

Nursing Fellowship in Quality and Patient Safety

Enhancing the Role Bedside Nurses Play in Quality Improvement

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The purpose of developing a Fellowship Program was to provide in depth education and experience in quality and patient safety to nurses at the bedside. Applications are solicited from each nursing division which includes a written essay.

The program is designed to meet specific objectives over a six day period of time; twice a month for three months. The program includes didactic content and opportunities for active participation. The nurses interact with a variety of key people devoted to the improvement of quality, patient safety, and risk management.

The program is evaluated in several ways including daily reviews, an overall program evaluation and input from Nurse Managers and Associate Directors. The evaluation results and recommendations are presented to the Fellowship participants and nursing leadership.

At the end of the program, the nurses are able to articulate what they have learned as well as their perceptions and recommendations for moving forward in their role as unit quality representatives.

The overall perspective gained from the program is that communication is the path to change and improvement. The nurses describe a better understanding of the processes related to quality improvement and the value of small tests of change. The value of being part of a team approach to improve patient care promotes a sense of cohesiveness within the hospital.

Why nurses need to be involved in Healthcare Quality

- Nurses are pivotal to hospital quality improvement
- "Never Events" – "Pay for Performance"
- The role and influence of nurses in quality improvement is increasing
- Hospitals are challenged in their support of nurses as quality improvement champions
 - Nurses provide bedside leadership
 - Implement quality and patient safety culture
 - Build teamwork
 - Identify interventions that decrease risk to patients from procedures
 - Facilitate safety reporting and incident reporting
 - Hospitals need data driven decision making
 - Risk assessment/risk reduction strategies need to be ongoing and consistent
 - Quality improvement methodology in healthcare is a learned skill

Staff Nurses' Reasons for Attending the Fellowship Program

- Expressed interest in quality
- Desire to improve practice
- Opportunity to obtain knowledge/better understanding of quality
- New experience/challenge/growth
- Learn the function of a CQI team

Program Experiences

- Nursing Quality Management Council
- Nursing Service Quality meeting
 - Participation in a clinical peer review case discussion
- FMEA training
- Joint Commission Mock Tracer
- Application of quality improvement methodology in project development

Nursing Fellowship in Quality and Patient Safety Program Objectives:

1. Describe the hospital's and nursing's quality structure and the function of the various committees that oversee quality and safety of patient care.
2. Correlate the objectives of the Fellowship program to the Magnet framework for nursing practice and research.
3. Differentiate the intent of a Root Cause Analysis and a Failure Mode and Effects Analysis by participation in actual or mock sessions.
4. Identify areas of compliance and/or opportunities for improvement with standards and patient safety goals by participating in a mock Joint Commission tracer survey.
5. List three elements of the Baldrige Criteria and identify organizations that address quality and safety
6. Correlate the IHI initiatives to the measurement of patient outcomes at SBUMC.
7. Review and analyze discussions that occurred at a Nursing Quality and Outcomes Management Council meeting.
8. Identify clinical quality issues and action plans by attending a Clinical Practice Peer Review case presentation.
9. Discuss how quality management and continuous quality improvement translate to the unit level.
10. Demonstrate the ability to utilize data for identification of trends, development of action plans and evaluation of quality improvement activities.
11. Develop an idea for a quality improvement project or activity that can be applied to a clinical service.
12. Communicate how the Fellowship program content will be utilized in the clinical setting to nursing leadership.

Staff Nurse Impressions

- Where staff nurses fit in the hospital structure
- How regulatory agencies hold hospitals accountable for quality care
- Role of quality departments in the overall operation of the hospital
- How different departments work together on quality projects
- Importance of standardization of care
- Impact of revised CMS guidelines on cost and reimbursement
- How the FMEA process focuses on risk reduction strategies
- How RCA of sentinel events improves quality and patient safety

Staff Nurses Articulate a New Perspective

- Feel less like an observer
- Are able to identify resources
- Will utilize a mentor for project development
- "Life altering" experience
 - Seeing the hospital as a whole via the tracer experience
 - Seeing the impact of a unit's quality committee commitment on patient care improvement

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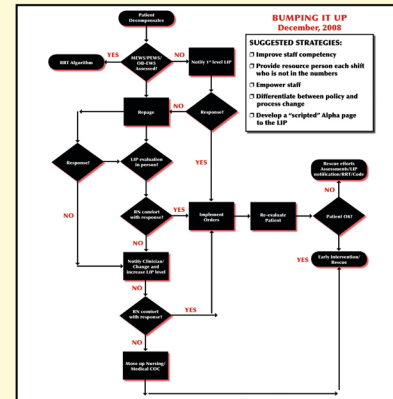
STAFF NURSE RECOMMENDATIONS

Communication to all Staff Nurses

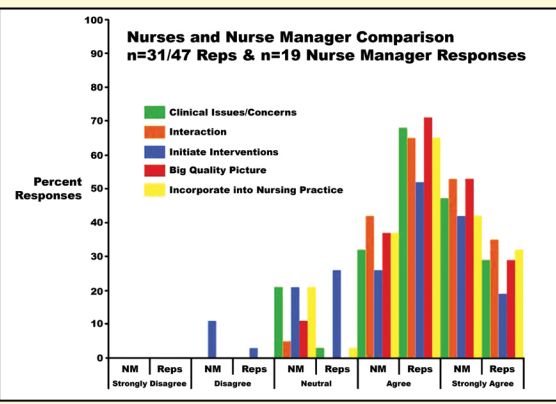
- Attend hospital quality meetings
- Develop a monthly unit specific report
- Participate in hospital wide quality initiatives
- Attend scheduled of "Spotlight" programs
- Distribute a written review of previous Spotlight topics
- Form CQI teams on each unit

Fellowship Evaluation Results

- Offer the Fellowship program twice a year
- Have all current unit staff nurse quality representatives complete the program
- Extend the program to accommodate additional topics/skills/practice
- Incorporate a selected quality project into the learning experience
- Standardize unit education to utilize PDCA methodology



Staff Nurse Quality Rep Role
1 Year Evaluation
MARCH 2009



Role of Staff Nurse Quality Representative

- Resource to unit Nurse Managers
- Resource to staff nurse colleagues
- Standardizes communication of nursing quality data to leadership and staff
- Initiates and participates in unit quality projects
- Participates in division-wide data collection and auditing

OPPORTUNITIES FOR ROLE DEVELOPMENT

Utilize Unit Specific/Nurse Sensitive Data in Quality Improvement

- Create data
- Analyze data
- Report and communicate data
- Act on data
- Benchmark data

Nursing Quality Representative Audit: Staff Knowledge of Performance Improvement n = 34 units

