

THE QUALITY ACCELERATOR: BUILDING A CULTURE OF EXCELLENCE

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HomeCareCon 37th Annual
Conference & Trade Show





Melinda A. Gaboury, COS-C

MELINDA A. GABOURY, WITH MORE THAN 34 YEARS IN HOME CARE, HAS OVER 24 YEARS OF EXECUTIVE SPEAKING AND EDUCATING EXPERIENCE, INCLUDING EXTENSIVE DAY TO DAY INTERACTION WITH HOME CARE AND HOSPICE PROFESSIONALS. SHE ROUTINELY CONDUCTS HOME CARE AND HOSPICE REIMBURSEMENT WORKSHOPS AND SPEAKS AT STATE ASSOCIATION MEETINGS THROUGHOUT THE COUNTRY. MELINDA HAS PROFOUND EXPERIENCE IN MEDICARE PDGM TRAINING, BILLING, COLLECTIONS, CASE-MIX CALCULATIONS, CHART REVIEWS AND DUE DILIGENCE. UPIC, RA, ADR & TPE APPEALS WITH ALL MEDICARE MACS HAVE BECOME THE FOREFRONT OF MELINDA'S CURRENT IMPACT ON THE INDUSTRY. SHE IS CURRENTLY SERVING AS CHAIR OF THE THE ALLIANCE/HHFMA ADVISORY BOARD AND WORK GROUP AND IS SERVING ON THE BOARD OF THE HOME CARE ASSOCIATION OF FLORIDA AND THE TENNESSEE ASSOCIATION FOR HOME CARE. MELINDA IS ALSO THE AUTHOR OF THE HOME HEALTH OASIS GUIDE TO OASIS-E AND HOME HEALTH BILLING ANSWERS, 2025.

LEARNING OUTCOMES

Upon completing this session, participants will be able to:

- Define the key characteristics of a mature quality culture and evaluate their own organization's current maturity level.
- Explain the critical function of leadership in shaping, communicating, and modeling a quality-focused vision.
- Identify strategies for empowering employees to take ownership of quality and contribute to continuous improvement efforts.



HEALTHY COMPANY CULTURE LEADS TO

- ✓ Less turnover, decreased recruitment and onboarding costs
- ✓ Improved profitability
- ✓ More innovation
- ✓ Competitor advantages; people want to work for you
- ✓ Better adaptability and flexibility



SIGNS OF TOXIC WORK CULTURE

- ✓ Unfair treatment or discrimination
- ✓ Exclusionary behavior or cliques
- ✓ Lack of workplace trust and support among team members
- ✓ Excessive workload and unrealistic expectations
- ✓ Poor communication and lack of transparency
- ✓ High levels of stress and burnout
- ✓ High employee turnover
- ✓ Absence of purpose and pride in work



IMPACTS OF CULTURE ON ORGANIZATION QUALITY

Culture decides which is priority:

- ✓ Short-term profits *or* Long-term quality
- ✓ “Covering visits” *or* Compliance
- ✓ Judging staff *or* Encouraging learning and growth
- ✓ Creating more rules *or* Empowering staff
- ✓ Status quo *or* Innovation and improvement
- ✓ Workers *or* Leaders
- ✓ Workarounds *or* Best Practices
- ✓ Burnout and turnover *or* Work-life balance



IMPACTS OF CULTURE ON ORGANIZATION QUALITY

How this Translates into Organization Quality

- ✓ Agency onboarding and ongoing education
- ✓ Early correction of non-adherence to agency policies and processes
- ✓ Identifying KPIs and expectations
- ✓ Updating staff on performance and progress
- ✓ Adjusting strategies and implementing change management as needed
- ✓ Celebration of successes and milestones



COMPONENTS OF ORGANIZATION STRATEGIC PLAN

- ✓ Define organization goals and how you intend to achieve those goals
- ✓ Create committees or work groups
- ✓ Define short-term and long-term goals and objectives
- ✓ Identify which data you will use to monitor progress
- ✓ Develop strategies, specific actions, budget resources, and establish timelines for achievement of plan(s)
- ✓ Communication of the plan to staff for cohesiveness and teamwork
- ✓ Track progress
- ✓ Review and Revise plan periodically, based on new data



EMPLOYER – EMPLOYEE RELATIONSHIPS

Quality begins at the TOP - Executive Leadership sets the tone and provides resources

Leadership should:

- ✓ Appoint managers, including who will lead the organization's quality program
- ✓ Decide, with executive leaders, how often QAPI committee will present to the Governing Body regarding goals and progress
- ✓ Be visible to staff; facilitate open and effective communication and respect
- ✓ Practice what is "preached"



WHAT MANAGERS MUST KNOW TO STAY COMPLIANT

- ✓ Medicare Conditions of Participation (CoPs)
- ✓ State Laws and Regulations
- ✓ State Practice Acts
- ✓ Accreditation Standards
- ✓ Medicare Billing Manuals
- ✓ Insurance Contracts



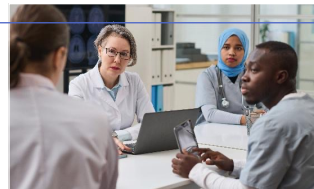
IMPORTANCE OF COMMUNICATION IN LEADERSHIP



Enhances Employee Engagement



Organizational Goals



Fosters Trust and Transparency



Increased Collaboration



Improves Quality of Leadership



**COMMUNICATION
IS KEY TO
LEADERSHIP**



EFFECTIVE MANAGEMENT AND DATA

- ✓ Facilitate Work
- ✓ Manage day-to-day patient care
- ✓ Staff management
- ✓ Referral source management
- ✓ Orders management
- ✓ Messaging to staff: impactful and data driven (rather than feelings)



SWOT ANALYSIS

Strengths

Weaknesses

Opportunities

Threats



SWOT ANALYSIS TEMPLATE	
STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS



STRENGTHS (INTERNAL, POSITIVE ATTRIBUTES OF YOUR CULTURE)

- ✓ What are the positive aspects of our company culture that employees appreciate and value?
- ✓ What unique cultural elements differentiate us and contribute to our success?
- ✓ How does our culture foster teamwork, collaboration, and open communication?
- ✓ In what ways does our culture promote innovation, creativity, and risk-taking?
- ✓ How does our culture support employee well-being, work-life balance, and overall job satisfaction?



WEAKNESSES (INTERNAL, NEGATIVE ATTRIBUTES THAT CAN HINDER YOUR CULTURE)

- ✓ What aspects of our company culture could be improved or reformed?
- ✓ Are there any inconsistencies between our stated values and daily practices or policies?
- ✓ How effectively are conflicts handled, grievances addressed, and constructive feedback provided?
- ✓ Are there any aspects of our culture that negatively impact employee morale, engagement, or productivity?
- ✓ What challenges are faced in terms of diversity, equity, inclusion, or creating a sense of belonging for all employees?



OPPORTUNITIES (EXTERNAL, ATTRACTIVE FACTORS THAT CAN POSITIVELY INFLUENCE YOUR CULTURE)

- ✓ How can current trends in the job market, technology, or societal values be leveraged to enhance your culture?
- ✓ Are there opportunities to implement new programs, training, or benefits that could strengthen your culture?
- ✓ Can you learn from other successful company cultures or adapt best practices to improve your own?
- ✓ How can external partnerships or collaborations be utilized to further develop your culture?
- ✓ What gaps or unmet employee needs can be addressed through cultural initiatives to improve employee satisfaction and retention?



THREATS (EXTERNAL, FACTORS THAT COULD NEGATIVELY IMPACT YOUR CULTURE)

- ✓ What external factors could threaten your current culture, such as competition for talent or economic downturns?
- ✓ Are there changes in regulations or laws that could negatively impact your cultural practices or policies?
- ✓ How are competitors' cultural practices influencing your ability to attract and retain top talent?
- ✓ Could negative external perceptions or media coverage negatively affect your company culture or reputation?
- ✓ Are there any shifts in employee expectations or societal values that could pose a threat to your existing cultural framework?



ELEMENTS OF ORGANIZATION STRATEGIC QUALITY PLAN

- ✓ Identify cultural priorities
- ✓ Use **data** to demonstrate what is important to your organization
- ✓ Prioritize cultural imperatives
- ✓ Safe and Effective Care
- ✓ Financial Viability
- ✓ Compliance and Best Practices
- ✓ Safety of Patients
- ✓ Great Outcomes



CHANGE – IT IS INEVITABLE!

When you're finished changing, you're finished.

-Benjamin Franklin

**Change is the law of life. And those who look only to the past
or present are certain to miss the future.**

-John F. Kennedy





Thank You for Participating!

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Have any questions?
Scan the QR Code to
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