Role of HR in Quality and Patient Safety

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Federal HR Laws Summary

<table>
<thead>
<tr>
<th>Topic</th>
<th>Federal Statute</th>
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</thead>
<tbody>
<tr>
<td>Hiring</td>
<td>Fair Labor Standards Act (FSLA)</td>
</tr>
<tr>
<td>Benefits</td>
<td>Family Medical Leave Act (FMLA)</td>
</tr>
<tr>
<td>Protection/Confidentiality</td>
<td>Americans with Disabilities Act (ADA)</td>
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<tr>
<td>Workplace Safety/Health</td>
<td>Occupational Safety &amp; Health (OSH) Act</td>
</tr>
<tr>
<td>“Whistleblower”</td>
<td></td>
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HR Measurement

HR Planning

As a result of rapidly changing business needs, HR professionals must develop the ability to make fact-based decisions.

Decisions based on data from metrics that measure quality, quantity cost and effectiveness of HR programs.
Metrics for Every Industry

Every industry has its own unique metrics, from law firms to manufacturers. The common bottom is to make an objective case for strategic human resources planning.

Measure, Measure, Measure

Common HR metrics include:

- Workforce Productivity
- Recruiting
- Employee Engagement
- Payroll
HR Metrics

Three Levels:
- Personnel
- Human Resources
- Human Capital Management

HR Metrics

Personnel - Control and Compliance Stats
Examples:
- Turnover rates
- Absenteeism
- Training costs per employee
- Cost per employee of wages and benefits
HR Metrics

Human Resources – Service Delivery Stats

Examples:
- Reduction in vacancies
- Increased job performance following training
- Decreased performance following wellness program

HR Metrics

Human Capital Management – Aligned with Strategic Goals

Examples:
- Revenue/profit
- Customer base
- Productivity
How Valuable are HR Dashboards and Scorecards?

Dashboards/scorecards provide context – historic trends and benchmarks – to help the viewer evaluate and interpret data.

Linking HR Practices to Outcomes - Quick Chart

<table>
<thead>
<tr>
<th>HR Practice</th>
<th>HR Deliverable</th>
<th>Outcome</th>
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</thead>
<tbody>
<tr>
<td>Recruiting</td>
<td>Vacant positions are filled on a timely basis with quality new people.</td>
<td>Productivity achieved by acquiring skilled staff</td>
</tr>
<tr>
<td>Training</td>
<td>A training program is delivered on</td>
<td>Reduced risk of suits and</td>
</tr>
</tbody>
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### Potential HR Benchmarking Issues

<table>
<thead>
<tr>
<th>Issue</th>
<th>Legal Source</th>
<th>Action</th>
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<tbody>
<tr>
<td>Employee Conduct</td>
<td>Sentinel Event Alert - 2008 JCAHO</td>
<td>Address harassment and disruptive behavior</td>
</tr>
<tr>
<td>“Whistleblowing”</td>
<td>DRA of 2005</td>
<td>Education re “whistleblowing”</td>
</tr>
<tr>
<td>LTCs - Feeding Assistants</td>
<td>CMS Rule - 2003</td>
<td>Paid feeding assistants may</td>
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<td>Employee medical certification</td>
<td>Family Medical Leave Act (FMLA) – 2008 DoL</td>
<td>Authentication of certification; recordkeeping</td>
</tr>
<tr>
<td>Confidentiality; Reinstatement; Unpaid leave</td>
<td>FMLA - 2008 ADA - 2008</td>
<td>Training/Education Recordkeeping</td>
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</tbody>
</table>
Performance Improvement VS. Quality Improvement

The Challenges

- What are we trying to improve?
- What changes can we make?
- How will we know that change is an improvement?
- What are the best practices?
QI and PI: Different Means to the Same End?

Differences:

- PI places more emphasis on human performance; QI focus is on process.
- PI more inclined to consider HR-related causes and solutions; QI emphasis on systems.

<table>
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<td>PI Causes/Solutions Examples:</td>
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<tr>
<td>• Clear job expectations</td>
</tr>
<tr>
<td>• Performance feedback</td>
</tr>
<tr>
<td>• Motivation</td>
</tr>
<tr>
<td>• Incentives</td>
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</table>
QI and PI

QI Causes/Solutions Examples:
- Monitoring of accreditation systems

QI and PI

Commonalities:
- QI and PI are both data-based
- QI and PI use similar tools and techniques.
Increasing Common Ground between QI and PI

- QI developing and testing so-called HR interventions, e.g., supervisory feedback and health worker motivation.
- PI identifying systemic causes such as lack of systematic monitoring and evaluation.

QI and PI

QI is one methodology in the larger Quality Assurance System.
Not the sole entry point for improving the performance of a healthcare system.
Promotion of Healthcare and Safety QI

Practical skills and the benchmarking learning process are building blocks.

Current PI Practices

Joint Commission Resources, Inc., an international subsidiary of the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).  www.jcrinc.com
Process Analysis Tools

Failure Modes And Effects (FMEA) Analysis Tool

FMEA is a systematic, proactive method for process evaluation to identify where and how failures may occur in order to identify parts in the process most in need of change.
FMEA Background

Originated during 1940’s, further developed and adapted in numerous industries for use in continuous improvement.

Conducting a Healthcare FMEA

Healthcare FMEAs focus on prevention, enhancing safety, increasing positive outcomes and increasing patient satisfaction
Steps to Conducting a Healthcare FMEA

Step 1 - Constitute a team and define topic and scope

Step 2 – Describe the process (Use current policy/procedures as guide)

Step 3 - List failure modes, effects, and severity for each process

HFMEA Steps (continued)

Step 4 – Identify causes for selected failure modes (why it went wrong)

Step 5 – Conduct effects analysis for modes and causes to score, prioritize and select

Step 6 - Design interventions, assign staff and timeframes

Step 7 – Identify outcomes measures

Step 8 – Implement and monitor
FMEA References and Resources

FMEA Tools, www.qualityhealthcare.org
www.hcmarketplace.com
www.asq.org
www.ihi.org

Don’t Overdo the Metrics

Avoid overcomplicating strategic human resources planning. . .

You’ll drown in information overload . . .
Build Performance Improvement via Organization Relationships

- Identify/Cultivate Opportunities for Teamwork.
- Institutionalize internal QI committee(s) to sustain PI.
- Incorporate “root cause” analysis/review for problems.
- Prioritize and simplify measurement activities.

References and Resources

The HR Scorecard: Linking People, Strategy and Performance, Brian Becker, Mark Huselid, David Ulrich

How to Measure Human Resources Management (3rd ed.), Jac Fitz-enz

Agency for Healthcare Research and Quality

www.ahrq.gov

www.dol.gov

www.hospitalconnect.com

www.ashhra.com
Questions