Using the Standards of Excellence to Improve Organizational Performance

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Session Objectives

1) Describe the purpose and key aspects of incorporating standards of excellence into practice
2) Utilize the Academy’s Standards of Excellence Metric Tool to assess and improve practice
3) Identify areas for improvement and begin to strategically develop an action plan to address

Audience Participation

• Show of hands if you have heard of the Standards of Excellence
• Show of hands if you have accessed the Standards of Excellence Metric Tool
Standards of Excellence (SoE) in Nutrition and Dietetics

**Purpose:** To provide RDNs/NDTRs with a self-assessment tool to measure and evaluate their organization’s programs, services and initiatives

- Designed to strengthen, differentiate, and communicate the importance of RDNs'/NDTRs’ roles
- Serves as a roadmap to creating a brand identity for RDNs/NDTRs as collaborative, competent, confident, and credible
- Provides a framework for promoting RDN/NDTR personal and professional growth opportunities

Journal Article

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SoE Background

- Developed by Standards of Excellence Workgroup in 2013
- Approved and coordinated by the Academy’s Quality Management Committee
- Criteria based on review of other national programs
  - Magnet Recognition Program (Nursing - ANCC)
  - 5 Model Components
  - Malcolm Baldrige Quality Award (US Organizations)
  - Healthcare category
Four Standards of Excellence in Nutrition and Dietetics

An organization can demonstrate Standards of Excellence in one of many ways...

*Organization means workplace or practice setting

Assesses an entire organization’s performance, not the individual practitioner’s

Aligns with Academy’s New Principles

Approved in February...The Academy and Its Members Will:

- Integrate research, professional development and practice to stimulate innovation and discovery
- Collaborate to solve the greatest food and nutrition challenges now and in the future
- Focus on system-wide impact across the food, wellness and health care sectors
- Have a global impact in eliminating all forms of malnutrition
- Amplify the contribution of nutrition practitioners and expand workforce capacity and capability

Aligns with New Visioning Report

FROM THE ACADEMY

Visioning Report 2017: A Preferred Path Forward for the Nutrition and Dietetics Profession

Council on Future Practice’s 2017 report offers 10 priority change drivers and trends driving the profession.
Top Tier Change Driver

Ranked 3rd: **Accountability and Outcomes Documentation Become the Norm**

Increased emphasis on evidence-based practice and accountability for documenting beneficial and cost-effective outcomes become the norm in health care.

### Supplemental Prelude Article

Explores Change Drivers and Trends in more depth

Source: [http://www.eatrightpro.org/resource/leadership/volunteering/committee-lead-er-resources/visioning-process](http://www.eatrightpro.org/resource/leadership/volunteering/committee-lead-er-resources/visioning-process)

### Change Driver: Accountability and Outcomes Documentation

**Trend 1:** Health care evolutions necessitate increased research and quality improvement activities

- Quality improvement initiatives, research and tracking outcomes, which may have been “nice to have” in the past, are now essential and indeed mandatory activities in many settings in order to survive and thrive under the current health care financial reimbursement environment.

“RDNs and NDTRs who are unable to illustrate their worth through improved outcomes or other cost-benefit analyses may be replaced by other professionals.”
Anticipated Benefits of Achieving (High) Standards of Excellence

- Attract and retain high-performing RDN/NDTR applicants
- Persuade administrators to accept innovative ideas
- Enhance financial resources
- Increase customer satisfaction
- Increase referrals and customer volume

Applies to 4 Practice Segments

Based on 2012-2013 Academy member dues forms: practice area demographics

Note: All 4 standards and every indicator may not apply to every organization

Accessing SoE Information

Entire section devoted solely to the SoE located within “Practice” and “Quality Management”
SoE Site Contents

**Standards of Excellence**

- FREE to members and nonmembers
- Incorporates the defined SoE criteria within the 4 standards
- Series of questions with multiple choice format selections
- Intended to identify any gaps to then promote quality improvement projects

Access the self assessment tool from here

Debuted at FNCE 2015 in Nashville

SoE Metric Tool

Using the SoE Metric Tool

- Consists of 32 multiple choice questions
- Estimated to take about an hour
- Must complete all at once (answers will not be saved)
- Once finished, receive the corresponding scores summary to print for future reference and comparison
Suggestions for Ease of Use

- 1st print and review the list of questions in advance
- 2nd review the resources at the end of each of the 4 sections to assist in making informed responses
- Make sure you clearly understand the terminology used → Items with a symbol provide definitions by hovering over top with mouse

Getting Started

Home Screen

Accept the Terms

1st Standard: Quality of Leadership

Basis:
Recognizes that the organization employs an RDN in a leadership role who motivates RDNs to be the organization’s nutrition and dietetics leaders

Evaluates:
Leadership within the organization and the profession, volunteer leadership, individual honors and awards, transformational leadership, and mentorship
Quality of Leadership: Sample Question

So, become actively involved in the CNM DPG...
sign-up at the Member Services table during the exhibits

Ways CNMs Can Support Excellence in Quality of Leadership
- Hold or pursue high level leadership positions (director, VP, regional manager, etc.)
- Develop a career ladder structure for RDNs
- Encourage RDNs to run for offices or volunteer in professional organizations
- Become a member of the Quality Leader Alliance
- You apply or nominate RDNs for awards
- Serve as a site for dietetic students/interns and encourage staff to value being a preceptor

2nd Standard: Quality of Organization

Basis:
Encompasses the organization’s structure and inclusion of RDNs in decision making at organizational level

Evaluates:
Organization includes RDNs in its strategic plans, performance improvement plan, internal and external programs, systems, and corporate culture
Quality of Organization:
Sample Question

Institute for Healthcare Improvement has a validated Team Vitality Instrument at:
http://www.ihi.org/resources/Pages/Tools/HealthcareTeamVitalityInstrument.aspx


Ways CNMs Can Support Excellence in Quality of Organization

- Promote specialty certifications and reward with pay increase (eg. new advanced practice certification)
- Publish and share awards/achievements in facility announcements/newsletter
- Conduct staff satisfaction surveys and “stay” interviews
- Join the Academy’s DPBRN and/or conduct QI projects
- Assign RDNs to sit on committees/councils within organization or RDNs to participate in community outreach programs
- Pursue clinical privileges (Order Writing)

3rd Standard: Quality of Practice

Basis:
Describes roles of RDNs in impacting the organization’s person-centered nutrition outcomes by being a part of interdisciplinary team and demonstrated expertise

Evaluates:
Education, credentialing, evidence-informed practice, competence, and adherence to professional standards
Quality of Practice: Sample Question

Most are available through the eatrightSTORE

Ways CNMs Can Support Excellence in Quality of Practice

- Clinical care follows the Nutrition Care Practice model
- Incorporate the CNM Standards of Professional Performance (SOPP) into your practice
- Utilize the Scope of Practice Decision Tool for RDNs
- Provide programs to support RDN’s professional development portfolio
- Have RDNs act to Public Policy Action Alerts or attend annual Public Policy Workshop (PPW)
- Publish your research or submit an abstract for FNCE poster sessions

4th Standard: Quality of Outcomes

Basis:
Organization promotes RDNs’ contribution to quality care by defining, measuring, and collecting nutrition-sensitive outcomes

Evaluates:
Systematic measurement of outcomes, regular performance evaluations, and continuous improvement
Quality of Outcomes:
Sample Question

Ex. Support efforts to improve malnutrition recognition and intervention  learn more on Monday 4/20/17

Ways CNMs Can Support Excellence in Quality of Outcomes

- Establish performance measures and continually assess performance and progress
- Utilize the Academy of Nutrition and Dietetics Health Informatics Infrastructure (ANDHII)
- Use process improvement methodology (PDSA, Six Sigma)
- Participate in Dietetics Practice Based Research Network (DPBRN) initiatives
- Participate in the Nutrition Day in the US program
- Participate in Association for Healthcare Foodservice (AHF) benchmarking program

Recommended SoE Process

Repeat process until your organization achieves “Excellence” as defined by the Academy

Utilize PI models/tools like PDSA, DMAC, Lean

Embark on quality improvement projects targeted at lower scoring areas

Sustain the improvements so they are fully incorporated within your organization

Identify standards and indicators where organization scores lower

Conduct self-assessment of your organization via SoE Metric Tool

Embark on quality improvement projects targeted at lower scoring areas

Sustain the improvements so they are fully incorporated within your organization
Group Activity

• Next 5-10 minutes
• Each table discuss handout
• Volunteer brief report outs

For More Information on SoE:
Learning Modules for CPEUs

Resource Modules
These modules are intended to educate practitioners on the Standard of Excellence Metric Tool
Module 1: Incorporating Standards of Excellence into Practice
Module 2: Using the Standards of Excellence Metric Tool
Earn 1.0 CPEU credit after viewing both modules and successfully passing the quiz below:
- Standards of Excellence Quiz

• Available on the SoE website section
• FREE to members and non-members
• 2 separate voice recorded self-paced PPT modules
• After completion of 10 question quiz can print certificate for 1 CPEU for PDP

SoE Metric Tool Feedback

Your FEEDBACK is important!
Information on Quality Resources: Learning Modules for CPEUs

- Available in the Quality Management website section
- FREE to members and non-members
- 1 voice recorded self-paced PPT module with corresponding 11 question quiz for 1 CPEU for PDP

Quality Leader Alliance

Eat Right Weekly

March 1 Application Deadline: Are You a Quality Leader?
The Quality Leader Alliance, now in its second year, is seeking individuals experienced in quality to network and to communicate and educate food and nutrition practitioners on quality management concepts and resources. All members are encouraged to apply to a two-year term on the Quality Leader Alliance. The application deadline is March 1. Appointments to the Alliance will be made in May.

Apply at: www.eatrighpro.org/QLA

Plug for QPI Sub-Unit Poster Session

Monday, March 20, 2017

Learn what other CNMs have done... to support or improve their Organization's Standards of Excellence