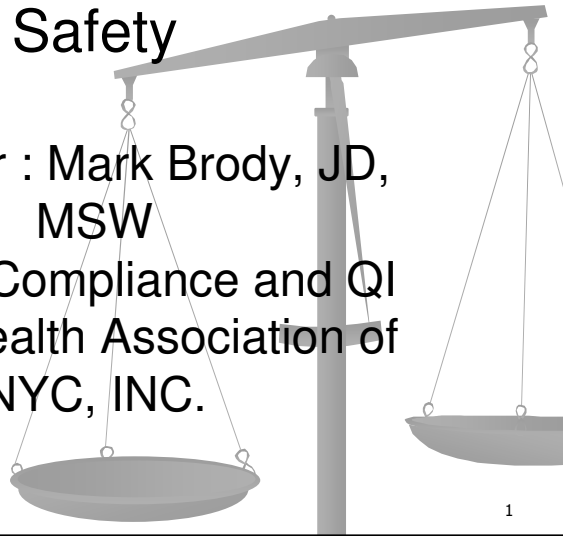


Role of HR in Quality and Patient Safety

Presenter : Mark Brody, JD,
MSW
Director, Compliance and QI
Mental Health Association of
NYC, INC.




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Federal HR Laws Summary


<i>Topic</i>	<i>Federal Statute</i>
Hiring	Fair Labor Standards Act (FLSA)
Benefits	Family Medical Leave Act (FMLA)
Protection/Confidentiality	Americans with Disabilities Act (ADA)
Workplace Safety/Health "Whistleblower"	Occupational Safety & Health (OSH) Act

2



HR Measurement

3



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.

4



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.

5



Measure, Measure, Measure

Common HR metrics include:

- **Workforce Productivity**
- **Recruiting**
- **Employee Engagement**
- **Payroll**

6



HR Metrics

Three Levels:

- **Personnel**
- **Human Resources**
- **Human Capital Management**

7



HR Metrics

Personnel - Control and Compliance Stats

Examples:

- **Turnover rates**
- **Absenteeism**
- **Training costs per employee**
- **Cost per employee of wages and benefits**

8



HR Metrics

Human Resources – Service Delivery Stats

Examples:

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

9



HR Metrics

Human Capital Management – Aligned with Strategic Goals

Examples:

- **Revenue/profit**
- **Customer base**
- **Productivity**


10



How Valuable are HR Dashboards and Scorecards ?

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

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Linking HR Practices to Outcomes - Quick Chart

<i>HR Practice</i>	<i>HR Deliverable</i>	<i>Outcome</i>
Recruiting	Vacant positions are filled on a timely basis with quality new people.	Productivity achieved by acquiring skilled staff
Training	A training program is delivered on	Reduced risk of suits and ¹²

Potential HR Benchmarking Issues


<i>Issue</i>	<i>Legal Source</i>	<i>Action</i>
Employee Conduct	Sentinel Event Alert - 2008 JCAHO	Address harassment and disruptive behavior
“Whistleblowing”	DRA of 2005	Education re “whistleblowing”
LTCs - Feeding Assistants	CMS Rule - 2009	Paid feeding assistants may

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Potential HR Benchmarking Issues


<i>Issue</i>	<i>Legal Source</i>	<i>Action</i>
Employee medical certification	Family Medical Leave Act (FMLA) – 2008 DoL	Authentication of certification; recordkeeping
Confidentiality; Reinstatement; Unpaid leave	FMLA - 2008 ADA - 2008	Training/Education Recordkeeping

14



Performance Improvement VS. Quality Improvement

15



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?**

16



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.**

17



QI and PI

PI Causes/Solutions Examples:

- **Clear job expectations**
- **Performance feedback**
- **Motivation**
- **Incentives**

18



QI and PI

QI Causes/Solutions Examples:

- **Monitoring of accreditation systems**
- **Monitoring of Health Management Information Systems (HMIS).**

19



QI and PI

Commonalities:

- **QI and PI are both data-based**
- **QI and PI use similar tools and techniques.**

20



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**

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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.**

22



Promotion of Healthcare and Safety QI

**Practical skills and the
benchmarking learning
process are building
blocks.**

23



Current PI Practices

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

24



Process Analysis Tools

25



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.

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FMEA Background

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

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Conducting a Healthcare FMEA

Healthcare FMEAs focus on prevention, enhancing safety, increasing positive outcomes and increasing patient satisfaction

28



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

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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

30

FMEA References and Resources

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



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Don't Overdo the Metrics

**Avoid overcomplicating
strategic human resources
planning. . .**

**You'll drown
in information overload . . .**

32



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.**

33



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


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Questions

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