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Governance Accountabilities and Opportunities in the

The Board's Role in Quality and Patient Safety 3.0


Knowledge Points

- **Making the Quality Connection in Board Discussions**
- **Addressing Adverse Events**
- **Patient Safety Regulations and Reporting**
- **Patient and Family Engagement**
- **Discussion points**



In All Board Discussions:

Making the Quality Connection



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Quality at the Forefront

Quality ingrained in the organizational DNA...

- **Supports highest quality care**
- **Elevates medical staff, employee morale**
- **Improves patient satisfaction**
- **Increases reimbursement**

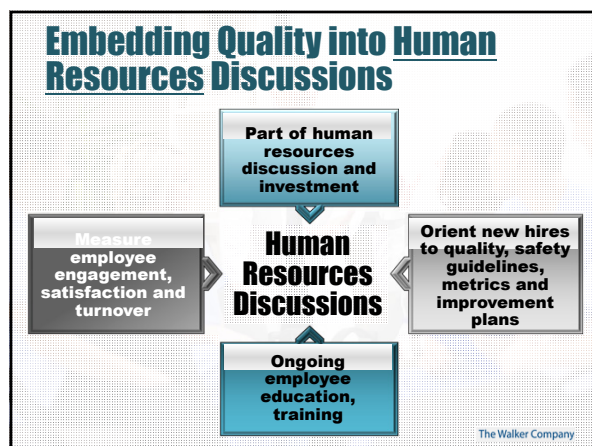
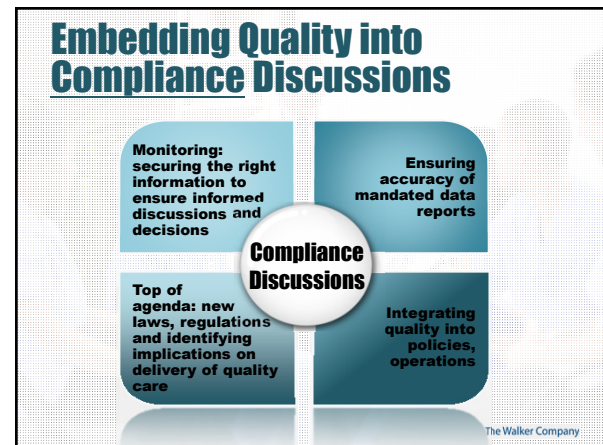
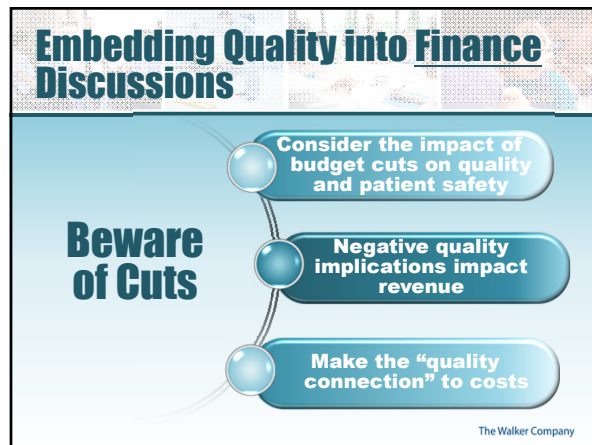
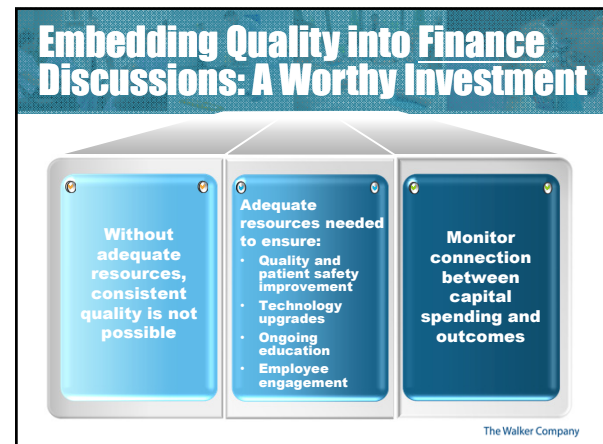
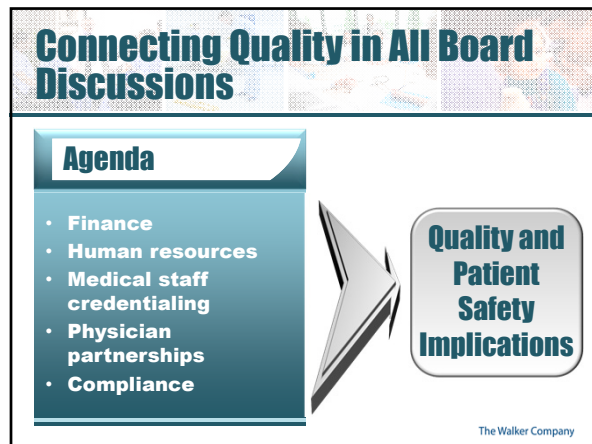
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Making the Quality Connection

- Agendas should include regular reviews of quality and patient safety reports/dashboards
- Should inform and inspire probing questions
- High performing board members ask penetrating and insightful questions
- Board sets performance goals and holds managers accountable



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Ask Why Quality Goals are Unmet...

- A one-time blip, or long-term issue?
- Is it a staffing failure? A process failure?
- Is it a systemic issue or isolated in one area of the hospital?
- How and when will it be resolved?
- Potential for success of the corrective action plan?

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A Board Commitment to Resolving Quality Issues



- Requires a trusting partnership with the medical staff and employees
- Not involved in daily operations, but...
 - Understands the resources necessary to address challenges
 - Commitment to allocating resources and understanding their impact is critical

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Quality and Safety: Addressing Adverse Events



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When Things Go Wrong...

Notify the board **right away**

Within 30 days:
Investigation results and correction action plans

Six months later: Status report on prevention strategies

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Patients were uninformed in the past

Informing Patients

Hiding events considered unacceptable

Upfront honesty is expected

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Improves patient care and ensures trustful relationships

Communicates to all that the hospital is:

Accountable

Human

Strongly invested in maintaining trust

Transparency is Essential



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Admitting Error is Not Easy, But...

Patients and families want to know what happened

People know when they are not told the truth

Good relationships among provider, patient, family can preclude lawsuits

Disclosure helps healing

People will want to know actions to prevent reoccurrence

Don't bill for care that harmed patients, or care resulting from harm

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Goals When Addressing an Adverse Event

✓ Treat patients with empathy, respect

✓ Increase trust

✓ Provide an opportunity to understand and begin healing

✓ Enhance accountability and promote transparency

Source: Oregon Patient Safety Commission. Why Should Events Be Disclosed? Oregonpatientsafety.org.

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Goals When Addressing an Adverse Event

✓ Demonstrating a commitment to quality and safety

✓ Contributing to learning and quality improvement

✓ Compliance with disclosure laws

✓ Possibly reducing negative media

✓ Possibly reducing litigation

Source: Oregon Patient Safety Commission. Why Should Events Be Disclosed? Oregonpatientsafety.org.

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Media Requests

The media may be interested in an adverse event

Board members should not participate in interviews unless agreed upon by hospital staff



If You Speak to the Media...

1 Define the key message before the interview

2 Don't lie or stretch the truth

3 Use terms the public understands

4 Don't consider anything to be "off the record"

5 Answer the questions

6 Keep messages brief

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If You Speak to the Media...

7 Don't make up an answer

8 Reporters are not your friend, they are looking for a story

9 Reporter doesn't decide headline

10 Don't debate with the reporter

11 Take advice from PR

12 Don't interview alone

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Understanding HIPAA

- Protects the privacy of patients and staff
- Violations result in significant fines
- Prevents release of information in many situations, but allows for some public health sharing

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Understanding HIPAA

- Restricts access to patient information
- Board members do not have the right to be given information, or to ask questions impacting privacy
- Clinicians can only access information for patients they are caring for
- Patients can choose to release information, but the hospital cannot release information

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Other Patient Safety Regulations and Reporting

- Governmental agencies may pass rules that grants them authority
- Regulations often include quality measures to be collected and reported
- Infections and adverse events are the most frequently required




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Quality and Safety: Engaging the Patient and Family



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Patient and Family Engagement



- Patients more likely to heal with loved one present
- Families provide patients with emotional support
- Families help with early identification of patient decline

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Patient and Family Engagement



- Families offer committees the patient's perspective
- Patient advisory committee members provide patient insights
- Helps in orienting families of new, very sick patients

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Maximizing Patient and Family Committees



- Some hospitals have Patient and Family Committees
- See the AHA's Hospitals in Pursuit of Excellence: www.hpoe.org
- Harmed families may want to become active at hospital to prevent harm
- Hospitals should provide meaningful opportunities for input

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Patient and Family Engagement is Good for the Hospital




- Better clinical outcomes
- Reduced costs of care
- Better adherence to treatment regimens
- Improved patient satisfaction
- Ensures compliance with patient engagement requirements

Source: American Hospital Association, Hospitals in Pursuit of Excellence: A Leadership Resource for Patient and Family Engagement Strategies, July 2013.

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Quality and Safety: Beyond the Four Walls




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Improving Community Health





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Quality of Life and Mortality



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Readmissions



- Indication of a fragmented health care system
- Some have rates as high as 30%
- Best practice areas are as low as 10%
- "Return to hospital" is counted regardless of cause or hospital
- Public demands well-coordinated care that results in a positive outcome

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Improving Population Health



Population Health Improvement: Preventing the illnesses most prevalent in the local community

Well-known causes include diabetes, high blood pressure, asthma, obesity

Hospitals are expected to improve health and prevent the need for treatment

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Discussion Points

Does your board invest enough time to build board-wide quality literacy?

What measures does your board review in its oversight of quality and safety performance and improvement?

How does your organization identify the potential for adverse events?

How would you describe your approach to patient and family engagement?

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Discussion Points

Is time devoted at every board meeting to hear about quality failures?

Does your board discuss root cause investigations of events?

What processes are in place for reporting quality concerns and errors?

When concerns are identified, what steps are taken?

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