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Improving Quality of Care and Patient Safety (Capella University)

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Interview and Interdisciplinary Issue Identification

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Interview Summary

The purpose of this interview is to discuss the interdisciplinary issue regarding management and nursing staff in respects to quality improvement concerns. I interviewed my prison organization's quality improvement coordinator, Steve Kuhlman. His job is to monitor and verify that all health care providers are delivering and documenting expected care to the inmates in the prison system (S. Kuhlman, personal communication, October 18, 2021). The issue that he has been homing in on is making sure that patients who take medications that require a prior authorization (PA), are getting their medications and not running into the issue of being unable to fill their prescriptions due to the fact of their PA expiring (S. Kuhlman, personal communication, October 18, 2021). I talked to Steve about how the issue became prevalent and what actions he is taking to address the problem and to prevent it from happening in the future. Steve and I also talked about how the Health Care Administrator (HCA) has become involved in this issue and what role he is taking to make sure this issue is taken care of. There will also be discussion of change theories that could lead to interdisciplinary solutions, leadership strategies that could address an interdisciplinary solution, and collaboration approaches for interdisciplinary teams.

Some of the strategies that I used during the interview were to take notes. I wanted to make sure that everything that was said was not forgotten. A point was also made to ask open-ended questions in order to get the most out of the answers that were given, leading to a more thorough research paper. I also made sure that I listened more and spoke less, giving the interviewee ample amount of time to give a descriptive answer and to show a genuine interest in the topic at hand.

Issue Identification

There is an issue that was discovered during the interview with Steve that requires an evidence-based interdisciplinary approach. Evidence-based practice is characteristically defined by the multilateral mechanisms of the best accessible investigation, medical expertise, and patient features (Middleton et al., 2020, p. 23). The problem that is occurring is that Steve has sent out educational emails to the physicians and nursing staff in the past with no luck in solving the problem with expiring prior authorizations (S. Kuhlman, personal communication, October 18, 2021). Steve and I discussed an appropriate interdisciplinary approach that involved the Health Care Administrator and the role he has played in solving the problem. He acts as the supervisor to the physicians and nurses and ensures that healthcare providers are acting in accordance with The Ohio Department of Rehabilitation and Corrections policies while providing appropriate medical care. Steve says that the HCA is working on making a binder that has a list of all the patients who are on medications that require a PA, and they are organized by month in which they expire (S. Kuhlman, personal communication, October 18, 2021).

The physicians have been lacking in doing thorough analysis of patient needs and requirements and is an issue when it comes to the expiration of the prior authorizations. There has been an overwhelming increase in workload for the physicians due changes in policy and short staffing situations. According to The Canadian Journal of Counselling and Psychotherapy, health care providers can sometimes theorize their cases anecdotally and less often assess their client's needs and this can pose major issues when it comes to providing good health care to patients (Middleton et al., 2020, p.43).

Change Theories That Could Lead to an Interdisciplinary Solution

The change theory that is relevant to this case is the ADKAR Change Management

Model. It can best be summarized using the five rudiments of Awareness, Desire, Knowledge, Abilities, and Reinforcement which focuses on the individual and what needs must be met for that person in order to get the desired behavior and participation (Pawl & Anderson, 2017, p. 234). Awareness is prevalent in that it has been identified that there are issues with patients receiving their necessary medications which brought about the desire to make the change that was needed to provide necessary care. The implications could be great if this issue was not addressed. At the institution, we have the ability to make sure that this issue is addressed in a professional manner through use of staff, education, and financial resources. Reinforcement comes into play by assigning the work and providing follow-up checks to ensure that the work is being executed as expected. If we look at knowledge, it can be summarized as a representation of information and edification required to change to get the anticipated results (Pawl & Anderson, 2017, p. 237). Steve informed me that he has been receiving many informal complaints from various inmates at the prison facility, stating that they were out of their essential medications and upon further investigation, many of these medications required a prior authorization. This knowledge brought about the desire to make a change and plan ways to a successful outcome to promote patient care. Just knowing that there was an issue with prior authorizations expiring and knowing that patient's medical care was being compromised was enough to make a change in order to uphold standards of practice in accordance with regulatory guidelines of patient care held by the state of Ohio.

This change theory was discovered through Nursing Outlook. This is a bimonthly journal that offers advanced concepts for nursing front-runners through peer-reviewed articles (Broome, 2021, para. 1). Nursing Outlook is the authorized periodical of the American Academy of Nursing and the Council for the Advancements of Nursing Science (Broome, 2021, para. 1).

Leadership Strategies That Could Lead to an Interdisciplinary Solution

The leadership strategy that would be beneficial to help promote change with the expiring prior authorization issue would be for Steve to act as a transformational leader. A transformational leader is one who builds credulous atmospheres, practices behaviors that endorse nursing commitment through perceptibility, availability and effective communication (Bergstedt & Wei, 2020, p. 49). They inspire, involve, and empower their staff in a way that promotes change (Bergstedt & Wei, 2020, p. 49). This would help create an atmosphere where the health care providers are not feeling intimidated or strained when approached by the new changes that are brought to them. They would feel free to ask questions and express ideas that would make it more simplistic for the staff and help them to not feel overwhelmed. This issue is relevant in that health care providers can often feel overworked and can experience burnout. If they are approached by a transformational leader, they would feel less overwhelmed and more inspired due to the method and mood that was primed for them.

Collaboration Approaches for Interdisciplinary Teams

This portion is to discuss collaboration approaches for success in the interdisciplinary team as a whole and how to get desired outcomes. Steve's goal is to get the physicians and nurses on board with noting which patients are on medications that require prior authorizations and making sure that they are renewed prior to their expirations in order to ensure that patients are not going without their medications. It is said that interprofessional practice amongst health care providers can lead to enriched patient care, improved patient well-being, and deterrence of medical mistakes (Varagona et al., 2017, p. 49). There is also discussion of what the driving forces are that implement success of the change (Varagona et al., 2017, p. 54). This is relevant to the focus of Steve's goal as quality improvement coordinator in that he wants to make sure that

the medical staff is paying more attention to patient medications and to ensure that the patients are not going without their medications. This information is credible in that it is derived from The Journal of Faculty Development which was published in 1983 and publishes information that readers profit by finding foundations for supplementary research and further developing academic and concrete identifications of faculty development (Magna Publications, 2021).

Steve will need to use the transformational leadership approach in order to set a reliable foundation for the Health Care Administrator, physicians, and nursing staff to be able to pursue the necessary change. This approach, as discussed in the previous section, will help set up a judgement free and non-biased foundation in which all the health care providers feel ample and able to do so. When the leaders are presenting change in a way that the followers feel is doable, it makes it more likely to promote the desired change. A good way to promote this change would be to have an interdisciplinary meeting involving all the health care providers. Discussions would take place involving the change with the binder that will be implemented with all the prior authorizations in it in order of expiration by month. Staff members would be able to ask questions and make suggestions of things that would be most feasible for all providers. Everyone would be on the same page, and this would improve collaboration. This approach is relevant in that health care workers can often feel overwhelmed with workload, and this would help to relieve that and promote a symbiotic interprofessional workplace experience (Bergstedt & Wei, 2020, p. 48).

Conclusion

There is an obvious interdisciplinary issue that was not being addressed at my workplace. It was discovered through complaints by the patients and can be solved through interdisciplinary work by the professionals that are employed. The knowledge that there was an issue brought

about the desire to make a change and will help to prevent mistakes from being made in the future and promote exceptional patient care.

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