

Quality and Safety Matters

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5 Things to Invite the Next Generation to QI

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The Institute for Healthcare Improvement (IHI) was founded in 1991 and has since been working to improve the quality of healthcare worldwide. Quality improvement (QI) is the act of developing and putting into practice new ways to improve both the patient experience and patient health.¹ It is important for all healthcare providers in a facility to work together to improve the quality of care. The IHI stresses that in order to increase QI efforts in a healthcare facility, leaders should give students the confidence and knowledge they need to take part in it.²

There are five ways in which the leaders of healthcare can get our generation of nursing students involved in quality improvement. The first is for them to **explicitly invite students to the leadership table**. This means that the younger generation should be encouraged to give input regarding their QI ideas. After all, students have fresh eyes that can see room for improvement in areas that may be overlooked by more seasoned employees. The second method goes along with the first and is for members of the older generation to **reflect on their leadership style**. Allowing students to share their input can only be productive if the way in which they are invited is sincere and not intimidating. Otherwise, a student may be scared to give his/her suggestions.²

The third way in which the leaders of healthcare can get the next generation involved in QI is to **prioritize continuous learning and related QI skills**. Students should be educated about topics like QI during their clinical and classroom learning so that they can make connections between QI and the positive effects it can have on their patients. One way this can be achieved is through online courses, such as those offered through the IHI Open School.³ This form of online schooling founded by students, for students is the program that we participate in at TCNJ. Its purpose is to supplement nursing school curriculums with information about QI, workplace safety, and leadership.³ In addition to online opportunities, the Open School provides students with face-to-face networking opportunities during their annual conference. Today, over 700,000 students have joined the Open School!²

The fourth way in which the next generation can be brought into QI is for the older generation to **meet students where they are**. One way to accomplish this is to utilize the younger generation's affinity for being social and forming relationships. Allowing students to work together to make important changes could be more beneficial than having them work individually. The fifth method is for healthcare leaders to simply **get out of the way**. The older generations are encouraged to give students control over QI in the workplace they share. Students are passionate and eager *Continued on page 2*

Preventing Burnout: Focus on Joy at Work

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When you picture yourself in the real world pursuing your dream job, you might feel a sense of accomplishment and pride. However, many careers, especially those in healthcare, include long and stressful days. As a student it is important to be informed about burnout in the work place, and how to avoid it.

What is burnout? Burnout occurs when one is physically, mentally and emotionally drained. Nurses are on their feet most of the day, and are faced with both joyful and tragic situations which can be emotionally and physically stressful. Perlo and Feeley indicate that as many as 37% of newly licensed registered nurses have thoughts about quitting the profession of nursing after experiencing burnout.¹ This is a shocking number and even though you might not have thoughts about ever leaving your chosen profession, statistics show it is very possible.

Because of the important role nurses have in society, it is crucial to recruit and retain an adequate supply of nurses. New nurses should be excited about starting their career, and focusing on the joy of being able to practice as a licensed registered nurse. So how do we avoid burnout and focus more on the joy that working in healthcare brings? Gratitude goes a long way in improving one's view of life. By recalling the experiences that you are grateful to have as a nurse on a daily basis, your perspective of your career choice may shift in a positive way. It is also helpful to periodically validate your intentions towards being a nurse. What motivated you to choose this career? By really understanding your aspirations as a nurse, you can work towards your goals with a flourishing amount of passion and drive.

Another way to motivate healthcare providers to see the joy in the work place is to address the issues that cause burnout in the first place. Are you not getting an adequate break? Do you feel that your coworkers are treating you unfairly? Whatever it is, analyze the situation and consider what can be done to improve the circumstances. Communication is key, when it comes to feeling joy at work. If you are feeling burnt out, communicate with coworkers, or a supervisor as a first step toward remedying those feelings. Healthcare providers work as teams and helping each other by working together can improve the work place for coworkers and patients alike. Always speak up when something doesn't appear to be right and provide positive feedback whenever possible. It is our job as healthcare providers to help ourselves and our patients feel comfortable and empowered.

Other strategies to avoid burnout include being committed to improving yourself and your work, focusing on your role at work, being responsible for the respectful encounters you have with other employees and always engaging in dialogue with your coworkers. These actions allow you to contribute to the joy at work and become more present with your coworkers, enhancing the experience. Perlo and Feeley state that when employees are experiencing joy at work, they feel more committed intellectually, emotionally and behaviorally.¹ Evidence has shown that people that take action to implement joy into their practice have a more joyful work environment resulting in less burnout *Continued on page 2*

What is Plan-Do-Study-Act?

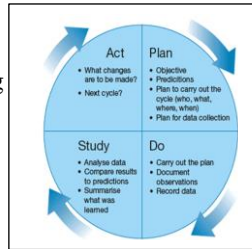
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The demands for improvement of quality and safety within the healthcare system cause us to continually evaluate the need for change. There are a variety of methods used to support change - one of the most effective being the Plan-Do-Study-Act (PDSA) cycle. PDSA is a simple, four-step model used in the advancement of quality improvement. Each step of the cycle leads into the next step until the goal is achieved. PDSA is an adaptive and, over time, impactful tool that allows users to constantly and carefully evaluate change and continuous adaptation to reach the desired goal.

Before beginning the PDSA cycle, three components must be considered to guide the project. These three components are: "What are we trying to accomplish?", "How will we know a change is an improvement?" and "What change can we make that will result in improvement?"¹ By answering these questions, a foundation or "aim" for the intervention is created. With the created aim statement, a team has a set goal to accomplish, and the PDSA cycles will continue until that goal is reached.

The first stage of PDSA is the **Plan** stage and consist of identifying what can be changed that will lead to improvement. This stage sets up a plan of action and how it will be executed, essentially the blueprints for the change. A hypothesis for improvement is also created in this step to evaluate results in the future. The second stage, the **Do** stage, is where this plan is carried out. During this stage, data is collected, observations are made and everything is documented. The third stage, the **Study** stage, includes a full data analysis of what was collected during the plan stage. Team members study the information obtained and compare it to what they had predicted in their hypothesis. The effectiveness of their implementation is assessed to evaluate if the change was successful or not. Lastly, the **Act** stage is where adjustments/changes are made for further improvement in the next PDSA cycle based on the collected data. Once adaptations are made, the process starts all over again until the goal is achieved.

A major consideration when using the PDSA cycle is to carry out change on a small scale in order to get the best results. PDSA cycle has a cyclic learning approach to adapt change aimed at improvement.² Over time minor changes and constant adaptation will lead to the most effective change for a desired goal. PDSA is especially helpful in the complex healthcare system because it offers supportive mechanisms for iterative development through many cycles and scientific testing. Due to that fact that this model is so applicable to different scenarios and objectives, it is extremely versatile and fits well in a complex system such as healthcare. It is important to note that when using the PDSA cycle, one must carry out the cycle in its entirety, in order to benefit from the full effect.



The Plan-Do-Study-Act cycle has afforded healthcare providers the ability to make great strides in bringing healthcare closer to a high quality, safe environment. As medical professionals, it is our responsibility to execute improvement through PDSA cycles in the healthcare system. As is frequently said, "there is always room for improvement" and with the PDSA cycle, finding the proper changes to create that improvement is broken down into doable steps and becomes clearer. This is a model to imbed in one's nature, constantly looking at ways to improve one's self and one's workplace to ensure quality and safety.

1. Institute for Healthcare Improvement. (nd). Plan-Do-Study-Act Worksheet. Retrieved from: <http://www.ihl.org/resources/Pages/Tools/PlanDoStudyActWorksheet.aspx>
2. Taylor, M. J., McNicholas, C., Nicolay, C., Darzi, A., Bell, D., Reed, J. E. (2014). Systematic review of the application of the plan-do-study-act method to improve quality in healthcare. *BMJ Quality & Safety*, 23(4), 290-298.

Preventing Burnout

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and medical errors, leaving patients with a better experience; employees also experience better teamwork and productivity. These are all beneficial outcomes of joy that burnout prevents.

Something to stay focused on as a healthcare provider is the duty to provide the best care for patients, and to be their advocates. This can be a challenge when one is experiencing burnout. Healthcare providers often focus on patient's well-being and forget about their individual self-care needs. Nurses teach about holistic self-care, and educate patients not only about physical health but also psychological, spiritual, and emotional health. But in order to provide good healthcare, one must take care of oneself first. With this in mind, healthcare providers can use these simple steps to keep the focus on the joy of working in healthcare to help them avoid burnout!

1. Feeley, Derek & Perlo, Jessica (2018). Why Focusing on Professional Burnout is Not Enough. *Journal of Healthcare Management*, 63(2) pp. 85-89.

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to make these changes, so they should be given the trust and space they need to accomplish these goals.²

When the older generation follows these steps, they are showing the younger generation that they are valued and trusted. With these five methods in mind, current leaders in health care can encourage students to voice their opinions about ways to improve the quality of healthcare in their workplace and to become leaders themselves.

1. U. S. Department of Health and Human Services. (2011). Quality improvement. Health resources and services administration. Retrieved from <https://www.hrsa.gov/sites/default/files/quality/toolbox/508pdfs/qualityimprove>
2. Institute for Healthcare Improvement. (2018). Invite the next generation to lead: Lessons from 10 years of the IHI open school. Retrieved from <http://www.ihl.org/resources/Pages/Publications/Invite-the-Next-Generationto-Lead.aspx>
3. Institute for Healthcare Improvement. (2019). Open school. Retrieved from <http://www.ihl.org/education/ihioopenschool/Pages/default.aspx>

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