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Office of Inspector General**

**Office of Healthcare Inspections**

**Report No. 16-00547-156**

**Clinical Assessment Program  
Review of the  
VA Portland Health Care System  
Portland, Oregon**

**March 16, 2017**

**Washington, DC 20420**

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## Glossary

CAP	Clinical Assessment Program
CNH	community nursing home
EHR	electronic health record
EOC	environment of care
ER	emergency room
facility	VA Portland Health Care System
FY	fiscal year
MH	mental health
NA	not applicable
NM	not met
OIG	Office of Inspector General
PC	primary care
POCT	point-of-care testing
QSV	quality, safety, and value
RME	reusable medical equipment
SPS	Sterile Processing Service
VHA	Veterans Health Administration

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## Executive Summary

**Purpose and Objectives:** The review provided a focused evaluation of the quality of care provided in the inpatient and outpatient settings of the VA Portland Health Care System. We reviewed clinical and administrative processes that affect patient care outcomes—Quality, Safety, and Value; Environment of Care; Medication Management; Coordination of Care; Diagnostic Care; Moderate Sedation; Community Nursing Home Oversight; and Management of Disruptive/Violent Behavior. We also followed up on recommendations from the previous Combined Assessment Program and Community Based Outpatient Clinic and Primary Care Clinic Reviews and provided crime awareness briefings.

**Results:** We conducted the review during the week of December 5, 2016, and identified certain system weaknesses in utilization management; general safety and environmental cleanliness; anticoagulation processes; transfer documentation; moderate sedation policy, processes, and competency assessment; Community Nursing Home Oversight Committee representation and processes; training related to the management of disruptive and violent behavior; and training of facility nursing expert panel members.

**Review Impact:** As a result of this review, we could not gain reasonable assurance that:

1. The facility consistently performs all required utilization management reviews.
2. The facility completes all fire drills and ensures patient equipment is clean.
3. Clinicians consistently obtain all required laboratory tests prior to initiating anticoagulant medications.
4. Clinicians document all required elements for the patient transfer process.
5. The facility documents required elements related to moderate sedation and ensures training is in place.
6. The facility provides oversight for the community nursing home program.
7. The facility effectively trains employees to manage disruptive or violent behavior and ensures all members of the facility nursing expert panel receive the required training.

**Recommendations:** We made recommendations in the following seven review areas.

*Quality, Safety, and Value* – Ensure that:

- At least 75 percent of all required inpatient utilization management reviews are completed.

*Environment of Care* – Ensure that:

- All health care occupancy buildings have at least one fire drill per shift per quarter.
- Rolling equipment and exam table bases in patient care areas are clean.

*Medication Management: Anticoagulation Therapy* – Ensure that:

- Clinicians consistently obtain all required laboratory tests prior to initiating anticoagulant medications.

*Coordination of Care: Inter-Facility Transfers* – Ensure that:

- For patients transferred out of the facility, providers consistently include date and time of transfer in transfer documentation.

*Moderate Sedation* – Ensure that:

- Providers include all required elements in the history and physical and/or pre-sedation assessment.
- Providers re-evaluate patients immediately before moderate sedation for changes since the prior assessment.
- Clinical employees who perform or assist with moderate sedation procedures have current Talent Management System training for providing moderate sedation care.
- The facility revises the policy on ensuring correct surgery and invasive procedures to include all elements of the timeout checklist required by Veterans Health Administration Directive 1039.

*Community Nursing Home Oversight* – Ensure that:

- The Community Nursing Home Oversight Committee includes representation by all required clinical disciplines.
- The Community Nursing Home Review Team completes timely annual reviews.
- Social workers and registered nurses conduct and document cyclical clinical visits with the frequency required by Veterans Health Administration policy.

*Management of Disruptive/Violent Behavior* – Ensure that:

- All employees assigned to high-risk areas receive additional Prevention and Management of Disruptive Behavior training as required within 90 days of hire and that the training is documented in employee training records.

We also made the following repeat recommendation.

*Nurse Staffing* – Ensure that:

- All members of the facility nursing expert panel receive the required training prior to the next annual staffing plan reassessment.

## Comments

The Veterans Integrated Service Network Director and Facility Director agreed with the Clinical Assessment Program review findings and recommendations and provided acceptable improvement plans. (See Appendixes E and F, pages 40–46, for the full text of the Directors' comments.) We consider recommendation 14 closed. We will follow up on the planned actions for the open recommendations until they are completed.



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## Purpose and Objectives

### Purpose

This CAP review provided a focused evaluation of the quality of care provided in the inpatient and outpatient settings of the facility.

### Objectives

CAP reviews are one element of OIG's efforts to ensure that our Nation's veterans receive high quality VA health care services. The reviews include cyclical evaluations of key clinical and administrative processes that affect patient care outcomes. Areas of focus include QSV, EOC, Medication Management, Coordination of Care, and Diagnostic Care.

OIG also evaluates processes that are high risk and problem-prone. During this cycle, Moderate Sedation, CNH Oversight, and Management of Disruptive/Violent Behavior are processes that are high risk and problem-prone. We also followed up on recommendations from the previous Combined Assessment Program and Community Based Outpatient Clinic and PC Clinic Reviews.

Additionally, OIG provides crime awareness briefings to increase employee understanding of the potential for program fraud and the requirement to refer suspected criminal activity to OIG.

## Background

We evaluate key aspects of clinical care delivery in a variety of primary/specialty care and inpatient/outpatient settings. These aspects include QSV, EOC, Medication Management, Coordination of Care, and Diagnostic Care (see Figure 1 below).

**Figure 1. Comprehensive Coverage of Continuum of Care**



*Source: VA OIG*

## Quality, Safety, and Value

According to the Institute of Medicine, there are six important components of a health care system that provides high quality care to individuals. The system:

1. Is safe (free from accidental injury) for all patients, in all processes, all the time.
2. Provides care that is effective (care that, wherever possible, is based on the use of systematically obtained evidence to make determinations regarding whether a preventive service, diagnostic test, therapy, or no intervention would produce the best outcome).
3. Is patient-centered. This concept includes respect for patients' values and preferences; coordination and integration of care; information, communication, and education; physical comfort; and involvement of family and friends.
4. Delivers care in a timely manner (without long waits that are wasteful and often anxiety-provoking).
5. Is efficient (uses resources to obtain the best value for the money spent).
6. Is equitable (bases care on an individual's needs and not on personal characteristics—such as gender, race, or insurance status—that are unrelated to the patient's condition or to the reason for seeking care).<sup>1</sup>

VA states that one of its strategies is to deliver high quality, veteran-centered care that compares favorably to the best of the private sector in measured outcomes, value, efficiency, and patient experience.<sup>2</sup>

## Environment of Care

All facilities face risks in the environment, including those associated with safety and security, fire, hazardous materials and waste, medical equipment, and utility systems. The EOC is made up of three basic elements: (1) the building or space; (2) equipment used to support patient care; and (3) people, patients, and anyone else who enters the environment.<sup>3</sup>

The physical environment shapes every patient experience and all health care delivery, including those episodes of care that result in patient harm. Three patient safety areas are markedly influenced by the environment—health care-associated infections, medication safety, and falls. Because health care-associated infections are transmitted through air, water, and contact with contaminated surfaces, the physical environment plays a key role in preventing the spread of infections in health care settings. Medication safety is markedly influenced by physical environmental conditions, including light levels and workspace organization. Environmental features, such as the

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<sup>1</sup> Teleki SS, Damberg, CL, Reville RT. *Quality of Health Care: What Is It, Why Is It Important, and How Can It Be Improved in California's Workers Compensation Programs?* Santa Monica: RAND Corporation; May 2003 Quality and Workers' Compensation Working Draft.

<sup>2</sup> Department of Veterans Affairs, Veterans Health Administration. *Blueprint for Excellence*. September 2014.

<sup>3</sup> The Joint Commission. *Comprehensive Accreditation Manual for Hospitals: E-dition®*: Joint Commission Resources; July 2016: Environment of Care (EC).

placement of doorways, flooring type, and the location of furniture, can contribute to patient falls and associated injuries.<sup>4</sup>

## Medication Management

Comprehensive medication management is defined as the standard of care that ensures clinicians individually assess each patient's medications to determine that each is appropriate for the patient, effective for the medical condition, safe given the comorbidities and other medications prescribed, and able to be taken by the patient as intended. Medications are involved in 80 percent of all treatments and impact every aspect of a patient's life. Drug therapy problems occur every day. The Institute of Medicine noted that while medications account for only 10 percent of total health care costs, their ability to control disease and impact overall costs, morbidity, and productivity—when appropriately used—is enormous. The components of the medication management process include procuring, storing, securing, prescribing or ordering, transcribing, preparing, dispensing, and administering.<sup>5,6</sup>

## Coordination of Care

Coordination of care is the process of coordinating care, treatment, or services provided by a facility, including referring individuals to appropriate community resources to meet ongoing identified needs, implementing the plan of care, and avoiding unnecessary duplication of services. Coordination of care is recognized as a major challenge in the safe delivery of care. The rise of chronic illness means that a patient's care, treatment, and services likely will involve an array of providers in a variety of health care settings, including the patient's home.<sup>7</sup>

The Institute of Medicine's report "Crossing the Quality Chasm: A New Health System for the 21st Century" notes that, "Because of the special vulnerability that accompanies illness or injury, coordination of care takes on special importance. Many patients depend on those who provide care to coordinate services whether tests, consultations, or procedures to ensure that accurate and timely information reaches those who need it at the appropriate time." Health care providers and organizations need to work together to coordinate their efforts to provide safe, quality care.<sup>8</sup>

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<sup>4</sup> Joseph A, Malone EB. *The Physical Environment: An Often Unconsidered Patient Safety Tool*. Agency for Healthcare Research and Quality. Patient Safety Network; October 2012.

<sup>5</sup> Patient-Centered Primary Care Collaborative. *The Patient-Centered Medical Home: Integrating Comprehensive Medication Management to Optimize Patient Outcomes, Resource Guide*. 2<sup>nd</sup> ed; June 2012.

<sup>6</sup> The Joint Commission. *Comprehensive Accreditation Manual for Hospitals: E-dition®*: Joint Commission Resources; July 2016: Medication Management (MM).

<sup>7</sup> The Joint Commission. *Comprehensive Accreditation Manual for Hospitals: E-dition®*: Joint Commission Resources; July 2016: Provision of Care, Treatment, and Services (PC).

<sup>8</sup> Institute of Medicine. *Crossing the Quality Chasm: A New Health System for the 21st Century*. The National Academies Press; March 2001.

## Diagnostic Care

The diagnostic process is a complex, patient-centered, collaborative activity that involves information gathering and clinical reasoning with the goal of determining a patient's health problem. Diagnostic testing may occur in successive rounds of information gathering, integration, and interpretation, with each round refining the working diagnosis. In many cases, diagnostic testing can identify a condition before it is clinically apparent; for example, an imaging study indicating the presence of coronary artery blockage can identify coronary artery disease even in the absence of symptoms. PC clinicians order laboratory tests in slightly less than one third of patient visits, and direct-to-patient testing is becoming increasingly prevalent.<sup>9</sup>

Medical imaging also plays a critical role in establishing the diagnoses for many conditions. The advancement of imaging technologies has improved the ability of clinicians to detect, diagnose, and treat conditions while also allowing patients to avoid more invasive procedures. Performed appropriately, diagnostic care facilitates the provision of timely, cost-effective, and high quality medical care.<sup>10</sup>

## High-Risk and Problem-Prone Health Care Processes

Health care leaders must give priority to high-volume, high-risk, or problem-prone processes for performance improvement activities.<sup>11</sup> Specifically, they are responsible for identifying high-risk areas that could cause harm to patients, visitors, and employees; implementing programs to avert risks; and managing a robust reporting process for adverse events that do occur. But of all of their responsibilities, one of the most important is focusing on improving patient safety.<sup>12</sup>

Moderate sedation is a drug-induced depression of consciousness during which patients respond purposefully to verbal comments.<sup>13</sup> Properly credentialed providers and trained clinical staff must provide safe care while sedating patients for invasive procedures. Additionally, facility leaders must monitor moderate sedation adverse events, report and trend the use of reversal agents, and systematically aggregate and analyze the data to enhance patient safety and performance.<sup>14</sup>

<sup>9</sup> Committee on Diagnostic Error in Health Care. Balogh EP, Miller BT, Ball JR, eds. *Improving Diagnosis in Health Care*. Washington, DC: The National Academies Press; 2015: Chap. 2.

<sup>10</sup> Department of Veterans Affairs. Patient Care Services. Diagnostic Services. <http://www.patientcare.va.gov/diagnosticervices.asp>. Accessed September 21, 2016.

<sup>11</sup> The Joint Commission. *Comprehensive Accreditation Manual for Hospitals: E-dition®*: Joint Commission Resources; July 2016: Leadership (LD) Accreditation Requirements, LD.04.04.01, EP2.

<sup>12</sup> Bickmore, AM. Streamlining the Risk Management Process in Healthcare to Improve Workflow and Increase Patient Safety, *HealthCatalyst*, <https://www.healthcatalyst.com/streamlining-risk-management-process-healthcare>.

<sup>13</sup> American Society of Anesthesiologists (ASA), Practice Guidelines for Sedation and Analgesia by Non-Anesthesiologists, 2002. *Anesthesiology* 2002; 96:1004-17.

<sup>14</sup> VHA Directive 1073, *Moderate Sedation by Non-Anesthesiology Providers*, December 30, 2014.

As of October 2016, VHA has contracts with more than 1,800 CNHs where more than 9,500 veteran patients reside.<sup>15</sup> These CNHs may be within close proximity to a VA facility or located hundreds of miles away. VHA requires local oversight of CNHs, which includes monitoring and follow-up services for patients who choose to reside in nursing homes in the community. This involves annual reviews and monthly patient visits unless otherwise specified.<sup>16</sup>

According to the U.S. Bureau of Labor Statistics, health care workers are nearly five times more likely to be victims of nonfatal assaults or violent acts in their work places than average workers in all industries combined, and many of these assaults and violent acts are perpetrated by patients.<sup>17</sup> Management of disruptive/violent behavior is the process of reducing and preventing disruptive behaviors and other defined acts that threaten public safety through the development of policy, programs, and initiatives aimed at patient, visitor, and employee safety.<sup>18</sup> VHA has a directive that addresses the management of all individuals in VHA facilities whose behavior could jeopardize the health or safety of others, undermine a culture of safety in VHA, or otherwise interfere with the delivery of health care at a facility; however, staff training deadlines have been postponed several times.

## Scope

To evaluate for compliance with requirements related to patient care quality, clinical functions, and the EOC, we physically inspected selected areas, discussed processes and validated findings with managers and employees, and reviewed clinical and administrative records. The review covered the following five aspects of clinical care.

- Quality, Safety, and Value
- Environment of Care
- Medication Management: Anticoagulation Therapy
- Coordination of Care: Inter-Facility Transfers
- Diagnostic Care: Point-of-Care Testing

<sup>15</sup> VA Corporate Data Warehouse. Accessed October 31, 2016.

<sup>16</sup> VHA Handbook 1143.2, *VHA Community Nursing Home Oversight Procedures*, June 4, 2004.

<sup>17</sup> U.S. Bureau of Labor Statistics. Janocha JA, Smith RT. *Workplace Safety and Health in the Health Care and Social Assistance Industry, 2003–07*. <http://www.bls.gov/opub/mlr/cwc/workplace-safety-and-health-in-the-health-care-and-social-assistance-industry-2003-07.pdf>. August 30, 2010. Accessed October 28, 2016.

<sup>18</sup> VHA Directive 2012-026, *Sexual Assaults and Other Defined Public Safety Incidents in Veterans Health Administration (VHA) Facilities*, September 27, 2012.

We also evaluated three additional review areas because of inherent risks and potential vulnerabilities.

- Moderate Sedation
- Community Nursing Home Oversight
- Management of Disruptive/Violent Behavior

We list the review criteria for each of the review areas in the topic checklists. Some of the items listed may not have been applicable because of a difference in size, function, or frequency of occurrence.

The review covered operations for FY 2015, FY 2016, and FY 2017 through December 5, 2016, and inspectors conducted the reviews in accordance with OIG standard operating procedures for CAP reviews. We also asked the facility to provide the status on the recommendations we made in our previous Combined Assessment Program report (*Combined Assessment Program Review of the Portland VA Medical Center, Portland, Oregon*, Report No. 14-00309-118, April 9, 2014) and community based outpatient clinic report (*Community Based Outpatient Clinic and Primary Care Clinic Reviews at Portland VA Medical Center, Portland, Oregon*, Report No. 13-03417-34, January 17, 2014). We made a repeat recommendation in Nurse Staffing. (See page 27.)

We presented crime awareness briefings for 208 employees December 12–13, 2016. These briefings covered procedures for reporting suspected criminal activity to OIG and included case-specific examples illustrating procurement fraud, conflicts of interest, and bribery.

Additionally, we surveyed employees regarding patient safety and quality of care at the facility. We distributed an electronic survey to all facility employees and received 869 responses. We shared summarized results with facility managers.

In this report, we make recommendations for improvement. Recommendations pertain to issues that are significant enough for OIG to monitor until the facility implements corrective actions. Issues and concerns that come to our attention but are outside the scope of this CAP review will be considered for further review separate from the CAP process and may be referred accordingly.

## Reported Accomplishments

### Nursing Magnet Status

The facility initially achieved Magnet designation for Nursing Excellence in 2006. The Magnet Recognition Program® is the international gold standard for nursing care overseen by the American Nurses Credentialing Center. Organizations must demonstrate the structures and processes necessary to support the provision of

empowered nursing care with sustained evidence of quality patient outcomes. The designation renewal occurs every 4 years through extensive documentation and a site visit. In 2015, the facility received its third continuous Magnet designation. Currently, there are 425 U.S. and International Magnets. The facility is one of four VA Magnet hospitals and one of five Magnet hospitals in the state of Oregon.

## **Nursing Beacon Award**

The facility's critical care unit received its second Beacon Award designation in 2015. The American Association of Critical-Care Nurses sponsors the Beacon Award for Excellence. It is based on criteria related to unit leadership structures and systems, staffing, employee engagement, communication, knowledge management, learning and development, evidence-based practice and processes, and outcome measurement. The Beacon Award recognizes excellence in the intensive care environment and is single nursing unit based.

## **Lean Management Systems**

In August 2014, VA published the Blueprint for Excellence, a vision document that detailed the VA Secretary's vision for a model of veteran-centric care that delivers the highest quality services by empowering employees, improving processes, leveraging the power of veteran feedback, and putting the veteran at the center of decision-making. In March 2015, the facility partnered with the VA Center for Applied Systems Engineering to deploy Lean Management Systems. The following July, VA adopted Lean as its official management strategy. Since that time, the facility has embarked on the Lean journey.

The facility has trained hundreds of employees on Lean Management System tools, principles, and concepts and has provided Yellow and Green Belt training to employees and managers. The facility deployed continuous daily improvement "huddle boards" to 15 sites throughout the health care system, conducted a value stream analysis of PC operations with five rapid process improvement events, and initiated a second value stream analysis on workforce development. Executives have modeled Lean Management principles and behaviors by deploying the first continuous daily improvement huddle board to the executive office; conducting gemba walks (personal observation of work) three times per week; participating in Green Belt level training; and communicating the journey to excellence at staff meetings, committees, councils, and boards they attend. By adopting the Lean Management principles, executive leaders are creating a culture within the organization that will ultimately create positive transformational changes in the quality of care provided to veterans.

## Results and Recommendations

### Quality, Safety, and Value

The purpose of this review was to determine whether the facility complied with selected QSV program requirements.<sup>a</sup> VHA requires that its facilities operate a QSV program to monitor patient care quality and performance improvement activities. Many QSV activities are required by VHA directives, accreditation standards, and Federal regulations. Public Law 100-322 mandates VA's OIG to oversee VHA quality improvement programs at every level. This review focuses on the following program areas.

- Senior-level committee or group with responsibility for QSV/performance improvement
- Protected peer review
- Credentialing and privileging
- Utilization management
- Patient safety

We interviewed senior managers and key QSV employees, and we evaluated meeting minutes, 25 licensed independent practitioners' profiles, 11 protected peer reviews, 5 root cause analyses, and other relevant documents. The table below shows the areas reviewed for this topic. The area marked as NM did not meet applicable requirements and needed improvement.

#### Checklist 1. QSV Areas Reviewed, Findings, and Recommendations

NM	Areas Reviewed	Findings	Recommendations
	There was a senior-level committee responsible for key QSV functions that met at least quarterly and was chaired or co-chaired by the Facility Director. <ul style="list-style-type: none"> <li>• The committee routinely reviewed aggregated data.</li> </ul>		

NM	Areas Reviewed (continued)	Findings	Recommendations
	<p>Credentialing and privileging processes met selected requirements:</p> <ul style="list-style-type: none"> <li>• Facility policy/by-laws specified a frequency for clinical managers to review practitioners' Ongoing Professional Practice Evaluation data.</li> <li>• Facility clinical managers reviewed Ongoing Professional Practice Evaluation data at the frequency specified in the policy/by-laws.</li> <li>• The facility set triggers for when a Focused Professional Practice Evaluation for cause would be indicated.</li> </ul>		
	<p>Protected peer reviews met selected requirements:</p> <ul style="list-style-type: none"> <li>• Peer reviewers documented their use of important aspects of care in their review, such as appropriate and timely ordering of diagnostic tests, timely treatment, and appropriate documentation.</li> <li>• When the Peer Review Committee recommended individual improvement actions, clinical managers implemented the actions.</li> </ul>		
X	<p>Utilization management met selected requirements:</p> <ul style="list-style-type: none"> <li>• The facility completed at least 75 percent of all required inpatient reviews.</li> <li>• Physician Utilization Management Advisors documented their decisions in the National Utilization Management Integration database.</li> <li>• An interdisciplinary group reviewed utilization management data.</li> </ul>	<ul style="list-style-type: none"> <li>• For the timeframe October 1, 2015 to September 30, 2016, the facility completed only 64 percent of all required reviews. These reviews ensure patients receive health care services at the appropriate level of care when that care is needed.</li> </ul>	<p><b>1.</b> We recommended that facility clinical managers ensure completion of at least 75 percent of all required inpatient utilization management reviews and that facility managers monitor compliance.</p>

NM	Areas Reviewed (continued)	Findings	Recommendations
	<p>Patient safety met selected requirements:</p> <ul style="list-style-type: none"> <li>• The Patient Safety Manager entered all reported patient incidents into the WEBSPOt database.</li> <li>• The facility completed the required minimum of eight root cause analyses.</li> <li>• The facility provided feedback about the root cause analysis findings to the individual or department who reported the incident.</li> <li>• At the completion of FY 2016, the Patient Safety Manager submitted an annual patient safety report to facility leaders.</li> </ul>		
	<p>Overall, if QSV reviews identified significant issues, the facility took actions and evaluated them for effectiveness.</p>		
	<p>Overall, senior managers actively participated in QSV activities.</p>		

## Environment of Care

The purpose of this review was to determine whether the facility maintained a clean and safe health care environment in accordance with applicable requirements. We also determined whether the facility met selected requirements in SPS and the hemodialysis unit.<sup>b</sup>

VHA must manage risks in the environment in order to promote a safe, functional, and supportive environment. Further, VHA must establish a systematic infection prevention and control program to reduce the possibility of acquiring and transmitting infections. We selected the hemodialysis unit and SPS as special emphasis areas due to the increased potential for exposure to infectious agents inherent to hemodialysis and procedures using RME. Hemodialysis patients are at higher risk for infections for various reasons, including that hemodialysis requires vascular access for prolonged periods of time and that opportunities exist for transmission of infectious agents when multiple patients receive dialysis concurrently. RME is intended for repeated use on different patients after being reprocessed through cleaning, disinfection, and/or sterilization. Patients undergoing procedures using RME are at higher risk of exposure to infectious agents if RME is not properly reprocessed.

We inspected the medical/surgical, acute inpatient MH, intensive care, and hemodialysis units; the Emergency Department; SPS; two PC outpatient clinics; the dental clinic; the community living center; and the Community Resource and Referral Center. Additionally, we reviewed relevant documents and 20 employee training records, and we interviewed key employees and managers. The table below shows the areas reviewed for this topic. The areas marked as NM did not meet applicable requirements and needed improvement.

### Checklist 2. EOC Areas Reviewed, Findings, and Recommendations

NM	Areas Reviewed for General EOC	Findings	Recommendations
	EOC Committee minutes reflected sufficient detail regarding identified deficiencies, corrective actions taken, and tracking of corrective actions to closure for the facility and the community based outpatient clinics.		
	The facility conducted an infection prevention risk assessment.		
	Infection Prevention/Control Committee minutes documented discussion of identified high-risk areas, actions implemented to address those areas, and follow-up on implemented actions and included analysis of surveillance activities and data.		

NM	Areas Reviewed for General EOC (continued)	Findings	Recommendations
	The facility had established a procedure for cleaning equipment between patients.		
X	The facility conducted required fire drills in buildings designated for health care occupancy and documented drill critiques.	<p>Past 2 quarters of fire drill documentation for health care occupancy buildings reviewed:</p> <ul style="list-style-type: none"> <li>• All applicable buildings did not have at least one fire drill per shift per quarter.</li> </ul>	<b>2.</b> We recommended that facility managers ensure all health care occupancy buildings have at least one fire drill per shift per quarter and monitor compliance.
	The facility had a policy/procedure/guideline for identification of individuals entering the facility, and units/areas complied with requirements.		
	The facility met general safety requirements.		
X	The facility met environmental cleanliness requirements.	<ul style="list-style-type: none"> <li>• In five of eight patient care areas, the horizontal surfaces of patient rolling equipment were dirty, including: <ul style="list-style-type: none"> <li>○ Bedside tray tables</li> <li>○ Intravenous poles</li> <li>○ Blood pressure machines</li> <li>○ Bedframes</li> <li>○ Rolling spot lamps</li> </ul> </li> <li>• In three of nine patient care areas, exam table bases were dusty.</li> </ul>	<b>3.</b> We recommended that facility managers ensure rolling equipment and exam table bases in patient care areas are clean and monitor compliance.
<b>Areas Reviewed for SPS</b>			
	The facility had a policy for cleaning, disinfecting, and sterilizing RME.		
	The facility's standard operating procedures for selected RME were current and consistent with the manufacturers' instructions for use.		
	The facility performed quality control testing on selected RME with the frequency required by local policy and took appropriate action on positive results.		

NM	Areas Reviewed for SPS (continued)	Findings	Recommendations
	Selected SPS employees had evidence of the following for selected RME: <ul style="list-style-type: none"> <li>• Training and competencies at orientation if employed less than or equal to 1 year</li> <li>• Competencies within the past 12 months or with the frequency required by local policy if employed more than 1 year</li> </ul>		
	The facility met infection prevention requirements in SPS areas.		
	Standard operating procedures for selected RME were located in the area where reprocessing occurred.		
	SPS employees checked eyewash stations in SPS areas weekly.		
	SPS employees had access to Safety Data Sheets in areas where they used hazardous chemicals.		
	<b>Areas Reviewed for the Hemodialysis Unit</b>		
	The facility had a policy or procedure for preventive maintenance of hemodialysis machines and performed maintenance at the frequency required by local policy.		
	Selected hemodialysis unit employees had evidence of bloodborne pathogens training within the past 12 months.		
	The facility met environmental safety requirements on the hemodialysis unit.		
	The facility met infection prevention requirements on the hemodialysis unit.		
	The facility met medication safety and security requirements on the hemodialysis unit.		
	The facility met privacy requirements on the hemodialysis unit.		

## Medication Management: Anticoagulation Therapy

The purpose of this review was to determine whether facility clinicians appropriately managed and provided education to patients with new orders for anticoagulant medication.<sup>c</sup> During calendar year 2014, an estimated 445,000 veterans were on anticoagulant therapy. Anticoagulants (commonly called blood thinners) are a class of drugs that work to prevent the coagulation or clotting of blood. For this review, we evaluated warfarin (Coumadin®) and direct-acting oral anticoagulants. Clinicians use anticoagulants for both the treatment and prevention of cardiac disease, cerebrovascular accident (stroke), and thromboembolism<sup>19</sup> in both the inpatient and outpatient setting. Although these medications offer substantial benefits, their use or misuse carries a significant potential for patient harm. A dose less than the required amount for therapeutic effect can increase the risk of thromboembolic complications while a dose administered at levels greater than required for treatment can increase the risk of bleeding complications. The Joint Commission’s National Patient Safety Goal 3.05.01 focuses on improving anticoagulation safety to reduce patient harm and states, “...anticoagulation medications are more likely than others to cause harm due to complex dosing, insufficient monitoring, and inconsistent patient compliance.”

We reviewed relevant documents and the competency assessment records of 10 employees actively involved in the anticoagulant program, and we interviewed key employees. Additionally, we reviewed the EHRs of 28 randomly selected patients who were prescribed new anticoagulant medications July 1, 2015 through June 30, 2016. The table below shows the areas reviewed for this topic. The area marked as NM did not meet applicable requirements and needed improvement.

### Checklist 3. Medication Management: Anticoagulation Therapy Areas Reviewed, Findings, and Recommendations

NM	Areas Reviewed	Findings	Recommendations
	The facility had policies and processes for anticoagulation management that included required content.		
	The facility used algorithms, protocols or standardized care processes for the: <ul style="list-style-type: none"> <li>• Initiation and maintenance of warfarin</li> <li>• Management of anticoagulants before, during, and after procedures</li> <li>• Use of weight-based, unfractionated heparin</li> </ul>		

<sup>19</sup> Thromboembolism is the obstruction of a blood vessel by a blood clot that has become dislodged from another site in the circulation.

NM	Areas Reviewed (continued)	Findings	Recommendations
	The facility provided patients with a direct telephone number for anticoagulation-related calls during normal business hours and defined a process for patient anticoagulation-related calls outside normal business hours.		
	The facility designated a physician as the anticoagulation program champion.		
	The facility defined ways to minimize the risk of incorrect tablet strength dosing errors.		
	The facility routinely reviewed quality assurance data for the anticoagulation management program at the facility's required frequency at an appropriate committee.		
	For inpatients with newly prescribed anticoagulant medications, clinicians provided transition follow-up and education specific to the new anticoagulant.		
X	<p>Clinicians obtained required laboratory tests:</p> <ul style="list-style-type: none"> <li>• Prior to initiating anticoagulant medications</li> <li>• During anticoagulation treatment at the frequency required by local policy</li> </ul>	<ul style="list-style-type: none"> <li>• Six of the 27 EHRs did not contain documentation that clinicians obtained all required baseline laboratory tests prior to initiating warfarin.</li> </ul>	<p><b>4.</b> We recommended that facility managers ensure clinicians consistently obtain all required laboratory tests prior to initiating anticoagulant medications.</p>
	When laboratory values did not meet selected criteria, clinicians documented a justification/rationale for prescribing the anticoagulant.		
	The facility required competency assessments for employees actively involved in the anticoagulant program, and clinical managers completed competency assessments that included required content at the frequency required by local policy.		

## Coordination of Care: Inter-Facility Transfers

The purpose of this review was to evaluate selected aspects of the facility’s patient transfer process, specifically transfers out of the facility.<sup>d</sup> Inter-facility transfers are frequently necessary to provide patients with access to specific providers or services. The movement of an acutely ill person from one institution to another exposes the patient to risks, while in some cases, failing to transfer a patient may be equally risky. VHA has the responsibility to ensure that transfers into and out of its medical facilities are carried out appropriately under circumstances that provide maximum safety for patients and comply with applicable standards.

We reviewed relevant documents and interviewed key employees. Additionally, we reviewed the EHRs of 44 randomly selected patients who were transferred acutely out of facility inpatient beds or the Emergency Department/urgent care center to another VHA facility or non-VA facility July 1, 2015 through June 30, 2016. The table below shows the areas reviewed for this topic. The area marked as NM did not meet applicable requirements and needed improvement.

### Checklist 4. Coordination of Care: Inter-Facility Transfers Areas Reviewed, Findings, and Recommendations

NM	Areas Reviewed	Findings	Recommendations
	The facility had a policy that addressed patient transfers and included required content.		
	The facility collected and reported data about transfers out of the facility.		
X	Transferring providers completed VA Form 10-2649A and/or transfer/progress notes prior to or within a few hours after the transfer that included the following elements: <ul style="list-style-type: none"> <li>• Date of transfer</li> <li>• Documentation of patient or surrogate informed consent</li> <li>• Medical and/or behavioral stability</li> <li>• Identification of transferring and receiving provider or designee</li> <li>• Details of the reason for transfer or proposed level of care needed</li> </ul>	<ul style="list-style-type: none"> <li>• Provider transfer documentation did not include date and time of transfer in 41 of the 44 EHRs (93 percent) so that it was clear when the facility transferred responsibility to the receiving facility.</li> </ul>	<p><b>5.</b> We recommended that for patients transferred out of the facility, providers consistently include date and time of transfer in transfer documentation and that facility managers monitor compliance.</p>

NM	Areas Reviewed (continued)	Findings	Recommendations
	When staff/attending physicians did not write transfer notes, acceptable designees: <ul style="list-style-type: none"> <li>• Obtained and documented staff/attending physician approval</li> <li>• Obtained staff/attending physician countersignature on the transfer note</li> </ul>		
	When the facility transferred patients out, sending nurses documented transfer assessments/notes.		
	In emergent transfers, providers documented: <ul style="list-style-type: none"> <li>• Patient stability for transfer</li> <li>• Provision of all medical care within the facility's capacity</li> </ul>		
	Communication with the accepting facility or documentation sent included: <ul style="list-style-type: none"> <li>• Available history</li> <li>• Observations, signs, symptoms, and preliminary diagnoses</li> <li>• Results of diagnostic studies and tests</li> </ul>		

## Diagnostic Care: Point-of-Care Testing

The purpose of this review was to evaluate the facility’s glucometer POCT program compliance with applicable laboratory regulatory standards and quality testing practices as required by VHA, the College of American Pathologists, and The Joint Commission.<sup>e</sup> The majority of laboratory testing is performed in the main laboratory. However, with newer technologies, testing has emerged from the laboratory to the patient’s bedside, the patient’s home, and other non-laboratory sites. This is called POCT (also known as ancillary or waived testing) and can include tests for blood glucose, fecal occult blood, hemoglobin, and pro-thrombin time.

All laboratory testing performed in VHA facilities must adhere to quality testing practices. These practices include annual competency assessment and quality control testing. Failure to implement and comply with regulatory standards and quality testing practices can jeopardize patient safety and place VHA facilities at risk. Erroneous results can lead to inaccurate diagnoses, inappropriate medical treatment, and poor patient outcomes.<sup>20</sup>

We reviewed relevant documents, the EHRs of 50 randomly selected inpatients and outpatients who underwent POCT for blood glucose July 1, 2015 through June 30, 2016, and the annual competency assessments of 45 clinicians who performed the glucose testing. Additionally, we interviewed key employees and conducted onsite glucometer inspections of the Community Resource and Referral Center, the Emergency Department, two medical/surgical units, and the intensive care unit to assess compliance with manufacturers’ maintenance and solution/reagent storage requirements. The table below shows the areas reviewed for this topic. The facility generally met requirements. We made no recommendations.

### Checklist 5. Diagnostic Care: POCT Areas Reviewed, Findings, and Recommendations

NM	Areas Reviewed	Findings	Recommendations
	The facility had a policy delineating requirements for the POCT program and required oversight by the Chief of Pathology and Laboratory Medicine Service.		
	The facility had a designated POCT/Ancillary Testing Coordinator.		
	The Chief of Pathology and Laboratory Medicine Service approved all tests performed outside the main laboratory.		

<sup>20</sup> The Joint Commission. *Comprehensive Accreditation Manual for Laboratories and Point-of-Care Testing*. Update 2. September 2010.

NM	Areas Reviewed (continued)	Findings	Recommendations
	The facility had a process to ensure employee competency for POCT with glucometers and evaluated competencies at least annually.		
	The facility required documentation of POCT results in the EHR.		
	A regulatory agency accredited the facility's POCT program.		
	Clinicians documented test results in the EHR.		
	Clinicians initiated appropriate clinical action and follow-up for test results.		
	The facility had POCT procedure manuals readily available to employees.		
	Quality control testing solutions/reagents and glucose test strips were current (not expired).		
	The facility managed and performed quality control in accordance with its policy/standard operating procedure and manufacturer's recommendations.		
	Glucometers were clean.		

## Moderate Sedation

The purpose of this review was to evaluate selected aspects of care to determine whether the facility complied with applicable policies in the provision of moderate sedation.<sup>f</sup> During calendar year 2016, VHA clinicians performed more than 600,000 moderate sedation procedures of which more than half were gastroenterology-related endoscopies.<sup>21</sup> Moderate sedation is a drug-induced depression of consciousness during which patients are able to respond to verbal commands. Non-anesthesiologists administer sedatives and analgesics to relieve anxiety and increase patient comfort during invasive procedures and usually do not have to provide interventions to maintain a patent airway, spontaneous ventilations, or cardiovascular function.<sup>22</sup> However, serious adverse events can occur, including cardiac and respiratory depression, brain damage due to low oxygen levels, cardiac arrest, or death. To minimize risks, VHA and The Joint Commission have issued requirements and standards for moderate sedation care.

We reviewed relevant documents, interviewed key employees, and inspected the cardiac catheterization, interventional radiology, intensive care unit, Emergency Department, and dental clinic procedure rooms/areas to assess whether required equipment and sedation medications were available. Additionally, we reviewed the EHRs of 43 randomly selected patients who underwent an invasive procedure involving moderate sedation July 1, 2015 through June 30, 2016, and the training records of 15 clinical employees who performed or assisted during these procedures. The table below shows the areas reviewed for this topic. The areas marked as NM did not meet applicable requirements and needed improvement.

### Checklist 6. Moderate Sedation Areas Reviewed, Findings, and Recommendations

NM	Areas Reviewed	Findings	Recommendations
	The facility reported and trended the use of reversal agents in moderate sedation cases, processed adverse events/complications in a similar manner as operating room anesthesia adverse events, and noted the absence of adverse events in Moderate Sedation Committee reports.		

<sup>21</sup> Per VA Corporate Data Warehouse data pull on February 22, 2017.

<sup>22</sup> American Society of Anesthesiologists. Practice Guidelines for Sedation and Analgesia by Non-Anesthesiologists. *Anesthesiology*. 2002; 96:1004.

NM	Areas Reviewed (continued)	Findings	Recommendations
X	<p>Providers performed history and physical examinations within 30 calendar days prior to the moderate sedation procedure, and the history and physical and the pre-sedation assessment in combination included required elements.</p>	<ul style="list-style-type: none"> <li>• In the history and physical and/or pre-sedation assessment of 15 EHRs (35 percent), providers did not include at least one of the following elements:                             <ul style="list-style-type: none"> <li>○ A review of major organ system</li> <li>○ Airway assessment</li> <li>○ History of previous adverse experience with sedation or anesthesia</li> <li>○ Risk assessment, such as American Society of Anesthesiology Physical status</li> </ul> </li> </ul>	<p><b>6.</b> We recommended that providers include all required elements in the history and physical and/or pre-sedation assessment and that facility managers monitor compliance.</p>
X	<p>Providers re-evaluated patients immediately before moderate sedation for changes since the prior assessment.</p>	<ul style="list-style-type: none"> <li>• In six EHRs (14 percent), providers did not document patient re-evaluations immediately before moderate sedation.</li> </ul>	<p><b>7.</b> We recommended that providers re-evaluate patients immediately before moderate sedation for changes since the prior assessment and that facility managers monitor compliance.</p>
	<p>Providers documented informed consent prior to moderate sedation procedures, and the name of provider listed on the consent was the same as the provider who performed the procedure, or the patient was notified of the change.</p>		
	<p>The clinical team, including the provider performing the procedure, conducted and documented a timeout prior to the moderate sedation procedure.</p>		
	<p>Post-procedure documentation included assessments of patient mental status and pain level.</p>		
	<p>Clinical employees discharged outpatients from the recovery area with orders from the provider who performed the procedure or according to criteria approved by moderate sedation clinical leaders.</p>		

NM	Areas Reviewed (continued)	Findings	Recommendations
	Clinical employees discharged moderate sedation outpatients in the company of a responsible adult.		
X	Selected clinical employees had current training for moderate sedation.	<ul style="list-style-type: none"> <li>• Seven employees' training records did not contain evidence of current Talent Management System training for moderate sedation.</li> </ul>	<b>8.</b> We recommended that clinical managers ensure clinical employees who perform or assist with moderate sedation procedures have current Talent Management System training for the provision of moderate sedation care, ensure the training is documented, and monitor compliance.
	The clinical team kept monitoring and resuscitation equipment and reversal agents in the general areas where moderate sedation was administered.		
	To minimize risk, clinical employees did not store anesthetic agents in procedure rooms/areas where only moderate sedation procedures were performed by licensed independent practitioners who do not have the training and ability to rescue a patient from general anesthesia.		
X	The facility's policies complied with VHA requirements.	<p>The facility's policy, MCM 11-27, <i>Ensuring Correct Surgery and Invasive Procedures</i>, did not include all elements in the timeout checklist required by VHA Directive 1039. Missing elements were:</p> <ul style="list-style-type: none"> <li>• Site marked appropriately (or wristband) and site of mark visible after preparatory draping</li> <li>• Appropriate antibiotic prophylaxis</li> <li>• Patient position</li> </ul>	<b>9.</b> We recommended that the facility revise the policy on ensuring correct surgery and invasive procedures to include all elements of the timeout checklist required by Veterans Health Administration Directive 1039.

## Community Nursing Home Oversight

The purpose of this review was to assess whether the facility complied with applicable requirements regarding the monitoring of veterans in contracted CNHs.<sup>9</sup> Since 1965, VHA has provided nursing home care under contracts. VHA facilities must integrate the CNH program into their quality improvement programs. The Facility Director establishes the CNH Oversight Committee, which reports to the chief clinical officer (Chief of Staff, Associate Director for Patient Care Services, or the equivalent) and includes multidisciplinary management-level representatives from social work, nursing, quality management, acquisition, and the medical staff. The CNH Oversight Committee must meet at least quarterly.<sup>23</sup> Local oversight of CNHs is achieved through annual reviews and monthly visits.

We reviewed relevant documents, the EHRs of 39 randomly selected patients who received CNH care for more than 3 months during the timeframe July 1, 2015 through June 30, 2016, and the results from CNH annual reviews completed July 5, 2015 through June 30, 2016. Additionally, we interviewed key employees. The table below shows the areas reviewed for this topic. The areas marked as NM did not meet applicable requirements and needed improvement.

### Checklist 7. CNH Oversight Areas Reviewed, Findings, and Recommendations

NM	Areas Reviewed	Findings	Recommendations
X	The facility had a CNH Oversight Committee that met at least quarterly and included representation by the required disciplines.	<ul style="list-style-type: none"> <li>The facility's CNH Oversight Committee did not include a representative from quality management or acquisition.</li> </ul>	<b>10.</b> We recommended that facility managers ensure the Community Nursing Home Oversight Committee includes representation by all required clinical disciplines.
	The facility integrated the CNH Program into its quality improvement program.		
	The facility documented a hand-off for patients placed in CNHs outside of its catchment area.		
X	The CNH Review Team completed CNH annual reviews	<ul style="list-style-type: none"> <li>The CNH Review Team did not complete 6 of 20 CNH annual reviews involving 11 of the 39 patients (28 percent) in our review.</li> </ul>	<b>11.</b> We recommended that facility managers ensure the Community Nursing Home Review Team completes timely annual reviews and monitor compliance.

<sup>23</sup> VHA Handbook 1143.2, *VHA Community Nursing Home Oversight Procedures*, June 4, 2004.

NM	Areas Reviewed (continued)	Findings	Recommendations
	When CNH annual reviews noted four or more exclusionary criteria, facility managers completed exclusion review documentation.		
X	Social workers and registered nurses documented clinical visits that alternated on a cyclical basis.	<ul style="list-style-type: none"> <li>• Thirty-seven of the 39 EHRs (95 percent) did not contain documentation of social worker and registered nurse cyclical clinical visits with the frequency required by VHA policy.</li> </ul>	<p><b>12.</b> We recommended that facility managers ensure social workers and registered nurses conduct and document cyclical clinical visits with the frequency required by Veterans Health Administration policy and monitor compliance.</p>

## Management of Disruptive/Violent Behavior

The purpose of this review was to determine the extent to which the facility complied with selected requirements in the management of disruptive and violent behavior.<sup>h</sup> VHA policy states a commitment to reducing and preventing disruptive behaviors and other defined acts that threaten public safety through the development of policy, programs, and initiatives aimed at patient, visitor, and employee safety. In addition, Public Law 112-154, section 106 directed VA to develop and implement a comprehensive policy on the reporting and tracking of public safety incidents that occur at each medical facility.

We reviewed relevant documents, the EHRs of 43 randomly selected patients who exhibited disruptive or violent behavior, 3 Reports of Contact from violent/disruptive patient/employee/other (visitor) incidents that occurred during the 12-month period July 1, 2015 through June 30, 2016, and the training records of 30 recently hired employees who worked in areas at low, moderate, or high risk for violence. Additionally, we interviewed key employees. The table below shows the areas reviewed for this topic. The area marked as NM did not meet applicable requirements and needed improvement.

### Checklist 8. Management of Disruptive/Violent Behavior Areas Reviewed, Findings, and Recommendations

NM	Areas Reviewed	Findings	Recommendations
	The facility had a policy, procedure, or guideline on preventing and managing disruptive or violent behavior.		
	The facility conducted an annual Workplace Behavioral Risk Assessment.		
	The facility had implemented: <ul style="list-style-type: none"> <li>• An Employee Threat Assessment Team or acceptable alternate group</li> <li>• A Disruptive Behavior Committee/Board with appropriate membership</li> <li>• A disruptive behavior reporting and tracking system</li> </ul>		
	The facility collected and analyzed disruptive or violent behavior incidents data.		
	The facility assessed physical security and included and tested equipment in accordance with the local physical security assessment.		

NM	Areas Reviewed (continued)	Findings	Recommendations
	<p>Clinical managers reviewed patients' disruptive or violent behavior and took appropriate actions, including:</p> <ul style="list-style-type: none"> <li>• Ensuring discussion by the Disruptive Behavior Committee/Board and entry of a progress note by a clinician committee/board member</li> <li>• Informing patients about Patient Record Flag placement and the right to appeal the flag placement</li> <li>• Ensuring Chief of Staff or designee approval of an Order of Behavioral Restriction</li> </ul>		
	<p>When a Patient Record Flag was placed for an incident of disruptive behavior in the past, a clinician reviewed the continuing need for the flag within the past 2 years.</p>		
	<p>The facility managed selected non-patient related disruptive or violent incidents appropriately according to VHA and local policy.</p>		
X	<p>The facility had a security training plan for employees at all risk levels.</p> <ul style="list-style-type: none"> <li>• All employees received Level 1 training within 90 days of hire.</li> <li>• All employees received additional training as required for the assigned risk area within 90 days of hire.</li> </ul>	<ul style="list-style-type: none"> <li>• None of the 10 applicable employee training records for individuals assigned to high-risk areas contained documentation of the required training within 90 days of hire.</li> </ul>	<p><b>13.</b> We recommended that facility managers ensure all employees assigned to high-risk areas receive additional Prevention and Management of Disruptive Behavior training as required within 90 days of hire and that the training is documented in employee training records.</p>

## Review Activity with Previous Combined Assessment Program Review Recommendations

### Nurse Staffing

As a follow-up to a recommendation from our prior Combined Assessment Program review, we reassessed facility compliance with nurse staffing requirements.<sup>1</sup>

Expert Panel Membership Training. VHA requires that all members of the facility nursing expert panel complete required training. During our previous CAP review, we found that 4 of the 15 members of the facility expert panel had not completed the required training. During this review, we found that 3 of the 17 members of the facility nursing expert panel had not completed the required training.

### Recommendation

**14.** We recommended that all members of the facility nursing expert panel receive the required training prior to the next annual staffing plan reassessment.

## Facility Profile

Table 1 below provides general background information for this facility.

**Table 1. Facility Profile for Portland (648) for FY 2016**

Profile Element	Facility Data
<b>Veterans Integrated Service Network Number</b>	20
<b>Complexity Level</b>	1a-High complexity
<b>Affiliated/Non-Affiliated</b>	Affiliated
<b>Total Medical Care Budget in Millions</b>	\$790.7
<b>Number of:</b>	
• <b>Unique Patients</b>	96,089
• <b>Outpatient Visits</b>	934,597
• <b>Unique Employees<sup>24</sup></b>	3,380
<b>Type and Number of Operating Beds:</b>	
• <b>Acute</b>	146
• <b>MH</b>	21
• <b>Community Living Center</b>	72
• <b>Domiciliary</b>	35
<b>Average Daily Census:</b>	
• <b>Acute</b>	96
• <b>MH</b>	12
• <b>Community Living Center</b>	70
• <b>Domiciliary</b>	28

*Source: VA Office of Academic Affiliations, VHA Support Service Center, and VA Corporate Data Warehouse*

Note: We did not assess VA's data for accuracy or completeness.

<sup>24</sup> Unique employees involved in direct medical care (cost center 8200).

## VA Outpatient Clinic Profiles<sup>25</sup>

The VA outpatient clinics in the communities within the catchment area of the facility provide PC integrated with women's health, MH, and telehealth services. Some also provide specialty care, diagnostic, and ancillary services. Table 2 below provides information relative to each of the clinics.

**Table 2. VA Outpatient Clinic Workload/Encounters<sup>26</sup> and Specialty Care, Diagnostic, and Ancillary Services Provided for FY 2016**

Location	Station No.	PC Workload/ Encounters	MH Workload/ Encounters	Specialty Care Services <sup>27</sup> Provided	Diagnostic Services <sup>28</sup> Provided	Ancillary Services <sup>29</sup> Provided
Bend, OR	648GA	12,366	3,716	Cardiology Dermatology Gastroenterology Neurology Amputation Follow-Up Blind Rehab Eye Plastic Urology	NA	Pharmacy Social Work
Salem, OR	648GB	20,960	5,965	Dermatology Gastroenterology Blind Rehab Eye Plastic Podiatry	Radiology	Nutrition Pharmacy Social Work Weight Management
Warrenton, OR	648GD	3,558	1,812	Dermatology Eye	NA	NA
Fairview, OR	648GE	19,196	3,181	Cardiology Dermatology Eye	NA	Nutrition Pharmacy Social Work Weight Management
Hillsboro, OR	648GF	15,236	5,025	Dermatology Neurology Eye ENT Orthopedics	Radiology	Nutrition Pharmacy Weight Management Dental

<sup>25</sup> Includes all outpatient clinics in the community that were in operation before February 15, 2016. We have omitted Newport, OR (648GH); Portland, OR (648GI); and The Dalles, OR (648GJ), as no workload/encounters or services were reported.

<sup>26</sup> An encounter is a professional contact between a patient and a practitioner vested with responsibility for diagnosing, evaluating, and treating the patient's condition.

<sup>27</sup> Specialty care services refer to non-PC and non-MH services provided by a physician.

<sup>28</sup> Diagnostic services include EKG, EMG, laboratory, nuclear medicine, radiology, and vascular lab services.

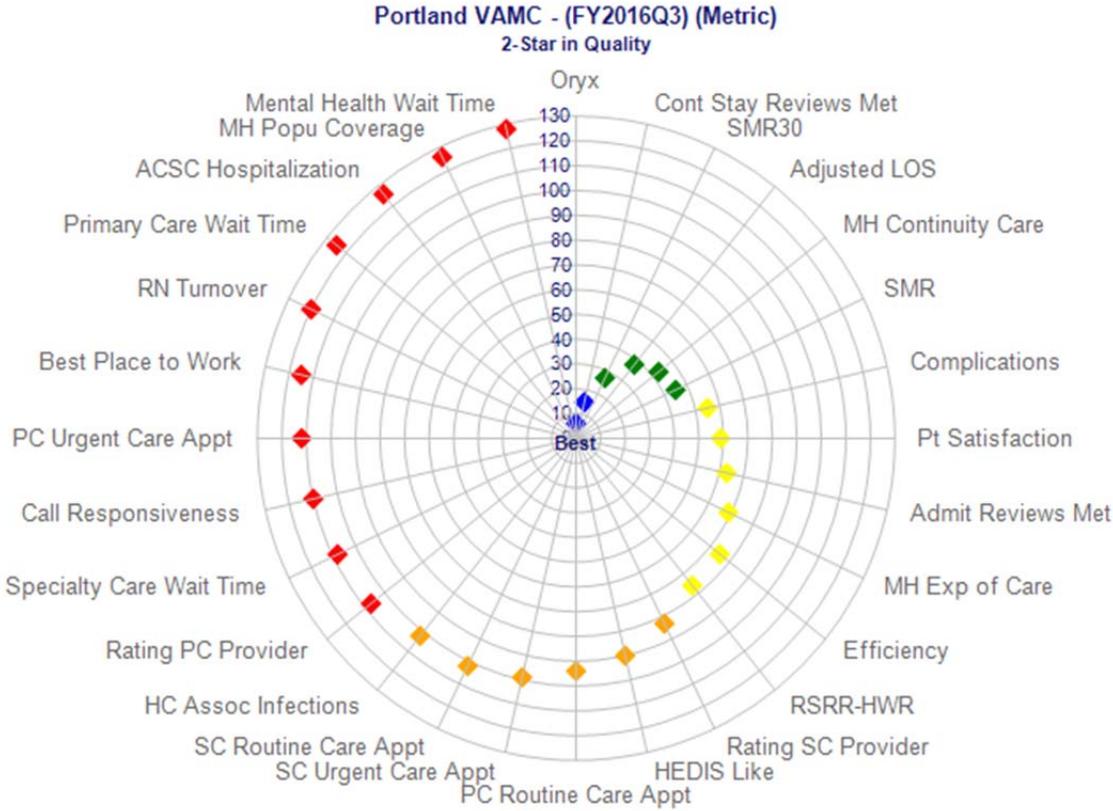
<sup>29</sup> Ancillary services include chiropractic, dental, nutrition, pharmacy, prosthetic, social work, and weight management services.

<b>Location</b>	<b>Station No.</b>	<b>PC Workload/ Encounters</b>	<b>MH Workload/ Encounters</b>	<b>Specialty Care Services Provided</b>	<b>Diagnostic Services Provided</b>	<b>Ancillary Services Provided</b>
West Linn, OR	648GG	14,005	2,654	Dermatology Nephrology Neurology Eye	NA	Nutrition Pharmacy Social Work Weight Management

*Source: VHA Support Service Center and VA Corporate Data Warehouse*

Note: We did not assess VA's data for accuracy or completeness.

### Strategic Analytics for Improvement and Learning (SAIL)<sup>30</sup>



Marker color: Blue - 1st quintile; Green - 2nd; Yellow - 3rd; Orange - 4th; Red - 5th quintile.

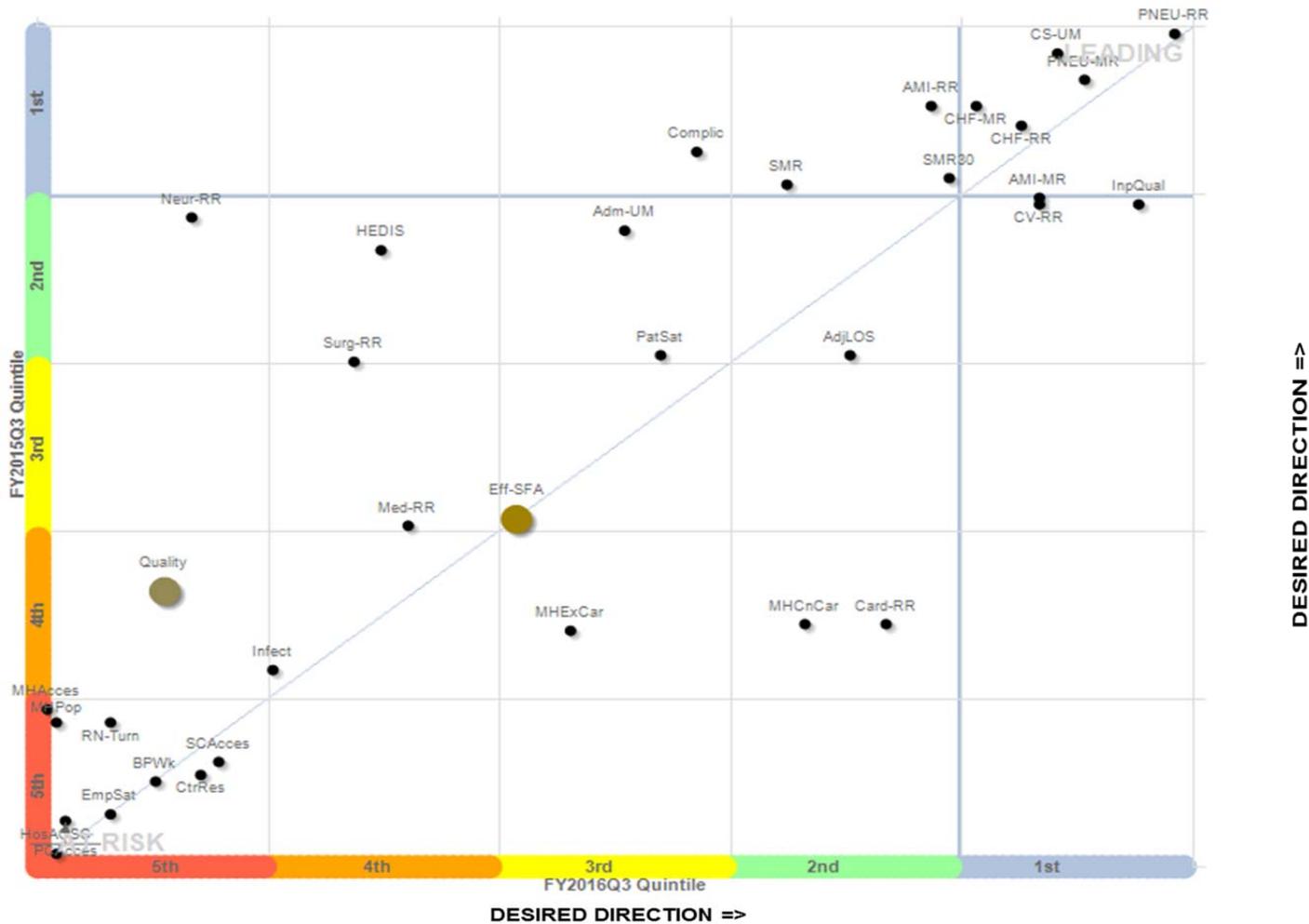
Source: VHA Support Service Center

Note: We did not assess VA's data for accuracy or completeness.

<sup>30</sup> Metric definitions follow the graphs.

## Scatter Chart

FY2016Q3 Change in Quintiles from FY2015Q3



**NOTE**

Quintiles are derived from facility ranking on z-score of a metric among 128 facilities. Lower quintile is more favorable.

Source: VHA Support Service Center

Note: We did not assess VA's data for accuracy or completeness.

## Metric Definitions<sup>J</sup>

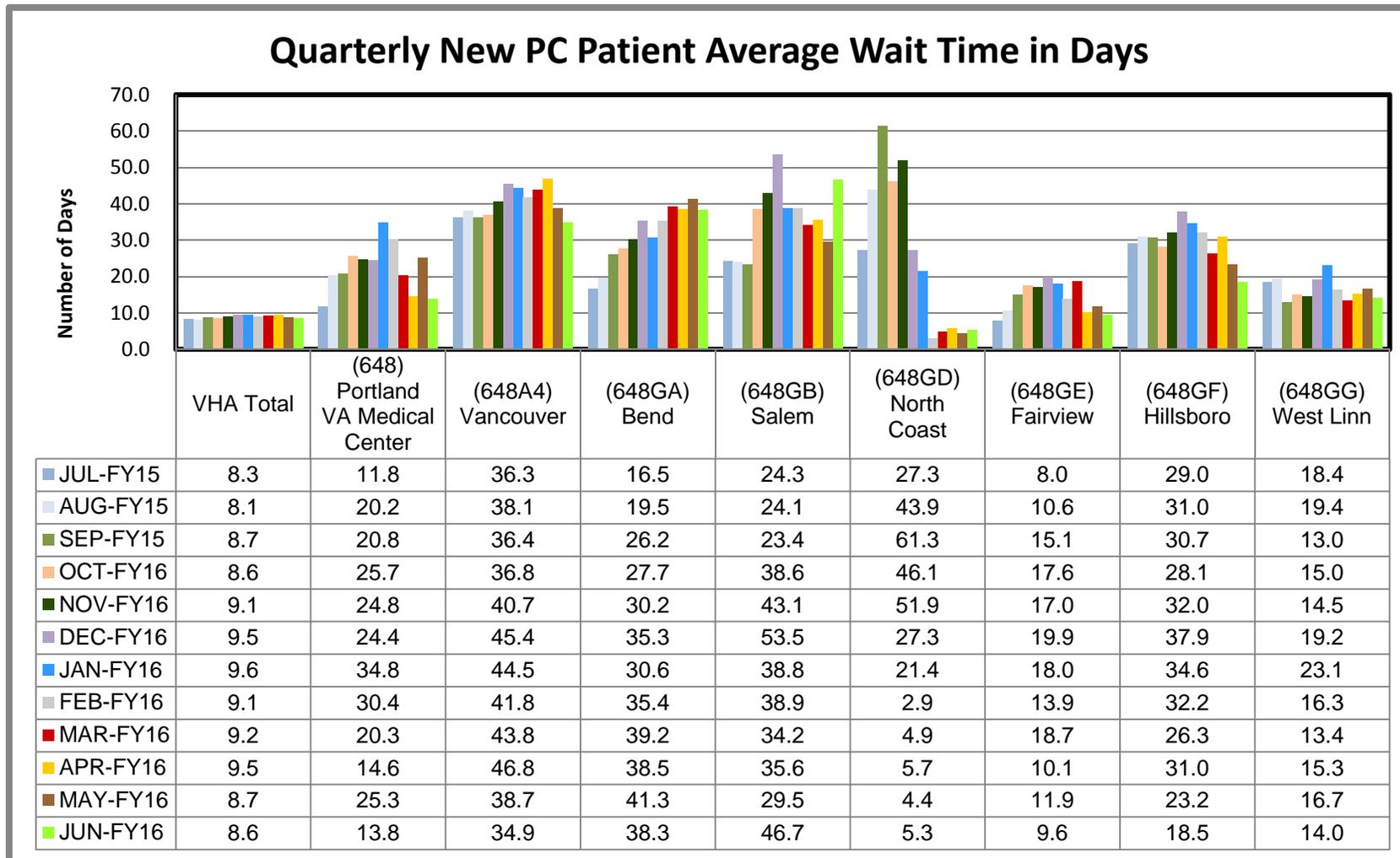
Measure	Definition	Desired Direction
ACSC Hospitalization	Ambulatory care sensitive condition hospitalizations (observed to expected ratio)	A lower value is better than a higher value
Adjusted LOS	Acute care risk adjusted length of stay	A lower value is better than a higher value
Admit Reviews Met	% Acute Admission Reviews that meet InterQual criteria	A higher value is better than a lower value
Best Place to Work	Overall satisfaction with job	A higher value is better than a lower value
Call Center Responsiveness	Average speed of call center responded to calls in seconds	A lower value is better than a higher value
Call Responsiveness	Call center speed in picking up calls and telephone abandonment rate	A lower value is better than a higher value
Complications	Acute care risk adjusted complication ratio	A lower value is better than a higher value
Cont Stay Reviews Met	% Acute Continued Stay reviews that meet InterQual criteria	A higher value is better than a lower value
Efficiency	Overall efficiency measured as 1 divided by SFA (Stochastic Frontier Analysis)	A higher value is better than a lower value
Employee Satisfaction	Overall satisfaction with job	A higher value is better than a lower value
HC Assoc Infections	Health care associated infections	A lower value is better than a higher value
HEDIS Like	Outpatient performance measure (HEDIS)	A higher value is better than a lower value
MH Wait Time	MH care wait time for new patient completed appointments within 30 days of preferred date	A higher value is better than a lower value
MH Continuity Care	MH continuity of care (FY14Q3 and later)	A higher value is better than a lower value
MH Exp of Care	MH experience of care (FY14Q3 and later)	A higher value is better than a lower value
MH Popu Coverage	MH population coverage (FY14Q3 and later)	A higher value is better than a lower value
Oryx	Inpatient performance measure (ORYX)	A higher value is better than a lower value
PC Routine Care Appt	Timeliness in getting a PC routine care appointment (PCMH)	A higher value is better than a lower value
PC Urgent Care Appt	Timeliness in getting a PC urgent care appointment (PCMH)	A higher value is better than a lower value
PC Wait Time	PC wait time for new patient completed appointments within 30 days of preferred date	A higher value is better than a lower value
PSI	Patient safety indicator (observed to expected ratio)	A lower value is better than a higher value
Pt Satisfaction	Overall rating of hospital stay (inpatient only)	A higher value is better than a lower value
Rating PC Provider	Rating of PC providers (PCMH)	A higher value is better than a lower value
Rating SC Provider	Rating of specialty care providers (specialty care module)	A higher value is better than a lower value
RN Turnover	Registered nurse turnover rate	A lower value is better than a higher value
RSMR-AMI	30-day risk standardized mortality rate for acute myocardial infarction	A lower value is better than a higher value

Measure	Definition	Desired Direction
RSMR-CHF	30-day risk standardized mortality rate for congestive heart failure	A lower value is better than a higher value
RSMR-Pneumonia	30-day risk standardized mortality rate for pneumonia	A lower value is better than a higher value
RSRR-AMI	30-day risk standardized readmission rate for acute myocardial infarction	A lower value is better than a higher value
RSRR-Cardio	30-day risk standardized readmission rate for cardiorespiratory patient cohort	A lower value is better than a higher value
RSRR-CHF	30-day risk standardized readmission rate for congestive heart failure	A lower value is better than a higher value
RSRR-CV	30-day risk standardized readmission rate for cardiovascular patient cohort	A lower value is better than a higher value
RSRR-HWR	Hospital wide readmission	A lower value is better than a higher value
RSRR-Med	30-day risk standardized readmission rate for medicine patient cohort	A lower value is better than a higher value
RSRR-Neuro	30-day risk standardized readmission rate for neurology patient cohort	A lower value is better than a higher value
RSRR-Pneumonia	30-day risk standardized readmission rate for pneumonia	A lower value is better than a higher value
RSRR-Surg	30-day risk standardized readmission rate for surgery patient cohort	A lower value is better than a higher value
SC Routine Care Appt	Timeliness in getting a SC routine care appointment (Specialty Care)	A higher value is better than a lower value
SC Urgent Care Appt	Timeliness in getting a SC urgent care appointment (Specialty Care)	A higher value is better than a lower value
SMR	Acute care in-hospital standardized mortality ratio	A lower value is better than a higher value
SMR30	Acute care 30-day standardized mortality ratio	A lower value is better than a higher value
Specialty Care Wait Time	Specialty care wait time for new patient completed appointments within 30 days of preferred date	A higher value is better than a lower value

Source: VHA Support Service Center

Note: We did not assess VA's data for accuracy or completeness.

### Patient Aligned Care Team Compass Metrics

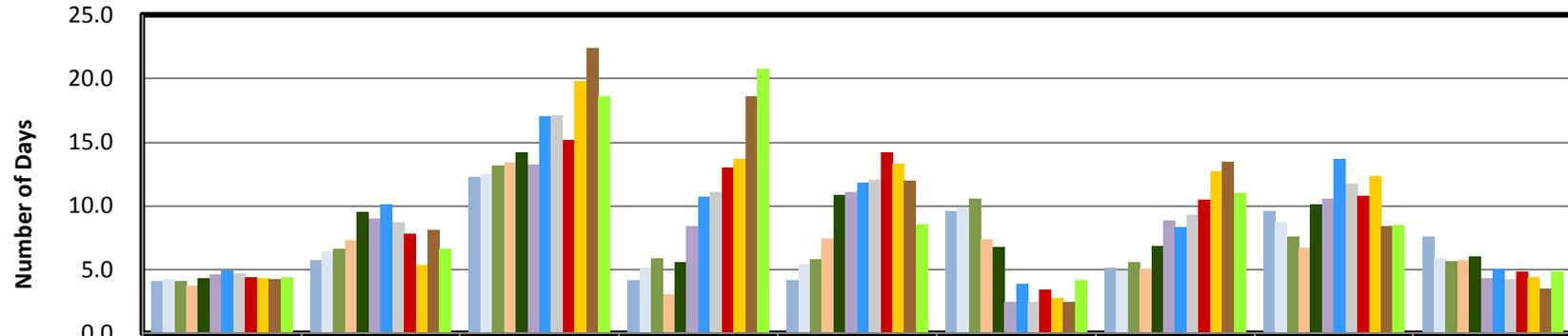


Source: VHA Support Service Center

Note: We did not assess VA’s data for accuracy or completeness.

**Data Definition<sup>k</sup>:** The average number of calendar days between a new patient’s PC completed appointment (clinic stops 322, 323, and 350, excluding Compensation and Pension appointments) and the earliest of three possible preferred (desired) dates (Electronic Wait List (EWL), Cancelled by Clinic Appointment, Completed Appointment) from the completed appointment date. *Note that prior to FY 2015, this metric was calculated using the earliest possible create date.*

### Quarterly Established PC Patient Average Wait Time in Days



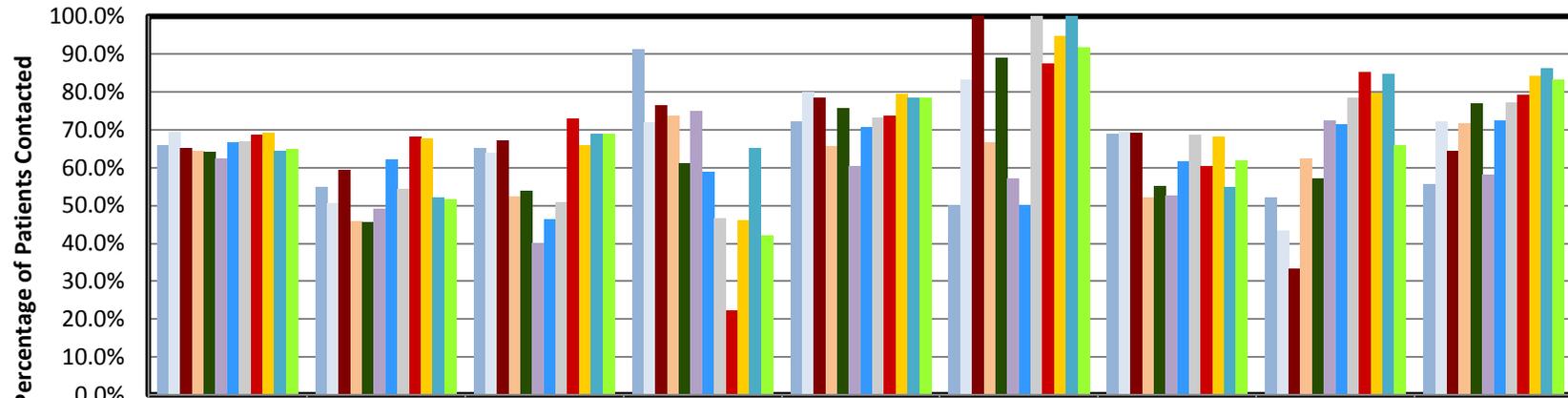
	VHA Total	(648) Portland VA Medical Center	(648A4) Vancouver	(648GA) Bend	(648GB) Salem	(648GD) North Coast	(648GE) Fairview	(648GF) Hillsboro	(648GG) West Linn
JUL-FY15	4.1	5.7	12.3	4.1	4.1	9.6	5.2	9.6	7.6
AUG-FY15	4.3	6.4	12.5	5.1	5.4	9.9	4.9	8.7	5.9
SEP-FY15	4.1	6.7	13.2	5.9	5.8	10.5	5.6	7.6	5.7
OCT-FY16	3.8	7.3	13.4	3.0	7.4	7.3	5.1	6.7	5.7
NOV-FY16	4.3	9.5	14.2	5.6	10.9	6.8	6.8	10.1	6.0
DEC-FY16	4.6	9.0	13.2	8.4	11.1	2.4	8.8	10.6	4.3
JAN-FY16	4.9	10.1	17.0	10.7	11.8	3.8	8.3	13.7	5.0
FEB-FY16	4.7	8.7	17.1	11.0	12.0	2.4	9.3	11.7	4.3
MAR-FY16	4.4	7.8	15.2	13.0	14.2	3.4	10.5	10.8	4.9
APR-FY16	4.3	5.4	19.8	13.7	13.3	2.7	12.7	12.3	4.4
MAY-FY16	4.3	8.1	22.4	18.6	11.9	2.5	13.5	8.4	3.5
JUN-FY16	4.4	6.7	18.6	20.7	8.5	4.2	11.0	8.5	4.8

Source: VHA Support Service Center

Note: We did not assess VA’s data for accuracy or completeness.

**Data Definition:** The average number of calendar days between an established patient’s PC completed appointment (clinic stops 322, 323, and 350, excluding Compensation and Pension appointments) and the earliest of three possible preferred (desired) dates (Electronic Wait List (EWL), Cancelled by Clinic Appointment, Completed Appointment) from the completed appointment date.

### Quarterly Team 2-Day Post Discharge Contact Ratio



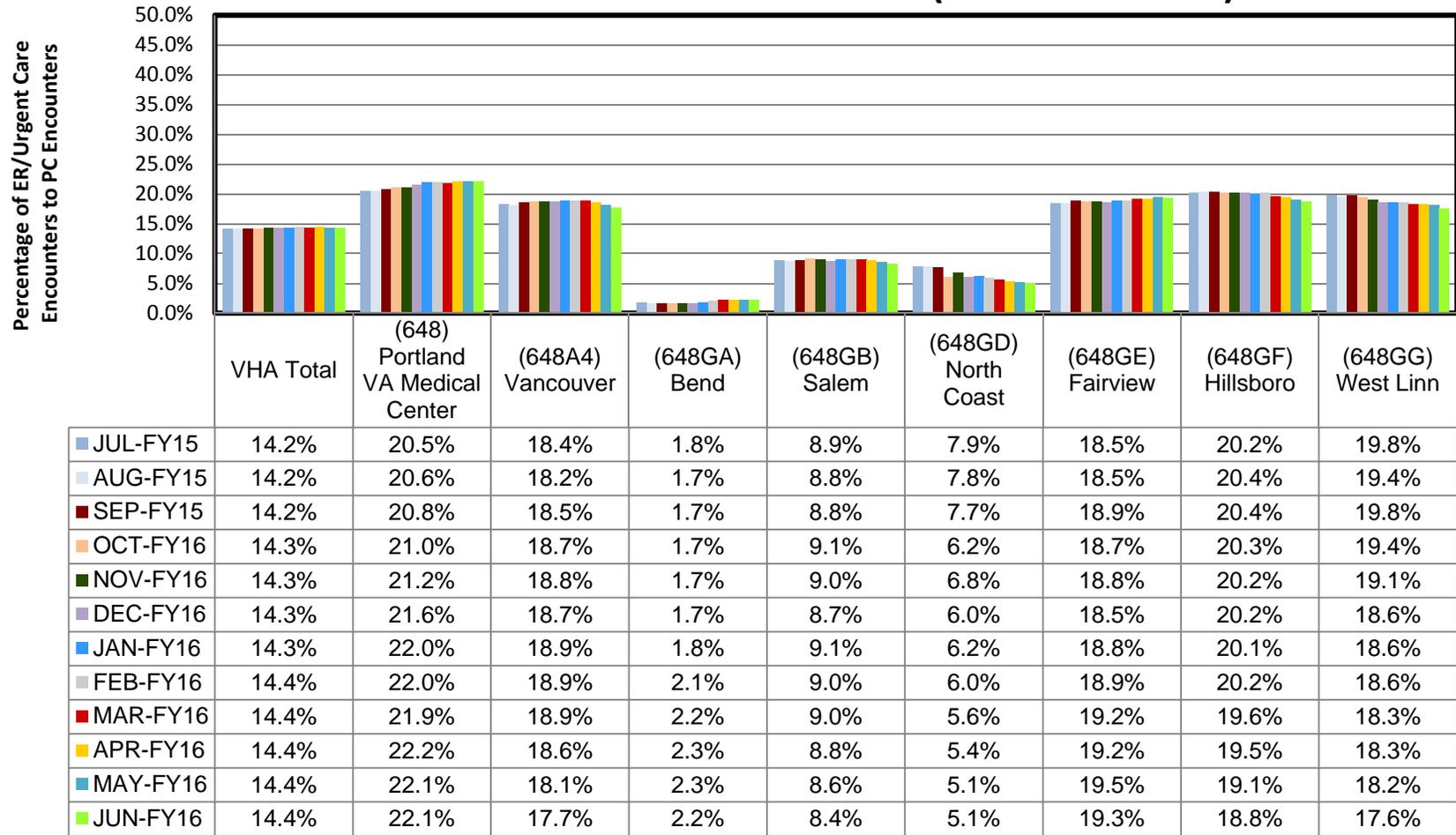
	VHA Total	(648) Portland VA Medical Center	(648A4) Vancouver	(648GA) Bend	(648GB) Salem	(648GD) North Coast	(648GE) Fairview	(648GF) Hillsboro	(648GG) West Linn
JUL-FY15	65.9%	54.7%	65.2%	91.3%	72.1%	50.0%	68.8%	52.2%	55.6%
AUG-FY15	69.4%	50.5%	64.0%	72.0%	80.0%	83.3%	69.5%	43.4%	72.1%
SEP-FY15	65.1%	59.4%	67.2%	76.5%	78.5%	100.0%	69.2%	33.3%	64.4%
OCT-FY16	64.3%	45.8%	52.5%	73.7%	65.6%	66.7%	52.0%	62.5%	71.6%
NOV-FY16	64.0%	45.5%	53.8%	61.1%	75.7%	88.9%	55.1%	57.1%	76.9%
DEC-FY16	62.3%	49.0%	40.0%	75.0%	60.3%	57.1%	52.5%	72.3%	58.2%
JAN-FY16	66.7%	62.2%	46.3%	58.8%	70.7%	50.0%	61.6%	71.4%	72.4%
FEB-FY16	66.9%	54.4%	50.9%	46.7%	73.3%	100.0%	68.8%	78.6%	77.1%
MAR-FY16	68.6%	68.1%	72.8%	22.2%	73.7%	87.5%	60.5%	85.3%	79.3%
APR-FY16	69.1%	67.7%	66.0%	46.2%	79.4%	94.7%	68.1%	79.7%	84.1%
MAY-FY16	64.5%	52.2%	68.8%	65.0%	78.4%	100.0%	54.9%	84.7%	86.2%
JUN-FY16	64.9%	51.5%	68.8%	42.1%	78.6%	91.7%	61.8%	65.8%	83.1%

Source: VHA Support Service Center

Note: We did not assess VA’s data for accuracy or completeness.

**Data Definition:** The percent of assigned PC patients discharged from any VA facility who have been contacted by a PC team member within 2 business days during the reporting period. Patients are excluded if they are discharged from an observation specialty and/or readmitted within 2 business days to any VA facility. Team members must have been assigned to the patient’s team at the time of the patient’s discharge.

### Quarterly Ratio of ER/Urgent Care Encounters While on Panel to PC Encounters While on Panel (FEE ER Excluded)



Source: VHA Support Service Center

Note: We did not assess VA’s data for accuracy or completeness.

**Data Definition:** This is a measure of where the patient receives his PC and by whom. A low percentage is better. The formula is the total VHA ER/Urgent Care Encounters While on Team (WOT) with a Licensed Independent Practitioner (LIP) *divided by* the number of PC Team Encounters WOT with an LIP **plus** the total number of VHA ER/Urgent Care Encounters WOT with an LIP.

**Prior OIG Reports**  
**[January 1, 2014 through January 1, 2017]**

***Facility Reports***

**Healthcare Inspection – Alleged Program Inefficiencies and Delayed Care, Veterans Health Administration’s National Transplant Program**

11/5/2015 | 15-00187-25 | [Summary](#) | [Report](#)

**Healthcare Inspection – Review of the Operations and Effectiveness of VHA Residential Substance Use Treatment Programs**

7/30/2015 | 15-01579-457 | [Summary](#) | [Report](#)

**Review of Alleged Delays in Care Caused by Patient-Centered Community Care (PC3) Issues**

7/1/2015 | 14-04116-408 | [Summary](#) | [Report](#)

**Community Based Outpatient Clinics Summary Report – Evaluation of Medication Oversight and Education at Community Based Outpatient Clinics and Other Outpatient Clinics**

6/18/2015 | 15-01297-368 | [Summary](#) | [Report](#)

## Veterans Integrated Service Network Director Comments

**Department of  
Veterans Affairs**

# Memorandum

**Date:** January 27, 2017

**From:** Director, Northwest Network (10N20)

**Subject:** **CAP Review of the VA Portland Health Care System, Portland, OR**

**To:** Director, Seattle Office of Healthcare Inspections (54SE)

Director, Management Review Service (VHA 10E1D MRS OIG CAP CBOC)

1. Thank you for the opportunity to respond to the proposed recommendations from the Clinical Assessment Program Review of the VA Portland Health Care System, Portland, Oregon.
2. Attached please find the facility concurrences and responses to each of the findings from the review.
3. Please note the facility's exception to the executive summary. VISN 20 concurs with the exception.
4. If you have additional questions or need further information, please contact [REDACTED], Chief Nurse Officer/Quality Management Officer at [REDACTED].



**Michael J. Murphy**

## Facility Director Comments

**Department of  
Veterans Affairs**

# Memorandum

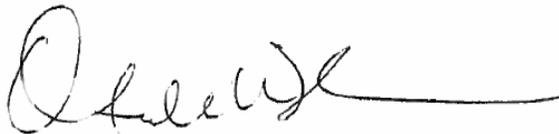
**Date:** January 25, 2017

**From:** Director, VA Portland Health Care System (648/00)

**Subject:** **CAP Review of the VA Portland Health Care System, Portland, OR**

**To:** Director, Northwest Network (10N20)

1. Thank you for the opportunity to review the report of the Office of Inspector General Clinical Assessment Program Review at the VA Portland Health Care System during the week of December 5, 2016.
2. We concur with the findings and recommendations in the report. However, we believe the narrative of the executive summary, specifically the reference to equipment not being clean, may cause undue concern for those who may read only the executive summary.
3. If you have additional questions or need further information, please contact [REDACTED], Chief, Quality, Safety, and Value Service at [REDACTED].



Michael W. Fisher

## Comments to OIG's Report

The following Director's comments are submitted in response to the recommendations in the OIG report:

### **OIG Recommendations**

**Recommendation 1.** We recommended that facility clinical managers ensure completion of at least 75 percent of all required inpatient utilization management reviews and that facility managers monitor compliance.

Concur

Target date for completion: July 2017

Facility response: Staffing for the utilization management office was increased to allow for completion of at least 75 percent of all required inpatient utilization management reviews. The completion of reviews will be tracked by the Nurse Manager of the Utilization Management Service and reported to the Utilization Management Committee to ensure ongoing compliance.

**Recommendation 2.** We recommended that facility managers ensure all health care occupancy buildings have at least one fire drill per shift per quarter and monitor compliance.

Concur

Target date for completion: April 2017

Facility response: The Safety Office will conduct at least one fire drill on each of the three shifts per quarter for all health care occupancy buildings on the Portland and Vancouver campuses. The Safety Manager will review the fire drill records and evaluations monthly to ensure compliance. This information will be reported quarterly to the Safety and Risk Management Committee to ensure sustained performance.

**Recommendation 3.** We recommended that facility managers ensure rolling equipment and exam table bases in patient care areas are clean and monitor compliance.

Concur

Target date for completion: June 2017

Facility response: The Environment of Care Specialist will create procedures for cleaning exam table bases and rolling equipment including tray tables, IV [intravenous] poles, BP [blood pressure] machine stands, and rolling lamps. All housekeeping staff will be educated on the cleaning procedures and the importance of keeping equipment

clean. The Environment of Care Specialist will perform rounds daily in different areas to ensure compliance. Data will be reported to the Safety and Risk Management Committee to ensure sustained performance.

**Recommendation 4.** We recommended that facility managers ensure clinicians consistently obtain all required laboratory tests prior to initiating anticoagulant medications.

Concur

Target date for completion: July 2017

Facility response: New warfarin anticoagulant order set for inpatient and outpatient care will be created and outpatient consults for warfarin anticoagulation therapy initiation will be revised to include the required laboratory tests. Blue text at the top of the warfarin ordering window will remind providers of the need to order the required laboratory tests before the initiation of warfarin. Staff in the areas impacted will be educated on the changes in the consult and order menus. The Anticoagulation Program Manager will monitor and report monthly to the Chief of Pharmacy to ensure compliance.

**Recommendation 5.** We recommended that for patients transferred out of the facility, providers consistently include date and time of transfer in transfer documentation and that facility managers monitor compliance.

Concur

Target date for completion: July 2017

Facility response: The transfer note template will be updated to include mandatory fields of date and time of transfer. Providers will be educated on the template change and the requirement to document the date and time of transfer. Compliance with the use of the template will be monitored by the Utilization Management Committee to ensure 90% or greater compliance is sustained.

**Recommendation 6.** We recommended that providers include all required elements in the history and physical and/or pre-sedation assessment and that facility managers monitor compliance.

Concur

Target date for completion: August 2017

Facility response: The pre-sedation/procedure CPRS [Computerized Patient Record System] templates will be reviewed and revised to ensure all required elements are included in the history and physical. All clinicians with privileges will be educated on the revised templates and the need for documentation of complete history and physical. Compliance with documentation of the history and physical will be monitored by the Operative and Invasive Procedures Committee to ensure 90% or greater compliance.

**Recommendation 7.** We recommended that providers re-evaluate patients immediately before moderate sedation for changes since the prior assessment and that facility managers monitor compliance.

Concur

Target date for completion: July 2017

Facility response: The sedation documentation form will be revised to include the re-evaluation of the patient immediately before moderate sedation for changes since the prior assessment. All clinicians with sedation privileges will be educated on the updated form and the need for re-evaluation of patients immediately before moderate sedation to assess for changes since the prior assessment. Compliance with documentation of the re-evaluation of the patient immediately before moderate sedation will be monitored by the Operative and Invasive Procedures Committee to ensure 90% or greater compliance is sustained.

**Recommendation 8.** We recommended that clinical managers ensure clinical employees who perform or assist with moderate sedation procedures have current Talent Management System training for the provision of moderate sedation care, ensure the training is documented, and monitor compliance.

Concur

Target date for completion: May 2017

Facility response: The Sedation Board will ensure that all clinical employees who perform or assist with moderate sedation procedures have current Talent Management System (TMS) training for the provision of moderate sedation care. Training will be documented in TMS. For staff with sedation privileges, the TMS sedation training will be tracked by the Sedation Board and Medical Profession Service at the time of privileging and re-privileging to ensure that it is completed as required. The TMS sedation training will be tracked as part of the annual competency assessment for non-LIP [licensed independent practitioners] sedation monitors. Compliance with documentation of current moderate sedation training in TMS will be monitored by Sedation Board and reported to the Operative and Invasive Procedures Committee to ensure 90% or greater compliance is sustained.

**Recommendation 9.** We recommended that the facility revise the policy on correct surgery and invasive procedures to include all elements of the timeout checklist required by Veterans Health Administration Directive 1039.

Concur

Target date for completion: August 2017

Facility response: The templates in the hospital policy on ensuring correct surgery and invasive procedures will be updated to include all elements of the timeout checklist

required by VHA Directive 1039. An improvement team, led by the Associate Chief of Staff for Patient Safety and Systems Redesign, will educate each area noted in the hospital policy of the updated templates.

**Recommendation 10.** We recommended that facility managers ensure the Community Nursing Home Oversight Committee includes representation by all required clinical disciplines.

Concur

Target date for completion: April 2017

Facility response: All members of the Community Nursing Home Oversight Committee were notified of the requirement to attend committee meetings, or if they are unable to attend, the responsibility to ensure an appropriate surrogate attends in their absence. Meeting invitations will include a statement reiterating the mandated attendance requirements. Attendance will be documented in the committee minutes. The chair of the Community Nursing Home Oversight Committee will monitor the attendance to ensure all required areas are represented.

**Recommendation 11.** We recommended that facility managers ensure the Community Nursing Home Review Team completes timely annual reviews and monitor compliance.

Concur

Target date for completion: April 2017

Facility response: The Community Nursing Home Oversight Committee will revise the Annual Review Process policy to include timeliness of reviews. The annual reviews will be tracked by the Community Nursing Home Review Team to ensure the annual reviews are completed within the required timeframe. Timeliness of annual reviews will be monitored by the Community Nursing Home Program Coordinator to ensure ongoing compliance.

**Recommendation 12.** We recommended that facility managers ensure social workers and registered nurses conduct and document cyclical clinical visits with the frequency required by Veterans Health Administration policy and monitor compliance.

Concur

Target date for completion: April 2017

Facility response: A report has been developed to identify those Veterans which require a face to face visit within the next two weeks. The data includes the last visit date and the discipline that completed that visit. This report will be used to ensure proper social worker and registered nurse rotation and frequency. Compliance will be monitored by the Community Nursing Home Program Coordinator and reported to the Community Nursing Home Oversight Committee to ensure sustained performance.

**Recommendation 13.** We recommended that facility managers ensure all employees assigned to high-risk areas receive additional Prevention and Management of Disruptive Behavior training as required within 90 days of hire and that the training is documented in employee training records.

Concur

Target date for completion: September 2017

Facility response: A management of disruptive behavior training workgroup, led by the Management of Disruptive Behavior Program Coordinator, was established on January 23, 2017. The workgroup is comprised of key stakeholders including representation from high-risk areas. This workgroup will implement a training program to include Prevention and Management of Disruptive Behavior level 4 training for high-risk areas. The training workgroup will ensure all employees receive additional training as required for their assigned risk area within 90 days of hire. The workgroup will also ensure that all current employees will receive training based on risk level. The training will be documented in the employee training record and the workgroup will monitor to ensure ongoing compliance.

**Recommendation 14.** We recommended that all members of the facility nursing expert panel receive the required training prior to the next annual staffing plan reassessment.

Concur

Target date for completion: Completed

Facility response: All facility expert nursing panel members have received the training except for 3 union members who have declined to complete the training. Note: It is not required to have union members on the expert panel. On January 19, 2017, the 3 union members were notified that they must complete the training or resign. On February 2, 2017, members who had not completed the TMS training were removed from the expert panel. We will continue to monitor the need for training for new members on an ongoing basis.

## OIG Contact and Staff Acknowledgments

<b>Contact</b>	For more information about this report, please contact the OIG at (202) 461-4720.
<b>Inspection Team</b>	Carol Lukasewicz, RN, BSN, Team Leader Craig Byer, MS, RRA Donna Giroux, RN Sarah Mainzer, BSN, JD Kara McDowell, RN, BSN John Rumbaugh, MA, MBA Monika Spinks, RN, BSN Susan Tostenrude, MS Robert Sproull, Resident Agent in Charge, Office of Investigations
<b>Other Contributors</b>	Elizabeth Bullock Lin Clegg, PhD Marc Lainhart, BS Jennifer Reed, RN, MSHI Larry Ross, Jr., MS Marilyn Stones, BS Mary Toy, RN, MSN Julie Watrous, RN, MS

## **Report Distribution**

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U.S. Senate: Jeff Merkley, Ron Wyden  
U.S. House of Representatives: Suzanne Bonamici, Earl Blumenauer, Peter Defazio,  
Kurt Schrader, Greg Walden

This report is available at [www.va.gov/oig](http://www.va.gov/oig).

## Endnotes

<sup>a</sup> The references used for QSV included:

- VHA Directive 1026, *VHA Enterprise Framework for Quality, Safety, and Value*, August 2, 2013.
- VHA Directive 1117, *Utilization Management Program*, July 9, 2014.
- VHA Directive 2010-025, *Peer Review for Quality Management*, June 3, 2010.
- VHA Handbook 1050.01, *VHA National Patient Safety Improvement Handbook*, March 4, 2011.
- VHA Handbook 1100.19, *Credentialing and Privileging*, October 15, 2012.

<sup>b</sup> The references used for EOC included:

- VA Handbook 6500, *Risk Management Framework for VA Information Systems – Tier 3: VA Information Security Program*, March 10, 2015.
- VHA Directive 1116(2), *Sterile Processing Services (SPS)*, March 23, 2016.
- VHA Directive 7704(1), *Location, Selection, Installation, Maintenance, and Testing of Emergency Eyewash and Shower Equipment*; February 16, 2016.
- Various requirements of The Joint Commission, Centers for Disease Control and Prevention, Occupational Safety and Health Administration, International Association of Healthcare Central Service Materiel Management, Health Insurance Portability and Accountability Act, National Fire Protection Association.

<sup>c</sup> The references used for Medication Management: Anticoagulation Therapy included:

- VHA Directive 1026; *VHA Enterprise Framework for Quality, Safety, and Value*; August 2, 2013.
- VHA Directive 1033, *Anticoagulation Therapy Management*, July 29, 2015.
- VHA Directive 1088, *Communicating Test Results to Providers and Patients*, October 7, 2015.

<sup>d</sup> The references used for Coordination of Care: Inter-Facility Transfers included:

- VHA Directive 2007-015, *Inter-Facility Transfer Policy*, May 7, 2007.
- VHA Handbook 1907.01, *Health Information Management and Health Records*, March 19, 2015.
- VHA Handbook 1400.01, *Resident Supervision*, December 19, 2012.

<sup>e</sup> The references used for Diagnostic Care: POCT included:

- VHA Handbook 1106.01, *Pathology and Laboratory Medicine Service Procedures*, October 6, 2008.
- VHA Handbook 1106.01, *Pathology and Laboratory Medicine Service (P&LMS) Procedures*, January 29, 2016.
- VHA Directive 1088, *Communicating Test Results to Providers and Patients*, October 7, 2015.
- The Joint Commission. *Comprehensive Accreditation Manual for Laboratories and Point-of-Care Testing*. Update 2. September 2010.
- Boaz M, Landau Z, Wainstein J. Analysis of Institutional Blood Glucose Surveillance. *Journal of Diabetes Science and Technology*. 2010;4(6):1,514–15. Accessed July 18, 2016.

<sup>f</sup> The references used for Moderate Sedation included:

- VHA Handbook 1004.01, *Informed Consent for Clinical Treatments and Procedures*, August 14, 2009.
- VHA Directive 1039, *Ensuring Correct Surgery and Invasive Procedures*, July 26, 2013.
- VHA Directive 1073, *Moderate Sedation by Non-Anesthesia Providers*, December 30, 2014.
- VHA Directive 1177; *Cardiopulmonary Resuscitation, Basic Life Support, and Advanced Cardiac Life Support Training for Staff*; November 6, 2014.
- VA National Center for Patient Safety. *Facilitator's Guide for Moderate Sedation Toolkit for Non-Anesthesiologists*. March 29, 2011.
- American Society of Anesthesiologists. Practice Guidelines for Sedation and Analgesia by Non-Anesthesiologists. *Anesthesiology*. 2002; 96:1004–17.
- The Joint Commission. Hospital Standards. January 2016. PC.03.01.01, EP1 and MS.06.01.03 EP6.

<sup>g</sup> The references used for CNH Oversight included:

- VHA Handbook 1143.2, *VHA Community Nursing Home Oversight Procedures*, June 4, 2004.
- VA OIG report, *Healthcare Inspection – Evaluation of the Veterans Health Administration's Contact Community Nursing Home Program*, (Report No. 05-00266-39, December 13, 2007).

<sup>h</sup> The references used for Management of Disruptive/Violent Behavior included:

- VHA Directive 2012-026, *Sexual Assaults and Other Defined Public Safety Incidents in Veterans Health Administration (VHA) Facilities*, September 27, 2012.
- Public Law 112-154. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012. August 6, 2012. 126 Stat. 1165. Sec. 106.
- Acting Deputy Under Secretary for Health for Operations and Management. "Meeting New Mandatory Safety Training Requirements using Veterans Health Administration's Prevention and Management of Disruptive Behavior (PMDB) Curriculum." memorandum. November 7, 2013.

<sup>i</sup> The references used for Nurse Staffing were:

- VHA Directive 2010-034, *Staffing Methodology for VHA Nursing Personnel*, July 19, 2010.
- VHA "Staffing Methodology for Nursing Personnel," August 30, 2011.

<sup>j</sup> The reference used for the Strategic Analytics for Improvement and Learning (SAIL) metric definitions was:

- VHA Support Service Center (VSSC), Strategic Analytics for Improvement and Learning (SAIL), accessed: October 3, 2016.

<sup>k</sup> The reference used for Patient Aligned Care Team Compass data graphs was:

- Department of Veterans' Affairs, Patient Aligned Care Teams Compass Data Definitions, accessed: February 25, 2016.