

The Quality Improvement Environment



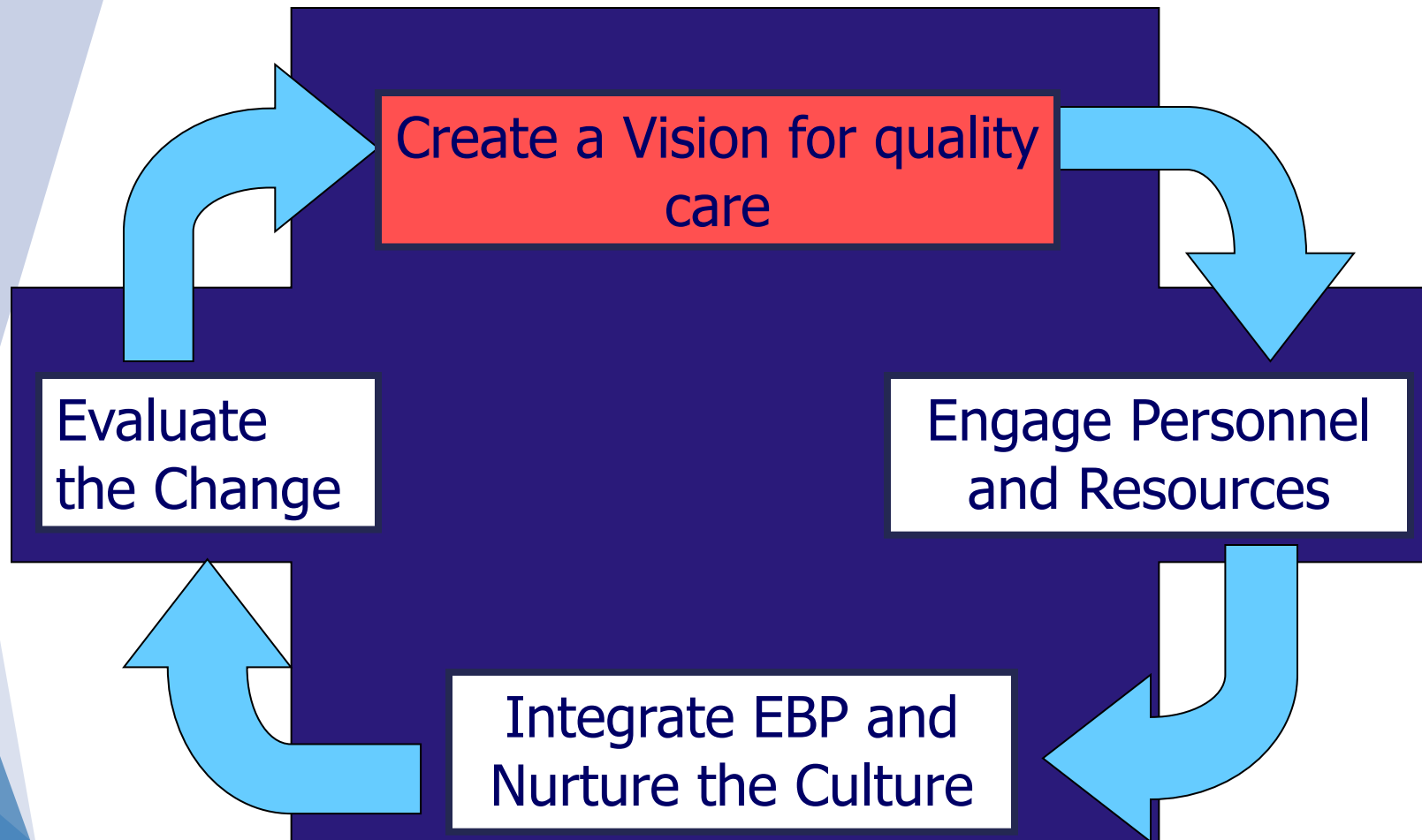
Marilyn Hockenberry PhD, RN-CS, PNP, FAAN
Professor of Pediatrics
Baylor College of Medicine

Director, Global HOPE Nursing

Objectives

- Appraise key factors that influence evidence-based quality care.
- Review strategies for creating a vision for a quality improvement approach to care.
- Evaluate ways to influence change (how to move change).

QI Environment*



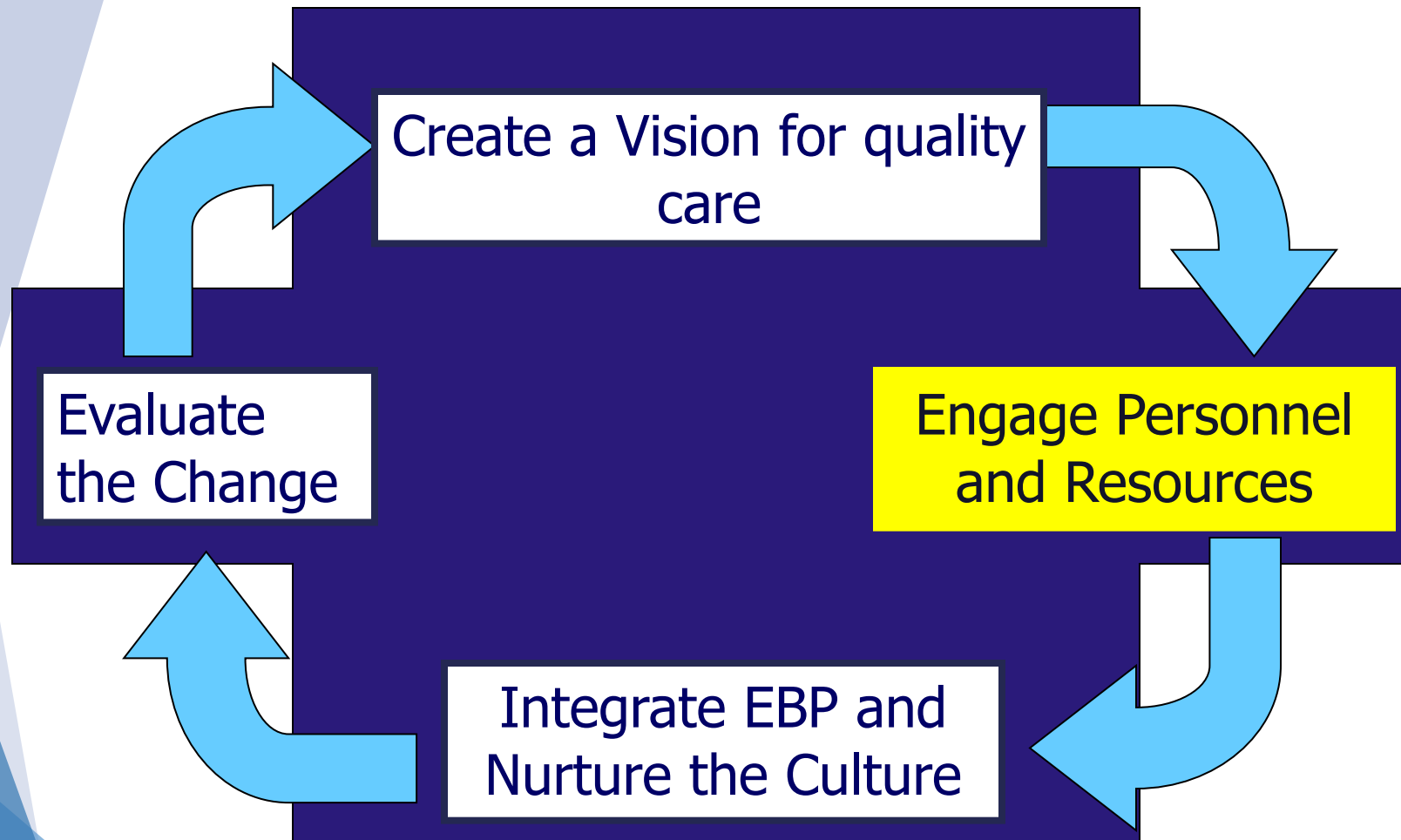
Principles of Evidence Based Practice and Quality Improvement

* Hockenberry, Walden, Brown, Barrera 2005

What is the Vision?

Shared mental framework that gives substance to the goals that transform a health care environment into a culture of quality care

QI Environment*



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Engagement

- The process of working collaboratively with groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the working environment.



Why Collaborate?

- Studies show that certain characteristics of nurse-physician relationships correlated directly with patient care quality
 - Collegiality
 - Collaboration
- Collaboration increases satisfaction of health care providers



(Kramer & Schmalenberg, 2003)

Collaboration and Practice Outcomes

Associated with decreased patient mortality, fewer transfers back to ICU, reduced costs, decreased length of stay, patient satisfaction, higher nurse autonomy, retention, nurse-perceived high-quality care, nurse job satisfaction.

(Baggs, et al, 1992, 1999; McMahon et al, 1994; Larson, 1999; Larrabee et al, 2004; Schmalenberg et al, 2005)

Collaborative Relationships

- Mutual power
- Trust
- Respect
- Good communication

Promoted by:

Shared rounds, open communication,
interactions over time

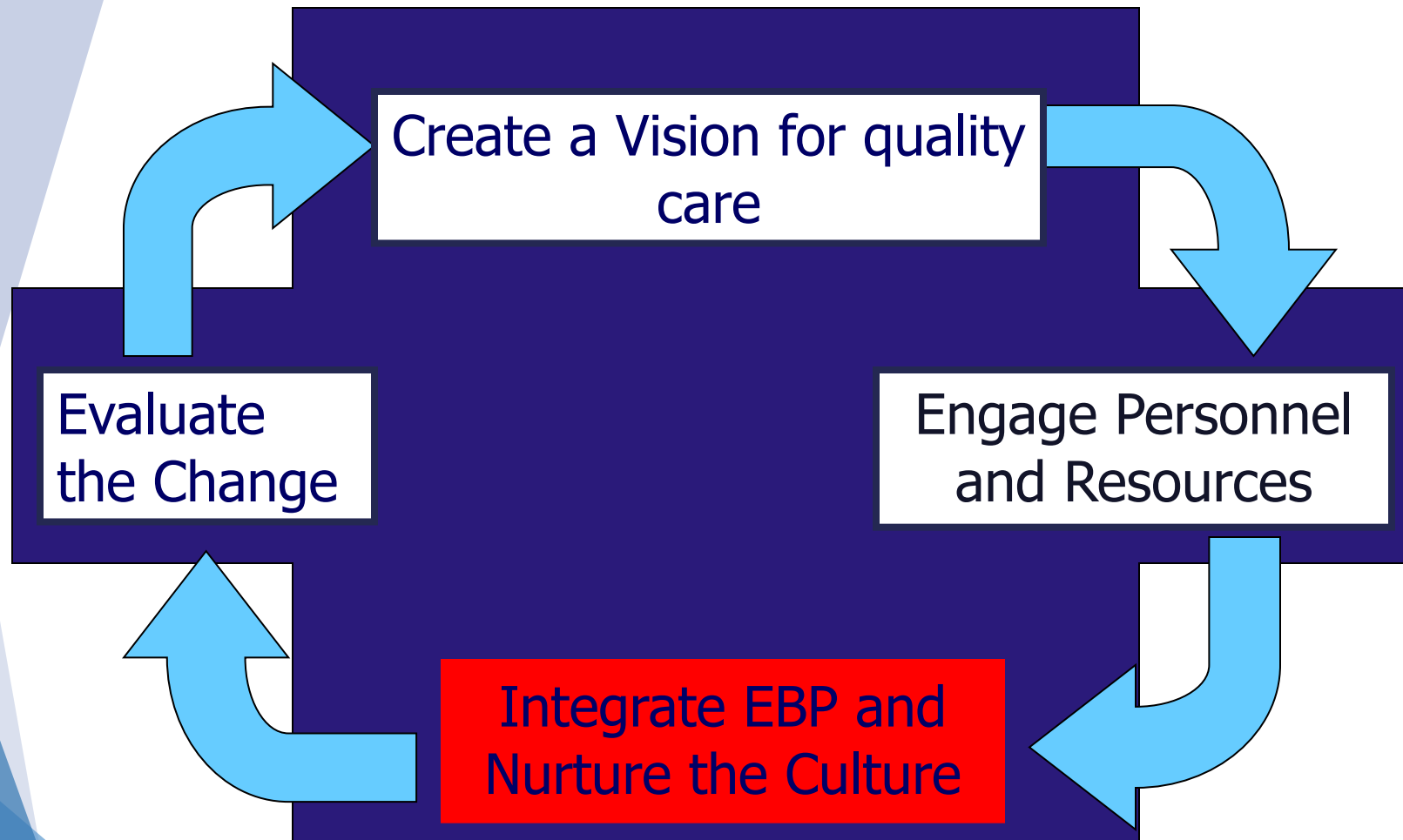


Developing Collaboration

- Respect others
- Value expertise
- Listen to others
- Manage conflict wisely
- Avoid negative behaviors
- Organize
- Motivate



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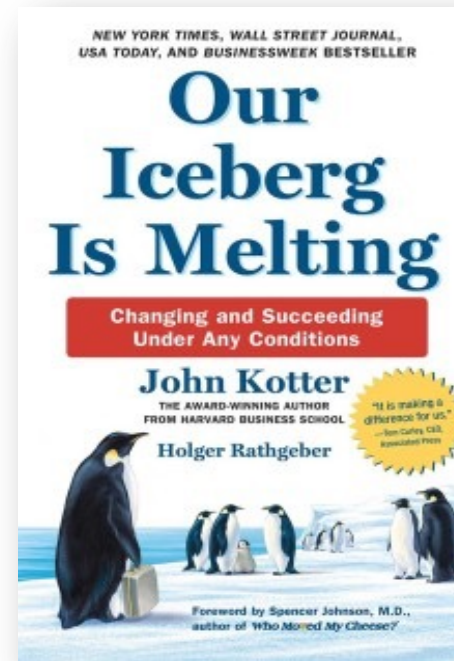
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Why is Change so Difficult?

- **We are resistant to change**
 - *Unfreezing needed*
- **We are ambivalent to change**
 - *Disengagement needed*
- **We are threatened by change**
 - *Facilitation needed*
- **We fear being out of control**
 - *Assurance needed*

Kotter, 2005



How to Move Change

➤ Unfreeze

- Build unrest
- Exhibit passion and advocate for practice change

➤ Disengage

- Recognize the status quo for what it is
- Make room for change

Which face do you prefer?



LMX & Sucrose
DO
make a difference
to reduce pain with needlesticks

LMX Cream PRN Needlesticks And/Or Sucrose Per Protocol PRN

How to move Change

➤ Facilitate

- Build assurance
- Anticipate what staff will need
- Arrange training and supervision

➤ Assure

- Provide support
- Promote communication
- Give positive feedback



BE THE CHANGE YOU WISH TO SEE

Eight Steps to Successful Change

Kotter, 2005

1. Create a sense of urgency
2. Pull together the guiding team
3. Develop the change vision strategy
4. Communicate for understanding
5. Empower others to act
6. Produce short-term wins
7. Don't let up
8. Create a new culture



Thank you!

Global HOPE

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