5. Confirm the medication plan
6. Reconcile the plan with national guidelines
7. Review what to do when problems arise
8. Expedite the transmission of a discharge summary
9. Assess patient understanding by having them explain the discharge plan
10. Give a written discharge plan
11. Provide telephone reinforcement of the discharge plan and problem solving 2-3 days after discharge

## Implementation Plan

<table>
<thead>
<tr>
<th>Phase</th>
<th>Months</th>
<th>Activities</th>
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</thead>
<tbody>
<tr>
<td><strong>Pre-Implementation</strong></td>
<td>1-3</td>
<td>• Conduct focus groups to identify barriers and facilitators</td>
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<tr>
<td><strong>Startup</strong></td>
<td>4-5</td>
<td>• Conduct weekly team meetings</td>
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<td></td>
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<td>• Facilitate discussion of current discharge planning process</td>
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<td></td>
<td></td>
<td>• Introduce Project RED and compare to current process</td>
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<td></td>
<td></td>
<td>• Discuss benefits to implementing RED</td>
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<td></td>
<td></td>
<td>• Discuss challenges and solution to implementation</td>
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<tr>
<td><strong>Integration</strong></td>
<td>6-9</td>
<td>• Weekly meetings to integrate RED into existing processes</td>
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<tr>
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<td>• Revise/adapt existing SNF discharge tools</td>
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<td></td>
<td></td>
<td>• Facilitate quality improvement efforts to revise and test discharge tools</td>
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<td></td>
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<td>• Train staff to conduct follow up phone calls</td>
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<td></td>
<td>• Set a roll out plan for the facility</td>
</tr>
<tr>
<td><strong>Implementation</strong></td>
<td>10-15</td>
<td>• Implement roll out plan.</td>
</tr>
<tr>
<td></td>
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<td>• Facility support by study staff</td>
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<td>• Conduct Ease of RED focus groups</td>
</tr>
<tr>
<td><strong>Post-Implementation</strong></td>
<td>16-18</td>
<td>• Conduct monthly follow-up visits to all SNFs</td>
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Data Sources

• Focus Groups
• Field notes of meetings
• Process maps
• Resident surveys and satisfaction with discharge
• Staff surveys about staff satisfaction with discharge
• Staff knowledge of RED Components (questionnaire)
What to do with all this data?
Initial Plan for Analysis

Structure  Process  Outcome
What we needed:

• Flexible framework that would guide our thinking about the implementation in each SNF
• To understand patterns of data across different SNFs
• Identify the most crucial elements needed for the next phase of work
Welcome to the CFIR Technical Assistance Website

You have come to the right place if you are looking for more information about the Consolidated Framework for Implementation Research (CFIR) that was originally published in Implementation Science in 2009. This site is created for individuals considering using the CFIR to evaluate an implementation or design an implementation study.

- Implementation Science Basics
- What is the CFIR
- Benefits of using the CFIR
- Published Citations of the CFIR
- Future Plans for the CFIR

http://cfirguide.org/
The Consolidated Framework for Implementation Research (CFIR)

**Intervention Characteristics**
- Intervention source
- Evidence strength/quality
- Relative advantage
- Adaptability
- Trialability
- Complexity
- Design quality
- Cost

**Outer Setting**
- Patient needs & resources
- Cosmopolitanism
- Peer pressure
- External policies & incentives

**Inner Setting**
- Structural Characteristics
- Networks & Communications
- Culture
- Implementation climate

**Individual Characteristics**
- Knowledge & beliefs about the intervention
- Self-efficacy
- Individual stage of change
- Individual identification of organization
- Other personal attributes

**Process**
- Planning
- Engaging
- Executing
- Reflecting and evaluating

(Damschroder LJ, et al, 2009)
CFIR Analysis

• All notes were coded using the CFIR framework by the team (5 PhD investigators, study nurse, study social worker, students)

• Notes were then coded a second time and assigned CFIR rating codes
## SNF 2 Home: Rating Criteria

<table>
<thead>
<tr>
<th>Rating</th>
<th>Criteria adapted for SNF 2 Home</th>
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<tbody>
<tr>
<td>1</td>
<td>The construct is a negative influence in the organization, and impeding work processes, and/or implementation efforts. Interviewees make general statements about the construct manifesting in a negative way but without concrete examples.</td>
</tr>
<tr>
<td>2</td>
<td>A construct has neutral influence if there is no evidence of positive or negative influence, contradictory evidence, or influences that balance one another out.</td>
</tr>
<tr>
<td>3</td>
<td>The construct is a positive influence in the organization, a facilitating work processes, and/or influencing implementation efforts. Interviewees make general statements about the construct manifesting in a positive way but without concrete examples.</td>
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Post Hoc Application of CFIR

• Lens by which investigators systematically analyze the story of implementation
• Helps the investigators to consider how hidden processes may influence implementation
  • What is the impact of nursing home regulations
  • Changes in reimbursement and payment (incentives)
  • Corporate structures
  • Leadership turnover
Strengths of CFIR Used Post Hoc

• Framework to more fully understand implementation
• Draw conclusions across facilities
  • Facilities that were unable to make progress in implementation had leadership turnover or deficits
    • Informal Champions or opinion leaders were unable to overcome organizational chaos
  • While all facilities spent a lot of time planning, weaker homes did not execute
  • Organizational culture mattered
  • Corporate agreement to allow local change was essential
Lessons Learned

• Organization’s capacity for implementation
  • Willingness to change
  • Corporate versus local influence

• Opportunities to explore with organizations in a systematic way
  • Intervention source
  • Design quality and packaging
  • Evidence strength and quality

• Organizational observations
  • Use CFIR framework to code observations concurrently