Office of the Chief Clinical Officer

# HSE National Quality and Patient Safety Directorate: How we work with you for patient safety

Lorraine Schwanberg, Assistant National Director Incident Management (NQPSD)

7<sup>th</sup> October 2022



## National Quality & Patient Safety Directorate Purpose

- The National Quality & Patient Safety Directorate (NQPSD) was established in mid-2021 as a result of the HSE Central Reform Review.
- Across the National Quality & Patient Safety Directorate (NQPSD), we work in partnership with HSE operations, patient representatives and other internal & external partners to improve patient safety and the quality of care by:

Building quality and patient safety capacity and capability in practice

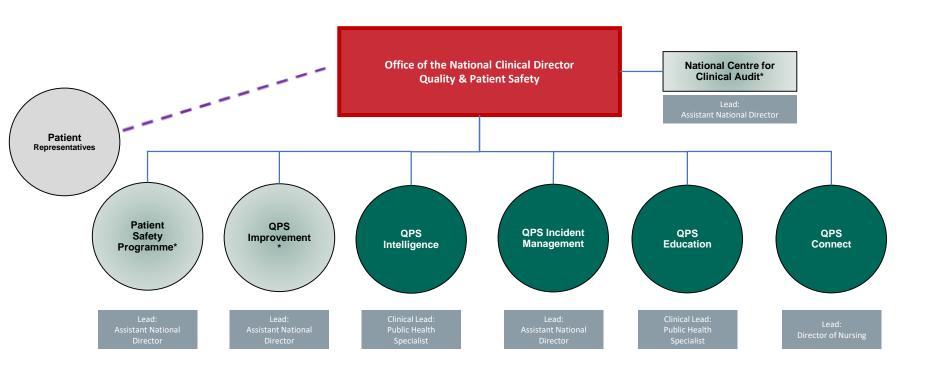
Using data to inform improvements

Developing and monitoring the incident management framework and open disclosure policy and guidance

Providing a platform for sharing and learning

Reducing common causes of harm and enabling safe systems of care and sustainable improvements

## NQPSD Organogram Office of the Chief Clinical Officer



<sup>\*</sup> Patient Safety Programme, QPS Improvement, and NCCA are subject to reconfiguration





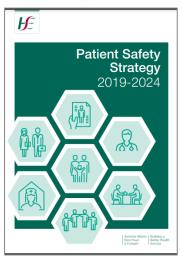
## National Quality & Patient Safety Directorate

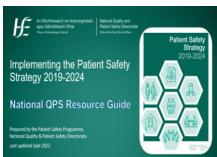
In line with the *Patient Safety Strategy 2019-2024*, the Directorate delivers on its purpose through the following teams:

- 1. Patient Safety Programme: Oversee and monitor the implementation of the HSE Patient Safety Strategy
- 2. QPS Improvement: Use of improvement methodologies to address common causes of harm
- **3. QPS Intelligence:** Using data to inform improvements in quality and patient safety
- 4. QPS Incident Management: Incident Management Framework, Open Disclosure Policy & National Incident Management System
- 5. QPS Education: Enabling QPS capacity and capability in practice
- **6. QPS Connect:** Communicating, sharing learning, making connections
- 7. Establishment and operation of the National Center for Clinical Audit



## **Patient Safety Programme**

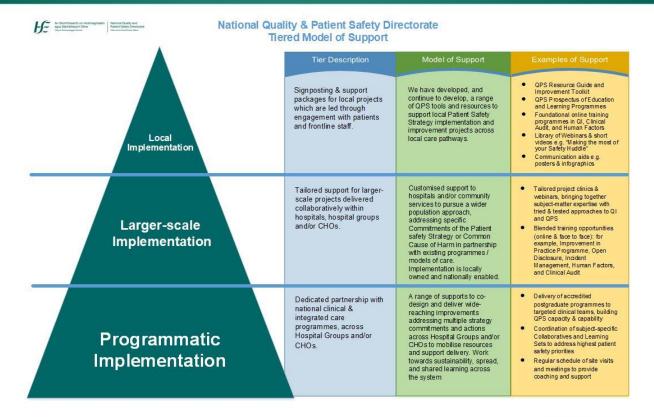




- ❖The role of the Patient Safety Programme is to oversee and monitor implementation of the Strategy, and act as a central hub for implementation information, shared learning and resources.
- The teams within the NQPSD are the means through which the Directorate delivers the Patient Safety Programme.
- Collaborative approach to support local implementation



## Our Approach to supporting Implementation of the Patient Safety Strategy



Draft - last updated Sept 2022

National Quality and Patient Safety Directorate

Office of the Chief Clinical Officer

# QPS Incident Management Lead: Lorraine Schwanberg

Lorraine.Schwanberg@hse.ie

## **HE** QPS Incident Management

- Develop and implement effective, person-centred Incident Management and Open Disclosure Framework/Policies, Processes and Procedures which support staff to practice safely, including identifying and reporting safety incidents and managing and improving patient safety in a positive learning culture.
- Incident Management
- Open Disclosure
- National Incident Management System (NIMS)



## **QPS Incident Management**







# Patient Safety Together: learning, sharing and improving



A freely available online resource that will enable all users to access and download new and up to date patient safety information.

## **Purpose**

#### To support staff

- to use its content as a rich resource to identify and apply relevant learning for QPS improvements at all levels
- to engage with incident reporting, facilitating closing the loop on incident reporting and review by supporting sharing of learning

#### To support patients / service users

 to easily access information on QPS issues that are relevant to the Irish healthcare system and to keep them up to date with the latest information

**To reassure anyone** involved in a patient safety incident that by identifying and sharing learning we aim to prevent similar incidents recurring

**Signposting** to other patient safety content will also be included

#### **QPS Conferences**

**New QPS Research** 

**QPS** Data

**QPS** Resources





#### **Safety Stories**

The aim of Safety Stories is to give a voice to the patients/service users and staff who have been involved or impacted by patient safety incidents. Storytelling has been shown to be effective in creating a dialogue to both increase safety awareness and assist in connecting knowledge to action. Experiences can both be positive or negative and will be worthy of sharing in the interest of learning.

## Patient Safety: learning, sharing and improving community

Exploring with a QPS working group how a Special Interest Group (SIG) can support QPS Staff through the Q Community's Platform

#### How?

- Peer Support
- Sharing of Resources
- Discussion Forum
- Sharing of Learning



#### **Patient Safety Alerts**

A Patient Safety Alert (PSA) is a high priority communication in relation to patient safety issues, which requires HSE services and HSE funded agencies to take specific action(s) within an identified timeframe, in order to reduce the risk of occurrence or recurrence of patient safety incidents that have the potential to cause harm.

PSAs are issued by the HSE in conjunction with relevant stakeholders (subject matter experts, patient representatives, clinical & academic experts)

#### **HSE National Patient Safety Alert**

PRIORITY 2 -Warning

#### **Risk of Harm from Codeine-Containing Products**



Who needs to take action on this safety issue?



What is the safety issue?



What action is required?

This HSE National Patient Safety Alert (NPSA) is for action by all Health Service personnel involved in caring for patients suspected to have experienced harm arising from dependence on codeine-containing products, including toxicities associated with the analgesic component of combination products.

Date of Issue: 26 Sept 2022

Unique ID: HSENPSA 0001/2022

Regular or prolonged use of codeine-containing products may produce psychological and physical dependence. For combination products, use of higher doses and/or for a longer duration than that recommended, can also lead to serious adverse clinical outcomes arising from exposure to the analgesic component (e.g. paracetamol or ibuprofen). These include hepatotoxicity, gastrointestinal and renal toxicities, such as gastrointestinal haemorrhage and perforation and renal failure<sup>1</sup>.

- Circulate this NPSA to all clinical staff who provide care for patients who
  may be impacted by the use of codeine-containing products,
  particularly in the specialities of Gastroenterology, Nephrology,
  Gynaecology, General Practice, Pharmacy and Psychiatry and Addiction
  Services.
- Staff should report cases of suspected harm (past or current) to the Health Products Regulatory Authority (HPRA) via the HPRA's online adverse reaction report form available at:

https://www.hpra.ie/homepaqe/about-us/report-an-issue/humanadverse-reaction-form or by phone on 01 676 4971.

It is not necessary to complete all fields of the online form, however, as much information as is known should be provided. Include the brand name(s) of the suspect medicine(s), or if unknown, state all active ingredient(s) (e.g. ibuprofen codeine combination product). Provide a summary of available information on the circumstances of use (e.g. if use was prescribed and/or accessed over the counter 'OTC', duration and quantity), details of any suspected dependence or misuse, and any associated suspected reactions (i.e. adverse clinical outcomes).



When does the action need to be completed by?

Please circulate this HSENPSA to relevant staff by 21 Oct 2022.

#### Why is this action required?

The HPRA are the competent authority in Ireland for pharmacovigilance and operate a system through which suspected adverse reactions can be reported by health care professionals. A small number of cases describing significant harm relating to the analgesic component of codeine-containing combination products, in the context of dependency to codeine, have recently been reported to the HPRA via the national adverse reaction reporting system. As the system is voluntary, there may be under-reporting of such cases. The HPRA are therefore encouraging reporting of any similar cases that you may be aware of for pharmacovigilance monitoring purposes.





### **Dissemination of Patient Safety Alerts**

Patient Safety: learning, sharing and improving together

**Open Access -**

Repository of searchable PSAs



**QPS E-Alert System -**

PSAs forwarded to 'Designated Persons' in services



#### Failure to Recognise Sepsis in the Deteriorating Patient

This Safety Supplement shares learning from reviews of cases reported from Irish healthcare settings to the National Incident Management System (NIMS) involving failure to recognise sepsis in the deteriorating patient. It includes a summary of evidence and patient safety strategies for healthcare providers to consider.

#### CASE EXAMPLE

Ms. E was brought in by ambulance to the Emergency Department (ED) with fast atrial fibrillation and chest pain. Ms. E had a history of a fractured right humerus, Asthma, COPD, NIDDM, Atrial Fibrillation, Hypertension, CCF, and recurrent falls. The patient was seen by the ED Senior House Officer (SHO), and a provisional diagnosis of Angina was made.

Ms. E was admitted but her clinical condition deteriorated over the weekend on days 3 and 4. On day 5 she became unresponsive and hypoxic and subsequently suffered a cardiac and respiratory arrest. Despite intubation and wentilation and treatment in the intensive Care Unit, Ms. E-sadly died. Cause of death was multi-organ failure secondary to septicaemia. On review of the case it was identified that overall escalation protocols were not adhered to consistently by Nursing and Medical Staff

#### PATIENT STORY (As told by the patient) +/- picture

I had been unwell with vomiting and diarrhoea and had spent a number of days at home in bed. I had bad pains in her legs and on day 3 I fell, due to the severity of the pains. I felt very unwell throughout the day and later that night my husband called an ambulance and was brought to the ED

#### EXPERT COMMENT

EXAMPLE: Sepsis is a common time-dependent medical emergency. It can affect a person of any age, from any social background and can strike irrespective of underlying good health or concurrent medical conditions.

Internationally, approaches to sepsis management care based on early recognition of sepsis with resuscitation and timely referral to critical care have reported reductions in mortality from severe sepsis/septic shock in the order of 20-30%.......

#### National Clinical Lead Sepsis:



Dr A. Smith, Consultant Anaesthetist

Programme Manager...
National Deteriorating Patient Improvement
Programme & Sepsis:



Ms. B. Murphy, Programme Lead

### **Patient Safety Supplement**

A **Patient Safety Supplement** (PSS) informs
HSE and HSE funded agencies of timely and
relevant quality and patient safety information for
<u>learning purposes</u>.

Content will be identified from several patient safety intelligence sources including the analysis of incident reporting, reports from front line services, or new national or international research and evidence.

## Fair and Just

Commitment two of the HSE's Patient Safety Strategy sets the ambition for a compassionate, just, fair and open culture and states that "staff must be actively encouraged to speak up for safety, feel psychologically safe, be involved in decisions which affect the safe delivery of care and be provided with the skills, support and time to engage in patient safety improvement initiatives".



#### What is a Just Culture

A values based supportive model of shared accountability (IMF 2020) Proposes that:

- The main focus of analysis of safety issues is on system failures. These are identified and to the extent possible corrected.
- The organisation accepts appropriate responsibility and accountability. Individual Practitioners should not be held accountable for system failings over which they have no control
- Does not absolve staff of the need to behave responsibly and with professionalism.
- Does not tolerate conscious disregard of clear risks, disregard for the welfare of patients or staff or wilful misconduct and misbehaviour.
- Staff feel psychologically safe both to report errors and to ask for help when faced with an issue beyond their competence

"A collective understanding of where the line should be drawn between blameless and blameworthy actions" (James Reason)





## **Transparency and Openness**

#### MISSION ·



Promoting and supporting a culture of honesty and transparency through compassionate and empathic communication with our patients, service users, their families and staff.

#### **VISION**



Everyone experiences open, compassionate and timely communication and will be supported when things go wrong, for whatever reason, in our services.

#### **VALUES**



Care
Compassion
Trust
Learning
Person Centred

Kindness Empathy Openness Honesty

"The ethos of the National Open Disclosure Policy and Programme is based on ensuring that the rights of all patients (and their relevant persons, as appropriate) to be communicated with in an open, honest, timely and empathic manner following patient safety incidents are met and respected and that they experience dignity, respect and compassion throughout that communication process.

Open Disclosure is the right thing to do and it is important that we do it right".

## HE Open Disclosure

Support in implementation from NODOffice
Open Disclosure LeadsOpen Disclosure Leads in
CHOs, Hospital Groups (with site leads in each hospital),
NAS, Screening services and Some of the voluntary agencies.

Webinar series and many resources to support staff
Assurance system re compliance and experience

**Open Disclosure training is** mandatory for all staff. Module 1 online programme on "Communicating effectively through Open Disclosure" Module 2 of online programme "Open Disclosure: Applying **Principles to Practice**" Advanced, accredited face to face programme to complement online module **Working with Training Bodies re** OD on curriculum

HSE Open Disclosure Policy
DoH Open Disclosure
National Policy Framework
Civil Liability Amendment
Act
Patient Safety (Notifiable
Patient Safety Incidents) Bill
2019



### **National Incident Management System**

- National Incident Management System (NIMS)
  - ePOE (direct electronic incident reporting onto the system by the reporter)
  - Data Quality improvement work
  - System development
  - NIMS User engagement

#### What is ePOE?

Point of entry reporting is where front-line staff enter incidents directly onto NIMS, eliminating the need for paper reporting.

To date, HSE and HSE funded services across Ireland have relied on either a paper based reporting system or secondary software to capture incident data before manually inputting this data onto the National Incident Management System (NIMS).

NIMS has the functionality to perform as an end-to-end incident management tool that will allow services to manage incidents through the incident lifecycle on a single platform to improve the quality and safety of care provided. The significant benefit of the national platform is that there is the opportunity for wider system learning.

Office of the Chief Clinical Officer

# QPS Improvement Lead: Maria Lordan Dunphy

Maria.LordanDunphy@hse.ie



- Currently updating the QI Toolkit
  - Includes 17 practical tools to support completion of Quality Improvement projects.
  - \*Tools are appropriate for each of the four phases of the project, starting out with a 'light bulb' moment right through to the sustainability plan, where you are embedding the improvements you have achieved.





## **Common Causes of Harm**

#### Linking with Programmes to address Common Causes of Harm



#### **Patient Safety Principle**

Health and social care services will implement best practices for patient safety, incorporating safety improvement methodologies, to achieve a measurable reduction in patient harm in prioritised safety areas.





- Mobile app to support improvements in Pressure Ulcers and Falls Prevention
  - Awarded funding from the Health Foundation in Q3 2022
- National Wound Care Improvement Programme to commence shortly
- Previous work undertaken:
  - Falls Collaborative
  - Pressure Ulcers to Zero (PUTZ) Collaborative







## Medication Safety Programme ("Safermeds")

- Priority action areas
  - Transitions of Care
  - High Risk Situations/Medication
  - Polypharmacy (inappropriate)
- ❖ Public information and messaging, including the Know Check Ask campaign and the HSE's Medicines A-Z.
- Rollout of HSE PCERS portal in collaboration with the Office of the CIO, PCERS and hospitals, to make dispensed medication information available to hospital pharmacists via a web based portal to facilitate medication reconciliation at admission for hospital pharmacists to 20 hospitals.

#### **★** iSIMPATHY

- EU funded project in Northern Ireland, Scotland and the Republic of Ireland.
- ensure the best and most sustainable use of medicines for patients by training pharmacists and other medical professionals to deliver medicine reviews and embedding a shared approach to managing multiple medicines.
- Indicators show benefits in patient safety, quality and appropriateness of prescribing with a return of investment in excess of spend.



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# QPS Intelligence Lead: Dr Jennifer Martin

jennifer.martin@hse.ie



# QPS Intelligence Team purpose is to Use data to inform improvements in quality and patient safety and Support others to do the same!





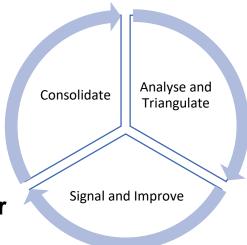
## **Quality and Safety Signals Project**

- Design & implement a quality and safety surveillance system which optimises the use of existing data to reduce variability in quality and safety of services, identifies risk and signals of concern as well as learnings from signals of excellence
- Scoping and stakeholder engagement in 2022, design and development about to start!

#### **Project Timeline**

1. Scope	2. Define	3. Design	4. Develop	5. Test	6. Implement 7. Scale Up	8. Sustain
Q3 2021 - Q1 2022	Q2 2022 - Q3 2022	Q4 2022 - Q2 2023	Q3 2023 - Q	3 2024	Q4 2024 - Q4 2025	Q1 2026 - Onward

If you are interested in getting involved in hearing more or getting involved in this project, contact <a href="QPSI@hse.ie">QPSI@hse.ie</a>





Rapid Response Research	<ul> <li>Study on the clinical impact of the cyber-attack <a href="https://www.hse.ie/eng/about/who/nqpsd/qps-intelligence/qps-intelligence-reports/cyber-study-report.pdf">https://www.hse.ie/eng/about/who/nqpsd/qps-intelligence-reports/cyber-study-report.pdf</a></li> <li>CAHMS family experience research</li> </ul>
Commissioning of Research and Evaluations	<ul> <li>Research on QPS competency framework, QPS health economics competencies, QPS composite safety signals, Learning from incidents</li> <li>Schwartz Rounds evaluation <a href="https://www.hse.ie/eng/about/who/nqpsd/qps-connect/schwartz-rounds/full-trinity-report-may-19.pdf">https://www.hse.ie/eng/about/who/nqpsd/qps-connect/schwartz-rounds/full-trinity-report-may-19.pdf</a></li> </ul>
Research Awards	<ul> <li>Migrant women and ethnic minority group's experiences of maternity services (DOH Women's Health Fund)</li> <li>PhD scholarship on Measurement for Improvement knowledge and skills among healthcare staff</li> </ul>
Collaboration as Knowledge Users	<ul> <li>After Action Reviews (HRB APA)</li> <li>Medication safety (RCQPS &amp; HRB)</li> <li>Staff experience during Covid (HRB/IRC &amp; Q Community)</li> </ul>



# 'Measurement for Improvement' support available to clinical programmes

Measurement for Improvement Guidance, Tools and Templates available online <a href="https://www.hse.ie/eng/about/who/nqpsd/qps-intelligence/qps-intelligence-">https://www.hse.ie/eng/about/who/nqpsd/qps-intelligence/qps-intelligence-</a>
<a href="mailto:resources/measurement-for-improvement-resources.html">resources/measurement-for-improvement-resources.html</a>

Provide 1-1 Measurement for Improvement advice on your measurement plan and analysis.

Contact QPSI@hse.ie



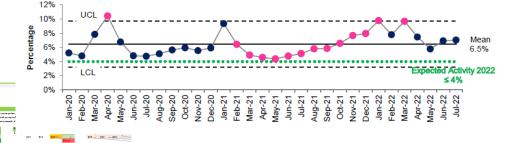
## Template for Statistical Process Control (SPC) graphs

• User friendly template available in Excel for 8 graphs

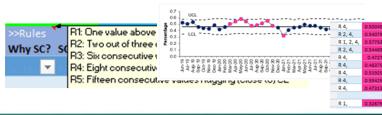
My Chart: U Funnel

P Chart
P Prime Chart
U Chart
C Chart
I Chart
P Funnel
P Prime Funnel
U Funnel

 Template calculations are automated. User only needs to copypaste data and select type of graph. Intro page and demo videos available as support materials. Coming soon also information on SPC recommended applications and benefits.  Calculates the graph and displays special cause applying the rules and visualisations developed for HSE reports. These are currently used in the Quality Profile produced for the Q&S Board Committee and included in the NPOG brief.



 Highlights the rules applied and rationale for special cause variation points



National Quality and Patient Safety Directorate

Office of the Chief Clinical Officer

## **QPS** Education:

'Supporting a culture of continuous learning by enabling the development of QPS competence across our health system'

Lead: Dr Mary Browne



### **Prospectus of Education & Learning Programmes**

Includes information about our learning programmes and networking opportunities covering topics such as;

- Incident Management
- Open Disclosure
- Quality & Patient Safety Improvement
- Clinical Audit
- Human Factors
- Schwartz Rounds
- QPS Connections and Networking Opportunities
- Access at <a href="https://www.hse.ie/eng/about/who/nqpsd/qps-education/education-learning-programmes-and-resources.html">https://www.hse.ie/eng/about/who/nqpsd/qps-education/education-learning-programmes-and-resources.html</a>





### **Quality Improvement Programmes of Learning**



**42** week academic blended learning delivered in partnership with RCPI – QQI Level 9 72 CPD



Improvement in Practice

20 week blended learning (40 hours min)

7 x 2 hours SDL

7 x 3 hours classroom

5 x 1 hour clinic

Additional reading/resources

Foundation in Quality Improvement 3 hours e-learning



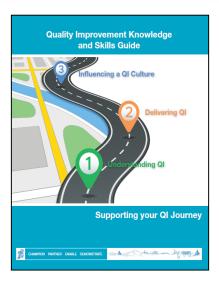
**Introduction to Quality Improvement** 

30 min e-learning





### Additional QI learning resources available





Available on our website:

https://www.hse.ie/eng/about/who/nqpsd/qps-education/knowledge-and-skills-guide.html



QI Terms and Concepts used in the Irish Healthcare Setting



An Stiúrthóireacht um Ardchaighdeáin agus Sábháilteacht Othar

Oifig an Phríomhoifigigh Cliniciúil

National Quality and Patient Safety Directorate

Office of the Chief Clinical Officer

# QPS Connect Lead: Dr Maureen Flynn



#### **Our Front Door: Website**

Interim





Home > HSE Structure > National Quality and Patient Safety Directorate

Strategic Programmes Office Overview

> Acute Hospitals Division

Clinical Design and Innovation > Comments, Compliments and

> Corporate Pharmaceutical

> Health Business Services > Health and Wellbeing > Human Resources

National Appeals Service

Safety Directorate

> National Drugs Management

> National Quality and Patient

> HSE Board

> Audit Service > Cancer Control

Complaints > Communications

> Delegations Office

Unit

> Estates

> Finance

> Internal Audit

> Mental Health

Programme

#### **National Quality and Patient Safety** > National Office for Human Directorate Rights and Equality Policy

As the National Clinical Director of the Quality and Patient Safety Directorate (NQPSD), I welcome you to explore our webpages and learn more about the role of the NQPSD within the HSE. The work of the NQPSD is anchored in the HSE Patient Safety Strategy 2019-2024. The NQPSD teams look forward to collaborating and supporting you in delivering quality and patient safety service

Dr Orla Healy, National Clinical Director, Quality and Patient Safety

#### CLICK HERE for National QPS Directorate events and awareness campaigns to mark World Patient Safety Day, 17 Sept

#### Purpose

The National Quality and Patient Safety Directorate (NQPSD) works in partnership with HSE operations, patient partners and other internal and external partners to improve patient safety and the quality of care by:

- > building quality and patient safety capacity and capability in practice
- > using data to inform improvements
- > developing and monitoring the incident management framework and open disclosure policy and guidance
- > providing a platform for sharing and learning; reducing common causes of harm and enabling safe systems of care and

In line with the Patient Safety Strategy 2019-2024, the Directorate delivers on its purpose through the following teams:

- > OPS Improvement: Use of improvement methodologies to address common causes of harm.
- > OPS Intelligence: Using data to inform improvements in quality and patient safety
- > QPS Incident Management: Incident Management Framework, Open Disclosure Policy and National Incident Management System. Working with stakeholders to identify, develop and share patient safety learning
- > QPS Education; Enabling QPS capacity and capability in practice.
- > OPS Connect: Communicating, sharing learning, making connections.
- > Establishment and operation of the National Center for Clinical Audit
- > National Independent Review Panel (NIRP)

# Join us for QPS TalkTime

Twice monthly Tuesday lunch time webinars

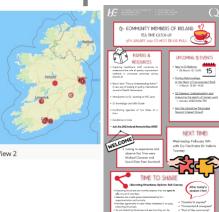
QPS TALKTIME



# Listen to our podcast!



# Connect through Opt into: QPS Ireland Network Map, Q-Community, monthly T-team catch-ups





### Follow and tag us on twitter

@NationalQPS
@QPSTalkTime
@NCCA

#QIreland #patientsafety







National Quality and Patient Safety Directorate

Office of the Chief Clinical Officer



# HSE National Centre for Clinical Audit





## **Background - National Clinical Audit**

National Review of Clinical Audit 2019 was commissioned by Dr. Colm Henry, CCO

The Review Report contained **25 recommendations** (circa 80 actions)

https://www.hse.ie/eng/services/publications/national-review-of-clinical-audit-report-2019.pdf

#### **Key Findings of the National Review of Clinical Audit Report 2019**

- Absence of National Clinical Audit Governance structure
- Opportunity to improve collaboration between all clinical audit stakeholders/service providers
- Limited support for local clinical audit e.g; guidance, tools, resources and training





## **HSE National Centre for Clinical Audit - 5 Key Pillars**







for Clinical Audit

HSE National Centre for Clinical Audit

Training Programme 2022

In partnership with

Clinical Audit Support Centre (CASC)

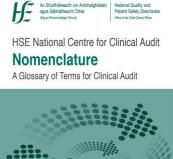
HSE National Centre for Clinical Audit

#### National Centre for Clinical Audit

www.hse.ie/eng/about/who/nqpsd/ncca









#### Range of Clinical Audit Training programmes commenced May 2022



Fundamentals in Clinical Audit e-learning programme live on www.hseland.ie



Email: ncca@hse.ie @hsencca



National Quality and Patient Safety Directorate

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## Connect with us!

- nqps@hse.ie
- @NationalQPS
- > #QIreland
- #PatientSafety

