

Academy of Nutrition and Dietetics

QUALITY RESOURCE COLLECTION

Approved by
Quality Strategies Workgroup
Quality Management Committee
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BACKGROUND

Food and nutrition practitioners in all areas of practice are expected to provide quality services that are measured and evaluated to assure quality outcomes. Quality services are a foundation of the Academy’s Code of Ethics, Scope of Practice, Standards of Practice, and Standards of Professional Performance for 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 compares facilities’ services to one another. Providing quality food and nutrition services that show measurable outcomes and incorporating them into healthcare standards of care and provider practice settings will also elevate the unique contribution of food and nutrition practitioners.

With the goal of providing an easy-to-access list of resources for Academy members 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 quality-related resources used the most. The following collection of recommended resources is categorized as to their use. Additions and updates to this document will be conducted every 2 years. If you would like to recommend a resource to be considered for this list, please email details to: Quality@eatright.org.

INTENT OF USE

The Quality Resource Collection is a listing of resources in the quality field with application to nutrition and dietetics. This document includes resources used in practice by QLA members. The list reflects the area(s) of expertise of the members and can serve to support development of quality management knowledge and skills as a critical component of nutrition and dietetics practice.

EXAMPLES OF QUALITY RESOURCES:

Quality Concept	Category	Type of Resource	Title	Citation or Link Use
Quality Improvement	General/Healthcare	Website	Institute for Healthcare Improvement (IHI)	Institute for Healthcare Improvement. IHI Web Site. http://www.ihl.org/Pages/default.aspx . Accessed March 15, 2016 <i>Provides Tools for Quality Improvement</i>

An RDN or NDTR who has been asked to develop a quality improvement (QI) project could access the Institute for Healthcare Improvement (IHI) to find tools, including Plan Do Study Act Cycle (PDSA), to get excellent ideas on how to approach this project.

Quality Concept	Category	Type of Resource	Title	Citation or Link Use
Quality Management	Healthcare	Article/ Guidelines	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.

An RDN is a member of the hospital committee that reviews the organization’s guidelines for use of nutrition support. She/he would find excellent support for guidelines for adult critical care patients in this important American Society for Parenteral and Enteral Nutrition (A.S.P.E.N.) article.

DISCLAIMER

The Academy of Nutrition and Dietetics does not endorse any of the listed resources. Therefore, mention of these resources cannot be construed as an endorsement or recommendation. The Academy is not responsible for transmissions users may receive from linked, external websites.

RESOURCES CLASSIFICATION SCHEME

Resources were classified based on the following categories:

- Quality concept of the resource (based on Key Quality definitions)
- Standards of Excellence (SoE)¹ Category: Healthcare, Education/Research, Business/Industry, Community/Public Health
- Sub Category: area of practice or population-based interest or disease specific
- Type of resource (handout, article, chart, diagram, website, video, etc.)
- Title of the resource
- Citation of resource
- Additional comments

Please be sure to review the comprehensive collection of resources to see what may apply to your practice or your particular interest. Do not solely rely on the classifications outlined to identify appropriate resources. Many of the resources’ concepts could translate into other areas of practice.

KEY QUALITY DEFINITIONS

The below definitions are taken directly from the Academy of Nutrition and Dietetics’ (Academy) Definition of Terms List. The Definition of Terms is a cumulative anthology of definitions developed by the Academy. The definitions are broad based, have implications for use across the nutrition and dietetics profession, and are consistent with the regulatory and legal needs of the profession.

¹ The Academy of Nutrition and Dietetics’ Standards of Excellence serve as a road map to recognize RDNs as leaders and collaborators. Standards of Excellence criteria apply to all practice segments of nutrition and dietetics: health care, education and research, business and industry, and community nutrition and public health.

The terms are a resource for registered dietitian nutritionists, nutrition and dietetic technicians, registered, and other food and nutrition practitioners, as applicable. As a reference document, the definitions serve as standardized language and standardized application in various practice settings.

For additional information regarding the following definitions including ‘Key considerations’ refer to the entire list at: www.eatrightpro.org/scope.

Term	Definition/Description
Food and Nutrition Practitioner	See: Nutrition and Dietetics Practitioner <i>The term Food and Nutrition Practitioner is acceptable to use interchangeably with the term Nutrition and Dietetics Practitioner.</i>
Leadership	Leadership is "organizing a group of people to achieve a common goal by setting a direction, aligning people, motivating and inspiring". ¹ Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. ² Reference: ¹ Medical Dictionary by Farlex http://encyclopedia.thefreedictionary.com/Leadership . Accessed April 1, 2016. ² Forbes. What Is Leadership? http://www.forbes.com/sites/kevinkruse/2013/04/09/whatisleadership/2/#96c1347e8255 . Accessed May 1, 2018
Nutrition and Dietetics Practitioner	Nutrition and Dietetics Practitioner is used in communications when referring to a credentialed nutrition and dietetics practitioner (i.e.; registered dietitian-RD or registered dietitian nutritionist-RDN, dietetic technician, registered-DTR or nutrition and dietetics technician, registered-NDTR) and a non-credentialed practitioner (i.e.; practitioner with BS/BA, MS, MPH, and PhD who is not a RDN or a NDTR). (Note: This may also include a Certified Dietary Manager (CDM), Dietary Manager (no credential) and Certified Food Protection Professional (CFPP) and Chef or food and nutrition practitioner (no credential) with a BS/BA.)
Outcomes Management	Outcomes Management is a system for assessing and identifying preferred interventions or non-interventions that leads to a desired outcome. Reference: Segen, J.C. Outcomes Management. <i>Concise Dictionary of Modern Medicine</i> . New York, NY: McGraw-Hill; 2002
Performance Improvement	Performance Improvement is the systematic process of detecting and analyzing performance problems, designing and developing interventions to address the problems, implementing the interventions, evaluating the results, and sustaining improvement. Reference: <i>Comprehensive Accreditation Manual for Nursing Care Centers: the Guide to Powering Performance Excellence in Your Organization</i> . Oakbrook Terrace, IL: The Joint Commission; 2016.
Performance Measurement	Performance Measurement is the regular collection of data to assess whether the correct processes are being performed and desired results are being achieved. Reference: Health Resources and Services Administration http://www.hrsa.gov/quality/toolbox/methodology/performancemanagement/index.html . Accessed May 1, 2018.
Process Improvement	Process Improvement is the proactive task of identifying, analyzing and improving upon existing system processes within an organization for optimization and to meet new quotas or standards of quality. ^{1,2} Reference: ¹ Appian. http://www.appian.com/about-bpm/process-improvement-organizational-development/ . Accessed May 1, 2018. ² Pyzdek, T. Keller, P. <i>Six Sigma Handbook: A Complete Guide for Green Belts, Black Belts, and Mangers at All Levels 4th ed.</i> New York, NY: McGraw Hill Education; 2014.
Quality Assurance (QA)	Quality Assurance (QA) is the specification of standards for quality of service and outcomes, and a process throughout the organization for assuring that care and/or service is maintained at acceptable levels in relation to those standards. QA is on-going, both anticipatory and retrospective in its efforts to identify how the organization is performing, including where and why facility performance is at risk or has failed to meet standards. Reference: Centers for Medicare & Medicaid Services. https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/gapidefinition.html . Accessed May 1, 2018.

Quality Healthcare	Quality Healthcare is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge. Reference: <i>Why Quality?</i> National Quality Forum, 2015. http://www.qualityforum.org/Home.aspx Accessed May 1, 2018.
Quality Improvement (QI)	Quality Improvement (QI) consists of systematic and continuous actions that lead to measurable improvement in services and/or the status of targeted individuals or groups. Reference: Health Resources and Services Administration http://www.hrsa.gov/quality/toolbox/methodology/qualityimprovement/index.html . Accessed May 1, 2018.
Term	Definition/Description
Quality Improvement Project (QIP)	A Quality Improvement Project (QIP) is a set of related activities designed to achieve measurable improvement in a process of outcomes of care and/or service. ¹ A QIP should be a continuous process of learning, development and assessment, and part of a wider quality improvement program. ² Reference: ¹ Centers for Medicare & Medicaid Services https://www.cms.gov/regulationsandguidance/guidance/manuals/downloads/qio_110c16.pdf . Accessed October 19, 2016. ² Royal College of General Practitioners http://www.rcgp.org.uk/trainingexams/mrcgp-workplace-basedassessment/wpba/~media/Files/GP-training-andexams/WPBA/wpba-QIP-practical-guidancefor-trainees-050415.ashx . Accessed May 1, 2018.
Quality Management	Quality Management is a systematic process with identified leadership, accountability, and dedicated resources for the purpose of meeting or exceeding established professional standards. Reference: Adapted from the National Quality Center’s Quality Management 101 PowerPoint presentation, slides 9 and 3. National Quality Center. Quality Management 101. Titles I & II Technical Assistance (TA) WebEx. Donna Yutzy, NQC Consultant. State of New York, Department of Health. January 11, 2007. Funded by HRSA. http://www.google.com/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=1&ved=0ahUKEwjdx6nImf_JAhVGYYKHXLDXMQFggcMAA&url=http%3A%2F%2Fnationalqualitycenter.org%2Ffiles%2F2-qm101-for-parts-a-and-b%2F&usg=AFQjCNEFrgkx4AQpruFL-SD6YZNBy2wivA . Accessed May 1, 2018.
Quality Nutrition and Dietetics Practice	Quality Nutrition and Dietetics Practice is built on a solid foundation of education and credential assessment processes to assure the competence of the RDN and NDTR. Reference: Academy of Nutrition and Dietetics. Quality Management Committee. Quality Nutrition and Dietetics Practice Brochure. http://www.eatrightpro.org/resource/practice/quality-management/quality-care-basics/quality-care-resources . Accessed May 1, 2018.

Quality Concept	SoE Category	Sub-Category	Type of Resource	Title	Citation or Link	Comments
Leadership						
1. Leadership	Business /Industry Healthcare	Change Management	Book	Good to Great	Collins J. <i>Good to Great</i> . New York, NY: HarperCollins Publishers; 2001.	
2. Leadership	Business/ Industry Healthcare	Change Management	Book	Leading Change	Kotter JP. <i>Leading Change</i> . Boston, MA: Harvard Business School Press; 2012	
3. Leadership	Healthcare	Culture change	Book	Leading the Lean Healthcare Journey: Driving Culture Change to Increase Value 1st Edition	Wellmen J, Hagan P, Jeffries H. <i>Leading the Lean Healthcare Journey: Driving Culture Change to Increase Value</i> . Boca Raton, FL: CRC Press; 2016.	
4. Leadership	Healthcare	Dietetics & Nutrition	Website	Quality Leader Alliance	Quality Leader Alliance: Academy of Nutrition and Dietetics. www.eatrightpro.org/qla . Accessed May 1, 2018.	
5. Leadership	Education	Dietetics & Nutrition	Website	Quality Strategies	Quality Strategies: Academy of Nutrition and Dietetics. www.eatrightpro.org/qualitystrategies . Accessed May 1, 2018.	
6. Leadership	Healthcare	Safety/Quality Diabetes Pressure Ulcer	Website	State Hospital Associations	Quality & Safety: Washington State Hospital Association http://www.wsha.org/quality-safety/ . Accessed May 1, 2018.	See the items like pressure ulcer, rural diabetes management
Performance Improvement and Measurement						
7. Performance Improvement	Healthcare	Quality model	Book	Advanced Lean in Healthcare	Craig T, Darin R, Terry S, et al. <i>Advanced Lean in Healthcare</i> . North Charleston, SC: CreateSpace Independent Publishing Platform; 2014.	Fundamentals of Lean applied to healthcare—stability, demand, task-driven, quality with efficiency.
8. Performance Improvement	Healthcare	Patient Safety	Article	Just Culture: A Foundation for Balanced Accountability and Patient Safety	Boysen PG. Just Culture: A Foundation for Balanced Accountability and Patient Safety. <i>The Ochsner J</i> 2013;13(3):400-406.	
9. Performance Improvement	Community/ Public Health	Accreditation: Public Health	Website	National Public Health Improvement Initiative (NPHII)	Centers for Disease Control and Prevention: National Public Health Improvement Initiative (NPHII). https://www.cdc.gov/stltpublichealth/nphii/index.html . Accessed May 1, 2018.	Supports health departments for accelerating public health accreditation readiness activities and implementing performance and improvement management practices.

Quality Concept	SoE Category	Sub-Category	Type of Resource	Title	Citation or Link	Comments
10. Performance Improvement	Healthcare	Nutrition Assessment	Article	Nutrition-focused Physical Examination: Skin, Nails, Hair, Eyes, and Oral Cavity	Pogatshnik C, Hamilton C. CNSD Nutrition-focused Physical Examination: Skin, Nails, Hair, Eyes, and Oral Cavity. Renal Nutrition Forum. 2012; 31(4) 7-14.	Link: https://renalnutrition.org/files/uploads/RNF_Final_Vol31_No4_2012.pdf
11. Performance Improvement	Community/Public Health	Public Health network	Website	Performance Improvement Managers Network (PIM Network)	Centers for Disease Control and Prevention: Performance Improvement Managers Network (PIM Network). https://www.cdc.gov/stltpublichealth/pimnetwork/index.html . Accessed May 1, 2018.	PIM Network is a community of practice that connects performance improvement managers working on the National Public Health Improvement Initiative.
12. Performance Improvement	Business/Industry	Management	Book	Project Management Fundamentals	Haugan G. <i>Project Management Fundamentals</i> . Vienna, VA: Management Concepts; 2010.	Methodology, application and environmental and facilitating elements. Sample forms
13. Performance Measurement	Healthcare	Healthcare/hospital performance data	Website	CMS Hospital Compare	CMS Hospital Compare: Centers for Medicare & Medicaid Services. https://www.medicare.gov/hospitalcompare/search.html? . Accessed May 1, 2018.	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.
14. Performance Measurement	Healthcare	Healthcare/Nursing home Performance data	Website	CMS Nursing Home Compare	CMS Nursing Home Compare: Centers for Medicare & Medicaid Services. https://www.medicare.gov/nursinghomecompare/search.html . Accessed May 1, 2018.	Look up performance/outcome data on a facility and compare to others. Although data lags behind about 4 quarters it provides useful, valid data complications and infections impacted by nutrition.
15. Performance Measurement	Community/Public Health	School Nutrition & Foodservice	Website	Competency-Based Performance Appraisals for School Nutrition Managers and Assistants/Technicians	The Institute of Child Nutrition: Competency Based Performance Appraisals for School Nutrition Managers and Assistant/Technician. http://nfsmi.org/ResourceOverview.aspx?ID=259 . Accessed May 1, 2018.	Research conducted to develop competency-based performance appraisal forms and an accompanying guide for school nutrition managers and assistants/technicians.
16. Performance Measurement	Healthcare	Critical Care	Data Collection tool	Enteral Nutrition Process Improvement Project Data Sheet	Cahill NE, et al. Nutrition Care in the critical care setting: What is the “best achievable” practice? An international multicenter observational study. <i>Crit Care Med</i> . 2010; 38(2).	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

Quality Concept	SoE Category	Sub-Category	Type of Resource	Title	Citation or Link	Comments
						practical ongoing metric to compare to quality goals (>65%) and benchmarks (50% average, 80% best in class) per Cahill reference at left.
17. Performance Measurement	Community/ Public Health	School Nutrition Performance	Website	Exploring Standard Child Nutrition Key Performance Indicators	The Institute of Child Nutrition: Exploring Standard Child Nutrition Key Performance Indicators .http://nfsmi.org/ResourceOverview.aspx?ID=578 . Accessed May 1, 2018.	Explores school nutrition directors' usage and perceptions of Key Performance Indicators (KPI).
18. Performance Measurement	Healthcare	Pressure Ulcers	Article	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.	
19. Performance Measurement	Community/ Public Health	Public Health statistics	Disease Database	Trust for America's Health	Trust for America's Health. http://www.healthymamericans.org/ . Accessed May 1, 2018.	Federal and state public health statistics including obesity, diabetes, breastfeeding rates, fruit/veg intake, and physical activity.
Quality Assurance						
20. Quality Assurance	Healthcare Business/ Industry Community/ Public Health	Scope of Practice	Website	Academy Resource for State Licensure Agency Contact List	Scope of Practice: Academy of Nutrition and Dietetics. www.eatrightpro.org/scope . Accessed May 1, 2018.	
21. Quality Assurance	Healthcare Business/ Industry Community/ Public Health	State Regulations	Website	Academy Resource for States with Laws that Regulate the Practice of Dietetics	Legislation by Subject: Academy of Nutrition and Dietetics. Consumer Protection and State Licensure. https://www.eatrightpro.org/advocacy/legislation/subject-areas . Accessed May 1, 2018.	
22. Quality Assurance	Healthcare Business/ Industry Community/ Public Health	Ethics	Article	Avoiding Ethical and Legal Issues in Practice Settings	Polly D K. Avoiding Ethical and Legal Issues in Practice Settings. J Acad Nutr Diet. 2013; 113(12) 1733-1735.	
23. Quality Assurance	Healthcare	PQRS instrument	Website	By Topic: Quality Initiatives/Patient Assessment Instruments Subtopic: Physician Quality Reporting System	Quality Initiatives/Patient Assessment Instruments Subtopic: PQRS: Centers for Medicare & Medicaid Services. https://questions.cms.gov/faq.php?id=5005&rtopic=1893&rsubtopic=7163 . Accessed May 1, 2018.	FAQ on PQRS and other related topics

Quality Concept	SoE Category	Sub-Category	Type of Resource	Title	Citation or Link	Comments
24. Quality Assurance	Healthcare	Clinical Nutrition/ Diet orders	Handout	Diet Orders Practice Tips	Hospital Diet Orders Practice Tips: Academy of Nutrition and Dietetics. www.eatrightpro.org/dietorders . Accessed May 1, 2018. Long-Term Care Diet Orders Practice Tips: Academy of Nutrition and Dietetics. https://www.eatrightpro.org/practice/quality-management/competence-case-studies-practice-tips . Accessed May 1, 2018.	Resources for RDNs to implement independent order writing in their facilities.
25. Quality Assurance	Business and Industry	Ethics	Article	Ethical and Legal Issues Related to Blogging and Social Media – Janet Helm (May 2013)	Helm J. Ethical and Legal Issues Related to Blogging and Social Media J Acad Nutr Diet, 2013; 113(5) 688 – 690.	
26. Quality Assurance	Healthcare/ Community/ public health	Post-acute care	Website	Improving Post-Acute Care Transformation (IMPACT) Act of 2014	IMPACT Act of 2014: Academy of Nutrition and Dietetics. www.eatrightpro.org/IMPACT . Accessed May 1, 2018.	Resources for post-acute care and understanding IMPACT Act of 2014.
27. Quality Assurance	Healthcare	Patient Safety	Journal	Medical Record Retention and Maintenance for Private Practices	Medical Record Retention and Maintenance for Private Practices. Stein, Karen et al. J Amer Diet Assoc, 2009;109(11) 1840 – 1841.	Guidelines for private practice RDNs and NDTRs.
28. Quality Assurance	Healthcare/ Community/ Public health	Screening tool	Form	Mini Nutrition Assessment Short Form (MNA-SF)	Mini Nutrition Assessment Short Form: Nestle Nutrition Institute. www.mna-elderly.com . Accessed May 1, 2018.	Easy 5 question tool to identify malnutrition in the elderly
29. Quality Assurance	Business and Industry	Social Media	Article	Practice Paper: Social Media and the Dietetics Practitioner: Opportunities, Challenges and Best Practices	Helm, Janet et al. Practice Paper: Social Media and the Dietetics Practitioner: Opportunities, Challenges and Best Practices. J Acad of Nutr Diet, Volume 116, Issue 11, 1825 – 1835.	http://dx.doi.org/10.1016/j.jand.2016.09.003
30. Quality Assurance	Community/ Public Health	School Nutrition/ Foodservice	Website	Practical Skills for Preparing Quality Meals: A Five Step Process - 2010 BLT	Institute for Child Nutrition: Practical Skills for Preparing Quality Meals: A Five Step Process - 2010 BLT. http://nfsmi.org/ResourceOverview.aspx?ID=375 . Accessed May 1, 2018.	Learn to: Plan food production, Review the Quality Scorecard and standardized recipe, Organize, Use the right culinary technique, and Deliver a quality product.
31. Quality Assurance	Healthcare Community/ Public Health	Dietitian Staffing	Website	Resource Requirements Methodology (RRM)	The Division of Planning, Evaluation, and Research: Indian Health Service.	Federally recommended staffing ratios for dietitians in ambulatory, hospital, and public health settings.

Quality Concept	SoE Category	Sub-Category	Type of Resource	Title	Citation or Link	Comments
				Staffing Standards Reference Model	http://www.ihs.gov/planningevaluation/index.cfm?module=rrm_main . Accessed May 1, 2018.	
32. Quality Assurance	Healthcare Community/ Public Health	Practice Standards	Articles	Scope of Practice- 2017 Comprehensive Resources and Focus Area Standards of Practice and Standards of Professional Performance	Scope of Practice- Comprehensive Resources and Focus Area Standards of Practice and Standards of Professional Performance: Academy of Nutrition and Dietetics. www.eatrightpro.org/scope . Accessed May 1, 2018.	
Quality Improvement						
33. Quality Improvement	Healthcare	Nutrition Support	Toolkit	A.S.P.E.N. Toolkit on Quality Improvement	Practice Management Toolkit. American Society for Parental and Enteral Nutrition. http://www.nutritioncare.org/guidelines_and_clinical_resources/toolkits/practice_management_toolkit/quality_improvement/ . Accessed May 1, 2018.	
34. Quality Improvement	Healthcare	Problem solving	Book	A3 Problem Solving for Healthcare: A Practical Method for Eliminating Waste 1st Edition	Jimmerson C. <i>A3 Problem Solving for Healthcare</i> . New York, NY: Productivity Press; 2007.	
35. Quality Improvement	Healthcare	Compliance standards training	Webinar	Comprehensive Diet and Nutrition Training: superior patient care and compliance for your facility (October 2015)	AHC Media: https://www.ahcmedia.com/pages/webinars/2015/T1509233 . Accessed May 1, 2018.	Explains the CMS hospital CoPs standards on Food and Dietetic Services, Joint Commission standards for Food and Dietetic Services, revised and new standards and explains compliance requirements and penalties.
36. Quality Improvement	Community/ Public Health	School Nutrition & Food service	Website	Continuous Quality Improvement Process Tailored for the School Nutrition Environment	Institute for Child Nutrition: Continuous Quality Improvement Process Tailored for the School Nutrition Environment. http://nfsmi.org/ResourceOverview.aspx?ID=133 . Accessed May 1, 2018 .	Guide to the continuous quality improvement (CQI) process using six sequential steps referred to as the Problem Solving Discipline (PSD) Approach; modified for the school nutrition environment.
37. Quality Improvement	Healthcare	Pediatric/ Cystic Fibrosis	Article	Creating a Culture of Quality Improvement: Experience of Pediatric Cystic Fibrosis Center	Britton LJ, Thrasher S, Gutierrez H. Creating a culture of quality improvement: Experience of pediatric cystic fibrosis center. <i>J Nurs Care Qual.</i> 2008, 20(2): 115-20.	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.

Quality Concept	SoE Category	Sub-Category	Type of Resource	Title	Citation or Link	Comments
38. Quality Improvement	Community/ Public Health	School Nutrition & Food service	Website	Data-Driven Decision Making: Guide for School Nutrition Programs	Institute for Child Nutrition: Data-Driven Decision Making: Guide for School Nutrition Programs. http://nfsmi.org/ResourceOverview.aspx?ID=448 . Accessed May 1, 2018.	Assists school nutrition professionals to identify data they are already collecting in the SN program, types of issues that can be addressed using data, and strategies to communicate the findings.
39. Quality Improvement	Healthcare	Culture Change	Article	Developing an Organizational Model for Improvement: From Translation to Practice	Polanich S. Developing an Organizational Model for Improvement: From Translation to Practice. <i>J Healthc Qual.</i> 2017; 39 (1): 28-33.	
40. Quality Improvement	Healthcare	Malnutrition measures	Website	eQMs Frequently Asked Questions	eQMs Frequently Asked Questions. Academy of Nutrition and Dietetics. www.eatrightpro.org/eMeasuresFAQs . Accessed May 1, 2018.	
41. Quality Improvement	Healthcare	Clinical Resources	Website	Electronic Clinical Quality Improvement Resource Center	Electronic Clinical Quality Improvement Resource Center. https://ecqi.healthit.gov/ . Accessed May 1, 2018.	The most current resources to support electronic clinical quality improvement (run by CMS).
42. Quality Improvement	Healthcare Community/ Public Health	Malnutrition measures	Website	Electronic Clinical Quality Measures	eQMs: Academy of Nutrition and Dietetics. www.eatright.org/eMeasures . Accessed May 1, 2018.	
43. Quality Improvement	Healthcare Community/ Public Health Education/ Research	Project development Staff Development	Website	ENact	ENact Nutrition: Nestle Health Science. www.enactnutrition.com . Accessed May 1, 2018.	Offers information, education, resources, project ideas and a training course/CEUs in QI
44. Quality Improvement	Healthcare	Hospital: Malnutrition	Website	eQIP	https://abbotteqip.com/ . Accessed May 1, 2018.	eQIP's objective is to measure and assess hospital nutrition care practices
45. Quality Improvement	Healthcare	Competencies	Article	Essential Competencies: Performance and Process Improvement	Performance and Process Improvement: National Association for Healthcare Quality. http://www.nahq.org/uploads/Q_Ess_PPI/NAHQ15_Comp_PPI_1216_book.pdf . Accessed May 1, 2018.	
46. Quality Improvement	Healthcare	Employee safety	Article	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. <i>J Healthc Qual.</i> 2017; 39(1): 54-63.	

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47. Quality Improvement	Healthcare	Quality projects	Website	Institute for Healthcare Improvement	Institute for Healthcare Improvement. http://www.ihl.org/Pages/default.aspx . Accessed May 1, 2018.	
48. Quality Improvement	Business/ Industry Healthcare Community/ Public Health	Professional Development	Book	Lean for Dummies	Sayer NJ, Williams B. <i>Lean for Dummies</i> . Hoboken, NJ: John Wiley & Sons, Inc; 2012.	
49. Quality Improvement	Healthcare	Quality model guide	Book	Lean Healthcare Pocket Guide	Hadfield D, Holmes S. <i>Lean Healthcare Pocket Guide</i> . ELHI; 2006.	
50. Quality Improvement	Healthcare	Malnutrition	Website	Malnutrition Quality Improvement Initiative	Defeat Malnutrition Today. www.mqii.today . Accessed May 1, 2018.	Access the Malnutrition Quality Improvement Toolkit
51. Quality Improvement	Healthcare Business/ Industry Community/ Public Health	Patient-/Family-Centered Care	Website	National Quality Forum	National Quality Forum. http://www.qualityforum.org/Home.aspx . Accessed May 1, 2018.	
52. Quality Improvement	Healthcare	Quality Process Model	Tool	PDSA Worksheet	PDSA: Institute for Healthcare Improvement. http://www.ihl.org/resources/Pages/HowtoImprove/ScienceofImprovementHowtoImprove.aspx . Accessed May 1, 2018	
53. Quality Improvement	Community/ Public health	Quality Process Reference	Website	Performance Management and Quality Improvement	Centers for Disease Control and Prevention: Performance Management and Quality Improvement. https://www.cdc.gov/stltpublichealth/performance/index.html . Accessed May 1, 2018.	The concepts, resources and links provided support state, tribal, local and territorial health departments for improving their performance.
54. Quality Improvement	Business/ Industry Healthcare Community/ Public Health	Quality Process Model	Training	Six Sigma	Six Sigma: Atlantic Health System. https://www.dmaictools.com . Accessed May 1, 2018.	Process based on DMAIC methodology (Define, Measure, Analyze, Improve and Control)
55. Quality Improvement	Healthcare Community/ Public Health Business/ Industry Education/ Research	Organizational Performance	Website	Standards of Excellence	Standards of Excellence: Academy of Nutrition and Dietetics. www.eatrightpro.org/SoE . Accessed May 1, 2018.	Journal article, learning modules, and Standards of Excellence Metric Tool

Quality Concept	SoE Category	Sub-Category	Type of Resource	Title	Citation or Link	Comments
56. Quality Improvement	Healthcare	Stroke: Accreditation	Website	Stroke Certification Program	Stroke Certification Program: The Joint Commission. http://www.jointcommission.org/certification/primary_stroke_centers.aspx . Accessed May 1, 2019.	
57. Quality Improvement	Healthcare Community/ Public Health Business/ Industry	Clinical Quality	Website	USDHHS: Health Resources and Services Administration	US Department of Health and Human Services; Health Resources and Services Administration: HRSA Clinical Quality and Performance Measures Supplemental Technical Assistance. http://www.hrsa.gov/quality/toolbox/index.html . Accessed May 1, 2018.	The HRSA Quality Toolkit is equipped with proven strategies and techniques to effectively support an organization's new or existing QI program
58. Quality Improvement	Healthcare	Malnutrition	Website	Alliance to Advance Patient Nutrition	Alliance to Advance Patient Nutrition. malnutrition.com . Accessed May 1, 2018.	Tools and resources for both healthcare clinicians and patients
59. Quality Improvement	Business/ Industry	Organizational Performance	Book	The Improvement Guide, 2nd Edition	Langley GJ, Moen RD, Nolan KM, Nolan TW, Norman CL, Provost LP. <i>The Improvement Guide</i> , 2nd Ed. San Francisco, CA: Jossey-Bass; 2009.	Offers an integrated approach to process improvement that delivers substantial results in quality and productivity.
60. Quality Improvement	Healthcare Community/ Public Health	Geriatrics Nutrition Screening	Article	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. <i>J Nutr Health Aging</i> . 2013; 17:339-344.	
61. Quality Improvement	Healthcare Community/ Public Health	Ambulatory care Nutrition Screening	Article	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. <i>Nutrition</i> . 2013; 19: 993-999.	
62. Quality Improvement	Healthcare Community/ Public Health	Acute care Nutrition Screening	Article	Individualized Nutrition Intervention During and After 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. <i>J Am Geriatric Society</i> . 2011;59(1):10-17.	Lower mortality and moderate improvement in nutritional status in patients receiving nutritional treatment during and after acute hospitalization.
63. Quality Improvement	Business/ Industry	Management	Book	Six Sigma Handbook 4 th Edition	Pyzdek, T, Keller P. <i>Six Sigma Handbook</i> 4th Ed. McGraw-Hill Education; 2014.	
64. Quality Improvement	Healthcare	Clinical Assessment	Article	What Are Standardized Clinical Assessment and Management Plans?	Farias M, Jenkins K et al. What Are Standardized Clinical Assessment and Management Plans? <i>Health Affairs</i> . 2013; 32(5) 911-912.	https://doi.org/10.1377/hlthaff.2012.0667

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Quality Management						
65. Quality Management	Business/ Industry	Management	Tool	5 Whys	5 Whys: Toyota Production System. https://en.wikipedia.org/wiki/Toyota_Production_System . Accessed May 1, 2018.	
66. Quality Management	Healthcare	SCAMPS	Article	A Novel Approach to Gathering and Acting on Relevant Clinical Information: SCAMPS	Rathod R H, Farias M, Friedman K G et al. A Novel Approach to Gathering and Acting on Relevant Clinical Information: SCAMPS. <i>Congenit Heart Dis.</i> 2010 ; 5(4): 343–353	doi:10.1111/j.17470803.2010.00438.
67. Quality Management	Healthcare	Pediatrics Nutrition Screening	Article	A Simple Nutrition Screening Tool for Pediatric Inpatients	White M, Lawson K, Ramsey R, Dennis N, Hutchinson Z, et al. A Simple Nutrition Screening Tool for Pediatric Inpatients. <i>JPEN J Parenter Enteral Nutr.</i> 2016; 40(3): 392-8.	
68. Quality Management	Healthcare	Nutrition Support	Article	A.S.P.E.N. Clinical Guidelines: Nutrition Support of Hospitalized Adult Patients With Obesity	Choban P, Dickerson R, Malone A, Worthington P, Compher C. and American Society for Parenteral and Enteral Nutrition. A.S.P.E.N. Clinical Guidelines: Nutrition Support of Hospitalized Adult Patients With Obesity. <i>JPEN J Parenter Enteral Nutr.</i> 2013; 37(6): 714-744.	
69. Quality Management	Healthcare	Nutrition Support	Article	A.S.P.E.N. 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. <i>JPEN J Parenter Enteral Nutr.</i> 2013; 37(5): 570-598.	
70. Quality Management	Healthcare	Nutrition Support	Article	A.S.P.E.N. 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. <i>JPEN J Parenter Enteral Nutr.</i> 2014; 38(3): 334-377.	
71. Quality Management	Healthcare	Post-Surgery Nutrition	Article	A System-Wide Enhanced Recovery Program Focusing on Two Key Process Steps Reduces Complications and Readmissions in Patients Undergoing Bowel Surgery	Loftus TJ, Stelton S, Efaw BW, et al. A System-Wide Enhanced Recovery Program Focusing on Two Key Process Steps Reduces Complications and Readmissions in Patients Undergoing Bowel Surgery. <i>Journal of Healthcare Quality.</i> 39(3):129-135, May/June 2017	Early nutrition intervention with bowel surgery improves outcomes.

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72. Quality Management	Healthcare Business/ Industry Community/ Public Health Education/ Research		Handout	Academy of Nutrition and Dietetics Definition of Terms List	Definition of Terms: Academy of Nutrition and Dietetics. www.eatrightpro.org/scope . Accessed May 1, 2018.	A cumulative anthology of definitions developed by the Academy.
73. Quality Management	Healthcare	Accreditation	Website	Briefings on Accreditation and Quality	Briefings on Accreditation and Quality: Healthcare Professional. http://www.hcpro.com/publication-newsletter-16-department-healthcare-accreditation.html . Accessed May 1, 2018.	
74. Quality Management	Healthcare	Nutrition Support	Article	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. <i>JPEN J Parenteral Enteral Nutr.</i> 2012; 36(1): 77-80.	
75. Quality Management	Healthcare	Regulatory, Government	Website	CMS Hospital Regulations	Hospital Regulations: Centers for Medicare & Medicaid Services. https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/downloads/som107_ap_a_hospitals.pdf . Accessed May 1, 2018.	482.28 Condition of Participation: Food and Dietetic Services
76. Quality Management	Healthcare	Pediatrics, Malnutrition	Article	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. <i>Nutr Clin Pract.</i> 2015 Feb;30(1):147-61. or <i>J Acad Nutr Diet.</i> 2014; 114(12):1988-2000.	

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77. Quality Management	Healthcare	Hospital and Ambulatory Care: Malnutrition: Adult	Article	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). <i>J Acad Nutr Diet.</i> 2012; 112: 730-738.	
78. Quality Management	Healthcare	Cystic Fibrosis Nutrition	Article	Optimal BMI Consensus Guidelines	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. <i>J Am Diet Associ.</i> . 2008; 108: 830-839.	Link: https://www.ncbi.nlm.nih.gov/pubmed/18442507
79. Quality Management	Business/ Industry	Management	Tool	Decision Matrix	Decision Matrix: Seven Basic Tools of Quality. https://en.wikipedia.org/wiki/Seven_Basic_Tools_of_Quality . Accessed May 1, 2018.	See " Tool Time " by Quality Progress
80. Quality Management	Community Healthcare/ Public Health	Diabetes Prevention	Program	Diabetes Prevention Project	Diabetes Prevention Program: Special Diabetes Program for Indians Initiatives. http://www.ucdenver.edu/ACADEMICS/COLLEGES/PUBLICHEALTH/RESEARCH/CENTERS/CAIANH/SDP/~/Pages/sdpi.aspx . Accessed May 1, 2018.	
81. Quality Management	Business/ Industry	Hospital Accreditation	Website	DNV GL (Det Norske Veritas-Germanischer Lloyd)	DNV-GL. http://dnvglhealthcare.com/ . Accessed May 1, 2018.	Hospital Accreditation. DNV GL's NIAHO® program integrates ISO 9001 with the Medicare Conditions of Participation
82. Quality Management	Healthcare Community/ Public Health	Pediatrics	Article	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. <i>JP EN.</i> 2014; 58: 258-274.	

Quality Concept	SoE Category	Sub-Category	Type of Resource	Title	Citation or Link	Comments
83. Quality Management	Business/ Industry	Diagram	Tool	Fishbone (Ishikawa) Diagram	Fishbone Diagram: Seven Basics of Quality/Toyota Production System. https://en.wikipedia.org/wiki/Seven_Basic_Tools_of_Quality ; https://en.wikipedia.org/wiki/Toyota_Production_System . Accessed May 1, 2018.	See " Art of Root Cause Analysis " by Quality Progress
84. Quality Management	Business/ Industry	Healthcare	Website	Gemba Academy	Gemba Academy. http://www.gembaacademy.com/ . Accessed May 1, 2018.	Information on understanding and gaining better knowledge about tools to use for Lean and SixSigma
85. Quality Management	Healthcare	Nutrition Support	Article	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.	
86. Quality Management	Community Healthcare/ Public Health	Cardiovascular Disease/ Diabetes	Program	Healthy Heart Project	Healthy Heart Project: Special Diabetes Program for Indians Initiatives. http://www.ucdenver.edu/ACADEMICS/COLLEGES/PUBLICHEALTH/RESEARCH/CENTERS/CAIANH/SDP/Pages/sdpi.aspx . Accessed May 1, 2018.	
87. Quality Management	Healthcare	Pediatrics	Book	Infant Feedings: Guidelines for Preparation of Human Milk and Formula in Health Care Facilities, 2nd Ed.	Pediatric Nutrition Practice Group. Eds: Robbins ST, Meyers R. <i>Infant Feedings: Guidelines for Preparation of Human Milk and Formula in Health Care Facilities</i> , 2nd Ed. Chicago, IL; American Dietetic Association; 2011.	
88. Quality Management	Healthcare	Clinical	Article	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.115 (6):985–1000.	
89. Quality Management	Community/ Public Health	School Nutrition/ Foodservice	Website	Keys to Excellence	School Nutrition Association: Keys to Excellence. https://schoolnutrition.org/Keys/ . Accessed May 1, 2018.	Defines standards for quality programs and a framework for improvement.
90. Quality Management	Business/ Industry	Healthcare	Website	Lean Enterprise Institute	Lean Enterprise Institute. http://www.lean.org/ . Accessed May 1, 2018.	Many resources and tools on process improvement

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91. Quality Management	Healthcare	Healthcare Management	Book	Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement	Graban M. <i>Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement</i> . 3 rd ed. Boca Raton, FL: CRC Press; 2016.	
92. Quality Management	Healthcare	Healthcare Government	Website	Medicare Program; Revisions to Payment Policies Under the Physician Fee Schedule and Other Revisions to Part B for CY 2018	Medicare Program; Revisions to Payment Policies Under the Physician Fee Schedule and Other Revisions to Part B for CY 2016: Department of Health and Human Services https://www.gpo.gov/fdsys/pkg/FR-2017-11-15/pdf/2017-23953.pdf . Accessed May 1, 2018.	
93. Quality Management	Healthcare	Healthcare Management	Book	Mentoring and Supervision in Healthcare	Gopee N. <i>Mentoring and Supervision in Healthcare</i> . Thousand Oaks, CA. Sage Publications Inc; 2011.	
94. Quality Management	Community/ Public Health	School Nutrition/ Foodservice	Website	National School Lunch Program (NSLP) Professional Standards	United States Department of Agriculture (USDA): National School Lunch Program (NSLP) Professional Standards. https://www.fns.usda.gov/school-meals/professional-standards . Accessed May 1, 2018.	Requirements for annual training for all state directors of school nutrition programs, distributing agencies, school nutrition program directors, managers, and staff.
95. Quality Management	Healthcare Business/ Industry	Management	Book	On the Mend, Revolutionizing Healthcare to Save Lives and Transform the Industry	Toussaint J, Gerard R. <i>On the Mend, Revolutionizing Healthcare to Save Lives and Transform the Industry</i> . Cambridge, MA; 2010.	Excellent review of lean processes as they relate to healthcare.
96. Quality Management	Business/ Industry	Management	Tool	Priority Payoff Matrix	Priority Payoff Matrix: Seven Basics of Quality. https://en.wikipedia.org/wiki/Seven_Basic_Tools_of_Quality . Accessed May 1, 2018.	See " Tool Time " by Quality Progress
97. Quality Management	Business/ Industry	Management	Tool	Process Map	Process Map: Seven Basics of Quality. https://en.wikipedia.org/wiki/Seven_Basic_Tools_of_Quality . Accessed May 1, 2018.	See " Tool Time " by Quality Progress
98. Quality Management	Business/ Industry	Management	Tool	Project Aim & Key Performance Indicators	Application Performance Management. http://www.applicationperformancemanagement.org/performance-testing/key-performance-indicators/ . Accessed May 1, 2018.	
99. Quality Management	Business/ Industry	Management	Tool	Project Charter	Project Charter: iSixSigma. https://www.isixsigma.com/tools-templates/project-charter/six-sigma-project-charter/ . Accessed May 1, 2018.	

Quality Concept	SoE Category	Sub-Category	Type of Resource	Title	Citation or Link	Comments
100. Quality Management	Healthcare Business/ Industry Community/ Public Health Education/ Research	Practice Area, Nutrition Care	Handout	Quality Management Case Studies	Quality Management Case Studies: Academy of Nutrition and Dietetics. www.eatrightpro.org/qualityresources . Accessed May 1, 2017.	
101. Quality Management	Healthcare Business/ Industry Community/ Public Health Education/ Research	Practice	Handout	Quality Management Practice Tips	Quality Management Practice Tips: Academy of Nutrition and Dietetics. www.eatrightpro.org/qualityresources . Accessed May 1, 2018.	
102. Quality Management	Healthcare Business/ Industry Community/ Public Health Education/ Research	Quality Brochure	Handout	Quality Nutrition and Dietetics Practice Brochure	Quality Nutrition and Dietetics Practice Brochure: Academy of Nutrition and Dietetics www.eatrightpro.org/qualityresources . Accessed May 1, 2018.	
103. Quality Management	Healthcare Business/ Industry Community/ Public Health Education/ Research	Quality Module	Webinar	Quality Management: Resources for Excellence in Nutrition and Dietetics Module	Quality Management: Resources for Excellence in Nutrition and Dietetics Module: Academy of Nutrition and Dietetics. www.eatrightpro.org/qualityresources . Accessed May 1, 2018.	Learning module on Academy's Quality resources with 1 CPEU available
104. Quality Management	Business/ Industry	Management	Tool	RACI Chart	RACI: iSixSigma. https://www.isixsigma.com/tools-templates/ . Accessed May 1, 2018.	
105. Quality Management	Healthcare Community/ Public Health	Pediatrics	Website	Refeeding Syndrome: Prevention and Management-SCH Practice Guideline	Refeeding Syndrome: Sydney Children's Hospital http://www.schn.health.nsw.gov.au/policies/pdf/2013-7036.pdf . Accessed May 1, 2018.	
106. Quality Management	Healthcare	Quality Brochure	Handout	Scope of Practice Brochure	Scope of Practice Brochure: Academy of Nutrition and Dietetics. www.eatrightpro.org/scope . Accessed May 1, 2018.	

Quality Concept	SoE Category	Sub-Category	Type of Resource	Title	Citation or Link	Comments
107. Quality Management	Healthcare Business/ Industry Community/ Public Health Education/ Research	Interactive Webpage	Tool	Scope of Practice Decision Tool	Scope of Practice Decision Tool: Academy of Nutrition and Dietetics. www.eatrightpro.org/scope . Accessed May 1, 2018.	Tool is an online, interactive tool that permits an RDN or NDTR to answer a series of questions to determine if a particular activity is within their scope of practice.
108. Quality Management	Education/ Research	Guidelines	Article	Standards of Practice for Health Promotion in Higher Education (May 2012)	ACHA Guidelines: Standards of Practice for Health Promotion in Higher Education Third Edition, May 2012. American College Health Association. https://www.acha.org/documents/resources/guidelines/ACHA_Standards_of_Practice_for_Health_Promotion_in_Higher_Education_May2012.pdf . Accessed May 1, 2018.	
109. Quality Management	Community/ Public Health	School Nutrition/ Foodservice	Website	Standard Operating Procedures	National Food Service Management Institute: Standard Operating Procedures. http://sop.nfsmi.org/index.php . Accessed May 1, 2018.	The National Food Service Management Institute (NFSMI) has developed food safety SOPs in conjunction with USDA and FDA.
110. Quality Management	Healthcare	Healthcare	Website	State Medicare Quality	State Medicare Quality: Qualis Health. http://medicare.qualishealth.org/qi-basics . Accessed May 1, 2018.	This is for Washington and Idaho but has good reference on Quality.
111. Quality Management	Community/ Public Health	Public Health	Website	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. http://journals.sagepub.com/doi/pdf/10.1177/003335491513000502 . Accessed May 1, 2018.	
112. Quality Management	Business/ Industry	Hospital Management	Book	Taproot- Changing the Way the World Solves Problems	Paradies M, Unger L. <i>Taproot: Changing the Way the World Solves Problems</i> . System Improvements; 2008.	
113. Quality Management	Healthcare	Telehealth	Website	Telehealth Resources	Telehealth Resources: Academy of Nutrition and Dietetics. www.eatrightpro.org/telehealth . Accessed May 1, 2018.	Academy resources on telehealth practice, policies, and documentation.
114. Quality Management	Healthcare Community/ Public Health	Management	Article	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. <i>Future Dimensions in Clinical Nutrition Practice</i> . Spring, 2016; 7-11.	

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115. Quality Management	Healthcare	Management	Book	The Clinical Nutrition Manager's Handbook: Solutions for the Busy Professional	Grim J, Roberts S, <i>The Clinical Nutrition Manager's Handbook: Solutions for the Busy Professional</i> . Chicago, IL: The Academy of Nutrition and Dietetics; 2014.	
116. Quality Management	Healthcare	Regulations	Book	The Joint Commission and CMS Crosswalk 2018: Comparing Hospital Standards and CoPs	CMS Crosswalk-Comparing Hospital Standards and Problems: The Joint Commission. https://www.jcrinc.com/2018-joint-commission-and-cms-crosswalk-comparing-hospital-standards-and-cops/ . Accessed May 1, 2018.	The crosswalks in this guide can help hospital staff identify how policies, procedures, and practices support one or more Joint Commission standards and demonstrate compliance with equivalent CMS regulations.
117. Quality Management	Healthcare	Regulations	Website	The Joint Commission Perspectives	Perspectives: The Joint Commission. http://www.jcrinc.com/the-joint-commission-perspectives/ . Accessed May 1, 2018.	
118. Quality Management	Healthcare Community/ Public Health	Pressure Ulcers	Article	The Role of Nutrition in Pressure Ulcer Prevention and Treatment: National Pressure Ulcer Advisory Panel White Paper	Posthauer ME, Banks M, Dorner B, Schols JMGA. The Role of Nutrition for Pressure Ulcer Management. <i>Advances in Skin & Wound Care</i> . 2015;28(4):175-188.	doi:10.1097/01.asw.0000461911.31139.62.
119. Quality Management	Business/ Industry	Management	Book	The Team Handbook	Scholtes PR, Joiner BL, Streibel BI. <i>The Team Handbook</i> , 3rd Ed. Madison, WI. Oriol Inc; 2003.	
120. Quality Management	Healthcare	Government	Website	USDHHS: Agency for Healthcare Research and 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 May 1, 2018.	Fact sheets about quality

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APPENDIX

Dietetic Internships or Coordinated Programs

The Quality Resource Collection can be used in conjunction with activities or projects to meet various ACEND required core competencies for dietetic interns and students in coordinated dietetics programs. The following competencies align well with the Quality Resource Collection

- CRDN 1.1 Select indicators of program quality and/or customer service and measure achievement of objectives.
- CRDN 1.3 Justify programs, products, services and care using appropriate evidence or data.
- CRDN 1.5 Conduct projects using appropriate research methods, ethical procedures and data analysis.
- CRDN 4.5 Analyze quality, financial and productivity data for use in planning
- CRDN 4.10 Analyze risk in nutrition and dietetics practice.

Ideas for Projects Related to the Quality Resource Collection

In a community rotation use items in the Quality Resource Collection to

- 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.

In a Food Service Management Rotation

- 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.

In a Clinical Rotation

- 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.

Didactic Program in Dietetics

The quality resource collection can be used in conjunction with assignments related ACEND core knowledge requirements for students in didactic programs in dietetics. The following core knowledge requirement aligns well with the quality resource collection.

KRDN 4.6 Analyze data for assessment and evaluate data to be used in decision-making for continuous quality improvement.

Assignment Idea

Conduct a personal Quality Improvement Project

- Students identify an area in their personal life that needs improvement (e.g. exercise, study habits, flossing teeth, etc.).
- Students use the principles of the PDSA cycle (plan, do, study, act) to complete the project.
Student identifies
 - what he/she **Plans** to change
 - what he/she did to **Do** to carry out the plan
 - what data he/she **Studied** to determine if improvement was made (results could be presented using a graph or chart or method found in the quality resource collection)
 - How he/she would **Act** differently to improve their progress further
- Student tracks progress over the course of a semester or for another specified time period, such as 7 weeks.
 - Students present data using a QI tool i.e. histogram, run and control chart, flow chart.
- The QI projects are presented in short 5 min presentations in class or in written documents