

Patient Safety Structural Measure Specifications

Performance Measure Name: Patient Safety Structural Measure

Background: A foundational commitment of healthcare is to ensure safety, as embedded in the centuries-old Hippocratic Oath, “First, do no harm.” Over the past two decades, healthcare facilities have implemented various interventions and strategies to improve patient safety, with some documented successes. However, patient harm still occurs at significant rates, with increases noted during the COVID-19 pandemic. A systems-based approach to reducing patient harm is necessary within the complex healthcare ecosystem. CMS is proposing a new quality measure to assess how well hospitals have implemented strategies and practices to strengthen systems for safety.

Description: The Patient Safety Structural Measure is an attestation-based measure that assesses whether hospitals demonstrate having a structure and culture that prioritizes patient safety. The Patient Safety Structural Measure includes five domains, each containing multiple statements that aim to capture the most salient structural and cultural elements of patient safety. This measure is designed to identify hospitals that practice a systems-based approach to safety, as demonstrated by: leaders who prioritize and champion safety; a diverse group of patients and families meaningfully engaged as partners in safety; practices indicative of a culture of safety; and continuous learning and improvement. The Patient Safety Structural Measure is informed by *Safer Together: The National Action Plan to Advance Patient Safety*, developed by the National Steering Committee for Patient Safety¹ convened by the Institute for Healthcare Improvement (IHI), as well as scientific evidence from existing patient safety literature and detailed input from patient safety experts, advocates and patients.

Affirmative attestation to all statements within a domain will be required for the hospital to receive a point for the domain. At one point per domain, hospitals affirmatively attesting to all statements will receive the maximum five points. Hospitals participating in the Hospital Inpatient Quality Reporting (IQR) Program must complete attestation during the CMS-specified time period. The five domains and associated statements for each domain include:

¹ National Steering Committee for Patient Safety. Safer Together: A National Action Plan to Advance Patient Safety. Boston, Massachusetts: Institute for Healthcare Improvement; 2020. <https://www.ihl.org/initiatives/national-steering-committee-patient-safety/national-action-plan-advance-patient-safety>

Domain 1: Leadership Commitment to Eliminating Preventable Harm

The senior leadership and governing board at hospitals set the tone for commitment to patient safety. They must be accountable for patient safety outcomes and ensure that patient safety is the highest priority for the hospital. While the hospital leadership and the governing board may convene a board committee dedicated to patient safety, the most senior governing board must oversee all safety activities and hold the organizational leadership accountable for outcomes. Patient safety should be central to all strategic, financial, and operational decisions.

Please attest whether your hospital engages in the following activities. Select all that apply (note: affirmative attestation of all statements within a domain is required for the hospital to receive a point for the domain).

- A. Our hospital senior governing board prioritizes safety as a core value, holds hospital leadership accountable for patient safety, and includes patient safety metrics to inform annual leadership performance reviews and compensation.
- B. Our hospital leaders, including C-suite executives, place patient safety as a core institutional value. One or more C-suite leaders oversee a system-wide assessment on safety (examples provided in the Attestation Guide),² and the execution of patient safety initiatives and operations, with specific improvement plans and metrics. These plans and metrics are widely shared across the hospital and governing board.
- C. Our hospital governing board, in collaboration with leadership, ensures adequate resources to support patient safety (such as equipment, training, systems, personnel, and technology).
- D. Reporting on patient and workforce safety events and initiatives (such as safety outcomes, improvement work, risk assessments, event cause analysis, infection outbreak, culture of safety, or other patient safety topics) accounts for at least 20% of the regular board agenda and discussion time for senior governing board meetings.
- E. C-suite executives and individuals on the governing board are notified within 3 business days of any confirmed serious safety events resulting in significant morbidity, mortality, or other harm.

² (Posting location TBD)

Domain 2: Strategic Planning & Organizational Policy

Hospitals must leverage strategic planning and organizational policies to demonstrate a commitment to safety as a core value. The use of written policies and protocols that demonstrate patient safety is a priority and identify goals, metrics and practices to advance progress, is foundational to creating an accountable and transparent organization. Hospitals should acknowledge the ultimate goal of zero preventable harm, even while recognizing that this goal may not be currently attainable and requires a continual process of improvement and commitment. Patient safety and equity in care are inextricable, and therefore equity, with the goal of safety for all individuals, must be embedded in safety planning, goal-setting, policy, and processes.

Please attest whether your hospital engages in the following activities. Select all that apply (note: affirmative attestation of all statements within a domain is required for the hospital to receive a point for the domain).

- A. Our hospital has a strategic plan that publicly shares its commitment to patient safety as a core value and outlines specific safety goals and associated metrics, including the goal of “zero preventable harm.”
- B. Our hospital safety goals include the use of metrics to identify and address disparities in safety outcomes based on the patient characteristics determined by the hospital to be most important to health care outcomes for the specific populations served.
- C. Our hospital has implemented written policies and protocols to cultivate a *just culture* that balances no-blame and appropriate accountability and reflects the distinction between human error, at-risk behavior, and reckless behavior.³
- D. Our hospital requires implementation of a patient safety curriculum and competencies for all clinical and non-clinical hospital staff, including C-suite executives and individuals on the governing board, regular assessments of these competencies for all roles, and action plans for advancing safety skills and behaviors.
- E. Our hospital has an action plan for workforce safety with improvement activities, metrics and trends that address issues such as slips/trips/falls prevention, safe patient handling, exposures, sharps injuries, violence prevention, fire/electrical safety, and psychological safety.

³ Agency for Healthcare Research and Quality. The CUSP Method. <https://www.ahrq.gov/hai/cusp/index.html>

Domain 3: Culture of Safety & Learning Health System

Hospitals must integrate a suite of evidence-based practices and protocols that are fundamental to cultivating a hospital culture that prioritizes safety and establishes a learning system both within and across hospitals. These practices focus on actively seeking and harnessing information to develop a proactive, hospital-wide approach to optimizing safety and eliminating preventable harm. Hospitals must establish an integrated infrastructure (that is, people and systems working collaboratively) and foster psychological safety among staff to effectively and reliably implement these practices.

Please attest whether your hospital engages in the following activities. Select all that apply (note: affirmative attestation of all statements within a domain is required for the hospital to receive a point for the domain).

- A. Our hospital conducts a hospital-wide culture of safety survey using a validated instrument annually, or every two years with pulse surveys on target units during non-survey years. Results are shared with the governing board and hospital staff, and used to inform unit-based interventions to reduce harm.
- B. Our hospital has a dedicated team that conducts event analysis of serious safety events using an evidence-based approach, such as the National Patient Safety Foundation's Root Cause Analysis and Action (RCA²).⁴
- C. Our hospital has a patient safety metrics dashboard and uses external benchmarks (such as CMS Star Ratings or other national databases) to monitor performance and inform improvement activities on safety events (such as: medication errors, surgical/procedural harm, falls, pressure injuries, diagnostic errors, and healthcare-associated infections).
- D. Our hospital implements a minimum of 4 of the following high reliability practices:
 - Tiered and escalating (e.g., unit, department, facility, system) safety huddles at least 5 days a week, with one day being a weekend, that include key clinical and non-clinical (e.g., lab, housekeeping, security) units and leaders, with a method in place for follow-up on issues identified.
 - Hospital leaders participate in monthly rounding for safety on all units, with C-suite executives rounding at least quarterly, with a method in place for follow-up on issues identified.

⁴ Agency for Healthcare Research and Quality. (2019, September 7). Root Cause Analysis. <https://psnet.ahrq.gov/primer/root-cause-analysis>

- A data infrastructure to measure safety, based on patient safety evidence (e.g., systematic reviews, national guidelines) and data from the electronic medical record that enables identification and tracking of serious safety events and precursor events. These data are shared with C-suite executives at least monthly, and the governing board at every regularly scheduled meeting.
 - Technologies, including a computerized physician order entry system and a barcode medication administration system, that promote safety and standardization of care using evidence-based practices.
 - The use of a defined improvement method (or hybrid of proven methods), such as Lean, Six Sigma, Plan-Do-Study-Act, and/or high reliability frameworks.
 - Team communication and collaboration training of all staff.
 - The use of human factors engineering principles in selection and design of devices, equipment, and processes.
- E. Our hospital participates in large-scale learning network(s) for patient safety improvement (such as national or state safety improvement collaboratives), shares data on safety events and outcomes with these network(s), and has implemented at least one best practice from the network or collaborative.

Domain 4: Accountability & Transparency

Accountability for outcomes, as well as transparency around safety events and performance, represent the cornerstones of a culture of safety. For hospital leaders, clinical and non-clinical staff, patients, and families to learn from safety events and prevent harm, there must exist a culture that promotes event reporting without fear or hesitation, and safety data collection and analysis with the free flow of information.

Please attest whether your hospital engages in the following activities. Select all that apply (note: affirmative attestation of all statements within a domain is required for the hospital to receive a point for the domain).

- A. Our hospital has a confidential safety reporting system that allows staff to report patient safety events, near misses, precursor events, unsafe conditions, and other concerns, and prompts a feedback loop to those who report.

- B. Our hospital reports serious safety events, near misses and precursor events to a Patient Safety Organization (PSO) listed by the Agency for Healthcare Research and Quality (AHRQ)⁵ that participates in voluntary reporting to AHRQ's Network of Patient Safety Databases.
- C. Patient safety metrics are tracked and reported to all clinical and non-clinical staff and made public in hospital units (e.g., displayed on units so that staff, patients, families, and visitors can see).
- D. Our hospital has a defined, evidence-based communication and resolution program reliably implemented after harm events, such as AHRQ's Communication and Optimal Resolution (CANDOR) toolkit,⁶ that contains the following elements:
 - Harm event identification
 - Open and ongoing communication with patients and families about the harm event
 - Event investigation, prevention, and learning
 - Care-for-the-caregiver
 - Financial and non-financial reconciliation
 - Patient-family engagement and on-going support
- E. Our hospital uses standard measures to track the performance of our communication and resolution program and reports these measures to the governing board at least quarterly.

Domain 5: Patient & Family Engagement

The effective and equitable engagement of patients, families, and caregivers is essential to safer, better care. Hospitals must embed patients, families, and caregivers as co-producers of safety and health through meaningful involvement in safety activities, quality improvement, and oversight.

Please attest whether your hospital engages in the following activities. Select all that apply (note: affirmative attestation of all statements within a domain is required for the hospital to receive a point for the domain).

- A. Our hospital has a Patient and Family Advisory Council that ensures patient, family, caregiver, and community input to safety-related activities, including representation at board meetings,

⁵ Agency for Healthcare Research and Quality. Federally-Listed Patient Safety Organizations (PSOs). Retrieved January 5, 2024, from https://pso.ahrq.gov/psolist?f%5B0%5D=resources_provided%3A2

⁶ Agency for Healthcare Research and Quality. (2022). Communication and Optimal Resolution (CANDOR). <https://www.ahrq.gov/patient-safety/settings/hospital/candor/index.html>

consultation on safety goal-setting and metrics, and participation in safety improvement initiatives.

- B. Our hospital's Patient and Family Advisory Council includes patients and caregivers of patients who are diverse and representative of the patient population.
- C. Patients have comprehensive access to and are encouraged to view their own medical records and clinician notes via patient portals and other options, and the hospital provides support to help patients interpret information that is culturally- and linguistically-appropriate as well as submit comments for potential correction to their record.
- D. Our hospital incorporates patient and caregiver input about patient safety events or issues (such as patient submission of safety events, safety signals from patient complaints or other patient safety experience data, patient reports of discrimination).
- E. Our hospital supports the presence of family and other designated persons (as defined by the patient) as essential members of a safe care team and encourages engagement in activities such as bedside rounding and shift reporting, discharge planning, and visitation 24 hours a day, as feasible.