



Introduction to Quality and Quality Improvement in Healthcare for Nurses



Carla Johnson, RN, BSN, ACRN
Nurse Consultant, CDC
Division of Global HIV/AIDS

Learner objectives

1. Understand basic quality terms
2. Become familiar with the building blocks of a quality management program
3. Understand the basics of QI concepts and methodology
4. Appreciate the vital role nurses play in achieving and maintaining a high quality of patient care

Quality: A Definition

“the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.”

Institute of Medicine. 1990. Medicare: A Strategy for Quality Assurance, Vol. 2. ed. Kathleen Lohr. Washington, D.C.: National Academy Press

Defining Quality in Healthcare

- Quality is in the eye of the beholder
- Doing the right thing, at the right time, in the right way, to achieve best possible results

Example: What is Quality Care for Patients on Antiretroviral Therapy?

- Everyone who needs treatment receives it
- Everyone who receives treatment is retained in care
- Everyone in care has a good clinical outcome

Quality Terms

Quality management (QM): all activities involved in developing, implementing, and sustaining a quality program. Also called TQM, or Total Quality Management

Quality assurance (QA)	Monitoring standards and compliance, with action plans for non-compliance
Quality improvement (QI)	Activities aimed at improving processes to enhance the quality of care and services. Also called CQI, or Continuous Quality Improvement

System Approaches to Improving Health Care Quality

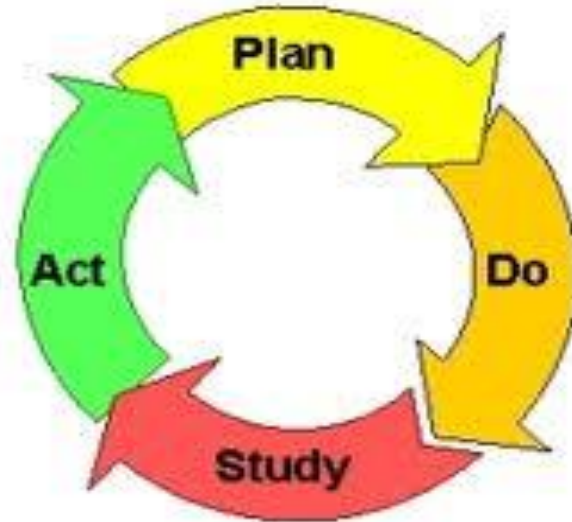
- Accreditation
- Certification
- QM programs with QI activities
- Improvement collaboratives
- Licensing
- Clinical mentoring
- Patient and community engagement
- Performance-based incentives
- Standards and evidence-based guidelines
- Standards-based management and recognition (SBM-R)
- Supportive supervision or inspection
- Training

QM Program Essentials

- standards-based, written strategy or plan that is regularly updated
- measurable indicators and goals or targets
- system for collection, analysis and reporting of data, with compliance thresholds to guide QI activities
- mechanisms for reporting, follow-up on QI activities, sharing results with stakeholders, and sharing best practices
- engagement of leadership, staff, and with consumers, their families, and the community
- incentives and motivation
- scale-up plan
- sustainability plan

Quality Improvement (QI) in Healthcare

Quality improvement (QI) is



A cyclical process of measuring and improving a process or processes within a system

QI is not research, or is it?

	AIM	DATA	STRATEGY
QI	Improve processes that lead to improved care and services	Just enough Real-time data collection and use	Small cycles of change New action plan or spread the gains
RESEARCH	Gain new knowledge May lead to improved care and services or further research	Large sampling	One large test

What QI does...

- Focuses on **SYSTEMS, PROCESS, and OUTCOMES**
- Relies on **ACTIVE USE OF DATA**
- Starts with small tests of **CHANGE** to produce **RESULTS**
- Enhances **COMMUNICATION & ACCOUNTABILITY**
- Promotes **OWNERSHIP**
- Emphasizes **SYSTEMS STRENGTHENING**

“Every system is perfectly designed to get exactly the results it gets.”

Paul Batalden, M.D.

“Most problems are found in processes and systems, not in people”



How Processes Fail

- Poor design
- Too complex
- Not well understood by those who work in them
- Not set up to deliver what the stakeholders require
- Monitoring and measuring without thresholds for improvement
- No follow through on QI activities

Common Process Monitoring and Analysis Methods

Monitoring

- Process and Patient Flow Mapping
- Time studies
- “Walk through” as a patient or the “patient journey”
- Quality indicators (patient care, environment of care)

Analysis

- Cause and Effect Diagram (fishbone)
- Root Cause Analysis
- Pareto Diagrams
- Gap Analysis

Model for Improvement

Is there a problem?

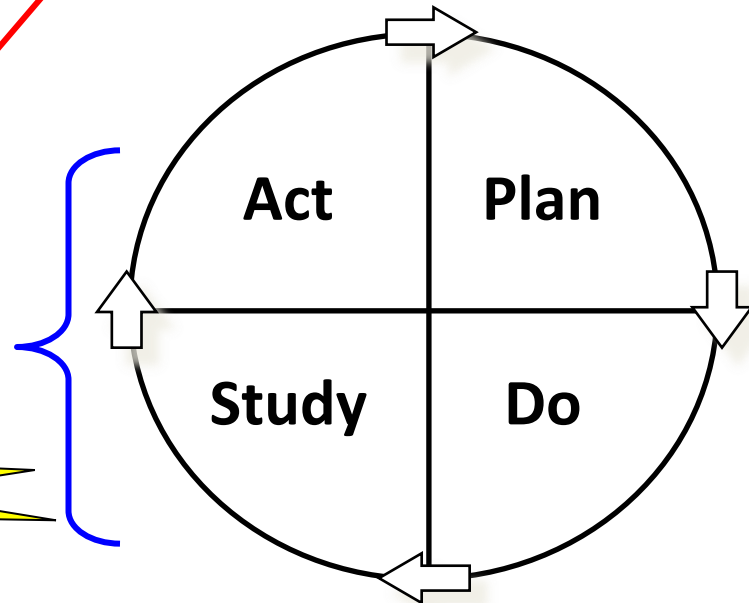
1. Determine problem or agree on goal
2. Measure baseline
3. Discuss reasons for baseline status
4. Set target objective
5. Make a plan (including measurement)

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

JUST DO IT!!



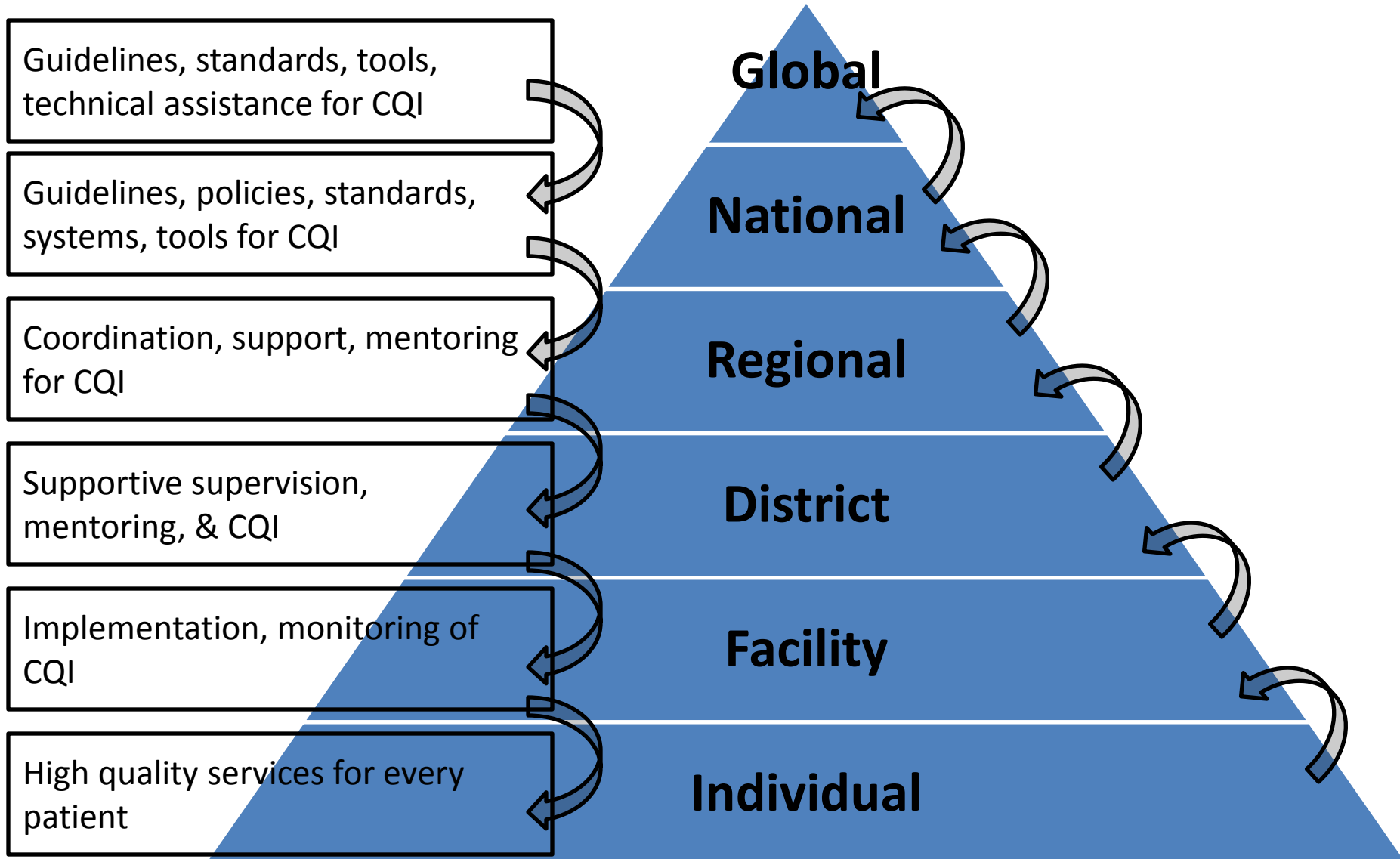
How to go about doing a QI Project

- Step 1: Identify and meet with the **right stakeholders**
- Step 2: Agree on **problem** statement and **goal**
- Step 3: Get or review **baseline data** and clarify issues, understand reason for gaps
- Step 4: Agree on action **PLAN** with measureable indicators and targets.
- Step 5: Assign roles, responsibilities, and timelines
- Step 6: **DO**
- Step 7: **STUDY** results
- Step 8: Take **ACTION** to spread the gains, or revisit action plan

The key is to achieve continual improvement through small, incremental changes



Continuous Quality Improvement at Every Level – for Epidemic Change



The Vital Role of Nursing in Quality of Care

- “Nurses represent the largest group of healthcare providers in the world (Benton, 2009)
- They are well-positioned to serve on the front lines of QI, since they spend the most time with the patient
- They are the “heart and soul of the hospital”
- They are also the “eyes and ears” of the facility
- They are in a good position to positively influence a patient’s safety, experience, and outcomes.

Challenges Specific to Nurses' Involvement in Quality Improvement

- Pre-service and inservice education does not always include QI principles and methodologies
- Staffing shortages
- Lack of support and resources from leadership
- Lack of access to performance data
- QI considered an extra duty, more work, not integral to care

Supporting the Nurses in Role in QI

- Include quality principles and methodologies in pre-service and inservice education
- Leadership at all levels is actively engaged in the work;
- Set expectations for all staff—not just nurses—that quality is a shared responsibility;
- Hold staff accountable for individual roles;
- Inspire and use physicians and nurses to champion efforts;
- Collect and routinely review performance data , and use data for improvement
- Providing ongoing, visible and useful feedback to engage staff effectively

References

1. Baily, M. et al. 2006. The Ethics of Using QI Methods to Improve Health Care Quality and Safety: a Hastings Center Special Report. Hastings Center Report. July-Aug 2006
2. Draper, D., et al. *The Role of Nurses in Hospital Quality Improvement*. Center for Studying Health System Change. NO. 3. , March 2008
<http://www.hschange.com/CONTENT/972/>
3. International Council of Nurses. Fight or Flight: Survey Shows Mounting Workplace Challenges Require Attention to Keep Nurses from Leaving.
<http://www.icn.ch/es/news/fight-or-flight/>
4. Leatherman et al. 2010. *The role of quality improvement in strengthening health systems in developing countries*. International Journal for Quality in Health Care 2010: 1-7
5. USAID Health Care Improvement Project. 2010. Finding Common Ground: Harmonizing the Application of Different Quality Improvement Models in Maternal, Newborn, and Child Health Programs. USAID Healthcare Improvement Project; Bethesda, MD. University Research C, LLC (URC).

Learning Resources

- Institute for Healthcare Improvement
www.ihl.org
- Healthcare Improvement Initiative
www.hci.org
- HEALTHQUAL
www.HEALTHQUAL.org
- National Quality Center
www.nqc.org