In 2001, the IOM defined quality as "the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge."

Safe
Avoiding injuries to patients from care that is intended to help them, without accidental error or inadvertent exposures

Timely
Reducing waits and harmful delays impacting smooth delivery of care

Effective
Providing services based on scientific knowledge to all who could benefit and refraining from providing services to those not likely to benefit (avoiding overuse and underuse)

Efficient
Using resources to achieve best value by reducing waste and reducing production and administrative costs

Equitable
Provides consistent quality, without regard to personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status

**Patient-Centered**

Providing care that is respectful of and responsive to individual patient preferences, needs, and values

Add an “L” for Leadership. Top down, bottom up leadership (to include physicians) supports consistent, accountable and quality-focused leadership which supports MVV. Nurse leaders should possess the following qualities or be coached on how to develop these qualities:

1. Transformational leader-promotion of evidence based practice, shared governance model (one example is the AACN Synergy Model for Patient Care), use of LEAN methodology
2. Structural empowerment-nursing councils, ASPIRE program (Achieving Synergy in Practice through Impact, Relationships and Evidence), community outreach
3. Outstanding professional practice-Professional Nursing Practice Model of clinical excellence, optimizing patient outcomes, creating a culture of inquiry.
4. Encouraging innovation, creativity, sharing new knowledge
5. Understanding outcomes throughout the organization. For example, nurse outcomes, organizational outcomes, patient outcomes

**EDUCATION**

STEEEP uses strategies and tools to start implementing process improvements and other quality initiatives at your organization. Rapid-cycle improvement, which is based on the simple Plan-Do-Check-Act (PDCA) model:

• Plan a change aimed at quality improvement.
• Do the tasks required to implement the change, preferably on a small scale.
• Check the results of the change.
• Act to adopt or abandon the change

STEEEP incorporates a variety of other process improvement methodologies and tools with a focus on creating a culture of continuous quality improvement including:

**Methodologies:**

• Define, Measure, Analyze, Improve, Control (DMAIC [define, measure, analyze, improve, control + replicate] ) and Six Sigma: Emphasizes reducing variation and defects
• Lean thinking: Emphasizes the voice of the customer, adding value, eliminating waste, and improving flow
• ***Change management-hardest of all methodologies

Prosci’s (derived from the words professional and science) model from 1999 or Kotter’s model for change or Lewin’s model for change or Burke-Litwin model for change
Tools and Techniques:
• Strengths, weaknesses, opportunities, and threats (SWOT) analysis
• Value stream maps-series of steps occurring to provide a service with the customer desires in mind
• Fishbone diagrams – cause & effect; Ishikawa diagram
• Gap analysis-comparison of actual performance with potential performance
• Visual management-is a lean technique designed so that any person entering a work place, even those who not familiar with the detail of the processes, can rapidly see what is going on, understand and see what is under control and what is not.
• Cost-benefit analysis-sometimes called benefit–cost analysis (BCA), is a systematic approach to estimating the strengths and weaknesses of alternatives that satisfy transactions, activities or functional requirements for a business
• Pareto analysis-technique used for decision-making; sometimes referred to as the 80/20 rule
• Run charts-sometimes called a run-sequence plot is a graph that displays observed data in a time sequence
Example of value stream mapping:

Reference: *Achieving STEEEP Health Care: Baylor Health Care System's Quality Improvement Journey*. David J. Ballard, MD, PhD, MSPH, FACP