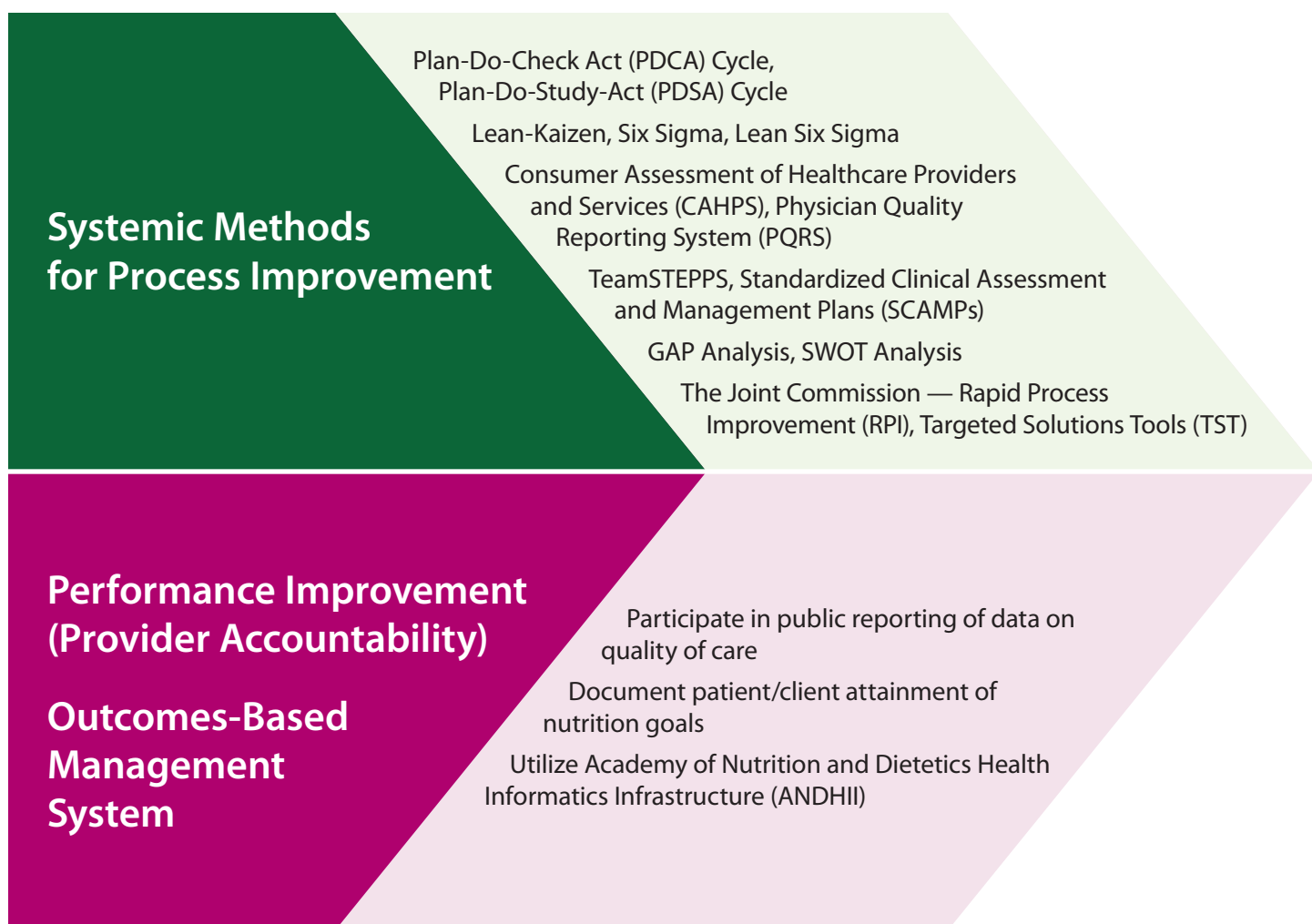


Quality Resource Collection

July 30, 2021



Approved by the Commission on Dietetic Registration's Quality Management Committee

Quality Resource Collection

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In this Resource, CDR has chosen to use the term RDN to refer to both registered dietitians (RD) and registered dietitian nutritionists (RDN) and to use the term NDTR to refer to both dietetic technicians, registered (DTR) and nutrition and dietetics technicians, registered (NDTR).

Disclaimer

The Commission on Dietetic Registration (CDR) does not endorse any of the listed resources. Therefore, mention of these resources cannot be construed as an endorsement or recommendation. CDR is not responsible for transmissions users may receive from linked, external websites.

Acknowledgement

This Quality Resource Collection was approved and distributed by the Quality Management Committee.

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Nutrition and dietetics practitioners in all areas of practice are expected to provide quality services that are measured and evaluated to assure quality outcomes. Quality services are the foundation of the Code of Ethics, Scope of Practice, Standards of Practice, and Standards of Professional Performance for CDR’s credentialed practitioners — registered dietitian nutritionists (RDNs), and nutrition and dietetics technicians, registered (NDTRs).

Importantly, consumers, third party payers, and regulatory agencies also expect quality, evidence-based nutrition care and services, and have access to data that report quality measures by facility and compare facilities’ services to one another. Quality food and nutrition services that demonstrate measurable outcomes and are incorporated into healthcare standards of care and provider practice settings also elevate the unique contribution of credentialed nutrition and dietetics practitioners.

With the goal of providing an easy-to-access list of resources for credentialed nutrition and dietetics practitioners to use, the Quality Strategies Workgroup, under the guidance of the Quality Management Committee, recruited member volunteers through an application process to form the Quality Leader Alliance (QLA). QLA members were asked to contribute the most used quality-related resources. The following collection of recommended resources is categorized into: Quality Leadership Foundational Resources; CDR and Academy Resources; Clinical Quality Resources; Community Nutrition and Public Health Quality Resources; and Managerial Quality Resources. Resources are listed once; readers may find valuable resources in each category. Resources, such as those from the Academy, may require log ins or purchase.

If you would like to recommend a resource to be considered for this list, please email details to Quality@eatright.org.

Quality Leadership Foundational Resources

Definition of Terms List

A cumulative anthology of definitions

Definition of Terms. Commission on Dietetic Registration. <https://www.cdrnet.org/definitions>. Accessed January 20, 2023.

CDR Case Studies

Case Studies, Practice Tips and Credentialing Tips. Commission on Dietetic Registration. <https://www.cdrnet.org/tips>. Accessed January 20, 2023.

CDR Practice Tips

Case Studies, Practice Tips and Credentialing Tips. Commission on Dietetic Registration. <https://www.cdrnet.org/tips>. Accessed January 20, 2023.

Quality Strategies Module 1 and 2

Module I: Quality Strategies in Healthcare <https://www.eatrightpro.org/practice/dietetics-resources/quality-management/module1-quality-strategies-in-healthcare>. Accessed January 24, 2023.

Module II: Impact of Quality Strategies on RDNs and NDTRs <https://www.eatrightpro.org/practice/dietetics-resources/quality-management/module2-impact-of-quality-strategies-on-rdns-and-ndtrs>. Accessed January 24, 2023.

Quality Strategies and Health Equity Guide

Quality Strategies and Health Equity Guide. Commission on Dietetic Registration. https://www.cdrnet.org/vault/2459/web/Quality%20Strategies%20and%20Health%20Equity%20Guide_updated.pdf. Accessed January 24, 2023.

Scope of Practice – Scope and Standards for the RDNs and NDTRs Focus Area Standards of Practice and Standards of Professional Performance

Scope of Practice. Commission on Dietetic Registration. <https://www.cdrnet.org/scope>. Accessed January 20, 2023.

Scope Learning Modules

Scope Learning Modules. Commission on Dietetic Registration. <https://www.cdrnet.org/scope>. Accessed January 25, 2023.

Scope of Practice Decision Algorithm

This algorithm permits an RDN or NDTR to answer a series of questions to determine if a particular activity is within their scope of practice.

Scope of Practice Decision Algorithm. Commission on Dietetic Registration. <https://www.cdrnet.org/scope>. Accessed January 20, 2023.

Standards of Excellence

Journal article

Price J, Kent S, Cox S, et al. Using Academy Standards of Excellence in Nutrition and Dietetics for Organization Self-Assessment and Quality Improvement. *J Acad Nut Diet*.2014; 114(8): 1277-1292. <https://www.cdrnet.org/excellence>. Accessed January 25, 2023.

Standards of Excellence:

Emergency Preparedness Playbook

This playbook applies the Standards of Excellence indicators to emergency preparedness using the plan, do, check, act process. Standards of Excellence. Commission on Dietetic Registration. <https://www.cdrnet.org/excellence>. Accessed January 25, 2023.

CDR and Academy Resources

Diversity and Inclusion

Diversity and Inclusion

Diversity and Inclusion. Academy of Nutrition and Dietetics. <https://www.eatrightpro.org/idea/inclusion-diversity-equity-and-access/diversity-and-inclusion-resources>. Accessed January 20, 2023.

Ethics

Avoiding Ethical and Legal Issues in Practice Settings

Polly DK. Avoiding Ethical and Legal Issues in Practice Settings. *J Acad of Nutr Diet*. 2013; 113(12): 1733-1735.

Ethical and Legal Issues Related to Blogging and Social Media

Helm J. Ethics in Action: Ethical and Legal Issues Related to Blogging and Social Media. *J Acad of Nutr Diet*, 2013; 113(5): 688–690.

Practice Paper: Social Media and the Dietetics Practitioner: Opportunities, Challenges and Best Practices

Helm J, et al. Practice Paper: Social Media and the Dietetics Practitioner: Opportunities, Challenges and Best Practices. *J Acad of Nutr Diet*. 2016;116(11): 1825–1835.

Legislation/Advocacy

CDR State Licensure and Licensure Statutes and Board Info by State

State Licensure. Commission on Dietetic Registration. <https://www.cdrnet.org/licensure>. Accessed January 20, 2023.

Academy Resource for States with Laws that Regulate the Practice of Dietetics

Legislation by Subject: Academy of Nutrition and Dietetics. <https://www.eatrightpro.org/advocacy/licensure/licensure-map-and-statutes-by-state>. Accessed January 20, 2023.

Improving Post-Acute Care Transformation (IMPACT) Act of 2014 Case Studies and Measure Domains

IMPACT Act of 2014 Case Studies and Measure Domains. Commission on Dietetic Registration. <https://www.cdrnet.org/tips>. Accessed January 20, 2023.

Malnutrition and Clinical Care

Global Malnutrition Composite Score (GMCS)

Global Malnutrition Composite Score: Commission on Dietetic Registration. <https://www.cdrnet.org/GMCS>. Accessed January 24, 2023.

GMCS Frequently Asked Questions

GMCS FAQs. Commission on Dietetic Registration. <https://www.cdrnet.org/GMCS>. Accessed January 20, 2023.

Clinical Malnutrition

Clinical Malnutrition. Academy of Nutrition and Dietetics. <https://www.eatrightpro.org/practice/dietetics-resources/clinical-malnutrition>. Accessed January 20, 2023.

Consensus Statement of the Academy of Nutrition and Dietetics/American Society for Parenteral and Enteral Nutrition: Characteristics Recommended for the Identification and Documentation of Adult Malnutrition (Undernutrition)

White J, Guenter P, Jensen G, et al. Consensus Statement of the Academy of Nutrition and Dietetics/American Society for Parenteral and Enteral Nutrition: Characteristics Recommended for the Identification and Documentation of Adult Malnutrition (Undernutrition). *J Acad Nutr Diet*. 2012; 112(5): 730-738. or *JPEN J Parenter Enteral Nutr*. 2012;36(3):275-283.

Consensus Statement of the Academy of Nutrition and Dietetics/American Society for Parenteral and Enteral Nutrition: Indicators Recommended for the Identification and Documentation of Pediatric Malnutrition

Becker P, Carney LN, Corkins MR, et al. Consensus Statement of the Academy of Nutrition and Dietetics/American Society for Parenteral and Enteral Nutrition: Indicators Recommended for the Identification and Documentation of Pediatric Malnutrition. *Nutr Clin Pract*. 2015;30(1):147-61. or *J Acad Nutr Diet*. 2014; 114(12):1988-2000.

Nutrition-focused Physical Examination: Skin, Nails, Hair, Eyes, and Oral Cavity

Hamilton C. Nutrition-focused Physical Examination. https://eatrightinternational.org/wp-content/uploads/2018/10/nfpe_iaand-handout_2018.pdf. Accessed September 3, 2021.

Telehealth

Telehealth Quick Guide

Academy resources on telehealth practice, policies, and documentation.

Telehealth Quick Guide. Academy of Nutrition and Dietetics. <https://www.eatrightpro.org/career/career-resources/telehealth-quick-guide>. Accessed January 20, 2023.

CDR Telehealth Practice Tips and Case Studies

Case Studies, Practice Tips and Credentialing Tips. Commission on Dietetic Registration. <https://www.cdrnet.org/tips>. Accessed January 20, 2023.

Clinical Quality Leadership

A3 Problem Solving for Healthcare: A Practical Method for Eliminating Waste, 1st Edition

Jimmerson C. *A3 Problem Solving for Healthcare*. New York, NY: Productivity Press; 2007.

A Novel Approach to Gathering and Acting on Relevant Clinical Information: SCAMPs

Rathod RH, Farias M, Friedman KG, et al. A Novel Approach to Gathering and Acting on Relevant Clinical Information: SCAMPs. *Congenit Heart Dis*. 2010; 5(4): 343–353.

A self-completed nutrition screening tool for community-dwelling older adults with high reliability: a comparison study

Huhmann M, Perez V, Alexander D et al. A self-completed nutrition screening tool for community-dwelling older adults with high reliability: a comparison study. *J Nutr Health Aging*. 2013; 17(4):339-344.

A System-Wide Enhanced Recovery Program Focusing on Two Key Process Steps Reduces Complications and Readmissions in Patients Undergoing Bowel Surgery

Early nutrition intervention with bowel surgery improves outcomes.

Loftus TJ, Stelton S, Efav BW, et al. A System-Wide Enhanced Recovery Program Focusing on Two Key Process Steps Reduces Complications and Readmissions in Patients Undergoing Bowel Surgery. *J Healthc Qual*. 2017; 39(3):129-135.

Ability of different screening tools to predict positive effect on nutritional intervention among the elderly in primary health care

Beck A, Beermann T, Kjaer S, et al. Ability of different screening tools to predict positive effect on nutritional intervention among the elderly in primary health care. *Nutrition*. 2013; 29(7-8): 993-999.

Advanced Lean in Healthcare

Fundamentals of Lean applied to healthcare—stability, demand, task-driven, quality with efficiency.

Craig T, Darin R, Terry S, et al. *Advanced Lean in Healthcare*. North Charleston, SC: CreateSpace Independent Publishing Platform; 2014.

ASPEN. Quality Improvement

A.S.P.E.N. Quality Improvement JPEN and NCP papers on Nutrition Support Practice and Quality Improvement. <http://www.nutritioncare.org/guidelines> and [clinical resources/toolkits/practice management toolkit/quality improvement](http://www.nutritioncare.org/guidelines). Accessed September 3, 2021.

ASPEN Clinical Guidelines: Nutrition Support of Neonatal Patients at Risk for Metabolic Bone Disease

Nehra D, Carlson SJ, Fallon EM, et al. A.S.P.E.N. Clinical Guidelines: Nutrition Support of Neonatal Patients at Risk for Metabolic Bone Disease. *JPEN J Parenter Enteral Nutr*. 2013; 37(5): 570-598.

ASPEN Clinical Guidelines: Parenteral Nutrition Ordering, Order Review, Compounding, Labeling, and Dispensing

Boullata J, Gilbert K, Sacks G, et al. A.S.P.E.N. Clinical Guidelines: Parenteral Nutrition Ordering, Order Review, Compounding, Labeling, and Dispensing. *JPEN J Parenter Enteral Nutr*. 2014; 38(3): 334-377.

Clinical Guidelines for the Use of Parenteral and Enteral Nutrition in Adult and Pediatric Patients: Applying the GRADE System to Development as A.S.P.E.N. Clinical Guidelines

Druyan ME, Compher C, Boullata JI, et al. Clinical Guidelines for the Use of Parenteral and Enteral Nutrition in Adult and Pediatric Patients: Applying the GRADE System to Development as A.S.P.E.N. Clinical Guidelines. *JPEN J Parenter Enteral Nutr*. 2012; 36(1): 77-80.

CMS Hospital Compare

Look up performance/outcome data on a hospital and others. Although data lags 4 quarters behind, it provides useful, valid data on complications and infections impacted by nutrition. CMS Hospital Compare: Centers for Medicare & Medicaid Services. <https://www.medicare.gov/hospitalcompare/search.html?>. Accessed September 3, 2021.

CMS Hospital Regulations 482.28 Condition of Participation: Food and Dietetic Services

Hospital Regulations: Centers for Medicare & Medicaid Services. https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/downloads/som107ap_a_hospitals.pdf. Accessed September 3, 2021.

CMS Nursing Home Compare

Look up performance/outcome data on a facility and compare to others. Although data lags 4 quarters behind, it provides useful, valid data on complications and infections impacted by nutrition. CMS Nursing Home Compare: Centers for Medicare & Medicaid Services. <https://www.medicare.gov/nursinghomecompare/search.html>. Accessed September 3, 2021.

Clinical Quality Leadership (cont'd)

CMS Quality Measure Development Plan: Supporting the Transition to the Merit-based Incentive Payment System (MIPS) and Alternative Payment Models (APMs)

CMS Quality Measure Development Plan: Supporting the Transition to the Merit-based Incentive Payment System (MIPS) and Alternative Payment Models (APMs). <https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/Value-Based-Programs/MACRA-MIPS-and-APMs/Final-MDP.pdf>. Accessed September 3, 2021.

Creating a Culture of Quality Improvement: Experience of Pediatric Cystic Fibrosis Center

Describes the development of a culture of quality improvement through a series of training activities and projects that led to improved patient outcomes in this specific patient population. Britton LJ, Thrasher S, Gutierrez H. Creating a Culture of Quality Improvement: Experience of pediatric cystic fibrosis center. *J Nurs Care Qual.* 2008, 20(2): 115-20.

Electronic Clinical Quality Improvement Resource Center

The most current resources to support electronic clinical quality improvement (run by CMS). Electronic Clinical Quality Improvement Resource Center. <https://ecqi.healthit.gov>. Accessed September 3, 2021.

ENact

Quality improvement through nutrition – Offers information, education, resources, project ideas and a training course/ CEUs to elevate the value of nutrition by demonstrating improvements in patient outcomes that may reduce the clinical and financial risks associated with specific conditions. ENact Nutrition: Nestle Health Science. www.enactnutrition.com. Accessed September 3, 2021.

Enteral Nutrition Process Improvement Project Data Sheet

Data sheet available on request (sathomas@samhealth.org). Data sheet used prospectively to collect 3-day enteral 24-hour dose delivered vs. 24-hour dose prescribed as a practical ongoing metric to compare to quality goals (>65%) and benchmarks (50% average, 80% best in class) per Cahill reference at left. Cahill NE, et al. Nutrition Care in the Critical Care Setting: What is the “Best Achievable” Practice? An International Multicenter Observational Study. *Crit Care Med.* 2010; 38(2):395-401.

Evaluation and Treatment of Functional Constipation in Infants and Children: Evidence Based Recommendations From ESPGHAN and NASPGHAN

Tabbers MM, DiLorenzo C, Berger MY, et al. Evaluation and Treatment of Functional Constipation in Infants and Children: Evidence-Based Recommendations From ESPGHAN and NASPGHAN. *JPGN.* 2014; 58: 258-274.

https://www.naspghan.org/files/documents/pdfs/cme/jpgn/Evaluation_and_Treatment_of_Functional.24.pdf. Accessed September 3, 2021.

Guidelines for Provision and Assessment of Nutrition Support Therapy in the Adult Critically Ill Patient

McClave SA, Taylor BE, Martindale RD, et al. Guidelines for the Provision and Assessment of Nutrition Support Therapy in the Adult Critically Ill Patient: Society of Critical Care Medicine (SCCM) and American Society for Parenteral and Enteral Nutrition (A.S.P.E.N.). *JPEN J Parenter Enteral Nutr.* 2016;40(2):159-211.

Individualized Nutrition Intervention During and After Hospitalization

Lower mortality and moderate improvement in nutritional status in patients receiving nutritional treatment during and after acute hospitalization. Feldblum I, German L, Castel H, Harman-Boehm I, Shahar D. Individualized Nutrition Intervention During and After Hospitalization: The Nutrition Intervention Study Clinical Trial. *J Am Geriatr Soc.* 2011;59(1):10-17.

Infant and Pediatric Feedings: Guidelines for Preparation of Human Milk and Formula in Health Care Facilities, 3rd Ed.

Pediatric Nutrition Practice Group. Eds: Steele C, Collins E. *Infant and Pediatric Feedings: Guidelines for Preparation of Human Milk and Formula in Health Care Facilities*, 3rd Ed. Chicago, IL; Academy of Nutrition and Dietetics; 2018.

Inpatient Staffing Needs for Registered Dietitian Nutritionists in 21st Century Acute Care Facilities Hand RK, et al. Inpatient Staffing Needs for Registered Dietitian Nutritionists in 21st Century Acute Care Facilities. *J Acad Nutr Diet.* 2015;115 (6):985–1000.

Just Culture: A Foundation for Balanced Accountability and Patient Safety

Boysen PG. Just Culture: A Foundation for Balanced Accountability and Patient Safety. *The Ochsner J.* 2013;13(3):400-406.

Leading the Lean Healthcare Journey: Driving Culture Change to Increase Value, 1st Edition

Wellmen J, Hagan P, Jeffries H. *Leading the Lean Healthcare Journey: Driving Culture Change to Increase Value*. Boca Raton, FL: CRC Press; 2016.

Malnutrition Quality Improvement Initiative

Access the Malnutrition Quality Improvement Toolkit. Malnutrition Quality Improvement Initiative. <https://malnutritionquality.org>. Accessed September 3, 2021.

Clinical Quality Leadership (cont'd)

Medical Records: More Than the Health Insurance Portability and Accountability Act

Guidelines for private practice RDNs and NDTRs.

Hui K, Gilmore C, Khan M. Medical Records: More Than the Health Insurance Portability and Accountability Act. *J Acad Nutr Diet*. 2021;121(4): 770 - 772.

Mini Nutrition Assessment (MNA)

Easy 5 question tool to identify malnutrition in the elderly.

Mini Nutrition Assessment Short Form: Nestle Nutrition Institute. https://www.mna-elderly.com/forms/MNA_english.pdf. Accessed September 3, 2021.

Optimal BMI Consensus Guidelines for Children and Adults with Cystic Fibrosis and Pancreatic Insufficiency

Stallings, Virginia A. et al. Evidence Based Practice Recommendations for Nutrition-Related Management of Children and Adults with Cystic Fibrosis and Pancreatic Insufficiency: Results of a Systematic Review. *J Am Diet Assoc*. 2008; 108(5): 830-839.

Position Statement: Adult Malnutrition (Undernutrition) Screening Tools

Skipper A, et al. Position of the Academy of Nutrition and Dietetics: Malnutrition (Undernutrition) Screening Tools for All Adults. *J Acad Nutr Diet*. 2020;120(4):709-713.

State Hospital Associations

See the items like pressure ulcer, rural diabetes management. Quality & Safety: Washington State Hospital Association <http://www.wsha.org/quality-safety>. Accessed September 3, 2021.

State Medicare Quality

This is for Washington and Idaho but has good reference on Quality.

State Medicare Quality: Qualis Health. <https://www.qualishealth.org/healthcare-professionals/medicare>. Accessed September 3, 2021.

Stroke Certification Program

Stroke Certification Program: The Joint Commission. http://www.jointcommission.org/certification/primary_stroke_centers.aspx. Accessed September 3, 2021.

Systematic Review: Adult Malnutrition Screening (Undernutrition)

Skipper A, et al. Adult Malnutrition (Undernutrition) Screening: An Evidence Analysis Center Systematic Review. *J Acad Nutr Diet*. 2020; 120(4):669-708.

Systematic Review: Pediatric Nutrition Screening Tools

Becker PJ, et al. Validity and Reliability of Pediatric Nutrition Screening Tools for Hospital, Outpatient, and Community Settings: A 2018 Evidence Analysis Center Systematic Review. *J Acad Nutr Diet*. 2020;120(2):288-318.e2.

The Art of Visual Management for the CNM: Steps for Successful Improvement of Employee Engagement and Team Performance

Javurek B. The Art of Visual Management for the CNM: Steps for Successful Improvement of Employee Engagement and Team Performance. Clinical Nutrition Management Dietetic Practice Group. Future Dimensions in Clinical Nutrition Practice. Spring, 2016; 7-11.

The Clinical Nutrition Manager's Handbook: Solutions for the Busy Professional

Grim J, Roberts S, *The Clinical Nutrition Manager's Handbook: Solutions for the Busy Professional*. Chicago, IL: The Academy of Nutrition and Dietetics; 2014.

The Joint Commission Perspectives

Perspectives: The Joint Commission. <http://www.jcrinc.com/the-joint-commission-perspectives>. Accessed September 3, 2021.

The Power of Nutrition for Pressure Ulcer Prevention and Treatment

Posthauer ME. The Power of Nutrition for Pressure Ulcer Prevention and Treatment. *Dietetics in Health Care Communities Connections*. 2012; 38(2): 1-2.

The Role of Nutrition for Pressure Injury Prevention and Healing: The 2019 International Clinical Practice Guideline Recommendations

Munoz N, Posthauer ME, Cereda E, Schols JMGA, Haesler, E. The Role of Nutrition for Pressure Injury Prevention and Healing: The 2019 International Clinical Practice Guideline Recommendations. *Adv Skin Wound Care*. 2020; 33(3): 123-136.

What Are Standardized Clinical Assessment and Management Plans?

Farias M, Jenkins K, et al. What Are Standardized Clinical Assessment and Management Plans? *Health Affairs*. 2013; 32(5) 911-912.

Community Nutrition & Public Health Quality Leadership

Competency-Based Performance Appraisals for School Nutrition Managers and Assistants/Technicians

Project focused on the school nutrition assistant/technician who works at the local school cafeteria under the direction of the school nutrition manager.

The Institute of Child Nutrition: Competencies, Knowledge, and Skills of Effective School Nutrition Assistants/Technicians. <https://theicn.org/icn-resources-a-z/CKS-school-nutrition-assistants>. Accessed September 3, 2021.

Diabetes Prevention Project

Indian Health Service. Diabetes Prevention Program: Special Diabetes Program for Indians Initiatives. <https://www.ihs.gov/sdpi>. Accessed September 3, 2021.

Exploring Standard Child Nutrition Key Performance Indicators

Explores school nutrition directors' usage and perceptions of Key Performance Indicators (KPI).

The Institute of Child Nutrition: Exploring Standard Child Nutrition Key Performance Indicators. <https://theicn.org/icn-resources-a-z/kpi>. Accessed September 3, 2021.

Institute for Healthcare Improvement

Institute for Healthcare Improvement. <http://www.ihl.org/Pages/default.aspx>. Accessed September 3, 2021.

Keys to Excellence

Defines standards for quality programs and a framework for improvement.

School Nutrition Association: Keys to Excellence. <https://schoolnutrition.org/Keys>. Accessed September 3, 2021.

National Public Health Improvement Initiative (NPHII)

Supports health departments for accelerating public health accreditation readiness activities and implementing performance and improvement management practices.

Centers for Disease Control and Prevention: National Public Health Improvement Initiative (NPHII). <https://www.cdc.gov/stltpublichealth/nphii/index.html>. Accessed September 3, 2021.

National School Lunch Program (NSLP) Professional Standards

Requirements for annual training for all state directors of school nutrition programs, distributing agencies, school nutrition program directors, managers, and staff.

United States Department of Agriculture (USDA): National School Lunch Program (NSLP) Professional Standards. <https://www.fns.usda.gov/school-meals/professional-standards>. Accessed September 3, 2021.

Performance Management and Quality Improvement

Centers for Disease Control and Prevention: Performance Management and Quality. <https://www.cdc.gov/publichealthgateway/performance/resources.html>. Accessed September 3, 2021.

Surgeon General's Perspectives Making our Communities Walkable for Older Adults

Surgeon General's Perspectives Making our Communities Walkable for Older Adults. *Public Health Reports*. 2015; 130: 424-425.

Trust for America's Health

Federal and state public health statistics including obesity, diabetes, breastfeeding rates, fruit/veg intake, and physical activity.

Trust for America's Health. <https://www.healthy-americans.org>. Accessed September 3, 2021.

USDHHS: Health Resources and Services Administration

The HRSA Quality Toolkit is equipped with proven strategies and techniques to effectively support an organization's new or existing QI program.

US Department of Health and Human Services; Health Resources and Services Administration: HRSA Clinical Quality Improvement. <https://bphc.hrsa.gov/qualityimprovement/clinicalquality/qualityimprovement.html>. Accessed September 3, 2021.

Managerial Quality Leadership

5 Whys

5 Whys: Toyota Production System. https://en.wikipedia.org/wiki/Toyota_Production_System. Accessed September 3, 2021.

Briefings on Accreditation and Quality

Briefings on Accreditation and Quality: Healthcare Professional. <http://www.hcpro.com/publication-newsletter-16-department-healthcare-accreditation.html>. Accessed September 3, 2021.

Developing an Organizational Model for Improvement: From Translation to Practice

Polanich S. Developing an Organizational Model for Improvement: From Translation to Practice. *J Healthc Qual.* 2017; 39 (1): 28-33.

DNV GL (Det Norske Veritas-Germanischer Lloyd)

Hospital Accreditation. DNV GL's NIAHO® program integrates ISO 9001 with the Medicare Conditions of Participation DNV-GL. <http://dnvglhealthcare.com>. Accessed September 3, 2021.

Gemba Academy

Information on understanding and gaining better knowledge about tools to use for Lean and Six Sigma. Gemba Academy. <http://www.gembaacademy.com>. Accessed September 3, 2021.

Good to Great

Collins J. *Good to Great*. New York, NY: HarperCollins Publishers; 2001.

Improving Employees' Safety in Healthcare Organizations Using DMAIC Quality Improvement Approach

Momani A, Hirzallah M, Mumani A. Improving Employees' Safety in Healthcare Organizations Using DMAIC Quality Improvement Approach. *J Healthc Qual.* 2017; 39(1): 54-63.

Leading Change

Kotter JP. *Leading Change*. Boston, MA: Harvard Business School Press; 2012.

Lean for Dummies

Sayer NJ, Williams B. *Lean for Dummies*. Hoboken, NJ: John Wiley & Sons, Inc; 2012.

Lean Enterprise Institute

Many resources and tools on process improvement. Lean Enterprise Institute. <http://www.lean.org>. Accessed September 3, 2021.

Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement

Graban M. *Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement*. 3rd ed. Boca Raton, FL: CRC Press; 2016.

Mentoring and Supervision in Healthcare

Gopee N. *Mentoring and Supervision in Healthcare*. Thousand Oaks, CA: Sage Publications Inc; 2011.

National Quality Forum

National Quality Forum. <http://www.qualityforum.org/Home.aspx>. Accessed September 3, 2021.

On the Mend, Revolutionizing Healthcare to Save Lives and Transform the Industry

Excellent review of lean processes as they relate to healthcare. Toussaint J, Gerard R. *On the Mend, Revolutionizing Healthcare to Save Lives and Transform the Industry*. Cambridge, MA: Lean Enterprise Institute. 2010.

PDSA Worksheet

PDSA: Institute for Healthcare Improvement. <http://www.ihl.org/resources/Pages/HowtoImprove/ScienceofImprovementHowtoImprove.aspx>. Accessed September 3, 2021.

Performance Management and Quality Improvement

The concepts, resources and links provided support state, tribal, local, and territorial health departments for improving their performance. Centers for Disease Control and Prevention: Performance Management and Quality Improvement. <https://www.cdc.gov/stltpublichealth/performance/index.html>. Accessed September 3, 2021.

Project Aim & Key Performance Indicators

Application Performance Management. <http://www.applicationperformancemanagement.org/performance-testing/key-performance-indicators>. Accessed September 3, 2021.

Project Charter

Project Charter: iSixSigma. <https://www.isixsigma.com/tools-templates/project-charter/six-sigma-project-charter>. Accessed September 3, 2021.

Project Management Fundamentals

Methodology, application and environmental and facilitating elements. Sample forms. Haugan G. *Project Management Fundamentals*. Vienna, VA: Management Concepts; 2010.

RACI Chart

RACI: iSixSigma. <https://www.isixsigma.com/tools-templates/raci-diagram>. Accessed September 3, 2021.

Managerial Quality Leadership (cont'd)

Six Sigma

Process based on DMAIC methodology (Define, Measure, Analyze, Improve and Control).

Six Sigma: Atlantic Health System. <https://www.dmaictools.com>. Accessed September 3, 2021.

Six Sigma Handbook 4th Edition

Pyzdek, T, Keller P. *Six Sigma Handbook* 4th Ed. McGraw-Hill Education; 2014.

Standards of Practice for Health Promotion in Higher Education (October 2019)

ACHA Guidelines: Standards of Practice for Health Promotion in Higher Education 4th Edition, October 2019. American College Health Association. https://www.acha.org/documents/resources/guidelines/ACHA_Standards_of_Practice_for_Health_Promotion_in_Higher_Education_October2019.pdf. Accessed September 3, 2021.

Standard Operating Procedures

The National Food Service Management Institute (NFSMI) has developed food safety SOPs in conjunction with USDA and FDA. National Food Service Management Institute: Food Safety Standard Operating Procedures. <https://professionalstandards.fns.usda.gov/content/food-safety-standard-operating-procedures-sops>. Accessed September 3, 2021.

Taproot: Changing the Way the World Solves Problems

Paradies M, Unger L. *Taproot: Changing the Way the World Solves Problems*. System Improvements; 2008.

The 7 Basic Quality Tools for Process Improvement

Information and templates on a Fishbone Diagram, Check Sheet, Control Chart, Histogram, Pareto Chart, Scatter Diagram, and Stratification.

American Society for Quality. The 7 Basic Quality Tools for Process Improvement. <https://asq.org/quality-resources/seven-basic-quality-tools>. Accessed September 3, 2021.

The Improvement Guide, 2nd Edition

Offers an integrated approach to process improvement that delivers substantial results in quality and productivity.

Langley GJ, Moen RD, Nolan KM, Nolan TW, Norman CL, Provost LP. *The Improvement Guide*, 2nd Ed. San Francisco, CA: Jossey-Bass; 2009.

The New Lean Healthcare Pocket Guide XL

Hadfield D, Holmes S. *The New Lean Healthcare Pocket Guide XL*. 2nd Edition. MSC Media, Inc; 2010.

The Team Handbook

Scholtes PR, Joiner BL, Streibel BI. *The Team Handbook*, 3rd Ed. Madison, WI. Oriol Inc; 2003.

USDHHS: Agency for Healthcare Research and Quality

Fact sheets about quality

US Department of Health and Human Services, Agency for Healthcare Research and Quality. <http://www.ahrq.gov/research/findings/factsheets/quality/index.html>. Accessed September 3, 2021.

Ideas for Projects Related to the Quality Resource Collection

Community or Public Health Setting

- Create a method to collect data for a community program.
- Analyze data for program outcomes.
- Conduct a quality improvement project for a community program.
- Assess program compliance with federal and state rules and regulations and develop a plan for improvement.
- Review and evaluate the school or district wellness plan. Implement an initiative related to the wellness plan to improve the quality of wellness in the school.
- Identify a problem or opportunity for improvement then use a QI process or tool to initiate change and improve outcomes.

Food Service Management Setting

- Review food service department layout and facility design, equipment, and flow using flow charts and diagrams, then make recommendations for improving flow.
- Review food service department labor plan. Analyze production needs and other factors that impact labor such as employee status (FT/PT/FTE), scope of services, and hours of operation. Utilize QI processes to evaluate productivity or other outcomes.
- Identify a problem or opportunity for improvement then use a QI process or tool to initiate change and improve outcomes.

Clinical Setting

- Use electronic health records and other informatics systems to obtain data and outcomes for nutrition care. Create a plan to improve processes related to outcomes.
- Review current educational materials (handouts, poster, displays, etc.) provided for patients or staff education. Collect data regarding material utilization. Determine potential outcome measures of materials.
- Identify a problem or opportunity for improvement then use a QI process or tool to initiate change and improve outcomes.