



Revitalize Your Board's Focus on Quality and Patient Safety

2023

Challenges in Quality and Safety

- Preventable harm is one of the most common causes of death in the United States¹
- 1 out of 10 patients may be harmed while in the hospital²
- In 2018, there were a total of 3.8 million adult hospital readmissions within 30 days, with an average readmission cost of \$15,200³
- About 1 in 31 hospital patients has a healthcare- associated infection⁴

1. Safer Together: A National Action Plan to Advance Patient Safety. 2020
2. World Health Organization (WHO)
3. Agency for Healthcare Research and Quality (AHRQ)
4. Centers for Disease Control and Prevention (CDC)

Leadership Matters

A health care organization's governing body plays an important role in ensuring quality and safety.



- Research has also shown that higher-performing health care organizations are **correlated with well-educated boards** that discuss and monitor quality and safety in measurable, meaningful ways at every board meeting.



- It's essential that health care governing bodies have the **resources and support** needed to ensure safety and quality of care at the organizations they serve.

(Vaughn, et al 2014; Baker, et al, 2010).

The Burning Platform

Where does
quality stack up
on board
agendas?

50% of boards rated
quality of care as one of
their two top priorities*

However, 37% do
not have quality
performance on
every agenda*

58% spend less than
twenty percent of time
of agenda time on
quality*



The Burning Platform

Board member readiness to drive meaningful quality discussions



88%

List quality and safety expertise as a top competency for new board members, but only 29% receive continuous education on this topic.*

72%

Have some members who are not confident in their skill to guide safety and quality oversight**

50%

Have some members who do not feel they have adequate education for their role in safety and quality**

41%

Do not feel knowledge of safety and quality is adequate for their fiduciary duty**

41%

Are not confident in their understanding of safety and quality measurement**

* (AHA, 2019).

** (Goeschel, et al, 2011)

Growing Expectations for the Role of the Board in Quality

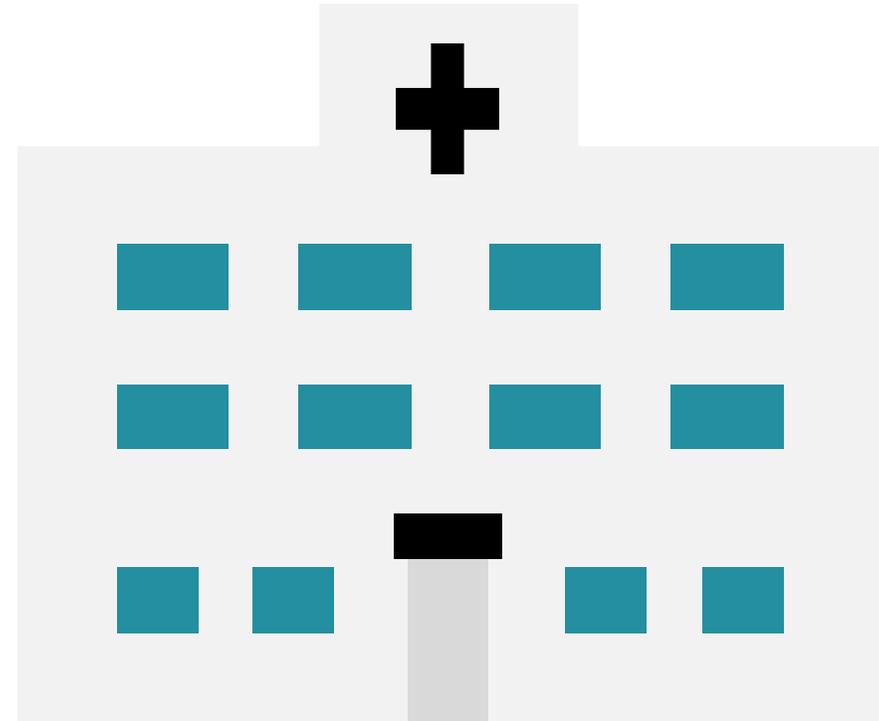
Regulatory Requirements

By law, hospitals must meet certain quality and patient safety requirements. Two organizations that set these requirements include:

- **Centers for Medicare & Medicaid Services (CMS)**
 - The federal government branch that defines conditions of participation (CoP) that hospitals must meet in order to receive payment from Medicare or Medicaid
- **The Joint Commission (TJC)**
 - An accrediting agency that sets standards and evaluates the performance of health care organizations to provide safe, high-quality care.

CMS: Requirements for Hospitals

The hospital must develop, implement, and maintain an effective, ongoing, hospital-wide, data-driven **quality assessment and performance improvement (QAPI)** program and demonstrate evidence of its program for review by CMS.



CMS: Requirements of Governance



TJC: Leadership Requirements

The hospital has an organization wide, integrated patient safety program within its performance improvement activities.

- At least once a year, the leaders provide **governance** with written reports on the following:
 - All system or process failures
 - Sentinel events (significant patient safety events)
 - Whether patients and families were informed of the event
 - All actions taken to improve safety, both proactively and in response to actual occurrences
 - The determined number of distinct improvement projects to be conducted annually
 - Analyses related to the adequacy of staffing

TJC: Leadership Requirements

- **Leadership** is responsible to create and maintain a culture of safety and quality throughout the hospital.
- Regularly evaluate safety culture and quality
- Implement workplace violence prevention program
- Encourage a system of blame-free reporting of system failures
- Provide resources for staff well-being



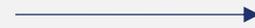
TJC: Leadership Requirements

- The **governing body** is ultimately accountable for the safety and quality of care, treatment, and services.
 - Creates a culture of safety and quality
 - Provides resources needed to maintain safe, quality care, treatment, services
 - Holds the medical staff accountable for quality and safety
 - Sets priorities for performance improvement activities



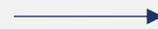
TJC: Process Improvement Requirements

The hospital collects data to monitor its performance.



The leaders (including the **governing body**)

- Set priorities for and identify the frequency of data collection



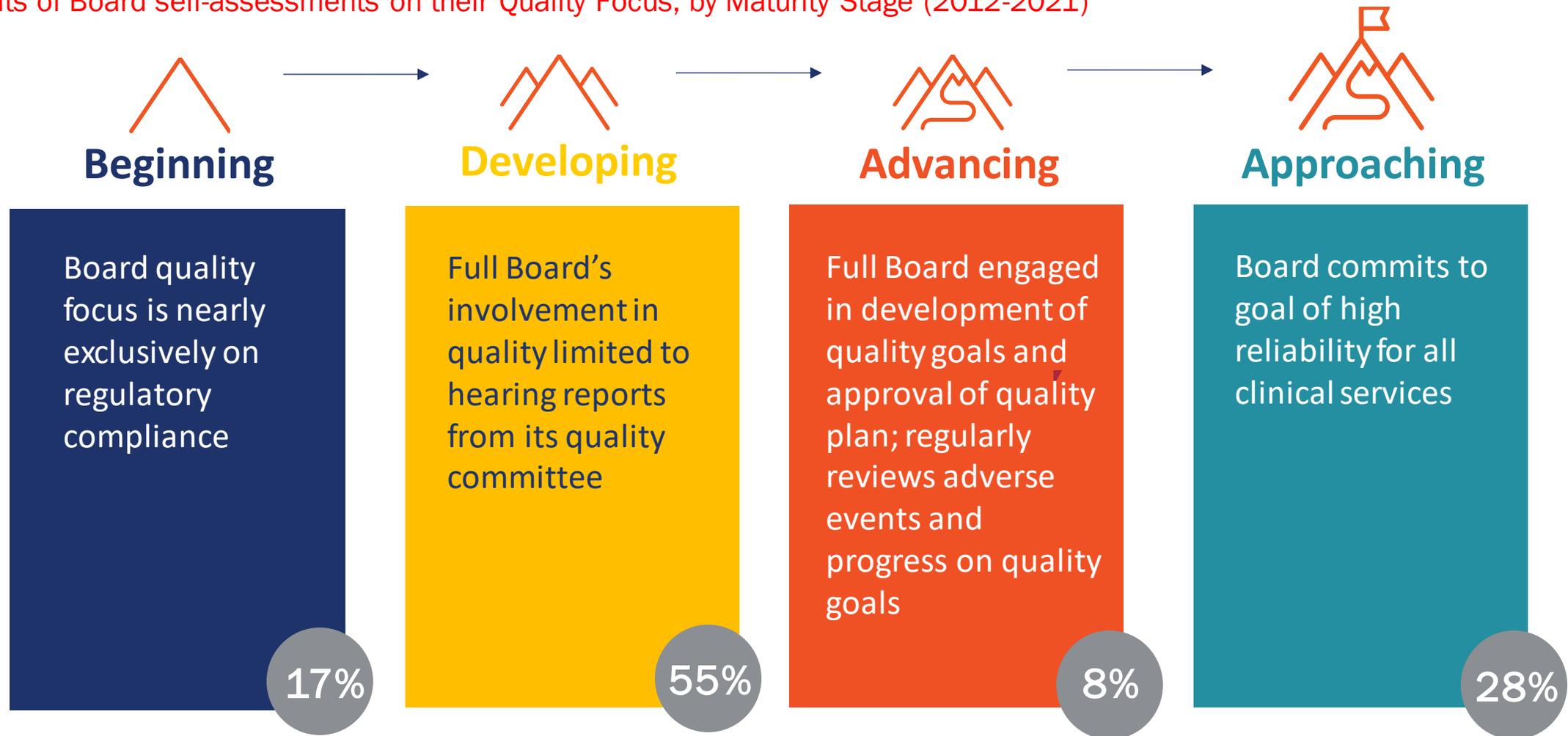
- Assume full legal responsibility for the operation of the hospital

Creating Effective Boards



Where are boards today?

Results of Board self-assessments on their Quality Focus, by Maturity Stage (2012-2021)



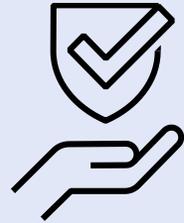
Enablers of Board Effectiveness

- Baseline understanding of quality and safety principles
- Understanding function of care delivery in hospital settings and impact on quality and safety
- How to hold leadership accountable for positive changes and sustainability in quality and safety
- Knowing the right questions to ask to uncover critical issues



Enablers of Board Effectiveness

Ability to ask the right questions of each other creates understanding of the impact of quality and safety



- Transparency and culture of safety are foundational
- Safe, high-value quality care includes care provided equitably, including to marginalized groups



- Boards need to understand the value of diversity
- Composition of board should align with community served

Resources to Revitalize the Board



Education and Training



Assessment and Engagement



Tools and Resources



Summary

- Health care organizations struggle to reliably achieve high-quality, safe outcomes for the communities they serve
- Leadership, including the governing body, play a significant role in quality
- Government and regulatory agencies have specific requirements for the governing body
- A structured approach to revitalize the role of the board can lead to better care for all.