

平成27年度

事業報告書

がんプロフェSSIONAL
養成基盤推進プラン

がん看護学教育 国際セミナー

米国における高度実践看護師による
ケアの質改善
ー安全ケアに焦点をあててー

報告書について

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平成 24 年度よりスタートしたがんプロフェッショナル養成基盤推進プラン「高度がん医療開発を先導する専門家の養成」事業も 4 年目を迎えました。慶應義塾大学大学院健康マネジメント研究科では、【高度最先端がん医療を支える専門看護師養成コース(修士課程)】【がん看護トランスレーショナルリサーチコース(博士課程)】を推進しています。これらのコースではグローバルな視点から活躍できるがん看護研究者と高度実践看護師の育成をめざしています。これまでにグローバルに活躍できる看護師をめざし、がん看護学教育国際セミナーを継続開催してきました。

第 4 回がん看護学教育国際セミナーでは米国スタンフォードヘルスケア Garrett Chan 博士をお招きし、「米国における APRN (高度実践看護師) によるケアの質改善—安全ケアに焦点をあてて」についてご講演頂きました。高度実践看護師が「患者中心のがん医療」を先導するためには常に患者にとっての最善のアウトカムを保証するためには安全ケアに責任を持たなければなりません。

Garrett Chan 博士から、安全ケアに焦点をあてたケアの質保証について基盤となる実践、理論および研究について貴重な内容をご講演頂きました。

がん看護ケアの質改善に取り組んでおられる看護師の皆様にも広くご活用頂くことを考え、講演の内容を報告書にまとめました。どうぞ一読頂き、今後の実践や研究に生かして頂ければ幸いです。

Nursing's Role in Quality and Performance Improvement

米国スタンフォードヘルスケアの高度実践看護師 Garrett Chan 先生より、高度実践看護師の立場から安全ケアに集点をあてた、ケアの質改善についての講義が行われました。



Nursing's Role in Quality and Performance Improvement

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 May 23, 2015

PILLARS OF EXCELLENCE

SHARED LEADERSHIP

QUALITY

WHERE DOES QUALITY FIT?

DEFINITION

QUALITY IMPROVEMENT

Systematic, data-guided activities designed to bring about immediate improvement.

DEFINITION

RESEARCH

A systematic inquiry that uses disciplined methods to answer questions or solve problems. The ultimate goal of research is to develop, refine and expand knowledge.


MODEL FOR IMPROVEMENT



DEFINITION


NURSE SENSITIVE INDICATORS

Measures and indicators that reflect the impact of nursing actions on outcomes.



MEASURES

CLINICAL INDICATORS




- Falls with injury
- Hospital-acquired pressure ulcers
- Central line-associated blood stream infection (CLABSI)
- Catheter-associated urinary tract infection (CAUTI)
- Core Measures

DEFINITION


PATIENT SATISFACTION

- Patient-centered care
- Care coordination
- Safety
- Service recovery
- Courtesy and respect
- Responsiveness
- Patient education
- Pain
- Careful listening



MEASURES


NURSE SATISFACTION



- Autonomy
- Professional development
- Leadership responsiveness
- Interprofessional relationships
- Fundamentals of quality nursing care
- Adequacy of resources and staffing
- RN-to-RN teamwork and collaboration

SELECTING AN IMPROVEMENT PROJECT

PRIORITIZING

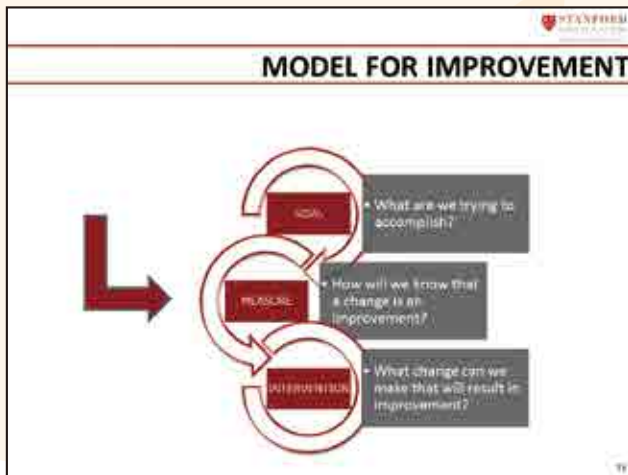


1. Ties to strategic initiatives and is consistent with hospital's mission, vision, and values.
2. Reflects areas for improvement in patient safety, appropriateness, quality, and/or medical necessity of patient care.
3. Has considerable impact on our community's health status.
4. Addresses customer satisfaction issues.
5. Data reflects divergence from benchmarks or standards of care.
6. Addresses variation in practice.
7. Is a requirement of an external organization or regulatory body.
8. Represents significant cost/economic implications.

SETTING A GOAL

S M A R T

Specific	Measurable Mutual Motivated	Attainable Attractive	Realistic Relevant Resources Review Revise	Timely Timetable
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Measuring Success

- National Quality Forum (NQF)
 - www.qualityforum.org

Mission:

- Building consensus on national priorities and goals for performance improvement and working in partnership to achieve them;
- Endorsing national consensus standards for measuring and publicly reporting on performance; and
- Promoting the attainment of national goals through education and outreach programs.

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Measuring Success

Process measures

- Show whether steps proven to benefit patients are followed correctly.
- Measure whether the action was completed.

Examples:

- Initial antibiotic received within 6 hours of hospital arrival.
- Cervical cancer screening
- Childhood immunization status

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Measuring Success

Outcomes measures

- Take stock not of the process, but actual results of care.
- Most relevant for patients.
- Providers want to change the most.

Examples:

- Falls with injury
- Surgical site infection
- Acute myocardial infarction 30-day mortality

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Measuring Success

Patient Experience measures

- Record patients' perspectives on their care.

Example:

- HCAHPS: Hospital Consumer Assessment of Healthcare Providers & Services

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Measuring Success

Structural measures

- Reflect the conditions in which providers care for patients.
- Measures provide valuable information about staffing and the volume of procedures provided.

Examples:

- Nursing Care Hours per Patient Day (HPPD)
- Adoption of medication e-prescribing

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Measuring Success

Composite measures


- Combine the result of multiple performance measures.
- More comprehensive picture of quality of care.

Example:

- In-hospital mortality for myocardial infarction

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DEFINITION




BENCHMARKING


Comparing data from our organization with other sources for the purpose of goal setting and performance measurement.

- CALNOC
- Press Ganey
- NDNQI

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MODEL FOR IMPROVEMENT



- GOAL** • What are we trying to accomplish?
- MEASUREMENT** • How will we know that a change is an improvement?
- IMPLEMENTATION** • What change can we make that will result in improvement?

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DEFINITION



EVIDENCE-BASED PRACTICE

The conscientious use/integration of the best research evidence with clinical expertise and patient preferences in nursing practice.

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DEFINITION

BEST PRACTICE

A method or technique that has consistently shown results superior to those achieved with other means.



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DEFINITION

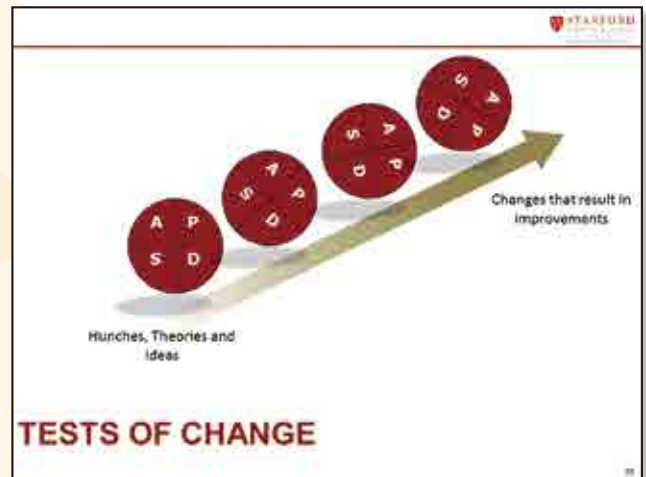
RESEARCH

—to develop, refine, and expand knowledge.



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REAL WORLD EXAMPLE

Goal
Get my car out of the harbor and on to dry land before it gets dark today.

REAL WORLD EXAMPLE

PLAN
Drag the car out of harbor using a cable and basket truck.

REAL WORLD EXAMPLE

DO
Hook the tow cable to the car and raise it out of the water to street level

REAL WORLD EXAMPLE

STUDY
Failure, and now I have two problems – a car and truck in the drink!

STANFORD

REAL WORLD EXAMPLE



ACT/PLAN
Get a bigger tow truck

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STANFORD

REAL WORLD EXAMPLE



DO
Hook the tow cable to the car and the truck and drag them both out of the harbor

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STANFORD

REAL WORLD EXAMPLE



Study
Uh Oh...

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STANFORD

REAL WORLD EXAMPLE

ACT/PLAN
Two failed tests of change, what now?

- Continue to modify your original intervention (e.g. find an even bigger tow truck)
- Abandon this solution and try a completely new intervention

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Nursing's Role in Quality and Performance Improvement

QUESTIONS



YOUR DATA

1. Examine your unit-specific data.
2. Identify one area that you are doing well in.
 - Why do you think you are doing well?
 - What best practice(s) would you share with your colleagues?
3. Identify one indicator that you are not doing well in (if there is more than one, use the prioritization criteria to choose).
 - Write a SMART goal for this indicator.

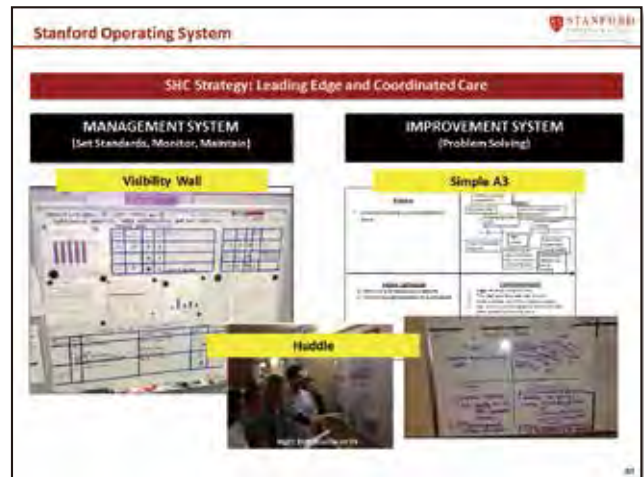
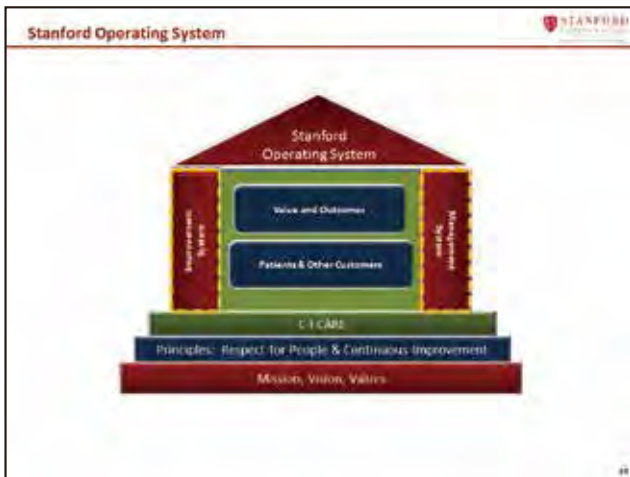
Agenda Highlights

- Welcome/Agenda Review/Learning Objectives
- Introduction To An A3
- A3 Components/Practice
- Summary
- Questions & Answers

Learning Objectives

- ▶ Understand what an A3 is and the purpose of using an A3
- ▶ Learn & practice how to use a simple 4-step problem solving A3 to solve daily operational problems
 - Locate a problem in the process and define the gap
 - Brainstorm initial causes and get to the root causes from there
 - Prioritize causes by "going and seeing" and "collecting data"
 - Develop action items to address those causes, implement them and check to see if they helped close the gap
- ▶ Understand the benefits of using an A3





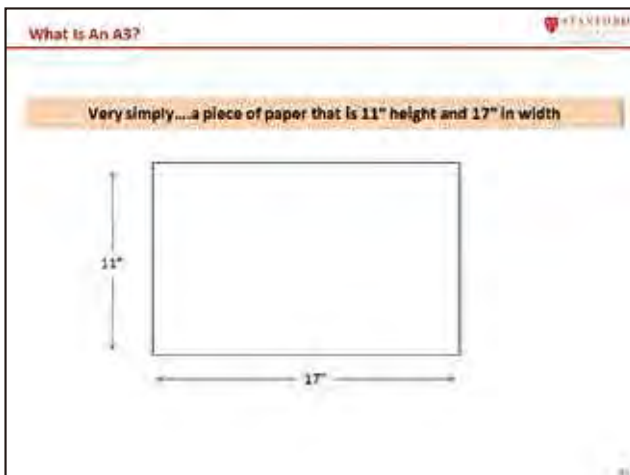
8 無駄 in Healthcare

WASTE "MUDA"	Definition	Examples	Causes	Common Countermeasures
Inventory (Inventory)	Work that produces items or tasks consisting of waste.	Medication errors	Lack of understanding of when to "kill" the line.	Establish policies that support routine inventory management by clear identification of whether or not items are essential to customer and safe inventory for patient safety or the needs of staff.
Motion	Unnecessary movement.	Unnecessary charting	Lack of identification of work processes.	Use standardization to reduce the number of steps.
Transport	Unnecessary movement of people, equipment, or information.	Unnecessary charting	Lack of understanding of when to "kill" the line.	Reduce unnecessary movement of equipment, people, and information.
Waiting	Unnecessary delay.	Unnecessary charting	Lack of understanding of when to "kill" the line.	Reduce unnecessary movement of equipment, people, and information.
Processing	Unnecessary work.	Unnecessary charting	Lack of understanding of when to "kill" the line.	Reduce unnecessary movement of equipment, people, and information.
Defects	Unnecessary rework.	Unnecessary charting	Lack of understanding of when to "kill" the line.	Reduce unnecessary movement of equipment, people, and information.
Overproduction	Unnecessary work.	Unnecessary charting	Lack of understanding of when to "kill" the line.	Reduce unnecessary movement of equipment, people, and information.

<http://mtpin.org/docu/Lean/Speaks/2009/20Waste.pdf>

Reflection Questions

- What is an A3?
- What is its purpose?
- How many of you have used an A3? What are your learnings with it?



What is An A3?

An A3 is...

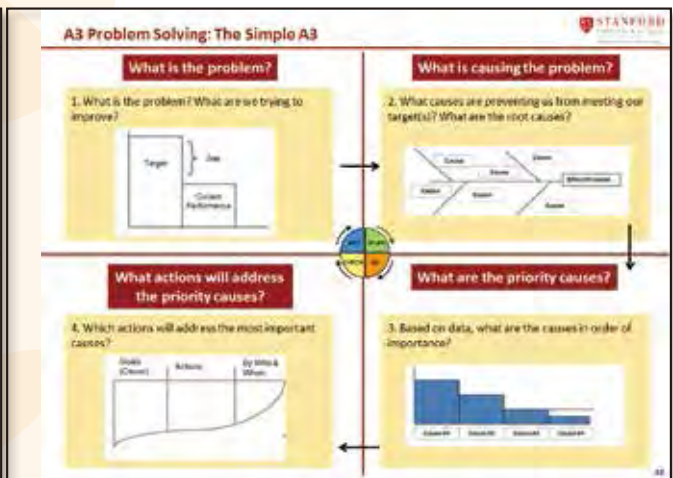
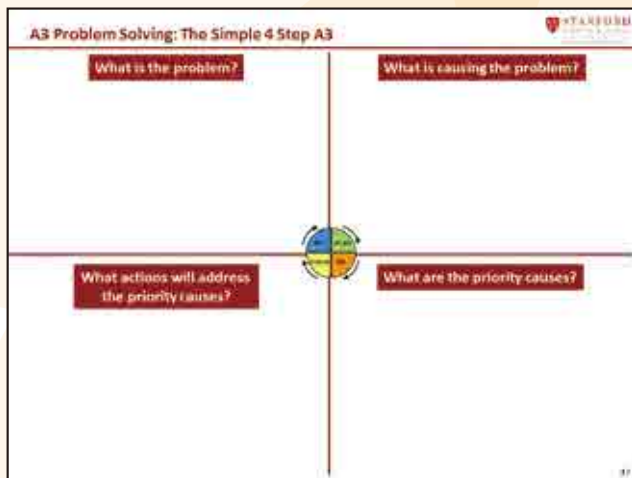
- A problem solving approach – built around PDCA
- A one-page document that can be shared with others for clear communication about a problem and solution
- A visual storyboard that shows the logical steps to take to solve a problem

An A3 isn't...

- A solution to a problem or issue
- A document that you populate/fill out once and consider complete

What is important is not the format, but the process and thinking behind it, and the conversations it facilitates.

- An A3 lays out an entire plan, large or small, on one sheet of paper
- It should be visual and extremely concise
- It should tell a story, laid out from upper left-hand side to lower right, which anyone can understand



1 What is A Problem?

A problem is a "gap" between:

- Current Performance/Condition: What is actually happening
- Target or Ideal Condition: What should be happening, What is needed

Symptoms → **Problem** → **Blame**

Solutions and **Causes** are also associated with the Problem.

1 Problem Solving Foundation

PDCA Cycle

- Plan out and break down the problem to be able to solve the problem
- Do Make improvements to solve the problem
- Check the results
- Act to make the Standard
- Never Give Up!

1 Defining The Problem

What is the real problem?

- Ensure the problem statement is specific
- Ensure the problem statement does not include an implied solution
- Ensure the problem statement state "what" not "why"
- Ensure the problem statement does not include goals
- As you learn more about your problem, the problem statement should be refined to reflect these changes

1 Problem Statements

Which of the following is a good example of a problem statement?

- The scheduling staff at ACME clinic are not answering phones fast enough
- Patients at ACME clinic are not receiving well coordinated, seamless outpatient primary care
- Providers are not being kept informed of when patients are waiting. Studies show that 40% of providers that are not kept informed also have low patient satisfaction scores. ACME clinic wants to reach the 99th percentile in patient satisfaction.
- The lack of standard work at ACME clinic results in wasted time for providers, staff and patients

1 Let's Practice!
DEFINE THE PROBLEM

<p>What is the problem?</p> <p>1. What is the problem? What are we trying to improve?</p>	<p>What is causing the problem?</p> <p>2. What causes are preventing us from meeting our targets? What are the root causes?</p>
<p>What actions will address the priority causes?</p> <p>4. Which actions will address the most important causes?</p>	<p>What are the priority causes?</p> <p>3. Based on data, what are the causes in order of importance?</p>

2 Figure Out What's Causing The Problem

What is causing the problem?

- Go to Gemba to learn more about the problem
- Get to the root of the problem before developing solutions
- You don't want to waste time and effort on a solution that doesn't address the problem!

Analyze the problem and identify root causes:

- Observe the process
- Collect/analyze data
- Potential causes
- Verify at Gemba
- Establish cause & effect
- Ask why
- Select root causes

2 Problem Analysis Techniques

<p>Root Cause Analysis</p> <p>Point of Occurrence: Where the problem is found, observed, suspected to occur VS. Root Cause: Lowest level cause(s) of the concern, symptom, issue ...</p>	<p>Pareto Analysis</p>
<p>5 Whys</p> <p>why? why? why? why?</p>	<p>Fishbone</p>

2 Fishbone/Ishikawa Diagram

2 Figure Out What's Causing The Problem

Breaking down the problem with the 5 Why's...

- What is the real problem? What is the root cause?
- Ask why 5 times to discover root causes:
- Problem: Tired at work – Why?
 - Why? Not getting enough sleep
 - Why? Not going to sleep before 12
 - Why? Staying up using the iPad
 - Why? iPad is kept next to the bed
 - Why? iPad charger is next to the bed

Countermeasure → **Move your iPad & Charger**

2 Figure Out What's Causing The Problem, Cont.

Breaking down the problem with the 5 Why's...

- What is the real problem? What is the root cause?
- Ask why 5 times to discover root causes:
- Problem: Patient didn't respond to therapy – Why?
 - Why? Patient received the wrong medication
 - Why? Nurse gave it to him by mistake
 - Why? Nurse misread the drug name
 - Why? We have two drugs with similar names stored side by side
 - Why? We store them in alphabetical order so we can find them quickly

Countermeasure → [Redacted]

Nursing's Role in Quality and Performance Improvement

Let's Practice!
WHAT IS CAUSING THE PROBLEM?

What is the problem?

1. What is the problem? What are we trying to improve?

What is causing the problem?

2. What causes are preventing us from meeting our targets? What are the root causes?

What actions will address the priority causes?

4. Which actions will address the most important causes?

What are the priority causes?

3. Based on data, what are the causes in order of importance?

1 Prioritizing The Causes

How do we identify top priority causes?

- Based on data...what are causes in order of importance?
- Consider literature & input from the team

Let's Practice!
PRIORITIZING THE CAUSES

What is the problem?

1. What is the problem? What are we trying to improve?

What is causing the problem?

2. What causes are preventing us from meeting our targets? What are the root causes?

What actions will address the priority causes?

4. Which actions will address the most important causes?

What are the priority causes?

3. Based on data, what are the causes in order of importance?

1 The Plan

The plan...

- Shows who, what, when and accountability
- Identify stakeholders (all persons affected by changes)
- Make sure the right people are involved and aware
- Consider communications
- Set timelines for achieving steps/countermeasures

What	Who	When

Let's Practice!
DEFINE THE ACTIONS

What is the problem?

1. What is the problem? What are we trying to improve?

What is causing the problem?

2. What causes are preventing us from meeting our targets? What are the root causes?

What actions will address the priority causes?

4. Which actions will address the most important causes?

What are the priority causes?

3. Based on data, what are the causes in order of importance?

How Do We Monitor & Sustain?

ADM is a continuum of activities that helps us meet strategic goals

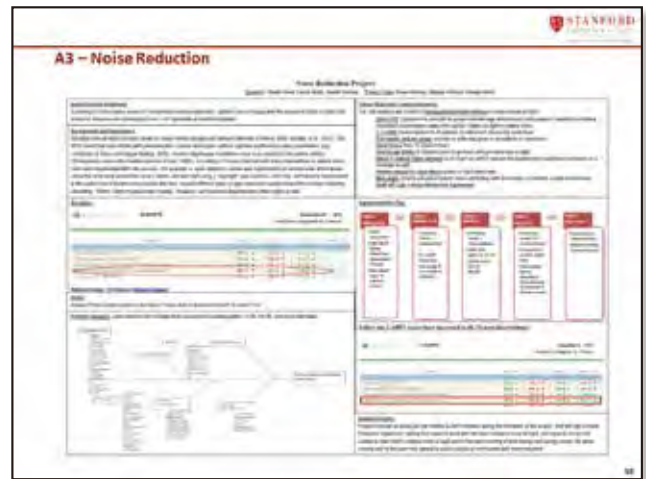
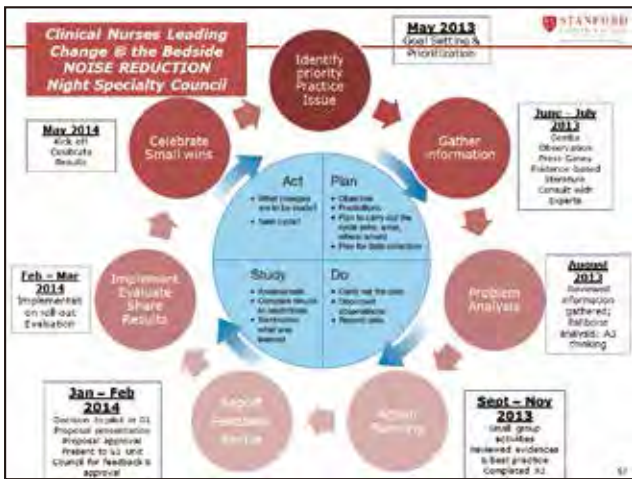
Monitor & Sustain Results

Make results visible and visual

Sustain results

Summary: A3 Benefits (What's In It For Me?)

- Fosters effective and efficient dialogue within the organization
- Supports the development of problem solvers which will help leaders to not be in a constant fire-fighting mode & be the only ones to solve problems
- Assigns responsibility for problems or steps at the right level – respect for people
- Exposes lack of agreement which can undermine plans
- Builds consensus and gives the authority to take action





10大学事業

- 【主 催】 がんプロフェッショナル養成基盤推進プラン
高度がん医療開発を先導する専門家の養成
慶應義塾大学大学院健康マネジメント研究科看護学専修