



# QI TALK TIME

Building an Irish Network of Quality Improvers

#hello  
my name is...

The Collective Leadership for Safety Cultures Toolkit

@QITALKTIME

CHAMPION

PARTNER

ENABLE

DEMONSTRATE

[www.qualityimprovement.ie](http://www.qualityimprovement.ie)

@NationalQI



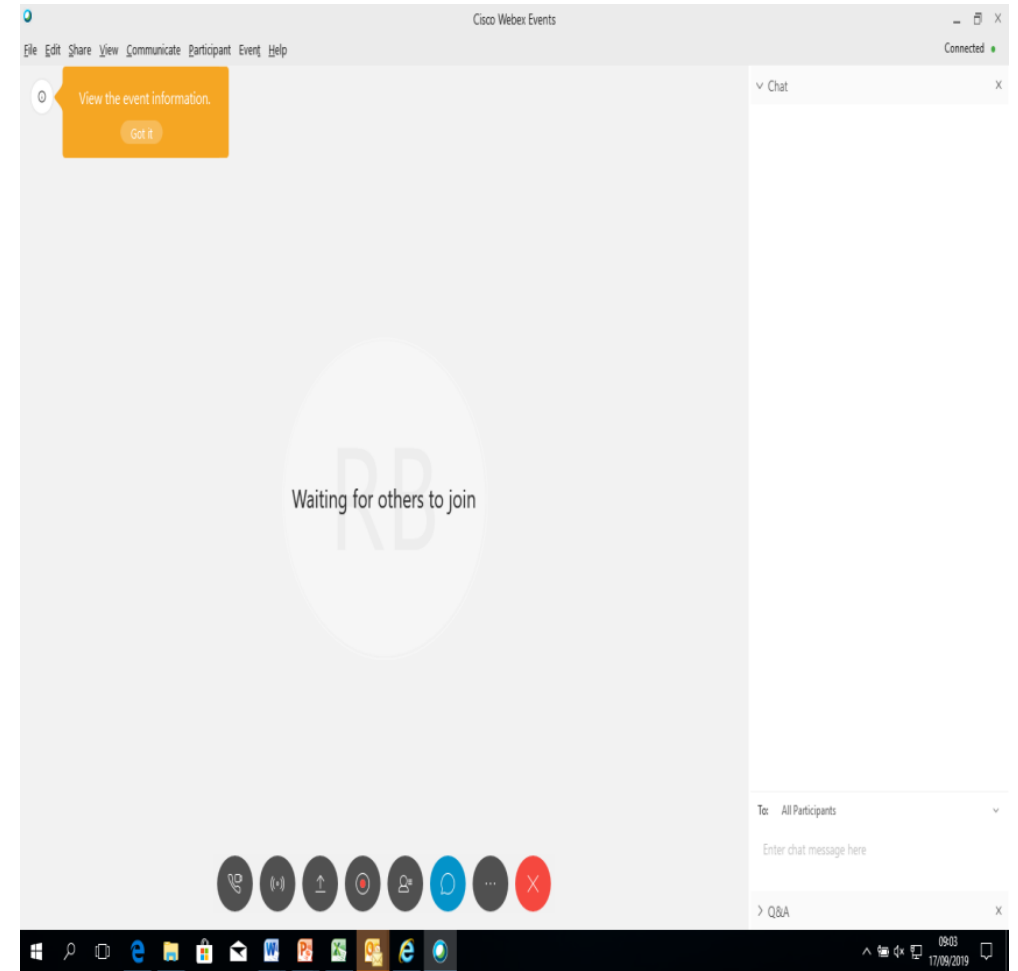
# Speakers

**Steve Macdonald** is a member of the UCD Health Systems Team assisting with development of the Collective Leadership for Safety Cultures Toolkit. He is also working on interventions to reduce self-stigma among people living with TB and HIV in low- and middle-income countries, in partnership with Irish and international NGOs.



# Instructions

- Sound:  
Computer or dial in:  
**Telephone no: 01-5260058**  
**Event number:849 765 329#**
- Chat box function
  - Comments/Ideas
  - Keep the questions coming
- **Twitter: @QITalktime**







# Collective Leadership for Safety Cultures Toolkit

**Steve Macdonald**

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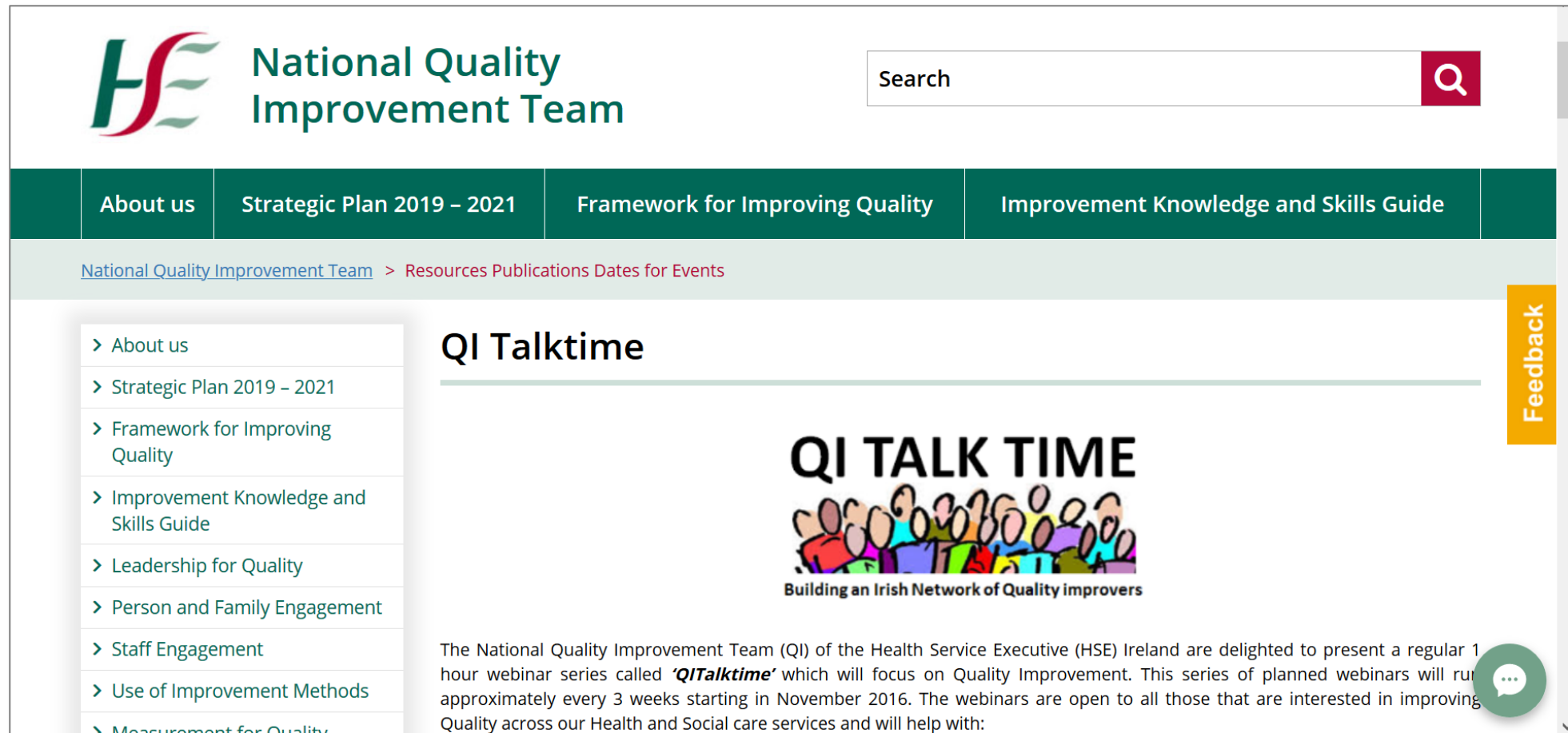
UCD School of Nursing, Midwifery and Health Systems  
UCD College of Health and Agricultural Sciences



## In-depth information on collective leadership:

Please visit HSE QI Talk Time webpage  
January 2019: “Collective Leadership” presentation & recording

[www.hse.ie/eng/about/who/qid/resourcespublications/qitalktime.html](http://www.hse.ie/eng/about/who/qid/resourcespublications/qitalktime.html)



The screenshot displays the HSE National Quality Improvement Team website. At the top, the HSE logo is followed by the text "National Quality Improvement Team". A search bar is located to the right. Below the header is a navigation menu with links: "About us", "Strategic Plan 2019 – 2021", "Framework for Improving Quality", "Improvement Knowledge and Skills Guide", and a "Feedback" button on the right. A breadcrumb trail reads "National Quality Improvement Team > Resources Publications Dates for Events". The main content area is titled "QI Talktime" and features a graphic with the text "QI TALK TIME" and "Building an Irish Network of Quality improvers". Below this, a paragraph states: "The National Quality Improvement Team (QI) 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:". A sidebar on the left lists various topics under a "QI Talktime" heading, including "About us", "Strategic Plan 2019 – 2021", "Framework for Improving Quality", "Improvement Knowledge and Skills Guide", "Leadership for Quality", "Person and Family Engagement", "Staff Engagement", "Use of Improvement Methods", and "Measurement for Quality". A "Feedback" button is also present on the right side of the page.

**HSE National Quality Improvement Team**

Search

[About us](#) [Strategic Plan 2019 – 2021](#) [Framework for Improving Quality](#) [Improvement Knowledge and Skills Guide](#)

[National Quality Improvement Team](#) > [Resources Publications Dates for Events](#)

### QI Talktime

**QI TALK TIME**

Building an Irish Network of Quality improvers

The National Quality Improvement Team (QI) 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:

- > About us
- > Strategic Plan 2019 – 2021
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- > Improvement Knowledge and Skills Guide
- > Leadership for Quality
- > Person and Family Engagement
- > Staff Engagement
- > Use of Improvement Methods
- > Measurement for Quality

Feedback

SUSTAINABILITY



TEAM PROCESSES



TEAM PERFORMANCE & SAFETY CULTURES



PATIENT SAFETY



WELLBEING



CO-LEAD

Collective Leadership  
for Safety Cultures



## About the Co-Lead Toolkit

The UCD Co-Lead Toolkit is designed to enhance collective leadership in healthcare settings. It comprises 6 core modules and 13 targeted modules, each covering a different aspect of collective leadership for multidisciplinary teams.

CORE COMPONENTS

### TEAM PERFORMANCE



Team values, vision, and mission



Team goal setting



Role clarity

### SAFETY CULTURES



Collective leadership for safety skills



Risk & safety management at team level



Monitoring & communicating safety performance

TARGETED COMPONENTS

### TEAM PROCESSES



Effective team meetings



Removing frustrations / blockers



Building trust



Structured inter-disciplinary rounds

### PATIENT SAFETY



Challenging unsafe behaviours



Communicating at safety-critical moments using ISBAR



Talking about safety: PlayDecide Patient Safety



Safety pause huddle



High reliability at team level

### WELLBEING



Developing a positive work environment



Emotional support in teams



Enhancing person-centred care

### SUSTAINING IMPROVEMENTS



Sustaining improvements

# About Co-Lead

## What is Co-Lead?

5-year programme at UCD researching the impact of collective leadership on healthcare team performance.

## Co-Lead aims

Support quality and safety cultures in healthcare through development of a new model of leadership that is associated with effective team performance.

## Approach

Developing the team as a dynamic leadership entity.

## Priority areas

1. Leadership development
2. Improving quality and patient safety



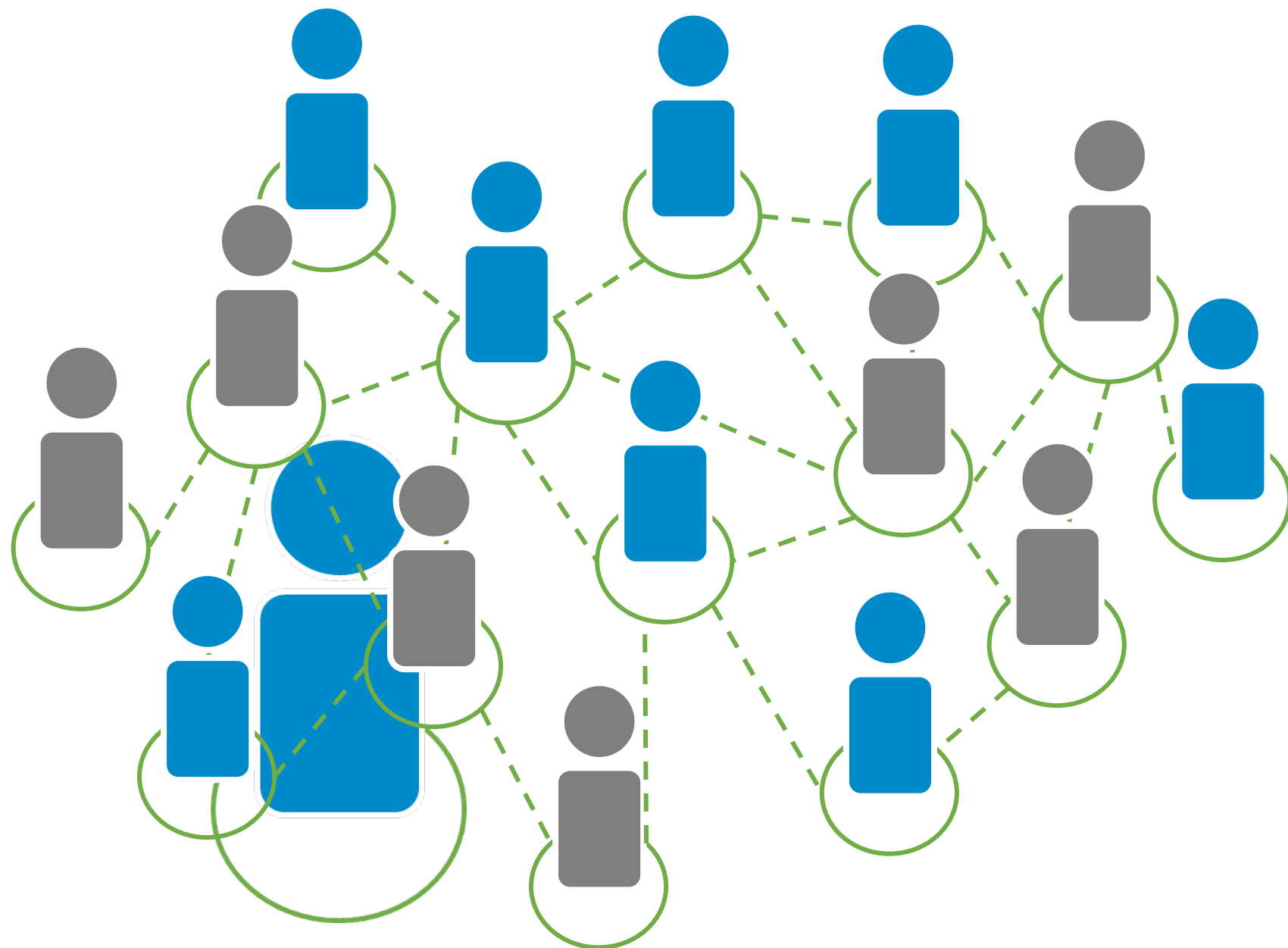
# What is collective leadership?

Collective leadership is the interaction of team members to lead the team by sharing in leadership responsibilities.

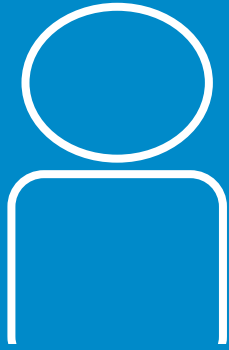
# What is safety culture?

Beliefs, perceptions, and values that employees share in relation to risks within the organisation.





**Traditional leadership mindset** **New Collective Leadership mindset**



**INDIVIDUAL LEADERSHIP**



**COLLECTIVE LEADERSHIP**

# Why is collective leadership needed?

## The challenge

Poorly implemented hierarchical leadership can contribute towards patient safety failures, blame cultures, under-reporting of errors etc.

- Power imbalances may occur between junior and senior members of staff.
- Non-standard practices become accepted.
- Scapegoating, climate of fear of failure rather than a focus on learning and improving from failure.

# The additional challenges

## Dynamics of the healthcare setting

Formal leadership and team membership can vary.

Communication between specialities is often informal, unstandardized, and fragmented.

Teams may be fluid, with individuals joining briefly for specific tasks or purposes.

Expertise in teams can be highly distributed.



# The Co-Lead Toolkit



The Co-Lead Toolkit is a set of modules designed to enhance collective leadership among multidisciplinary healthcare teams.

Co-designed by health professionals, quality and safety experts, patient advocates, and researchers.

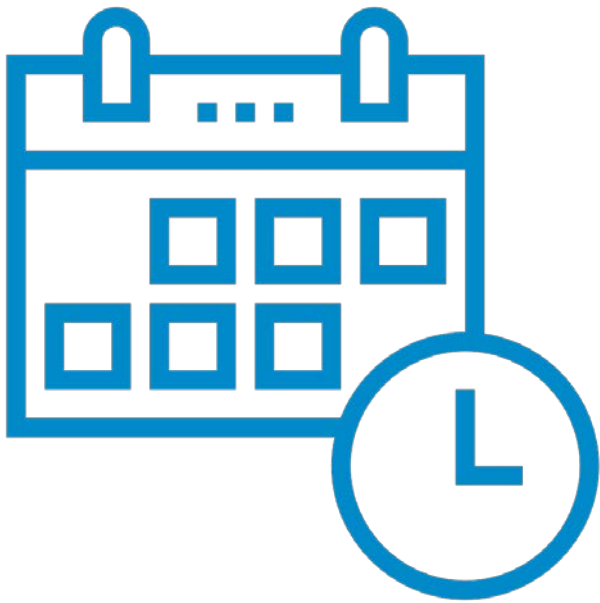
Content based on synthesis of latest evidence.  
[tinyurl.com/CoLeadPublications](https://tinyurl.com/CoLeadPublications)

6 Core modules  
13 Targeted modules

Free, open-access resource.

# Using the toolkit

Co-Lead toolkit modules take the form of 1hr long workshop sessions



1 module every 2 weeks/ monthly

Sessions may be integrated into normal team meeting opportunities such as journal club etc.

Teams undertake 6 core modules

Set of recommended modules to ground all members in key concepts of collective leadership.

Teams select targeted modules

Specifically address key areas of collective leadership chosen by the team.

# What is needed?

Each downloadable module package contains step-by-step instructions and resources to facilitate a workshop session.

1-2 team members facilitate the session, with different members facilitating each time.

The rest of the team!



# How is a typical module run?



Introduction/  
icebreaker



Information



Discussion/  
group work



Recording  
outputs/  
planning



Brief  
feedback

1 hour



# Example supports



**Monitoring and learning tools**

Supports for evaluating and monitoring improvements in team performance and safety practices.

**Resources for communication**

Supports to allow better, more efficient communication among members of the multidisciplinary team.

**Teamworking tools**

Supports to foster more collaborative and efficient teamworking environments.

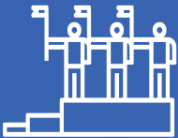
# Core modules

All teams should complete these modules first.

## TEAM PERFORMANCE



**Team values, vision,  
and mission**



**Team goal setting**



**Role clarity**

## SAFETY CULTURES



**Collective leadership for  
safety skills**



**Risk & safety management  
at team level**



**Monitoring & communicating  
safety performance**

# Targeted modules

## TEAM PROCESSES



Effective team meetings



Removing frustrations / blockers



Building trust



Structured inter-disciplinary rounds

## WELLBEING



Developing a positive work environment



Emotional support in teams



Enhancing person-centred care

## PATIENT SAFETY



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High reliability at team level

## SUSTAINING IMPROVEMENTS



Sustaining improvements

# Example content 1

## Monitoring & learning tools



# RISK AND SAFETY MANAGEMENT AT TEAM LEVEL

### Module focus

Team members work collaboratively to improve the patient safety environment.

### Achieved by

Group work to reflect on and understand what measures of safety and risk that could be measured within the team.





Co-Lead

## OUTCOME TEMPLATE



## RISK AND SAFETY MANAGEMENT AT TEAM LEVEL

### Monitoring & learning tool

Area of the framework	Current measures being gathered as a team	Any gaps where we need to begin measurement	Measures recorded by the wider hospital relevant to our team
<b>What are we doing well in terms of safety as a team?</b> <i>Look at the positives in terms of safety; what are we doing well as a team?</i>			
<b>Has the patient care we've provided been safe in the past?</b> <i>What does your team measure to know if and how care has been unsafe in the past few months, years?</i>			
<b>Are our team's clinical systems and processes reliable?</b> <i>What standardised processes do we use as a team? How are they measured?</i>			
<b>Is the team's care safe today?</b> <i>How do we know if the care provided by our team is safe? What are we measuring as a team to know our care is safe today?</i>			
<b>Will the team's care be safe in the future?</b> <i>What do we measure to know as a team if our care will be safe in the future?</i>			
<b>Are we responding and improving as a team?</b> <i>Have we learned as a team from previous incidents?</i>			



# Example content 2

## Resources for communication



# CHALLENGING UNSAFE BEHAVIOURS

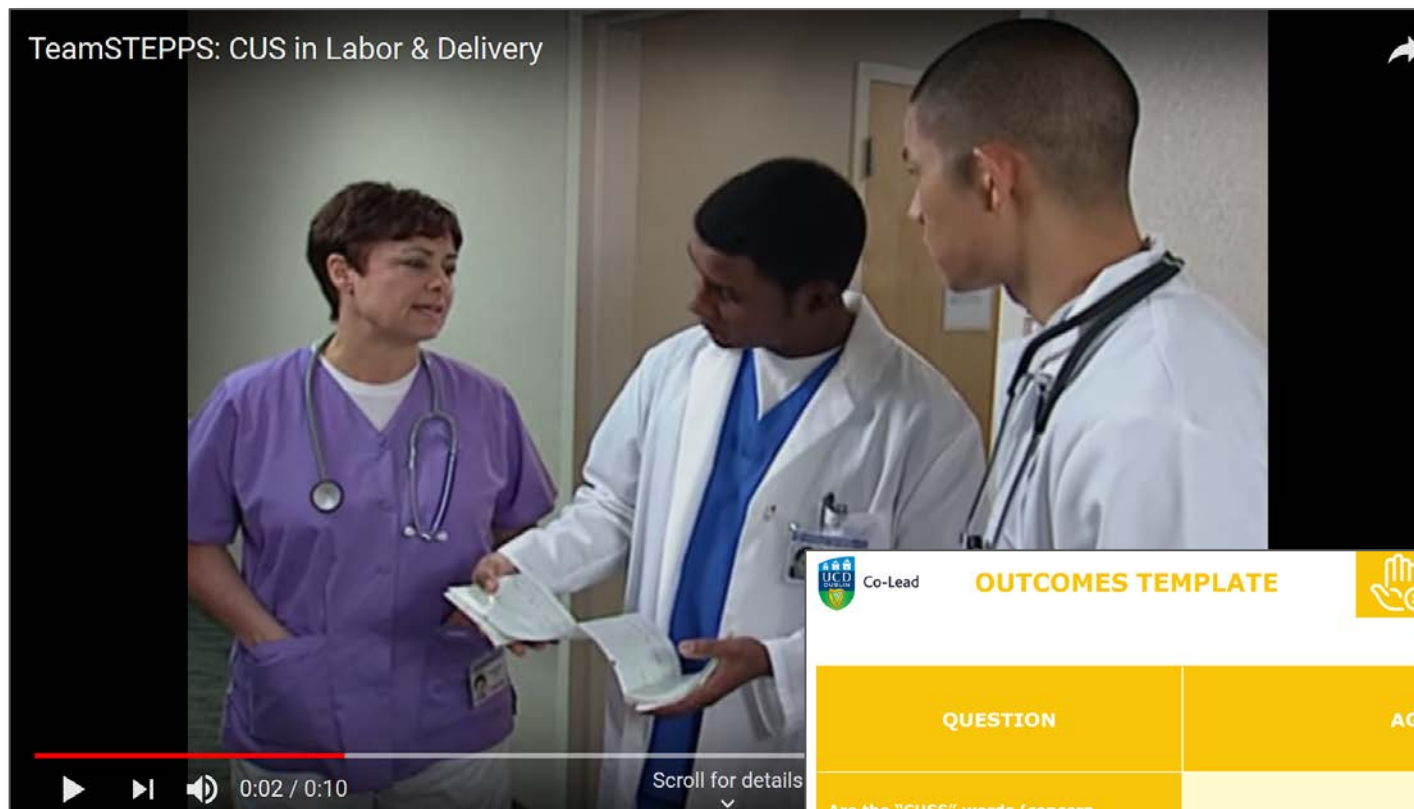
### Module focus

Introduce team members to a graded assertiveness tool that allows them to raise safety concerns with colleagues.

### Achieved by

Video and facilitated discussion to build shared understanding of how to use the tool to promote safety discussions.

## Communication resource



## Team planning for using this resource

UCD Co-Lead

**OUTCOMES TEMPLATE**

**CHALLENGING UNSAFE BEHAVIOURS**

QUESTION	AGREED BY THE TEAM
Are the "CUSS" words (concern, uncomfortable, unsafe, stop) something we can use as a team?	
How will we ensure all team members are aware of the "CUSS" words?	
What will happen when we use the "CUSS" words?	
How will we encourage our team to use these "CUSS" words?	

# Example content 3

## Teamworking tools



## BUILDING TRUST


### Module focus

Help teams create an environment where staff can share their concerns and trust other team members to support them in their work.


### Achieved by

Group work and facilitated discussion for team members to understand each others' strengths and areas for further development.


Teamworking  
tool

 Co-Lead


OUTCOMES TEMPLATE

 BUILDING TRUST


TEAM STRENGTHS	TEAM DEVELOPMENT AREAS	WHAT WE ARE WORKING ON

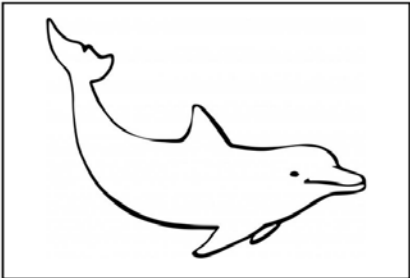


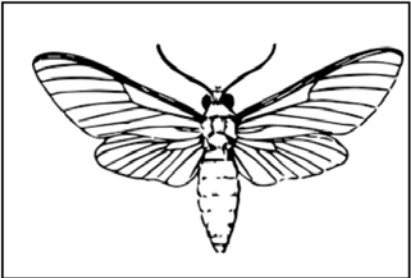
And...?

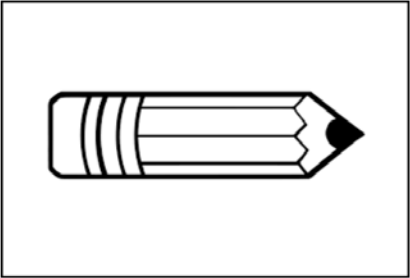
 Co-Lead


ADDITIONAL MATERIALS


 BUILDING TRUST











# Get the toolkit

[tinyurl.com/CoLeadToolkit](https://tinyurl.com/CoLeadToolkit)

([www.ucd.ie/collectiveleadership/resourcehub/toolkit](http://www.ucd.ie/collectiveleadership/resourcehub/toolkit))





# Progress to date

Co-design process completed

Toolkit materials finalised

Toolkit piloted at hospital sites

Website and materials launched

Team recruitment for scale-up

# Pilot team feedback

A group of healthcare professionals, including nurses and doctors, are seated in a circle on blue chairs. They are holding notebooks and pens, suggesting a meeting or a feedback session. The background is slightly blurred, focusing attention on the participants.

*“It's more empowering to know that you would be listened-to and that you're part of something.”*

*[Co-Lead] definitely helped the team gel together better.*

*“Definitely it improved service for patient outcomes. That's always what it's about, at the end of the day.”*

# Acknowledgements



UCD School of Nursing, Midwifery and Health Systems  
UCD College of Health and Agricultural Sciences

## The Co-Lead Co-Design Group

## Hospital management & pilot teams

Partner organisations:



# More information



[tinyurl.com/IntroducingCoLead](https://tinyurl.com/IntroducingCoLead)



Team values, vision, & mission



Team goal setting



Role clarity



Collective leadership for safety cultures



Risk & safety management at team level



Monitoring & communicating safety performance at team level

# More information



[colead@ucd.ie](mailto:colead@ucd.ie)



[tinyurl.com/CoLeadToolkit](https://tinyurl.com/CoLeadToolkit)

[tinyurl.com/CoLeadPublications](https://tinyurl.com/CoLeadPublications)



[@CoLeadProject](https://twitter.com/CoLeadProject)

# For your information



28 - 30 April 2020  
Copenhagen



**Health and Social Care Quality Improvement (HSCQI) & Health Service Executive (HSE)**

Members can save **20%** (off Early Bird 2 Day rate)

Here's how:

1. [BOOK NOW on this page](#)
2. Select Attendee Type: **Forum20**
3. Enter your verification code: **Together20**
4. Select the organisation/network who sent the code: **Health and Social Care Quality Improvement (HSCQI) & HSE**

Questions? See step by step [Booking Guide](#)

Book before **4 February 2020** to ensure that the 20% discount is applied to the Early Bird rate.



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**We will be in touch soon with  
a new year schedule.**

**Thank you from all the team  
@QITalktime**

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