Chapter 18

Quality and Safety

Definitions (1 of 3)

- Benchmarking
- Continuous quality improvement
- Evidence-based practice
- Fair and just culture
- Lean enterprise
- Six Sigma
- Patient activation
- Patient engagement

Definitions (2 of 3)

- Patient safety practices
- Performance measure
- Performance measurement system
- Performance/quality improvement program
- PDSA
- Quality
- Health care quality
- Quality indicators

Definitions (3 of 3)

- High reliability organization
- Risk adjustment
- Enterprise risk management (ERM)
- Sentinel event
- Standards
- Structure standards and measures
- Process standards and measures
- Outcome standards and measures

Health Care Quality in a New Millennium

- Obligation to provide evidence-based and consumer- and family-centered care
- Adaptation of industrial improvement models to health care organizations
- National Demonstration Project on Quality Improvement in Health Care
- Institute of Health Care Improvement
- TJC, IOM, HMD, CQI, CQHCA

Tenets of Health Care Quality (1 of 2)

- Processes and systems are the problems, not people

- Standardization of process is key to managing work and people

- Quality can be enhanced only in safe, non-punitive work cultures

Tenets of Health Care Quality (2 of 2)

- Quality measurement and monitoring is everyone's job
- Quality monitoring is part of an organization's culture
- Include consumers and stakeholders
- Consensus of all stakeholders must be gained
- Health policy should include continuous enhancement of quality

Interprofessional Collaboration

- Collaboration in the workplace
- Code of ethics for nurses with interpretive statements
- Conflict
- Collaborative interdisciplinary relationships
- Industrial models of quality

Industrial Models of Quality

- Shewhart's PDCA Mode
- Three-Pronged Approach
- Crosby's View of Quality
- Deming's 14 Points of Quality

Universal Steps in Quality Planning

- Identify customers and target markets.

- Discover hidden and unmet customer needs.

- Translate these needs into product or service requirements: a means to meet their needs (new standards, specifications, etc.).

- Develop a service or product that exceeds customers' needs

- Develop the processes that will provide the service, or create the product, in the most efficient way

- Transfer these designs to the organization and the operating forces to be carried out

Standards of Quality

- Structure Standards and Measures

- Process Standards and Measures

- Outcomes Standards and Measures

National Repositories of Performance Measures

- National Database for Nursing Quality Indicators (NDNQI)
- Agency for Healthcare Research and Quality's National Quality Measures Clearinghouse
- National Quality Forum
- Leapfrog Group
- National Guideline Clearinghouse
- The Cochrane Library
- Specialty professional associations and societies

Quality and Safety Performance Improvement Models

- Six Sigma
- Lean Enterprise
- Malcolm Baldrige National Quality Award Program
- High-reliability organizations
- American Nurses Credentialing Center Magnet Designation
- Planetree

Costs Associated With Wastes in Health Care

- Failures of care deliver
- Failures of care coordination
- Overtreatment
- Administrative complexity
- Pricing failures
- Fraud and abuse
- Cost ranges from $760-$935 billion annually

Institute of Medicine Report: *Crossing the Quality Chasm*

- Recommended that Congress establish a Health Care Quality Innovation Fund to support projects that:
  - Achieve the six aims of safety, effectiveness, patient-centeredness, timeliness, efficiency, and equity
  - Produce substantial improvement in quality for the priority conditions

Institute of Medicine Report: *Leadership by Example*

- Major findings:
  - Lack of consistency in performance measurement requirements
  - Programs not using standardized measures
  - No conceptual framework to guide selection of performance measures
  - Medicare, Medicaid, and the State Children's Health Insurance Program lack computer-based clinical data
  - Lack of commitment to transparency and openly sharing information on safety and quality

Current Issues and Trends

- Mission, Vision an Core Values
  - ➤ Responsible for managing change
  - ➤ Must be communicated effectively
  - ➤ Foundation for quality and safety
  - ➤ Frame the organization's culture

Nurse Leader's
Health Care Quality Toolbox

- Data collection tools
- Control chart
- Cause-and-effect diagram or fishbone diagram
- Flowchart
- Pareto chart
- Scatter diagram

Patient Safety

- TJC, voluntary accreditation program
- Established a set of performance standards for hospitals to follow in order to become accredited
- Used *10-Step Process for Quality Assurance*
- *Improving Organizational Performance*
- TJC surveys conducted on an unannounced basis

Creating an Environment of Health Care Safety

- Learning risk identification, analysis, and error reduction
- Embracing non-punitive error reporting
- Advocating for a non-punitive culture
- Encouraging vigilance in identifying potential risks
- Creating partnerships with patients to promote communication about safety issues
- Becoming a role model in practicing safety concepts

Accreditation and Influences on Quality and Safety (1 of 2)

- Quality and safety are crucial aspects of health care delivery.
- Standards must be meet by health care organizations for reimbursement

Accreditation Influences on Quality and Safety (2 of 2)

- Private accreditation organizations
  - TJC
  - AAAHC
  - CHAP
  - HFAP
  - CARF International
  - URAC
  - NCQA

Health Care Enterprise Risk Management

- Risk management programs
- Preventing future losses
- Quality improvement efforts
- Risk managers as "first responders"
- Enterprise risk management

Patient Safety Event Reporting

Key attributes of an effective incident report:

- Supportive environment for event reporting
- Privacy for staff who report occurrences
- Reports received from broad range of personnel
- Summaries of reports disseminated in a timely fashion
- System in place for reviewing reports and developing action plans

Educating Nurses About Quality and Safety

- Quality and Safety Education for Nurses (QSEN)
  - Patient-centered care
  - Teamwork and collaboration
  - Evidence-based practice
  - Quality improvement
  - Safety
  - Informatics

Advancing Quality and Safety Policy

- Nursing Alliance for Quality Care (NAQC)
  - ➤ Partnership among nursing organizations, consumers, and other stakeholders to advance quality, safety, and value of consumer-centered health care

Question #1

All of the following are true in regard to a high-reliability organization except:

A. There is a reluctance to simplify.
B. There is a preoccupation with failure.
C. The environment is highly structured.
D. The organization is committed to resilience.