Building Skills in Organizational and Systems Change: A DNP Curricular Thread

Calls for APN leadership for redesign and transformation of health care system

- IOM call (2001) - transform healthcare system
  - 6 national quality aims
- IOM 2010 landmark report
  - Practice to full extent of education
  - Achieve higher levels of education
- AACN Essential
  - Competency of organizational and system leadership for quality improvement and system thinking

The Triple Aim

Developed by the Institute for Healthcare Improvement (IHI), Triple Aim includes:
- Improving the health of the defined population
- Enhancing the patient care experience (including quality, access and reliability)
- Reducing or controlling the per capita cost of care
## Components Measures

<table>
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<tr>
<th>Population Health</th>
<th>Measures</th>
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| • A decreasing trend in modifiable risk factors for chronic conditions  
  - Smoking, obesity, physical inactivity, unhealthy eating and alcohol consumption  
  - Increased uptake of strategies to prevent disease/illness  
  - Screening, vaccinations, infection prevention  
  • Decrease in heart attacks |

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<tr>
<th>Experience of Care</th>
<th>Measures</th>
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| • Fewer people hospitalized with conditions that could be cared for elsewhere  
  • Fewer unplanned return visits to the emergency department for a mental/health or substance abuse condition  
  • An increase in the use of telemedicine for clinical patient consultations  
  • More adults who are able to see their doctor on the same or next day  
  • All residents access key health services  
  • More diabetic residents receive care that follows best practice |

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<tr>
<th>Per Capita Cost</th>
<th>Measures</th>
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| • A decrease in emergency department visits by people with diabetes, chronic obstructive pulmonary disease, heart disease  
  • A decrease in hospitalizations of people with diabetes, chronic obstructive pulmonary disease, stroke, and heart disease |

### Building skills in systems change

**Goal:** safe, effective, patient centered care, leading to improved health outcomes
- Use quality improvement strategies
- Identify and assess system issue/problem
- Facilitate change in practice delivery
- Evaluate and sustain change at the system level

### Quality Improvement Strategies

**Process Map**  
**Fishbone Diagram**  
**PDCA Cycle**
Factors Leading to Elevated A1C in Patients with Type II Diabetes

Methods
- Poor diabetes control
- Pre-diabetes or undiagnosed diabetes
- Unstable health status

Clinical Logistics
- Limited clinic resources
- Insufficient staff
- Lack of coordination

Therapeutics
- Insufficient medication options
- Lack of advanced therapy

Patient Characteristics
- Alternate living situations
- Limited food access

Financial Constraints
- Cost of medications
- Limited insurance coverage

Co-morbidities
- Mental health issues
- Dementia

Applying PDSA Continuous Improvement

Set Vision
- Adjust
- Hypothesize

Act
- Plan

Study
- Do

Evaluate
- Experiment
What is LEAN

• A philosophy, mindset and set of tools focused on delivering value to customers through the elimination of waste in the process of care delivery.
• Improving quality and efficiency while controlling costs in the provision of optimum patient care.

Curricular Thread through FNP Clinical Courses

- Awareness of systems issues in the context of individual patient care
- Introduction to quality improvement strategies and skills
- Systems approach to care and panel management
- Implementation of plan for systems practice change

Clinical Rotations

• Clinical Performance Evaluation (CPE) Tool
• Progression in leadership competencies each quarter
Clinical Performance Evaluation Tool

Clinical Seminars—Year 1

- Primary focus on building clinical skills related to individual patient care
- Identify issues in mobilizing resources, coordinating care, and advocating for equity in clinical practice at the systems level.

Clinical Seminars—Year 2

- Identification of population issues in clinical case presentations
- Introduction to quality improvement strategies and skills
- Leadership case—exploration of systems approach to chronic disease in the primary care setting
Clinical Seminar—Year 3

- Provide care that is patient or population-centered, continuous, collaborative and coordinated over time.
- Evaluate dimensions of practice in terms of improving outcomes of care and enhancing effectiveness of care systems delivery.
- Panel management—identify useful quality measures/indicators
- Function as an effective member of the health care team

Final Practicum

Work with agency stakeholders to:
- Identify current practice/system/care delivery process needing improvement
- Systematically assess current practice/system issue/care delivery process (process mapping)
- Evaluate the current process with the practice team (fishbone diagram)
- Plan new process based on evidence and needs assessment
- Begin implementation with consideration of first PDSA cycle

Evaluation

- Competency based (CPE tool)
- Peer/faculty/agency feedback
- Self reflection
Future Challenges

• DNP 2.0
• Integrating thread into new clinical courses

Questions?