



Féilmeannacht na Seirbhíse Sláinte
Health Service Executive

Quality Improvement Division

QI TALK TIME



Building an Irish Network of Quality Improvers

**What is the HSE Framework for improving
quality?**

14th December 2016

Connect

Improve

Innovate

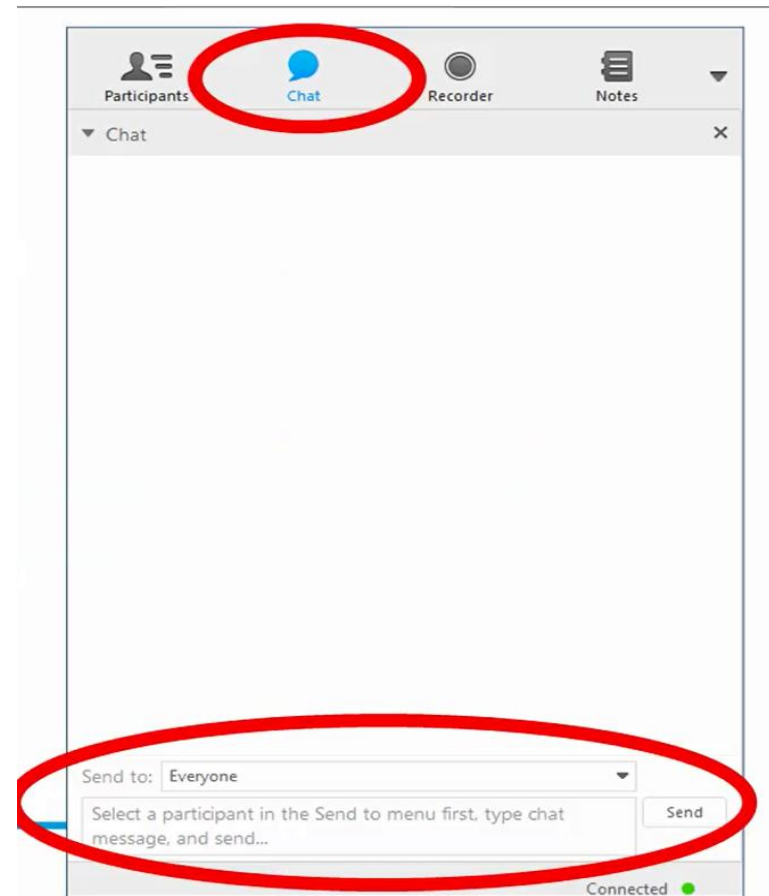
Dr Philip Crowley

- ▶ National Director of Quality Improvement
- ▶ GP & worked for five years in Nicaragua.
- ▶ Worked in the NHS to tackle health inequalities.
- ▶ Trained in public health medicine and has worked with the IPH, and the ICGP on refugee and asylum seeker health.
- ▶ 6 years as Deputy Chief Medical Officer with the DoH, he continues to work as a GP part-time.
- ▶ Strategic and sustainable approach to improving quality, the leadership team of the HSE has adopted a framework based around 6 drivers.
- ▶ The Framework for Improving Quality has been tested in frontline care and is currently being adopted in a number of operational healthcare sites.



Tips for successful webex

- ▶ Interactive
- ▶ Sound
- ▶ Chat box function
 - Comments
 - Questions
 - Ideas
- ▶ Q&A at the end
- ▶ Attendance certs



hello
my name is...

Philip

Dr. Philip Crowley
National Director Quality Improvement

The Irish health service 2016

- ▶ Demand continues to grow, demographic, risk factor challenges
- ▶ New technologies, inflation and pay pressures
- ▶ Realistic budget adjustment 2016, 2017 challenges
- ▶ Centralised command and control!
- ▶ New hospital groups and community health organisations
- ▶ NOT co-terminous - integration
- ▶ Public/private mix - inequity

The challenges that face us

- ▶ Access blocks ED and OPD
- ▶ Medical, nursing and AHP recruitment
- ▶ Limited measurement of quality
- ▶ Lack of reliability
- ▶ Variation everywhere you look
- ▶ Centralisation in health care = failure
- ▶ Sustaining improvement

Where is quality in all of this?

- ▶ Primary focus on Finance and controlling staffing levels
- ▶ Clinical voices greatly outnumbered
- ▶ Fire fighting (comfortable) Vs process, practice and care improvement
- ▶ Restructuring vs culture change
- ▶ Our response?

QI TALK TIME



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Framework for Improving Quality

in our Health Service



Part 1:
Introducing the Framework

Purpose of Framework

- ▶ To orientate all of our thinking, planning and delivery of care through a quality lens
- ▶ To foster a culture of quality that seeks to provide safe, effective, person centered care
- ▶ Just – Part 1: Introducing the Framework

Ireland's Quality Bundle/Drivers

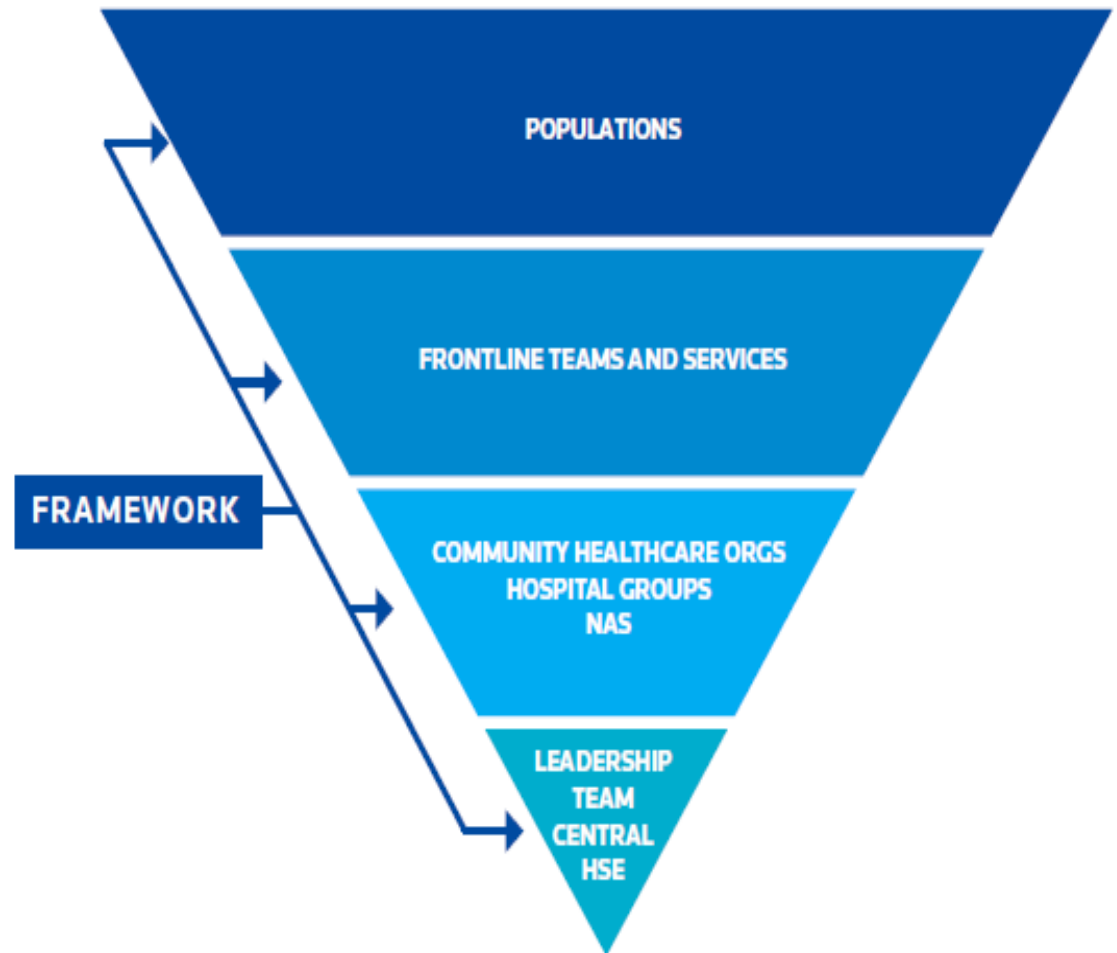
- ▶ Enablers
- ▶ When combined together create the environment and acceleration for sustained improvement



Whole system approach

For leaders:
focus efforts and
resources

For frontline:
as a reminder
and sense check



Framework within Intellectual Disability Services post Aras Attracta

- ▶ Improvement team visited 218 sites
- ▶ Applied framework as solution
- ▶ Practice support, training and tools
- ▶ Improvement in inspection outcomes:

24% up to 69% compliance with HIQA standards

Translating the Framework

- ▶ Two acute hospitals and one community healthcare organisation
- ▶ ‘Having the quality conversation’
- ▶ Working with leaders and staff to identify their quality goals
- ▶ Framework to support them in achieving those goals sustainably
- ▶ Assessing and addressing gaps against a framework checklist

Building the groundwork for sustainable improvements in quality of care

Working on all 6 drivers



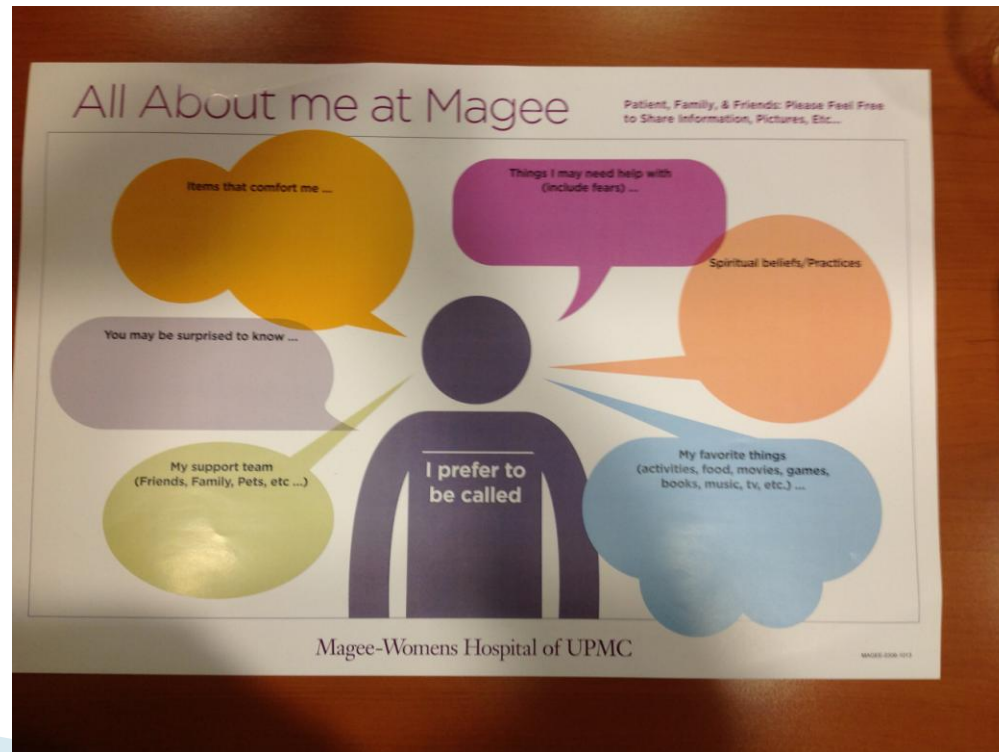
LEADERSHIP FOR QUALITY

- ▶ Adaptive leadership
- ▶ Structured Walkarounds
- ▶ Free the front line
- ▶ Distribute decision making power
- ▶ Create Q+S senior posts

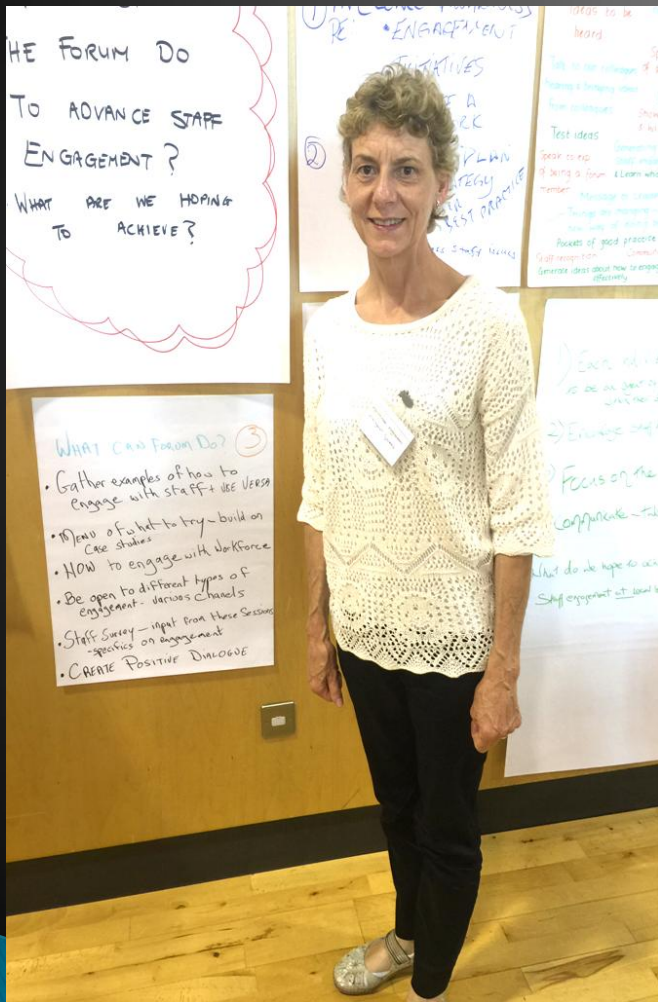


PERSON AND FAMILY ENGAGEMENT

- ▶ Person Centred Care Culture programme
- ▶ Patient fora, PALS, Patient experience



Person centred care: Shaen, Port Laoise – Yvonne Dowler





STAFF ENGAGEMENT

- ▶ The evidence:
 - More discretionary effort
 - More engaged staff – better patient outcomes, lower HCAI rates

- ▶ Mobilising the front line – KUH
- ▶ Schwartz rounds
- ▶ Staff Listening and staff engagement partnership -HR

Schwartz Rounds



Schwartz Rounds

Wednesday 30th March 2016

Conference Room 13:30 - 14:30 hrs

A light lunch will be available from 13.00

Theme: **'ISOLATION.'**

ALL staff are invited to attend the Schwartz Round
(Clinical and non-clinical staff)

Schwartz Rounds are a multidisciplinary forum designed for staff to come together once a month to discuss and reflect on the emotional and social challenges associated with working in healthcare. Rounds provide a confidential space to reflect in and share experiences.

Front Line ownership Kerry



National staff engagement forum





USE OF IMPROVEMENT METHODS

- ▶ 2 Improvement advisers trained with IHI
- ▶ Now over 700 staff trained in QI
- ▶ Collaborative on reducing pressure ulcers: 50% reduction over two phases, increase QI skills
- ▶ Collaboratives on VTE prophylaxis and improved gentamicin prescribing



MEASUREMENT FOR QUALITY

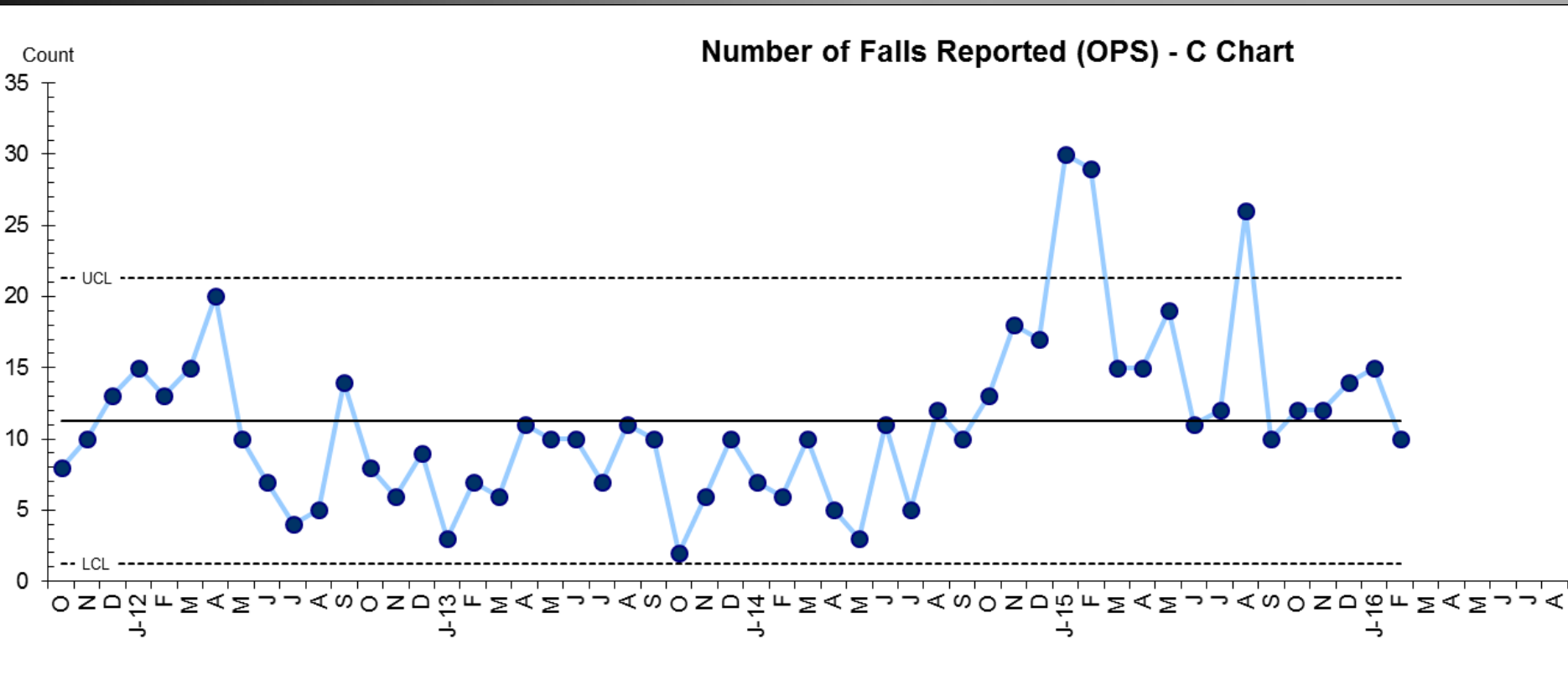
- ▶ Nationally aggregated data
- ▶ Arbitrary (?) Targets
- ▶ Point in time
- ▶ Traffic lights

MOVING TO

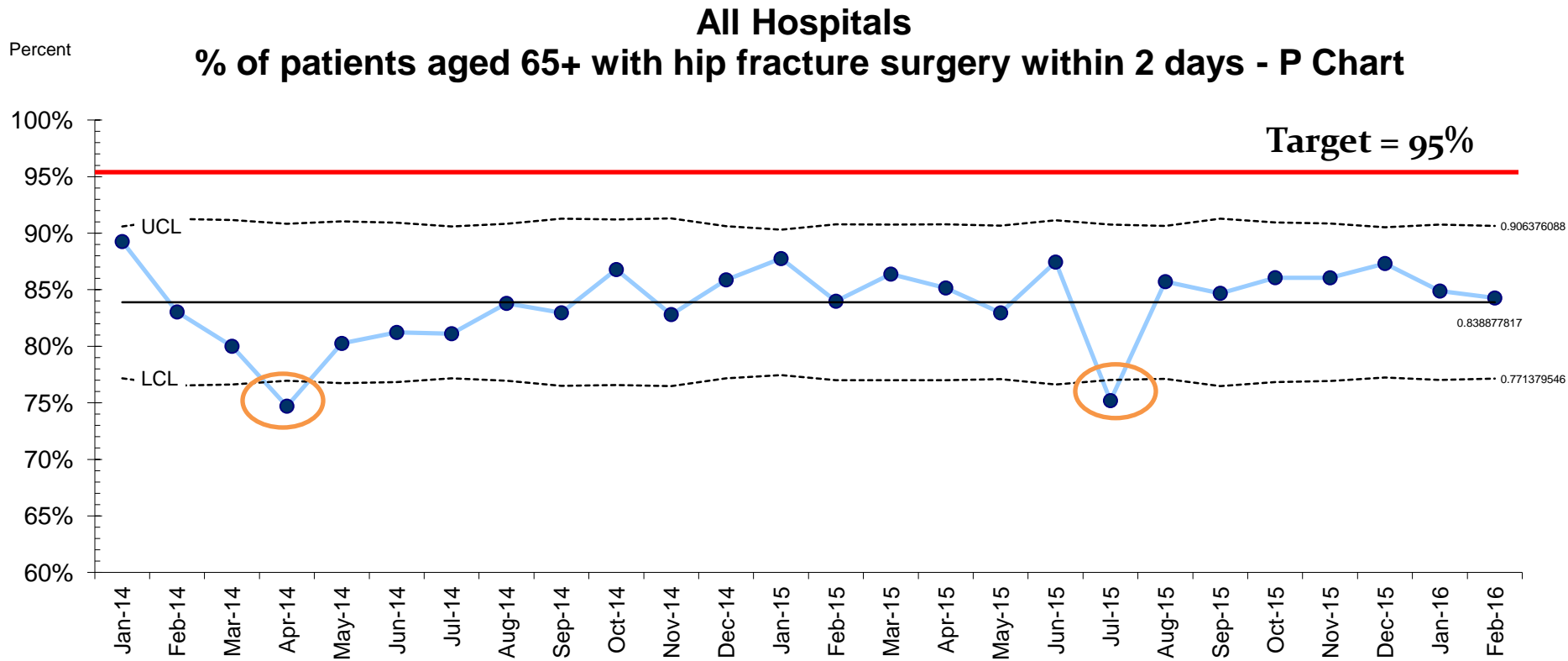
- ▶ Quality Profiles
- ▶ New KPIs
- ▶ Modernise performance report
- ▶ SPCs

	2012>												2013>											
month	O	N	D	J-12	F	M	A	M	J	J	A	S	O	N	D	J-13	F	M	A	M	J	J	A	S
No. of Falls	8	10	13	15	13	15	20	10	7	4	5	14	8	6	9	3	7	6	11	10	10	7	11	10
Median	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	7.5	7.5	7.5	7.5	7.5	7.5

Table 1. number of falls reported on incident management system from Oct 2011 to Date

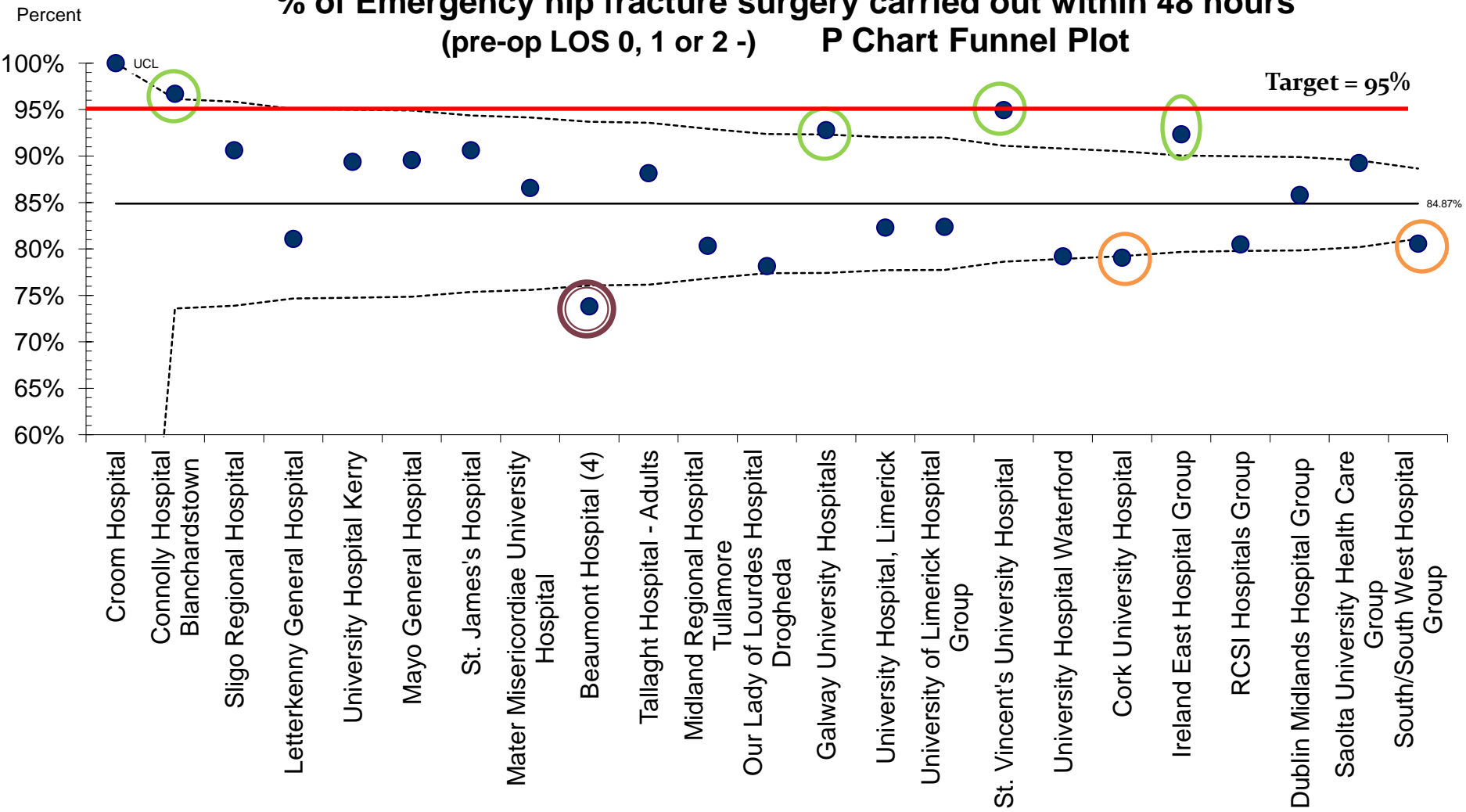


Hip Fracture Data from HIPE



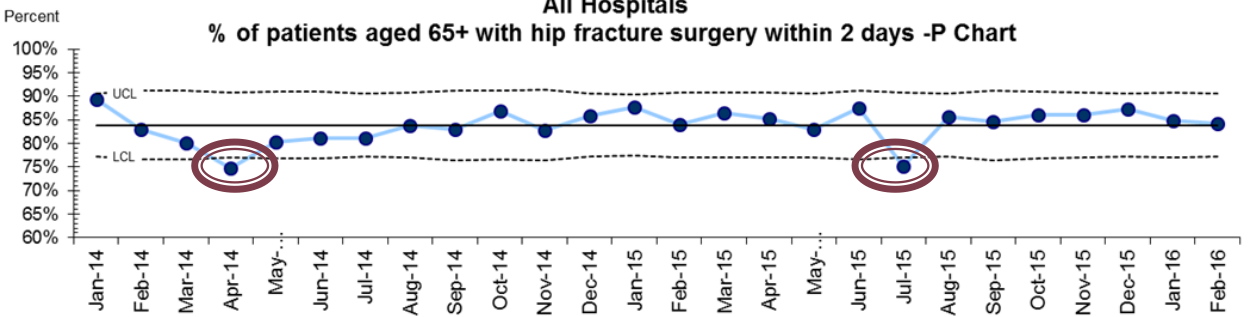
Timeliness of Hip Fracture Surgery by Hospital

**% of Emergency hip fracture surgery carried out within 48 hours
(pre-op LOS 0, 1 or 2 -) P Chart Funnel Plot**

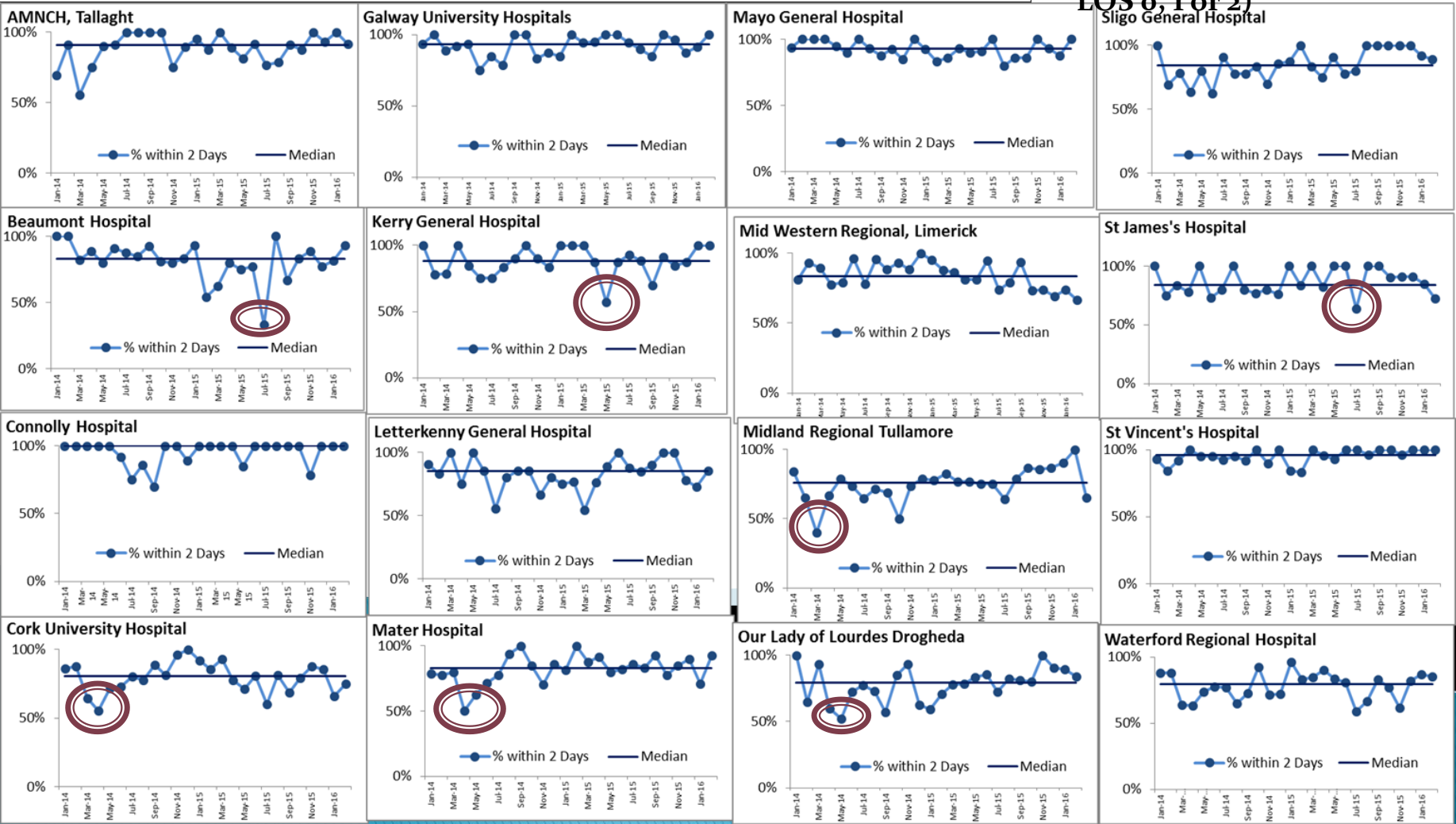


All Hospitals

% of patients aged 65+ with hip fracture surgery within 2 days -P Chart

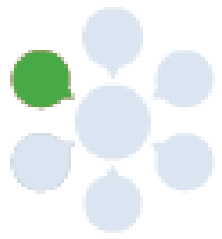


Data as presented in the HSE Monthly Performance Reports: % of Emergency hip fracture surgery carried out within 48 hours (pre-op LOS 0, 1 or 2)



Better has no limit....

an old Yiddish proverb




GOVERNANCE FOR QUALITY

- ▶ Structures and processes focus on quality
- ▶ Board on Board
- ▶ Executive quality committees
- ▶ Tests completed in primary care and 5 hospitals



2017 Plans for QITalktime webinars


- ▶  Dr Michael Gardem –
‘**Leading change**’
Wednesday January 11th at 2pm

- ▶  Follow us on twitter for regular updates **@QITalktime**

QITalktime webpage

- ▶ Watch recorded webinars at your convenience on HSEQID QITalktime page

www.hse.ie/eng/about/Who/qualityandpatientsafety/resourcesintelligence/qitalktime/







How can we help you?


About QID Engaging and Enabling Patients Consent Policy Audit Services Improving Care

Quality Improvement Division > Resources and Intelligence > QI TalkTime

- > About QID
- > Engaging and Enabling Patients
- > Consent Policy
- > Focus on
- > Audit Services
- > Clinical Audit
- > Governance for Quality
- > Staff Engagement
- > Medical Devices
- > Incident and Risk Management
- > Improving Care
- > **Resources and Intelligence**
 - > QPS Publications
 - > **QI TalkTime**
 - > Tool-box Talks
- > Useful Links

QI Talktime

Share:    



Building an Irish Network of Quality improvers

The Quality Improvement Division (QID) of the Health Service Executive (HSE) Ireland are delighted to present a regular 1 hour webinar series called '**QITalktime**' which will focus on Quality Improvement. This series of planned webinars will run approximately every 3 weeks starting in November 2016. The webinars are open to all those that are interested in improving Quality across our Health and Social care services and will help with:

- > Connecting with others interested in Quality Improvement
- > Sharing learning and experiences of service redesign and improvement

We have an exciting line up planned with a mixture of local, national and international speakers. The webinars will be chaired by QID.

QI Talktime Webinar dates for your diary

16th November 2016 1:00 - 1:45 p.m. - *Staff Engagement: Creating space for Improvement conversations*

QI TALK TIME



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Thank you and stay tuned.....

- ▶ Thank you from all the team @QITalktime



Roisin Breen



Dr Mary Browne



Imelda Doyle

