

Applying Continuous Quality Improvement in Clinical Practice

Second Edition

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Editors

ANNA

American Nephrology Nurses' Association

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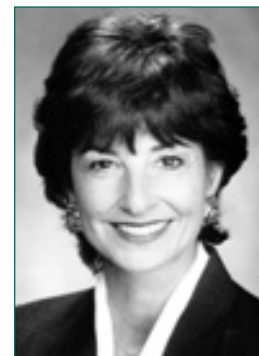
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Improving performance and outcomes has always been a focus in the provision of health care, but they really came to the forefront in the 1990s as healthcare organizations developed new, formal approaches to quality assurance and improvement. The stimuli for this arose from increased expectations and standards of consumers and payers, and rising healthcare costs and decreasing resources, particularly manpower. Energy and resources were put into play in all arenas of health care as new structures and processes were designed to direct quality improvement and maintenance efforts. Recognizing the needs of our patients, nephrology-related organizations began a pursuit of improvement in all services provided to patients with renal impairment. The goal was to maximize the benefits of health care. Fortunately, there was a philosophy, structure, and process available that helped providers of services and products to become more quality-focused. This concept was continuous quality improvement (CQI).



As part of its mission to advance nephrology nursing practice and positively influence outcomes, and in response to the need for nephrology-specific CQI, ANNA published *Continuous Quality Improvement: From Concept to Reality* in 1995. In addition to ANNA's other resources, it paved the way to better practice as well as to the trending and documentation of the outcomes of quality efforts. With this 2nd edition, *Applying Continuous Quality Improvement in Clinical Practice*, ANNA continues its commitment to timely and relevant publications to help practitioners in their quest for excellence. A practical overview of CQI, case studies, and tools to use in the majority of practice areas within our specialty are contained within this book. In addition to being designed to guide practitioners in their quest for excellence, the contents of the 2nd edition are also geared toward satisfying mandates of oversight organizations, such as The Joint Commission and the Centers for Medicare and Medicaid Services (CMS). It is important to note that quality and formal programs ensuring quality outcomes are not optional in today's healthcare world; they are mandated. Therefore, implementing successful quality initiatives is not only the right thing to do, it is necessary to satisfy society's and government's mandate to provide the best services possible in the most economical manner.

While some case studies may not directly relate to one's area of practice, all will stimulate thinking and provide examples of structures and processes that can be used to address the various quality challenges nurses and healthcare professionals face. As you read each section, the questions to answer are, "How does this relate to my practice?" and "How can I adopt or adapt the content to suit the quality challenges my practice setting faces?" While this publication focuses on clinical quality initiatives, the concepts and principles can be applied to anything that needs improving, including technical, financial, and/or personnel issues.

Sound structures and processes aside, quality improvement and maintenance will not occur without commitment and perseverance on the parts of both the practitioner and organization. Nor will they occur overnight. Quality improvement is indeed continuous and ongoing. Fortunately, nurses are known for perseverance as well as for providing leadership within the interdisciplinary team. Your commitment to quality and passion for excellence when combined with the use of this manual's content can ensure that quality improvement can and will occur. Those we serve will benefit, but so will we, as we reap the satisfaction of continuously improving our professional practice as well as its outcomes.

Gail Wick, MHA, BSN, RN, CNN
Co-Editor, Continuous Quality Improvement: From Concept to Reality
First Edition © 1995



A prominent focus in health care has been the continuous challenge to provide quality care with limited resources. The first edition of ANNA's *Continuous Quality Improvement: From Concept to Reality* was published in 1995. This publication set the groundwork for nephrology nurses to develop a thorough understanding of the concepts and principles needed to implement a continuous quality improvement (CQI) plan in their work environment. The first edition gave us a solid foundation with useful tools to establish a plan to improve health-care outcomes.



This second edition, *Applying Continuous Quality Improvement in Clinical Practice*, focuses on nephrology-specific clinical applications of continuous quality improvement. This edition addresses the application of CQI concepts in a wide range of clinical settings. It serves as a vital resource to all members of the nephrology community who seek quality outcomes in a challenging healthcare environment.

The ANNA Board of Directors join me as I commend Editors Billie Axley, MS, RN, CNN, and Karen C. Robbins, MS, RN, CNN, and all of the expert chapter authors and reviewers who contributed to the creation of this valuable publication. We appreciate their expertise and talent they have shared with all of us.

Enjoy this book and use it as a resource to promote and enhance quality outcomes as you care for patients with kidney disease. Both you and your patients will benefit from the knowledge you will gain from this valuable publication.

**Sue Cary, MN, APRN, NP, CNN
ANNA President, 2008-2009**

Preface – From the Editors

Research findings show that we, as nephrology nurses, have understood for many years: the contributions of nursing to patients' care have a significant effect on improving outcomes. Nurses' unique knowledge of what is involved in the care provided to patients places us in a position as being essential to the success of improving care processes. Nurses using continuous quality improvement (CQI) and participating in interdisciplinary improvement teams have the opportunity to share their knowledge to improve patient care. We ultimately have the ability to have an impact not only on the care processes, but also on the care delivery systems themselves. Our fundamental objective is for our patients' safety and improved outcomes.

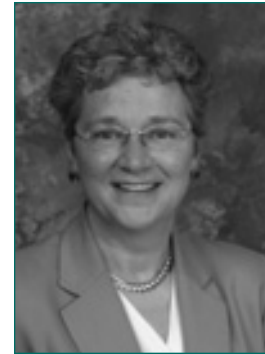


My goal in serving as an editor for this manual has been to produce a resource in which all nephrology nurses will find information they can apply to patient care and realize the value of the application of CQI in their daily work. While many chapters contain an overview of their content, please listen to the authors' more extensive discussions as they share expertise from their experiences using CQI to improve their outcomes.

My sincere gratitude goes to those whose contributions resulted in the journey upon which the reader is about to embark in this manual of continuously looking for opportunities to improve, thereby benefiting all patients.

**Billie Axley, MS, RN, CNN
Editor**

Fourteen years have passed since ANNA published *Continuous Quality Improvement: From Concept to Reality* under the talented nurses and editors, Gail Wick and Eileen Peacock. Much has changed in our world at large since then – health care in general and nephrology nursing in particular. Despite these changes, the aspiration to provide excellence in patient care with optimal outcomes remains an omnipresent objective.



The Centers for Medicare and Medicaid Services (CMS) published the *Conditions for Coverage* for transplantation in 2007 and for end stage renal disease facilities in 2008 (CMS, 2007, 2008). These regulations reflect people's expectations for quality care. There is an emphatic focus in these documents/regulations that quality is no longer optional, it is a mandate. Our patients deserve no less, and these regulations provide a structure by which we can approach and achieve this.

CQI initiatives provide a framework for objectively and critically examining outcomes and the processes involved. We believe this publication offers the background, information, and tools to get you started or to enhance your current practices. The contributors to this book are clinical experts and experts in the process of CQI. Please take advantage of all they have shared within these pages.

ANNA is the professional, organizational voice for nephrology nursing, and as such, is obligated to meet the needs of its membership. We, the editors, applaud the ANNA Board of Directors for their vision and decision to dedicate resources to this initiative at this time. I believe the publication of this robust resource will provide the needed resources for nephrology healthcare professionals to meet the challenge in providing quality care with the opportunity to continuously improve patient outcomes.

**Karen C. Robbins, MS, RN, CNN
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This manual is dedicated to nephrology nurses everywhere.