Standard development and application:
How to write standards that drive improvement

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Session Objectives

- To understand steps of standard development
- To recognize the ISQua principle of standards
- To be able to write standards that drive improvement

A Healthcare Standard

ISQua: **a desired and achievable level of performance against which actual performance is measured**

National Quality Award criteria: **a framework that indicate key components of a quality organization and their relationship**

ISQua's
International Principles for Healthcare Standards

1. **Quality Improvement:** encourage healthcare organisations to improve quality and performance within their own organisationsand the wider healthcare system

2. **Patient/Service User Focus** and reflect the patient/service user continuum of care or service.

3. **Organizational Planning and Performance:** assess the capacity and efficiency of healthcare organisations

4. **Safety:** include measures to protect and improve the safety of patients/service users, staff and visitors to the organisation

5. **Standards Development:** Standards are planned, formulated and evaluated through a defined and rigorous process

6. **Standards Measurement:** enable consistent and transparent rating and measurement of achievement

National Standards Development Process

1. Form a National Advisory Committee

2. Complete International Literature Review

3. Develop Standards

4. Evaluate Standards through National Consultation and Pilot Testing

5. Revise Standards based on Feedback

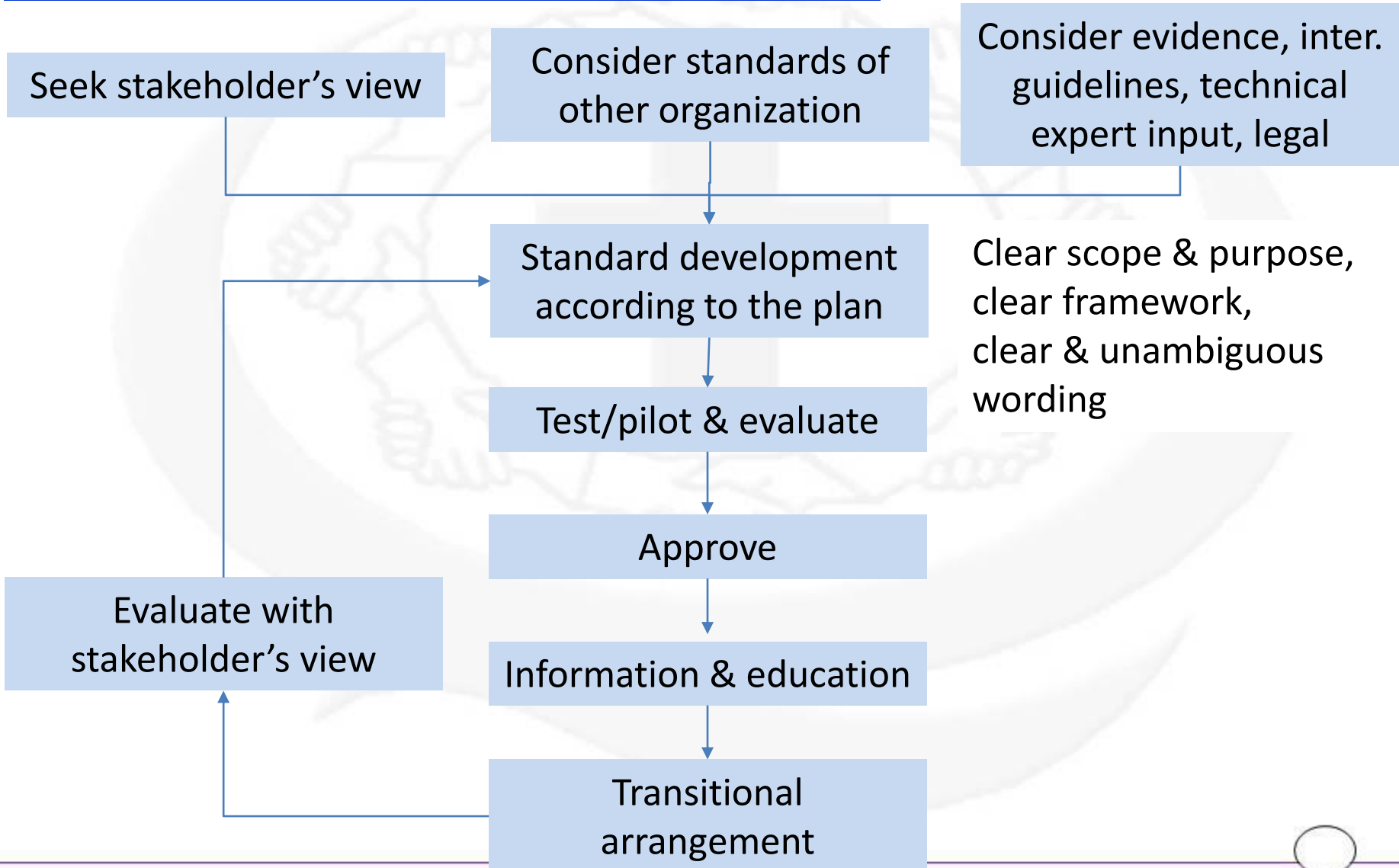6. Prepare Standards for Release

COHSASA: development via five phases

1. Research current international literature and consults professional bodies.

2. "Empirical" phase - standards and criteria are tested in pilot HCOs

3. "Consensus" phase - the final standards are modified and consolidated to achieve a useful balance between academic ideals and reality at the coal-face, ensuring that patient care, patient and staff safety, and legality are not compromised.

4. "Publishing" phase - the standards are published and circulated for comment among stakeholders.

5. "Implementation" phase - standards are used as formal measures of performance in health facilities.

ISQua'Criteria for Standard Development

Seek stakeholder's view

Consider standards of other organization

Consider evidence, inter. guidelines, technical expert input, legal

Standard development according to the plan

Clear scope & purpose, clear framework, clear & unambiguous wording

Test/pilot & evaluate

Approve

Evaluate with stakeholder's view

Information & education
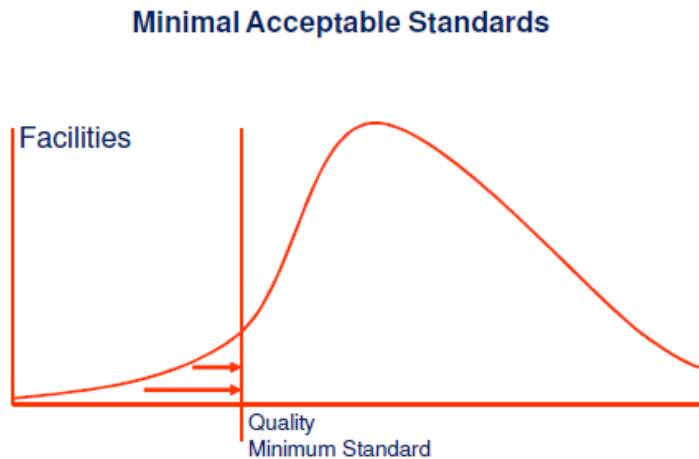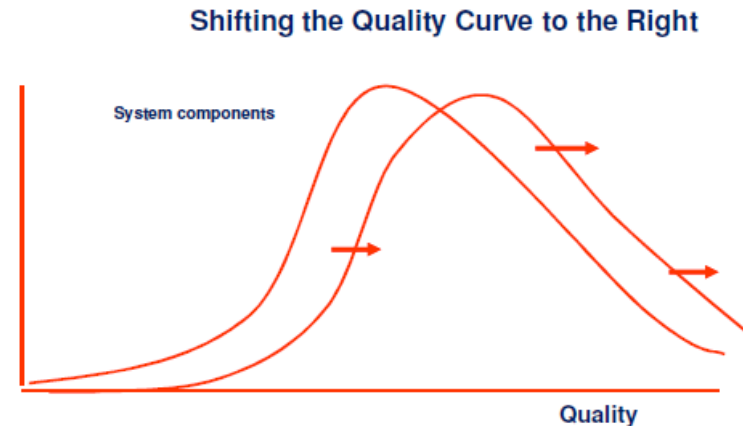
Transitional arrangement

ISQua's
International Principles for Healthcare Standards

1. Standards are designed to encourage healthcare organisations to improve quality and performance within their own organisations and the wider healthcare system.

Pushing the Curve to the Right

Minimal Acceptable Standards

Facilities

Quality
Minimum Standard

Continuous Quality Improvement

Shifting the Quality Curve to the Right

System components

Quality

A New Model

Self Assessment +
Ongoing Document Management +
Automatic data submission (via interoperable
software) +
Reporting capability +
Feedback Loop +
Link to colleagues

=

Continuous Quality Improvement
With a
Focus on Outcomes

Canada Accreditation System

- Previous accreditation programs focused on setting structures and processes for quality improvement

- Current Qmentum accreditation program:
  - Collaborative approach to providing care
  - Essential role of patients and family
  - Increased focus on patient outcomes
  - Broader involvement of staff and patients in accreditation process (tracer methodology)
 - Physician involvement and clinical governance

Canadian Experience

- Potential to 'leapfrog' through quality improvement journey:
  - 'Skip' developmental stages of standards primarily focused on structures and processes
  - Organization-wide focus on quality improvement (e.g. transition from pharmacy to a collaborative approach to medication management)
  - Improved assessment tools – use of tracer methodology instead of individual/group interviews during on-site surveys

Key Element of a Process
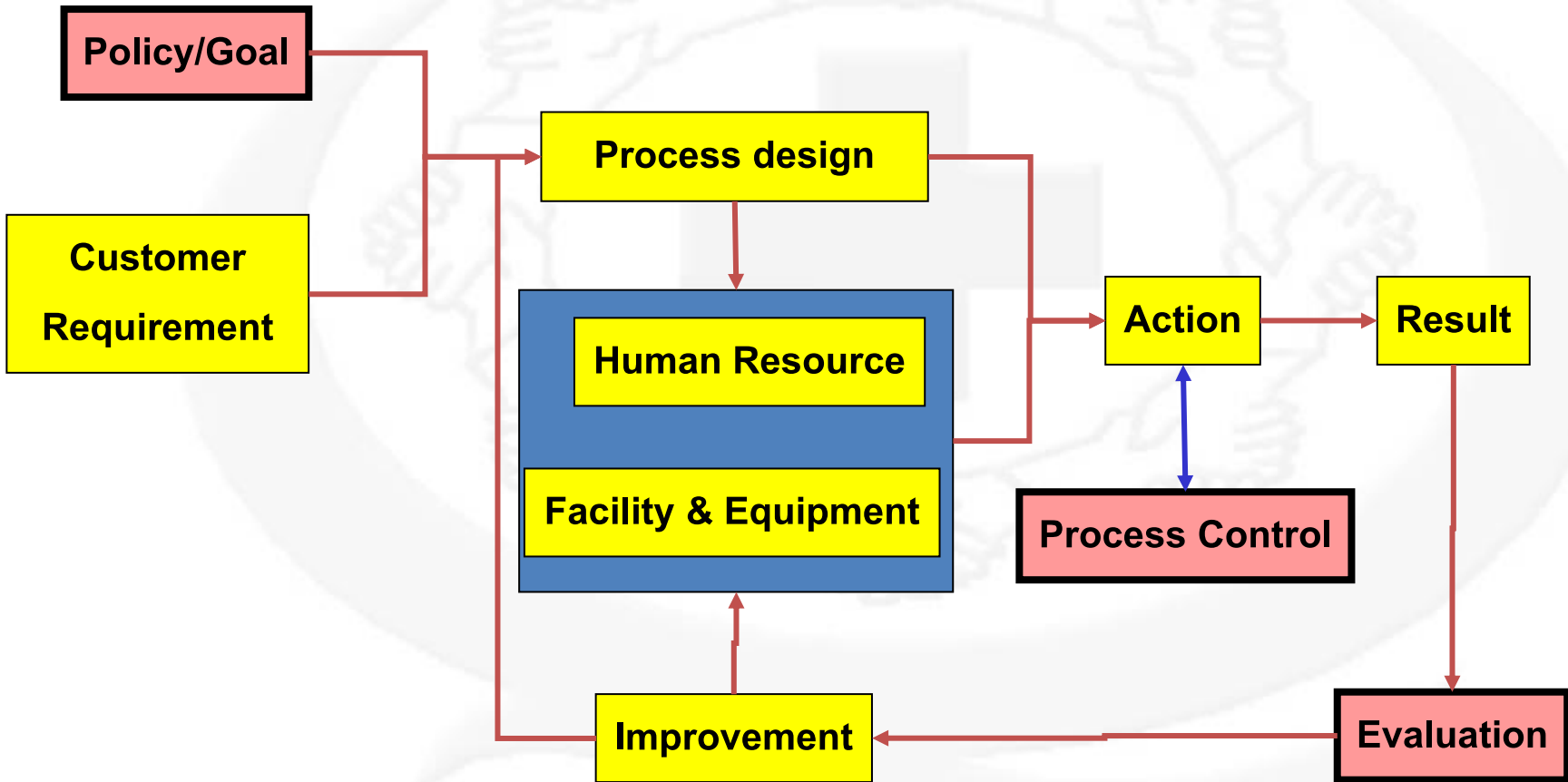
Language of the Standards

Coverage

Timeliness

By whom

What next

- Patient clinical needs are assessed
- **All** patients have their clinical needs assessed
- All patients have their clinical needs assessed **within 24 hours of admission**
- All patients have their clinical needs assessed within 24 hours of admission **by a qualified physician**
- All patients have their clinical needs assessed and **a care plan is entered in their record** within 24 hours of admission by a qualified physician

Group Work: Standard Development

- How can we use licensure to improve quality?
- What are the most 5 important areas/systems in hospital that need improvement?
- What should be the structure or framework of the standard?
- In the area of interest, what is the most important change we would like to see?

Group Work: Standard Development

- How should we balance the emphasis of standards:
  - Structure
  - Process design
  - Process implementation (training, information)
  - Process monitoring
  - Review & leaarning
  - Outcome

Group Work: Drafting a Standard

- Identify an area you are interested
- Define a process and its purpose
- Review common problems from that process
- Draft a statement of desired performance
- Review whether the statement will lead to intended change, consider any outcome possible
- Review whether wording is clear and unambiguous