

Quality, Safety and Regulatory Requirements

Practical Recommendations
for the Hospital Board

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Joint Commission Resources
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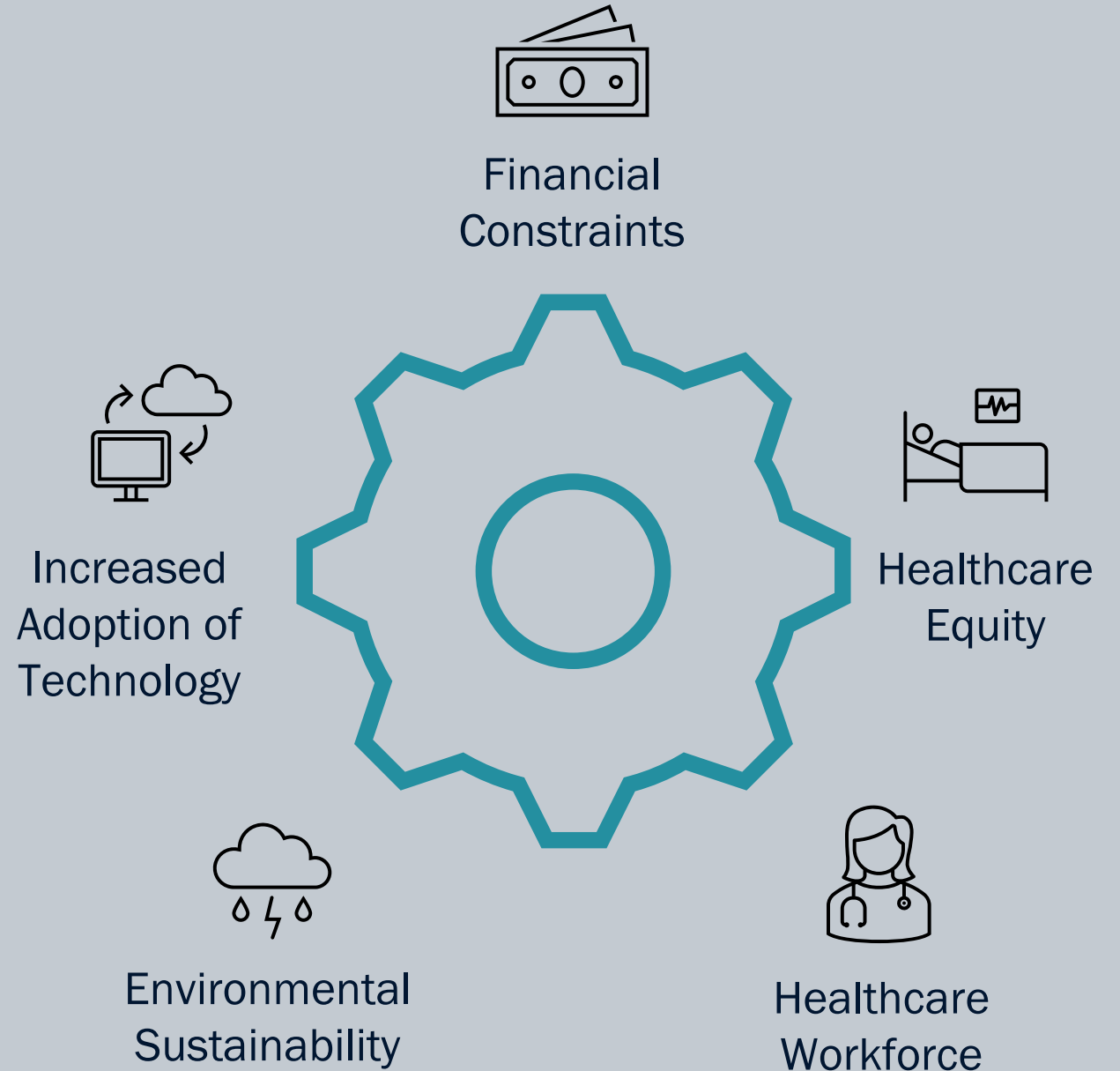
Purpose and Objectives

- ▲ **Purpose:** to provide practical recommendations for Boards to meet the quality and patient safety requirements as defined by regulatory bodies and accrediting organizations
- ▲ **Objectives:** at the end of the program, participants will be able to identify topics to discuss with leadership regarding:
 - Healthcare quality and safety
 - Regulatory and accreditation requirements
 - Board responsibilities

Quality and Patient Safety

Where are we – and where are we going?

Major Global Trends in Healthcare

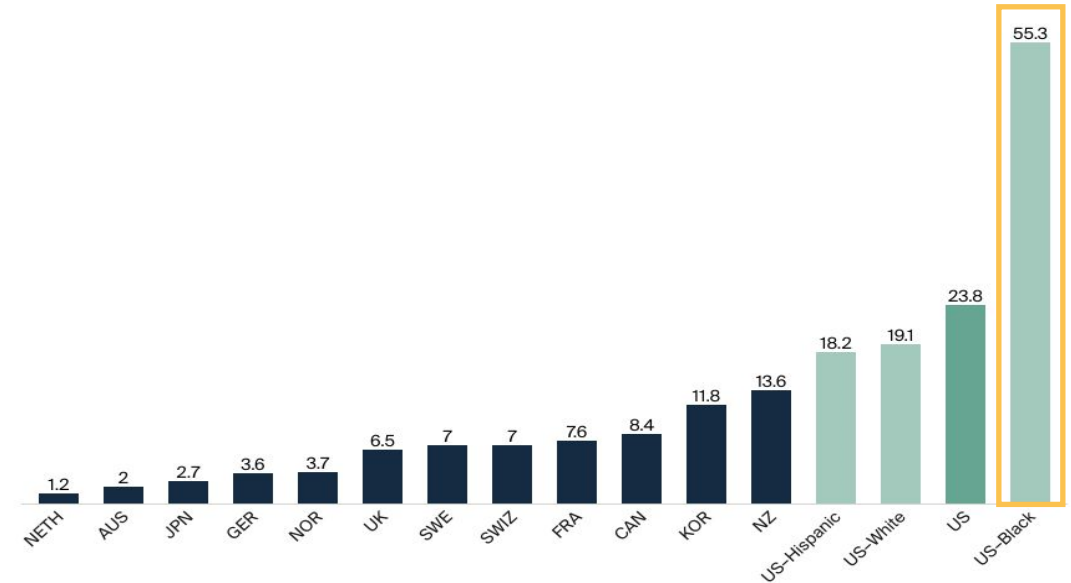


Healthcare Equity

Black women are **2 to 4 times** more likely to die from pregnancy-related complications than White women.

New Data Shows U.S. Maternal Mortality Rate Exceeds That in Other High-Income Countries

Deaths per 100,000 live births



[Download data](#)

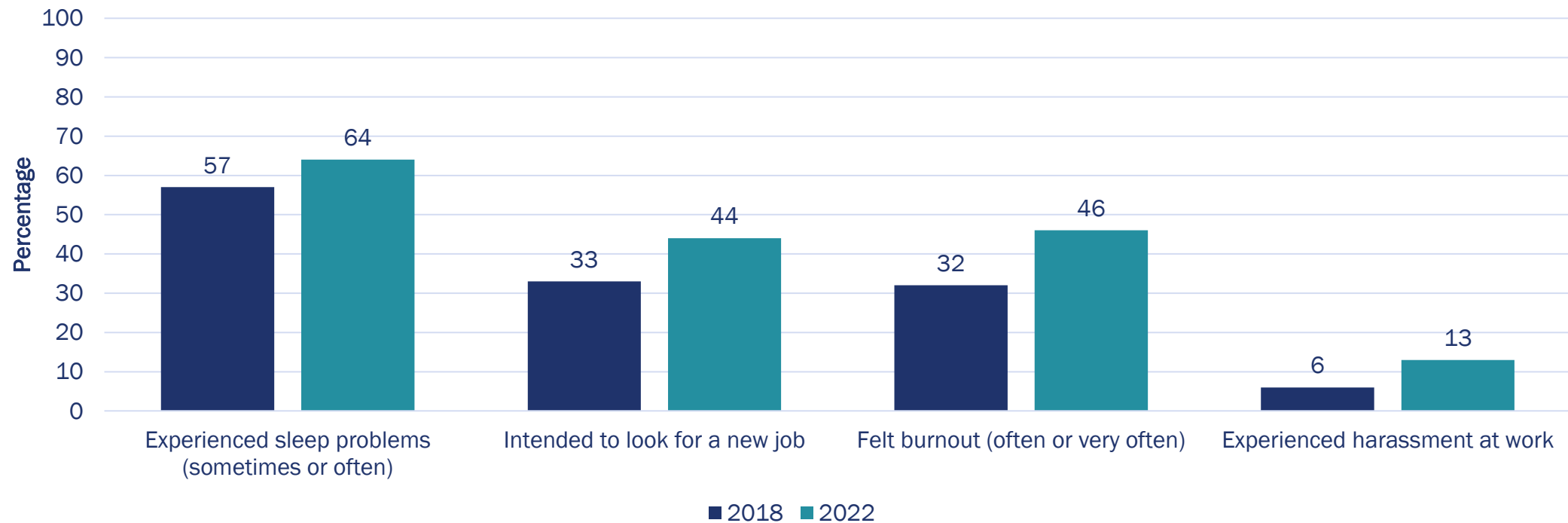
Notes: The maternal mortality ratio is defined by the World Health Organization as the death of a woman while pregnant or within 42 days of termination of pregnancy, irrespective of the duration and site of the pregnancy, from any cause related to or aggravated by the pregnancy or its management but not from accidental or incidental causes. 2015 data for FRA; 2017 data for UK; 2018 data for NZ; 2019 data for SWIZ; 2020 data for AUS, CAN, GER, JAP, KOR, NETH, NOR, SWE, and US.

Data: Data for all countries except US from [OECD Health Statistics 2022](#). Data for US from Donna L. Hoyert, [Maternal Mortality Rates in the United States, 2020](#) (National Center for Health Statistics, Feb. 2022).

Source: Munira Z. Gunja, Evan D. Gumas, and Reginald D. Williams II, "The U.S. Maternal Mortality Crisis Continues to Worsen: An International Comparison," *To the Point* (blog), Commonwealth Fund, Dec. 1, 2022. <https://doi.org/10.26099/8vem-fc65>

Healthcare Workforce

Mental Health, Well-Being, and Working Conditions among US Health Workers, 2018-2022



Environmental Sustainability

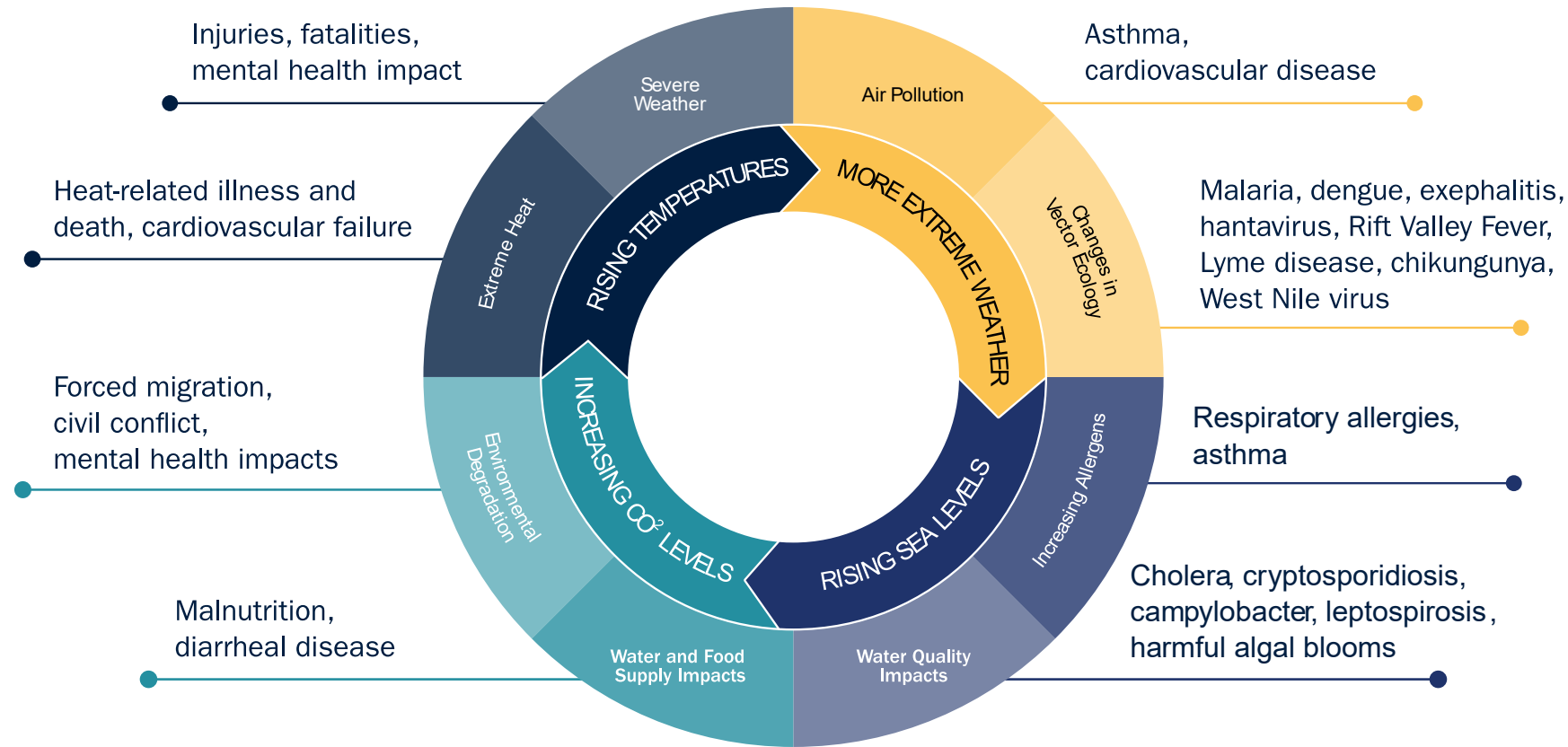


Figure 1: Impact of climate change on human health (Source: U.S. Centers for Disease Control and Prevention)

Digital Transformation

Approximately 30% of the world's data volume is being generated by the health care industry.



An overview of the digital healthcare landscape

Adapted from Pall. The Shift to Digital Healthcare.
World Healthcare Journal. 2019
World Economic Forum. January 2024

Growing Expectations of Boards in Quality

CMS Statement of Deficiencies

Governing Body

- ▶ Based on review of documentation, meeting minutes, observation, and interviews with staff, the **Governing Body failed to ensure:**
 - Physical environment and infection control
 - A screening test performed on newborns
 - Contracted services provide quality care
 - Patient's family had been notified about a medication error
 - Development, implementation, and maintenance of an effective, ongoing, hospital-wide, data-driven quality assessment and performance improvement program

Board Recommendations

Discussion Points

WHAT do we need to know?

- What is the hospital doing to address health equity, healthcare workforce well-being, sustainability?

WHERE are we today?

- What does our data show us about outcomes of care by race, ethnicity, gender? What are staff telling us about engagement and satisfaction with their job?

HOW can the Board help?

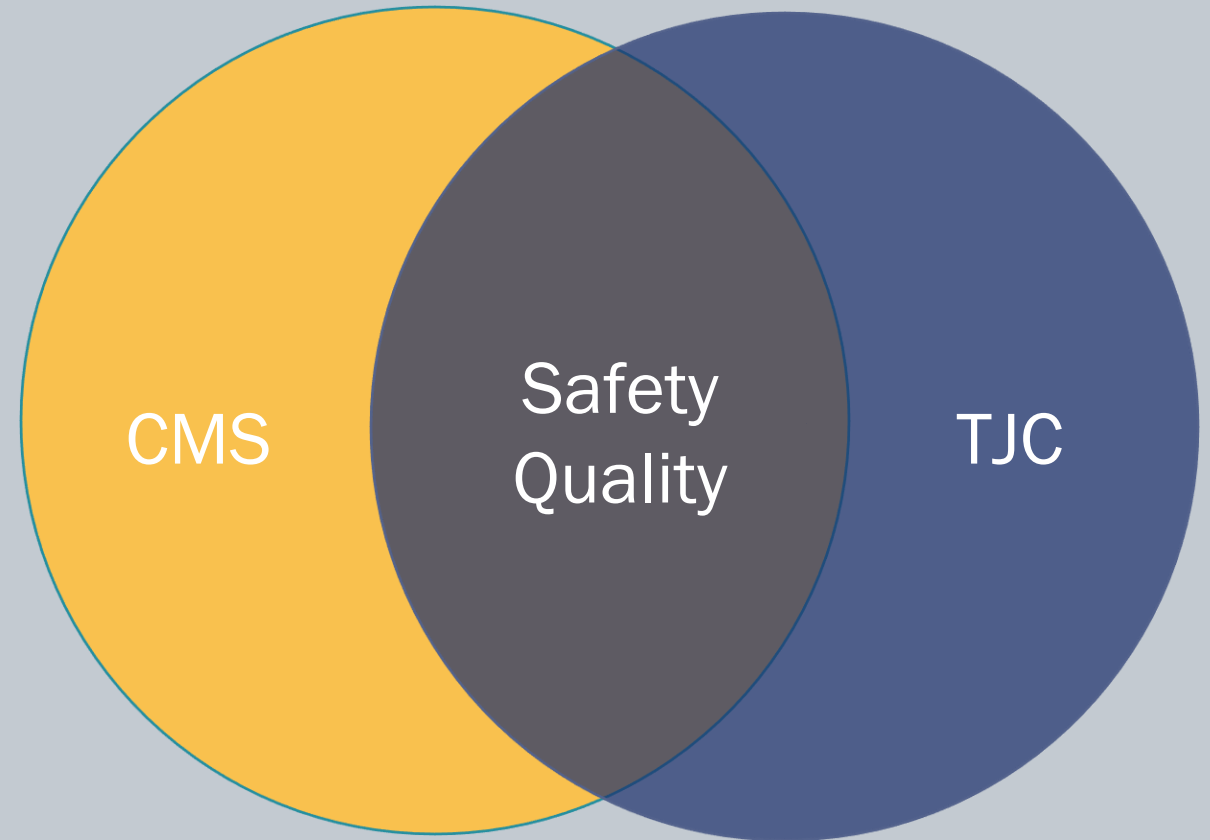
- Should we allocate resources for a new sustainability program?

The Joint Commission, CMS, QAPI

What are these and why are they important?

Definitions and Relationships

- ▶ CMS - Centers for Medicare and Medicaid Services
 - Conditions of Participation (CoP) & Standards
- ▶ TJC - The Joint Commission
 - Standards & Elements of Performance



CMS CoP

Why Are They Important

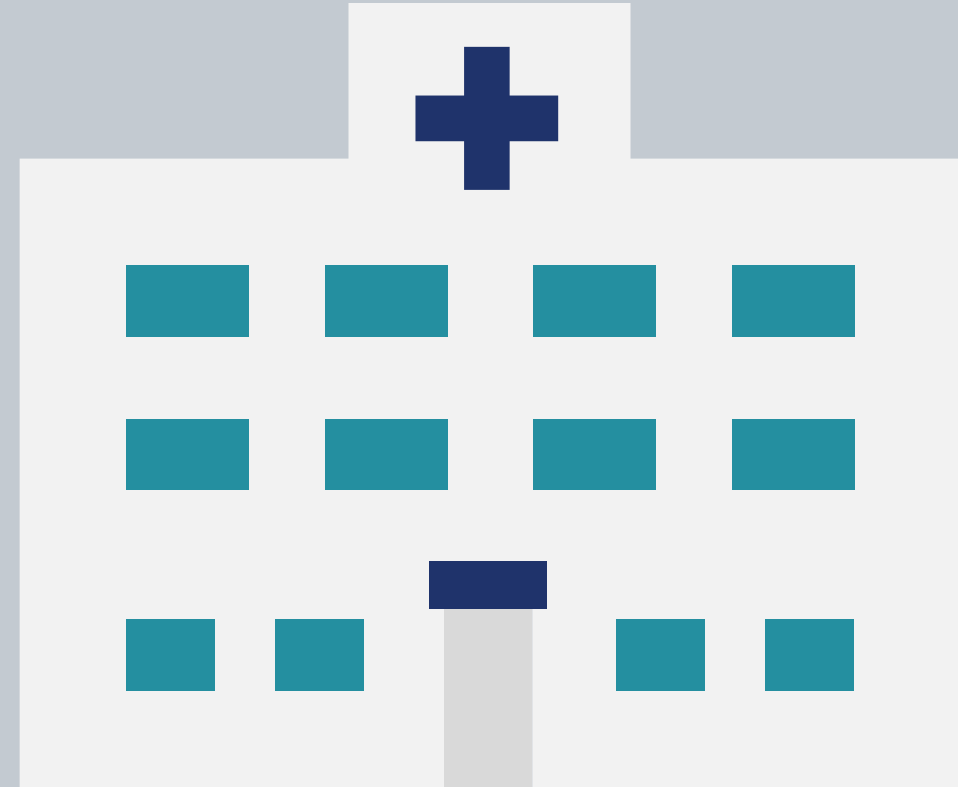
- ▶ To receive payment from Medicare & Medicaid programs, hospitals must comply with the CoPs.



CMS Requirements

Quality and Safety

- ▶ **§482.21 CoP: Quality Assessment and Performance Improvement Program (QAPI)**
- ▶ The hospital must develop, implement, and maintain an effective, ongoing, hospital-wide, data-driven **quality assessment and performance improvement (QAPI)** program and demonstrate evidence of its program for review by CMS



CMS Requirements

QAPI Foundation

Board & Executive Leadership

Data
Collection
and Analysis

3

4

Continuous
Quality
Improvement
Activities

Scope and
Complexity

1

2

Performance
Improvement
Projects

Safe High-Quality Care, Treatment & Services

Board Recommendations

Discussion Points

WHAT do we need to know?

- What is included in our QAPI program?
- Who is our accrediting organization?

WHERE are we today?

- Do our QAPI metrics encompass external mandates (CMS, payors, accreditation, etc.), the scope and complexity of our organization, contracted service and our organization's strategic initiatives?

HOW can the Board help?

- What are the Board's roles and responsibilities for quality?
- How does QAPI information flow to and from our Board?

Role of the Board

What should the Board do?

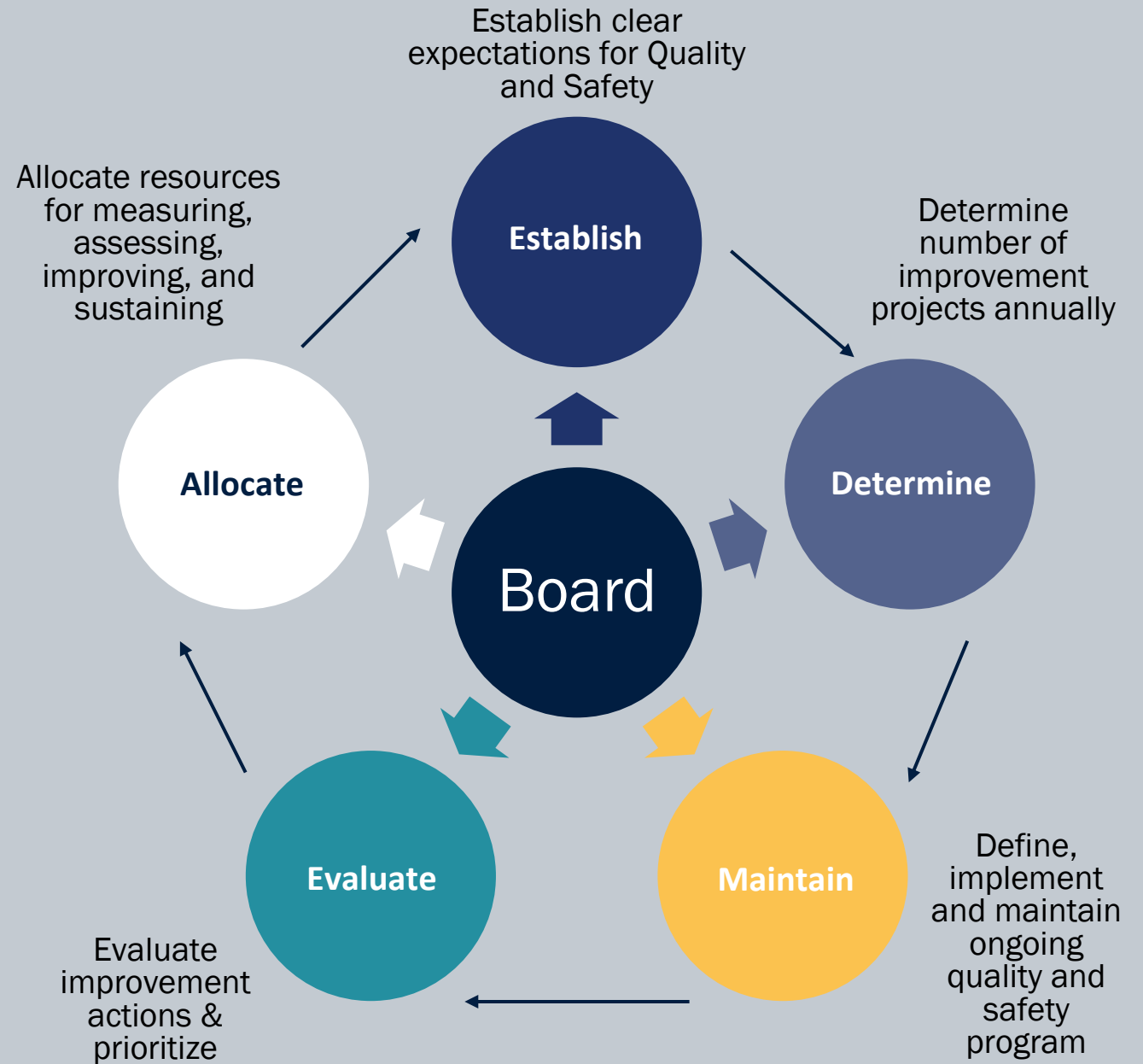
CMS Requirements

Board Accountability for Quality

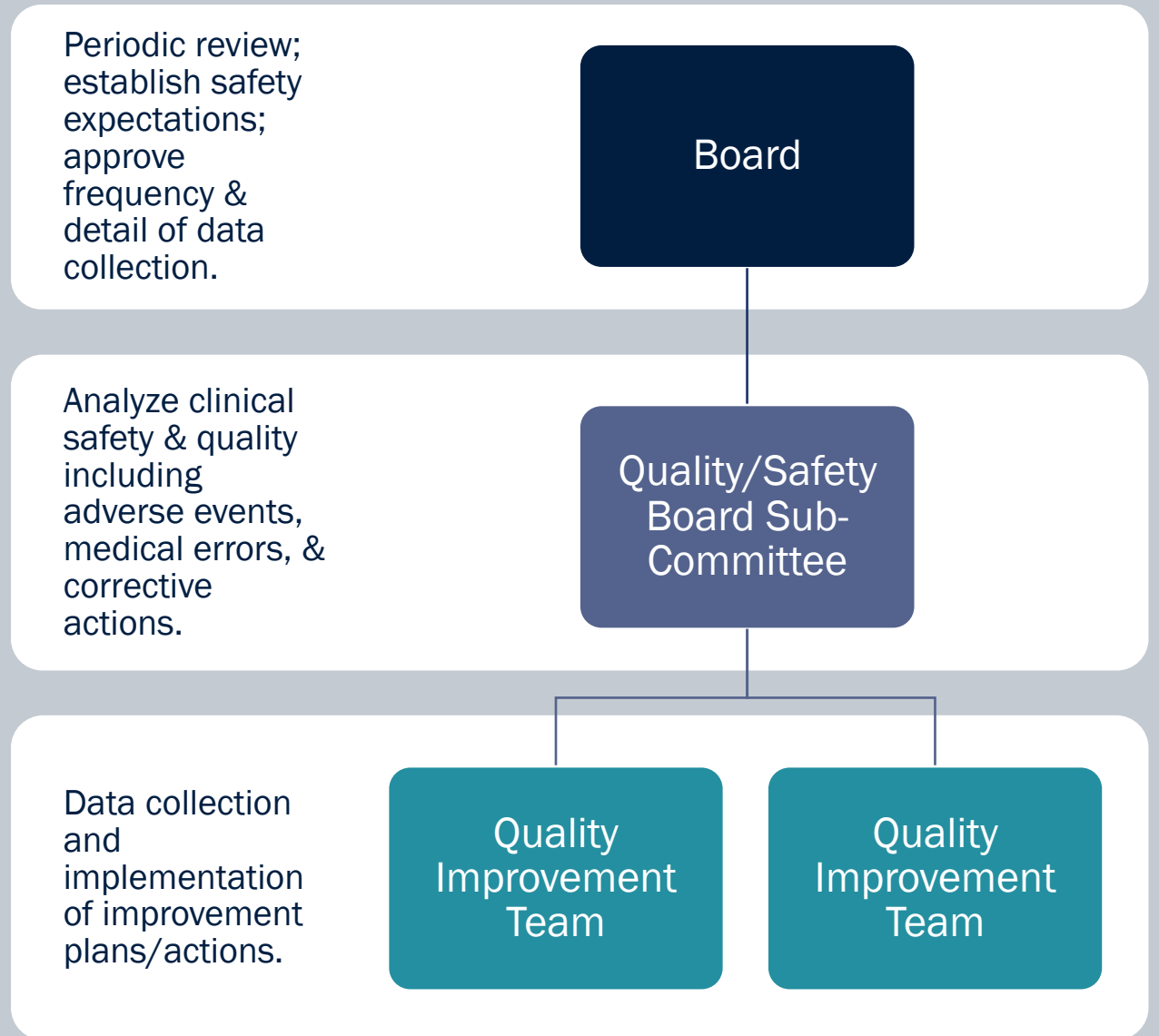


CMS Requirements

Board Responsibilities



Diffusion of QAPI Information

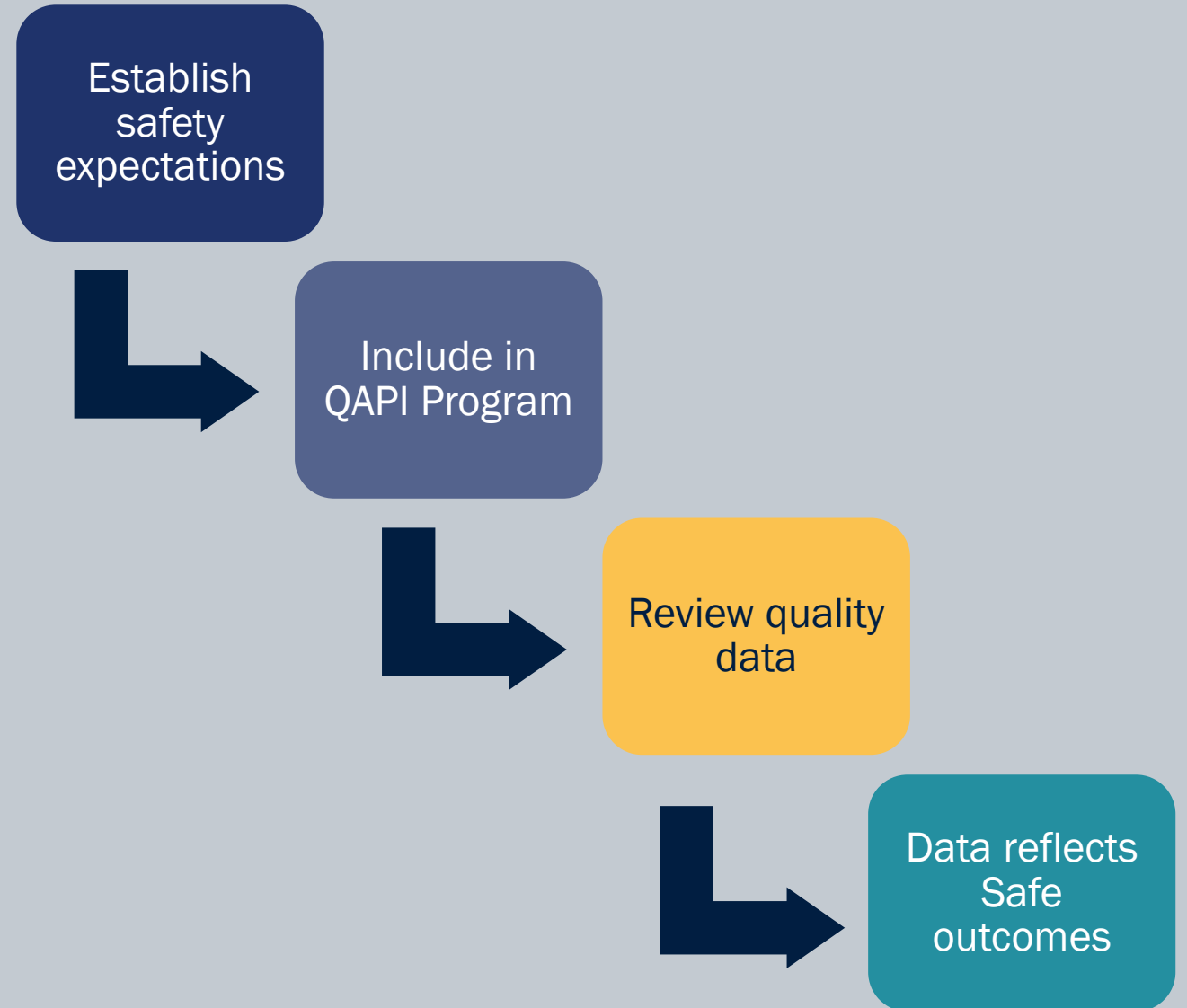


CMS Requirements

Contracts & Agreements

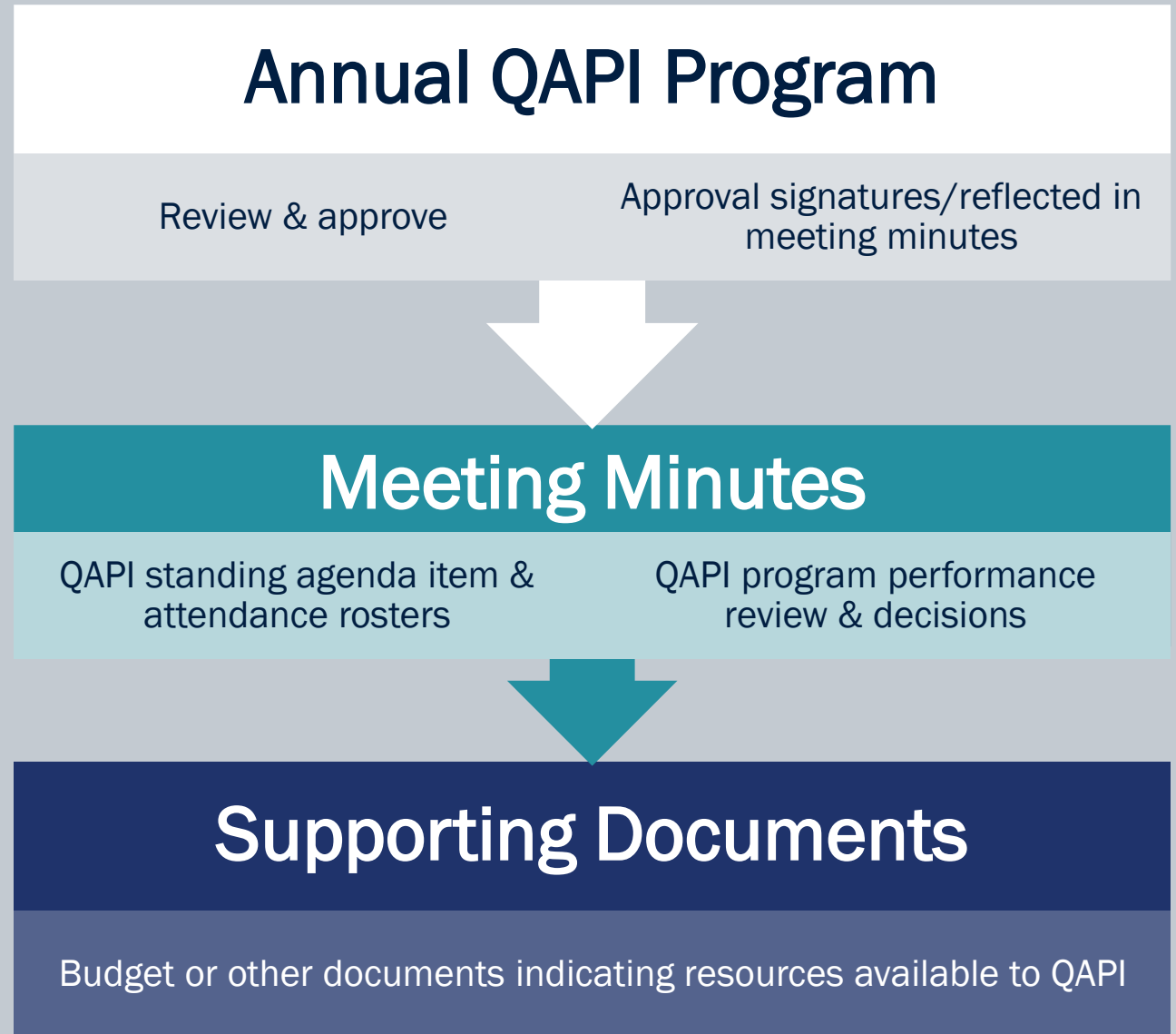
Services performed under contract or agreement provided in a safe and effective manner.

42 CFR 482.12(e)(1)



CMS Requirements

Board Evidence of
Compliance



CMS Requirements

Surveyor Questions for Board or Leaders

- ▶ Give an examples of how specific data has identified opportunities for improvement.
- ▶ When and how do you review QAPI data and outcomes?
- ▶ Who oversees the QAPI program? Give an example of QAPI activities that affect health outcomes through improving quality of care or patient safety?
- ▶ What QAPI activities are initiated based on data reported through the medical error/adverse event tracking system?
- ▶ Explain how the selection (number and scope) of the specific projects is in alignment with the hospital's complexity and the scope of services it provides.

TJC

Requirements

Board Accountability for Quality

The **governing body** has responsibilities for:

- CULTURE
- RESOURCES
- MEDICAL STAFF
- PRIORITIES
- CONTRACTED SERVICES
- PATIENT SAFETY
- WORKPLACE SAFETY
- STAFFING

Governance

Chief Executive

Hospital Leadership

Department / Service Leadership

Programs

Staff

Board Recommendations

Discussion Points

WHAT do we need to know?

- What performance improvement projects are being conducted?

WHERE are we today?

- Does the data reflect improvements?

HOW can the Board help?

- Do our meeting minutes reflect the actions we have taken including:
 - Reviewed data on quality measures
 - Discussed safety events
 - Allocated additional resources

Resources and References

Where to get additional information

The Joint Commission

Our Priorities

What we are Doing

H Health Equity

- National Patient Safety Goals
- Health Care Equity Certification

E Environmental Sustainability

- Resources Center
- Sustainable Health Certification

L Learning

- Responsible Use of Health Data Certification

P Performance Integration & Improvement

- Reducing Workforce Burden by Retiring Obsolete Standards
- National Quality Forum – Measurement Alignment
- Safe Environment: Preventing Workplace Violence

Revitalize Your Governing Board's Focus on Quality and Patient Safety

It's essential that health care governing bodies have the resources and support needed to ensure safety and quality of care at the organizations they serve. Discover how JCR can help.

[Complimentary Resources](#)

Framework for Effective Governance



JCR Publications



What Your Board Needs to Know About Quality and Patient Safety:

A Joint Commission Guide



Foreword by Jonathan B. Perlin, MD, PhD, MSHA, MACP, FACMI
President and Chief Executive Officer, The Joint Commission and Joint Commission Resources

Summary

Important role of the Board in fostering quality and safety

Clear responsibilities are defined by CMS QAPI program as well as accrediting organizations

Ask your leaders:

WHAT is the quality issue?

WHERE are our results now?

HOW can the Board help?

Thank you.

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