

## Management of Quality and Patient Safety Activities

**QPS.01.00** A qualified individual(s) guides the implementation of the hospital's program for quality and patient safety, and manages the activities needed to carry out an effective program of continuous quality improvement and patient safety within the hospital.

## Measure Selection and Data Collection

**QPS.02.00** The quality and patient safety program staff support the quality indicator and measure selection process and provide coordination and integration of measurement activities throughout the hospital.

## Analysis and Validation of Measurement Data

**QPS.03.00** The quality and patient safety program includes the collection, aggregation, and analysis of data to support patient care, treatment, and services; hospital management; the continuous quality improvement program; and participation in external databases.

**QPS.03.01** The hospital uses an established, statistically sound process to validate data as a component of its quality and patient safety program.

**QPS.03.02** Individuals with specialized experience, knowledge, and skills systematically aggregate, validate, and analyze data in the hospital.

**QPS.03.03** The data analysis process includes at least one evaluation of the clinical, financial, and operational impact of hospitalwide improvement priorities per year.

**QPS.03.04** The hospital identifies undesirable trends and variation, and always conducts an intensive analysis, or a comprehensive systematic analysis, when these are evident from its data collection.

## Gaining and Sustaining Improvement

**QPS.04.00** The hospital achieves and sustains improvement in quality and safety.

**QPS.04.01** The hospital uses an ongoing program of risk management, overseen by qualified individuals with the appropriate experience, knowledge, and skills, to identify and proactively reduce unanticipated adverse events, and other safety risks to patients and staff.

# Standards, Intent, and Measurable Elements

## *Management of Quality and Patient Safety Activities*

### Standard QPS.01.00

A qualified individual(s) guides the implementation of the hospital's program for quality and patient safety, and manages the activities needed to carry out an effective program of continuous quality improvement and patient safety within the hospital.

### Intent of QPS.01.00

The effectiveness of a hospital quality and patient safety program is dependent on competent and effective leaders to implement it. The governing entity approves the program, and leaders provide the resources to implement the program. Capable guidance and management to carry out the program is necessary to make continuous quality improvement a part of how the hospital meets its mission and strategic priorities. One or more qualified individuals must oversee the operation of the program. This takes knowledge and experience in the many facets of data collection, aggregation, validation, and analysis, and in implementing sustainable

improvements. The individual(s) with oversight for the quality and patient safety program also selects quality and patient safety program staff with qualifications and capabilities needed for the program.

Some of the key quality and patient safety program individuals, such as physician champions or nurse quality team leaders, may be located within a department/service in the hospital and need to be supported by the quality and patient safety program. The quality and patient safety program staff also understand how to take the hospitalwide priorities and the department/service-level priorities and turn them into a coordinated overall program. The quality and patient safety program staff coordinate and organize measures throughout the hospital and provide support with measurement activities related to hospital priorities.

Training and communication are essential. The quality and patient safety program staff help to support data collection throughout the hospital by assisting with data collection issues such as creating forms to collect data, identifying which data to collect, how to validate data, and creating reports. Staff throughout the hospital may need assistance in data validation and analysis, implementing improvements, and evaluating if the improvements were sustained. The quality and patient safety program staff are thus constantly involved in training and communicating quality and patient safety issues throughout the hospital. The hospital must define the necessary qualifications for its quality and patient safety program leaders and staff, in accordance with laws and regulations, national health care industry standards, and other applicable requirements. For example, the hospital may determine that it is necessary for the program leader and staff to have expertise in methodologies such as Lean; Six Sigma; Design, Measure, Analyze, Improve, and Control (DMAIC); Plan-Do-Study-Act / Plan-Do-Check-Act (PDSA/PDCA); and others, as well as minimum degree requirements, clinical licensure, or specific experience.

### Measurable Elements of QPS.01.00

1. Hospital leaders select a qualified individual(s) who is experienced in the methods and processes of improvement to lead the implementation of the hospital's quality and patient safety program. (*See also* GLD.06.00, ME 1; GLD.04.00, ME 3; PCI.08.00, ME 1)
2. The individual(s) leading the quality and patient safety program selects and supervises qualified staff for the program.
3. © The quality and patient safety program provides support and coordination to department/service leaders for like measures across the hospital and for the hospital's priorities for improvement. (*See also* GLD.04.00, ME 1; QPS.03.03, ME 1)
4. The quality and patient safety program implements a training program for all staff that is consistent with staff members' roles in the quality and patient safety program.
5. The quality and patient safety program is responsible for the regular communication of ongoing performance, results of data analysis, and results of quality improvement efforts to all staff.
6. The hospital defines the qualifications for its quality and patient safety program leaders and its staff.

## Measure Selection and Data Collection

### Standard QPS.02.00

The quality and patient safety program staff support the quality indicator and measure selection process and provide coordination and integration of measurement activities throughout the hospital.

#### Intent of QPS.02.00

Quality indicator and measure selection is a leadership responsibility, and all departments and services—clinical and managerial—select measures related to their priorities, in accordance with applicable laws and regulations, national health care industry standards, or other requirements such as those of health care insurers. The quality and patient safety program described in these QPS standards plays an important role in helping