



Strategic Policy and Advocacy Roadmap, 2010

NAQC Mission¹

The Nursing Alliance for Quality Care (NAQC) is a bold partnership among the nation's leading nursing organizations to: *Advance the highest quality, safety, and value of consumer-centered health care for all individuals—patients, their families, and their communities.*

Purpose

To achieve this aim, NAQC will work to ensure that:

- Patients receive the right care at the right time by the right professional.
- Nurses actively advocate and are accountable for consumer-centered, high quality health care.
- Policymakers recognize the contributions of nurses in advancing consumer-centered, high quality health care.

NAQC Goals

I. Consumer-Centered Health Care - Establish nursing relevant consumer-centered health care quality and safety goals to achieve care that is safe, effective, patient-centered, timely, efficient, and equitable.

II. Performance Measurement and Public Reporting - Strengthen the visibility of nursing in transparency and accountability activities.

III. Advocacy - Serve as a resource to partners and stimulate policy reform that reflects evidence-based nursing practice and advance consumer-centered, high quality health care.

IV. Leadership - Build nursing's capacity to serve in leadership roles that advance consumer-centered, high quality health care.

2010-2011 Priority Area

Recognizing that enormous investments will be made in specific focal areas (e.g., public health, primary care, care coordination, workforce adequacy) as a result of health reform legislation, limited resources exist, and NAQC must quickly demonstrate value to its membership and key constituencies. As a result, during 2010-2011, NAQC will adopt a single priority that will drive its strategic agenda. While this does not prohibit activity in areas outside this priority, it does signal—both internally and externally—a consistency in NAQC's tactical and strategic activities.

The priority will be selected based on six criteria. Specifically, the selected priority must:

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- (1) address an area also emphasized in the Patient Protection and Affordable Care Act
- (2) be consistent with one or more of the NPP priorities and goals,
- (3) be recognized as an area of great potential for improvement in value (e.g., evidence of suboptimal performance, variation, or ongoing lapses in safety, quality, and/or cost),
- (4) be impacted by the care of nurses,
- (5) be within the scope of practice of many nurses and/or relate to many settings of care, and
- (6) be measurable through data that is already gathered and publicly reported by a national performance measurement and reporting initiative (e.g., Hospital Compare, US News & World Report).

For the period 2010-2011, NAQC's priority will be **care coordination**. Because of its relative importance to consumers and these criteria, a secondary priority will be placed on **patient and family engagement** in care.

Core Activities

By adopting care coordination as the 2010-2011 priority, NAQC commits to pursuing three core activities—each which corresponds to one of three organizational goals:

1. 2010-2011 CONSUMER-CENTERED HEALTH CARE CORE ACTIVITY:

NAQC will work to improve care transitions for patients and their families. This work will entail a campaign-like effort, launched by NAQC, to disseminate information and resources to a broad range of stakeholders including consumers, professional organizations, purchasers, health care institutions and others that will facilitate the adoption of nurse-driven, evidence-based transitional care practices and to monitor performance improvements related to their adoption.

NAQC will prioritize activities that support the full engagement of patients and families in managing their health and health care. NAQC will work to identify and improve evidence-based engagement practices to which nurses meaningfully contribute with special emphasis on those dimensions of patient and family engagement that intersect with transitional care and care coordination. Emerging ideas such as patient and family access to Rapid Response Teams, and patient and family inclusion in multiprofessional rounds reflect the spirit of this commitment. Collaboration with professional and consumer groups active in patient and family engagement advocacy will be the foundational strategy for accomplishing this core activity.

2. 2010-2011 PERFORMANCE MEASUREMENT AND PUBLIC REPORTING CORE ACTIVITY:

NAQC will commit itself to advocating for the development, implementation, and public reporting of performance measures that reflect nursing's contribution to care that is coordinated across and between settings, providers, and health care professionals and the adoption of performance-based payment policy that recognizes these measures.

3. 2010-2011 ADVOCACY CORE ACTIVITY:

Under the direction of a Policy Committee, NAQC will initiate and respond to relevant and emerging legislative and regulatory policies, including those emphasized in health reform legislation, that address nursing's accountability for care across and between

settings, providers, and health care professionals. As examples, NAQC might want to respond to and/or advocate for nursing's contributions to medical homes, accountable care organizations, and other emerging areas in which evidence-based nursing practice offers high value solutions.

Supporting Activities

In addition to the 'core' activities that will consume the majority of NAQC's investments, a larger number of supporting activities will be undertaken. While by no means secondary, these additional activities are considered more routine and less strategic—supporting rather than driving the broader NAQC agenda.

1. Promote evidence-based nursing practices known to improve value that are identified by the regional collaborative convened under the Aligning Forces for Quality (AF4Q) project.
(Related Goal: Consumer Centered Health Care)
 - Establish regular meetings with National Program Director and/or other senior staff of AF4Q to continually identify ways of supporting each other's work to improve patient safety and quality.
 - Attend annual meetings as appropriate.
 - Establish working relationships with nurses who serve on the community boards of AF4Q to ensure they receive information about NAQC and to solicit from them opportunities to collaborate.
 - Identify ways of linking to AF4Q work and initiate/maintain a dialogue in order to continually find ways to support each other's program goals/activities.

2. Monitor the establishment and ongoing refinement of (1) national priorities and goals (2) public reporting and measurement initiatives and (3) other policies related to health care transparency and accountability to ensure that future policy directions reflect the expertise and contribution of nurses, and that nurses actively participate in decision making related to these policy directions. *(Related goals: Consumer Centered Health Care, Performance Measurement and Public Reporting, and Advocacy)*
 - Assemble a comprehensive list of (a) high priority conferences, meetings, and webinars for the various alliances, quality organizations and governmental agencies focusing on national priorities and goals (e.g., NPP, Healthy People 2020, CMS, AHRQ); (b) organizations and/or initiatives focusing on measurement and reporting (e.g., NQF, JC, AMA-PCPI, NCQA); (c) regulatory activities that NAQC should actively monitor and participate (e.g., IPPS proposed and final rulemaking, NQF Consensus Standards Approval Committee).
 - From among those identified, select a reasonable number (e.g., four) to closely monitor and influence the development of policies and positions that are most relevant to nursing. This will likely include:
 - Coordinating with participating organizations NAQC's attendance at meetings and access to communications.
 - Attending meetings of the group/activity.
 - Sharing minutes and/or summaries from these activities with NAQC members as generated by the convener.

- Preparing or outsourcing, obtaining Board approval on (as needed), and widely disseminating and communicating to conveners/stakeholders any positions, white papers, statements, and guiding principles that will enhance NAQC's ability to influence these policy directions.
 - Regularly summarizing and updating the NAQC Board and membership—in writing and orally during meetings—policy developments, NAQC's impact on monitoring/influencing outcomes, critical issues for nursing/NAQC, and next steps.
3. Identify and advocate for the expansion of the number of performance measures that reflect the contribution of nurses and their use in transparency and accountability initiatives. *(Related goal: Performance Measurement and Public Reporting)*
- Establish a process to monitor and review NQF activities that are of highest priority to nursing and their resultant endpoints (e.g., consensus standards, practices).
 - Screen all NQF-endorsed consensus standards (in addition to the 12 NQF measures) to determine the extent that they reflect nursing's contribution to high value and prepare for the Board a summary of findings and recommendations from this evaluation.
 - Identify and develop opportunities to expand use of nursing care measures, promote public reporting of those measures to improve safety and quality, and advocate for their implementation in federal policy initiatives (e.g., endorsement, rulemaking, demonstrations, public reporting, etc.).
4. Identify and engage current and future nursing leaders in transparency and accountability policy development. *(Related Goal: Leadership)*
- Work with the RWJF National Program Offices of the Executive Nurse Fellows and Health Policy Fellows to develop opportunities to promote NAQC activities. The activities will likely include:
 - Attending meetings
 - Providing written materials for dissemination
 - Including Fellows on NAQC information dissemination email list
 - Ensure appointment of effective, prepared nursing leaders to represent NAQC on key policy committees, boards, and advisory groups by identifying high priority boards, establishing a Board-approved nominations process, selecting a small number of boards on which to focus, and submitting nominations for those selected.