Principles of Change

A COMMON SENSE APPROACH TO HEALTH CARE REFORM DECISION MAKING FOR OREGON’S HEALTH CARE SYSTEMS

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The Institute for Healthcare Improvement (an independent non-profit organization that researches models of best practice for health care reform) developed the “Triple Aim Initiative” as a means of encouraging health care providers and systems to approach health care reform (or “change”) with a focus on three key objectives:

1) Improve the health of the population,
2) Enhance the patient’s experience of care (including quality, access and reliability), and
3) Reduce, or at least control, the per capita cost of health care

The Triple Aim Initiative has been adopted by many health care professionals, hospitals and health care systems across the country, including many here in Oregon. As nurses on the front lines of delivering health care in this state, ONA members strongly support the goals identified by the Institute for Healthcare Improvement’s Triple Aim Initiative.

ONA defines “CHANGE” as any decision that has a direct impact on system expenditures or internal systems as they relate to health care delivery.

Additionally, ONA is concerned that health systems across the state have engaged in budgetary and program “changes” that do not necessarily support the goals of the Triple Aim.

In part, ONA believes this is because these systems are not directly engaging clinical experts (like nurses) in the crucial discussions about how to transform care, how best to allocate funds or how best to deliver care.

These PRINCIPLES OF CHANGE are designed to be a common sense approach to decision making for health care reform, one that will help ensure the goals of the Triple Aim Initiative are central to decision making.

ONA will use these principles when making suggestions for changes to health care delivery in our state.

ONA will also require that any health care system in the state of Oregon that is engaging in an evaluation of their current budgets or programs related to health care will utilize these PRINCIPLES OF CHANGE prior to making any final decisions or implementing any alterations to existing care delivery programs.
"The United States has the opportunity to transform its health care system, and nurses can and should play a fundamental role in this transformation. However, the power to improve the current regulatory, business, and organizational conditions does not rest solely with nurses; government, businesses, health care organizations, professional associations, and the insurance industry all must play a role. Working together, these many diverse parties can help ensure that the health care system provides seamless, affordable, quality care that is accessible to all and leads to improved health outcomes."

- The Institute of Medicine “The Future of Nursing: Leading Change, Advancing Health” Report, October 5, 2010

## Principles of Change

### PRINCIPLE ONE:
**CHANGE MUST COME FROM COLLABORATION**

- Were representatives of all disciplines affected by the proposed change (including, where appropriate, legally authorized representatives) consulted prior to implementation?

- Does the proposed change reflect the input and feedback received during consultation and is this input documented?

- Is there a formal process in place for ongoing, objective evaluation of the proposed change?

### PRINCIPLE TWO:
**CHANGE MUST BE BASED ON MORE THAN JUST COST SAVINGS**

- Will the proposed change result in improved patient outcomes (as supported by evidence)?

- Will the proposed change positively impact the patient experience (as defined by the IHI’s Triple Aim initiative)?

- In those circumstances where budgetary reductions are required, were direct patient care services prioritized over non-direct care services?

### PRINCIPLE THREE:
**CHANGE MUST BE TESTED BEFORE BECOMING PERMANENT**

- Is the proposed change seen as a pilot project for the purposes of ongoing evaluation?

- Is there a timeline in place for determining the proposed changes’ effectiveness?

- Were models of best practice and alternatives fully explored prior to suggesting the change?

### PRINCIPLE FOUR:
**CHANGE MUST UPHOLD THE LAW, THE SCOPE OF CLINICAL PRACTICE AND CODES OF ETHICS**

- Is the proposed change in compliance with all relevant state and federal laws?

- Does the proposed change encourage the best use of RN and other health care workers’ scope of clinical practice?

- Does the proposed change require or encourage violations of recognized Codes of Ethics?
“Nursing’s strengths as a profession -- in providing holistic care that contemplates the individual, his or her family and community -- is exactly the emphasis sought in a reformed health care system.”

- American Nurses Association, “Health System Reform”

Rationale

As nursing professionals, ONA’s members participate fully in a broad range of practical and ethical explorations of health care reform models and, in particular, are heavily invested in major reform initiatives supported by the American Nurses Association and the Institutes of Medicine.

The American Nurses Association (ANA) believes that health care is a basic human right. In 2008 the ANA published the Health System Reform Agenda addressing changes that need to be implemented in order to provide optimal health care in the United States. The agenda addresses the six Institute of Medicine (IOM) aims for improvement from the report “Crossing the Quality Chasm: A New Health System for the 21st Century.” The aims are for improvement are fostered around care that is safe, effective, patient-centered, timely, efficient, and equitable.

Additionally, the ANA states that the four most critical elements for healthcare reform, from a nursing perspective, are access to health care, quality of health care, the cost of health care, and the health care workforce. The ANA’s Health System Reform Agenda and the six IOM healthcare aims for quality improvement are consistent with the IHI Triple Aim Initiative.

The IOM promotes that nurses should be fully engaged with other health professionals and assume leadership roles in redesigning care in the United States.

ONA’s PRINCIPLES OF CHANGE not only help to ensure that health system decision making is focused on delivering outcomes that support the Triple Aim Initiative but are also grounded in the powerful approach of both ANA and the IOM.