

Key Performance Indicators Their Importance to Nursing

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Strategic context

Drive for effectiveness and efficiency

Meeting access targets PFA

Reform and modernisation

Focus on performance management

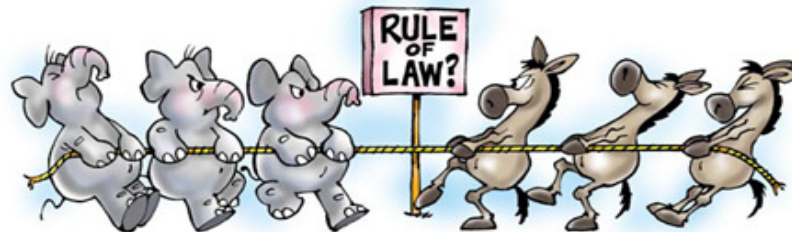


Refocus on the fundamentals

Emphasis on patient safety

A desire to improve the patient experience

Encouraging patient and public involvement



Safety, Quality and Experience

- The Intelligent Board (2010)
- Francis Inquiry (2010)
- NHSCT inquiry (2011)
- All these reports strongly emphasize the important role of Nursing and Midwifery. They highlight the need to be sure that there are robust mechanisms in place to measure and articulate our unique contribution to the patient/client journey through the Health and Social Care system

What are KPIs

- Key = important goals in nursing and midwifery care that assist with the care and treatment of patients. Focus on person centred care.
- Performance = the standard of care we want to achieve.
- Indicator = Elements of care we focus on to tell us if we are achieving the key goals.

The challenges of complexity!

NEWS

Nursing practice 'too complex' to be measured by impact study

By Colin Parish

A year-long attempt to evaluate the impact of nursing on patients' clinical outcomes has proved unsuccessful because nurses' work is too complex to measure.

NHS Quality Improvement Scotland set up a pilot study to develop six quality indicators that would show the benefit patients get from being cared for by nurses (see box).

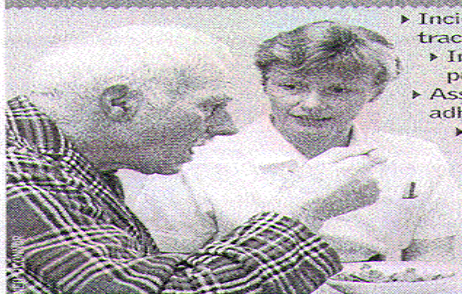
It was hoped that the indicators would establish a direct cause and effect relationship between nursing actions and patient outcomes, and whether an outcome was influenced by nursing care or by the actions of others.

The study was ordered by the Scottish Executive after Audit Scotland, which monitors the effectiveness of public spending, found wide variations in the number and type of nurses employed in apparently similar settings. Auditors questioned whether the NHS was getting value for money.

Useful results

Six indicators were identified to measure the impact of nursing, but only those covering patients' experience of pain management and their experience of receiving educational information proved

Six indicators of successful nursing practice



- ▶ Incidence of catheter-associated urinary tract infections.
- ▶ Incidence of healthcare-associated pressure ulcers.
- ▶ Assessment of nutritional status and adherence to nutrition care plan.
- ▶ Patients' experiences of pain management.
- ▶ Patients' experiences of the provision of educational materials.
- ▶ A sixth indicator looking at healthcare-associated infections was dropped because it is potentially affected by too many variables.

effective. However, assessing the incidence of catheter-associated urinary tract infections also yielded 'useful results'.

The report, *The Impact of Nursing on Patient Clinical Outcomes*, concedes that measuring the impact of nursing interventions on patient outcomes is not simple, but insists it can be done.

Research will continue to refine the indicators that have been developed and to create a further set that will measure accurately the quality of nursing care.

Angela Coulter, chief executive of the Picker Institute, a research organisation that was involved in

surveying patients about pain management and educational materials, said the study revealed how difficult it is to relate effects to one particular professional group.

'We found that nurses have a major influence on these two critical aspects of care,' Dr Coulter said. 'But standards for education and pain relief are variable across the country.'

She said that despite not achieving all its aims, the research was useful. 'It was a brave attempt – we have to get clinical indicators right. There are huge problems with collecting data in this way but it will never improve unless we try.'

Cancer tsar says ward sisters should be paid more

The government's cancer tsar has said that ward sisters and charge nurses are not sufficiently 'rewarded' and are moving into clinical specialist nurse positions as a result.

Mike Richards told *Nursing Standard* that more money and extra support are needed to keep ward sisters in post.

His view contrasts with tradition – that nurses move away from clinical

care into management to get more money and status.

Mr Richards had earlier told the National Patient Safety Agency's annual conference that being a nurse specialist can be easier than being a ward sister, because there are not the pressures of dealing with a ward.

'We are not making ward manager and ward sister positions attractive

enough,' he told the conference. 'We need good leadership at ward level because then the whole standard of care is higher.'

He added afterwards: 'I am hugely in favour of clinical nurse specialists but we need to make sure this does not affect ward management. Money may be the obvious reward.'

More conference news page 8

The nature of nursing

“Measuring the quality of nursing care is not easy. That is one of the main reasons why so little work has been done in this area to date ... this is a complex area and many confounding factors exist that make it difficult to isolate and clearly identify the impact made by nurses”.

(NHS Quality Improvement Scotland, 2005, p.8)

What's The Plan for NI?

- Evidencing care: through Key performance indicators
- All five trusts are engaged in some form of KPI measurement.
- Infection prevention
- Crash calls/ MEWS
- Pressure ulcer
- Patient involvement in decisions about care
- Patient experience standards



Regional project

- **Aims and Objectives**
- To agree an initial set of high level KPIs
- Build on existing developments
- Enable N+M to measure, monitor and evidence their impact on patient/client care
- Agree parameters of measurement and visual display by way of dashboard
- Review information systems to provide a regional electronic approach
- Develop a regional implementation plan

Draft PFA 2011-12

- From January 1st 2012 the HSCN and PHA should ensure that Trusts achieve 95% compliance with all elements of the Falls bundle in specified acute inpatient acute care settings
- From January 1st 2012 the HSCN and PHA should ensure that Trusts achieve 95% compliance with all elements of the skin care bundle in specified acute inpatient acute care settings

Person-centred care and the contribution of nursing



The KPI Project

Phase 1: Identification of KPIs and development of a measurement methodology



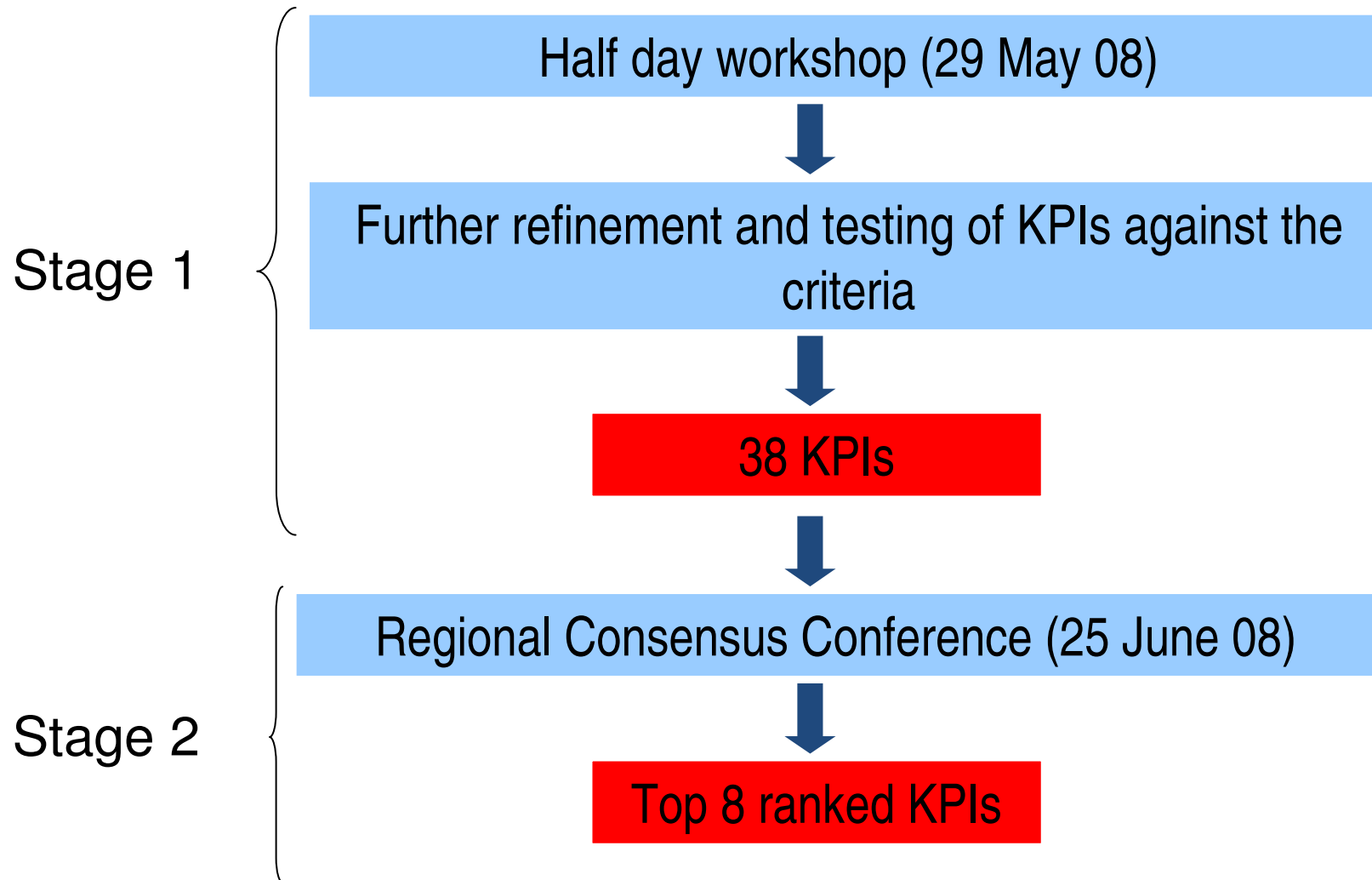
Phase 2: Testing a framework for implementation of KPIs

For this study a key performance indicator

...

- must focus on the patient
- could be applied across the specialities i.e. core
- does not necessarily have to be outcome related
- should be specific and not broad e.g. a standard

Developing KPIs through consensus



Final 8 top ranked KPIs

Key Performance Indicator

1. **Consistent delivery** of nursing/midwifery care against identified need
2. **Patient's confidence** in the knowledge and skills of the nurse/midwife
3. Patient's **sense of safety** whilst under the care of the nurse/midwife
4. **Patient involvement** in decisions made about his/her nursing/midwifery care
5. **Time spent** by nurses/midwives with the patient
6. **Respect** from the nurse/midwife for patient's preference and choice
- 7 Nurse/midwife's **support for patients to care for themselves**, where appropriate
- 8 Nurse/midwife's understanding of **what is important to the patient**

The key findings

The top 8 ranked KPIs....

- do not conform to the majority of other nursing metrics generally reported in the literature
- are strategically aligned to recent work on the patient experience
- have the potential to be integrated with other organisational agendas
- are person-centred in their orientation

Global Nurse Leaders Institute (ICN, 2010)

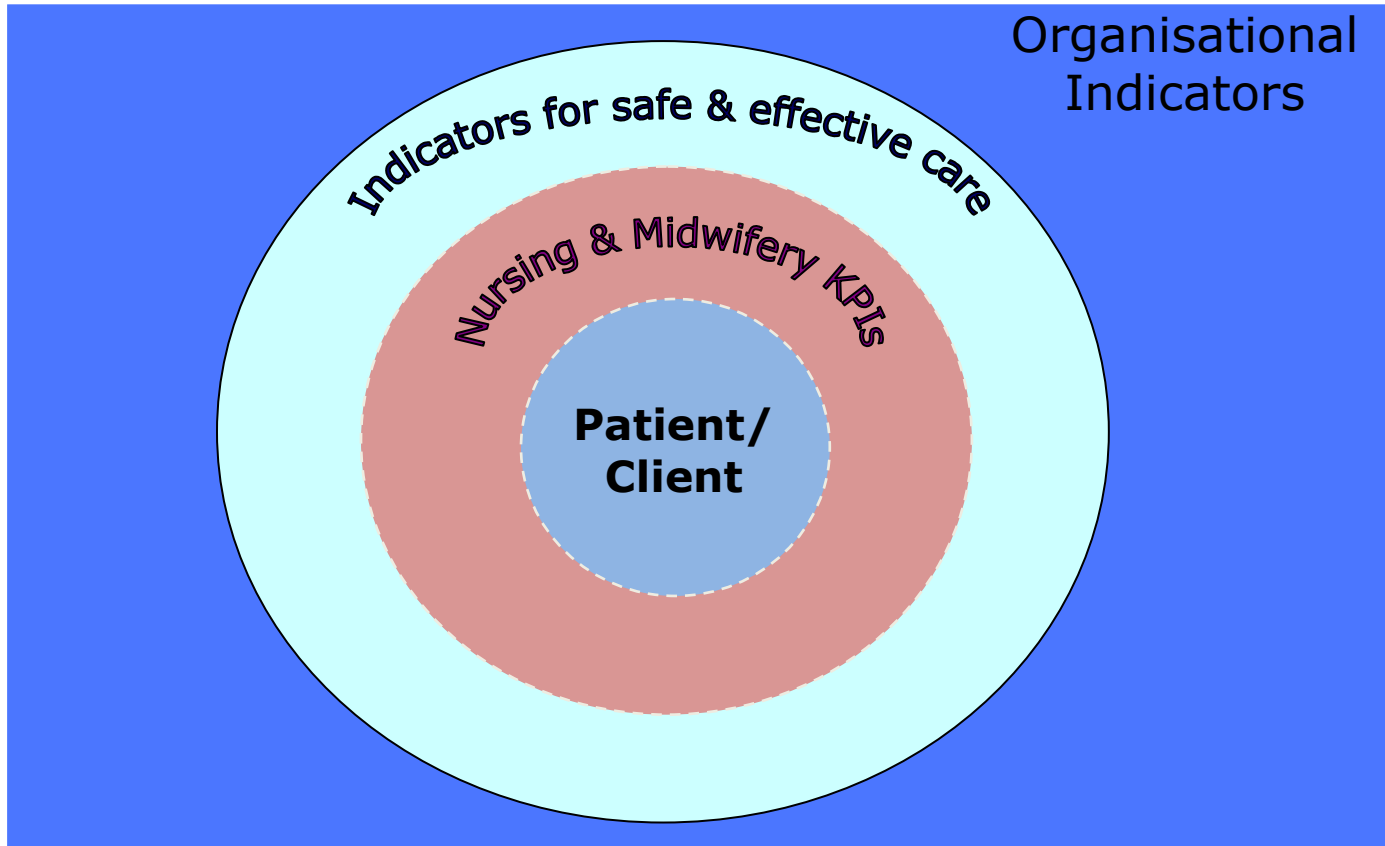
Frequently cited ...

- Are often adverse incidents
- Physiological/technical in focus
- Are often related to a task
- More objective
- Generates quantitative data and therefore less difficult to measure
- *The science of nursing?*

Identified KPIs ...

- Have a moral/professional dimension
- Patient orientated and holistic in nature
- More subjective
- Generates qualitative data and therefore more difficult to measure
- Data collection more resource intensive
- *The art of nursing?*

KPIs as complimentary



Measurement framework

Strongest Source of Evidence	Data Collection Methods
Asking patient	<ul style="list-style-type: none">• Survey• Patient Stories• Review of compliments and complaints
Observing practice	<ul style="list-style-type: none">• Observations of practice
Asking nurses/midwives	<ul style="list-style-type: none">• Interview
Reviewing documentation/data	<ul style="list-style-type: none">• Reviewing the patient record

Pilot testing: the approach

- 4th Generation Evaluation
 - *A form of evaluation in which the claims, concerns and issues of stakeholders serve as organisational foci” (Guba & Lincoln 1989, p.50).*
- Implementation through 3 cycles of data collection
- Targeting key stakeholder groups
 - Participating sites
 - Executive directors
 - Senior nurses

Study Participants

Stakeholder groups are defined as those who “have something at stake in the evaluand” (Guba & Lincoln 1989, p.51).

Belfast HSC Trust

1. District Nursing Team
2. Speciality ward – dermatology
3. Acute general surgical ward – colorectal surgery

South Eastern HSC Trust,

1. Mental Health Inpatient Unit
2. Maternity Inpatient Unit
3. Paediatric Ward

Mater Hospital, Dublin, Republic of Ireland



Belfast Health and Social Care Trust

^ further 3 sites to be agreed



South Eastern Health and Social Care Trust



Belfast Health and
Social Care Trust



South Eastern Health
and Social Care Trust