

FOUNDATIONAL COMPONENTS THAT SUPPORT A SAFETY CULTURE



The table below highlights strategies within each of the four components that support a culture of safety and support staff in reliable implementation of timely, quality care practices, while honoring residents' rights and preferences. For specific action items to strengthen or improve your organization's performance in these four key areas, refer to [Appendix B: "Foundational Components."](#) The high-performing nursing homes visited focused on continuously improving strategies and actions in each component - they are not intended to be a once and done checklist. Reflect on the actions your organization has in place and identify opportunities for improvement or refinement.

Leadership	Resident and Family Engagement	Committed Staff, Teamwork, and Communication	Continuous Learning and Improvement
<ul style="list-style-type: none"> • Establish a vision for safe care • Set high expectations for staff for customer service and safety-minded actions • Develop and support a culture of trust, transparency, open communication, respect, teamwork, and inclusion • Engage the Board of Directors and corporate leaders in building a culture of safety • Select and develop leaders and staff that are accountable for safety • Develop a just and fair culture 	<ul style="list-style-type: none"> • Involve resident/patient/family in goal setting, developing, and updating care plans and daily decisions • Promote open communication among the care team and the resident/patient/family • Engage residents and families in organization improvement efforts 	<ul style="list-style-type: none"> • Create a highly effective and collaborative multidisciplinary team • Develop an infrastructure that promotes teamwork and communication • Provide tools and resources that support teamwork, communication, and resident monitoring 	<ul style="list-style-type: none"> • Identify staff learning needs to provide safe care • Provide orientation and opportunities for ongoing education to support learning • Evaluate effectiveness of education • Set organizational goals for safe care by using benchmark data • Identify and track measures to understand organizational performance • Identify and prioritize areas to improve • Use a quality improvement process

Focusing solely on the foundational components for a culture of safety shown in the previous table is not enough. This Change Package focuses on specific strategies and actions that staff at high-performing nursing homes implemented related to reliable implementation of timely, quality care practices to prevent the types of adverse events, harm, abuse, and neglect described below. These types of adverse events, harm, abuse, and neglect were identified from the 2014 Office of Inspector General (OIG) reports that raised awareness of opportunities for improvements in these areas.

High-performing nursing homes focused on preventing, detecting, and mitigating the following types of harms:

- Adverse events related to medications, including:
 - Medication-induced delirium or other changes in medical condition
 - Excessive bleeding due to medication
 - Falls/falls with injuries or other trauma with injury secondary to effects of medication
 - Constipation, obstipation, and ileus related to medication
- Adverse events related to resident care, including:
 - Fall or other trauma with injury related to resident care
 - Pressure and other skin injury such as skin tears, abrasions
 - Exacerbations of preexisting conditions resulting from an omission of care
 - Acute kidney injury or insufficiency secondary to fluid maintenance
 - Fluid and other electrolyte disorders (e.g., inadequate management of fluid)
 - Venous thromboembolism, deep vein thrombosis (DVT), or pulmonary embolism (PE) related to resident monitoring
 - Elopement
- Adverse events related to infections, including:
 - Aspiration pneumonia and other respiratory infections
 - Surgical site infection (SSI) associated with wound care
 - Urinary tract infection associated with catheter (CAUTI)
 - *Clostridium difficile* infection (CDI)
 - Other infection related events
- Abuse and neglect, including:
 - Mistreatment, injuries of unknown source, and misappropriation of resident property

The following section includes specific actions that any nursing home can choose from to begin testing for purposes of improving residents' quality of life through safer care. The actions, described by the staff interviewed at high-performing nursing homes, range from evidence-based practices to promising practices determined to be worthy of testing by clinical and other long-term care experts in the nursing homes visited.