

Example Application of Cardiac Rehabilitation Performance Measures

The Really Good Cardiac Rehabilitation Program

Jane Doe, director of the Really Good Cardiac Rehabilitation Program, is committed to implementing cardiac rehabilitation performance measures in her local hospital and in her program. She plans a strategy to do so, using the following steps:

1. Jane sits down with her operations team to give a background on the cardiac rehabilitation performance measures and to ask for their support in implementing the measures locally. She gathers her team's suggestions and helps them work toward a consensus on how they will implement the performance measures.
2. **Assessment:** Before Jane and her team can implement the performance measures, they first make an assessment of what is currently happening in their hospital and in their program.

Inpatient setting:

- How are inpatients being referred to cardiac rehabilitation now?
- What percentage of eligible inpatients are being referred?
- Who are the key people to work with in the hospital to implement a strategy to improve referrals and to track referrals with the performance measures?
- Is there a quality of care committee that could help?
- What are the potential barriers to implementing the measures in the inpatient setting?

Outpatient cardiology practices:

- How are outpatients being referred to CR now?
- What are the potential barriers to implementing the measures in the outpatient setting?
- Are the cardiology outpatient practices currently collecting performance measure information?
- Do they know about performance measures?
- Are they part of the American College of Cardiology's PINNACLE Registry?
- Do they know how many of their eligible patients have been referred and participated in cardiac rehabilitation?

Outpatient cardiac rehabilitation programs:

- What is the flow of process steps that occur for each patient who is enrolled in the program, starting with the referral and ending with their completion of Phase 2 cardiac rehabilitation sessions?
 - Are the program staff currently collecting data that are included in the Cardiac Rehabilitation Performance Measures?
 - What are potential barriers to full implementation of the measures in the outpatient program?
3. **Plan:** Once Jane and her team have an understanding of the current status of the inpatient and outpatient practices, and of their own program, they start making a plan to implement the performance measures, in coordination with the people they have identified as potential collaborators in the hospital and outpatient practices. These plans might include:
- **Awareness campaign:** Letters, notices, articles, and other messaging options could be circulated to leaders and staff members so that they understand the purpose and importance of performance measures.
 - **Implementation steps:** Identify who will be collecting performance measure data, how it will take place, and how it will be reported. Get approval by appropriate committees and leaders. Start collecting data, and provide regular feedback of results to appropriate committees and leaders. Use results to help identify ongoing barriers to quality of care, and ways to overcome those barriers.
4. **Reassess:** As implementation takes place, new and better ways of carrying out data collection will be identified and implemented. This might include the use of quality assurance steps to make sure the data being collected are being collected in an accurate and reproducible way.
5. **Revise:** Continue with the ongoing cycle of continuous improvement.

Jane and her team stayed flexible, yet committed, as they went through these steps. Barriers and unexpected twists and turns occurred during the process of implementing the performance measures. Through their persistence, they gained added respect and appreciation from their colleagues in the hospital and cardiology practice settings. Cardiac rehabilitation referrals increased gradually, and the quality of their rehabilitation services also increased. Finally, they are able to now document the improvements that have occurred and that will occur, using the data collection steps they have implemented.

Life is good at the Really Good Cardiac Rehabilitation Program!